

Remarks Prepared For Delivery
Jane F. Garvey
Administrator
Federal Aviation Administration
Model Work Environment
Strategy and Implementation Training Conference
Arlington, VA
December 2, 1997

Good morning. I am glad to be here today. In fact, I am very glad to be here.

Of course, I am always pleased to meet with fellow FAA employees. But, this session today is especially important, because I am here on a mission.

My mission is very simple, but very important. It is to let you know as clearly as I can that I support the Model Work Environment. And to ask you to embrace this initiative and to support it as well.

As any student of organizational behavior can tell you, programs such as this cannot be effective, and, in fact, are doomed to failure, if they are not supported from the top.

I'll tell you what I told Congress in October when I testified on the issue of sexual harassment. I said that making progress on the Model Work Environment is a critical part of our strategic planning effort. We talk about our strategy for safety, security, and system efficiency, but those goals can only be realized if we embrace the Model Work Environment.

So, yes, this initiative is key to our long-term organizational success, and, yes, the Model Work Environment has top support.

There's another reason I feel confident about the success of this initiative. And that is because of the people here today. Because of you. This is an extraordinary show of support.

And, before I say anything else, I want to thank you for coming to this conference and to thank you for the concern and commitment that you're showing to the agency and to your fellow employees.

The FAA management team that conceived the Model Work Environment direction viewed this conference as essential to presenting the philosophy to the FAA as well as introducing the tools for making it a reality.

Today, I want to talk briefly about what the Model Work Environment means at the FAA and why it is so important.

In September, we issued policy statements on Civil Rights, on the Prevention of Sexual Harassment, and on the Model Work Environment. These statements are being distributed throughout the agency.

But they are more than policy statements. They are more than posters on lunchroom walls. They are critical, and I intend for them to be real-life on-the-job practices.

Here's how our commitment to a Model Work Environment is worded in the policy statement: It says that the FAA is committed "to create and maintain an environment that supports and encourages the contributions of all employees and is free of inappropriate and unlawful behavior."

What does this mean in practice?

To me, it means professionalism. It means creating a workplace of realized potential. It means creating an environment where we allow people to do their jobs to the best of their

abilities. It means creating a place where we respect skills and contributions and where we are able to work together.

This is not just a feel-good activity. There is a “bottom line” — and that bottom line is productivity.

- Organizations that recognize and encourage the contributions of all employees are more productive.
- Organizations that recoup their investment in employees through learning, loyalty, and low turnover are more productive.
- Organizations that spend more time on their mission and less time on processing employee complaints are more productive.

From my experience in the world of work, the benefits of a Model Work Environment can be summed up very simply: If you are going to spend more than half of your waking hours at work — and some of us spend a great deal of time at work — then the work experience had better be as good as possible.

And, most of all, it should be in an organization that values the contributions of all employees.

When I first started this job, Secretary Slater asked me what I wanted to accomplish in my term. I told him that I want the FAA to be a premier, responsive, and accountable agency. I want it to be a symbol of excellence.

If we are to achieve this, we must be an organization that empowers, rather than disables...one that develops, rather than discriminates...one that supports, rather than suppresses.

And, this is exactly what I want for the FAA.

With the Model Work Environment initiative, we can create an environment where we all want to work, where we can all contribute, and where we can all focus our energies on doing the best job possible in support of our aviation safety mission.

Our jobs are far too critical to have it any other way. The mission of the FAA is among the most important in government. It does not get much more important than ensuring a safe, secure, and efficient aviation system. What we do has a direct impact on the lives of the American people. Not many Federal agencies can claim that responsibility.

Just as the Model Work Environment needs support from the top in order to be successful, it also requires accountability throughout the agency.

It must have accountability.

This is why, on October 2nd, we issued performance standards for supervisory, managerial, and executive positions. These standards clearly state my expectation — our expectation — that supervisors, managers, and executives will treat employees with dignity and respect, and that they will require the same from their subordinates.

Furthermore, I expect all FAA managers to communicate the principles of the Model Work Environment to their subordinates. And I expect them to make it clear that improper behavior has no place and will not be tolerated at the FAA.

In addition, I expect that when improper situations occur, managers will act promptly to eliminate and correct the situation.

Given these expectations, this conference is extremely important.

It is designed to do three things.

First, we want to emphasize, in a major way, the importance of the Model Work Environment to the FAA.

Second, we want to give you insight on the tools you need in order to be effective Model Work Environment managers and employees.

Third, we want to let you know about the resources available to you after you are back on your jobs.

It is one thing to tell you our expectations. It is another to empower you to meet them.

Even more importantly, this conference is about us. It's about agreeing on the type of environment we want to work in every day. It's about agreeing on whether we will be able to be the best that we can possibly can. And, it's about setting the course to get us there.

Let me close by telling you that I very much look forward to working with you. And, I look forward to working with you to build an FAA that is indeed a model work environment.

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Good morning.

Thank you, Tom, for that gracious introduction.

It is a pleasure to be here. I always enjoy meeting with employees. And I'm very glad to see that I am getting to the point where I recognize people from my travels around the system.

I want to talk about what I want for the FAA — and I know it is what you want as well — and that is to be the world's premier aviation safety

organization. And I'm going to talk about what we are ALL going to do to accomplish that objective.

When I first became Administrator, Secretary Slater asked me what I wanted to accomplish during my five-year term.

I told him that I want for the FAA to be recognized as responsive, accountable, and as an organization with a sense of urgency about its important mission.

Thanks to every one in this room we have made much progress. The FAA is respected worldwide. (mention Flight Safety Foundation meeting / mention ICAO?)

The FAA has made significant contributions to our nation's excellent aviation safety record.

As I have said before, when I came to the FAA I felt like I was "standing on the shoulders of giants." You have accomplished much.

You in Flight Standards, in particular, are critical. You are the ones working directly with the users of the aviation system. You are the vital link between regulation and performance.

While we have accomplished much, we have so much more to do.

And I know you've heard this before. We all know that with the projected increase in aviation

activity, tomorrow's number of accidents will be devastatingly high — unless we lower today's already low accident rates.

We have a very important job to do.

I like the way Tom describes it when he talks about what we must do to enhance safety. He says that we have already “picked the low-hanging fruit.” Thanks, in large part, to modern equipment, we've solved the easy problems.

Now, we have to reach higher and get that fruit at the top of the tree. We must solve the tough problems.

Today, I will outline what we at the FAA are doing to pick that higher fruit. And, as you well know, much of this is being done in Flight Standards.

We are taking a three-pronged approach.

One, we are developing a focused safety agenda.

Two, we are reinforcing partnerships with all segments of aviation.

And, three, we are putting our house in better order by strengthening our system approach to safety.

Developing the safety agenda is one of my first priorities. When I came to the FAA I learned that we did not have a focused agenda. I did learn that there were more than 1,000 safety recommendations on hand — just for Flight Standards alone!

We'd heard from Congress, from the Gore Commission, GAO, the NTSB, and more. We'd also had our own internal reviews, such as the 90-Day Safety Review and Challenge 2000.

Even when we eliminated the duplicates, that still left 450 proposals.

Four hundred and fifty does not add up to a focused agenda. What it does add up to is a **non-agenda** that strains resources and pulls you in too many directions. One that forces you to move from crisis to crisis. One that contributes to a perception of an agency that is reactive.

Working with top managers, we are developing a safety agenda for 1998, and for the next five years. We will refine the agenda based on a ranking of safety initiatives supported by quantifiable data. The priorities will be based on the analysis of accident causes in the modern jet era. We will identify the accident prevention

opportunities that have the **greatest** potential to bring the **greatest** benefits.

Those of you who have heard me speak know about the second prong of our approach to enhancing safety. I've said we need a model where government can be both a **partner** and, when necessary, an **enforcer**.

As you well know, there already have been a number of important efforts where government and industry and labor have been partners. We must build on this foundation.

This isn't a new idea to you in Flight Standards. You have been actively involved in

partnership programs with industry that are making significant contributions to enhancing safety.

I'm proud that one of my first actions as Administrator was pushing for the release of the FOQA rule. The proposed rulemaking on Flight Operations Quality Assurance Programs is intended to encourage the voluntary implementation of FOQA programs by providing assurance that the information cannot be used by the FAA for punitive enforcement.

From our two-year demonstration study, we learned that the analysis of routine flight data,

collected by flight data recorders, provides significant benefits by identifying trends. These trends can point out potential problems and enable us to take corrective steps **before** accidents happen. Let me repeat that — **before accidents happen.**

As we all know, information is the linchpin to decreasing accidents. In the demonstration study, FOQA data gathered from flight data recorders already has provided valuable information to improve flight crew performance, adapt airline training programs, adjust operating procedures, and do much more to enhance safety.

FOQA is just one example of creating strong alliances with shared goals that will enable us to raise the bar and improve safety.

You in Flight Standards are also working with the Aviation Safety Action Program, or ASAP, to identify potential safety hazards. As you know, we issued an Advisory Circular on ASAP early this year.

ASAP encourages participation from flight crew members, mechanics, flight attendants, and dispatchers in order to obtain information that would not otherwise be available. Information

that could be critical before-the-fact to prevent accidents.

In just one airline there have been more than 10,000 safety reports which have led to hundreds of safety fixes.

As Norm Mineta, chairman of the National Civil Aviation Review Commission, said recently, "Government enforcement of safety rules must continue, but there needs to be a recognition...that working for safety improvements from only a traditional enforcement-of-the-rules perspective will not

produce the accident rate reduction results that are needed.”

Which brings me to the third prong of our program to improve aviation safety.

At the same time we need to strengthen partnerships, we must recognize and adhere to our own individual responsibilities. We must keep our own house in order.

This is why I am so pleased with what you’ve been doing in Flight Standards to develop programs that take advantage of technology, stress quality assurance, and use a systems approach to safety.

You have SPAS as well as C-SET.

(SPAS is Safety Performance Analysis Software – software that captures information and brings areas of concern to the attention of the principal inspector and C-SET is Certification, Standardization, and Evaluation Team – recruits inspectors with a lot of experience for two-year tours to make sure experienced inspectors are reviewing less experienced operators, e.g., new carrier applicants get serious support from FAA.)

In terms of air transportation oversight, there is a very exciting development in Flight Standards with ATOS.

[Jane, about now, you could comment that it's good that there are only 26 letters in the alphabet...].

ATOS is the Air Transportation Oversight System and this is so exciting because when it is implemented next year it takes us to a true systems approach to safety.

Under the current approach, as you know, inspectors have a scheduled number of inspections based on the level of operations. And they are focused on that particular carrier, that airport, that operator.

Thanks to the maturity of technology and a commitment to a systems approach, ATOS will enable inspectors — and the entire Flight Standards organization — to see the big picture.

Through ATOS, analysts will be trained to identify potential problems and extrapolate the problems across the system. So, if an inspector finds a problem at one place, it will be flagged so

we will know to check it across the system, at other airlines, operators, or airports.

This will identify hazards as early as possible and then eliminate or control them. You'll be hearing more about ATOS from Tom, but I wanted you to know how excited I am about this development.

With progress in these three areas — a focused safety agenda, stronger partnerships, and improved oversight processes — I am confident we will be able to raise the bar and lower the accident rate.

And, just as important, I am confident about the kind of environment we are developing.

In effect, we are developing a “continuous improvement process” for aviation safety.

As one observer said, “A ship in harbor is safe, but that’s not what ships are for.”

No, that isn’t what ships, or aircraft, are for. That’s why you are so important. You are committed to the highest safety standards so that Americans can travel safely and confidently all around the world.

Thank you for your commitment to safety.

And, now I'd be delighted to answer your questions.

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Remarks Prepared For Delivery
Jane F. Garvey
Administrator
Federal Aviation Administration
"Raising the Bar"
Global Aviation Safety & Security Conference
Washington, DC
December 11, 1997

It is a pleasure to be here today with so many professionals whose lives are dedicated to the issue of aviation safety. This issue is of fundamental importance, not just to the aviation industry, but to the American people as well.

Aviation Week is to be commended for offering a forum for the exchange of ideas, technologies, and techniques to advance the issue of aviation safety.

It brings to mind that old '60s adage, that either you're part of the problem or you're part of the solution. It's wonderful to see so many people who are part of the solution.

There is certainly a poignancy, that as we are meeting this morning in Washington, the tragedy of TWA 800 is the focus of hearings in Baltimore. I know I speak for each employee of the FAA when I say that our commitment as a Federal agency is to take every step that we can to address this tragedy and to work closely with NTSB and others, so that, as Jim Hall said, we can prevent accidents like this from recurring.

In a sense these two meetings suggest the benchmarks, or themes, that we've seen in the short history of commercial aviation. Rigorous investigation and corrective action — along with technological developments — are the combined elements that have led to the excellent safety record we enjoy today.

It is a strong record of achievement.

But we also know that we cannot rest on achievements. The status quo is simply not acceptable. No one in industry — no one in the public or the private sector — is willing to accept projections that indicate that with the increase in aviation activity the number of accidents could be devastatingly high.

We need to collectively act to "raise the bar." We need to take strong, targeted, preventive actions in order to lower the accident rate. Significant changes, dramatic steps must be taken.

I've met with many of you and you know that my approach at the FAA is to go back to the fundamentals that lay the groundwork for improving aviation safety. The three fundamentals are: A focused safety agenda, effective safety partnerships, and responsive and responsible oversight and rulemaking capabilities.

First of all, we need to be able to communicate to ourselves as well as to the aviation community and the American public a clear sense of our priorities and how we will achieve them.

Safety, as everyone knows, is the agency's top priority. It must be more than a slogan. It must be backed by a focused agenda — developed through analysis of data telling us what really matters — and a clear implementation plan.

As a public manager for many years, I know all too well how difficult it is for a public agency to create and stay with a focused agenda. Like many of you in the private sector, we have a board of directors. Ours is made up of Congress, the White House, GAO, and other government agencies and groups. These board members have competing agendas, even competing goals, that make the challenge for federal managers greater and more difficult.

The FAA currently does not have that focused agenda. When I came to the FAA, I learned there were more than 1,000 safety recommendations on hand — from a host of external and internal sources. Even when we eliminated the duplicates, that still left 450 proposals.

Four hundred and fifty does not add up to a focused agenda. It adds up to a non-agenda that strains your resources and pulls you in too many directions. One that forces you to move from crisis to crisis and contributes to a perception of an agency that is reactive and unresponsive.

To counter this, it is absolutely critical that we avoid being reactive and that we have a clear and focused agenda.

With my senior managers, we are developing a safety agenda for 1998, and for the next five years. We are refining the agenda by ranking safety initiatives based on the quantitative analysis of accident causes in the modern jet era. Building very much on the work of the Integrated Safety Strategy Team and Aviation Safety Plan, we are identifying the accident prevention opportunities that have the **greatest** potential to bring the **greatest** benefits.

I am very pleased that the National Civil Aviation Review Commission's Report on Aviation Safety also recommends this direction: A focused safety agenda based on data. I will be with Secretary Slater and Commission Chairman Mineta later today to release the Commission's report. The report points FAA in a positive direction for addressing aviation safety.

Safety data, internal FAA analysis, and the Commission's work all indicate the same key areas of emphasis. They won't surprise you — controlled flight into terrain, loss of control accidents, human factors issues, landing and approach accidents, and runway incursions.

In fact, these areas are consistent with the recommendations that we received from *Aviation Week* and its editors.

Last June, Dave North and his staff published their "Top 10 Air Safety Priorities."

Looking at the list, I think we've made great progress.

The number one item is the same as ours — CFIT. *Av Week* said the FAA should mandate the installation of enhanced ground proximity warning systems in commercial transports. These systems, of course, are designed to prevent CFIT accidents, which account for about one-quarter of all the accidents worldwide.

This month, we will release to the Department of Transportation an NPRM mandating what we call "Terrain Awareness Warning Systems" on turbine-powered airplanes with six or more passenger seats.

Industry clearly recognizes the value of these systems. I applaud the efforts of Alaska, American, and United to equip their fleets with warning systems.

The *Av Week* editors also said ICAO's safety role should be strengthened.

We agree. That's why I went to Montreal last month for a major meeting of civil aviation directors from around the world. The top item on my agenda: International safety oversight. We encouraged ICAO to strengthen its safety oversight program and to share the information obtained from this program with others.

I'm delighted that ICAO members recognized that a global safety oversight program will significantly benefit the international civil aviation community. They told ICAO's Governing Council to move forward on nearly all of the points the United States advocated. Over the long haul, this will have a tremendous positive impact on the safety of global air travel. I also know that we need to keep pushing on this issue, and we will.

In terms of creating a safety data base, last year, the FAA proposed the Global Analysis and Information Network to address the need for the global sharing of aviation safety information. As anticipated, the aviation community is now assuming the leadership of GAIN, while the FAA's Office of System Safety continues only as a facilitator. You'll hear more about GAIN later when Chris Hart makes his presentation.

In almost all the top ten areas, we've made real progress.

I listed three objectives before. A focused agenda was number one.

The second prong of our approach to enhancing safety is a new safety model where government can be both a **partner** and an **enforcer**.

The Commission will reinforce this in its Report on Aviation Safety. In fact, when you look at the composition of NCARC and the work it has done, you see the Commission itself provides an excellent example of partnership. All segments of aviation were represented. They kept their eyes on the prize. And, they were able to reach consensus on some very difficult, very important issues.

I was very impressed by the Commission members and by their willingness to take off their respective “hats” and approach the issues in collaboration.

Norm Mineta said, “Government enforcement of safety rules must continue, but there needs to be a recognition that working for safety improvements from only a traditional enforcement-of-the-rules perspective will not produce the accident rate reduction results that are needed.”

He’s right. No one entity — whether private or public sector — can solve the problems alone. We will only solve the problems by acting collectively.

I’m proud that one of my first actions as Administrator was pushing for the release of the FOQA rule from the FAA. As everyone in this room well knows, flight operations quality assurance is the analysis of routine flight data. It provides significant benefits by pointing out trends and giving us indicators, which can identify potential problems and enable us to take corrective steps **before** accidents happen. The proposed rulemaking is intended to encourage the voluntary implementation of FOQA programs by providing assurance that the information will not be used by the FAA for punitive enforcement.

Which brings me to the third prong of our program to improve aviation safety. At the same time we need to work together, we must recognize and adhere to our own individual responsibilities. We must keep our own houses in order.

We are asking the airlines to constantly evaluate their own safety systems to ensure passenger safety.

On the public sector side, the FAA needs to acknowledge that paperwork does not equal safety.

I’ve been impressed by the many dedicated people I’ve met at the FAA. I think often these professionals feel trapped by archaic systems that sap their energy.

This is why I am so pleased with what we’re doing to change and streamline our oversight and rulemaking processes.

In terms of air transportation oversight, we know the current system cannot produce the changes necessary to significantly lower the accident rate. We've focused too much on symptoms and not enough on cures.

By the end of 1998, we will implement a new oversight model based on a **system** safety approach.

Under the current approach, as you know, inspectors conduct a scheduled number of inspections based on the level of operations. And they are focused on one particular carrier, one airport, one operator.

Thanks to the maturity of technology and a commitment to a system approach, ATOS — our new Air Transportation Oversight System — will enable inspectors and the entire Flight Standards organization to see the big picture. Through ATOS, analysts will be trained to identify potential problems and to extrapolate across the system. If an inspector finds a problem at one place, it will be flagged so we will know to check it across the system, at other airlines, operators, or airports. This will identify hazards as early as possible and then enable us to eliminate or to control them.

As for rulemaking, we are shortening the time to develop rules by re-engineering the rulemaking process. Starting in 1998, rules will be developed more quickly than before. More important than shortening the process, is building in quality early in the process — before, rather than after, the fact. Key strategies for shortening the rulemaking process include early involvement of major stakeholders; early resolution of divergent issues; early buy-in of agency, DOT, and OMB senior-level managers; empowering our rulemaking teams; and streamlining the review processes.

All of this is designed to heighten our ability to serve the American public.

With progress in these three areas — a focused safety agenda, stronger partnerships, and improved and streamlined oversight and regulatory processes — I am very confident we will be able to raise the bar and that we will be able to lower the accident rate.

On a personal note, I am extraordinarily fortunate. This is a wonderful time to be part of this industry. We are at a critical juncture. It is an era of breathtaking technological changes. While the challenges are great, I am very excited about the possibilities and potential.

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Garvey, LA remarks, Dec. 12 (both LAX events)

Good morning/afternoon/evening.

It is a pleasure to be here today. I was pleased when Congresswoman Harman asked me to come and meet with you. This is because this area and this airport are so vital to our nation.

Let me say that as the FAA Administrator, and especially as a *new* FAA Administrator, it is a critical part of my job to meet, to talk with, and to understand the users of our nation's aviation system

At the same time, it is just as important to understand how our nation's communities and citizens are affected by aircraft noise and other environmental issues.

As the former head of Boston's Logan Airport, let me assure you that I am keenly aware of community concerns about airport operations.

While you are here to address your community concerns, we would be remiss if we were not all working to address the economic needs for the region and for the nation in the 21st century.

Therefore, I am here today as an “honest broker. ” I am looking forward to a balanced and thoughtful dialogue today.

Let me tell you that I have been briefed on the proposed L-A-X Master Plan. And I am here to tell you that we will work with you, with L-A-X, and with the surrounding communities, including El Segundo (el seh-guhn-doe), Inglewood, Westchester, and all the communities — and I won't try to name them all — to make sure that the environmental issues are addressed.

But, as you know, we haven't even gotten to the first step. The plan is still in the proposal stage, with many steps ahead.

Yet, I am here at the behest of Congresswoman Harman to assure you that we will listen and be attentive during the **entire** process.

I can tell you that I look forward to working with Supervisor Yvonne Braithwaite (brayth-wait) Burke, Councilwoman Ruth Galanter (guh-lan-ter), and Mayor of El Segundo Sandra (Sandy) Jacobs.

Just know that these people will be looking over my shoulder every step of the way.

Before we get started, I want those of you from El Segundo to know that we are addressing the issue of the early left turn. During the question and answer session, I will have the head of our region's air traffic organization address this issue.

In closing, let me remind you that I am the first Administrator appointed to a five-year term. I am committed to serving the full term. And, I am confident that by 2002, we should be well along on this process. You have my

commitment to work with you and with Los Angeles World Airports on these important issues.

Thank you.

Garvey, Worcester Remarks, Dec. 19, 1997

[Perhaps open with congratulations on Worcester's appearance on national television. See attached *Worcester Telegram and Gazette* article.]

I understand Worcester achieved national recognition this past Sunday on "60 Minutes" with a great piece on The Forum Theater's production of "West Side Story." It was about a community, this community, pulling together.

A positive story on "60 Minutes" — Worcester doesn't need anyone from Washington to help you...This city can accomplish anything!

It is a pleasure to be here today.

And, it is a pleasure for two reasons.

For one, I appreciated the invitation from Congressman McGovern and the opportunity to show support for the important work the Congressman is doing in Washington. He is an active and knowledgeable member of the House Transportation and Infrastructure Committee.

This Committee's role, of course, is vital to maintaining our nation's significant infrastructure needs.

Two, as you would imagine, it's always good to have a reason to get to Massachusetts.

As a citizen of the Commonwealth, I am particularly interested in Massachusetts transportation issues.

Today, I am here on behalf of Secretary of Transportation Rodney Slater.

The Secretary asked me to meet with you.

He asked me to listen.

And, he told me to let him know what I hear.

I want you to know that Secretary Slater is strongly committed to aviation. He is committed to safety and to ensuring a strong aviation infrastructure for our nation.

The Secretary likes to say that in the same way highways connected our country in the last half of this century, it will be aviation that connects the world in the first half of the next century.

Perhaps more than any other mode of transportation, it is aviation that makes transportation all about mobility, choices, and opportunities.

Mobility, choices, and opportunities — that is exactly why we are here today. The people of Worcester understand the importance of transportation. You know full well that transportation is how you build communities and how you assure your community will be strong into the future.

More importantly, you are prepared to roll up your sleeves and do something about it. This is a community of “do-ers”. You know how to get the job done.

Improving transportation for your community has brought the business community together, just as West Side Story brought your young people together last summer.

You are working together to improve the mobility, choices, and opportunities for your community.

This morning, I was given a tour of the Worcester Regional Airport. I saw how well you have put your Airport Improvement Program funds to use. You have the facility you need.

And with this week's announcement of the state study of improved ground access to the airport, you are taking the right steps to make the airport **more** accessible for **more** travelers.

Add to this your community's aggressive marketing program, and you are headed in the right direction for improved air service for Worcester.

Just as airports are engines of local economic growth, a robust national aviation system is essential to both local and national economic health.

Ensuring strong national aviation infrastructure is the job of the Federal Aviation Administration.

That's my job.

Today, I'd like to talk briefly about what I am doing in Washington to assure a strong aviation system for Worcester, for Massachusetts, and for the nation.

Two of the key ways to strengthen our nation's aviation infrastructure are through enhanced safety and through greater system efficiency. These are two of my priorities as I start my term.

Safety, of course, is my top priority. And let me say that we in the United States enjoy an excellent safety record. But we also know that we cannot rest on achievements.

We need to collectively act to "raise the bar" in order to lower the accident rate. We need to take strong, targeted, preventive actions in order to enhance safety.

And we plan to.

These changes, these steps, must be backed by a focused agenda — developed through analysis of data telling us what really matters — and a clear implementation plan.

We are developing a safety agenda for 1998, and for the next five years. We are refining the agenda by ranking safety initiatives based on the quantitative analysis of accident causes in the modern jet era. We are identifying the accident prevention opportunities that have the **greatest** potential to bring the **greatest** benefits.

And there are a number of clear opportunities.

This is why I am so pleased by this week's announcement by the Air Transportation Association and the FAA that the ATA-member airlines are voluntarily equipping their fleets — some 4,300 aircraft — with advanced terrain avoidance warning systems.

These systems will effectively eliminate controlled flight into terrain, which, worldwide, accounts for one in four commercial aviation accidents.

Controlled flight into terrain is the term for flying perfectly good airplanes into the ground. This is when the aircraft is under control but the pilots lose their sense of where the plane is in relation to the terrain. It is what happened in Cali, Colombia, two years ago and on Guam last summer.

This move by the airlines to install these warning systems is a perfect example of government and industry working together toward a common goal — enhanced safety. By adding this technology voluntarily, the airlines are getting out in front of this issue and will bring this benefit to air travelers six months to a year sooner than if the FAA had to act alone.

We will institute the formal rule to ensure the same level of safety for all U.S. carriers. The rule will mandate installation of advanced terrain avoidance warning systems in all aircraft with six or more seats over a period of four years.

A second key priority, and one of particular concern to you, is system efficiency, or modernizing the air traffic control system. A significant amount of work has already been done, and I expect to build on that. But, as you know, significant issues remain.

Laying out a clear road map and a commitment for implementation must be a top priority for us. And I am doing this by working with industry, unions, and FAA executives. By early next year, I want to have established a timeline as well as completed the clear identification of mission-critical elements, funding implications, and any barriers to moving forward.

Just as importantly, I want to identify building blocks of progress that we can put in place now. Great changes, big visions, often are achieved one step at a time.

I want you to know that I spent the day yesterday in Newark meeting with airline executives and with the Port Authority. We are working to improve our operations so that the airlines can improve their operational reliability.

All of the issues facing aviation today are complex. All are challenging. And like most complex issues, they are not going to be resolved by one person, one Administrator, or one agency alone. Nor can these issues be resolved by the private sector alone, or the public sector alone.

These issues must be approached in constructive collaboration, in a way that allows us to put aside unimportant differences and develop a renewed, vibrant sense of

cooperation. We must work together to achieve our shared objectives. We will all benefit from the result.

That's what I want to achieve in my term — a safer, more efficient national aviation system, a system that provides Americans with mobility, choices, and opportunities.

Thank you.

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