

Good morning. What a pleasure to be here today at the new MidAmerica Airport.

There's a story about the Wright Brothers those of us in aviation like to tell. It is about the day AFTER the historic flight.

Wilbur turned to Orville and said, "So, great, we've invented the flying machine. But, where can we go? There aren't any airports!"

Yes, airports are vital.

They are a critical part of our aviation system infrastructure.

Airports are key contributors to our economy. They are engines of economic growth.

Furthermore, sufficient airport capacity is essential to our nation's ability to compete in the global marketplace.

I like the way Secretary Slater describes it when he says, "Aviation will be the interstate of the 21st century."

What a powerful image that is. It means that the work we do in transportation is very important. And, never has it been more important.

This is why it is such a pleasure to be here today to celebrate the opening of an airport, the addition of capacity to our aviation system. And to celebrate it right here in mid-America.

Thank you.

**Remarks prepared for delivery by
Jane F. Garvey
Administrator
Federal Aviation Administration**

**DGCA Breakfast Meeting
Inter-Continental Hotel, Montreal
November 11, 1997**

Thank you all for taking the time to join us today. Let me begin by saying that it is a great pleasure to have this opportunity to participate in this conference and to meet so many aviation leaders from the global aviation community.

In particular, I commend Dr. Kotaite and ICAO for taking the initiative to organize a global meeting of the Directors General to confer on the Safety Oversight Program.

This program is vital. As you know, the United States is a strong proponent of strengthening ICAO's Safety Oversight Program. We see strengthening this program as a vital step in enhancing aviation safety and reducing the accident rate.

We've heard all the numbers, in one version or another, 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.

That is an unmistakable clarion call.

And we must respond, and respond decisively.

Furthermore, ICAO is the *only* appropriate international organization with the broad-based authority to implement and maintain a global safety oversight program.

Yesterday's meeting underscored how close we are, and, at the same time, how many issues still remain, before we can reach global consensus on how ICAO should proceed with its Safety Oversight Program.

Conceptually, I think we all agree that the Safety Oversight Program is good for aviation safety. This is clearly something we can all support. That said, there are elements of the program that will require more discussion and consensus building before we reach agreement on how to proceed.

As the discussion proceeds and differing opinions surface, you may ask, "But who will make the final decision?"

That's a good question. Because the answer is, "All of us."

All of us. It is not one person's decision. It is not one country's decision. A good thing to remember about ICAO is that every member State has a voice. Everyone in this room has a role to play in shaping the future of this program. Everyone in this room has a voice in the future of world aviation safety.

And, please, make your opinions known at this forum.

Our task isn't easy. But our task, our challenge, as leaders in the aviation community is to rise above national interests and focus clearly on the target: Improving aviation safety. That is the only way we can truly unleash all the benefits that a robust, safe, and secure aviation system will bring to our nations and to the world.

With this in mind, each of us must give careful consideration to the issues being addressed at this conference. This is crucial. Our commitment to do what is right for the Safety Oversight Program today will have far-reaching implications for the safety of the global aviation system for years to come.

I believe that ICAO's plan to improve and strengthen the Safety Oversight Program is an important step in the right direction.

Through the FAA's International Aviation Safety Assessment program, we have gained a great deal of experience. We've learned about the amount and kind of information required to determine whether ICAO Standards and Recommended Practices are being implemented. And whether they are being implemented in a way that truly supports and enhances safety.

I am hopeful that our experience will prove useful to ICAO as we all work together to make the Safety Oversight Program the dynamic force for improvement — the dynamic force that I know it can be.

The United States has pledged strong support to this program. We have contributed money and expertise from the program's inception. Last week, the United States made its second voluntary contribution of \$100,000 in response to a request from the Secretary General. Our support is based on the notion that ICAO will improve and strengthen the program to a point where we can use the information as a part of our own assessment process.

In fact, if the ICAO program is improved to meet certain requirements, the information gathered through ICAO assessments could in many cases eliminate the need for on-site inspections as a part of the FAA's overall assessment process. Of course, the

FAA will continue to have an obligation under U.S. law to determine whether its partners in bilateral aviation agreements provide adequate levels of safety oversight. But while the FAA must continue to make these determinations, we believe they could be accomplished more efficiently using ICAO's information whenever possible.

Let me just take a moment to review a few points that we view as critical to the effectiveness of the ICAO safety oversight program.

First, the reports must be timely. Aviation is a dynamic sector, and no one's interests are served by delayed distribution of assessment reports. If deficiencies exist, States should be alerted quickly so corrective steps can be identified and taken.

We believe ICAO should continue to issue Interim Reports within 30 working days of an assessment, and must issue the Final Reports within 90 calendar days. The Final Report must clearly describe the differences between a State's national regulations and the SARPs. More importantly, it should delineate deficiencies in actual implementation of the national regulations. In addition, we concur with the Air Navigation Commission recommendation that States prepare an Action Plan for correcting deficiencies within 90 calendar days from their receipt of the Interim Report.

A second concern is disclosure. I recognize that the issue of confidentiality is controversial. Based on our experience in performing and evaluating safety assessments, I can tell you that States need to know more than just that deficiencies exist. States need detailed information on specific deficiencies in order to make sound judgments regarding the ability of other countries to provide safety oversight. This is the only way in which States can establish reasonable and just aviation policies to promote safety in their sovereign airspace. Detailed information must be made available. ICAO should provide it to States upon request.

Third, audits. The United States concurs with ICAO's proposal to perform regular safety audits of States based on perceived needs. A program in which audits may only be performed in response to requests from member States is a piecemeal approach to a global problem. It will not work. ICAO must be able to initiate a request to conduct a safety audit. As I said, we are here to do what is best for aviation safety, and the best thing for safety is for all countries to adopt an "Open Door" policy with regard to the ICAO Safety Oversight Program.

One more point before I leave this subject: Terminology. I know that there have been many discussions concerning terminology. Should these be called audits, assessments, evaluations, reviews, or something else? I know that some of these terms can make the program sound intrusive, but, regardless of the wording, let's focus on making the program an impartial and effective means to determine compliance with ICAO Standards and Recommended Practices.

The ways in which ICAO addresses these three concerns — timeliness, confidentiality, and audits — will play a major role in determining whether the FAA can someday use information from the Safety Oversight Program in making its determinations.

Later today, the conference will address another important issue: Expansion of the Safety Oversight Program into other areas. The United States concurs with ICAO's plan to expand oversight eventually to air traffic services and airports. Prior to any expansion of the program, we would like to see the existing program mature to a point where it can effectively report on the oversight capabilities of member States. Further, expansion should be undertaken only when adequate resources are identified.

Funding, of course, remains an issue of paramount concern. We firmly believe that Safety Oversight assessments should be a part of ICAO's regular budget. This program is simply too important to be sustained year-to-year through voluntary contributions. I know that this poses a difficult task at a time when governments, including the United States, are seeking to limit the growth in budgets of international organizations.

This is why we believe it is especially important to focus on identifying resources for the existing Safety Oversight Program before expanding to air traffic services and airports.

Funding is also a major concern for countries seeking to come into compliance with ICAO standards. We must all recognize that we are working within a *GLOBAL* aviation system, and deficiencies, regardless of where they exist, affect the safety of all of our carriers and citizens. Therefore, it is up to each of us to marshal whatever resources may be available to address these issues.

At the FAA, we are working on several initiatives in an attempt to assist other countries in improving their systems. Our Flight Standards office, for example, is developing a model aviation law, regulations, and inspector guidance material, which other countries will be able to use as a base that can be adapted to their systems. In the area of training, we are exploring the potential for a new program in conjunction with TRAINAIR at ICAO.

Through this initiative, we plan to work through the TRAINAIR program to develop a curriculum for international safety inspection personnel based on ICAO standards. This curriculum could then be used by aviation academies throughout the world. Our hope is that a standard approach to safety inspector training will improve global safety and oversight capabilities.

We have also been working with several multilateral development banks, including the World Bank and the Inter-American Development Bank, to encourage their support for the aviation sector.

This is another area where you can bring your influence and prestige to bear. When you return home, work with your governments to encourage development banks and other financial institutions in your region to recognize the importance of investing in the aviation sector. Help banks understand that aviation is an engine of economic growth. The more resources directed toward civil air transportation, the stronger your economic prospects, the greater your growth potential.

As we return to the conference this morning, we must all pledge to make safety our number one goal. Keep in mind that the structure of an aviation system is much like the structure of a building. If you inspect the safety and integrity of a building, you don't start with the roof...you don't start with the walls...you start with the foundation.

Collectively, our organizations — the civil aviation authorities — represent the aviation foundation of the world. If there are problems with this foundation, we have an obligation to establish a process through which these problems can be identified and addressed.

What we do here this week is crucial. Our challenge is great: Improving world aviation.

But I know we are up to the challenge. That is why we came here today across borders — because we know in aviation there are no boundaries.

There are no boundaries to what we can achieve through consensus. We can make world travel safer. We can, we must, lower the accident rate.

Aviation is too vital to global commerce, economic development, and world travel to have its reputation, its future, put at risk.

Thank you for coming today. And, thank you for your commitment to aviation safety.

###

Remarks Prepared For Delivery
Jane F. Garvey
Administrator
Federal Aviation Administration
Regional Airline Association
Fall Conference
Washington, DC
November 18, 1997

What a pleasure to be here today with such a dynamic group that represents such a vital part of commercial aviation — and a group that does so much. With 12,000 daily departures, you carry one out of nine commercial passengers and serve 60 percent of the airports that have scheduled service.

In my first public speeches as Administrator, I outlined four priorities for the start of my term. I spoke about the FAA's commitment to safety, security, and system efficiency. And I spoke of the absolute need to ensure an adequate and stable source of funding for the FAA.

I'd like to talk about these four priorities today, and bring you up to date on our initiatives.

The first item is safety. In talking about safety, I've said that we need a new safety model, one where government can be both a partner and, when necessary, an enforcer. Yes, we need compliance, but to make further breakthroughs in safety, we must collaborate on the safety agenda and the means to fulfill it.

We must do things differently. Times have changed. Both aviation and the industry have matured. Technology has advanced and will continue to advance at a dramatic rate. The issues have become much more complex.

We will not give up our regulatory responsibility. Not at all. It's just that there is so much to gain from collaboration.

I want the FAA to be a leader in aviation at the same time we develop a leadership style that's more appropriate for aviation at the turn of the century. We want to improve upon the relationship between the regulator and the regulated.

But, I realize that this isn't a new way of thinking for this audience. This is a group that already knows about partnership. You worked in constructive collaboration with the FAA to achieve the central element in the Clinton Administration's single level of safety program. You successfully implemented the Commuter Rule. You now operate at the same high safety standards as the major airlines.

- You did it all in 15 months;
- You did it while still operating at your regular levels of service, and, in many cases, growing;
- And, you did it while achieving your best safety record ever.

I was talking with Kathy Hakala about this. She said that what you did with the transition to 121 was "unprecedented" — that this organization really pulled its members together and worked in true partnership with the FAA. I can't tell you how impressed I am. RAA is a group that understands the potential and the power of alliances.

That said, we all know that in aviation, perhaps more than in any other business, you absolutely cannot rest on your achievements. You cannot stand still. You have to keep looking and planning ahead. You have to keep getting better.

We've all heard the numbers, in one version or another, that with the projected increase in aviation activity, tomorrow's accident rates will be devastatingly high unless we lower today's already low rates. We must act, and act decisively, to institute key preventive measures and take the necessary corrective steps.

As we see it, the key in enhancing safety is to establish an action plan that is focused, that is doable, and that produces results. As part of the FAA strategic plan, 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. Through established objective analysis, our safety analysis team will identify the accident prevention opportunities that have the most potential to bring the greatest benefits. These will go to the head of the agenda.

In short, we will first take the safety actions most justified, most supported by the facts.

When I first came to the FAA, I asked, "How many safety recommendations do we have?" The answer: More than one thousand. Over the past few years we have heard from the General Accounting Office, from Congress, and the Gore Commission. We heard from the Inspector General, from the NTSB, from industry, and, of course, we have had our own internal reviews and recommendations. Even when you eliminate the duplicates, that leaves 450 proposals.

That is not a focused agenda. That is an agenda that strains your resources and pulls you in too many directions. One that forces you to move from crisis to crisis.

Walt asked me to comment on the surprises I've encountered since coming to the FAA. In a sense, what I've noticed hasn't been a surprise. What I've seen has only confirmed my previous experience in public service. And that is that managing a public agency presents some extraordinary challenges — challenges that are quite different from those in the private sector.

The private sector is competitive; it has a bottom line. Nike, for example, has to produce the best sneakers in the world. The CEO's duty is to serve customers while protecting the interests of stockholders and employees. You face precisely the same challenges. But a public agency is supposed to serve society — public interest should be paramount. Putting it differently, while a private firm is organized for the well being of its members, a public agency is supposed to serve the interests of a greater community.

For a public agency, this often means competing agendas, different priorities — often a sense of everyone feeling they own a piece of the agency. The result can be an unfocused agenda, goals that constantly change. In the area of safety, that can create real difficulties, real challenges. This is precisely why it is essential that we develop a safety agenda that will keep us focused on that target — lowering the accident rate.

We already know the key areas of emphasis. They won't surprise you — controlled flight into terrain, loss of control accidents, human factors issues, and landing and approach accidents. The safety agenda will reflect their importance.

Turning to the second priority, aviation security, we have a clear plan for enhancing security. This plan is based on the recommendations from the Gore Commission, which gave us a detailed blueprint for improvements.

In fact, the Gore Commission accelerated work that was already in progress. In 1995, the FAA and the Office of the Secretary of Transportation had planned revisions to domestic aviation security, culminating with the creation of an Aviation Security Advisory Committee Baseline Working Group that met on July 17, 1996. The Flight 800 accident, only hours later, invigorated and accelerated a process already underway.

As you know, we developed an aggressive implementation timetable and are moving forward in concert with industry and airports.

I realize that security measures can be costly. And we are aware of the particular problems faced by smaller carriers. We will continue to work with you, and include you in the dialog, as we develop and implement these programs. I want to be sure to take this opportunity to thank you for your cooperation in this important work.

Our third priority is system efficiency. A significant amount of work has already been done on modernizing the air traffic control system. I expect to build on that. But, significant issues remain. Right now we have a list of projects rather than a plan.

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 the end of this 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. One of these incremental steps, as we move toward satellite navigation, is the Wide Area Augmentation System. WAAS is designed to improve GPS accuracy, availability, and integrity for enroute, non-precision, and precision approaches. We plan to have WAAS ready for use in its initial configuration by early 1999, and a fully operational system by 2001.

This goes hand in glove with our moving ahead with certifying GPS approaches every day. We now have 1,025 GPS approaches published and are developing 500 GPS approaches every year.

We also know that understanding modernization — understanding the timelines, the benchmarks — is only part of the picture. The other part — and some would say it is even more challenging than the technology — is the funding. Which brings me to our fourth priority: How are we going to pay for the system that we need?

There certainly is general agreement, and I will say that I have heard this universally, that the FAA must have an **adequate, stable, and predictable** source of funding. We don't have that today. We definitely need it for tomorrow.

That is why it is so good that Congress established the National Civil Aviation Review Commission. The Commission was tasked to assess FAA financing needs and develop recommendations to provide for the long-term, efficient, and cost-effective support of the FAA and the nation's aviation system.

Better yet, the Commission was staffed with people who understand aviation and appreciate the complexity of the issues. They have done an extraordinary job in getting their arms around some very difficult issues. You, of course, will be hearing from Norm Mineta later this afternoon.

We completed our review of the financing report last month and as Secretary Slater said, the report provides "a valuable foundation for implementing legislation that is required under the FAA Reauthorization Act of 1996."

I look forward to working with industry, Congress, and the Administration to develop legislation that will ensure stable and adequate funding for the FAA. I will tell

you that there is no “silver bullet” solution regarding the issue of funding. There are complicated and difficult issues, which will require tough decisions.

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 secure and efficient national aviation system, a system that meets the needs of all users of this vital system. And I want a Federal Aviation Administration that is funded in a way that enables it to accomplish its important mission.

I know from our experience with RAA and its members that you will continue to play a key role in improving aviation. And I am here today to thank you for your many contributions, and to ask for your renewed commitment to aviation safety.

###

Remarks Prepared For Delivery
Jane F. Garvey
Federal Aviation Administration
Employee Recognition Day
Washington, DC
November 18, 1997

Thank you, _____ (name to come).

Good morning. What a pleasure to be here on this special day.

I think Employee Recognition Day is a great idea. Certainly, employees should be recognized more than once a year, but I think it is especially fitting that we take a break from our daily routine to recognize who it is that really enables this agency to accomplish its important mission.

You, our employees. Each and every one of you is critical to the FAA.

Today, I would first like to talk briefly about my priorities for the FAA and then I will recognize the employees who have been selected by Secretary Slater for special awards. After that, I think we will have time for me to answer your questions.

When I was sworn in as FAA Administrator, Vice President Gore and I were talking about the number of federal agencies and how many directly affect the lives of the American people. Of the more than 300 agencies in the federal government, only 32 that directly affect the American people. And FAA is, of course, one of those 32.

What the employees at FAA do day-in and day-out is profoundly important to the American people. There are few jobs as critical as assuring the safety, security, and efficiency of our nation's aviation system.

It simply does not get old to know that the work we do fundamentally changes — improves — peoples' lives.

I know that what I want for the FAA is the same thing you want.

I want the FAA to be synonymous with excellence, responsiveness, and accountability — for ours to be an agency with a strong sense of purpose and urgency to accomplish its critical mission.

But, because what we do at the FAA is so much in the public eye, it is easy to lose sight of how much this agency has achieved and just how much we have done for our nation, and, in fact, done for world aviation.

Earlier this month, I spoke at the International Air Safety Seminar. Safety professionals gathered from all over the world —from 75 countries. They come to learn and to exchange information. And these professionals take it for granted that the FAA is the world's premier aviation safety organization.

They take it for granted.

We do have a fine tradition. At that swearing-in ceremony, I felt like Albert Einstein when he accepted the Nobel Prize and said, "I am standing on the shoulders of giants."

I am standing on the shoulders of giants — the employees of the FAA.

You have shown that you can do much. And I assure you, you are going to be called upon to do more. I hope you like a challenge. Because there are many challenges ahead.

How do we assure that we have a strong system into the future that meets the needs of all users? How can we do our jobs even better?

As I start my term, I have four areas where I am first focusing my attention to get us where we want to be.

Right now our four priorities are : Safety, security, system efficiency, and funding — ensuring an adequate and stable source of funding for the FAA.

Let me talk about safety, first.

We've all heard the numbers, in one version or another, that with the projected increase in aviation activity, tomorrow's accident rates will be devastatingly high unless we lower today's already low rates.

We must act decisively, to institute key preventive measures and take the necessary corrective steps. As we see it, the key in enhancing safety is to establish an action plan that is focused, doable, and produces results.

As part of the FAA strategic plan, 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.

Through established objective analysis, our safety analysis team will identify the accident prevention opportunities that have the most potential to bring the greatest benefits. These will go to the head of the agenda.

In short, we will first take the safety actions most justified, most supported by the facts.

In addition, in August, Inspector General Kenneth Mead and I initiated a joint follow-up review to assess the implementation of recommendations by the FAA's 90-day safety review task force. Such a joint review is a "first" and I think it reflects renewed and strengthened commitment to safety.

Second, turning to aviation security, we have a clear plan for enhancing security based on the recommendations from the Gore Commission, which gave us a detailed blueprint for improvements. In fact, the Gore Commission accelerated work that was already in progress.

In 1995, the FAA and the Office of the Secretary of Transportation had planned revisions to domestic aviation security, culminating with the creation of an Aviation Security Advisory Committee Baseline Working Group that met on July 17, 1996. The Flight 800 accident, only hours later, invigorated and accelerated a process already underway.

As you know, we developed an aggressive implementation timetable and are moving forward in concert with industry, airports, and labor.

Third, system efficiency. A significant amount of work has already been done on modernizing the air traffic control system.

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 the end of this 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**.

We also know that understanding modernization — understanding the timelines, the benchmarks — is only part of the picture.

The other part — and some would say it is even more challenging than the technology — is the funding.

How are we going to pay for the system that we need?

There certainly is general agreement, and I will say that I have heard this universally, that

the FAA must have an **adequate, stable, and predictable** source of funding. We don't have that today. We definitely need it for tomorrow.

That is why it is so good that Congress established the National Civil Aviation Review Commission. The Commission was tasked to assess FAA financing needs and develop recommendations to provide for the long-term, efficient, and cost-effective support of the FAA and the nation's aviation system.

Better yet, the Commission was staffed with people who understand aviation and appreciate the complexity of the issues. They have done an extraordinary job in getting their arms around some very difficult issues.

We completed our review of the financing report last month and as Secretary Slater said, the report provides "a valuable foundation for implementing legislation that is required under the FAA Reauthorization Act of 1996."

I look forward to working with industry, Congress, and the Administration to develop legislation that will ensure stable and adequate funding for the FAA. I will tell you that there is no "silver bullet" solution regarding the issue of funding. There are complicated and difficult issues, which will require tough decisions.

That's what I want to achieve in my term — a safer, more secure and efficient national aviation system, a system that meet the needs of **all** users of this vital system.

And your contributions — everyone here today and all 48,000 employees — are critical if we are to reach these goals.

And we are on our way. Just three months ago I walked into an agency that was delivering on its goals for Fiscal Year 97.

Let me highlight just a few of the things FAA people accomplished in the past year...and these are just a few of many accomplishments. None of us have time for me to mention all of the year's accomplishments!

- Air Traffic Services can take credit for reducing delays. For the eight-month period ending May 31, 1997, delays were down 7.6 percent from the same period a year earlier.
- In March 1997, the transition of the nation's regional airlines to a single standard of safety was successfully completed. This effort was unprecedented and required a concerted 15-month effort from the Regulation and Certification organization.
- Civil Aviation Security reports that this past year saw the beginning of a new era of cooperation and teamwork between the FAA and industry in the interest of improving aviation security for the flying public.
- In September, Research and Acquisitions released version 3.0 of the NAS Architecture in preparation for this month's off-site meeting of the modernization task force.
- And, a group of FAA employees has convinced the countries who are members of the International Civil Aviation Organization to strengthen aviation safety around the world — something that is extremely important and of which we can all be proud.

Secretary Slater talks about "find the good and praise it." And that is exactly what Employee Recognition Day is all about. Identifying the good, the excellent, work being done and recognizing employees who have contributed significantly over the past year, and publicly recognizing and praising them.

What an honor it is for me to recognize these fellow employees today, employees who have been selected by Secretary Slater to receive special awards tomorrow at the Secretary's Award Ceremony.

Some of them are here today; others are traveling to Washington today and could not make it to this morning's celebration.

I'm going to name each of them so we can recognize them.

And, would you please come to the stage as your name is called. We'll try and fit everyone up here so we can have a group photograph taken.

[Shake hands as each employee comes on stage. Photographer will take a photo of each handshake, if time permits.]

SEE ATTACHMENT
WITH NAMES AND AWARDS

[After everyone is on stage,
gather for a group photo]

My thanks and appreciation to all of you.

[Employees leave the stage.]

In addition, many other individuals and teams throughout the FAA have received or will receive awards this year. Let me highlight a few. If you are here today, please stand:

- Jackie Smith and Brenda Courtney from the Office of Rulemaking recently received the "Find the Good and Praise It" award from the Department of Transportation.
- Alfreda Brooks, Brenda Adams, Maime (may-mee) Mallory, and Maria Pugh (pew), all from Human Resources, received the "Find the Good and Praise It" award for their work on the Welfare-to-Work initiative.
- The Dallas/Ft. Worth Tower-TRACON received the Air Traffic Control Association's Earl F. Ward Memorial Award for operational efficiency, employee development, and professionalism.

There are many other awards that you and your colleagues have received in the past year. Please join me in a round of applause.

[Applaud and applause.]

Let me also take this advantage of having so many employees in one room to say a few words about the Combined Federal Campaign since we only have a few more weeks of the campaign.

As you may know, this year Secretary Slater is the chair of the entire Combined Federal Campaign. I could not pass up this chance to point out the opportunities presented by this important effort. Through CFC you can make a difference in the lives of others by contributing to the local and national organizations that participate in the campaign. It's easy to give, and every donation, however large or small, can make a difference. So, please, think about it and fill out your form before the campaign ends on December 12.

Not long ago, Franklin Raines, director of the Office of Management and Budget, was talking about the difference between the private sector and the public sector. He said that "government employees are asked to do extraordinary things and we're really very ordinary people." In government, we ask ordinary people to produce extraordinary results.

And that's what we do at the FAA — produce extraordinary results. And I know we are going to continue to do that, and to do it even more, because we have a group of people committed to safety, committed to their jobs, and committed to public service.

This is why it has been such an extraordinary pleasure to be here today. To take the time to recognize our employees and to say "thank you." I really am standing on the shoulders of giants.

Since we have some time left I would be pleased to answer your questions.