REMARKS BY BARRY LAMBERT HARRIS
FAA DEPUTY ADMINISTRATOR
BEFORE THE SES DEVELOPMENT
PROGRAM CONFERENCE
FEBRUARY 5, 1991

I'M PLEASED TO HAVE THIS CHANCE TO BE WITH THE FUTURE LEADERS OF THE FAA AS WELL AS SOME OF YOU WHO ARE ALREADY OUR SENIOR EXECUTIVES.

TO THE MEMBERS OF THIS FIRST CANDIDATE DEVELOPMENT PROGRAM CLASS, LET ME OFFER YOU MY HEARTIEST CONGRATULATION FOR A JOB WELL DONE. YOU'VE GONE THROUGH A DEMANDING SELECTION PROCESS THAT WAS UNLIKE ANYTHING WE'VE DONE BEFORE. WE WANTED TO FIND THE MOST COMPETENT PEOPLE AVAILABLE. WE WANTED TO FIND PEOPLE WITH THE POTENTIAL TO BE OUR TOP MANAGERS. YOU'VE SHOWN US THAT YOU HAVE THAT POTENTIAL, AND THAT'S WHY YOU'RE HERE TODAY.

TO THOSE OF YOU IN THE AUDIENCE WHO ARE OUR CURRENT SENIOR EXECUTIVES, LET ME FIRST THANK AND CONGRATULATE YOU ON THE ROLE THAT YOU'VE PLAYED IN THIS NEW INITIATIVE. I KNOW THAT EVERY ONE OF YOU IN THIS AUDIENCE HAS PLAYED A PART IN THE DESIGN OF THE PROGRAM OR IN THE SELECTION PROCESS. SO THANKS TO ALL OF YOU FOR YOUR CONTRIBUTION. AND SPEAKING OF CONTRIBUTIONS ....

FOR MANY OF YOU, THE CANDIDATE DEVELOPMENT PROGRAM IS A DOUBLE EDGED SWORD. YOU ARE HAVING TO GIVE UP YOUR "BEST AND BRIGHTEST," AND I KNOW THAT IN THESE INCREASINGLY DEMANDING TIMES THAT'S NOT EASY. LEN GRIGGS WON'T LET ME FORGET THAT I'VE "STOLEN" ONE OF HIS "BEST AND BRIGHTEST," BY TAKING DICK RODINE FROM HIS WORK ON RUNWAY INCURSIONS TO COME TO WORK WITH ME FOR SEVERAL MONTHS AS THE PROJECT MANAGER OVERSEEING THE TEST OF AN IMPORTANT SHORTENED AIR TRAFFIC CONTROLLER SCREEN. WHILE THE TIMING COULD NOT BE WORSE FOR LEN, HE, LIKE ALL OF YOU IS COMMITTED TO HELPING IDENTIFY AND DEVELOP OUR FUTURE EXECUTIVES.

I'D ALSO LIKE TO ACKNOWLEDGE THE STRONG SUPPORT BEING GIVEN BY THOSE OF YOU SERVING AS SENIOR ADVISORS. I'M SURE THAT YOU UNDERSTAND THAT WE'RE NOT ASKING YOU TO REPLICATE YOURSELVES. WE'RE NOT ASKING YOU TO TURN OUT CARBON COPIES. YOUR JOB IS TO DO WHATEVER IT TAKES TO PREPARE THE KIND OF EXECUTIVES THAT WILL BE NEEDED TO RUN THE FAA IN THE DIFFICULT YEARS AHEAD.

NOW I WANT TO DIRECT THE REST OF MY REMARKS TO YOU SES CANDIDATES.

I HOPE YOU REALIZE HOW FORTUNATE YOU ARE TO BE IN THIS PLACE AT THIS TIME -- A TIME OF UNPRECEDENTED CHALLENGE FOR THE FAA.

OUR CHALLENGE IS TO MAKE THE WORLD'S BEST AIR TRANSPORT SYSTEM EVEN BETTER... TO INCREASE THE SYSTEM'S CAPACITY... TO RAISE THE LEVEL OF SAFETY AND EFFICIENCY... TO CREATE THE BEST AIR CONTROL SYSTEM THAT HUMAN SKILL COMBINED WITH HIGH TECHNOLOGY CAN PROVIDE. IN SHORT, WE MUST GIVE AMERICA AN AIR SYSTEM FOR THE 21ST CENTURY, NOTHING LESS WILL DO.

THAT'S OUR CHALLENGE. AND IT'S YOUR CHALLENGE, TOO. THE FAA IS GOING TO NEED SUPERB LEADERSHIP IN THE YEARS AHEAD, AND WE'RE LOOKING TO PEOPLE LIKE ALL OF YOU TO PROVIDE THAT LEADERSHIP.

THE DOOR IS OPEN. YOU'VE PROVEN THAT YOU HAVE THE TECHNICAL CAPABILITY TO DO YOUR JOBS. NOW YOU HAVE THE OPPORTUNITY TO ENHANCE THE MANAGERIAL SKILLS YOU ALREADY POSSESS AND MOVE UP TO GREATER RESPONSIBILITIES.

BUT LET ME WARN YOU. DON'T GIVE IN TO THE TEMPTATION TO SIT BACK AND REST ON YOUR OARS NOW -- JUST BECAUSE YOU'VE BEEN SELECTED FOR THIS PROGRAM.

QUALIFYING FOR THE PROGRAM IS A MAJOR STEP, BUT IT'S ONLY THE FIRST STEP IN A CONTINUING AND DEMANDING DEVELOPMENTAL PROCESS.

YOU'RE NOT ON AN ESCALATOR. YOU'RE ON A LADDER -- AND YOU'VE GOT TO CLIMB IT YOURSELVES. AND I SAY THAT WITH THE FULL KNOWLEDGE THAT UP UNTIL RECENTLY FAA ESCALATORS HAD TO BE CLIMBED LIKE LADDERS.

YOU'RE NOW IN A POOL FROM WHICH OUR FUTURE SES APPOINTMENTS WILL BE MADE. BUT THOSE WON'T BE AUTOMATIC APPOINTMENTS. THEY WILL BE MADE ON THE BASIS OF THE FAA'S NEEDS AND ON HOW WELL YOU DO IN THIS DEVELOPMENT PROGRAM.

THERE ARE NO GUARANTEES. WHAT THIS PROGRAM OFFERS IS THE CHANCE TO PREPARE YOURSELVES FOR THE OPPORTUNITIES OF THE FUTURE.

WILL ROGERS WAS RIGHT WHEN HE SAID, "EVEN IF YOU'RE ON THE RIGHT TRACK, YOU'LL GET RUN OVER IF YOU JUST SIT THERE."

NOW, LET ME SPEND A FEW MINUTES TALKING TO YOU ABOUT THE BUILDING BLOCKS WITH WE HOPE WILL BECOME THE FOUNDATION OF YOUR DEVELOPMENT.

THE FIRST IS STRATEGIC THINKING. THIS IS AN IMPORTANT AREA FOR ALL OF YOU TO DEVELOP. WE MUST ALL ENHANCE OUR ABILITY TO PLAN FOR THE FUTURE, MANAGE FOR RESULTS, BE OPEN TO INNOVATION, AND APPLY A BROAD BASE OF EXPERIENCE TO FORMULATE DECISIONS AND SOLVE THE COMPLEX PROBLEMS THAT ARISE ON A DAILY BASIS. QUITE FRANKLY, I THINK THAT THE FAA AS A WHOLE NEEDS TO DEVELOP MORE KEENLY ITS ABILITY TO THINK STRATEGICALLY AND CORPORATELY. SO, I CHALLENGE ALL OF YOU -- NOT JUST THE CDP CANDIDATES AMONG US -- TO TAKE THIS TASK TO HEART.

THE SECOND IS WORKFORCE DIVERSITY. YOU ALL KNOW HOW IMPORTANT THIS ISSUE IS. BOTH THE ADMINISTRATOR AND I BELIEVE THAT NOT ONLY MUST WE PREPARE TO MANAGE A MORE DIVERSE WORKFORCE WE MUST ALSO INSURE THAT WE HAVE A MORE DIVERSE WORKFORCE TO MANAGE. THAT INCLUDES IDENTIFYING AND DEVELOPING MORE MINORITIES AND WOMEN TO TAKE ON LEADERSHIP ROLES WITHIN THE FAA.

THE NEXT TWO ITEMS TIE TOGETHER. THEY ARE PEOPLE MANAGEMENT SKILLS AND FEEDBACK. YOU BRING WITH YOU GREAT TECHNICAL SKILLS, OR YOU WOULDN'T HAVE PROGRESSED THIS FAR IN YOUR CAREER. YOU ALSO POSSESS GOOD PEOPLE MANAGEMENT SKILLS, OR YOU WOULDN'T BE IN THIS PROGRAM. YOUR DEVELOPMENTAL ASSIGNMENT SUPERVISORS, YOUR SENIOR ADVISOR, AND OTHERS WILL PROVIDE YOU QUALITY FEEDBACK, INSURING THAT YOU LEAVE THIS PROGRAM WITH VERY EFFECTIVE

I DON'T KNOW HOW MANY OF YOU ARE FAMILIAR WITH THE CONCEPT OF LIFT AS YOU CLIMB. BUT THIS IS ESPECIALLY IMPORTANT TO YOU, THE FIRST GROUP OF SES CANDIDATES. NONE OF US STANDS ALONE IN THIS AGENCY. SO, AS YOU DEVELOP NEW SKILLS, WE WANT YOU ALSO TO DEVELOP THE ABILITY TO IDENTIFY, COACH, AND HELP OTHERS.

RECOGNIZING THAT YOUR BACKGROUNDS ARE VARIED, ONE OF OUR GOALS IS TO BUILD A TEAM. IN THE EXECUTIVE RANKS, MAYBE EVEN MORE SO THAN ELSEWHERE, IT IS CRITICAL THAT WE DEVELOP BROAD PERSPECTIVES, SET ASIDE OUR PAROCHIAL INTERESTS, AND WORK COLLABORATIVELY TO SOLVE PROBLEMS.

BALANCE IS THE CRITICAL ELEMENT NEEDED FOR THESE BUILDING BLOCKS TO BE A STRONG FOUNDATION. YOU ARE FACING A VERY CHALLENGING 6 MONTHS TO 2 YEARS OF DEVELOPMENT. WHEN THAT IS OVER, YOU WILL LIKELY FACE THE MOST CHALLENGING ASSIGNMENT YOU'VE EVER HAD AS YOU MOVE INTO THE SENIOR EXECUTIVE SERVICE. WE RECOGNIZE THAT, IN THE LONG RUN, A COMPLETE FOCUS ON WORK WILL NOT SERVE YOU OR THE AGENCY WELL. AS TOGETHER WE DESIGN YOUR DEVELOPMENT PROGRAM, WE'LL TALK WITH YOU ABOUT BALANCING WORK AND PERSONAL RELATIONSHIPS.

THOSE ARE THE BUILDING BLOCKS AROUND WHICH WE'VE STRUCTURED YOUR DEVELOPMENT PROGRAM. IN CLOSING, THOUGH, LET ME GIVE YOU SOME PERSONAL THOUGHTS ABOUT SUCCEEDING.

FIRST, THE OLD SAYING "ACTION SPEAKS LOUDER THAN WORDS," HAS PARTICULAR RELEVANCE HERE. NEVER BE GUILTY OF JUST WISHING OR HOPING - ACT. ACT AS IF IT WERE IMPOSSIBLE TO FAIL. ACT WITH ENERGY AND PASSION. BUT REMEMBER THAT WHEN WILL AND IMAGINATION ARE ON A COLLISION COURSE, IMAGINATION WILL ULTIMATELY WIN.

BELIEVE IN WHAT YOU'RE DOING. PICTURE IN YOUR MIND WHAT YOU WANT AND IT'S YOURS. AVOID PEOPLE AND THOUGHTS THAT RESTRICT YOU AND KEEP YOU FROM STRETCHING YOURSELF TO THE LIMITS. SET AND RESET GOALS. NOTHING IS WRITTEN IN CONCRETE.

WE ALL NEED TO BE REMINDED THAT SOMETIMES WE HAVE TO GIVE UP HAVING TO BE RIGHT. WE MUST SPEND OUR ENERGY DOING SOMETHING NOT RESISTING SOMETHING.

HARRY TRUMAN USED TO RECALL AN EPITAPH IN THE CEMETERY AT TOMBSTONE, ARIZONA, THAT READ: "HERE LIES JACK WILLIAMS. HE DONE HIS DAMNEDEST." MR. TRUMAN SAID HE THOUGHT THAT WAS "THE GREATEST EPITAPH A MAN CAN HAVE -- WHEN HE GIVES EVERYTHING THAT IS IN HIM TO DO THE JOB HE HAS BEFORE HIM."

WELL, THAT'S WHAT WE'RE ASKING OF ALL FROM YOU -- QUITE SIMPLY, TO DO YOUR DAMNEDEST.

FINALLY, WE MUST REMEMBER THAT WE'RE NOT IN THIS FOR THE PERSONAL RECOGNITION. WE MUST BE WILLING TO GIVE CREDIT WHERE CREDIT IS DUE -- TO REWARD AND PRAISE THOSE WORTHY OF IT. BEN FRANKLIN DISCOVERED THE MAGIC OF THIS TECHNIQUE WHEN HE WAS RAISING MONEY FOR THE COUNTRY'S FIRST PUBLIC LIBRARY. HE DIDN'T GET MUCH MONEY WHEN HE SAID IT WAS HIS IDEA. BUT HE GOT A LOT WHEN HE GAVE CREDIT TO OTHERS. AND HE USED THIS TECHNIQUE MANY TIMES IN HIS LONG CAREER.

FRANKLIN DIDN'T WORRY ABOUT WHO GOT THE PRAISE. AS HE SAID IN HIS BIOGRAPHY: THE PRESENT LITTLE SACRIFICE OF YOUR VANITY WILL AFTERWARD BE AMPLY REPAID."

TO FRANKLIN, THE GOAL WAS ALL-IMPORTANT. EVERYTHING ELSE WAS SECONDARY. AND THAT'S THE WAY WE WANT IT TO BE FOR OUR TOP EXECUTIVES.

AGAIN, YOU HAVE MY PERSONAL CONGRATULATIONS. WE WILL ALL LEARN AND BENEFIT FROM YOUR EXPERIENCES. AND YOU ALL HAVE MY PERSONAL BEST WISHES FOR A LONG AND SUCCESSFUL AND SATISFYING CAREER.

INTRODUCTION OF
ANDREW H. CARD, JR.
UNITED STATES
SECRETARY OF TRANSPORTATION
BY
BARRY LAMBERT HARRIS

I think I can assure you that the work of this conference will be of particular interest to the U. S. Secretary of Transportation. The problem of aircraft icing has become an issue of national and international concern because of its broad implications for both government and business. This is a problem that involves almost everyone who works, directly or indirectly, in commercial aviation today.

So it is important that we have a Secretary of Transportation who understands the complex technical and engineering aspects of the problem, and--at the same time-- brings a high level of political and managerial insight to the issue. Our Secretary of Transportation is such a man.

Educated as an engineer, he has served the public for many years at the local and state level in his native Massachusetts, and then, in the White House under two Presidents, Ronald Reagan and George Bush.

At his confirmation hearing before a U.S. Senate committee this past February, Mr. Card emphasized that safety will be his number one priority as head of the Department of Transportation. His presence here today is testimony to the sincerity of that promise.

As he told the senators at that hearing, "Engineers are problem solvers by nature." That, he said, is one reason he got into politics. For many effective solutions to transportation problems are inescapably political.

I, for one, am delighted to serve under a Secretary whose expertise encompasses both the hard science of engineering and the practical art of politics.

Ladies and gentlemen, it is a privilege to introduce to you the United States Secretary of Transportation, Andrew H. Card.

REMARKS BY BARRY LAMBERT HARRIS
ACTING ADMINISTRATOR OF THE
FEDERAL AVIATION ADMINISTRATION,
AT THE QUALITY CONTROL CERTIFICATION
PROGRAM FOR VSCS AND NADIN II SYSTEMS
FEBRUARY 26, 1992

Everyday, across America, more than a million people board one of the many air carriers and commuter planes that traverse our skies. Harried business travelers...people taking that vacation they've been saving for. Whatever their reasons for travelling, from the moment they step aboard, they entrust their lives and well-being to our industry. Safeguarding that trust is the FAA's number one obligation. And we take it very seriously.

The FAA has chosen the Harris Corporation as one of its industry partner to help make the world's best transportation system even better, ever safer. The multi-billion dollar airspace improvement plan we began ten years ago is nearing completion. Many new systems are already in place, and others are coming off the factory production lines.

Two of the most critical elements of our modernization program are going to be built, right here, by the Harris Corporation.

The Voice Switching Control System will provide a sophisticated new computer-controlled voice system for communications among air traffic controllers, and between controllers and flight crews.

The National Airspace Data Interchange Network will provide the high-speed switching and through-put capacity we'll need to handle increasing traffic loads.

Both projects take us right up to the leading edge of technology. Each project represents a monumental challenge.

In accepting this challenge, the Harris Corporation bears full responsibility for meeting and sustaining the quality standards essential to the National Airspace System. The certificates I am presenting today mean that the FAA has scrutinized your quality assurance plans and found them to meet fully our quality requirements.

But there is with this award an implicit obligation. Quality is not a measurement on a chart...it's not a token word spoken at management meetings...and it's surely not the latest fad in the business community. Quality is a persistent state of mind that says "This organization is committed to producing the best possible products and services...then delivering and supporting them. Quality is excellence in action".

John Akers, the CEO at IBM, uses this example to describe just how important quality is. "If the product is your heart and it only works 99.9 percent of the time, you would be in cardiac arrest nine hours of the year." If an airline should say "we'll get you there 99 times out of a hundred", you'd head for another ticket counter.

The FAA's quality standards are one means of insuring that no one involved in the aviation safety network forgets the vital role that each of us plays in the system.

The award of these certificates attest to the fact that at Harris, quality goes beyond just product or service...it's a committment in the hearts and minds of your people to be the very best. And when commitment to quality comes from the very top...when it comes from a joint desire by both the customer

and the supplier, it will be accomplished. My congratulate you and I thank you, on behalf of countless millions of Americans -- now and to come -- for your remarkable achievement, for your absolute commitment, and for sharing with us your sense of excellence.

REMARKS BY BARRY L. HARRIS
ACTING ADMINISTRATOR
FEDERAL AVIATION ADMINISTRATION
AT THE FAA ANNUAL FORECAST CONFERENCE
FEBRUARY 28, 1992

Today the FAA releases its latest Aviation Forecasts Report. It's the closest thing we have to a "State of the Industry" message.

Our forecasters are here, with their colleagues, to discuss the report and what it portends for our industry.

But you don't have to be an economist to know that the past two years have been the bleakest for our industry in recent memory. We all know the causes. But the Gulf War is over. And while fuel prices are still anyone's guess from month to month, they are down from the 1990 levels. And if economic forecasting has any credibility at all, then mild inflation and the lowest interest rates we've had in two decades should begin to stimulate the economy.

We may have already turned the corner. As Federal Reserve Chairman Alan Greenspan told Congress last week, "we're beginning to see stirrings of a recovery." And that's welcome news...not only for the Nation, but for aviation.

The aviation forecasts for 1992 through 2003 provide more reassurance. They foretell modest increases in 1992, as the Nation pulls out of the recession, followed by steady growth over the rest of the period.

The forecasts predict that the aviation industry will continue its rush toward globalization. And they foresee dramatic competition for the lucrative international routes in Europe, Latin America, and the Pacific Rim.

The changes that have taken place throughout the world have created a wealth of new opportunities. The introduction of new long-range aircraft like the 747-400 and MD-11 plus increasing numbers of two-engine over-water aircraft in the fleet, is opening new markets and inspiring new international marketing strategies.

The old Soviet Union controlled the largest and some of the most valuable airspace in the world. It's been said that as the new Commonwealth opens its borders and its skies, it can, over time, mine more gold from the air than it ever has from the ground.

The political freedom achieved by Eastern Europe in the past two years already has made traveling there much easier. Elsewhere, passenger traffic to Latin America and the Asia- Pacific regions continues to surprise our forecasters. They predict that by the year 2003, the Pacific Rim will be the destination of choice for 40 percent of all international passengers.

Air carriers are becoming truly world-scale corporations. I'm sure we'll soon see more alliances like the one between Delta, Swiss Air, and Singapore, as the world's air carriers race to put together the most effective global systems.

And air carriers aren't the only ones turning international in a big way. So are aircraft manufacturers. U.S. firms export nearly $1 billion dollars worth of aviation products each year to Singapore alone. Several of them have significant operations there, including General Electric, Pratt & Whitney, Sundstrand, and Westinghouse.

The largest single business agreement between China and the U.S. is the program to co-produce, in Shanghai, the McDonnell Douglas's MD-82 civil transport. Elsewhere in the Far East, Japan Airlines operates the largest fleet of Boeing 747's of any of the carriers.

The U.S. aerospace industry has long dominated the world aerospace market. It's one place where we've been able to maintain our competitive edge. This allowed us, in 1990, to export some $27 billion in goods and services.

Aviation exports are the largest single segment of this nation's balance of payments. The traditional sources of our strength have been a large and growing domestic market, buttressed by decades of defense spending. These two factors, helped along by economies of scale and advanced R&D efforts, provided the means for building the most dynamic and competitive aerospace industry in the world.

Since 1985, however, U.S. market share has fallen from 73 percent to 60 percent. Some of the decline comes from a reduction in domestic military sales, and we know that further reductions are in store. But another cause is growing competition from foreign companies.

The struggle for market share in high tech industries is always the culmination of an earlier competition--the race for dominance in research and development. The National Science Board released its biennial report just a week ago. It shows that American spending on R&D has begun to fall for the first time since the 1970's, even as foreign rivals increased their level of investment.

We used to be able to count on the spill-over of advanced technology from the defense establishment into the private sector. U.S. Government defense research pioneered a host of innovations that benefitted our industry, among them jet engines, computer chips, and communication satellites. But this may be reduced to a trickle now that the Cold War is over.

Science and technology are cumulative enterprises and once our laboratories fall behind, it will be increasingly difficult and costly to catch up. Whether or not America still leads the world in overall spending in scientific research, we appear to be slowing down while others, especially Japan and Germany, are speeding up.

President Bush has said he intends to make the R&D tax credit permanent, and provide incentives for industry to explore promising new technologies. These are steps that everyone, whatever their political persuasion, should support.

The task of leadership in uncertain times such as these is to define the dominant issues, to keep everyone focused on what really matters.

In his State of the Union Address, the President also announced a 90-day moratorium on any new federal regulations that could hinder economic recovery.

We're carrying out a top-to-bottom review of all regulations--to weed out the unnecessary and burdensome rules that impose needless costs on the industry.

We have in the past tried to apply our rule-making authority in a way that would benefit both the industry and the public. But we welcome the opportunity to take another look. We are presently reexamining new rules in the pipeline, as well as those that are already on the books.

And while it's too soon to talk about specifics, we're going to look at everything...thoroughly and comprehensively. When we've finished, our recommendations will go to the White House. We hope to get rid of obsolete rules, revise those that need changing, and to intercept those pending rules which impose unnecessary burdens.

If you're not aware of it, we've asked for public comments. Tell us which regulations you think substantially impede economic growth, which are unnecessary, burdensome, or impose needless costs or red tape. And we'd especially like your help in identifying those that overlap or conflict with rules of other Federal agencies.

The comment period is still open, but it closes March 3. Send your comments to the FAA Rules Docket, here in Washington. I guarantee that we will consider them.

From its inception, the FAA has had a bifurcated mandate: we are charged with regulating civil aviation as well as promoting it. Regardless of the issue being considered, one group or the other usually thinks they're doing business with the FAA's "Evil Twin". One of the clearest examples is the controversy over aviation noise and what should be done about it. This past September, we published two noise rules: The first requires the phase-out of Stage-2 jet engines by the year 2000. The fleet will then be powered by considerably quieter Stage-3 engines.

The rule contains a fleet mix option that will allow the airlines to comply by adding new Stage 3 incrementally. It also permits limited waivers from the interim and final dates of compliance.

The second rule is intended to limit the proliferation of local noise restrictions in advance of the scheduled phaseout.

The compelling issue throughout the rule-making process was how to balance the financial burden the rule would impose on the airline industry, and the quality of life of those 2.7 million people who suffer from excessive aircraft noise.

The solution doesn't satisfy either group completely. It relieves excessive noise levels for the vast majority, but some will continue to be affected to a degree. And it could cost the air carriers as much as $4.5 billion.

Problems like these--problems of aircraft noise and airport congestion--won't go away just because the economy gets better.

Many of the nation's busiest airports are already congested and more will become overcrowded by the turn of the century. Delays at our major airports, like those in New York and Chicago, are costing the airlines billions in increased fuel costs, inefficiencies, and lost opportunities. Even in a recession, we can, and are, doing something about it.

This past May, the FAA issued the Passenger Facility Charge regulation, clearing the way for a new program that will expand airport capacity and promote competition. It allows airports to apply for authority to charge passengers a fee of up to $3.00 and to use those fees to pay for expansion projects.

There are 200 airports in the country that can benefit from this program. So far, we've received 21 applications. We've approved three: Savannah, Georgia; Mussel Shoals, Alabama; and Las Vegas, Nevada. The other 18 applications are in various stages of review. Together, these airports stand to collect over four and one-half billion dollars which will be used to finance capacity, safety, and security improvements. That's two and one- half times our current annual airports improvement budget.

More capacity in our air transportation system is, of course, a matter of the highest priority within the FAA. We're in the tenth year of a multi-billion dollar NAS modernization plan. It's been a major undertaking and it's beginning to deliver on the big benefits it promised. Many programs are complete and equipment is coming off the assembly lines each day. Of the original 92 projects contained in the plan, only two contracts are yet to be awarded.

The Aviation System Capital Investment Plan picks up where the NAS Plan leaves off. It's filled with projects to strengthen safety, reduce passenger delays, and ease pilot and controller workloads.

To go along with these new programs, we announced--just this month--a quicker and less costly method of selecting candidates for air traffic controller training.

Under the old screening procedures, applicants had to spend a grueling nine weeks at our Aeronautical Center in Oklahoma. Most of them had to quit their regular jobs to undergo this time-consuming evaluation. Even so, only about half of them moved on for further training.

Starting this Spring, the FAA will begin using new computerized tests which will shorten the selection process from nine weeks to one week and make it more objective. Those who are accepted will benefit from a newly revised training program which introduces them to all the innovations in technology and allows them to become full-performance controllers much sooner after assignment to an FAA facility.

We're going to keep our training programs as state-of-the- art as the systems we're installing, for other far-reaching changes are on the horizon.

Last year, ICAO adopted a new concept for an air traffic management system for the 21st century. This means we have world wide agreement on the technologies that will shape the future of aviation.

Work performed by the Future Air Navigation System committee formed the basis for much of the concept. But we proposed many new ideas that will significantly alter the way we've been doing business for the past four decades. Many of you have heard about the concept in other forums, so I won't repeat the details here. Among the most important innovations are higher levels of automation in the aircraft and on the ground, and the use of satellites to provide worldwide navigation, communication, and surveillance capabilities.

ICAO has accepted the U.S. offer to make publicly available its satellite navigation network for ten years, starting in 1993.

GPS could very well mark the beginning of the end for ground-based navigation systems. The operative word is "beginning", for the application of new technologies does not happen overnight. But, clearly, we are at the threshold of what promises to be a new age of aviation.

This, as I see it, is the State of the Industry today. The forecasts you'll hear about in greater detail give us reason for cautious optimism.

We can't expect that better economic times will automatically bring solutions to all our problems. Nor can we allow lean times to discourage us from making long-term plans and taking decisive action. For while advances in the aviation sector certainly depend on global and domestic prosperity, it is just as true that aviation progress, itself, stimulates economic growth.

Aviation is still a prime growth industry. The end of its expansionist phase is nowhere in sight. Whatever we can achieve in making air travel safer, more efficient, more competitive, more innovative, will--I am certain--have a potent multiplier effect on the entire economy. All of us here today, working in collaboration, have it within our power to help move our nation's economy into a new era of technology-driven growth.

FINAL

REMARKS BY BARRY L. HARRIS
ACTING ADMINISTRATOR
FEDERAL AVIATION ADMINISTRATION
CHAMBER OF COMMERCE LUNCHEON
MARCH 11, 1992
OKLAHOMA CITY, OKLAHOMA

Thirty-five years ago, the Federal Aviation Administration and Oklahoma City formed a partnership. That partnership has endured two wars, eight presidents, at least that many recessions, and who knows how many changes in the price of crude oil. Throughout it all, we've stayed together. We've grown and prospered. And together, we've helped shape the course of aviation. But this is only the beginning. What is past is prologue.

In the United States, travel and tourism generates over $500 billion for the U.S. economy. It provides some nine million jobs and five percent of all U.S. wages and salaries.

And it generates three times more employment than agriculture, electronics, or textiles, and more than ten times the workers employed in either autos or steel.

Despite the current anxiety about employment and the economy, our latest aviation forecasts tell us that the demand for air service will continue to grow--at a rate of about four percent annually over the next 12 years. International travel will increase at an even higher rate--seven percent or more during this period.

Already many of America's largest airports are overcrowded and more will become congested by the turn of the century.

What's happening every day--here in Oklahoma City--is helping America to prepare for this demand. The Academy, the Logistics Center, the Office of Aviation System Standards, the Civil Aeromedical Institute--all play a major role in helping us gear up to meet the world-wide growth of aviation.

As this century draws to a close, a revolution is taking place--a technological revolution which places many solutions within our grasp. Computers which previously would have filled large rooms can now be placed on a desktop. And they can be purchased for a fraction of the cost of their predecessors.

Telecommunications technology has undergone a similar revolution. For communications and surveillance, satellites will provide links to aircraft anywhere in the airspace.

For navigation, satellites will give us one basic system that will be able to safely handle all facets of flight--en route, terminal area, oceanic and on the ground--anywhere in the world.

Digital communications is another technology which has been waiting for years to be applied in the aviation field.

With data links, we can now use modern air traffic control computers to their full advantage: to improve communications, for example, or to connect aircraft on-board systems with air traffic control automated systems on the ground.

The United States has also announced that it is offering its global satellite navigation system--we call it GPS--to the civil aviation community, world-wide, for a minimum of ten years, starting in 1993.

The system will be a constellation of 21 satellites, plus three spares, 10,200 miles high, orbiting the earth every 12 hours. They will be spaced so that four will always be in view, 24 hours a day, around the world.

Coverage will be worldwide. And there will be no charges. The U. S. Government is doing this to foster the development of this new and exciting technology.

If there are any general aviation pilots here, (and I'm pretty sure there are) I'd like to tell you that we know that GPS will support non-precision approaches. No question about it.

And if the tests we've just completed prove to be accurate, it looks like GPS may even support a full Category One capability. I'm saying this cautiously, because the tests were so outstanding that we want to go back and verify them before we release the results publicly.

If we're right, this could make every runway in the world an instrument runway. And that will open the way for increased air service in a big way.

GPS could very well mark the beginning of the end for ground-based navigation systems. The operative word is "beginning", because the application of new technologies does not happen overnight. Clearly, however, we're at the threshold of what promises to be a new age of aviation. The changes are coming sooner than many may think.

Right now, we're in the tenth year of a multi-billion dollar National Airspace System modernization program.

It's been a major undertaking and it's beginning to deliver on the big benefits it promised. Many programs are complete and equipment is coming off the assembly line each day. The Aviation System Capital Investment Plan picks up where the NAS Plan leaves off.

It's filled with projects to strengthen safety, reduce passenger delays, and ease pilot and controller workloads. And this past September, the International Civil Aviation Organization adopted a new concept for an air traffic management system for the 21st Century. It's part of the technology revolution I mentioned a few minutes ago: It is GPS.

The Aeronautical Center will be an important part in meeting this great challenge, for it will be the job of the people here to see that our training systems stay just as state-of-the-art as the systems we'll be installing.

This facility, which we dedicated an hour ago to General Tom Stafford, will provide the classrooms and laboratories we need to build for the future, and to prepare for the far reaching changes in technology that are on the way.

To go along with these changes, we announced just last month, a quicker and less costly method of selecting candidates for air traffic controller training.

Under the old screening procedures, applicants had to quit their jobs to spend a grueling nine weeks here at the Academy. And 50 percent of them simply didn't make it.

Beginning this Spring, we will be using new computerized tests which will shorten the selection process from nine weeks to one week and make it totally objective.

I know some of you have been concerned about the effect the new screening process may have on local business. The answer, I believe, is little, if any. Those who pass the screening will benefit from a newly revised training program that last 17 weeks instead of 9.

The new program introduces them to the latest innovations in technology and allows them to become full-performance controllers much sooner than before. The process not only makes it easier for the candidates, it lets us make much better use of our limited training resources. In 1991 alone, we spent about $10 million on unsuccessful candidates. We needed to change that. But what will not change is the commitment we have made to this community.

I would like to commend the Oklahoma City Chamber of Commerce for its commitment to improving aviation safety, efficiency, and capacity here in Oklahoma. Oklahoma City had the vision 25 years ago to build an airport that would accommodate ever-increasing levels of demand. And what is even more important now, you had the foresight to plan your airport in a way that would let it be a good neighbor to the surrounding community.

We're also indebted to the Oklahoma City Airport Trust for their help in the construction of our buildings. And we're indebted to the people of Oklahoma for making us welcome for so many years. Most Aeronautical Center employees grow up here in Oklahoma. But there are thousands of others who only trained here, yet still think of Oklahoma as home.

Today we salute a brave and good Oklahoma native, General Thomas P. Stafford. The FAA's new training facility will stand as a monument to him, so that none may forget what he has done for his neighbors and his nation. And by the same token, it will stand as a symbol of our commitment to this community--and theirs to us--and of the bright future which lies ahead for us all.

Thank you very much.

FINAL

REMARKS BY
BARRY L. HARRIS, ACTING ADMINISTRATOR
FEDERAL AVIATION ADMINISTRATION
THE GENERAL THOMAS P. STAFFORD BUILDING DEDICATION
FAA MIKE MONRONEY AERONAUTICAL CENTER
MARCH 11, 1992

FELLOW EMPLOYEES, DISTINGUISHED GUESTS.

IT'S TRULY AN HONOR TO BE HERE TODAY TO DEDICATE THIS MAGNIFICENT BUILDING THAT BEARS THE NAME OF ONE OF OUR NATION'S MOST RESPECTED HEROES, GENERAL THOMAS P. STAFFORD. IT IS A MATTER OF HISTORICAL RECORD THAT ON A DECEMBER DAY IN 1965, TWO SPACE CRAFT, GEMINI 6 AND 7, COASTED TO WITHIN A FEW YARDS OF EACH OTHER, THUS COMPLETING THE WORLD'S FIRST SPACE RENDEZVOUS.ON BOARD THE GEMINI 6 WERE WALLY SCHIRRA AND TOM STAFFORD. FRANK BORMAN AND JIM LOVELL MADE UP THE CREW OF THE GEMINI 7.

TWO SPACE CRAFT FLYING IN FORMATION, AT THE SAME SPEED AND IN THE SAME ORBIT...IT SEEMS IMPOSSIBLE, BUT THEY MADE IT LOOK SO EASY.

AS WE LISTENED AND MARVELLED, HOW MANY OF US KNEW THAT WALLY SCHIRRA AND TOM STAFFORD WERE THE FIRST CREW EVER TO RECEIVE EXTENSIVE RENDEZVOUS TRAINING IN A SPACE CRAFT SIMULATOR. BY LAUNCH DAY, THEY HAD COMPLETED OVER 50 PRACTICE RUNS IN WHAT WAS THEN STATE-OF-THE-ART TRAINING TECHNOLOGY.

TODAY, NEARLY A QUARTER OF A CENTURY LATER, WE HAVE INSTALLED IN THIS BUILDING, A CIVIL TOWER CAB SIMULATOR--THE ONLY ONE IN THE WORLD. THE TECHNOLOGY THAT TOM STAFFORD PIONEERED HAS COME HOME TO OKLAHOMA. WE AT THE FAA ARE PROUD OF THAT.

THE OFFICIAL NAME OF THIS SIMULATOR IS THE TOWER OPERATOR TRAINING SYSTEM...SO WE'VE NICKNAMED IT "TOTS". BUT THESE SIMULATORS ARE REALLY GIANTS--THEY USE THE MOST ADVANCED LASER GRAPHICS AND COMPUTER TECHNOLOGY AVAILABLE, AND THEY'RE THE CLOSEST THING TO A REAL AIR TRAFFIC CONTROL TOWER THAT TECHNOLOGY CAN CREATE.

LATER THIS MORNING, IF YOU LIKE, YOU CAN GO INSIDE ONE AND TRY YOUR HAND AT BEING AN AIR TRAFFIC CONTROLLER.

THE COMPUTER THAT RUNS THE SIMULATOR CAN ACTUALLY TALK TO YOU. GIVE IT AN INSTRUCTION AND IT WILL DO EXACTLY WHAT YOU TELL IT TO DO. LOOK OUT THE WINDOWS AND A POINT OF LIGHT BECOMES AN AIRPLANE ON THE SCREEN, WITH EXACT DEFINITION. IT'S SO REALISTIC THAT VETERAN CONTROLLERS TELL US IT'S HARD TO TELL THE DIFFERENCE.

IT CAN SIMULATE AN AIRFIELD WITH HEAVY TRAFFIC, BAD WEATHER, POOR VISIBILITY--ALL THE SITUATIONS A CONTROLLER WILL ENCOUNTER. IT'S A REGULAR PART OF OUR TRAINING PROGRAM NOW.

WE'VE ALSO MADE SOME SWEEPING CHANGES IN THE WAY WE SELECT AIR TRAFFIC CONTROL TRAINEES. WE THINK IT'S A MUCH MORE HUMANE APPROACH...LESS EMOTIONALLY AND ECONOMICALLY TRAUMATIC FOR THE INDIVIDUAL.

ASPIRING CONTROLLERS TAKE A FOUR-HOUR APTITUDE TEST THAT'S ADMINISTERED BY THE OFFICE OF PERSONNEL AND MANAGEMENT. PEOPLE WHO SCORE AT LEAST 90 AND MEET THE MEDICAL AND SECURITY STANDARDS CAN GO ON FOR THE NEXT LEVEL OF EVALUATION. UNDER THE OLD SYSTEM, THIS SO-CALLED SCREEN TOOK ABOUT NINE WEEKS, AND ONLY ABOUT 50 PERCENT OF THOSE WHO ENTERED PASSED.

THE NEW SCREEN WILL TAKE ONLY A WEEK--PERHAPS LESS. NO ONE NEEDS TO QUIT THEIR JOBS UNTIL AFTER THEY'VE PASSED THIS LEVEL OF SCREENING, AND THAT'S IMPORTANT WHEN THE JOB MARKET IS AS TOUGH AS IT IS NOW.

THOSE WHO PASS THE SCREEN WILL UNDERGO 17 WEEKS OF INSTRUCTION HERE AT THE ACADEMY. IN FACT, APPLICANTS SCREENED IN JANUARY WILL BE THE FIRST TO USE THE NEW SIMULATOR HERE IN THIS BUILDING. IF THEY SUCCESSFULLY COMPLETE THEIR TRAINING, AND WE EXPECT MOST OF THEM WILL, THEY'LL BE ON THEIR WAY TO BECOMING FULL-FLEDGED CONTROLLERS.

THIS PROGRAM IS ONE OF OUR NEW INITIATIVES ON QUALITY TRAINING--NOT JUST FOR AIR TRAFFIC CONTROLLERS, BUT FOR ALL OUR WORKFORCE.

THIS PARTICULAR BUILDING WILL PROVIDE THE CLASSROOMS AND LABORATORIES WE NEED TO BUILD FOR THE FUTURE AND TO PREPARE FOR THE FAR REACHING CHANGES IN TECHNOLOGY THAT WE KNOW ARE ON THE WAY.

THE NEW ADVANCED AUTOMATION SYSTEM THAT'S SOON TO COME ON LINE WILL INTRODUCE LEVELS OF AUTOMATION THAT ARE ORDERS OF MAGNITUDE HIGHER THAN ANYTHING WE'VE HAD BEFORE.

AND IN A VERY SHORT TIME, MOST OF OUR COMMUNICATION AND NAVIGATION SERVICES WILL BE SATELLITE-BASED. THESE ARE BOTH MOMENTOUS INNOVATIONS WHICH WILL VIRTUALLY REVOLUTIONIZE THE WAY WE DO BUSINESS. THESE SPACE-AGE ACHIEVEMENTS WILL USHER IN A NEW ERA OF CIVIL AVIATION.

AND SPEAKING OF SPACE-AGE ACHIEVEMENTS--I'D LIKE TO SAY A FEW WORDS ABOUT OUR HONORED GUEST, GENERAL TOM STAFFORD.

TOM STAFFORD GREW UP HERE IN OKLAHOMA, ON THE GREAT PLAINS OF THE SOUTHWEST. AND ANYONE WHO HAS SPENT HIS FORMATIVE YEARS ON THE PRAIRIE, I WOULD IMAGINE, LEARNS TO SCAN THE FAR HORIZON.

I CAN ONLY SPECULATE, BUT I SUSPECT IT MAY HAVE BEEN LESSONS LEARNED HERE THAT INSPIRED TOM STAFFORD. AS AN ASTRONAUT, HE CERTAINLY SET OUT TO EXPLORE THE UNIVERSE AND DISCOVER ITS TRUTHS...AND NOT ONLY SCANNED, BUT EXPANDED THE FAR HORIZONS OF MANKIND.

I INVITE YOU NOW, SIR, TO PLEASE COME FORWARD AND JOIN ME.

GENERAL STAFFORD, WE SALUTE YOUR GREAT COURAGE, DETERMINATION, AND VISION. WE DEDICATE THIS BUILDING TO YOU, SO THAT FUTURE GENERATIONS WILL NOT FORGET YOUR REMARKABLE ACHIEVEMENTS AS THEY GO FORTH TO CREATE THEIR OWN.

FINAL

REMARKS BY BARRY L. HARRIS, ACTING ADMINISTRATOR
FEDERAL AVIATION ADMINISTRATION
FAA GENERAL AVIATION FORECAST CONFERENCE
MARCH 12, 1992
NEWPORT BEACH, CALIFORNIA

Two weeks ago the FAA released its annual aviation forecasts for 1992 through the year 2003. The report predicts that domestic air carriers will experience modest growth in the latter part of 1992, as the Nation pulls out of the recession. This growth will continue, at an annual rate of 4.1 percent throughout the 12 year period. International activity will increase at an even stronger seven percent rate.

The outlook for general aviation is much more difficult to predict.

If you love flying, as I do, then you've got to be concerned about what's happened to general aviation over the past few years. The high cost of flying has driven down sales and discouraged many aspiring pilots. Even so, this industry is far from finished. There are over seven hundred thousand licensed pilots still out there, and in another ten years there'll be one hundred thousand more. Solo flight has been a part of America's heritage for almost nine decades. I can't imagine what this country would be without it.

The United States needs general aviation. It contributes more than $38 billion dollars to the economy and provides more than 530,000 jobs. Virtually all pilots, including those flying the big 747's, learn to fly in single-engine, piston-powered airplanes. I took my first lessons in a Piper 140, over 25 years ago. As an aside, if that little plane had been a bicycle, it would have had training wheels...and there were many times when I wished it had.

We depend on general aviation...to obtain medical treatment for the sick and injured...to protect our crops...to haul freight and Fortune-500 presidents. And without it, Alaska would shut down. We hear a lot of talk about the need to repair the nation's infrastructure: Its highways and bridges, turnpikes and tunnels. General aviation is an essential part of this vital infrastructure. It's a national resource, a national asset, that none of us can afford to lose.

Over the last 15 years, general aviation has endured recessions, higher fuel prices, the repeal of the G.I. Bill as well as the investment tax credit. None of this compares to the damage inflicted by the ever- increasing costs arising from product liability lawsuits. The latest available data shows that between 1977 and 1986, product liability claims paid by the industry jumped from $24 million to over $210 million.

In 1978, you could buy a new single-engine aircraft for $40,000. This year, that same airplane is likely to cost you $124,000.

According to GAMA, U.S. general aviation manufacturers shipped only 1,021 airplanes in 1991--the lowest annual total since World War II. That's down from over 14,000 in 1978.

Cessna, which once dominated the market, stopped making small planes five years ago. And the size of its work force plummeted from 20,000 to 5,000. Piper is operating under Chapter 11 bankruptcy protection and is negotiating the sale of its major assets to a Canadian provincial government and a group of private sector investors.

I think I could better understand what's happening if general aviation were hazardous. But we all know that isn't the case. In fact, what has long been safe has--for the past ten years--become even more safe. The National Transportation Safety Board reports that the accident rate for general aviation in 1991 was the lowest it's been since the they started keeping track back in the 1960's. And this isn't just a fluke--NTSB's records clearly show a consistent pattern of improvement.

A Wall Street Journal reporter recently described general aviation as "an industry that had been litigated into the ground". I agree, and I strongly support legislation to limit the award of punitive damages against FAA certificated aircraft and so does the White House. But such a bill has equally formidable opposition, and so far there's been no action. We're hoping this time the legislative climate will be more hospitable.

In the meantime, we've got to search for other solutions--for ways to slow, perhaps even halt those forces which have been steadily eroding the economic viability of general aviation. The bottom line is this: we've got to find ways to lower the cost of owning and flying an airplane.

Three years ago, EAA and AOPA suggested that we establish a new primary category of affordable aircraft. Planes in this category could be unpowered, or powered by a single engine. The basic idea is a simple design that will make the planes less costly to produce, easy to certify, and let owners do most of the maintenance.

The first Notice of Proposed Rulemaking went out in March 1989. We got a lot of comments--among them a request from EAA that we change the notice. So we redrafted it and sent it back out.

About a thousand people responded before the comment period closed in November. We're looking at these responses now, and we'll finish as soon as possible.

We've also developed a small aircraft certification compliance program in conjunction with EAA that's going to make it easier for manufacturers to certify light airplanes under existing Part 23 standards.

And we do have some other important victories to celebrate. We won a clarification from EPA that the ban on leaded-fuel burning engines does not apply to general aviation. When I say "we won", I mean AOPA, GAMA, EAA, and all of us who went to bat to get the ban on AVGAS removed.

There appears to be no immediate danger, at least for the time being, that the production of 100 octane low lead aviation gasoline is going to stop. But this is an issue we've got to constantly monitor. Phil Boyer of AOPA said it right: We need to develop a reformulated fuel that will qualify as "unleaded" but be safe for piston engines. And I will add to that: If we don't, low-lead 100 octane will eventually become so expensive that it would be cheaper to fill your tanks with Scotch whiskey.

I'm sure that most business people were pleased to hear President Bush announce in his State of the Union Address that he will propose the creation of a new 15 percent investment tax allowance. I know many of you would have preferred an Investment Tax Credit or the repeal of the luxury tax.

But I think we'll all agree with Ed Stimpson of GAMA who declared this to be a step in the right direction.

The President also announced a 90-day moratorium on any new federal regulations that could hinder economic recovery.

We're in the process now of carrying out a top-to-bottom review of all the FAA's regulations--to weed out the unnecessary and burdensome rules that impose needless costs on the industry.

We've tried in the past to apply our rulemaking authority in a way that would benefit both the industry and the public. But we welcome the opportunity to take another look. We're presently reexamining new rules that are still in the proposal stage, as well as those that are already on the books. Obviously we're not going to hold up anything that affects safety. And we're not going to delay rules with clear-cut and immediate cost savings--that would defeat the purpose of the review.

It's still too soon to talk about specifics, but we're going to look at everything...thoroughly and comprehensively. When we've finished, we'll send our recommendations to the White House. We hope to get rid of obsolete rules, revise those that need changing, and to intercept those pending rules which impose an unnecessary burden.

We asked for public comments, and I hope you took advantage of it. I can't promise what the outcome will be, but I guarantee that we'll consider everything you told us.

The whole point of these initiatives is to get the economy moving again. They're interim measures. But they're going to help, no question about it. Still, it's going to be up to us.

There are some things we can do that will require only cooperation and common sense.

Eighteen months ago we formulated a new, more rational and flexible compliance and enforcement policy. It emphasizes counseling, education, and remedial training whenever possible rather than mandatory penalties. We don't want to punish people for a single unintentional act, especially if there is another way to correct it. But the bottom line is compliance. And we full expect to do what is necessary to achieve it.

So far, about seven hundred pilots have participated in the remedial training. I won't say they think of us as "a kinder, gentler FAA", but the response so far has been enthusiastic.

Many people have written to tell us they were pleased with the new policy and with the training and counseling they received.

But we need to make training available to all our pilots,not just those who break the rules. That's why we're continuing the "Back to the Basics Program" we started five years ago. The underlying premise of the program is that accidents can be reduced if pilots are exposed to intensive training on why an accident happens and how to avoid them.

Two years ago we redesigned the program to extend it to the entire aviation community, including commuter and air carrier pilots. Moreover, we've specially designed 10 seminars targeting the maintenance community. Take a look at the record: in the five years this program has operated, the accident rate involving general aviation aircraft has gone down 17 percent.

Another thing we can do is to change the national airspace, which is never easy.

Two initiatives are underway that will require a level of cooperation that's an order of magnitude higher than we've ever attempted.

Under a final rule issued last year, all United States airspace will be reclassified to align with international airspace classification standards. The changes will be introduced in three phases, and fully in place by September 1993. At that time, the familiar designations "TCA", "ARSA", and ATA (Airport Traffic Area) will be replaced by seven new classes of airspace.

It may sound complicated, but it isn't. Actually, that's one of the reasons we're making the change: to simplify the airspace and make it safer. It would take too much time to explain the new

designations here, but there's an excellent description of them in this month's issue of the FAA Aviation News.

I will tell you that this is a major initiative for us--we've been working on it with ICAO for over thirteen years.

While this change has been taking place, several other studies have been underway to develop a nation-wide terminal area VFR route program to assist pilots in avoiding certain types of controlled airspace. We've made a commitment to the Congress that we will have the routes developed in three years. The use of these routes will be strictly voluntary, and will in no way relieve pilots from complying with Federal Aviation Regulations.

Reclassifying the airspace, and creating the new terminal area routes, will involve substantive chart changes. And these changes must be communicated to FAA employees, inspectors, ATC specialists, pilots, and the aviation community.

We're going to conduct an education campaign that will use just about every available medium to get the information into your hands. Press coverage, audio-visual materials, publications, training sessions-- whatever it takes.

I flew out here yesterday in a Learjet-31A. It's a great plane: it's quick, responsive, and fast. The only thing I like to fly better is an F-18A. One of the pieces of equipment on the Lear that makes me feel at home is a Loran-C receiver. With the closing of the Mid-Continent Gap last May, Loran coverage is available everywhere in the United States.

If you're one of the hundred thousand or so pilots that has a Loran receiver in your plane, I know you're eager to use it to fly approaches. So am I.

The FAA has no intention of abandoning or modifying its position on Loran-C as approach technology. But we did respond to pressure and let ourselves get too far out in front before the technology was fully in place. The receivers we're using today, while appropriate for enroute guidance, just aren't suitable for instrument approaches. Several companies are in the process of developing an acceptable black box. But, as yet, none has been certified.

We'll continue developing the data packages--that won't change. But until we get a unit certified for instrument approaches, we're going to hold up publishing any more procedures, and, in the interest of safety, we're going to keed NOTAMed the one's we've already published.

Many of the issues facing us can only be resolved if we work together. In the past decade alone, we've lost over 700 of our public airports. Local noise ordinances restrict the use of hundreds more. Many of the small landing strips that serve the villages and towns across America go unattended and have fallen into disrepair.

Many communities lack the money to improve their airports. But at countless others, the biggest barrier is local opposition.

We're doing all we can to help.

Let's take the money issue first. This past May, the FAA issued the Passenger Facility Charge regulation, clearing the way for a new program that will expand airport capacity and promote competition. It allows airports to apply for authority to charge passengers a fee of up to $3.00 and to use those fees to pay for expansion projects.

There are 200 airports in the country that can benefit from this program. So far, we've received 21 applications. We've approved four: Savannah, Georgia; Muscle Shoals, Alabama; Las Vegas, Nevada, and just this week--Huntsville, Alabama. The other 17 applications are in various stages of review. Together, these airports stand to collect over four and one-half billion dollars which will be used to finance capacity, safety, and security improvements.

Airports that choose to collect these fees forego a portion of their federal funds. That money goes back into the pot to be used at smaller airports. Here's an idea of what this could mean: If the 72 largest airports imposed a maximum fee of three dollars, that would make $189 million available for discretionary funding and for general aviation and small commercial-service airports.

Far more difficult to resolve is local opposition to airport noise. Two noise rules were implemented this past September to deal with this conflict. The first requires the phase-out of larger (over 75,000 pounds) and noisier, Stage-2 jet engines by the turn of the century. The fleet will then be powered by considerably quieter Stage-3 engines.

The second rule spells out the procedure for airports that want to impose new noise restrictions. The rule requires them to make sure that there's adequate notice, as well as opportunities for all affected users to comment.

They'll have to show that new restriction don't interfere with the safe and efficient use of the airspace.

And they'll have to show that the restrictions aren't unreasonable or discriminatory or pose a burden on interstate commerce.

We didn't agree with those who argued that smaller Stage-2 aircraft should be treated as Stage-3. But we did agree that an airport wishing to restrict smaller Stage-2 aircraft would have to separately analyze the merits and costs of such a restriction.

The compelling issue throughout the rulemaking process was how to balance the financial burden the rule would impose on the industry, and the quality of life of those 2.7 million people who suffer from excessive aircraft noise.

The noise rules don't satisfy either group completely. As with most problems, if there were one sure-fire solution or never-fail formula, we'd have eliminated all these difficulties long ago. But instead, we've got to cope every day with uncertainty and competing interests. The only way we can hope to make progress is through compromise and cooperation.

I'm confident that local communities will work with us to find solutions to the problems of aircraft noise. Their economic well being depends on it. Airports are essential if small communities are to attract badly needed new industries and the jobs that go with them.

It has been proven before and it will be again, general aviation is an economic lifeline between small-town USA and the rest of the world. This part of the aviation industry is the fibre of our economy. I am convinced: America needs general aviation.

You have a voice in Washington through your own excellent and well- respected organizations. If you take from here today no other thought, let it be this: It will be your vision, your courage, and your perseverence which will ultimately prevail.

General aviation has suffered set-backs, but the heart still beats, the light still burns. You are strong, and you are committed, and you will not fail. I believe in you. America is counting on you.

God bless you and good luck

FINAL

REMARKS BY BARRY L. HARRIS
ACTING ADMINISTRATOR
FEDERAL AVIATION ADMINISTRATION
CHILD CARE CENTER DEDICATION
OAKLAND CENTER
MARCH 13, 1992

Good Morning.

I come here this morning as a parent. I have four daughters, mostly grown now. But I often reminisce, as parents sometimes do, and think about when they were young children. I know of nothing that lifts my spirits like the laughter of children. Day care facilities like this one here at Oakland Center enrich not only our work place, they also enrich our lives. They bring us in daily touch with the only legacy we truly leave to humankind-- the next generation.

There was a time when families didn't have to worry about day care. It was taken for granted that Dad would go to work and Mom would stay home with the kids. But that was before the price of a decent home skyrocketed to over $200,000 here in the Bay Area. That was before the cost of sending your children to the state university climbed to $10,000 a year--it's almost twice as much if you want to send them to a private college.

So Mom went to work--many times because she had to, just to make ends meet. And sometimes simply because she chose to. Whatever the reasons, the traditional image of family that many of us grew up with changed. Today, in the vast majority of households with young children, both parents work. In fact, 40 percent of all American families have two wage earners.

Once we could have depended on a grandmother, aunt, or friend to look after the kids. Nowadays, we're likely to find that Grandmother has a busy, active life of her own, and Aunt Suzy has her own job.

There are other complications. Few of us still live in the town where we grew up. In any given 5-year period, half the population changes residences. Getting a job or securing the next promotion often means moving across the country. For many employees, deciding whether or not to take the job will depend on the availability of child care.

Recruitment, reduced turnover and absenteeism--these are just a few of the reasons why it makes good sense to have quality day care in the work place. But in busy air route traffic control centers like this one, there is a far more important reason.

Nothing troubles a parent more than leaving a child in the care of strangers. But now employees can leave their children here, confident in the knowledge that they will be well cared for. And that will give them the peace of mind they need to concentrate on their vital safety responsibilities.

Once it was conventional management practice to disregard the stress and strain that a family can place on employees-- managers just shrugged their shoulders and said "leave your personal problems at home". How sad, how tragic it would be if we, as a Nation--as a Government--cared so little today for the human family.

I believe the FAA has an obligation to its employees: To provide equal opportunity for everyone, fair pay, and a safe working environment. To provide the best tools.. the best training to help you do your job and to help you advance.

We've always done our best to do this. In return, people like you here at Oakland Center and in the centers, towers, and flight service stations across America have helped make our air transportation system the finest and safest in the world.

In a lrger sense, we've set an enormous standard for ourselves. And the availability of quality day care in our facilities will help us attract and keep the world-class work force we'll need in the future. This child-care facility, here in Fremont, is proof positive that the FAA's commitment to its employees goes beyond the confines of these walls.

Future generations of employees will not remember a time when child care was not available in the work place. They won't know of the struggle and personal commitment it took to bring it here.

"Tot's Landing" will pass into the tradition of this facility. Children will be able to play, learn, and grow here in a safe and loving environment. Perhaps some of them will return one day as controllers, technicians, or engineers like their Mom or Dad. But at least for now, they touch our lives with their laughter and the bright hope they represent.

Those of you who made this possible deserve our thanks and our praise and you have it. As we celebrate the opening of this child care facility here at Oakland Center, let's celebrate in the knowledge that what we did here and what we share here is right and good and a fulfillment of our commitment to the future.

REMARKS BY BARRY L. HARRIS
ACTING ADMINISTRATOR
FEDERAL AVIATION ADMINISTRATION
PROFESSIONAL WOMEN CONTROLLERS
ANNUAL MEETING
SEATTLE, WASHINGTON
MARCH 20, 1992

Good Morning

March, as you know, is Women's History Month. I recently had occasion to read an article in The New York Times, written by Gloria Steinem who made an interesting point. She said that Women's History Month tries to fill in the missing half of the human story. When I consider the role women have played in history, I suspect they account for more than half of the human story. Anyway, I was interested in her account of a woman pilot named Jerrie Cobb.

Back in the late fifties, Jerrie Cobb completed all the grueling tests that were used to select the original seven Mercury Astronauts.

She wasn't supposed to pass the tests, of course, but she did. So NASA issued a new requirement. All astronauts had to be test pilots. This effectively ruled out virtually every woman in the United States. The only way to be a test pilot was through the military, and, back then, the military didn't allow women to fly.

Today we would say that Jerrie bumped up against the glass ceiling. But to her, it must have felt like running into a brick wall.

I know many women and minorities in this audience and throughout the FAA are encountering their own glass ceilings: those invisible barriers that keep them from moving up in the organization.

My goal before I leave the FAA is to remove forever as many of those barriers as I can.

But let me back up a little and tell you what I saw when I came to this agency almost three years ago. I saw an organization of some 53,000 people run largely by white males. I saw an organization that said it wanted to "do the right thing..."; that said it was committed to equal opportunity; and that said it wanted to improve its record on affirmative action.

But I also saw an agency that had made very little progress in increasing the numbers of minorities and women in its workforce. And what progress had been made was in the lower grades.

I saw an agency that conducted seminars and workshops about how to succeed in the FAA. It had a strong black coalition, a strong hispanic coalition, and good mentor programs. But the sad reality was that minorities and women had been virtually locked out of the top jobs.

After 20 years of affirmative action programs, the culture had not really changed.

Now some people will say "We don't talk about affirmative action any more. We talk about workforce diversity".

I think it's important that we understand the definitions. Affirmative action is the action we take to eliminate artificial barriers to the recruitment and promotion of minorities, women, and the handicapped. Diversity in the work force is the result.

I think it's equally important to understand what affirmative action is not. It is not somebody getting something that they don't deserve at someone else's expense.

Mangers tell me they would like to promote more minorities and women, but "there just aren't enough good candidates".

I can't buy that. I can look at the records in any region and find where scores, even hundreds, of minority and women candidates were passed over for supervisory promotions by the selecting officials. When I see a region that promotes over 300 white males but only 20 minorities and women, I have to ask"why"?

In a speech last year at the Diversity Summit, Santiago Rodriguez of the Apple Corporation said "There is no presumption of competence for people of color or women in non-traditional jobs.

If we hire a minority or a woman who turns out to be a superstar, we pat ourselves on the back and say, 'we got ourselves a good one'". No presumption of competence! I agree with Mr. Rodriguez.

We who are white males are lucky. We were born into a society that presumes us to be competent until we prove ourselves otherwise. Some of us just don't get it. Minorities and women must prove themselves every day, lest they be presumed incompetent.

Managing a diverse work force is about valuing the differences in people. It's about understanding, accepting, and appreciating those differences.

If I could accomplish only one thing while I'm at the FAA,it would be to change the way we value people. To give everyone a fair chance, while encouraging differences. And I believe that's really what all of us want--just a fair chance.

I don't want to leave you with the impression that the FAA's affirmative action programs have been unsuccessful. We are bringing more minorities, more women, more handicapped employees into the workplace. White women, in particular, have made real headway at getting into supervisory development programs and competing for promotions.

And while we can take pride in this modest achievement, I've put our managers on notice. It isn't enough to improve the status of just one group. I expect the same level of progress for all minorities and disadvantaged people in our work force.

And now a word for those women who have already made it up the ladder. You probably didn't get there by yourself. Someone probably helped you, and you need to keep in mind that there are hundreds of others coming up behind you. This is your opportunity to give something back--to help someone else up the ladder. It's the best way I know to earn the respect of your peers and leave a legacy of true success.

What troubles me is, more often than not, women and minorities who rise in the organization tend to abandon their peers. If you are going to successfully overcome the pernicious effects of the old boy network, you're going to have to supplant it with a network of your own.

The FAA has been what it is for a long time, and I'm often asked if I really believe that I can make a lasting difference in an organization that has resisted change for a quarter of a century.

The answer is "absolutely". Take a look at some of our latest SES appointments. You'll see people like Fanny Rivera and Woodie Woodward...Gerald Franklin and Dick Rodine.

Maybe you don't know them. Woodie is a white woman, and our new Southern Region Deputy Administrator. Fanny is the Deputy Regional Administrator in the Western Pacific Region. She's hispanic. Jerry is an African American and the Deputy Administrator in the Central Region. Dick Rodine was just recently selected as the Superintendent of the FAA Academy. And while he's a white male, he has distinguished himself as an agent of change.

But these people weren't picked just for their cultural diversity. These are people who share my values and my vision.

They believe, as I do, that differences in color, gender, and ethnic background are differences that make a difference. They are differences which ensure a diversity of thinking in our agency...a creative mix of viewpoints and attitudes...an environment in which new perspectives on old problems can flourish.

On another front, we've made an important change in the way we screen applicants for air traffic controller jobs. The new screen takes a single week, so it doesn't require applicants to quit their regular jobs. And it's totally objective and blind to color, race, and sex. We'll begin using this new screen this Spring. In fact, you can see it for yourselves while you're here at this conference.

Trainees hired under this program will also benefit from improved training programs which will allow them to become full- performance controllers much sooner than was possible under the old program. This is good for everybody: the employee, the agency, and the public.

But it also highlights a problem: Air Traffic has a very young work force. Almost everyone has been hired within the past ten years--including many who are now in the supervisory ranks. We don't have the normal age gradations which tend to make room on the career ladder. Many of you are now ready to move up that ladder. And you're frustrated because you can't get into any of the supervisory development programs.

The reality is that most of our air traffic supervisory positions are already filled by people who are still relatively young. Most of them are going to stay in these jobs for a very long time. So there's the problem, what's the solution?

The fact is, enriching your worklife and creating advancement opportunities is going to depend mostly on you. You must be prepared to move laterally: to search out openings anywhere in the organization which will broaden your experience. You must become a well-rounded professional with a risk-taking resume--not a narrow specialist who never strays from a safe, straight-ahead career path.

You've got to decide whether you want a career in air traffic or a career in the FAA.

For those of you interested in Senior Executive Service positions, and I assume many of you are, horizontal assignments are virtually a requirement. And the competition will be keen. The FAA employs some 50,000 people, yet there are only 188 SES positions in the entire agency. Air Traffic has only 20 of those. Those who make it are going to have to be very, very good.

We do have programs that will help. The SES Candidate Development Program now includes a woman who was selected from the GS-14 ranks. That's a first.

We're making Individual Development Plans available for all minority and women employees at the GS-13 through 15 grades.

Just this week, we began the final round of selecting candidates for the new System of Advancement and Recognition program, which we call "SOAR". Far too often, we find that women and minorities were being steered into support positions that have no real promise.

The SOAR program moves them into line organizations where they can develop their management potential.

These and other programs we think will raise that glass ceiling, or better still, eliminate it. Studies show that one of the biggest barriers for women seeking line jobs, is that men feel uncomfortable working with them. One of the goals of our diversity management programs is to change that perception.

And while I'm on the subject of the work place relationship between men and women, I'd like to talk about another important subject.

Last December, with my management team, I attended a workshop on sexual harrassment in the FAA. I was shocked and appalled at what I heard. The Regional Administrators and other top managers who were with me were all convinced. This conduct has to stop!

As a result of that meeting, I directed that a special agency-wide action plan be developed that would end sexual harrassment in our work place. The action plan includes a strong policy statement, which you will be seeing shortly, and a letter to all employees that will be included with your pay slips in April.

The plan also calls for continued emphasis on training in cultural diversity to confront our biases head-on and to make clear to all of us the consequences of our behavior, whether it is intended or unintended.

We don't have the resources to take that training everywhere at once. But when we look at the pattern of sexual harrassment complaints, we find that an overwhelming percentage of them come from one organization...one organization alone: Air Traffic! So we're targeting large Air Traffic facilities first, and the top management in each region, to undergo some serious awareness training. Once you've been through this training, you'll see how powerful it can be.

Let me be very clear: I expect all employees to be treated with dignity and respect. Sexual harrassment demeans the individual and it demeans the FAA. It must stop.

So, let me sum it up. Work force diversity is about fairness, about doing what is right, and about respecting differences. It's about allowing all America into the work force. And providing training and development opportunities so that everyone has an equal chance for a top job. But mostly it is about recognizing that we are all part of the human family.

These are personal values that I have believed in and tried to live by all my life. I hope that what I have done at the FAA has communicated these values.

Necessity will eventually compel us all to change. But I would like to think that as an agency we won't wait until circumstances force us to act. I would hope that our sense of fairness will move us to eliminate all arbitrary and artificial barriers and to welcome into our ranks all those who share our love of aviation and our commitment to public service.

The FAA is a very special organization, like no other in Government. I have come to love it as I know you do. Let us demonstrate the leadership that I know we possess. Let us set the example for Government, industry, and all of America.

Thank you.

REMARKS BY BARRY L. HARRIS,
ACTING ADMINISTRATOR,
FEDERAL AVIATION ADMINISTRATION,
DENVER PFC CEREMONY,
APRIL 29, 1992,
DENVER, COLORADO

Good Afternoon, Ladies and Gentlemen:

Five years ago the people of Denver united to build a new airport...the first to be built in this country in two decades. That was a courageous decision, one that will lead to major improvements in the Nation's air transportation system and to major economic growth right here. It was an important event.

Today, I'm here to announce another important event.

As of today, the FAA has granted to the City and County of Denver the authority to begin collecting passenger facility charges at the Denver airport.

Beginning July 1, a $3 fee will be collected from passengers passing through the airport. This should generate some $2.3 billion dollars, income that will be used to service the bonds and other debt this community has issued to build the new airport.

When the PFC regulation was first issued last May, it created for airports a major source of revenue which can be used for a variety of improvements, including those needed to enhance capacity, safety, and security, and increase competition.

This revenue can be leveraged to support even higher levels of capital investment by using the income from the PFCs to pay both the principal and interest on airport development bonds just as you are doing here in Denver. This is a powerful economic engine. On a national scale, PFC's are expected to eventually result in $1 billion a year in revenue.

We expect about 200 airports across the country will collect PFC's. So far, we've received 45 applications. And while Denver is the tenth airport in the nation to receive PFC approval, it is clearly number one in the nation in terms of the size of the PFC.

The concept behind the passenger facility charge is a simple one: the people who use transportation facilities should help
pay for them.

What's taking place here in Denver is proof-positive of the power of airports to generate jobs and to move the economy forward.

The people of Denver understood this early, and were willing to take the risks, and make the decisions, and shoulder the costs...and then wait patiently for the investment to pay off. Now that payoff has begun. During the peak construction period, the new airport will employ 7,000 workers.

Once in operation, it will provide jobs for 25,000 people-- 4,000 more than are employed at Stapleton today. And as use of the airport grows, so will the number of employees.

Denver serves America as a major transfer point for east and west-bound air travellers. It is the gateway to some of this country's finest and most challenging ski slopes, and to the vacation lands beyond. It serves the world as a global crossroad.

Preliminary figures for 1991 indicate that 12.8 million travellers passed through Stapleton Airport in 1991.

This means that Denver has surpassed New York's Kennedy Airport to become the nation's sixth busiest airport in terms of passenger boardings. Our forecasts tell us that by 1995, more than 17 million passengers will use the new airport.

And there's more to come. By the year 2000, we expect that passenger enplanements here in Denver will reach 22 million.

When the new airport opens in October 1993, it will have the capacity to handle over 25 million passenger enplanements each year. That's compared to the 12.8 million handled by Stapleton last year.

We at the FAA are very much aware of how critical it is for Denver to be operating at full efficiency. Delays at Denver Airport create a ripple effect across the entire nation, causing missed connections and back-ups as far away as Philadelphia and New York, Los Angeles and San Francisco.

But now we are about to see another kind of ripple effect...one spreading through the local economy, then through the regional economy, and eventually across the continent. Whatever we can achieve in building a new airport here in Denver, investing in new technology, creating new job opportunities will, I am certain, have a potent multiplier effect throughout the entire national economy.

This airport is an important part of the safest and most efficient air transportation system in the world. The growth that began with the decision to build a new airport is a significant part of moving America forward to better economic times. And as an aside on that point, the economy has turned the corner. Just this week, the Commerce Department announced that the Gross Domestic Product increased two percent in the first quarter of 1992. That's the largest increase in any quarter over the last four years.

The passenger facility charge which Denver now has the authority to collect will ensure that it continues to be a player as this growth continues.

I congratulate the people of Denver for their vision, their courage, and their perseverance.

I would especially like to commend former mayor Federico Pena and Mayor Wellington Webb for their strong leadership in making this new airport a reality.

It is my hope that the partnership between the federal government and the Denver community will continue flourish so that future generations of air travelers may benefit from what we have begun here.

Thank you.

First Draft

5/8/92

REMARKS BY BARRY L. HARRIS
ACTING FAA ADMINISTRATOR
PILOT AND AVIATION MAINTENANCE
TECHNICIAN SHORTAGE BLUE RIBBON PANEL

May 12, 1992

(These remarks were given by Admiral Busey who incorporated them with "Blue-Ribbon" Comments.)
Senator McCain, Admiral Busey, distinguished Panel Members, and guests.

Good Morning. It is my pleasure to welcome each of you to this inaugural meeting of a new Federal Advisory Committee--an FAA Blue Ribbon Panel which we have assembled to study one of the most critical issues confronting American civil aviation. The special focus of this Panel's investigation will be the potential for future shortages of pilots and aviation maintenance technicians...a scarcity which might seriously dampen our prospects for sustained growth in this industry so crucial to our nation's prosperity.

As many of you know, this panel was organized in response to Congressional concern about the future staffing requirements of our civil aviation fleet. There is good reason for this concern. Everywhere we see evidence that the demand for experienced pilots is outpacing our ability to recruit and train them.

Over the next ten years, the industry -- I'm talking about the airlines, the commuters and the air taxi services -- will need to hire more than 35 thousand new pilots...if we are to replace those lost through retirement and attrition, while at the same time accommodating the growth we expect to occur.

And the growth can be dramatic. In fact, according to our own projections and those of the Bureau of Labor Statistics, the need for both civilian pilots and aircraft maintenance technicians will grow at a far faster pace over the next decade than for any other occupation.

Yet we are confronted with an equally dramatic decline. We are about to lose our single most important source of trained personnel.

John O'Brien, who's here from the Air Line Pilots' Association, will tell you that among the present generation of commercial airline pilots, almost 70 percent were trained by the military.

In fact, the military has supplied the vast majority of pilots for the air carriers since the end of World War II. But as Senator McCain warned us in Congressional hearings three years ago, we can't continue to be so dependent on the military.

It costs somewhere between four and six million dollars to train a fighter or bomber pilot. And in an era of diminishing military requirements and tightening defense budgets, we must anticipate the need to soon find alternative sources of pilots for the private sector.

There is one other essential category of worker which may someday be in short supply.

Our forecasts suggest that, over the next decade, for every new job in the general labor market, there will be two new job openings for aviation maintenance technicians.

There are now about 130 thousand maintenance technicians employed in the civil aviation sector, and the demand for these workers remains constant even during economic downturns. Our vocational and technical schools turn out more than eight thousand certified graduates each year, and all of them find a job market offering an abundance of opportunity.

Many of these graduates are immediately snatched away by non-aviation companies desperate for skilled workers.

But like all high tech fields, what is state-of-the- art technical competence in today's world will be obsolete tomorrow. And our technical education must constantly incorporate new engineering knowledge.

As commercial aircraft become more sophisticated and complex with each new design, the role of the aviation maintenance technician becomes more intellectually demanding.

It is no longer adequate to train mechanics in the classic wrench-turning skills. They must now have an understanding of computers, electronics and space-age materials if they are to safely maintain our 225 thousand civil aircraft.

I've described two of the major changes we believe are impending. There are many others which must be taken into account. And that is the task this panel will undertake during the coming months. A year from now, they will be making their report. I can assure this panel that their findings and recommendations are eagerly awaited.

Your efforts can enable our nation to avoid the jolting dislocations which lack of preparedness will surely bring. Your contributions and wise counsel will enable us to plan prudently for the transitions we know lie ahead.

Thank you.

REMARKS BY
BARRY L. HARRIS
ACTING ADMINISTRATOR
FEDERAL AVIATION ADMINISTRATION
AT THE
INTERNATIONAL CONFERENCE
ON
AIRPLANE GROUND DEICING
RESTON, VIRGINIA

May 28, 1992

Ladies and Gentlemen:

Sixty-seven days ago, in a late March snowstorm, US Air Flight 405 pushed back from the gate at New York's La Guardia Airport, bound for Cleveland, Ohio.

The 51 passengers aboard that aircraft--like the two million people who daily board airplanes somewhere in the world--trusted "the system" to get them to their destination safely.

But that was a fateful evening. Something went dreadfully wrong. Flight 405 crashed on takeoff. Twenty-seven people perished.

"The System"...that vast network that we're all part of the Federal government, the airline companies, the airframe manufacturers, the airport operators, the pilots, and the ground crews...."The System", somehow had failed. A momentary failure perhaps, but a failure none-the-less.

We won't know for sure what happened to Flight 405 until the National Transportation Safety Board completes its investigation. But the conventional wisdom is that icing contributed to that accident.

We at the FAA, without prejudging the NTSB's investigation, have pledged to confront the issue of icing directly.

This conference was called for that very purpose. We have at hand here an opportunity to illuminate the best technical solutions and ideas relating to the problem of airframe icing. Then we're committed to putting the most promising of those ideas to work before next winter.

Over the years, you, as representatives of international aviation, have collaborated to reduce the hazards of wind shear, midair collisions, aging aircraft, and terrorism. We've pooled information and technology to meet each new challenge, each new threat. And through our collective efforts, we've made air travel the safest form of transportation in the world.

Yet despite our many remarkable achievements, worldwide statistics show that, over the last 25 years, icing has been a factor in over a dozen accidents involving air carrier or transport aircraft.

I find it sad, even ironic, that with all our great technology, ordinary winter weather, like snow, ice, and frost, is still capable of bringing down the most sophisticated aircraft, the most experienced pilot.

As Senator D'Amato told us at the field hearing on April 16,"There are some weather-related problems from which aircraft cannot be protected...but deicing is not one of them". Senator D'Amato is right. Additional safeguards must and will be put in place before next winter.

The overwhelming response to this conference (there are over 500 participants from 19 countries here) is proof of our common concern.

Whenever harm befalls air travellers anywhere on the globe...whatever their nationality...whatever the cause...the dismay is felt by everyone throughout the world.

I was touched by the many helpful suggestions we received from people whose day-to-day jobs are in aviation--pilots, air traffic controllers, dispatchers, ground crews. Most of them couldn't be here, but I want to acknowledge their contributions.

I would also like to acknowledge the compassion and concern of ordinary people, non-aviation people. That concern was evident in the many letters received by the FAA and by newspapers throughout the country.

A man from Greenwich, Connecticut, wrote to suggest installing a deicing station at the end of the runway so planes could be deiced just before takeoff.

A woman from New York recommended the addition of a fluorescent dye to the deicing fluid. As the color wore off, the pilot would know the fluid had lost its effectiveness.

These people didn't claim to be aviation experts. Yet here there are many experts and they'll be talking about very similar ideas.

This conference may well find that its most difficult task is not the generation of new concepts, but making selections from among many worthy proposals. Typically, each proposal will have its advantages and its disadvantages, its advocates and its detractors. This is as it should be. This will produce a productive debate.

The FAA's existing rule is frustratingly simple: No person shall take off an aircraft with ice, snow, or frost adhering to the wings.

Any pilot who has flown for a major airline for any length of time has probably made dozens of go/no-go decisions under adverse weather conditions. Luckily, they were almost never wrong. The problem is, luck should have nothing to do with this decision. A pilot who has the responsibility for a go/no-go decision on a winter takeoff must have the best information possible to make that decision. We at the FAA are coming to believe that one of the surest ways to do this is through mandatory rules requiring specific time limits between deicing and takeoff.

Unless we hear a better alternative from you, we're prepared to take this step. I'm especially interested in hearing your views on this recommendation, and I'd like your ideas on what the time intervals should be and how best to implement them.

I'd also like your opinions as to which of the deicing fluids works best under which conditions. We know that the European Aviation Authorities have been using Type-II fluids since the 1960's. Several airports in the United States have used them as well.

Tell us about your experiences with these fluids. Tell us what work is needed before we encourage more widespread use in this country.

And tell us if there are any hazards to people and to the environment: hazards that we should be addressing as well.

I'd like to hear recommendations from the air carriers and airport operators on how they'd go about installing additional deicing stations and where they should be placed for maximum efficiency.

I want to hear from ground crews about the best procedures for deicing aircraft.

I'd like to hear from pilots about what training will best help them to spot and deal with ice and other contaminants.

I'd like to know what special training maintenance people will need in order to work with Type II fluids.

And I want to hear recommendations for more efficient air traffic control procedures. The January Air Traffic Bulletin contained an account of a pilot who deiced...waited 35 minutes on the runway in freezing rain, snow, and drizzle...then spent another hour going back to the gate for a second deicing.

What procedures should we consider to stop this kind of delay?

These are some of the questions I would like this conference to consider over the next two days.

I'm confident that you'll give us a balanced and insightful evaluation of the possible solutions which have been proposed.

Your discussions will help us formulate a plan of action for the immediate future.

But, because I believe we need to move quickly, we've already initiated some significant efforts. I'd like to mention just a few of them.

The SAE technical society has accelerated two projects. The first is the all-important task of developing the standards for Type-II fluids. The second is the completion of the handbook on deicing methods. They're here to tell you about their progress.

In another effort, the Airports Association Council International recently gathered information on deicing facilities at over 40 airports across the nation and they'll present their findings to this conference.

That survey provides valuable information on where deicing facilities are presently located, the types of deicing fluids in use, and whether or not relocation or construction of additional deicing stations is possible at those locations.

Within the FAA, we've been putting the final touches on our "Pilot's Guide to Large Airplane Ground Deicing". It's a pocket-sized quick reference guide, summarizing the basic ground rules, written in pilot language. We've promised to make this guidebook available to pilots before the icing season this year.

Bureaucracies like ours are often accused--sometimes rightly so--of a lumbering lack of responsiveness. But I believe we will persuade even our severest critics that we've moved swiftly and decisively in seeking to reduce the winter hazards of aircraft icing.

Some will insist, regardless of what we do, that it is not enough. Others may say that anything we do will impose new regulatory and economic burdens, or make air travel less convenient or more expensive for travellers.

No doubt there will be a cost to whatever we decide to do. But we pay a price for inaction as well: A loss of public confidence in effective government...a diminution of public trust in air safety. That's a price none of us wants to pay.

I'm sure that the world-wide aviation community will be watching to see what we do here this week. So let us begin this conference in the full confidence that solutions are within our reach.

I personally appreciate your being here today, because I value your opinions, and I'm looking forward to your reports and conclusions.

* * *

REMARKS BY BARRY LAMBERT HARRIS
DEPUTY ADMINISTRATOR
FEDERAL AVIATION ADMINISTRATION
MEETING WITH FAA ACADEMY INSTRUCTORS
JULY 14, 1992

Thank you. Just a few minutes ago, I talked with the first class of students to be selected under the new ATC screen.a group of young people who stand at the threshold of a new era of teaching and training here at the Academy.

Yet even as I spoke to them, I couldn't help thinking that most students will never know, or little care, that once upon a time, fifty percent of their classmates would never have made it through the nine weeks of an onerous screening process.one that, in the end, left even the lucky survivors ill prepared to enter their chosen profession.

Upon arriving at their first work station, the first words the new controller usually heard was "forget everything you learned at the Academy--it won't help you here."

While no one will deny that the old selection process produced a controller workforce of superb quality...truly "world class" by virtually any standard...it is also true that the cost was unacceptably high. Imagine getting in your car each morning and...on every other day...the engine just won't start. Even the worst clunker you've ever owned was never quite that unreliable...you couldn't afford to keep it.

Neither could we afford to keep the old screen. The waste of resources and human potential was simply too enormous. In 1991 alone, we spent about ten million dollars on candidates who washed out of the program .. and of those who didn't make it, we have no idea of the personal costs to them. Clearly, it was time for a new vehicle.

And this is what you have helped us create. What is so remarkable about your achievement here at the Academy is your innovative, intelligent planning.

I'm very much aware of the added burden you assumed to bring about the changes we celebrate here today. We know that this huge project entailed many late hours and a heavy load of extra responsibility for you to work simultaneously... on the creation of the new screen...on the complete overhaul of the training program...and on the development of the new tests for performance verification... while, at the same time, continuing to carry out all your regular, day-to-day duties.

You've set a new standard for excellence and dedication which others in the FAA will find hard to duplicate. And what you have created is a prototype procedure for selection and training throughout the FAA.

We expect that the "Train to Succeed" approach will be soon adopted by Airway Facilities and Flight Standards. We're planning for this to be the model wherever technical courses are offered, both here at the Academy and in FAA facilities across the country.

And to make this happen, we will need to call upon your experience, your knowledge, your insight. And especially, we will need your understanding of how to motivate and guide students in this radically new learning environment.

I know that, as teachers, you've had to develop entirely different instructional skills and methods in order to make the most effective use of the new testing and teaching technologies.

You've skillfully shifted from the old method, which often overloaded students with information, to a system which makes the pace of learning more manageable and humane.

You've had to learn to deal one-on-one with students, to provide tutoring when they need individual attention...to provide mentoring when they need advice.

You had the courage to relinquish the old, authoritarian culture with its Camp Lejeune mentality ...and create in its place a new culture which rewards creativity, flexibility and nurturance...a culture which assumes that the failure of any
student is really our failure.

This, in fact, may be the most far-reaching and significant change of all...this change in the relationships between student and instructor. For dealing with students as adults...in a way which respects their individuality and diversity...will, in the long run, create a new workplace atmosphere throughout the FAA.

The values which our students learn here at the Academy will eventually permeate our entire organization and become our corporate values.

Even though change is never easy, I know some of you have welcomed the change from screening to training. In fact, some of you have been creative and imaginative in implementing the change.

One teacher suggested a way to start the mentoring process even before the students arrive. I understand you obtained telephone numbers for the students and called them before they left home to welcome them in advance, and set a friendly tone for their arrival.

This kind of creative concern for the success of our new employees shows me that you will make this program work. I am confident, not only of your ability to conduct the program, but of your dedication to make it succeed.

You have my personal gratitude for what you have achieved. But as we inaugurate this new training program today, let's celebrate in the knowledge that what we did here is right and good and a fulfillment of our commitment to the future.

REMARKS BY BARRY LAMBERT HARRIS
DEPUTY ADMINISTRATOR
FEDERAL AVIATION ADMINISTRATION
NEW ATC STUDENTS' MEETING
MIKE MONRONEY AERONAUTICAL CENTER
JULY 14, 1992

This is a remarkable day for all of us. It's remarkable for you because it marks an important starting point in your lives. It's memorable for me because it represents the culmination of a long process of planning in which I've been intimately involved. So I hope you'll understand if I think of this occasion as a commencement ceremony--for today we celebrate a rite of passage, from preparation to practice.

This audience has more young people in it than I usually address. I'm not surprised, of course, because learning how to be an air traffic controller is a young person's game.

I do not mean "game" in any frivolous sense, but in the sense that it is an undertaking which demands all the energy, the optimism, the resilience, and the confidence of youth.

The old Academy course had almost legendary status as a test of endurance. One graduate remembered it as a combination of cram week, Olympic try-out, and flak attack. To succeed required real stamina. You had to be in your twenties...even better, your early twenties to withstand the tension and the grueling pace.

Today, we initiate a new air traffic training program...one designed to be rigorous but positive. We expect you to have developed real skills by the end of the first three months...but you will have developed those skills with less stress.

The FAA is now well along in the task of re-inventing itself for the next century...an era that will be the peak years of your own careers in air traffic control.

We are now deeply involved in replacing all our old, outmoded equipment with an entirely new technology. This is a massive undertaking...a project of epic scale costing billions of dollars.

It's comparable in scope to the other great engineering feats of our nation's past...ones you've read about if you're a history buff...accomplishments like the building of the first transcontinental railroad, the construction of the Panama Canal and the Apollo moon landing.

And you, as the next generation of air traffic controllers, will be among the very first to use this new system in your day-to-day work.

We know that once installed, the new technology is going to fundamentally change the way we do business within the FAA.

Many of our old habits, our comfortable bureaucratic routines, our time-tested rules and regulations will become obsolete. We must begin to evolve new procedures and protocols, new forms of organization to adapt the Agency to the requirements of this revolutionary new system.

And this is a task for which young people are best suited. For social change always depends primarily on generational change. Old ideas and the people who conceived them are succeeded by newborn ideas brought to life by each new generation of thinkers and doers.

We look forward to the new perspectives, the innovative thinking which you will be bringing to the FAA. It will be up to you to complete the transformation which is now taking place.

It is vital to the future of the Agency that in this critical period of our re-invention and renewal that we maintain a work environment that values imagination and originality. This is one of the best arguments I know for creating a workforce at the FAA which is open to all who are technically qualified, regardless of gender, race or ethnic origins.

It is with diversity that we get an infusion of creative energy. People from different backgrounds have different approaches to problem solving, different ways of working together, different views of what is important and why. In this transitional phase of the FAA, where no one can be sure of the answers...or even the questions...we will need a vigorous dialogue of diverse viewpoints to set our course.

This group here today is the first to be selected by a new screening program which has -- as one of its objectives -- the recruitment of future air traffic controllers who represent the nation as a whole...in all our racial and ethnic variety.

The old screening procedure, we now know, was unfair to everybody. It made onerous demands on people. We required that candidates report here to the Academy, often on very short notice, for nine long weeks of evaluation. Many with jobs had to quit those jobs in order to come.

Yet, despite such personal sacrifices, they had only about a fifty-fifty chance of surviving the first cut. And their chances were even less if they came from disadvantaged backgrounds.

I'm telling you this so that you can appreciate how very different is the screening procedure by which you were recently selected.

First of all, we have totally separated the screening of applicants from the training of air traffic controllers. The old procedure was a trial by fire...intended to weed out the unfit and unqualified.

The new procedure...as you know...takes only a week or less and those who are selected then participate in three months of real, job-related training...the phase you are about to begin.

The second difference is found in the testing itself. Computers make it possible for us to measure a person's aptitude for this work with far greater efficiency...and, we believe, with far greater accuracy, and we know, with far greater objectivity.

This focus allows us to examine the raw talent and native ability of applicants, without the influence of past experiences being a factor.

This is the reason that those from disadvantaged backgrounds often get low scores on traditional tests. They lack prior exposure to test materials and they lack experience with test-taking situations. We needed a new assessment method which was fairer to everyone. This I think we've achieved.

If you have the basic aptitudes, you can score well on our new battery of tests...even if you've never before played a video game or ever sat at a computer. We have built into the procedure a sufficient amount of practice time so that unfamiliarity is a handicap for no one. Everyone has an equal chance to discover and demonstrate their potential.

These are the steps we are taking to reduce artificial and arbitrary barriers to careers in the FAA. I am personally very proud of this Agency for its initiative and resourcefulness in reshaping itself to more closely conform to the rapidly changing realities of American life.

You will soon realize, as you begin work as employees of the federal government, that this is no small achievement. Bureaucracies can be slow moving and stubbornly resistant to innovation. You may have heard of the First Law of Holes: when you find that you're standing in one, stop digging. The FAA, like any bureaucracy, can keep digging itself deeper and deeper.

This has not happened in the case of the Academy training program for air traffic controllers. We recognized some time ago, that it needed to be completely revamped. What you are about to experience during the next dozen weeks or so is the result of a massive effort of redesign and restructuring.

Well, there is a very good reason for the changes we have made. The old way produced, in the end, highly competent controllers... but it was also wasteful and inefficient, demoralizing and inflexible.

We had within the Academy...within the FAA as a whole...the knowledge and experience...and the motivation... to do a far better job of teaching. We just needed the time and the resources to pull it all together. Now the FAA has made that investment to raise the quality of our training to a level of excellence which matches the quality of our giant upgrade in technology.

What is involved is more than a total revision of the standard Academy curriculum...making it far more job-focussed, gearing it up to produce a guaranteed level of performance for each student at the end of three months of training. This, by itself, is a dramatic change of direction for the Academy.

But even more important, and more difficult, is our on-going attempt to create a new learning environment...one in which individual students are empowered to take charge of their own learning, with the active support of instructors who stand ready to act as mentors and counsellors whenever the need arises.

We want a learning environment which encourages flexibility, experimentation and cooperation.

Let me give an example of what we have in mind. For years now, one of the most notorious hurdles for candidates is the Aero Center map.

Everyone has to memorize it, and it's the equivalent of a medical student having to learn all 206 bones of the human skeleton.

The map is thick with airways and named intersections, radio frequencies, altitudes, compass bearings and mileages. The Academy folklore is rich in stories about the best way to commit it to memory.

Most students simply draw it, again and again and again...until they master it. Some taped it on the bedroom ceiling directly over the bed. In one apartment building, where many of our students stay, the map is tacked to the wall in the laundry room.

A couple of students once wove a fiber art representation of it.

But recently, another student devised a computer game version called Map Trainer. This student-created software has become one of the new teaching tools here at the Academy...a valuable addition because it teaches students a generic skill for visually remembering and using the maps of whatever airspace they are working.

The computer game helps them learn how to learn air space maps in general.

This is an illustration of the way we hope students like yourselves will become involved as active partners in the learning process, taking charge of your own learning experience. The faculty of the Academy is ready to offer guidance and feedback all along the way, but you must provide the determination to attain truly professional competence as an air traffic controller...one thoroughly prepared to assume the very serious responsibilities of your highly demanding profession.

Our standards are very high. But each of you was selected with great care and you are about to receive some of the finest technical training available anywhere in the world. Our standards are high, yes, but our hopes and expectations for you are even higher. I'm very proud of all of you, and I wish you well.

* * *

DEPUTY ADMINISTRATOR BARRY LAMBERT HARRIS
DETROIT PFC ANNOUNCEMENT
SEPTEMBER 22, 1992

- I have an important announcement for the people of Detroit.

- As of today, the FAA has granted to the Charter County of Wayne, Michigan, the authority to begin collecting passenger facility charges at Detroit Metropolitan Wayne County Airport.

- With this PFC authority, the Charter County of Wayne, Michigan will be able to raise $640,707,000 million over the next 16 and one-half years for a number of vital projects at the Detroit Metropolitan and Willow Run Airports serving this community.

- These funds will be used, among other things, to construct a new midfield terminal facility, reconstruct existing terminals and concourses, and access road construction. Collectively, the 13 projects that have been approved will enhance safety, security, and capacity.

- But that's only part of the story. The authority that has been conferred here today is a big step toward greater economic opportunity and jobs here in Detroit. It's just one of many initiatives President Bush has planned to help get America back to work.

- I know I don't have to tell anyone here the positive economic impact of good airport facilities. Since deregulation, Detroit has evolved as one of the nation's major hubs.

- During 1991, over ten and one-half million passengers passed through this airport, making it the 14th in the Nation in terms of total passenger boardings. And it's still growing.

- By the year 2000, our forecasts predict that passenger activity here at Detroit will surpass that of LaGuardia Airport in New York City and Boston's Logan Airport.

- The collection of passenger facility charges will ensure that Detroit has the capacity to grow and prosper...safely and efficiently.

- The authority we are conferring also recognizes our common concern for the impact of aviation on the environment. Aviation can and must be a good neighbor.

- Two projects, totalling the second largest expenditure, have been approved to help lessen the adverse impact of noise on the surrounding neighborhood.

- Our relationship with the Charter County of Wayne, Michigan, does not, of course, end here. The FAA will continue to provide local authorities more flexibility to move ahead on projects that will ensure our economic future.

- It is my hope that the partnership between the federal government and the people of Detroit will continue to flourish so that future generations of air travelers and this community may benefit from what we have begun here.

MORAL LEADERSHIP: A Covenant of Trust

By BARRY LAMBERT HARRIS, Deputy Administrator
Federal Aviation Administration
U.S. Department of Transportation

Delivered at the National Black Coalition of
Federal Aviation Administration Employees

Virginia Beach, Virginia, September 23, 1992

I'd like to share with you a story Howard Baker told me at dinner one evening. Howard Baker, as you recall, is a former U.S. Senator from Tennessee, a Senate Majority Leader, and a former White House Chief of Staff. He's a wonderfully wise and warm human being who has a keen mind and a gentle sense of humor. I thoroughly enjoy his company.

The story is about three friends who were speculating over what might be the world's greatest, most significant invention. The first friend opines that the greatest invention was the automobile because it changed the face of America, its morals, its travel patterns, and even helped create suburbia. The second friend disagrees and suggests that it's the airplane, because it has allowed mankind to conquer the skies and travel quickly to anywhere on the globe. The third thinks for a few moments then says: "I think the world's greatest invention is the thermos bottle."

" A thermos bottle?" The others deride him and scoff at this suggestion. "Why is that such a great invention", they ask. "Well, it keeps hot things hot and cold things cold" was the response. "That's not a big deal", they said. To which their friend responds. "Maybe not, but how does it know?"

"Knowing" is not always easy.

I remember the very first speech I ever gave at the FAA. It was February 27, 1990. The occasion was the opening of Black History Month. I well recall walking into the into the FAA auditorium. There was standing room only. And almost all the faces were black.

I was filled with a strange apprehension. Not from fear or stage fright, but from sensing that everyone in that audience knew more about my subject than I did. My subject was equal opportunity.

You and I have come a long way together since that day almost three years ago. Yet I find disturbing the possibility that, unlike the thermos bottle, I may not really "know"...not in the way most of you know.

I watched a movie the other night called "White Men Can't Jump". It's a film about two basketball hustlers in Los Angeles...one black, the other white... who match themselves, for money, against players on neighborhood courts around the city.

It's a hustle because the white player is actually a former college basketball star. But the people on the street don't know this. They're conned into betting against him because they've accepted the popular stereotype that "White Men Can't Jump". That's the plot. But the movie is really about the relationship between these two men, both wary of one another, both skeptical that they can ever find any common ground.

Throughout the film, there's a debate between the two as to whether the white character can really understand the music of Jimi Hendrix. And the black character keeps telling him: "There's a difference, man, between hearing and listening. You might be listening to the music, but you're not hearing it." These two men come from vastly different cultures. But life itself challenges each of them in ways that are at once different, yet the same. The thrill of winning or the disappointment of losing is felt with the same intensity whether you're black or white.

What often troubles me is: I listen, but do I hear? I see, but do I "know". Then again, how can I know? I have never suffered the humiliation of discrimination, never felt the sting of a racial slur, never endured the pain of a reward earned but not received. I've never felt trapped in my own culture. I've never experienced any of these things just because of the color of my skin, or my gender, or my ethnic origins.

For me, the American dream is real. For me, the promise has been kept. Yet I realize that for many the promise has not been kept, the dream has not been fulfilled. I am a Conservative serving in a Republican Administration. But the issue of equality transcends ideology and politics. In my view it's as basic as food and water, as basic as the air we breathe.

"We hold these truths to be self-evident, that all men (and women) are created equal, that they are endowed by their creator with certain inalienable rights, that among these are life, liberty, and the pursuit of happiness."

These familiar words (with modest editing by me and apologies to Thomas Jefferson) are from the Declaration of Independence. They are central to the covenant we made over two hundred years ago with ourselves and with the world. They are in a real sense, the very foundation of our national morality. And fundamental to that morality is equality.

The issue of equality is to me no mere intellectual exercise newly discovered. It is a commitment I made as a young man many years ago. It is a commitment I have tried to keep, as circumstances and opportunity have permitted me to, at every waypoint in my life. It is a commitment I made to you almost three years ago. But commitments are not results, so perhaps it is fitting on this occasion to review the results of this unfinished business.

I think I can fairly say--knowing that you will mentally correct me if I'm wrong-- that together we have raised the sensitivity of the FAA to equal opportunity, diversity, and sexual harassment. In short, we have insisted that the organization reexamine its own morality. In fact, we've been so successful that we recently received at headquarters a petition to recognize a new special emphasis group, an group called "The White Male Coalition".

Obviously, our modest accomplishments are perceived by some white males as threatening to their historical domination of the workplace. You'll be pleased to know--but hopefully not surprised--we politely but emphatically turned them down. And I might ask, rhetorically, which among these same men would refuse his Nation's call-to-arms to defend the principle of basic human rights on foreign soil? In fact, the question may better be, which among them has not already done so? And in their answer, I suspect, lies a sad irony: that they cannot find it in their hearts to defend, at little personal risk, those same rights for women and people of color right here in America.

It is an irony that they themselves may not fully understand. For it is a fact that we adapt ourselves to our environment. And those adaptations, like habits practiced daily, tend to recede from our conscious minds. I believe this phenomenon applies equally to victimizers as well as victims, so that both in an ultimate irony are bound together as a whole, as the head and the tail of a single sad coin.

Another powerful theme in the film "White Men Can't Jump", is trust. Trust between blacks and whites, men and women. It is, after all, trust that binds humanity together, and the lack of trust that renders it asunder. Trust is the warp and woof of all human enterprise.

I will never be black; I will never be a woman. I, as a white male, may never really "know" or truly "hear" as you do.

But I can trust. And it is my fervent hope that together we can create an FAA in which trust and equality and fairness are its principal hallmarks. I believe we can, working together, build an FAA which is scrupulously fair. Fair in deciding who gets hired, who gets promoted, who's put on the fast track, who gets the dream jobs and the high profile assignments.

In the few years I've been at the Agency, we've begun to make some progress. We've completely scrapped our old air traffic control screen and designed an entirely new method of selecting candidates--a method which incorporates all that we have learned about how to eliminate bias from the selection process. I have great faith that our new ATC screen will enable us to begin recruiting more minorities and women. In fact, if I had been permitted to accomplish only one thing while at the FAA, I'd have been well-satisfied with this alone.

The new pre-employment screen has made it possible for us to totally revamp our method of training air traffic controllers. Gone is the adversarial nine-week program, replaced by a 17-week program based on the philosophy of "train to succeed". I'm confident this program will give everyone a better chance, a fair chance, an equal chance.

We've made some far-reaching changes in the FAA's in-house training facilities: at the FAA Academy, where two-thirds of all our employees get their start, and at the Center for Management Development, where most of our senior people receive executive-level training.

The Academy in Oklahoma City is in a unique position to influence the culture of the entire agency because it shapes the initial workplace-attitudes and workplace- values of so many of our new employees. First impressions are important. If an employee's first encounter with the organization is marked by unfairness, arrogance, and insensitivity, then we shape a workplace in which those attitudes and values and that morality prevails.

The Academy Superintendent and his teaching staff share my own strong belief that, without exception, all our FAA instructors must demonstrate an attitude of unfaltering fairness and respect in their day-to-day dealings with students, irrespective of their race, gender, or ethnic background. We expect our instructors to set the example for FAA managers everywhere on how they ought to relate to those who they supervise.

It is my hope that the principles of diversity and fairness will eventually so permeate our agency culture that anyone who rejects or ignores these principles will find the FAA a very uncomfortable place to be.

At the other end of the organization, the Center for Management Development at Palm Coast is strategically positioned to influence the supervisory styles of our future FAA leaders. The Center Director shares my conviction that diversity training should be a theme which is integral to the curriculum of the Center -- not an independent module of instruction, detached from everything else -- rather a recurrent, underlying theme in every course, in every lecture and every discussion group. Eventually, we will have in place a new generation of FAA leadership with a genuine, career-long commitment to the ideals of diversity and fairness.

We have already begun, just as I promised we would, to change the standards by which we evaluate executive performance, rewarding those who are best able to build a sense of cohesiveness, common purpose, and corporate morality, and who themselves promote supervisors who are capable of managing a culturally diverse workforce.

These are some of the changes which are already underway...changes which are already showing results. But it is also possible to look for changes and, at worst see none, or at best, a few. We can look at the FAA employment statistics, for example, and see that we've been able to increase the number of black workers by 17 percent over what is was four years ago. However, much of that gain was among black women, most of whom have been placed in lower graded jobs where the turnover is the greatest. The engine is racing, but we're not going anyplace!

This apparent lack of progress is discouraging. It discourages me and I know it discourages you. It engenders skepticism and the doubt that "the system" will ever really be transformed. Giving voice to such pessimism is former Harvard Law School professor, Derrick Bell who may have lost his faith in racial progress but not his sense of humor.

He wrote a tongue-in-cheek proposal that the U.S. Congress pass what he calls the "Racial Preference Licensing Act." This law would require any employer who wanted to practice racial exclusion in hiring to buy a license to discriminate. These licenses would be auctioned off to the highest bidders and the proceeds would go into an "equality fund" to underwrite mortgages, scholarships and social services for blacks.

Professor Bell has great fun in cleverly building a case that such a law would actually benefit blacks. He argues that the law might be effective in deterring discrimination because, after all, who wants to pay fees that can be avoided? What would the company's stockholders think about this unnecessary expenditure cutting into their profits?

But even more important is the result that those who discriminate would be openly identifiable because their names would be on the license.

This is humorous satire with a mordant sting. But in the irony of the humor is the resonance of despair. Who can fail to hear Bell's mistrust of a society which all too often turns a deaf ear to the chords of subtle discrimination.

Covert discrimination is like hypertension. It's a silent killer. Racial exclusion, no matter how surreptitiously achieved, silently but surely erodes the health and vitality of our organization and, sadly, of our nation. It is a fatal flaw which...by destroying trust...destroys the legitimacy of authority. People recognize no moral obligation to obey laws or comply with rules which they believe are not uniformly and fairly enforced.

It is by trusting each other that we can live in families and communities and nations. Democracy, above all other forms of government, requires a high level of trust. Trust is a virtue...which the writer Sue Halpern likens to prayer. And I agree with her. But trust is also a habit. It requires personal practice. I can't run five miles a day and bestow the cardiovascular benefits on you. Likewise, you cannot trust for me.

Collectively, we know a great deal about what is required for an organization like the FAA to be seen as fair...what is required for us to build trust in the fairness of our personnel policies. This is a subject that has been studied for years, and the basic conditions for the exercise of fairness are well understood.

A sense of always being treated fairly is more important than always being satisfied with the outcomes. The problem comes when government lawyers try to redraft the Golden Rule. What was simple becomes complex. The result is a Byzantine maze of regulation that is often ignored in the name of efficiency, efficacy, and, if all else fails, good government. But if we continually ignore the rules by which we've agreed to play, we foster distrust and disharmony. No organization can survive with two sets of rules. If we learned anything from Los Angeles, we learned that! Were we listening? Did we hear?

When I came to the FAA as a political appointee, one of the realities I faced was: I am just passing through. In contrast, many of you are investing your entire work-life in this agency. Yet in spite of our disparate backgrounds and clearly different FAA life expectancies, we've been able to make remarkable progress. But the time will come, as we all have known it would, when I must leave, whether next year or four years from now. You will do me a great honor if you are prepared to take the hand-off, to grasp the baton, to continue the marathon we have begun.

Other leaders will come to the FAA in the years ahead, and I cannot begin to guess what their agendas will be. But, you have every right to expect competent leadership: technical leadership, operational leadership, and political leadership. Yet equally as important as any of these is moral leadership.

Even now, a great debate is raging across this nation on the issue of moral leadership. The American people will have to decide. They will decide. I don't know how this issue will be resolved.

But within the FAA, you, as a group, have every right to ask your leaders what their blueprint is for the moral leadership of this agency...and I urge you to do it. I would like to believe you will do it.

I also believe we have already lit the lamp of fairness, tolerance, and equality at the FAA. A flickering flame at first, but it burns!

It will be up to you, here in this room, and others like you throughout the FAA, to tend that lamp so that it will, for you and all who come after you, cast its glow over this agency, this government, and, indeed, this nation.

Let this light, pure and bright, serve as a beacon to the universe. Let it cast aside the darkness of prejudice and the shadows of discrimination. Let it be the unmistakable signal that we do, indeed, hold these truths to be self evident...that all men and all women are created equal.

Thank you.

REMARKS BY BARRY LAMBERT HARRIS
AOPA EXPO-92
LAS VEGAS, NEVADA
OCTOBER 11, 1992

Thank you. It's a pleasure to be here in Las Vegas. As I walk through the casinos, surrounded by people looking to strike it rich, I can't help thinking about the early settlers who came here to Nevada with the same expectation. I'm reminded of a story about a group of prospectors who found themselves snowed in, during one of the coldest and longest winters on record.

One day, when the snow was the deepest, their leader called them together. "I've got some good news and some bad news to tell you," he said. "Which would you like to hear first?" The prospectors thought for a moment. "Save the good news until the last," they said. "Then we can return to our tents happy."

And so their leader began: "The bad news is, there is no more game. We have no more food. The only thing left to eat is buffalo chips." "Buffalo chips" they cried: "Quick, give us the good news." "Well, he said, "there's plenty of them."

In some ways that sums up the good-news/bad-news story for general aviation. Finding the good news has been like panning for an ounce of gold under a ton of dirt.

General aviation has for the past ten years or more, suffered a steady decline. And while this decline may have a number of causes, product liability lawsuits have probably taken the biggest toll. Because of product liability we have seen the price of a new airplane rocket through the stratosphere.

And then, there is the FAA. I'm sure there were times over the past ten years when you were convinced that the FAA's policies were designed to destroy general aviation...to surgically excise it from the National Airspace System.

My message today is that the FAA has changed--your own membership surveys show it. And I believe there are good reasons for the general aviation community to feel more comfortable, even optimistic, about its relationship to the FAA. And I would hope you also feel more welcome in the system. But that's just the ounce of gold. We have yet to pan the ton of dirt.

I will have been at the FAA for three years on Wednesday, but I have been a general aviation pilot for nearly three decades. I've had a number of interests in my life over the years, most of which have come and gone. But my enthusiasm for aviation has never dimmed.

I was a general aviation pilot before I came to the FAA and I will be a general aviation pilot after I leave the FAA. I just hope AOPA will give me my membership back.

Scott Spangler, writing in Flight Training Magazine, has said: "The FAA is, indeed, now listening." Well, I know it listens to me now. But the real test will be to see if it's listening to me as Citizen Pilot.

General Aviation News recently ran an article in which the writer claimed that the FAA was actually getting user-friendly. It will be interesting for me to see, when I'm no longer flying with the call sign "Safe Air Two" just how user friendly the FAA is.

Two years ago, the FAA formulated a new, more rational and flexible policy on compliance and enforcement. It emphasizes counseling, education, and remedial training rather than mandatory penalties.

Many pilots wrote to tell us they would like to take the training, but not if it meant they had to admit a violation. A few weeks ago, we revised our original policy to make it clear that no admission is necessary to participate in remedial training.

We're listening to you on rulemaking matters as well, and through your representatives in Washington, you've become a part of our planning team.

AOPA Vice-President Steve Brown is now a member of the FAA's Research and Development Advisory Committee. This is a blue-ribbon committee established by the U.S. Congress. Its job, among other things, is to offer advice on which programs the agency should pursue with its investment dollars. Steve was also a member of the panel that recently concluded a year-long study to develop a transition and implementation strategy for the Global-Navigation Satellite System. Private pilots, like Steve and many others, were the first early advocates of this technology.

Today we're looking at GPS applications for everything from enroute to non-precision approaches and perhaps even Catgegory I approaches. Very soon, perhaps within weeks, we expect to have in place certification criteria for GPS receivers.

By this time next year, aircraft equipped with the appropriate GPS receivers will have access to over 5,000 published non-precision approaches in the United States. Last month, we began flight testing these approaches, with AOPA providing the test pilots and the planes.

We want to continue what is more and more looking like a partnership between the FAA and AOPA. And, in my judgement, it will take a strong partnership if general aviation has any hope of reinventing itself and prospering.

We've taken some important first steps, including ways to lower the cost of owning and maintaining a personal airplane. A few weeks ago, as many of you know, we issued a final rule allowing a more affordable primary category aircraft. We've also agreed to accept and certify less costly methods for fabricating new, small planes. And while I would like to take credit on behalf of the FAA, I think the real credit must go to Phil Boyer, Tom and Paul Poberezny of EAA, and Paul Fiduccia of SAMA. They have for a long time fostered the vision which has now become reality.

The FAA has changed, and that's good news. We're listening, and that's good news. The Bush Administration supports the repeal of the luxury tax and there appears to be bipartisan support for this on Capitol Hill. That's good news. So is the extension of the investment tax credit. But what this industry needs the most is tort reform.

President Bush has advocated significant reforms in our legal system. We need, he says, "to put an end to crazy lawsuits." But every time tort reform comes up for a vote in Congress, there are those on Capitol Hill who stubbornly oppose it.

Howard Metzenbaum comes to mind. For those of you from Ohio, thanks a lot. I won't ask you to raise your hands.

Last month, tort reform once again lost in the Senate. That's the bad news. The good news is that the margin is narrowing--only two votes this time. And I'd like to say that the issue of product liability goes far beyond aviation. It has become a cancer in the heart of our economic and commercial system. It is outrageously costly and every American pays the price.

A few days ago, the Bush Administration allowed the FAA to file an amicus brief in a product liability lawsuit now pending in the U.S. Court of Appeals. This has never happened before. The case is Cleveland V. Piper and it involves allegations that the taildragger design is inherently dangerous and defective. The plaintiff also faults the aircraft for its limited forward visibility and its lack of shoulder harnesses. Our brief very forcefully asserts that design approvals are the province of the FAA, and safety decisions such as these should not be second-guessed by any court. We've sent a clear message that we're going to defend our airworthiness decisions. And this message, if it's received, will have a far-reaching impact on numerous aircraft liability claims.

These are substantive actions we've taken together to slow, perhaps even halt those forces which have been steadily eroding the economic viability of general aviation. But the question on all our minds is, of course, will it be enough? Where do we go from here?

I attend a lot of public meetings in my job. And it troubles me to hear what ordinary people, non-pilots, have to say about general aviation. It's the same at every public hearing on airport expansion, or closure, or noise, or what-have-you.

The public sees the private pilot in caricature: The wealthy playboy in his expensive toy...flying off to ski in Aspen (only in daytime, of course), play golf at Pebble Beach, or spend a night at the gaming tables here in Las Vegas.

It's easy for the public, frustrated with airport noise, extensive travel delays, or shocked by the tragedy over Cerritos, to be whipped into a frenzy by the press and then offered a scapegoat: the GA pilot.

And this is just another example of a common and growing theme in America. We no longer seem to be willing to accept responsibility for our own actions. We now seem to believe that every ill that befalls us can be blamed on someone else. It is the essential theme that has bloated product liability claims like so many salted slugs. It is a theme that underlies the pork barrel politics of Congress.

Every year the FAA squanders valuable dollars--your dollars--on projects and products that are unneeded and unwanted...placed in our budget by zealous members of Congress in order to curry favor with a constituency that wants something--anything--at someone else's expense.

The sad truth is that while the Congress may be the proximate cause of the economic carnage, it is we, the American people, who reward them for their outrageous appetites with our votes. As Pogo would say: "We have met the enemy, and they are us."

My concern is that in our increasingly fractious political environment, and faced with the reality of a constricted economy, general aviation is at risk. It is politically vulnerable.

You don't have to be a Dallas billionaire to know that we're truly world class in the enormity of our national debt. In fact, to say it's world class is to be far too modest. We measure its magnitude in numbers usually reserved for inter-galactic distances. And it is these numbers that may turn out to be the fatal ton of dirt for general aviation.

I truly hesitated to raise this issue with you here today in this forum, for fear of publically setting in motion a self-fulfilling prophecy. But if I can't be honest with you, our partnership isn't worth much. Here's what I see happening. One day, somebody up on Capitol Hill is going to do the arithmetic.

Today, general aviation accounts for 61 per cent of all tower operations; 40 per cent of all instrument operations; and 20 per cent of all center operations.

The cost of the U.S. airspace system in 1992 was nearly nine billion dollars. General aviation's share of this cost, by any measure you chose to use, is between I and 2-billion dollars. But the total amount we pay into the system, in the form of taxes on gasoline and jet fuel, comes to only 161 million dollars. The general public pick up the rest of the tab.

Now I've heard the argument that the "System" is designed for the air carriers, not for GA. But my question is, what would you eliminate if you had the system all to yourself. The carriers fly into approximately 600 airports around the country. We GA pilots fly into some 17,000 airports. This year GA filed over 18 million instrument flight plans, the carriers filed 13.4 million.

I share these numbers with you, not to foment argument, but to illustrate what it is that fosters my great and personal foreboding for general aviation in this country.

One day, whether soon or late, someone whether in the Congress or the General Accounting Office, may decide that this is a better deal than they think we deserve. And I can assure you, it's a far better deal than general aviation gets in almost any other country in the world.

In an era of ever expanding user fees to finance the costs of government and public services, general aviation will almost certainly be called upon to pay more of its own way.

What government sometimes seems to do best is ferret out new sources of revenue. I half expect that someday IRS will charge us a user fee for processing our own tax forms.

What I fear may come (and it won't come from the FAA) is a proposal that general aviation begin to pay on a direct basis for the services it uses. And it is not unlikely when lawmakers have to choose, in these austere times, between cutting entitlement programs or increasing taxes, the idea of tapping general aviation -- with its image of corporate jetsetters and weekend getaway pilots -- may seem like a very reasonable proposition. I'm not saying it will happen, I'm saying it could happen. I'm saying that you and I will serve our own cause best by expecting the worst and devising a pre-emptive plan.

There is not a doubt in my mind that the imposition, to any substantial extent, of user fees on this sector of aviation will seriously imperil its survival. I believe that if and when the debate on this issue is joined, that we must be prepared to make a persuasive and compelling case to the general public; that general aviation is not just an upscale hobby -- like raising orchids and race horses -- but it is a vital element in our national economy...both now and in the future.

You and I know that America needs general aviation. It supports jobs for over half a million people and is one of the mainstays of the U.S. export trade.

In many places in the country, general aviation is the economic lifeline between small town USA and the rest of the world. Along with our highways and bridges, our turnpikes and tunnels, it's an essential part of our transportation system.

In some remote areas--Alaska comes to mind--people use airplanes like New Yorkers use taxicabs. We know all this. It's an old story grown stale with constant retelling. It's the standard rhetoric in speeches you and I give to each other. It's a story we tell to ourselves. For the general public it is still largely a story untold...a story unknown...a story not understood. We must embark upon a course that corrects that deficiency. And we must do it soon. We must publicize the crucial role which general aviation will play in creating jobs in the future.

During my tenure at the FAA, I've come to realize the extent to which the Agency draws upon the new ideas which constantly originate with private pilots. You here in this room are the men and women with the imagination...the courage...and the curiosity to explore every possibility, every new technology.

You have kept alive a magnificent tradition...the tradition of the independent American inventor tinkering alone in his garage or basement workshop...creating new ideas for the marketplace, sometimes even creating entire new industries.

The American inventor is part of our folklore...part of our national heritage. Aviation is at once its product and its source.

And today...when inventiveness is largely the domain of the corporate laboratory and giant government R&D programs...it is important to preserve a role for individual creativity.

General aviation has proven itself to be a well-spring of technological innovation...an inexhaustible source.

It is the very existence of this vast and varied thing we call general aviation that adds a rich and yeasty dimension to our national culture and helps to feed and fuel our intellectual and scientific muscle.

As our nation struggles to recapture its leadership position in science and technology, general aviation is...now more than ever...a vital national asset.

These are the tangible benefits...the benefits we can see and count and quantify. But there are also intangible benefits.

I often think about the countless youngsters who are influenced by some facet of aviation and who go on to become our engine and airframe designers, our rocket scientists, our industrial leaders.

There are in this great nation, still today, youngsters who watch a baseball game and aspire to be major leaguers.

And there are other youngsters who on a warm and lazy summer day lie in the sweet long grass overlooking a rural air strip and watch as a yellow bi-plane lifts off into a milk-blue August sky, and think to themselves: There, one day, go I.

I treasure this image. We have in this country lost or forsaken many things of value in the name of progress or fashion or expediency. But we haven't yet lost this.

So there is the entire case, from the pragmatic to the visionary. This is the case we must succeed in making to the American public, remembering that if we fail, we will have no one to blame but ourselves.

Thank you ladies and gentlemen.

STATEMENT BY
BARRY LAMBERT HARRIS
DEPUTY ADMINISTRATOR

Friday, October 23, 1992

We are releasing today a draft environmental impact statement for the State of New Jersey. This is the first comprehensive step in the Federal government's attempt to bring some relief from aircraft noise to the residents of New Jersey. The draft was prepared in accordance with the procedures set forth by the President's Council on Environmental Quality.

At issue is the FAA's Expanded East Coast Plan which in 1987, realigned air traffic patterns over the entire eastern part of the United States including the New York-New Jersey metropolitan areas. The objective of the plan was to reduce air traffic delays which it dramatically did. The plan was devised in accordance with then existing environmental requirements, and while many New Jersey residents experienced higher levels of aircraft noise, substantially more experienced lower levels.

To understand the significance of the Draft EIS, one must understand the process and its objectives.

It is important, for example, to understand that, at the direction of Congress, the process applies only to New Jersey, and deals only with noise caused by aircraft flying over 3,000 feet.

Based on a series of public meetings, a number of alternative "solutions" were identified. Those were then objectively evaluated and that evaluation is what we are now publishing. The next step is another series of public hearings. The results of these hearings will allow the FAA to prepare a Final Environmental Impact Statement that hopefully will contain elements which, when applied, may offer some noise relief to New Jersey residents.

Basically, five alternatives were considered in the draft EIS. The first three of these alternatives were identified in our public scoping meetings, and the last two were added by the FAA. They are:

1. A roll-back to pre-1987 traffic patterns but using 1991 traffic volume.

2. A 24-hour over-the-water routing for all south departures from Newark.

3. A "fanning" of the departure traffic.

4. Use of over-the-water routings only at night (11:00 p.m. - 6:00 a.m.).

5. Maintaining the current traffic patterns. (We are required by law to consider this option).

As a footnote, I must tell you that the FAA considered the 24-hour over-the-water alternative, but determined it was not feasible because of serious safety and operational concerns. This became evident when we attempted to integrate the routes with the heavy arrival-departure patterns of La Guardia and JFK airports.

This draft EIS does not propose a solution to the problem of noise in New Jersey; it was not intended to. What it does do is illustrate the overwhelming complexity of the issue and provide, for the first time, the data upon which public policy decisions may ultimately be made. And while those decisions will be heavily influenced by this environmental data, the important issues of safety, operational efficiency and delays, and the economic consequences not only to New Jersey but to the Nation will also be factors.

We now must address ourselves to the most critical phase of the process. To that end we have scheduled six public hearings throughout New Jersey, and of course will be receiving written comments throughout the public comment period.

We will use these citizen suggestions to identify specific mitigation measures that may or may not be elements of the broader alternatives already identified in the draft EIS.

It is as important to us as it is to the people of New Jersey that we do everything we can, as quickly as we can, to bring whatever relief is possible to the State of New Jersey.

If it were an easy task it would have been accomplished long before this. But it is not. We would make an unfortunate mistake if we allowed ourselves to believe that there are simple solutions. In fact, the problems are complex. And the solutions, to the extent they can be found, will be equally complex.

This administration is committed to doing all it can to work with the citizens and the political leadership of New Jersey in an attempt to craft these complex solutions.

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STATEMENT BY
BARRY LAMBERT HARRIS
DEPUTY ADMINISTRATOR

NOVEMBER 12, 1992

We are releasing today a draft environmental impact statement for the State of New Jersey. This is the first comprehensive step in the Federal government's attempt to bring some relief from aircraft noise to the residents of New Jersey. The draft was prepared in accordance with the procedures set forth by the President's Council on Environmental Quality.

At issue is the FAA's Expanded East Coast Plan which, in 1987, realigned air traffic patterns over the entire eastern part of the United States including the New York-New Jersey metroplitan areas. The objective of the plan was to reduce air traffic delays which it dramatically did. The plan was devised in accordance with then existing environmental requirements, and while many New Jersey residents experienced higher levels of aircraft noise, substantially more experienced lower levels.

To understand the significance of the Draft EIS, one must understand the process and its objectives.

It is important, for example, to understand that, at the direction of Congress, the process applies only to New Jersey, and deals only with noise caused by aircraft flying above 3,000 feet.

Based on a series of public meetings, we identified a number of alternative "solutions". The Draft EIS we are publishing today represents the results of our comprehensive analysis of these alternatives. To obtain maximum public input, we are announcing today a series of public hearings. The results of these hearings will allow the FAA to prepare a Final Environmental Impact Statement that hopefully will contain elements which, when applied, may offer some noise relief to New Jersey residents.

Basically, we considered five alternatives in the draft EIS. The first three of these alternatives were identified in our public scoping meetings, and the last two were added by the FAA based upon public input. They are:

1. A roll-back to pre-1987 traffic patterns, but using 1991 traffic volume;

2. A 24-hour over-the-water routing for all south departures from Newark;

3. A "fanning" of the departure traffic;

4. Use of over-the-water routings only at night (11:00 p.m. - 6:00 a.m.); and

5. Maintaining the current traffic patterns. (We are required by law to consider this option).

As a footnote, I must tell you that the FAA considered the 24-hour over-the-water alternative, but determined it was not feasible because of serious safety and operational concerns. We simply could not integrate safely the over-the-water routes with the heavy arrival-departure patterns of La Guardia and JFK airports.

This draft EIS does not propose a solution to the problem of noise in New Jersey; it was not intended to. What it does do is illustrate the overwhelming complexity of the issue and provide, for the first time, the data upon which public policy decisions may ultimately be made. And while those decisions will be heavily influenced by this environmental data, the important issues of safety, operational efficiency and delays, and the economic consequences not only to New Jersey but to the Nation will also be factors.

We now must address ourselves to the most critical phase of the process: public comment. To that end we have scheduled six public hearings throughout New Jersey, and of course will be receiving written comments throughout the public comment period.

We will use these citizen suggestions to identify specific mitigation measures that may or may not be elements of the broader alternatives already identified in the draft EIS.

It is as important to us as it is to the people of New Jersey that we do everything we can, as quickly as we can, to bring whatever relief is possible to the State of New Jersey.

If it were an easy task it would have been accomplished long before this. But it is not. We would make an unfortunate mistake if we allowed ourselves to believe that there are simple solutions. In fact, the problems are complex. And the solutions, to the extent they can be found, will be equally complex.

Due to the complexity and technical nature of our task, this Draft EIS has been reviewed at the highest levels within the Department and at the Council on Environmental Quality.

This administration is committed to doing all it can to work with the citizens and the political leadership of New Jersey in an attempt to craft these complex solutions.

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