

DOT Today

Moving America Together

The National Technology Initiative: New Economic Opportunities

By Patricia Fogarty

Soon, policemen will carry lap-top computers with electronic sketch pads for better on-site accident investigation and reporting. Advanced on-board radar technology is being developed that can detect weather hazards that threaten aircraft. And, in crash tests, we have new, highly sensitive instruments



Uniphoto/Bill Bachmann

measuring precise movement of vehicle, passenger and objects in a collision. What do these things have in common? Each came out of a government technology transfer project.

Simply put, technology transfer is the process through which we take the products of our research efforts in federal laboratories, and, together with universities, industry and private enterprise, develop marketable products.

Recently, Deputy Secretary James B. Busey was in Cambridge, Mass., to participate in a workshop with the departments of Energy and Commerce and NASA to kickoff the National Technology Initiative (NTI). The initiative is designed to spur economic growth and increase business expansion through greater application of both federally and privately supported projects, the creation of more jobs for Americans, and the establishment of a new contact for cooperation among businesses. "We are doing all we can," Busey said, "...to take the collective efforts of DOT's research and development community and develop them into economic opportunities for the private sector. Through these efforts, DOT will help unlock the creativity and entrepreneurial spirit that have long been at the heart of America's technological and economic excellence."

NTI will promote a better understanding of opportunities for industry to apply new technology advances available for commercial use, and will highlight the federal government's investment in science and technology. "We need to...get the great ideas generated by public funds out into the private sector, off the drawing board and onto store shelves," said President Bush, in endorsing the program. "The National Technology

Initiative will do just that."

Several programs are already underway in DOT's own labs and technical centers. The John Volpe National Transportation Systems Center in Massachusetts serves as a bridge between the private and public sectors on critical transportation issues. One product of the Volpe Center is the Aircraft Situation Display (ASD), a real-time display of aircraft position that has proven to be invaluable to the FAA.

The FAA's Technical Center in Atlantic City, N.J., is devoting considerable resources to exploring technology in the aviation industry. The Automated En Route Air Traffic Control System and the National Airspace System Design are two projects with immense commercial applications.

Another vehicle for technology transfer is the Small Business Innovation Research Program (SBIR). Through the Volpe Center, the SBIR actively assists small technology-based firms in development of needed transportation-related products.

The Global Positioning System (GPS), a satellite-based navigation system originally built by the Department of Defense and used in Operation Desert Shield/Storm, is an example of how DOT's program for small businesses has investigated and solved a transportation-related problem. GPS technology is currently generating a demand for receivers and electronic equipment as more of the transportation community wants to take advantage of its ability to calculate accurately the position of people, vehicles, ships or aircraft virtually

Continued on page 2

INSIDE

3

*Health & Fitness
Food Labels: What Do
They Really Say?*

6

*Employee Profile
Bea Vandevalk*

7

*"The Power of Vision"
A Course for New
Managers*

Andrew H. Card Jr. Unanimously Confirmed as Secretary of Transportation

In a unanimous vote on February 21, the U.S. Senate confirmed Andrew H. Card Jr. as the 11th secretary of transportation. He was sworn in February 24 in the Oval Office at the White House in front of his family and President Bush.

At Senate confirmation hearings last month, Card talked about growing up in Holbrook, Mass. "Anyone from New England," he said, "is acutely aware of the critical role our roads, airports, rail systems and seaports have played in the region's development. "I understand full well

that mobility leads to economic independence for all—the poor, the elderly, the young, and the disabled—and transportation goals must be met in ways that are consistent with environmental goals."

Card spoke about his engineering background, practical experience that would "stand me well," since he has "helped design buildings and bridges and map subway tunnels for structural problems and leaks."

Saying that safety would be his number one priority, he highlighted other major concerns:

- Implementation of the Intermodal Surface Transportation Efficiency Act—by rebuilding the infrastructure and tapping the private sector more effectively.

- FAA reauthorization. Card said he looked forward to working with the aviation subcommittee in Congress to make sure the resulting legislation is the best it can be for passengers, commerce and the industry.

- Intermodalism. As Card said, "DOT needs to foster an intermodal transportation system today that will help build

Continued on page 2

StraightTalk

WITH SECRETARY CARD

The President gave me a great honor when he asked me to lead one of the finest departments in the federal government. As I told the Senate during my confirmation hearings, I have great appreciation for the day-to-day operations of this department and the contributions made by all of you, the 106,000 dedicated men and women who make it happen. You should know that throughout the federal government, this department is known for the groundbreaking steps it is taking to carry out the National Transportation Policy.

Along with ensuring a safe transportation environment, preserving the integrity of the Department of Transportation is a top priority for me. My first act as secretary was to meet with the general counsel and his staff to discuss the ethical do's and don'ts of being Secretary of Transportation. I wanted to alert myself to any critical or sensitive issues in that arena within DOT. As public servants, we all should operate not only within the letter of the law, but its spirit as well, with careful attention to ethical behavior and appearance. I want all of us to sleep well at night knowing we are doing the best we can to serve the public interest and that we are conducting

business in an ethical manner as transportation professionals.

I have always felt that good policy makes for good politics. At DOT, you have been making good policy, and I expect we will continue to build on the firm principles you have forged during the last three years. In serving the President and the department, I will count on you daily as the team that continues to make transportation safe and efficient.

In coming to work at DOT, I feel as though I am coming home to my early interests, to issues I worked on for many years at the local and state level, to opportunities and problems I know all too well. You see, my background is in engineering. I guess I was always one of those take-it-apart and put-it-together kind of kids, so studying engineering was a natural choice for me. Part of my training was at the Merchant Marine Academy at Kings Point, N.Y. There I gained a tremendous respect for the role of our U.S.-flag carriers and for the challenges facing American mariners. A firm commitment on my part to promote safety stems from this period, too.

Engineers tend to be problem solvers by nature. That's one reason I went into politics — starting at the local level where decisions are made on how or whether roads or

bridges are built or fixed; how problems of congestion and air quality are solved; how a town's development gets a badly-needed boost. I know that local and state governments make things happen in transportation, and the role of the federal government is to facilitate that progress.

When I ran for governor of Massachusetts in 1982, I strongly advocated a multimodal strategy to make transportation work better for all of us. Intermodalism is the term these days and we are all committed to it. It is the key to our investment in the future and the resulting seamless system of transportation.

Deputy Secretary Jim Busey has done an outstanding job as acting secretary and I value his leadership. Admiral Busey not only kept DOT running smoothly, but presided over the development of the President's FY 93 budget request for the department and ensured speedy implementation of the new surface transportation act.

Thank you all for maintaining the momentum during this transition to a new secretary. We have much to do: our Fiscal Year 1993 budget, reauthorizations, implementing the new surface transportation act, regulatory issues and more. I look forward to working with the strong DOT team as we tackle the challenges that face us. It is an honor to join the department, particularly in this silver anniversary year, where we will not only look back on the last 25 years, but ahead to a bright future in transportation. ■

Card... continued from page 1

a seamless system for tomorrow."

Card, 44, served most recently at the White House as assistant to the President and deputy chief of staff. He has been a regional political director and liaison to the Republican governors, and from April to August 1988, served in the Reagan White House as deputy assistant to the President and director of the intergovernmental



Lance Strazier

affairs office. He was also a member of the Massachusetts House of Representatives for eight years.

He holds a bachelor of science degree in engineering from the University of South Carolina and attended the U.S. Merchant Marine Academy and the John F. Kennedy School of Government at Harvard University.

He is married to the former Kathleen Bryan, and they have three children. ■

Initiative... continued from page 1

anywhere in the world.

Another example of NTI support is DOT's University Transportation Center Program, which provides a wealth of technical resources for the private sector to draw on in their product development. This consortium, together with state and local governments and industry partners, is working with the Volpe Center on the development and testing of Intelligent Vehicle/Highway Systems (IVHS) — a technology that will truly revolutionize both personal and commercial transportation into the next century.

The Cooperative Research and Development Agreement (CRADA) is another way to link government laboratories and the private sector. Under this kind of agreement, federal agencies are able to work with private sector companies, sharing personnel, resources, services, facilities and equipment. Dr. Richard R. John, Director of the Volpe Center, encourages these partnerships for cooperative research and development. "In today's international transportation marketplace," he said, "the government is no longer the main customer, but more often the coach, the facilitator, and sometimes the agent of change." ■

REMEMBERING LLOYD FLETCHER

Former Secretaries Sam Skinner and William T. Coleman, Jr. joined Deputy Secretary James Busey February 5 to

honor the late Lloyd "Buddy" Fletcher, who served the department as driver for eight secretaries of transportation during the past 18 years.

The former MIC Room, on the 10th floor at headquarters, was formally dedicated as the Lloyd E. Fletcher Conference Room. Busey said it was fitting to dedicate this meeting room to him. "Lloyd truly was a part of the DOT family."

"He was a great public servant," said Coleman. "The American government is honored by having this room named after Lloyd Fletcher."

A plaque on the door of the tenth floor secretarial suite lauds Fletcher as "an exceptional public servant whose dedication and service to eight secretaries remain as an example for others to follow." ■



Jay Carroll

"Buddy" Fletcher posed in 1990 with some of the secretaries he served. (left to right) James Burnley; Brock Adams; Fletcher; Samuel Skinner; Alan Boyd and Drew Lewis.

DOT Today

Volume 1, No. 6, March 1992

DOT Today is an official publication of the U.S. Department of Transportation, under the direction of the assistant secretary for public affairs, Office of the Secretary. It is a monthly publication and is distributed to DOT employees nationwide.

Editor	Sue Challis
Associate Editor	Ros Kaiser
Assistant Secretary for Public Affairs	Marion Blakey
Director, Media Relations and Special Projects	Lon Walls

This is your publication, and we value your input. Let us know how we're doing!

If you would like to submit letters, comments or suggestions for articles, please address correspondence to: Editor, DOT Today, OST, Office of Public Affairs, A-20, 400 Seventh Street, S.W., Washington, D.C. 20590. (202)366-5578; FAX (202)366-3703.



Please Recycle

Health & Fitness

What's That Label Really Mean?

Food Fallacies

By Capt. Al Steinman, USCG

"No cholesterol" is a favorite label additive, often splashed in bright letters over the symbol of a healthy heart. The food industry knows the public is highly conscious about the role cholesterol plays in heart disease, so they try to make products attractive by advertising their lack of cholesterol. Most of the products with that "no cholesterol" label never had cholesterol in the first place. Cholesterol is only found in animal products—not fruits, vegetables or grains.

But 100% vegetable oils and margarines (corn, safflower, canola, olive) for example, never had cholesterol anyway; though all of them

No Cholesterol!

are 100% fat, too much of which may not be good for your heart, not to mention your waistline.

The cholesterol confusion goes even deeper. Most people know cholesterol is bad for the heart. What they don't know is that the amount of cholesterol they eat in their food is not nearly as important as the total amount of fat, and particularly the highly saturated, or animal fat, in their diet. In general, the more total fat and animal fat you eat, the higher the cholesterol level in your blood. In other words, it's the cholesterol in your body that causes heart disease, not so much the cholesterol in your food. It's your total and saturated fat intake that is important to your body's

cholesterol. So when a food product that is 100 percent fat advertises itself as "no cholesterol," the subliminal message is "this food is not bad for your heart." In many cases, this just isn't so.

Another popular and even more common misrepresentation concerns how much fat is contained in foods: labels that read "80% fat free" or "low fat" or "lite." The problem is that the percentage of fat content is nearly always calculated on the basis of total weight, instead of total calories. This always results in a lower apparent fat content, since many foods have a high water content, and water has no calories (but definitely adds weight). That's why 2% fat milk (so-called low fat milk) is really 35% fat by calories, but only 2% by weight. Extra lean hamburger meat is 10% fat by weight, but in reality is 50% fat by calories.

The only way for you to defend yourself against these misleading labels is to know how to read the ingredients list and calculate the percentage of calories coming from fat in these foods. Knowing that each gram of fat has 9 calories, and knowing the total grams of fat per serving and the total calories per serving (listed on the label), you can make the simple calculation

yourself before you get to the checkout counter.

Not all food labeling is confusing. There are honest labels out there that don't try to fool you. Fat-free ice creams, cookies and salad dressings now on the market really do have no fat, just as the label claims. Even better is the

news that a major effort is underway to reform the nutritional information required on food labels, to make it easier for the public to understand what they're really buying. ■

Example Label:
Extra Crunchy Peanut Butter
Average serving: 2 tablespoons
Protein: 6 grams
Fat: 16 grams
Calories: 204 (per serving)

Knowing that 1 gram of fat = 9 calories, compute % of fat as follows:

Fat calories: 16 grams (fat) x 9 calories = 144 calories (fat)
% of Fat: $\frac{\text{(fat) Calories } 144}{\text{Total Calories } 204} = 70 \text{ percent}$

Lite!

NATIONWIDE ESSAY CONTEST FOR SECONDARY SCHOOL STUDENTS

In honor of DOT's 25th anniversary, the department is launching a nationwide essay contest for secondary school students (grades 9-12). Students are encouraged to focus on futuristic transportation technologies being developed today, as well as on environmental and safety concerns and transportation challenges we face in the 21st century.

Essays should not exceed 1,000 words; charts, graphs and other materials are optional and students should incorporate regional examples as much as possible. The deadline for entries is April 17, 1992. Two winners will be chosen and notified on May 1. The winners and one guardian each will receive a trip to Washington, D.C. to take part in the anniversary ceremony and meet with the Secretary of Transportation.

DOT regional offices are urged to call Shawn Sandor, (202) 366-5563 for details on how to get their local schools involved in promoting the contest. The address for entries:

U.S. Department of Transportation, Office of Public Affairs, Room 10414, 400 Seventh Street, S.W., Washington, D.C., 20590. ■

Beware the Ides of March — Especially When It Comes to Your PC!

A computer virus is making the rounds of departmental MS-DOS based personal computers.

It has also been discovered throughout the country. The name of this virus is Michelangelo. It is a relatively new computer virus so only the newer versions of anti-viral software will detect it.

If the virus has already infected your PC, on MARCH 6 it will start to destroy the information on the hard disk. To ensure your system is virus free, contact your local security official. Your security official can provide you with additional information on the Michelangelo virus and measures which can reduce your risk of exposure to computer viruses. In the meantime, **BACK UP YOUR INFORMATION.** ■

Legislative Update

It's that time of year again. With a new session of Congress, and scores of bills to consider, it's hearings, hearings, hearings on just about everything.

■ By the end of February there were hearings on: overview of the Department of Transportation budget, appropriations for Office of the Inspector General and the St. Lawrence Seaway Development Corporation; the impact of airline failures on consumers, oversight of air taxi operators, Passenger Facility Charges, foreign ship subsidies, Amtrak reauthorization and the lead-off hearing for FAA reauthorization.

■ Scheduled for March are hearings on facilities and equipment, traffic control modernization, Federal Aviation Administration operations and staffing, appropriations for the Coast Guard and the Research and Special Programs Administration.

■ Congress has passed and sent to the President for signature a bill that would legalize gambling on U.S. passenger vessels. This has been advocated by the maritime industry to make U.S. cruise vessels competitive with foreign-registered counterparts.

Around DOT

Items for Around DOT are compiled from news releases, wire stories, trade journal articles and information provided by the various operating administrations.

Maritime Administration

MARAD Safety Trophy

The Beaumont Reserve Fleet (Texas) has won the Maritime Administrator's Safety Trophy for 1991. MARAD's Associate Administrator for Administration Earnest Hawkins (right) recently presented

the trophy to Capt. Fred Splinter, BRF superintendent, who accepted it on behalf of his employees. The trophy is a hand-somely restored ship's wheel, which is awarded to the reserve fleet with the lowest lost-time accident rate for the preceding fiscal year.



Federal Transit Administration

National Transit Institute

New training and development opportunities for the transit industry will be available by summer, under a new FTA program, the National Transit Institute. The Intermodal Surface Transportation Efficiency Act of 1991 provided funding of \$3 million a year for each of six years for the establishment of the training institute. It will be patterned after the Federal Highway Administration's National Highway Institute, which supports training and development throughout the highway industry.

Training will be offered at various locations throughout the country and courses are likely to include basic transit modeling;

federal procurement practices; operation and use of sophisticated, innovative transit equipment; diagnostic technologies; and safety in handling of passengers and operations.

The institute will be located at Rutgers University, which will coordinate the program. Training will be developed and implemented in cooperation with the FTA, state transportation departments, public transit agencies and national and international transit entities. The training will be available to federal, state and local transportation employees, private sector transportation employees and vendors.

The mechanics for startup of the program are currently being developed by FTA's Office of Technical Assistance and Safety.

In observance of Women's History Month, we offer these "first" women facts:

Amelia Earhart, famed pilot and pioneer in getting women in aviation, also proposed more than 50 years ago that the federal government should establish a single executive branch agency to foster and promote transportation. That's why a portrait of Amelia has long hung in the secretary's office at DOT headquarters, alongside the portraits of the former Secretaries of Transportation.

First Women to Become Federal Government Employees

Sara Waldrake and Rachael Summers, in 1795 by the Mint in Philadelphia, Pa. at 50 cents a day working as adjusters to weigh gold coins.

First Woman to Drive an Automobile Across the United States

Alice Huyler Ramsey in 1909. A Vassar graduate and resident of Covina, Calif., on her 90th birthday she was still driving a car and had never had an accident.

First Woman and First Person to Parachute Freefall From a Plane

According to Air Line Pilot magazine, the man who is usually credited with being the first person to make an intentional freefall parachute jump from an airplane (in 1919) really wasn't. Instead, it was a woman, Georgia "Tiny" Broadwick, in 1914, in San Diego, Calif., during demonstrations for the U.S. Army.

First Railroad Train Operated Exclusively by Women

Placed in service June 6, 1979 by the Long Island Railroad. The train's conductor was Deirdre Hickey, the first woman to qualify in yard, freight and passenger service. Doreen Boyle was the fare collector; Beverly Terrillon and Eileen Denn, the brakewomen.

The First "Air Hostess"

Ellen Church, a registered nurse from Iowa, who on May 15, 1930 welcomed her first 11 passengers aboard a United Airlines tri-motor Boeing 80A at Oakland Airport in California. A private pilot herself, Church had written to the airline suggesting that "suitably qualified young ladies" might be employed as cabin attendants. She not only got the job, but was also asked to select and train seven others. Applicants had to be registered nurses of 25 years of age or under, weigh no more than 115 pounds and could not exceed 5'4" in height. They wore a chic wool twill uniform with grey and silver buttons, and made a salary of \$125 a month for the pleasure of flying about 100 hours a month in an unheated, unpressurized aircraft.

Their duties included carrying the passengers' baggage, cleaning the interior of the plane, helping the pilot and mechanics push the aircraft in and out of the hangar, and wielding a refueling hose. At each embarkation point, they also collected tickets and once in the air dispensed unvarying meals of fruit cocktail, fried chicken, rolls and tea or coffee. ■

Federal Railroad Administration

Since 1984, a number of Florida localities concerned about noise passed an ordinance banning nighttime train whistles. Last July, alarmed by increases in grade crossing accidents in those localities, FRA issued an Emergency Order requiring the Florida East Coast Railway to resume sounding train whistles after 10 p.m. Numerous appeals followed and

there were several meetings with residents to try and resolve the issue. One of the problems is that many of the crossings had gates only on the right side of the road; drivers were going around those to cross the tracks. FRA has now agreed to allow the whistle ban at crossings where there are traffic control devices that prevent access to the tracks. Whistles will continue to be sounded at other locations.

National Highway Traffic Safety Administration

NHTSA Promotes Passage of State Seat Belt, Motorcycle Helmet Laws

NHTSA has \$12 million dollars available this fiscal year for incentive grants to states that pass laws requiring both the use of safety belts and motorcycle helmets. Only about half the states have these laws now. The grant funds will be used

for education, training, monitoring and enforcement of the laws.

To continue receiving the grants in the second and third years, a state must achieve specific rates of compliance with these laws. The funds, being made available under the Intermodal Surface Transportation Efficiency Act of 1991, will be provided on a matching basis, with the state's contribution increasing each year.

U.S. Coast Guard

Licenses for Commercial Fishermen

Commercial fishing has long been considered one of the most dangerous occupations in the world. In 1988, Congress asked the Coast Guard for a plan to license these fishermen, as a step toward improving the commercial fishing industry's safety record. The plan was recently sent to Congress. Under the plan, appropriate standards for those who operate commercial fishing vessels would be established and Coast Guard-approved private sector training facilities would be responsible for certifying that operators completing the course comply with those standards.

The plan was developed after a two-year examination of accident information involving commercial fishing vessels and with recommendations from the industry on how to improve its own safety record. It requires congressional authorization.

Federal Highway Administration

Radar Detector Ban

Radar detectors would be banned on most commercial trucks and buses operating in interstate commerce under a recently-issued FHWA proposal.

The proposed rule would apply to vehicles with a gross vehicle rating of 10,001 pounds or more, designed to carry 16 or more persons, including the driver, and most vehicles transporting hazardous materials. Most states have adopted the current Federal Motor Carrier Safety Regulations, and the proposal would

affect intrastate drivers in those states as well. In the DOT Appropriations Act for fiscal year 1992, Congress directed the department to propose the radar detector ban.

A number of public interest, safety and law enforcement organizations also petitioned for the ban, claiming that the principal use of radar detectors is to evade enforcement of speed limits. Currently, only Virginia, Connecticut, New York (commercial motor vehicles only) and the District of Columbia have laws banning radar detectors. The comment period on the proposal extends to May 15, 1992.

Research and Special Programs Administration

California HazMat Field Office Opens

RSPA formally opened a regional hazardous materials field office in Ontario, Calif. February 14. Administrator Travis P. Dungan noted that there are more than 500,000 shipments of hazardous materials in the country every day and approximately three billion tons of hazardous cargoes annually. The California office, in conjunction with the Des Plaines, Ill. and Newark, N.J. offices, will allow RSPA to develop a closer working relationship with state enforcement agencies and to conduct more inspections, thus affording greater protection to the public from potential incidents involving hazardous materials.

The new office will be responsible for 13 western states, including Alaska and Hawaii, and will work closely with other DOT agencies that have hazardous materials enforcement responsibilities.

Proposal to Regulate Marine Pollutant Chemicals

RSPA wants to amend hazardous materials regulations to include materials identified as marine pollutants by the International Maritime Organization (IMO).

RSPA feels the action is necessary to carry out the provisions of the 1973 International Convention for the Prevention of Pollution from Ships which was ratified by the Senate in 1991. Since the chemicals involved are not transported exclusively in vessels, the proposed regulations would ensure that these pollutants are properly packaged and labeled when carried in planes, trains and trucks.

Concern for the transport of environmentally hazardous materials was heightened last July when a tank car containing 19,000 gallons of metam sodium fell into the Sacramento River causing environmental damage. Metam sodium, a farm pesticide, is one of the marine pollutants on the list for which stricter regulation is proposed.

Office of Commercial Space Transportation

OCST has issued a draft Environmental Impact Statement (EIS) for commercial reentry vehicles (RVs). Reentry vehicles now under development to carry scientific experiments into space resemble small, unmanned versions of the Mercury and Gemini capsules from the early years of space exploration. The EIS study (filed with the Environmental

Protection Agency) concluded that no significant long-term environmental impacts are expected to occur as a direct result of these launches. The evaluation included the potential impact of these vehicles on the earth's atmosphere; noise sources and impacts near the earth's surface, and landing impacts. To ensure that private U.S. launches are conducted safely, OCST is the authorized regulatory and licensing agency for commercial space transportation activities.

Saint Lawrence Seaway Development Corporation

Dates for 1992 Shipping Season Announced

The 1992 navigation season on the St. Lawrence Seaway starts at 8 a.m., March 30,

according to the Saint Lawrence Seaway Development Corporation and its Canadian counterpart the St. Lawrence Seaway Authority.

Administrator Stanford E. Parris said shipping demand and projected favorable weather conditions were

factors in determining the opening date for the Seaway's 34th shipping season.

December 20 will be the clearance date for ships to report for final passage at designated points on either end of the St. Lawrence River section, from Montreal to Lake Ontario.

Federal Aviation Administration

First Airport to Begin Passenger Facility Charge (PFC)

The Savannah (Ga.) International Airport is the first airport in the nation to receive authority to charge departing passengers a \$3 fee starting July 1, which will create 650 local jobs and spur airline competition by providing more capacity and passenger gates.

The fee is expected to raise an estimated \$3 million a year to finance \$39.5 million in airport improvements. The Savannah Airport Commission plans to use PFC revenues to build a new two-level passenger terminal building, a new aircraft parking apron and related taxiways, and

new entrance and service roads.

Twenty airports have applied for approval to charge passenger fees, and an additional 75 airports have expressed an interest in levying the PFC's.

FAA Improves Selection, Training of Air Traffic Controllers

A computerized testing system developed last year is expected to shorten the selection process of candidates for air traffic controller positions from nine weeks to one week. The system, scheduled to begin this spring, measures the aptitudes required to be a successful air traffic controller and will enable candidates to be tested while still working at other jobs.

Significant financial

savings will be realized by the changes in the selection procedure, and the savings will be used to bring state-of-the-art technology and instructional methods, such as more realistic simulations, to the training. A longer training program and an expanded curriculum will more fully prepare students for the job. This new system will be used first at the FAA's Aeronautical Center in Oklahoma City and should be extended to various locations after one year.

Under the old system, applicants spent nine weeks in training and testing at the Oklahoma City location. At the end of the nine weeks, only half of the candidates succeeded in moving on to further training at air traffic control facilities.

Headquarters

Valentine Volunteers

Deputy Secretary Busey and some 30 volunteers from headquarters helped celebrate Valentine's Day with a hundred senior citizens at the Greenleaf Senior Citizen Center on Delaware Avenue. Busey presented the center with ten round table-

cloths, a gift from the volunteers, who also provided the refreshments. There was entertainment and dancing, to the music of a band comprised of more volunteers from various government agencies. The seniors are mostly residents of the facility, which is operated by the District

of Columbia. DOT's headquarters Volunteer Committee is chaired by Nadine Rawls, personnel management specialist in the Office of Work Force Diversity and Special Programs Division. The committee includes representatives from each of DOT's operating administrations.



The Seniors at Greenleaf enjoyed the Valentine's Day visit by DOT volunteers.

Bob Laughlin

Employee Profile

Bea Vandevalk: The Wiz

By Ros Kaiser

It can't be done. Four little words. When Bea Vandevalk hears them, red flags start waving and she shifts into active mode.

Challenge has been the momentum in her long

information on all of DOT's anti-drug regulations immediately accessible to anyone in the country.

The unique and innovative ADIC project was Vandevalk's idea.

were expected to take care of themselves out on the ranch. Although my mother sent me to ballet lessons, my father taught me to hunt and drive the ranch equipment. I learned to figure things



Bea Vandevalk and Bob Knisely work on the new ADIC program.

and varied career.

She has just been appointed to head one of DOT's newest programs—the Anti-Drug Information Center (ADIC)—the automated phone, fax and computer line that on March 4 will make

She knew it was needed, but she had to figure out how it could be done and then make it happen.

"I guess proving something can be done comes naturally to me," she says. "You see, I grew up in Montana. Girls

out for myself."

Although she was interested in computers, it wasn't so easy for a woman to enter the field more than 20 years ago. But that didn't discourage Bea Vandevalk. In 1968, she enrolled in and

completed a tough course — a nine-month, full-time computer systems and language program, just to show she could do it. But she couldn't land a computer job. "Women just don't think right," she was told. "They can't work with computers."

So, instead, she began a career in government. She took a job as a GS-4 clerk-typist where she could get personnel experience, something they told her she needed to get ahead. Seven years later, she came to Washington from the Federal Highway Administration's Region 8 office in Denver to our Civil Rights Office as an EEO specialist. By 1983, she had transferred to the Research and Special Programs Administration as the director of civil rights.

She took on added responsibilities as the years went by, including the privacy and freedom of information programs as well as management of RSPA's internal and external (pipeline industries) anti-drug programs.

At that time, about 50 drug-related phone calls came in daily. As more DOT regulations were becoming effective after the government won lawsuits, she realized that the addition of millions of truck drivers and the overlap of some program responsibilities between FHWA and RSPA programs would further overload her phone system.

That did it.

She bought herself a home computer. She tried various applications until she figured out a working plan for the automatic knowledge network, and then took her idea to Bob Knisely, Special Assistant to the Secretary. It was his suggestion to add an automated system that delivers information via facsimile. This provided the opportunity to incorporate the telephone, fax and modem capabilities into a unique interconnected system — the system now known as ADIC.

Vandevalk has many interests outside work, including geology (she has managed the family mining and ranch holdings), metallurgy (she designs and makes jewelry), and Mayan and Inca civilizations (she climbs pyramids in her spare time). In a former life, she was a freelance photographer of wildlife in Alaska.

A modest person, she doesn't like to talk about the many awards and honors she has received or the important commissions she has served on, including the President's Commission on Abused Women and Children and the FHWA's Task Force on Women and Minorities.

She's also not thinking of retirement. "What more fun can you have," she says, "than making a positive contribution by creating something that's needed?" ■

Remembering Author Alex Haley

Pulitzer-prize winning novelist Alex Haley, who died February 10, always said that an old typewriter, sea duty and the opportunity given him by the U.S. Coast Guard helped him establish his career as a writer.

He joined the Coast Guard in 1939 as a steward and was later assigned to an admiral who learned of his writing skills and reassigned him as a first class journalist. By 1949, he was promoted to chief journalist.

Among other subjects, Haley researched and wrote about the history of the Coast Guard's predecessors — the Revenue Cutter Service and the Lifesaving Service. According to his performance

reports, Haley demonstrated the ability to transform meticulous research into informative and interesting narrative. This became his trademark later in life, when he gained fame for books such as "The Autobiography of Malcolm X" and "Roots."

Haley retired from the Coast Guard in 1959, having served through World War II and the Korean conflict. He never forgot the Coast Guard, and in a recent article, proudly described his feelings: "You don't spend two decades of your life in the service and not have a warm, nostalgic feeling left in you. It's a small service, the Coast Guard, and there is a lot of *esprit de corps*." ■

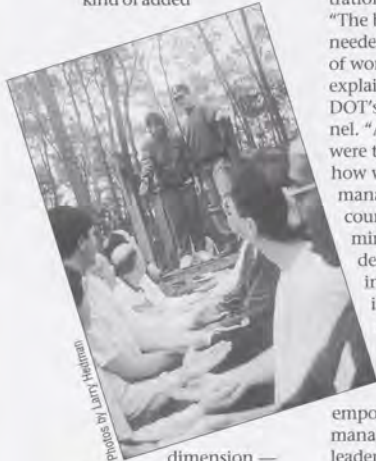


Haley often referred to the Coast Guard as his "alma mater." In 1989, he was awarded the Coast Guard Academy's first honorary degree by President Bush.

"The Power of Vision" DOT Managers Course Makes Its Debut

By Sue Challis

DOT has many training programs designed to develop new managers into future leaders. But what traditional training doesn't always cover is a kind of added



dimension — looking beyond traditional managerial roles and skills to explore concepts like empower-

"This course gives you a new, different way of looking at your job," according to Delmas Johnson of NHTSA. "Teamwork, focusing on your goals, using your resources, these are things that are especially important for new managers. The outdoor session was the best way for me to see that."

ment or self-assessment. With "The Power of Vision," the departmental personnel office has bridged the gap.

Teaming with the FAA's Center for Management Development,

they designed a course that emphasizes working together on larger issues and problems that apply to everyone — no matter which operating administration they represent.

"The bottom line was, we needed to find better ways of working together," explains Glenda Tate, DOT's director of personnel. "At the same time, we were taking a hard look at how we train first-line managers. This new course is one that mirrors the department's emerging emphasis on intermodalism, trust and teamwork."

The five-day course highlights strategic planning, empowering employees, managing change, leadership, using resources and tracking and evaluating results. The Power of Vision's experiential learning approach is truly on the cutting edge of management development. Indoor/outdoor challenges are specifically designed to promote intermodal thinking and team building. They use some unconventional ways to accomplish the goals, including videotaping vision statements, the outdoor ropes course, and a computerized skills assessment done by peers, subordinates and supervisors. All these exercises provide an anchor for overall course concepts.

I was able to accompany an intermodal group of 16 new managers to the center in Palm Coast, Fla., as an observer. What I experienced was very different from my expectations of the typical management course.

For starters, participants are asked to wear casual, comfortable clothes. And the classroom had no desks. No way to sit in the back of the room and hide. Instead, comfortable chairs were

arranged in a circle. Then, two "facilitators" — rather than instructors — introduced themselves as Carla and John. "The first two days of this course,"

"I wasn't convinced this diverse, intermodal group of people could be a real team," smiles Jim Bushee, of the FAA. "I learned that sometimes it only takes a day to change something like that."

John says, "are days of self-assessment. We want you to get in touch with yourselves on a lot of different levels. Wellness is also emphasized throughout this course. We invite you to enjoy and participate." People in the class seemed a little uneasy. Having a good time, getting in touch with yourself? Different, but intriguing.

On the Ropes

The next day, at 7 a.m. a bus carried the group about an hour away to a camp in Florida's Ocala National Forest, now empty except for the DOT group, and a team of facilitators and safety experts. Everyone seemed anxious. Rain fell steadily, so everyone was issued bright ponchos and urged to wear the sturdiest shoes and clothes they had. (And on this day I became participant as well as observer).

The team exercises in the woods that morning were specifically designed to bring people out of their "comfort zone," to let go a bit and to learn a little trust and teamwork at the same time. Then, in the afternoon, it was on to the high ropes. A special permanent course of tightropes and logs to maneuver across, similar to those used in "Outward Bound" is set up at the camp. "High ropes" refers to the fact that at some points in the course, people are more than 40 feet above the ground. One by one, moving across the course, supported by very secure safety ropes and cheered on by classmates who

had now become coaches and even strategic planners — each person was able to find his or her way through. Even those of us who are — or have always thought we were — afraid of heights actually finished the course.

What happened that day is difficult to describe, but at the end of it, everyone had changed, even if just a little. Each of the 16 had faced the physical and psychological challenge of the course, alone, but still with all of the others.

Beginning as self-conscious, unfamiliar, unconnected individuals, they learned to work together and support each other. Whatever anxieties or notions they brought into the woods, each came out with something more positive.

Even though "the ropes" is a



small part of the Power of Vision course, many of the participants said later that how and what they contributed during the rest of the class had more than a little to do with what they experienced that day in the woods.

According to Ray

"I learned that coaching doesn't have to be brilliant," says Ellis Ohnstad, FAA. "But it does have to be consistent. I'll remember that when I'm doing performance evaluations. Don't wait until the end of the year to tell someone they're doing a good job."

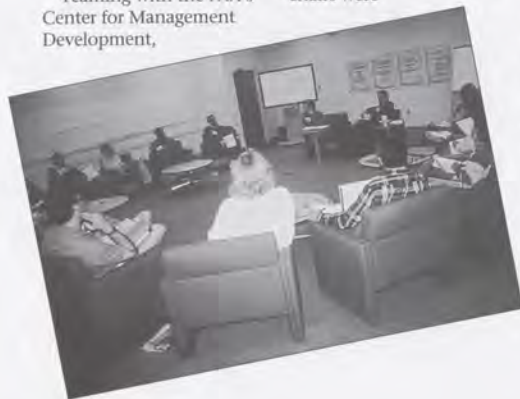
Salazar, Manager of the Center for Management Development and one of the driving forces behind the Power of Vision, "experiential learning is the future. There are no lectures, no taking notes and feeding answers back on a test. Studies have found that adults only retain about 20 percent in that kind of setting. But when you put some emotion into the learning, you get people out of their comfort zone, and increase their retention to 60 or 70 percent. Some people might say at first, 'What is this?'

Who needs this?, but that's when the discussion and

feedback usually begin.

"The greatest barriers to management are really in your mind," he continues. "Most of those barriers are so powerful, but once you realize the way to knock them down, then you can realize your own power of vision. We hope there will be gratification for the participants in this course — both instant and delayed. We want it to change the culture of this department and to be an investment in DOT's future."

The Power of Vision course is designed for new managers at the GM14/15 level. If you would like more information, please contact your training offices or Ric Brady at 202-366-4122. ■



Employee Forum

"Without doubt, helping improve child care is in the best interest of business. Today's children, after all, are tomorrow's labor pool."
Fortune Magazine, May 20, 1991

According to the Bureau of Labor Statistics, 37 percent of today's work force is comprised of working parents, whose 10 million children are at child care facilities for all or part of each working day. In its continuing effort to improve child care opportunities for employees, DOT now has 14 on-site or "near-site" child development centers located across the country. Six new centers are scheduled to open or begin construction during 1992.

DOT began opening child care centers during the mid 1970s. As top officials in the department recognized the growing challenge of recruiting and retaining working parents for whom quality child care was a prime concern, a comprehensive, nationwide child care program was established in 1989. A model for other federal agencies, the department's child care program is constantly looking at ways to help employees better balance

work and family responsibilities.

Recent efforts have been aimed at finding a solution to the number one child care concern for working parents—the high cost. Under a new tuition reduction



program, a number of child care providers are now offering DOT employees a discount of up to 10 percent on weekly child care tuition rates at hundreds of child development centers nationwide. These centers are operated by

KinderCare, La Petite Academy, Children's Discovery, and Child Time.

To take advantage of this new benefit, consult the listing of participating providers for the

center that is most convenient for you. This list may be obtained by contacting your operating administration's child care coordinator. To qualify for the discount, simply show your DOT identification card, along with a recent earnings

and leave statement.

Reduced tuition rates are offered on a space available basis and apply to various age groups.

The tuition reduction program is only one component of the child care initiative at DOT. Other efforts include: appointing child care coordinators in each operating administration; surveying employees about their child care needs; publishing a national resource and referral directory; developing a DOT child care handbook on how to establish and maintain quality on-site centers; conducting a series of on-site seminars on balancing work and family life, and establishing a resource center with helpful materials on many related subjects.

As the DOT child care initiative continues to evolve, employees can look forward to new programs and services. For further information on the department's child care program, contact your local personnel office or child care coordinator. ■

DOT Calendar of Events

March
Women's History Month
National Nutrition Month

8-10 American Public Transit Association Legislative Conference, Washington, D.C., contact, Amy Coggin (202)-898-4116.

9-10 National League of Cities Congressional Conference, Washington, D.C. contact, Diane Ferring (202) 626-3105.

19-20 Transportation Marketplace, sponsored by DOT's Office of Small and Disadvantaged Business Utilization and Metropolitan Dade County Aviation Dept., Miami, contact, Will Terry Moore (202) 366-1902.

25-27 FTA, Midwestern Area Conference, Austin, Texas, contact, Leah Russell, FTS or (816) 926-5053.

25-26 American Red Cross Bloodmobile, DOT Headquarters, contact your agency coordinator.

March 31-April 2 International Workshop on Aging Aircraft, sponsored by the FAA, NASA and the Air Force Office of Scientific Research and organized by the Computational Modeling Center at Georgia Tech, Atlanta. Contact S.N. Atluri, (404) 894-2758, fax (404) 894-2299.

Administration	Contact	Phone Number
OST	Sandy Parham	(202) 366-9412
OIG	Leslie Dexter	(202) 366-1438
USCG	Elaine Sweetland	(202) 267-6727
FHWA	Edie English	(202) 366-1191
FRA	Saundra Brown	(202) 366-0588
NHTSA	Sharon Cooper	(202) 366-2612
FTA	Patricia Simpich	(202) 366-1645
SLSDC	Kevin O'Malley	(202) 366-9816
MARAD	Edna Brown	(202) 366-4141
RSPA	Lisa Kleiner	(202) 366-5608
FAA (National Coordinator)	Girny Bachman	(FTS) 267-3988
Mike Monroney Aeronautical Center	Jim Bitner	(FTS) 747-3638
FAA Tech Center	Patty Dollin	(FTS) 482-6754
Alaskan Region	Carol Marvel	(907) 271-5370
Central Region	Marilyn Smith	(FTS) 867-3889
Eastern Region	Gloria Quay	(FTS) 667-1916
Great Lakes Region	Beverly Brask	(FTS) 384-7129
New England Region	Martha Labbe	(FTS) 836-7343
N.W. Mountain Region	Vicki Daley	(FTS) 446-2308
Southern Region	Denise Halbert	(FTS) 246-7174
S.W. Region	Bert Wilson	(FTS) 734-5806
Western Pacific Region	Rose Baca	(FTS) 984-1834
FAA Headquarters	Phyllis Burbank	(FTS) 267-3878

New Child Development Center to Open

Our Kids, Inc., the Coast Guard Headquarters Child Development Center, is scheduled to open in June 1992. Enrollment in the center is open to Coast Guard and other DOT employees. The center will accept children ages six weeks to five years. For further information, contact Jan Bonds at 202-267-1676. ■

Department Officials Receive Top Honors

President Bush honored the 1991 Senior Executive Service (SES) Distinguished Presidential Rank Award recipients at an official ceremony held at the Old Executive Office Building on January 23. Each year, the President recognizes outstanding career SES members for their sustained extraordinary accomplishments. This year, Anthony Broderick, associate administrator for regulation and certification, FAA and Jon H. Seymour, assistant secretary for administration, were among the 69 top-level executives governmentwide who were recognized and presented this prestigious award.

In addition to DOT's Distinguished Executives, 19 DOT officials received Meritorious Executive awards, recognizing their signifi-

cant and sustained accomplishments:

From OST: William T. Hudson, director, Office of Civil Rights and Arnold L. Levine, director, Office of International Transportation and Trade.

From OIG: John W. Lainhart IV, assistant inspector general for Policy, Planning and Resources.

From FAA: Joan W. Bauerlein, director, Office of International Aviation; Daniel D. Beaudette, director, Flight Standards Service; Monte R. Belger, executive director for Acquisition and Safety Oversight; Benjamin Dempsey Jr., director, Europe, Africa and Middle East Office; Arlene B. Feldman, regional administrator, New England Region; James E. Haight, deputy regional administrator, New England Region;

Leroy A. Keith, manager, Transport Airplane Directorate; Thomas E. McSweeney, deputy director, Aircraft Certification Service; William H. Pollard, associate administrator for Air Traffic; B. Keith Potts, assistant administrator for Aviation Safety; and Leon C. Watkins, assistant administrator for Civil Rights.

From FHWA: David S. Gendell, Regional Federal Highway Administrator; Kevin E. Heanue, director, Office of Environment and Planning; and Dennis C. Judycki, associate administrator for Safety and System Applications.

From NHTSA: Barry I. Felrice, associate administrator for Rulemaking and Howard M. Smolkin, executive director.

Congratulations to all our recipients for a job well done! ■