

DOT Today

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U.S. Department of Transportation

Moving America Together

QUALITY IS FREE

IT'S THE LACK OF QUALITY THAT IS COSTLY

The Quest for Quality

Last year, the General Accounting Office (GAO) reported that 68 percent of federal agencies it surveyed were using Total Quality Management, or TQM, in some way. And some have achieved notable improvements in the way they work and how people feel about what they do. The GAO report says that support for TQM in government has been wide, but thin. Last year, of those agencies reporting that they've launched quality improvement efforts, only about 13 percent of their employees were actually involved.

Quality management experts say that a lot of people just don't understand TQM. Effective TQM is a long-term approach to the way organizations work. It involves opening up communications, trusting and including people in analyzing and recommending improvements to the plans and processes they carry out. One of the keys is Quality Action Teams (QATs) that look at specific areas and develop ideas for increasing the quality of the services they provide. The way they conduct meetings, brainstorming, feedback, and teamwork are all part of TQM. It also involves using statistical methods to analyze processes, evaluate results, and carry forward continuing improvements.

Successful TQM efforts move organizations toward making short-term improvements until a long-term cultural transformation is finally achieved.

In President Clinton's inaugural address, he called for "bold, persistent experimentation" in government. The following month he said, "A lot of money that should be cut out of federal bureaucracies would be found if you had a really serious effort to review operations from a quality management perspective." To those familiar with Total Quality Management, this sounds like the support for TQM in federal service that many have been waiting for.

DOT began its quality initiative by training managers and facilitators in TQM concepts, principles, applications and implementation strategies. The Office of the Secretary provided technical assistance to DOT organizations interested in starting TQM initiatives. Needing little encouragement, the Federal Aviation Administration, Coast Guard, and the Federal Lands Highway office have embraced the TQM process and have been cited for reducing costs and increasing the quality of the services they deliver.

TQM: Coast Guard's Working Motto

How do you bring fundamental change to a widely dispersed, multi-missioned organization with a firmly established military chain of command? That was the challenge facing the Coast Guard in 1990 when Admiral J. William Kime took over as commandant. The expanding federal deficit had created new budget pressures. Even so, the Coast Guard was expected to carry out new missions and broaden existing ones.

To face these challenges, Admiral Kime established three priorities: people, balance and excellence. In the summer of 1990, after studying what other government agencies were doing to improve performance, a team assembled by the commandant recommended total quality management as the best approach for achieving the goals. That fall, the implementation planning team set a target of training five percent of the Coast Guard in TQM fundamentals, with the objective that this core of leaders would then carry the message to the people they were responsible for. Over the next 18 months, outside instructors led nearly 2,000 senior managers through a three-day workshop to teach the TQM approach.

"We had our share of cynics and skeptics," says Captain Robert Houle, leader of the TQM implementation project team. But as soon as training got under way, the atmosphere began to change. "The biggest surprise to me was how fast it caught on," Houle said. "Our people in the field wanted more and more, and they forced us to deliver it even faster than we'd planned."

Communication

One key to the Coast Guard's success is providing a steady flow of communication on the TQM process between its widespread districts. In 1991, an existing electronic mail system was used to distribute TQM information and instructions to coordinators throughout the service. A few months later, an electronic bulletin board was activated, providing directories and listings of Quality Action Teams. Articles relating to quality improvement also appear on the bulletin board.

Commander Marc Wolfson admits he was a skeptic about

(continued on page 3)

More New Faces at DOT



Jolene Molitoris

President Clinton has announced his intention to nominate **Jolene Molitoris** as **Administrator of the Federal Railroad Administration**. Molitoris is presently the First Executive Director of The Literacy Initiative, a private adult literacy organization. She served from 1983 to 1991 as Deputy Director of the Ohio Department of Transportation, where she

created a proactive, nationally-recognized rail program that started or developed 13 new railroads in her state. She has worked on rail issues not only on the state level, but also in national forums, and is vice president and a member of the board of the High Speed Rail/Maglev Association. She has a B.A. from the Catholic University of America and an M.A. from Case Western Reserve.

Albert Herberger will be nominated as **Administrator of the Maritime**

Administration. A 35-year Navy veteran who retired with the rank of Vice Admiral, since 1990 he has been vice president of the International Planning and Analysis Center. A surface warfare expert and a merchant marine officer with over 18 years' operational experience, Herberger is also vice chairman of the National Defense Transportation Association's Sealift Committee. He is a graduate of the U.S. Merchant Marine Academy and the Naval Postgraduate School. **Joan Yim** has been appointed **Deputy Administrator of the Maritime**

Administration. She is a professional planner with over 17 years' experience in community-based planning, policy analysis, project design and management, inter-agency coordination and government affairs. From 1975-92, with the Hawaii Office of State Planning, she worked on issues relating to natural resource and coastal zone management and public infrastructure financing, and most recently was supervising planner with the Honolulu office of Parsons, Brinckerhoff, Quade & Douglas. She holds a B.A. from Connecticut College and pursued graduate studies at the University of Hawaii.



Joan Yim



Albert Herberger

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TO BRAVELY GO WHERE NO ONE HAS ☆☆☆☆ GONE BEFORE...



photo by PA1 Brenda Flinn Toledo

Petty Officer 3rd class Jamie Devitt looked a little out of place in her Coast Guard uniform standing next to Commander William Riker from "Star Trek: The Next Generation." She wasn't a guest alien on the show, however. The six-year Coast Guard veteran was there to take her re-enlistment oath.

Devitt had asked Paramount Studios to allow her to take the oath on the set. Actor Jonathan Frakes, who plays Commander Riker, in his red Star Fleet uniform, acted as her witness. It turns out Frakes' father served in the Coast Guard.

"Star Trek is the epitome of a perfect military," said the 25-year old Devitt, "where gender and race don't count, where you can achieve so many things no matter who you are."

Chief Warrant Officer John Hollis, who administered Devitt's oath, said other Coast Guard personnel have taken the re-enlistment oath in such exotic locations as aboard a hot air balloon and on the Golden Gate Bridge.

Devitt works in the 11th Coast Guard District's Public Affairs Office.

PA3 Jamie Devitt, Coast Guard Eleventh District, is reenlisted by CW03 John Hollis March 12 on the set of "Star Trek: The Next Generation." Jonathan Frakes, who plays the role of Cmdr. William Riker on the television show, hosted the ceremony.

Earth Week at Headquarters April 19-23

Brown Bagging It With Secretary Peña

by Susann Lee White



At noon, Secretary Federico Peña welcomed the first group of 29 employees in his office. The guests, who were randomly selected from 300 hopefuls, then sat down for brown bag lunches at the large conference table nearby. As the Secretary took his seat, he removed his jacket, told the group to make themselves comfortable, and feel free to discuss what was on their minds. The first brown bag lunch with the Secretary was under way.

Throughout the next hour or so, he invited the employees to ask questions, share ideas, and express concerns about what goes on at the Department of Transportation. Various topics were brought up by the group, representing eight operating administrations. The first topic was the estimated 2,800 positions the department proposes to cut by Fiscal Year 1995. Secretary Peña indicated that most of these would be eliminated through attrition.

The Secretary addressed several proposed administrative changes, including a shift in the small-purchase ceiling from \$25,000 to \$50,000; changes in financial reporting practices; and having separate capital and operating budgets. He also fielded questions about DOT's communications networks, including availability of voice mail and E-mail. Secretary Peña took notes on various topics discussed throughout the session, and at one point, he asked an employee to send him a memo with more information on a particular subject.

What did some of the participants think?

Laura Hamman, an electrical engineer with the Coast Guard: "The open forum gave everyone a chance to express their opinions. The Secretary responded to some hard questions — and some things he said he would look into and do something."

Jack W. Courtney, computer systems analyst, MARAD: "It was great. People feel like they have a part in the work process. The Secretary is really trying to find out what's going on here and cut through some of the barriers."

Dick Baker, supervising contract specialist, FAA: "It was excellent. It made me feel good to be a part of the process. I also learned some things from the other people there."

You could attend the next luncheon. Just drop your business card or a 3x5 card with your name, operating administration (including routing symbol), position title and work phone number in the boxes located in the lobby sections of the Nassif, Transpoint or FAA buildings. If you plan to be in Washington, D.C. on travel in the next few months, mail your card to OST, M-10, Nassif Building, Room 9100, Washington, D.C. 20590.

UNITED STATES
DEPARTMENT
OF
TRANSPORTATION



photos by Dennis Hughes

The planting of a tree by Secretary Peña marked the end of Earth Week activities at DOT headquarters, including tree sapling giveaways, a composting demonstration and a recycling program. Secretary Peña and his special assistant, Judith Burrell, planted a loblolly pine tree sapling on the side of the building, then helped distribute saplings to employees who were waiting in line. The plants were donated by a local nursery. The Secretary said his favorite thing about trees is measuring their growth along with that of his children, "watching them grow taller and stronger each year."

Secretary Peña also stopped to ask some questions about one of the government cars on display in the plaza, an alternate fuel vehicle that operates on methanol (wood alcohol).

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This is your publication, and we value your input.

If you would like to submit letters, comments or articles, please address them to: Editor, DOT Today, OST, Office of Public Affairs, A-20, Room 10413, 400 Seventh Street, S.W., Washington, D.C. 20590. (202)366-5578; FAX (202)366-3703.

The deadline for the June 1993 issue is May 20.

This newsletter is
recyclable



Please Recycle

TQM ...continued

Contributors on this story include: Tom Shoop, associate editor, Government Executive Magazine and PAC Brad Terrill, U.S. Coast Guard, editor, Commandant's Bulletin.

TQM. Now, he leads the communications team. —It's based on good common sense," he says, —and it forces our managers to stay in closer touch with what's going on. It's really like a survival skill. The agencies that are going to survive are those with a clear vision of what they are and where they are going."

Measuring TQM

—The whole quality effort won't amount to much if we can't measure it," Houle says. —So, we take measurement very seriously." A Quality Action Team from headquarters has made an extensive study of measurement in four areas: realization of the Coast Guard's vision; process measurement; TQM implementation; and benchmarking, comparing products and services from one organization with another, and identifying the best available practices.

Definitions

• **Total Quality Management** - a comprehensive, customer-focused management system that improves the quality of an organization's products or services. It is a way of managing to achieve customer satisfaction by involving all employees in continuously improving the work processes of the organization.

• **Vision** - an idealized view of what the organization can be.

• **Quality Action Team** - a group of employees organized to focus on a specific process to improve the quality of a service or product.

• **Customer** - the recipient or beneficiary of the outputs of work efforts or the purchaser of products and services. The customer may be either internal or external to the organization.

"It is time for the quality revolution—which swept corporate America over the last 15 years but somehow bypassed the federal government—to be brought into the daily lives of federal employees. We are going to deliver services to the American people in a high-quality, low-cost manner."
Vice President Al Gore

Federal Highway Administration

Of the 3,700 employees in FHWA, about 600 provide programming, administration, procurement, and engineering for highways that are on federal

each field office — making up the Quality Coordination Team. FLH has been actively involved in the process for almost four years. The leadership in TQM comes from the Executive Quality Council, consisting of the program administrator, three division engineers and two division chiefs. —Our leadership has stuck with it," says Chatfield. —And, it's not easy to do. You've got to have that support from the top."

If you ask whether the process is working, you'll be handed a graph or chart showing results. You can see from employee surveys that morale has gone up every year since 1989. They keep monitoring progress, and there are teams studying key business functions and special improvement areas. TQM is key in dealing with customers and partners at all levels. Chatfield says they are constantly learning from other agencies inside and outside government and sharing their successes. In 1991, Federal Lands Highway was the first-ever recipient of the Secretary's Annual Quality Award.

A recent success involved improvement in FLH's correspondence procedure. Federal Lands Highway's primary product is a road or bridge. Long before the product is delivered, dozens of documents change hands among customers, clients, field offices and headquarters. FLH generates over 450 formal letters and memoranda each month. Often the first and lasting impression a customer has of an organization is the correspondence he or she receives.

Through a team effort, FLH's headquarters Quality Council implemented improvements in the way they prepare correspondence and carry out quality control. For the period November 1992 to January 1993, rewrites were reduced from 23 percent to 14 percent, and continuous improvement in that percentage is expected.

eral lands. Known as Federal Lands Highway, or FLH, this group builds highways and bridges on federal lands that include parkways, access routes to national monuments, forest development roads, military access roads, and other facilities in environmentally sensitive areas.

FLH has always had a —can do" culture, valuing partnerships with other federal agencies and states to make sure the facilities they build meet the

needs of their customers. When the FLH program administrator, Tom Edick, first learned about TQM in 1988, the concepts fit, and the journey

began. What concepts? Continuous improvement, employee involvement and customer satisfaction are the basics. These concepts are integrated into a strategic plan, and the activities making up the effort to change the organizational culture are measured through annual assessments and surveys.

Mark Chatfield is the full-time TQM coordinator at the FLH office at headquarters, and there are three others, one in

"Our leadership has stuck with it...you've got to have that support from the top."
Mark Chatfield, TQM Coordinator, Federal Lands Highway, FHWA

"The agencies that are going to survive are those with a clear vision of what they are and where they are going."
Commander Marc Wolfson, U.S. Coast Guard

Federal Aviation Administration

The FAA, with over 52,000 employees and a strong union presence, uses a quality implementation approach that allows maximum flexibility in tailoring quality initiatives to individual organizational needs. Over the past eight years, three separate but complementary quality processes have evolved: Employee Involvement (EI), Quality Through Partnership (QTP) and Total Quality Management. The EI and QTP processes involve collaborative efforts with certain unions representing FAA employees.

—These individual quality processes complement one another and are not mutually exclusive," says TQM staff manager Ted Criswell. —They are the building blocks upon which the FAA's quality framework is built. Together, they provide opportunities to improve the quality of FAA's products and services, develop employees' skills and abilities, promote communication and teamwork, and enhance the quality of work and work life."

Employee Involvement (EI)

The FAA's initial efforts in its —quality journey" began with the EI process, a partnership between the Airway Facilities (AF) organization, a major national element within the FAA, and the Professional Airways Systems Specialists (PASS), the representative of the technical work force. In 1985, AF and PASS agreed to a test in the Eastern Region Division. Their intent was to experi-

ment together in moving away from a traditional adversarial relationship to one that promoted a collaborative approach to problem solving and would ultimately be provided to all AF employees. The success of the test project led to the expansion of the process to include all nine AF regional divisions, each of their respective sectors, and ultimately, the headquarters work force.

Throughout the EI process (in structures, policies, attitudes and behaviors) the goals have been and continue to be to make listening, team work, cooperation, trust, mutual respect, open sharing of information and joint problem solving at all levels a way of life and institutionalized into the day-to-day work environment. It is through the demonstrated partnership between management and the union leadership that employees have become empowered to participate in the decision-making process. EI continues to receive high priority and is recognized as vital to the successful mission of the AF organization. The process is Airway Facilities' commitment in a system-wide organizational change to Total Quality Management.

Quality Through Partnership (QTP)

In December 1990, the FAA and National Air Traffic Controllers Association (NATCA) issued a joint statement establishing the QTP cultural change process. The principles of this jointly designed and support-

ed process are centered on:

Partnership—recognizing the value that a partnership can bring to the overall operation and management of the system; Trust—developing a greater degree of trust among controllers, supervisors, managers and union representatives;

Communications—enhancing information sharing among members of the team; Quality—enhancing the quality of service to the flying public and employees alike; and Problem Solving—employing a philosophy that truly emphasizes solving problems at the lowest possible level.

A national steering committee and nine regional steering committees guide this process. Team members are selected by NATCA and FAA in equal numbers to meet their individual and process needs. QTP has been initiated in all FAA regions and is actively practiced in 50 percent of the terminal and en route centers.

Total Quality Management (TQM)

Since 1988, various segments of the FAA have been involved in the TQM process. Organizations committed to TQM emphasize the value of individual contributions and encourage creativity to improve the quality of all products and services. They establish supportive environments in which employees are empowered to make decisions affecting the quality of their work.

The Executive Steering Group (ESG) was established in December

1990 and is comprised of executive level agency managers and union presidents. In addition to establishing general priorities for action, the ESG provides resources, overall guidance and direction for TQM, and charters Quality Management Boards to target processes for improvement. To ensure consistent agency focus and to avoid duplication, any agency-wide cross-functional or cross-regional issues must be identified through the Executive Steering Group.

—We are putting a lot of energy into increasing the level of communication between the three quality processes," says Steve Unthank, TQM analyst. —We want to make sure that we take advantage of opportunities to learn from each other and work for common goals."

The FAA has been recognized for significant accomplishments in the area of quality improvement. The Office of Weather And Flight Service Systems received the Secretary's Quality Award for 1992.

"(quality processes) provide opportunities to improve the quality of FAA's products and services, develop employees' skills and abilities, promote communication and teamwork, and enhance the quality of work and work life."
Ted Criswell, TQM staff manager, FAA

Bike-to-Work Day a Success

story and photo by Susann Lee White

More than 200 rain-soaked bicyclists, many traveling in convoys from points in Maryland, Virginia and Washington, D.C., participated in the 23rd Annual Bike to Work Campaign on April 22, Earth Day '93.

They showed their enthusiasm for bicycling, the cleanest and most efficient mode of transportation, as they converged on Freedom Plaza, just two blocks from the White House for an 8 a.m. breakfast and speeches by local officials and administration representatives, including Environmental Protection Agency Administrator, Carole Browner.

DOT employees who made the trip said bicycling to work is economical, healthy and fun. Many encouraged greater leadership on bicycling as transportation, including "The Three Percent Solution" — legislation introduced by Rep. Joseph Kennedy (D-Mass.) — that would set aside three percent of highway trust funds to build bicycle and pedestrian transportation facilities.

Kennedy, an avid bicyclist, also spoke at the event.

In addition to national issues, the Earth Day '93 Bike to Work organizers called for focusing on regional issues such as completion of the Metropolitan Branch and Capital Crescent Trails, which would create a 27-mile circular greenway (or "bicycle beltway") around Washington, D.C., and the closing of Beach Drive in upper Rock Creek Park to automobile traffic. Bicyclists are also asking for creation of a regional network of bike routes including bicycle lanes, paved road shoulders, and more off-road trails.

Sponsors of the April 22 event included Washington Area Bicycle Association, City Bikes, Auto Free D.C. and the Environmental Protection Agency. Cosponsors were Ben & Jerry's, Eco Print, the Institute for



Transportation and Development Policy, and the D.C. Energy Office.

Rep. Joseph Kennedy (D-Mass.) and EPA Administrator Carole Browner were on hand for the event.

FAA HOLDS SUCCESSFUL INFORMATION TECHNOLOGY DAY



left to right/ Theron A. Gray, FAA assistant administrator for information technology; keynote speaker Dr. James Martin; Joseph Del Balzo, acting FAA administrator; and John A. Burt, FAA's executive director for System Development.

The FAA held its first Information Technology Day on April 14, 1993, hosted by Acting FAA Administrator, Joe Del Balzo; John Burt, Executive Director for System Development; and Theron Gray, Assistant Administrator for Information Technology. This day-long program was planned to help FAAers view ever tightening budgets as an opportunity to rethink business practices and use information technology (IT) as a tool for doing better with less.

That day, as people entered the FAA headquar-

ters building, they were given a brochure prepared by the Office of Information Technology (AIT). The brochure, Information Technology: Tools for Success, discusses how IT helps the agency get the right information, in the right form, to the right people, at the right time. The morning's key note speaker, Dr. James Martin, spoke to a capacity crowd of executives, managers, and staff about using information technology to help meet the business challenges of the 1990s. Dr. Martin is an internationally known expert in enterprise engineering and information systems, and a Pulitzer Prize-winning

author. The program continued in the afternoon as FAA organizations such as Air Traffic, Aviation Standards, Flight Standards, and the Office of Information Technology demonstrated some of their key automated systems in the FAA lobby and AIT Tech Lab. Videotaped IT hot topics also were on view. The FAA will continue to sponsor discussions with leaders in the field of information technology. Participating from the Office of the Secretary were Cynthia Rand, Director, Office of Information Resource Management, and Paula Ewen, chief, Information Management Division.

HELP SAVE ENERGY — REMEMBER TO TURN OFF YOUR PC

It's quitting time. You straighten up your desk, turn off the light, but do you turn off your computer? This is a frequently asked question

these days. With so many PCs humming around DOT offices, we thought we'd find the answer. The conventional wisdom from

numerous consulting firms and PC experts here at DOT is the same:

definitely turn them off when you leave for the day or evening, but leave them turned on during the day. This holds true even if you don't plan to use your computer for several hours during the day. Why?

According to the experts, the constant on/off activity can result in "power jolts" to the disk drives and the board installed in the PC.

The computer industry has also recognized the need to reduce energy consumption of PCs and peripherals and has initiated steps to accomplish this goal. The "sleep/resume" capability, allowing reduced power requirements while the machine is not in use, should hit the market sometime this year.

However, until the manufacturing industry adds more energy-saving techniques, PC users should power off their PCs, monitors and defi-



nately printers when they leave for the day. Employ screen saver programs, disk drive shut down when appropriate, and battery sleep mode (on laptops).

As more sites become networked, the answer is not so clear. Because many servers commonly have automatic backup applications that must run for an extended period beyond normal working hours, powering off the network file server is not recommended.

Based on estimates given by DOT's Safety, Health and Environment Division and the Environmental Protection Agency, signifi-

cant financial and environmental savings can be realized by shutting off your PC at night. If the PCs just in the Office of the Secretary are all powered off at the end of the day, the department would save about \$182,000 a year. Also, annual emissions at the electrical generating plant would be reduced by 3,160 tons of carbon dioxide, which contributes to global warming, as well as by 26 tons of sulfur dioxide and 11 tons of nitrogen oxide which contribute to acid rain.

New Staff Appointments

Secretary Peña recently announced the appointment of five staff assistants:

Judith A. Burrell will be special assistant to the Secretary and will focus on city and environmental issues. Since 1989, she has served as the assistant executive director at The United States Conference of Mayors in Washington, D.C.

William E. Coyle was appointed a special assistant in the area of motor carriers. His extensive background in private industry incorporates purchasing, materials management and transportation.

James T. Day joins the department as deputy scheduler. A public relations/political consultant since 1988, Day was director of advance for Vice President Gore during the campaign.

Jeffrey P. Morales will serve as special assistant covering a broad range of transportation issues. Since 1983 he has held various positions in the office of Sen. Frank Lautenberg (D-N.J.), including legislative assistant in the areas of transportation and infrastructure.

Margarita Roque has been appointed Director of the Executive Secretariat. She has been the executive director of the Congressional Hispanic Caucus in Washington, D.C. since 1989, serving as its legislative director from 1987-89.

FAA Participates in Iditarod Race Activities

In early March, 68 "mushers" gathered their dog teams at the start of the more than 1,100-mile Iditarod Sled Dog Race to Nome, Alaska. FAA's Anchorage Flight Standards Division inspectors were on hand to monitor the aviation activities associated with the race: FAA, press and private planes and helicopters flying over the race course. A temporary tower was set up by the Air Traffic Division to control the more than 300 aircraft movements. As the racers moved up the trail into the area near Fairbanks, inspectors there joined the surveillance activities. Although the racers must carry their own supplies and cannot receive help from ground or air during the race, medical teams and race monitors keep track of the location and condition of the participants. With all the flights and aircraft involved in this race, FAA's safety activities are particularly vital.

Every day of the year, Alaska sees more small planes and general aviation activity per capita than any other state. The Flight Standards Division had a vested interest in this year's race. Their own Val Aron, accident prevention program manager, was participating as a rookie "musher" with her own dog team in this race, after putting in more than a year's preparation time. She drew Number 5 out of the chute from Anchorage, but ran into difficulty along the trail. Some of the dogs on her team suddenly began to fight, injuring one of them. When Aron tried to intervene, she was also injured. At about the 200-mile mark, she had to make the decision to "scratch" from the race when her wounds became infected and she knew one of her dogs was very badly injured. She was disappointed about not being able to complete the race, but her FAA team is wishing her better luck next time.



The St. Lawrence Seaway's 35th navigation season officially began April 1 with the westbound passage of the Canadian laker vessel, JEAN PARISIEN, enroute to its destination of Hamilton, Ontario. The vessel carried iron ore.

Emergency Medical Services Week is May 23 - 29



A small group of people in the National Highway Traffic Safety Administration is doing some important work - the Emergency Medical Services team. It's a diverse group: John Chew, formerly EMS coordinator, pilot, instructor and paramedic for the National

Park Service; Garry Criddle, a registered nurse on detail from the Indian Health Service; Charles Glass, an engineering physicist who works on projects involving data, communications and emerging technologies that can improve EMS services; Valerie Gompf, who has a background in journalism and works on public information campaigns and injury prevention activities; Susan Ryan, division chief, has safety management background; and Julie Korkor, who provides support for all their efforts.

In 1966, when the Highway Safety Act was passed, the National Highway Safety Bureau (which later became NHTSA) was the only federal agency involved in the area of emergency medical services, and the division continues to be viewed as the federal leader in this area. "NHTSA's primary focus is on prevention," says Ryan. "We want to reduce the occurrence of crashes by reducing impaired driving and through crash avoidance techniques and we want to reduce injuries by encouraging the use of safety belts and making vehicles safer, but we go one step further: when a crash does occur and someone's injured, we want to make sure the person gets appropriate care quickly, so the injury does not become a fatality. That's where EMS is important." The EMS Division, under the auspices of NHTSA's Office of Traffic Safety Programs, develops training curricula for emergency medical technicians, paramedics, dispatchers, ambulance drivers and instructors. It also provides technical assistance to states, including statewide assessments where nationally recognized experts assess a state's current EMS system and recommend where improvements can be made; conducts workshops to help states develop trauma systems; and awards grants to help states improve communications and develop new technologies.

This month, NHTSA, in collaboration with the U.S. Fire Administration, is sponsoring a national campaign called "Make the Right Call" to educate the public on what services are provided by the Emergency Medical System, how to access it, when to call, when not to call and what to do while you're waiting for help to arrive.



**SAY WHO, WHAT
AND WHERE
WHEN YOU
CALL FOR HELP**

When you call for help, what you say is important.

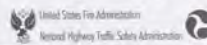
Tell the emergency operator *who* is hurt or ill, *what* is wrong and *where* to find them. **WHAT**

Stay on the line. Don't hang up. And follow the operator's instructions. **WHERE**

The information you give sends help on the way *juster*. **WHEN**

Make *the right* **EMS CALL**
EMERGENCY MEDICAL SERVICES

...help us help you.



REINVENTING GOVERNMENT

In March, President Clinton announced his plan for a six-month National Performance Review of the federal government to identify ways to improve the quality and reduce the costs of delivering services to the American taxpayer.

Under the leadership of Vice President Gore, federal agencies will be targeting programs, regulations, and processes that can be improved or eliminated. Gore has asked federal employees to look at the workplace with a critical eye, asking these basic questions about what they do:

- Does it make sense?
- Does it save money?
- Does it provide quality customer service?
- Does it meet program objectives?

This White House effort includes establishing teams to review departmental findings and examine key issues common to all agencies. Robert Knisely, Deputy Director of the Bureau of Transportation Statistics at DOT, has been detailed to the White House to serve

as the Deputy Project Director for these activities.

Vice President Gore anticipates the final product of these efforts to be a "concrete, credible plan to streamline and revitalize the federal government." This report will be presented to the President by September 7.

The Vice President has asked each agency to establish internal "reinvention teams" modeled after the White House initiative. Every department is responsible for developing its own approach. At DOT, it will involve identifying problem areas, intermodal "cross-cutting" issues, potential cost savings, improved service delivery, and recommendations for just doing things better. Secretary Peña's plan, to be announced shortly, is certain to solicit your ideas for improving the way we do business. In the next couple of weeks, look for DOT National Performance Review kickoff activities and become a part of this national project!

EmployeeProfile

Olympic Hopefuls at the Coast Guard Academy

by PA3 Harry C. Craft III

She stands 5 feet 7 inches tall and weighs 140 pounds. Nothing unusual, just an average college student. But what she has accomplished in a very short time can only be described as remarkable.

Coast Guard Cadet 3rd Class Janine Lavallee has only been shooting pistols for five months, but she has already won four medals in national competitions — three gold and one bronze. She recently took top honors in the women's air pistol event at the U.S. Collegiate National Pistol Championships at the U.S. Olympic Shooting Center in Colorado Springs, Colo.

Winning that gold medal qualified 20-year-old Lavallee for the Olympic development team. The first and second place finishers at the Collegiate Nationals are invited to the Olympic development squad. "My main goal is to graduate from the Coast Guard Academy," says Lavallee, "but I would love to make the Olympic Team in 1996."

The number-one ranked woman in the nation in sport pistol (a .22-caliber event) before the nationals, Lavallee also captured a bronze medal in that event.

The Rhode Island native prepared for the nationals by practicing during her lunch period at the Academy. Then, a week before the competition, while at home during spring break, she set up a practice range in her basement. "It helped me shoot my average, keep my arm strengthened and allowed me to stay focused — that's a big part of shooting." What attracted her to shooting, she says, "is the concentration required and the competition."

Lavallee is majoring in marine science. She would

eventually like to attend flight school and fly helicopters for the Coast Guard, "but right now it all depends on how things go with the Olympic development team and whether or not I can make the 1996 Olympics," she says.

Accompanying Lavallee to the nationals were teammates Greg Czerwonda, Cadet 1st class, 2nd class Scott Smithers, 3rd class Shawn Koch and 2nd class Conrad Theroux, who took a bronze medal in free pistol competition (requiring a .22-caliber, single-shot, bolt action revolver that is custom made). Theroux also won an All-American Honorable Mention in the free pistol event and was named an All-American in the air pistol category. A Connecticut native, Theroux finished fourth overall in the air pistol competition.

The Coast Guard finished 11 points ahead of West Point in the free pistol competition. "That's something they haven't done in four years!" says the Coast Guard Academy's head pistol coach, Lt. Commander J. William Brubaker.



photos by PA 3 Harry C. Craft III

Evacuation Experts

by Robert Hoppers



Charles Chittum (left), program manager, with Airman First Class Robert Ray, the 2,000th trainee in aircraft cabin evacuation

The aircraft's cabin fills with smoke. An alarm sounds. People scramble for the exits. Soon, the smoke begins to clear. Fortunately, no one is hurt. In fact, this aircraft never left the ground.

In the Civil Aeromedical Institute's (CAMI)

Evacuation Research Facility at FAA's Monroney Aeronautical Center in Oklahoma City, Ok., another group has just participated in a

demonstration of evacuation techniques, conducted by Charles Chittum, FAA's foremost authority on cabin safety.

An electrical engineer, Chittum has converted an old Air Force C-124 fuselage into a model of today's modern passenger airliner. The model has 20 rows of six seats, overhead storage compartments, overhead and floor lighting systems, and three escape doors.

Chittum has also constructed an upper deck with a segmented and spiral staircase, similar to the features on a 747. The deck and stairs have become important research and training tools.

CAMI's research facility can also test full-scale evacuations. Hydraulics can lift the aircraft 16 feet in the air and tilt it up to 20 percent in any direction. Slides or chutes are deployed and passengers jump from the aircraft. Depending on the research being conducted, this may be repeated several times a day. Video tapes are made of all tests so that results can be analyzed.

The media is becoming increasingly interested in aircraft safety, Chittum says. Several television stations have sent crews to CAMI to film evacuations and discuss survival techniques.

"Our primary mission is improving evacuation techniques," says Chittum. "CAMI researchers have made significant contributions to the field of aircraft safety. He speaks with understandable pride about the low level lighting system developed at CAMI, which is now standard in all passenger aircraft. Demonstrations have proven that an aircraft can be evacuated 20 percent faster if the passengers follow the lights on the floor.

"Welcome to the Ninth District, Mr. Secretary"

by PA1 Frank Jennings

His recent visit to Chicago marked Secretary Peña's first contact with Coast Guard operational units. The Secretary was in the "windy city" to meet with area DOT employees, city employees and representatives of the Ninth Coast Guard District. His one-day whirlwind visit included scheduled stops downtown and at Chicago's famed Navy Pier, where the crews of the cutters ACACIA and MOBILE BAY, as well as a Station Calumet Harbor boat crew awaited him.

Although a light drizzle began to fall, that didn't dampen the Secretary's enthusiasm or energy as he bounded over the bow and on to ACACIA's buoy deck. After the rendering of honors, the Secretary was greeted by Ninth District Chief of Staff, CAPT Arthur Shepard; Group Milwaukee's Commander, CAPT Guy Goodwin; ACACIA's commanding officer, CDR John Thacker; Marine Safety Office Chicago's commanding officer, CAPT Larry Balok; and the District's Command Enlisted Advisor, SSCM Rene Zimmer.

The Secretary then proceeded to the wardroom of the 49-year-old ship, where he and his staff received briefings on Ninth District activities and buoy tending operations. Following the briefing (even though he was behind schedule), Secretary Peña stopped by the mess deck to meet the ACACIA's crew and to field questions. Then, he headed over to the MOBILE BAY, a 140-foot icebreaking tug from Sturgeon Bay, Wis. As the crew gathered around, the cutter's commanding officer, LT Robert Smith, gave the Secretary an overview of the cutter's operations.

After some other brief presentations, Secretary Peña departed, but not before hopping aboard a Station Calumet Harbor's 41-footer that was moored alongside and chatting with the crew.

Then it was back to O'Hare Airport as the Secretary was whisked away from the waterfront in an Air Station Chicago helicopter, piloted by CDR Bruce Merchant, the air station's commanding officer.



THE ASIAN PACIFIC AMERICAN EMPLOYEES COUNCIL

This month has been designated Asian Pacific American Month, and several activities will be offered highlighting the culture and contributions of this diverse group of people. For the past few years, employees may have attended an annual May event, but probably didn't know that a council at DOT, made up of employee volunteers, meets year-round to discuss and implement changes on behalf of Asian Pacific Americans.

Department-wide statistics show there are about 1650 civilian DOT employees with a heritage in the Pacific Rim countries, plus approximately 500 on active duty with the Coast Guard. At DOT headquarters in Washington, D.C., a group of employees of Indian, Japanese, Chinese, Korean, Vietnamese and Filipino ancestry are working on some important issues.

The Asian Pacific American Employees Council has been around for about four years. So far, their efforts have been directed primarily at the yearly celebration in May. Now, the group of about 50 is concentrating on broad goals and objectives. They've drafted a charter, started a newsletter to improve communication between their group and other employee groups, and are working to focus the department on recruiting and encouraging Asian Pacific American employees.

"Our council is here to promote a sense of fellowship and community among Asian Pacific employees," says newly elected chair Deirdre Fujita, an attorney in NHTSA's Chief Counsel's office, "but we also seek to expose all employees to the richness of



the Asian Pacific cultures making up the DOT workforce, and to encourage interested employees to join us."

"We don't know much about what's going on with Asian Pacific Americans out in the regions," added Yash Parekh, vice chair, "but we'd like to make contact with anyone who has a group or is interested in starting one." Other newly elected officers of the council include Hae Na, secretary and Grace Pedery, treasurer. For more information, contact Deirdre Fujita at (202)366-2992 or Yash Parekh, (202) 366-5760.

About the drawing: The stylized carp between the continents symbolizes a bridge that provides for immigration, commerce and cultural exchange connections among the people of the Pacific Rim countries.

"Harmony Through Diversity"

Asian Pacific American Month Activities at Headquarters

- **May 5, Kickoff, 11:45 a.m.,** Nassif Building Plaza, opening remarks by Secretary Peña. Keynote speaker: Melinda Yee, Associate Director of Personnel at the White House
- **May 11, FAA opening ceremony,** FAA auditorium, 2 p.m.
- **May 12, noon to 1 p.m.,** Sackler Gallery tour, "Joined Colors, Decoration and Meaning in Chinese Porcelain." (space is limited)
- **May 18, noon, rooms 4444-4448,** Nassif Building, Asian cooking demonstration
- **May 20, Coast Guard Kickoff events,** Trumbull Building, Room 2415, 10 a.m. to noon
- **May 25, FAA main event,** South Side terrace, 11:30 a.m.
- **May 27, Lunch in the Secretary's mess**

Call Deirdre Fujita at 366-2992 for more information.

Making Time for Fitness

May is National Fitness Month — a great time to start an exercise program. Several events are planned by the staff of the Fitness Center at headquarters:

- **May 12** - "Exercise, Health, Diet and Nutrition," with radio personality Dr. Gabe Mirkin, 12:30 to 1:30 p.m., Nassif building, room 2230
- **May 19** - Body composition analysis (percentage of body fat) by the Fitness Center staff, Nassif building plaza, noon to 1 p.m.
- **May 26** - Cardiac Risk Profile (find out your risk of cardiovascular disease based on your lifestyle), noon to 1 p.m., Nassif plaza

You know that becoming physically fit can enhance the quality — and quantity — of the years ahead. But you can't seem to find enough time to make fitness work for you. Making time for fitness means setting priorities, sneaking extra activity into daily routines, and

scheduling fitness time as you would other important events.

Making Fitness a Priority

You can become more fit by exercising just 20 to 30 minutes three times a week. Isn't it worth your time to make fitness a priority in your life? Five minutes of movement here and there does add up to a more active lifestyle. To activate your daily routine, try some of these tips: take the stairs when possible (or walk a few flights and then take the elevator); park your car at the far end of the parking lot; or hand-deliver messages at work rather than picking up the phone. With a little creativity, you'll find dozens of ways to increase the amount of movement in your daily routine.

Scheduling Time for Fitness

Schedule your fitness time as you would an important meeting. Almost half of the North American population

exercises regularly. Many business people have traded the "business lunch" for an exercise session at the gym. It makes sense. Why not mix business with pleasure? Walk on your lunch hour. Instead of taking a coffee break, try a stretching break. Rather than joining friends for drinks, get together for a game of softball or a vigorous walk. But whatever you do, stick to your scheduled activity.

There's No Time Like the Present

There's no reason not to do something good for yourself by making fitness one of your daily priorities. By setting aside 20 to 30 minutes three times a week for vigorous activity, and by sneaking extra activity into your daily routine, you can become fitter, happier, and more productive. Why not start right now? What have you got to lose?

*(from the DOT Employee Assistance Program)
credit: Parlay International*

Organizing Meeting for DOT GLOBE Group

Throughout government and in the private sector, employers are recognizing and protecting the rights of gay, lesbian and bisexual employees. Department policies are designed to safeguard the opportunities of all employees and prevent discrimination and harassment. Like employees in many

other agencies, gay, lesbian and bisexual employees at DOT are in the process of forming an organization called GLOBE (Gay, Lesbian or Bisexual Employees). Their hopes are to address policies and workplace conditions that impact them and to be available for dialogue with co-

workers unfamiliar or uncomfortable with their issues.

GLOBE participated in the April "March on Washington" and sponsored a local organizing event. This month, DOT GLOBE will hold a brown bag lunch and organizing meeting at 12:15 p.m., Wednesday,

May 12, at the DOT headquarters' Nassif building. All interested employees are welcome to attend. For further information, contact Eric Stults in OST at 202-366-2548 or Tom Sachs at 202-544-3927 (evenings).

EmployeeForum

Volunteer Committee Fundraiser "Fiesta" Set for May 26

The Annual spring fundraiser of the DOT headquarters volunteer committee will be held Wednesday, May 26, from 11 a.m. to 2 p.m. in the Nassif Building plaza. This year's event will have a "fiesta" theme, and lots of music to hear, food to eat and things to buy — all to help support the committee's efforts throughout the year.

Donations are also needed, including children's clothing, baked goods, books, and items for the "white elephant" sale. There will be a drawing for a color tv and a 50/50 drawing. To reserve a table, contact the volunteer committee coordinator in your area by May 21.

INVEST NOW to secure your future

1993 SAVINGS BONDS CAMPAIGN

"TAKE STOCK IN YOUR FUTURE TAKE STOCK IN AMERICA"

Increasingly, Americans are being encouraged to make an investment in their own financial security. There are many good reasons for choosing U.S. Savings Bonds to ensure future savings:

- Bonds continue to be a better investment than certificates of deposit, money market funds, and passbook savings accounts.
- Bonds offer competitive rates and complete safety.
- Bonds provide significant tax advantages: interest earned on bonds is exempt from all state and local income taxes; interest earned is not subject to federal income taxes until the bonds are cashed or reach final maturity in 30 years; bonds cashed during retirement help to shelter taxes; and interest earned on bonds is exempt from federal tax when used for the tuition and fees of higher education.
- Bonds may be used to help finance your home, education, automobile or vacation.
- Bonds are affordable and easy to purchase through the payroll savings plan.
- Bonds save our government millions of dollars in debt interest costs.

The department will hold its nationwide 1993 Savings Bonds Campaign during May. If you are not already investing in bonds, consider signing up. It's easy: you can use the payroll deduction plan. If you are already in the plan, consider increasing your allotments!

Scholarships and Loans Available

The Federal Employee Education and Assistance Fund (FEEA) is now accepting applications for scholarships to colleges and universities for the 1993/94 school year. Applicants must have at least three years of federal service and a grade point average of 3.0. Only civilian federal and postal employees and their dependent family members are eligible to apply. Applicants may be high school seniors or students of any age who are continuing their college education. Awards are based on merit and range from \$300 to \$1200. Selection criteria include academic achievement, community service, a recommendation, and a two-page essay. Applications must be postmarked by June 4, 1993.

For an application, send a self-addressed, stamped envelope to: FEEA, Suite 200, 8441 W. Bowles Ave, Littleton, CO. 80123-3245.

Students considering college or other advanced education should also be aware of the student loan program which operates year round and features the lowest guarantee fees and interest rates available. The 1993 program has increased loan amounts available to parents and features a new program designed to meet the needs of middle income students. Loan amounts can range up to the full cost of education (minus other financial aid) and repayment can often be deferred. For most FEEA student loans there is no income limit or "needs test" to qualify. There is no minimum grade point average, length of federal service or dependency requirement for students. Loans are available from Pioneer Financial Bank (617) 321-3700, ext. 2292 or write to Pioneer Financial, 46 Pleasant St., Malden, MA. 02148.

DOT Career Resource Center Update

The DOT Career Resource Center, now in its seventh month of operation, has expanded its services to include monthly "brown bag" lunch seminars on the second Tuesday of each month. Workshops so far have featured interviewing techniques, exploring career options, and preparing the Standard Form 171. Periodically, the center will be presenting special one-time programs. Call (202) 366-6546 for information on upcoming events.

The Center, located in room 5421 of the Nassif building, is open to all DOT employees, Monday through Friday, 11:00 a.m. to 4:00 p.m. Individual career counseling services are available by appointment from 9:00 a.m. to 5:00 p.m. Field employees who do not have on-site counseling services may request consultations by phone. Simply schedule your appointment in advance by calling (202) 366-6546.

Freelance Work Okayed for Federal Workers

On March 30, the U.S. Court of Appeals in Washington, D.C. struck down a ban imposed on civil servants that kept them from accepting honoraria for speeches and payment for freelance articles that are not directly part of doing their jobs. Congress had imposed the ban in 1989, following a series of ethics and conflict-of-interest scandals.

Judge Stephen F. Williams wrote the majority opinion in the 2-1 ruling, saying the ban was an unconstitutional infringement on free speech. "There is no suggestion of any use of government time, word processors, paper or ink; there is no suggestion that the institutions that have paid or are likely to pay for the speeches or writings would have some relationship with the employee's agency that would make them wish to curry its favor," Williams wrote.

Ethics guidelines and agency rules in effect before the ban still cover freelancers. The ban remains in effect for members of Congress, their staff, federal judges and top-level White House and cabinet employees.

Continuation of Health Care Protection

Did you know that there are Temporary Continuation of Coverage provisions that can give federal employees and their family members peace of mind when regular Federal Employees Health Benefits (FEHB) coverage ends?

Regular FEHB benefits normally terminate when employees leave their federal job, a child reaches age 22 or marries, or a former spouse loses FEHB family member status due to divorce or annulment.

Temporary Continuation of Coverage provisions extend FEHB coverage for up to 18 months from the date of separation for former employees and up to 36 months for eligible children and former spouses.

Interested employees and their family members are encouraged to check with their personnel office for more detailed information on eligibility requirements, enrollment processing, costs, option plans, and length of coverage.

CALENDAR

May

- National Fitness Month
- Asian Pacific American Month
- Public Service Recognition Week (3-8)
- National Transportation Week (17-22)

13 - "Transportation and the Mathematical Sciences: The Changing Interaction," a symposium sponsored by the Board on Mathematical Sciences, National Academy of Sciences, Washington, D.C. Speakers include Joe Del Balzo, acting FAA administrator and Kevin Heanue, director, office of environment and planning, FHWA. The symposium is open to the public and there is no fee, but advance registration is requested. Call 202-334-2421; fax, 202-334-1597.

14-15 - Department of Defense Joint Services Open House, Andrews Air Force Base, Maryland. Displays and demonstrations from all branches of the military, including the U.S. Air Force Thunderbirds (performing at 3:30 p.m. both days), the Golden Knights parachute team; military bands, and ground displays. And, it's all free!

20-22 - National Black Coalition of Federal Aviation Employees annual leadership training conference, Seattle, Wash. Theme is "The Future is Now: Progressing Beyond the Myths." Hosted by the Northwest Mountain chapter.

21 National Defense Transportation Day

22 National Maritime Day

31 Memorial Day

June

26-30 "Smart Tolls for Smart Highways," the International Bridge, Tunnel and Turnpike's Second International Symposium and Exhibition on Electronic Toll and Traffic Management Technology, New York City. New developments and trends in the technology, operational on several major road systems worldwide. Keynote speaker will be Sen. Frank Lautenberg. Call 202-659-4620/fax: 202-659-0500.