


DOT Today

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U.S. Department of Transportation

 DOT Ties America Together

DOT'S VOLUNTEERS A DECADE OF SERVICE

Ten years ago, a presidential proclamation began the "Partnership in Education" program, requesting each cabinet-level department to identify a school and establish a volunteer-supported partnership with its students and their activities. Many times, volunteer programs like that start out with a big bang, but as time goes on, interest wanes and the program "fizzles out." Not at the Department of Transportation.

Since 1984, first with a small group, and now with hundreds of people from all operating administrations pitching in, DOT's volunteer efforts have been helping to make people's lives better in Washington, D.C., communities and all around the country. Many people don't know, for instance, that the Volunteer Committee raised over \$10,000 in seed money for DOT's day care center at FAA headquarters, or that more than \$6,200 was raised on behalf of the victims of Hurricane Andrew.

"I started working for DOT 10 years ago, on a Monday," says Charlotte Boeck, an administrative officer in the OST General Counsel's Office. "On Tuesday, I was told to go to a meeting for some kind of volunteer thing." Ten years later, you can still find Charlotte involved in just about every kind of volunteer effort that's going on.

Chuck McGuire from the OST Policy Office, also became involved a decade ago, and is always a familiar face at volunteer functions throughout the year. "One of the first efforts we took on as part of the Partnership in Education was to 'adopt' a local school," says McGuire. "Hine Junior High, not too far from headquarters, became that school. When we first went into it, there were only about 200 students, and the place was a mess. Windows were broken — the top two floors were even chained shut," he continued. Working with the principal and coming up with some innovative programs, the volunteer committee was able to bring "Horrible Hine" as it was known, up to "A School That Works," one of the Department of Education's

honored Blue Ribbon Schools of Excellence.

Another effort with Hine was the Friendship Club, for kids who were chronic truants, explained McGuire. "We started a one-on-one dialogue with the kids." In many cases, the volunteers found, the truancy was because a child only had one set of clothes to wear and was embarrassed to go to school — or the child was taking care of younger brothers and sisters so his mother could go to work.

Other programs of the volunteer committee include an outreach to area senior citizens. A group of seniors in the headquarters area had been meeting at a nearby church. The volunteer committee adopted them too — and began activities such as visiting with those who couldn't get out much, or being pen pals, or even providing cable TV hookup for some of the shut-ins. The seniors now have the Greenleaf Center, an organization the volunteer committee supports through the Combined Federal Campaign.

"We don't just give money away," says Nadine Rawls, DOT's volunteer committee chairperson. "With Hine, for example, they needed seed money for programs. We said okay, you raise the first \$500, and if you do, we'll match it. The same



Over the last decade, volunteers have been everything from Easter Bunny at the day care center to ...



mentors and advisors of science students to ...



hosts at Christmas lunches for senior citizens.



continued on page 2

"The Home Front and Industrial Production" World War II 50th Anniversary Commemoration

The parade grounds of the U.S. Coast Guard YARD near Baltimore, Md. was the site of an unusual World War II 50th Anniversary Commemoration last month. There were many Coast Guard veterans of that era who were honored on April 25, but the focus of the ceremony was the hundreds of civilian men and women who worked in the shipyard 50 years ago, some who helped to build the cutters MENDOTA and PONTCHARTRAIN, the largest ships ever built at the YARD. The event also celebrated the 95th birthday of the Coast Guard YARD and the 50th anniversary of the launching of both cutters.

Included in the group of honorees were several women who held production positions there during the war — the "Rosie the Riveters" of the shipyard industry. Among the women attending were four members of the same family, the Umboski sisters, who each held production positions at the YARD 50 years ago. They said they came to work there because their father wanted them to perform their patriotic duty. Forty-three honorees were on hand at the ceremony, representing the nearly 3,600 civilian employees of the YARD during the war years. On behalf of the Commandant, Rear Admiral Peter A. Bunch presented letters of appreciation from Admiral Kime to all the honorees.

At the peak of war activities, the Coast Guard YARD was the duty station for 800 active duty Coast Guardsmen. The wartime work load in 1944 was valued at nearly \$11 million (that's approximately

continued on page 3



The U.S. Coast Guard Ceremonial Honor Guard made their appearance in period World War II uniforms

INSIDE

3

Aviation Forecast

5

Telecommuting Comes to DOT

8

May 9 — Transportation Transformation Day

Volunteers ... continued from page 1

with the seniors. We've encouraged them to raise money through bake sales and other activities. They in turn have been able to help other seniors groups and have encouraged them in programs like foster grandparents."

The group also comes to the aid of individual employees who may need financial or annual leave help at some time because of a family or personal crisis.

FAA Efforts

Volunteer Charlotte Boeck in disguise.

If your second Tuesday of the month is free, why not come to the FAA's Volunteer Committee's regular meeting and learn about how you can help? If you can resist volunteering after you meet Margaret Powell, the volunteer chair at FAA, good luck. "I've only been in the program five years," says Powell, "and it's been a great experience. But, I really think the key to any successful volunteer program is top level support - from our administrators and others," she says. "Fortunately, we've always had that at the FAA."

While the volunteer committee sponsors a number of programs, there is a special place in Powell's heart for the tutorial program. Stephany Watson, who has served as chairperson for the FAA tutorial group for the past five years, is proud to say there are 30 FAA tutors in the program, which provides more than 200 hours of classroom and one-on-one help to students at Hine Junior High. This year, the committee also collected over \$5,000 in supermarket register tapes to help buy computer equipment and other supplies for the school. In addition, more than 600 three-ring binders and other supplies have been delivered by the volunteers to needy students.

Part of their work at Hine also involves the Friends program. Doris Harmon, chairperson, says there are about 20 volunteers in the FAA program who offer mentoring or just someone to talk to for those students at risk of dropping out. Friends also tutor students with reading and communication problems. More than 50 students have been helped by the program during the past year.

Although the entire department supports the WalkAmerica efforts each year to raise money in the fight against birth defects, FAA likes to take the lead. Just a few weeks ago, they donned their special t-shirts, and under the leadership of chairperson Rita Morgan, went out in front of the headquarters building and signed up more than 65 people to participate in the walk or to make pledges for others this year.

Many more programs are in the works for the FAA committee, who meets monthly to plan program strategy, implement their extensive project plan, and to share information. One of those is a program called Christmas in April. For the past three years, chairperson Wanda Moore has led the FAA effort to help repair homes for

the elderly or disadvantaged. "It's a great feeling to know that your efforts are bringing so much joy," says Moore. The committee publishes an annual accomplishment report so that everyone, including top management, can see the results of their efforts.

U.S. Coast Guard Volunteers

The future starts with our children, the future leaders of America. With that in mind, Coast Guard Headquarters (CGHQ) has had an active commitment to the "Partnership in Education" program since 1984. Starting with the Adams Elementary Community School in 1984, CGHQ continues today to provide elementary through high school students with opportunities to achieve academic excellence at both the Anthony Bowen Elementary School and H.D. Woodson High School. There are six volunteer committees at CGHQ - the largest (with about 75 members) is the tutoring program.

The program with Bowen School is currently in its third year. CGHQ volunteers contributed over 1500 hours of service during the 1992-93 school year. In addition to tutoring, they have launched many other successful efforts, including a winter clothing drive, cash register tape collections (\$68,000 and \$82,000 in 1992 and 1993 respectively) for computers and school supplies. In addition to the \$1,000 contributed by the Washington CG Officers club for new books, several hundred other new and used books were collected, field trips offered, bake sales conducted, food drives, and Toys for Tots collection.

A part of the Commandant's Education 2000 Initiative, CGHQ has a partnership with H.D. Woodson High School. One of the programs they're excited about is the Marine Science Program, providing exposure to students in marine related careers, including aquatics, marine geology, oceanography, ecology, and other subjects. In addition to the providing role models, students in grades 9-12 benefit from the Coast Guard expertise through classroom work, field trips, workshops, and hands-on experience.

Six members of that program recently participated in the D.C. area Science Fairs, placing first, third and fourth overall. The Washington Science Fair was held March 17, and Joyi Rice of Woodson was the grand prize winner.

"I guess volunteerism is pretty much a part of being with the Coast Guard - civilian or military," says Luther Rhone, volunteer coordinator in the Headquarters Equal Opportunity Branch. "We have people who have come from other duty stations and have been involved in volunteer efforts there and want to get right in with the programs we have here. It's great."

On May 25, the DOT Volunteer Committee will sponsor their annual fundraiser, "A Decade of Service," in the Nassiff Building Plaza. Come and have some fun and support the efforts of those who work all year to help others.

DOT Today sends congratulations and thanks to all the volunteers who give so much to the community, the department and to the lives of the people they touch through all their programs.



Above: FAA's Margaret Powell with Hine Junior High Students. Right: Valentine's Day with the Seniors.



Coast Guard's Toys for Tots collection.



WalkAmerica Volunteers at the steps of FAA Headquarters.

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The deadline for the June, 1994 issue is May 20.

This newsletter is
recyclable



Please Recycle

Anniversaries on the Seaway

With the April 5 start of the 1994 navigation season on the St. Lawrence Seaway, the Saint Lawrence Seaway Development Corporation celebrates the 35th anniversary year of the binational waterway and the 40th anniversary of the creation of the Seaway Corporation.

The Corporation is planning a number of events at its facilities in Massena, N.Y., throughout this year's shipping season. Events will include a poster contest for elementary school children, a picnic for employees and their families, band concerts at U.S. locks, and presentations made to vessel crews transiting the Seaway on June 26 - the Seaway's anniversary date.



Master Chief Marvin Gebers (right), Command Enlisted Advisor of the Coast Guard YARD, presents certificates of appreciation from the YARD's Commanding Officer to a Coast Guard WWII veteran.



Members of the Patrol Frigate Reunion Association stand before their newly dedicated monument to the 75 patrol frigates that carried Coast Guard crews in the Asiatic and European theaters of World War II. After the war, the 308-foot frigates were assigned to weather patrol stations in the U.S.



Rear Admiral Bunch presents a letter of appreciation to Amelia Von Culin, one of several women among the civilian honorees attending the April 25 ceremony. Von Culin, 90 years old, was a machinists helper, one of the YARD's own "Rosie the Riveters."

World War II ...

continued from pg. 1

\$350 million in today's figures). In addition to the two largest cutters, other projects included constructing many small boats for the Navy as well as the Coast Guard, the building of two 110-foot seagoing tugs, one 180-foot cutter, eight 100-foot steel harbor tugs, and numerous

repairs and alterations on U.S. vessels and international ships belonging to the navies of Canada and Great Britain.

Nearly 35,000 men received their official training at the Coast Guard Training Station at the YARD. Boot camp courses were offered for recruits, machinist mates, cooks and bakers. The YARD was also the regional location for the training of "Dogs for Defense" for all the armed forces.

Today, the YARD employs 700 civilian personnel and 140 military personnel and continues

to live up to the reputation its employees built during the war effort. Winner of both the 1993 Commandant's Quality Award and the Secretary's Award for Quality, the YARD, the service's sole shipbuilding and major repair facility, has a proven record for its commitment to customer satisfaction and continuous quality improvement.

Capt. Ron Marafioti, commanding officer at the YARD, said in his address, "This commemoration offers unprecedented gratitude for the men and women who contributed to the war's victory through their home front service and for the scores of veterans who fought on foreign land to assure our country's continued freedom. Thank you from A Grateful Nation Who Remembers!"

Almost 39 Years at the YARD

"I was 16 years old – in high school – when I started working in the electrical and metal shops when they were building the PONTCHARTRAIN," says Fritz Konopik. "My dad had worked there since 1921."

He says that the YARD has always referred to its workers as "the family," and there are many second and third generation employees represented there.

"When I was a kid they had us doing all kinds of odd jobs in the shops – mostly all the way down inside those big cutters," he says. Something must have drawn him back to the YARD, because he started working there full-time after he graduated from Johns Hopkins in 1951 with a degree in civil engineering.

Rear Admiral Peter A. Bunch presents a letter of appreciation to Fritz Konopik, retired YARD general manager. Konopik worked on the construction of the MENDOTA and PONTCHARTRAIN while on a high school apprenticeship.



He went from there to work in structural engineering, was qualified as a naval architect, and later qualified as an industrial engineer. In the early 1970s, he was part of a group that tracked all the functions of the YARD and did analyses to figure out how to do things more efficiently. "The studies we did were good," he says. "They showed us our shortcomings, places where we should modernize, how we could better utilize our manpower."

His knowledge, expertise and willingness to "listen to people who are doing the jobs," advanced Konopik to the highest ranking civilian at the YARD – general manager. He retired almost four years ago. "This really is a place that takes pride in its work and treats its people like family," he said after the commemoration ceremony. "I'm proud to have been counted among them for so many years."



"Competing in a Global Environment"

Aviation Forecast, 1994-2005

"Piecemeal reforms just won't work," DOT Secretary Federico Peña told more than 500 members of the aviation industry recently. Internal reforms – at least two dozen of them – have already been tried, he said, addressing the FAA's 19th Commercial Aviation Forecast Conference in Washington, D.C. The answer, he said, is "fundamental reform" – the creation of a corporate FAA with federal oversight to manage air traffic control.

Growth environment

Aviation is a growth environment, as aviation figures show. Related technology is burgeoning, and projections call for a gradual increase in services. Secretary Peña reiterated that the Clinton Administration is committed to lending federal support to the U.S. aviation industry at home and abroad.

Key to taking full advantage of this support, the Secretary said, is the creation of a federal corporation to run the air traffic control system even more safely and more efficiently. "Let me assure you," he said, "corporatization is a high priority. It is a cornerstone of the effort to make government work better and cost less."

Safety is First Priority

Peña went on to say that the idea is not to "privatize" air traffic control services – a public corporation is not a public stock offering. He added, "There will be no compromising safety, no crippling fees for general aviation, no favoritism for airlines at the expense of passengers."

Meeting the Future

The present system is "too slow, too creaky, too inefficient" for future needs, Peña said. "Rules designed in the 1950s are still being used to meet the needs of the 90s." The Secretary gave credit to FAA employees, whose "sheer dedication has allowed that system to work so well in spite of its limitations."

FAA Administrator David Hinson said, "This corporation isn't about lowering our safety standards – it's about raising them. It's also about creating capacity and making it less expensive for all users of the airspace," he explained.

The corporation will be subject to the same strict regulatory oversight the FAA has long exercised over aircraft manufacturers and airlines in the private sector, Hinson said. In that way, the FAA can regulate, "just as effectively, the safety performance of controllers who will continue to be employees of a government corporation."

Cutting Through Bureaucracy

In its present state, the FAA is finding it more and more difficult to exploit new technology or to sustain the growth necessary to meet future demands, Hinson continued. "We are burdened by federal laws and regulations that can take us up to five years to award a contract for a new piece of equipment," he said. "By the time we get it fielded, that system may have been overtaken by a new technology."

According to Hinson, the costs overruns and delays in the much-publicized Advanced Automation System Program are a classic example of why the FAA needs to change how it does business, particularly in procurement.

"Our aim," Hinson said, "is to create a corporation unhampered by cumbersome rules governing procurement, financing, and personnel. This new, business-like organization will allow us to upgrade equipment much faster...to hire people when we need them...and to put them where we need them."

Forecasts for individual towers, centers, and flight service stations are available from the FAA Statistics and Forecast Branch, Office of Aviation Policy, Plans and Management Analysis, FTS, (202) 267-3355.

Excerpted from FAA World, Pat Tomasetti, editor

Praise for a Sector Field Office

by Tom Thornton

In the Federal Aviation Administration, like many of DOT's other operating administrations, you're either at headquarters or "out in the field." Then there are sectors. Airway Facilities Sectors are a collection of Sector Field Offices. Together, the men and women of these offices provide first-level, hands-on technical support to certify the integrity of navigation and communications systems in the FAA.

The Jacksonville, FL. (JAX) AF Sector Field Office (also known as SFO-II) is assigned maintenance responsibility for all of the FAA equipment located in the northeast corner of Florida and southeast Georgia. JAX SFO-II is made up of 41 men and women grouped into four units and an SFO-I, in administrative and logistics support. Although JAX fits the typical organization structurally, in terms of spirit and accomplishment and providing dependable electronics, environmental, and telecommunication services, the people are the key to their success.

One indicator of their professionalism is the 13 Superior Technical Achievement Awards the team has earned in the last five years, the Secretary's Award for Excellence at Whitehouse SFO-I, and the myriad individual and group recognition earned by the men and women of Jacksonville for their contributions on all levels - local, regional, national and international. Each unit with the SFO-II makes its own unique contribution to the success of the sector field office:

Jacksonville Navaids/Communications Unit. This unit maintains complex electronic navigation, communications, and telecommunication systems at the Jacksonville International Airport,

Craig Field, and at remote sites scattered throughout northeast Florida and southeast Georgia. Their innovative approach to improving the quality of service even with diminishing resources has shaped the unit to reflect the superlatives of each individual. Whether it's relocating equipment at Craig Field to resolve frequency interference problems in air traffic control, or donning blue jeans to clear obstructions to navigation signals, the unit exhibits a spirit of teamwork. Winning an unprecedented five consecutive regional Superior Technical Achievement Awards (1989-1993) is testimony to their contribution to providing reliable service to our many users.

Jacksonville Radar/Data Unit. This unit is challenged to provide combined or "dual" military and FAA radar services. By their own initiative, the unit volunteered to install a complex radar switch that will enable air traffic users to configure control positions from a choice of several independent radar services. Their ingenuity and resourcefulness in completing this project on a local level resulted in a project cost savings of over \$200,000. With the advanced technological systems in the workplace, many of the folks in this unit often find themselves in Oklahoma City attending technical training classes to keep them constantly proficient.

St. Simon's Island, GA Remote Navaids/Communications Unit. This unit supports the northern frontier of the Jacksonville Sector Field Office. St. Simon's has its own special challenges in keeping the southeast Georgia electronics and environmental systems operating at optimum levels. Aside from being a remote unit, they must contend with the "special effects" of the salt air and swampy terrain surrounding many of their facilities. The tremendous efforts by the unit to stay ahead of the elements is apparent by the consistently high reliability and availability of the services provided to both internal and external FAA customers.

Jacksonville Environmental Support Unit. Usually in the background, yet having a profound effect on all Sector Field Office facilities, this unit is the common link to everyone in the SFO-II. Not only does this unit maintain various lighted navigational aids, power conditioning systems, and miles of power and control cables at the Airport, but they also keep operating dozens of standby power plants, space conditioning systems and other support equipment throughout the SFO and in support of other offices.

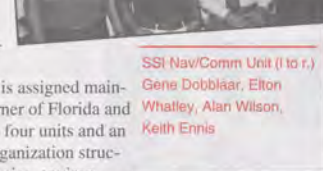
Whitehouse FL Sector Field Office. The "flagship," Whitehouse is no stranger to recognition for its contributions to the Jacksonville SFO-II and to the FAA. It has been nationally recognized as a model FAA/U.S. Air Force Joint Use long-range radar facility, and people of the Whitehouse SFO received the 1990 Secretary's Award for Exceptional Service for their commitment to the joint FAA/U.S. Air Force missions. Whitehouse SFO technicians tested and repaired dozens of electronics circuit cards to provide national logistics support for the Common Digitizer program.

Jacksonville SFO-II Headquarters. A tremendous amount of interoffice communication and information exchange is required to keep all personnel informed and adequately equipped to accomplish his or her job. In addition to the large volume of administrative support, there is an enormous amount of logistics support required to provide the right parts and equipment to the right place at the right time. These things do not happen automatically; they occur thanks to the relentless efforts and professional talents of the headquarters secretary and logistics management specialist.

All these units are part of the ongoing teamwork required to make a Sector Field Office work successfully. It is this kind of dedication and commitment to excellence of the first-line, hands-on men and women of field facilities like the Jacksonville SFO-II who provide the direct interface with the customers and make FAA the world leader in aviation safety and efficiency.



JAX SFO-II Headquarters
Peggy Stockton, Hank Smith



SSI Nav/Comm Unit (l to r.)
Gene Dobblaar, Elton
Whatley, Alan Wilson,
Keith Ennis



NEN Sector Field Office
(l to r.) Sam Moore,
Calvin Wolitz, Shirley
Coleman, Jack Bartruff,
Shelly Darbeck, David
Aiken (not pictured:
Harold Vance)



JAX Nav/Comm Unit (l to r.) Ed May, Garnett
Neill, Jim Gaughan, Riley Milliner, Ron Egan, Jon
Langley, Mark Key



JAX Radar/Data Unit (l to r.) Bruce Marple,
David Fossick, Geraud
Moreland, (not pictured
John Maish, Jim Deck,
Nick Sciarrelli, Richard
Grant, George Foss, Bill
Cripps, Victor Freeny,
Aulry Boykin)



JAX
Environmental
Unit (l to r.) Jim
Highson, Wendel
Wilkins, Jim
Daugherty, Jim
Moyer (not pictured: Rodney Killingsworth)

New Program Honors Quality Performers

Employee recognition is important in any organization. At Coast Guard Headquarters, there is a new program that recognizes employees who have performed in an exemplary fashion.

At Coast Guard headquarters' Information Management Division, in the Office of Marine Safety, Security and Environmental Protection with about 40 civilian and military personnel, top performers are nominated and selected by their peers - for Quality Performer of the Quarter. At the end of the year, the entire division will vote on Quality Performer of the Year.

"Another unique aspect of this program," says Roy Moore, one of the program coordinators, "is that it's neither a civilian nor a military program. We work jointly on this." Each branch in the IM Division has a representative on the selection committee that chooses the honoree each quarter. Nominations for the award can be submitted by any employee in the division. "There's more of an incentive, I think, when people get acknowledgment from being nominated by their co-workers," says co-coordinator LTJG Elizabeth Becker. "And because the selection committee is also made up of their peers, people feel more a part of the whole process," says Moore.

Moore says that even though there was an award program in place prior to this new approach, employee interest seemed to fluctuate. He says you need to "galvanize" people - "to empower them so they really want to participate." One of Moore's accomplishments is a special board in the division office where photos of the honorees will be displayed. "Even the design of this board was a joint effort," says Moore. "The staff was consulted all through the design process."

A former Army 1st Sergeant, Moore has been with the Coast Guard as a civilian for the past two years. The program and the display board have been continuing projects of his. "I wanted the display for the honorees to depict quality," he says, "because that's what we're all about at Coast Guard - continuous quality service to our customers."

Captain Jack Buri, assistant chief of the Information Management Division, is proud of the efforts of everyone involved in this program. "Sometimes we take our people for granted," he says. "I think we need to do more things like this to both empower employees and to give them the recognition they deserve."



Left to right: Mark Polanskas, MST3 Jeffery Gibson, **Quality Performer of the Quarter**, Captain Buri, and Roy Moore, in front of the new display. Gibson was recognized for his exceptional performance in setting up two SUN workstations and gaining knowledge of many new kinds of software on his own, which in turn helped the division work more efficiently.

TELECOMMUTING

"An idea whose time has come"

It's Monday morning again. Neighbors Carl and Bill leave their homes in Winchester, Va., bound for their Washington, D.C.-based jobs. After almost two hours, Carl is still behind the wheel, riding his brakes and thinking about the work piled up on his desk. Bill has already gone through his E-mail, made two telephone calls, written two memos, and is starting another project.

Although Carl and Bill have both been on the highway, Bill's is an information highway, not an asphalt one.

Bill is a participant in DOT's telecommuting program, and is working at one of the General Service Administration's (GSA) telework centers, a five-minute commute from his home, while Carl's daily commute takes almost four hours round-trip. This afternoon, as Carl makes his way back down the highway, Bill has finished work, and still has plenty of time to go to his daughter's little league game after a workout at the gym.

Which employee do you think had a better Monday?

Telecommuting has arrived at the Department of Transportation. In a recent policy statement, Secretary Peña outlined its importance: "Telecommuting is an idea whose time has come," he said. "I believe that the federal government, and the Department of Transportation in particular, should use its leadership role in developing workplace alternatives, and take advantage of telecommuting and its many positive implications."

Telecommuting, or flexiplace, is a genuine alternative to traditional commuting. Under the program, an employee works at a site away from the office for a portion of the work week. Employees may telecommute from home or from another work site, such as a telework center. While there are no hard and fast rules, most telecommuters work away from the office one or two days a week.

There are obvious advantages to keeping commuters off the road – even for one day a week. Telecommuting can help ease traffic congestion, decrease air pollution, and reduce highway costs. There are also some personal advantages that in turn can help DOT – telecommuting can be an effective tool for increasing productivity, improving employee morale, competing for and retaining top employees, and reducing overall costs.

Lessons from a Disaster

Telecommuting had been in California's plan to reduce emissions and highway congestion for a long time. January's earthquake gave the program an unexpected "jump start." Many companies had to deal with the issue of how to keep their businesses running when their workers couldn't get to their places of business. Late in the first week following the quake, two large companies – Pacific Bell and GTE California – announced "telecommuting relief" packages for businesses, waiving installation fees for business phone lines and voice mail for people working from home.

The City of Los Angeles, which was already planning an expanded telecommuting program, estimates that 15,000 to 40,000 city employees are candidates for telecommuting. Some businesses whose physical plants were damaged severely by

the quake have already decided that it is quicker and more economical to put people on telecommuting programs than it is to move an entire facility.

Government and Private Industry Tested

About six million workers currently practice some form of telecommuting, and the number is growing. A recent DOT study predicts possibly 15 million by the year 2002, working an average of three to four days a week at an alternate work site. More than 12 state and local government projects are underway or in the planning stages, and private sector companies implementing telecommuting programs include AT&T, IBM, Sears, and Bell Atlantic.

The federal government has been involved in the Federal Flexible Workplace Pilot project since January 1990, established to improve the government's ability to recruit and retain employees, improve employee quality of life and to reduce operating costs, sponsored by the President's Council on Management Improvement and co-directed by the Office of Personnel Management and GSA. The final report from the project declared that "Flexiplace shows promise as an effective mechanism for national efforts regarding work/family, transportation, and energy issues." The report points out that overcoming management reluctance to participation in the program is the major challenge facing it. Many managers seem challenged by the concept of supervising someone they cannot see. Telecommuting requires a major change in thinking about how tasks are accomplished.

The DOT Program – Which Jobs Qualify?

Management, working with employee unions where appropriate, will determine the specifics of telecommuting in each DOT operating administration. Telecommuting is not for everyone – in fact, certain types of jobs just won't lend themselves to it – for example, jobs where the employee deals face-to-face with customers or where specialized equipment is used. Other types of jobs where employees will benefit from one or two days a week of dedicated time "to think and compose" – for example, writer/editor, engineer, budget analyst, or other jobs that are telephone or computer-intensive – do fit the profile.

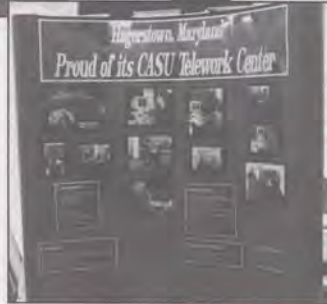
What About Equipment?

Through the use of technology, many telecommuters can do most tasks at home or at a telework center that they can do at the office. Each kind of telecommuting has unique needs, depending on the work to be accomplished. For home telecommuters, DOT may agree to supply equipment needed.



On April 21, DOT participated in the White House Conference on Climate Action, "Establishing Partnerships to Strengthen Our Environmental Bottom Line."

The day-long conference included panel discussions with EPA Administrator Carol Browner, Energy Secretary Hazel O'Leary, and FHWA's Deputy Administrator, Jane Garvey. Ten "breakout" sessions were also held with participants from the private sector, and state and local organizations. DOT hosted an exhibit on telecommuting, with a fully-equipped telework station typical of those in the GSA TeleCommuting Centers.



What are the Rules?

Employees working at home must set a definite schedule that separates work time and personal time. Telecommuting is not a substitute for child care or elder care. Employees must also communicate with their office as often as agreed upon with their supervisor.

Those employees who are recommended by their supervisors for telecommuting may be asked to sign an agreement outlining the ground rules for working at a telework center or working from home. Both supervisors and employees may need to give each other flexibility as time goes on to adjust their original arrangement to meet both their needs. In some cases it might be a good idea to try telecommuting for a trial period of several months to make sure it is working smoothly for everyone involved.

If you would like more information on whether telecommuting can work for you, contact your servicing personnel office for details.

Here is a list of GSA's Telecommuting Centers. More are expected to open in other areas of the country in the near future.

Washington, D.C. Area

- Hagerstown CASU Telecommuting Center, Hagerstown, Md.
- Shenandoah Valley Telecommuting Center, Winchester, Va.
- Southern Maryland TeleWork Place, LaPlata, Md.
- Fredericksburg Regional Telecommuting Work Center, Fredericksburg, Va. (opening in May)

Los Angeles Area Centers

- Thousand Oaks and Westlake Telecommuting Center, Westlake Village, Calif.
- Santa Clarita Valley Telecommuting Center, Valencia, Calif.
- Sherman Oaks and Van Nuys Telecommuting Center, Sherman Oaks, Calif.

FAA Executive Receives Award

The Aircraft Owners and Pilots Association has awarded its presidential citation to Arlene B. Feldman, FAA's New England Regional Administrator. The commendation was presented by the group's president, Phil Boyer, at the annual meeting of the Aero Club of New England. Feldman was cited for "her unwavering dedication to aviation; extraordinary commitment to excellence in public service, in championing common sense and users' concerns in administering FAA programs, and in building an aviation education program that stands as an example for all."

The Aircraft Owners and Pilots Association was founded in 1939 and is the world's largest aviation organization, with more than 320,000 members – representing half of all active pilots in the United States.

As FAA regional administrator, Feldman manages FAA activities in Connecticut, Maine, New Hampshire, Massachusetts, Rhode Island, and Vermont. She has been very active in aviation education, and has developed an outreach program for more than 75 New England schools.

Congratulations!



Asian Pacific American Heritage Month

“Dedication, Dignity and Distinction”

Since 1989, the Asian Pacific American Employees Council at DOT, an organization of about 55, has been working to improve communication between their group and other employee groups, and to help address the needs and concerns of the more than 1650 Asian Pacific Americans in the department (plus about 500 on active duty with the Coast Guard). “Our council is here not only to promote fellowship and community among Asian Pacific American employees,” says chairperson Dierdre Fujita, an attorney with NHTSA, “but to expose all DOT employees to the richness of our culture. I’d also like to encourage interested employees to join our group.”

“Pride, Partnership and Progress.” May 18-20, is the theme of a National Leadership Training Conference and Job Fair, sponsored by the Federal Asian Pacific American Council (FAPAC), representing over 50 government agencies. There will be speakers, workshops, and exhibits. The May 18 session will be held in the Dirksen Building, Room G-50, U.S. Senate; May 19 and 20, Arlington Renaissance Hotel, Arlington, Va.

Listed below is a calendar of events available at press time. Call Dierdre Fujita at 366-2992 or Yash Parekh at 366-5760 for information.

Activities Calendar

Friday, May 6
APAHC Conference
 Contact: R. Wong
 703-354-5036



Saturday, May 7
APAHC Conference



Monday, May 9
CG Opening Ceremony
 11:30 a.m. - 1:00 p.m.
 Room 2415
 Contact: M. Nguyen
 x72342

Tuesday, May 10
APAEC Sackler Gallery Tour (Korean Art)
 12:30 p.m.
 Contact: D. Fujita
 202-366-2992



Wednesday, May 11
Diversity Library Dedication
 11:00 a.m.,
 FAA Room 1030
 Contact: D. Bodenhamer
 x73178

Thursday, May 12
FAA Tai Chi Class
 noon - 1:00 p.m.,
 FAA Room 5A - C
 Contact: J. Aul
 202-267-9862

Monday, May 16
APAEC Food Sampling & Language
 11:00 a.m. - 2:00 p.m.,
 Room 6200
 Contact: H. Na
 202-267-7498

Monday, May 23
FAA Sackler Gallery Tour (Asian Art)
 12:30 p.m.,
 Contact: D. Bodenhamer
 x73178

Tuesday, May 31
RSPA/APAEC Present Ginger Lew
 10:00 - 11:30 a.m.
 Room 2230
 Contact: H. Hagin
 202-366-9638



Thursday, June 2
FAA/FAPAC Closing Ceremony
 Contact: D. Bodenhamer
 x73178



Inspector General Appointed White House Fellows Commissioner

A. Mary Schiavo, who since 1990 has served as DOT’s Inspector General, has been appointed by President Clinton to serve on the President’s Commission on White House Fellowships. In addition to her regular duties as Inspector General, this June, Schiavo will join 31 other commissioners to select the White House Fellows. A native of Pioneer, Ohio, Schiavo herself was a White House Fellow in 1987-88. The President has said, “This commission is comprised of some of the brightest, most talented, and most accomplished people in the country. I am confident they will apply the criteria of achievement, leadership and promise to select an outstanding group of Fellows...”

The commissioners will interview the national finalists for the Fellows program, this year numbering 39, who were selected by 12 panels of local leaders in cities across the country. This year the Fellowship Program received more than 1,200 applications. For the first time in history, the majority (55 percent) of the applicants were women.

White House Fellows spend a year working as full-time, paid assistants to senior White House staff, the Vice President, cabinet officers, and other top-ranking government officials. Former Fellows include HUD Secretary Henry Cisneros and Gen. Colin Powell.

Schiavo credits the White House Fellows program with changing her life. “It was the best education I ever received,” she says. “I learned more in that one year than at any other time in my life. The Fellows program was an intensive crash course in every aspect of the federal government, and institutions that affect the federal government. I would do it again in a minute – but you can only do it once.”

Self-Managed Work Teams: Are They Right for Your Organization?

Imagine a workplace where decisionmaking extends to teams. These teams plan and schedule their own work, take action to solve problems, and share leadership responsibilities.

Some organizations are experimenting with self-managed work teams (SMWTs) as a way to improve organizational performance. Companies such as Corning, Monsanto, Xerox, Westinghouse, and Saturn credit SMWTs for improved business operations. With National Performance Review recommendations to streamline supervisory layers, perhaps a SMWT may be your future.

And the Benefits?

Experience has shown that SMWTs can:

- Lead to improved performance and increased job satisfaction.
- Empower employees to take corrective actions to resolve day-to-day problems.
- Provide faster responses with less waste.
- Improve change management through group problemsolving techniques.
- Provide direct access to information for work planning and control.

When to use SMWTs

Successful team developers attribute the following as essential in making the transition to SMWTs:

- Active, visible support by senior management.
- Systems that reward group, not just individual, contributions.
- A willingness to transfer real authority and decisionmaking to teams.
- A clear, articulated vision and mission.
- Skills training to support new duties and different ways of
- Shared information.
- Participative climate or culture.
- A high degree of employee involvement or trust.

According to the experts, work situations that have one or more of the following characteristics are probably not appropriate for SMWTs:

- Work is risky, fast-paced, or the stakes are very high and require immediate decisions without team consultation.
- Little interaction is required among team members to produce their work.
- Team members lack the maturity to handle a wide range of tasks formerly performed by a supervisor.

Although the benefits of using SMWTs are attractive, the transition from traditional management to SMWTs requires time, preparation, and buy-in at all levels of the organization. If you are wondering whether SMWTs are right for your organization, contact your servicing personnel office for further information.

Coast Guard Track Star *sprints* to New Record

by PA3 Harry C. Craft III

Although women's indoor track is a relatively new sport at the U.S. Coast Guard Academy, Octavia Poole has set a high standard for future track runners to follow.

As a member of the women's track team, Second Class Cadet Poole recently competed in the first all-women's meet held at the academy, where she broke a school record in the triple jump — a record she set as a first-year cadet. She jumped a distance of 32 feet, six and three quarter inches. She tied another record in the 55-meter hurdles, with a time of 9.64.

"I think it's good that I was able to break the old record," says the Oakley, Calif., native. "It shows I am still improving in my jumps and that I am striving to set personal records as well."

The 21-year-old cadet has been running since she was 10 years old. She started in distance running, but when she entered high school she began competing in field events like the long jump, high jump, and discus, and she began running short sprints. Poole credits her high school coach for much of her success in track and field. "He let me experiment with different events, including the triple jump," she said. "He wanted me to be good in the events that I chose."

Since her arrival at the Coast Guard Academy, Poole has also been involved in indoor track. She holds records in the triple jump and last year was fifth at the Inter-Collegiate meet in the Connecticut Division III. Poole is the only team member who participates in four events at each meet. She is also the fastest member of the team and does the long jump and the 55-meter dash.

Poole says it's tough to participate in a military academy sports and also keep up with her academics. "What makes it tough is you will be gone all day for a track meet when you could be studying. You really have to balance your schedule between grades, sports, military obligations and a social life," she says.

"I use sports as an outlet to let my mind relax, and it's something that I know I can do without a lot of difficulty. After the meets I'm always physically tired, but mentally relaxed. It feels so good to get on that bus and just let your mind run rampant."

Most athletes have ways to "psyche" themselves up before a competition, and Poole is no exception. "I have a tape of Aaron Copland," she says. "It's classical music and I really like this one piece called 'Fanfare for the Common Man.' It's simple and dignified and it gets me going for a meet. I always get nervous, but I think it helps me perform better, especially when I run."

The women's indoor track team is competing in its fourth year at the Academy. The 12-woman team has compiled a 6-3 record so far this year, and there are currently seven women (including Poole) qualified for the New England Division III Championships.



Coast Guard Cadet Second Class, Octavia Poole, demonstrates her record-breaking form in the triple jump.



1994 St. Lawrence Seaway Navigation Season Opens

The 36th navigation season opened April 5 on the St. Lawrence Seaway with the west-bound transit of LAKE CARLING, a Turkish-built vessel — bound for Burns Harbor, Ind., carrying steel products.

During the new season, shippers can cash in on the biggest toll bargains ever offered on the system, including:

- No toll increase on any cargoes moving through the waterway in 1994 — the first such freeze since 1985.
- A 50-cent per metric ton toll reduction for steel slabs.
- A 45-cent per metric ton toll reduction for coal traffic.
- Expanded discounts under an incentive tolls program

These changes were the result of toll negotiations earlier this year between the two agencies that operate the Seaway — the U.S. Saint Lawrence Seaway Development Corporation and The (Canadian) St. Lawrence Seaway Authority.

"The Seaway will be more competitive than ever because of these new special rates," said Seaway Corporation Administrator Stanford E. Parris. "If our shippers take advantage of these bargains, and I believe most will, 1994 could become one of the Seaway's most productive years."



The Canadian laker, JEAN PARISIEN, was one of the vessels to transit the U.S. Eisenhower Lock in Massena, N.Y., during the first week of April, officially opening the St. Lawrence Seaway's 1994 navigation season.



U.S. Merchant Marine Academy Captures Maritime Lacrosse Tournament Championship

Last month, the Merchant Marine Academy in Kings Point, N.Y., defeated New York Maritime 8 to 7 in the Maritime Lacrosse Tournament. The Kings Point Mariners earned a berth in the championship game after defeating Maine Maritime, 7-6 in the final round.

Kings Point got on the board first when sophomore Lou Trinh (Garnerville, N.Y.) took the opening face-off and scored an unassisted goal only 16 seconds into the first quarter. New York then scored two goals and held a one-goal advantage until the seven-minute mark when freshman Clancy Cornwall (Annapolis, Md.) tied the score. Both teams scored second period goals and went into the locker room at the half tied at three.

Kings Point scored four straight goals to open the third quarter, but New York came back and cut the Kings Point lead to 7-5 in the third. New York scored two fourth quarter goals but couldn't get any closer as John Cawley (Croton, N.Y.) scored the game winner with only three seconds on the clock. Tom Pitta (Wantagh, N.Y.) was credited with the assist.



The Audit Followup Quality Action Team. Back row (l to r): Bill Anhalt, Rolf Wold, Bernice Brosious, Brenda Weillingheim, Linda Krause, Ernest Keeling. Front row: Judy Hairston, Barbara Cook and Patrice Blackman (not pictured: Mark Kulwicki and Barbara Batts).

Audit Followup Quality Action Team Efforts Bring Big Savings

Team innovations and accomplishments have significantly streamlined and reduced duplication of effort in several financial areas, resulting in more efficient and effective use of departmental resources, thanks to the DOT Audit Followup Quality Action Team.

The team's quality improvement efforts will save an estimated 11,384 hours of departmental staff time annually, translating to a savings of \$297,192. Increased communication and training for manage-

ment officials and audit liaisons both at DOT headquarters and in regional offices also resulted from the team's efforts.

The actions of the team were in response to General Accounting Office and Office of Inspector General audit report recommendations. The team was made up of volunteers from various FAA headquarters organizations, DOT's Office of Management Planning, the U.S. Coast Guard, and the Office of Inspector General. The team members were trained in problem solving techniques developed by Organizational Dynamics, Inc.

Anyone who attended the Vice President's town meeting at DOT last year, or who saw it on video, may remember the story of the Telecommunication Device for the Deaf (TDD) purchase. An employee told the vice president how she watched in dismay as her operating administration spent \$600 to buy her TDD when she told them they could get the same model from a vendor for half that amount. Vice President Gore said it would have been great if the employee had been allowed to purchase the TDD at the lower price herself with a government credit card.

Since then, DOT Deputy Secretary Mort Downey has issued a policy statement to expand the use of the government purchase cards (VISA)

within DOT. DOT has also signed a pledge with six other civilian agencies to significantly expand the use of purchase cards. DOT's immediate goal is to make purchase cards the preferred means of acquiring supplies and services under \$2,500 - purchases that are most efficiently made by the end user and not the procurement office.

DOT is encouraging all operating administrations to give purchasing responsibility for low dollar value requirements to the end user. There are many advantages to this approach, including:

Less paperwork.

A procurement request is not required to initiate purchases outside of contracting offices. Required

approvals or funds certification can be obtained by written memo or even electronic mail.

Faster Turnaround

When the end user is also the cardholder, program offices can obtain needed supplies and service faster than going through the procurement office.

Mary Ackerman, OST's Office of Acquisition and Grant Management, is the agency coordinator for the DOT Purchase Card Program and is available on 202-366-5739 to assist operating administrations in establishing a purchase card program, as well as to resolve any problems offices may be experiencing in expanding an existing program.

Buyout Legislation Approved

This March, the President signed the Federal Workforce Restructuring Act of 1994, authorizing voluntary separation incentive payments or "buyouts" to employees who retire or resign before April 1, 1995. Secretary Peña personally discussed with Congress the importance of passing this legislation to help the department meet its reduction goals. To be eligible for a buyout an employee must:

- serve under an appointment without time limitation;
- have at least 12 months of continuous federal service;
- not be a re-employed annuitant or eligible for disability retirement; and
- make application during any applicable window period established by his or her operating administration.

The amount of the buyout is equal to what an employee would receive in


severance pay if involuntarily separated, or \$25,000, whichever is less. As a general rule, an employee who receives a buyout and resumes federal employment within five years is obligated to refund the full amount of the buyout to the federal government. In rare cases, an agency may delay an employee's separation for up to two years.

Secretary Peña has delegated the authority to approve buyout requests to the heads of operating administrations. The OST, FAA, MARAD, RSPA and FTA offered buyouts in April. Other operating administrations will be offering buyouts in FY1995. OST, MARAD, RSPA and FTA may also open windows during FY95. If you are interested in taking advantage of the buyout incentive, contact your servicing personnel office for information about window periods and application procedures.

Transportation Transformation Day

The Department will kick off Transportation Transformation Day activities on May 9. The event celebrates our transformation to meet National Performance Review recommendations and recognizes the people who have made it a success.

DOT organizations who have made improvements in putting customers first, cutting red tape, empowering employees, and getting back to basics will be featured, as well as continuous change initiatives to transform the way we do business at DOT.



Celebrate Transportation Transformation Day May 9, 1994

View a live simulcast of opening ceremonies in Room 10234 from 10:30 to 11:30
or Watch TV-Ten monitors

Attend an afternoon workshop and learn how to transform your organization

Nassif Building	1:00-1:50 p.m.	2:00-2:50 p.m.
Room 3200-02	Strategic Planning Sponsor: FTA	Success Through Labor Management Partnerships Sponsor: FAA
Room 3204	Customer Service and Benchmarking Sponsor: FAA	Cultural Change Sponsor: FAA
Room 6332-36	Total Quality Management - A Tool for Reinvention Sponsor: USCG	Total Quality Management - A Tool For Reinvention Sponsor: USCG
Room 8236-38	Managing Personal Growth Sponsor: FHWA	Managing Personal Growth Sponsor: FHWA
Room 8240	Interagency Cooperation Sponsor: MARAD	Communicating Across Boundaries Sponsor: RSPA
Room 10234-36	Reengineering & Program Performance Measurement Sponsor: OST	Reengineering & Program Performance Measurement Sponsor: OST
Room 10238	The Customer Service Priority at SLS Sponsor: SLSDC	Focus on Customers - New Car Assessment Program/Auto Safety Hotline Sponsor: NHTSA

Events to mark this celebration are also planned for Atlanta, Seattle, Kansas City, Boston, and San Francisco. Look for announcements concerning these celebrations in your regional communications.

CALENDAR

May

Asian Pacific American Heritage Month

National Fitness Month

2-8 Public Service Recognition Week

9 "Transportation Transformation" Day

15-21 National Transportation Week

16-19 Aviation System Standards hosts the 1994 Flight Safety Officers' Conference, Mike Monroney Aeronautical Center, Oklahoma City, OK.

16-20 "Try Transit Week"

23-30 Buckle Up America Week

24 Propeller Club Meeting, Washington, D.C.

25 Annual Fundraiser sponsored by the DOT Volunteer Committee, celebrating - A Decade of Service, Nassif Building Plaza.

30 Memorial Day

June

8 noon, "Black Lesbian and Gay Pride," brown bag luncheon sponsored by DOT GLOBE, Nassif Building, Room 2230

15 noon, "Spirituality in the Gay Community," brown bag luncheon sponsored by GLOBE. Five different faiths will be represented, Nassif Building, Room 2230. Contact Tom Sachs, 366-1423.