


DOT Today

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U.S. Department of Transportation

 DOT Ties America Together



Electronic Bulletin Boards:

Getting the Government On Line Saves Taxpayers Time and Money

Computer bulletin board systems (or BBSs) have been around since about 1978, well before the introduction of the original personal computer, and for years, were considered the domain of kids and computer hackers. However, since about 1987, BBSs have really taken off, becoming powerful wide-area communications tools that can help users save time and money.

It is estimated that there are more than 45,000 public and 120,000 private Bulletin Board Systems currently operated within the continental United States. Twelve and a half million people in the U.S. call BBSs every month. By the year 2000 there may be between 20 and 40 million BBS users in the U.S. alone.

Over the past few years, a number of DOT offices have begun using microcomputer-based bulletin board systems to get a variety of transportation-related information out to a wide and diverse public audience. BBSs are helping to improve our level of customer service, and growing in popularity every working day.

On-Line for Aviation Safety

by Mike Lee, FAA
Headquarters Bulletin Board System Operator (SysOp)
Currently, there are 11 bulletin board systems operated by the FAA that can be accessed by the public, offering a variety of public documents, including press releases, speeches, newsletters and rule-making advisories. (To access any of the following FAA bulletin boards, set your communications software to 2400 baud or faster, no parity, 8 data bits, 1 stop bit, and ANSI terminal emulation.):

FAA Headquarters BBS (202-267-5697)

Supported by the Office of Aviation Policy and the Office of Public Affairs, this BBS provides online access to FAA and DOT press releases, speeches by the FAA Administrator, FAA legal interpretations, and civil penalty notices. If you are looking for the electronic version of the new FAA Strategic Plan, you'll also find it here. In addition to these items, the caller will discover over 30 separate aviation message areas. This board has a user base of over 1,000 and receives between 25 and 30 calls a day from U.S. and international callers.

Airports BBS (202) 267-5205

Rick Marinelli, a civil engineer at FAA, conceived and developed the Airports BBS in early 1992. A regular user of computer bulletin boards in his previous assignment, Rick proposed the idea of starting a BBS at headquarters to get technical information and airport related news to airport operators and designers. An example of the kind of information available is a program authored by Luigi Iori, a supervisor in Airport Safety and Standards, that computes runway lengths and orientation. Rick has also developed a specialized program for pilots to report bird strike incidents while on-line. In addition, the Advisory Circular

Checklist and FAA Series 150 Advisory Circulars originated by the Office of Airport Safety and Standards are available. These circulars can be ordered from the Government Printing Office for about \$15 – about \$85 on disk. But the gap between when the advisory is issued and when GPO publishes it can be weeks or months. Now, thanks to bulletin boards, once the circulars are approved, the information is available to users the next day. Previously, an advisory circular checklist was published yearly that was obsolete the minute it hit the streets. Now airport operators can be sure the information they receive through the bulletin board is the most up-to-date and accurate. Once the document is downloaded, a customer can also use the "search" command to find the specific information needed – in less time than it takes to flip through a large document. The board has over 2,000 registered users.

Orlando Flight Standards District Office (FSDO-15) (1-800-645-3736 or 407-648-6963 or 6309)

Bill Hoenstine started the Orlando BBS in December 1991. Since then, the board has logged over 33,000 calls (about 110 a day) with a base of 3,500 registered users. The BBS maintains FAA Advisory Circulars, summaries of different

operating rules relating to the certification of pilots, as well as Accident Prevention pamphlets dealing with safety issues affecting pilots. A user can download a brochure and print it or read it.

Bill gets the printed information from the Orlando FSDO or the Government Printing Office, uses a scanner to convert the pamphlets to text files, and then imports them into the BBS. He reports that in one month, more than 3,000 files were downloaded by users. Bill and his staff will soon have one 800-line, two normal dialog lines and one private line for FAA personnel. Bill notes that the BBS provides for on-line reporting of Service Difficulty Reports (also known as malfunction or defect

reports) as well as the Bird Strike Report for Pilots where incidents can be reported. Recently, the BBS started posting Air Worthiness Alerts monthly. In addition, the board carries the FAA Aviation News magazine and selected sections of the Federal Aviation Report.

Pilot Examiner BBS (405-954-4530)

The Pilot Examiner BBS is run by Ron Bragg with technical support provided by Ron Scheele. Its main purpose is to disseminate technical information to the flight instructor and pilot examiner community. Since its inception in April 1991, the board has received over 10,500 calls from all over the world. The bulletin board is also the primary source of safety bulletins and a newsletter directed towards the interests of flight instructors and pilot examiners, maintaining 1,400 newsletter files and close to 1,500 safety bulletin files.

Portland Flight Service District Office BBS (207-780-3297)

Since June 1985 the Portland BBS has been providing access for commercial air carriers to all the Minimum Equipment Lists that are published by FAA. The board has a user base of over 3,500 commercial air carriers, including regional air taxi service providers. Ed Johnson, the system operator, has taken the initiative in developing several guides for small air taxi services, which can be downloaded by users. These include a certification guide, sample operations manual, and a sample training program.

Air Transport Division, Flight Standards Service BBS (202-267-5231)

Operated by the Flight Standards Service, Air

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That's quite a mouthful, but something that all of us at DOT can be a part of. There are many exciting efforts going on throughout the department, all over the country. Much of this "transformation" has to do with change. Employee involvement and empowerment in the process of change is the most important element.

The road to the transformation of DOT will take years, not weeks or months, and the change that comes will be because we all worked together. A special section in this month's issue of DOT Today features some of the projects and issues that the department is undertaking to effect our initiatives and our vision for the Department of Transportation. Remember: People implement change and strategies happen through people.

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The "No-Zone"

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NHTSA Wins
International Award

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Transport Division, this bulletin board provides information on Transport Category Aircraft, Small Aircraft, and Rotorcraft/Helicopters. The board carries Flight Standardization Board Documents, as well as master minimum equipment lists, selected parts of the FAR, and sections of the Federal Register relating to the FAA or aviation. Tom Penland, the SysOp, notes that the BBS has a user base of over 5,000 and logs close to 20,000 calls annually.

Other BBSs around the Department

The Federal Highway Administration (FHWA) has a centrally operated bulletin board system, (202) 366-3764 or 3175, that supports all headquarters and field elements, as well as two other operating administrations – FTA and NHTSA – and provides selective access to the general public. The Federal Highway Electronic Bulletin Board System (FEBBS) is operated out of FHWA's Office of Information and Management Services, and is designed to receive up to 12 calls simultaneously. The system is available 24 hours a day. New users must wait overnight for security clearance. Conference areas have been established for most program areas of FHWA, including safety,

policy, and program development, as well as group conferences. FHWA posts its electronics form library, organizational charts, and vacancy announcements on the BBS. There is also a section devoted to general questions and answers about ISTEA – a section that has drawn wide interest from the public. FEBBS also carries a conference for NHTSA and FTA. Congressional reports, vehicle rulemaking actions, Federal Register notices, and safety recalls are all available. The FTA section is used to distribute information on the Americans with Disabilities Act. The bulletin board system allows FTA to provide electronic documents to the handicapped community and is accessible through TDD and other communications devices.

MARAD's Marlinspike BBS (202-366-8505)

The Maritime Administration established this bulletin board last summer, initially to speed the flow of information about Midwest flooding to shippers and barge operators in the area. It has since been expanded to include carrier bulletins and scheduled and shipyard bulletins and other news. Most recently, a new area was added called "General Sales Leads," created specifically for U.S.-flag carriers to provide them with information on new business opportunities. Other bulletins and announcements cover areas such as public affairs, international trade, domestic trade, technology assessment and pending legislation.

IRMA BBS (202-366-3373)

IRMA is operated by the Office of Information Resource Management, Office of the Secretary. When you

access this board, you can get information on the IRM organization, policy and planning, telecommunications, the Transportation Computer Center, as well as office automation for OST. The board also contains organizational information and the phone numbers of key IRM staff. Willy Williams, the SysOp, can be reached at 202-366-5534 for more information.

And in other parts of government:

The Department of Defense leads the bulletin board list in government – maintaining 24 boards. Second, with 17, is the Environmental Protection Agency, where most of the subject matter is aimed at specific

environmental issues. The FAA's system, with 11, is third. There is even a magazine for bulletin board lovers on the federal side: Government Computer News. They list more than 120 boards available throughout government.

The FedWorld bulletin board system is operated by the Department of Commerce as a pilot project, connecting the user to many federal agencies. From FedWorld, you can access more than 130 computer bulletin board systems operated by the U.S. government – information on everything from job openings to the Federal Register. The system also contains White House files, including key personnel appointments, speeches and daily press briefings, as well as FAA Advisory Directives (safety alerts) Use your communications software package to dial FedWorld at (703) 321-8020. FedWorld can also be reached via Telnet (at FedWorld.gov.).

There's also a number to call if you experience technical problems in accessing the board: (703) 487-4608, weekdays, 10 a.m. to 4 p.m.

DOT is truly headed down the Information Highway. Stay tuned to DOT Today for a story on Bulletin Boards of the future, including Internet, "Gopher" servers, and World Wide Web...

How to Use a BBS

by Mike Lee, FAA Headquarters

In order to call and access a BBS you must have a computer, a modem, and a communication software program installed on your computer. For those of you who have never called a BBS, here's a quick primer: Set up the modem according to the manufacturer's instructions. For most BBS use, set the terminal emulation to ANSI or ANSI-BBS. Parity should be "N" or "none," data bits should be "8" and the stop bit should be set at "1." Don't forget to set the serial port speed to the highest speed your modem supports. Next, enter the BBS's phone number in the communication program's dialing director. After these steps have been completed, you are now ready to dial the BBS.

When you are connected to a BBS, you are remotely controlling the BBS software from your computer. You can search for files, or read various informational bulletins. You can also "talk" to the System Operator or other BBS users by leaving messages in special areas called conferences. Some BBSs are connected to various worldwide BBS networks that link individual bulletin boards together through the use of special message transfer software. Through the use of these wide area networks, information becomes truly international.

NAFTA Transportation Summit Held in Nation's Capital

For the first time since the signing of the historic North American Free Trade Agreement, Secretary Peña and his counterparts from Canada and Mexico met in late April to discuss numerous transportation issues and to forge agreements under the new partnership.

Mexican Secretary of Communications and Transportation, Emilio Gamboa Patron and Secretary Peña reached agreement on a broad range of issues, including a new binational transportation planning process, and new trucking and small package delivery accords, which will result in more efficient border crossings and increased commercial opportunities for both countries.

One of the agreements they signed will allow 53-foot trucks to operate over designated highways. Currently the maximum allowed length is 48 feet on Mexican highways. Mexico has also agreed to allow U.S. truckers access to terminals and facilities along Mexico's northern border, improving efficiency of border crossings by providing direct access to terminals and facilities in Mexico.

Other issues agreed upon by the U.S. and Mexico were:

- The Mexican government will closely review Union Pacific's proposal to build a rail bridge from Laredo, Texas, and Nuevo Laredo;
- The current aviation agreement restricting the number of U.S. air cargo companies flying into Mexico will be amended to allow opportunities for more companies;
- Joint use of electronic communication, including the exchange of commercial drivers license information;
- Binational participation in Roadcheck 1994, a program to enhance safety on highways and;
- To analyze the current inspection process of grain-carrying rail cars.

Secretary Peña, Secretary Gamboa and Canadian Minister of Transport, Douglas Young, also reached the following agreements:

- explore measures beyond NAFTA provisions to create new opportunities, including U.S. investment in Mexican trucking companies;
- standardize safety operations regarding hazardous materials
- facilitate border planning and financing; and
- negotiate a science and technology agreement outlining use of new technologies along the border, such as GPS (Global Positioning Satellite System) and radio frequency systems.

"The passage of NAFTA formed a new partnership among our countries – these agreements represent the first step towards developing a cohesive North American transportation system," said Secretary Peña. "This is good news for U.S. transportation industries, and we hope to continue moving forward toward easier access throughout all three countries."

The ministers agreed to meet again in Canada next year.



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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-10, Room 9419, 400 Seventh Street, S.W., Washington, D.C. 20590. (202)366-5578; FAX (202)366-7270.

The deadline for the July 1994 issue is June 20.

This newsletter is
recyclable



Please Recycle

TRANSPORTATION TRANSFORMATION

A Special Supplement to DOT Today

Transportation Transformation Day A Celebration and a Challenge

"In this room one year ago, Vice President Gore challenged us at the Department of Transportation to improve our organization and the way we serve the public. Today, we at DOT have made real progress toward those goals. Today we're here not only to celebrate our successes, but also to challenge ourselves to keep moving forward," said Deputy Secretary Mort Downey at the May 9 celebration of "Transportation Transformation Day."

Melissa Allen, Deputy Assistant Secretary for Administration, told the group gathered at headquarters, "This program is designed to recognize your participation and acknowledge your successes in helping to bring about change in DOT, as well as to announce plans for continuous change initiatives." Attending were members of the cross-cutting teams, operating administration teams and external NPR team members who spent last summer involved in reinventing government and came up with more

than 350 recommendations for change. Some of these recommendations can be easily accomplished by a unit or an operating administration. Others will need further study and involve changing department policy - still others may require legislation or working with the states or transportation groups. "This is not a one-

day or a one-year process," said Allen. "This is ongoing - these kinds of initiatives are designed to change the way we do business at DOT."

"If these new initiatives are to succeed, we need the help of each of you," continued Downey. "The

effort to transform transportation may from time to time seem slow, but it is happening. It's a once-in-a-generation opportunity to improve our operations and to make DOT a better, more rewarding place to work. The effort can be as far reaching as the U.S. Air Traffic Services Corporation proposed last week, or as personal as simply developing better communication with fellow workers and with our customers."

Deputy Secretary Downey received the first copy of the department's Transportation Performance Review report from three employees representing the more than 150 members of the reinvention teams. In turn, Downey presented the employees with the first Transportation Transformation pins - a new pin developed to recognize employees who help transform DOT.

Although Secretary Peña could not attend the May 9 event, he prepared a videotape for the audience. "When our work began 12 months ago, we didn't foresee how enthusiastically DOT's employees would respond," he said. "Your concern and the wave of suggestions we received have reminded me that we have a tremendously talented and experienced work force - men and women committed to excellence.

"I am proud of the way you've responded to this initiative, and you're going to be even more important to the succeeding steps, as we implement the report's recommendations and seek further efficiencies," he concluded.

DOT's successes under each of the NPR themes - cutting red tape, putting customers first, empowering employees to get results, and cutting back to basics - were then illustrated through a new video.

Workshops sponsored by each of the operating administrations were held in afternoon sessions, and employees were invited to attend as many of them as possible. Events were also held in DOT offices in the Boston, Atlanta, Kansas City, San Francisco and Seattle areas.

Speakers during the headquarters program directed their remarks to improving customer service. RADM Henn, U.S. Coast Guard, gave an update on the reinvention laboratory that has been in place for the last year: the merchant mariners licensing and documentation system. Previously, mariners were required to go to one of 17 regional examination centers to apply for licenses. The system was manu-



Deputy Secretary Downey receives the first copy of DOT's Transportation Performance Review report.

al and depended on physical transfer of records by mail. The new system has a central data base of more than 1.8 million mariners' sea service records, and by this summer, can be accessed by any Coast Guard regional examination center, allowing them to serve their customers in minutes, rather than in days and weeks.

FAA Administrator David Hinson commented on ways the FAA is responding to their customers. Through a new partnership between FAA and system users, FAA is implementing a National Routing Program, which permits aircraft to fly the most cost-effective or passenger-comfortable route, rather than a predetermined, fixed route. Since last year, FAA has already tripled the number of city pair routes in this program. The Air Transport Association estimates that savings in excess of \$10 million in fuel costs and less passenger delays have already resulted from this program.

"Our mission must be driven not by rules and regulations, but by results," said FHWA Deputy Administrator Jane Garvey. Two weeks before the California earthquake, she explained, Caltrans (the California Transportation Department) had begun using FHWA's new electronic signature program, a pilot project designed to get federal-aid dollars to states quickly. Having this process in place helped to speed the pace of recovery after the earthquake. FHWA immediately approved nine contracts totaling \$4.4 million, and the first contracts were awarded just 16 hours after the quake. "Because of an emergency," said Garvey, "we know the system works, and the savings there can now be duplicated nationwide. Six states are now on-line, with 12 others expressing an interest in participating." It is estimated that savings in interest alone will be \$5 million a year.



FHWA's Jane Garvey told how their new electronic signature program sped up funds needed to rebuild California's freeways.

Setting Customer Service Standards ☆☆☆☆☆☆☆☆☆☆☆☆☆☆☆

The National Performance Review (NPR) has focused our attention on identifying opportunities for improved service to the public and how to do more with less. Now, as a next step in reinventing DOT, we need to make sure we are doing the right things by involving our customers in the ways we improve our services.

The President has voiced his support for involving customers in the National Performance Review process by issuing an executive order. Government agencies are to ask the public what kind of services they need and want, and indicate their level of satisfaction with the kind of and quality of existing services. Vice President Gore, who is responsible for implementing the NPR, views customer service as the most important NPR goal. Customer service at DOT also dovetails with other key initiatives underway in the department - the Government Performance and Results Act pilot projects, the Secretary's performance agreement with the President, and our Strategic Plan - and it drives our reinvention.

The NPR vision calls for realigning all major systems to meet those of the "best in business" so that our valued customers direct the government services we provide. To accomplish this realignment, DOT will:

- ☆ continually ask the public what they want and whether they are satisfied with what they are getting;
- ☆ post customer service standards;
- ☆ provide customers with choices in both the sources of service and the means of delivery;
- ☆ make information, services, and complaint systems easily accessible;
- ☆ provide ways to address customer complaints;
- ☆ measure performance in terms of customer satisfaction;
- ☆ allocate resources to maximize satisfaction; and

☆ ask frontline workers for ideas on how to deliver better service for less.

DOT will have its initial customer service plan ready by September. Operating administrations have already identified what strategic products and services will be measured, who their customers are, and how customers will be contacted. The department is currently moving into the assessment phase where customer issues and concerns will be identified using the widest variety of methods available - including focus groups, roundtable discussions, forums, and surveys. Findings will be used to draw up our contract for customer service with the American people. DOT Today will keep you posted on further customer service developments as they become available.

Small changes in your area can affect organizational changes.

TRANSPORTATION TRANSFORMATION DAY

Not Just a Headquarters Thing

On May 9 as Transportation Transformation Day was celebrated in Headquarters with an opening ceremony and workshops, celebrations were also taking place in Seattle, Atlanta, San Francisco, Kansas City, and Boston.

In Seattle, USCG took the lead. Vice Admiral Robert T. Nelson spoke about Coast Guard reinvention efforts and encouraged employees to become a part of the reinventing process – to be proactive and search for ways to make processes and procedures work better. His presentation was followed by brief remarks from regional administrators from FAA, FTA, NHTSA, FRA, FHWA, and MARAD on the change initiatives underway in their organizations, intermodal initiatives, and partnerships with other federal and state agencies and industry.

Partnering was the theme in Atlanta, where Georgia Power loaned DOT two

electric vehicles to demonstrate new transportation technology. FAA coordinated the celebration to include participation from FHWA, FRA, FTA, NHTSA, the Governor's Office of Highway Safety, Emergency Medical Services, and the Insurance Institute for Highway Safety. Workshop topics included

Transportation and the '96 Olympics, Valuing Diversity, Customer Service, and Partnering.

Picking up on the intermodal theme, MARAD organized events in San

Francisco and

invited DOT employees from all operating administrations to a "Brown Bag" lunch.

Attendees had an opportunity to visit a display on OIG programs, see videotapes on MARAD's Ready Reserve Force and NHTSA's Drug Evaluation and Classification Program, hear a FHWA presentation on the re-opening of California's Santa Monica Freeway and a FTA presentation on the electronic grant application process. Many attendees thanked MARAD for providing the opportunity for employees to learn about their sister agencies and to meet and greet their fellow "DOTers."

Teaming up in Kansas City, FHWA, FRA, FAA, and FTA sponsored a Transportation Transformation Day program that included a presentation on Change and Diversity by Dr. Jean Hampton, FAA, and remarks by Donald M. Itzkoff, FRA Deputy Administrator. Topics included the DOT Strategic Plan, the Intelligent Vehicle Highway System, and the importance of intermodal cooperation. Following the program, employees viewed various displays from the operating administrations including an Operation Lifesaver booth manned by FRA inspectors.

RSPA's Volpe Center hosted the New England organizations of the department for the May 9 celebration. Approximately 450 participants enjoyed presentations from USCG, FAA, FRA, NHTSA, FTA, and the Volpe Center detailing the impact of the NPR on the various operating administrations. Dr. C. S. (Rocky) Shih, RSPA's Associate Administrator for Research, Technology, and Analysis, was the keynote speaker.



Southern Region FAAers welcome participants and guests to the Transportation Transformation Day celebration



Members of several DOT agencies share achievements and ideas during Transportation Transformation Day, held May 9 in the Museum of Flight at Boeing Field in Seattle.

★ ★ ★ ★ ★ HRM: GIVING "LEGS" TO CHANGE

In a recent Harvard Business Review interview, David Osborne, author of Reinventing Government, surmised that massive organizations like government, are not reinvented all at once, but through "...lots of little victories." To effect major change, he said, "...little by little, throughout the organization, you have to show that change has legs."

Government is responding to many "drivers" of change – the National Performance Review, Executive Orders, DOT's Strategic Plan, the Government Performance and Results Act, streamlining mandates, and a series of performance agreements. All of these are driving major change in administrative areas. The department's Human Resources Management team views these "drivers" as windows of opportunity, and is taking steps to give legs to change.

HRM reinvention has already begun throughout the department. Employee involvement and empowerment, essential for change, is at the center of it all. There are a number of established labor/management partnerships and other approaches at work. People are involved in all types of teams to achieve organizational as well as individual goals. In May, DOT's senior staff participated in training delivered by the Federal

Labor Relations Authority, private consultant Patrick Dolan, and representatives from the Airways Facilities/PASS labor management partnership. They learned about empowerment and partnerships, and approaches to partnering to prepare themselves for a new way of doing business.

Changes have been taking place in the work environment. Day care centers, employee resource centers, and other programs support the employee as "a whole person." New ways of working, including Alternative Work Schedules and telecommuting are being encouraged. Organizations are assessing their needs in issues of worklife and diversity. New learning and development opportunities are helping employees deal more effectively with change, with new kinds of work, and with each other. Taking the lead in reinventing themselves, HRM professionals are learning to work as consultants to their customers, line managers and employees. HRM has sought, and is acting on, feedback from those customers to improve performance management systems.

In addition, the intermodal Personnel Council, with input from departmental senior staff and a cross-section of managers, employees and

employee representatives, worked together to determine where "legs" are needed most. They have developed strategies for achieving a vision of DOT as an innovative, customer focused, productive, world class organization that values its highly diverse work force.

The Personnel Council has targeted nine areas where HRM still needs to achieve victories. An intermodal design team of HR professionals, line managers, employees, and labor union and other employee representatives has been organized for each target area. The teams are charged with creating dynamic, continually improving systems to meet the needs of the DOT Human Resources Management community and customers in these areas:

- Linking the HRM process to mission and budget
- Defining and promoting diversity
- Performance management/recognition and awards
- Alternative pay systems
- Learning and development
- Customer focus, making HRM processes easier
- Automation: Integrated Personnel

and Payroll System and General Office Automation

- Partnerships and employee involvement
- Getting the right person for the job

All these design teams are crucial to the entire reinvention effort. Their efforts will focus on quality customer service, technological awareness, empowerment, accountability, intermodalism, and DOT's aims for cultural diversity. Teams will be responsible for outreach to HRM customers and will coordinate their efforts with each other as well as with other departmental initiatives. There will be constant customer involvement in everything they do.

People implement change and strategies happen through people. HRM programs and processes can help decrease the organization's difficulties in accepting and implementing change and increase its ability to carry out strategic initiatives.

Bringing about the cultural change envisioned for DOT's work environment depends on the department's most important resource – its people. HRM's victories are essential to "give legs" to change throughout DOT.

SECRETARY'S MANAGEMENT COUNCIL LEADS CHANGE

On May 6, Deputy Secretary Mort Downey chaired the first meeting of the Secretary's Management Council. The Secretary established the Council to lead changes called for by the National Performance Review and to encourage intermodal cooperation among operating administrations on management issues. "It will provide an opportunity for DOT organizations to collaborate on designing and implementing the key activities needed to transform DOT," Downey explained.

Other Council members include the Coast Guard's Chief of Staff and the deputy administrators of the Federal Aviation Administration, Federal Highway Administration, Federal Railroad Administration, National Highway Traffic Safety Administration, Federal Transit Administration, Maritime Administration, and Research and Special Programs Administration.

In its role of promoting change, the Council will meet monthly to guide ambitious initiatives underway in the areas of labor/management partnerships, human resource management, technology, customer service, and the workplace of the future. The Council is in the process of defining its agenda for the immediate future.

REINVENTING GOVERNMENT ☆☆☆☆☆

Government Corporation Proposed for Air Traffic Control

photo by Bob Laughlin



Vice President Gore and Secretary Peña discuss tubes vs. microchips. One microchip has the capacity of over three MILLION vacuum tubes. These tubes, throwbacks to early AM radios and black and white TVs, have become a symbol in the campaign to reinvent the FAA – the world's largest user of vacuum tubes.

Last year, Vice President Gore's National Performance Review report noted: "America needs one seamless air traffic control system from coast to coast – able to borrow on capital markets, to do long-term financial planning, to buy the equipment it needs when it needs it, and to hire and fire in a reasonable fashion."

Secretary Peña responded by establishing an Executive Oversight Committee (EOC) to study how the air traffic control system could be restructured to make it more businesslike and to resolve long-standing problems in acquisition, budget/finance and personnel. The EOC was made up of senior executives from the FAA, the Office of the Secretary, several organizations within the Executive Office of the President, three other government agencies, and two existing government corporations. A Corporation Assessment Task Force, made up of career executives from FAA, DOT, and other government entities, along with FAA labor unions, was established to support the Committee.

Maintaining the existing high level of ATC safety was the overriding guideline for their work. The EOC and the task force also conducted outreach with users of the system, other government corporations, foreign civil aviation authorities and ATC organizations, financial and business interests. A public meeting was held in February 1994 to give interested groups and the public an opportunity to comment. An executive summary of their findings and recommendations were then presented to Secretary Peña.

On May 3, the Vice President, Secretary Peña and FAA Administrator David Hinson presented the Clinton Administration's proposal to create a new government corporation to operate, maintain and modernize the nation's air traffic control system – the U.S. Air Traffic Services Corporation (ATS). Currently, the FAA's air traffic control system directs 165,000 flights a day, serving 1.4 million travelers.

"This idea illustrates several important reinvention principles," Gore said. "With the current structure, we can't procure the state-of-the-art technology necessary to make air travel not only safer, but more efficient."

Behind the Times Technology

While the air traffic system in this country remains the safest in the world, FAA continues to struggle to keep up with rapidly advancing technology. Government acquisition regulations and procedures in many cases hamper FAA's ability to affect timely delivery of advanced technology. The General Accounting Office noted in a recent report that major acquisitions for the air traffic system were delayed for five years on average and that nearly every project runs over budget. FAA still operates systems, for example, using vacuum tube technology dating from the 1940s, 50s and 60s, in radar and mainframe computers. Maintenance for these systems is a problem because replacement parts are hard to find and new technicians must be trained to work on obsolete systems – systems that in many cases were installed before the technicians were born.

A New Corporate Structure

Under the proposal, approximately 40,000 of the FAA's 52,000 employees directly involved in providing air traffic control services to airlines and private aircraft – including air traffic controllers, electronic technicians, and others – would become part of a new corporation. It would be headed by a chief executive officer and the secretaries of both Transportation and Defense would be part of an 11-member board of directors representing users of the nation's airspace, employee unions, the business community, and the general public. The FAA administrator would have the power to intervene to resolve safety-related problems.

"The air traffic control system operates safely through the combined efforts of the FAA's work force and system users," said Secretary Peña. "However, a well-structured federal corporation would be free to purchase technology more flexibly, borrow for long-term capital investments and deploy and reward its workers more effectively," he concluded.

Gore stressed that reinventing government is also about empowering employees. "By freeing the FAA from the actual

delivery of services," he said at the press conference, "the employees can focus more fully on the safety of the services."

Flexible Finances

Operating as a not-for-profit corporation, the ATS would get its financial support from fees levied on commercial aviation. User fees would be developed by consulting with system users and would be subject to approval by the Secretary. The ATS would also be able to finance capital improvements by using funds raised in private markets. A government corporation, freed from the constraints of the federal budget process could get the system on the road to modernization faster and deliver benefits to all users in the form of reduced costs.

Union Support for Better Working Conditions

The major unions representing FAA employees – including the National Air Traffic Control Association – are strong supporters of the ATS proposal. FAA Administrator Hinson says current employees see "opportunities for improving their welfare" under a corporation structure. "They feel they'd have the opportunity to get more compensation," he said. Hinson explained that under the new structure, air traffic employees would still not be allowed to strike, but they would be able to bargain and negotiate more effectively than current federal personnel guidelines allow. Under the proposal, controllers could be offered bonus pay to work at busy airports where they are most needed and incentive pay would be offered to the best performers.

Hinson says the process "won't happen overnight." The program faces healthy debate in Congress, the press, and among the scores of aviation special interest groups. Congress must approve the proposal and enact legislation before the Air Traffic Services Corporation could be put in place. The first of several hearings on the proposal was held before Senator Lautenberg's Senate Commerce Aviation Subcommittee May 12.

CUSTOMER SERVICE RANKS NO. 1 IN SEAWAY OPERATIONS

Attention to customer service is a Saint Lawrence Seaway Development Corporation (SLSDC) tradition. Today, in support of the "Put People First" objective in the DOT Strategic Plan, providing the best possible service to Seaway customers is still given the highest priority.

In the Seaway System, their customer base is made up of all segments of the U.S./Canadian Great Lakes maritime community. These include carriers, shippers, agents, ports, labor organizations, export and import companies, terminal operators, shipbuilders, commodity trade associations, and others connected with maritime commerce through this international water route.

Some of the recent customer-oriented Seaway Corporation programs are:

- **Cost containment** Earlier this year, the SLSDC was successful in negotiating a Seaway toll freeze with their Canadian counterpart. Negotiations are planned later this year to discuss the total elimination of Seaway tolls as a way of helping the Great Lakes ports to "level the playing field" with their East and Gulf coast competitors.

- **Trade promotion** The Seaway Corporation recently completed a trade mission to the South African cities of Durban and Johannesburg, the 13th sponsored by the Seaway Corporation since 1985. On each mission, Seaway Corporation marketing officials bring a group of Great Lakes maritime officials to both emerging and developed emerging and developed markets to help generate new business for the Seaway System.

- **Vessel Traffic Control** Over the past year, the Seaway Corporation has dramatically improved the services offered to shippers. Last year, the Corporation began using a computerized weather display system which allows Seaway Corporation vessel traffic controllers to receive up-to-the minute weather information for the entire Great Lakes St. Lawrence Seaway System at the



The Seaway Corporation's Vessel Traffic Control Center in Massena, N.Y.

touch of a button. The SLSDC is

also investigating ways to implement Global Positioning System (GPS) technologies into vessel tracking.

- **Safety** The Seaway Corporation has fine-tuned its Emergency Response Plan for the handling of any oil/chemical spill or vessel incident on the St. Lawrence River. Annually, the Corporation sponsors training exercises to keep employees, local emergency and rescue departments, and shoreline owners prepared for any emergency. More than 250 people have been trained by the Seaway Corporation.

- **Operations** The Seaway Corporation later this year will allow vessels with a 78-foot beam (width) to transit its locks, to allow many more of the world's fleet to use the St. Lawrence Seaway. In the past, the maximum vessel beam was 76 feet.

These new customer service programs are underway:

- a toll-free telephone number to the Seaway's Washington, D.C., office to make it more accessible for the Great Lakes maritime industry;
- an incentive toll program which would offer owners and operators of newly built Seaway size vessels sizable toll discounts over a five-year period; and
- legislation that would eliminate the collection of U.S. tolls that are now rebated to shippers.

HEADQUARTERS WORKSHOPS



Participants at the FHWA-sponsored workshop, "Managing Personal Growth," were led by speaker Susan Towsley, regional manager, Blessing/White Co., in exercises to help them clarify values and identify talents and development needs in their careers.

"Total Quality Management - A Tool for Reinvention," was sponsored by the U.S. Coast Guard. Commander Jeff Way and Elizabeth Neeley shared business objectives designed to foster successful TQM implementation. Employees also enjoyed several Coast Guard exhibits.



FTA Administrator Gordon Linton introduced a workshop called "Strategic Planning in the FTA," where eight employees who were involved in developing the plan discussed the link between the plan and the traveling public. A video was also shown, featuring Ames Transit of Iowa and its new mobile dispatch system to illustrate customer service programs in public transportation.

Dr. Stephen Rosenthal, University of Boston, spoke of redesigning business processes in the workshop "Reengineering and Program Performance Measurement," sponsored by the Office of the Secretary. "Think like a customer," he told participants.



Update on DOT's Strategic Plan

When Secretary Peña announced the department's Strategic Plan in January, DOT began a new phase in a complex and challenging process. As you know, the plan consists of seven goals and details 43 specific action items that must be accomplished in order to achieve those goals. The follow-up to the plan has initiated a number of activities in both the operating administrations and in the Office of the Secretary.

To begin turning the words in the Strategic Plan into actions, a specific OST office or operating administration was designated as the "lead" for each action item. In some cases, because of shared statutory responsibility or complexity of the area, co-leads or multiple leads were also designated.

For example, under Goal 4, "Promote Safe and Secure Transportation," FHWA and NHTSA are the designated co-leads for action item 4.1, safety technology, education and cooperation with state and local governments to end highway death and injuries; Coast Guard and FRA have the co-lead for 4.2, improving safety at intersecting transportation modes; the Drug Office within the Office of the Secretary for 4.3, completion, implementation and monitoring effectiveness of drug and alcohol rules; 4.4, improving the safety of transporting hazardous materials has RSPA as the designated lead; Coast Guard and FAA are co-leads for 4.5, maintaining and advancing aviation safety and the safety of ports, harbors and waterways, and the Office of Intelligence and Security within OST has the lead for 4.6, to identify and implement new ways to enhance security on all modes of transportation.

These designated lead or co-leads are responsible for completing action plans for the action items associated with each of the goals. These plans will assign responsibility, list what we are doing and why, indicate how we will implement each objective, the resources that will be required, how to measure success of the efforts, and lay out the milestones (specific actions or outcomes) that are crucial to achieving our goals.

Secretary Peña has committed the Thursday meetings of his senior staff to discussions of the action plans that are submitted. They review the progress toward meeting each of the objectives and highlight those that need the Secretary's attention. The initiatives identified in the Strategic Plan and the specific milestones in action plans also appear in performance agreements between the Assistant Secretaries, OST Office Directors, Administrators and Secretary Peña, and are also reflected in the performance agreement being finalized between the President and the Secretary. These agreements commit the organization to accomplish specific measurable milestones that move us closer to attaining the goals in our Strategic Plan.

The most important thing, it seems, is that the Strategic Plan is receiving the high level attention that it needs to keep it "alive and well." The plan is beginning to be, to use the Secretary's words, "a map for today and a blueprint for the future."



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Cutting Edge Technology with ASR-9 Radar

by Pat Tomasetti, FAA

"At the FAA, safety is job one," says Joaquin Archilla, acting associate administrator for Airway Facilities. "It always has been and will continue to be our primary mission," he affirms.

One recent safety enhancement Archilla points to is the successful development and installation of dual channel ASR-9s – the newest in a series of airport surveillance radars now at more than 70 major U.S. airports. At project's end, the state-of-the-art radar will provide reliable and key data to 134 FAA and military sites.

"Using the fully digital ASR-9, controllers can for the first time see aircraft in terminal airspace clearly, simultaneously, and without interference," says Jim Stagner, acting deputy director for Airway Facilities' new Resources Management Directorate. Cutting edge features of the radar, says Stagner, includes its ability to:

- track aircraft in all kinds of weather.
- report on tangential movements.
- display weather and aircraft graphics simultaneously.
- process false alarm rates continuously.
- communicate data efficiently with narrow-band transmissions.
- incorporate an expert maintenance system.
- maintain compatibility with analog or digital displays, Mode S, and monopulse and standard secondary surveillance radar systems.

"The ASR-9's effectiveness," adds Charles Stith, a program director in AF's Operational Support Directorate, "is measured in terms of both reliability – which refers to system performance while in operation, doing its designated function – and availability – referring to the time when the system is available to the user." Stith says that system deficiencies were identified during fiscal year 1991, and modifications were developed and installed.

Due in part to scheduled downtime to install these modifications, system

availability decreased in 1991 and the first quarter of fiscal year 1994.

Statistics covering more than four years show that the ASR-9's availability has ranged from 97.37 percent to 99.19 percent; reliability between 98.39 and 99.65 percent.

During the same period, Airways Facilities employees have delivered 16 modifications to fine tune the system and expect to provide six more by the end of this year.

"The critical time would be if the system fails unexpectedly, making reliability the more crucial measurement of performance – scheduled safety," says Stith. If the system does go down, the ASR-9 provides its own backup. At the same time, controllers also have access to the center enroute radar approach, a separate radar service, which transmits radar data from the adjacent air route traffic control center. In the rare event that controllers have no radar data available, they use nonradar procedures to assure continued safety for passengers.

"Enroute and nonradar procedures have an impact on capacity," says Stith, "but they do not affect safety." When either of the alternatives is used, controllers extend separation standards to maintain safe intervals. Also, scheduled use of alternative radars is limited to periods of low traffic.

"One of our goals is continuous improvement," Stith concludes. "We will continually monitor system performance, as well as develop additional improvements as needed."



ASR-9 state-of-the-art radar equipment at the Huntsville, AL airport.

Sharing the Road Safely With Commercial Vehicles "Don't Hang Out in the No-Zone"

Fact:

- If truckers can't see you, the possibility of a collision is greatly increased. And when you stay in the No Zone, you make it impossible for them to see you.
- More than 200,000 crashes take place between cars and trucks each year. It is estimated that more than 50 percent of all fatal crashes involving autos and trucks are caused by the automobile driver. Most of these crashes occur in broad daylight, on straight and dry pavement, during normal weather, and with no influence of alcohol use indicated.

Many of these crashes could be avoided by keeping these points in mind:

- Trucks have much larger blind spots on both sides than cars do.
- Trucks have deep blind spots directly behind them. If you're driving behind a truck and you can't see one of its side view mirrors, the truck driver can't see you.
- When passing a truck, maintain a consistent speed and be sure you can see the cab of the truck in your rear view mirror before pulling in front of it.
- Truck drivers sometimes need to swing wide to the left to safely make a right turn. They cannot see cars directly behind or beside them. Give them plenty of room. Don't cut in between them and the curb or shoulder to the right.
- Don't cross behind a truck that is preparing to back up or is in the process of backing up. Attempting to pass behind the truck means you're entering the No Zone (or blindspot) for both drivers.

Staying clear of a truck's "blind spots" and keeping a safe distance between your automobile and a truck are just two of the safe driving tips in a new campaign. Administered by the Maryland Department of Transportation through a grant from the Federal Highway Administration, the multi-year campaign will introduce a new term to highway safety: the "No Zone" – representing various blind spots and other areas around commercial vehicles where crashes can result from the unintentional driving habits of motorists. The "No Zone" messages and other driving tips will reach the public through a series of television and radio spots.

FHWA Administrator Rodney E. Slater and Maryland Secretary of Transportation O. James Lighthizer unveiled the national public service campaign at a recent news conference. "Government agencies, the truck and bus industries, and consumer safety groups have made great progress in decreasing the rate of fatal accidents through regulation and education within the commercial vehicle industry," Slater said. "But we can do more in the way of educating drivers through this campaign."

The campaign includes computer-animated commercials where, through special effects, viewers can see and hear how they become "invisible" to commercial drivers when they drive in the "No Zone." A television spot, two 30-second radio public service announcements and two print advertisements are now being distributed nationally.



The EAGLE

The EAGLE, America's only active duty square rigger, is the seagoing classroom for

future U.S. Coast Guard officers. This summer's cruise includes both Academy cadets and permanent crew members and will take them to:

- June 17 - Ponta Delgada, Azores
- June 25 - Plymouth, UK
- July 9 - Rouen, France
- August 9 - Bermuda
- August 17 - Newport, RI
- August 21 - U.S. Coast Guard Academy, New London, CT

BTS Director Confirmed by Senate

The Bureau of Transportation Statistics (BTS), DOT's newest operating administration, is pleased to announce the Senate confirmation of Dr. T.R. Lakshmanan as its first director. Dr. Lakshmanan comes to DOT with more than three decades of extensive and related experience in academia and the private sector as the Director of the Center for Energy and Environmental Studies at Boston University, Chair of the Geography Department at Boston University, and professor in the Department of Energy and Environmental Engineering at Johns Hopkins University. He served as a visiting scholar at the Netherlands Institute for Advanced Studies in the Humanities and Social Sciences, the Swedish Institute for Futures Studies, Cambridge University, and the Massachusetts Institute of Technology. Additionally, Dr. Lakshmanan was Corporate Vice President of CONSAD Research Corporation in Pittsburgh and an associate with Alan M. Voorhees & Associates of Washington.

BTS's new Director has conducted substantive work in the areas of policy modeling and analysis of diverse transportation issues. Highlights of his research include the development of a variety of policy models relevant to land use and transportation planning, economic development, and energy and environmental analysis, and their application to guide transportation investment choices, as well as an examination of the role of transportation in economic growth, and the relationships among transportation, energy, and environmental quality.



Anti-Drunk Driving Campaign Wins International Awards



DRUNK DRIVING DOESN'T JUST KILL DRUNK DRIVERS.

Brendan Mink, killed December 9, 1988 at 4:15pm on Airport Rd., Warwick, RI

Next time your friend insists on driving drunk, do whatever it takes to stop him. Because if he kills innocent people, how will you live with yourself?

FRIENDS DON'T LET FRIENDS DRIVE DRUNK.

The National Highway Traffic Safety Administration's Ad Council campaign to combat drunk driving has received two prestigious international "Andy" awards from the Advertising Club of New York.

One award went to the overall campaign, as well as a special award for a spot called "Brendan," featuring a school-age boy who was killed by a drunk driver in Rhode Island. This campaign features a number of happy,

real-life home videos of children and their families who are now statistics – the victims of drunk drivers in various parts of the country.

Over 33 countries submitted entries this year. Only 55 (less than one percent of the total entries) were selected to receive recognition as "The Best of the Best."

"Take Our Daughters (and Sons) to Work Day"

The Ms. Foundation, sponsor of "Take Our Daughters to Work Day," reports that on April 28, tens of thousands of girls followed adults into their places of business to find out just what it's like at work.

The foundation says the program was adopted in Japan, Ireland, Britain and Africa this year. In Washington, D.C., young women, including two from DOT, ate lunch with President and Mrs. Clinton and met with several senior staff women at the White House.

At DOT headquarters, girls, ages 9 to 15, participated. Not only employees' daughters, but "adopted daughters" from DOT's Partnership in Education Schools were treated to tours, a poster contest, information on internship programs, and other activities. For some FAA daughters, their day included a tour of Washington's National Airport, with a demon-

stration of security inspection procedures.

At the Saint Lawrence Seaway Development Corporation's offices in Massena, New York, a group of 30 local students attended the program, which was also open to sons. The students spent the day alongside workers, and were given a tour of the Seaway's Vessel Traffic Control Center and the Eisenhower Lock.



Race for the Cure



All Headquarters employees are urged to join in the fifth annual Race for the Cure of breast cancer Saturday, June 18. Secretary and Mrs. Peña

will be leading the department in the race, which begins with celebrity guests and a warm-up at 8 a.m. with the race at 8:30 a.m., 14th and Constitution Ave., NW. Choose either a five-kilometer run or walk, or a one-mile fun walk. Call x64243 for information.

What is Your Airline Passenger Safety IQ?

Did you know that travel aboard U.S. commercial airlines is one of the safest forms of transportation in the world?

And did you know that in the remote chance that you are involved in an airline accident, even a major disaster, your chances of surviving are excellent?

What you may not know is that airline passengers who are knowledgeable about cabin safety can significantly increase their chances of surviving a major accident.

FAA's Office of Aviation Safety is planning a nationwide educational program to increase passenger awareness

of the safety of air travel, and especially of the passenger's role as part of the safety system. As an initial step, "Fly Smart," an Airline Passenger Safety IQ Test, will measure the safety knowledge of a broad range of people who travel on commercial airlines. The test will provide FAA with valuable information about what to emphasize in passenger education programs. DOT employees and family members are the first group targeted for wide-scale participation.

Tests will soon be distributed to DOT offices all over the country. Please return the completed tests by July 15. The answers will be provided in a later issue of DOT Today.

RESPECTING AND VALUING DIFFERENCES

by Sheila Skojec and Tom Sachs

"Gay" ▼ "Lesbian" ▼ "Bisexual" ▼ "Homosexual"



What images come to mind when you hear these words or when you meet someone who identifies himself as a member of these categories? For many, these words immediately conjure up stereotypes. In the workplace and in society, we need to recognize that we all have talents and abilities to share with each other, regardless of our race, gender, national origin, religion, ability to hear, see, or walk; or our sexual orientation. Prejudice and discrimination make us unable to take advantage of these abilities. The net effect is diminished productivity.

Homosexuality is just another difference between people to be understood and respected. Kitti Durham, a personnel specialist at the U.S. Coast Guard and chair of DOT GLOBE's Board of Directors says, "I have not changed because I came out as a lesbian. I am a mother, I have a family and friends. My life is very much like those of my co-workers."

The leadership at DOT is also working to ensure everyone is treated equally and that discrimination based on sexual orientation is not acceptable. Secretary Federico Peña and heads of the FAA, FHWA, FRA and OIG have issued civil rights or Equal Opportunity policy statements that include prohibiting discrimination based on sexual orientation.

Until recently, the overwhelming heterosexual culture of the workplace has made it difficult for gay and lesbian employees to be themselves, but protection from discrimination in the workplace and elsewhere is improving the climate. When gay people come out, the intent is not to upset heterosexuals, but to stop living a lie. In many cases, just knowing someone is gay or lesbian can lead to tolerance. When Eric Stults started working as a Budget Analyst in the Office of the Secretary, some anti-gay remarks were made by co-workers who did not realize he was gay. In the year since he has come out as a gay man, Eric says that the work environment has improved. He notes that while his co-workers may not agree with his beliefs, they have allowed their professionalism to prevail and this results in a good working relationship.

Similar change is possible in all offices. Every employee can take steps to help eliminate discrimination based on sexual

orientation. We suggest the following:

- Let people who make jokes or unkind remarks about lesbians and gay men know that it is not funny, but hurtful and wrong.
- Understand gay people are a very diverse group—do not judge all gay people based on the actions or behavior of a few, just as you would not judge all heterosexuals based on the conduct of a limited group.
- Join a group working to eliminate discrimination, such as DOT GLOBE, which is open to all people regardless of race, gender, disability, religion, national origin, or sexual orientation.
- Keep an open mind and learn all you can about sexual orientation issues.
- Come to one of the activities planned at DOT to celebrate the diversity of the gay and lesbian community, or read some of the following books which may be available in your local libraries and bookstores:

Gay Issues in the Workplace, by Brian McNaught
Now That you Know, by Betty Fairchild and Nancy Hayward
A Place at the Table (The Gay Individual in American Society), by Bruce Bawer
Homophobia: How We All Pay the Price, edited by Warren Blumenfeld
The Corporate Closet: The Professional Lives of Gay Men in America, by James D. Woods and Jay Lucas

A number of activities, including brown bag lunches with guest speakers, panel discussions and forums are planned throughout June. Check the Headquarters bulletin boards and TV-TEN for a schedule or call Kitti Durham, USCG, (202) 267-2076; Harry LeBlanc, FAA (202) 606-4525; Tom Sachs, OIG, (202) 366-1423; or Sheila Skojec, FAA(202) 376-6475. To find out more about GLOBE, call any of the above members or regional members, Jim Garrett, FAA, (312) 243-6817, or Scott Sorensen, FAA, (714) 752-0525.

WHY WE CELEBRATE GAY PRIDE IN JUNE

by Kitti Durham, GLOBE Board of Directors

Being gay or lesbian in the 1960's meant being afraid—afraid that someone might think you were gay; afraid of losing your family; and afraid of losing your job.

Police raids were common at gay and lesbian establishments. Newspapers frequently printed the names of those arrested, jeopardizing gay people's jobs and family relations.

Early Saturday morning, June 28, 1969, New York police raided the Stonewall Inn, the third gay establishment they had raided within two weeks. In reaction to the raid, gay people protested publicly the unfair police treatment.

This singular event was the beginning of the modern gay rights movement. Since 1969, as a result of the Stonewall protests, June is the month when "Gay Pride" is most frequently celebrated.