

# DOT Today

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**DOT Ties America Together**



## SHIPBUILDING A GREAT AMERICAN INDUSTRY MAKES A COMEBACK

"This is a great day for our American jobs, for our economy, for our shipbuilding industry," President Clinton said August 2 at the White House. "It's a great day for the idea that if we all work together we can figure out how to solve our problems, even in difficult budgetary times."

That announcement last month was a major step in the President's initiative to rebuild America's shipbuilding industry — a first step that could result in more than \$1 billion in orders for American shipyards, support thousands of jobs for American workers and signal the industry's rebirth. It is also, the President said, part of a broader effort to help defense-related industries facing cutbacks in the

post-Cold War era. The United States used to account for 10 percent of the world's shipbuilding, but has seen 40 shipyards close and more than 80,000 workers lose their industry related jobs since 1980.

As part of the rebuilding program, the President announced approval of a \$115 million loan guarantee to help Coastal Ship, Inc., of Houston, finance construction of two U.S.-flag roll-on/roll-off barges to be built by Trinity Marine Group of Gulfport, Miss., and scheduled to operate between Jacksonville, Fla., and San Juan, Puerto Rico. This project alone is expected to sup-

port about 600 jobs for American shipyard workers. At the same time, he announced approval of a federal loan guarantee for the National Steel and Shipbuilding Co. (NASSCO) of San Diego, which will use the \$22.7 million to invest in modern and advanced shipbuilding technologies. The company plans to fund the remaining cost of the project — an estimated \$3.4 million. Under legislation enacted last year, shipyard modernization projects are eligible for guarantees as well.

As a presidential candidate in 1992, Clinton visited the NASSCO shipyard. After speaking before more than 4,000 workers and hearing about the industry's problems, he promised that when he became President he would develop a maritime strategy that would save American jobs and revive a great American industry. The initiative he announced on August 2 is part of keeping that promise. "I wish all the people that I met that day at NASSCO could be here today," the President said in announcing the initiative. "They are the people who really taught me about this issue." He also credited U.S. Trade Representative Mickey Kantor for his work with the European countries on shipbuilding issues.

(continued on page 2)



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## Seaway Will Be First Inland Waterway With GPS Tracking

by Kevin O'Malley

The Saint Lawrence Seaway Development Corporation recently displayed its latest project: the Vessel Tracking Services (VTS) System — which will use Global Positioning System (GPS) technology to make the St. Lawrence Seaway a safer and more reliable transportation route.

At a demonstration held at the Seaway Corporation's Eisenhower Lock in Massena, N.Y., on Aug. 18, officials from the Seaway Corporation and DOT's Volpe National Transportation Systems Center of Cambridge, Mass., unveiled the system and explained it to a group of congressional staff members, DOT officials, and representatives of the U.S. and Canadian Coast Guards, the Canadian St. Lawrence Seaway Authority, and other Seaway-related agencies.

Seaway Corporation vessel traffic controllers will be able to track commercial vessels as they sail the Montreal to Lake Ontario section of the Seaway. A computer display screen will not only indicate the vessel position, speed and course, but also give background information, including its cargo, dimensions, and ownership.

Vessel data will be transmitted to the Seaway Corporation's Vessel Traffic Control Center at the Eisenhower Lock through a portable battery-operated shipboard surveillance unit. Each unit, the size of a small fishing tackle box, will be placed on vessels as they enter the Seaway and taken off when they depart.

(continued on page 3)

SLSDC's Vessel Traffic Services System display indicating vessel movements in the Eisenhower Lock area. The system is expected to be fully operational by 1997.



## INSIDE

3

*Liberty Ship  
Jeremiah O'Brien's  
Historic Voyage*

6

*Secretary Peña's  
Performance  
Agreement  
with the President*

7

*The Changing Role  
of  
DOT Secretaries*

## SHIPBUILDING *(Continued from page 1)*

In his first year as President, joined by Secretary Peña and then-Defense Secretary Les Aspin, Clinton urged congressional support for a bill authorizing the loan guarantees. As the President had requested, the legislation, passed last year, also expanded the financing program to include foreign buyers willing to build ships in the United States. Historically, the program was limited to American purchasers only.

The Maritime Administration has already received two applications to build ships in U.S. shipyards for export: Fleves Shipping Corp., based in Greece, wants to build four oceangoing cargo ships at Newport News Shipbuilding in Virginia, which would support an estimated 500 American shipyard jobs and The Saracen Group, headquartered in Geneva, Switzerland, has requested loan guarantees to support construction of 30 multipurpose container ships at McDermott Shipyard in Louisiana, supporting an estimated 2,600 jobs.

The two approved projects, and those pending under the initiative, represent the largest commercial shipbuilding orders in the world today, and the first ships to be built in the United States for export since 1957.

Under the financing program, which is administered by MARAD, the government does not make direct loans. Funds are secured through financial institutions in the private sector with repayment guaranteed by the government — meaning the government will cover up to 87.5 percent of loans for projects if those groups placing orders fail to make their payments. Before projects are approved, companies must go through stringent procedures to show their financial strength.

Secretary Peña, who introduced the President at the Aug. 2 White House event, commented, "Like the American automobile industry — which many cynics wrote off as a lost cause — American commercial shipbuilding is also making a comeback — with a jump start from the public-private partnerships this Administration has forged." The Secretary went on to thank Sen. John Breaux, chairman of the Senate subcommittee on Merchant Marine; Congressman Gerry Studds, chairman of the House Merchant Marine and Fisheries Committee; Congressman Ron Dellums (D-Calif.) and all the other members of both houses of Congress who support the shipbuilding strategy. He also urged those same members and their

colleagues to "build on today's success by passing the President's Maritime Security and Trade Act of 1994," which was then making its way through committee.

"Retaining a viable U.S.-flag merchant fleet with American sailors to crew it is as essential an element of our maritime strategy as sustaining our shipbuilding base," Peña concluded. Within hours of the President's announcement, the House of Representatives passed the \$1.35 billion maritime reform bill, sending it on to the Senate.

"Our work for our maritime industries reflects what we're doing for the economy as a whole," the President said. "Given the right tools and opportunities, our shipbuilders can out-produce any competitors in the world. And American workers and American ingenuity can keep building a new prosperity across our country. Together, we will make it happen."

*Since 1988,  
only one commercial  
ocean going ship has  
been built in the  
United States.*



## International Flight Inspection Symposium Held in Denver

"The best ever" — that's what top FAA officials and participants from 40 countries said about the Eighth Annual Flight Symposium held in early June.

The Office of Aviation System Standards took the lead in planning the event. As Director William Williams said, "Our people went out of their way to make the meeting such a success."

More than 250 delegates heard papers on topics ranging from precision runway monitoring systems to the Global Positioning System. Participants from many countries, including Indonesia, Norway, Switzerland, Canada and the United Kingdom made presentations during the symposium.

Germany is scheduled to host the next symposium, in 1996.

L to R: Montle Belger, Executive Director, System Operations; Lindy Ritz, Deputy Director, Office of Aviation System Standards; Symposium Coordinator Phyllis Howard, and Director, Office of Aviation System Standards, William Williams.

## DOT Today

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## Coming in October: Transportation Technology Fair

From October 7-9 on the National Mall (between 3rd and 4th Streets) in Washington, D.C., the Department of Transportation will host a transportation technology fair.

Exhibits and activities will showcase advanced technologies in transportation and how they can make a difference in the quality of people's lives now and in the future. All DOT operating administrations and some of our partners from private industry have exhibits planned that will demonstrate ways technology can make transportation safer, more environmentally friendly and more efficient.

Here are just some of the demonstrations and exhibits that visitors will enjoy:

- Autos equipped with Intelligent Vehicle Highway System (IVHS) Technology
- Talking Transit Information Centers
- Alternative fuel buses and other vehicles
- Advanced equipment to improve safety at railroad crossings
- A glimpse at the Highway of the Future
- New air traffic management systems
- Uses of satellite technology for communication and vessel tracking
- AND MUCH MORE!

The fair is free and open to the public and is being sponsored by DOT's Research and Technology Coordinating Council.

## Attention: Women With Military Service

Are you a woman who served or is serving in the military? Or are there women veterans among your family?

Groundbreaking for the country's first major national memorial to honor women who have served in the military is scheduled for next spring at the main gate to Arlington National Cemetery. It will honor the more than 1.8 million women throughout history who have served or are serving in the Armed Forces.

The Women in Military Service for America Memorial Foundation, the group spearheading the project, is compiling a database of women who have served in the military from the American Revolution right up to today. According to the Office of Personnel Management, almost 1,000 women veterans are now DOT employees. The foundation is asking each veteran (or friends and descendants) to provide them with the woman's name, branch of service, a photograph in uniform, if possible, and a short narrative of her most memorable military experiences.

One of the key features of the memorial will be a computerized data base where visitors may access information about and view a photograph of the veteran. To date, about 100,000 women have registered with the foundation.

Interested employees should call 1-800-222-2294 for information and to obtain a registration form.

# Legislative Update

**The Maritime Regulatory Reform Act of 1994** - Passed the House by a vote of 294-122. At press time, it was still in the Senate Commerce, Science and Transportation Committee, where it may be delayed until the end of September. The legislation authorizes \$1.3 billion to provide operating subsidies to U.S.-flag carriers, funded by a 38-cent per ton tax on ships entering U.S. ports. The Ways and Means Committee recently killed the other part of the bill that would have given subsidies to shipyards, which the Administration opposed.

**National Highway System** - Approved by the House of Representatives. The House version includes \$2 billion in specific construction projects. However, the version approved by the Senate Environment and Public Works Committee last month does not contain the projects. Sen Max Baucus (D-Montana), chairman of the Senate committee, wants to send out a "clean" bill that doesn't have any pork barrel projects, saying projects should come out of the state's formula allocation. If the Senate passes the committee's version, the House is expected to demand the projects be put back during a conference committee.

**DOT Appropriations Bill** - The \$14.3 billion bill was approved by the Senate 91-9, and has now moved on to a conference with the House. The Senate version includes a proposal to cut one third of the Interstate Commerce

Commission's appropriations. The House had voted to cut their entire budget and eliminate the agency.

**FAA Reauthorization** - Signed by the President August 23. Both houses passed a conference report on the Aviation Infrastructure Investment Act. The legislation also provides for intrastate truck deregulation, largely ending regulation of trucking rates, routes and services. The bill established a fixed term of office for future FAA Administrators and authorizes Airport Improvements and other FAA programs.

**Ban on Smoking/International Flights** - Banning smoking on all international flights was approved by the Aviation subcommittee of the House Public Works and Transportation Committee. The bill now goes to full committee. The ban would apply to both U.S. and foreign carriers and to any flight arriving in or departing from the U.S. There is already no smoking allowed on domestic flights of six hours or less.

**Coast Guard Authorization** - The House Merchant Marine and Fisheries Committee approved legislation authorizing a \$3.8 billion budget for Fiscal Year 1995, an increase of about \$130 million over the current level.

## Liberty Ship Makes Historic Transatlantic Voyage



NPS photo by Kevin Foster

and Utah beaches.

This summer, the O'Brien returned to Normandy, under her own power, the only ship that was actually at D-Day in 1944 to return for the 50th anniversary commemoration in Europe.

### A Labor of Love

A group of volunteer merchant mariners had formed a

Liberty ships were built during the 1940s to make at least one voyage, carrying supplies to the military overseas. If they could make more trips, it was a bonus. The idea was to create a "bridge of ships" from the U.S. to Europe to bring vital supplies for the war effort.

The high "kill rate" of enemy submarines required that the U.S. build ships faster than the enemy could sink them. They were built quickly, at an average rate of 58 days per ship, the astounding record being 4 days, 15 hours. A fleet of 2,751 was built during the war, and at the end of the war, 2,351 were still in operation.

One ship, the Jeremiah O'Brien, survived not only the War, but today remains the only unaltered, operational Liberty Ship in the world — the sole survivor of the 5,000 ship armada that stormed Normandy Beach on D-Day in 1944. In all, the ship made 11 runs between Britain and Normandy supporting the landings, and carrying troops, war machinery and supplies to Omaha

team in 1979 to not only recondition the O'Brien, but to make her vital and create a monument on water, to be there for future generations. In 1946, the O'Brien had been deactivated and put into preservation at the National Defense Reserve Fleet in Suisun Bay, Calif. The preservation work had been so well done that when the volunteer merchant mariners took her out of mothballs 33 years later, the ship was in exceptional shape, still able to navigate under its own steam.

So, in 1979, the Liberty Ship went through a thorough reconditioning program on a grand scale. Supported monetarily first by a grant from the National Trust for Historic Preservation and the California State Historic Preservation Office, the ship spent eight months in the Bethlehem Shipyard, having the hull sandblasted down to metal, then had a coat of Inorganic Zinc, two coats of gray paint above water and one coat of black paint below. After being put in the water, restoration of the topside and below decks was completed by

hundreds of volunteers, many of whom had sailed aboard Liberty Ships during World War II. The Jeremiah O'Brien was declared a National Historic Landmark in 1980, and is currently maintained by DOT's Maritime Administration. It has taken 14 years and over 425,000 volunteer man hours to get the O'Brien to its present pristine state of operation and maintenance.

### On to Normandy

Efforts began about two years ago to make sure the O'Brien would be ready for the transatlantic trip for D-Day's 50th anniversary. It was hoped there could a convoy of some of the older class ships, but none were deemed seaworthy enough. The Coast Guard required some temporary modernization before the trip, including a satellite link, modern radar, some new lifeboats, and lead to weigh down the hull for stability. The crew was made up of World War II merchant marine veterans.

Photographers and historians from the National Park Service also sailed, to record everything for a permanent exhibit that will be housed on board when the ship returns this fall to its home port of San Francisco. President

Clinton's visit to the Jeremiah O'Brien on Sunday, June 5, 1994, at the end of the International Naval Review, marked the first time a U.S. President had boarded a U.S. merchant vessel.

The trip to Europe this summer was an emotional experience for many of the crew. One of the most poignant moments of the trip was recounted by one mariner as the ship departed Southampton, England. There on the dock, on a rainy day, thousands of people stood, unconcerned with the weather. Individual voices could be heard saying, "Thank you for 1944. Thank you for 1944."

"It was the case of an old friend going away," the crew member said. "Or maybe the ship was a stand-in for many old friends." That day, even the saltiest of sailors was touched by the sound of the rain.

For more information on the Jeremiah O'Brien, call John N. Swank, MARAD Public Information Officer, (202) 366-5807.



## GPS Tracking System (Continued from page 1)

With the new tracking program, the Seaway Corporation's vessel traffic controllers can also schedule lockages more effectively, reducing transit time for shippers. The Seaway will be the first inland waterway in North America to have a GPS-based vessel tracking system.

GPS is a highly accurate, space-based radionavigation system developed by the Department of Defense. The system is comprised of a constellation of satellites that covers all points on the globe. Receivers on the ground use these satellites as precise reference points to measure their position. By measuring the travel time of a signal from each satellite, a receiver on the ground can calculate its distance from that satellite to within meters. When recording signals from at least four satellites, a GPS receiver can accurately determine latitude, longitude, altitude and precise time.

"This GPS-based vessel tracking system will

allow our traffic control operators to track any vessel in the Seaway to within 100 meters versus the current system of a half mile to a mile," Seaway Corporation Administrator Stanford E. Parris said. "Precise location of the vessels will be particularly important for directing traffic through certain critical reaches of the river when one-way traffic is imposed during low visibility periods."

Parris added, "The system will greatly enhance the existing vessel tracking control operation by augmenting the current voice/VHF position reporting system. In addition to increasing efficiency in traffic control, the system will also serve to reduce incidents, improve response time in the event of an incident, and reduce the chance of environmental damage on the river."

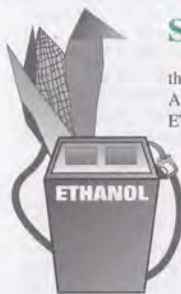
The Seaway Corporation plans to implement the VTS system by 1997 with the coordination of the U.S. and Canadian Coast Guards, Seaway

Authority of Canada, U.S. and Canadian pilot groups, and vessel operators.

The VTS system is the Seaway Corporation's second project using GPS technology. In December 1992, the Seaway Corporation began using Differential Global Positioning System (DGPS) for the precise collection and deployment of approximately 100 floating navigation aids in the St. Lawrence River. The buoy positioning program uses a computer-based system, coupled with the ship's gyroscope, to allow the Seaway Corporation to precisely position all floating aids to navigation, giving detailed location information to within five meters.



# Transportation News Summary



## Senate Backs Ethanol for Gasoline

Under the 1990 Clean Air Act, the Environmental Protection Agency must require, beginning next year, that gasoline used in severe pollution areas contain at least two percent oxygen so that it burns cleaner. Additives to make it that way are available in the form of either ethanol or an ethanol derivative called ETBE, or MTBE, which is petroleum-based and is currently used in gasoline to reduce emissions.

In July, the EPA said that at least 30 percent of all the additive used to make gasoline burn cleaner must come from a renewable source; and the only widely available one at this time is ethanol.

On August 3, with Vice President Al Gore casting the deciding vote, the Senate assured that corn-based ethanol will play a significant part in the production of a cleaner-burning fuel for cars. The gasoline will soon be required in nine cities cited as having the worst air pollution: Baltimore, Chicago, Houston, Los Angeles, Milwaukee, New York, Philadelphia, San Diego and Hartford, as well as parts of 13 states that will join the federal program.

## New Car Assessment Program to Crash Test 39 Vehicles

NHTSA announced last month that it will crash test 39 model year 1995 vehicles — 26 passenger cars, three vans, four pickups, and six sport utility vehicles — in its New Car Assessment Program (NCAP). Each will be crashed head-on into a fixed barrier at 35 mph, a test speed that is five mph faster than that prescribed for compliance with several existing federal motor vehicle safety standards. The higher speed is being used to demonstrate differences that are more apparent at 35 than at 30 mph. The test results will be presented in "star" format — one to five stars, with five being the best score. Instrumented dummies will be used in the test.

Consumers can request test results and additional information on the NCAP program and other safety topics by calling NHTSA's toll-free Auto Safety Hotline at (800) 424-9393 or (202) 366-0123 in Washington, D.C.



## Deadline for Metric Signs Takes a Detour

As part of a 1988 law to move government away from the English system of gallons, pounds, feet and miles, the Federal Highway Administration told the states that highway signs must be converted to the metric system by September 30, 1996. Since that time, several members of Congress have introduced bills to abolish the change — many citing the high cost of conversion/replacement nationwide. More than 2,200 citizens wrote in to DOT opposing the plan. Last month, metric took a detour: "A majority of the negative

responses stated the funds to convert the signs could be better used for repair of roads and bridges or for charitable purposes," said Rodney Slater, FHWA Administrator, in announcing the Administration's decision to postpone the 1996 deadline.

The U.S. remains the only industrialized nation that still officially uses the English system. It was Thomas Jefferson, in 1790, who first tried to persuade Congress to adopt the French decimal system — without success.



## Airports Cleared for Use of Satellite Technology

Several thousand airports around the country will soon have their own piece of satellite technology to handle bad weather landings, courtesy of the Federal Aviation Administration.

Three public use airports — in Frederick, Md., Oshkosh, Wis., and Denton, Texas — will be the first to receive Global Positioning System (GPS)-specific, or stand-alone approaches, that do not require expensive ground-based navigation aids for aircraft, even in bad weather.

Of the more than 5,000 public use airports in the United States, fewer than half are currently served by any type of ground-based instrument approach.

Conventional ground-based navigation aids can be very costly and require frequent maintenance. With GPS, an aircraft has a receiver in the cockpit to pick up radio signals from the GPS satellites, so the airport needs no hardware on the ground. GPS approaches may eventually replace all ground-based instrument approaches. The FAA also plans to publish from 500 to 1,000 stand-alone procedures per year, making all-weather air service possible at thousands of airports that are currently limited to good weather operations only.

FAA Administrator David Hinson was the first to fly one of the newly-authorized GPS approaches at Frederick Municipal Airport in Maryland (see photo above). Joined by Aircraft Owners and Pilots Association President Phil Boyer for a short flight in a Cessna 172, the administrator pronounced the GPS approach a complete success. "It was right on the center line," he said.

## A Break for Bicyclists

Score one for bicyclists, who got a break from the Metro system in Washington, D.C. last month, with the start of a pilot program to allow bikes on subway trains from 10 a.m. to 2 p.m. weekdays.

Bicyclists may now bring bikes on board the trains only after 7 p.m. and all day on weekends. For information on the Bike-on-Rail program, as well as the availability of bike racks and lockers at Metro stations, call 202-962-1116.



## Office of Motor Carriers Implements TQM Program

The Federal Highway Administration's Office of Motor Carriers, with 675 employees, has been participating in a pilot program with the Quality Management Service of 3M Corporation. Twelve quality facilitators were sent in to instruct teams from the Office of Motor Carriers (OMC) who will, in turn, train other OMC personnel. Training was conducted throughout the regions staffed by OMC personnel. "Everything is changing and the leadership (in government) is committed to change," said James R. Keenan, OMC field program coordinator. "Our people must be more customer oriented." In this case, the customers are the general public, the motor carriers, the states, and, Keenan says, "the employees themselves. They are the internal customers." OMC has over 400 inspectors out in the field.

## Senate Confirms Martinez and Sharma

Ricardo Martinez has been confirmed by the Senate to be administrator of the National Highway Traffic Safety Administration, and Dharmendra (Dave) Sharma has been confirmed as administrator of the Research and Special Programs Administration. Both were sworn in last month.

## NHTSA Holds Auto Safety Town Meetings

A series of four town meetings to address what kind of auto safety information consumers want, and the best way to provide it to them, is being held around the country through October 6. "We encourage participation in the town meetings and hope to hear a variety of ideas and opinions on how the government can better meet consumers' auto safety needs," announced Secretary Peña. Officials from NHTSA will moderate discussions at each meeting. Meetings were held in August in Des Moines, Iowa and San Diego. The final two are scheduled for September 8 in Tampa, Florida, and October 6 at FAA headquarters in Washington, D.C. Call 202-366-9550 for information.



## Hazmat Identification System Changes Proposed

The Research and Special Programs Administration has proposed changes to its hazardous materials communications system, making it easier for emergency response personnel to identify and handle hazardous materials in transportation emergencies.

Major proposals include a unique hazard warning placard for materials that are poisonous if inhaled; an internationally recognized marker for any kind of transport vehicle containing fumigated materials; and more extensive placarding of vehicles containing less than full loads.

A public hearing on the proposed rulemaking will be held October 18, at 9 a.m. at the FAA auditorium, 800 Independence Avenue, S.W., Washington, D.C.

# Pesticide Spraying on Airplanes – Is It Happening to You?

Next time you take a flight outside the United States on a foreign carrier, take notice of what's being sprayed in the cabin – it's probably not air freshener.

On July 21, Secretary Peña joined Sen. Patrick Leahy (D-Vt.) and Rep. Peter DeFazio (D-Ore), in announcing steps to inform the traveling public about the spraying of insecticides aboard aircraft. There are 25 known countries that require airlines to spray insecticides in the cabin while passengers and crew are on board. In 1979, the United States stopped the practice of requiring spraying on commercial flights entering this country, after the Centers for Disease Control found it was not effective in preventing the spread of disease or insects. A proposed DOT rule would require airlines and travel agents to inform passengers that insecticide spraying will be included on their flight. The inside of the cabin is usually sprayed before the plane lands in order to kill any insects that might be on board. Ventilation systems are sometimes turned off as flight attendants spray the chemical into the air, allowing it to settle on passengers and crew. DOT released the list of the 25 countries that currently require the spraying and urged them to stop the practice.

In mid August, Chile became the first country to respond to the Secretary's call for an end to spraying on flights with passengers aboard.

# Exodus from Cuba: The Coast Guard's Role

The U.S. Coast Guard's response to the Cuban exodus in August was massive and immediate. More than 6,000 Coast Guard personnel, 35 small boats, 30 aircraft and almost 40 cutters from throughout the U.S. were dispatched to the search and rescue emergency.

With hundreds, sometimes thousands, of migrants facing days at sea in ill-equipped rafts, the Coast Guard demonstrated its "Semper Paratus – Always Ready" motto by rescuing almost 20,000 migrants in the first two weeks of the response.

This marked the heaviest number of Cubans leaving that island nation since the Mariel boat lift in 1980 – the last time Cuban leader Fidel Castro allowed unrestricted flight. A little over 125,000 refugees poured into the United States over a six month period that year, swamping U.S. refugee centers.

This time, there are different rules. Under a new Administration policy announced August 18, Cubans on their way to the United States are now being detained by the Coast Guard and other authorities; not released into the community as before. Unless the rafters are found within three miles of shore, they are taken on board whatever Coast Guard ship is nearby and transported to other cutters or Navy ships, which then take them to the Guantanamo Bay Naval Base in Cuba.

Coast Guard Commandant ADM Robert E. Kramek said the service was prepared to sustain the program called Operation Able Vigil for at least 30 days, and beyond if the emergency continues.



# NPR progress report

## Flight Standards Streamlines for Effectiveness

FAA's Flight Standards Service recently conducted its Fourth Annual Strategic Management Conference with the theme, Streamlining for Effectiveness.

"This conference," said Flight Standards Service Director Thomas Accardi, "is important toward establishing the direction for Flight Standards in light of reduced human and fiscal resources and to accomplish the requirements of the Vice President's reinventing government initiative. We can't just streamline by simply reducing our numbers," he continued. "We have to determine how we can do our jobs more effectively."

The conference itself was streamlined. Previously designed for all Flight Standards managers from the headquarters, regional and field offices, this year's conference was re-evaluated and re-designed for field division managers and chairpersons of Flight Standards' headquarters, regional and field strategic management committees.

The keynote speaker was Robert Stone, project director of the National Performance Review, FAA Administrator David Hinson also addressed the group. "After reading your material (the FAA strategic and operating plans)," Stone said, "it was obvious that the standard NPR speech was the wrong one for this group – mainly because you've been working for some time on the things that the NPR says people ought to start work on. Your emphasis on partnerships with the community you oversee," he continued, "is one of the great lessons that most of the government has yet to learn."

"Your statement of mission and philosophy values grabs me," Stone continued. "I would have been proud to conduct the National Performance Review under your missions, goals, and what you call your cohesive themes."

As part of Hinson's remarks, he briefed the managers on the proposal for an Air Traffic Corporation, saying, "It is the right thing to do for all the right reasons. I smile when I think about the creativity that will be turned loose by our people in that environment. It's going to be terrific." Hinson also remarked that he had been a customer of Flight Standards as a former general aviation and airline pilot. "I absolutely believe that one of the reasons we're now beginning our third year of zero defects in 21 operations, is due in large part to your efforts," he concluded.

Flight Standards recognized national award winners at the closing-night event – including manager, supervisor, field inspector, staff employee and administrative employee of the year; mentor of the year; distinguished service; excellence in public service; excellence in human relations; and innovations in cultural diversity; as well as mission possible, good friend, barrier breaker, and strategic management awards.

Associate Administrator for Certification and Regulation, Anthony Broderick closed out the conference with remarks and a question and answer session. "The administrative work you're doing, the streamlining, the strategic planning, and the kind of rethinking of how we ought to do business – I really appreciate the effort you're putting in. We've got tremendous accomplishments."



FAA's Flight Standards Service recently held its Fourth Annual Strategic Management conference. Shown here is Flight Standards Service Director Tom Accardi, welcoming keynote speaker Robert Stone, project director of the National Performance Review.



# AIRLINE PASSENGER SAFETY IQ TEST - Recommended Responses

**SCORING:** Give yourself 8 points for each question you answered with a recommended response. Add 1 point for each additional response over the requested number on questions 1 - 4.

1. Actions a passenger can take on every flight to increase his/her ability to survive a major aircraft accident (at least 3): (1) Dress for safety; (2) Minimize carry-on articles; (3) Listen to pre-flight safety briefing; (4) Read briefing card; (5) Count rows from seat to 2 nearest exits; (6) Make a note of all exit locations in relation to seat; (7) Have a plan of action in the event of an emergency; (8) Keep seatbelt fastened low and tight at all times while seated; (9) If qualified, volunteer for exit row seating; (10) Avoid alcohol consumption.

2. Rules of attire for a passenger who is dressed for safety (at least 3): (1) Arms and legs fully covered; (2) Avoid tight skirts, restrictive garments; (3) Wear natural fabrics like cotton, wool, denim and leather; (4) Avoid nylon hosiery, and pantyhose of any type; (5) Wear low-heeled shoes or boots, avoid open sandals; (6) Wear shoes for take-off and landing; (7) If you have a jacket, wear it for take-off and landing; (8) Carry as little hand luggage as possible. No more than 2 pieces.

3. Flight attendants perform many duties important to passenger safety. These may include (3 items from any part of the following): (1) Maintain current (annual) qualification on aircraft flown (includes written and performance test on location and operation of emergency exits/equipment and emergency procedures); (2) Present pre-take off safety briefing; (3) Advise passengers of their responsibilities for compliance with federal regulations; (4) Ensure eligibility of exit-row seated passengers; (5) Mentally review emergency procedures prior to take-off and landing; (6) Prepare cabin and passengers in planned emergency; (7) Use emergency equipment and procedures to respond to in-flight emergencies, e.g., fire, decompression, passenger illness; (8) In an emergency landing, alert passengers to brace for impact, assess conditions, direct passengers to available exits, open exits, inflate slides if necessary, manage passenger flow; direct evacuation; (9) Carry emergency procedures manual on each flight.

4. List 4 eligibility requirements to qualify for Exit Row Seating: (1) Willing and able to operate the exit and assist others in event of emergency; (2) Mobility, strength or dexterity in both arms and hands, and legs, to perform these functions; (3) At least 15 years old; (4) Not prevented by condition or responsibility, such as caring for a child; (5) Able to impart information orally to others and understand oral crew commands; (6) Able to read and understand written and graphic instructions provided; (7) Able to hear and understand instructions shouted by a crew member; (8) Have the visual capacity to assess conditions outside of the exit or perform any other function described (on safety card) without the assistance of visual aids other than contact lenses or eyeglasses.

*Attention to safety briefings and instruction cards will improve your passenger safety IQ! If information is not clear, ask your flight attendant.*

Earlier this year, the FAA's Office of Aviation Safety distributed "Fly Smart" - An Airline Passenger Safety IQ Test, to DOT employees around the country. They received quite a response! The answers you provided are being analyzed as part of 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. Here are the recommended responses:

5. Briefly describe the recommended brace position for a forward facing seat in the coach section of a typical airliner. (Must include) Seat belt fastened low and tight over the hips, lean forward as far as possible; (Correct, but not required to be credited with correct answer) arms crossed and hands on seat in front of you (or arms under thighs, or hands on top of head, or grasp ankles), feet flat on floor, slightly apart, may be angled back from knees.

6. Would you open an emergency exit on pressurized commercial airliners by first bringing inward or pushing outward? On pressurized aircraft, exit doors and windows are designed to be larger than the opening; therefore, they must first come IN, then be angled slightly before they can be pushed OUT.

7. Should you expect emergency exits on different types of airplanes (e.g. DC-10, B-747) to operate in the same manner? No. Exits on different aircraft types operate differently. (Refer to briefing card for operation of exits on your aircraft.)

The following questions assume an emergency landing is in progress or has occurred:

8. The aircraft has just impacted the ground and you know from loud crunching, grinding noises and erratic motion that an emergency is in progress. Whether or not the crew is able to shout emergency commands, what critical event must occur before you unfasten your seat belt and move toward the exit? The aircraft must come to a complete stop.

9. In an evacuation, under what circumstances should an emergency exit NOT be opened? When blocked by fire or other obstacle (such as submerged in water).

10. What is one recommended method for finding the nearest exit in a darkened cabin? (1) Follow flight attendant commands to "come this way"; (2) Count seat rows; (3) Follow floor exit lighting. (In addition, some airplanes have "bumps" on overhead bin or sides of seats to aid in identifying exit rows.)

11. What is the maximum number of carry-on items you should attempt to take with you in an emergency evacuation? Zero. Carry-on articles slow down and impede evacuation, costing valuable seconds that may result in loss of life.

12. Exits equipped with inflatable evacuation slides are identified on the briefing card. Should the evacuation slide not automatically inflate when the exit is opened, what should you do? Pull the manual inflation handle, usually at floor level (see briefing card for exact location)

#### SCORE:

88 - 100+	Outstanding safety knowledge - congratulations!
72 - 87	Good safety knowledge. You are well-prepared.
56 - 71	Average. Recommend more attention to pre-take-off safety briefings.
40 - 55**	Using common sense, but need better knowledge.
<40**	Need a lot of improvement, however the condition is treatable!

## San Francisco Bay Area Coast Guard Units Receive Community Service Award



RADM Piché accepts the 1994 United Way Award of Excellence from Thomas Ruppner, president of the United Way in San Francisco. Also pictured are (right) Lt. Kevin Nutson, 1993 loaned executive and (left) David Drake, policy committee chair, San Francisco Bay Area Federal Executive Board.

In recognition of their outstanding efforts and results during the 1993 Combined Federal Campaign, RADM Gordon G. Piché recently accepted the 1994 United Way Award of Excellence on behalf of all Coast Guard units located in the San Francisco Bay area.

The Coast Guard's award marked the first time a federal agency or one of the armed services has received this honor. The Coast Guard was chosen for the award over all other local, state and fed-

eral agencies, and public universities in the Greater San Francisco Bay Area.

During the 1993 campaign, 80 percent of the 2,190 Coast Guard personnel in the area contributed over \$190,000, an average donation of \$109. "The Coast Guard is proud to be able to give something back to the local community and greatly appreciates this community service award," said RADM Piché.

## World Food Day is October 16

Every year, World Food Day is observed internationally on October 16, in recognition of the founding of the United Nations Food and Agriculture Organization. The purpose of this day and the activities surrounding it is to increase awareness and understanding of hunger and to promote year-round, long term action on the complex issues of providing food to everyone on the planet.

World Food Day is now observed in 150 countries. In the U.S., there are more than 400 sponsoring organizations and WFD groups can be found in almost every community. Efforts combine the talents of private voluntary organizations, government, and the international system in the fight against hunger all over the world. This year's theme is "Water for Life," and will emphasize the vital role of water in sustaining and supporting life.

The 1994 government effort is being led by the U.S. Department of Agriculture. DOT is participating on the intergovernmental committee in Washington. Each operating administration and field office is urged to observe World Food Day with either an exhibit, a project with your adopted school or other community organization, or with materials that are available. An informational exhibit will be set up at this year's CFC kickoff at HQ. A limited number of posters and other information is available through DOT Today (call 202-366-5578) or regions may call or write the National Committee for World Food Day at 1001 22nd Street, N.W., Washington, D.C. 20437, (202) 653-2404 and request the booklet, "Ideas in Action" to learn what others around the country and around the world are doing.

# Teamwork Transforms Navy Ship Into Coast Guard Cutter - In SEVEN DAYS!

In just seven days, skilled tradesmen and logistics specialists at the Coast Guard YARD in Curtis Bay, Md. transformed a 10-year-old, 225-foot former Navy submarine surveillance ship into a Coast Guard Cutter. The decommissioned ship had been in storage at the YARD since its turnover from the Navy in the summer of 1993. Plans called for use of the ship and other vessels of that class as possible replacements for the Coast Guard's mature-class vessels sometime in Fiscal Year 1995.

But on a Friday last May, the Coast Guard YARD and Supply Centers were called upon to respond to a national policy requirement under a presidential directive. The job called for them to mechanically ready and outfit the Vindicator for commissioning the following Friday. It was announced later that Vindicator would join a force of Coast Guard cutters conducting migration interdiction operations near Haiti.

The YARD's industrial support involved all levels of hull, mechanical, electrical, and electronics functions - full installation of Coast Guard electronics, communication and navigation equipment, additional life rafts, a second small boat cradle, weather deck security gates, door locks, and deck awnings. Tradesmen in the various shops devoted many hours to starting up and test running all machinery and systems. Machine gun mounts were modified and weapons and ammunition unloaded. Then there was the complete painting of the ship's Navy gray exterior to Coast Guard white with identification markings. The job took four days - 23 painters working an average of 10 hours a day, applying more than 165 gallons of exterior white silicone enamel with rollers and brushes.

The Military Support Operations staff provided personnel and administrative support, making arrangements for berthing, meals and health services for the new cutter's new crew. The YARD's exchange officer set up and completely stocked a store on board. Supply Center Curtis Bay put in more than 600 hours getting things ready for the crew. Team members procured and then sorted more than 5,000 parts and searched excess inventories to complete the custom outfitting of the Vindicator.

The teams performed in less than seven days what under normal circumstances requires about six months of preparation and 10 days of onload activity.

Rear Admiral Peter Bunch remarked: "Although the bright white paint with Coast Guard stripe is the most immediately visible sign of Vindicator's transformation to Coast Guard service, I recognize and applaud the innumerable behind-the-scenes activities at all levels. You exhibited a truly remarkable degree of responsiveness to a short fuse operational requirement. My recent visit to the YARD and my tour of Vindicator confirms my assumptions concerning the outstanding capabilities available at our Curtis Bay facilities."

The teamwork was also summed up in remarks by Lead Supply Technician Winnie Adams: "We were asked to do a job for our customer and got it done. This was a total team effort. It's just amazing the sense of accomplishment you feel when you're able to locate even simple items like blankets and get them here overnight. We had a great sense of pride when we watched that ship sail out of Baltimore."



**Above:** The newly commissioned United States Coast Guard Cutter VINDICATOR leaves Baltimore on May 21 for a national security mission. It stopped at the U.S. Naval Base in Little Creek, Virginia, for training and additional supplies before its arrival in the Caribbean. (Official USCG photo by YN2 Vernon Dykes)



**Left:** The decommissioned United States Navy Ship VINDICATOR arrives at the Coast Guard Yard in July, 1993, to begin operational testing and evaluation. Unforeseen at the time was the call to respond to a national security mission in May, 1994. It left the YARD as the United States Coast Guard Cutter VINDICATOR. (Official USCG YARD photo)

## Secretary Peña Signs Performance Agreement with the President

In a first for a Secretary of Transportation, Secretary Peña and President Clinton recently jointly signed a Performance Agreement committing DOT to major multi-year objectives as well as to accomplishing specific activities and measurable results in Fiscal Year 1994. The agreement, developed by the Secretary and his senior managers, is based on the seven goals in the DOT Strategic Plan and "indicates how the department will meet the needs and expectations of the American people."

The concept of a formal agreement between the President and cabinet secretaries originated in the Vice President's National Performance Review (NPR) report. The report recommended that top managers be held accountable for measurable outcomes; use of written performance agreements was proposed as one method to make this happen. These agreements were to reflect the broad strategies and policy objectives of the President and the Administration.

The agreement between President Clinton and Secretary Peña commits DOT to accomplishing 53 specific, measurable activities tied directly to the DOT Strategic Plan goals, objectives, and action items. Most of these activities involve more than one office or operating administration. Here are two examples:

- In consultation with stakeholders and customers, develop a conceptual framework for creation of a National Transportation System including a definition of concept, plan for integrating data and a format for public involvement. This framework will be proposed by September 1994.
- Develop plans to reengineer the department's performance management processes and increase the use of group awards and other forms of team recognition by December 1994. Implement the new systems beginning in April 1995 with the next round of performance evaluations.

In addition to completing the agreement with the President, Secretary Peña recognized that formal performance agreements would provide a useful tool for managing the broad activities of DOT. Each Assistant Secretary, Secretarial Officer, and the head of each Operating Administration has signed an agreement with the Secretary committing their office or agency to specific, measurable results that support the DOT Strategic Plan and other agency initiatives.

Even though the FY 1994 agreement was just recently completed, staff from throughout DOT are already working on updating the agreements to reflect measurable outcomes and outputs planned for FY 1995 to further support the goals and objectives in the DOT Strategic Plan.

## Governmentwide Restructuring Efforts

In a memorandum dated September 11, 1993, President Clinton directed each agency to prepare a streamlining plan that would show how it would restructure its work force in order to achieve a 12 percent reduction over the next five years as recommended by the National Performance Review (NPR). These reductions were in concert with NPR recommendations that system and management changes needed to take place to make organizations and operations more effective and responsive to their customers.

The Federal Workplace Restructuring Act of 1994 placed the reduction in law by setting ceilings on Executive Branch employment for FY 1994 through FY 1999. The total FY 1999 governmentwide reduction is 272,900. The Department of Transportation's (DOT) share of the 272,900 is approximately 8,500. The Act requires the Office of Management and Budget (OMB) to monitor compliance with the ceilings, and to impose a governmentwide hiring freeze in the event that the ceilings are not met. A prorated share of senior level positions (GS/GM14s and above) were also targeted, with reductions to be accomplished by the end of FY 1995.

Additionally, the NPR identified other program areas and targeted them for a 50 percent reduction by the end of FY 1999 including several specific occupational series which includes personnelists, auditors and accountants, budgeteers, and acquisition specialists. Also targeted for a 50 percent reduction were individuals in certain field and headquarters positions. Finally, the ratio of the number of supervisors to nonsupervisory employees is to be halved by the end of FY 1999.

As a first step, agencies and departments were required to submit a streamlining plan to OMB by December 1, 1993 that responded to the President's guidance to restructure the work force and improve customer service. Each Operating Administration (OA) in DOT developed a uniquely tailored streamlining plan that described how they will achieve their respective goals. Updated plans were again provided to OMB on July 1, 1994.

To help achieve these goals, DOT will be looking at existing positions for possible restructuring and realignment, particularly supervisory and managerial positions; eliminating unnecessary organizational layers and controls; empowering employees and managers to get results; utilizing information technology to improve staff productivity; and simplifying internal organization and administrative processes - all of which should vastly improve customer service and delivery of services.

Because streamlining carries with it the challenge to continue to meet mandates and accomplish mission-related goals, DOT will be looking at ways to

*continued on pg. 8*

# The Changing Role of DOT Secretaries

Secretary Pena has a longstanding policy of listening to employees' concerns, and then taking action. At a listening session last year with the Secretary, several employees expressed concerns about the future of the secretarial occupation in the department. A DOT task force of secretaries and other employees was quickly formed to analyze the role and function of departmental secretaries.

The group examined the mandatory, government-wide classification standard for secretarial positions (this is the set of guidelines that is used to determine grades of jobs). They also interviewed a number of headquarters managers, nonsupervisory specialists and secretaries and conducted an extensive review of available literature on the changing secretarial occupation. To get a more comprehensive view of the work of secretaries in DOT, the task force sent out a survey in late December to a random sample of DOT secretaries in both headquarters and field offices.

Among the more interesting findings of the task force:

- In spite of the proliferation of computers among nonsecretarial employees, the vast majority of our secretaries still spend a very large portion of their time doing word processing.
- The most common type of training received by secretaries when they are first appointed to a clerical position at DOT is "on the job."
- Most DOT secretaries have some education beyond high school, and the younger they are the more formal education they are likely to have received.
- The situation in which a secretary is a personal assistant to only one manager is becoming very rare. Ninety percent provide direct clerical support to more than one person and well over half support at least six people.
- Our secretaries have lots of experience in private industry secretarial jobs. Over three quarters have at least five years of experience as secretaries in private firms before coming to DOT. Over half have 10 or more years.
- DOT secretaries say that technology has made their jobs more challenging, but they are not sure whether the changes have had positive personal implications, such as an increase in prestige or improvement in their career paths.
- Secretaries have many skills and competencies and can be assigned a variety of duties. However, managers, and in some cases secretaries themselves, tend to think of any duty other than typing, filing, receptionist work, keeping the supervisor's calendar or other very traditional duties as "non-secretarial" work.
- Although most secretaries believe they are perceived as valued team members, some managers

do not believe the workforce in general perceives secretaries in that light. Furthermore, younger secretaries are less likely to feel valued than their older counterparts.

The task force has made four recommendations, and actions are already underway:

**Issue a Secretarial proclamation supporting the redefined role of the secretary in DOT.** The July 28, 1994, proclamation shares the task force vision and links it to the DOT Strategic Plan. It calls for action on the part of organizations, managers and secretaries themselves and charges operating administrations with the responsibility of developing and implementing concrete strategies for achieving the vision.



Organizations will be expected to report back on their progress in 1995.

**Request OPM authorization to consolidate clerical, secretarial and administrative support jobs into one classification series.** Most secretarial positions are classified in the Secretary Series, 318, although many employees who do secretarial work are also classified in other series, especially Series 303, which encompasses a broad range of technical and administrative support work. Consolidating series will introduce needed flexibility in classification of positions. It will also facilitate a change in perception. The idea that secretarial work is limited and limiting is perhaps the biggest obstacle to overcome in achieving the task force vision. If broad categories of jobs are in the same series, it is more difficult to make these assumptions. The Department is currently part of a governmentwide task force looking at consolidation of classification series and is advocating the secretarial task force position on the subject as part of that effort.

**Develop a DOT Staff Associate Certification Program.** To position the department for the future and to prepare DOT secretarial employees for non-traditional work as Staff Associates, the task force recommended the development of a rigorous certification program. The program should be flexibly designed to create a cadre of well trained and motivated personnel who are prepared to make a measurable contribution to the quest for organizational effectiveness and excellence in customer service. Employees who complete the program should find the credential to be a competitive advantage that will carry with it significant prestige. Preliminary steps have been taken to begin development of the

## Calendar of Events

### September

24 - AIDS WALK '94, Washington, D.C.  
 26-October 1 - National Black Coalition of Federal Aviation Employees 1994 National Training Conference, Worthington Hotel, Fort Worth, Texas. Call NBCFAE at 1-800-NBC-9849 for information.  
 28 - 1994 Work and Family Resource Fair, DOT Headquarters, 11 a.m. to 2 p.m., Nassif Building Plaza. Resources and information on parent support services, child care referral, and help for those with aging parents to care for from representatives of local social service agencies.

### October

**Disability Awareness Month**  
 5 - Combined Federal Campaign Kickoff - DOT headquarters  
 5-6 - Accessible Computer Technology Exhibit, sponsored by Department of Commerce, 14th Street and Constitution Ave., N.W. Opening, 9:30 a.m.  
 Oct. 5, exhibits and workshops until 4:00 p.m.; Oct. 6, 9:00 a.m. to 2:00 p.m. FREE. No registration required.  
 7-9 - DOT's High Tech Fair, on the National Mall in Washington, D.C. Exhibits, demos, educational materials.  
 11-13 - GOVCOM '94, The Government Computer and Networking Forum, Washington Convention Center, Washington, D.C. Includes 250 exhibitors and products. Call 1-800-7GOVCOM.  
 16 - World Food Day

### November

3 - DOT Employee Recognition Day Secretary's Awards Ceremony, Washington, D.C.  
 14 - December 12 - Health Benefits Open Season for Federal Employees

### Hispanic Heritage Month (Sept. 15-Oct. 15) Headquarters Events

15 - National Opening Ceremony, 11 a.m., Dept. of Energy cafeteria. Contact John Stratman, 202-708-1114.  
 20 - DOT Headquarters Opening Ceremony, 11:30 a.m. to 2 p.m., Nassif Bldg. Plaza. Contact Harry Salinas, 366-9398.  
 21 - FAA Opening Ceremony, 10 a.m., FAA Auditorium. Speaker: Miguel Ordoñez, CEO, Private Jet Expeditions, Inc. Contact Al Mendez, 267-3262.  
 28 - U.S. Coast Guard Opening Ceremony, 11 a.m., CGHQ, Room 2415. Contact Carmen Colon, 366-1307.  
 October 6 - Presentation by Angela Zavala, editor, Hispanic Yearbook, 10 a.m., Nassif Bldg., room 6332. Contact Michael Virts, 366-0810.

program and you will be hearing more about it in the future.

**Conduct a Correspondence Experiment.** The task force's last recommendation is an experiment in one or more branches, divisions or offices where accountability for the final product's clerical quality would rest with the originating unit, with no higher level secretarial reviews. Their recommendation is based on the belief that time could be saved by freeing the originating secretary from multiple retypes and by freeing the reviewing secretary from rechecking work. The experiment would measure results in terms of timeliness and customer satisfaction, with results and lessons learned well publicized. One organization has already volunteered to be part of this experiment.

If you would like more information on this project, please contact Annette Guadalupe on 202-366-0261 or Linda Rhoads on 202-366-6774.

## Restructuring Efforts... (continued from pg. 7)

enrich employees through training and retraining; providing more family-friendly workplace improvements; improving employee accountability, productivity and morale; simplifying work processes; increasing diversity at all levels, and other initiatives to ensure a productive and satisfied work force.

DOT is committed to redesigning, reinventing, and reinvigorating the manner in which it provides services to our customers. It is our belief that through legislative changes, attrition, earlyouts/buyouts, and creative organizational streamlining, we will be able to minimize disruptions and still make a federal government that works better and costs less. Last spring several of the OAs offered buyouts, and more than 2,700 employees accepted the offers. Many of the OAs will be offering buyouts beginning in FY 1995.

OAs are preparing new streamlining plans which should be completed by September 30, 1994, and DOT officials will be in a better position to provide more specific information about streamlining initiatives at that time.

This is the first of several articles intended to provide in a continuous effort to keep you informed of streamlining activities in DOT.