

DOT Today

Moving America Together

Secretary Skinner Leaves DOT For White House Post

For those of you who might have been out of the galaxy during the last month or so, or just too busy with the holidays: On December 5, 1991, President Bush named our own Samuel K. Skinner as White House Chief of Staff, replacing John Sununu.

Anyone who hadn't heard of Samuel Knox Skinner before December 5 certainly knew just about everything about him a few days later. Newspapers were reminding readers that Skinner was dubbed "The Master of Disaster," after being sent to scenes of an earthquake, a hurricane and an oil spill during his first year in the cabinet. They talked about his law school days, his days in Illinois as a prosecutor, his years as a salesman for IBM, his golfing ability, his favorite color.

But, in his first year in Washington as the Secretary of Transportation, Skinner had a bit of a "recognition problem" as they say. During the time of the 1989 San Francisco earthquake, CBS anchorman Dan

Rather said, "We hear that the President has sent a Mr. Skinner to the scene. We don't know

Above: President Bush joined Skinner at a California construction site last fall to push for the surface transportation bill.

which Mr. Skinner, but a Mr. Skinner has been sent nonetheless."

Well, Mr. Rather knows who Mr. Skinner is now — and so does the rest of the nation.

On a more serious note, the following was submitted, unsigned. The consensus is that it's a pretty good description of the Samuel Skinner we know at DOT:

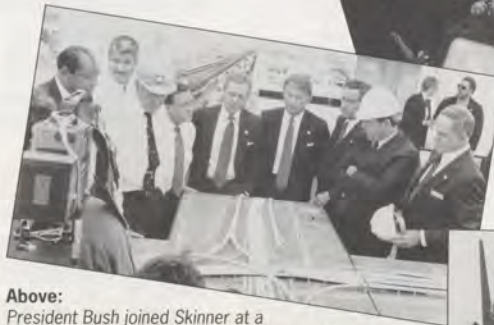
"Secretary Skinner has the unique ability to endear people to him—even people who don't know him. It might not be too uncommon for a Cabinet Secretary to be well-liked by his close political appointees, but it was interesting to watch what happened with the career staff when Secretary Skinner first came to office. There was an almost immediate perception that he was sincere, hard-working, hard-driving, and that he was not the type of person who would give a mushy political response to things. He took on issues head on. The staff could sense that and it caused them to give him tremendous respect. He comes across in a very positive way—he is no stuffed shirt. He's a very genuine, likable guy."

We'll all miss you Secretary Skinner. Good luck in your new position at The White House. And for a change, WE can say to YOU:

WAY TO GO!



Above: Dubbed "The Master of Disaster," Skinner went where he was needed — shown here in Alaska during the Valdez spill.



Above: One of Skinner's favorite activities is flying planes.

Right: The press was always interested in what Skinner was saying — after all, he was in charge of Moving America!



Above: The former Secretary was all smiles during Miss America's visit to DOT headquarters last summer.



Left: Sam Skinner bids farewell to employees, December 12.

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StraightTalk

WITH SECRETARY SKINNER

December 15, 1991

I am writing you for the last time as the Secretary of Transportation. As much as I look forward to the challenges facing me as President Bush's Chief of Staff, it should be no surprise that I am sorry to leave this department and the wonderful people here.

I was struck by how unique an organization we are as I spent my last day as Secretary with the men and women of the Seventh District Coast Guard, aboard their cutters in Guantanamo Bay, Cuba, where I saw first-hand their heroic efforts in rescuing Haitian refugees. I gave out as many "Way To Go" awards as I could. They were to people like "Worm" who had only been on board ship for a week, and they were to seasoned veterans who have made the Coast Guard their career. I stood on the deck of one of the cutters and looked out at the overwhelming scene in front of me: Haitian men, women and children packed on the

ship's decks from rail to rail, making do under the most adverse conditions. I was deeply moved by the way our Coast Guard men and women were responding to these people, helping them, comforting them — all so close to the holidays, when I'm sure they would rather be at home with their own families.

I feel that what I witnessed that day is really typical of the kind of people that we have at DOT — from the FAA air traffic controllers to the hazmat experts at RSPA, to the men and women who work the locks on the Saint Lawrence Seaway, all of you have given me the kind of dedication and support, plus friendship and fun that most officials spend a career hoping for.

We started out of the gate running in January 1989, and have worked through numerous crises together — the Pan Am 103 bombing, Hurricane Hugo in the Caribbean in 1989, the Exxon Valdez crisis in Alaska, the Loma

Prieta earthquake, the Eastern Airlines strike, the national railroad strike last year, and Operation Desert Shield/Storm.

Together we developed a comprehensive National Transportation Policy (NTP) and new initiatives for the long-term vitality and safety of the transportation system and for this organization. We succeeded in passing the most comprehensive transportation legislation since Eisenhower's day, legislation that is being called the most significant surface transportation law in U.S. history. The NTP also gave us the basis for an innovative set of aviation laws that provided new tools to address and finance critical improvements in airport capacity, and a new policy on aviation noise that balances local environmental concerns with the country's need for aviation services.

The cooperative partnership we have built with state and local governments and the private sector, and the broader intermodal perspective these initiatives give us, is exactly what our nation needs to deal with the problems of the future.

As we move into the next decade, above all, let's keep the focus on

people. Service, teamwork, and concern for people — those are the values that came out in every meeting I had with employees, and in every listening session we had to ensure that you would be heard.

You, the 106,000 people of DOT, are a great group, a great resource and asset for the nation. Together we have accom-

plished so much that will improve the lives of the American public for years to come.

As I look back on my years with you at DOT, I expect they will easily be counted among the happiest of my career. Thank you all. Keep being the best. Act with integrity and honor in your service to the public and take care of each other. ■

Transportation Bill Hailed as "Win-Win" Compromise

On December 18, at a highway construction site near Dallas, President Bush signed into law the \$151 billion transportation bill. "Today, we celebrate an improvement that can keep America in motion," the President said, "the most important transportation bill since President Eisenhower started the interstate system 35 years ago." According to many government and media sources, it may well be the most significant piece of legislation that Congress produces during its entire session.

Democrats and Republicans in both houses repeatedly described the legislation as a major jobs bill that will pump billions of dollars into the economy. The legislation includes an Administration proposal to support a 155,000-mile National Highway System, and provide unprecedented flexibility to states and local governments on how transportation dollars are spent.

Nationwide, the legislation nearly doubles the amount to be spent on mass transit, and provides funds to reduce metropolitan-area congestion and pollution caused by auto emissions. It funds research in technological innovations such as the high-speed magnetic levitation (maglev) trains and other specific projects like Intelligent Vehicle Highway Systems (IVHS) to reduce congestion and improve traffic flow.

To many, the bill is viewed as an immediate plus for the economy. "This bill will give a tremendous boost nationally to road construction and related industry jobs," former Secretary Skinner said. "It will support more than 600,000 construction-related jobs in fiscal year 1992. I think of it as a 'win-win' compromise." ■

Federal Laboratory Consortium Conference

"Marketing Federal Technology"

More than 300 representatives from federal laboratories, academia, and federal, state and local governments came together November 4-7 at the Federal Laboratory Consortium's (FLC) national fall meeting in Atlantic City, N.J. The FAA Technical Center's Al Lupinetti chaired the program as the consortium's northeast

regional coordinator. Sessions focused on technology transfer marketing strategies, approaches, and models; laboratory directors' perspectives on technology transfer, and success factors in technology transfer.

Keynote speakers included Transportation Secretary Samuel Skinner and Robert Torricelli (D-N.J.). "We are very proud

to play a leadership role," said Skinner. "Steps are being taken not only to be involved in technology transfer, but also to cooperate in sharing resources. This conference goes a long way in establishing that kind of relationship." Torricelli emphasized that the United States already has "strong government labs, strong academic roots, and great national talent. Now we must gain the confidence to forge ahead."

The Federal Laboratory Consortium for Technology Transfer, organized in 1974, was formally chartered in 1986 to promote and open up opportunities for the private sector to use the technology from the vast federal scientific research community. The consortium includes more than 500 federal laboratories in more than 14 federal agencies. ■



(l) Dr. Loren Schmid, FLC chairman and Al Lupinetti, program chairman.

DOT Today

Volume I, No. 4, January, 1992
Happy New Year!

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

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Please Recycle

An Interview with Acting Secretary James B. Busey IV

DOT TODAY:

So much has happened in the last few weeks - people are calling it "musical chairs at DOT" - how can you assure employees that we're still on course here?

Acting Secretary Busey:

I want to assure everyone that it's business as usual at DOT and that this will be a very smooth transition period. Under our order of succession, when the office of Secretary becomes vacant, the Deputy Secretary is next in line. My role, until such time as the Presi-

dent names the next Secretary, is to act as both the Secretary and Deputy Secretary and to provide continuity in this interim period.

One of the reasons I was selected as Deputy Secretary was my experience the last two and a half years at the FAA and because of the relationship Sam Skinner and I had built up. My intentions are to continue with the policies and processes that he has in place. Except for the very few people that he is taking with him for support at the White House, all the

senior staff and assistant secretaries will remain in place. I don't intend any overhaul of the department's organization or any major changes. All of us should feel comfortable in this transition process. Our job really is to continue working as the great team that has been pulled together over the last three years and to keep everything running smoothly until such time as a new Secretary is announced and confirmed.

DOT TODAY:

So many initiatives and



By Carol

programs under NTP and NTP2 were introduced during Secretary Skinner's tenure. Do you share his enthusiasm for these programs?

Busey:

As administrator for the FAA, I was deeply and personally involved in NTP and NTP2, supporting Dr. Larson as he helped the Secretary pull together those programs. I have met with Dr. Larson regularly and we've certainly provided our input from the FAA. Under Assistant Secretary Kate Moore's leadership we're taking a look at how we've done the last three years, and getting the strategic planning process implemented. So, I feel that I'm now going from a specific focus on the FAA's role in NTP to a broader view of the important work of all the operating administrations.

DOT TODAY:

Will you be continuing the "Straight Talk" column in DOT Today?

Busey:

Yes, as long as I'm Acting Secretary, I'd like to use the column as a way to let people know what's going on and address important issues.

I think generating DOT Today is very important - to keep the work force informed as to what's going on. And it helps us to keep reflecting at the headquarters level that all of us here exist to support the field operations - because that's where the real work of the Department of Transportation is done. We're over 106,000 men and women on the line in uniform, and civilian employees that we have in field offices and at the various headquarters

organizations. What we've got to constantly ask ourselves is what value are we adding to the product. And if we're not adding any value, then we've got to seriously consider is this something we ought to be doing. Of course the value that you're adding through this newsletter is that you're reaching people both here and out in the field and they're responding. And that's great. It helps us all keep informed.

DOT TODAY:

How would you characterize your management style?

Busey:

My management style is very similar to Secretary Skinner's. His brand of leadership was to get out front, to take on the issues that he felt he could take on, to find good people to work with and to work for him, and then to delegate responsibility to them and let them run with the ball. As I mentioned before, I'm going to rely heavily on all the people who have been active members of his team for the last three years.

I believe that all of us bring unique and special gifts and talents to the job. The real challenge



for management is to find out where people best fit into the organization and then allow them to use the skills and gifts that they have.

People need to feel that their contribution is a valuable one. We should come to work eagerly in the morning and go home feeling we've accomplished something. We should enjoy the job - because if we're not having fun, if we're not enjoying the job, then management is not doing something right. ■

Celebrating 50 Years Of Federal Service...and no retirement date in sight!

He began his career as a junior communications operator with the Quartermaster Corps of the U.S. Army at Ft. McPherson, Georgia, just a few days after the attack on Pearl Harbor. Last month, James R. Patterson, a systems engineer at the FAA's Miami Air Route Traffic Control Center, celebrated his 50th year in federal service.

He has been with the FAA since 1944, in the days when it was known as the Civil Aeronautics Administration.

Patterson enlisted in the U.S. Coast Guard as an aviation electronics man during the Korean conflict. In 1955 he was with the Ft. Worth,

Texas regional office, then moved to the Macon, Ga. field office as a supervisory electronics maintenance technician, serving in this capacity until his transfer to Miami in 1962.

In addition to his current responsibilities as a systems engineer, Patterson is assigned responsibility in the Radar Data Processing Unit, where his leadership was instrumental in earning the unit the Regional Superior Technical Achievement Award in 1989 and 90. Patterson was given a special service award in 1990 for initiating an automated facility performance tracking

system, used to monitor and generate all performance parameters of the national air traffic control system.

Patterson is also an active participant in special groups such as the Civil Rights/Equal Employment Opportunity Council and supports community services in Dade County.

Garland P. Castleberry, Regional Administrator of FAA's Southern Region, congratulated Patterson by saying, "Jim has exhibited qualities of patriotism, integrity and dedication throughout his entire career of 50 years, and we, the FAA, congratulate him on his accomplishment." ■

Remembering Matt Scocozza

Several hundred people attended a December 2 memorial service at St. Dominic's Church in Washington, D.C. for Matt Scocozza, the former DOT official who died in early November.

The 43-year-old Scocozza, extremely popular among both government and private sector contemporaries, served the department as assistant secretary for policy and international affairs from 1983 to 1988.

Jeff Shane, who is currently assistant secretary, recently spoke

of his friend, lauding his intellectual power, creativity in solving problems, sense of humor and personal concern for people, as well as his community work on behalf of the homeless.

"Matt was always miles ahead of the rest of us," Shane said. "His work... will live on as a major legacy. His brilliant and passionate advocacy of the deregulation of our transportation system helped create a model for the world to follow. His impact during his

five years at DOT was enormous."

Scocozza's Washington career began in 1973 as a young attorney at the Interstate Commerce Commission. He then went to the Senate Committee on Commerce, Science and Transportation, where he rose to the position of Staff Counsel before moving to the State Department as deputy assistant secretary for transportation and telecommunications. He practiced law in Washington after leaving the department. ■

Federal Aviation Administration

The FAA will sponsor an international conference in Washington, D.C. January 7-9 to review progress in the installation and operation of collision avoidance systems in aircraft.

The three-day conference marks the end of the first year of use in the United States of the Traffic Alert and Collision Avoidance System (TCAS). TCAS provides flight crews with a warning that other aircraft are nearby and issues computer-calculated evasive maneuvers if an aircraft poses a collision threat.

Findings from the conference will be forwarded to a special panel of the International Civil Aviation Organization for use in setting international standards for installation and operation of TCAS.

Advanced Automation System Now in Seattle

The first segment of the Advanced Automation System (AAS), called PAMRI, was dedicated November 22 at the Seattle Air Route Traffic Control Center. AAS is the FAA's multibillion-dollar project to bring state-of-the-art technology to the air traffic control system. PAMRI (Peripheral Adapter Module Replacement Item) is a data communications link between the center's host computer and outside data sources, including radar, flight and weather information, and substantially upgrades air traffic control system reliability. More than 125 Airway Facilities and Air Traffic employees were honored for their hard work in keeping the project installation on time.

PAMRI is targeted for installation in all 21 enroute centers in the United States by July 1993.

Saint Lawrence Seaway Development Corporation

Fifteen U.S. and Canadian Great Lakes maritime representatives participated in the Seaway Corporation's trade mission to South America. The purpose of the November trip was to increase trade between North and South

America via the Great Lakes St. Lawrence Seaway System. The one-week mission included stops in Rio de Janeiro and Sao Paulo, Brazil and Buenos Aires, Argentina.

Led by Seaway Administrator Stanford E. Parris, the delegates met with trade and government officials through group presentations and one-on-one meet-

ings. Those meetings helped to generate a greater awareness of the Seaway System in an international market.

Discussions also took place between Great Lakes delegates and Brazilian wood pulp officials, resulting in possible shipments of their product through the seaway system in 1992.

Office of Commercial Space Transportation

The first new-generation commercial Atlas-Centaur rocket streaked through twilight skies at Cape Canaveral, Florida on December 7, lifting a European television satellite into orbit. The commercial Atlas II carried EUTELSAT II, a satellite built by Aerospatiale for the European Telecommunications Satellite Organization (EUTELSAT). The satellite will be used for

regional telephone, television broadcast, data broadcasting, business communication and position determination. Among the satellite's first tasks is to transmit broadcasts of the Winter Olympics in Albertville, France, this month.

The Atlas II mission is the 19th successful DOT-licensed commercial launch to date, and the DOT Commercial Launch

Manifest lists more than 30 more missions over the next few years.

General Dynamics, the company that manufactures the Atlas, has contracts for 24 more launches. EUTELSAT is its first European customer, and it is hoped this successful launch signals more European customers for the U.S. commercial launch industry.

U.S. Coast Guard

Coast Guard Cutters Rescue Haitians

One of the largest rescue operations ever for the Coast Guard continues as cutters patrol the Windward Pass for Haitian refugees. As of December 16, U.S. ships had interdicted 112 ill-equipped, dangerously overloaded

boats the Haitians were using in their attempts to reach the United States.

To date, more than 7,500 Haitians have been recovered from the Windward Pass, an area of water separating Haiti from Cuba. Of that number, most have been transferred to camps at

the U.S. Naval Base at Guantanamo Bay, Cuba, where Immigration and Naturalization Agents determine their status. Some Haitians have been granted asylum in other countries; some have been relocated in Miami; and others are still on U.S. ships in the area.

Research and Special Programs Administration

New Hazmat Field Offices

Secretary Skinner officially opened a new hazardous materials enforcement regional office in Des Plaines, Ill. on December 6. The office will conduct inspection and enforcement activities in 15 central states from Texas to Minnesota, working closely with other DOT agencies (FRA, FAA, FHWA and Coast Guard) that have hazardous materials enforcement responsibilities. Two other offices in Newark, N.J. and Ontario, Calif. have also been established, and all three are under RSPA's Associate Administrator for Hazardous Materials Safety, Al Roberts. Field office inspectors will report to John O'Connell, Director of RSPA's Office of Hazardous Materials Enforcement. The field offices will be operated by RSPA with a charter to maintain a close working relationship with state enforcement agencies and conduct more inspections. The ultimate mission is to promote a safer transportation environment.

Volpe Center Seminars on Strategic Planning

After weeks of work by

staff from RSPA's Volpe National Transportation Systems Center and headquarters, the Volpe Center in Cambridge, Mass., hosted a series of top-level focus group seminar discussions on key transportation issues and markets. Coordinated with administrators and contact people from throughout the department, a total of eight all-day sessions were held in December, bringing together experts from industry, universities and government agencies, including representatives from policy and strategic organizations around the department.

RSPA staff also worked with department employees in other agencies and locations to arrange two additional sessions, one in Washington, D.C. and one in Kansas City, Mo. Like the outreach hearings DOT held in summer 1989 as part of developing the National Transportation Policy, the focus groups were designed to gather information and insights cutting across all modes and areas of transportation, and particularly to encourage dialogue and generate ideas for DOT in identifying priority issues and actions for carrying out our policy in the next few years.



Federal Highway Administration

FHWA 2000 Celebration

On Monday, December 16, an event was held to launch the new Vision, Mission, Values and Goals (VMVG) developed by the employees of FHWA over the past year as part of the FHWA 2000 process. Every division office, every regional office, and headquarters celebrated together at the same time on that day to mark the adoption of the new VMVG. The VMVG, combined with the new transportation legislation, mark the beginning of a new chapter for FHWA and will influence the way we will do business into the future.

A special videotape featuring FHWA em-

ployees talking about FHWA 2000 was shown at headquarters and field locations. In addition, laminated cards were given to each employee, listing the components of the VMVG. It was also announced that a new awards program is being established to recognize and reward teamwork, innovation, and customer service. A special subcommittee of the Strategic Management Committee has also been established to identify ways to improve human resource management at FHWA. The subcommittee will help develop details of the new awards program and work with headquarters and divisions to recognize and reward employees.

National Highway Traffic Safety Administration

Alcohol-Related Deaths Decline

In a report published last month, the National Highway Traffic Safety Administration (NHTSA) found that the number of alcohol-related traffic deaths declined to 49.6 percent of all traffic deaths in 1990; down from 57.3 percent in 1982.

The report also studied fatalities on January 1, the day most New Year's Eve deaths are recorded, and the holiday with the most alcohol-related crashes. In 1982, 83.5 percent of the fatalities on that date were alcohol-related; in 1990, the percentage dropped to 62.

NHTSA credits several deterrents, including raising the minimum drinking age in all states to 21; strengthening drunken-driving laws; public awareness and stricter enforcement.

NHTSA Proposes Rules on Reflectors for Trailers

Nighttime collisions could be reduced if we can see trucks better on the highways, said NHTSA officials in a recent proposal. Putting reflective strips on new trailers would reduce side and rear collision accidents by about 15 percent, officials said. Two thirds of fatal collisions into the rear

of tractor-trailer trucks occur after dark.

Trailers 80 inches or more wide with gross vehicle weight of more than 10,000 pounds would be covered by the proposed rule, which Congress required in the 1990 Motor Carrier Safety Act.

NHTSA Projects 1991 Fatality Rate at All-Time Low

It was announced by NHTSA on December 16 that the 1991 fatality toll is projected to be 41,350, the lowest in almost three decades. NHTSA Administrator Jerry Ralph Curry said the fatality count represents a seven percent decline from the 1990 total of 44,529 and a sharp drop from the 1989 figure of 45,582. "This marks the lowest number of lives lost in one year since 1962," said Curry. "even though the number of miles driven, vehicles and licensed drivers are all much higher now."

Curry credited the hard work of Americans at the state, local and national levels, including many private citizens, for the decline. He also paid tribute to the dedication and effectiveness of traffic and police organizations, as well as the efforts of NHTSA. "Since the agency was formed in 1966, NHTSA actions have saved well over 100,000 lives on our nation's highways," Curry added.



Santa Claus had a new helper when he came to deliver presents to the DOT Day Care Center. Acting Secretary James Busey (left - without the beard!) gave him a hand during his December 17 visit.

Headquarters

Transit Benefit Program Update

Work is progressing to implement the departmental program providing monthly benefits for employees who use public transportation for their commute to and/or from work. DOT Order 3560.1 has been issued to prescribe the department's policy for this new program. Companion notices will be issued to describe the procedures to implement the program at headquarters, and to

identify the process for the field to follow in getting new programs approved.

Full headquarters implementation is scheduled to begin January 6, 1992. Applications for field programs will also be received beginning on that date. The legislation establishing the program remains in effect until December 1993.

The program, now limited to \$21 per month per employee, is available to all DOT employees who now use or decide to use public transportation

in their commute to and from work. It is not available to those who drive or ride to work in an automobile. Participation in the program depends on availability of funding within the respective DOT organizations, and the cost of the program must be absorbed within existing appropriations. To find out more, you are encouraged to contact your headquarters administrative official, or call the OST Office of Fare Benefits, room 2221, M-44.3, (202)366-1398.

The Department of Transportation Fellows Program

During the Department's "Moving America" Conference last year, Secretary Skinner announced a new career development initiative — the DOT Fellows Program, developed and managed in conjunction with the Council for Excellence in Government (CEG). The program is designed to encourage and promote the managerial and leadership skills of top performing mid-level employees. The ultimate goal is to create a group of talented managers from throughout the department who share an understanding of the overall mission of the department and ways to make it more effective as an organization.

Applications came from every DOT operating administration and region in the country and 25 employees were chosen for this new program. DOT is the first government agency to have its own Fellows program. Maria E. Vegega of NHTSA, was chosen by the CEG to serve as the DOT representative in the government-wide Fellows program this year. The first group of DOT Fellows includes:

James D. Amoroso, MARAD
Noble N. Bowie, NHTSA
Ronald W. Carmichael, FHWA (region 3-Baltimore, Md)
Antony F. Fazio, FAA
Joyce C. Fischlin, FAA (Northwest Mountain Region)
Carol A. Grant, USCG
Paul G. Golden, USCG
Gary N. Hamby, FHWA (Tenn.)
Dennis J. Hupp, FAA
James R. Kabel, RSPA (N.J.)
Rene' A. Matos, FAA
Judy Z. Meade, UMTA
Dale R. Mills, OIG

Camille H. Mittelholtz, OST
Percy O. Norwood, Jr., USCG
Marcia L. Payne, FAA, Dulles Airport
Lyle P. Renz, FHWA, Calif.
Alberto J. Santiago, FHWA, Turner Fairbank Highway Research Center
Daniel J. Slattery, III, FRA
Charles T. Sullivan, FAA, Oklahoma City
Gina F. Thomas, OST
Stanley J. Walz, USCG
Glenda J. Whiting, FAA
Donna H. Woodman, RSPA, Volpe National Transportation Systems Center
Phyllis E. Young, FHWA

Alternates: Carmen E. Colon, USCG; Darrell W. Neily, USCG; Christine M. Novosad, FAA; Reva Potter, FAA; Susan Schruth, UMTA; Devendra M. Soni, UMTA.

Fellows remain in their own jobs during the year but participate in monthly seminars, retreats, site visits and similar developmental activities. In addition, they have an opportunity to meet with the Fellows from the government-wide CEG program as well as mentors and other CEG supporters from top government and industry positions several times during the year.

The 1992-93 DOT Fellows Program competition will be announced in early spring.

1949

A LOOK BACK...

By Dale Grinder, DOT Historian and Alan Dean, National Academy of Public Administration

1957

This is the first in a series of articles leading up to the 25th anniversary of the U.S. Department of Transportation, to be celebrated in the spring of 1992.

1958

The Roots of a Transportation Department

Even though transportation has been important to the federal government since the days of stagecoaches and dirt roads, there was little support for a separate transportation agency until well into the 20th century.

1959

After World War II, proposals for a department of transportation began to command serious attention. In 1949, a task force recommended a cabinet-level agency for transportation, saying that the government's transportation functions were widely scattered and in need of consolidation under a single department. But the idea was rejected.

1965

For nearly 10 years after that, the Commerce Department handled most transportation responsibilities, but smaller independent agencies like the Interstate Commerce Commission had a role as well, and the Coast Guard was still in the Department of the Treasury. Then, in 1957, a study concluded that the Commerce Department and its Civil Aeronautics Administration (CAA) were not capable of coping with the pressing needs of aviation, and recommended that an independent Federal Aviation Agency (FAA) be established. As a result, the Federal Aviation Act in 1958, launched the new FAA in 1959.

1966

1967

The FAA had barely become operational when President Eisenhower's Advisory Committee on Government Organization recommended that he create a department of transportation. But the President decided not to take action so late in his second term.

Transportation: Finally On Its Way To Cabinet Level Status?

Six years later, it was outgoing FAA Administrator, Najeeb Halaby, who successfully revived presidential interest in a department of transportation. On July 1, 1965, his last day as administrator, Halaby proposed a Department of Transportation in which the FAA would become a major component. The Under Secretary of Commerce Alan S. Boyd and Bureau of the Budget officials were also strongly supportive, so in August, Boyd chaired a task force to examine options.

In October, task force recommendations surfaced to set up a Department of Transportation that would include the FAA, the Bureau of Public Roads, the Coast Guard, the Saint Lawrence Seaway Development Corporation, the Great Lakes Pilotage Association, the Car Service Division of the Interstate Commerce Commission, and the subsidy function of the Civil Aeronautics Board. President Johnson strongly supported the idea early the next year, in his 1966 State of the Union Address.

The White House formed a task force, chaired by Bureau of the Budget assistant Charles Zwick, which included officials from agencies slated to be in the new DOT, and had less than five weeks to draft legislation acceptable to the President.

There were still a few hurdles. For instance, Treasury Secretary Henry Fowler and the Coast Guard Commandant, ADM. Edwin Roland, remained convinced that the proper place for the Coast Guard was the Treasury Department — where it had resided since 1790 — and not a new Department of Trans-

portation. But the President's people convinced them otherwise. In fact, reports show the Coast Guard joined DOT with more "zest" than many of the other agencies.

To the Floor of Congress

The political pulling and hauling that often influences major organizational bills was generally absent during deliberations on the DOT legislation, and Johnson was pleased with the bipartisan support. The major exception involved including the U.S. Maritime Administration (MARAD) in the new department. The Senate bill kept MARAD in; the House opposed its inclusion and threatened to deadlock the legislation. The administration reluctantly yielded for fear of losing the whole reorganizational effort. As a result, MARAD remained a component of the Department of Commerce until 1981.

The Bill is Signed

"The Act which I sign today is the most important transportation legislation of our lifetime. It is a logical result of our Nation's growth and development. It is one of the essential building blocks in our preparation for the future. . .

Transportation has truly emerged as a significant part of our national life. As a basic force in our society, its progress must be accelerated so that the quality of our life can be improved."

Lyndon Baines Johnson
October 15, 1966

The Department of Transportation opened in April 1967, five and a half months after the President signed the enabling act. DOT became the 12th cabinet-level department and the fourth largest. More than 30 transportation agencies and functions and about 95,000 employees, were brought under one department.

Next history lesson: "Activating the New Department"

Oklahoma City Offers Anti-Terrorist Training

FAA Instructors Help Eastern European Countries

By Bobbie Mardis, FAA Mike Monroney Aeronautical Center, Oklahoma City

On December 21, 1988, Pan Am Flight #103 exploded and crashed in a small town in Scotland. Subsequent investigations found evidence of a bomb planted on board, bringing the world's attention to the increasing threat of terrorist attacks on passenger flights. The next year, the Department of Transportation created the Office of Intelligence and Security to help prevent such tragedies in the future. The FAA also

reorganized and appointed an assistant administrator to oversee the Civil Aviation Security Program.

Then, in late 1989, the world watched as the Berlin Wall was literally torn apart, testimony to the collapse of Communist rule in Eastern Europe. But, with more accessibility and easing of restrictions came the increased threat of terrorist activity. Eastern Europe asked the United States for help; the Department of State and

the Federal Aviation Administration responded.

State Department representatives held meetings with officials in Hungary, Poland and Czechoslovakia in June 1990, zeroing in on an urgent need for sophisticated training in airport protection. State asked the Transportation Safety Institute (TSI) at the Mike Monroney Aeronautical Center in Oklahoma City to provide airport security training for the three countries — by the end of September, just three months away.

TSI's Aviation Security Training Branch, located on the north campus of the center, received the assignment. Branch specialists revised an existing airport security management course to incorporate state-of-the-art aviation security concepts, techniques and procedures.

Hungarian security specialists attended their first four-week airport



Passenger screening area in Budapest

security management course in Oklahoma City two months later; Poland and Czechoslovakia sent personnel for training by the end of September.

After this promising beginning the State Department requested a follow-on course be taught at overseas sites. Surveys were conducted to find out which needs of each country were or were not being served by the course. Poland's follow-on course was given in March 1991; the other two countries followed in July and October.

"It's exciting to see their enthusiasm," says Pat Cales, branch program assistant. "They are so hungry for technical knowledge."

Bill Nash, manager of the Aviation Security Training Branch received the Secretary's Award for Meritorious Achievement last year for his "leadership and resourcefulness in developing and implementing international civil aviation security training and assistance programs." Earlier in the



Hungarian aircraft used to conduct classes.

Continued on page 8

The Romanian Connection

An Employee and His Wife Reach Out to Orphans

Romania is an incredibly poor country - the per capita income is about \$400 a year. Many people live in dirt floor huts. Although the country is rich in natural resources, there are no mechanisms in place to use them to the fullest. There are few cars, virtually no medical technology, and lots and lots of orphans.



That's how Mike Brownlee, associate administrator for traffic safety programs, National Highway Traffic Safety Administration (NHTSA), describes the backdrop for the trip he and his wife Linda took in 1991. This was no sightseeing visit. They had a mission: to bring three orphaned children back with them, into the waiting arms of anxious American families who would love them.

Linda Brownlee is co-founder of "Cradle of Hope," an agency in Washington specializing in foreign adoptions. "I saw a report on the Romanian children on television in 1990," she explained, "on the show '20/20. I felt I had to do something. With my friend Linda Perlstein, we founded Cradle of Hope."

Since February 1991, the agency has handled nearly 100 adoptions of Romanian children.

Last year on one of their trips to Romania, the Brownlees visited an orphanage near the seaport town of Tulcea, on the Black Sea. The facility housed 50 children, all under one year of age. Their beds or bassinets were in neat rows, and the younger children were "swaddled" - wrapped tightly in blankets. This, it was explained to them, was so they wouldn't move around too much, but also, to give them the

feeling of being cuddled or held, something that isn't possible with only a few staff members to care for them all.

"There were only two or three toys in the whole place," Mike Brownlee said. "There was no music, and little stimulation," his wife added. As a result of being wrapped up for extended periods, some of the children, even at the age of one year, have trouble moving their arms and legs, she said. But one lucky one-year-old girl was able to leave with the Brownlees.

Why are there so many children? During the Ceausescu regime, birth control was forbidden; couples were encouraged to have five children per household in a country that couldn't even feed the adult population. As a result, the orphanages have been overwhelmed with children who were abandoned at birth, or simply given up by poor peasant families who couldn't afford to keep them. Since the revolution two years ago, the government has tried help the situation by creating a commission to control and monitor adoptions. But they also created a paperwork



system that is sometimes frustrating.

"You have to battle an incredible bureaucracy to get them out," Mike Brownlee continues. "But you decide when you see the children that it's all worth it. You can't walk away from an orphanage in Romania without having the greatest respect for those who run them," he continues. "They have so little to work with - small staff, few medical supplies."

Romanian adoptions have been suspended temporarily while the

government works with a new system. And now, with things changing in the Soviet Union, there has been a willingness on their part for the first time to open their orphanages to Westerners wishing to adopt. In fact, Cradle of Hope, working with an organization called Frank Associates, was one of the first to arrange the adoption of a Russian child for a family here, just in time for a happy holiday.

The three children they

brought last year from Romania are all happy and healthy. Two of them, who were ages one month and one year when they came here, are living with families in Washington, D.C. area; the now three-year-old boy is with a loving family in Atlanta. "We had a reunion this

summer of many of the children," says Linda Brownlee. "It was just so wonderful to see them all playing and laughing together out in the sunshine."

If you would like information on adopting a child through Cradle of Hope, call Linda Brownlee at 202-296-4700. ■



Health & Fitness

Baby It's Cold Outside!

By CAPT Al Steinman, USPHS, G-K
U.S. Coast Guard

Cold Weather and Exercise

Now that the snow is flying and words like "windchill" appear on the weather front, it's time to think about how you're going to keep up those good exercise habits you cultivated all summer. Outdoor winter exercising is good for you, but there are some things to watch out for. For instance, it doesn't have to be below zero and you don't have to be in Alaska to get hypothermia or frostbite. Neither is fun; both are painful.

Frostbite affects your skin; excessive cold can damage your skin or even freeze it. You can get frostbite from a long walk over snow in wet tennis shoes or from skiing in low temperatures with too-tight boots.

Hypothermia

Hypothermia lowers your body temperature below its normal level (98.6° F). If it gets down to around 95° F, you shiver uncontrollably; below 90° F, you might lose consciousness, and below 80° F, you might die. Hypothermia can occur even when the outdoor temperature is between 30 and 50 degrees - if you're exhausted, wet and maybe working out in a high wind.

So if you plan to run, cycle, ski, roller blade, play hockey, ice skate, play football, basketball or any other activities in the cold, you should know how to protect yourself.

Your two worst enemies in the cold are wet clothes and windchill. If you get wet in the cold, you lose heat 25 times faster than when you are dry. You don't have to fall into water to get wet; your sweat will do it if your clothes don't allow evaporation.

Windchill

Windchill is the increase in heat loss from bare skin exposed to cold wind. It can not only cause frostbite, it can also cause hypothermia. But, windchill has no effect if your skin is covered, unless the wind penetrates your clothes.

Here are some tips to combat windchill:

- Dress in multiple layers of clothing to help trap air, the best insulator against cold. You can remove or add layers during exercise.
- Wear layers of clothing next to your skin that absorb moisture, like polypropylene or wool. These fibers keep you warm even if they get wet, and they draw sweat away from the skin.
- Then, add an insulating layer of wool, down or synthetic fiber material.
- Your outside layer should be both windproof and water resistant.
- Wear a wool or wool blend hat.
- Wear wool gloves or mittens with a waterproof covering. By the way, mittens keep your hands warmer than gloves because they allow your fingers to warm each other.
- Don't get dehydrated. This can occur in cold weather just as easily as in heat. Drink plenty of fluids during cold weather activities. You can lose a lot of water through breathing. Very cold air is often extremely dry air.
- Don't use tobacco. It increases your risk of frostbite by restricting blood flow to your fingers, toes, ears, nose and skin.

Employee Forum

DOT Management Training Program

In the November issue of DOT Today there were several references to the DOT Management Training Program. Here's more about it:

What is it?

The DOT Management Training Program is a dynamic, fast-track, one-year developmental program designed specifically for recent college graduates and other high potential applicants with limited professional work experience. Interns are given intensive, on-the-job and classroom training to prepare them for permanent placement in administrative positions throughout DOT headquarters. The purpose of the program is two-fold: to develop exceptional journey-level professionals and to prepare these employees for leadership roles as the department's future supervisors and managers.

What kind of work is involved?

During the year, interns complete three rotations of four months duration in two or more DOT operating administrations. Classroom instruction which relates to assigned specialty areas is also received including training in human resources; contract administration; finance; budget, and general administration. Basic management training covers time management, effective writing, decision-making and management styles. The program also includes seminars with key DOT executives and visits to DOT field installations.

What is the salary and the career development potential?

The starting salary is \$21,906 per year (GS-7). By the close of the year, successful candidates are promoted into permanent positions in the administrative areas mentioned above at the GS-9 level in operating administrations throughout DOT head-

quarters. These positions have promotion potential to the GS-12 level.

Who is eligible to apply?

Non-status candidates (not career or career-conditional employees of the federal government) must have a bachelor's degree or higher with an overall grade point average of 3.5 (on a 4.0 scale), or they must qualify for the GS-7 level under the Administrative Careers with America examination with a score in the high 90s. Status employees must meet all the qualification requirements at the GS-7 level for either Personnel Management Specialist, GS-201, Contract Specialist, GS-1102, or Administrative Management Specialist, GS-301.

How can I apply?

A vacancy announcement will open in mid-January, and remain open for one month. Applications of qualified candidates will be referred to a rating panel who will rank the applications against the rating criteria contained in the announcement. Best qualified candidates will be interviewed by a panel of three to five subject matter experts who will recommend selection. Competition is very keen. Last year there were 50 applicants for each position filled.

Where can I find out more about the program?

If you would like more information or wish to receive a copy of the vacancy announcement, please contact:

U.S. Department of Transportation
OST, Office of Personnel
Work Force Diversity & Special Programs
Division (M-14)
400 Seventh Street, S.W.
Washington, D.C. 20590
(202) 366-1969

DOT Calendar of Events

January

National Volunteer Blood Donor Month

January 14

10 a.m., special commemorative program, open to all federal employees celebrating Dr. Martin Luther King's Birthday, Fords Theater, 10th & F streets, N.W. (Cosponsored by DOT)

January 20

Dr. Martin Luther King Jr.'s Birthday Holiday

February

National Black History Month

February 17

George Washington's Birthday Holiday

Nominations Sought for 1992 President's Points of Light Awards

Any individual, organization, group, family, business or labor union actively engaged in voluntary community service benefiting the community or the nation can be nominated for the President's Annual Points of Light Awards.

For nomination forms, call 202-408-5162. Nominations for the 1992 awards must be postmarked by midnight January 17, 1992.

Anti-Terrorist...continued from page 6

year, DOT's Research and Special Programs Administration (RSPA) gave a Special Achievement Award to branch specialists Ralph Cooper, Darrell Weimers, John Reese, Jack Finks and Nash to recognize their historic work in developing anti-terrorism methods for the Eastern European countries.

The backgrounds of these men make it easy for them to work with law enforcement personnel from any country. Nash was with the Wisconsin Highway Patrol for 18 years; Cooper was an explosives enforcement officer with the Bureau of Alcohol, Tobacco and Firearms in Washington, D.C.; Weimers was formerly assistant commissioner of the Oklahoma Department of Public Safety; Reese was with U.S. Air Force Security Police for 17 years, and Finks was a lieutenant on the Metro-Dade County Police Department for more than 12 years.

The branch is a busy group. Staff also provides training and assistance in support of the State Department's Anti-Terrorism Assistance Program; state and local law enforcement officers and airport and airline managers and security personnel. During one two-week period not long ago, 35 countries were represented in FAA and State Department courses in the very active Oklahoma City location. In 1990, 12 classes were given at the center, attended by 327 aviation security officials from 29 countries. In addition, members of the staff assisted in presenting one or more of the 11 FAA Technical Assistance Seminars conducted in 10 other countries. More than 50 countries have already participated in the training, and the work with Eastern Europe is expanding, as more and more countries request technical assistance and/or training.

"This program offers us a unique opportunity," says Nash. "We can show that we care about these countries and their people. It's really rewarding to be part of something that may help to make a difference world-wide." ■

Preparing for DOT's Future Through Senior Executive Service Candidate Development Programs

Critical to the effectiveness of the department's programs and operations is a cadre of executives who are well prepared for the challenges of leadership. To ensure the smooth succession of exceptional DOT executives, the department announced a Senior Executive Service (SES) Candidate Development Program (CDP) last spring.

This program is primarily designed for outstanding GS/GM-15 employees who, upon completing developmental programs and rotational assignments, will be certified by the Office of Personnel Management (OPM) as eligible to be placed in SES-level positions without further competition during a three-year period. Involvement in program activities is on a part-time basis. Depending on a candidate's individual needs, participation varies in length, but will not exceed two years.

The Federal Aviation Administration (FAA) also announced open-

ings last spring for CDP participants to be placed as a follow-on to an existing program. Employees from all operating administrations, other federal agencies and non-federal employees were eligible to apply under both announcements. Although the programs were administered separately the candidates selected will participate in joint training and development activities. In the future, the DOT and the FAA programs will be coordinated under one announcement.

Over 520 applications were received between the two programs. SES members throughout the department participated on panels to evaluate applications and conduct interviews. Soon, selected candidates will be announced to all employees. For further information about the program, contact Randy Bergquist at (202)366-4122. Debora Clough is available at (202)267-8886 to provide details about FAA's program. ■