

VISIT TO DEPARTMENT OF TRANSPORTATION  
JANUARY 12, 1982 -- 10:30 AM

I WANT TO CONGRATULATE YOU. THE  
COMBINED FEDERAL CAMPAIGN HAS RAISED  
ONE AND ONE-FOURTH MILLION DOLLARS  
MORE THAN ~~EVER BEFORE~~ <sup>our goal</sup> AND THE DEPT. OF  
TRANSPORTATION INCREASED ITS PREVIOUS  
GIVING BY 14%. YOU ARE COMMITTED TO A  
BETTER GOVT OR YOU WOULDN'T BE A MEMBER  
OF THE SENIOR EXECUTIVE SERVICE AS THIS  
NATION'S TOP MANAGERS, YOU HAVE DEDICATED  
YOUR CAREERS TO FORGING A BETTER  
FED. GOVT.

GOVT IS ONLY AS GOOD AS THE PEOPLE  
WHO MAKE IT WORK ONE DAY AT A TIME.  
AND NO ONE APPRECIATES MORE THAN I THE  
IMPORTANCE OF THE CAREER EXECUTIVE MANAGERS  
WHO ACTUALLY EXECUTE THE POLICIES OF  
THIS GOVT. ON A DAY-TO-DAY BASIS, AND  
KEEP THE MULTITUDE OF PROGRAMS RUNNING  
WITHIN WHATEVER BUDGET THEY ARE ALLOCATED.

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CAREER FEDERAL EXECUTIVES SHOULD BE  
FAIRLY COMPENSATED FOR THE WORK THEY DO.

THAT IS WHY WE ACTIVELY SUPPORTED THE  
INCREASE IN EXECUTIVE SALARIES AND THE  
REMOVAL OF THE PAY CAP. THAT IS ALSO WHY  
WE HAVE MAINTAINED THE INTEGRITY OF THE  
EXECUTIVE BONUS SYSTEM, SO THERE CAN BE  
A MEANINGFUL WAY OF REWARDING THOSE WHO  
MAKE EXEMPLARY CONTRIBUTIONS IN THE  
MANAGEMENT OF OUR PROGRAMS.

THIS DEPARTMENT'S "SES" PROGRAM HAS  
STIMULATED THOUGHT AND CREATIVITY THAT  
LED TO MAJOR PROGRAM ADVANCES THIS YEAR.

THROUGH THIS EXECUTIVE FORUM, PROBLEMS  
ARE THRASHED OUT AND NEW MANAGEMENT CONCEPTS  
ARE BORN. THE EXECUTIVE MOBILITY PROGRAM  
WHICH INTERCHANGES MANAGERS AMONG ALL THE  
VARIOUS ELEMENTS OF THIS DEPT, GIVES YOU A  
DIVERSITY OF EXPERIENCE & KNOWLEDGE YOU  
NEED TO MANAGE AN ENTERPRISE AS BROAD  
IN SCOPE AS THIS ONE. (CALIF. PROGRAM AD LIB)

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NOW WITH THE TRANSFER OF THE MARITIME  
ADMIN. TO THIS DEPT, YOU HAVE RESPONSIBILITY  
FOR MANAGING ALL PHASES OF THE TRANSPORTATION  
SECTOR, WHICH GIVES YOU EVEN MORE  
OPPORTUNITY TO EXERT THE CREATIVITY  
YOU ARE DEVELOPING IN THE "SES" PROGRAM.

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I'M PROUD YOU ARE ON OUR TEAM.

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YOU HELPED SEEK OUT WAYS TO REDUCE  
THE DOT BUDGET, LOOKED FOR WASTE THAT  
COULD BE CUT, SEARCHED FOR LESS EXPENSIVE  
AND MORE EFFICIENT WAYS TO EXECUTE THE  
PROGRAMS -- AND YOU FOUND THEM.

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SOME OF YOU IN THE "FAA" ALONG WITH  
THE FLIGHT SERVICE SPECIALISTS AND  
TECHNICIANS ARE IN THE FOREFRONT IN  
DESIGNING A NEW SYSTEM FOR THE NATION'S  
AIR TRAFFIC CONTROL. IN SO DOING, YOU ARE  
HELPING US KEEP OUR COMMITMENT TO UPGRADE  
THE SYSTEM AND EMPLOY THE LATEST  
TECHNOLOGY IN KEEPING THE AIRWAYS SAFE.

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OTHERS AMONG YOU HAVE EXERTED YOUR LEADERSHIP IN THE AUTO INDUSTRY STUDIES WHICH HAVE PAVED THE WAY FOR OUR ONGOING REGULATORY REFORM PROGRAM - REFORM WHICH WILL HELP A VITAL NATIONAL INDUSTRY TO FUNCTION AND COMPETE AGAIN IN THE FREE MARKET SYSTEM.

YOU KNOW GOOD TAX POLICY IS ONE IN WHICH AS MUCH AS POSSIBLE THE TAX THAT FUNDS A SERVICE IS LEVIED ON THOSE WHO BENEFIT FROM THE SERVICE.

YOUR LEADERSHIP IN DEVELOPING THE TRANSPORTATION USER FEE CONCEPT WILL MORE EQUITABLY DISTRIBUTE THE COST OF TRANS. AMONG THOSE WHO ACTUALLY BENEFIT.

THE QUALITIES YOU HAVE DEMONSTRATED IN YOUR WORK AT TRANS. ARE THE UNIVERSAL REQUIREMENTS FOR OUTSTANDING SERVICE IN ANY PUBLIC ENDEAVOR. YOU CAN'T HAVE GOOD PROGRMS WITHOUT GOOD P. TO DELIVER THEM.

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THE THEME OF OUR ADMIN. IS A NEW BEGINNING, A NATIONAL RENEWAL THAT WILL MAKE AMERICA GREAT AGAIN. FOR THAT WE NEED A SPIRIT OF RENEWAL AND EXCELLENCE IN ALL OF GOVT. THANKS TO YOU, AND THOUSANDS OF OTHER DEDICATED PUBLIC SERVANTS, WE HAVE MADE AN IMPORTANT BEGINNING.

WE HAVE CUT WASTE, ELIMINATED RED TAPE AND PROVIDED BETTER SERVICES TO THE AMERICAN TAXPAYERS WHICH IS WHY WE ARE ALL HERE.

I DON'T KNOW ABOUT YOU, BUT I THINK THIS IS AN EXCITING TIME IN OUR NATION'S HISTORY, A TIME OF BOTH CHANGE AND REAFFIRMATION. AND EACH OF YOU AND YOUR COLLEAGUES THROUGHOUT THE FED. GOVT ARE ON THE FRONT LINE, DAY IN AND DAY OUT, TRANSLATING POLICY GOALS INTO ACCOMPLISHED REALITIES. THE TIMES CALL OUT FOR EXCELLENCE. GROUPS LIKE YOURS ARE PROVIDING IT.

DURING MY EIGHT YEARS IN THE GOVT OF CALIF, WE WERE ABLE TO CREATE A MORE EFFICIENT, RESPONSIVE AND ECONOMIC STATE GOVT AND STILL DELIVER -- AND IN MANY CASES IMPROVE -- THE FULL RANGE OF NECESSARY SERVICES TO THE P. OF CALIF.

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WE COULDN'T HAVE MADE ANY OF THAT HAPPEN IF WE HADN'T BEEN ABLE TO RECRUIT, RETAIN AND MOTIVATE A DEDICATED CADRE OF STATE GOVT EMPLOYEES -- SKILLED PROFESSIONALS AT EVERY RUNG OF THE LADDER.

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MANY OF THEM WERE A LITTLE NERVOUS AT FIRST WHEN I TOOK OFFICE IN SACRAMENTO.

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AFTER ALL THEY'D WATCH ME RIDE OFF INTO THE SUNSET FOR 25 YEARS WITH "THE END" SUPERIMPOSED ON MY BACK, SO THEY HAD SOME REASONABLE DOUBTS ABOUT WHAT MIGHT HAPPEN.

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WELL IT TURNED OUT THAT I HAD ONE ADVANTAGE. I HADN'T LEARNED ALL THE THINGS YOU CAN'T DO AND AS IT TURNED OUT -----

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SOME OF THEM CAN BE DONE IF YOU GIVE THEM  
A CHANCE. MORE AND MORE DEDICATED STATE  
EMPLOYEES CAME UP WITH IDEAS THAT LED TO  
GREATER EFFICIENCY AND BETTER MANAGEMENT,  
CALIF -- WHICH IF IT WERE A NATION WOULD  
BE THE 7<sup>TH</sup> RANKING EC. POWER ON EARTH --  
WENT UP FROM NEAR BANKRUPTCY TO SURPLUSES  
WHICH WERE RETURNED TO THE TAXPAYERS. ITS  
BONDS ACHIEVED A "TRIPLE A" RATING FROM  
MOODYs AND ITS DEPT. OF TRANS. WITH  
NO INCREASE IN THE NUMBER OF EMPLOYEES  
ABSORBED A 60% INCREASE IN WORKLOAD.

I BELIEVE THE VAST MAJORITY OF FEDERAL  
WORKERS ARE EVERY BIT AS COMMITTED TO  
ROOTING OUT WASTE AND FRAUD AND INEFFICIENCY  
AS THE TAXPAYERS THEY SERVE. I BELIEVE  
THEY WANT TO DO THE BEST POSSIBLE JOB  
THEY CAN. THIS ADMIN. IS DEDICATED TO  
HELPING THEM -- HELPING YOU -- ACHIEVE  
THIS GOAL.

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OLD ABUSES AND ERRORS MUST BE REDRESSED.

THE MISTAKES OF THE PAST HAVE ALREADY  
COST US FAR TOO MUCH IN ECONOMIC STAGNATION  
AND CRIPPLING TAXES AND INFLATION. BUT  
TOGETHER, WE CAN TURN THINGS AROUND AND  
MAKE TODAY'S FED. GOVT A MODEL FOR THE  
GENERATIONS THAT WILL COME AFTER US.

TOGETHER, WE CAN MAKE IT HAPPEN.

I'M COUNTING ON YOU, AND SO ARE THE  
AMERICAN PEOPLE.

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