

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~~ ^{our goal} 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.

I'M PROUD YOU ARE ON OUR TEAM.

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.

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.

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.

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.

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

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.

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 -----

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 7TH 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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