

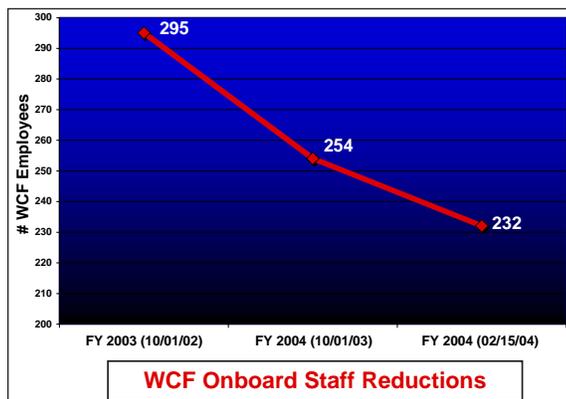
# iMprint

Office of the Secretary  
Assistant Secretary for Administration

ON THE ROAD TO CHANGE

## Reduced Millions in WCF Dollars

One year ago the M organization was restructured and the focus of the Working Capital Fund (WCF) was more narrowly defined. The purpose of the restructure was to eliminate duplication, integrate programs, and provide more focus on DOT customers to maximally leverage resources. As a result, WCF staff decreased by 63 positions or 21 percent. Salary and benefit costs were also reduced by several million



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## Protégés Give Back Too

Many of us have heard of the term Global Positioning System, or GPS. However, did you know that GPS consists of 24 satellites orbiting at 11,000 nautical miles above the Earth, transmitting signals enabling users to track geographic positions? If not, you are not alone. More and more people are learning about this technology which was developed by the Department of Defense many years ago and made available for civilian use in 1983. It tracks geographic positions within a few meters and provides a highly accurate source of time. GPS is utilized by pilots, soldiers, boaters, hikers, surveyors, bankers, drivers, firefighters, dispatchers, lumberjacks, farmers, and people from many other walks of life all over the world. GPS is undergoing change as new uses for it are constantly being discovered and more sophisticated support systems are being developed.

John Augustine in the Office of Navigation and Spectrum Policy deals with these issues everyday as he is responsible for establishing Departmental GPS policy. With



John Augustine, protégé in the Leaders for Tomorrow pilot mentoring program, displays a scale model of the next generation satellite, Block IIF, which will become a part of the future GPS constellation.

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## New Transportation Services Index

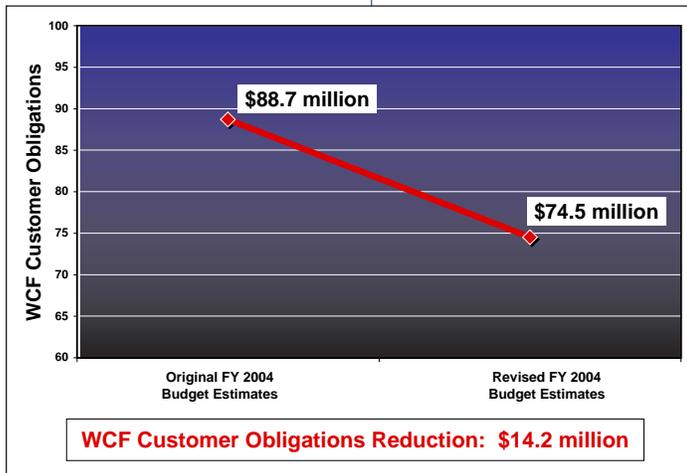
On January 29th, Secretary Norman Y. Mineta rang the opening bell at the New York Stock Exchange and announced the Transportation Services Index (TSI), a new monthly indicator measuring the performance of the economy as reflected in the movement of freight and passenger traffic by land, water, and air.

**“The TSI will show just how much keeping the economy moving is about keeping America moving.”**  
– Secretary Mineta

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## Innovation Meets Imagination

Our ancestors erected monumental landmarks, laboriously drafted maps, and learned to read the stars to keep from getting lost. Times have changed. Handheld GPS receivers, readily available for under \$100, can conveniently guide you and provide many hours of “edu-tainment” if you use your imagination...

- Use it as a compass or set your clock.
- If stopped by law enforcement, you can prove how fast you were “not” going.
- Find where you left your car.
- Locate the spot where fish were biting.
- Provide golfers the distance to the pin to help in choosing the right club.

**“When one door closes, another opens; but we often look so long and so regretfully at the closed door that we do not see the one which has opened for us.”**

– Alexander Graham Bell

dollars. As employees left the M organization, vacant positions were reviewed to determine more efficient ways of providing service, such as streamlining standard operating procedures, implementing new technology, utilizing contractors, and training to further enhance employee skill sets. The largest majority of these position reductions have been effected by the Office of Information Services and the Office of Transportation and Facilities.

In addition, the WCF staff has proactively reviewed all business lines and reduced FY 2004 customer estimates by \$14.2 million to begin providing a solution to the \$17.8 million reduction received from Congress as an across the board cut to operating administrations. These revised estimates were provided to budget officers in the operating administrations in January with a summary briefing

provided to the Chief Financial Officer Council and WCF Steering Committee in February. The WCF staff will continue working with customers to identify opportunities for future reductions.

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the goal of self-development and the desire to make a difference in his program area, John applied and was accepted as a protégé in the Leaders for Tomorrow pilot mentoring program where he was paired with mentor Janet Kraus from the Office of Strategic Initiatives. While this program emphasizes coaching protégés and providing them various experiences to enhance professional development, the learning process is equally valuable to the mentors. It certainly was true in this case as Janet learned a lot from John about GPS program history, policies, and vision in order to discuss his project of developing his office’s Strategic Plan.

The Federal government currently operates over 11 major radionavigation systems. As part of these systems, many of the administrations across DOT augment and refine GPS signals to enable safety of life and advanced applications. In the spirit of ONE DOT, John’s office is currently

working with the administrations to leverage resources and develop a future mix of radionavigation systems that reduces the overall number and cost of major systems in use. This initiative will save hundreds of millions of dollars over the next several years since older systems are more costly to maintain. The savings can be used to implement new technology, which will reduce a portion of the thousands of ground-based radionavigation systems in use today and enable new advanced applications. One future application is being tested where cars and trucks use GPS augmentation navigation to self-correct and stay in the proper lane if the operator accidentally crosses a double line.

If you like a challenge and enjoy learning, the Departmental Leaders for Tomorrow Mentoring Program may be of interest to you. For more information please call x69844. More information on GPS is available at <http://www.trimble.com/gps/>.

## Leaders for Tomorrow Graduation Ceremony

The ten-month Departmental Leaders for Tomorrow pilot mentoring program concluded with a graduation ceremony on February 25th where Secretary Norman Y. Mineta congratulated both mentors and protégés for their commitment and participation. With the successful completion of program requirements, the 15 protégés (two of



From left: Deputy Assistant Secretary Linda J. Washington, RSPA Protégé Sandra Webb, FHWA Mentor Patrick Wlaschin, and Secretary Norman Y. Mineta.

which are pictured below) are well on their way to becoming DOT's next generation of leaders. If you are interested in participating as a mentor or protégé, please call Patrice Blackman on x69844 or visit [http://dothr.ost.dot.gov/HR\\_Programs/DOTMEN\\_1/dotmen\\_1.HTM](http://dothr.ost.dot.gov/HR_Programs/DOTMEN_1/dotmen_1.HTM) for more information.



From left: Deputy Assistant Secretary Linda J. Washington, FHWA Mentor Paula Ewen, FAA Protégé Annabelle Parker, and Secretary Norman Y. Mineta.

## New DC Law on Cell Phone Usage

The proposals to ban the use of hand-held cell phones while driving have rapidly become some of the most controversial safety issues in the automotive world. Currently, as many as 40 countries have regulations in place restricting the use of cell phones while driving. Here in the United States, laws banning the use of hand-held cell phones while driving have been met with much opposition and controversy.

Locally, Maryland and Virginia have voted down legislation requiring mandatory use of hands-free wireless phone devices. However, Washington, DC approved a bill in January 2004 that bans motorists from using hand-held cell phones while driving. **The bill was transmitted to Congress on February 9th and is projected to become a new DC law on March 23rd, carrying a minimum \$100 fine for violators.**

Since 1998, the number of cell phones sold in the nation has more than doubled. According to the Cellular Telecommunications and Internet Association (CTIA), there are now more than 155.8 million cell phone subscribers. While behind the wheel of an



Franklin Weaver, manager of the Departmental Motor Pool, communicates with a hands-free headset.

automobile, at a simple press of a button, users are able to place a phone call, surf the web, check stock quotes, send email, or perform a variety of communication tasks. This is another example on the growing list of what the National Highway Traffic Safety Administration (NHTSA) refers to as "driver distractions." NHTSA estimates that driver distractions or driver inattention is responsible for close to one-quarter of all motor vehicle crashes in the United States.

## Editor's Notes

One of Webster's definitions for change is "to cause to become different; alter; or transform." Change is definitely in the air as the spring season is upon us. These changes include the rebuilding of Iraq, Vince Taylor's forthcoming return in March, the restructuring within our organization, and even the extra "change" in your pocket when the new pay adjustment occurs. It seems like one of the only constants in life is change. Whether you view change as an anxiety producer or as an adventure, you can perhaps better prepare for it if you accept it as part of life's natural order.

To deal with change from a healthy perspective, DOT Fitness Center's Rick Bradley encourages us to take it one step at a time:

- Accept that some things are going to be different.
- Look for opportunities created during the change process.
- Engage in mental and physical activities to relieve stress and tension (exercising, reading a book, visiting friends).
- Establish new goals to plan for change.
- Be flexible.

I truly believe things always do work out for the better in the long run.

Warm regards,

— Carmen Jones  
Editor

P.S. Vince, we are thankful for your safe return.



Security Officer Rondo Brisco recognized for his alert and decisive response which prevented loss of life and property.

## Preventive Monitoring of Nassif Building Air and Water Quality

Under the leadership of Pat Prosperi in the Office of Transportation and Facilities, the Department continues its ongoing efforts to evaluate the cleanliness of the building's heating, ventilation and air conditioning (HVAC) system. In January, NuChemCo, Inc. (NCC) was brought in to conduct an indoor air quality survey at the Nassif Building. Representative air samples were collected on all floors of the building and direct reading instruments were used to measure temperature, relative humidity, carbon dioxide, carbon monoxide, and dust levels within the building. All samples and readings were well within established safety and health standards.

Water samples from drinking fountains and restroom sinks within the Nassif building were also tested in January. The results from the annual water quality tests indicate that lead and copper concentrations in the drinking water supply are well below the Environmental Protection Agency's action levels. To learn more about the test results, please call Tom Black on x66754.

## Diligent Security Officer Saves Lives

In the early morning hours of January 7th, Security Officer Rondo Brisco of CSMi/WSS (DOT's guard contractor) was patrolling the area around the Coast Guard Headquarters building when he observed smoke coming from one of the boats tied up at the adjacent James Creek Marina. He immediately directed that the Fire Department be notified. Although the Fire Department was unable to save the boat involved, Officer Brisco's action prevented loss of the dock and many of the boats nearby, thus saving

millions of dollars in property damage. Officer Brisco's acute observations and immediate action also saved lives, as there were several persons asleep on other boats berthed at the marina.

Officer Brisco possesses an exemplary work ethic. During 2003, he was never late for duty and worked every shift as scheduled. His positive work performance helps create a professional work environment among his peers and the employees at the Coast Guard Headquarters.

## On-going Mail Security

On February 3rd, a white granular powder was found on mail handling equipment causing three Senate Office Buildings to shut down for investigation. The samples were forwarded to the Centers for Disease Control and Prevention in Atlanta, Georgia. On February 4th, three of the four samples tested positive for ricin, a biological toxin. No threat letter has been identified. The Homeland Security Advisory System (HSAS) currently remains at the yellow "elevated" level.

These incidences remind us of how careful we must be in recognizing and handling suspicious mail. Employees are advised not to accept any letter or parcel from an unknown person outside of DOT for delivery to a DOT employee or facility.

Here are a few simple guidelines to remember when dealing with suspicious mail:

- Stop immediately.
- Do not shake or empty the envelope or package; simply put it down.
- Isolate the immediate area where the item is located and make sure no one disturbs the item.
- Notify your facility's security official (Nassif x60333; FOB-10A x35333; FOB-10B x58015; Coast Guard Headquarters x72426).
- Turn off air conditioners, heaters, and fans to prevent any potentially harmful substance from circulating.
- Wash your hands with soap and cool water for 30 to 60 seconds, and then wash your face.
- Do not allow anyone to leave who might have touched the item.
- Do not re-enter the area where the suspicious mail is located.
- Above all, remain calm and wait for the arrival of emergency response personnel.

## Surplus Library Books for Employees

To prepare for the move to a new Headquarters building, the DOT Library is advancing into the virtual arena by providing more mission essential information via their website at <http://dotlibrary.dot.gov/>. The site currently contains over 3,000 full-text electronic journals, more than 300 e-Books, custom gateways from the National Journal Group and Dialog NewsEdge, and the Online Digital Special Collections for items such as historic documents and DOT Orders.

Materials deemed non-essential or surplus are being removed from the shelves and offered free to employees on a first-come-first-serve basis. Materials are rotated every Friday. To date approximately 982 shelves have been cleared and over 9,000 items have been rotated through the Surplus Materials Room. For more information, please stop by the Library in Room 2200 or call x60745.



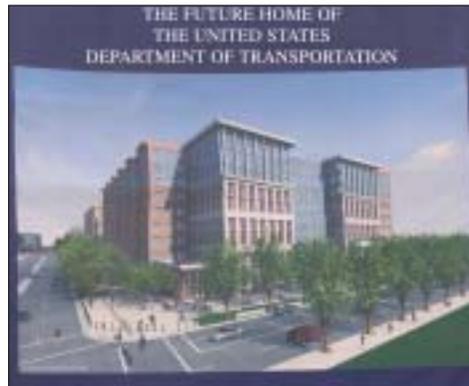
Phyllis Bell in the Office of Information Services organizes/replenishes the Surplus Materials Room.

## New DOT Building Update

On January 13th, the DC Zoning Commission gave final approval for the new DOT Building project. Later on January 23rd, President Bush signed the FY 2004 Omnibus Bill providing the first appropriated \$42 million in GSA's budget designated for the new DOT Headquarters project.

This project is sited on 11 acres within the Southeast Federal Center complex with several historic adjacent structures, one of which will be renovated to accommodate retail space. The Developers, JBG Company, made a decision to delay the ground-breaking ceremony until spring 2004 to allow for greater attendance. In the meantime, the DOT Project Team, led by Director George Fields, will continue working with the developers, architects, contractors and GSA throughout the design and construction stages to ensure DOT requirements are addressed.

The new DOT Headquarters project is part of a larger DC Anacostia Waterfront Development Plan encompassing 2,800 acres along both sides of the Anacostia River with 100 acres of new parks, 20,000 residential



The sign above is posted at the site for the new DOT Headquarters building.

housing units, 1 million square feet of retail development, and 20 million square feet of commercial office space planned over the next 25 years. The trend of waterfront revitalization has been successfully achieved, both historically and recently, in places like Boston, Providence, and San Francisco. This development will serve as a gateway to the greater Anacostia Riverpark System with an attractive location for office workers by day and a friendly, secure environment for urban dwellers and families by night. For more information on the Waterfront Revitalization projects, visit [www.anacostiawaterfront.net](http://www.anacostiawaterfront.net).

## DOT Recycles

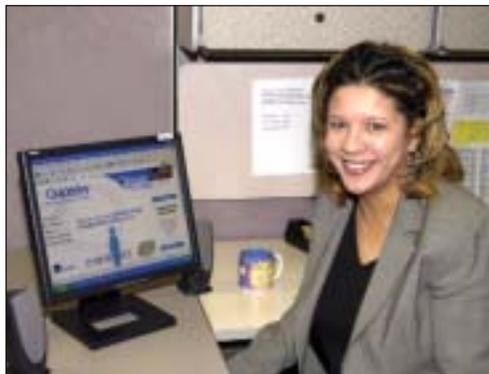
DOT has taken important steps to incorporate waste prevention and recycling into its daily operations by initiating a pilot rechargeable battery recycling program. The Office of Transportation and Facilities is encouraging employees to bring rechargeable batteries to the "Recycle Your Rechargeable Batteries Here!" box in the Northeast lobby of the Nassif Building beginning March 1st. Please be sure to place each battery in the plastic bag available at the drop box. The rechargeables will be shipped to a battery recycler who will use the metals to make new batteries. Did You Know...

- The Rechargeable Battery Recycling Corporation program recycled more than 20 million pounds of rechargeable batteries since 1996. That is equivalent to approximately 90 adult elephants or 267 yellow school buses.
- Most rechargeable batteries can be charged up to 1,000 times. Depending on frequency of use, proper handling and charging, a rechargeable battery can last between 2 to 5 years.

## Earth Day

Earth Day is April 22nd. For more information about environmentally-friendly initiatives and Earth Day events, go to [www.earthday.org](http://www.earthday.org).

## New QuickHire Recruitment System



Cindy Westray, who recently transferred from M to FHWA, demonstrates the new web-based recruitment system, QuickHire.

In support of DOT's Human Capital Plan and the President's Management Agenda (PMA) e-Government initiative, six operating administrations (including the Office of the Secretary) have implemented QuickHire, a web-based recruitment system. The Federal Highway Administration (FHWA) has agreed to be DOT's executive agent for QuickHire and several employees will continue to be transferred to

FHWA to support this new system. Other administrations will implement QuickHire by June 30th to improve business processes and help DOT "get to green" on this PMA initiative.

QuickHire eliminates burdensome Knowledge, Skills, and Abilities statements. Instead, applicants now

respond online to a series of questions and certify stated qualifications in a brief summary. The Office of Personnel Management estimates that under QuickHire, an average applicant will spend no more than one hour to complete the process. This certainly beats spending days, even weeks, completing an application. Managers will now view candidates' resumes online and receive a QuickHire-generated best-qualified certificate within one week, a process that once entailed up to six months. Another benefit to QuickHire is the expanded recruitment outreach, resulting in a greater, more diverse, applicant pool. Executive and employee briefings on QuickHire are scheduled throughout March. To learn more about DOT becoming more competitive in attracting the best and brightest, please call Cindy Westray on x69876.

## Update on the Departmental Diversity Advisory Council

Secretary Norman Y. Mineta created the DOT Diversity Advisory Council (DAC) in September 2003 to provide senior level guidance and leadership for all Departmental diversity initiatives. DAC oversees the implementation of the *DOT Diversity Action Plan – Sharing the Challenge* and is concentrating on three near-term deliverables:

- Create a standard format for gathering data.
- Partner with the Executive Resources Review Committee on diversity initiatives during executive selection processes.
- Raise awareness of DOT's commitment to diversity by sponsoring a Diversity Leadership Summit.

## New Web-Based Feedback Tool Assesses Competencies

The Office of Human Resource Management (OHRM) is working on strategies to assess competency gaps and identify individual developmental opportunities for supervisors, managers, and executives. One method of gathering this information is the 360 Degree Feedback System. Utilized in the private sector and other federal agencies, this system is a proven multi-rating assessment process that provides feedback on specified competencies. An employee begins the process by selecting supervisors, peers, and subordinates to assess the employee's competencies via a web-based evaluation tool. Once input is captured, a report is created and a trained facilitator shares results with the employee to coach them through potential leadership and developmental opportunities. Information gleaned from this evaluation tool can also be

utilized for succession planning.

There are two key ingredients to ensure successful implementation of this system. The first one is to establish agreement between employees and their supervisors at the beginning of the process that feedback will be utilized only as a developmental tool. The goal is to enhance leadership competencies and ensure that employee skills are aligned with position needs. It is not intended for use in the performance evaluation process. The second key ingredient is to select evaluators who will provide honest feedback.

OHRM staff has partnered with the Office of Personnel Management to design and implement a pilot 360 Degree Feedback System. A working group has been established to develop an implementation plan for FY 2004. To learn more about the 360 Degree Feedback System, please call x69844.

## Lifestyle Change – Less is More

If you have seen the Office of Procurement's Barbara (Babs) Fallat lately, you cannot help but notice the beaming smile on her face, the pep in her step, and her new-found ability to move freely without her scooter. All of this is a result of a major change in her life. She has lost over 80 pounds since last September! Like many others who have opted for gastric bypass surgery, Barbara is experiencing the liberation that accompanies significant weight loss and a personal adjustment toward a healthier lifestyle.

Barbara found herself in a vicious cycle where extra weight caused pain in her joints, yet she could not exercise to drop the weight due to the pain. Her decision to make this change came only after lengthy discussions with her doctors who had advised her to undergo surgery for hip and knee replacements. "I felt tired most of the time and walking a



Barbara Fallat in the Office of Procurement.

short distance was very taxing. After contemplating surgical procedures for a year, which seemed drastic, I made the decision to have the surgery as a last resort."

Now having dropped more than ten clothing sizes, Barbara truly appreciates the positive encouragement from family and friends. She has discovered that exercising is actually enjoyable, and it has resulted in improving the quality of her worklife.

## The Winner – Sandra Davis



Sandra Davis masters the skill of multi-tasking while scheduling drivers on-demand.

Congratulations to Sandra Davis in the Office of Transportation and Facilities who has been selected as our "eEmployee Making a Difference." Her colleague who submitted the nomination stated that customers

constantly provide positive feedback and compliments regarding Sandra's sincere customer service and professionalism. Sandra makes everyone feel important by listening and responding to their needs. She does all this while scheduling and dispatching drivers for planned and on-demand trips based on customer requests. She also arranges for preventive maintenance on vehicles and follows up with customers to ensure satisfaction. Sandra completes all of this multi-task workload with the best of dispositions and a smile-to-go. Working with customers at all levels across DOT, Sandra is certainly making a difference!

## Generosity Beyond Measure

The M Organization contributed over \$45,000 to the Office of the Secretary (OST) Combined Federal Campaign (CFC) donations of \$150,872. These donations in turn contributed to over \$1.25 million received across the Department and to a record total of \$50.3 million when combined with the rest of the federal workforce in the Washington, DC metropolitan area. The generosity provided by federal employees will enable local, national, and international charities to give a helpless, ailing child another chance at life or lead to the next breakthrough discovery that will save many more lives. The display of personal commitment and sacrifice by our eEmployees echoed the 2003 CFC theme of "You've Got the Power to Help." A special thanks to all CFC keyworkers for their dedicated support.



Juli Huynh in the Office of Strategic Initiatives receives the CFC Honor Award on behalf of OST. The CFC Honor Award is presented to operating administrations that achieve at least 60 percent employee participation or an average of \$175 per donation.



## Assistant Secretary Returns

After serving our country in Iraq as Deputy Commander of the 354th Civil Affairs Brigade, Colonel Vincent T. Taylor will return to DOT the last week of March to resume his Assistant Secretary of Administration duties. Welcome back, Vince!

While one leader returns, another leader departs. On February 6th, the M Family bid farewell to Deputy

Assistant Secretary for Administration Mari Barr Santangelo. Mari has joined the Department of Homeland Security, Office of the Under Secretary for Management. Mari wanted to express her sincerest thanks to everyone in M for their dedication and hard work. We wish her all the best!



Courtesy of United States Army

### Seeds of Change Statue

The bronze statue above captures the pure essence of countless changes occurring in Iraq and around the world over the past year. The statue shows a soldier mourning before a memorial of boots, rifle, and helmet with a small Iraqi girl reaching out to touch his right shoulder. The \$18,000 memorial was paid for through donations from the soldiers of the Army's 4th Infantry Division and is dedicated to American soldiers and their fallen comrades. An Iraqi artist, Kalat, who once was forced by Saddam Hussein to make the many hundreds of bronze statues of the former leader, created the memorial from the melted remains of two Hussein statues.

## More "Green" This Spring – Pay Raise

The President signed an Executive Order on March 3rd, which now provides federal civilian employees with an average 4.1 percent pay raise in 2004, including 1.4 percent for locality-based pay. The increase will be paid retroactively, beginning January 11th. **DOT employees will receive this retroactive payment in their April 27th paycheck.**

### GS Pay Schedule for Employees in the Washington, DC Area Effective January 2004 Annual Rates by Grade and Step

GS	1	2	3	4	5	6	7	8	9	10
1	17,911	18,508	19,104	19,697	20,293	20,644	21,231	21,824	21,848	22,402
2	20,138	20,616	21,283	21,848	22,094	22,744	23,394	24,044	24,694	25,344
3	21,972	22,705	23,437	24,170	24,902	25,635	26,367	27,100	27,832	28,565
4	24,666	25,488	26,310	27,132	27,954	28,776	29,597	30,419	31,241	32,063
5	27,597	28,518	29,438	30,359	31,279	32,200	33,120	34,041	34,961	35,881
6	30,762	31,788	32,814	33,840	34,866	35,892	36,918	37,944	38,970	39,996
7	34,184	35,323	36,463	37,602	38,742	39,881	41,020	42,160	43,299	44,439
8	37,858	39,120	40,382	41,644	42,906	44,168	45,430	46,692	47,954	49,216
9	41,815	43,209	44,603	45,996	47,390	48,784	50,178	51,572	52,966	54,360
10	46,048	47,583	49,118	50,653	52,188	53,722	55,257	56,792	58,327	59,862
11	50,593	52,279	53,966	55,652	57,338	59,024	60,710	62,397	64,083	65,769
12	60,638	62,659	64,680	66,701	68,722	70,743	72,764	74,785	76,806	78,826
13	72,108	74,512	76,916	79,319	81,723	84,127	86,531	88,935	91,338	93,742
14	85,210	88,051	90,891	93,732	96,572	99,413	102,253	105,094	107,934	110,775
15	100,231	103,573	106,914	110,256	113,597	116,939	120,280	123,622	126,963	130,305

### THE iMprint

Graphic Design & Photography  
(Thanks again for a great job!)

The iMprint is published for DOT employees and customers of the Office of the Assistant Secretary for Administration. Comments and contributions are welcome. Please call x66523, or e-mail [carmen.jones@ost.dot.gov](mailto:carmen.jones@ost.dot.gov).