

Let me leave with my last point. I am really frustrated, because you mentioned this was a failure of humans. I disagree with you, with a business background. This was not a failure of humans. A failure of humans is one individual who fails to complete a report appropriately in 2005, who makes a mess up and is addressed. What we see here, a pattern of several years of lack of proper monitoring, validating, and really correction I don't think is a problem of humans; I call it a problem of process and management, which all of you here are responsible for.

This is not just limited, as has been said by many of my colleagues, of the one person back there. To me the problem is right here, because it is ultimately your responsibility.

When I hear Congressman Cummings ask you do you know if this person is still working, and you say it has been said to me, you know, in the business world what we do, it was your responsibility to go physically and to ensure. I don't care how busy you are; you are not so busy that when we have planes flying around with inches thick of leaks and all these other things going on, it is your responsibility to get out of the office and to get on the ground. That is my expectation, and I think the public's expectation that you would do immediately.

So as I would close I will say to you that this has really risen to the threshold that I think it is beyond the reports and the headlines that we will see tomorrow. I think you owe the public an acknowledgment of exactly what happened and exactly what you intend to do.

We can talk all day long about the programs and processes that you are going to put in place, but I will kind of break it down really simple now, since we have talked about the business side. You are lacking some hall monitors. You need people in the halls making sure that people and the things that are supposed to happen, of all these great things that you said that they are going to do, all that is is another report this thick for someone to read once a year. We need action. We need people on the ground. And we need true monitoring and validation. Anything less than that is unacceptable to the American people.

Now I am going to put my life in your hands, unfortunately, and say a prayer as I hop on this flight. We are, unfortunately, working the angels overtime, and I hope that you would do a better job of protecting all of us.

Thank you.

Mr. OBERSTAR. I thank the gentlewoman.

Mr. Petri?

Mr. PETRI. Just to put things in context, I would rather put it a little more positively. We want you to keep on batting 1000. We have gone four years. I think it was pointed out at the beginning that 200,000 people have died on the highway and zero have died during that same period of time in airline crashes and airplanes. So if you are worried about going home, fly. But that is not saying it is perfect and it is not saying that things couldn't be a lot better.

You have done so well, and the last thing we want to do is to start slipping down on the job or getting cozy arrangements that then end up with loss of life, and so we want to celebrate success. It is fantastic. It is unprecedented in world history, I think. But we

at the same time don't want to rest on our laurels. We want to continue to keep on doing even better.

One other quick question. I will submit other questions for the record. I am sure there is an explanation for it. I don't know that it has been made part of the record. We have this organization chart of your Agency from Mr. Sabatini all the way down, and the aviation safety inspectors, supervisor. Principal Maintenance Inspector Douglas Gawadzinski has been mentioned often. He has not been here. I think there should be some reason why.

And then the other issues I would like to ask Mr. Scovel if there have been comments that Mr. Gawadzinski was talking to people at headquarters or this or that. Did you uncover or did you discover any of that, or was he basically speaking without authority, so to speak?

Mr. SCOVEL. Mr. Petri, it is our understanding that, in fact, he did know officials at FAA headquarters. To the extent he is embellishing his relationship with them so he could puff himself up in the eyes of colleagues down in the Southwest CMO, that appears certainly to have been happening, as well.

Mr. PETRI. Any of you like to respond? Mr. Sabatini? I think both of your names have been mentioned. Mr. Stuckey?

Mr. BALLOUGH. Yes, Mr. Petri, thank you very much for the opportunity. Yes, it is true. I know Doug Gawadzinski, just like I know a lot of my workforce. I spend a lot of time on the road to interact with those folks. Mr. Gawadzinski came to New York when Nick and I were in New York together and spent 90 days on a detail. He then went back to the southwest region. Since 2001, when I became the Director of Flight Standards Service, I have talked to him or seen him a very limited number of times. Certainly the portrayal today of daily conversations with Mr. Gawadzinski or the inference by the management in the Southwest CMO that I somehow had some kind of relationship with Mr. Gawadzinski is just not factual, sir.

I state for the record that I have been absolutely consistent, from the day I became the Director of this organization and went out and talked to the field. I attend every management team meeting at the regions and speak to the supervisory ranks as well as at offices. I have been absolutely consistent for the last seven years that I expect, number one, standardization; number two, that following national policy is paramount for me. It always has been. So this notion that he had somehow had some dispensation from following national policy is a fabrication.

Mr. PETRI. Thank you, sir.

Mr. OBERSTAR. Now, Mr. Sabatini, you knew on July 12, 2007, of the incidents at Southwest. A report was completed, correct?

Mr. SABATINI. I am not sure of the exact date, sir, but certainly—

Mr. OBERSTAR. In July?

Mr. SABATINI. In that time frame. That would be correct.

Mr. OBERSTAR. But that is the date given to the document of completion of the inquiry. Why did you wait until March of this year to audit other airlines?

Mr. SABATINI. We didn't know the gravity at that time of what was going on at the Southwest CMO.