



FY 2003 Employee Attitude Survey ATO Plan of Action

April 27, 2004

(Updated July 9, 2004)

EXECUTIVE SUMMARY

This Air Traffic Organization (ATO) Employee Attitude Survey (EAS) Action Plan is a follow-up to the EAS administered in the Fall of 2003. The primary objective of this action plan is to enable and support employees in a way that helps ATO move toward a performance-based organization (PBO).

BACKGROUND

A performance target of the Flight Plan is to “increase EAS scores in the areas of Management Effectiveness and Accountability.” EAS questions selected for this metric fall into 4 categories:

- Clarity of Performance Expectations
- Accountability
- Recognition and Rewards
- Customer Support

Using the overall Agency 2003 EAS results, the FAA’s Human Resources organization (AHR) presented a draft Corporate Action Plan to the FAA Management Team on April 15, 2004. The corporate plan consists of elements of the FAA Flight Plan’s Organizational Excellence goal, as well as initiatives identified by the FAA Executive Team. The initial focus of the Corporate Action Plan identifies immediate actions and interventions supported by current Agency initiatives and activities.

ATO ACTION PLAN

Critical Assumptions

Changing “things” within the system is not enough. It is the people of ATO who will make the PBO a success. The EAS data suggest that any actions taken should embrace the following inherent assumptions:

- ***Employee Involvement:*** Key to becoming a PBO is employee involvement, as engaged employees equal profitability and productivity. Results of the EAS data suggest that ATO employees are much less involved than they would like to be. This action plan, therefore, recommends actions that include employees in the process.
- ***Relationship with Supervisor:*** The single most important determinant of individual performance is each employee’s relationship with his or her immediate supervisor. This means that data on how employees perceive their immediate supervisors is very important. Our EAS scores are above 55% satisfaction in this category, and we need to decide how to capitalize on what’s working well in this area.
- ***Focus on Best Practices:*** The best leaders seek out, shadow, study, and highlight the lessons of their own top performers, identifying their best internal practices and shining a light on the best supervisors and managers. We need to find those work groups and managers in ATO that are thriving, find out why, and help everyone else learn from them so they can mirror those successes.

Focus Areas

The FAA Management Team tasked lines of business to address two major Focus Areas, which emerged from the overall Agency EAS results—Leading Performance and Rewards and Recognition.

Within ATO, the **Leading Performance Focus Area** includes survey questions grouped into the following categories:

- Training Opportunities Available
- Satisfaction with Supervision
- Supervisory Fairness
- Management Concern for Employees
- Trust in Management
- Supervisory Coaching
- Conflicts Addressed
- Extent Conflict Experienced
- Communications Climate Open
- Clarity of Performance Expectations
- Accountability, and
- Empowerment.

The **Rewards and Recognition Focus Area** includes questions grouped into the following categories:

- Satisfied With Pay
- Satisfied With Recognition
- Recognition and Reward
- Personal Initiative Worth
- Encouraged to Work Hard, and
- Satisfaction With Pay Systems

A cross-functional team representing ATO service units, and led by the ATO Workforce Development staff, is developing the ATO Plan of Action. The objective is to link the Corporate Action Plan, the FAA Executives' initiatives, and those areas identified by the team as relevant to move the ATO to a PBO (see Table 1). The strategy used to accomplish this includes two phases.

- **Phase I** will identify areas where employee satisfaction is below 40%. Then, short-term actions, or “quick hits” will be specified as interventions that may have long term gain. In addition, this phase links ATO actions to the corporate plan. Specifically, we will identify best practices within the ATO, provide training on performance management and coaching, and recognize high performers.
- **Phase II** will concentrate on an in-depth look at what the data means. For example, we propose discussions with employee focus groups to capture the “drivers” of the ATO data. Also, we will crosswalk the ATO values linked to the Focus Areas and the EAS data to ensure our message is consistent with our follow through.

Methodology

The Civil Aeronautical Medical Institute (CAMI) delivered the 2003 EAS results to the lines of business during March and April 2004. At the time of Survey administration during first quarter of FY 04, the Air Traffic Organization had not yet been “stood up.” Therefore, the pre-ATO organizational structure determined the survey demographic information. CAMI has also reworked the pre-ATO organizational demographic breakdown to accurately reflect the ATO structure.

In addition, senior management in the legacy ARA organization developed a set of shared leadership values that have served to help guide management decision-making (and which have

subsequently been endorsed by the new ATO COO). To maintain this progress, CAMI is also mapping the survey items onto the leadership values. Thus the newly remapped data provides the ATO Executive Council a linkage between leadership values to EAS items (see Table 3).

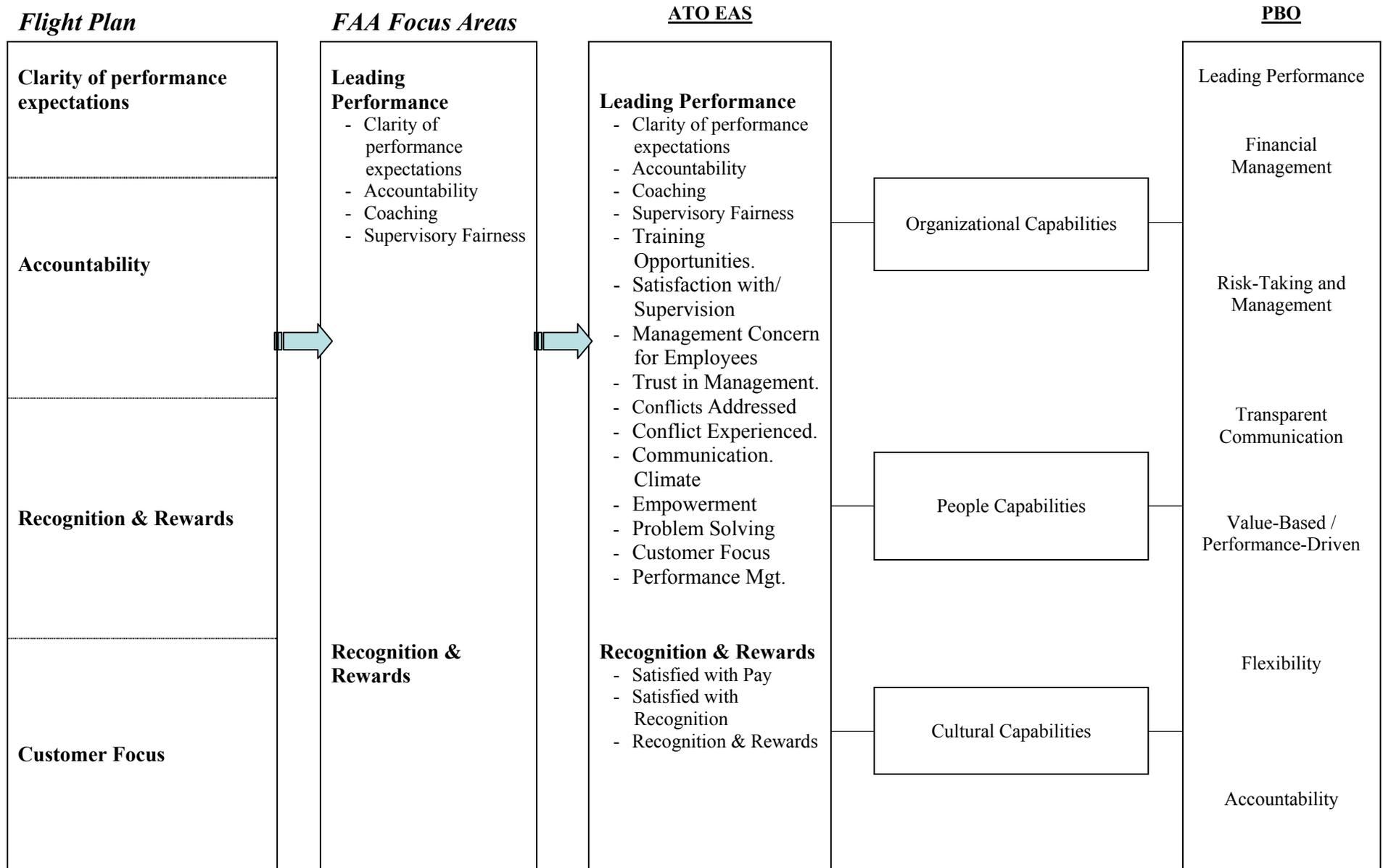
NEXT STEPS

ATO will take the following steps to create the 2003 ATO EAS Action Plan (see Table 2 for a high-level timeline). During the remainder of third quarter, all supervisors and managers who received Survey reports will identify those questions in the Leading Performance and Rewards and Recognition Focus Areas where their scores are above 55% and below 40%. If scores are above 55%, action plans should document what's going well (Best Practices) and what additional steps could be taken to make further improvements. If scores are below 40% in these Focus Areas, the workgroup can make self-corrections, get ideas from the ATO best practices archive, or call for outside support from EAS points of contact, facilitators, or expert consultants within or outside ATO.

During July, the ATO Workforce Planning staff will create an ATO library of best practices and lessons learned for Leading Performance and Rewards and Recognition. This information will be distributed, along with the Survey reports from CAMI, to all ATO service units. Supervisors and managers will use August and September to create "traditional" local action plans that reflect their current ATO structure. This should propel us towards improving EAS results and achieving PBO goals. **Manager's action plans will be due by September 30, 2004.**

Table 1.

ATO EAS Strategic Plan



ATO EAS Strategic Timeline

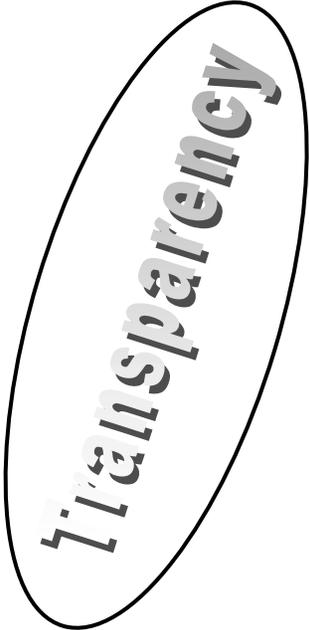
(Targets for Leading Performance/Recognition & Rewards)

3 rd QTR -04	4 th QTR -04	1 st QTR -05	2 nd QTR -05
<ul style="list-style-type: none"> ✓ Deliver training on performance management and coaching • Map EAS questions to ATO Values to identify observable Performance-based behaviors • CAMI will summarize EAS results under the ATO (Completed) • Develop intervention(s), including refinement (i.e., Value Analysis, “Best Practices”) • Review and update guidance for Recognition and Rewards programs ✓ Increase use of informal Recognition and acknowledgement of a “job done well” 	<ul style="list-style-type: none"> • Provide managers tools & training to support performance management • Provide coaching & feedback training • Distribute ATO EAS results by Service Unit • Brief ATO Executive Council “Best Practices” for Leading Performance and Recognition & Rewards ✓ Evaluate ATO Rewards & Recognitions programs and use results to improve practices 	<ul style="list-style-type: none"> • Provide managers tools to set clear performance expectations ✓ Increase use of informal recognition and acknowledgement of “a job done well” • Implement “Best Practices” within each Service Unit 	<ul style="list-style-type: none"> • Provide managers tools & training to support performance management • Provide coaching & feedback training ✓ Develop and implement a variety of reward and recognition tools • Conduct “pulse checks” using focus groups and targeted surveys as interim measures of communication effectiveness

(✓) **NOTE:** AHR-led initiatives to be supported by the ATO

Table 3.

ATO Core Values Link to FAA Focus Areas

ATO Values	Agency Focus Areas	Output	Evaluation
Fiscal Responsibility	<ul style="list-style-type: none"> ➤ Leading Performance ➤ Professional Work Environment ➤ Effective Communication 		<p>Longitudinal EAS Assessment and Pulse Checks</p>
Management Effectiveness and Accountability	<ul style="list-style-type: none"> ➤ Leading Performance ➤ Effective Communication 		
Honesty and Integrity	<ul style="list-style-type: none"> ➤ Leading Performance ➤ Professional Work Environment ➤ Effective Communication 		
Commitment to People	<ul style="list-style-type: none"> ➤ Rewards and Recognition ➤ Professional Work Environment ➤ Effective Communication 		
Commitment to Excellence/Service	<ul style="list-style-type: none"> ➤ Rewards and Recognition ➤ Professional Work Environment ➤ Effective Communication 		

