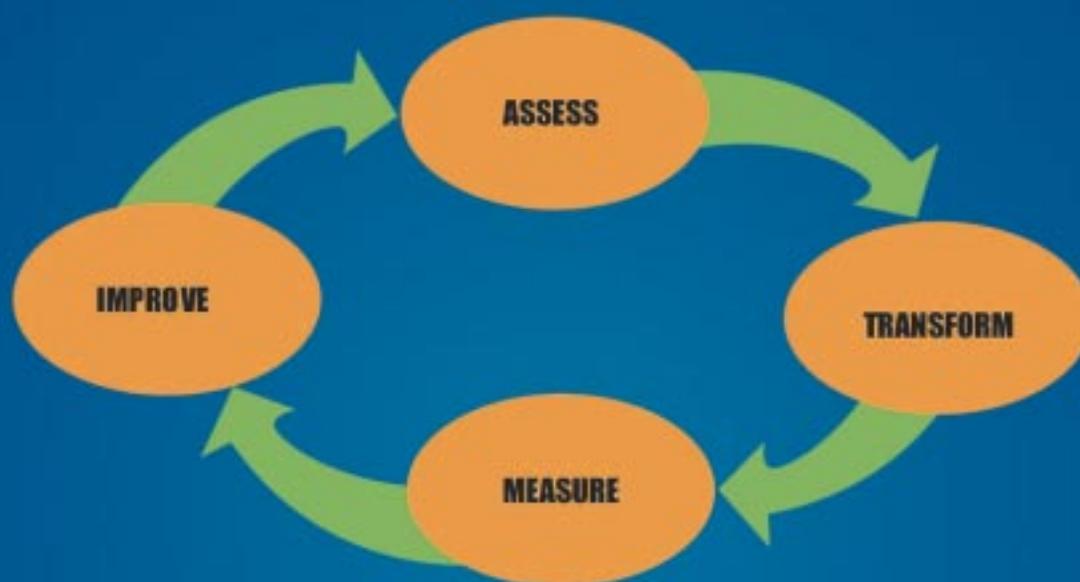


AIR TRAFFIC SERVICES



MODEL WORK ENVIRONMENT

Managing Your Way to MWE

***ACTION PLANNING GUIDE FOR
MANAGERS AND SUPERVISORS***

Volume II

December 2000

AIR TRAFFIC SERVICES

MANAGING YOUR WAY TO MWE

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MANAGERS AND SUPERVISORS
Volume II**

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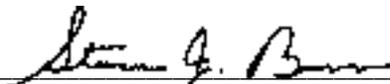
INTRODUCTION

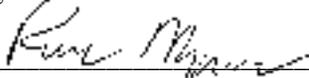
The purpose of this guide is to assist in the achievement of the ATS' vision for a Model Work Environment (MWE). More specifically, the action plan will highlight issues in a systematic fashion, thus leading to proactive rather than reactive change.

The strategic planning process adopted by ATS represents a systematic application of quality improvement techniques for transforming ATS through leadership, communication, training, empowerment, recognition, and teamwork. The success of this strategic planning process depends on people. Employees are included at all levels of the organization. Since "People" are the drivers of this model, it is essential to discuss their roles within the context of each of the other four elements of the model.

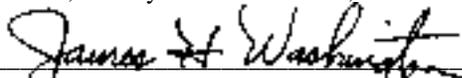
The planning process is composed of four elements that function on a cyclical basis. The entire process can be repeated on a continuous basis as additional issues are identified. The four elements are: ASSESS, TRANSFORM, MEASURE and IMPROVE. These elements are both interrelated and interdependent. Each element is discussed separately in Volume II of the MWE guide.

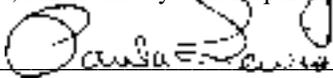
There are many ways to design and transform an organization. This guide is not intended to be a strict formula to follow, but rather, a framework of critical elements for developing your organization's requirements. According to these critical elements, you must: ASSESS employees' needs and organizational objectives to determine where you are and strategically plan where you want to go; TRANSFORM your organization through the ATS vision; MEASURE the results of your organization's effort in terms of achieving employee satisfaction; and continuously IMPROVE your operations through redesigning the processes, reengineering the organization, and automating systems. The process must be enhanced further by the inclusion of employees at all levels of the organization. Where possible, we have provided a toolbox to give you additional resources.

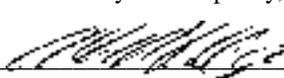

Acting Associate Administrator for Air Traffic Services, ATS-1


Director, Air Traffic Service, AAT-1


Director, Airway Facilities Service, AAF-1


Director, Air Traffic System Requirements Service, ARS-1


Director, Office of System Capacity, ASC-1


Director, Office of Independent Operational Test & Evaluation, ATQ-1

AIR TRAFFIC SERVICES' LABOR ORGANIZATIONS

MEMORANDUM OF UNDERSTANDING BETWEEN THE NATIONAL AIR TRAFFIC CONTROLLERS ASSOCIATION AND THE FEDERAL AVIATION ADMINISTRATION

This memorandum of understanding (MOU) is entered into between the National Air Traffic Controllers Association (herein referred to as "the Union" or "NATCA") and the Federal Aviation Administration (herein referred to as "the Agency" or "Employer") and collectively referred to as the "Parties." This agreement represents the Parties' understanding concerning the Agency initiative known as the Model Work Environment (MWE):

Section 1: This agreement applies to all Air Traffic Services (ATS) bargaining unit employees represented by NATCA.

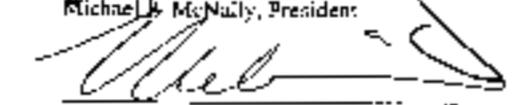
Section 2: This MOU shall be distributed to all bargaining unit employees and shall be part of the Agency briefing guides (volumes I and II) entitled, "Air Traffic Services: Managing Your Way to MWE."

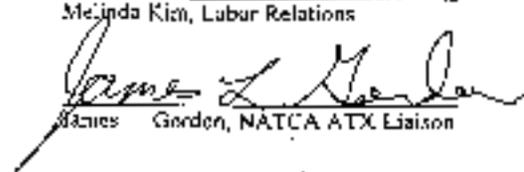
Section 3: MWE is an initiative measure in achieving the ATS vision of a work environment that is productive, rewarding, fair, safe, and satisfying. MWE is a process for the Agency to assess, transform, measure, and improve the work environment. The ATS MWE initiative will link all employees into the process by creating continuous, dialogue-based communications as outlined in volume II.

Section 4: MWE volumes I and II are management guidance. They do not serve as a basis for taking disciplinary action. However, disciplinary action may be taken based on the types of misconduct described in the Agency's table of penalties.

For NATCA

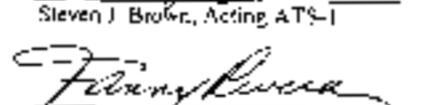

Michael J. McNally, President

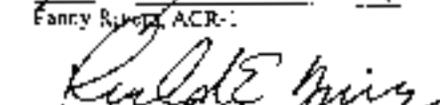

Melinda Kich, Labor Relations

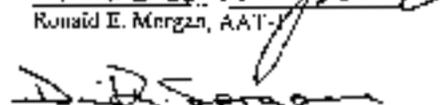

James Gordon, NATCA ATX Liaison

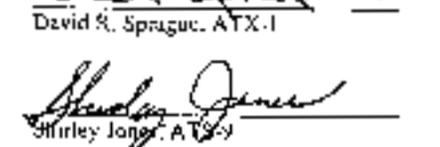
For the FAA


Steven J. Brown, Acting ATX-1


Fanny R. Lopez, ACR-1


Ronald E. Morgan, AAT-1


David S. Sprague, ATX-1


Shirley Jones, ATX-1

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AIR TRAFFIC SERVICES' LABOR ORGANIZATIONS (Con't)

MEMORANDUM OF UNDERSTANDING BETWEEN THE NATIONAL ASSOCIATION OF AIR TRAFFIC SPECIALISTS AND THE FEDERAL AVIATION ADMINISTRATION

This memorandum of understanding (MOU) is entered into between the National Association of Air Traffic Specialists (herein referred to as "the Union" or "NAATS") and the Federal Aviation Administration (herein referred to as "the Agency" or "Employer") and collectively referred to as the "Parties." This agreement represents the Parties' understanding concerning the Agency initiative known as the Model Work Environment (MWE).

Section 1: This agreement applies to all Air Traffic Services (ATS) bargaining unit employees represented by NAATS.

Section 2: This MOU shall be distributed to all bargaining unit employees and shall be part of the Agency briefing guides (volumes I and II) entitled, "Air Traffic Services, Managing Your Way to MWE."

Section 3: MWE is an initiative measure in achieving the ATS vision of a work environment that is productive, rewarding, fair, safe, and satisfying. MWE is a process for the Agency to assess, transform, measure, and improve the work environment. The ATS MWE initiative will link all employees into the process by creating continuous, dialogue-based communications as outlined in volume II.

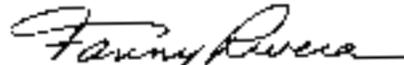
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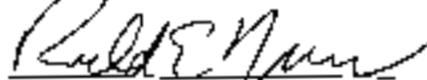
For NAATS


Walker W. Piaz, President

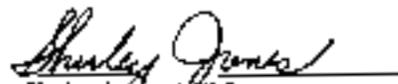
For the FAA


Steven J. Brown, Acting ATS-1


Fanny Rivera, ACR-1


Ronald E. Morgan, AAT-1


David R. Sprague, ATX-1


Shirley Jones, ATS-9

JUL 14 2000

AIR TRAFFIC SERVICES' LABOR ORGANIZATIONS (Con't)

Mark B. Nelson — — / *Emily Harvey*

National Association of Government Employees (NAGE)

Don V. Flynn

American Federation of State, County, and Municipal Employees (AFSCME)

Ronald C. Carberry / *Stephen A. Jones*

American Federation of Government Employees (AFGE)

EMPLOYEE ASSOCIATIONS

Alfredia Brooks

The Council of African American Employees (CAAE)

Myra

FAA Gay, Lesbian or Bisexual Employees (GLOBE)

Big D. Cook

National Coalition of Federal Aviation Administration Native American and Alaska Native Employees (NAAN)

Shirley

National Asian and Pacific American Association (NAPA)

Marnie W. Maloney

National Black Coalition of Federal Aviation Employees (NBCFAE)

Judith H. Apt

National Coalition of Federal Aviation Employees with Disabilities (NCFAED)

Adolf D. Zuala

National Hispanic Coalition of Federal Aviation Employees (NHCFAE)

Catherine S. Hedgler

Technical Women's Organization (TWO)

Robert C. Yarbrough

Professional Women Controllers (PWC)

VISION AND GOALS

VISION

To maintain a productive, rewarding, fair, safe, and satisfying work environment.

GOALS

Productive

- I. Improve the leadership skills and competencies of employees.

Rewarding

- II. Ensure accountability for competent work and appropriate behavior. Identify and reward outstanding performance.

Fair

- III. Establish and use systems that are fair and performance-based. Eliminate non-merit barriers.

Safe

- IV. Develop and implement plans to make facilities safe, healthful and accessible. Ensure environment is friendly, not hostile.

Satisfying

- V. Communicate and continue to assess employee satisfaction level.

ROLES AND RESPONSIBILITIES

Associate Administrator for Air Traffic Services (ATS)

- Articulate the vision for the future.
- Empower the entire taskforce with the authority to accomplish the initiatives.
- Commit the organizational resources to support the initiative.

ATS Management Team

- Provide the broad organizational perspective.
- Allocate resources/budget.
- Reinforce the communication strategy at meetings and key events.

ATS National Program Manager

- Serve as the communication link between the management team, the council/coordinators, and the external community.
- Serve as a consultant to the organizations.
- Articulate ATS' vision and business rationale for MWE initiatives.
- Manage the human capital resources (people, money, and time).
- Lead and facilitate MWE meetings.
- Receive and review data for ATS' national initiatives.
- Communicate ATS' national initiatives.
- Develop infrastructure for information sharing.
- Guide the implementation of the corporate initiatives.
- Develop and provide strategies for transforming the ATS organizations.

ATS Council/MWE Coordinators

- Provide continuity between the regions and headquarters.
- Assist managers and supervisors in gathering relevant data.
- Participate in compiling a report on the organizational assessment and recommendations.
- Provide feedback and suggestions about how best to present the report to the rest of the organization.
- Offer support to the action planning sessions.
- Facilitate the dialogue, which must be a continuous flow of information from the council/coordinators up to the management team and the managers/supervisors then out to employees.

Managers and Supervisors

- Create and maintain a positive and supportive work environment that promotes participation of all employees in work activities for the benefit of the individual and the organization.
- Summarize and analyze information from your employees and data relative to your organization.
- Design and conduct an action planning process.
- Implement the plan.

Employees

- Participate in the action planning session.
- Participate in the implementation phase of the initiatives.
- Share the responsibility for ensuring a productive and hospitable workplace.
- Work together harmoniously and effectively.
- Treat each other with dignity and respect.
- Respect each other's contributions.
- Participate fully in workplace activities.
- Seek productive and efficient solutions to everyday problems that do not compromise the integrity of coworkers.

Facilitators

- Guide and assist managers and supervisors in the strategic planning process.
- Serve as a neutral third party to keep the group on track.
- Ensure that all people are heard.
- Ensure that the objectives of the meeting are accomplished.

DEVELOPING YOUR ACTION PLAN

Each ATS organization will ensure that their activities and initiatives are developed in accordance with the following goals:

- Improve the leadership skills and competencies of employees.
- Ensure accountability for competent work and appropriate behavior. Identify and reward outstanding performance.
- Establish and use systems that are fair and performance-based. Eliminate non-merit barriers.
- Develop and implement plans to make facilities safe, healthful, and accessible. Ensure the environment is friendly, not hostile.
- Assess employees' level of satisfaction with their quality of worklife. Continue to communicate with employees regarding their level of satisfaction.

Lead your organization in an action planning session. The facilitators can help you in this process. Involve the entire organization in the session. Use the outlined action plan report to formalize the outcomes of your session. Use the ATS mission, vision, goals, focus areas, and statements/questions to generate discussion. Create and communicate common visions, values, and strategic direction for the organization, which are linked to employee needs and expectations. Customize your action plan to meet your specific needs. Your focus areas may be expanded to include areas of interest to your organization.

The following pages provide examples of possible actions that may be helpful for your facility. For each of the five elements of the ATS vision (productive, rewarding, fair, safe, and satisfying) examples of Assess, Transform, Measure, and Improve actions are provided. This is not an exhaustive list of possible actions that may be taken. In fact, depending on your facility, some of these may not be relevant. The list simply provides some guidance on how the process may unfold. You will also see as you read through the suggestions that some of the actions, improvements, measures, and transformations are interrelated across the various ATS goals. Whenever possible, ensure actions impact multiple goals to increase the efficiency of these actions.

FORMAT FOR ACTION PLAN

National ATS GOAL#:

FOCUS AREA	DESIRED FUTURE STATE OR OUTCOME	PERFORMANCE MEASURES	RESPONSIBLE PARTY/ ORGANIZATION	RESOURCE REQUIREMENTS	TIME FRAME

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Sample action plan for the "PRODUCTIVE" element of the ATS vision

National ATS GOAL#1:

Improve the leadership skills and competencies of all employees.

FOCUS AREA	DESIRED FUTURE STATE OR OUTCOME	PERFORMANCE MEASURES	RESPONSIBLE PARTY/ ORGANIZATION	RESOURCE REQUIREMENTS	TIME FRAME
<p>Strategic focus areas may include but are not limited to:</p> <ol style="list-style-type: none"> 1. Mentoring 2. Networking 3. Training 4. Developmental Assignment 5. Managerial and Supervisory Training 6. Executive Management Development Programs 	<p>Define the desired future state: A detailed description/picture of what you want the organization to be at a set point in the future. Compare the description of future with the assessment of the current state to generate realistic action plans and timetables for managing the transition from present to future.</p>	<p>(See information relative to measures listed under this goal).</p>	<p>Who?</p>	<p>What?</p>	<p>When?</p>

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“PRODUCTIVE”

Use this information to assist in the action planning process.

STEP I: ASSESS

- Does your facility have a mentoring program available?
- Does your facility have formal and informal systems that encourage employee networking?
- Does your facility have Technical Skills training programs available?
- Does your facility use Individual Development Plans (IDPs)?
- Does your facility provide training to help employees be promoted to supervisory and management positions?
- Does your facility have executive and management development programs?
- Does your facility have a short-term training program?
- How many developmental positions were created in your facility to enable your workforce to prepare for other FAA positions?
- Does your facility show a balance between short-term and long-term training?

STEP II: TRANSFORM

- If your facility does not have a mentoring program, design and implement a mentoring program.
- If your facility does not have a training program, design and implement a training program.
- If your facility does not use IDPs, or uses them sparingly, develop or increase IDP participation.
- Are IDP's used to determine who receives training and developmental opportunities?
- Take actions to encourage participation in the IDP process.
- Discuss networking opportunities with all of your employees
- Does your facility have material available for employees on networking?
- Does your facility have information on employee associations and professional organizations available?

STEP III: MEASURE

- If your facility has a mentoring program in place, how do you evaluate the effectiveness of it?
- Number of participants.
- Number of cross-facility placements.
- If your facility has training programs, how do you evaluate program effectiveness?
- Number of people trained
- Percentage of workforce who are full performance level (FPL)
- Percentage of workforce with cross-training
- Parity in training ensuring equal opportunity for all employees.
- If your facility has a networking program, how do you evaluate its effectiveness?
- Number of participants.
- Percentage of participants active in professional groups and associations

STEP IV: IMPROVE

- Improve active participation in mentoring program.
- Increase percentage of employees utilizing an Individual Development Plan.
- Increase the rate of promotions in your facility.
- Provide both short and long term training.
- Create additional developmental opportunities.

Sample action plan for the "REWARDING" element of the ATS vision

National ATS GOAL#2:

Ensure accountability for competent work performance and appropriate behavior. Identify and reward outstanding performance.

FOCUS AREA	DESIRED FUTURE STATE OR OUTCOME	PERFORMANCE MEASURES	RESPONSIBLE PARTY/ ORGANIZATION	RESOURCE REQUIREMENTS	TIME FRAME
<p>Strategic focus areas may include but are not limited to: 1. Recognition 2. Rewards</p>	<p>Define the desired future state: A detailed description/ picture of what you want the organization to be at a set point in the future. Compare the description of the future with the assessment of the current state to generate realistic action plans and timetables for managing the transition from present to future.</p>	<p>(See information relative to measures listed under this goal).</p>	<p>Who?</p>	<p>What?</p>	<p>When?</p>

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‘REWARDING’

Use this information to assist in the action planning process

STEP I: ASSESS

- Does your facility have an effective, formal recognition program?
- Does your facility have a formal performance appraisal system?
- If yes, are performance appraisals conducted twice each year?
- Do the results of the performance appraisal feed into the training of the individual (see “Productive” component on previous pages).
- How is individual accountability assured?
- Does your facility have a diversity/MWE award program?
- Does your facility have a team award?
- Did your workforce provide positive ratings of performance management, recognition and rewards, and coaching on the Employee Attitude Survey (EAS)?

STEP II: TRANSFORM

- Develop a formal recognition program.
- Use the FAA performance appraisal system.
- Conduct performance appraisals twice each year.
 - Do the results of the performance appraisal feed into the training of the individual (see “Productive” component on previous pages)?
 - Are the IDPs considered in conjunction with the performance appraisal?
- How is individual accountability assured?
- Does your facility have a diversity award program?
- Does your facility have a team award?

STEP III: MEASURE

- How many people received some form of recognition or rewards each quarter?
 - Diversity award
 - Team awards
 - Performance awards
 - Attendance awards
- What percentage of the workforce received a formal annual performance appraisal?
- What percentage of the workforce participated in a mid year assessment of performance?
- Based on the performance appraisal, what percentage of the workforce was enrolled in training, development, or other career enhancing endeavors?

STEP IV: IMPROVE

- Ensure everyone has the opportunity to participate in efforts that result in recognition and rewards.
- Increase participation in awards programs and ceremonies
- Increase the level of active participation of employees in the performance appraisal process.
- In conjunction with human resources experts, improve your facilities performance appraisal process.
 - Consider coworker input.
 - Consider subordinate input for supervisor and manager appraisals.
- Implement award programs around the five elements of the ATS vision (productive, rewarding, fair, safe, and satisfying).

Sample action plan for the "FAIR" element of the ATS vision

National ATS GOAL#3:

Establish and use systems that are fair and performance based. Eliminate non-merit barriers.

FOCUS AREA	DESIRED FUTURE STATE OR OUTCOME	PERFORMANCE MEASURES	RESPONSIBLE PARTY/ ORGANIZATION	RESOURCE REQUIREMENTS	TIME FRAME
<p>Strategic focus areas may include but are not limited to:</p> <ol style="list-style-type: none"> 1. Recruitment 2. Selection 3. Succession Planning 4. Performance Management 5. Affirmative Employment 6. Complaint Review Team 	<p>Define the desired future state: A detailed description/ picture of what you want the organization to be at a set point in the future. Compare the description of the future with the assessment of the current state to generate realistic action plans and timetables for managing the transition from present to future.</p>	<p>(See information relative to measures listed under this goal).</p>	<p>Who?</p>	<p>What?</p>	<p>When?</p>

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“FAIR”

Use this information to assist in the action planning process.

STEP I: ASSESS

- Do you use an outreach program?
- Does your selection process include all employees?
- What feedback is provided to those not selected on bids?
- Do you have clearly identified selection criteria that are free of non-merit factors?
- How diverse is the representation in your selections?
- Do you have all the current PRIB's and information on personnel reform on file within your facility?
- Has the workforce been briefed on PRIB's?
- Have questions surfaced on the PRIB's, if so, have these questions been resolved?
- Use the Executive Information System (EXIS) database to determine how diverse your workforce is relative to the overall FAA.

STEP II: TRANSFORM

- In conjunction with the regional Human Resources Department, develop a local outreach program.
- Develop a selection process that includes facility employees in the selection process.
- Provide feedback to those not selected on bids, training requests, and other developmental opportunities?
- Explain the reason for your decision.
- Identify areas in which they need to improve.
- Offer suggestions for the interview process.
- Ensure your selection criteria are free of non-merit factors.
- Encourage the applications from qualified under-represented groups.
- Ensure you have all the current PRIB's and information on personal reform on file within your facility.
- Provide workforce briefings regarding the PRIB's.
- Answer questions regarding Personnel Reform or provide referrals to persons who can.

STEP III: MEASURE

- Count the number of people contacted through the local outreach program.
- What percentage of employees actively support the local outreach program.
- Count the number of applicants to training and specialized development opportunities.
- Count the number of in-house training opportunities that are provided.
- Track the diversity of the individuals selected for the various opportunities.

STEP IV: IMPROVE

- Try to increase the number of employees involved in the local outreach program.
- Provide rewards and recognition to those who support diversity and MWE.
- Encourage participation in cross-cultural exchanges approved by the agency.
- Increase the number of applicants for training and specialized development opportunities.
- Increase the number of in-house training opportunities.
- Provide briefing on PRIBs and other organizational changes.
- Ensure all selections are free of non-merit factors.

Sample action plan for the "SAFE" element of the ATS vision

National ATS GOAL#4:

Develop and implement plans of action to make facilities safe, and accessible for all employees. Ensure environment is encouraging, not hostile.

FOCUS AREA	DESIRED FUTURE STATE OR OUTCOME	PERFORMANCE MEASURES	RESPONSIBLE PARTY/ ORGANIZATION	RESOURCE REQUIREMENTS	TIME FRAME
<p>Strategic focus areas may include but are not limited to:</p> <ul style="list-style-type: none"> 1. Architectural Environment 2. Non-Hostile Environment 	<p>Define the desired future state: A detailed description/ picture of what you want the organization to be at a set point in the future. Compare the description of the future with the assessment of the current state to generate realistic action plans and timetables for managing the transition from present to future.</p>	<p>(See information relative to measures listed under this goal).</p>	<p>Who?</p>	<p>What?</p>	<p>When?</p>

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“SAFE”

Use this information to assist in the action planning process.

Sample action plan for the “SAFE” element of the ATS vision.

- Do employees with disabilities face attitudinal and physical barriers at your facility?
- Are you prepared to address those barriers?
- Do employees who participate in the various employee associations face attitudinal and physical barriers at your facility? Are you prepared to address those barriers?
- Did your facility have good EAS scores on sexual harassment, unfair treatment, and support for MWE?
- Examine your own behavior. Does your own behavior reflect your personal commitment, policy, and law? Set the example.
- Visit work areas and be aware of the kinds of materials posted and the context of discussions being held. Could any materials be considered offensive to anyone?
- Observe how supervisors interact with each other and with employees. Is everyone treated with dignity?
- Monitor through personal observation, indications that employees are uncomfortable or unhappy with conversations or actions.
- Does anyone in your facility use vulgar language, have temper tantrums, tell inappropriate jokes, and/or inappropriately touch people?
- Does your facility have excessive employee tardiness, absenteeism, or turnover? Who is leaving?
- Solicit input from all employee groups on issues or concerns regarding the facility environment.
- Are grievances used to resolve issues or are concerns resolved at the lowest possible level?
- Do employees trust each other?
- Do employees trust their supervisor?
- Do employees trust their manager?
- Are there any indications or perceptions that one or more of the following is/are an issue at your facility: sexual harassment, sex discrimination, racism, sexism, homophobia, etc.?
- Objectively describe behavior without focusing on the intent, personalities, reputations, or culture of the individuals involved. Simply look at the scene and describe it.
- Determine if the behavior is appropriate. Ask yourself what you would think if you happened on the scene and did not know anything about what was going on. How would you judge it as a reasonable, casual observer?
- How would a news reporter or court of law interpret this incident?
- Does the behavior need to occur? How is the business of the agency furthered?
- Is the facility accessible to all employees? In partnership with Airways Facilities, tour your facility with a subject matter expert on people with disabilities.

STEP II: TRANSFORM

- Ensure all employees understand the FAA policy on sexual harassment and MWE.
- Ensure all employees understand what behaviors are inappropriate.
- Immediately address situations where inappropriate behavior occurs.
- Ensure your facility is accessible to all persons.
- Ensure your facility is free of safety hazards.
 - Ensure physical barriers are identified for correction.
 - Request a safety walk through with an FAA safety and accessibility expert.
 - Address safety and accessibility problems locally if possible.
 - Safety and accessibility issues that cannot be resolved should be brought to the attention of the FAA.

STEP III: MEASURE

- Track the number of complaints that originate in your facility (formal and informal)
 - EEO
 - Sexual Harassment
 - Unfair Treatment
 - Accessibility
- Track the number of work related injuries that occur.

STEP IV: IMPROVE

- Inform your employees of the Accountability Board Process and their Rights.
- Hold quarterly safety meetings.
- Appoint or elect a safety officer who is responsible for ensuring workplace safety.
 - Empower the safety officer to address safety issues immediately.
 - Continue to inspect workplace for safety hazards.
- Focus awareness on MWE and workplace safety whenever possible.

Sample action plan for the "SATISFYING" element of the ATS vision

National ATS GOAL#5:

Determine current level of employee satisfaction. Communicate and continue to check employee level of satisfaction on their quality of worklife.

FOCUS AREA	DESIRED FUTURE STATE OR OUTCOME	PERFORMANCE MEASURES	RESPONSIBLE PARTY/ ORGANIZATION	RESOURCE REQUIREMENTS	TIME FRAME
<ul style="list-style-type: none"> 1. Communication 2. Organizational Assessment 3. Surveys-Focus Groups 4. Accountability 	<p>Define the desired future state: A detailed description/ picture of what you want the organization to be at a set point in the future. Compare description of the future with the assessment of the current state to generate realistic action plans and timetables for managing the transition from present to future.</p>	<p>(See information relative to measures listed under this goal).</p>	<p>Who?</p>	<p>What?</p>	<p>When?</p>

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“SATISFYING”

Use this information to assist in the action planning process.

STEP I: ASSESS

- Examine the results of the EAS focusing on the items dealing with job satisfaction, quality of work life, and supervisory satisfaction.
- Obtain clarification from your employees regarding your facility scores.
- Conduct listening sessions with all employees for issues or concerns regarding the facility environment.
- Examine the methods you are using to communicate with your workforce.
 - Do your methods allow two way communications?
 - Are all employees being reached?
 - Do all employees have access to the various channels
- How frequently do you have meetings or forums that allow for face to face communication and understanding of issues.
- Is there a process for identifying workplace conflicts, suggestions, and methods of improvement that are anonymous?

STEP II: TRANSFORM

- After identifying the concerns of the workforce, determine what actions can be taken to improve satisfaction.
- Use employee participation in determining these actions, and obtain the commitment of the workforce to these goals.
- Implement a suggestion system in the workplace.
- Provide a means for anonymous identification of conflicts that may affect the workforce.

STEP III: MEASURE

- Count the number of channels used for communication.
- Determine the number of employees who participate in meetings and employee forums.
- Track the number of employee suggestions provided.
- Track those that are implemented.
- Track those referred up the chain of command.
- Determine the number of conflicts that are addressed.
- Determine methods of tracking issues that are impacting workforce satisfaction.
- Examine the level of workforce participation in the development of solutions.

STEP IV: IMPROVE

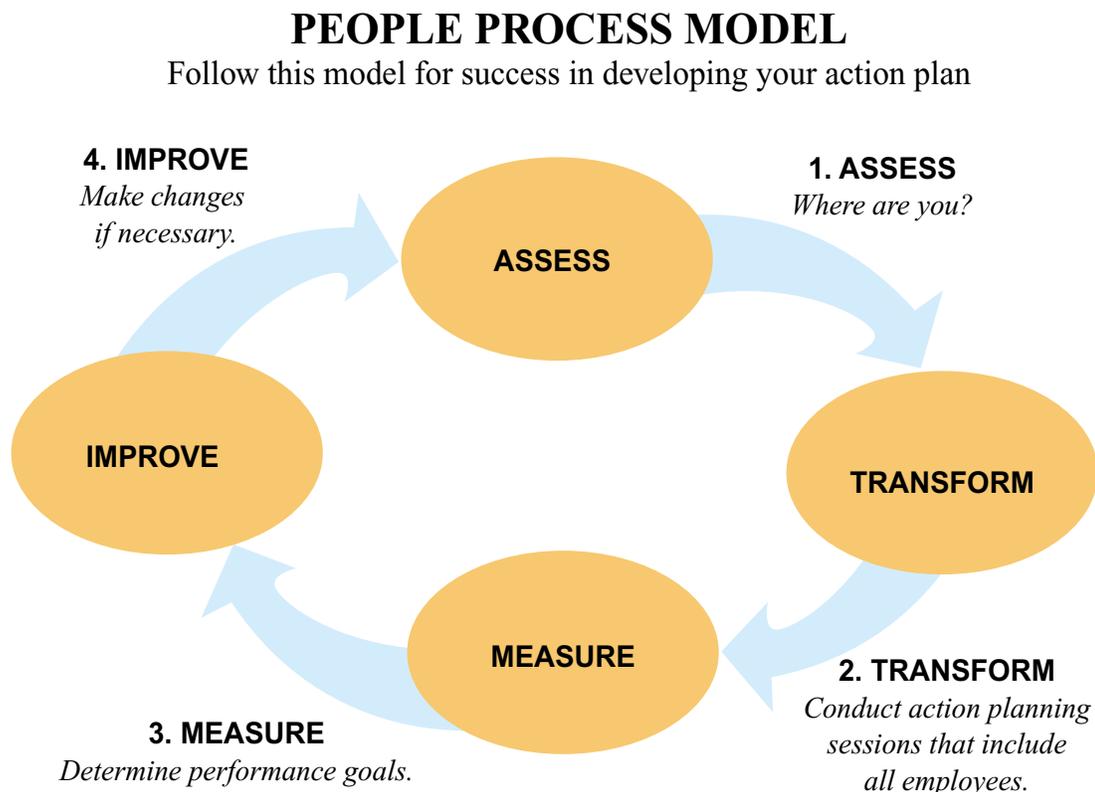
- Increase attendance and active employee participation in meetings and employee forums.
- Increase the level of involvement in identifying and implementing solutions to workplace problems.
- Increase the channels used to communicate important messages with employees.
- Help employees deal with workplace conflicts, make appropriate referrals when necessary.

PEOPLE PROCESS MODEL

The ATS action plan is based on our people process model. The process model allows the ATS organization to work interdependently with high regard for the way we intend to fit together to accomplish the organization's overall vision and goals. Detailed information about the elements of the sample action plan (assess, transform, measure and improve) are provided in this section. Components of our comprehensive plan include:

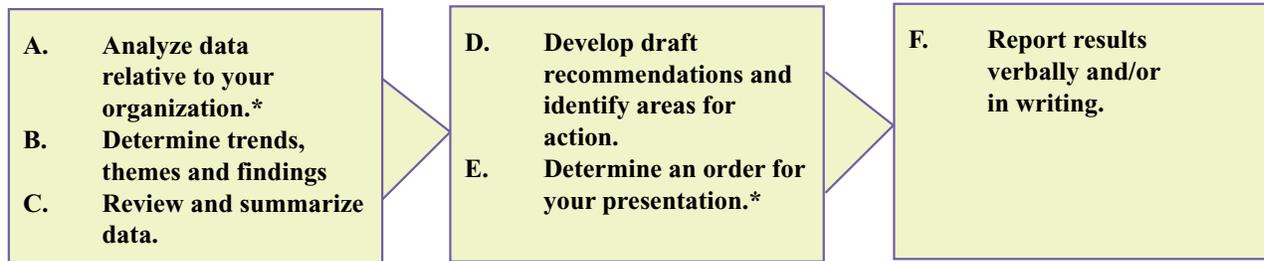
- Analyzing assessment data and prioritizing needs to determine what actions will be taken first.
- Developing a communications strategy to inform employees of each activity, its overall objective, and how it relates to other efforts.
- Identifying specific linkages between each activity and the organization's overall objectives.
- Identifying a measurement methodology and how it will be used to monitor progress of the entire initiative and of individual efforts within the initiative.

Follow this model for success in developing your action plans:



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STEP I: ASSESS



*** The sandwich method:**

- Begin with good news
- Discuss the bad news in the middle
- End with good news.

The warm up method:

- Good news first, then warm up to the bad news.

The get-it over with method:

- Start with the bleak news.
- Move into the good news.

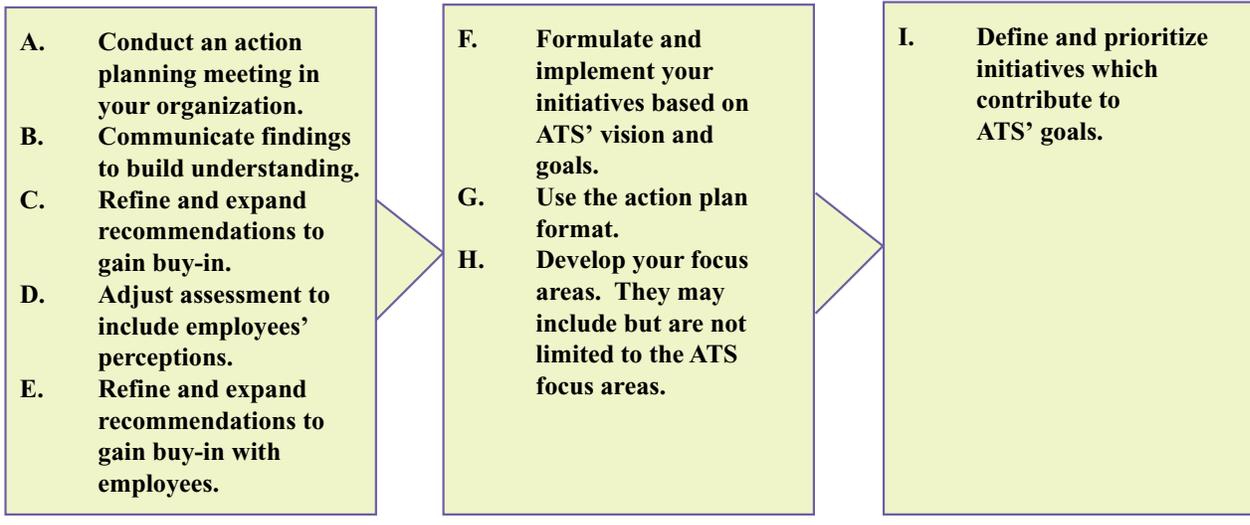
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Note: (see indicators - <http://www.faa.gov/ats/mwe.cfm>)

Your assessments should be developed using multiple sources such as: results from focus groups, interviews, EAS, organizational assessments, ATS' complaint assistant, EXIS, data from civil rights and human resources, analysis and recommendations provided from ATS' council, desired outcomes described in feedback sessions, and strategies used successfully by benchmarking other agencies and/or companies.

- Action plans should identify immediate steps, as well as tasks to be completed over a one to three-year period. The planning should take place at a minimum of four times each year.

STEP II: TRANSFORM



Note: If you use a facilitator, meet with the facilitator beforehand to agree on his/her role in the action planning session. Points to discuss in the meeting with the facilitator should include:

- The facilitator's role.
- Your role in the action planning meeting.
- Your objectives for the meeting.
- The methods the facilitator will use to run the meeting.
- The supplies, handouts, etc., you will need.
- Date, time, and place of meeting.
- Expected outcomes, plans, or products.
- Confidentiality of material discussed.

Getting Started

- State goals for the session.
- Discuss survey results.
- Lead work group in generating issues relating to results.
- Focus on a single issue at a time.
- Record all issues generated by the work group.
- Lead work group in prioritizing the list of issues in order of the most to the least important.
- Identify issues outside of the supervisor's capability for resolution, and set them aside for later elevation to the appropriate level of management.
- Address the most critical issue on the list and lead the work group in brainstorming preliminary action steps for remedy.
- Evaluate the action steps and determine the step(s) most relevant for resolving the issue.
- Establish timeframes for action accomplishment.
- Assign person(s) responsible for each action.
- Limit your issues for action to a manageable number (probably) no more than three or four). Additional issues can be readdressed at a later date once some accomplishments have been made.

Note: Make it clear that full participation can improve the quality of work life for everyone.

Tips for an Effective Session

- Stick to the objective.
- If necessary, request a facilitator to assist you with your action planning meeting.
- The most effective meetings are those that are focused on the task at hand. Meetings that ramble and try to deal with too many things usually end up having dealt effectively with nothing.
- Maintain a single focus: Stick to one topic at a time. Avoid dealing with other topics until you've dealt satisfactorily with the first one. If that's impossible, and you need to go on to another topic before concluding the first, make some arrangement for getting back to the original topic.
- Encourage goal related behavior: Meetings that are continually interrupted are seldom productive.
- When possible, try to hold your action planning meeting where interruptions are unlikely. When it's not possible, keep interruptions to a minimum.

TRACK COMMITMENTS

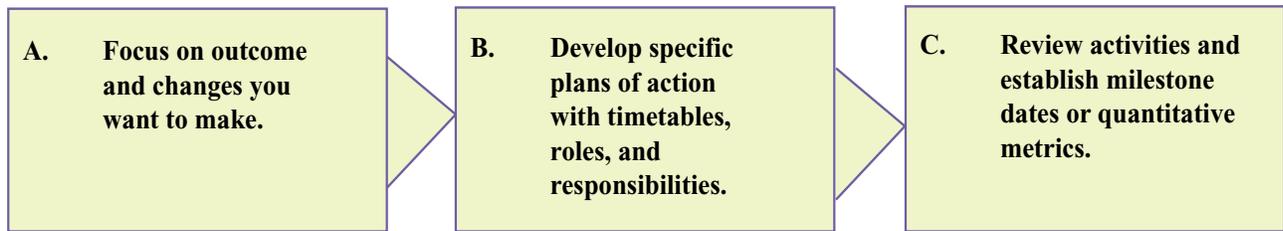
- Get a commitment to follow through on what's been discussed. Where commitment isn't possible or needed, at least you want to agree on what's been said. Agreement and commitment can be built through tactics such as:
 - Summarize and rephrase what's been said.
 - Ask for participation.
 - Listen carefully when others talk.
 - Directly ask for agreement or commitment.

FOLLOWING UP

- One-way communications are seldom effective. Even if the communication is a simple announcement, you need confirmation of what's been said. Your action planning is complex; therefore, you need to build commitment and ownership by all members of the work group.
- A convenient way to keep these principles for enhancing communication in mind is to remember the word BEST:
 - Be clear
 - Expect the best
 - Stick to the objective
 - Track commitment

NOTE: The purpose of the action planning session is to create a model work environment in ATS. Everyone should provide positive input into the process and must work together to ensure success.

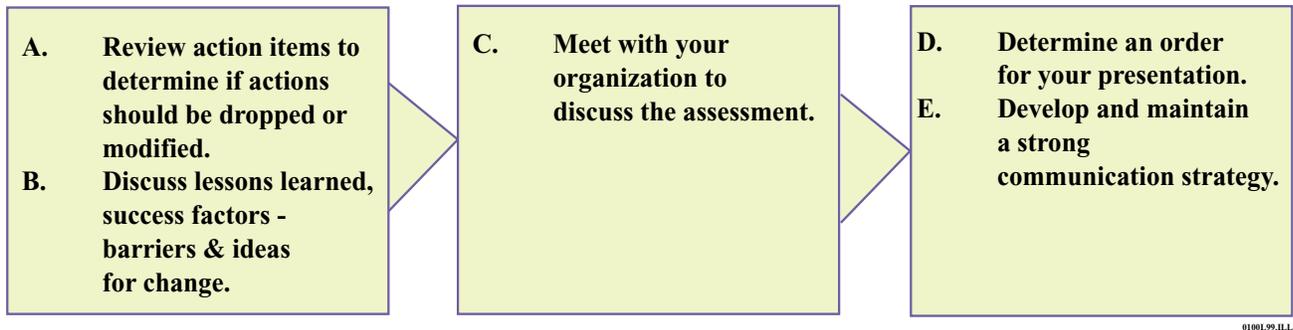
STEP III: MEASURE



Measure what matters:

- Managers will identify measurable ways to facilitate the implementation of their MWE action plan as well as the corporate plan. Each time management states goals and objectives and gives a time frame, an opportunity is created for tracking and measuring the results. To the degree possible, these results should be publicized within the organization.
- Measurement systems deal with organizational output and outcomes linked to employee satisfaction. Measurement data provides performance indicators, which enable managers/supervisors to adjust their actions and activities to their environment on a continuous basis. Together, these two elements of the MWE model provide managers/supervisors with critical information to plan and improve their environment.

STEP IV: IMPROVE

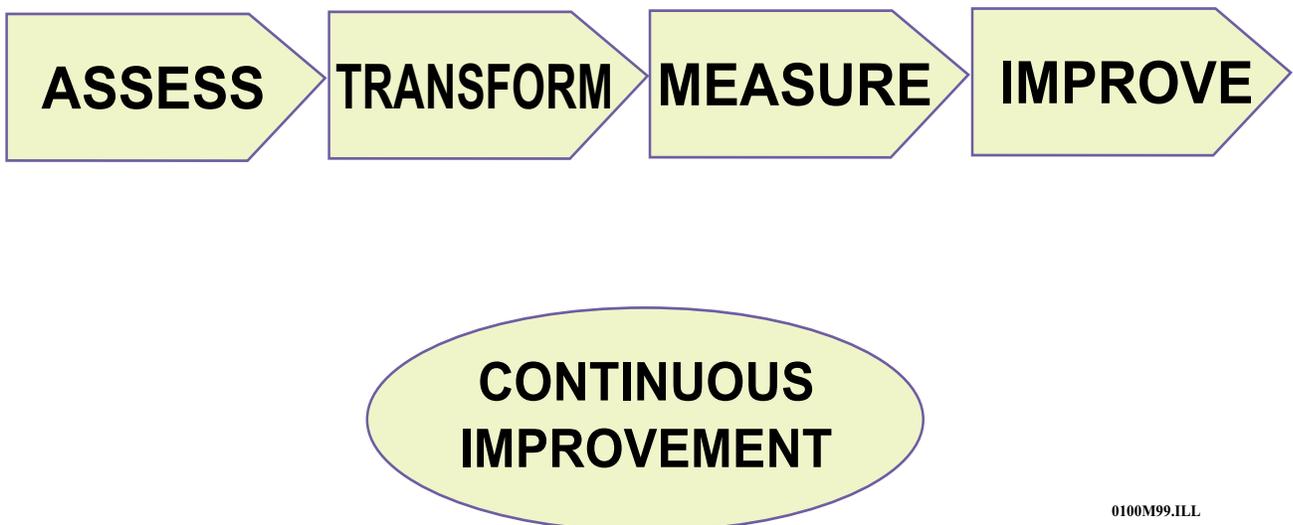


Provide feedback to employees

- Act on input and data to develop improvement systems.
- Implement, track and adjust plans to improve goal achievement. Update as necessary but at least once a year.

Continuous Improvement

The transformation is a never-ending process of continuous improvement, innovation and learning. This step brings the process full circle and back to the assessment phase and a new planning cycle.



PUTTING IT ALL TOGETHER

A Road Map For Success

Conduct action-planning sessions that include all employees (a minimum of four times a year).

Send your action plan to the coordinator/council by May 15 (end of second week in May of each year).

Step 1- Each facility will submit their action plan in writing to the appropriate MWE regional coordinator/council member.

Step 2- The MWE regional coordinators will present the action plan to Division Managers.

Step 3- The Program Managers and Division Managers will submit a maximum of five initiatives to the ATS MWE council (due May 15th of each year).

ATS process for developing corporate initiatives:

Step 4- ATS Council will prioritize three to five initiatives from your action plans based on the ATS Vision and Goals.

Step 5- Develop the national initiatives including desired future state, a detailed timeline, performance measures, responsible party, and an estimate of resources required.

Step 6- Provide recommendations to ATS-1 and to the Management Team.

Step 7- Develop appropriate action plan based on the directions from the Management Team.

Step 8- Communicate the national initiatives to the organizations.

Step 9- The plan is re-evaluated each year. (September)

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Note: The national initiatives are determined by action plans submitted by the regions, and the ATS council and management team.

ANNUAL IMPLEMENTATION SCHEDULE

❖ **October - May**

- Conduct Employee and Management Briefings
- Conduct Facility Assessments
- Develop Action Plan

❖ **May 15**

- Submit Regional Action Plans to ATS MWE Council through Line of Business

❖ **September**

- Conduct "People's Choice" Award
- Conduct Annual ATS MWE Conference
- Brief ATS MWE Goals to Coordinators

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*To Maintain A * Productive * Rewarding * Fair * Safe and * Satisfying Work Environment*

Managing Your Way To MWE

AAT ↔ AAF ↔ ARS ↔ ASC ↔ ATQ