

ORDER

U.S. DEPARTMENT OF TRANSPORTATION
FEDERAL AVIATION ADMINISTRATION

GREAT LAKES REGION

GL AT 3330.1B

3/22/99

**SUBJ: SELECTION OF SUPERVISORS, MANAGERS AND REGIONAL OFFICE STAFF POSITIONS
NOT COVERED BY ATNSP (AIR TRAFFIC NATIONAL SELECTION PROGRAM)**

1. **PURPOSE.** This order provides guidance on the coordination procedures for the selection of the subject positions in the Air Traffic Division as listed in paragraph 8, Coverage. This order replaces the requirements for the Air Traffic Division set forth in GL 1400.5, Selection of Supervisors and Managers,
2. **DISTRIBUTION.** This order is distributed to the branch level and above in the Air Traffic Division and to all Air Traffic field facilities at the standard level.
3. **CANCELLATION.** This order cancels Order GLAT 3330.1A, dated 7/29/83.
4. **EFFECTIVE DATE.** This order is effective as of October 1, 1998.
5. **EXPLANATION OF CHANGES.** This Order:
 - a. Includes selection of regional office staff personnel.
 - b. Changes the approving official from AGL-9 to AGL-500.
 - c. Deletes references to selections made by the Air Traffic National Selection Program.
 - d. Changes the format for submitting proposed selections.
 - e. Changes the requirement to provide information on all candidates.
6. **OBJECTIVES.** The long-range objectives of the order are to:
 - a. Ensure that selectees for supervisory, managerial, and regional office staff positions show commitment to the Model Work Environment Guidelines.
 - b. Ensure selectees possess, as a minimum, the skills and abilities needed to develop themselves as effective supervisors, managers, and regional staff personnel.
 - c. Increase the representation of minorities and women throughout the region's supervisory, managerial, and regional office staff work force.
 - d. Ensure all candidates on the best qualified list receive appropriate feedback regarding both their strengths and areas needing improvement.

7. **PROCEDURES.** The following criteria shall be documented on GL Form 3330-88, Proposed Selection Form, as shown in Appendix 1 of this order.

a. Outreach Efforts.

(1) Market the position through outreach efforts that will result in a greater representation of minorities and women within the pool of applicants. The extent of outreach efforts will depend, to a large extent, on the representation of minorities and women within the area of consideration. If there is a need to increase the representation of minorities and/or women, the availability of candidates should be examined to determine if the area of consideration needs to be expanded.

(2) These efforts may include, but are not limited to:

- (a) Contacting the Special Emphasis Program Managers.
- (b) Contacting the Civil Rights Office for assistance.
- (c) Informing employees associations of the vacancy.
- (d) Promoting the vacancy on telecons.
- (e) Informing the Air Traffic unions of job opportunities.

b. Interviews.

(1) Selecting officials must consider a candidate's commitment to the Model Work Environment Guidelines. Assessing the candidate's commitment is generally accomplished through interviews. The interviews may be over the telephone or face-to-face.

(2) When an interview panel is convened, at a minimum, it must include the selecting official or designee and an Equal Employment Opportunity (EEO) representative. The EEO representative should be knowledgeable about EEO laws and ensure that EEO policies and practices are followed.

(3) Whenever any/all candidates on the best qualified list are not interviewed, written justification is required.

c. Skills and Abilities. Selectees shall demonstrate, depending on the vacancy, the required degree of skills and abilities in the following areas.

- (1) Perception and analyzing
- (2) Organization and planning
- (3) Leadership
- (4) Decision making
- (5) Judgment
- (6) Interpersonal
- (7) Communication

Note: Definitions of the skills and abilities are covered in Appendix 2.

d. Specialized Air Traffic Experience. Selecting official should consider each candidate's specialized Air Traffic experience.

e. Feedback to Candidates. Selecting officials shall provide appropriate feedback, written or verbal, to all candidates on the best qualified list. The feedback should address each candidate's areas of strength as well as areas for further development. Selecting officials should encourage non-selected candidates to discuss their career/strategies with those who have been more successful as a means of mentoring. Keeping in mind that the primary responsibility for mentoring employees is with the first level supervisor.

8. COVERAGE. The coordination procedures specified in this order apply to all supervisory, managerial, and regional office staff positions when the nature of the action is:

- a. Promotion.
- b. Temporary promotion over 120 days
- c. Reassignment.
- d. Change to lower grade.
- e. Non-Competitive repromotion

9. EXCEPTIONS.

- a. Temporary promotions for 120 days or less.
- b. Individuals non-competitively placed in supervisory, managerial, or regional office staff positions under the provisions of the order covering re-employment, restoration, and return rights.
- c. Actions which occur as the result of a reduction-in-force, reorganization, or administrative reassignments initiated by the division manager or their designee.

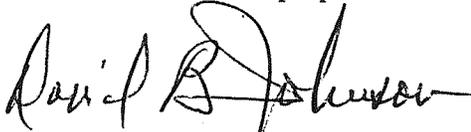
10. DOCUMENTATION OF PROPOSED SELECTION(S). Managers must forward to the Division the selection criteria documentation (shown in Appendix 1). Concurrence from the Division must be received before announcement of the selection. A signed copy of the Proposed Selection Form shall be returned to the facility. Proposed selection documentation shall include the following:

- a. Title, grade and location of vacancy being filled.
- b. Number of vacancies.
- c. Announcement number, if applicable.
- d. Outreach efforts made to identify and solicit qualified minority and women candidates.
- e. Number of minority/women bidders.
- f. Number of minority/women bidders on the best qualified list.
- g. Names of all candidates considered under Merit Placement Procedures (MPP), Internal Placement Procedures (IPP) and non-competitive repromotion.
- h. Strengths and weaknesses of each candidate on the best qualified list.

i. Justification for not interviewing. Include justification for each candidate who was not interviewed as to why no interview was conducted.

j. List of the specific skills/abilities needed to fill the particular vacancy. Example: Strong HR skills, strong operational skills, facility knowledge.

k. Name of the proposed selectee.



David B. Johnson,
Acting Manager, Air Traffic Division
Great Lakes Region

APPENDIX 1. PROPOSED SELECTION FORM

FIGURE 1.



Supervisor/Manager/Staff Regional Office Selection Documentation Form

a. Title, grade, and location of vacancy	
b. Number of vacancies	
c. Announcement number (if applicable)	
d. Outreach efforts	Special Emphasis Programs _____ Unions _____ Employee Associations _____ Telecons _____ Civil Rights _____ Newsletters _____ Other(s) (specify):
e. Number of Minority/Women bidders _____	f. Number of Minority/Women Candidates on the Best Qualified List _____
g. List names of all candidates referred to the selecting official (MPP/IPP/VOLAPP) below:	h. Strengths and Weaknesses of candidates below (give bullets):
Candidate One	
Candidate Two	
Candidate Three	
Candidate Four	
Candidate Five	
Candidate Six	

FIGURE 1. (Continued)

Candidate Seven	
Candidate Eight	
Candidate Nine	
Candidate Ten	
Candidate Eleven	
Candidate Twelve	
i. Justification for not interviewing	
j. Specific skills/abilities desired by the selecting official. (i.e. Strong HR skills, strong operationally, facility knowledge):	
k. Proposed Selectee(s)	

Signature & Title of ATM
(AFSS, ARTCC, or HUB Only)

Facility Name

Date

Concur _____

Non-concur _____

Manager, Air Traffic Division, AGL-500

Date

FIGURE 1. (Continued)

**Supervisor/Manager/Regional Office Selection
Documentation Form Supplemental Sheet
(More Than Twelve Candidates)**

Names of all candidates referred to the selecting official (MPP/IPP/VOLAPP)	Strengths and Weaknesses of candidates (give bullets)
Candidate _____	

APPENDIX 2. DEFINITION FOR SKILLS AND ABILITIES

1. PERCEPTION AND ANALYTICAL ABILITY. Identifies existing and potential problems: notes, incorporates, and comprehends the critical elements of problem situations. Obtains and objectively evaluates relevant information about problems/issues; including noting interrelationships among the elements of information. Recognizes whether or not new and/or additional information sources are needed when evaluating problems/issues. Identifies the specific causes of problems.
2. ORGANIZING AND PLANNING. Formulates goals, objectives, schedules, and priorities for organization's activities that support the goals of higher management. Identifies, allocates, and effectively manages resources (e.g., information, personnel) needed to accomplish goals and objectives. Establishes courses of action for self and/or others to accomplish specific goals and objectives. Develops evaluation criteria and tracking systems for monitoring goal progress, accomplishment, and follow-up.
3. LEADERSHIP. Establishes work standards and expectations for self and others. Appropriately assigns/delegates work and authority to others in the accomplishment of goals. Keeps goals and objectives in sight at all times, monitors progress toward goals and works to overcome barriers and obstacles. Provides coaching, advice, and assistance as required (e.g., helps subordinates overcome obstacles and deal with problems). Appropriately, assesses contributions and performance of employees; provides appropriate recognition, and deals with problems as they arise. Instills in others a sense of pride in the job at hand.
4. DECISIVENESS. Identifies when immediate action is needed: makes decisions, renders judgments, and takes actions. Takes timely action on difficult or unpleasant tasks (e.g., communicates negative information to employees, takes disciplinary action).
5. JUDGEMENT. Develops alternative courses of action: evaluates and selects courses of action based on careful, objective analysis of available information (e.g., objectives, resources, guidelines, constraints); and defines and implements solutions. Supports decisions or recommendations with data or reasoning. Recognizes when to take, not take, or defer action.
6. INTERPERSONAL. Is aware of, considers and appropriately responds to the needs, feelings, and capabilities of others. Deals fairly and equally with others in both favorable and unfavorable situations regardless of their status or position. Accepts interpersonal and cultural differences. Manages conflicts/confrontations/disagreements in a manner, including controlling one's own feelings and reactions, which minimizes negative personal impact.
7. COMMUNICATION. Presents and expresses ideas and information clearly and concisely in a manner appropriate to the audience. Presents and expresses ideas and information clearly and concisely in writing. Effectively listens to what others are saying to achieve understanding. Makes appropriate use of a variety of media (e.g., audiotape, videotape, newsletters, read files) to share information with others. Promotes and facilitates the open exchange of ideas: is open, honest and straightforward in communications with others. Presents information and material in a manner which gains the agreement of others. Conducts meetings that effectively achieve a stated purpose.