U.S. DEPARTMENT OF TRANSPORTATION
FEDERAL AVIATION ADMINISTRATION
Air Traffic Organization Policy

ORDER
JO 1320.62

Effective Date:
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SUBJ: Air Traffic Organization Directives Management

1. We have written this order to supplement FAA Order 1320.1, *FAA Directives Management.* The complexity of the Air Traffic Organization (ATO) mandates that we develop detailed creation, production, and coordination processes for our directives. Further, in this order we clearly assign responsibility for these processes. Producers of ATO directives must use this order as a companion-piece to FAA Order 1320.1.

2. This order does not supersede any guidance in FAA Order 1320.1, but standardizes and improves our publication of well-written directives that, in turn, improve workforce comprehension, engagement, and performance.

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Chapter 1. General Information

1-1. Purpose of this Order.

a. This order explains how we delegate signature authority, assign responsibility, and explain policies to ensure ATO compliance with the FAA directives system. ATO directives writers and users receive more details on how to develop, prepare, and maintain directives. Finally, we show directives management personnel how to manage and implement a uniform directives system within their offices.

b. Consistent with FAA Order 1320.1, subordinate offices may supplement this coverage with more specific guidelines for their needs.

c. When writing directives, offices of primary responsibility (OPRs)/writers and subject matter experts must follow this order plus FAA Order 1320.1 and any local supplement to this order.

1-2. Audience. All ATO employees who develop, write, coordinate or approve policy.

1-3. Where to Find This Order.

a. You can find this order on the MyFAA Employee website. Use Select "Tools & Resources," then select "Orders & Notices," Or use https://employees.faa.gov/tools_resources/orders_notices/

b. See appendix D for where to find additional ATO directives process flowcharts, specific coordination instructions, and directives personnel updates.

1-4. Air Traffic Organization Structure.

a. There are four business units and two support offices reporting to the Chief Operating Officer (COO). Going forward with this order, when we refer to ATO business units and offices, we're also referring to the organizational elements in each. For example, when we refer to the Operations business unit, we're including the service units.

b. Service *areas* are geographic divisions—eastern, central, and western—of the United States. Each service area includes three FAA regions. From an organizational standpoint, ATO service area management is midway between headquarters and field facilities. Service *centers*, located in Atlanta, Fort Worth, and Seattle, provide administrative and technical shared services support to the service areas. This is how the service areas and centers relate:

- Eastern service area—covers New England, Eastern and Southern regions. Service center is in Atlanta.
- Central service area—covers Great Lakes, Central and Southwest regions. Service center is in Fort Worth.
- Western service area—covers Alaskan, Northwest Mountain and Western Pacific regions. Service center is in Seattle.

Chapter 2. Roles and Responsibilities

2-1. Senior Vice President. Senior vice presidents of business units have overall responsibility for producing clear directives pertaining to their area of authority that support safety and enhance their organization's effectiveness. They can delegate their signature authority to one management level immediately below them, and no lower. Senior vice presidents:

a. Appoint directives management officers (DMO). For subordinate organizations, assign directives management representatives (DMR) as necessary.

b. Ensure consistency of their directives with FAA objectives, plans, policies, and programs.

c. Evaluate compliance with the directives system.

d. Ensure that all comments on draft directives comply with deadlines, are constructive, and

e. Resolve conflicting and/or substantive comments among organizations.

2-2. Support Office Vice President. Support office vice presidents bear the same responsibilities for directives as senior vice presidents, including paragraph 2-1a through e above. Like senior vice presidents, support office vice presidents can delegate their signature authority to one management level immediately below them, and no lower.

2-3. ATO DMO. Implements the ATO directives management system and supports COO directives management efforts.

2-4. Office of Primary Responsibility (OPR/Writer). FAA Order 1320.1 invests the OPR/writer with primary responsibility for their directive—developing the idea, writing it, resolving reviewer's comments, getting it signed, seeing to its publication and distribution, and reviewing the order periodically for revision. See Order 1320.1, Chapters 1 and 2, and all appendixes. To recap, an OPR/writer:

a. Determines at the start whether a directive is needed, and what kind it should be, based on Order 1320.1.

b. Is responsible for the document's *content* (facts) and *intent.*

c. Prepares draft document for coordination.

d. Determines the appropriate range of coordination, considering the subject matter, available time and staff.

e. Obtains approval to coordinate the draft from their own organization management.

f. Incorporates comments received during draft stage as appropriate.

g. Resolves nonconcurrences with contesting subject matter experts, and

h. Prepares the signature package, including the final directive, comments matrix, clearance records, and executive summary.

2-5. Writer-Editor or Technical Writer-Editor. Some ATO offices employ writer-editors or technical writer-editors to help OPRs and subject matter experts develop directives and other documents. When this is the case, OPRs are responsible for a document's content and intent, and writer-editors are responsible for a document's style and formatting, using FAA Order 1320.1, this order, and all references in appendix D.

2-6. Directives Management Officer. The DMO adheres to all requirements in FAA Order 1320.1, plus:

a. Manages all directives processing in their organizations according to Order 1320.1.

b. Interprets Order 1320.1 standards and requirements.

c. As needed, helps OPR/writers plan, develop, consolidate, coordinate, publish, and distribute directives. If requested, helps OPR/writers resolve nonconcurrences.

d. Supports directives management training for all organization DMOs and OPR/writers.

e. Assigns numbers for draft directives based on the subject and FAA Order 0000.1, *FAA Standard Subject Classification System.*

f. Ensures the directive, including its ownership and security designation, is posted electronically to the FAA Document Management System (DMS) through the MyFAA Emloyee website.

g. Assumes the functions of (rather than "assists with") coordinating documents, tracking them through the review and clearance process, and maintaining the official case file.

h. Reviews signature-ready directive packages for completeness.

2-7. Directives Management Representative. ATO managers may appoint DMRs to help DMOs manage directives. DMRs shoulder many DMO requirements, including paragraphs 2-6a, b, c, g, and h above. Other DMR functions include coordinating external directives, processing their service area directives, and validating their own directives and forms.

2-8. Customer/User Responsibilities. If you as a reader or user find deficiencies, need clarification, or want to suggest an improvement to this order, notify the originating office in writing. Use and send FAA Form 1320-19, Directive Feedback Information (written or electronically) to the ATO Directives Management Team, AJG-B, Attention: Directives Management Officer. Find the form on the MyFAA Employee website. Under "Tools & Resources," select "Forms."

2-9. Records Management. For policy and guidance on creating, keeping or disposing of records, see FAA Orders 0000.1, *FAA Standard Subject Classification System*; 1350.14, *Records Management*; and 1350.15, *Records, Organization, Transfer and Destruction Standards*. For more information, see your organization's records management officer.

Chapter 3. ATO Directive Prefixes

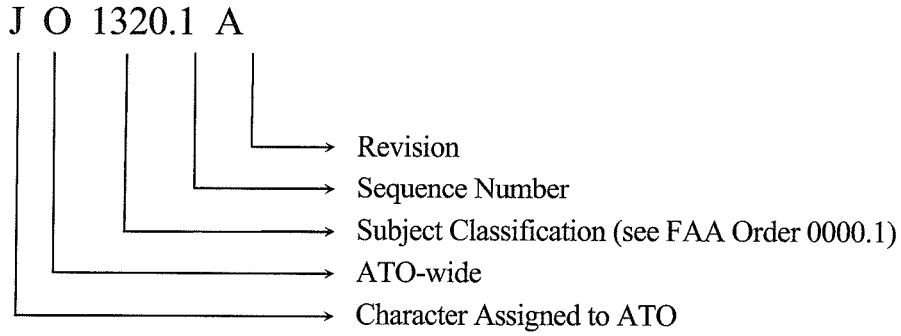
3-1. Format for Prefixes. All ATO directives, except those written for the entire FAA and field level directives, take a two-letter prefix. The first letter, "J," is permanently assigned to the ATO. The second letter discerns which area the directive covers, as follows:

a. "JO" applies to the whole ATO, contains ATO-wide policy or applies nationwide to one or more business units/support offices.

b. "JC" applies to ATO Central Service Area. "JE" applies to ATO Eastern Service Area. "JW" applies to ATO Western Service Area. "JR" applies to Alaska Flight Services. (This replaces former regional prefixes "AL," "CE," "EA," and so forth.)

c. Field level directives from a specific field facility will use prefixes as shown under the field level examples in the table at paragraph 3-3.

3-2. Anatomy of a Directive Number.



3-3. Examples of ATO Directive Numbering. The list below is derived from FAA Order 1320.1, Appendix G.

Number	*Type of ATO Directive*
4600.27A	ATO's order on personal property management for the entire FAA
JO 1360.3	ATO's third order on correspondence
JO 1360.3B	Second revision of JO 1360.3. Replaced JO 1360.3A
JO 1360.3B CHG1	First change to JO 1360.3B
JO 1360.3 JW SUP1	First ATO Western Service Area supplement to ATO order
N JO 2500.1	First ATO-wide notice about budgets
N JE 2500.3	Third Eastern Service Area notice about budgets
N PHX ATCT 7110.2	Phoenix Airport Traffic Control Tower notice
N ZOB 6000.1	Cleveland Air Route Traffic Control Center notice
DEN TRACON 7400.1	Denver Terminal Radar Control Facility order

3-4. ATO Directives Header. If your draft directive meets the requirement for an ATO prefix, identify it on the first page under the header section as follows:

U.S. DEPARTMENT OF TRANSPORTATION
FEDERAL AVIATION ADMINISTRATION
Air Traffic Organization Policy

Chapter 4. Creating a National Directive in ATO

4-1. General Process, Handbooks and Document Change Proposals (DCP). In this chapter we describe how to get a signature on most ATO national policy directives. If you are instead producing or revising maintenance handbooks, see FAA Order 1320.58, *Instructions for Writing Notices, Maintenance Technical Handbooks, and System Support Directives.* If you are producing certain air traffic-oriented directives that use the DCP process, see appendix B of this order.

4-2. Directives Owners. Every directive must have an "owner" or OPR. The OPR works (with their DMO's help) to complete the directive's preparation, coordination, signature, and distribution. The OPR is responsible for ensuring the directive is kept current and cancelled when no longer needed. (See OPR responsibilities in paragraph 2-4.)

4-3. Do You Need a Directive?

a. Before you draft a directive, decide if it's the right vehicle. ATO directives are instructions that describe, establish, or set ATO policies, organization, methods, or procedures. They're written instructions essential to administer or operate the ATO or any of its programs. Compliance with ATO directives is mandatory. Directives require actions or impose requirements on ATO employees, and may also affect other FAA employees. Directives must be coordinated among all their adherents and stakeholders.

b. What is not a directive?

(1) Letters, memorandums, or correspondence to individuals or to a single organization, or procedures for small, single-office processes. While memos aren't directives, certain offices might use them to set out temporary instructions within or across organizational lines. See paragraph 4-4.

(2) Examinations, written tests, instructions to examiners, interview guide materials, interagency reports and technical reports, position vacancy announcements, emergency reports and communications.

(3) Rules, regulations, airworthiness directives, advisory circulars, Federal Register notices, or any publication that you write for the public.

c. If you have decided your requirement meets paragraph 4-3a above, use the following table:

If there is...	**and**	**then--**
An order covering your subject	your office is the OPR,	decide if you need to change or revise it with your new information.
An order covering your subject	your office isn't the OPR,	consider supplementing that order.
No order covering your subject	no office is the OPR,	become the OPR and draft an order.
No order covering your	your office isn't the OPR	alert the OPR and collaborate on

If there is...	and	then--
subject		a new order.
A notice covering your subject	your office is the OPR,	convert it to an order with your revisions.
A notice covering your subject	your office isn't the OPR,	alert the OPR and collaborate on a new order.
No notice covering your subject	you want your policy/requirements to expire and be invalid after one year,	become the OPR and draft a notice.

d. When you begin to revise a directive or create a new one, ask yourself three questions:

(1) Who is going to use this?

(2) What do I want them to do?, and

(3) What do they need to know?

e. If you can answer these questions clearly before starting to outline your directive or revision, you will create a clear, easy-to-use directive. Getting a good start on the draft is critical. If you have access to the services of a writer-editor, use their help.

4-4. Important Note about Memoranda and Standard Operating Procedures (SOPs). Memoranda and SOPs are not an authorized way to issue policy in the ATO. There is no requirement for stakeholder review, comment, or concurrence on them. Therefore, do not use either of them instead of a directive. If you do receive a memorandum from another line of business (LOB) containing policy, guidance, or instruction, do the following:

If there is...	and	then—
No governing ATO directive	your office is the OPR for that subject,	draft a directive and coordinate it with stakeholders.
An existing directive on the subject	your office is the OPR for that subject,	revise and coordinate the directive with stakeholders.

4-5. Preparing the Draft Directive.

a. FAA Order 1320.1, Appendix A, cites FAA Order 1000.36, *FAA Writing Standards,* first among its three main style guides. FAA Administrators have acknowledged how clear language supports the safety mission. In addition to publishing these directives, they have separately issued statements expressing their commitment to transparency and clarity, and endorsing the use of active voice and pronouns—the hallmarks of plain language.

b. Before writing a draft, an OPR/writer must review Orders 1320.1, 1000.36, this order, and the "Writing Standards and Guidelines" section of the Branding and Writing page of the MyFAA

Employee website. If you're an OPR/writer, consider forming a workgroup of major stakeholder representatives to help you write the draft and smooth the way for its eventual coordination. If it's available, get writer-editor support from your organization or DMO.

c. The draft directive you send for review should be your best effort at clearly communicating your facts and intention, in a correctly-formatted document. Reviewers can then concentrate on the subject matter, without distractions. Producing a good draft for review may require a cycle of revision and re-writing with a writer-editor. Allow time for this cycle in your document production schedule.

d. If you are drafting a revision, always use a "Summary of Policy Changes" paragraph in the beginning of the directive (after the first three mandatory paragraphs). State what particular functions, policies, or processes are changing, so reviewers can locate and concentrate on the revised text. Use the same text for the "Summary" block of the clearance record.

e. Your draft should show the word "draft" in the header of every page. Avoid using a watermark, because other/subsequent document processors may find this marking technique difficult to manipulate. Furthermore, watermarks can displace other header information, and obscure any graphics they overlay.

f. Use only FAA standard graphics software, compatible with FAA standard word processing software. While some non-standard software may be easier to use or produce better graphics, subsequent editors or OPRs may not be able to access or use it.

g. When directing a reader to an electronic reference, avoid long hyperlinks. Though a long hyperlink may quickly bring the reader to the precise location in a reference, hyperlinks may be changed or broken over time without notice to document readers. Use a short hyperlink with navigation prompts instead. Readers entering a reference main site will be re-directed to a changed/corrected location.

4-6. Creating the Coordination Plan and Clearance Records.

a. While developing the draft directive, DMOs and OPR/writers should work together to create the coordination plan. Per FAA Order 1320.1, Appendix B, draft directives should be coordinated with all organizations that could be affected by the directive. Do not over-coordinate or under-coordinate the draft. For instance, if you are just making a change, you may need to coordinate only with those stakeholders affected by the change.

b. Your draft directive may affect personnel, policies, practices, working conditions, conditions of employment and functions outside your business unit or support office—or even outside the ATO, reaching to other FAA organizations. Allow enough time for proper coordination. With your DMO's help, "customize" your coordination list.

c. Coordinate draft directives that may affect personnel, policies, practices, working conditions and conditions of employment with the ATO Office of Administration and Talent Management and the ATO Labor Technical Liaison (LTL). The LTL office will coordinate as required with FAA labor relations staffs.

d. Always coordinate with major stakeholder organizations if the directive assigns responsibilities, workload, or requires resources from them. When DMOs and OPR/writers are satisfied with the list of coordinating offices they have created, they should enter all the office code routing symbols in the left ("Internal Clearance") side of the clearance record.

e. Clearance records should show the owning director's signature block in the "Originating Office Clearance" section. The owning director (or delegate) signs the Originating Office Clearance section, authorizing the draft to be released for review by other organizations in the coordination plan.

f. Coordinate ATO directives to be signed by the Administrator, the COO, a senior vice president, or support office vice president as follows:

(1) In the owning business unit/support office, collect concurrence of the other directorates in the same organization, and other groups in the owning directorate.

(2) Coordinate with other business units/support offices affected by the directive. The clearance record should request senior vice president- or support office vice president-level concurrence. See paragraph 4-9 below.

(3) Coordinate with non-ATO organizations affected by the directive. The clearance record should request directorate-level concurrence. See paragraph 4-9d below.

g. Coordinate ATO directives to be signed by the Administrator with the same levels as shown in paragraph 4-6f(1) and f(2). Coordination with non-ATO organizations usually takes place at the associate administrator level (instead of the director level). See the FAA Directives Program Manager (DPM) for more guidance.

h. If you discover during coordination that you missed a stakeholder, update the clearance record and give the stakeholder's organization enough time to review the draft directive.

4-7. Sending the Draft Directive out for Coordination.

a. ATO DMOs send draft directives out for review. If you're the DMO, use e-mail, with the clearance record. If the draft directive file is too large to send that way, you can post it on a website and then email the clearance record with the link to where the draft is posted for download/review.

b. Your e-mail coordination action must include the clearance record showing due date, the draft directive (if you haven't posted it separately), and the standard ATO comments matrix template in Microsoft Word.

4-8. Defining the Types of Coordination.

a. Because FAA Order 1320.1 is written at a higher level than this order, its Appendix B covers only "informal" and "formal" types of coordination. The difference between those two types is that during "informal" coordination, OPR/writers don't use a clearance record, or have a deadline—

they're just showing the draft to prospective users and contributors. "Formal" coordination starts when the DMO uses a clearance record and observes a coordination schedule with deadlines.

b. In our order there is "informal" coordination going on, as in paragraph 4-8a above. But from here on, the rest of our process is formal coordination, done *internally* and *externally*.

4-9. Internal Coordination.

a. ATO draft directives requiring coordination within their own business unit/support office are coordinated at the director level. This is known as *internal coordination.* Normally you do internal coordination first, before sending the draft to outside business units/support offices or LOBs. You can also do it simultaneously.

b. When coordinating a draft directive with the owning business units/support office's service areas, the owning business unit/support office DMO sends the draft to the service center DMO for action. The service center DMO then sends the coordination action to the service center DMR, who coordinates with the service areas. DMRs send comments/responses back to the OPR/writer, with a "cc" to the owning service unit DMO.

4-10. External Coordination.

a. If you're an owning business unit/support office DMO coordinating a draft directive with offices outside your owning business unit/support office, this is *external coordination.*

b. When you coordinate with other business units/support offices, send the draft directive, clearance record, and comments matrix to DMOs of the ATO business unit/support office whose comments are needed, according to the coordination plan.

c. When you coordinate with the service areas, send the draft directive, clearance record, and comments matrix to the service center DMO with a "cc" to the business unit/support office DMOs whose comments are needed. The service center DMO assigns the action to the service areas as instructed by the owning business unit/support office DMO. You can do this while internally coordinating the directive.

d. When you coordinate with non-ATO lines of business, send the draft directive, clearance record, and comments matrix to the non-ATO organizations that need to review the draft. You will find a list of all FAA DMOs on the MyFAA Employee website. Select "Orders and Notices," then under "Questions and Comments?" select "Directives Points of Contact."

e. If a directive to be signed by an ATO senior vice president/vice president requires coordination outside ATO, the owning business unit/support office DMO first sends it to the ATO DMO, who then forwards it to the FAA DPM for signature before sending it to the director level of the non-ATO organization.

f. In the Operations business unit, the AJN DMO acts as conduit to the ATO DMO for AJN's subordinate office DMOs. The DMOs send directives for coordination only to the AJN DMO, who

then forwards them to ATO DMO. Likewise, the ATO DMO sends Operations coordination actions only to the AJN DMO.

g. If the directive is to be signed by the Administrator, send it through the ATO DMO to the FAA DPM for review before it goes out for coordination. Get instructions from the DPM on the appropriate coordination levels.

4-11. Determining Coordination Due Dates. Fair and sufficient coordination time is needed to collect meaningful comments from reviewers. FAA Order 1320.1 (Appendix B, paragraph 3b) allows 20 working days to coordinate with shareholders. Guidelines are given below, but OPR/writers and DMOs should also consider the complexity of the subject matter, impact of the policy on the reviewing organizations, length of the draft, and the number of reviewers when determining the due date for comments. Guidelines are:

a. If a directive needs Headquarters review only, give reviewers at least 20 working days (one month).

b. If a directive needs service area review, give reviewers at least 30 working days (six weeks).

4-12. Commenting on Draft ATO Directives. The DMOs of reviewing organizations collect all comments from their unit (including service area comments if applicable) and combine these into a consolidated response. This response will be signed on the clearance record by the senior vice president, support office vice president, or delegate. The business unit/support office DMO sends the signed response and comments to the OPR/writer. Reviewers can concur with the directive as it's written, concur with comments, or nonconcur. Below is a coordination response table derived from FAA Order 1320.1, with ATO detail added:

Table 1. ATO Coordination Responses

Type Response	Explanation	OPR Action Required
Concur/no comment	Reviewer agrees with the draft as it is, and requires no changes.	None.
Concur/with comment	Reviewer generally agrees but recommends changes.	Consider comments and incorporate as appropriate. You are not required to incorporate comments you don't agree with. Keep all comments and your action on the comment in a consolidated comments matrix. This will be a part of the final signature package.
Nonconcur/with comment	Reviewer should nonconcur only on the grounds of serious safety, security, legal, financial	You must try to resolve issues before forwarding the directive for final signature.

Type Response	Explanation	OPR Action Required
	or operational issues. Reviewer must state the specific reason for nonconcurring, the citation involved, offer a proposed solution, and name a technical point of contact for discussion.	

4-13. Standards for Nonconcurrence.

a. As stated in FAA Order 1320.1 both in Table B-1 and Chapter 2, plus in table 1 above, reviewers can nonconcur only when they have serious operational or legal concerns, or find substantive flaws in process. Nonconcurrence with a draft directive must have four written elements: a clear statement of nonconcurrence, specific citation(s), a proposed solution, and a technical point of contact for further discussion.

b. Below are some reasons for nonconcurrences that are not legitimate:

(1) Inability to make the coordination deadline,

(2) Disagreement with the document's external coordination scheme, and

(3) Disagreement with language, style, or format (not facts and intent).

c. Similarly, nonconcurrences offered without the statement, citation, proposed solution, and point of contact are incomplete. OPR/writers may treat these, and the examples in paragraph 4-13b, as *comments*.

4-14. Resolving Nonconcurrences.

a. A nonconcurrence does not mean that the final directive cannot go forward for signature. If you're an OPR/writer and receive a legitimate nonconcurrence, you must try and resolve it with the commenter to your mutual satisfaction. Personal discussion with the technical point of contact named on the nonconcurrence is the first and best method. If you succeed, collect a new clearance record from the original office that now shows concurrence.

b. If you fail, elevate the need for resolution to your management chain. If your management is unable to resolve the impasse, write an executive summary explaining the nonconcurrence, your efforts toward resolving it, why the nonconcurrence lacks merit, and requesting signature of the directive by the signing official.

4-15. Preparing the Final Signature Package. In ATO, OPRs/writers normally prepare final signature packages and give them to their DMO for a quality check before final signature. Packages should include the following:

a. Executive summary. Required for Administrator's signature or to summarize any significant issue that came up while the draft was coordinated, like an unresolved nonconcurrence or failure to respond by a major stakeholder.

b. Final clearance record. Should be signed (in the "Originating Office Clearance" box) by the owning director or delegate before senior vice president or support office vice president review/ approval and signature in the last box of the clearance record.

c. Signature-ready version of directive.

d. Summary clearance record showing results of coordination.

e. Consolidated comments matrix.

f. Individual clearance records/comments received, and

g. Safety risk management decision or decision memo, as required by the service unit's safety manager.

4-16. Final Signature. If the directive will be signed by a senior vice president or support office vice president, the DMO obtains the final approval and signature. If the directive will be signed by the COO, the owning DMO gives the signature package to the ATO DMO after the owning senior vice-president or support office vice president signs the "Originating Office Clearance" box. If the directive will be signed by the Administrator, the owning senior vice president or support office vice president initials the "Internal Clearance" box and then sends it to the ATO DMO to obtain the COO's signature on the clearance record. The ATO DMO then forwards the directive to the FAA DPM for the Administrator's signature. See the table below for steps mandated by the directive's signature level.

If the directive will be signed by...	***then--***
A senior vice president or support office vice president	the DMO obtains the final approval and signature.
The Senior Vice President for Operations	the owning DMO gives the signature package to the AJN DMO after their vice-president or support office vice president signs the "Originating Office Clearance" box.
The COO	the owning DMOs (except Operations) send signature packages to the ATO DMO, who obtains signature. Operations DMOs send their packages to the AJN DMO, who forwards it to the ATO DMO.
The Administrator	the owning DMO obtains their senior vice president or support office vice president initials in the "Internal Clearance" box and then sends package to the ATO DMO to obtain the COO's signature on the clearance record. The ATO

If the directive will be signed by...	*then--*
	DMO then forwards the package to the FAA DPM for the Administrator's signature.

4-17. Posting/Distribution. All ATO DMOs post their directives on the FAA directives website unless some other agreement is made with the FAA DPM. DMOs may help the OPR/writer distribute directives as needed. The OPR/writer is responsible for letting readers know that the directive was approved, and where to find it (see FAA Order 1320.1, Appendix B). The distribution footer on the first page of the directive (examples in quotes below) should indicate how, and to whom, the OPR/writer wants to distribute the directive.

a. Distribution: "Electronic to all system support center (SSC) managers." This indicates the OPR/writer distributed the directive by e-mail to each SSC manager's e-mail in-box.

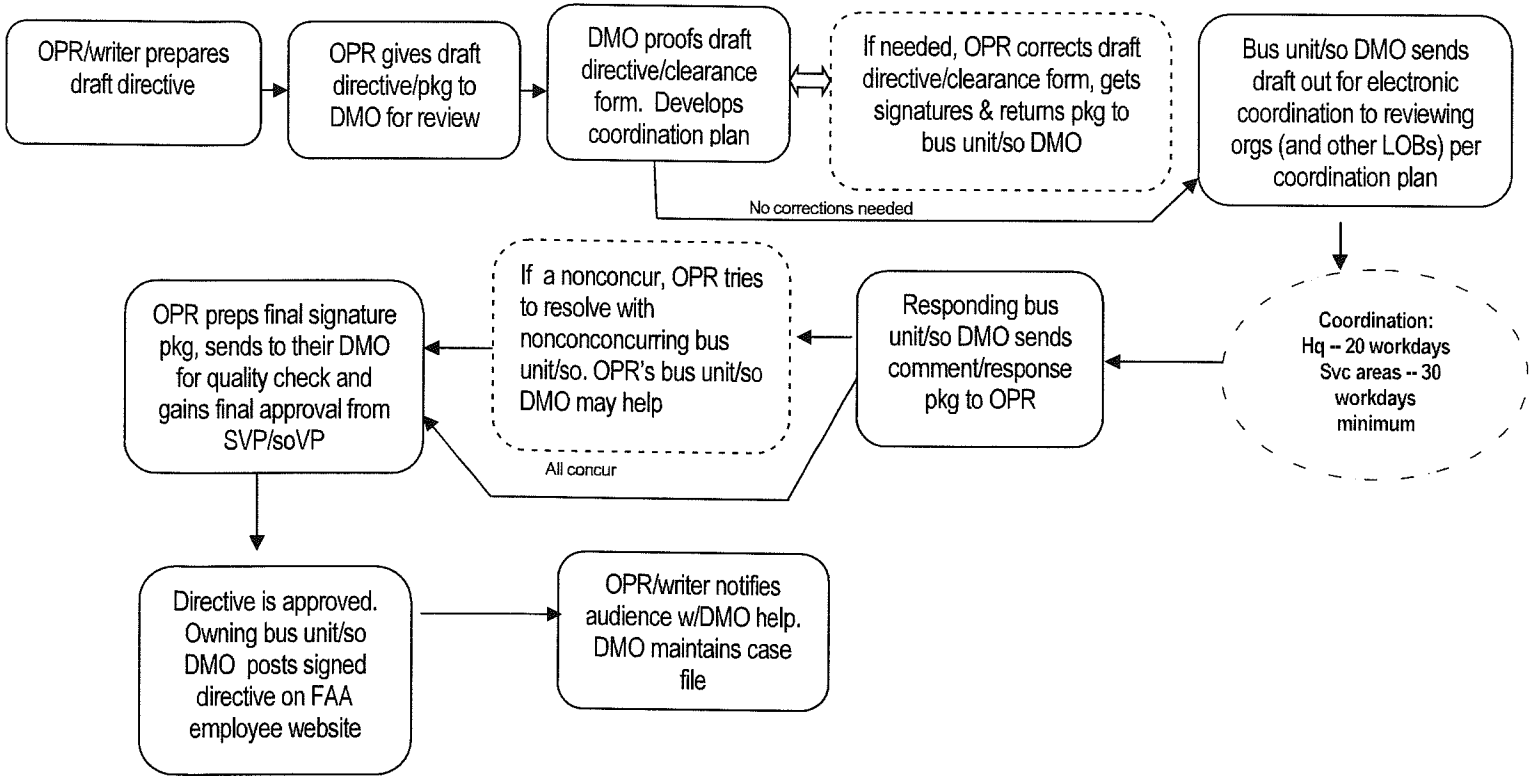
b. Distribution: "Selected offices in Technical Operations, En Route and Oceanic, Terminal, and System Operations." This indicates *paper* distribution to organizations.

> **Note:** Simply posting a directive on a website, including the FAA directives website, does not constitute electronic distribution. OPR/writers must notify their audience, with their DMO's help if that's available, that the directive was approved, released, and where they can find it.

4-18. Retaining Case Files. As stated in paragraph 2-6g, all ATO DMOs must maintain the case file with all items that were part of the final signature package, plus the draft that was coordinated and any distribution documentation, like a printing requisition. DMOs and OPR/writers should feel free to include other related documents. Per FAA Order 1350.15, *Records Organization, Transfer, and Destruction Standards*, directive case files have a permanent retention period. If, as OPR you cancel an order, coordinate with your DMO to send the case files to the business unit/support office's records management officer for transfer to the Federal Records Center.

4-19. Process Diagram. See Figure 1 below, a diagram of the coordination process.

External Coordination of ATO-Originated Directives



Bus unit/so: business unit/support office
soVP: support office vice president

Chapter 5. Coordinating a Directive Sent from Outside ATO

5-1. Non-ATO Directives. Although the ATO issues and owns many directives, other FAA LOBs like AVS, AFS, AEE and ARM issue directives, advisory circulars and other policy documents as well. Some of those directives and documents require coordination with us because we are affected by the policies in them. This chapter explains how non-ATO organizations should coordinate their directives with us. (For brevity here, we'll label all non-ATO directives and documents as "directives.")

5-2. Non-ATO Directives for Signature Below and Above the Associate Level.

a. Non-ATO draft directives to be signed below and above the associate administrator level should be sent to the FAA DPM, who tasks the ATO DMO with coordination. The ATO DMO will distribute the coordination action to the applicable business unit/support office DMOs. Business unit/support office DMOs (for example, the AJN DMO) will send a consolidated response to the ATO DMO with the senior vice president (or delegate) signature on the clearance record. The ATO DMO will consolidate all responses, get the ATO COO or delegate signature on the clearance record, and send the consolidated ATO response to the originating FAA office.

b. If an ATO office nonconcurs with a directive sent from outside the ATO, the directive's OPR must reach the nonconcurring office and point of contact (identified on the clearance record and executive summary) to attempt resolution. If resolution is successful, the originally nonconcurring business unit/support office DMO will get a new clearance record showing concurrence from their senior vice president or vice president. The DMO sends the new clearance record to the ATO DMO, who will secure the COO's signature on it.

5-3. ATO DMO List. You will find a list of all FAA DMOs on the MyFAA Employee website. Select "Orders and Notices," then under "Questions and Comments?" select "Directives Points of Contact." If you work outside ATO and are sending a draft directive and clearance record for coordination, please use e-mail and this list to locate the appropriate DMO in ATO.

Chapter 6. Canceling Directives

6-1. See FAA Order 1320.1. While OPRs are responsible for canceling directives, in the ATO, DMOs help them with this task. Canceling a directive follows essentially the same process as coordinating one. Appendix D of Order 1320.1 covers who can cancel a directive, and how to do it using a clearance record and cancellation memo to the FAA DPM.

6-2. Why Would You Cancel a Directive? You might cancel an order if its content was no longer relevant to your function. You'd cancel an order if you wrote a new one, covering related content, and included some or all of the old order. If you *revise* an order, the revision automatically cancels the old version. Your tools for canceling a directive are a new directive, a revision, or a coordinated cancellation memo. You can't cancel an order with a notice, because a notice, by its temporary nature, cannot cancel a permanent order. Finally, you don't cancel a notice, because notices are self-canceling after one year.

6-3. Safety Management System (SMS) Requirements. Consult with your organization's safety manager when contemplating canceling an order, because cancellation may affect safety or the national airspace system (NAS). Write a safety risk management decision memo (SRMDM) for your safety manager's endorsement, stating the cancellation's effect. Add this memo to the clearance record that you coordinate. To cancel a national directive, send your SRMDM, plus the clearance record and a cancellation memo, to the FAA DPM. (See Order JO 1000.37, *Air Traffic Organization Safety Management System*, for more information.)

Chapter 7. Administrative Information

7-1. Distribution. This order is distributed to all ATO business units and support offices at Washington Headquarters, service centers and service areas, and the William J. Hughes Technical Center and Mike Monroney Aeronautical Center.

7-2. Authority to Approve Directives.

a. The ATO COO approves directives reserved for their consideration. These include, but are not limited to, directives that:

(1) The FAA Administrator has delegated signature authority to the COO,

(2) Affect multiple ATO business units/support offices, and

(3) Affect the entire ATO, unless the signature authority rests with the FAA Administrator or another LOB.

b. For all other ATO directives requiring the COO's signature, the COO has delegated their authority to the Senior Vice President for Strategy and Performance to approve and sign.

c. Other senior vice presidents and support office vice presidents approve (sign) directives that:

(1) Apply to their particular business unit/support office and/or

(2) Affect other ATO business units/support offices.

Appendix A. Best Practices for Reviewing External Directives

1. Introduction. This is a list of collected good ideas and guidance for DMOs and OPR/writers on how to handle external directives, though this list really applies to most staffing and coordination actions.

2. Assign Coordination to the Right Offices. FAA Order 1320.1 reminds us to find the middle ground between under-and over-coordinating, so comment deadlines can be met. If you're a DMO, read the draft to determine which directorates in your organization are affected by the draft. Discuss the coordination range with the OPR/writer, read the latest directive describing the ATO's structure and functions, or consult with subject matter experts in your own directorate. If the directive is a change or revision and you can read the case file of a previous review, this may help you decide which directorates need to review the latest version.

3. Keep Track of Coordination Items. Every coordination action has a due date. External directives coming in for review add to the number of internal directives the DMO may be working on. Consistent tracking is important to ensure the due dates are met. As an external directive moves through coordination, DMOs and OPR/writers should update their status on a tracking sheet or other mechanism.

4. Manage the Due Dates. If you're a DMO and see that there is not enough time left on the deadline to coordinate an external directive, contact the OPR/writer for an extension before sending out the draft for review. (If the directive is being coordinated with multiple service units/service areas, contact the ATO DMO to get an extension [the same due date] from the OPR/writer on behalf of all ATO reviewers.) If the OPR/writer cannot grant an extension, include this information on the coordination action that you send to the reviewing directorates.

5. Assemble a Complete Comments Response Package. DMOs compile all comments and prepare a comments response package that is signed by the business unit senior vice president, support office vice president, or delegate. After signature, the DMO sends the response as instructed in the original coordination action item. This is what to include in the package:

- Cover memo to the senior vice president, support office vice president (or delegate) giving the draft's title, which directorates it was coordinated with, which ones did not respond, and recommending that they concur with no comment, concur with comment, or nonconcur.
- Clearance record to be signed by the senior vice president, support office vice president or delegate.
- Consolidated comments.
- The individual directorate-level clearance records and comments received, and
- The draft that was reviewed.

6. How OPR/writers Best Handle Comments Response Packages. When you receive a comments package from the DMO, make what changes are required and within your organization's authority. Ask your DMO for help, if you need it, to further process your directive and assemble your final signature package.

Appendix B. Types of Issuances and Directives

1. Scope of ATO Directives.

a. National directives. FAA Order 1320.1, Chapter 1 paragraph 8 states that Agency directives are approved by the Administrator, the COO, and selected others. Because ATO issues directives that might apply to the FAA as a whole or more than one LOB, office, service, region and center, we distinguish them from FAA "Agency" directives by calling them "national" directives.

b. Internal ATO directives. These apply to only the issuing office, service, region, or center.

2. Types of Directives. See FAA Order 1320.1, Chapter 1, paragraph 7. With regard to notices, the ATO has FAA permission to issue a unique Notice for Air Traffic Procedures. This notice is exempt from the standard formatting requirements of Order 1320.1.

3. Other Directive-Related Documents.

a. Document Change Proposals (DCPs). The ATO uses DCPs to organize and track procedural changes in a systematic process. DCPs are linked to directives; see Orders JO 7110.65, *Air Traffic Control*, and JO 7210.3, *Facility Operation and Administration.*

b. Employee Occupational Safety and Health (EOSH) Alerts. Technical Operations uses these to notify employees of safety and health concerns. The OPR for EOSH alerts is the Technical Operations ATC Facilities directorate, which has set up a special e-mail account to issue EOSH alerts (9-ATOW-HQ-EOSH-SEN). The Directorate distributes EOSH alerts by e-mail using the EOSH Universe mailing list, plus sends e-mails to all other equipment program and facility managers involved in the EOSH issue.

c. Maintenance Alerts. The Technical Operations Safety and Operations Support directorate issues and uses maintenance alerts when maintenance personnel need quick notification (about maintenance moratoria, seasonal information, and issues that could affect facilities and services) to take appropriate action. Partnering with the maintenance support organizations, the Directorate distributes maintenance alerts on the Technet website (http://technet.faa.gov). For more information, see Order 6000.15, *General Maintenance Handbook for NAS Facilities*.

Appendix C. Definitions

Coordination plan. Plan for identifying stakeholders, subject matter experts, deadlines, and other elements necessary to coordinate a directive.

Directive. Information, instructions, or guidelines explaining how to do something and what response we require of the reader. Directives are the only authorized way to issue policy in the ATO.

E-mail. System for sending and receiving electronic messages by computer; the electronic message itself. E-mail is not an authorized way to issue policy in the ATO. Only directives can be used to issue ATO policy.

External directive. Directive that originates in an FAA line of business outside ATO. External directives may implement policy that significantly affects ATO operations.

Guidance. Direction or advice on a course of action.

Internal directive. Directive that originates within the ATO or one of our organizational elements.

Maintenance alerts. Reserved

Memorandum. Written communication that aids the memory by recording events or observations on a topic. Memoranda are not an authorized way to issue policy in the ATO. Only directives can be used to issue ATO policy.

Policy. Plan of action to guide decisions and achieve rational outcome(s).

Procedure. Series of specific steps, especially of a practical or mechanical nature, involved in a particular form of work. Part of a process.

Process. An ordered series of prescribed steps to accomplish a task.

Safety alerts. Directives used to identify safety hazards.

Stakeholders. Individuals or groups with an interest in the success of an organization in delivering intended results and maintaining the usefulness of the organization's products and services. All stakeholders are not equal, and different stakeholders are entitled to different considerations depending upon the subject.

Standard operating procedures. Documents that describe in detail the steps to follow, and decisions to make, in carrying out a task or function.

Appendix D. Related Publication and Links

DOT Order 1320.16, *Department of Transportation Directives System*. Directs the implementation of the FAA directives system.

FAA Order 0000.1, *FAA Standard Subject Classification System*. Lists number codes, by subject, for directives.

FAA Order 1000.36, *FAA Writing Standards*. Mandates using clear language in directives.

FAA Order 1100.154, *Delegations of Authority*. Follow this directive if a delegation scheme is not stated in a directive.

FAA Order 1320.1, *FAA Directives Management*. Establishes policy, delegates authority, and assigns responsibility for ensuring compliance with this order within each organization.

FAA Order 1320.58, *Instruction for Writing Notices, Maintenance Technical Handbooks, and System Support Directives.*

FAA Order 1330.1, *Forms Management*. Explains how to develop and publish forms referred to in directives.

FAA Order 1350.14, *Records Management.*

FAA Order 1350.15, *Records Organization, Transfer, and Destruction Standards*. Shows how to protect and preserve information, and dispose of FAA record materials.

FAA Order 1360.16, *FAA Correspondence Policy*. Covers how to write and format memos and letters.

FAA Order 1600.2, *Safeguarding Classified National Security Information*. Covers handling and marking of sensitive documents.

FAA Order 1600.75, *Protecting Sensitive Unclassified Information (SUI)*. Explains how to handle documents containing sensitive information.

FAA Order 1720.18, *FAA Distribution System*. Covers paper distribution of directives.

JO 1000.37, *Air Traffic Organization Safety Management System.*

FAA Writing Manual, "Writing User-Friendly Documents." At the MyFAA Employee website, select "Tools & Resources." Then under "Branding & Writing," select "FAA's Plain Language Handbook."

The GPO Style Manual. Primary FAA writing reference; offers information on punctuation, capitalization, abbreviations, how to format dates, and many other topics.

ATO Directives Management Officer's Webpage. See the following website for current process charts, coordination instructions and directives personnel updates:

https://ksn2.faa.gov/ajg/home/ajg-5/ajg-bdmg/ATO%20Directives%20Management%20SOPs/Forms/AllItems.aspx