U.S. DEPARTMENT OF TRANSPORTATION
FEDERAL AVIATION ADMINISTRATION

National Policy

ORDER NUMBER JO 1110.90I

Effective Date:
September 4, 2012

SUBJ: Air Traffic Supervisors' Committee (SUPCOM)

1. **Purpose of This Order.** This order establishes and defines guidelines for the organization, operation, and function of an Air Traffic Supervisors' Committee (SUPCOM), to maintain open communication with all levels of Air Traffic Organization (ATO) management.

2. **Audience.** This order affects all ATO air traffic managers and supervisors.

3. **Where Can I Find This Order?** Find this order at https://employees.faa.gov/tools_resources/orders_notices/.

4. **What This Order Cancels.** This order cancels Order 1110.90H dated May 17, 2006.

5. **Explanation of Policy Changes.** This revision includes the following changes:
   a. adds SUPCOM terms and definitions (Appendix A),
   b. redefines use of the terms "Officer" and "Chair" (Appendix A),
   c. adds SUPCOM roles and responsibilities (Appendix B),
   d. establishes national election process and guidance (Appendix C),
   e. adds Operational Supervisors' Workshop for Front-Line Managers (Appendix D),
   f. introduces Leadership and Professional Development Initiative (Appendix E).

6. **Background.** Communication between operations supervisors and all levels of Federal Aviation Administration (FAA) management is not only beneficial, but also essential in maintaining effective management of our daily operation. Supervisors identify concerns via direct exposure to actual operating conditions. SUPCOM handles these concerns as a group, and provides input to FAA field, service area, and national officials. Thus, SUPCOM serves as a resource to the management team as well as the supervisory community.

7. **Responsibilities.**

   a. **General.** The establishment of SUPCOM mirrors the ATO's organizational structure. This includes area, facility, Hub, district, service area, and national levels, and consists of air traffic control operations supervisors.

   b. **Participation.** ATO management will include SUPCOM in decision-making processes for achieving FAA/ATO goals and objectives.

   c. **Resources.** ATO service units will equally share funding for national SUPCOM activities. Corresponding ATO stakeholders will provide administrative time and other resources necessary for SUPCOM leaders to carry out their responsibilities. Operational and related responsibilities are a

supervisor's first priority. SUPCOM responsibilities are of high priority and require efforts at all levels to provide the resources required to allow SUPCOM leaders to comply with the requirements of this order.

    d. Variances. On occasion, situations may occur that prevent filling vacancies in accordance with the provisions of this order. The National SUPCOM Chair and the corresponding level of ATO management have approval authority when a variance from this order is required to fill these vacancies. This approval remains in effect until SUPCOM and the corresponding level of management agree to revert to the organizational structure set forth in this order, or until the end of the elected term, whichever occurs first.

Richard J. Ducharme
Deputy Chief Operating Officer
Air Traffic Organization

8/6/2012
Date Signed

Terms and Definitions

National Chair: The SUPCOM Officer who serves as the national lead for SUPCOM.

National Officers Group: The SUPCOM group that consists of the National Chair and Officers. It consists of one Service Unit Officer from Terminal, one Service Unit Officer from En Route, one Service Area Officer from each service area and unit, one Officer from the Air Traffic Control Systems Command Center (ATCSCC), and one Officer from Flight Services.

Officer: A SUPCOM leader who serves on the National Officers Group.

Chair: A SUPCOM leader who serves in an elected position, other than the National Officers Group.

Operational Supervisors' Workshop for Front-Line Managers (OSW): A workshop that improves supervisory and leadership skills.

Operational Supervisors' Workshop Oversight Group (OSWOG): A group assembled to manage and deliver the OSW to field supervisors. The group consists of field supervisors who serve as workshop facilitators, and support personnel from Headquarters.

OSWOG Chair: An appointed SUPCOM member who serves as lead for the OSWOG.

Leadership and Professional Development Initiative: The SUPCOM initiative that increases levels of professionalism and develops leadership skills in the supervisory community by capitalizing on peer-to-peer interaction.

Peer Support Team: A team within the SUPCOM Leadership and Professional Development Initiative that provides support, leadership, and guidance.

Safety Focal: A SUPCOM member who serves as lead for operational safety initiatives, programs, and activities.

Communications Coordinator: A SUPCOM member who serves as lead for coordinating communications initiatives, programs, and activities.

Leadership Development Focal: A SUPCOM member who serves as lead for leadership and professional development initiatives, programs, and activities.

Webmaster: A SUPCOM member who serves as Webmaster for the web site.

Roles and Responsibilities

National Chair:

1. Serve as the national focal on issues of concern and interest to operations supervisors.
2. At least monthly, provide input and serve as a resource to the Deputy Chief Operating Officer of the ATO on matters of operational consequence.
3. Liaise with the ATO Officers Group.
4. Liaise with various ATO Headquarter offices relevant to SUPCOM priorities and activities.
5. Plan for and chair the annual national SUPCOM meeting.
6. Plan for and chair an annual National Officers Group meeting to review organizational goals, objectives, priorities, and activities.
7. Liaise with Technical Operations SUPCOM on matters of mutual concern or interest.
8. Provide the Deputy Chief Operating Officer a budget request to finance the national SUPCOM requirements and initiatives.
9. Manage the national SUPCOM budget.
10. Attend service area meetings to provide continuity, counsel, and support.
11. Participate in monthly service area telcons in support of the service area officer.
12. Attend various SUPCOM meetings to provide support for local efforts.
13. Serve as national lead for the SUPCOM Leadership and Professional Development Initiative.
14. Appoint members to serve on the OSWOG and select the OSWOG Chair.
15. Appoint SUPCOM members as necessary to address needs of the organization such as
    a. operational safety,
    b. communications,
    c. leadership and professional development.

National Service Unit Officer:

1. Serve as the national focal on items of interest that pertain exclusively to their service unit.
2. At least monthly, provide input and serve as a resource to their respective Vice President and/or their staff on matters of operational consequence.
3. Attend service area meetings to provide continuity and counsel.
4. Participate in monthly service area telcons in support of the service area officer.
5. Serve as service unit lead for the SUPCOM Leadership and Professional Development Initiative.
6. Attend meetings called by the National Chair.
7. Coordinate with the National Officers Group on concerns of national significance.

Service Area Officer:

1. Serve as the service area focal on items of interest that pertain exclusively to their service area.

2. At least monthly, provide input and serve as a resource to their respective Director and/or their staff on matters of operational consequence.

3. Plan for and chair a monthly service area telcon.

4. Provide the National Chair with a budget request to finance the SUPCOM requirements for their service area.

5. Serve as service area lead for the SUPCOM Leadership and Professional Development Initiative.

6. Attend meetings called by the National Chair/Service Unit Officer.

7. Coordinate with the National Officers Group on concerns of national significance.

System Operations Officer:

1. Serve as the System Operations focal on items of interest that pertain exclusively to the Air Traffic Control System Command Center (ATCSCC).

2. At least quarterly, provide input and serve as a resource to the Vice President and Director of System Operations Services and/or their staff on matters of operational consequence.

3. At least monthly, provide input and serve as a resource to the ATCSCC Manager and/or their staff on matters of operational consequence.

4. Plan for and chair a quarterly supervisors meeting at the ATCSCC.

5. Serve as System Operations lead for the SUPCOM Leadership and Professional Development Initiative.

6. Attend meetings called by the National Chair.

7. Coordinate with the National Officers Group on concerns of national significance.

Flight Services Officer:

1. Serve as the Flight Services focal on items of interest that pertain exclusively to Flight Services.

2. At least quarterly, provide input and serve as a resource to the Director of Flight Services and/or their staff on matters of operational consequence.

3. At least monthly, provide input and serve as a resource to the Manager of Alaska Flight Services and/or their staff on matters of operational consequence.

4. Plan for and chair a quarterly Flight Services telcon.

5. Serve as the Flight Services lead for the SUPCOM Leadership and Professional Development Initiative.

6. Attend meetings called by the National Chair.

7. Coordinate with the National Officers Group on concerns of national significance.

En Route Facility/Terminal District Chair:

1. Serve as the Facility/District focal on items of interest that pertain exclusively to their facilities/districts.
2. At least monthly, provide input and serve as a resource to the Facility/District Manager on matters of operational consequence.
3. Participate in monthly service area telcons.
4. In coordination with the facility/district manager, plan for and chair a Facility/District meeting/telcon on a quarterly basis or as needed.
5. Serve as Facility/District lead for the SUPCOM Leadership and Professional Development Initiative.
6. Attend meetings called by the National Officers Group.
7. Coordinate with the Service Area Officer on concerns of national or service area significance.
8. Canvass and/or visit areas/facilities in their area of jurisdiction on a periodic basis.
9. Communicate with Chairs in their area of jurisdiction.
10. Assist the Service Area Officer in fulfilling their duties.

En Route Area/Terminal Facility Chair:

1. Serve as the Area/Facility focal on items of interest that pertain exclusively to their area/facility.
2. At least monthly, provide input and serve as a resource to the Operations/Facility Manager on matters of operational consequence.
3. Serve on the SUPCOM Leadership and Professional Development Initiative Peer Support Team.
4. Attend/participate in facility/district meetings/telcons.
5. Canvass supervisors in their area of jurisdiction on a periodic basis.
6. Communicate information to supervisors in their area of jurisdiction.
7. Assist the Facility/District Chair in fulfilling their duties.

NOTE: In non-stand-alone Terminal facilities with more than one Operations Manager, and as deemed beneficial to the facility, Facility Chairs may allow one SUPCOM member to serve as a focal on items that pertain exclusively to each Operations Manager. If utilized, the term "Team Chair" identifies this member.

Elections

1. En Route: Areas of Specialization and the Traffic Management Unit will elect an Area/Unit Chair no later than March 15 in years ending with an even number.

Facilities will elect a Facility Chair no later than March 15 in years ending with an odd number. Facility Chairs will elect a Service Area Officer at the Annual National Meeting in years ending with an even number.

2. Terminal: Facilities will elect a Facility Chair no later than March 15 in years ending with an even number.

Districts will elect a District Chair no later than March 15 in years ending with an odd number. At stand-alone TRACON facilities, Areas of Specialization and the Traffic Management Unit will elect an Area/Unit Chair no later than March 15 in years ending with an even number. Stand-alone TRACON facilities will elect a Facility Chair no later than March 15 in years ending with an odd number.

Non-stand-alone Terminal facilities with more than one Operations Manager who utilize Team Chairs will elect a Team Chair no later than March 15 in years ending with an even number.

District and stand-alone TRACON Chairs will elect a Service Area Officer at the Annual National Meeting in years ending with an even number.

3. Flight Service: Facilities will elect a Facility Chair no later than March 15 in years ending with an odd number.

The Hub will elect a Hub Chair no later than March 15 in years ending with an even number.

4. Air Traffic Control System Command Center: Will elect a Facility Chair no later than March 15 in years ending with an even number.

5. Service Area Officer: En Route Facility/Terminal District Chairs will elect a Service Area Officer at the Annual National Meeting in years ending with an even number.

6. Service Unit Officer: The National Officers Group will elect the Service Unit Officers at the Annual National Meeting in years ending with an even number.

7. National Chair: The National Officers Group will elect a National Chair at the Annual National Meeting in years ending with an even number.

8. Eligibility Requirements: Unless otherwise authorized by the corresponding level of management, only permanent supervisors may serve as a Chair or Officer. Any eligible supervisor may serve as Chair. To serve as Service Area Officer, one must be a Facility Chair in En Route, a District Chair in Terminal, or have served in that capacity. To serve as Service Unit Officer or

National Chair, one must be an Officer or have served in that capacity within the previous four years prior to the annual national meeting.

9. Additional Guidance: All operations supervisors including those who serve in a temporary status are eligible to vote in elections.

A simple majority (more than fifty percent of the total votes cast) will decide elections. In elections with more than two candidates where a simple majority is not reached, the candidate with the lowest number of votes is removed from the ballot and the election continues until a candidate emerges with a simple majority. If the candidates remain tied, a single coin toss determines the outcome. Unless otherwise authorized by the National SUPCOM Chair, no person may serve in more than one elected position at any given time.

10. Terms of Office: All elected SUPCOM positions are two-year terms with no limitations on the number of terms served.

Outcomes of elections held at the annual national meeting for members of the National Officers Group become effective at the close of business of the annual national meeting.

11. Process: The responsible overlying Chair/Officer advertises pending elections at least thirty days in advance. Nominations—including self-nominations—are accepted up to ten days prior to election, and only those candidates nominated at least ten days in advance of the election are eligible. In the event we receive no nominations for positions on the National Officers Group prior to the annual national meeting, we will accept nominations at the annual national meeting.

The overlying Chair/Officer responsible to conduct the election should select an elections official to conduct and oversee the election.

Elections should be decided by secret ballot, and are conducted in a manner that avoids activities that would compromise the integrity of the election. Forward disputes, challenges, or irregularities to the National Officers Group for reconciliation.

12. Removal: To remove a member of the National Officers Group requires a two-thirds vote of the National Officers Group at a meeting called for that purpose. To remove a Chair requires a two-thirds vote of the body that elected them at a meeting called for that purpose.

13. Fulfillment of Terms: If any SUPCOM leader who serves on the National Officers Group vacates their position as a supervisor due to a permanent or temporary promotion, they vacate their SUPCOM position no later than the effective date of the promotion.

If a vacancy occurs on the National Officers Group, the National Chair will appoint a SUPCOM member who serves in an elected position to serve the remainder of the unexpired term.

If any SUPCOM Chair vacates their position as a supervisor, or is detailed to another position, they may, by majority vote of their SUPCOM electorate and the approval of the corresponding level of

ATO management, continue in office for the duration of the elected term or until a replacement is elected or appointed per the provisions of this order.

The National SUPCOM Chair has final authority for concerns, questions, or challenges relevant to this appendix.

Operational Supervisors' Workshop for Front-Line Managers

1. SUPCOM collaborates with various Headquarter offices to develop and deliver the Operational Supervisors' Workshop for Front-Line Managers (OSW) in a manner that meets the needs of the ATO.

2. An OSW Oversight Group (OSWOG) manages and administers the OSW and consists of SUPCOM and Headquarters personnel assigned by the national SUPCOM Chair. The term "OSWOG Chair" identifies the member who leads this group.

3. Normally, the OSWOG consists of experienced OSW facilitators who serve for approximately two years. Strive to diversify the members of the group in a manner that represents each service unit and area.

4. Differing levels of skill, experience, and expertise determine facilitator categories. These categories are lead facilitator, co-facilitator, and developmental facilitator. Each OSW has at least one lead facilitator.

5. Each operations supervisor receives OSW training once every 36 months.

6. A Knowledge Sharing Network (KSN) site holds the comprehensive list of processes, procedures, and protocols for the OSW, and is managed by OSWOG and Headquarters personnel.

Leadership and Professional Development Initiative

Introduction

Consistent with the Air Traffic Organization's goal to attain the highest levels of excellence in all areas, Air Traffic SUPCOM establishes this initiative to continue to cultivate increased professionalism within the supervisory community. Its foundation is the very core values we espouse as employees of the ATO and honoring that will maintain our status as the professionals we are. In large part, the basis of this effort is on peer-to-peer interactions where colleagues provide open and honest feedback to each other based on observed or reported positive and negative behavior.

One of the key components is the need to take a proactive, positive approach to developing our management team. From the moment supervisors begin to serve in their new positions, strategies are in place that provide them with the greatest chance of success. This includes but is not limited to pre-operational training, leadership learning, expectations discussions, and peer shadowing and mentoring. We encourage and recommend the establishment of a "buddy system" where new supervisors pair with seasoned counterparts.

This initiative utilizes existing expectations, standards, and norms widely known to each employee. Some examples include Human Resource Policy Manual (HRPM), Employee Relations (ER)-4.1 Standards of Conduct; Performance Management System Standards; and the Managerial Success Profile. It also includes accepted and/or adopted facility norms consistent with the values of the organization. Peer Support Teams composed of SUPCOM leaders who serve in elected positions manage and support this effort.

The intent of this effort is to provide positive support and reinforcement for supervisors to achieve higher levels of professionalism. However, it does contain mechanisms to address formally both conduct and performance issues and deficiencies identified within, as well as beyond, the peer group. We encourage second-level management and above to utilize SUPCOM and these strategies to address those issues as much as practical. Once a matter moves to SUPCOM for resolution, second-level management and above agrees to accept the documented outcome of the Peer Support Team's action.

The Leadership and Professional Development Initiative is confidential among involved peers. When matters surface that are beyond resolution at the peer-to-peer level, only those who are in a "need to know" position have access to related information. It is not to be threatening, punitive, or a substitute for official traditional methods in place designed to address behaviors or actions beyond the scope of this effort. This includes items such as EEO allegations, egregious negligence, recklessness, security violations, matters covered by the Accountability Board, or otherwise illegal or criminal activities. It is also not a tool for supervisors to use against their peers or as an evaluation device. It is strictly for achieving the highest levels of professionalism utilizing a respectful and positive approach for system improvement.

Guiding Principles

In order to better align our supervisory workforce with the mission of the ATO, SUPCOM leadership recognizes the need to support persons and teams upholding high principles, as well as address areas that adversely affect professionalism. Our established Values provide a starting point for all

supervisors to use as guidance in the discharge of their daily duties. These principles are not a new program, but a working definition of who we are. They are:

- **Safety is our Passion**
  - We work so all air and space travelers arrive safely at their destinations.
  - We look out for one another.
  - We hold each other to the highest standards.
- **Excellence is our Promise**
  - We seek results that embody professionalism, transparency, and accountability.
  - We strive for perfection.
  - We promote our best practices.
- **Integrity is our Touchstone**
  - We perform our duties honestly, with moral soundness, and with the highest level of ethics.
  - We do not compromise.
  - We address difficult issues.
- **People are our Strength**
  - Our success depends on the respect, diversity, collaboration, and commitment of our workforce.
  - We develop one another.
  - We have concern for each other.
- **Innovation is our Signature**
  - We foster creativity and vision to provide solutions beyond today's boundaries.
  - We utilize our front-line perspective.
  - Our ingenuity improves the operation every day.

All employees are bound to adhere to a clearly spelled out set of responsibilities, which we fully accept by virtue of our position.

- Report for work on time and in a condition that permits performance of assigned duties.
- Render full and industrious service in the performance of those assigned duties.
- Exercise courtesy and tact at all times in dealing with fellow workers, supervisors, contract personnel, and the public. Support and assist in creating a productive and hospitable work environment.
- Conserve, protect, and assure appropriate use of federal funds, time, property, equipment, materials, information, and personnel.
- Observe and abide by all laws, rules, regulations and other authoritative policies and guidance written and unwritten.
- Report known or suspected violation of law, regulations, or policy through appropriate channels and fully participate in inquiries.
- Uphold with integrity the public trust involved in the position assigned.

Supervisors have additional responsibilities that include:

- Provide positive leadership and serve as a role model for subordinates by demonstrating a commitment and sense of responsibility to their job and loyalty to the organization.

- Treat employees with dignity, respect, and in a fair and equitable manner in conformance with the FAA Model EEO Program.
- Embrace, fully support, and comply with all DOT and FAA regulations, policies, and programs.
- Take necessary corrective action when subordinate employees commit offenses in violation of policies and programs.

Some universally established and accepted norms for supervisors are:

- Behave in a manner that does not bring negative attention to our profession.
- Conduct meaningful Performance Discussions.
- Promote Safety.
- Voice concerns and provide operational input.
- Model professional behaviors.

Purpose and Intent

The purpose of the Leadership and Professional Development Initiative for supervisors is to promote a shared responsibility for operational excellence among Operations Supervisors. The success of this effort is dependent upon the expected interaction between peers. Together, we are:

- a resource for ideas,
- a team of problem solvers,
- unique in strengths and experiences,
- dedicated to our collective success,
- supportive of one another,
- innovative.

The Leadership and Professional Development Initiative supports the success of supervisors, and successful supervisors are essential to our mission. This initiative provides an internal framework that identifies and supports leadership development of individuals and teams.

As members of the ATO management team, we have an obligation to those we lead, our colleagues, the profession, and ourselves, to take steps that will help us maintain the highest levels of professionalism. The pride that all of us have in our chosen careers will help sustain the energy to maintain an active role in this effort. We do this because we care.

Each of us takes responsibility for our conduct, performance, and actions, and will strive to freely make ourselves available to open and honest feedback. When we observe conduct or performance not aligned with our mission, ATO values, or established expectations, we have an obligation to engage in a peer-to-peer interaction to resolve the matter. This interaction is feedback that is positive in nature and results in overall improvement to the workgroup.

Some examples of issues that this Initiative may consider include, but are not limited to:

- recognition and modeling of exceptional performance,
- individual conflicts that could benefit from informal dispute resolution,
- ineffective operating methods and/or techniques,
- problems of a professional or ethical nature,
- conduct that could lead to discipline,

- recognition of actions that enhance the standing of the profession,
- feedback to management team regarding systemic skills, attitudes and behavior, strengths, and needs.

Mechanics: Peer-to-Peer Interaction

The overriding theme of this Initiative is to provide a safe environment for supervisors to enjoy the benefits of peer-to-peer interactions. Much of this interaction may relate to successes shared by teams on a day-to-day basis. Although easy to have, often, for one reason or another, we do not capitalize on opportunities to initiate these positive interactions. Whether to provide feedback on the development of a severe weather plan, a successful airport turnaround, or an effective employee interaction, we miss many opportunities throughout the year. This initiative encourages providing such feedback on a regular, timely, and relevant basis. It is our intent that such recognition will lead to the discovery and archiving of numerous innovative ideas and practices, no matter how small, that will benefit the system in the future, and to provide reinforcement of effective behaviors.

A more difficult conversation for some is one that identifies a potential problem or observed behavior that can result in conflict. For any number of reasons, people may choose to avoid these situations—especially among peers—thinking that the behavior is somebody else's to deal with. However, under this initiative, we encourage and expect the supervisor to address it.

Peer Support Team

a. **Purpose.** In addition to the routine peer-to-peer interaction of individual supervisors, Peer Support Teams (PST) provide additional support, leadership, and guidance in the administration of Phase I and other phases of this process. The team serves as the focal point for collaborating with all levels of management to establish leadership learning and professional development, fostering teamwork in maintaining high standards of professionalism, promoting "buddy systems" for newly assigned supervisors, and handling unresolved issues through peer-to-peer interaction. The team also serves as an entry point for employees, including second-level management and above, to introduce issues relevant to the Initiative.

The foundation of this effort begins with the understanding that we expect supervisors to conduct themselves, and support their colleagues, in a manner consistent with current standards. The initiative is positive in nature and encourages professional development in our supervisory community. This initiative supports any number of local programs designed to foster excellence in our profession. All levels of management play an active role in this effort but it is incumbent for each supervisor to accept responsibility for identifying successes as well as areas needing improvement for our supervisory workforce. The success of this effort depends upon effective peer-to-peer interactions to fortify positive behaviors and performance, as well as assist supervisors who are operating outside of the norm. Recognizing that each facility has its own set of strengths and challenges, the Peer Support Team plays a critical role in the identification of those strengths and challenges, and for developing appropriate strategies most effective in their workplace.

b. **General Structure:** Each Peer Support Team consists of one "Lead" and a number of SUPCOM leaders who serve in elected positions. The team structures mirror the existing organizational structure of the Air Traffic Organization.

(1) **En Route:** The Facility PST consists of the Facility Chair and each Area/Unit Chair within the facility. The Facility Chair serves as Lead.

(2) **Terminal:** The District PST consists of the District Chair and each Facility Chair within the District. The District Chair serves as Lead. In Terminal Facilities utilizing "Team Chairs," the Facility PST consists of the Facility Chair and each Team Chair within the Facility. The Facility Chair serves as Lead.

(3) **Large Stand-Alone District TRACON:** The Facility PST consists of the Facility Chair and each Area/Unit Chair within the facility. The Facility Chair serves as Lead.

(4) **Air Traffic Control System Command Center:** The Facility PST consists of the Facility Chair and each of two supervisors elected to serve in this position. The Facility Chair serves as Lead.

(5) **Flight Service:** The Hub PST consists of the Hub Chair and each Facility Chair within the Hub. The Hub Chair serves as Lead.

(6) **Service Area:** The Service Area PST consists of the Service Area Officer and each District/Facility Chair within the Service Area. The Service Area Officer serves as Lead.

(7) **Service Unit:** The Service Unit PST consists of the Service Unit Officer and each Service Area Officer within the Unit. The Service Unit Officer serves as Lead.

(8) **National SUPCOM:** The National SUPCOM PST consists of the National Chair and each of the Service Unit Officers. The National Chair serves as Lead.

Phase I: Daily Responsibilities

Peer-to-Peer Interaction. When a peer supervisor conducts themselves in a manner inconsistent with established standards and/or expectations for the supervisory position, the observing peer initiates a conversation to communicate the details of the observation in a dignified manner where both parties have the opportunity to explore clarity to resolve the issue.

Recognizing that some are more capable than others at initiating and sustaining a conversation in this peer-to-peer manner, a sampling of techniques is included for review. Conversations should be:

    a. **A professional dialogue**
        (1) Transition (from social dialogue)
            i. "Can I give you some feedback..."
            ii. "Hey, can we have a conversation; I have something I want to talk about..."
            iii. "I apologize for yesterday..."
        (2) Tone and attitude are critical
            i. "I would appreciate it if..."
            ii. "You might have a different perspective..."
            iii. "I'd like to know your thoughts..."
        (3) Take the time to explain "why" it is important.
        (4) Give the other person time to respond and listen to them.

        i. Leave the door open for further conversation.

        ii. Do not interrupt them while they are speaking.

    (5) Connect the facts/observations to the mission/values/standards/norms

    (6) This is not a critique, evaluation, or personal judgment

b. Observation based – be specific – describe the:

    (1) Situation

        i. "When this happened…"

        ii. "When you said…"

    (2) Behavior

        i. Step-by-step

        ii. Keep in mind this is your point of view.

        iii. Avoid making assumptions.

    (3) Impact

        i. "This is how it impacted me/the operation/others, etc.

        ii. Explain the ripple effect.

c. Supportive

    (1) Proactive, positive and principle-based

        i. It is an opportunity to build/improve our team effectiveness.

        ii. Be forward focused, constructive and have a goal in mind.

    (2) "This is between us" (respectful).

    (3) Acknowledge individual strengths and successes.

    (4) Mentor, learn, and share ideas.

    (5) Is an opportunity to solicit ideas from others.

d. Confidential

    (1) Private conversations.

    (2) Between the peers to build each other up.

        i. Destructive gossip is unacceptable and needs to be stifled.

e. Grounded in trust and professional respect

    (1) Recognize the other person's unique strengths that contribute to the team.

    (2) Maintain open-mindedness and be willing to listen to the other perspective.

    (3) Leave the door open for further conversation.

    (4) Follow through with commitments.

    (5) Build the relationship.

        i. Find some common ground on what matters.

        ii. Agree to disagree on non-critical issues.

Phase II: Seeking Advice

If initial efforts to resolve the issue are unsuccessful, individuals contact a member of the Peer Support Team (PST) for support and advice. It is optional for the observing party to notify the peer that s/he has sought out the PST member for assistance involving the other peer. The PST member is responsible for notifying the PST Lead.

Phase III: Facilitated Resolution

If the efforts of Phase II are unsuccessful, individuals may elect to request a facilitated peer-to-peer meeting with a member of the PST for both peers. The role of the PST member in this process is to hear perspective from both peers and attempt to help find a resolution of the issue.

Phase IV: Review and Recommendation

If the efforts of Phase III are unsuccessful, either individual may elect to request the PST review the issue. If accepted, the PST Lead assembles at least three members of the PST to examine the details of the issue and render a recommendation.

Additional Guidance: Employees other than supervisors may alert PSTs to observations of conduct or performance inconsistent with established standards, expectations, and norms. In these instances, the supervisor who receives the report notifies the PST Lead for handling of the issue which includes a decision on whether or not to accept it

Should a second-level manager or above wish to utilize the resources of the Leadership and Professional Development Initiative, the manager notifies a member of the PST who then notifies the PST Lead for handling of the issue, which includes a decision on whether or not to accept it. Management will accept the documented outcome of the Peer Support Team's action in the form of a statement that the matter is either resolved or unresolved

Information: The PST will keep records of dialogue pertinent to any matter from Phase II until the matter is considered resolved by mutual consent. Upon resolution, the PST destroys the records and keeps no history of the event.

The PST does not accept reports received of conduct that is covered by the Accountability Board. Any supervisor in receipt of such a report is required to notify the Accountability Board in accordance with existing facility/district procedures.