

ORDER

**U.S. DEPARTMENT OF TRANSPORTATION
FEDERAL AVIATION ADMINISTRATION**

3330.53

4/19/01

SUBJ: AIRWAY FACILITIES MANAGERIAL SELECTION PROCESS

1. **PURPOSE.** This order sets forth the selection procedures that apply to the Airway Facilities (AF) managerial positions.
2. **DISTRIBUTION.** This order is distributed to the division level in Airway Facilities Services, Office of Personnel, and Office of Civil Rights; to the division level in the Human Resource Management Division at the Technical Center; to the division level at the FAA Academy and the Office of Human Resource Management at the Aeronautical Center; to the branch level in the regional Airway Facilities Divisions; to the division level in the regional Human Resource Management Divisions; and a maximum distribution to all Airway Facilities field offices.
3. **CANCELLATION.** Order AF 3330.1A, Airway Facilities Managerial Selection Process (AFMSP), dated May 27, 1998, is canceled.
4. **EXPLANATION OF CHANGES.** This revision:
 - a. Includes the pay bands within the core compensation system.
 - b. Contains an additional method for submitting applications (via fax).
 - c. Establishes a 2-year waiting period for AFMSP panelists, trainers, and coordinators before they can apply for AFMSP covered positions.
 - d. Changes the title and definition of competency 6b.
 - e. Incorporates inclusion of the Standard Form 181 (SF-181), Race And National Origin Identification Form.
5. **SCOPE.** Appendix 1, Airway Facilities Managerial Selection Process (AFMSP) Flowchart, depicts the managerial selection process. The AFMSP applies to the following covered AF positions:
 - a. Manager/Assistant Manager, Systems Management Office (SMO), FV-K.
 - b. Branch/Assistant Branch Manager, Regional AF Division, FV-K.
 - c. Manager/Assistant Manager, Implementation Center (IC), FV-K.
 - d. Manager/Assistant Manager, AOS Field Divisions, FV-K.

e. Manager, Operations Control Center (OCC), FV-K.

6. AREA OF CONSIDERATION AND MINIMUM QUALIFICATIONS REQUIREMENTS. The area of consideration is FAA-wide. Competitive and noncompetitive candidates must meet all qualification requirements stated in the announcement by the closing date of the announcement.

7. ASSESSMENT PROCEDURES FOR COMPETITIVE CANDIDATES.

a. Ranking of Knowledge, Skills, and Abilities (KSAs). All competitive applicants (merit promotion candidates and competitive candidates) who meet basic eligibility requirements will be ranked by the Aviation Careers Division, AMH-300, based upon their KSAs using a standardized crediting plan. (Appendix 2, Knowledge, Skills, And Abilities, contains the KSAs to be addressed.) AMH-300 will contact all applicants to inform them of the status of their application.

(1) A referral list with the names of the TOP 10 SCORES will be referred to the appropriate AF organization by AMH-300 for additional screening through the structured assessment. Any ties that occur within the top 10 scores will be referred to the structured assessment.

(2) If an applicant's score was not referred to the selecting official for a particular vacancy, the applicant may still apply for any subsequent vacancy. Applicants may choose to revise the KSA write-up when applying for subsequent vacancies and be reevaluated using the standardized crediting plan or submit a previously used KSA write-up and retain the already assigned score.

b. Structured Assessment. The structured assessment will be arranged by the appropriate AF organization and conducted with all merit promotion and competitive candidates who appear on the referral list provided by AMH-300. The assessment panel will conduct the structured assessment according to the guidelines provided in the AFMSP Training Manual. The manual is distributed by the Staffing and Compensation Policy Division, AFZ-200. The selecting official is not to serve on the structured assessment panel.

(1) **Assessment Panel Composition.** PANELISTS SHOULD BE AWARE THAT IF THEY DO NOT CURRENTLY HOLD OR HAVE NOT PREVIOUSLY HELD A PERMANENT COVERED AFMSP POSITION, THEY MUST WAIT 2 YEARS AFTER SERVING ON A PANEL TO COMPETE FOR AFMSP COVERED POSITIONS. The structured assessment panel shall include:

(a) Three FV-K managers, at least 2 from AF who currently hold or previously held permanent covered positions as described in paragraph 5.

(b) One human resource management representative designated by the Human Resource Management Office at the FV-H level or above.

(c) One representative designated by the Office of Civil Rights at the FV-H level or above.

(2) **Diversity of the Interview Panel.** All efforts will be made to ensure that each assessment panel reflects the diversity of the agency.

(3) **Training.** All assessors shall be trained on the guidelines and procedures to be used during a structured assessment in accordance with the AFMSP Structured Assessment Training Manual. Division managers shall ensure that anyone receiving AFMSP training or who has access to AFMSP questions, training manuals and rating scales, such as AFMSP trainers and coordinators, wait 2 years from the date of termination from their AFMSP duties before applying for positions covered under this process.

(4) **Structured Assessment Questions.** In preparation for a structured assessment, the AF organization will request structured assessment questions from AFZ-200. For security purposes, the questions will be sent directly to the AFMSP coordinator. These shall be the only questions used for all candidates in the structured assessment. The structured assessment will assess the competencies found in Appendix 3, Competencies Assessed in the Structured Assessment. Questions used in the AFMSP structured assessment WILL NOT be used for any other non-AFMSP vacancy or interview/assessment process.

(5) **Conducting the Structured Assessment.** The assessment shall be conducted in accordance with the guidance contained in the AFMSP Structured Assessment Training Manual. All candidates must appear at the structured assessment in person; telephone interviews are not allowed. Evaluation of candidate responses shall be made using the specially developed rating scales included in the training guide. Successful candidates will be referred to the selecting official based upon the referral decision rules outlined in the AFMSP Structured Assessment Training Manual.

(6) **Informing Candidates of Structured Assessment Results.** All candidates who participated in the structured assessment will be told shortly after completion of the interview (usually within 1 to 2 hours), whether or not they will be referred to the selecting official. A results profile of the candidate's performance for each of the competencies as recorded by the assessment panel will be provided within 10 workdays after the completion of the assessment process. The AFMSP Coordinator will provide the results profile.

8. NONCOMPETITIVE CANDIDATES.

a. Candidates who hold or have held the following positions (or above) for at least 12 continuous months through a permanent assignment, may be considered as a noncompetitive candidate for the following covered positions:

- (1) Manager/Assistant Manager, Systems Management Office (SMO), FG-15/FV-K.
- (2) Branch /Assistant Branch Manager, Regional AF Division, FG-15/FV-K.
- (3) Manager/Assistant Manager, Implementation Center (IC), FG-15/FV-K.
- (4) Manager/Assistant Manager, AOS Field Divisions, FG-15/FV-K.
- (5) Manager, Operations Control Center (OCC), FG-15/FV-K.

b. Candidates who have not held positions described in paragraph 8a are considered competitive candidates and must compete by the procedures outlined in paragraph 12a.

9. REASSIGNMENTS. Reassignments do not take the place of announcing a vacancy. All vacancies for covered positions must be announced. Any exceptions to this policy, such as directed reassignments without an announcement, must be approved by the Director of Airway Facilities, AAF-1. Details to covered positions that exceed 1-year must be approved by AAF-1.

10. QUALITY RANKING FACTOR. It is highly desirable that applicants have at least 1 year of continuous FAA supervisory experience (achieved through a permanent assignment, a temporary promotion, or detail) as defined in the General Schedule Supervisory Guide, dated November 1993, pages 3-5.

11. VACANCY ANNOUNCEMENTS. The AFMSP is a bid-by-bid process. The AF organization in which a vacancy exists shall notify the Aviation Careers Division, AMH-300, to prepare the vacancy announcement and coordinate with the regional Human Resource Management Division (HRMD). All AFMSP covered positions that are advertised through the AFMSP shall be advertised as permanent positions. All vacancy announcements will be advertised FAA-wide by AMH-300.

12. HOW TO APPLY. You may submit your application in one of the following methods: Through non-penalty mail to: Aviation Careers Division, AMH-300, Mike Monroney Aeronautical Center, Federal Aviation Administration, P.O Box 25082, Oklahoma City, OK 73125. You may overnight your package to: Mike Monroney Aeronautical Center, 6500 South MacArthur Blvd., Room 138, Oklahoma City, OK 73169 or you may FAX your application at (405) 954-6397. All applications must be received within AMH-300 by the closing date of the announcement.

a. Merit Promotion and Competitive Candidates. Items one, two and three listed below must be submitted in order for an applicant to receive consideration. The candidate's application package will be limited to only the materials listed below and information specified in the vacancy announcement. Any additional materials submitted will be discarded.

(1) A completed AFMSP Application Sheet. See Appendix 4, AFMSP Application Sheet. Candidates may reproduce appendix 4 to use when applying to AFMSP vacancy announcements.

(2) Application for Federal Employment, Optional Form 612 (OF-612), Resume, or SF-171, Application for Federal Employment. Attachments shall be limited to continuation sheets for experience, education, training, and awards. Do not attach actual awards, certificates, position descriptions, performance ratings, or other unsolicited material.

(3) FAA Form 3330-42, Request for Promotion Consideration and Acknowledgment.

(4) A one-page narrative write-up using no smaller than 10 pitch/font for each knowledge, skill, and ability. See Appendix 2, Knowledge, Skills, and Abilities (KSA) Assessed in Written Portion of AFMSP Application.

(5) SF-181, Race And National Origin Identification Form. Submission of this form is optional.

b. Noncompetitive Candidates. Only those candidates listed in paragraph 8a may be assigned to covered positions noncompetitively. Candidates meeting the requirements of paragraph 8a are to submit a package (material to be submitted is listed below) to the Aviation Careers Division, AMH-300, at the Mike Monroney Aeronautical Center. The Aviation Careers Division will forward the package and referral list to the Regional AFMSP Coordinator.

(1) Application for Federal Employment, OF 612, Resume, or SF-171, Application for Federal Employment. Attachments shall be limited to continuation sheets for experience, education, training, and awards. Do not attach actual awards, position descriptions, performance ratings, or other unsolicited material.

(2) Candidates are strongly encouraged to submit a KSA write-up addressing the six KSAs found in Appendix 2. The KSAs will not be ranked but are there for the selecting official's use.

(3) A completed AFMSP Application Sheet. See Appendix 4, AFMSP Application Sheet. Candidates may reproduce appendix 4 to use when applying to AFMSP vacancy announcements

(4) SF-181, Race And National Origin Identification Form. Submission of this form is optional.

13. ASSESSMENT BY-PASS LIST.

a. The candidates who pass the structured assessment and are REFERRED to the selecting official but not selected will be placed on an Assessment By-Pass List. The candidate's name will remain on the list for 2-years and only serves the purpose of not being re-assessed. The 2-year period begins on the first day of the month in which the candidate was assessed and ends on the last day of the month in which the candidate was assessed 24 months later. No polling or contacting of any of these candidates will be done for subsequent vacancies. This list will be maintained by AMH-300.

b. Candidates whose name appear on the Assessment By-Pass List must file an application for any interested subsequent vacancy in accordance with the guidelines found in paragraph 12. Candidates are strongly encouraged to submit a KSA write-up addressing the six KSAs found in appendix 2. The KSAs submitted will not be ranked but are there for the selecting official's use. Candidates must provide a copy of their structured assessment profile along with their application package to AMH-300.

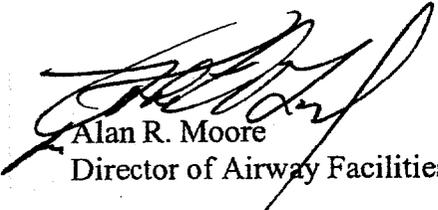
c. Candidates on the Assessment By-Pass List who applied for a particular vacancy will be placed on a separate referral list.

14. SELECTING OFFICIAL. The selecting official will receive two lists of candidates from the Regional AFMSP Coordinator, each in alphabetical order - the list of competitive candidates who have passed the structured assessment either currently or from previous structured assessments (Assessment By-Pass Candidates), and a list of non-competitive candidates (as outlined in paragraph 8a). The application packages of all candidates along with the by-pass candidate's structured assessment profile will be provided to the selecting official.

a. The selecting official may opt to conduct a final interview with one or more of the referred candidates. The selecting official is not required to interview all of the candidates and may choose to interview none. This interview may be done in person or via telephone.

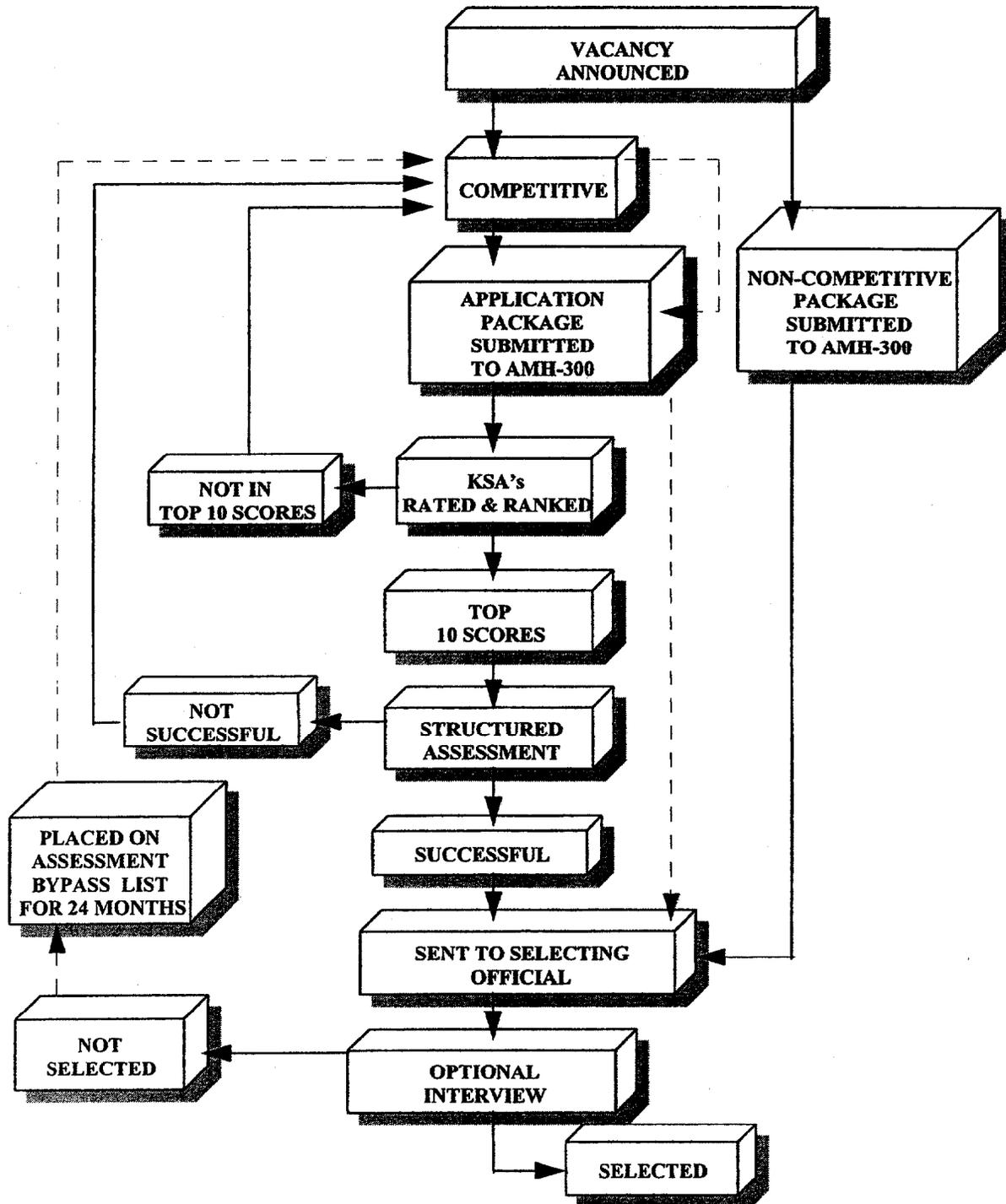
b. The AF division manager/program director is responsible for coordinating the selection with AAF-1. The AF organization shall inform AMH-300 and the local HRMD of the selection within 10 workdays of selection being finalized. The AF organization shall not announce the selection until all HR coordination is completed.

c. The selecting official will then notify both the selected and non-selected candidates of the selection. Candidates not selected may request feedback from the selecting official regarding the reasons for non-selection. This feedback may be conducted in person or by telephone.



Alan R. Moore
Director of Airway Facilities

**APPENDIX 1. AIRWAY FACILITIES MANAGERIAL
SELECTION PROCESS (AFMSP) FLOWCHART**



**APPENDIX 2. KNOWLEDGE, SKILLS, AND ABILITIES (KSA)
ASSESSED IN WRITTEN PORTION OF AFMSP APPLICATION**

For all of the below KSAs, describe specific jobs, training, work groups, details, and other experiences through which you gained knowledge, skills, or abilities in these areas.

KSA #1 Ability to Manage a Diverse Workforce. Understands and supports agency policies, goals, and objectives regarding EEO, Affirmative Employment, Managing Diversity, and Model Work Environment. Promotes diversity by modeling appropriate behavior and personal support for diversity programs.

KSA #2 Ability to Manage Resources for Cost-effective Accomplishment of Technical and Administrative Programs and Activities. Formulates goals, objectives, and priorities for program accomplishment. Effectively uses resources to meet customer needs and accomplish organizational goals. Coordinates with appropriate organizational entities and customers to increase program effectiveness.

KSA #3 Ability to Communicate Orally. Expresses ideas and facts in a clear and understandable manner appropriate for the individual, group or situation at various levels inside and outside the agency. Promotes the open exchange of ideas and information to provide a complete and timely explanation of decisions on organizational, technical, and other issues.

KSA #4 Ability to Manage in a Team Environment. Empowers team members by delegating authority and providing recognition and support. Participates as a team leader/member and works effectively with labor organizations.

KSA #5 Knowledge of FAA and Airway Facilities Organizational and Technical Components. Understands the purpose, function, and interrelationships of (1) FAA and Airway Facilities organizational components, their functions and operations; (2) FAA and Airway Facilities priorities, plans, procedures, and policies; and (3) NAS components, systems, and organization.

KSA #6 Ability to Provide Strategic Leadership. Develops short and long-term plans in response to customer needs based on budgetary and technological trends. Generates new ideas/initiatives and supports those of others to further mission requirements. Fosters customer alliances, organizational partnerships, and networks to effectively accomplish goals.

APPENDIX 3. COMPETENCIES ASSESSED IN THE STRUCTURED ASSESSMENT**1. INTERPERSONAL SKILLS.**

a. **Handling Conflicts, Disagreements, or Problems.** Listening to and considering others' opinions or ideas; working to resolve differences in opinions or conflicts; maintaining composure in challenging interpersonal situations.

b. **Building Productive Work Relationships With Others.** Establishing constructive and harmonious relationships by treating others with courtesy and respect; adjusting interpersonal style to work more effectively with others; establishing rapport with others; inviting an open and candid forum for conversation; demonstrating skill at putting others at ease; using diplomacy and tact in sensitive situations.

c. **Demonstrating Persuasiveness.** Gaining support or approval for ideas, plans, projects, or for achieving goals; presenting information in a convincing manner.

2. USING INFORMATION, AND DECISIVENESS.

a. **Gathering Information.** Asks questions and gathers information to gain an understanding of a situation or problem; ensures that accurate and comprehensive information is gathered prior to using the information.

b. **Analyzing and Evaluating Information.** Reviews and analyzes information; judges different courses of action, and crafts solutions; develops alternative courses of action; makes quality decisions or takes action based on information.

c. **Decisiveness.** Willingness to make decisions, take actions, or render judgments; willingness to make decisions that may be unpopular; making decisions under stress or other pressure; recognizes when to take or not take action.

3. PROFESSIONALISM AND COMMITMENT TO HIGH STANDARDS.

a. **Professionalism.** Behaves professionally on the job; acts as a role model, setting high standards for workplace behavior; displays honesty and trustworthiness in interactions with others.

b. **Representing the FAA.** Represents a positive and professional image of the FAA to others; speaks positively about the FAA; uses good judgment in interactions when he/she is likely to be viewed as a representative of the FAA.

c. **Work Ethic.** Displays commitment, dedication, and loyalty to the job; performs work conscientiously; is motivated to put in whatever time or effort is necessary to do an excellent job; perseveres in drive for results.

d. **Self Development.** Takes steps to understand and improve own job strengths and weakness; spends time building own job knowledge and skills; takes on challenging, growth-oriented assignments; uses feedback to improve job performance.

4. MANAGING WORK PROCESSES.

a. **Planning and Coordinating.** Formulates goals, objectives, and priorities for program accomplishment; recognizes potential obstacles and formulates contingency plans to handle them; develops reasonable resource plans, identifying needs in time to take actions; effectively uses resources to meet customer needs and accomplish organizational goals; coordinates with appropriate organizational entities and customers to increase program effectiveness.

b. **Adapting to Change.** Adjusts plans, goals, actions, or priorities to deal with unexpected or changing situations; refuses to be paralyzed in uncertain or ambiguous situations; makes decisions or takes action when there is not enough information to predict the consequences with certainty.

5. ABILITY TO MANAGE IN A TEAM ENVIRONMENT.

a. **Building Productive Teams.** Empowers team members by delegating authority; can participate both as a team member and leader; actively participates in the development of team goals; solicits input from team members; facilitates collaboration between team members.

b. **Coaching and Developing Employees.** Encourages job growth and development; assigns challenging, growth-oriented assignments; provides feedback to employees about their job performance; mentors/coaches others to support work efforts; motivates and inspires others to perform to their full potential.

6. MANAGING A DIVERSE WORKFORCE.

a. **Ability to Manage a Diverse Workforce.** Supports and promotes diversity; utilizes the unique and varied talents of employees, ensuring that all team members contribute to the mission; promotes team and organizational diversity through awareness of individual differences.

b. **Knowledge of Agency Model Work Environment Guidance.** Demonstrates knowledge and understanding of agency's policies, goals and objectives regarding EEO, Affirmative employment, Managing Diversity, and Model Work Environment.

7. ORAL COMMUNICATION SKILLS. Speaking clearly and concisely; responding to questions articulately; explaining information in an organized, logical, and understandable manner; focusing on relevant issues; using appropriate grammar and vocabulary; using gestures appropriately.

APPENDIX 4. AFMSP APPLICATION SHEET

Non-competitive candidates: *I have held a covered position as defined in Order 3330.53, dated 4/19/01, for at least 12 continuous months through a permanent assignment.* Yes _____ No _____

I. FIRST TIME APPLICANTS _____
Vacancy Announcement Number.
 This is my first ever bid under the AFMSP

II. I AM REAPPLYING TO AFMSP

A) KSA's (Check ONE) _____
Vacancy Announcement Number.

KSA's identical to those previously submitted.
(May include editorial changes)

KSA's not identical: *(When significant changes made, the latest score will be maintained for ranking purposes regardless of whether it is higher or lower than the previous KSA's)*

OR

B) Structured Assessment (Check ONE) _____
Vacancy Announcement Number.

I have been successful in an AFMSP Structured Assessment in the past 24 months:
(Submit copy of Structured Assessment Profile with application package)
NOTE: KSA write-ups are strongly encouraged to be included in the application package.

I have not been successful in an AFMSP Structured Assessment.

KSA's identical KSA's not identical

Signature _____

