

ORDER

U.S. DEPARTMENT OF TRANSPORTATION
FEDERAL AVIATION ADMINISTRATION
Regulation and Certification Policy

VR 3110.17

Effective Date: 9/30/04

SUBJ: AVR's LEADERSHIP ENHANCEMENT AND DEVELOPMENT PROGRAM

1. PURPOSE. This Order provides the responsibilities, goals, and core elements for establishing and managing the Leadership Enhancement and Development (LEAD) Program throughout the Regulation and Certification organization (AVR).

2. DISTRIBUTION. This Order is distributed to AVR Service/Office Directors and AVR Headquarters, Region and Center Division or Directorate managers.

3. BACKGROUND. The program supports the FAA's Flight Plan Organizational Excellence goal of ensuring the success of the FAA's mission through stronger leadership, a better trained workforce, enhanced cost-control measures, and improved decision-making based on reliable data.

During 2002, developmental programs were designed and implemented in Flight Standards (AFS) Divisions in the Eastern and Southwest Regions. These programs focused on the identification and development of AFS employees for supervisory or managerial positions. In addition, the Eastern Region's program included non-supervisory positions. The AVR LEAD Program builds on their program successes and expands developmental opportunities to include all AVR employees in the Services, Offices, and Staffs and establishes one approach to foster integration.

4. RESPONSIBILITIES.

a. AVR-1 is responsible for:

- (1) Providing executive leadership and direction on the LEAD Program.
- (2) Designating an AVR National LEAD Program Manager.

b. The AVR National LEAD Program Manager is responsible for:

- (1) Providing general guidance and information about the program.
- (2) Requesting information on program status and effectiveness from each AVR Office/Service. (i.e. participation, accomplishments, cross organizational data, etc)

- (3) Conducting evaluations and reporting results to AVR's management team.
 - (4) Making changes to the National Order, as necessary.
 - (5) Coordinating with management and labor unions to fulfill labor management obligations.
- c. The Directors of Flight Standards and Aircraft Certification Services are responsible for:
- (1) Implementing a service wide LEAD Program in accordance with this Order. Headquarters, Regional Divisions and Directorates managers may establish Division/Directorate LEAD programs consistent with this Order and the service wide program.
 - (2) Directing, funding and controlling the activities for their LEAD program(s). This authority may be redelegated.
 - (3) Designating a LEAD Program Manager for their organization.
 - (4) Ensuring Regional/Directorate LEAD programs are consistent with the core elements of the AVR LEAD Order.
- d. The Federal Air Surgeon is responsible for:
- (1) Implementing a LEAD Program for the Office of Aerospace Medicine (AAM) in accordance with this Order.
 - (2) Directing, funding and controlling the activities for their LEAD program(s). This authority may be redelegated.
 - (3) Designating a LEAD Program Manager for AAM.
- e. The Manager of the AVR Executive Staff is responsible for:
- (1) Establishing a joint LEAD program for the following AVR Headquarters components: The Office of Rulemaking, Office of Accident Investigation, Office of Quality and Integration, Air Traffic Safety Oversight, the Immediate office of the Associate Administrator for Regulation and Certification, AVR's Executive Staff, and the Suspected Unapproved Parts Program Office. However, the Directors and Managers of these organizations have the option of developing their individual LEAD program in accordance with this Order.
- f. Each Manager/Supervisor is responsible for:
- (1) Identifying assignments within their offices appropriate for the LEAD Program and notifying the designated LEAD Program Manager.
 - (2) Supporting and encouraging active participation in the LEAD program.

- (3) Providing guidance, support and feedback to program participants to help make their assignments successful.
- (4) Providing feedback to LEAD program managers to enhance the efficiency and effectiveness of the program.

g. Each LEAD Program Manager (Headquarters and/or Regional) is responsible for:

- (1) Providing effective management of their organization's LEAD Program.
- (2) Ensuring their organization's program meets the elements of this Order.
- (3) Serving as the LEAD focal point to provide guidance and address questions.
- (4) Working with local union representatives to fulfill any labor management obligations that differ from the national Order.
- (5) Ensuring unions representing bargaining unit employees in AVR are provided (e-mail) notice of LEAD opportunities as they become available.
- (6) Notifying FAA employee organizations of program requirements and ensuring those organizations are provided (e-mail) notice of LEAD opportunities as they become available. (Council of African American Employees; FAA Gay, Lesbian, or Bisexual Employees; National Asian and Pacific American Association; National Black Coalition of Federal Aviation Employees; National Coalition of Federal Aviation Employees with Disabilities; National Coalition of FAA Native American and Alaska Native Employees; National Hispanic Coalition of Federal Aviation Employees; Professional Women Controllers; and Technical Women's Organization)
- (7) Tracking and monitoring participation and accomplishments of the program.
- (8) Gathering feedback of participants, managers, and supervisors to evaluate program effectiveness.
- (9) Preparing program status and effectiveness reports as requested or needed.

h. LEAD Participants are responsible for:

- (1) Applying for LEAD program opportunities following appropriate announcement procedures.
- (2) Providing feedback on LEAD experiences upon completion of assignment to the designated LEAD program manager.

5. GOALS OF THE LEAD PROGRAM

- a. Develop the knowledge, skills, and abilities that an employee needs to be an effective manager or leader.

- b. Increase opportunities for a diverse AVR workforce to demonstrate their potential by providing supervisory, managerial, and leadership assignments.
- c. Support the FAA Flight Plan's Organization Excellence Goal and the AVR's Human Capital Plan.
- d. Support AVR integration efforts by providing cross-Service/Office/Staff experience.
- e. Support a model work environment
- f. Utilize the FAA Corporate Mentoring Program as a management tool.
- g. Allow individuals to gain broader exposure within the AVR organization.

6. NATIONAL AVR LEAD CORE ELEMENTS.

The following core elements must be incorporated in each LEAD Program:

- a. Developmental assignments that focus on supervisory, project management, or other assignments that will contribute to an employee's leadership development. LEAD Program assignments may be announced for AVR employees at any grade level.
- b. LEAD positions or assignments must have been identified or expected to be identified prior to a LEAD announcement to promote program's credibility.
- c. A LEAD Application/Statement of Interest form is required. The statement of interest should include information on how the employee has demonstrated the ability to: Achieve Results; Lead people; Build relationships; and Lead change. The attached suggested form may be modified to meet each Office/Service's need.
- d. Developmental assignments should be opened to other AVR organizations employees to promote integration within AVR, whenever appropriate.
- e. Applications must be submitted in accordance with announcement requirements through the first-level supervisor. First-level supervisors will be provided the opportunity to make comments. Management shall support and strongly encourage active participation in the LEAD program to the extent possible, taking into consideration operational requirements and funding. If operational requirements and/or funding do not permit participation in the LEAD program, first-level supervisors may defer applications, only if they receive concurrence from the second-level manager. This must be noted in the comments section of the application.
- f. Applicants must have been employed in AVR or a position funded by AVR for at least one year prior to beginning the assignment.
- g. An employee will not be selected for a LEAD opportunity if that employee has recent disciplinary/adverse action(s) and/or that employee is currently under an Opportunity to Demonstrate Performance (ODP). [For employees covered by an applicable collective

bargaining agreement (CBA) or interim agreement, "recent" means the time period specified (in the applicable CBA or interim agreement) that prior disciplinary or adverse actions will (or may) be considered when determining the appropriate penalty for any subsequent disciplinary or adverse action. If there is no such time period specified (in the applicable CBA or interim agreement) or if the employee is not covered by an applicable CBA or interim agreement, "recent" means one year from the date of the employee's LEAD Application/Statement of Interest.]

- h. To foster diversity and ensure active participation of women and minorities, FAA employee organizations must be notified of available opportunities.
- i. Each program must develop and identify selection processes for their positions and assignments.
- j. Eligibility and other application requirements will be issued on specific LEAD announcements.

7. EVALUATION AND REPORTS

Office/Service Directors will conduct evaluations of their LEAD program(s) and provide assessment of their program status and results to the AVR Program Manager. AVR's Program Manager will conduct analysis and evaluate the efficiency and effectiveness of the program.



Nicholas A. Sabatini

Associate Administrator for Regulation and Certification

**“SAMPLE”
AVR LEAD PROGRAM
STATEMENT OF INTEREST**

Candidate's Name: (Last, First, MI)	Routing Symbol And Location:
Current Title, Position, Grade/Pay Band:	Date of Employment in the Regulation and Certification Organization:
Months/Years in Current Position:	Available For Travel: ___ Yes ___ No
INSTRUCTIONS FOR COMPLETING AN AVR LEAD INFORMATION PACKAGE:	
1. Complete and sign this Statement of Interest Form.	
2. On a separate sheet of paper (1 page maximum), please indicate how you have demonstrated the following abilities: Achieve Results; Lead people; Build relationships; Lead change.	
3. Forward your completed AVR LEAD Information Package to _____	
4. Include additional requirements here	
I acknowledge that participation in the LEAD Program does not guarantee appointments to current or future vacancies, including promotion or lateral transfers.	
_____ (Participant's Signature)	_____ (Date)
_____ (First Line supervisor)	_____ (Date)
Comments:	
For Internal Use Only	