



U.S. DEPARTMENT OF TRANSPORTATION
FEDERAL AVIATION ADMINISTRATION
AVS Policy

ORDER
VS 1300.1

Effective Date:
9/29/05

SUBJ: First Line Network

- 1. Purpose:** This order establishes guidelines for the organization and function of the AVS First Line Network (FLN). The FLN is a formal communication network. It may address all types of communication and supplements existing communication channels. Its purpose is to get information from the AVS Management Team (AVSMT) directly to first level supervisors, as well as to collect information from first level supervisors and communicate it directly to the AVSMT. The network also facilitates peer-to-peer communication for first level supervisors in AVS.
- 2. Distribution:** This order is distributed to all AVS field offices, Directorate/Division offices, regional offices and Washington headquarters.
- 3. Background:** In June 2004, the results of the 2003/2004 FAA Employee Attitude Survey highlighted communication as an area for improvement. The survey data for AVS (then AVR) indicated supervisors communicate technical information to their employees well, but they rated lower when communicating organizational FAA and AVS initiatives. Trust between the employees and their immediate supervisor rated high, but trust was rated much lower between employees and executive leadership. To leverage the trust between employees and their first level supervisor regarding FAA and AVS initiatives, the AVS Management Team chartered a group of cross-service first and second level supervisors to develop solutions that build upon the trust employees have in their immediate supervisors and improve the communication of organizational information. The First Line Network is the result.
- 4. Definitions:**
 - a. AVS Area:** a geographical division of AVS along roughly regional cross-service boundaries (see map, page 7).
 - b. First Level Supervisor:** a management person (supervisor, manager, etc.) who is responsible for employees' performance appraisals, approval of their leave, and does not supervise other supervisors.
 - c. Point of Contact (POC):** A first level supervisor selected to represent all AVS first level supervisors inside and outside their own service/office within their assigned geographic area. POC is a collateral duty, not a dedicated position.

Distribution: A-W(VS,FS,AM,IR,RM,AI,OV,QI)-2
A-X(FS,AM,IR)-2;A-YZ(AM)-2;A-FAC-1

Initiated by: AOV-1

- d. **Co-Lead POCs:** Two POC group-appointees who represent all AVS Area POCs. Act as direct contacts between other POCs and AVSMT. Co-Lead POC is a collateral duty, not a dedicated position.
- e. **Linking Member:** An AVS Management Team member selected to act as an advisor to the First Line Network.
- f. **AVS Management Team (AVSMT):** A senior executive body that sets the vision and direction for the Line of Business. The AVSMT is made up of AVS-1 and AVS-2, as well as the Service and Office Directors, to include AFS-1 and 2, AIR-1 and 2, AAM-1 and 2, ARM-1, AAI-1, AOV-1, AQI-1, AVS-20, and AVS-10.
- g. **First Line Directory:** A directory of all first level supervisors/managers used by members of the FLN to coordinate communication.
- h. **First Line Electronic Mailing List:** A single email group that contains addresses of all first level supervisors/managers.
- i. **First Line Network Sharepoint Site:** a central electronic website for content and messages to or from the FLN POCs.
- j. **Standard Operating Procedures (SOP):** Supplemental guidelines that detail methods and means to carry out this order.
- k. **Town Hall Meetings:** For purposes of the FLN, Town Hall meetings are Automated Training Network (ATN) and/or web-casts hosted by an AVS leader or subject matter expert presented expressly for the benefit of AVS first level supervisors.

5. Responsibilities:

- a. **General:** First Line Network shall be established at the field, regional and national levels, and consist of all first level supervisors/managers, hereafter referred to as supervisors. Each first level supervisor is by definition a member of the FLN. FLN communications are intended for management's use and dissemination. The Standard Operating Procedures for the FLN will be contained in a separate document.
- b. **Participation:** Managers shall support supervisors' participation in First Line Network. First Line Network will ensure upper level managers have access to the network telecon and Town Hall meeting minutes via the FLN Sharepoint site. If a POC is unable to attend a telecon or meeting, the POC is to find an alternate from the members of the FLN within their area. If a member of FLN is unable to attend the telecon/meeting, they are to access the information through the chosen electronic media.
- c. **Resources:** AVS will provide the resources required to allow First Line Network to comply with the requirements of this order.

d. Fulfillment of terms:

- 1) **POCs:** Initial terms start in October 2005. During Years 3 through 5, it is the intent that the initial POCs depart the group in a manner to ensure staggered turnover. The POC group will make every attempt to ensure continuity. Replacement POCs terms will be 3 years.
- 2) **POC Co-Leads:** Terms will be two (2) years. The Co-Leads should be from different Services/Offices. The POC Co-Leads will be selected by and from the group of POCs.
- 3) **Term Rotational Basis:** Terms of service for POCs and the POC Co-Leads shall be staggered in accordance with the FLN's SOP.
- 4) **Replacement POCs:** FLN members wanting to be a POC may submit their name with their Division/Directorate manager's endorsement to their POC. Replacement POCs will be named from this pool of volunteers in accordance with the SOP.

e. First Level Supervisor:

- 1) Participates in periodic telecons with respective POC
- 2) Communicates information to employees in a timely manner
- 3) Solicits feedback from employees and provides this feedback to peers and the POC

f. POC:

- 1) Participates in monthly telecons with Co-Leads
- 2) Leads periodic telecons with AVS First Level Supervisors in their assigned area
- 3) Provides information to and solicits feedback from first level supervisors
- 4) Forwards unfiltered feedback to other POCs and the Co-Leads
- 5) Designates an alternate POC in accordance with Section 5.b. of this order

g. Co-Lead POC:

- 1) Acts as liaison to communicate AVSMT messages to POCs
- 2) Consolidates and reports FLN feedback to AVSMT
- 3) Uses AVSMT linking member for counsel

- 4) Participates in telecons and meetings upon AVSMT's request
- 5) Arranges and leads telecons with POCs
- 6) Assures each AVS Area has a POC
- 7) Submits annual budget requirements for the whole POC to AVS-10

h. Linking Member:

- 1) Coordinates Co-Lead POCs participation in AVSMT meetings/telecons
- 2) Provides advice and counsel to POCs as needed
- 3) Champions success of First Line Network

i. AVSMT:

- 1) Includes Co-Lead POCs in regular AVSMT meetings on an as needed basis
- 2) Seeks feedback from FLN on various topics relative to organizational effectiveness.

j. AVS-11: Provides Information Technology support to the FLN POCs

k. AVS-10: Provides budget and administrative support to the FLN POCs

6. Communications (refer to flow diagram, page 6):

- a.** Co-Lead POCs will meet monthly via telecon with the AVSMT. Agenda items will be determined by the POCs and AVSMT. The agenda will include feedback requests and feedback follow-up.
- b.** Co-Lead POCs will meet monthly via telecon with all area POCs. Agenda will include information from the AVSMT telecon, feedback requests, feedback follow-up, and peer-to-peer information to share.
- c.** Area POCs will hold periodic cross-service telecons with first level supervisors in their assigned area as determined by the POC group. Agenda will include information from the AVSMT telecon, POC telecon, feedback requests, feedback follow-up and peer-to-peer information to share.
- d.** One annual POC meeting is recommended.
- e.** Other telecons and meetings held as needed.

7. Town Hall Meetings:

a. Purpose: Town Hall meetings may be used as part of a FLN communication strategy. Potential uses are to:

- 1) Communicate the launch of AVS initiatives
- 2) Obtain initiative pre-launch feedback from first level supervisors
- 3) Obtain check-in or tune-up feedback

b. Guidelines:

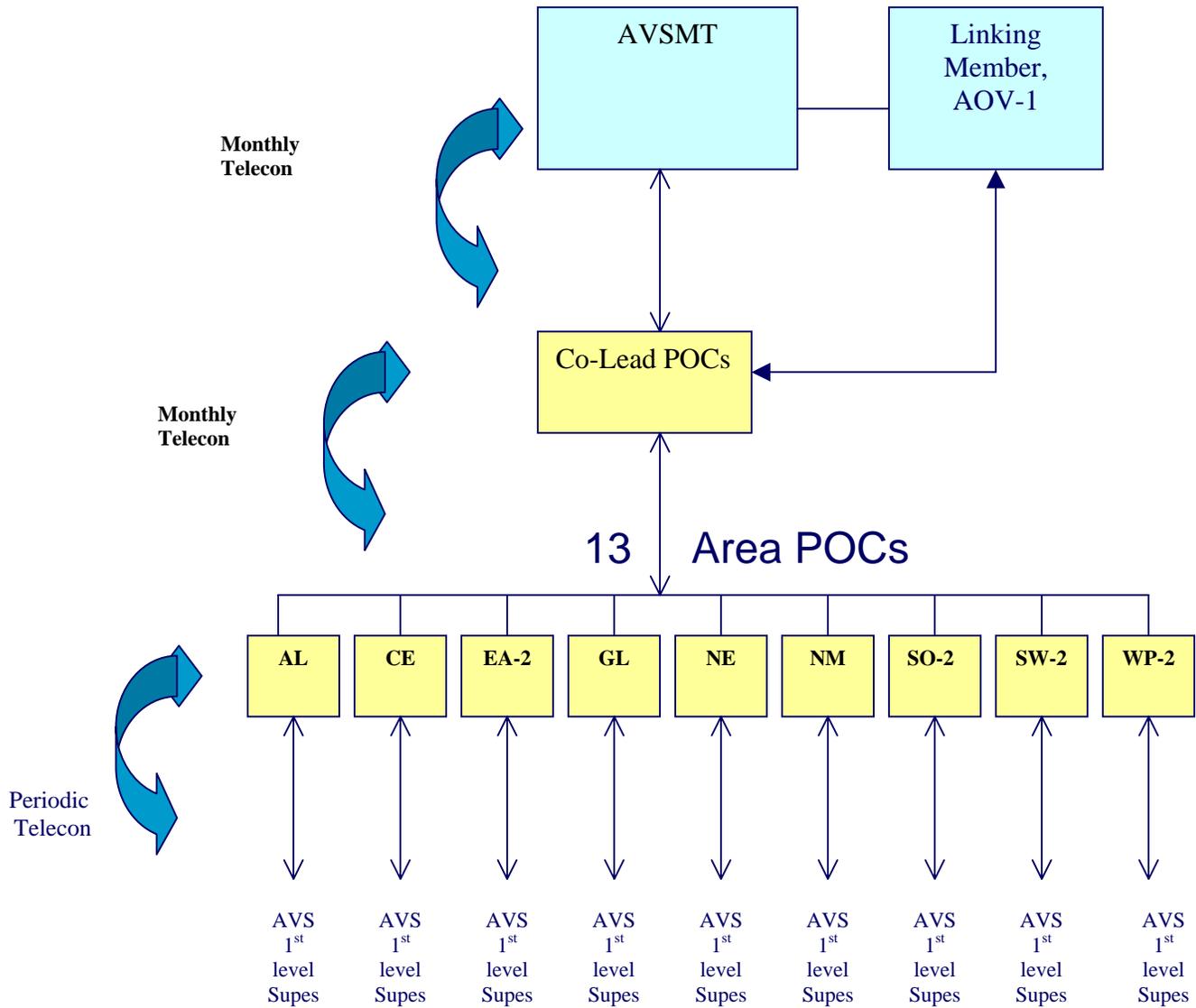
- 1) Agenda is developed by the AVSMT and FLN POCs
- 2) Hosted by an AVSMT member
- 3) Message is tailored to first level supervisors
- 4) All levels of management are invited
- 5) May be co-hosted by a FLN POC

8. Feedback Mechanism: The FLN will establish a feedback mechanism to measure the effectiveness of the network in improving the communication of organizational information to all employees.

/s/

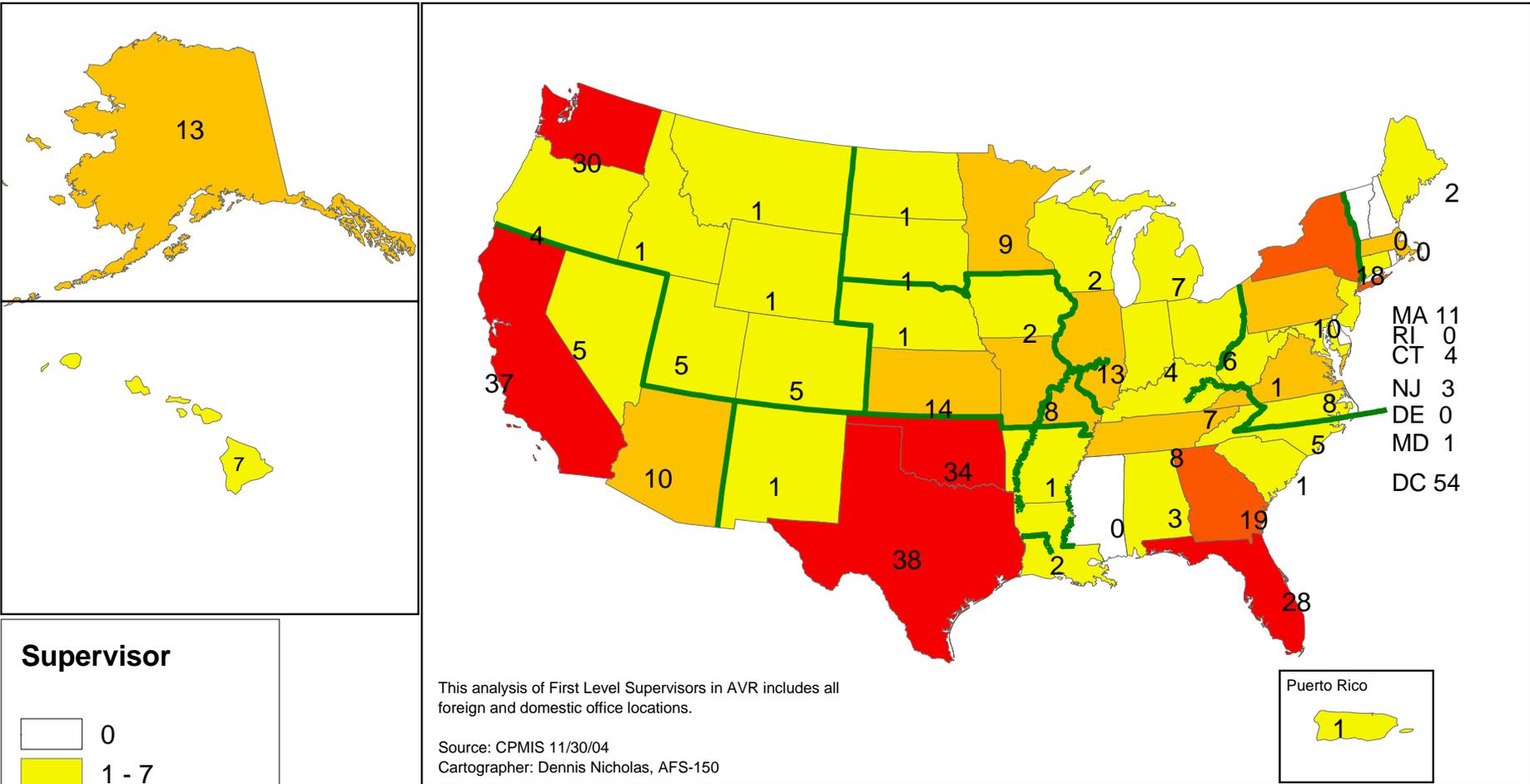
Nicholas A. Sabatini
Associate Administrator for Aviation Safety

First Line Network



AVS First Level Supervisors/Managers

9/29/05

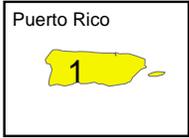


Supervisor

- 0
- 1 - 7
- 8 - 16
- 17 - 27
- 28 - 54

This analysis of First Level Supervisors in AVR includes all foreign and domestic office locations.

Source: CPMIS 11/30/04
 Cartographer: Dennis Nicholas, AFS-150



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