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Employee Attitudes Within the Air Traffic Organization

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16. Abstract

In 2003, the Federal Aviation Administration established an air traffic performance-based organization called the Air Traffic Organization (ATO). The purpose of this paper was to combine data from the former ATS, ARA, and AOZ organizations from the 2003 Employee Attitude Survey (EAS) into the appropriate post-ATO service units to establish a baseline for comparison with future EAS results. Of the 48,900 surveys that were mailed to FAA employees in 2003, 22,720 (46%) were considered valid returns. Of these, 15,233 fit into the new ATO structure. Items from the survey that corresponded to the ATO management team core values of integrity and honesty, accountability and responsibility, commitment to excellence, commitment to people, and fiscal responsibility were summarized for each service unit within ATO. Results indicated that the operations service units (En Route and Oceanic, Terminal, Flight Services, System Operations, and Technical Operations) generally reported fewer favorable responses on most survey items related to the core values. This was particularly true for the items related to integrity and honesty, accountability and responsibility, and commitment to people. It is important to note that the operations service units make up the bulk of ATO personnel. One area in which the operations service units were more positive than the support service units related to workgroup knowledge and skills, where positive ratings were quite high for all ATO service units, indicating that ATO employees believe their co-workers have the knowledge and skills to be effective in their jobs. These data illuminate the areas that should be targeted for intervention through specific action plans and well-defined communication plans and provide a baseline for comparison to future EAS administrations.

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EMPLOYEE ATTITUDES WITHIN THE AIR TRAFFIC ORGANIZATION

INTRODUCTION

In the past few years, there have been concerted efforts within the Federal Aviation Administration (FAA) to control operating costs and improve efficiency and safety while increasing customer satisfaction. The American Customer Satisfaction Index (ACSI, 2003) was developed to baseline customer perceptions of air traffic professionalism and safety. In an effort to provide improved services at lower costs, the FAA took several steps to change their business practices. This included introducing a new performance appraisal system, converting many employees to the Core Compensation pay system, and establishing an air traffic performance-based organization (PBO) called the Air Traffic Organization (ATO).

A PBO is designed to link accountability with clear objectives, measurable performance goals, and customer service standards. A PBO aims for improved performance while managing for results. (See Web site [www.ato.faa.gov] for *What is a PBO*.) Along with the creation of the new PBO, there were simultaneous changes in the documentation of organizational costs and a reduction in the layers of management within the ATO. These changes were intended to provide managers with better tools to track costs and spending, and establish a closer link between employees and ATO executives. (See Web site [www.ato.faa.gov] for *ATO Implementation Strategy*.)

The creation of a performance-based organization required the merger of more than 37,000 FAA employees into air traffic service units. The ATO was established in November 2003 by combining Research and Acquisitions (ARA) and Air Traffic Services (ATS) with a staff organization, Free Flight (AOZ).[1] The resulting ATO includes ten service units:

1. Finance (ATO-F), 2. Acquisition and Business Services (ATO-A), 3. Safety (ATO-S), 4. Operations Planning (ATO-P), 5. Communications (ATO-C), 6. Terminal (ATO-T), 7. En Route and Oceanic (ATO-E), 8. Flight Services (ATO-D), 9. System Operations (ATO-R), and 10. Technical Operations (ATO-W).

The first five units provide support functions, whereas the latter five accomplish operational functions (see www.ato.faa.gov for "ATO Implementation Strategy" version 1.3).

As a result of the re-organization into a PBO, many employees may have experienced a number of changes in their work environment, supervisory chain of command, and expectations in job functions. Due to the fairly prescribed job role of employees in the field (e.g., air traffic control), these changes have likely been more dramatic for the support service units located at headquarters than for the operations service units located in the field. Given the difficulties inherent in organizational change, the ATO transition staff has made efforts to communicate with managers about how changes will be implemented, how those changes will affect all involved, and what the new expectations will be for each service unit within the ATO (see www.ato.faa.gov for "Workshops are Helping Managers Help Us: Understanding Change and Moving Forward").

Changes in an organization, however, can hamper relations between employees and management. Morgan and Zeffane (2003) found in their analysis of more than 19,000 employees that organizational change at the structural level (i.e., restructuring of divisions) was related to reduced trust in management. However, not all findings were negative. For example, when employees perceived that supervisors or higher-level management had directly consulted employees about the organizational changes, there was a positive relationship with trust in management.

One vehicle used by the FAA to assess the impact of organizational change is the Employee Attitude Survey (EAS), formerly known as the Employee Survey or the Job Satisfaction Survey (JSS). This survey has been administered to FAA employees nine times beginning in 1984. The most recent EAS measured employee attitudes toward job satisfaction, satisfaction with compensation, organizational commitment, confidence in management, performance management, and work environment. The survey was administered in September 2003, prior to the creation of the ATO. In this paper, we provide a baseline for employee attitudes within each service unit of the ATO so that areas of interest can be tracked for this newly formed organization.

Based on the results of the EAS 2000 survey, the ARA Management Team (ARAMT) identified core values they felt could support or hinder the achievement of ARA organizational goals. The new ATO Executive Council (ATOEC) adopted the core values (Table 1) identified by the ARAMT, and data from the EAS regarding the core values will be used by the ATOEC to establish focus areas that will be addressed during the interim years of the EAS.

Table 1. Crosswalk of ATO Core Values With Selected EAS Items**

Core Values	Behaviors	EAS 2003 Items
Integrity and Honesty Essentially, this value says we will play it straight. We will say what's on our minds, and we will be willing to offer frank commentary when it is needed. And most importantly, we will do what we say we are going to do.	• Communicate the commitment • Be honest • Do the right thing • Challenge each other • Support each other • Take ownership of ATOEC decisions • Do what you say you are going to do • Approve programs consistent with available funds/resources	Item 23: Some employees may be hesitant to speak up for fear of retaliation.* Item 24: It is generally safer to say that you agree with management even when you don't really agree.* Item 25: We are encouraged to express our concerns openly. Item 28: Conflicts and differences in my organization are brought out and managed rather than avoided or worked around. Item 70: Supervisors where I work trust employees.
Accountability and Responsibility This value involves taking the broad view, the corporate view if you will, and getting behind the agency's mission. It is more than just caring about our own service unit. Rather, it is about understanding the agency's overall mission and making sure we do our part to see that it is accomplished.	• Take a corporate view and act honestly • No turf issues • Make decisions with a corporate view • Honor commitments • No passing the buck • Address and manage conflicts • Commit to and regularly state our mission • Commit to the organizational goals	Item 74: Corrective actions are taken to deal with nonsupervisory employees who perform poorly. Item 75: Corrective actions are taken to deal with supervisors or managers who perform poorly. Item 88: Managers and supervisors in my organization are held accountable for achieving important agency goals. Item 89: Nonsupervisory employees in my organization are held accountable for achieving important agency goals.
Commitment to Excellence Excellence is demanding a high quality of performance from us and from others. It is about setting a high standard and living up to it. It is more than just trying; it is about really accomplishing what we set out to do. It involves professional quality work, recognizing that if we don't know how to do something, we need to ask for help and learn how.	• Come prepared • Play full out • Do the right thing the first time • Accept responsibility and consequences for our actions	Item 21: In my organization, there are service goals aimed at meeting customer expectations. Item 22: In my organization, managers show commitment to customer support through their actions. Item 76: Communications with my supervisor about my performance have helped clarify what is expected from me in my job. Item 78: I am clear about how "good performance" is defined in my organization. Item 79: My organization has clearly communicated the connection between my individual performance goals and my organization's performance goals.

Table 1 (continued). Crosswalk of ATO Core Values With Selected EAS Items**

Core Values	Behaviors	EAS 2003 Items
Commitment to People This value covers several different themes. First, it involves a commitment to recognize that the ATOEC is made up of many different people – each with their own perspectives and experiences. It involves a commitment to treat each other with civility and fairness. It also involves taking an interest in one another. We should be concerned if someone is having difficulty in their personal life or needs our help.	• Treat people fairly • Accept the differences in the management team • Listen to different views • Balance valuing different views with actions taken • Provide honest feedback • Take a personal interest in each other • Support each other • Develop the workforce to meet the needs of the organization	Item 11: Overall, how satisfied are you with the recognition you receive for doing a good job? Item 14: It's pretty common to hear "job-well-done" within my organization. Item 15: Promotions in my organization are given to those who are well qualified. Item 16: Recognition and rewards are based on merit. Item 64: Within the past 2 years, I have seen positive change in the emphasis that the FAA places on managing people. Item 66: My organization has a real interest in the welfare and satisfaction of those who work here. Item 69: People in my organization get the credit they deserve for the work they do.
Fiscal Responsibility (No description available.)	(No behaviors available. Items were chosen that dealt with communication, metric collection, and skill set.)	Item 80: Information collected on my workgroup's performance is used to improve my workgroup's performance. Item 90: Policies affecting my work are communicated adequately. Item 97: My workgroup has the knowledge and skills to be effective in their jobs.

* Item reverse scored.

** Table 1 was adapted from a table provided by Jack Jackson via E-mail, May 2004.

METHOD

During September 2003, approximately 48,900 surveys were mailed to all FAA employees at their work addresses. A total of 22,720 valid surveys were returned. Of those, 15,233 were from respondents who were subsequently transitioned into the ATO (Table 2). With guidance from points of contact (POCs) within the restructured organizations, the data were combined into the ATO service units.[2] This was accomplished by categorizing data into the designated ATO service units by using routing symbols provided on the EAS 2003. In most cases, entire organizations were moved into a single ATO service unit, but occasionally this was not possible. In cases where the EAS organization did not exactly match the organizational structure for ATO, placement decisions were made based on feedback from the POCs. The pre-ATO routing symbols that make up each of the newly created ATO service units are presented in Appendix A.

Table 2 presents the resulting breakout of the respondents within each of the ATO service units. The majority of the ATO is made up of operations service units (i.e., ATO-D, -E, -R, -T, and -W). Similarly, the majority (94%) of respondents were from the operations service units. These employees are located in a variety of facility types across the country, including large en route centers, large and small air traffic control TRACONS and towers, and other operations facilities. The support service units, on the other hand, make up a much smaller proportion of the ATO and, as in the case of ATO-S, may be located entirely at FAA headquarters.

After the creation of the new dataset, percent positive values were generated for each of the EAS 2003 ATOEC core value items by summing the top two response anchors (i.e., *agree* and *strongly agree* for agreement items or *somewhat satisfied* and *very satisfied* for satisfaction items). In the case of a reverse-scored agreement item, the lowest two response anchors (i.e., *disagree* and *strongly disagree*) were summed. No satisfaction scale items were reverse scored.

Table 2. Number of Responses Within the Air Traffic Organization Service Units*

Service Unit	Frequency	% of ATO Respondents
ATO-F	32	0.2
ATO-A	244	1.6
ATO-S	50	0.3
ATO-P	537	3.5
ATO-D	1,320	8.7
ATO-E	2,738	18.0
ATO-R	134	0.9
ATO-T	5,024	33.0
ATO-W	5,154	33.8

*If employees did not identify their work unit or facility on the EAS 2003 demographics, their data could not be transitioned into the new ATO dataset.

RESULTS

Aspects of each of the ATOEC core value areas are discussed. Percent-positive results for the core value items are presented in Table 3 for the ATO overall and for employees within each of the service units. The ATO EAS POCs determined that items at 40% or below require a plan of action for improvement, while items with scores of 55% or greater indicate areas of strength and are being documented in a best practices library. The range of positive responses for the component items of each core value is presented for the ATO overall. Additionally, ATO service units with the highest and lowest percent-positive responses on each item are noted. Keep in mind that differences of one or two percent are negligible.

Integrity and Honesty. This core value underlines the importance of honoring commitments, ensuring a communication climate where employees feel safe to express their concerns, and providing honest feedback. Table 3 shows that across the five items within the core value of integrity and honesty, percent-positive rates for the ATO overall ranged from a low of 20% positive for *conflict management* (item 28) to a high of 40% positive that *supervisors trust employees* (item 70). These data are comparable to the FAA as a whole; with 22% positive for *conflict management* and 42% positive for *supervisors trust employees*. However, the ATO service units were varied in their beliefs. ATO-D had the lowest percent-positive rate for item 23, *fear of retaliation* (22%), and ATO-D and ATO-A shared the lowest percent-positive rate for item 24, *safer to agree with management* (30%, respectively), while ATO-E employees had the lowest percent-positive rates for items 25, 28, and 70, *encouraged to express concerns* (28%), *conflict management* (13%), and *supervisors trust employees* (31%). ATO-S, a much smaller unit in comparison, had the highest percent-positive rates on four of the five items (i.e., item 23, 36%; item 24, 36%; item 25, 62%; and item 28, 40%). ATO-F respondents had the highest positive rate for item 70, *supervisors trust employees* (59%).

Accountability and Responsibility. This core value related to holding employees accountable for performing assigned tasks and taking corrective actions to deal with poor performers. ATO percent-positive scores ranged from 14% to 33% over the four items in this core value. These results suggest that dealing with poor performers is an issue for the ATO as a whole. Overall, more respondents reported that *corrective actions are taken to deal with poorly performing nonsupervisory employees* (item 74; 20%) than with supervisors or managers (item 75; 14%). These data are consistent with the pattern of results for the FAA as a whole. No distinction was made between nonsupervisors and management with regard to *being held accountable for achieving important agency goals* in that both items 88 and 89 received endorsement from 33% of ATO respondents. Two of the support service units, ATO-F and ATO-S, had the lowest percent positive for items 74 (13%) and 75 (4%), respectively, while ATO-E had the lowest percent positive for items 88 (24%) and 89 (27%). The highest percent-positive rates, however, were again provided by employees within the support service units, with ATO-S being the highest for items 74 (28%), 88 (57%), and 89 (53%), and ATO-F being the highest for item 75 (22%).

Table 3. Percent Positive Response Rates for Core Value Items by ATO Service Unit

Core Values and Items	ATO Overall	Support Service Units				Operations Service Units				
		ATO-F	ATO-A	ATO-S	ATO-P	ATO-T	ATO-E	ATO-D	ATO-R	ATO-W
Integrity and Honesty										
Item 23: Some employees may be hesitant to speak up for fear of retaliation.*	**26.21**	31.25	26.36	36.00	31.71	25.35	25.62	21.70	30.08	27.70
Item 24: It is generally safer to say that you agree with management even when you don't really agree.*	**31.20**	31.25	30.00	36.00	33.83	32.09	30.72	29.77	30.83	30.71
Item 25: We are encouraged to express our concerns openly.	**36.83**	53.13	45.99	62.00	48.04	34.32	27.99	32.98	42.86	42.83
Item 28: Conflicts and differences in my organization are brought out and managed rather than avoided or worked around.	**19.59**	28.13	27.98	40.00	29.03	17.86	13.28	16.43	21.05	23.78
Item 70: Supervisors where I work trust employees.	**39.70**	59.38	42.32	51.06	53.28	36.94	30.59	32.26	46.97	47.14
Accountability and Responsibility										
Item 74: Corrective actions are taken to deal with nonsupervisory employees who perform poorly.	**20.42**	12.50	22.27	27.66	16.35	22.57	15.98	25.35	15.27	19.87
Item 75: Corrective actions are taken to deal with supervisors or managers who perform poorly.	**14.38**	21.88	15.55	4.35	12.52	14.81	12.57	15.36	11.54	14.93
Item 88: Managers and supervisors in my organization are held accountable for achieving important agency goals.	**32.69**	56.25	53.94	57.45	47.44	27.54	23.85	26.45	35.11	40.97
Item 89: Nonsupervisory employees in my organization are held accountable for achieving important agency goals.	**33.33**	37.50	47.93	53.19	42.42	29.38	27.38	29.05	30.77	39.60
Commitment to Excellence										
Item 21: In my organization, there are service goals aimed at meeting customer expectations.	**50.08**	56.67	65.70	64.00	67.30	46.52	41.80	38.49	52.63	58.13
Item 22: In my organization, managers show commitment to customer support through their actions.	**38.35**	56.25	57.32	56.00	55.18	34.34	26.75	30.85	49.24	47.15
Item 76: Communications with my supervisor about my performance have helped clarify what is expected from me in my job.	**44.13**	34.38	54.73	55.56	53.02	40.76	38.05	45.43	38.64	48.95
Item 78: I am clear about how "good performance" is defined in my organization.	**43.63**	50.00	52.67	52.17	55.18	42.33	38.63	41.17	40.77	46.48
Item 79: My organization has clearly communicated the connection between my individual performance goals and my organization's performance goals.	**30.75**	31.25	48.35	58.70	46.23	27.28	22.85	24.46	30.53	37.18

Table 3 (continued). Percent Positive Response Rates for Core Value Items by ATO Service Unit

Core Values and Items	ATO Overall	Support Function Units				Operations Function Units				
		ATO-F	ATO-A	ATO-S	ATO-P	ATO-T	ATO-E	ATO-D	ATO-R	ATO-W
Commitment to People										
Item 11: Overall, how satisfied are you with the recognition you receive for doing a good job?	**33.04**	43.75	47.28	54.00	55.72	29.60	25.42	24.58	34.59	39.24
Item 14: It's pretty common to hear "job-well-done" within my organization.	**29.62**	48.39	48.15	52.00	52.05	26.06	20.57	19.36	29.85	36.98
Item 15: Promotions in my organization are given to those who are well qualified.	**15.60**	31.25	27.92	36.73	26.47	11.82	10.76	12.80	14.93	20.61
Item 16: Recognition and rewards are based on merit.	**19.61**	29.03	32.37	35.42	35.48	16.77	12.82	16.78	20.45	24.24
Item 64: Within the past 2 years, I have seen positive change in the emphasis that the FAA places on managing people.	**12.75**	19.35	24.48	23.40	20.83	11.34	9.29	7.19	12.31	15.83
Item 66: My organization has a real interest in the welfare and satisfaction of those who work here.	**25.65**	50.00	38.93	46.81	43.61	22.49	17.57	15.68	37.88	32.35
Item 69: People in my organization get the credit they deserve for the work they do.	**24.26**	56.25	42.39	48.94	47.47	19.94	15.12	16.51	25.00	31.53
Fiscal Responsibility										
Item 80: Information collected on my workgroup's performance is used to improve my workgroup's performance.	**19.34**	19.35	29.24	46.67	28.65	16.38	13.22	14.89	18.25	24.94
Item 90: Policies affecting my work are communicated adequately.	**38.19**	53.13	53.33	54.00	52.35	34.82	31.83	32.13	38.17	43.96
Item 97: My workgroup has the knowledge and skills to be effective in their jobs.	**71.79**	78.13	69.33	86.00	75.28	69.98	71.63	71.89	79.84	72.97

*Item is reverse scored.

Commitment to Excellence. This core value outlines the importance of delivering excellent service. Across the five items included in this core value, percent-positive values ranged from a low of 31% for *clear communication of performance goals* (item 79) to a high of 50% agreement that there are *service goals aimed at meeting customer expectations* (item 21). Respondents within the operations service units ATO-D and ATO-E provided the lowest rates for four of the five items. ATO-D reported the lowest endorsement regarding service goals (item 21; 38%), while ATO-E reported the lowest agreement for items 22, 78, and 79, *managers show commitment to customer support* (27%), *clear about how "good performance" is defined* (39%), and *clear communication of performance goals* (23%). ATO-F had the fewest individuals indicate that communications with their supervisors have helped *clarify performance expectations* (item 76; 34%). The support service units provided the highest percent-positive response rates: ATO-A (item 22; 57%), ATO-S (items 76 and 79; 56% and 59%), and ATO-P (items 21 and 78; 67% and 55%, respectively).

Commitment to People. Recognizing the contribution of fellow employees, extending support to each other, and treating employees fairly are the basic themes of this core value. For the ATO overall, items in this core value ranged from a low of 13% agreement that employees had seen *positive change in the emphasis the FAA has placed on managing people within the past two years* (item 64) to a high of 33% positive for *satisfaction with recognition* (item 11).

When specifically asked if it was *common to hear "job-well-done"* (item 14), ATO employees and FAA employees, as a whole, reported 30% and 35% positive, respectively. These rates are in stark contrast to those provided by ATO-D (19%) and ATO-E (21%). ATO-D and ATO-E provided the lowest percent-positive response rates for *satisfaction with recognition* (item 11; 25%, respectively). ATO-D provided the lowest percent-positive ratings for items 64 and 66, *positive change in emphasis on managing people* (7%) and *interest in employee welfare* (16%). ATO-E was lowest for items 15 and 16, *promotions are given to the well qualified* (11%) and *rewards are based on merit* (13%), as well as for item 69, *people get the credit they deserve* (15%).

Support service unit employees provided the highest percent-positive rates for the *commitment to people* items: ATO-P (item 11; 56%), ATO-P and ATO-S (item 16; 35%, respectively), ATO-S and ATO-P (item 14; 52%, respectively), ATO-S (item 15; 37%), ATO-A (item 64; 24%), and ATO-F (items 66 and 69; 50% and 56%, respectively).

Fiscal Responsibility. Efficiently working within a constrained budget is a challenge for many organizations within the FAA. Utilizing metrics to improve performance within the ATO is central to effective operations. Overall, 19% of ATO employees agreed that information collected on the workgroup was used to improve the *workgroup's performance* (item 80); 38% agreed that *policies are adequately communicated* (item 90), and 72% of ATO employees agreed that *their workgroup had the knowledge and skills to be effective in their jobs* (item 97). Across service units, percent-positive responses for workgroup knowledge and skills ranged from a low of 69% in ATO-A to a high of 86% in ATO-S. ATO-E reported the lowest levels of agreement for item 80 (13%), and ATO-E and ATO-D reported the lowest percent positive for item 90 (32%, respectively), while ATO-S reported the highest levels of agreement on items 80 and 90 (47% and 54%, respectively).

DISCUSSION

The ATO is a sub-set of the FAA that comprises the majority of the FAA population. As such, their scores on the EAS 2003 are similar in many ways to the FAA overall. Further, the operations service units within the ATO make up the bulk of the ATO and, therefore, have a greater impact on the results of the EAS 2003 than did the support service units. In general, employees within the ATO operations service units reported fewer favorable responses on most of the core value items than did the support service units. This difference has been evident in data obtained from past administrations of the EAS, with individuals closer to operations at headquarters perceiving the organization as functioning better than individuals working in field operations. This was particularly true for items related to integrity and honesty, accountability and responsibility, and commitment to people. Indeed, En Route and Oceanic (ATO-E) and Flight Services (ATO-D) operations personnel provided the lowest percent-positive response rates for the majority of items across all core value areas. Within the past year, the possibility of privatization or contracting out services within some Air Traffic organizations has been a heated point of discussion. It may be that negative responses and comments made on the EAS, particularly within Flight Services, reflect feelings regarding this possibility (King, Cruz, Jack, Thomas, & Hackworth, in press).

Some of the least favorable areas for the operations service units included conflict management, taking corrective action with poorly performing employees (supervisors and non-supervisors), seeing a positive change in the emphasis the FAA has put on managing people in the last two years, promotions going to those who are well-qualified, and recognition and rewards being based on merit. Within the support service units, some of the least favorable areas also included taking corrective actions with poorly performing employees (supervisors

and non-supervisors) and seeing a positive change in the emphasis the FAA has put on managing people in the last two years.

Failing to take corrective actions with poor performers and promoting individuals who are not well qualified creates an environment of unfairness and inequity. Moreover, improved conflict management, fairness in promotions, and correcting poorly performing supervisors and managers would likely be associated with the perception of a positive change in the emphasis the FAA places on managing people.

Each of these represents complex problem areas that must be managed if the ATO is going to be a truly successful PBO. In response to the EAS 2003 results, the FAA administrator recently initiated a program geared at addressing conflicts through the Early Dispute Resolution Center. Additionally, there are concerted efforts by FAA management to examine internal communication within the agency with the assistance of an outside consulting firm (FAA, 2004b). The ATO is also developing its own EAS Action Plan, focusing on improving selected EAS items with positive response rates below 40% and documenting successes (i.e., best practices) for items with positive response rates above 55% (FAA, 2004c).

It should be noted that the data in this report represent a post-hoc consolidation of EAS data for the newly formed ATO. As such, the data were not collected in a way that allowed employees to indicate their ATO service unit or to answer the questions in the context of the ATO. Because of these limitations, caution is warranted in generalizing these data. In spite of this, the data presented here represent the best-possible baseline for comparison to future EAS data for the ATO. The baseline data illuminate areas that should be targeted for improvement through specific action plans and well-defined communications. The next EAS administration is tentatively scheduled for 2006 and may reveal whether employees in the ATO perceive positive or negative changes in their work environment within the targeted areas.

ENDNOTES

[1] Small numbers of employees from other staff organizations were also included in the reorganization.

[2] ATO-C was not formed by moving entire offices into the new service unit; therefore, CAMI personnel could not create an EAS 2003 dataset for this service unit.

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APPENDIX A
The Pre-ATO Routing Symbols That Make Up Each Newly Created ATO Service Unit

The ATO Service Units listed in this appendix are organized by function (i.e., support, operational). Support service units include: Finance (ATO-F), Acquisition and Business Services (ATO-A), Safety (ATO-S), and Operations Planning (ATO-P). Operational service units include: Terminal (ATO-T), En Route and Oceanic (ATO-E), Flights Services (ATO-D), System Operations (ATO-R), and Technical Operations (ATO-W). Following each service unit's acronym are the pre-ATO routing symbols as they appeared on the 2003 Employee Attitude Survey (EAS).

Support Functions

ATO-F

AFZ-400
AOZ-10
ASD-300
ATX-300

ATO-A

AAF-60
ABZ-1 to 6
ABZ-200
ABZ-300
ACA-1
AFZ-1 to 7
AFZ-100
AFZ-200
AFZ-300
ARA-1 to 5
ASU-1
ASU-10
ASU-100
ASU-200
ASU-300
ASU-400
ASU-500
ATS-1 to 9
ATX-100
ATX-200
ATX-400
ATX-500

ATO-S

AAT-100
AAT-120
AAT-130
AAT-140
AAT-150
ACM-1
ACM-10
ARI-200
ATQ-1 to 4
Axx-1R

ATO-P

AAR-1 to 10
AAR-100
AAR-200
AAR-400
AAT-30
ACB-1
ACB-100
ACB-200
ACB-3
ACB-300
ACB-400
ACB-500
ACB-600
ACB-700
ACB-800
ACF-1
ACH-1
ACK-1
ACM-20
ACT-1
ACT-4
ACX-1
ACX-20
ACX-3
ACX-30
ACX-4
ACX-40
ACX-5
ACX-50
ACX-60
AND-500
AOZ-40
ARQ-1 to 3
ARQ-100
ARQ-200
ARQ-300
ARS-100
ASC-1 to 200
ASD-100
ASD-400
ASD-500
ASD-600

Operational Functions

ATO-T

510 FSDPS
A11
A80
A90
ABE
ABI
ABQ
ACE-500
ACE-505
ACE-510
ACE-520
ACE-530
ACE-540
ACK
ACT
ACY
ADS
ADW
AEA-500
AEA-505
AEA-510
AEA-520
AEA-530
AEA-540
AFW
AGC
AGL-500
AGL-505
AGL-510
AGL-520
AGL-530
AGL-540
AGS
ALB
ALO
AMA
ANC
APA
APC
ARB
ARR
ASE
ASR-1 to 4
ASR-100
ASR-200
ATA-400
ATB-1 to 10
ATB-100s
ATB-20
ATB-200
ATB-30/A
ATB-300
ATB-400
ATP-100 to 140
ATP-400 to 430
AUS
AVL
AVN-1 to 2
AVN-100
AVN-110
AVN-120
AVN-130
AVN-140
AVN-160
AVN-170
AVN-20

The Pre-ATO Routing Symbols That Make Up Each Newly Created ATO Service Unit

ATO-T

AVN-200
AVN-210
AVN-220
AVN-230
AVN-250
AVN-3/4/5/7
AVN-300
AVN-310 to 316
AVN-320 to 328
AVN-330 to 333
AVN-340 to 347
AVN-40
AVN-500
AVN-502
AVN-503
AVN-510
AVN-511
AVN-512
AVN-513
AVN-514
AVN-520
AVN-521
AVN-522
AVN-523
AVN-524
AVN-530
AVN-531
AVN-6
AVN-600
AVP
AWP-500 to 507
AWP-510
AWP-520
AWP-530
AWP-540
AZO
BDL
BED
BFI
BFL
BGM
BGR
BHM
BIL
BIS
BJC
BNA
BOI
BOS
BPT
BTR
BTV
BUF
BUR
BWI
C90
CAE
CAK
CCR
CDW
CHA
CHS
CID
CKB
CLE
CLT
CMA
CMH
CMI
CNO
COS
CPR
CPS
CRP
CRQ
CRW
CVG
D01
D10
D21
DAB
DAL
DAY
DCA
DEN
DFW
DLH
DPA
DSM
DTW
DVT
DWH
E10
ELM
ELP
EMT
ERI
EUG
EVV
EWR
FAI
FAR
FAT
FAY
FCM
FFZ
FLL
FLO
FNT
FPR
FRG
FSD
FSM
FTW
FWA
FXE
GCN
GEG
GFK
GGG
GPT
GRB
GRR
GSO
GSP
GTF
HCF
HEF
HIO
HLN
HOU
HPN
HSV
HTS
HUF
HWD
I90
IAD
IAH
ICT
ILG
ILM
IND
ISP
ITO
JAN
JAX
JFK
JNU
K90
KWA
L30
LAF
LAN
LAS
LAX
LBB
LCH
LEX
LFT
LGA
LGB
LIT
LNK
LOU
LVK
M98
MAF
MBS
MCI
MCO
MDT
MDW
MEM
MFD
MGM
MHT
MIA
MIC
MKC
MKE
MKG
MLI
MLU
MMU

The Pre-ATO Routing Symbols That Make Up Each Newly Created ATO Service Unit

ATO-T (Continued)

MOB
MRI
MRY
MSN
MSP
MSY
MWH
MYF
MYR
N90
NCT
NEW
NMM
OAK
OGG
OKC
OMA
ONT
ORD
ORF
ORL
P31
P50
P80
PAE
PAO
PBI
PCT
PDK
PDX
PHF
PHL
PHX
PIA
PIE
PIT
PNE
PNS
POC
POU
PRC
PSC
PSP
PTK
PUB
PVD
PWK
PWM
R90
RDG
RDU
RFD
RHV
RIC
RME
RNO
ROA
ROC
ROW
RST
RSW
RVS
S46
S56
SAN
SAT
SAV
SBA
SBN
SCK
SCT
SDF
SDL
SEA
SEE
SFB
SFO
SGF
SHV
SJC
SJU
SLC
SMF
SMO
SNA
SPI
SRQ
STL
STP
STS
STT
SUS
SUX
SYR
T75
TEB
TLH
TMB
TOL
TPA
TRI
TUL
TUS
TVC
TWF
TYS
U90
VGT
VNY
VRB
Y90
YIP
YNG

ATO-E

AAT-200
ADA-1 to 70
ANM-500
ANM-505
ANM-510
ANM-520
ANM-530
ANM-540
AOP-600
AOS-300/301
AOS-310
AOS-320
AOS-330
AOS-340
AOS-350
AOS-360
AOS-370
AOZ-1 to 9
AOZ-500
ARU-100
ASO-500
ASO-505
ASO-510
ASO-520
ASO-530
ASO-540
ASW-500
ASW-505
ASW-510
ASW-520
ASW-530
ASW-540
AUA-1 to 6
AUA-10
AUA-200
AUA-600
ZAB
ZAN
ZAU
ZBW
ZDC
ZDV
ZFW
ZHU
ZID
ZJX
ZKC
ZLA
ZLC
ZMA
ZME
ZMP
ZNY
ZOA
ZOB
ZSE
ZSU
ZTL
ZUA

The Pre-ATO Routing Symbols That Make Up Each Newly Created ATO Service Unit

ATO-D

AAL-500
AAL-510
AAL-530
AAL-540
ABQ AFSS
ANB AFSS
AND AFSS
ANE-500
ANE-510
tANE-520
ANE-530
ANE-540
AOO AFSS
ARS-1 to 7
ARS-10
ARU-1 to 4
ARU-300
ASD-1 to 3
ATP-1 to 4
ATP-300 to 320
AUA-400
BDR AFSS
BGR AFSS
BNA AFSS
BOI AFSS
BTV AFSS
BUF AFSS
CDC AFSS
CDC FSDPS
CLE AFSS
COU AFSS
CPR AFSS
CXO AFSS
DAY AFSS
DCA AFSS
DEN AFSS
DEN FSDPS
DRI AFSS
EKN AFSS
ENA AFSS
ENA FSDPS
FAI AFSS
FOD AFSS
FTW AFSS
GFK FSS
GNV AFSS
GNV FSDPS
GRB AFSS
GTF AFSS
GWO AFSS
HHR AFSS
HNL AFSS
HOM FSS
HON AFSS
HUF AFSS
ICT AFSS
IKK AFSS
IPT AFSS
ISP IFSS
JBR AFSS
JNU AFSS
KTN FSS
LAN AFSS
LOU AFSS
MCN AFSS
MCN FSDPS
MIA AIFSS
MIA FSDPS
MIV AFSS
MKL AFSS
MKL FSDPS
MLC AFSS
MMV AFSS
OAK AIFSS
OLU AFSS
OME FSS
PAQ FSS
PIE AFSS
PNM AFSS
PRC AFSS
RAL AFSS
RDU AFSS
RIU AFSS
RNO AFSS
SAN AFSS
SEA AFSS
SEA FSDPS
SIT FSS
SJT AFSS
SJU AIFSS
STL AFSS
ZHU FSDPS

ATO-R

AAT-1 to 3
AAT-20
ARS-20 to 23
ARS-200
ARU-200
ATA-1 to 8/12
ATA-10
ATA-100
ATA-110
ATA-200
ATA-300/301
ATP-10
ATP-200/202
ATT-1 to 3
ATT-100 to 130
ATT-200 to 240
ATX-1 to 4
ATX-10
AUA-700

ATO-W

A80 Auto/Comm/TM&O SSC
A80 Environmental SSC
A80 Systems Ops SSC
AAF-1 to 6
AAF-10
AAF-20 to 22
AAF-50
AAL-400 to 410
AAL-420
AAL-470
Abilene SSC
ACE-400 to 410
ACE-420
ACE-470
AEA-400 to 410
AEA-420
AEA-470
AFZ-500
AFZ-600
AFZ-700
AFZ-800
AGL-400 to 410
AGL-420
AGL-470
Albuquerque SSC
Allegheny County SSC
Allentown SSC
ALO SSC
Amarillo SSC
Anchorage SSC
AND-1 to 6
AND-200
AND-300
AND-700
Andrews (ADW) SSC
ANE-400 to 410
ANE-420
ANE-470
Angel Peak LRR
ANI-1/2/6
ANI-100
ANI-120
ANI-130/160
ANI-140
ANI-150/170
ANI-180
ANI-200
ANI-220
ANI-230
ANI-240
ANI-250
ANI-260
ANI-270
ANI-280
ANI-3 to 90
ANI-300
ANI-320
ANI-330
ANI-340
ANI-350
ANI-360
ANI-370
ANI-380
ANI-400
ANI-420
ANI-430
ANI-440
ANI-450
ANI-460

The Pre-ATO Routing Symbols That Make Up Each Newly Created ATO Service Unit

ATO-W (Continued)

ANI-470
ANI-480
ANI-500
ANI-522
ANI-530
ANI-540
ANI-550
ANI-560/570
ANI-600
ANI-620
ANI-630
ANI-640
ANI-650
ANI-660
ANI-670
ANI-680
ANI-700
ANI-720
ANI-730/770
ANI-740/750
ANI-760/780
ANI-800
ANI-820
ANI-830
ANI-840
ANI-850
ANI-860
ANI-870
ANI-880
ANI-900
ANI-920
ANI-930
ANI-940
ANI-950
ANI-960
ANM-400 to 410
ANM-420
ANM-470
AOP-1 to 20
AOP-100
AOP-1000
AOP-200
AOP-30
AOP-300
AOP-400
AOP-500
AOP-700
AOP-800
AOP-900
AOS-1
AOS-10
AOS-100
AOS-20
AOS-200/201
AOS-21
AOS-22
AOS-220
AOS-230
AOS-240
AOS-250
AOS-260
AOS-270
AOS-305
AOS-500/501
AOS-510 to 513
AOS-520
AOS-530
AOS-540
AOS-550
AOS-700
AOS-800
AOS-900
Arcata SSC
Arctic Central Radar (ACR) SSC
ARN-1 to 3
ARN-100
ARN-200
Asheville SSC
ASO-400/401
ASO-410
ASO-420
ASO-470
ASW-400 to 410
ASW-420
ASW-470
ATL Albany SSC
ATL SMO
Atlanta ATCT Facility Office
Atlanta Environmental SSC
Atlanta Nav/Comm SSC
Atlanta NNCC Facility Office
Atlanta NNCC Systems Management SSC
Atlanta NNCC Systems Ops SSC
Atlanta Radar/ARTS SSC
Atlantic City SSC
Austin SSC
Automated Data SSC
AWP-400 to 410
AWP-420
AWP-470
Bakersfield SSC
Baltimore (BWI) SSC
Bangor, Maine SSC
Baton Rouge SSC
Bay SSC
BCT SSC
Bering Sea SSC
Billings SSC
Birmingham SSC
BLV SSC -Belleville
Boise SSC
Boron SSC
Boston A SSC - 83CB
Boston B SSC - 83DB
Bradley SSC
BRR SSC
Buffalo SSC
Burlington SSC
CAE Charleston SSC
CAE SMO
Canton SSC (CAK)
Casper SSC
CBS PSO
CBS SMO
CBS TSO
Central Arizona SSC
Central Minnesota SSC
Charlotte SSC
Chattanooga SSC
CHI PSU
CHI SMO
CHI TSU
CID SSC
Clarksburg SSC
Cleveland SSC (CLE)
CMI SSC -Champaign
Colorado Springs SSC
Columbia Basin SSC
Columbia SSC
Columbus SSC
Columbus SSC (CMH)
Corpus Christi SSC
COU SSC
Covington SSC
D10 Service Operations Center
Dallas/Addison SSC
Dayton SSC (DAY)
Daytona Beach SSC
Detroit Metro (DTWA-Radar) SSC
Detroit Metro (DTWB Environmental) SSC
Detroit Metro (DTW-NAV COM) SSC
DFW ARTS SSC
DFW Comm SSC
DFW Environmental SSC
DFW Navigation SSC
DFW Radar SSC
DIA - Environmental SSC
DIA - NAV/COM SSC
DIA - Radar/ARTS SSC
DMS PSS
DMS SMO
DMS TSS
DSM SSC
DTS PSU
DTS SMO
DTS TSU
Dubois SSC
Dulles (IAD) SSC
DuPage SSC (DPA)
Edwards SSC
El Paso SSC
ELG ARTS/IFD SSC
ELG ENV SSC
Elmira SSC
Empire (QJA) SSC
Enroute SOC (ESOC)
Erie SSC
Eugene SSC
EVV SSC -Evansville
Fairbanks International SSC
Fallon SSC
Fayetteville SSC
Flagstaff SSU
FOD SSC

The Pre-ATO Routing Symbols That Make Up Each Newly Created ATO Service Unit

ATO-W (Continued)

Fresno SSC
Ft Lauderdale SSC
Ft Myers SSC
Ft Smith/Fayetteville SSC (FSM/FYV)
FWA SSC -Ft Wayne
Gainesville SSC
GCK SSC
GGA PSU
GGA SMO
GGA SMO Automation SSC
GGA SMO Environmental SSC
GGA TSU
Glacier SSC
GLF SMO
GPL SMO
Grand Forks SSC
Grand Junction SSC
Grand Rapid (GRR) SSC
Great Basin SSC
Great Falls SSC
Green Bay (GRB) SSC
Greensboro SSC
Greenwood SSC
Greer SSC
GRI SSC
GTW SMO
Guam SSC
Gulfport SSC
Herndon ATCSCC (DC) SSC
High Sites SSC
Hilo SSC
HIP PSS
HIP SMO
HIP TSS
Hobby SSC
Houston Environmental SSC
Hudson (HUD) SSC
Huntsville SSC
HUT SSC
Hyannis SSC
IAH-A SSC
IAH-B SSC
ICT SSC
IND Albany SSC
IND PSO
IND SMO
IND SSC -Indianapolis
IND TSO
Inyokern SSC
Jackson SSC
Jacksonville SSC
Kalamazoo (AZO) SSC
Kauai SSC
Kenai SSC
Kennedy (JFK) SSC
Ketchikan SSC
Knoxville SSC
Kona SSC
Lafayette SSC
LaGuardia (LGA) SSC
Lake Charles SSC
Lake Huron (LHN) SSC
Las Vegas Environmental SSC
Las Vegas N/R/C SSC
LAX Environmental SSC
LAX OPS Area
LAX Ops Support Ctr SSC
LAX Radar/Nav/Com SSC
LBF SSC
Leesburg AFSS (JYO) SSC
Lexington SSC
LIB PSO
LIB SMO
LIB TSO
Little Rock/Jonesboro SSC (LIT/JBR)
Little Rock/Russellville SSC (LIT/QXR)
LNK SSC
Long Island (ISP) SSC
Longmont Environmental SSC
Long-Range Radar SSC
Longview/Tyler SSC (GGG/TYR)
Louisville SSC
LSS SMO
Lubbock SSC
Macon SSC
Madison (MSN) SSC
Manchester SSC
Marquette (MQT) SSC
Martinsburg SSC
Maui SSC
MCI SSC
Meacham/Alliance SSC
Melbourne SSC
MEM SMO
Memphis SSC
Mesa SSC
Metro SSC (MDW)
MGM SMO
MIA/SJU SMO
Miami ATCT Facility Office
Miami Enroute SSC
Miami Environmental SSC
Miami Nav/Comm SSC
Miami Radar/Data SSC
Middletown SSC
Midland SSC
Milwaukee (MKE NAV/COM/ENV) SSC
Milwaukee (MKEA RADAR/ARTS) SSC
Minneapolis Environmental SSC (MSP ENV)
Minneapolis RADAR SSC
MKC SSC
MLI SSC -Moline
Mobile SSC
Moisant ENV SSC
Monterey SSC
Montgomery SSC
Myrtle Beach SSC
NA SMO
NAS Communications/ENV SSC
NAS Data Processing SSC
Nashville SSC
NCT - Auto/Data SSC
NCT - ENV/COMM SSC
NCT FM
NCT Systems Ops SSC
New Haven SSC
New Orleans SSC
Newark (EWR) SSC
NNCC Systems Management SSC
NNCC Systems Operations SSC
Norfolk (ORF) SSC
North Bay SSC
North Georgia SSC
Northern California TRACON (NCT)
Northern Minnesota SSC
Northern Nevada SSC
Northwest Alaska (NWA) SSC
Northwest Dakota SSC
Northwest Oregon SSC
NY ARTCC
NY ARTCC AUTO SSC
NY ARTCC IFD/ENV SSC
NY ARTCC OPS SSC
NY TRACON
NY TRACON Electronics SSC
NY TRACON OPS/ENV SSC
Oahu NAV/COMM/ENV (NCE) SSC
Oahu Radar/Automation/Data (RAD) SSC
Oakland SSC
OHI PSS
OHI SMO
OHI TSS
OKC NAVCOM SSC (OKC N/C)
OKC Radar/Environ SSC (OKC R/E)
OMA SSC
Ontario Environment SSC
Ontario NAS Electronics SSC
Orange Empire SSC
ORD COMM SSC
ORD ENV SSC
ORD NAS/NAV SSC
ORD RADAR SSC
Orlando SSC
Palm Springs SSC
Paso Robles SSC
PDS PSU
PDS SMO
PDS TSU
Pensacola SSC
Philadelphia N/C/E SSC
Philadelphia R/A SSC
Phoenix Operations Area
PIA SSC -Peoria
PIT Charleston SSC
PIT PSO
PIT SMO
PIT TSO
Pittsburgh SSC
PNW PSO
PNW SMO
PNW TSO
Portland SSC
Portland, Maine SSC
Potomac Tracon

ATO-W (Continued)

Potomac Tracon Auto/Data SSC
Potomac Tracon ENV/COMM SSC
Potomac Tracon OPS Group
Prescott SSC
Providence SSC
Puerto Rico Radar/Comm SSC
Puerto Rico SSC
QUU SSC
RADAR/DATA/COMM SSC
Raleigh SSC
Reagan-National (DCA) SSC
Red Bluff SSC
Red River SSC
Reno R/C SSU
Reno SSC
Richmond (RIC) SSC
RIO SMO
RKM PSO
RKM SMO
RKM SOC
RKM TSO
Roanoke SSC
Rochester SSC
Rockford SSC (RFD)
Roswell SSC
RRR SMO
SA SMO
SA SMO Automation SSC
SA SMO Environmental SSC
Sacramento Environmental SSC
Sacramento Nav/Comm SSC
Salt Lake City ARTCC Operations
Samoa SSC
San Antonio SSC
San Diego Nav/Com SSC
San Diego Radar SSC
San Francisco SSC
San Joaquin Valley SSC
San Jose SSC
San Juan Facility Office
San Juan SSC
Santa Barbara SSC
Sarasota SSC
SATCOM SSC
Savannah SSC
SBN SSC -South Bend
SCT Environmental SSC
SCT NAS Electronics SSC
SCT SOC
Seattle ARTCC (ZSE)
Seattle Radar/AUTO SSC
Seattle SSC
SGF SSC
Shreveport/Monroe SSC (SHV/MLU)
Sky Harbor SSC
SLC PSO
SLC SMO
SLC TSO
SNE PSO
SNE SMO
SNE TSO
SOC SSC
Southeast Dakota SSC
Southeast Minnesota SSC
Southern Arizona SSC
Southern California TRACON (SCT)
Southern Oregon SSC
Southwest Alaska (SWA) SSC
Southwest Dakota SSC
SPI SSC -Springfield
Spokane SSC
SRN PSU
SRN SMO
SRN TSU
STL NAV SSC
STL RAD SSC
SUP PSU
SUP SMO
SUP TSU
SUS SSC
Syracuse SSC
T-75 TRACON SSC
Tallahassee SSC
Tampa SSC
Terminal SOC (TSOC)
Teton SSC
Texarkana/Barksdale SSC (TXK/BAD)
Toledo SSC (TOL)
TPA SMO
Trenton SSC
Tri-Cities SSC
TSS PSO
TSS SMO
TSS TSO
Tulsa SSC (TUL SSC)
Turnagain SSC
Utah SSC
Valley SSC
Waco SSC
Wasatch SSC
Washington ARTCC
Washington ARTCC Auto/Display SSC
Washington ARTCC IFD/ENV SSC
Washington ARTCC OPS SSC
West Palm Beach SSC
Western Washington SSC
Wilkes-Barre SSC
Wilmington SSC
WJF SSC
XOA PSO
XOA SMO
XOA TSO
Ypsilanti SSC (YIP)
ZAB Automation SSC
ZAB Communications SSC
ZAB Environmental SSC
ZAB SOC
ZAU AUTO/DATA SSC
ZAU DATA/COMM SSC
ZAU ENV SSC
ZBW-A SSC - 862B (COMM/TM&O)
ZBW-B SSC 863B (Environmental)
ZBW-C SSC - 864B (RDP)
ZBW-D SSC - 861B (NAS Systems Ops)
ZFW Automation SSC
ZFW Comm SSC
ZFW Environmental SSC
ZFW Service Operations Center
ZHN SOC
ZHU Automation SSC
ZHU Communications SSC
ZHU Environmental SSC
ZHU System Operations SSC
ZID AUTO SSC
ZID COMM SSC
ZID INF SSC
ZID SOC
ZJX Automation SSC
ZJX Data/Comm SSC
ZJX Environmental SSC
ZJX Facility Office
ZJX Systems Ops SSC
ZKC ASP SSC
ZKC ENV SSC
ZKC NET SSC
ZKC SOC SSC
ZLA Automation SSC
ZLA Environmental SSC
ZLA T-Comm SSC
ZMA Automation SSC
ZMA Data/Comm SSC
ZMA Environmental SSC
ZMA Facility Office
ZMA Systems Ops SSC
ZME Automation SSC
ZME Data/Comm SSC
ZME Environmental SSC
ZME Systems Ops SSC
ZMP Data SSC
ZMP Environmental SSC
ZMP SOC SSC
ZOA IFD SSC
ZOA Systems Ops SSC
ZOB ADP SSC
ZOB ENV SSC
ZOB IFD SSC
ZOB SOC
ZSE Automation SSC
ZSE Communications SSC
ZSE Environmental SSC
ZTL Automation SSC
ZTL Data/Comm SSC
ZTL Environmental SSC
ZTL Facility Office