SUCCESSION PLANNING

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ATO Succession Planning Program

Application Instructions for the Aspiring Air Traffic Manager (L 10-12) Pool

ATO Management Services

Employee Development Group, AJG-L33

FAA
Air Traffic Organization

Revised June 27, 2014

ATO Succession Planning Program
Application Instructions for the
Aspiring Air Traffic Manager, Level 10-12 Pool (ATM)

How to Apply
Step by step instructions on encrypting and submitting your application are included at the end of these instructions. *Please follow these instructions carefully*. You must submit the following:

- AJG L33 Form 3410-02 Succession Planning Program Pool Application: Air Traffic Manager, Level 10-12
- A Career Plan using the Career Path Builder (https://myatocareer.faa.gov/CareerPathBuilder.aspx)

Save your application in a PDF format and encrypt the file; your Career Plan does not need to be encrypted. Email both documents using your FAA email to myatocareer@faa.gov **by 11:59 PM Eastern Daylight Time, Tuesday July 22, 2014 *(new, extended deadline)* for the aspiring ATM pool**. Please use return receipt notification on your email to document its delivery.

After you have submitted your application

- The Program Office will confirm you meet any pool-specific eligibility criteria. Ineligible applicants will receive notification of the basis of their ineligibility with instructions on how to appeal the decision if desired. Eligible applicants will be contacted to schedule the Structured Competency Assessment behavioral interview. This one hour interview will be conducted via phone by professional interviewers employed by Personnel Decisions Research, Inc. (PDRI).
    - Carefully read the "ATM Structured Competency Assessment Guide" posted on myatocareer.faa.gov/successionplanning for guidance on preparing for this assessment.

After the application period closes
The Program Office will request Manager Input from your current manager and, if desired by you, from one additional mentor, or previous manager noted on your application. Receipt of Manager Input forms will be tracked by the Program Office.

After receipt of all SPP ATM Pool application materials
In late September/October, a Succession Planning Board will review all application packages and select the pool participants. Personally identifying information will be removed from the applications before they are reviewed.

You will be notified whether you have been accepted into the program (ATM pool) by email in mid-November.

If you were not selected into the ATM pool, you may request feedback on your application by contacting the Program Office within 30 days of your notification.

Feedback will consist of a written report. You may also appeal the decision by emailing *AJG-L33 Form 3410-3: Decision Appeal* to the Program Office. Your appeal must be received within 10 working days of your notification of non-selection.

Completing Your Application

Personal Information
It is extremely important that you provide accurate and complete information in this section. Once your application is submitted, your manager will be contacted by the Program Office to provide input about your performance in specific competencies and potential for moving into a higher level leadership position. You may request that one additional person (a former manager or mentor) also provides input. This individual must be currently employed by the FAA and be at least one organizational level above you.

Geographic Preference
Please indicate in which of the six ATO service areas you would be willing to accept a position and specify if your preference is limited to specific locations. Finally, provide any comments you have regarding your willingness or ability to relocate within a state, service area, or across service areas.

These answers will not impact your acceptance into the program and can be revised at any time. Also, your preferences do not preclude you from applying for a vacancy in any area. We are collecting this information to help the ATO identify geographic areas that may have difficulty attracting job candidates.

Work Experience
Please include on your application **all positions you have held that satisfy the minimum requirements for pool application as well as other positions that may have helped you prepare for an ATM, levels 10-12, job**. Include both supervisory *and* non-supervisory roles. All relevant job experiences will be considered by the Succession Planning Board as they review the pool applications and select the ATM pool participants.

- Formal Job Title: This is the title on your official personnel records, e.g., Supervisory Air Traffic Control Specialist.
- Functional Title: This is the title informally attached to your job, Front Line Manager.
- Facility Name and Level or Organizational Name and Routing Symbol:
  - Facility ID - Provide the name and level of your air traffic facility or the routing symbol and title of the organization to which you are assigned, e.g., Oakland Center, ZOA, L 11; AJI-1310, Compliance Services Group, Safety Investigation Team.

- If you were employed outside the FAA, list the organization or government agency.

Description of Key Duties: Use bullets to provide a brief description of your major job duties, for example:

- (Front Line Manager) I supervised 6-8 Air Traffic Control Specialists and two Controllers-in-Training. I managed work assignments, schedules, training, and performance of each team member.
- (Staff Manager) I managed a team of five front line managers and approximately 30 non-supervisory employees responsible for Training, Quality Control, Procedures, Plans and Programs, and Special Projects. I managed the development and tracking of our annual facility budget of over $10m. I served as a member or lead of three different workgroups that were established to address strategic and tactical issues in the service area.

Significant Work Accomplishments
In this section, use bullets to briefly describe three work accomplishments that resulted in, for example,

- An improved work process
- Improved customer service
- Increased quality of the product or service you deliver
- Cost savings or avoidance
- Improved employee productivity or morale

Use action verbs to capture what you did and clearly describe the impact of your actions, quantifying the results when possible.

Examples:

- I analyzed overtime expenditures among the tower/TRACON facilities in my geographic area and a facility with significantly higher use of overtime than the other facilities. I conducted a root cause analysis with the ATM, identifying scheduling practices as the major driver of overtime. I collaborated with the ATM to revise the current scheduling practices, resulting in a 75% reduction of average overtime costs per pay period.
- I oversaw the implementation of ERAM in my facility. Working closely with the HQ program office, service area personnel in Technical Operations and Air Traffic, and facility management and NATCA representatives to manage timelines and challenges, the facility achieved IOC in less time than any other previous facility.

The same accomplishments may also be expanded for use in the last section of the application, **Demonstration of Competencies.**

Formal Education
Name of College or University: Include accredited institutions that confer an associate or higher degree. Certifications (e.g., Lean Six Sigma Green Belt) resulting from coursework should be reported in the **Certifications and Training** section of the application.

How have you applied what you have learned during your career? Use bullets to briefly describe how you use your education in your job**.** Degrees in technical subjects will have helped you obtain the technical knowledge and skills needed in your position but may have also contributed to nontechnical skills used in your career such as time management or teamwork. The application of degrees in the social sciences, humanities, and business to your career may be less direct but no less important! Writing and presentation skills, competence in data analysis, or problem-solving skills learned from your educational experience may have been valuable in your career progression.

One or two bullets are sufficient to describe what you learned and its applicability to the job. Examples:

- BS, Aerospace and Occupational Safety:
  - Built expertise in the theory and practice of aerospace safety, accident investigation, and the influence of multiple factors in creating risk and accidents among aviation occupations.
- BA, Psychology:
  - Developed a solid understanding of human behavior and how people learn and develop.
  - Apply this knowledge every day in managing my team and interacting with peers and senior managers.

Certifications and Training
In this section, include certifications and/or licenses such as Project Management Professional, Acquisition Professional, or Professional Engineer.

List only training courses of at least 16 hours duration that you have completed in the last five to seven years. These courses should be relevant to the talent pool target job. Do not include manager and supervisor courses that are part of the FAA's or ATO's assigned manager curriculum (e.g., FMC-1/2/3) or other mandated training, e.g., ASH SAVI, Accountability Board. Do include optional FAA courses, or courses from other public agencies, and external development or training programs.

Examples

- FAA's Program for Emerging Leaders

- Air Traffic Leadership Development Program
- USDA Graduate School's Executive Potential Program

One or two bullets are sufficient to describe what you learned and its applicability to the job. Examples:

- Certificate, Federal Financial Manager:
  - Coursework used to better understand government accounting and budgeting, and to improve budget development and execution skills.
- Certificate, Project Management**:**
  - Learned how to plan and successfully manage projects to achieve objectives within budget and timelines.
  - Apply this knowledge in identifying and advocating for resources for my team and facility and managing team and committee projects.

Awards, Leadership Positions, and Other Qualifications

Identify the recognition and honors you have received. Include leadership positions you've held, for example: professional societies, employee associations, labor unions, or community organizations. Under Description, briefly describe the reason for the award or the responsibilities of your leadership position.

Examples:

Item	Year	Description
Special Achievement Cash Award, Air Traffic Services	2006	For leadership of a multi-disciplinary team assigned to redesign the XYZ facility airspace and achieving project goals within the project timeframe.
Volunteer Coordinator, Midtown Rotary Club	2008-2010	Responsible for responding to requests for volunteers to support local charitable or other events; soliciting and scheduling Rotary volunteers; and obtaining input from volunteers on their experience. During the years I served in this position, our club contributed an annual average of 500 volunteer hours for a total of 10 or more local events.
SUPCOM Chair, WSA	2011-2013	Elected by peers to provide leadership in communicating FLM concerns to senior management, identifying potential options for resolving concerns, and implementing the resolution. Required collaboration with other business units as well as SUPCOM members.

Career Development
Please write your responses to these two questions in narrative paragraph form rather than in bullets.

Why are you interested in an Air Traffic Manager, Level 10-12 position? This section is included in the application to understand your motivation to achieve the targeted position. Is it your dream to stay close to field operations but also gain opportunities for contributing to the ATO on a strategic level? Do you prefer working with and through others more than the technical aspects of a front line manager? Do you consider this the next step on your planned career path to FAA's Executive Service?

What actions have you taken in the past two years to advance your career and prepare yourself for higher-level Air Traffic management positions? The purpose of this question is to provide you with the opportunity to demonstrate that you have been actively engaged in self-development. Remember that development isn't just training and education – perhaps you have worked with your supervisor to create an Individual Development Plan, identified geographical moves you were willing to make to gain diverse technical experience, or asked a peer to provide you with feedback on your communication skills during a staff meeting. Include these and other similar types of actions in your narrative.

Demonstration of Competencies
Carefully note the five competencies that are included in the application. These competencies are described in detail in the "ATM Competencies" pdf posted on MyATOCareer at: https://myatocareer.faa.gov/successionplanning. Download and review this document in detail before you complete this section of the application.

Consider your experiences and, for each competency, select two examples that will best demonstrate your proficiency in each competency.

Once you have decided which examples to include, organize your descriptions of the experiences using the **STAR structure**:

- **S**ituation
- **T**asks or challenges you've faced
- **A**ctions you took
- **R**esult(s) of your actions

The table below explains how to use the STAR structure in writing your examples of how you demonstrated each competency. For more information about STAR, please see the *Structured Competency Assessment Guide* posted both on the Succession Planning Program website (employees.faa.gov/go/spp) and the Succession Planning tab on the Career Planning Tool where you downloaded the pool application and these instructions (https://myATOcareer.faa.gov).

Situation	▶ Describe a specific event or situation, not a generalized description of what you have done in the past. ▶ Choose a situation in which you played a leading role. ▶ Describe the background of the situation, or problem that you faced. ▶ Provide enough detail on location, cost, size, number of participants, etc., for the reviewers to understand the situation .
Task	▶ What tasks did you need to accomplish to resolve the problem or deal with the situation? ▶ What challenges did you face? ▶ Describe the obstacles that needed to be overcome
Action	▶ Describe the actions you took in response to the problem or situation. ▶ Even if you are discussing a group project or effort, describe your role and what you personally did. ▶ Describe what you actually did rather than what you could have or should have done.
Results	▶ What were the outcomes of your actions? ▶ What were the benefits to the organization or people involved? ▶ Describe the results in terms of specific benefits such as increased productivity, improved performance, reduced costs, improved safety, enhanced communication, better team work, etc. ▶ What did you learn from the experience and how would you apply this learning to other experiences?

PLEASE READ and FOLLOW THESE INSTRUCTIONS:

Digitally Sign your Application
We are committed to protecting your personally identifiable information (PII).

The fastest way to sign the application form is to be logged into an FAA computer with your PIV card inserted:

1. With your PIV Card inserted, select the Signature field on the PDF

2. When the Sign Document window opens, review the information. Before clicking "Sign," *please ensure the box that says "Lock Document After Signing" is NOT checked*, so that the program office may redact your personal information from the application for the Succession Planning Board review process.
3. Click "Sign" to place the digital signature on the PDF.
4. You will have to save the document first, and then enter your PIN. Your signature should appear instantly.

If you do not use your PIV card or cannot access it, directions are available on the program web site here. (PIV Card is strongly recommended). You can also contact the IT Help Desk for assistance.

Submitting Your Application

Complete the Application and Create a Career Plan
Check to be sure you've followed all steps and the application is complete. Do not forget to complete a career plan PDF via myatocareer.faa.gov.

Save the Files
All of the Succession Planning forms, including the applications, are fillable pdf forms. To save your file, go to the **print menu** (instead of "save") and select "**.pdf Creator**" as your printer. In the pop up window, select the location you would like to save your application, then name it using the naming convention **LAST First POOL**; for example: SMITH John ATM or JONES Angela ATM. NOTE that unless you have Adobe Acrobat Pro, you will not be able to modify the saved .pdf application.

Email the Files
Applications must be emailed. Please note that mailed, hand-carried or faxed applications will not be accepted. Late applications will not be considered. Applications for the ATM pool program must be received by 11:59 PM Eastern on Tuesday, **July 22** 2014.

The Application Forms Must be Encrypted
FAA Order 1280.1B – Protecting Personally Identifiable Information (PII) requires the encryption of sensitive data.

How to Encrypt the File using SecureZIP

1. Find your saved application PDF file in **Windows Explorer** (do not open the file)

2. <**Right-click**> your mouse on the filename to open the file operation menu.

3. Select **SecureZIP** to open the SecureZIP menu.

4. In the SecureZIP menu select "**Add to New Archive**."

5. Click "**Save**." The "**Enter Passphrase**" window will appear.

6. Enter a passphrase and click the "**OK**" button to continue.

   - Passphrases require eight characters; with at least one upper and one lower case letter and at least one number. Special characters are not required.

   - Write your passphrase down so you don't forget it.

7. With PIV card inserted, enter your PIV PIN number (may ask twice).

8. SecureZIP will complete the file encryption.

9. SecureZIP may display log file messages if there are any warnings.

10. A separate ".zip" file will be created (the original will not be effected.)

11. Click the "**Close**" button to complete the operation.

Send the Secure .ZIP Files
Transfer the secure .zip file to an email and send it to **myatocareer@faa.gov** with the correct subject line (same as filename: **LAST First POOL**; for example: SMITH John ATM or JONES Angela ATM.)

Attach your career plan to the same email; your Career Plan PDF does not need to be encrypted.

Both completed PDF documents must be submitted electronically to **myatocareer@faa.gov** by 11:59 PM, **July 22**, 2014 for the ATM pool. It is recommended that you include a return receipt on your email to document its delivery.

Don't Forget: Send the Passphrase
Immediately send a second email to myatocareer@faa.gov with the passphrase you used. The subject line for this email should be **LAST First POOL "passphrase"**; for example: SMITH John ATM passphrase or JONES Angela ATM passphrase. Type your passphrase into the body of the email, not the subject line.

If You Need Help with Encryption
If you have any difficulty with SecureZip, contact the ATO National Service Center at **(866) 954-4002** or **NSC@faa.gov**

Send Only the Application Form and Career Plan
PLEASE **DO NOT** include resumes, SF-50s, FAA Form 3330-43: Rating of Air Traffic Experience, letters of reference, or any other materials. They will not be considered. Do not include your social security number on any documents you will submit.
Return or Reuse of Applications

If you are not selected for the Succession Planning Program for this pool application cycle and you decide to apply for another pool or cohort of this pool, you will be required to submit a new application. We cannot return nor reuse the applications.

Changes in Contact Information, Manager, or Other Significant Change
You must inform us of any changes or corrections to your original application (e.g., notification of a change of address; etc.) Use *AJG-L33 Form 3410-4: Personal Information Update*. Please send it via **encrypted email** (refer to the section on how to use SecureZIP) to **myatocareer@faa.gov.** Follow the same processes detailed in the "**Save the File**" section of this document to save the .pdf form. Save it using the naming convention **LAST First POOL-4**; for example: SMITH John ATM-4 (for a change to the information on John Smith's ATM application) or JONES Angela ATM-4 (for the change to Angela Jones' ATM application.) **DO NOT FORGET** to **send the passphrase** for the encrypted email in a follow-up email.

Application Review
This program uses structured and objective merit-based processes for talent pool application, review and admission. Each applicant is given thorough and careful consideration. We ask for your patience while we work through the processes; here are some program milestones:

ATM Pool (*updated June 27, 2014*):

June 16 – July 22, 2014:	Applicant submits application; Program office confirms applicant meets pool-specific eligibility criteria as applications are received
By August 11, 2014:	Applicant contacted by PDRI to schedule a Structured Competency Assessment Interview
By Fri Sept 5, 2014:	Interview conducted via phone
By September 8, 2014:	Manager Input submitted
By October 24, 2014:	Application packages evaluated by Succession Planning Board
Nov 13, 2014:	Applicant's Manager is notified of pool selection
Nov 14, 2014:	Applicant notified of pool selection or non-selection

Reasonable Accommodation
Persons with a disability may request a reasonable accommodation for the application process and telephone interview. Requests should be made as early as possible to allow time to arrange for the accommodation. If you would like to make a request, please contact the Succession Planning Program Manager at (202) 385-5867.

Questions, Comments and Help
Due to the anticipated high volume of professionals interested in applying for the Succession Planning Program, please direct any questions, comments or requests for assistance to **myatocareer@faa.gov**. The mailbox is monitored periodically throughout the day, Monday through Friday during business hours.

Thank you for your interest in this program!