

Target Job Preview

Air Traffic Manager, ATC/ARTCC Levels 10-12 [AT-(JL/KL/LL)-2152, MSS-4]

Overview of the Job:

Air Traffic Managers (ATMs) in facility levels 10-12 are responsible for planning and directing all activities at the facility. They direct a highly technical workforce, including functionally integrated teams of operational and support personnel who provide air traffic control services throughout a geographic area. The work impacts the safe, orderly, and expeditious movement of commercial and general aviation. ATMs set and adjust long and short-term priorities and use subordinate supervisors to direct, coordinate, and oversee work. They continuously review work processes to assure that results meet the agency's mission and the customers' needs, add value to facility services, and are efficiently achieved.

ATMs approve leave, prepare schedules for completion of work, assign work to subordinates based on priorities, and evaluate work performance of subordinates while ensuring equity of performance standards and ratings. They also give advice on work and on administrative matters, make decisions about work problems presented by subordinates, hear and resolve group grievances and serious employee complaints, and implement disciplinary actions. ATMs also recommend and approve selections and transfers, recommend awards or bonuses, and approve expenses for overtime, equipment, and personnel within the facility.

ATMs provide training, coaching, and guidance to subordinates, and are responsible for maintaining a positive culture and teamwork throughout the facility. They communicate and reinforce EEO policies and programs in all areas of responsibilities, including selection, training, and transfers. They also support and participate in the labor management partnership process and foster a work environment where all employees are treated in a fair and equitable manner.

ATMs interact with high ranking military and civilian managers, representatives of the aviation industry, key staff of public interest groups, union representatives, local government managers, professional organizations, and contractors. They represent the interests of the facility with supervisors, peers, and subordinates as well as promote facility activities and achievements, and build or coordinate support for achieving facility goals.

Most Critical Responsibilities for Success in the ATM level 10-12 Job

<p>1. Maintain daily cognizance of the operation to ensure effective decision making, to identify and address actual or potential issues, and communicate the state of the operation.</p>
<p>2. Build an environment through delegation and empowerment in which the organization handles incoming work assignments, information requests, and other requirements. Clearly communicates expectations, sets standards, functions as a resource, and constructively responds to issues.</p>
<p>3. Lead or facilitate meetings and discussions with peers, management teams, or other internal and external groups to resolve issues or problems, facilitate change, build consensus around desired objectives, implement or coordinate activities, and identify key actions for follow up.</p>
<p>4. Establish performance expectations for direct reports aligned with organizational goals, evaluate performance, provide candid and constructive feedback, and have difficult conversations in a way that encourages improved performance. Recognize high quality work and positive results.</p>
<p>5. Identify high-potential employees, find opportunities to engage and challenge them, move them out of their comfort zone, and coach them towards diverse opportunities.</p>
<p>6. Develop cooperative working relationships with bargaining unit representative(s) to establish and maintain a shared understanding of the Collective Bargaining Agreement (CBA). When appropriate, employ collaborative processes to identify actions to address agency goals and resolve facility issues. Define the parameters for collaborative decision-making in facility labor-management workgroups</p>
<p>7. Advocate the interests of the organization and the facility with senior management, peers, employees, and external customers. Promote facility activities and achievements and build or coordinate support for achieving facility goals. Establish and maintain a positive organizational culture.</p>
<p>8. Improve NAS safety and efficiency by establishing and achieving strategic facility objectives and milestones that contribute to the FAA and ATO business plan goals.</p>
<p>9. Identify, document, and advocate for needed resources. Manage the facility within allocated resources, monitor performance against goals, and make adjustments as needed to achieve timely outcomes. Identify and access shared resources at all levels that are available to assist in facility management.</p>

- | |
|--|
| 10. Continually communicate and emphasize the importance of the facility as part of the NAS to internal and external stakeholders, highlighting interdependencies and their impact on system performance. |
| 11. Identify issues of potential significance and determine what should be communicated to higher leadership. Provide real-time information and updates to prepare leadership for NAS-relevant events, events that might reflect positively or negatively on the agency, or other events of potential significance |
| 12. Model, enforce, and proactively support the intent of human resources policies and practices in consultation with the appropriate FAA entities (e.g., LR, HR, CR). Create and foster an environment where all employees are treated with fairness, dignity, and respect. |

How the ATM Level 10-12 Role Differs from the ATM Role Lower Level Facilities

ATM Level 10-12	ATM Level 9 and Below
Experience a greater number of operations and more operational incidents	Fewer operational incidents occur
Higher number of support staff available to assist with administration and operations; expected to share staff resources with smaller facilities	Fewer or no support staff; rely on Service Center for assistance or resources shared by higher level facility
Must effectively delegate work to a larger management team	Fewer managers to whom work can be delegated
Greater familiarity with (new) automation used to provide air traffic services, e.g., ASDE-X	Less automation in Level 4-9 towers
Greater stakeholder interest or investment in facility actions and initiatives	Closer and more cordial relationship with stakeholders, e.g., flight school, airport operators, law enforcement
More detached from the workforce	Able to interact directly and frequently with workforce
Time available for mentoring or coaching employees must be prioritized and managed	Greater informal availability for mentoring or coaching employees

ATM Level 10-12	ATM Level 9 and Below
Facility/Position requires longer workdays and work week	Length of workday and work week is generally under ATM control
Expectation is that you are not going to need as much mentoring and coaching – you will be able to manage your facility	Expectation that may need some coaching in initially managing your facility
Must use available monitoring tools in addition to facility observation to manage facility operations	Fewer administrative requirements enables greater direct involvement in or observation of facility operations
Higher visibility to ATO senior management	Lower visibility to ATO senior management
More touch points outside the facility – everyone has your number	Fewer interactions with people outside your facility
Generally higher compensation	Generally lower compensation

Positive and Negative Aspects of the Air Traffic Manager, Levels 10-12 Role

Positive	Negative
Ability to positively change employees' lives due to selecting, promoting, and developing them	Longer hours due to increased demand
Make a difference in the safety and efficiency of the NAS	Higher likelihood that geographic moves will be necessary to the achieve ATM Level 10-12 position
More opportunities to coach, mentor, and promote people	Subject to increased demands on personal life, e.g., maintain 24/7 access through Blackberry
Ability to effect change on a broader scale and in a positive direction	Job stress
Additional promotion opportunities	Significant increase in the number of emails requiring a response

More opportunity for personal growth	ATM can be an isolating and lonely position
Positive	Negative
Professional challenges	More personnel problems arise with larger number of employees, e.g., conduct and discipline issues, EEO complaints. At large facilities, there is often less pressure to comply with policy and practices than at smaller facilities.
Increased visibility internally and externally, providing opportunities to participate in a variety of workgroups or special events and exposure to the public, airlines, and FAA leadership	Increased responsibility and accountability for employees and the facility. Increased exposure to complaints, e.g., EEO, law suits. Need to carry personal liability insurance.
Increased opportunities to do other interesting work, e.g., work on special projects within the FAA	
Are provided with cool technology, e.g., Blackberry, I-Pad	
Ability to do more with your talent	
Opportunity to leverage your education and experience	
Increased salary; helps prepare for retirement	

Key Competencies Required for Successful Performance

Note: The competencies are described as they are required for success as an ATM who is managing a level 10 – 12 facility.

Competency	Description
Technical Knowledge	Knowledge of: <ul style="list-style-type: none"> • National and local ATC Orders and Directives • Agency/Facility Letters of Agreement • Facility operational and administrative Standard Operating Procedures • Local facility operations • ATO safety management system, safety programs and initiatives, safety risk management, quality assurance • ATO data base resources and reports, e.g., National Training Database, CEDAR, ATSAP • ATO and facility metrics used to assess productivity, efficiency, and safety • Interactions between actions and events in the National Airspace System and their impact on system safety and efficiency at the national, regional or local level
Organizational Knowledge	Knowledge of: <ul style="list-style-type: none"> • FAA and ATO organizational structure (HQ, Lines of Business, Service Centers, Service Areas) and functional responsibilities • FAA and ATO tools and informational resources; organizational contacts who are available to provide information or assist in resolving problems • ATO and FAA strategic and business plans and goals, including NAS modernization strategy • Appropriate communication channels (e.g., chain-of-command, Public Affairs, Defense Event Network) • FAA forecasts of air traffic growth in area of responsibility

Competency	Description
Administrative Knowledge	Knowledge of: <ul style="list-style-type: none"> • Civil Rights/EEO policies and regulations, Accountability Board and Discrimination complaint processes • Facility resource management considerations such as scheduling practices, overtime, sick leave, vacations, special events, adequate supervision • Human Resources Personnel Manual policies, e.g., hiring employment, work schedules, performance, conduct and discipline, awards and recognition, etc. • Labor law and labor relations • NATCA contract, bargaining obligations, and Executive Order 13522 (Creating Labor-Management Forums to Improve Delivery of Government Services) • How bargaining unit contract and bargaining obligations affect facility initiatives and changes • Merit System Principles, Prohibited Personnel Practices • American Disabilities Act, Reasonable Accommodation policies and practices • Federal budget and accounting processes and practices, e.g., accounting codes, travel and purchase cards, equipment • Developing a budget and monitoring spending • Acquisition Management System, contracting • FAA/ATO ATC Hiring Plans (short, medium, and long term plans) • FAA Public Affairs policy and directives • Environmental policy • Employee Occupational Safety and Health policies and practices
Managing Individual Performance	<ul style="list-style-type: none"> • Holds managers accountable for effective performance management • Sets clear performance expectations linked to achieving organizational goals • Monitors, tracks, and documents performance against performance plan/expectations • Ensures employee compliance with policies • Evaluates quality of employee's work • Diagnoses performance problems • Coaches employees to continuously improve their performance and resolve performance problems • Provides timely formal and informal recognition of exceptional team and individual performance • Recognizes individuals and teams for results aligned

Competency	Description
Managing Organizational Performance	<p style="text-align: center;">with ATO values and goals</p> <ul style="list-style-type: none"> • Defines and prioritizes organizational goals and objectives • Communicates organizational goals and progress to employees • Plans and sequences actions to efficiently achieve desired results • Based on organizational goals, prioritizes among multiple activities and competing demands for resources • Monitors organizational priorities to ensure alignment of facility and organizational goals; adjusts facility goals as priorities shift over time • Identifies risks to achieving targets and mitigation plans for addressing the risks • Establishes metrics to assess facility progress and success • Routinely monitors progress against facility goals • Interprets facility metrics to identify trends, current and potential problems, and areas for improvement • Balances attention between achieving immediate objectives and progress on longer-term goals • Leverages human and financial resources to achieve goals • Holds individuals or teams accountable for achieving goals • Measures effectiveness of actions in resolving organizational performance problems • Celebrates organizational successes with employees
Organizational Savvy	<ul style="list-style-type: none"> • Plans and adjusts facility initiatives based on the organizational environment and culture • Considers the perspectives and agendas of FAA and ATO executives in methods used to support national programs and new initiatives • Uses knowledge of interactions and interdependencies among FAA organizations, the aviation industry, other government agencies, as well as political hot buttons to solve problems and accomplish goals. • Maintains currency on stakeholder expectations and requirements, e.g., NAS users, carriers, military, airport authorities, public citizens to ensure delivery of high quality air traffic services • Identifies issues or events as high profile, newsworthy, or politically sensitive and informs senior leaders • Understands the reasoning behind key policies, practices, and procedures, and seeks exceptions or

	modification at the local facility level when needed.
Competency	Description
Problem Solving	<ul style="list-style-type: none"> • Evaluates validity of data and conclusions drawn from the data • Solicits and integrates information from multiple sources to understand an issue • Analyzes complicated information to identify trends, patterns, or causal relationships • Identifies the need for action and the type of action to be taken • Determines if a metric reflects an isolated incident or systemic issue • Seeks out ideas and opportunities for enhancing ATO and/or facility productivity and safety
Customer Focus	<ul style="list-style-type: none"> • Helps employees understand customer needs and their importance and how employee work impacts customers. • Reaches out to customers and stakeholders to share information. • Collaborates with stakeholders to solve problems and issues. • Adapts to changing customer needs and challenges • Seeks to understand customer interests, perspectives, opinions • Takes action to respond to customer concerns
Building Teamwork and Cooperation	<ul style="list-style-type: none"> • Delegates authority to individuals and teams needed to independently complete the assigned task or project • Encourages honest and frank discussions to clarify differences and identify shared objectives • Promptly addresses conflict and uses it productively to find the best solutions to problems • Builds and sustains cooperative relationships with internal and external stakeholders. • Actively listens to and considers input of others in resolving problems, planning, and decision-making • Intervenes in group dynamics as necessary to promote teamwork and cooperation

Competency	Description
Developing Talent	<ul style="list-style-type: none"> • Identifies one's own development needs and models taking responsibility for one's own continual learning • Holds managers accountable for actively supporting the development of their subordinates. • Identifies the strengths and development needs of each direct report. • Prioritizes time for providing feedback and coaching to direct reports. • Provides and documents constructive and actionable feedback, and plan with the employee how to apply the feedback. • Before development activities, meets with direct reports to discuss expected learning. After development activities, meets with direct reports to plan how to apply the learning to the job. • Coaches direct reports to enhance on-the-job learning and performance • Identifies and makes assignments designed to stretch and develop each employee. • Identifies learning opportunities that align with employees' development needs.
Communication	<ul style="list-style-type: none"> • Uses active listening to understand message content and intent of the sender • Recognizes the audience's level of understanding • Is aware of one's own tone and attitude and the impact it has on others • Tailors messages to the audience in terms of both relevant content and approach. • Leads meetings effectively and efficiently. • Thinks on one's feet – can respond spontaneously to questions and challenges • Fosters open communication and exchange of ideas (within BU contract boundaries) • Matches mode of communication to the urgency of the communication • Writes clear and concise memos, email, and other documents • Speaks comfortably and effectively with large and small groups

Competency	Description
Building Alliances	<ul style="list-style-type: none"> • Represents FAA and organizational positions effectively. • Builds and maintains external stakeholder trust and confidence. • Fosters networks, alliances, and other business relationships. • Develops common ground among a wide range of stakeholders (e.g. other operational units, labor, industry, public, or other government entities). • Works collaboratively to resource and achieve critical priorities (e. g., business and aerospace safety objectives). • Works effectively across functions and cultures (e.g., facility, office, organization). • Facilitates interest-based communications among stakeholders • Positively presents and supports organizational decisions despite personal opinions
Interpersonal Relations and Influence	<ul style="list-style-type: none"> • Builds rapport, trust, and confidence with others • Expresses interest in and personal concern for employees • Presents ideas, recommendations, etc. in a way that enlists others' support • Adjusts influence techniques depending on the situation • Presents position without offending or alienating others • Manages sensitive situations with tact • Inspires and persuades others to voluntarily pursue and achieve goals, and adopt new positions or opinions. • Negotiates agreements among or between groups • Facilitates resolutions to workplace conflicts • Engages in active listening • Seeks to understand another person's needs or negotiating position • Presents and affirms organizational decisions • Takes into account other person's perspective and values in interactions

Competency	Description
Integrity and Honesty	<ul style="list-style-type: none"> • Takes a stand on important issues despite opposition • Makes and supports difficult or unpopular decisions when needed • Addresses difficult or uncomfortable issues in an open and sincere manner • Accepts responsibility for mistakes • Admits when he/she lacks knowledge on a topic • Consistently fulfills commitments • Demonstrates high standards of ethical behavior and inspires trust • Is open and honest
Vision and Strategy	<ul style="list-style-type: none"> • Anticipates changes that will impact the mission (e.g., economic, technological, political) • Uses trends to determine how the organization will change in the future • Builds a shared vision with others across the organization. • Engages others in translating vision into action. • Translates FAA strategies into specific facility strategies • Communicates organizational direction and priorities clearly. • Articulates the connection between the efforts of employees and the mission of the agency. • Revises strategies and priorities in response to internal and external factors, e.g., aviation industry, budget constraints
Agility	<ul style="list-style-type: none"> • Works effectively under pressure • Handles complex or ambiguous situations effectively. • Recovers quickly from setbacks. • Quickly shifts attention between competing work activities and demands • Learns easily and quickly from experience • Maintains a positive attitude in response to stressful or challenging work situations • Is open to and assimilates new information that may impact a previous decision or course of action • Faces challenges or problems with an open mind and sense of curiosity

Competency	Description
Leading People through Change	<ul style="list-style-type: none"> • Challenges the status quo (e.g., seeks better efficiency, effectiveness). • Anticipates changes that will affect facility operations and procedures • Champions implementation of new systems, technology, and processes to improve quality and productivity. • Plans for workplace changes, ensuring strategies are in place for listening to and addressing employee resistance • Anticipates barriers and resistance to change and engages employees to seek solutions. • Challenges employees to take ownership and responsibility for organizational changes and their outcomes • Willing to engage in unexpected situations to lead employees successfully through a change process • Help employees to recognize and accept potential losses and gains that occur as a result of changes in the work or workplace. • Models creative thinking and innovation. • Supports and rewards individuals who take responsible risks.