



Organizational Effectiveness at the ATO

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What role does the Organizational Effectiveness office have in our workplace?

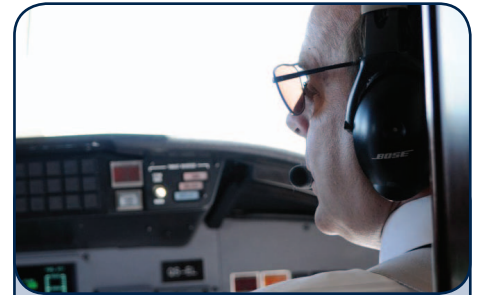
Our mission is to help the ATO transform to a performance-based organization by engaging staff at all levels. We are working with employees to ensure that the ATO has a culture built on trust, satisfied staff, and strong relationships among employees and management.

How will the Organizational Effectiveness office improve the ATO workplace?

We design and deliver initiatives that improve the efficiency and effectiveness of the ATO – making it easier for you to do your job. We want to improve how we connect with each other and as an organization. Through initiatives such as Leading Edge 2.0: *Making the Connection*, we are strengthening workforce relationships to foster open communication and active participation in shaping the ATO's future.

What can we expect to see from the Organizational Effectiveness office in the future?

We will continue to identify and address areas for organizational improvement in the future. We want to hear about your challenges and how the ATO can best support employees. Please provide your feedback at atoleadingedge.com. Each of us has a valuable contribution to make to the future of the ATO.



"We must see ourselves as 'One ATO' – one organization, acting as a team, to deliver service excellence to our stakeholders. This collaboration will require each of us to communicate intensely, build relationships, and demonstrate leadership."

–Hank Krakowski, Chief Operating Officer

Leading Change at the ATO

The Organizational Effectiveness office developed the Leading Edge initiative to transform the ATO culture by strengthening manager-employee relationships. Our efforts have encouraged open workforce communications and built trust throughout the organization. With your help, we'll continue to make the ATO an even better place to work in the years to come.

New Resources for New Hires

The Organizational Effectiveness office launched several initiatives to help new hires transition to the agency by:

- Providing new hires with opportunities for positive, early interaction with managers
- Developing and distributing resources and tools to meet new hire needs, including:
 - **Ask a New Hire Sponsor:** Provides timely, personalized answers to employee questions through atoleadingedge.com
 - **Facility Guides:** Include information about specific facilities and their local communities. More than 100 guides are available on atoleadingedge.com
 - **Meet & Greet events at the FAA Academy:** Allow new employees to talk with managers and ask them questions in person

"Meet & Greets help show Academy students that they are already a valuable part of the FAA. Even though they are still in training, they are not just a name or number on a piece of paper. The sessions also allow students to see FAA managers as individuals who want to help with issues and concerns." –Brian Harmelink, AMA-510



FLMs and Academy students meet and greet



FLM Steve Wells meets with Academy students

SPARC: On the Leading Edge of NextGen



Greg Burke, Director of Planning, En Route and Oceanic Services, was looking for ways to improve NextGen information-sharing and get field managers more involved in NextGen research efforts. Burke's idea

started with a group of about a dozen FLMs willing to collaborate on NextGen projects and serve as sources of information in the field. During this period, Burke continued discussions with Dan Williams, Air Traffic Planning Manager, to expand the idea beyond their lines of business by connecting NextGen information-sharing efforts across the organization.

What started as one man's idea quickly developed into an ATO-wide program called the Strategic Planning Advisory Review Cadre (SPARC). SPARC is now a cross-domain program with 73 members that serve as Subject Matter Experts (SMEs) for NextGen research and concept validation projects. SPARC draws on the operational expertise of representatives from En Route, Terminal, System Operations, Technical Operations, and Service Centers.

Recently, the 73 SPARC members attended a kick-off conference in Washington, D.C. to meet with ATO leadership, internal program offices, and external research organizations. At the conference, SPARC members learned about their responsibilities as SMEs and their roles in upcoming NextGen research activities. As team members return to the field, they will share their new knowledge with coworkers and also serve as liaisons for NextGen outreach.

Greg's bright idea has now ignited an ATO-wide SPARC and has him on the Leading Edge. Is your idea next?

Tell us what's on your mind. Visit atoleadingedge.com to share your thoughts and ideas. For more information on SPARC go to sparcteam.com.

Making the Connection Across the ATO

The *Making the Connection* training sessions are taking place across the country to give managers an opportunity to:

- Engage with Directors
- Learn more about the ATO's direction
- Discover the resources available to share our vision with their workforce

By the end of the program, more than **3,500 FLMs and 30,000 employees** will have made the connection.

What Gives You a Leading Edge?

"The New Hire initiative has been a great opportunity for me to share my passion for this career. Academy students are filled with ambition, curiosity, and energy for the work we accomplish daily. It is invigorating to quench their thirst for knowledge with information we may now take for granted." *—Miguel Anaya III, ZOA*

"I spend about 70% of my day on the floor listening to what the controllers have to say and then following through on their suggestions. The reward is seeing them react to the solutions they brought forward." *—Scott French, LAX*

"Our management teams need constant and relevant information to overcome the many challenges we face. To help keep you informed, the directors of operations have returned to our field facilities to personally deliver this year's focus items." *—Paul Sheridan, Director, CSA*

"*Atoleadingedge.com* is unique because it demonstrates the agency's willingness to widen internal communications and provides a place for us to engage in two-way conversations about ATO topics of concern. As more of us feel free to express our views, connect, and learn from each other, we will enhance the agency as well as ourselves." *—Sharon Rolschau, MKE*

ATO TOP 5 TIPS

To Keep Gen Y Employees Flying High

- 1 Appreciate:** Let them express themselves and ask for input. They want to be heard
- 2 Mentor:** Don't just give orders, give the reasoning behind them
- 3 Show Impact:** Explain how their work contributes to the team's success
- 4 Open up:** Be honest and share information. They value fairness and ethical behavior
- 5 Use Technology:** Accept new technologies and show you're open to change