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Special Issue

FAA'S NEW PROMOTION PROGRAM

On July 1, 1959 the FAA announced its new Promotion Program in Agency Practice Bulletin 0-16. The new program became effective on that date, and all promotions within the Agency that come under the new program must be made according to the announced procedures.

In keeping with its policy to keep all FAA employees informed of internal developments, the FLY-BY staff has prepared this special issue on the new promotion program.

PROMOTION POLICY

It is the policy of the FAA that, in consideration of the present and future needs of the service, full utilization will be made of employee skills and potential. FAA employees will be given first consideration for promotion to positions for which they are qualified. Selections for promotion will be made on the basis of merit, fitness and qualifications. No discrimination shall be exercised because of race, creed, national origin or lawful political affiliation. This policy does not restrict the right of FAA to fill positions by methods other than by promotion of its own employees when it appears that the best qualified candidate available can be obtained from other sources.

QUESTION: Is a promotion considered to be a reward or an award?

ANSWER: No. You will notice that the Government Employees Incentive Awards Act does not spell out promotion as one of the awards agencies can make in recognition of employee performance, special acts and services. Today's personnel managers look upon

promotions as a means (and quite often the best one) to fill vacancies with the best qualified people. The Incentive Awards Act does, however, require agencies to consider an employee's awards record when he is being considered for promotion.

QUESTION: If promotions are not awards, does it then follow that employees will not get them simply because they deserve them?

ANSWER: It depends on how one defines the word "deserve." If you mean that an employee has worked hard on his job, this in itself (though highly commendable and desirable) is not enough to guarantee promotion. That same employee must demonstrate ability to perform at the next higher level and must have the necessary qualifications for the higher level job.

OBJECTIVES OF THE FAA PROGRAM

The objectives of the FAA promotion program are to fill all positions with the best qualified persons available; to attract and retain highly qualified employees; to promote a high level of employee performance and satisfaction, and to provide opportunity for the progressive development of employees.

QUESTION: When will vacancies be filled by promotion?

ANSWER: The great majority of jobs in the Agency come under the new merit promotion program. When a vacancy exists, the Agency's policy is to fill the job by promotion when it is obvious that

the best qualified candidate for the position is already on the rolls of the Agency. When the best interest of the FAA can be served by outside recruitment, the appointing officer may recruit from another Agency or outside the Federal Service. Outside recruitment is authorized, however, only when justified by the facts in individual cases of vacancies.

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NEWS FLASHES--

- Dr. James L. Goddard has been appointed FAA's first Civil Air Surgeon. Complete story will appear in August FLY-BY.
- The Washington International Airport, under construction at Chantilly, Virginia, has been named by Executive Order the "Dulles International Airport." Feature story on this airport appeared in May issue of FLY-BY.
- No news yet on the Agency seal. The matter is still before the Fine Arts Commission.
- The Washington National Airport has just been awarded the FAA's top occupational safety award. Story will appear in August issue.
- A revised FAA Employee Handbook has just gone to the printers and should be ready for distribution early in the fall.

QUALIFICATION STANDARDS

Qualification standards for vacant positions will be reasonable and practicable, and will be applied equitably to all candidates.

The qualification standards prescribed by the Civil Service Commission will be the minimum requirements for promotion. When additional requirements are necessary because of the duties and responsibilities of the vacant position, they will be determined jointly by the supervisor (of the vacancy) and the Personnel office and established in writing prior to the advertising of vacancies.

Requirements established in excess of minimum qualification requirements may include experience which is specific in nature and essential to the position; successful completion of training which is considered necessary for satisfactory performance in the position; familiarity with certain equipment or procedures acquired through previous assignments or understudy training; special skills or aptitude as measured by written examination or performance test; potential for future advancement, and supervisory ability or potential.

QUESTION: Will it be possible for the qualification standards for a particular vacancy to be so written that only a particular favored candidate will qualify?

ANSWER: You will notice that when qualification standards are written in excess of the Commission's minimum standards, such excess qualification requirements will be determined jointly by the supervisor of the vacancy and the Personnel Office--and established in writing prior to the advertising of the vacancy. This is definitely a major employee protection.

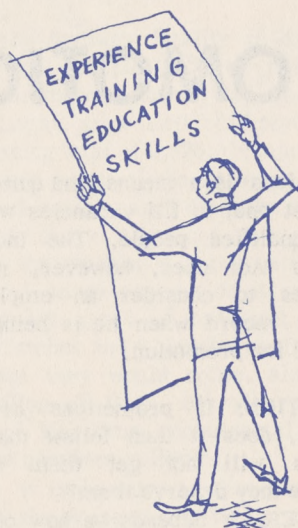
EVALUATION FACTORS

Evaluation methods will be reasonable and practicable and will be applied fairly and equitably to all candidates. Factors used in evaluating qualifications of candidates for promotion to vacancies are:

1. ability to meet the requirements of experience, training or education
2. eligibility on specific written tests where required
3. ability to meet standards of skills proficiency such as operation of machines or equipment, vehicles or other special skills as indicated by success on performance or information tests, possession of appro-

priate licenses or special skills certifications

4. ability to meet other special requirements essential to basic eligibility which stem from legal or administrative requirements such as the Whitten Amendment time-in-grade requirements, serving under an appointment from which promotion may be made, and special conditions relating to overseas employment. Employees who meet all the screening requirements are considered to be at least minimally qualified
5. ability to meet physical and environmental requirements for the position.



SCREENING AND RANKING

The qualifications of all candidates for promotion and in-grade candidates seeking reassignments are screened by the appropriate Personnel Office to assure that they meet the announced requirements of the vacant position. In screening employee qualifications, consideration is given to incentive awards received within the previous two years and to current "Outstanding" performance ratings. Familiarity with operations in itself will not be considered sufficient to qualify persons for promotion to positions which involve supervisory duties, public contact, or effective personal relationships. When possession of personal characteristics is essential to the position, they will be a factor of consideration.

Promotion candidates who meet the announced requirements and criteria are ranked under two categories, "Well Qualified" and "Qualified" on promotion lists which are forwarded to the

selecting officials. Candidates who do not meet the criteria for "Well Qualified" and "Qualified" are not referred to the selecting officials. The inclusion of promotion candidates on the lists is determined by the ratings recorded on the current Employee Promotion Appraisal form.

QUESTION: What is the Employee Promotion Appraisal form?

ANSWER: Once a year each employee is rated under the Agency's Employee Promotion Appraisal program. He is rated by his immediate supervisor and by the supervisor next in line who has first-hand knowledge of the employee. Each rating is prepared independently and is documented on the Employee Promotion Appraisal form.

QUESTION: What kind of rating is used?

ANSWER: The employee is rated as to his potential for promotion and his supervisory suitability. There are five levels of rating, known as "quality levels." The lowest rating an employee can get is 1 and the highest is 5. For example, an employee may get a 3 as to "Promotability" and a 4 as to "Supervisory Suitability."

QUESTION: What do these numbers mean?

ANSWER: Promotability: 5--outstanding candidate for promotion; 4--very good prospect for promotion now; 3--good promotion material; 2--no major strengths or weaknesses; and 1--has reached peak of performance at present level.

Supervisory Suitability: 5--very well qualified for supervisory assignment; 4--good potential for supervisory assignment; 3--shows aptitude for supervisory responsibility; 2--no major strengths or deficiencies; and 1--little or no interest or aptitude for supervisory responsibilities.

QUESTION: Is the employee informed as to his rating?

ANSWER: No, this information is administratively restricted. There is no restriction, however, on the employee's discussing his strengths and weaknesses with his supervisor.

QUESTION: When is each employee rated on the Promotion Appraisal form?

ANSWER: The exact time during the year varies according to location (and grade in some instances). For all positions at GS-13, and above, the forms

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must be completed and forwarded to the Washington Personnel Division not later than October 1st of each year. For field positions at Grade GS-12 and below, the forms must be completed by November 1. These forms are kept in the Regions. For Washington positions at GS-12 and below, forms must be completed by October 1.

QUESTION: Why are the forms for field positions at GS-13 and above forwarded to Washington?

ANSWER: Because vacancies at GS-14 and above come under the National Promotion Plan, and centralized records must be available on GS-13 employees qualified to bid on NPP vacancies.

QUESTION: What rating must one achieve to get in the "Well Qualified" group?

ANSWER: For non-supervisory vacancies, the employee must have been rated 4 or 5 on "Promotability" by all supervisors. For supervisory vacancies, the employee must have been rated 4 or 5 on "Promotability" and "Supervisory Suitability" by all supervisors.

QUESTION: What rating must one achieve to be considered "Qualified?"

ANSWER: For non-supervisory vacancies, the employee must have been rated 2 or 3 on "Promotability" by all supervisors. For supervisory vacancies, the employee must have been rated 2 or 3 on "Promotability" and "Supervisory Suitability."

QUESTION: Employees are permitted to file for vacancies at the same grade level for jobs that are more interesting or offer greater opportunity for advancement. How are such in-grade candidates ranked and referred to the selecting official?

ANSWER: Employees who occupy positions at the same grade level as the advertised vacancy will be listed separately from promotion candidates. The in-grade candidates will not be ranked in "Well Qualified" and "Qualified" categories, but their names will be referred to the selecting official if they meet the qualification requirements for the position.

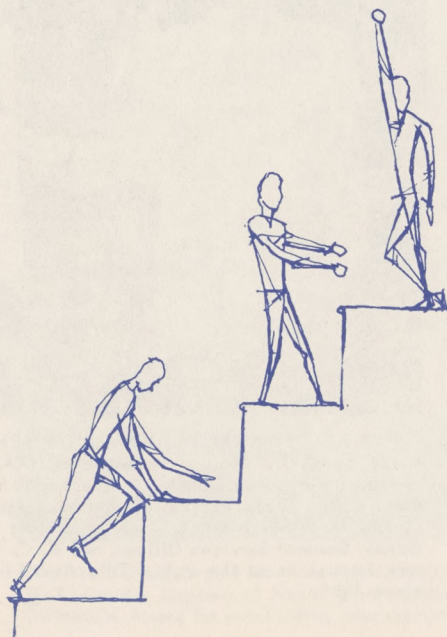
QUESTION: Will vacancies be advertised to all employees?

ANSWER: Vacancy announcements receive the following distribution: Under the National Promotion Plan--throughout the entire FAA; under the Washington Promotion Plan--throughout the Washington Office, OIC field activities, and in such Regions and field organiza-

tions as may be necessary to obtain sufficient qualified candidates. Vacancies at grades GS-12 and GS-13 in the Washington offices shall be announced in Regions 5 and 6, the Aeronautical Center, NAFEC, and the Washington National Airport; under the Field Promotion Plan--vacancies in Regional Headquarters and subordinate field installations are announced on a region-wide basis. Vacancies in Other Major Field Organizations are announced within the organization. However, the announcements may be extended to other jurisdictions if the position cannot be filled otherwise. The normal area of consideration for the FPP will be all activities serviced by the same Personnel Office. However, where an individual field activity provides equitable opportunity for advancement for specific occupations, and the number of qualified employees in the activity assures a selective choice from among candidates, the activity may be considered a separate area of consideration for those occupations and the vacancies announced only within that area.

QUESTION: When an employee bids on a particular vacancy, will he be told at a later date whether or not he was selected?

ANSWER: Naturally he will know if he was selected. The non-selects will not be notified personally. The Selection Lists that are circularized regularly announce those who have been selected to fill vacancies under the Promotion Program. When the name of the selected employee is announced, all others who submitted bids will then know they were not selected.



RELEASE OF EMPLOYEES WHO ARE SELECTED FOR PROMOTION

When a promotion involves a move from one geographic location to another, the selected employee shall be released for his new assignment not later than 30 calendar days after his Personnel Office has received notification of his selection. If no change in geographic location is involved, the employee shall be released at the beginning of the pay period following the date his Personnel Office received the notification of selection, provided at least 10 working days intervene between the two dates. Other arrangements may be made by mutual agreement between the receiving and releasing offices.

COVERAGE OF THE FAA PROMOTION PROGRAM

The provisions of the promotion program apply to all FAA departmental and field positions in the competitive service which are filled by promotion. Positions in the excepted service and temporary, part-time and intermittent positions are not included in the promotion program. Other exclusions are: re-classifications--when a position is reclassified upward as a result of a change in standards or to correct a classification error; upgradings--when the duties performed by an employee over a significant period of time warrant the establishment of a higher grade new position; Executive Development and CSC Approved Training Programs--employees who satisfactorily complete a training program or an Executive Development Agreement approved by the Civil Service Commission will be promoted to the position contemplated by the agreement without consideration of other employees; re-employment--when former positions have been reclassified upward or when records show selection for promotion in absentia, employees exercising re-employment rights may be restored to the higher level position without having to compete with other employees; temporary promotions--employees promoted for 90 days or less need not be selected under a promotion plan; and outside recruitment--when a written and approved justification authorizes the selecting official to recruit outside FAA.

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ADMINISTRATION OF THE FAA PROGRAM

A National Promotion Board has been established within the Agency to exercise general supervision over all FAA Promotion Plans. The Board consists of the Assistant Administrator for Personnel and Training, the Chief of the Personnel Division, the Directors of the Bureaus of Flight Standards, Facilities, Air Traffic Management, Research and Development, and the Chief of the Office of International Coordination. The NPB reviews and evaluates the operation of the FAA Promotion Plans, resolves specific problems referred to it, and considers proposed revisions and recommends adjustments to assure that the basic principles of the promotion policy are observed.

The Field Promotion Plans are administered by the appropriate Personnel Office with the advice and counsel of a Field Promotion Board. In each Region and major field organization, the Regional Administrator or head of the major field organization (or his designated representative) serves as Chairman of the Board. All Division Chiefs are members of the Board, and a minimum of three members constitutes a quorum. The Personnel Officer serves as Board Secretary. The FPB exercises the same responsibilities in regard to the field promotion program as the NPB exercises for the overall agency program, and also makes appropriate recommendations to the NPB for necessary revisions.

QUESTION: May employees complain to the Promotion Boards and file formal grievances with them?

ANSWER: No. All grievances arising under the Agency's Promotion Program must be channeled through the Agency's normal grievance procedures. The Promotion Boards have no adjudicating authority. However, the FAA Board of Grievance Review may from time to time consult with the Promotion Boards in handling employee promotion grievances.

FAA'S FOUR PROMOTION PLANS

The FAA merit promotion program is composed of four promotion plans, which are:

Executive Promotion Plan (EPP): Includes all positions in the Washington Headquarters and in the regional offices and field organizations whose incumbents report directly to the Administrator; deputies to these positions; and

Assistant Regional Administrator positions.

National Promotion Plan (NPP): Includes all positions, regardless of location, at grade GS-14 and above, and positions of Chief or Deputy of a Division or Branch Chief at grades GS-12 and GS-13 except authorized exclusions and positions filled under the EPP.

Washington Promotion Plan (WPP): Includes all positions at GS-13 and below in the Washington office (including positions in the Office of International Coordination) except authorized exclusions and positions coming under the EPP and the NPP.

Field Promotion Plan (FPP): Includes all positions at Grades GS-13 and below under the jurisdiction of the Regions or other major field organizations, except authorized exclusions and positions coming under the EPP and the NPP.

MESSAGE TO ALL EMPLOYEES

The FAA Promotion Program does not guarantee promotion to anyone. It is the employee's responsibility to prepare himself for promotion to the extent that

he is able to do so--to do his present job to the best of his ability and to take advantage of training and developmental opportunities both on and off the job.

It is also the employee's responsibility to be alert to opportunity within the Agency and to bid only on those vacancies (1) for which he sincerely believes himself qualified, and (2) which he would accept if offered him. Otherwise, the machinery of the program will become bogged down with unnecessary paperwork.

To make the new FAA Promotion Program work--and to give everyone an opportunity to share in its benefits--will require everyone's carrying out his own responsibilities under it, from the National Promotion Board down to the very last employee.

**THE MAN WHO DOES ONLY
WHAT IS REQUIRED OF HIM
TURNS HIS JOB INTO A PRISON
-- HE WHO DOES MORE CLEARS
THE WALLS OF HIS PRISON IN
A SINGLE BOUND.**

FAA ACCEPTS SAFETY AWARD



FAA ACCEPTS SAFETY AWARD ON BEHALF OF CAA-- On May 12, 1959 Secretary of Commerce Lewis L. Strauss presented to FAA, on behalf of the former CAA, a Safety Award in recognition of an outstanding Occupational Safety Program, with a substantial reduction of accidents during 1958. The award was accepted by the following FAA officials who appear in the picture (l. to r.): Alan L. Dean, Assistant Administrator for Management Services; Lewis N. Bayne, General Services Officer, and W. C. Thompson, FAA Occupational Safety Officer. Secretary Strauss is at the right. This Award is the third Occupational Safety Award given to CAA since 1955.