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Administrator Approves Project Straight-Line

On September 2, 1961, Administrator E. R. Quesada approved application of the Project Straight-Line pattern of operations to Regions I through IV. In the April, 1960 Special Issue of FLY-BY, a detailed description was given of the "Cleveland Experiment." This was a six-week trial period within the Cleveland Air Route Traffic Control Center Area during which Air Traffic Management, Facilities Maintenance and Materiel, and Bureau of Flight Standards Flight Inspection and Procedures activities were conducted under an Area concept of administration which decentralized many Regional responsibilities to a new and lower echelon of organization.

At the same time, there was brought about a consolidation of traditional elements of the maintenance field organization at the Area level. Adjustment to the revised pattern of field operations is to be accomplished by the end of June, 1961.

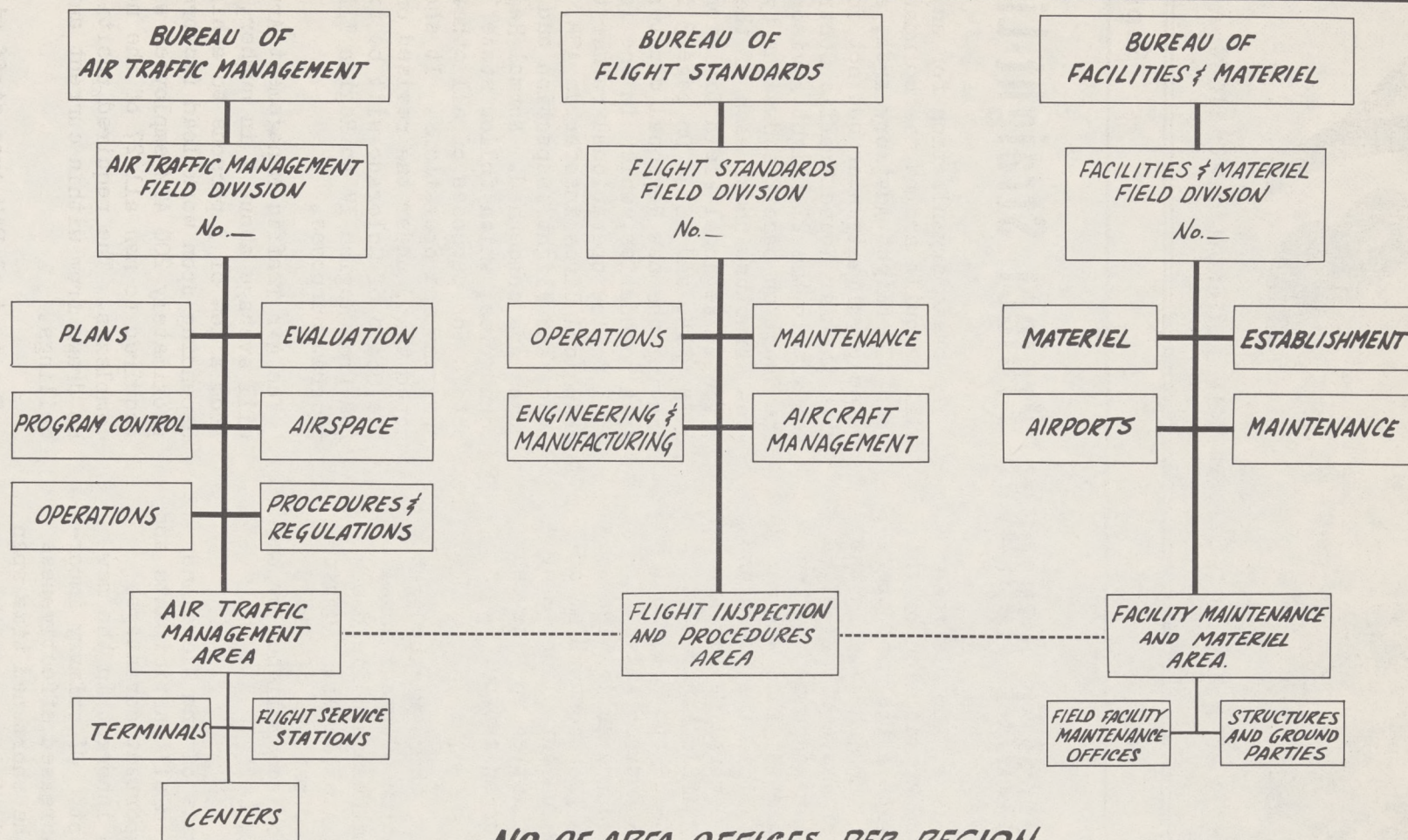
Intensive analysis of the Cleveland trial run convinced all participants and observers that important advantages and benefits were inherent in the new operational concept. Of primary importance were the increased effectiveness of supervision, the shortened time span for making local decisions, and the relief of Regional staff from the burden of involvement in the details of day-to-day management of field facilities and offices.

The basic organization for an Area will be built around the boundaries of each ATM Flight Advisory Area, and located physically near but not co-located with the Air Route Traffic Control Center within the 27 Flight Advisory Areas. The Chart on page 2 shows the typical Area structure under each of the three affected Regional Field Division Chiefs (ATM, F&M, and FS). On page 3 is a map showing the new Regional clusters of Area boundaries, which in the future will follow operational rather than geographical lines insofar as ATM, Maintenance, and Flight Inspection and Procedures are concerned. Normal Regional boundaries, which follow state lines, obtain for purposes of all other Agency programs and operations. It should be noted that, under the revised organization, the State of Colorado will be transferred from Region IV to Region III for all program purposes.

The Air Traffic Management Area staff will average about 7 in number, ranging from a low of 3 persons to a high of 14, depending upon work load factors. Approximately 200 ATM employees will be required to man all 27 of the new Area complexes. The required positions will be drawn from within current authorized ceilings.

The typical F&M Area staff will consist of some 20 employees, ranging in size from 6 to 32, again depending upon work load factors. A total of 552 persons will be required to handle the

STRAIGHT-LINE ORGANIZATION



NO. OF AREA OFFICES PER REGION

Region I	4
Region II	9
Region III	7
Region IV	7
TOTAL	<u>27</u>

STRAIGHT-LINE GEOGRAPHIC ORGANIZATION



Area F&M work load, with about 90% of these being required for the Maintenance activities, with the remaining 10% representing a new group of material and supply technicians who will provide close-in logistic support for the maintenance operation. The majority of the positions required will be obtained by assimilation of existing Airways Technical District Offices, as their functions are taken over by the Area level. Once the new Area pattern is established, Airways Technical Field Offices will be directly supervised by the Area staff.

The Flight Inspection and Procedures operations and services of the Bureau of Flight Standards will also be closely linked with the new Area organization, by realignment of existing relationships at both the Regional and the Flight Inspection District Office levels. Flight Standards' participation in the Cleveland test showed that such realignments were both practical and desirable.

The Cleveland test showed further that there was no need to make basic changes in the manner of providing such supporting services as accounting, budget, personnel, and administrative services. These will continue to flow, in the main, from the Regional offices without the provision of specialized staff at the Area level.

In approving the installation of the Straight-Line concept, the Administrator stressed the significant gains to be realized in reduced span of control and enhanced supervision. For example, in the case of the ATM field organization the four Regional Field Division Chiefs presently have 588 ATM facility level supervisors directly reporting to the regional level. Under the new pattern, this will be reduced to 27 Area Supervisors, or an average of six per Region. Each Area Supervisor, in turn, will have less than 25 Facility Chiefs under his direct supervision, which is a much more manageable span of control.

In the case of the Maintenance activities of the F&M field organization, there are presently 99 field Chiefs of ATDOs and Structures and Grounds parties reporting to four Regional Branch Chiefs,

and this will be reduced to the 27 Area Maintenance Supervisors.

The Straight-Line mode of operation will also transplant certain Regional functions to the Area level, permitting a reduction in Regional staff and a tapering off of a sharp growth trend in Regional staff for the functions transferred. By placing both supervisory and technical specialist personnel closer to the scene of normal operations, a capability will be created for dealing more effectively with many problems at or near their source, with the full benefit of supervisory guidance from persons intimately familiar with Area conditions and requirements.

Because the ATM, F&M, and FS staffs will be sharing a common office, professional staff and other resources will be grouped in a manner that assures ease of coordination and the taking of joint actions necessary to increased total effectiveness.

The Agency has convened a Steering Committee to plan and to oversee the nationwide installation of the Straight-Line or Area concept of organization and operations. The Office of Management Services, the Office of Personnel and Training, and the Bureaus of Air Traffic Management, Facilities and Materiel, and Flight Standards are all participating in the work of this Committee. Physical and personnel moves will begin just as soon as adequate arrangements can be made for space and utilities. In the selection of new locations and office space for the Area level complexes, consideration will be given to accommodating the space requirements of other FAA activities that happen to be located in the near proximity of the new offices, in order to achieve further consolidations and space economies.

Many of the details have not been completely developed and cannot be for some time to come. As the work of the Steering Committee progresses, and as Bureaus and Offices move into the action phase of this project, we will keep you informed of important developments through FLY-BY and other Agency issuances.