

DOT/FAA/AM-04/23  
Office of Aerospace Medicine  
Washington, DC 20591

# Employee Attitudes Within the Air Traffic Organization

Carla A. Hackworth<sup>1</sup>  
Crystal E. Cruz<sup>1</sup>  
Dan G. Jack<sup>2</sup>  
Scott Goldman<sup>1</sup>  
S. Janine King<sup>2</sup>

<sup>1</sup>Civil Aerospace Medical Institute  
Federal Aviation Administration  
Oklahoma City, OK 73125

<sup>2</sup>Omni Corporation  
P.O. Box 25082  
Oklahoma City, OK 73125

December 2004

Final Report

This document is available to the public through:

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U.S. Department  
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**Federal Aviation  
Administration**

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**Technical Report Documentation Page**

1. Report No. DOT/FAA/AM-04/23		2. Government Accession No.		3. Recipient's Catalog No.	
4. Title and Subtitle Employee Attitudes Within the Air Traffic Organization				5. Report Date December 2004	
7. Author(s) Carla A. Hackworth, <sup>1</sup> Crystal E. Cruz, <sup>1</sup> Dan G. Jack, <sup>2</sup> Scott Goldman, <sup>1</sup> and S. Janine King <sup>2</sup>				6. Performing Organization Code	
				8. Performing Organization Report No.	
9. Performing Organization Name and Address <sup>1</sup> FAA Civil Aerospace Medical Institute P.O. Box 25082 Oklahoma City, OK 73125		<sup>2</sup> OMNI Corporation P.O. Box 25082 Oklahoma City, OK 73125		10. Work Unit No. (TRAIS)	
				11. Contract or Grant No.	
12. Sponsoring Agency name and Address Office of Aerospace Medicine Federal Aviation Administration 800 Independence Ave., S.W. Washington, DC 20591				13. Type of Report and Period Covered	
				14. Sponsoring Agency Code	
15. Supplemental Notes Work was accomplished under approved subtask AM-B-03-HRR-522.					
16. Abstract In 2003, the Federal Aviation Administration established an air traffic performance-based organization called the Air Traffic Organization (ATO). The purpose of this paper was to combine data from the former ATS, ARA, and AOZ organizations from the 2003 Employee Attitude Survey (EAS) into the appropriate post-ATO service units to establish a baseline for comparison with future EAS results. Of the 48,900 surveys that were mailed to FAA employees in 2003, 22,720 (46%) were considered valid returns. Of these, 15,233 fit into the new ATO structure. Items from the survey that corresponded to the ATO management team core values of integrity and honesty, accountability and responsibility, commitment to excellence, commitment to people, and fiscal responsibility were summarized for each service unit within ATO. Results indicated that the operations service units (En Route and Oceanic, Terminal, Flight Services, System Operations, and Technical Operations) generally reported fewer favorable responses on most survey items related to the core values. This was particularly true for the items related to integrity and honesty, accountability and responsibility, and commitment to people. It is important to note that the operations service units make up the bulk of ATO personnel. One area in which the operations service units were more positive than the support service units related to workgroup knowledge and skills, where positive ratings were quite high for all ATO service units, indicating that ATO employees believe their co-workers have the knowledge and skills to be effective in their jobs. These data illuminate the areas that should be targeted for intervention through specific action plans and well-defined communication plans and provide a baseline for comparison to future EAS administrations.					
17. Key Words Employee Surveys, Survey Feedback, Air Traffic			Document is available to the public through the Defense Technical Information Center, Ft. Belvoir, VA 22060; and the National Technical Information Service, Springfield, VA 22161.		
19. Security Classif (of this report) Unclassified		20. Security Classif (of this page) Unclassified		21. No. of Pages 18	22. Price



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# EMPLOYEE ATTITUDES WITHIN THE AIR TRAFFIC ORGANIZATION

## INTRODUCTION

In the past few years, there have been concerted efforts within the Federal Aviation Administration (FAA) to control operating costs and improve efficiency and safety while increasing customer satisfaction. The American Customer Satisfaction Index (ACSI, 2003) was developed to baseline customer perceptions of air traffic professionalism and safety. In an effort to provide improved services at lower costs, the FAA took several steps to change their business practices. This included introducing a new performance appraisal system, converting many employees to the Core Compensation pay system, and establishing an air traffic performance-based organization (PBO) called the Air Traffic Organization (ATO).

A PBO is designed to link accountability with clear objectives, measurable performance goals, and customer service standards. A PBO aims for improved performance while managing for results. (See Web site [www.ato.faa.gov] for *What is a PBO.*) Along with the creation of the new PBO, there were simultaneous changes in the documentation of organizational costs and a reduction in the layers of management within the ATO. These changes were intended to provide managers with better tools to track costs and spending, and establish a closer link between employees and ATO executives. (See Web site [www.ato.faa.gov] for *ATO Implementation Strategy.*)

The creation of a performance-based organization required the merger of more than 37,000 FAA employees into air traffic service units. The ATO was established in November 2003 by combining Research and Acquisitions (ARA) and Air Traffic Services (ATS) with a staff organization, Free Flight (AOZ).<sup>1</sup> The resulting ATO includes ten service units:

1. Finance (ATO-F),
2. Acquisition and Business Services (ATO-A),
3. Safety (ATO-S),
4. Operations Planning (ATO-P),
5. Communications (ATO-C),
6. Terminal (ATO-T),
7. En Route and Oceanic (ATO-E),
8. Flight Services (ATO-D),
9. System Operations (ATO-R), and
10. Technical Operations (ATO-W).

The first five units provide support functions, whereas the latter five accomplish operational functions (see www.ato.faa.gov for "ATO Implementation Strategy" version 1.3).

As a result of the re-organization into a PBO, many employees may have experienced a number of changes in their work environment, supervisory chain of command,

and expectations in job functions. Due to the fairly prescribed job role of employees in the field (e.g., air traffic control), these changes have likely been more dramatic for the support service units located at headquarters than for the operations service units located in the field. Given the difficulties inherent in organizational change, the ATO transition staff has made efforts to communicate with managers about how changes will be implemented, how those changes will affect all involved, and what the new expectations will be for each service unit within the ATO (see www.ato.faa.gov for "Workshops are Helping Managers Help Us: Understanding Change and Moving Forward").

Changes in an organization, however, can hamper relations between employees and management. Morgan and Zeffane (2003) found in their analysis of more than 19,000 employees that organizational change at the structural level (i.e., restructuring of divisions) was related to reduced trust in management. However, not all findings were negative. For example, when employees perceived that supervisors or higher-level management had directly consulted employees about the organizational changes, there was a positive relationship with trust in management.

One vehicle used by the FAA to assess the impact of organizational change is the Employee Attitude Survey (EAS), formerly known as the Employee Survey or the Job Satisfaction Survey (JSS). This survey has been administered to FAA employees nine times beginning in 1984. The most recent EAS measured employee attitudes toward job satisfaction, satisfaction with compensation, organizational commitment, confidence in management, performance management, and work environment. The survey was administered in September 2003, prior to the creation of the ATO. In this paper, we provide a baseline for employee attitudes within each service unit of the ATO so that areas of interest can be tracked for this newly formed organization.

Based on the results of the EAS 2000 survey, the ARA Management Team (ARAMT) identified core values they felt could support or hinder the achievement of ARA organizational goals. The new ATO Executive Council (ATOEC) adopted the core values (Table 1) identified by the ARAMT, and data from the EAS regarding the core values will be used by the ATOEC to establish focus areas that will be addressed during the interim years of the EAS.

**Table 1. Crosswalk of ATO Core Values With Selected EAS Items\*\***

Core Values	Behaviors	EAS 2003 Items
<p><b>Integrity and Honesty</b></p> <p>Essentially, this value says we will play it straight. We will say what's on our minds, and we will be willing to offer frank commentary when it is needed. And most importantly, we will do what we say we are going to do.</p>	<ul style="list-style-type: none"> <li>• Communicate the commitment</li> <li>• Be honest</li> <li>• Do the right thing</li> <li>• Challenge each other</li> <li>• Support each other</li> <li>• Take ownership of ATOEC decisions</li> <li>• Do what you say you are going to do</li> <li>• Approve programs consistent with available funds/resources</li> </ul>	<p>Item 23: Some employees may be hesitant to speak up for fear of retaliation.*</p> <p>Item 24: It is generally safer to say that you agree with management even when you don't really agree.*</p> <p>Item 25: We are encouraged to express our concerns openly.</p> <p>Item 28: Conflicts and differences in my organization are brought out and managed rather than avoided or worked around.</p> <p>Item 70: Supervisors where I work trust employees.</p>
<p><b>Accountability and Responsibility</b></p> <p>This value involves taking the broad view, the corporate view if you will, and getting behind the agency's mission. It is more than just caring about our own service unit. Rather, it is about understanding the agency's overall mission and making sure we do our part to see that it is accomplished.</p>	<ul style="list-style-type: none"> <li>• Take a corporate view and act honestly</li> <li>• No turf issues</li> <li>• Make decisions with a corporate view</li> <li>• Honor commitments</li> <li>• No passing the buck</li> <li>• Address and manage conflicts</li> <li>• Commit to and regularly state our mission</li> <li>• Commit to the organizational goals</li> </ul>	<p>Item 74: Corrective actions are taken to deal with nonsupervisory employees who perform poorly.</p> <p>Item 75: Corrective actions are taken to deal with supervisors or managers who perform poorly.</p> <p>Item 88: Managers and supervisors in my organization are held accountable for achieving important agency goals.</p> <p>Item 89: Nonsupervisory employees in my organization are held accountable for achieving important agency goals.</p>
<p><b>Commitment to Excellence</b></p> <p>Excellence is demanding a high quality of performance from us and from others. It is about setting a high standard and living up to it. It is more than just trying; it is about really accomplishing what we set out to do. It involves professional quality work, recognizing that if we don't know how to do something, we need to ask for help and learn how.</p>	<ul style="list-style-type: none"> <li>• Come prepared</li> <li>• Play full out</li> <li>• Do the right thing the first time</li> <li>• Accept responsibility and consequences for our actions</li> </ul>	<p>Item 21: In my organization, there are service goals aimed at meeting customer expectations.</p> <p>Item 22: In my organization, managers show commitment to customer support through their actions.</p> <p>Item 76: Communications with my supervisor about my performance have helped clarify what is expected from me in my job.</p> <p>Item 78: I am clear about how "good performance" is defined in my organization.</p> <p>Item 79: My organization has clearly communicated the connection between my individual performance goals and my organization's performance goals.</p>

**Table 1 (continued).** Crosswalk of ATO Core Values With Selected EAS Items\*\*

Core Values	Behaviors	EAS 2003 Items
<p><b>Commitment to People</b></p> <p>This value covers several different themes. First, it involves a commitment to recognize that the ATOEC is made up of many different people – each with their own perspectives and experiences. It involves a commitment to treat each other with civility and fairness. It also involves taking an interest in one another. We should be concerned if someone is having difficulty in their personal life or needs our help.</p>	<ul style="list-style-type: none"> <li>• Treat people fairly</li> <li>• Accept the differences in the management team</li> <li>• Listen to different views</li> <li>• Balance valuing different views with actions taken</li> <li>• Provide honest feedback</li> <li>• Take a personal interest in each other</li> <li>• Support each other</li> <li>• Develop the workforce to meet the needs of the organization</li> </ul>	<p>Item 11: Overall, how satisfied are you with the recognition you receive for doing a good job?</p> <p>Item 14: It's pretty common to hear "job-well-done" within my organization.</p> <p>Item 15: Promotions in my organization are given to those who are well qualified.</p> <p>Item 16: Recognition and rewards are based on merit.</p> <p>Item 64: Within the past 2 years, I have seen positive change in the emphasis that the FAA places on managing people.</p> <p>Item 66: My organization has a real interest in the welfare and satisfaction of those who work here.</p> <p>Item 69: People in my organization get the credit they deserve for the work they do.</p>
<p><b>Fiscal Responsibility</b></p> <p>(No description available.)</p>	<p>(No behaviors available. Items were chosen that dealt with communication, metric collection, and skill set.)</p>	<p>Item 80: Information collected on my workgroup's performance is used to improve my workgroup's performance.</p> <p>Item 90: Policies affecting my work are communicated adequately.</p> <p>Item 97: My workgroup has the knowledge and skills to be effective in their jobs.</p>

\* Item reverse scored.

\*\* Table 1 was adapted from a table provided by Jack Jackson via E-mail, May 2004.

## METHOD

During September 2003, approximately 48,900 surveys were mailed to all FAA employees at their work addresses. A total of 22,720 valid surveys were returned. Of those, 15,233 were from respondents who were subsequently transitioned into the ATO (Table 2). With guidance from points of contact (POCs) within the restructured organizations, the data were combined into the ATO service units.<sup>2</sup> This was accomplished by categorizing data into the designated ATO service units by using routing symbols provided on the EAS 2003. In most cases, entire organizations were moved into a single ATO service unit, but occasionally this was not possible. In cases where the EAS organization did not exactly match the organizational structure for ATO, placement decisions were made based on feedback from the POCs. The pre-ATO routing symbols that make up each of the newly created ATO service units are presented in Appendix A.

Table 2 presents the resulting breakout of the respondents within each of the ATO service units. The majority of the ATO is made up of operations service units (i.e., ATO-D, -E, -R, -T, and -W). Similarly, the majority (94%) of respondents were from the operations service units. These employees are located in a variety of facility types across the country, including large en route centers, large and small air traffic control TRACONS and towers, and other operations facilities. The support service units, on the other hand, make up a much smaller proportion of the ATO and, as in the case of ATO-S, may be located entirely at FAA headquarters.

After the creation of the new dataset, percent positive values were generated for each of the EAS 2003 ATOEC core value items by summing the top two response anchors (i.e., *agree* and *strongly agree* for agreement items or *somewhat satisfied* and *very satisfied* for satisfaction items). In the case of a reverse-scored agreement item, the lowest two response anchors (i.e., *disagree* and *strongly disagree*) were summed. No satisfaction scale items were reverse scored.

**Table 2.** Number of Responses Within the Air Traffic Organization Service Units\*

Service Unit	Frequency	% of ATO Respondents
ATO-F	32	0.2
ATO-A	244	1.6
ATO-S	50	0.3
ATO-P	537	3.5
ATO-D	1,320	8.7
ATO-E	2,738	18.0
ATO-R	134	0.9
ATO-T	5,024	33.0
ATO-W	5,154	33.8

\*If employees did not identify their work unit or facility on the EAS 2003 demographics, their data could not be transitioned into the new ATO dataset.

## RESULTS

Aspects of each of the ATOEC core value areas are discussed. Percent-positive results for the core value items are presented in Table 3 for the ATO overall and for employees within each of the service units. The ATO EAS POCs determined that items at 40% or below require a plan of action for improvement, while items with scores of 55% or greater indicate areas of strength and are being documented in a best practices library. The range of positive responses for the component items of each core value is presented for the ATO overall. Additionally, ATO service units with the highest and lowest percent-positive responses on each item are noted. Keep in mind that differences of one or two percent are negligible.

**Integrity and Honesty.** This core value underlines the importance of honoring commitments, ensuring a communication climate where employees feel safe to express their concerns, and providing honest feedback. Table 3 shows that across the five items within the core value of integrity and honesty, percent-positive rates for the ATO overall ranged from a low of 20% positive for *conflict management* (item 28) to a high of 40% positive that *supervisors trust employees* (item 70). These data are comparable to the FAA as a whole; with 22% positive for *conflict management* and 42% positive for *supervisors trust employees*. However, the ATO service units were varied in their beliefs. ATO-D had the lowest percent-positive rate for item 23, *fear of retaliation* (22%), and ATO-D and ATO-A shared the lowest percent-positive rate for item 24, *safer to agree with management* (30%, respectively), while ATO-E employees had the lowest percent-positive rates for items 25, 28, and 70, *encouraged to express con-*

*cerns* (28%), *conflict management* (13%), and *supervisors trust employees* (31%). ATO-S, a much smaller unit in comparison, had the highest percent-positive rates on four of the five items (i.e., item 23, 36%; item 24, 36%; item 25, 62%; and item 28, 40%). ATO-F respondents had the highest positive rate for item 70, *supervisors trust employees* (59%).

**Accountability and Responsibility.** This core value related to holding employees accountable for performing assigned tasks and taking corrective actions to deal with poor performers. ATO percent-positive scores ranged from 14% to 33% over the four items in this core value. These results suggest that dealing with poor performers is an issue for the ATO as a whole. Overall, more respondents reported that *corrective actions are taken to deal with poorly performing nonsupervisory employees* (item 74; 20%) than with supervisors or managers (item 75; 14%). These data are consistent with the pattern of results for the FAA as a whole. No distinction was made between nonsupervisors and management with regard to *being held accountable for achieving important agency goals* in that both items 88 and 89 received endorsement from 33% of ATO respondents. Two of the support service units, ATO-F and ATO-S, had the lowest percent positive for items 74 (13%) and 75 (4%), respectively, while ATO-E had the lowest percent positive for items 88 (24%) and 89 (27%). The highest percent-positive rates, however, were again provided by employees within the support service units, with ATO-S being the highest for items 74 (28%), 88 (57%), and 89 (53%), and ATO-F being the highest for item 75 (22%).



**Table 3. Percent Positive Response Rates for Core Value Items by ATO Service Unit**

Core Values and Items	ATO Overall	Support Service Units				Operations Service Units				
		ATO-F	ATO-A	ATO-S	ATO-P	ATO-T	ATO-E	ATO-D	ATO-R	ATO-W
<b>Integrity and Honesty</b> Item 23: Some employees may be hesitant to speak up for fear of retaliation.* Item 24: It is generally safer to say that you agree with management even when you don't really agree.* Item 25: We are encouraged to express our concerns openly. Item 28: Conflicts and differences in my organization are brought out and managed rather than avoided or worked around. Item 70: Supervisors where I work trust employees.	<b>26.21</b>	31.25	26.36	36.00	31.71	25.35	25.62	21.70	30.08	27.70
	<b>31.20</b>	31.25	30.00	36.00	33.83	32.09	30.72	29.77	30.83	30.71
	<b>36.83</b>	53.13	45.99	62.00	48.04	34.32	27.99	32.98	42.86	42.83
	<b>19.59</b>	28.13	27.98	40.00	29.03	17.86	13.28	16.43	21.05	23.78
	<b>39.70</b>	59.38	42.32	51.06	53.28	36.94	30.59	32.26	46.97	47.14
<b>Accountability and Responsibility</b> Item 74: Corrective actions are taken to deal with nonsupervisory employees who perform poorly. Item 75: Corrective actions are taken to deal with supervisors or managers who perform poorly. Item 88: Managers and supervisors in my organization are held accountable for achieving important agency goals. Item 89: Nonsupervisory employees in my organization are held accountable for achieving important agency goals.	<b>20.42</b>	12.50	22.27	27.66	16.35	22.57	15.98	25.35	15.27	19.87
	<b>14.38</b>	21.88	15.55	4.35	12.52	14.81	12.57	15.36	11.54	14.93
	<b>32.69</b>	56.25	53.94	57.45	47.44	27.54	23.85	26.45	35.11	40.97
	<b>33.33</b>	37.50	47.93	53.19	42.42	29.38	27.38	29.05	30.77	39.60
<b>Commitment to Excellence</b> Item 21: In my organization, there are service goals aimed at meeting customer expectations. Item 22: In my organization, managers show commitment to customer support through their actions. Item 76: Communications with my supervisor about my performance have helped clarify what is expected from me in my job. Item 78: I am clear about how "good performance" is defined in my organization. Item 79: My organization has clearly communicated the connection between my individual performance goals and my organization's performance goals.	<b>50.08</b>	56.67	65.70	64.00	67.30	46.52	41.80	38.49	52.63	58.13
	<b>38.35</b>	56.25	57.32	56.00	55.18	34.34	26.75	30.85	49.24	47.15
	<b>44.13</b>	34.38	54.73	55.56	53.02	40.76	38.05	45.43	38.64	48.95
	<b>43.63</b>	50.00	52.67	52.17	55.18	42.33	38.63	41.17	40.77	46.48
<b>30.75</b>	31.25	48.35	58.70	46.23	27.28	22.85	24.46	30.53	37.18	

**Table 3** (continued). Percent Positive Response Rates for Core Value Items by ATO Service Unit

Core Values and Items	ATO Overall	Support Function Units				Operations Function Units													
		ATO-F	ATO-A	ATO-S	ATO-P	ATO-T	ATO-E	ATO-D	ATO-R	ATO-W									
<b>Commitment to People</b>																			
Item 11: Overall, how satisfied are you with the recognition you receive for doing a good job?	<b>33.04</b>	43.75	47.28	54.00	55.72	29.60	25.42	24.58	34.59	39.24									
Item 14: It's pretty common to hear "job-well-done" within my organization.	<b>29.62</b>	48.39	48.15	52.00	52.05	26.06	20.57	19.36	29.85	36.98									
Item 15: Promotions in my organization are given to those who are well qualified.	<b>15.60</b>	31.25	27.92	36.73	26.47	11.82	10.76	12.80	14.93	20.61									
Item 16: Recognition and rewards are based on merit.	<b>19.61</b>	29.03	32.37	35.42	35.48	16.77	12.82	16.78	20.45	24.24									
Item 64: Within the past 2 years, I have seen positive change in the emphasis that the FAA places on managing people.	<b>12.75</b>	19.35	24.48	23.40	20.83	11.34	9.29	7.19	12.31	15.83									
Item 66: My organization has a real interest in the welfare and satisfaction of those who work here.	<b>25.65</b>	50.00	38.93	46.81	43.61	22.49	17.57	15.68	37.88	32.35									
Item 69: People in my organization get the credit they deserve for the work they do.	<b>24.26</b>	56.25	42.39	48.94	47.47	19.94	15.12	16.51	25.00	31.53									
<b>Fiscal Responsibility</b>																			
Item 80: Information collected on my workgroup's performance is used to improve my workgroup's performance.	<b>19.34</b>	19.35	29.24	46.67	28.65	16.38	13.22	14.89	18.25	24.94									
Item 90: Policies affecting my work are communicated adequately.	<b>38.19</b>	53.13	53.33	54.00	52.35	34.82	31.83	32.13	38.17	43.96									
Item 97: My workgroup has the knowledge and skills to be effective in their jobs.	<b>71.79</b>	78.13	69.33	86.00	75.28	69.98	71.63	71.89	79.84	72.97									

\*Item is reverse scored.

**Commitment to Excellence.** This core value outlines the importance of delivering excellent service. Across the five items included in this core value, percent-positive values ranged from a low of 31% for *clear communication of performance goals* (item 79) to a high of 50% agreement that there are *service goals aimed at meeting customer expectations* (item 21). Respondents within the operations service units ATO-D and ATO-E provided the lowest rates for four of the five items. ATO-D reported the lowest endorsement regarding service goals (item 21; 38%), while ATO-E reported the lowest agreement for items 22, 78, and 79, *managers show commitment to customer support* (27%), *clear about how "good performance" is defined* (39%), and *clear communication of performance goals* (23%). ATO-F had the fewest individuals indicate that communications with their supervisors have helped *clarify performance expectations* (item 76; 34%). The support service units provided the highest percent-positive response rates: ATO-A (item 22; 57%), ATO-S (items 76 and 79; 56% and 59%), and ATO-P (items 21 and 78; 67% and 55%, respectively).

**Commitment to People.** Recognizing the contribution of fellow employees, extending support to each other, and treating employees fairly are the basic themes of this core value. For the ATO overall, items in this core value ranged from a low of 13% agreement that employees had seen *positive change in the emphasis the FAA has placed on managing people within the past two years* (item 64) to a high of 33% positive for *satisfaction with recognition* (item 11).

When specifically asked if it was *common to hear "job-well-done"* (item 14), ATO employees and FAA employees, as a whole, reported 30% and 35% positive, respectively. These rates are in stark contrast to those provided by ATO-D (19%) and ATO-E (21%). ATO-D and ATO-E provided the lowest percent-positive response rates for *satisfaction with recognition* (item 11; 25%, respectively). ATO-D provided the lowest percent-positive ratings for items 64 and 66, *positive change in emphasis on managing people* (7%) and *interest in employee welfare* (16%). ATO-E was lowest for items 15 and 16, *promotions are given to the well qualified* (11%) and *rewards are based on merit* (13%), as well as for item 69, *people get the credit they deserve* (15%).

Support service unit employees provided the highest percent-positive rates for the *commitment to people* items: ATO-P (item 11; 56%), ATO-P and ATO-S (item 16; 35%, respectively), ATO-S and ATO-P (item 14; 52%, respectively), ATO-S (item 15; 37%), ATO-A (item 64; 24%), and ATO-F (items 66 and 69; 50% and 56%, respectively).

**Fiscal Responsibility.** Efficiently working within a constrained budget is a challenge for many organizations within the FAA. Utilizing metrics to improve performance within the ATO is central to effective operations.

Overall, 19% of ATO employees agreed that information collected on the workgroup was used to improve the *workgroup's performance* (item 80); 38% agreed that *policies are adequately communicated* (item 90), and 72% of ATO employees agreed that *their workgroup had the knowledge and skills to be effective in their jobs* (item 97). Across service units, percent-positive responses for workgroup knowledge and skills ranged from a low of 69% in ATO-A to a high of 86% in ATO-S. ATO-E reported the lowest levels of agreement for item 80 (13%), and ATO-E and ATO-D reported the lowest percent positive for item 90 (32%, respectively), while ATO-S reported the highest levels of agreement on items 80 and 90 (47% and 54%, respectively).

## DISCUSSION

The ATO is a sub-set of the FAA that comprises the majority of the FAA population. As such, their scores on the EAS 2003 are similar in many ways to the FAA overall. Further, the operations service units within the ATO make up the bulk of the ATO and, therefore, have a greater impact on the results of the EAS 2003 than did the support service units. In general, employees within the ATO operations service units reported fewer favorable responses on most of the core value items than did the support service units. This difference has been evident in data obtained from past administrations of the EAS, with individuals closer to operations at headquarters perceiving the organization as functioning better than individuals working in field operations. This was particularly true for items related to integrity and honesty, accountability and responsibility, and commitment to people. Indeed, En Route and Oceanic (ATO-E) and Flight Services (ATO-D) operations personnel provided the lowest percent-positive response rates for the majority of items across all core value areas. Within the past year, the possibility of privatization or contracting out services within some Air Traffic organizations has been a heated point of discussion. It may be that negative responses and comments made on the EAS, particularly within Flight Services, reflect feelings regarding this possibility (King, Cruz, Jack, Thomas, & Hackworth, in press).

Some of the least favorable areas for the operations service units included conflict management, taking corrective action with poorly performing employees (supervisors and non-supervisors), seeing a positive change in the emphasis the FAA has put on managing people in the last two years, promotions going to those who are well-qualified, and recognition and rewards being based on merit. Within the support service units, some of the least favorable areas also included taking corrective actions with poorly performing employees (supervisors

and non-supervisors) and seeing a positive change in the emphasis the FAA has put on managing people in the last two years.

Failing to take corrective actions with poor performers and promoting individuals who are not well qualified creates an environment of unfairness and inequity. Moreover, improved conflict management, fairness in promotions, and correcting poorly performing supervisors and managers would likely be associated with the perception of a positive change in the emphasis the FAA places on managing people.

Each of these represents complex problem areas that must be managed if the ATO is going to be a truly successful PBO. In response to the EAS 2003 results, the FAA administrator recently initiated a program geared at addressing conflicts through the Early Dispute Resolution Center. Additionally, there are concerted efforts by FAA management to examine internal communication within the agency with the assistance of an outside consulting firm (FAA, 2004b). The ATO is also developing its own EAS Action Plan, focusing on improving selected EAS items with positive response rates below 40% and documenting successes (i.e., best practices) for items with positive response rates above 55% (FAA, 2004c).

It should be noted that the data in this report represent a post-hoc consolidation of EAS data for the newly formed ATO. As such, the data were not collected in a way that allowed employees to indicate their ATO service unit or to answer the questions in the context of the ATO. Because of these limitations, caution is warranted in generalizing these data. In spite of this, the data presented here represent the best-possible baseline for comparison to future EAS data for the ATO. The baseline data illuminate areas that should be targeted for improvement through specific action plans and well-defined communications. The next EAS administration is tentatively scheduled for 2006 and may reveal whether employees in the ATO perceive positive or negative changes in their work environment within the targeted areas.

## ENDNOTES

<sup>1</sup> Small numbers of employees from other staff organizations were also included in the reorganization.

<sup>2</sup> ATO-C was not formed by moving entire offices into the new service unit; therefore, CAMI personnel could not create an EAS 2003 dataset for this service unit.

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## APPENDIX A

### The Pre-ATO Routing Symbols That Make Up Each Newly Created ATO Service Unit

The ATO Service Units listed in this appendix are organized by function (i.e., support, operational). Support service units include: Finance (ATO-F), Acquisition and Business Services (ATO-A), Safety (ATO-S), and Operations Planning (ATO-P). Operational service units include: Terminal (ATO-T), En Route and Oceanic (ATO-E), Flights Services (ATO-D), System Operations (ATO-R), and Technical Operations (ATO-W). Following each service unit's acronym are the pre-ATO routing symbols as they appeared on the 2003 Employee Attitude Survey (EAS).

#### **Support Functions**

##### **ATO-F**

AFZ-400  
AOZ-10  
ASD-300  
ATX-300

##### **ATO-A**

AAF-60  
ABZ-1 to 6  
ABZ-200  
ABZ-300  
ACA-1  
AFZ-1 to 7  
AFZ-100  
AFZ-200  
AFZ-300  
ARA-1 to 5  
ASU-1  
ASU-10  
ASU-100  
ASU-200  
ASU-300  
ASU-400  
ASU-500  
ATS-1 to 9  
ATX-100  
ATX-200  
ATX-400  
ATX-500

##### **ATO-S**

AAT-100  
AAT-120  
AAT-130  
AAT-140  
AAT-150  
ACM-1  
ACM-10  
ARI-200  
ATQ-1 to 4  
Axx-1R

##### **ATO-P**

AAR-1 to 10  
AAR-100  
AAR-200  
AAR-400  
AAT-30  
ACB-1  
ACB-100

ACB-200  
ACB-3  
ACB-300  
ACB-400  
ACB-500  
ACB-600  
ACB-700  
ACB-800  
ACF-1  
ACH-1  
ACK-1  
ACM-20  
ACT-1  
ACT-4  
ACX-1  
ACX-20  
ACX-3  
ACX-30  
ACX-4  
ACX-40  
ACX-5  
ACX-50  
ACX-60  
AND-500  
AOZ-40  
ARQ-1 to 3  
ARQ-100  
ARQ-200  
ARQ-300  
ARS-100  
ASC-1 to 200  
ASD-100  
ASD-400  
ASD-500  
ASD-600

#### **Operational Functions**

##### **ATO-T**

510 FSDPS  
A11  
A80  
A90  
ABE  
ABI  
ABQ  
ACE-500  
ACE-505  
ACE-510  
ACE-520  
ACE-530  
ACE-540  
ACK

ACT  
ACY  
ADS  
ADW  
AEA-500  
AEA-505  
AEA-510  
AEA-520  
AEA-530  
AEA-540  
AFW  
AGC  
AGL-500  
AGL-505  
AGL-510  
AGL-520  
AGL-530  
AGL-540  
AGS  
ALB  
ALO  
AMA  
ANC  
APA  
APC  
ARB  
ARR  
ASE  
ASR-1 to 4  
ASR-100  
ASR-200  
ATA-400  
ATB-1 to 10  
ATB-100s  
ATB-20  
ATB-200  
ATB-30/A  
ATB-300  
ATB-400  
ATP-100 to 140  
ATP-400 to 430  
AUS  
AVL  
AVN-1 to 2  
AVN-100  
AVN-110  
AVN-120  
AVN-130  
AVN-140  
AVN-160  
AVN-170  
AVN-20

The Pre-ATO Routing Symbols That Make Up Each Newly Created ATO Service Unit

**ATO-T**

AVN-200	CHS	GSO
AVN-210	CID	GSP
AVN-220	CKB	GTF
AVN-230	CLE	HCF
AVN-250	CLT	HEF
AVN-3/4/5/7	CMA	HIO
AVN-300	CMH	HLN
AVN-310 to 316	CMI	HOU
AVN-320 to 328	CNO	HPN
AVN-330 to 333	COS	HSV
AVN-340 to 347	CPR	HTS
AVN-40	CPS	HUF
AVN-500	CRP	HWD
AVN-502	CRQ	I90
AVN-503	CRW	IAD
AVN-510	CVG	IAH
AVN-511	D01	ICT
AVN-512	D10	ILG
AVN-513	D21	ILM
AVN-514	DAB	IND
AVN-520	DAL	ISP
AVN-521	DAY	ITO
AVN-522	DCA	JAN
AVN-523	DEN	JAX
AVN-524	DFW	JFK
AVN-530	DLH	JNU
AVN-531	DPA	K90
AVN-6	DSM	KWA
AVN-600	DTW	L30
AVP	DVT	LAF
AWP-500 to 507	DWH	LAN
AWP-510	E10	LAS
AWP-520	ELM	LAX
AWP-530	ELP	LBB
AWP-540	EMT	LCH
AZO	ERI	LEX
BDL	EUG	LFT
BED	EVV	LGA
BFI	EWR	LGB
BFL	FAI	LIT
BGM	FAR	LNK
BGR	FAT	LOU
BHM	FAY	LVK
BIL	FCM	M98
BIS	FFZ	MAF
BJC	FLL	MBS
BNA	FLO	MCI
BOI	FNT	MCO
BOS	FPR	MDT
BPT	FRG	MDW
BTR	FSD	MEM
BTV	FSM	MFD
BUF	FTW	MGM
BUR	FWA	MHT
BWI	FXE	MIA
C90	GCN	MIC
CAE	GEG	MKC
CAK	GFK	MKE
CCR	GGG	MKG
CDW	GPT	MLI
CHA	GRB	MLU
	GRR	MMU

The Pre-ATO Routing Symbols That Make Up Each Newly Created ATO Service Unit

**ATO-I** (Continued)

MOB  
MRI  
MRY  
MSN  
MSP  
MSY  
MWH  
MYF  
MYR  
N90  
NCT  
NEW  
NMM  
OAK  
OGG  
OKC  
OMA  
ONT  
ORD  
ORF  
ORL  
P31  
P50  
P80  
PAE  
PAO  
PBI  
PCT  
PDK  
PDX  
PHF  
PHL  
PHX  
PIA  
PIE  
PIT  
PNE  
PNS  
POC  
POU  
PRC  
PSC  
PSP  
PTK  
PUB  
PVD  
PWK  
PWM  
R90  
RDG  
RDU  
RFD  
RHV  
RIC  
RME  
RNO

ROA  
ROC  
ROW  
RST  
RSW  
RVS  
S46  
S56  
SAN  
SAT  
SAV  
SBA  
SBN  
SCK  
SCT  
SDF  
SDL  
SEA  
SEE  
SFB  
SFO  
SGF  
SHV  
SJC  
SJU  
SLC  
SMF  
SMO  
SNA  
SPI  
SRQ  
STL  
STP  
STS  
STT  
SUS  
SUX  
SYR  
T75  
TEB  
TLH  
TMB  
TOL  
TPA  
TRI  
TUL  
TUS  
TVC  
TWF  
TYS  
U90  
VGT  
VNY  
VRB  
Y90  
YIP  
YNG

**ATO-E**

AAT-200  
ADA-1 to 70  
ANM-500  
ANM-505  
ANM-510  
ANM-520  
ANM-530  
ANM-540  
AOP-600  
AOS-300/301  
AOS-310  
AOS-320  
AOS-330  
AOS-340  
AOS-350  
AOS-360  
AOS-370  
AOZ-1 to 9  
AOZ-500  
ARU-100  
ASO-500  
ASO-505  
ASO-510  
ASO-520  
ASO-530  
ASO-540  
ASW-500  
ASW-505  
ASW-510  
ASW-520  
ASW-530  
ASW-540  
AUA-1 to 6  
AUA-10  
AUA-200  
AUA-600  
ZAB  
ZAN  
ZAU  
ZBW  
ZDC  
ZDV  
ZFW  
ZHU  
ZID  
ZJX  
ZKC  
ZLA  
ZLC  
ZMA  
ZME  
ZMP  
ZNY  
ZOA  
ZOB  
ZSE  
ZSU  
ZTL  
ZUA

The Pre-ATO Routing Symbols That Make Up Each Newly Created ATO Service Unit

**ATO-D**

AAL-500  
AAL-510  
AAL-530  
AAL-540  
ABQ AFSS  
ANB AFSS  
AND AFSS  
ANE-500  
ANE-510  
tANE-520  
ANE-530  
ANE-540  
AOO AFSS  
ARS-1 to 7  
ARS-10  
ARU-1 to 4  
ARU-300  
ASD-1 to 3  
ATP-1 to 4  
ATP-300 to 320  
AUA-400  
BDR AFSS  
BGR AFSS  
BNA AFSS  
BOI AFSS  
BTV AFSS  
BUF AFSS  
CDC AFSS  
CDC FSDPS  
CLE AFSS  
COU AFSS  
CPR AFSS  
CXO AFSS  
DAY AFSS  
DCA AFSS  
DEN AFSS  
DEN FSDPS  
DRI AFSS  
EKN AFSS  
ENA AFSS  
ENA FSDPS  
FAI AFSS  
FOD AFSS  
FTW AFSS  
GFK FSS  
GNV AFSS  
GNV FSDPS  
GRB AFSS  
GTF AFSS  
GWO AFSS  
HHR AFSS  
HNL AFSS  
HOM FSS  
HON AFSS  
HUF AFSS  
ICT AFSS  
IKK AFSS  
IPT AFSS  
ISP IFSS  
JBR AFSS  
JNU AFSS

KTN FSS  
LAN AFSS  
LOU AFSS  
MCN AFSS  
MCN FSDPS  
MIA AIFSS  
MIA FSDPS  
MIV AFSS  
MKL AFSS  
MKL FSDPS  
MLC AFSS  
MMV AFSS  
OAK AIFSS  
OLU AFSS  
OME FSS  
PAQ FSS  
PIE AFSS  
PNM AFSS  
PRC AFSS  
RAL AFSS  
RDU AFSS  
RIU AFSS  
RNO AFSS  
SAN AFSS  
SEA AFSS  
SEA FSDPS  
SIT FSS  
SJT AFSS  
SJU AIFSS  
STL AFSS  
ZHU FSDPS

**ATO-R**

AAT-1 to 3  
AAT-20  
ARS-20 to 23  
ARS-200  
ARU-200  
ATA-1 to 8/12  
ATA-10  
ATA-100  
ATA-110  
ATA-200  
ATA-300/301  
ATP-10  
ATP-200/202  
ATT-1 to 3  
ATT-100 to 130  
ATT-200 to 240  
ATX-1 to 4  
ATX-10  
AUA-700

**ATO-W**

A80 Auto/Comm/TM&O SSC  
A80 Environmental SSC  
A80 Systems Ops SSC  
AAF-1 to 6  
AAF-10  
AAF-20 to 22  
AAF-50

AAL-400 to 410  
AAL-420  
AAL-470  
Abilene SSC  
ACE-400 to 410  
ACE-420  
ACE-470  
AEA-400 to 410  
AEA-420  
AEA-470  
AFZ-500  
AFZ-600  
AFZ-700  
AFZ-800  
AGL-400 to 410  
AGL-420  
AGL-470  
Albuquerque SSC  
Allegheny County SSC  
Allentown SSC  
ALO SSC  
Amarillo SSC  
Anchorage SSC  
AND-1 to 6  
AND-200  
AND-300  
AND-700  
Andrews (ADW) SSC  
ANE-400 to 410  
ANE-420  
ANE-470  
Angel Peak LRR  
ANI-1/2/6  
ANI-100  
ANI-120  
ANI-130/160  
ANI-140  
ANI-150/170  
ANI-180  
ANI-200  
ANI-220  
ANI-230  
ANI-240  
ANI-250  
ANI-260  
ANI-270  
ANI-280  
ANI-3 to 90  
ANI-300  
ANI-320  
ANI-330  
ANI-340  
ANI-350  
ANI-360  
ANI-370  
ANI-380  
ANI-400  
ANI-420  
ANI-430  
ANI-440  
ANI-450  
ANI-460



The Pre-ATO Routing Symbols That Make Up Each Newly Created ATO Service Unit

**ATO-W** (Continued)

ANI-470	AOS-260	CBS PSO
ANI-480	AOS-270	CBS SMO
ANI-500	AOS-305	CBS TSO
ANI-522	AOS-500/501	Central Arizona SSC
ANI-530	AOS-510 to 513	Central Minnesota SSC
ANI-540	AOS-520	Charlotte SSC
ANI-550	AOS-530	Chattanooga SSC
ANI-560/570	AOS-540	CHI PSU
ANI-600	AOS-550	CHI SMO
ANI-620	AOS-700	CHI TSU
ANI-630	AOS-800	CID SSC
ANI-640	AOS-900	Clarksburg SSC
ANI-650	Arcata SSC	Cleveland SSC (CLE)
ANI-660	Arctic Central Radar (ACR) SSC	CMI SSC -Champaign
ANI-670	ARN-1 to 3	Colorado Springs SSC
ANI-680	ARN-100	Columbia Basin SSC
ANI-700	ARN-200	Columbia SSC
ANI-720	Asheville SSC	Columbus SSC
ANI-730/770	ASO-400/401	Columbus SSC (CMH)
ANI-740/750	ASO-410	Corpus Christi SSC
ANI-760/780	ASO-420	COU SSC
ANI-800	ASO-470	Covington SSC
ANI-820	ASW-400 to 410	D10 Service Operations Center
ANI-830	ASW-420	Dallas/Addison SSC
ANI-840	ASW-470	Dayton SSC (DAY)
ANI-850	ATL Albany SSC	Daytona Beach SSC
ANI-860	ATL SMO	Detroit Metro (DTWA-Radar) SSC
ANI-870	Atlanta ATCT Facility Office	Detroit Metro (DTWB Environmental) SSC
ANI-880	Atlanta Environmental SSC	Detroit Metro (DTW-NAV COM) SSC
ANI-890	Atlanta Nav/Comm SSC	DFW ARTS SSC
ANI-900	Atlanta NNCC Facility Office	DFW Comm SSC
ANI-920	Atlanta NNCC Systems Management SSC	DFW Environmental SSC
ANI-930	Atlanta NNCC Systems Ops SSC	DFW Navigation SSC
ANI-940	Atlanta Radar/ARTS SSC	DFW Radar SSC
ANI-950	Atlantic City SSC	DIA - Environmental SSC
ANI-960	Austin SSC	DIA - NAV/COM SSC
ANM-400 to 410	Automated Data SSC	DIA - Radar/ARTS SSC
ANM-420	AWP-400 to 410	DMS PSS
ANM-470	AWP-420	DMS SMO
AOP-1 to 20	AWP-470	DMS TSS
AOP-100	Bakersfield SSC	DSM SSC
AOP-1000	Baltimore (BWI) SSC	DTS PSU
AOP-200	Bangor, Maine SSC	DTS SMO
AOP-30	Baton Rouge SSC	DTS TSU
AOP-300	Bay SSC	Dubois SSC
AOP-400	BCT SSC	Dulles (IAD) SSC
AOP-500	Bering Sea SSC	DuPage SSC (DPA)
AOP-700	Billings SSC	Edwards SSC
AOP-800	Birmingham SSC	El Paso SSC
AOP-900	BLV SSC -Belleville	ELG ARTS/IFD SSC
AOS-1	Boise SSC	ELG ENV SSC
AOS-10	Boron SSC	Elmira SSC
AOS-100	Boston A SSC - 83CB	Empire (QJA) SSC
AOS-20	Boston B SSC - 83DB	Enroute SOC (ESOC)
AOS-200/201	Bradley SSC	Erie SSC
AOS-21	BRR SSC	Eugene SSC
AOS-22	Buffalo SSC	EVV SSC -Evansville
AOS-220	Burlington SSC	Fairbanks International SSC
AOS-230	CAE Charleston SSC	Fallon SSC
AOS-240	CAE SMO	Fayetteville SSC
AOS-250	Canton SSC (CAK)	Flagstaff SSU
	Casper SSC	FOD SSC

The Pre-ATO Routing Symbols That Make Up Each Newly Created ATO Service Unit

**ATO-W** (Continued)

Fresno SSC	Lake Charles SSC	NCT - ENV/COMM SSC
Ft Lauderdale SSC	Lake Huron (LHN) SSC	NCT FM
Ft Myers SSC	Las Vegas Environmental SSC	NCT Systems Ops SSC
Ft Smith/Fayetteville SSC (FSM/FYV)	Las Vegas N/R/C SSC	New Haven SSC
FWA SSC -Ft Wayne	LAX Environmental SSC	New Orleans SSC
Gainesville SSC	LAX OPS Area	Newark (EWR) SSC
GCK SSC	LAX Ops Support Ctr SSC	NNCC Systems Management SSC
GGA PSU	LAX Radar/Nav/Com SSC	NNCC Systems Operations SSC
GGA SMO	LBF SSC	Norfolk (ORF) SSC
GGA SMO Automation SSC	Leesburg AFSS (JYO) SSC	North Bay SSC
GGA SMO Environmental SSC	Lexington SSC	North Georgia SSC
GGA TSU	LIB PSO	Northern California TRACON (NCT)
Glacier SSC	LIB SMO	Northern Minnesota SSC
GLF SMO	LIB TSO	Northern Nevada SSC
GPL SMO	Little Rock/Jonesboro SSC (LIT/JBR)	Northwest Alaska (NWA) SSC
Grand Forks SSC	Little Rock/Russellville SSC (LIT/QXR)	Northwest Dakota SSC
Grand Junction SSC	LNK SSC	Northwest Oregon SSC
Grand Rapid (GRR) SSC	Long Island (ISP) SSC	NY ARTCC
Great Basin SSC	Longmont Environmental SSC	NY ARTCC AUTO SSC
Great Falls SSC	Long-Range Radar SSC	NY ARTCC IFD/ENV SSC
Green Bay (GRB) SSC	Longview/Tyler SSC (GGG/TYR)	NY ARTCC OPS SSC
Greensboro SSC	Louisville SSC	NY TRACON
Greenwood SSC	LSS SMO	NY TRACON Electronics SSC
Greer SSC	Lubbock SSC	NY TRACON OPS/ENV SSC
GRI SSC	Macon SSC	Oahu NAV/COMM/ENV (NCE) SSC
GTW SMO	Madison (MSN) SSC	Oahu Radar/Automation/Data (RAD) SSC
Guam SSC	Manchester SSC	Oakland SSC
Gulfport SSC	Marquette (MQT) SSC	OHI PSS
Herndon ATCSCC (DC) SSC	Martinsburg SSC	OHI SMO
High Sites SSC	Maui SSC	OHI TSS
Hilo SSC	MCI SSC	OKC NAVCOM SSC (OKC N/C)
HIP PSS	Meacham/Alliance SSC	OKC Radar/Environ SSC (OKC R/E)
HIP SMO	Melbourne SSC	OMA SSC
HIP TSS	MEM SMO	Ontario Environment SSC
Hobby SSC	Memphis SSC	Ontario NAS Electronics SSC
Houston Environmental SSC	Mesa SSC	Orange Empire SSC
Hudson (HUD) SSC	Metro SSC (MDW)	ORD COMM SSC
Huntsville SSC	MGM SMO	ORD ENV SSC
HUT SSC	MIA/SJU SMO	ORD NAS/NAV SSC
Hyannis SSC	Miami ATCT Facility Office	ORD RADAR SSC
IAH-A SSC	Miami Enroute SSC	Orlando SSC
IAH-B SSC	Miami Environmental SSC	Palm Springs SSC
ICT SSC	Miami Nav/Comm SSC	Paso Robles SSC
IND Albany SSC	Miami Radar/Data SSC	PDS PSU
IND PSO	Middletown SSC	PDS SMO
IND SMO	Midland SSC	PDS TSU
IND SSC -Indianapolis	Milwaukee (MKE NAV/COM/ENV) SSC	Pensacola SSC
IND TSO	Milwaukee (MKEA RADAR/ARTS) SSC	Philadelphia N/C/E SSC
Inyokern SSC	Minneapolis Environmental SSC (MSP ENV)	Philadelphia R/A SSC
Jackson SSC	Minneapolis RADAR SSC	Phoenix Operations Area
Jacksonville SSC	MKC SSC	PIA SSC -Peoria
Kalamazoo (AZO) SSC	MLI SSC -Moline	PIT Charleston SSC
Kauai SSC	Mobile SSC	PIT PSO
Kenai SSC	Moisant ENV SSC	PIT SMO
Kennedy (JFK) SSC	Monterey SSC	PIT TSO
Ketchikan SSC	Montgomery SSC	Pittsburgh SSC
Knoxville SSC	Myrtle Beach SSC	PNW PSO
Kona SSC	NA SMO	PNW SMO
Lafayette SSC	NAS Communications/ENV SSC	PNW TSO
LaGuardia (LGA) SSC	NAS Data Processing SSC	Portland SSC
	Nashville SSC	Portland, Maine SSC
	NCT - Auto/Data SSC	Potomac Tracon

The Pre-ATO Routing Symbols That Make Up Each Newly Created ATO Service Unit

**ATO-W** (Continued)

Potomac Tracon Auto/Data SSC	SNE PSO	ZAU AUTO/DATA SSC
Potomac Tracon ENV/COMM SSC	SNE SMO	ZAU DATA/COMM SSC
Potomac Tracon OPS Group	SNE TSO	ZAU ENV SSC
Prescott SSC	SOC SSC	ZBW-A SSC - 862B (COMM/TM&O)
Providence SSC	Southeast Dakota SSC	ZBW-B SSC 863B (Environmental)
Puerto Rico Radar/Comm SSC	Southeast Minnesota SSC	ZBW-C SSC - 864B (RDP)
Puerto Rico SSC	Southern Arizona SSC	ZBW-D SSC - 861B (NAS Systems Ops)
QUU SSC	Southern California TRACON (SCT)	ZFW Automation SSC
RADAR/DATA/COMM SSC	Southern Oregon SSC	ZFW Comm SSC
Raleigh SSC	Southwest Alaska (SWA) SSC	ZFW Environmental SSC
Reagan-National (DCA) SSC	Southwest Dakota SSC	ZFW Service Operations Center
Red Bluff SSC	SPI SSC -Springfield	ZHN SOC
Red River SSC	Spokane SSC	ZHU Automation SSC
Reno R/C SSU	SRN PSU	ZHU Communications SSC
Reno SSC	SRN SMO	ZHU Environmental SSC
Richmond (RIC) SSC	SRN TSU	ZHU System Operations SSC
RIO SMO	STL NAV SSC	ZID AUTO SSC
RKM PSO	STL RAD SSC	ZID COMM SSC
RKM SMO	SUP PSU	ZID INF SSC
RKM SOC	SUP SMO	ZID SOC
RKM TSO	SUP TSU	ZJX Automation SSC
Roanoke SSC	SUS SSC	ZJX Data/Comm SSC
Rochester SSC	Syracuse SSC	ZJX Environmental SSC
Rockford SSC (RFD)	T-75 TRACON SSC	ZJX Facility Office
Roswell SSC	Tallahassee SSC	ZJX Systems Ops SSC
RRR SMO	Tampa SSC	ZKC ASP SSC
SA SMO	Terminal SOC (TSOC)	ZKC ENV SSC
SA SMO Automation SSC	Teton SSC	ZKC NET SSC
SA SMO Environmental SSC	Texarkana/Barksdale SSC (TXK/BAD)	ZKC SOC SSC
Sacramento Environmental SSC	Toledo SSC (TOL)	ZLA Automation SSC
Sacramento Nav/Comm SSC	TPA SMO	ZLA Environmental SSC
Salt Lake City ARTCC Operations	Trenton SSC	ZLA T-Comm SSC
Samoa SSC	Tri-Cities SSC	ZMA Automation SSC
San Antonio SSC	TSS PSO	ZMA Data/Comm SSC
San Diego Nav/Com SSC	TSS SMO	ZMA Environmental SSC
San Diego Radar SSC	TSS TSO	ZMA Facility Office
San Francisco SSC	Tulsa SSC (TUL SSC)	ZMA Systems Ops SSC
San Joaquin Valley SSC	Turnagain SSC	ZME Automation SSC
San Jose SSC	Utah SSC	ZME Data/Comm SSC
San Juan Facility Office	Valley SSC	ZME Environmental SSC
San Juan SSC	Waco SSC	ZME Systems Ops SSC
Santa Barbara SSC	Wasatch SSC	ZMP Data SSC
Sarasota SSC	Washington ARTCC	ZMP Environmental SSC
SATCOM SSC	Washington ARTCC Auto/Display SSC	ZMP SOC SSC
Savannah SSC	Washington ARTCC IFD/ENV SSC	ZOA IFD SSC
SBN SSC -South Bend	Washington ARTCC OPS SSC	ZOA Systems Ops SSC
SCT Environmental SSC	West Palm Beach SSC	ZOB ADP SSC
SCT NAS Electronics SSC	Western Washington SSC	ZOB ENV SSC
SCT SOC	Wilkes-Barre SSC	ZOB IFD SSC
Seattle ARTCC (ZSE)	Wilmington SSC	ZOB SOC
Seattle Radar/AUTO SSC	WJF SSC	ZSE Automation SSC
Seattle SSC	XOA PSO	ZSE Communications SSC
SGF SSC	XOA SMO	ZSE Environmental SSC
Shreveport/Monroe SSC (SHV/MLU)	XOA TSO	ZTL Automation SSC
Sky Harbor SSC	Ypsilanti SSC (YIP)	ZTL Data/Comm SSC
SLC PSO	ZAB Automation SSC	ZTL Environmental SSC
SLC SMO	ZAB Communications SSC	ZTL Facility Office
SLC TSO	ZAB Environmental SSC	
	ZAB SOC	

