



To: ATO and NATCA Leaders

Collaboration within the FAA, and specifically the Air Traffic Organization, continues to grow with each passing day. From its earliest roots, predicated on addressing technological and procedural issues, collaboration has developed into a way of doing business. Our expectation remains that all of our managers and NATCA representatives continue to embrace and expand their collaborative relationships.

The evidence is overwhelming that when leadership at all levels work together, positive outcomes result. From the safety and efficiency benefits to the National Airspace System, to employee satisfaction, to positive labor management relations, collaboration is at the heart of these successes. Our progress is being noted by many external entities, including Congress and aviation industry stakeholders.

Collaboration, however, can mean many things to many people. As part of our strategic planning, ATO and NATCA leaders have jointly developed a definition of collaboration and associated collaborative behaviors that encapsulate our vision. We expect this definition and the behaviors to be consistently applied across our organizations. We have attached this definition and associated collaborative behaviors at the end of this message.

We ask that you lead by example and take an active role in ensuring that all employees understand that collaboration is more than just a buzzword.

A handwritten signature in black ink, appearing to read "Teri L. Bristol".

Teri L. Bristol
Chief Operating Officer
ATO

1/8/15

A handwritten signature in black ink, appearing to read "Paul M. Rinaldi".

Paul M. Rinaldi
President
NATCA

1/8/15

Collaboration Definition:

Collaboration means both parties taking responsibility to engage in meaningful dialogue with their counterpart(s). This includes making a genuine effort to ensure that both parties' interests have been identified and as many as possible have been addressed before an outcome is determined.

Collaborative Behaviors:

Identify Challenges/Issues - Collaboration requires leadership and open communication. Openly discussing all topics affecting us and the work we do builds trust and does not affect any of the unique rights of union officials or managers. Understand that all parties have perspectives that add value to any dialogue and it is important to seek to understand the views of others. This not only applies to identifying problems to be addressed, but identifying areas where improvements can be achieved or even sharing information that may not require any action at all.

Develop Solutions - Individual interests need to be articulated and common interests need to be identified. All parties have responsibility to ensure that this is accomplished in a thoughtful and thorough manner seeking to satisfy as many interests as possible when developing a solution.

Implement Solutions- Collaboration doesn't end with the development of a solution. Each party is accountable for the implementation of the solution and working together to ensure it is a success. If a collaborative initiative fails to achieve the desired results, the parties should work together to reevaluate the situation and find an alternative solution.

Collaboration Takes Effort - A healthy collaborative process allows for differing opinions, views and perspectives. Each party has the responsibility to thoroughly explain their interests and why it is important and/or necessary. In the vast majority of situations, a collaborative solution can be achieved even if the path can feel difficult. On rare occasions, disagreements may remain, but those should only occur after a comprehensive joint effort has been exhausted. Disagreement does not equate to failure in those cases where all avenues have been explored and each party has a thorough understanding of why the disagreement exists.