

SUBJ: PARTNERSHIP FOR SAFETY

1. **PURPOSE.** This order transmits guidelines on the Partnership for Safety (PFS) process that has been jointly developed by the Flight Standards Service and the Professional Airways Systems Specialists (PASS) organizations. PFS is a labor/management **partnership that fosters employee involvement in workplace** decisions for the purpose of strengthening **customer service**, improving mission effectiveness, **enhancing the PASS/Flight Standards relationship**, and increasing job satisfaction. **PFS will result in a stronger, more effective union and a stronger, more effective Flight Standards Organization. These guidelines shall be used in the implementation and maintenance of PFS in field offices and at the regional and national levels.**
2. **DISTRIBUTION.** This order is distributed to all Flight Standards employees in the Washington headquarters, the regions, and the field; to the Associate Administrator for Regulation and Certification; the Director of Human Resource Management; and the Program Director for Labor and Employee Relations.
3. **SCOPE.** PFS empowers the Flight Standards work force through appropriate partner pairs and work groups to resolve problems, address issues, identify responsibility, and make recommendations and/or appropriate decisions. **Decisions under PFS must be in consonance with and not violate or conflict with law, regulation, policy, the collective bargaining agreement, or other higher level written mandate or restriction.**
4. **PFS PRINCIPLES.** These principles are jointly agreed to by the parties and form the basis for all actions related to the PFS process.
 - a. **Jointly Owned.** PASS and the Flight Standards Service jointly and equally share the ownership of PFS, and the leaderships of both organizations hold themselves accountable and responsible for the success of the process. **PASS and the Flight Standards Service agree to build and maintain trust and a presumption of good faith in dealings with each other. Joint ownership means sharing information, listening, collaborating, cooperating, and learning from the PFS process and each other.**
 - b. **Customer Sensitivity.** The Flight Standards customers, both external and internal, drive the PFS process. Both PASS and Flight Standards recognize that public safety and the aviation industry justify our existence and that we must address the needs of all our customers. Both parties also know that Flight Standards employees are the key to meeting customer needs. Customer sensitive does not always mean doing what the customer requests. Sometimes we must work with customers to address their needs and still satisfy our paramount obligation to aviation safety.
 - c. **Field Office Focused.** The field office is where the primary interface with customers occurs and is the location of bargaining unit employees. A major focus of the PFS process is to make the field office a better place to work in order to empower employees there to better satisfy the customer's needs. PFS will provide the field office work force with the tools to enable it to more effectively resolve issues at the proper level.

- d. **Partner Driven.** The essence of PFS is the appropriate partner pair (i.e., the manager-union representative pair at different levels, e.g., field office, regional office, etc.) working in concert to arrive at decisions affecting the work force. PFS means **keeping the other party Informed and considering each others interest before making a decision. Partners should be able to depend on the good intentions of each other and know that each will remain committed to partnership even though obstacles will be encountered.**
- e. **Inclusively Organized.** Participation in PFS, in accordance with the guidelines contained within this Order, is open to all Flight Standards employees, and everyone is encouraged to participate. Appropriate partner pairs are responsible at each level for overseeing the process.
- f. **Flexibly Structured.** PFS will be responsive to individual needs. Appropriate partner pairs are responsible for determining the specific PFS needs at their location and organizational level after receiving employee input. Different size offices may have different structures and processes. The PFS process may grow at different rates at different locations and may require different levels of support.
- g. **Continuous Improvement.** The parties will **seek to continuously improve the PFS process** by learning from our successes and failures, seeking feedback from everyone involved in the process, and actively listening to what employees and each other have to say. **Risk-taking is encouraged within PFS and "soft landings" will be the norm for a good faith effort.**
- h. **Educationally Supported.** PASS and the Flight Standards Service want employees to know how to meet their own expectations for the PFS process. All Flight Standards employees involved in PFS will be provided the tools to make PFS a success.
- i. **Open Communication.** PFS will strive for honest communications throughout the organization. The parties will listen to what internal customers (i.e., FAA employees) and **external customers (i.e., users of the services of the Flight Standards Service)** are saying, and **anyone can raise an issue.** Everyone will listen without "baggage" or preconceived notions and be open to alternatives without pre-judging them. Open communication also means **sharing information in a timely manner so that it can be used effectively in the decision making process.**
- j. **Solution Oriented.** Under PFS, the parties will focus on solving problems. **The parties will jointly seek solutions, rather than separately assigning blame.** There will be consistent problem solving processes that ensure timely resolutions that meet the interests of all parties. Problems will ideally be resolved informally at the lowest appropriate level (e.g., field office).

5. STEERING COMMITTEES.

- a. **National Joint Steering Committee (NJSC).** There is a NJSC which oversees and supports the PFS process. The roles of the NJSC include leading, establishing policy, strategic planning, evaluation, national issue resolution, and providing resources. The membership of the NJSC consists of the National President and Vice President of PASS, PASS Region IV Vice President, two PASS Flight Standards regional business agents, the Director and Deputy Director of the Flight Standards Service, the Advisor to the Director of the Flight Standards Service, two regional Flight Standards Division Managers, and the FAA Program Director for Labor and Employee Relations.
- b. **Regional Joint Steering Committees (RJSC).** Each regional partner pair will set up a RJSC which will generally reflect the roles and structure of the NJSC.
- c. **Field Office Level.** At the field office level, the principal partner pair performs the roles of the NJSC and RJSC. The principal partner pair may agree to ask additional partner pairs within their respective facility to assist in carrying out these tasks.

PARTNERSHIP FOR SAFETY

Partnership for Safety (PFS) is a cooperative alliance between the Professional Airways System Specialists and the Flight Standards Service. PFS is a new way of conducting the important business of the Flight Standards Service and of making decisions that affect every employee. PFS exists to assist Flight Standards employees in accomplishing their mission - To provide the public with accident-free aircraft operations through the highest standards in the world. Order 8000.78 describes the concepts and principles of PFS and promotes the philosophy, values, and strategic goals of the Flight Standards Service.

Flight Standards philosophy

- o **Create a corporate culture that embraces people - trains them, trusts them, and gives them the tools to do their job;**
- o Promote safety through the highest regulatory standards in the world; and
- o **Provide quality service to the public on a continuous basis.**

Flight Standards values:

- o We insist upon respect for the dignity of people and cultural diversity, and we insist upon open, honest, and fair behavior,
- o We expect individual professional integrity and accountability, and we expect teamwork to accomplish our safety mission with a single Flight Standards image; and
- o We strive for professional and technical competence where individuals have expectations of management and themselves, and we strive for a quality organization that promotes an **atmosphere of continuous improvement and customer satisfaction.**

Flight Standards strategic goals.

- o Commitment to people through an organization that promotes empowerment and accountability and that employs a well trained, skilled, and qualified work force;
- o Commitment to safety by developing and maintaining regulations and policies, by developing an effective and efficient global surveillance and certification safety system, and by achieving compliance through partnership; and
- o Commitment to quality service and productivity by anticipating customer needs and responding in the public interest and by creating and implementing a flexible, dynamic, visible, and responsive philosophy that supports the ever-changing environment

PFS is an alternative to traditional labor/management relations (LMR) and is ideally suited to resolve problems at the local, field facility level. PFS is a consensus-based process, which requires the disciplined application of a specific methodology. **Traditional LMR methods, as prescribed by law, are available to resolve problems which cannot be addressed** within the conceptual framework of PFS. **However, traditional LMR methods should not be used to avoid the discipline required by PFS. In other words, the consensus-based process of PFS should not be abandoned once a problem has been appropriately identified to be resolved using the concepts and methods prescribed in Order 8000.78. PFS is intended to be the beginning of a permanent cultural change.** Consequently, there is no prescribed cancellation date for Order 8000.78.

Partnership For Safety (PFS) National Joint Steering Committee.

Thomas. C. Acardi	Jack Johnson	Rayond B. Thoman
Pamela S. Wallace	William J. White	James D. Kelly
Michael F. McCafferty	Linda Goodrich	David C. Gilliom
David Lucher	Richard O. Gordon	<u>10/30/96</u> Date of Order 8000.78

6. **PFS PROBLEM SOLVING.** This section governs the day-to-day operation of the PFS process.
- a. The appropriate partner pairs are responsible for overseeing the PFS process at their level and/or facility. Any person may raise an issue to the partner pair for possible consideration under the PFS process.
 - b. The appropriate partner pair may decide to establish a work group to address an issue raised for consideration under PFS. If this is the decision, the partner pair must agree to a specific issue and scope of responsibility for the work group. **Any limitations on the group must be addressed, including whether the group is to develop options, make recommendations, or make a decision on the issue.** When a work group is empowered to make a decision on an issue, that decision will be overturned only for clear and convincing reasons (e.g., violates or conflicts with a law, regulation, policy, collective bargaining agreement, or other higher level written mandate or restriction).
 - c. **The size and composition of the work group will be determined by the appropriate partner pair.** All employees are eligible to participate on work groups. To enhance the strength of the union-management partnership, work groups will contain at least one PASS member unless the partner pair agrees otherwise. Although work groups may hold meetings without all members in attendance, it is expected that a Consensus of all group members will be reached before the group's product is finalized.
 - d. Work groups will use an **interest-based consensus** approach in accomplishing their charter. Work groups will use a structured process utilizing a facilitator and a business meeting model. Individuals tasked in a work group to be a facilitator, member, recorder or any other function, will properly document their involvement with the appropriate Program Tracking Reporting System (PTRS) code to perform that function as a job task. **PTRS codes** are: 1012, Operations; 3012, Airworthiness; 5012, Avionics.
 - e. Other tools and resources that will be available, such as a problem solving model, can be utilized by work groups, as needed, to accomplish their task. For the purpose of PFS, **consensus means** that all work group members support a particular action or decision of the group. It does not require that all members believe that a particular action or decision is the most desirable solution. Consensus means that the action or decision falls within each member's range of acceptable solutions for that particular issue. It is the responsibility of every work group to ensure that input is obtained from all stakeholders in the issue being worked and that the interests of those stakeholders are addressed in the course of the group's effort.
7. **PFS SUPPORT.** Partner pairs as well as all Flight Standards employees involved in PFS shall be provided with the necessary support to make PFS a success.
- a. **PFS Training.** This support provides training for PFS participants based on their role in PFS. Examples of topics **include, but are not limited to** awareness training on PFS, problem solving, interest-based bargaining, facilitated meetings, and specific training for partner pairs such as The Partnership Challenge.
 - b. **PFS Toolset.** A "toolset" will be available as a dynamic resource with supportive training provided to partner pairs and employees to use in helping them to resolve issues and provide improved customer service. The toolset will contain a number of instruments including measurement, assessment and intervention, and a resource directory. The resource directory will identify sources such as field office case studies, a listing of skilled individuals and consultants from inside and outside the agency, and other resources such as information on focus groups and specific training on automation and process re-engineering.

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Director, Flight Standards Service