



**Federal Aviation  
Administration**



**International Aviation**  
*Fiscal Year 2009 Business Plan*

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# 2009 API Business Plan

Advancing the nation's longstanding leadership in the global arena is a primary responsibility of the Office of International Aviation (API). Our staff encourages, promotes and facilitates the adoption of FAA policies and practices worldwide. API's critical role is ensuring the international activities of FAA's lines of business and staff offices are integrated. The API staff brings safety and efficiency to millions of passengers each year as we arrange highly regarded technical assistance and training and work to harmonize global standards so passengers can benefit from a seamless air transportation network.

In FY 2009 our challenges include:

- identifying international priorities for the FAA,
- promoting NextGen as the agency moves forward in its commitment to expand the use of those concepts, technologies and procedures internationally,
- increasing FAA's leadership presence by establishing a second office in Latin America, and
- improving our support of the International Civil Aviation Organization (ICAO) by coordinating FAA's work with the Industry Safety Strategy Group (ISSG) for the Global Aviation Safety Road Map.

Through our strategic activities in FY 2009, we are committed to supporting Presidential safety programs in Afghanistan, Africa, and Iraq and building mutually beneficial partnerships with civil aviation organizations in the Middle East, China, India and Latin America. We will continue to support creating government-industry partnerships and strengthening the capabilities of regional aviation authorities and organizations through technical assistance and training. We will collaborate with the Office of Energy and Environment in demonstrating best U.S. environmental practices and work across the lines of business to identify projects funded by donor organizations which will strengthen the global aviation infrastructure. We will continue our core activities to build and maintain bilateral and multilateral relationships, support FAA senior leadership in achieving U.S. objectives, and negotiate agreements that improve safety and efficiency worldwide.

## International Leadership

API helps the line organizations in the agency provide direct or indirect assistance to over 100 countries around the world to help them improve their aviation systems. The United States is the largest contributor of technical and financial support to the International Civil Aviation Organization (ICAO), which represents 190 of the world's civil aviation authorities.

While the worldwide air accident rate has improved over the last ten years, the rate is higher in parts of the world where major growth is forecast to occur over the next century. In this environment, API must work with our international partners to be able to ensure that the flying public is able to travel as safely and efficiently abroad as at home.

A more detailed description of each objective and its supporting initiatives and performance targets follows:

### Flight Plan Target: CAST Safety Enhancements

Work with the Chinese aviation authorities and industry to adopt 27 proven Commercial Aviation Safety Team (CAST) safety enhancements by FY 2011. This supports China's efforts to reduce commercial fatal accidents to a rate of 0.030 fatal accidents per 100,000 departures by FY 2012. FY 2009 Target: 5 CAST Safety Enhancements

### Strategic Initiative: Aviation Safety Oversight Relationships

Identify and provide technical assistance and training and strengthen mutually beneficial partnerships with key civil aviation authorities in Africa, the Americas, Asia, Europe and the Middle East.

#### Strategic Activity: Middle East Outreach

Work in partnership with Middle East civil aviation officials to promote specific safety goals.

##### Activity Target 1:

Coordinate with International Helicopter Safety Team to conduct a summit in the Middle East. Due December 31, 2008

##### Activity Target 2:

Work with ICAO, Flight Safety Foundation and Middle Eastern States to organize a follow-up meeting to the Global Aviation Safety Roadmap conference in January 2008 aimed at

establishing a Middle East Aviation Safety Team (MAST). Agree on dates and agenda for meeting. Due March 31, 2009

### **Strategic Activity: New FAA Office in Latin America**

Work with Department of State and pertinent US Embassies in Western Hemisphere to establish a second office in the region (location TBD). FAA will initiate the preparations for a new position and office approval, secure an office site and make arrangements as necessary.

#### **Activity Target 1:**

Request FAA approval. Due June 30, 2009

#### **Activity Target 2:**

Initiate discussions with Department of State on new office location. Due March 31, 2009

#### **Activity Target 3:**

Initiate NSDD-38 request process. Due September 30, 2009

### **Strategic Activity: Israel Technical Assistance**

In cooperation with the LOBs and appropriate Israeli authorities, develop an agency-wide plan for providing technical assistance to Israel.

#### **Activity Target 1:**

Develop draft plan. Due May 31, 2009

#### **Activity Target 2:**

Conclude all international FAA coordination on agreements necessary to implement the plan. Due September 30, 2009

### **Strategic Activity: India Joint Aviation Steering Group**

APC will support the LOBs' participation in the Joint Aviation Steering Group (JASG) for India. APC will assist JASG to define and execute a mutually agreed upon Work Plan.

#### **Activity Target 1:**

Conduct meeting to discuss FY 2009 Work Plan. Due December 31, 2008

#### **Activity Target 2:**

Finalize and implement Work Plan. Due March 31, 2009

#### **Activity Target 3:**

Conduct 2nd Steering Group meeting to adjust FY 2009 Work Plan and begin discussing FY 2010 Work Plan. Due August 31, 2009

#### **Activity Target 4:**

Complete FY 2009 Work Plan. Due September 30, 2009

## **Strategic Initiative: Presidential Safety Programs**

Implement civil aviation safety programs to support the Administration's initiatives.

### **Strategic Activity: Increased Leadership Presence**

API will work with the FAA lines of business, the Department of State and the donor community to increase the presence of FAA experts in Afghanistan and Iraq.

#### **Activity Target 1:**

Expand the FAA technical assistance program in Iraq to include safety oversight. Due May 31, 2009

#### **Activity Target 2:**

Post a safety oversight expert in Kabul to mentor the Ministry of Transport and Civil Aviation (MOTCA) Due June 30, 2009

## **Strategic Initiative: Government Industry Partnerships**

Create government-industry partnerships to help transfer aeronautical products, services, and technologies to key developing regions.

### **Strategic Activity: U.S.-India Aviation Cooperation Program**

APC will continue to provide leadership as co-chairman of ACP, co-lead regular meetings, and help develop the ACP technical assistance program. APC will assist the ACP to secure funding, define and execute ACP goals as required.

#### **Activity Target 1:**

Identify two new initiatives and secure funding sources. Due January 31, 2009

#### **Activity Target 2:**

Develop and implement initiatives. Due April 30, 2009

#### **Activity Target 3:**

Complete initiatives. Due September 30, 2009

### **Strategic Activity: US-China Aviation Cooperation Program**

APC will continue to provide leadership as co-chair of ACP, co-lead regular meetings, and help manage the ACP technical assistance program. APC will assist the ACP to secure funding, define and execute ACP goals and activities as required.

#### **Activity Target 1:**

Develop new strategic initiative with Chinese partners for approval. Due December 31, 2008

**Activity Target 2:**

Conclude aviation summit in China. Due June 30, 2009

**Activity Target 3:**

Complete new proposals, including identifying funding sources and potential new Chinese partners. Due September 30, 2009

### **Strategic Activity: US-Brazil Aviation Cooperation Program (ACP)**

AWH will work with USTDA, the private sector, and the government of Brazil on the possible implementation of an ACP.

**Activity Target 1:**

Gauge private sector interest at upcoming API Stakeholders Meeting. Due November 30, 2008

**Activity Target 2:**

Work with USTDA and private industry to explore funding sources in the U.S. and Brazil. Due June 30, 2009

**Activity Target 3:**

Coordinate an ACP implementation plan with U.S. agencies, private industry, and representatives of the Government of Brazil and Brazilian industry. Due September 30, 2009

### **Strategic Initiative: Safety Agenda**

Establish coordinated safety agendas throughout the world to improve aviation safety.

#### **Strategic Activity: Safety Agenda**

APC will support AFS's participation in the Joint Aviation Steering Committee (JASC) Flight Standards Joint Working Group (JWG) for India. APC will assist AFS to define and execute a targeted safety oversight Work Plan.

**Activity Target 1:**

Conduct formal meeting to discuss status of safety oversight system. Due December 31, 2008

**Activity Target 2:**

Meet in-person and/or remotely to discuss FY 2009 Work Plan. Due March 31, 2009

**Activity Target 3:**

Meet in-person and/or remotely to finalize and implement FY 2009 Work Plan. Due June 30, 2009

**Activity Target 4:**

Conduct formal meeting to adjust FY 2009 Work Plan and begin discussing FY 2010 opportunities. Due September 30, 2009

### **Strategic Activity: Joint FAA-CAA Outreach in Asia**

Provide in-country aviation safety projects in Asia through joint FAA-CAA cooperation including regional groups.

**Activity Target 1:**

Identify appropriate CAA partner in Asia. Due December 31, 2008

**Activity Target 2:**

Conduct meeting to establish relationship and determine goals and expectations. Due March 31, 2009

**Activity Target 3:**

Plan two outreach activities. Due June 30, 2009

**Activity Target 4:**

Execute one activity. Due September 30, 2009

### **Strategic Activity: Global Strategy for Aviation Safety**

Coordinate FAA-wide efforts to support the Global Aviation Safety Roadmap and related safety initiatives.

**Activity Target 1:**

Provide a mid-year update to API-1 on FAA's activities regarding the Global Aviation Safety Roadmap and COSCAP activities Due April 15, 2009

**Activity Target 2:**

Provide management oversight of FAA's policies on and participation in regional forums on the Global Aviation Safety Roadmap and meetings of the Industry Safety Strategy Group (ISSG). Due September 30, 2009

**Activity Target 3:**

Monitor ICAO COSCAP activities and oversee FAA support and participation in each COSCAP. Due September 30, 2009

**Activity Target 4:**

Establish the USG position on ICAO's role in the implementation of the Global Aviation Safety Roadmap and the corresponding industry roadmap for the 37th ICAO General Assembly and the ensuing triennium Due September 30, 2009

### **Strategic Initiative: Improve ICAO SARPs**

Prioritize agency efforts to improve ICAO Standards and Recommended Practices (SARPs) to reflect advances in U.S. technologies, practices and procedures, and work with the international community to implement SARP changes.

## **Strategic Activity: Improve Priority ICAO SARPs**

Coordinate FAA-wide efforts at improving priority ICAO SARPs.

### **Activity Target 1:**

Work with US members of ICAO technical panels and the U.S. mission at ICAO to develop an action plan to implement our top 10 changes to ICAO SARPs. Due December 31, 2008

### **Activity Target 2:**

Work with LOBs to adopt action plan items. Due July 31, 2009

### **Activity Target 3:**

Coordinate priorities with U.S. Mission for inclusion in the Air Navigation integrated program for 2010 and beyond. Due September 30, 2009

## **Strategic Activity: API USOAP Corrective Action Plan**

Implement enhancements to the Inter-Agency Group on International Aviation (IGIA) as identified in the ICAO USOAP audit.

### **Activity Target 1:**

Finalize procedural changes to IGIA processes as identified in the corrective plan. Due January 15, 2009

### **Activity Target 2:**

Complete the analysis of the requirements for automation upgrades to improve IGIA coordination. Due June 1, 2009

## **Strategic Initiative: Foster International Environmental Standards**

Work at ICAO and with international partners to foster international environmental standards, recommended practices, and guidance materials that are technically feasible, economically reasonable, provide a measurable benefit and consider interdependencies between the various emissions and between emissions and noise.

### **Strategic Activity: Demonstrate US Best Environmental Practices**

Encourage the adoption of US environmental practices by international aviation authorities through visits and briefings at US airports and FAA facilities to learn about US environmental programs.

#### **Activity Target 1:**

API will work with ARP, ATO and AEE to identify two foreign delegations by June 30, 2009. Support visits to the US. Due September 30, 2009

### **Activity Target 2:**

Identify two non-US venues at which FAA experts will present US initiatives to reduce environmental impacts. Due December 31, 2008

## **Strategic Activity: Asia-Pacific Promotion of Best Practices in the Environment**

Support AEE and ARP to organize at least one visit to the U.S. per year to promote best practices in the environmental area.

### **Activity Target 1:**

Identify one aviation authority to invite to U.S. for visit or meetings. Due March 31, 2009

### **Activity Target 2:**

Host one visit by an aviation authority representative to visit U.S. airports to study noise control. Due September 30, 2009

## **Strategic Activity: Promote Environmental Best Practices in the Western Hemisphere**

Work with AEE and strategic partners in the region to develop a cohesive approach for promoting environmental best practices.

### **Activity Target 1:**

Seek opportunities to brief aviation authorities and regional organizations on U.S. environmental best practices. Due September 30, 2009

### **Activity Target 2:**

Identify one aviation authority to invite to the U.S. for a visit or briefing on U.S. environmental best practices. Due September 30, 2009

## **Strategic Initiative: Support ICAO**

Provide U.S. leadership to facilitate the modernization of ICAO operations and guidance to the global aviation community.

### **Strategic Activity: ICAO Assembly**

Oversee preparations for senior USG participation in key ICAO conferences such as the Directors General Conference for Aviation Safety in 2009 and the 37th ICAO Assembly in September 2010.

#### **Activity Target 1:**

Review resolutions from the 36th Assembly and identify required follow-up activities. Due December 31, 2008

#### **Activity Target 2:**

Identify key objectives and timeline of preparatory actions for the DGCA Safety Conference based upon the meeting agenda. Due March 31, 2009

#### **Activity Target 3:**

Develop a draft list of potential Assembly issues

and working papers. Due April 30, 2009

**Activity Target 4:**

Document the standard operating procedure for ICAO Assembly preparatory activities. Due June 30, 2009

**Activity Target 5:**

Finalize U.S. delegation for the DGCA Safety Conference and set deadlines for developing papers and positions for the meeting. Due August 31, 2009

**Strategic Activity: ICAO Standards Development Initiative**

Identify legal and procedural solutions to achieve ICAO endorsement of external standards development work from qualified organizations

**Activity Target 1:**

Establish government/industry working group and hold regular meetings. Due November 1, 2008

**Activity Target 2:**

Identify milestones for all stakeholders and roadmap for achieving these objectives. Due February 1, 2009

**Strategic Activity: Increase Executive Awareness of ICAO**

Develop executive training materials and programs to increase awareness of ICAO's mission, its impact on FAA and opportunities.

**Activity Target 1:**

Develop materials and program(s). Due January 30, 2009

**Activity Target 2:**

Coordinate materials and program(s) with Center for Management and Executive Leadership. Due May 29, 2009

**Strategic Activity: Global Strategy for ICAO Programs**

API will track and monitor ICAO technical and regional programs, FAA's participation in relevant ICAO meetings, and analyze current FAA reporting mechanisms to increase the effectiveness of internal communications in aligning U.S. objectives.

**Activity Target 1:**

Develop and release a non-relational comprehensive ICAO database that will include information on panels, working papers, electronic bulletins, and COSCAPS. Additional information will be added based on need and feedback. Due December 31, 2008

**Activity Target 2:**

Ensure coordinated development of policy papers

to be presented by the FAA and USG within 5 days of ICAO regional meetings. Due September 30, 2009

**Activity Target 3:**

Update, maintain and distribute a comprehensive ICAO calendar that includes all Headquarters, panels and regional office activities on a quarterly basis. Due September 30, 2009

**Strategic Initiative: Strengthen Aviation Authorities**

Identify and provide technical assistance and training to strengthen the capabilities of at least four regional aviation organizations to meet international safety and efficiency standards.

**Strategic Activity: Regional Support for Commonwealth of Independent States (CIS) Region**

Work with FAA Lines of Business, other USG agencies and regional organizations in the development and delivery of safety seminars, technical assistance and training to strengthen the safety cooperation and standardization among the CIS states.

**Activity Target 1:**

Work with FAA Lines of Business, other USG agencies and regional organizations to organize, in cooperation with the Interstate Aviation Committee (MAK), at least one ICAO COSCAP safety seminar for the CIS states Due June 30, 2009

**Activity Target 2:**

In cooperation with FAA Lines of Business, U.S. and CIS airline partners and international carrier organizations, conduct a seminar on airline operational control requirements and standards for carriers and CAA personnel from CIS States. Due September 30, 2009

**Activity Target 3:**

Work with FAA Lines of Business, other USG agencies and regional safety organizations to identify at least one technical assistance/training program for safety improvement/ICAO standardization in CIS states by December 31, 2008 and accomplish identified activity. Due August 31, 2009

**Strategic Activity: Strengthen Aviation Safety Oversight and Operational Efficiency in the Western Hemisphere**

Strengthen aviation safety oversight and improve operational efficiency in the Western Hemisphere by further developing partnerships with key regional

organizations, such as Latin American Civil Aviation Commission (LACAC), Caribbean Aviation Safety and Security Oversight System (CASSOS) and Central American Corporation of Air Navigation Services (COCESNA). Explore opportunities for cooperative activities to advance civil aviation goals in the region and to help them achieve greater compliance with ICAO standards through training and targeted technical assistance.

**Activity Target 1:**

Negotiate technical assistance and training agreements, as necessary, for these regional organizations to assist in achieving greater compliance with International Civil Aviation Organization (ICAO) standards by the end of FY2009. Negotiate assistance as necessary for ACSA to sustain ICAO efforts for the Regional Safety Roadmap. Due September 30, 2009

**Activity Target 2:**

Coordinate and present appropriate FAA policy positions at key FY 09 LACAC, CASSOS and COCESNA meetings to promote FAA positions. Due September 30, 2009

**Strategic Activity: AFCAC Seminar on Airline Operations to the United States**

Develop an instructional seminar on Air Carrier Operations to the United States for all interested parties in the West and Central Africa region in 2009.

**Activity Target 1:**

Reach out to industry and CAA contacts in order to generate interest in the subject matter, and develop invitee list. Due November 30, 2008

**Activity Target 2:**

Coordinate with potential hosts to select date and location where seminar will be held; prepare agenda and relevant seminar material Due December 31, 2008

**Activity Target 3:**

Present seminar at selected location. Due February 28, 2009

**Strategic Activity: Strengthen Capabilities: Brazil**

In cooperation with the FAA LOBs and the FAA Academy, assist the Government of Brazil (GOB) in its efforts to develop a new aviation training facility and to prepare for the 2014 World Cup by providing technical assistance and guidance on training and aviation safety and capacity matters.

**Activity Target 1:**

Support the Brazilian Airport Authority (INFRAERO) in its plan to expand and modernize

targeted Brazilian airports. Identify areas of possible collaboration and FAA technical assistance Due September 30, 2009

**Activity Target 2:**

Assist INFRAERO, the National Civil Aviation Authority (ANAC) and the Brazilian Department of Airspace Control (DECEA) by providing information on safety upgrades, Air Traffic training and other infrastructure needs. Due September 30, 2009

**Activity Target 3:**

Work with the FAA Academy to assist the GOB in the development of a training program for its new training facility in Minas Gerais. Due September 30, 2009

**Activity Target 4:**

Explore international aviation development funding possibilities to assist the Brazilian government in efforts to develop its aviation system. Due September 30, 2009

**Strategic Initiative: EU and EASA Partnership**

Establish an effective partnership with the European Union and the European Aviation Safety Agency (EASA) to ensure the highest level of cooperation for aviation safety and an efficient exchange of products, services, and technologies.

**Strategic Activity: EU and EASA Partnership**

AEU will support the entry into force and implementation of the US-European Community safety agreement.

**Activity Target 1:**

Initiate discussions with LOBs and EASA on future annexes covering areas such as simulators, crew licensing and operations specifications. Due December 31, 2008

**Activity Target 2:**

Engage with internal and external stakeholders at least once per quarter to complete pre-requisites to the exchange of diplomatic notes for the entry into force of the agreement. Due September 30, 2009

**Activity Target 3:**

Develop strategy for negotiation of future annexes in areas such as simulators, crew licensing and operations specifications. Due September 30, 2009

**Strategic Initiative: International Agreements**

Negotiate and conclude international agreements with global aviation partners for safety and capacity enhancement.

### **Strategic Activity: International Aviation Safety Data Exchange (IASDEX)**

API will support AVS to conclude one new IASDEX agreement in the region.

#### **Activity Target 1:**

Identify aviation authority interested in IASDEX partnership. Due March 31, 2009

#### **Activity Target 2:**

Conclude technical assistance agreement. Due September 30, 2009

### **Strategic Activity: Implement Aviation Cyber Security Agreements**

Work with the CIO Staff Office to strengthen existing relationships and build partnerships to implement aviation cyber security agreements globally.

#### **Activity Target 1:**

Build upon relationships with aviation authorities where we have existing agreements to implement or further implement data sharing agreements. Due September 30, 2009

#### **Activity Target 2:**

Explore opportunities to implement aviation cyber security agreements with civil aviation authorities. Due September 30, 2009

### **Strategic Initiative: Promote FAA Recommendations and Policies**

Strategically influence international aviation safety, capacity, and efficiency by promoting FAA recommendations and policies at key international venues.

#### **Strategic Activity: Policy Analysis**

Begin working toward the establishment of an API quality management system.

#### **Activity Target 1:**

Evaluate quality management systems. Due March 31, 2009

#### **Activity Target 2:**

Determine approach to quality management system for API. Due June 30, 2009

#### **Activity Target 3:**

Determine process to prototype for the quality management process. Due July 31, 2009

#### **Activity Target 4:**

Establish IPT for QMS. Due August 31, 2009

#### **Activity Target 5:**

Begin training for QMS IPT. Due September 30, 2009

### **Strategic Activity: International Visitor Program**

Reengineer the International Visitor Program.

#### **Activity Target 1:**

Enhance the visibility of the program by placing information on the API web site. Due October 30, 2008

#### **Activity Target 2:**

Revise the procedures for the program. Due February 28, 2009

#### **Activity Target 3:**

Automate the manual system. Due September 30, 2009

### **Strategic Activity: NextGen support to JPDO Global Harmonization Working Group**

Support the Director, JPDO Global Harmonization Working Group (GHWG) in management and oversight of GHWG international activities.

#### **Activity Target 1:**

Manage development, coordination, and updates of the following GHWG work products - NextGen Key Capability 1-pagers, and mid and high-level international briefings. Due September 30, 2009

#### **Activity Target 2:**

Provide international input to NextGen Concept of Operations Study Team to ensure global harmonization issues are adequately reflected. Due September 30, 2009

#### **Activity Target 3:**

Coordinate with ICAO to establish electronic links to map ICAO Global Plan Initiatives to NextGen Operational Improvements as identified in the Version 1.0 Integrated Work Plan. Due April 30, 2009

### **Flight Plan Target: International Aviation Development Projects**

By FY 2013, arrange commitments for external funding for at least 35 aviation development projects (7 per year). FY 2009 Target: 7 projects

### **Strategic Initiative: International Aviation Development Projects Outreach**

Work with FAA Lines of Business to develop international aviation projects, arrange external

funding for these projects, and conduct outreach activities to transfer aviation development knowledge.

### **Strategic Activity: Western Hemisphere Regional Project Identification**

Coordinate with Senior Representatives and FAA LOBs to identify IAD projects.

#### **Activity Target 1:**

Provide API-10 with an initial list of IAD projects in the Western Hemisphere. Due November 30, 2008

#### **Activity Target 2:**

Provide API-10 with an updated list of IAD projects in the Western Hemisphere on a quarterly basis. Due September 30, 2009

### **Strategic Activity: Asia-Pacific Regional Project Identification**

Provide API-10 with an initial list of IAD projects in the Asia-Pacific region.

#### **Activity Target 1:**

Provide API-10 with an initial list of IAD projects in the Asia-Pacific region. Due November 30, 2008

#### **Activity Target 2:**

Provide API-10 with an updated list of IAD projects in the Asia-Pacific region on a quarterly basis. Due September 30, 2009

### **Strategic Activity: Africa, Europe, and Middle East Regional Project Identification**

Provide API-10 with an initial list of IAD projects in Africa, Europe and the Middle East.

#### **Activity Target 1:**

Provide API-10 with an initial list of IAD projects in Africa, Europe and the Middle East. Due November 30, 2008

#### **Activity Target 2:**

Provide API-10 with an updated list of IAD projects in Africa, Europe and the Middle East on a quarterly basis. Due September 30, 2009

### **Strategic Activity: API-10 Policy Project Identification**

Coordinate with Senior Representatives and FAA LOBs to identify and develop international aviation projects.

#### **Activity Target 1:**

Identify and provide an initial list of international aviation projects under the Policy umbrella. Due November 30, 2008

#### **Activity Target 2:**

Secure external funding commitments for one

international aviation project under the Policy umbrella. Due September 30, 2009

#### **Activity Target 3:**

Participate in at least two outreach activities with other U.S. Government agencies or non-U.S. donor organizations to share aviation development knowledge. Due September 30, 2009

## **Flight Plan Target: NextGen Technology**

By FY 2013, expand the use of NextGen performance-based systems and concepts to five priority countries. FY 2009 Target: 1 country

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### **Strategic Initiative: Optimize Efficiencies**

Work with the international community to support partnerships, such as AIRE and ASPIRE, that adopt technologies, systems, procedures and concepts to improve global interoperability and system harmonization, and support a reduction of aviation's environmental footprint.

#### **Strategic Activity: NextGen Expansion**

Work with ATO, other USG stakeholders and strategic partners to promote the expansion of NextGen-supporting systems, technologies and operational enhancements in all regions.

#### **Activity Target 1:**

Explore opportunities to work with civil aviation authorities and stakeholders in efforts like AIRE and ASPIRE that promote the adoption of advanced technologies, systems, procedures and concepts to increase operational efficiency. Due September 30, 2009

#### **Activity Target 2:**

Educate regional partners and stakeholders on NextGen components/benefits, and promote harmonization and acceptance of operational service improvements that support a reduction in aviation's environmental footprint. Due September 30, 2009

#### **Activity Target 3:**

Organize, coordinate, and execute at least two briefings or meetings with foreign aviation officials to promote expansion of NextGen procedures and concepts. Due September 30, 2009

## **Flight Plan Target: Aviation Leaders**

By FY 2013, work with at least 18 countries or regional organizations to develop aviation leaders to strengthen the global aviation infrastructure. FY 2009 Target: 2 countries/regional organizations

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## **Strategic Initiative: Develop Aviation Leaders**

Strengthen civil aviation authorities and global safety by creating and promoting targeted developmental opportunities to civil aviation leaders to enhance management, technical and organization skills.

### **Strategic Activity: Western Hemisphere Developmental Opportunity**

Initiate, coordinate, and organize at least 1 developmental opportunity for current or potential foreign aviation leaders.

#### **Activity Target 1:**

Identify and provide an initial list of at least three developmental opportunities in the Western Hemisphere region to API-10. Due November 30, 2008

#### **Activity Target 2:**

Arrange one international aviation leadership development program for at least one current or potential foreign aviation leader from either a regional organization or country in the Western Hemisphere region. Due September 30, 2009

### **Strategic Activity: Asia-Pacific Developmental Opportunity**

Initiate, coordinate, and organize at least 1 developmental opportunity for current or potential foreign aviation leaders.

#### **Activity Target 1:**

Identify and provide an initial list of at least three priority countries or regional organizations in the Asia-Pacific Hemisphere region to API-10. Due November 30, 2008

#### **Activity Target 2:**

Arrange one international aviation leadership development program for at least one current or potential foreign aviation leader from either a regional organization or country in the Asia-Pacific region. Due September 30, 2009

### **Strategic Activity: Africa, Europe and Middle East Developmental Opportunity**

Initiate, coordinate, and organize at least 1 developmental opportunity for current or potential foreign aviation leaders.

#### **Activity Target 1:**

Identify and provide an initial list of at least three priority countries or regional organizations in the in the Africa, Europe and the Middle East region

to API-10. Due November 30, 2008

#### **Activity Target 2:**

Arrange one international aviation leadership development program for at least one current or potential foreign aviation leader from either a regional organization or country in the Africa, Europe and the Middle East region. Due September 30, 2009

## **Core Business Measure: International Operational Support**

Achieve a score of no less than 80% in a customer satisfaction survey measuring the provision of personnel, financial management, information technology, travel and transportation support to FAA's operations in foreign areas.

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## **Core Business Function: International Operational Support**

Provide a broad range of personnel, financial management, information technology, travel, and transportation services for all FAA lines of business and staff offices in support of FAA's international programs.

### **Core Activity: International Operational Support**

Provide personnel, financial management, information technology, travel, and transportation support to FAA's operations in foreign areas.

#### **Activity Target 1:**

Respond to FAA managers and employees within 1 business day and provide accurate information about international personnel, financial management, information technology, travel, and transportation issues. Due September 30, 2009

#### **Activity Target 2:**

Forward all visa and passport applications for official travel within 2 days of receipt. Due September 30, 2009

#### **Activity Target 3:**

Return for correction or forward all foreign travel packages to AOA or Office of the Secretary of Transportation within 2 days of receipt. Due September 30, 2009

#### **Activity Target 4:**

Conduct at least one training and information session on foreign travel matters during FY 2009. Due September 30, 2009

#### **Activity Target 5:**

Work with ATO-A to implement an efficient and

effective cyber security program in accordance with the Federal Information Security Management Act of 2002. Due September 30, 2009

## **Core Business Measure: New Agreement Development**

Conclude 75% of agreements in this activity.

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### **Core Business Function: Agreement and Contract Administration**

This core business function includes the development, preparation and management of agreements and contracts including, but not limited to, bilateral aviation agreements, technical assistance, training, cooperative efforts, and research agreements, memoranda of agreement, annexes and appendices. It also includes the duties of a contracting officer's technical representative such as generating statements of work, approving invoices for payment and facilitating government/contractor relations.

#### **Core Activity: API Technical Assistance Agreement Activities**

Prepare, negotiate, and conclude technical assistance agreements that support the agency's international goals

##### **Activity Target 1:**

Follow FAA guidelines for 100% of the agreements concluded. Due September 30, 2009

## **Core Business Measure: Senior Leadership Support**

Complete 90% of senior leadership preparations at least 5 days prior to, and follow-up actions within 10 days after conclusion of each event.

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### **Core Business Function: Senior Leadership Support**

API plans, organizes, and conducts special events, conferences and summits that promote increased safety and efficiency of the global civil aerospace system in an environmentally sound manner. Also, API prepares FAA senior management, delegations and other USG officials for carrying out U.S. objectives at international events. Preparations include researching issues, briefing agency and USG officials, and developing position papers, presentations, background papers, briefing books, and country overviews on aviation-related matters. Follow-up actions include developing action items and issues lists with lead owners and required response dates; Submission of coordinated, approved trip

reports for all FAA personnel to API and for the FAA Administrator to the Office of the Secretary; and Letters of Appreciation, as appropriate.

#### **Core Activity: Senior Leadership Support**

This includes all activities for planning, organizing, conducting and follow-up for special events, conferences and meetings and preparing senior management in achieving U.S. objectives at these events.

##### **Activity Target 1:**

All preparations are completed in a timely and efficient manner and support U.S. aviation objectives Due September 30, 2009

##### **Activity Target 2:**

All follow-up actions are completed within ten working days after conclusion of conferences, meetings and travel. Due September 30, 2009

#### **Core Activity: Transition Support for New Leadership**

Familiarize new leadership with international programs and key partners. This includes all regional activities, operations planning as well as our interaction with FAA Lines of Business and Staff Offices, other U.S. Government agencies, key regional organizations and stakeholders.

##### **Activity Target 1:**

Develop transition framework. Due November 30, 2008

##### **Activity Target 2:**

Develop briefing books, materials and presentations for incoming DOT, FAA and API executives. Due March 31, 2009

##### **Activity Target 3:**

Recommend key international events for introductory bilateral discussions with leaders of foreign civil aviation authorities and regional organizations. Due June 30, 2009

## **Core Business Measure: New Policy Development**

Complete 75% of policy development activities by established deadlines.

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### **Core Business Function: Policy Development and Coordination**

This involves activities associated with the development and coordination of U.S. aviation policy, and API policy and procedures in support thereof. It also involves building partnerships with U.S. Government agencies and Allies, and Non-government organizations. It also encompasses API

activities performed in support of the Joint Planning Development Office (JPDO), International Assistance Development funding and the International Civil Aviation Organization (ICAO).

### **Core Activity: Interagency Group on International Aviation**

Work with Interagency Group on International Aviation (IGIA) members and stakeholders to improve the efficiency and effectiveness of the IGIA process.

#### **Activity Target 1:**

Conduct meetings with the IGIA points of contact and the U.S. Air Navigation Commissioner to provide the LOBs with the opportunity to discuss with their respective counterparts issues and processes being developed within their respective organizations. Prepare a report on findings by 9/30/08. Distribute report by 9/30/08 and coordinate within the U.S. proposed amendments to ICAO Annexes within appropriate timeframes. Assist the U.S. USOAP Program Manager and the USG stakeholders in identifying and filing differences to ICAO Standards and Recommended Practices during FY 2008. Due September 30, 2009

#### **Activity Target 2:**

Distribute IGIA tracking worksheet at least twice per month. Due September 30, 2009

### **Core Activity: Policy Issues**

Develop policies that affect international programs and responses to policy issues as they arise.

#### **Activity Target 1:**

Finalize policy on criteria to waive reimbursement for international technical assistance. Due September 30, 2009

#### **Activity Target 2:**

Coordinate draft API order through FAA. Due September 30, 2009

### **Core Activity: ICAO Fellowship Program**

The FAA/ICAO Fellowship Program is an important element in our FAA's overall goal to strengthen US presence and leadership at ICAO. Returning fellows also bring home lessons learned at ICAO that will serve to make the US more effective at ICAO and in other international fora. The Fellows have a six to twelve months opportunity to work at ICAO.

#### **Activity Target 1:**

Announce this year's program and make online application available. Due December 31, 2008

#### **Activity Target 2:**

Finalize candidate selections. Due April 30, 2009

### **Activity Target 3:**

Identify key areas of concentration for 2010 ICAO Fellowship Program Due September 30, 2009

### **Core Activity: Policy on International Assignments**

Coordinate and finalize new policy on international assignments of FAA employees to international organizations.

#### **Activity Target 1:**

Coordinate and finalize new policy. Due September 30, 2009

### **Core Activity: Recruit US technical personnel for ICAO**

API will increase recruitment of qualified US technical personnel to fill positions at ICAO.

#### **Activity Target 1:**

Work with the US Mission and Department of State to identify positions that may become vacant at ICAO. Work with AOC to announce and disseminate current ICAO vacancies through FAA employee communication vehicles such as FAA Today, FAA Focus and AOA Highlights. Due September 30, 2009

#### **Activity Target 2:**

Distribute updated IGIA tracking worksheet at least twice monthly. Due September 30, 2009

## **Core Business Measure: International Training**

Coordinate 90% of International Training requested by counterpart civil aviation authorities excluding classes cancelled by the requesting organization or country.

### **Core Business Function: International Training Programs**

FAA International Training Programs provide training to counterpart civil aviation authorities and others to improve the safety and efficiency of global aviation systems.

### **Core Activity: International Training Secretariat**

The API International Training Secretariat will work with the FAA Academy to promote international training opportunities in FY 2009.

#### **Activity Target 1:**

Work with the Academy to hold a forum to discuss global training opportunities in FY 2009. Due September 30, 2009

#### **Activity Target 2:**

Highlight the FAA Academy's capabilities across

## **Core Business Measure: Manage International Relationships**

Respond to customer inquiries for assistance and provide relevant information within 7 working days of receipt of request.

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### **Core Business Function: Manage International Relationships**

FAA Senior Representatives and API desk officers manage the bilateral relationships between the FAA and its international counterparts and coordinate the FAA's activities in regional and multilateral aviation organizations, including the International Civil Aviation Organization (ICAO). This core business function covers the activities of FAA Senior Representatives and API desk officers in providing diplomatic, representational, and program support of FAA's international activities, and fostering and maintaining relationships. Progress on these activities can be affected by any of the parties involved.

#### **Core Activity: Bahamas Flight Information Region (FIR)**

Assist the ATO with the implementation of all policy and technical activities associated with the establishment of the Bahamas FIR as part of the on-going bilateral negotiations between the FAA and the Government of the Bahamas.

##### **Activity Target 1:**

Work with the Department of State to develop an action plan to address ongoing technical assistance support with the intent to sign a Memorandum of Cooperation (MOC). Due September 30, 2009

##### **Activity Target 2:**

Provide a mid-year update to API-1. Due April 15, 2009

#### **Core Activity: Assist with Argentine Military Transition to a Civilian Aviation Authority**

Work with the Government of Argentina and the appropriate USG/FAA offices on the development of a strategic plan for the transition from a military to civilian aviation authority as needed.

##### **Activity Target 1:**

Work with the LOBs to develop a comprehensive strategic plan for technical assistance as needed throughout FY 2009. Due September 30, 2009

#### **Core Activity: Expand bilateral partnership with China**

APC will support efforts by LOBs and staff offices to establish new bilateral relationships with CAAC and other Chinese government agencies

##### **Activity Target 1:**

Assist with completing logistical arrangements for AEE working group activities with CAAC by June 30, 2009. Engage State ATC Commission in regular dialogue about modernization activities and identify opportunity to engage in additional activities beneficial to FAA. Due September 30, 2009

#### **Core Activity: Key AVS Activities in China**

APC will participate in bilateral meetings between FAA and CAAC Flight Standards and Aircraft Certification Departments. Based on the decisions made at the joint steering group meetings and other priorities agreed upon during the year, APC will contribute to the Annual Work Plans and support the implementation of related activities, which will aid AVS in meeting the target to reduce the accident rate in China.

##### **Activity Target 1:**

Assist with completing logistical arrangements for bilateral meetings for Aircraft Certification by December 31, 2008; and for Flight Standards by September 30, 2009. Support 2008-2009 work plans. Due September 30, 2009

#### **Core Activity: Key ATO Activities in China**

APC will participate in bilateral meetings between FAA ATO and the CAAC ATMB. Based on the decisions made at the joint steering group meetings and other priorities agreed upon during the year, APC will assist in the development of an annual work program and support implementation of associated activities over the coming year, which will aid the ATO in helping meet China's need for additional capacity and efficiency.

##### **Activity Target 1:**

Assist with completing logistical arrangements for JATSG/6 by March 31, 2009. Support NextGen/JATSG coordination and implement work plan. Due September 30, 2009

#### **Core Activity: Western Hemisphere Civil-Military Aviation Cooperation**

Support regional civil-military cooperation with ATO, DoD and the CAAs to improve communication, navigation and surveillance interoperability while

promoting advanced technologies.

**Activity Target 1:**

Work with DOD and CAAs to support a regional cooperation plan by end of FY09. Due September 30, 2009

**Activity Target 2:**

Work with ICAO NACC, DOD (SOUTHCOM) and CAAs as the group begins the development and implement of a regional coordination center in El Salvador. Due September 30, 2009

**Core Activity: Asia-Pacific NextGen Expansion**

APC will continue cooperative efforts and implementation of previously identified products and expand cooperative efforts in new areas.

**Activity Target 1:**

China: Begin implementation of ATM subgroup for China by March 31, 2009. Hold at least one executive level meeting with China by June 30, 2009. Japan: Coordinate two working group meetings and/or technical meetings. Work with ATO and JCAB to expand continuous descent approaches (CDA); the first meetings by March 31, 2009; the second meetings by September 30, 2009. Regional: Develop a regional strategy to identify one additional partner in the region. Due by June 30, 2009. Meeting with new partner due by September 30, 2009. Due September 30, 2009

**Core Activity: Key AVS Activities in Korea**

APC will participate in bilateral meetings between FAA and KCASA. APC will assist structuring the activities for the coming year to meet identified aviation safety efforts.

**Activity Target 1:**

APC will meet with AFS to discuss plans for next AVS bilateral meeting by June 30, 2009. APC will support identified activities and assist with logistical arrangements for next AVS bilateral meeting by September 30, 2009. Due September 30, 2009

**Core Activity: FAA-EU Relationship**

Represent FAA issues to EU institutions; EASA, Eurocontrol

**Activity Target 1:**

Monitor, coordinate, and influence EU legislation affecting US aviation interests. Report out to the appropriate stakeholders as needed and at least once a quarter. Due September 30, 2009

**Activity Target 2:**

Monitor the development of Commission regulations and EASA rules for operations, licensing, and proposals for expanding EASA competence by providing quarterly reports to appropriate stakeholders Due September 30, 2009

**Core Activity: SSFA Financial Management and Accountability**

Provide financial management and analytical support to the Safe Skies for Africa (SSFA).

**Activity Target 1:**

Compile quarterly and as needed financial analyses, reports, and information for use by FAA/DOT/DOS throughout the fiscal year. Due September 30, 2009

**Core Activity: Aerodrome Certification Activities in the Caribbean**

Assist ARP with the planning and execution of aerodrome activities in conjunction with the Caribbean Safety and Security Oversight System.

**Activity Target 1:**

Explore potential third party funding for aerodrome activities by September 30, 2008. Due September 30, 2009

**Core Activity: Aging Aircraft Issues**

Working with LOBs explore the possibilities for FAA leadership on aging aircraft in Africa.

**Activity Target 1:**

Gather information on the extent of aging aircraft issues in FAA's three priority countries. Due March 31, 2009

**Core Activity: Develop Relationship with ICAO Paris**

AEU-Paris will work with ICAO Paris to develop a relationship to facilitate coordination of appropriate technical assistance projects and FAA participation in ICAO meetings held in the region.

**Activity Target 1:**

Assess the viability of partnerships with ICAO Paris in the countries in their region. Due March 31, 2009

**Core Activity: Use of Funds Allocated by USTDA for Inspector Training in Turkey**

API will determine whether/not it will be possible to conduct operations and airworthiness inspector courses for employees of the Turkish CAA and return the allocated funds to USTDA if necessary.

**Activity Target 1:**

Work with US Embassy in Ankara to determine whether/not the Turkish CAA will be able to participate in operations and airworthiness inspector courses at the FAA Academy in Oklahoma City before June 2009. Due December 31, 2008

### **Core Activity: USTDA Definitional Mission in Africa**

AEU will provide support for a USTDA definitional mission in Sub-Saharan Africa

#### **Activity Target 1:**

Review results of TDA Definitional mission in (Ghana, Burkina Faso, Burundi, Tanzania, Ethiopia, Rwanda, Uganda, and Nigeria) to update FAA Africa strategy. Due March 31, 2009

### **Core Activity: Reduced Vertical Separation Minima (RVSM) Implementation in Africa**

Working with LOBs represent FAA policies on RVSM to African States preparing to implement RVSM.

#### **Activity Target 1:**

Follow-up on RVSM's implementation in Africa and its impacts across the region by coordinating with ICAO and other monitoring agencies as appropriate. Provide report on the impact of implementing RVSM and any major issues encountered. Due September 30, 2009

### **Core Activity: Increase Outreach with African Aviation Stakeholders**

Work with the Aviation and Allied Business Journal to establish FAA participation at an Aviation and Allied Business Leadership Conference.

#### **Activity Target 1:**

Establish liaison and coordinate with Aviation & Allied Business Journal regarding FAA participation at an Aviation and Allied Business Leadership Conference to be held in 2009. Due March 31, 2009

#### **Activity Target 2:**

Review conference materials to identify key topics of interest to FAA. Due July 31, 2009

### **Core Activity: International Visitor Leadership Program – Africa**

Recommend select individual(s) from Sub-Saharan CAAs (i.e. EAC members) to the appropriate embassy for the IVLP program to give regional aviation officials, industry representatives, etc., exposure to the US aviation system

#### **Activity Target 1:**

Establish criteria by which we select individuals for nomination. Due March 31, 2009

#### **Activity Target 2:**

Develop and submit a proposal to nominate qualified regional candidates for IVLP programs in accordance with the deadlines set by individual Embassies. Due September 30, 2009

#### **Activity Target 3:**

Support DOS in the arrangement and coordination of IVLP program visits to FAA HQ and FAA facilities within 10 days of the request being made. Due September 30, 2009

### **Core Activity: EMDT with Brazil**

Explore possibility of an Executive Management Development Training (EMDT) with Brazilian aviation authorities.

#### **Activity Target 1:**

Work with ATO-Pi to determine possibility of developing an EMDT with Brazil. Due September 30, 2009

### **Core Activity: USG Policies on Cuba**

Work closely with the Department of Transportation (DOT), Department of State (DOS), and other USG agencies to support Administration's Cuba initiatives and policies.

#### **Activity Target 1:**

Provide expertise for international coordination, including liaison with DOS, DOT, and other USG agencies, foreign civil aviation authorities, appropriate representatives of foreign governments in Washington, D.C., and the International Civil Aviation Organization (ICAO). Due September 30, 2009

#### **Activity Target 2:**

Coordinate with appropriate LOBs on all Cuba policy matters; participate in all activities of the Crisis Response Working Group for Cuba (CRWG) during FY 09. Due September 30, 2009

#### **Activity Target 3:**

Provide a mid-year update to API-1. Due April 15, 2009

### **Core Activity: Promote ATO Expansion of Asia Pacific Initiative to Reduce Emissions (ASPIRE)**

Promote ATO plan to expand ASPIRE program in the region.

#### **Activity Target 1:**

Promote ATO's regional expansion plan. Work with ATO in identifying new partners. Due September 30, 2009

### **Core Activity: Promote TRAINAIR in Asia Pacific**

Develop TRAINAIR partnership in the region.

#### **Activity Target 1:**

Identify a regional training academy where the FAA can help establish a TRAINAIR program. Due by September 30, 2009. Due September 30, 2009

### **Core Activity: Brazilian Private Sector Outreach**

To explore the possibility of partnering under a United States-Brazil ACP, the FAA will reach out to the Brazilian private sector to gauge interest in ACP activities.

#### **Activity Target 1:**

Provide AWH-1 with a mid-year update on outreach findings. Due March 31, 2009

#### **Activity Target 2:**

Provide AWH-1 and end-of-year report on outreach findings. Due September 30, 2009

### **Core Activity: Transition from Military to Civilian aviation authorities**

Work with the government of Brazil and the appropriate FAA LOBs to provide continued support of the transition from military to civilian air traffic control under ANAC.

#### **Activity Target 1:**

Provide AWH-1 with a mid-year update on transition progress Due March 31, 2009

#### **Activity Target 2:**

Provide AWH-1 with an end-of-year report on transition progress. Due September 30, 2009

### **Core Activity: FAA-ICAO Relationship**

Increase relationship between FAA and ICAO by working through API ICAO desk officer and Steve Creamer, Commissioner at the U.S. Mission to ICAO.

#### **Activity Target 1:**

Develop standard procedures for communication, transfer of information, and dissemination between U.S. Mission and FAA through API. Due March 31, 2009

#### **Activity Target 2:**

Monitor, coordinate, and influence ICAO processes and decisions affecting US aviation interests. Report out to the appropriate stakeholders as needed and present feedback to U.S. Mission. Due September 30, 2009

### **Core Activity: Provide Mentors for Afghanistan**

Work with LOBs, the Afghan Ministry of Transport and Civil Aviation (MOTCA), the US Embassy, the US Air Force, and NATO to provide technical mentors to build capacity within MOTCA to meet international aviation standards.

#### **Activity Target 1:**

Post a Transportation Security Administration Representative in Kabul. Due March 31, 2009

#### **Activity Target 2:**

Post one or more safety oversight mentors in Kabul. Due September 30, 2009

### **Core Activity: Third Party Funding for Haiti**

AWH will explore external funding possibilities for Haiti's aviation system to help the country to comply with international civil aviation safety standards.

#### **Activity Target 1:**

Coordinate with the United States Department of State to update previously submitted funding proposal. Due March 31, 2009

#### **Activity Target 2:**

Explore additional potential funding sources. Due September 30, 2009

### **Core Activity: Performance Based Navigation Seminar**

Work with ATO to identify potential venues for Performance Based Navigation Seminars in support of regional aviation authorities.

#### **Activity Target 1:**

Once identified, develop seminar schedule and agenda within 60 days. Due September 30, 2009

### **Core Activity: AIRE Demonstrations**

Facilitate relationships to maintain focus on building upon the AIRE initiative.

#### **Activity Target 1:**

Maintain relationships with all stakeholders in the AIRE initiative and report progress on all activities. Due September 30, 2009

## **Core Business Measure: International Strategies**

Coordinate all Regional Strategies with Lines of Business and Staff Offices by December 31, 2008.

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## **Core Business Function: Developing International Leadership Strategies**

To align agency international priorities, the API staff is developing regional strategies. These strategies serve as the platform for coordinating FAA's international efforts. The strategies will also be used to project future Flight Plan initiatives, Business Plan activities and transition to new leadership.

### **Core Activity: International Leadership Strategies**

Develop strategies to ensure the international activities of FAA's lines of business and staff offices are integrated.

#### **Activity Target 1:**

Develop regional strategies, defining international priorities along with determining the agency's overseas presence. Coordinate with Lines of Business and Staff Offices. Due December 31, 2008

#### **Activity Target 2:**

Engage lines of business and staff offices in strategic discussion to synchronize international activities through quarterly summaries and progress reporting. Conduct briefings at least twice per year. Due September 30, 2009

#### **Activity Target 3:**

Identify and develop new strategic activities to address emerging opportunities through existing working groups and regular international update meetings, at least four times per year. Due September 30, 2009

#### **Activity Target 4:**

Stakeholder Outreach: Communicate international leadership strategies and activities to key stakeholder companies and regional organizations at least twice per year, the first by October 31, 2009, the second by May 31, 2009 Due May 31, 2009

### **Core Activity: Manage API's planning and tracking processes**

Using input from regular management team strategic discussions and API executive level meetings, develop management tools including metrics that measure progress of International Leadership initiatives and activities for review.

#### **Activity Target 1:**

Publish at least one fiscal year's results from draft metrics run in "shadow mode" to the API management team for review. Due September 30, 2009

## **Organizational Excellence**

API helps the line organizations in the agency provide direct or indirect assistance to over 100 countries around the world to help them improve their aviation systems. The FAA workforce is a key component of this effort. It is FAA employees who respond to the needs of our international customers through advice, training, and technical assistance.

API sees effective management of the workforce as a critical element in providing value-added customer support to our international clients. Through improved management based on reliable data FAA employees can continue to delivery quality customer service.

### **Flight Plan Target: Leadership and Accountability**

(Objective) Make the organization more effective with stronger leadership, a results-oriented, high performance workforce, and a culture of accountability.

### **Strategic Initiative: Conflict Management**

Undertake a timely and effective corporate approach to conflict management.

(LEAD is Center for Early Dispute Resolution - CEDR)

#### **Strategic Activity: API Conflict Management Training**

Increase employee awareness of CEDR services by attendance at CEDR briefings, participation in conflict management training, and use of CEDR services as needed.

##### **Activity Target 1:**

Identify what has been done to encourage employee and manager attendance at semi-annual Center briefings or other participation in conflict management training. Due March 30, 2009

##### **Activity Target 2:**

Identify what has been done to encourage employee and manager attendance at semi-annual Center briefings or other participation in conflict management training. Due September 30, 2009

### **Strategic Initiative: Organizational Excellence Action Plans**

Develop and implement Corporate and LOB/SO Organizational Excellence Action Plans that address employee feedback and engagement, and improve organizational effectiveness, accountability and

performance.

### **Strategic Activity: API Organizational Excellence Plan**

Development and implementation LOB/SO Organizational Excellence (OE) Action Plans that address employee feedback and engagement, and improve organizational effectiveness, accountability and performance.

#### **Activity Target 1:**

LOB/SOs will meet with AHR on guidance for action plans. Due December 30, 2008

#### **Activity Target 2:**

LOB/SOs will identify and implement methods (e.g., results from surveys, focus groups, interviews, meetings, etc.) that will be used to solicit employee feedback for organizational improvement. Due March 30, 2009

#### **Activity Target 3:**

LOB/SOs will develop Organizational Excellence (OE) Action Plans that address their employees' feedback, input, issues and concerns that were identified by employee feedback methods. Due June 30, 2009

#### **Activity Target 4:**

LOB/SOs will communicate the results of their analyses of employee feedback and their resulting OE Action Plan to their workforce and implement their plan. Due September 30, 2009

### **Strategic Initiative: Leadership Development**

Each LOB/SO will track and report quarterly on their compliance with corporate leadership development policies and initiatives.

#### **Strategic Activity: API Leadership Development Compliance**

Each FAA organization will track and report quarterly in pbviews on their compliance with leadership development policies and initiatives in the areas of mandatory probationary manager training, probationary manager certification, Continuing Management Education, and steps taken to improve compliance rates.

#### **Activity Target 1:**

Report quarterly the percentage of probationary managers who completed mandatory training (FMC-1, FMC-2, and FMC-3) due during the previous quarter within prescribed timeframes. Due September 30, 2009

#### **Activity Target 2:**

Report quarterly the percentage of probationary managers completing their probation period

during the previous quarter who were formally certified. Due September 30, 2009

#### **Activity Target 3:**

Report quarterly on steps taken to improve or sustain timely completion of probationary training and certification. Due September 30, 2009

#### **Activity Target 4:**

Report quarterly on steps taken to improve or sustain timely completion of probationary training and certification. Due September 30, 2009

### **Strategic Initiative: Harassment, Reprisal, and Retaliation Free Workplace**

Each FAA organization will track and report quarterly on LOB/SO actions to foster a workplace free of harassment, reprisal, and retaliation.

#### **Strategic Activity: API Harassment- and Retaliation-Free Workplace Training**

Each FAA organization will track and report quarterly in pbviews on their compliance with this initiative in terms of the numbers of people trained.

#### **Activity Target 1:**

Report quarterly the number of new managers who have completed mandatory training (FMC-1) during the previous quarter. Due September 30, 2009

#### **Activity Target 2:**

Report quarterly the number of managers who have completed eLMS course #FAA30200134 (Accountability Board Training for FAA Managers) during the previous quarter. Due September 30, 2009

#### **Activity Target 3:**

Report quarterly the number of employees who have completed in-person training sessions provided by the Accountability Board or by Accountability Board Human Resources Points of Contact during the previous quarter. (Ref. eLMS Course #05012, or # as assigned, Other Accountability Board Training.) Due September 30, 2009

#### **Activity Target 4:**

Report quarterly the number of employees who have completed any other training sessions on workplace harassment or reprisal during the previous quarter. Due September 30, 2009

### **Strategic Initiative: New Hires with Targeted Disabilities**

Each FAA organization will track and report quarterly on actions taken in support of the Secretary of

Transportation's fiscal year goal that 3 percent of all new hires are individuals with targeted (severe) disabilities.

### **Strategic Activity: API actions in support of DOT FY goal that 3% of all new hires are individuals with targeted disabilities**

API will track and report monthly on actions taken to support the Secretary of Transportation's fiscal year goal that 3 percent of all new hires are individuals with targeted (severe) disabilities.

#### **Activity Target 1:**

API will provide to ACR a standard monthly report outlining actions taken to increase their workforce percentage of individuals with targeted disabilities. Due September 30, 2009

## **Flight Plan Target: Cost Control**

Organizations throughout the agency will continue to implement cost efficiency initiatives such as:  
10-15 percent savings for strategic sourcing for selected products and services;

By the end of FY 2009, reduce leased space for Automated Flight Service Stations from approximately 510,000 square feet to approximately 150,000 square feet;

Annual reduction of \$15 million in Information Technology operating costs;

By FY 2010, reduce overhead costs 5-10 percent through automation of invoice processing. FY 2009

Target: 90% of targeted savings

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### **Strategic Initiative: Cost Control Program**

Implement line of business-specific cost efficiency as well as agency-wide initiatives to reduce costs or improve productivity.

#### **Strategic Activity: API Transfer Lease**

Relocate API Asia-Pacific Office in Singapore from the Changi International Airport to the American Embassy in Singapore.

#### **Activity Target 1:**

Track and report status monthly to ABA. Due September 30, 2009

#### **Activity Target 2:**

Submit an FY 2010 cost control activity to ABA within 30 days after the FY 2010 Cost Control Kickoff. Due September 1, 2009

### **Strategic Initiative: Productivity and Financial Metrics**

Each FAA organization will develop, track, and report quarterly on a comprehensive measure of its operating efficiency or financial performance. These

measures will include: Cost per flight controlled, Research, Engineering, and Development (RE&D) Management Staff Efficiency Measure, Grant Administration Efficiency Measure, Direct labor costs of certification of foreign and domestic repair stations, Direct labor costs of surveillance of foreign and domestic repair stations.

### **Strategic Activity: API Efficiency Measure International Agreement Processing**

Reduce the number of labor hours API uses to process and manage international reimbursable agreements.

#### **Activity Target 1:**

Report to ABA quarterly the percentage reduction in average hours spent processing and managing international reimbursable agreements. Target: Reduce by 5% from the FY 2008 level the average number of hours spent processing and managing each international reimbursable agreement. Data sources will be log of international agreements and LDR. Due January 31, 2009

#### **Activity Target 2:**

Report to ABA quarterly the percentage reduction in average hours spent processing and managing international reimbursable agreements. Target: Reduce by 5% from the FY 2008 level the average number of hours spent processing and managing each international reimbursable agreement. Data sources will be log of international agreements and LDR Due April 30, 2009

#### **Activity Target 3:**

Report to ABA quarterly the percentage reduction in average hours spent processing and managing international reimbursable agreements. Target: Reduce by 5% from the FY 2008 level the average number of hours spent processing and managing each international reimbursable agreement. Data sources will be log of international agreements and LDR Due July 31, 2009

## **Flight Plan Target: Customer Satisfaction**

Maintain the annual average of FAA surveys on the American Customer Satisfaction Index at or above the average Federal Regulatory Agency score. FY 2009 Target: Government Regulatory Average

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## Strategic Initiative: Standardize FAA Websites

Standardize FAA websites making them more useful for exchanging information and conducting business.

### Strategic Activity: Standardize FAA Website

Develop and implement processes to ensure all API websites comply with the Agency's web and branding standards and policies.

#### Activity Target 1:

Update API office web strategies and action plans in writing to the FAA Web Manager and brief FAA Web Council on API office plan on or before January 30, 2009. Due January 30, 2009

#### Activity Target 2:

Submit API web progress report to the FAA Web Managers on or before March 31, 2009. Due March 31, 2009

#### Activity Target 3:

Submit API web progress report to the FAA Web Managers on or before June 30, 2009. Due June 30, 2009

#### Activity Target 4:

Certify to the Administrator on or before September 30, 2009 that 90 percent or more of API web pages comply with FAA web standards, policies and requirements. Due September 30, 2009

## Flight Plan Target: Reduce Workplace Injuries

Reduce the total workplace injury and illness case rate to no more than 2.44 per 100 employees by the end of FY 2011, and maintain through FY 2013. FY 2009 Target: 2.60 per 100 employees

## Strategic Initiative: Reduce Workplace Injuries

Reduce workplace injuries through employee safety program evaluations and OSHA Voluntary Protection Program measures.

### Strategic Activity: API Employee Safety

API is committed to supporting initiatives, programs and policies that improve agency-wide performance in employee safety and health in the workplace environment.

#### Activity Target 1:

Send an Occupational Safety and Health (OSH) Seasonal Buckle Up reminder message to all API employees during the November/December 2008 Holiday season. Due November 15, 2008

#### Activity Target 2:

API Managers will consult with the international offices to assist in conducting the local API office Safety and Health inspection. This inspection shall be documented and sent to HQ API. Due July 27, 2009

#### Activity Target 3:

Provide Occupational Safety and Health training to new employees and international Office employees, explaining mishap and hazard reporting process in FAA. Due March 31, 2009

## Core Business Measure: Effective Management

100% of performance plans, spending plans, and development of standard operating procedures are reported to senior management as completed within established deadlines.

## Core Business Function: Effective Management

API's customers include the FAA LOBs/SOs, other USG agencies, industry, and international authorities and organizations. In support of our customers, the staff conducts and coordinates a broad range of activities requiring a working knowledge of the FAA's technical programs and excellent communication skills. The API management team will work to improve API's ability to provide timely and efficient services to its customers.

### Core Activity: Performance Management System

Develop a performance plan for each employee that aligns job responsibilities with the agency's goals.

#### Activity Target 1:

All segments of the performance management system cycle will be completed for all API employees within established deadlines for FY 2008. Due September 30, 2009

### Core Activity: Financial management

Allocate resources appropriately to support the mission of the agency.

#### Activity Target 1:

Develop all spending plans and cost estimates within established deadlines throughout FY 2008. Due September 30, 2009

### Core Activity: GAO Audit of Safe Skies for Africa (SSFA) Program

AEU will serve as the FAA's point of contact for GAO during its 2008 audit of the SSFA program.

#### Activity Target 1:

By September 30, 2009 coordinate the FAA's responses to the GAO's requests for SSFA program activities and reports from appropriate LOBs. Due September 30, 2009

### **Core Activity: Develop Leadership Capabilities and Improve Organizational Effectiveness**

API Directors and Managers promote the effectiveness and continuity of API leadership through organizational planning, development and succession planning, reporting progress regularly in corporate weekly, quarterly and semi-annual venues.

#### **Activity Target 1:**

Manage API's organization planning process, establish timetable for developing and coordinating strategic and work plan activities across programs and with FAA Lines of Business and Staff Offices. Develop fiscal year 2010 strategic initiatives and flight plan targets. Due March 31, 2009

#### **Activity Target 2:**

Develop recommendations for organizational effectiveness Due June 30, 2009

#### **Activity Target 3:**

Develop organizational succession planning, review and update API leadership positions and priority staffing requirements. Due June 30, 2009

#### **Activity Target 4:**

Engage Lines of Business and Staff Offices in strategic and tactical planning, coordinating fiscal year 2010 initiatives. Due September 30, 2009

## **Core Business Measure: Corporate Assessment**

Provide support for Corporate Assessments.

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### **Core Business Function: Corporate Assessments**

Corporate Assessments

#### **Core Activity: Corporate Assessment**

Support for Corporate Assessments

#### **Activity Target 1:**

Provide Corporate Assessments support. Due October 1, 2008

## **Core Business Measure: Crisis Response Working Group and**

## **Emergency Preparedness**

Timely coordination of issues related to hostile situations abroad and publication of emergency preparedness plans for the Office of International Aviation.

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### **Core Business Function: Present API Emergency Preparedness Plan**

Represent API in FAA programs dealing with Pandemic Preparedness, Continuity of Operations and other emergency activities; Manage Crisis Response Working Group on hostile situations abroad.

#### **Core Activity: API/FAA Pandemic Preparedness**

Participate in FAA Pandemic Preparedness monthly meetings, brief API management on initiatives and participate in exercises.

#### **Activity Target 1:**

Update API Pandemic and Emergency Preparedness plan. Due September 29, 2009

#### **Core Activity: Manage FAA's Crisis Response Working Group**

Convene Crisis Response Working Group (CRWG) on Hostile Situations Abroad, as required and coordinate with U.S. government agencies and departments in response to Crisis Response Working Group assignments.

#### **Activity Target 1:**

Draft at least 80 percent of the CRWG recommendations to the Crisis Response Steering Group within one business day following the group's decisions. Due September 30, 2009

#### **Core Activity: Building Emergency Preparedness**

Maintain the list of 6th floor building emergency wardens (FOB-10B) and ensure training and supplies for emergency wardens.

#### **Activity Target 1:**

Update the list of 6th floor building emergency wardens (FOB-10B) and arrange training and supplies for emergency wardens. Due September 30, 2009