



**GENERAL AVIATION AND
COMMERCIAL DIVISION
AFS-800**

**FY 2004
BUSINESS PLAN**

October 1, 2003

General Aviation and Commercial Division (AFS-800)
FY 2004 Business Plan

Introduction

This plan lays out the work to be accomplished by the General Aviation and Commercial Division during FY 2004. The goals, objectives and initiatives support FAA, Regulation and Certification (AVR), and Flight Standards direction and goals.

We are driven by the expectations and needs of our customers and stakeholders¹. Our goals and objectives reflect shared agreement on priorities and direction. These goals and objectives are measured and monitored during our scheduled management reviews.

It is with great pride that I sign this plan on behalf of the entire General Aviation and Commercial Division team. We are committed to working across the agency to achieve our goals and those of the FAA.

Robert A. Wright
Manager, General Aviation and Commercial Division

¹ Based on AFS-800's mission, external customers and stakeholders are defined as the general aviation industry, general aviation operators, and general aviation inspectors. Internal customers and stakeholders include the Director, Flight Standards (AFS-1) and those others above AFS-1 who dispatch requests through AFS-1.

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Overview

Flight Standards General Aviation and Commercial Division is committed to establishing processes that yield consistent products and services that meet customer and regulatory requirements. We further aim to “wow” our customers by continually improving processes, thereby increasing satisfaction and decreasing resources needed to deliver products and services.

The Flight Standards General Aviation and Commercial Division (AFS-800) provides the general aviation community and FAA field workforce with responsive, customer-driven services that increase aviation safety. We support technological advancement of general aviation. We are comprised of three branches: Plans and Program Branch (AFS-805), Operations and Safety Program Support Branch (AFS-820), and Certification and Flight Training Branch (AFS-840). Appendix 1 provides more information.

Our division manages four work areas: development projects, products and services, policy and issues management, and general aviation expert consulting. As new work comes into the division, the division management team assesses the effort to determine how the work effort is to be managed. See Appendix 1 for decision flow process.

AFS-800 delivers the following products and services:

- FAA Aviation News
- General Aviation Operations Inspector Handbook and other inspector and examiner guidance and certification methods
- AFS-800 Sections of AIM
- Flight Instructor Refresher Clinic Approvals
- General Aviation Flight Simulation Device Approvals
- Other approvals and letters of authorization
- Pilot Type Rating Designations
- Advisory circulars and other guidance materials
- Standards
- Regulations and exemptions
- General aviation expert consulting for research and development sponsorship, safety prototypes, and studies, reports and models

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AFS-800 Major Program areas include:

- Aviation Safety Program
- Sport Aviation Operations
- Training Centers (Part 142)
- FAA/Industry Training Standards Program

Background Information

General aviation constitutes the vast majority of the civil aircraft fleet in the United States and performs a variety of critical functions ranging from flight training for most pilots to medical evacuation and law enforcement. Increasingly, general aviation is also providing a viable air transportation complement to the air carrier “hub and spoke” system. Corporate aviation and on-demand air taxis have provided such service for some time and new forms of general aviation are expanding these alternatives.

General aviation safety has been improving continuously for nearly 25 years and accidents continue to decrease even as activity increases. It appears, however, that the fatal accident rate may have reached a plateau. The leading causes of general aviation fatal accidents are related to weather and loss of control. If general aviation growth becomes even more pronounced, a major challenge for the community will be to decrease accident rates to maintain and increase public acceptability of general aviation as a form of air travel.

Many new developments have taken place that will have a pronounced effect on general aviation flight operations and, consequently, general aviation training. The complexity of the airspace will increase as the National Airspace System (NAS) is modernized and the FAA’s Operational Evolution Plan (OEP) takes effect. These changes will be magnified as new cockpit and other flight technologies are introduced and advanced airspace concepts such as Free Flight emerge. New airspace and other operational changes will also be inevitable to accommodate aviation security concerns following the terrorist attacks of September 11, 2001.

General aviation will also be impacted positively by the introduction of new aircraft and new approaches to shared ownership of these aircraft. The general flying public, especially those who are not pilots but seek air travel alternatives to the airlines, are currently benefiting from fractional ownership schemes. Similar owner-pilot shared ownership programs are emerging for pilots who wish to use small piston engine aircraft. The emergence of new lower cost turbine aircraft could benefit both groups.

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The strategy of the General Aviation and Commercial Division will be to deliver products and services which account for these changes in the external environment but still enable our customers to increase the safe/utility of their operations. Our approach will be to emphasize non-regulatory, incentive based methods in partnership with numerous stakeholders, allowing us to leverage external resources and increase stakeholder acceptance.

Mission/Vision/Values

Our Mission

To enhance the safety/utility of general aviation flight operations by providing the general aviation community with responsive, customer-drive guidelines, standards, certification methods and other value-added products and services.

Our Vision

To be an innovator and government leader in shaping the future of general aviation – reducing barriers and increasing mobility, recreation, and public benefits at a new threshold of safety and utility.

Our Values

Every AFS-800 employee and manager shares the responsibility for the quality of our products and services and for continual quality improvement.

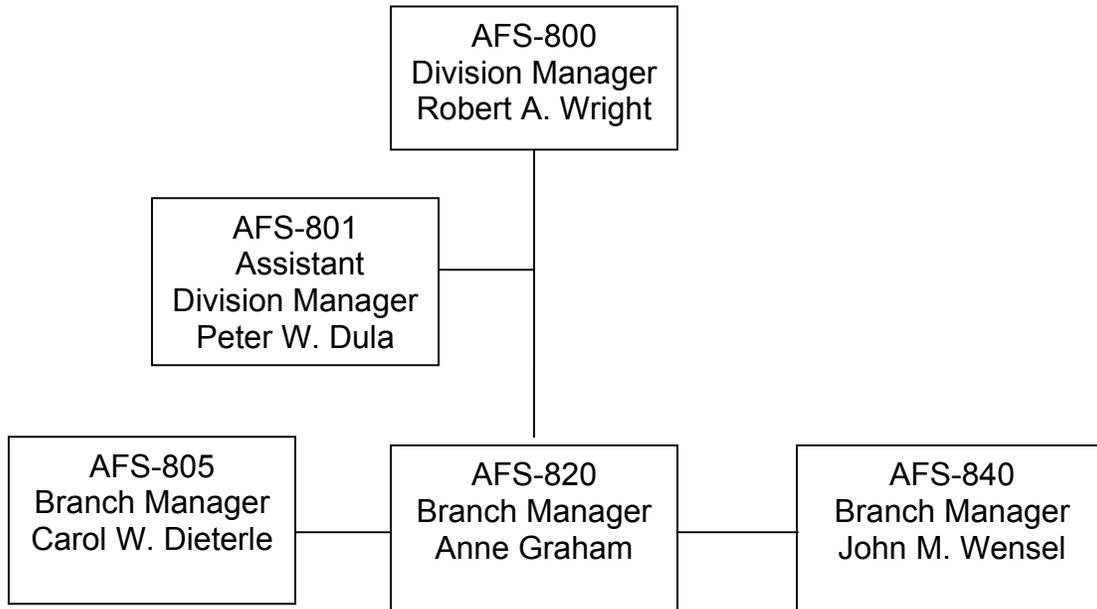
AFS-800 managers lead by example – fully committed to providing quality products and service in response to the individual and collective needs of our customers.

We depend on stakeholders for delivering quality products and services. Wherever practicable, we will work in partnership with our stakeholders, external and internal, as a natural adjunct to delivering quality products and services.

In or dealings with one another, customers, and stakeholders, we act with integrity, honesty, trust, and respect.

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Organizational Chart



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Operating Philosophy

In AFS-800, we approach our work in a disciplined fashion. All employees recognize that our work results in organizational change – as we enhance aviation safety. Here are our steps for effecting change in a positive way:

1. **Explain Why.** Know the purpose of a change. How big with the change be and why now? Establish benefits.
2. **Set Goals.** Know what success will look like. Set clear, understandable goals and milestones; make them visual. Communicate goals up and down the chain.
3. **Take Care of “Me” Issues.** Know how this change will affect your colleagues, customers, and stakeholders. Establish answers to questions that will arise, such as, “How will this affect my job?”
4. **Involve People.** Decide on the level of involvement needed. Explain level of involvement or non-involvement to the people.
5. **Acknowledge Problems.** Define potential problem areas. Elicit help in diverting these problems.
6. **Communicate.** Develop a communications plan (initial and on-going). Decide how to communicate (face-to-face, memo, both?). Decide who will do the communicating and identify target audience. Develop the message (purpose, goals, “me” issues, involvement level, potential problems, etc.)
7. **Beware of Bureaucracy.** Beware of people who want to go slow or say, “It won’t work.” Listen to their ideas, incorporate as needed, but don’t get stuck in analysis. Beware of creating systems that are cumbersome, extremely complex. Communicate the need for simplicity, clarity, speed, and quality.
8. **Commit.** Be positive about the change. Show your enthusiasm through face, body, actions, and words.
9. **Alter Reward System.** Identify reward system for the change: feedback, recognition, incentives, treats, pats on the back.
10. **Uncover Resistance.** Be aware of all rumors . . . address them. Understand objections . . . overcome them.
11. **Ensure Know-How.** Explain and teach the new way of doing things. What are we going to stop doing? What are we going to start doing? What are we going to keep doing, but do differently?
12. **Track**

We become better and better at what we do by incorporating and applying quality systems and standards in our oversight systems and business processes. We continue to implement continually improvement activities through application of ISO 9001 standards.

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Fiscal Year 2004 Goals, Strategies, Initiatives, and Measures

Increased Safety

Goal: Reduce the number of fatal accidents in General Aviation.

FAA Flight Plan Initiative 4: Ensure that safety oversight and regulatory compliance keeps pace with changes in the general aviation environment.

GA Strategy 1: Develop and implement a system safety approach for general aviation (SAGA).

Initiative: 1.1: Complete the Part 137 agricultural operational prototype and design for implementation.

Measure 1: Facilitate the timely development of a functional model of agricultural operations by January 2004.

Measure 2: Facilitate the timely development of an oversight model of agricultural operations by June 2004.

Measure 3: By September 2004, develop an oversight plan based on developed models.

Project Manager: Ray Stinchcomb

FAA Flight Plan Initiative 4: Ensure that safety oversight and regulatory compliance keeps pace with changes in the general aviation environment.

GA Strategy 2: Transition Sport Pilot/Light Sport Aircraft (LSA) rulemaking, policy, and training from AFS-800 to AFS-600.

Initiative 2.1: Successfully transition sport pilot/light sport aircraft program administration from AFS-800 to AFS-600.

Measure 1: Document transition plan and complete all transition activities to successfully affect sport pilot/light sport aircraft program administration from AFS-800 to AFS-600 by September 2004.

Project Manager: Sue Gardner

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FAA Flight Plan Initiative 6: Continue to implement General Aviation Joint Steering Committee (GA JSC) initiatives and pursue joint identification and analysis of safety issues within JSC.

GA Strategy 3: Implement GA JSC initiatives in a timely manner.

Initiative 3.1: Continually seek ways to advance General Aviation Safety through improved training.

Measure 1: Issue a recurrent training standard for GA pilots to reduce CFIT accidents, weather related accidents, runway incursion incidents, and improve aeronautical decision-making by September 2004.

Project Manager: Tom Glista

FAA Flight Plan Initiative 9: Develop policy, procedures, and approval processes to enable operation of Unmanned Aerial Vehicles (UAV's) and small aircraft in the National Airspace System (NAS).

GA Strategy 4: Enable operation of UAV's in the NAS.

Initiative 4.1: Develop operation approval processes to integrate civilian UAVs in the NAS.

Measure 1: Develop a process for the initial approvals by June 2004.

Project Manager: Glenn Rizner

FAA Flight Plan Initiative 11: In partnership with the general aviation associations and the training community, develop and implement FAA/Industry Training Standards (FITS).

GA Strategy 5: Working in partnership with the general aviation associations and the training community, develop and implement FAA/Industry Training Standards (FITS).

Initiative 5.1: Implement the FITS program.

Measure 1: Partner with 3 new manufacturers or courseware providers to develop FITS transition, recurrent, and instructor curriculum by September 2004.

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Measure 2: Develop a FITS training module and deliver to 25% of CFI's through original CFI issuance and renewals by September 2004.

Measure 3: Publish 100% of FITS courseware and standards and operational guidance materials for GA pilots on the FAA website by September 2004.

Project Manager: Tom Glista
Project support: Lance Nuckolls, Mike Brown

FAA Flight Plan Initiative 12: Improve the quality of the pilot examiner program.

GA Strategy 6: Improve the quality of the pilot examiner program.

Initiative 6.1: Partner with AFS-600 to improve the pilot examiner process.

Measure 1: Document strategy and recommended improvements for the pilot examiner process in a formal report by September 2004.

Project Manager: Lance Nuckolls

FAA Flight Plan Strategy: Establish standard procedures and guidelines for general aviation operators.

GA Strategy 7: Standardize the North American Airshow policy and rules with TCCA, DND, and FAA.

Initiative 7.1: Support joint government and industry (civilian and military) North American Airshow committees.

Measure 1: Conduct joint risk assessment of existing policy and analysis of airshow accidents and document resulting recommendations in a formal report by September 2004.

Project Manager: Sue Gardner

FAA Flight Plan Strategy: Establish standard procedures and guidelines for general aviation operators.

GA Strategy 8: Improve policy and guidance on Part 142 training centers.

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Initiative 8.1: In partnership with air carrier operators, training center operators, Training Center Program Managers (TCPMs), and Principal Operating Inspectors (POIs); further develop training centers toward safer, more effective, and more efficient operations.

Measure 1: Develop guidance on coordination and compliance with rules and policies for air carrier operators, training center operators, TCPMs, and POIs by September 2004.

Measure 2: Complete initial industry modeling of the Part 142 program by March 2004.

Measure 3: Complete industry functional model for Part 142 training centers by September 2004.

Project Manager: Ruth Grasel

FAA Flight Plan Strategy: Establish standard procedures and guidelines for general aviation operators.

GA Strategy 9: Reduce accidents in experimental exhibition aircraft.

Initiative 9.1: Initiate rulemaking to codify policy that establishes a process for the issuance of experimental aircraft ratings of an airmen certificate.

Measure 1: Complete rulemaking proposal request and draft of the NPRM by September 2004.

Initiative 9.2: Review the AIR policy and establish a process for the issuance of experimental exhibition airworthiness certificates and operating limitations.

Measure 1: Complete a draft of the new chapter in FAA order 8700.1. Complete coordination with AFS-300 and AIR by September 2004.

Project Manager: Bob O'Haver

FAA Flight Plan Strategy: Improve general aviation flight training while maintaining or lowering cost.

GA Strategy 10: Modernize the Flight Standards/Industry Aviation Safety Program.

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Initiative 10.1: Develop a modernized Aviation Safety Program in partnership with general aviation participants.

Measure 1: Provide guidance on the Pro-Wings Program to all CFI's by September 2004.

Measure 2: Develop and publish a new standard for appointing and monitoring the activities of aviation safety representatives by September 2004.

Measure 3: Develop and automated system to disseminate educational material by September 2004.

Measure 4: Deploy a national e-mail system to increase communication with airmen by September 2004.

Project Manager: Kevin Clover Project support: Melody Smith
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FAA Flight Plan Strategy: Improve general aviation flight training while maintaining or lowering cost.

GA Strategy 11: Improve general aviation flight instructor system.

Initiative 11.1: Modernize general aviation flight instructor system.

Measure 1: Revise flight instructor refresher program by September 2004, and issue new guidelines/standards for approvals.

Measure 2: Evaluate current training system and develop strategic plan for modernization of general aviation flight training system by September 2004.

Project Manager: Mike Brown

FAA Flight Plan Strategy: Improve general aviation flight training while maintaining or lowering cost.

Strategy 12: Provide industry with quality sport pilot/light sport pilot training, clear policy, and guidance materials.

Initiative 12.1: Complete sport pilot/LSA video and distribute to aviation safety program managers

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Measure 1: By September 2004, deploy Sport Pilot/LSA videos and materials and conduct seminars using FAA Safety Program managers.

Project Manager: Sue Gardner, Kevin Clover
Project support: Regional safety program managers

FAA Flight Plan Strategy: Improve general aviation flight training while maintaining or lowering cost.

Strategy 13: Enable appropriate use of experience in Advanced Personal Computer Aviation Training Devices (PCATD) and Flight Training Devices for pilot certification purposes.

Initiative 13.1: Develop guidelines for approval of PCATDs.

Measure 1: By September 2004, publish guidelines for approval of PCATDs.

Measure 2: By September 2004, develop policy to improve utilization of PCATDs and Flight Training Devices for pilot certification purposes.

Project Manager: Larry Basham

Increased Safety

Goal: Reduce accident rates in Alaska.

FAA Flight Plan Strategy: Expand and accelerate the implementation of safety and air navigation improvement programs in Alaska.

AA Strategy 1: Use Aviation Education Programs to reduce accidents in Part 91 general aviation operations in Alaska.

Initiative 1.1: Develop and field aviation safety program products to target Part 91 accidents in Alaska.

Measure 1: Complete a plan to reduce Part 91 accidents based on the analysis of accident trends to reduce the cause and effects of accidents.

Project Manager: Dave Fosdick
Project support: Lesia Veloz

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Increased Safety

Goal: Reduce the risk of runway incursions.

FAA Flight Plan Strategy: Continuously evaluate, analyze, test, and improve procedures, training, and certification.

RI Strategy 1: Improve training to reduce the risk of runway incursions.

Initiative 1.1: Reduce the risk of runway incursions resulting from pilot errors through improved training, procedures, evaluation, analysis, and testing.

Measure 1: Include runway incursion as a major focus in all appropriate aviation industry seminars to support the reduction of the national number and rate of category A&B runway incursions.

Project Manager: Kevin Clover
Project support: Regional safety program managers

International Leadership

Goal: Promote improved global safety and regulatory oversight in cooperation with bilateral, regional, and multilateral aviation partners.

FAA Flight Plan Strategy: Work with international partners to enable the transfer of aeronautical products, technologies, and services.

IL Strategy 1: Promote FAA standards, policies, and programs in the GA community for international oversight.

Initiative 1.1: Improve general aviation results in support of US international aviation objectives.

Measure 1: By September 2004, complete a program plan defining US international general aviation goals and deliverables to meet the needs of US industry in the areas of rotorcraft, fixed wing, pilot certification and UAV requirements.

Project Manager: Bill Wallace
Project support: John Lynch, Glenn Rizner

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Organizational Excellence

Goal: Make the organization more effective with stronger leadership, improved focus of individual workers on organizational goals, and a better prepared, better trained workforce.

AFS-800 Model Work Environment Goals

- **Goal I:** Encourage a fully inclusive, professional workforce who offers suggestions for improving AFS-800 work processes through the use of a formalized suggestion process, to include AFS-800 employee suggestion forms.

Measure: 90% of employee suggestions are responded to (approved and action assigned or disapproved with comment) within 30 days.

- **Goal II:** Establish processes and procedures that ensure accountability for competent work performance and appropriate behavior. Identify and reward outstanding performance.

Measure: By November 30, ensure 100% of all AFS-800 FY 2004 initiatives have established project plans, to include schedules and critical project milestones.

- **Goal III:** Improve employees' level of job satisfaction.

Measure: Improve job satisfaction in education/job training by 10% over FY 2003 baseline.

- **Goal IV:** Increase communication with employees so that they react favorably to organizational change.

Measure: Hold all-hands meetings monthly at least 10 of 12 months.

- **Goal V:** Increase communication with Local 1509 of the American Federation of State, County and Municipal Employees Union.

Measure: Hold monthly meetings with AFSCME Local 1509 union steward.

FAA Flight Plan Strategy: Build stronger leadership to achieve strategic goals and manage resources effectively.

OE Strategy 1: Improve focus on organizational goals through implementation of corporate performance management tools.

Initiative 1.1: Implement PBViews in AFS-800.

Measure 1: Complete all documentation of AFS-800 performance goals, objectives, strategies, initiatives, and measures in PBViews and link access to critical documentations, applications, and websites for reporting purposes by September 2004.

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Project Manager: Denise Emrick

FAA Flight Plan Strategy: Build stronger leadership to achieve strategic goals and manage resources effectively.

OE Strategy 2: Improve Management Practices.

Initiative 2.1: Complete activities leading to AFS ISO registration.

Measure 1: Complete documentation on six key AFS-800 processes by February 2004.

Measure 2: Finalize and keep current AFS-800 Standard Operating Procedures.

Measure 3: Successfully complete ISO registration process by July 2004.

Project Manager: Denise Emrick
Project support: Deidria Shaw

FAA Flight Plan Strategy: Increase the commitment of all employees to fulfill organizational goals.

OE Strategy 3: Enhance Aviation Safety Program efficacy.

Initiative 3.1: Implement new business manager process to enhance the Aviation Safety Program.

Measure 1: By December 2003, complete Aviation Safety Program business process analysis and document results along with improvement recommendations.

Measure 2: By March 2004, document improved Aviation Safety Program business processes in an Aviation Safety Program Standard Operating Procedures Manual.

Measure 3: By September 2004, communicate and distribute new procedures to all Aviation Safety Managers.

Project Manager: Melody Smith
Project support: Lesia Veloz

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FAA Flight Plan Strategy: Improve organizational-wide commitment to fulfilling customer needs.

OE Strategy 4: Deliver timely and accurate products and services to AFS-800 customers.

Initiative 4.1: Respond to customer requirements and better align *FAA Aviation News* to customer needs.

Measure 1: Publish 6 issues of Aviation News annually.

Project Manager: Dean Chamberlain
Project support: Louise Oertly, Mario Toscano

FAA Flight Plan Strategy: Improve organizational-wide commitment to fulfilling customer needs.

OE Strategy 5: Make general aviation more accessible, effective and efficient.

Initiative 5.1: Deploy IACRA throughout 5 regions by the end of the year.

Measure 1: Southwest Region: 11/03
Great Lakes Region: 02/04
Western Pacific Region: 04/04
Eastern Region: 06/04
Northwest Mountain Region: 08/04

Project Manager: Dave Fosdick

FAA Flight Plan Strategy: Improve organizational-wide commitment to fulfilling customer needs.

OE Strategy 6: Increase general aviation communications with customers.

Initiative 6.1: Create innovative ways to communicate with public through internet site.

- Measure 1: Ensure inquiries to the AFS-800 website are responded to within 5 working days of receipt of inquiries.

Project Manager: Mario Toscano

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FAA Flight Plan Strategy: Improve organizational-wide commitment to fulfilling customer needs.

OE Strategy 7: Improve the FAA Headquarters 4040 program.

Initiative 7.1: Complete actions to improve AFS-800 management of the FAA Headquarters 4040 program.

Measure 1: By November 2003, develop an internal audit plan.

Measure 2: By December 2003, complete internal audit.

Measure 3: By March 2004, document plan with recommended actions in response to internal audit and to include integration of FITS training standards for technically advanced aircraft and new technologies into the 4040 program.

Measure 4: By September 2004, take complete actions on recommendations as agreed upon by AFS-800 management.

Project Manager: Al Peyus Project support: Brenda Howard

FAA Flight Plan Strategy: Improve organizational-wide commitment to fulfilling customer needs.

OE Strategy 8: Update and modernize AFS-800 products.

Initiative 8.1: Inventory, classify, and create update plan to make all AFS-800 products (e.g., advisory circulars and guidance) current and relevant.

Measure 1: By December 2003, complete inventory of AFS-800 products (guidance and policy).

Measure 2: By January 2004, classify complete inventory into 3 categories:

- 1- Up-to-date and accurate
- 2- Not up-to-date, but accurate
- 3- Not up-to-date, not accurate.

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Measure 3: By March 2004, document plan for modernizing complete inventory.

Measure 4: By September 2004, take action on 25% of total inventory.

Project Manager: Steve Issacs

FAA Flight Plan Strategy: Improve organizational-wide commitment to fulfilling customer needs.

OE Strategy 9: Improve policy and oversight of 14 CFR part 125 operations.

Initiative 9.1: Develop Part 125 Improvement Program to include process for semi-annual audits.

Measure 1: By September 2004, complete and publish AC 120-12B.

Measure 2: By September 2004, complete and publish handbook guidance for Order 8700.1.

Project Manager: Jeff Weller

FAA Flight Plan Strategy: Better prepare managers to use cost and performance data in making decisions.

OE Strategy 10: Improve AFS-800 LDR reporting.

Initiative 10.1: Increase visibility of both LDR input and output, provide AFS-800 employees with additional guidance, and propose new project and task codes that better represent AFS-800 products and services.

Measure 1: Achieve an average LDR compliance rate of 90% for FY 2004.

Project Manager: Lelia Burgess

FAA Flight Plan Strategy: Improve organizational-wide commitment to fulfilling customer needs.

OE Strategy 11: Improve AFS-800 sponsored training.

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Initiative 11.1: Update AFS-800 sponsored training to meet current needs.

Measure 1: By September 2004, evaluate “Foundations of Principle Inspectors” course to determine recommended changes for GA Principle Inspectors and prepare appropriate documentation to facilitate course development.

Measure 2: By September 2004, evaluate “GA Operations Indoctrination” course and prepare appropriate documentation (course revision request) to update/revise course.

Measure 3: Facilitate revision to “Agricultural Aircraft Operators Certification and Inspection” course to include hazardous materials issues, as well as other identified recommended changes by completing appropriate documentation (course revision request) to update/revise course.

Project Manager: Steve Isaacs Project Support: Bob O’Haver
