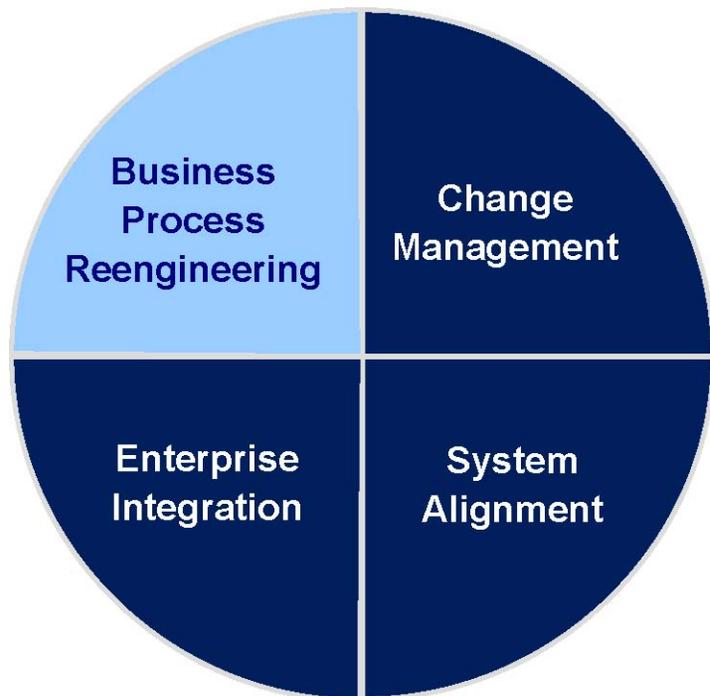


SASO: A four-part approach

Transformation to a system safety approach will require efforts in:



Business Process Reengineering

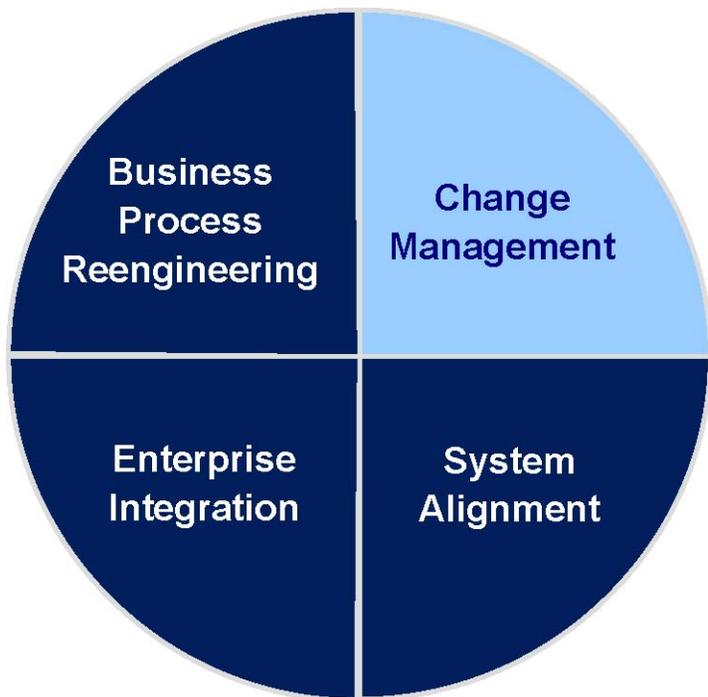
SASO intends to implement a system approach to safety oversight by restructuring its business processes through a Business Process Reengineering (BPR) effort and to sustain its usefulness through a continuous Business Process Improvement cycle. BPR entails **changing the work that AFS personnel perform to incorporate system safety.**

Under the direction of the SASO Program Office, the BPR team has accomplished the following activities:

- Completed the AFS Oversight Doctrine draft (Order 8000.OD)
- Completed the initial Part 121 “To-Be” process design (ATOS 1.2)
- Initiated and completed the Parts 135 and 145 “As-Is” Discovery and Analysis report and business process models
- Initiated the draft Safety Assurance System (SAS) Functional Requirements for Parts 121, 135 and 145
- Initiated Gap Analysis for Parts 121, 135 and 145

The BPR team has planned the following next steps:

- Complete the Safety Assurance System (SAS) Functional Requirements for Parts 121, 135 and 145
- Complete Gap Analysis for Parts 121, 135, and 145
- Initiate Parts 135 and 145 “To-Be” process designs
- Initiate the next Part 121 “To-Be” process design



Change Management and Implementation

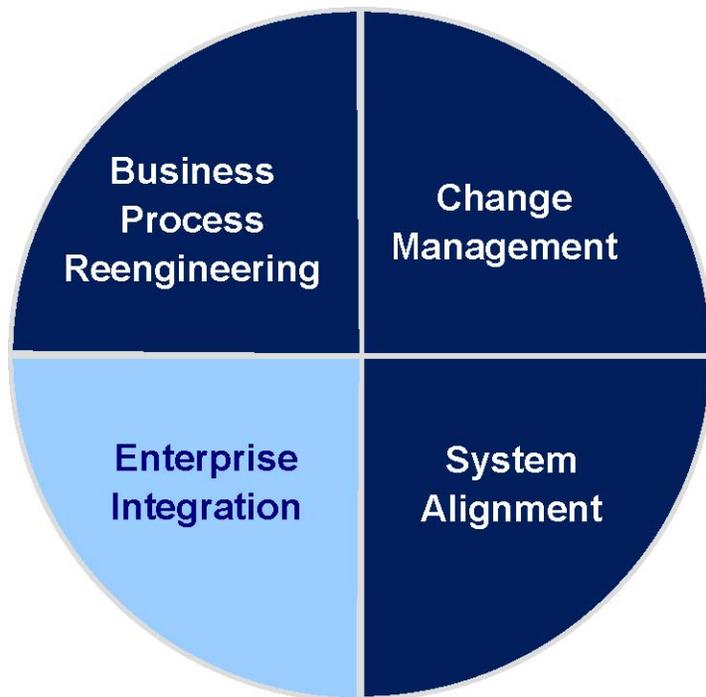
Recognizing that employees are impacted not just by business processes but by people and organizational factors, SASO established the Change Management and Implementation (CMI) program to ensure that business process changes are facilitated by the transfer of knowledge, skills, tools, processes, systems and methods for all stakeholders involved in the changes. CMI entails **understanding and responding to the attitudes and behaviors of AFS personnel as they embrace a new way of doing business.**

Under the direction of the SASO Program Office, the CMI team has accomplished the following activities:

- Created and engaged the SASO Outreach Team to keep the workforce informed of progress; conducted over 100 field site briefings
- Gathered data on the current state (“As-Is”) of oversight related to people and organizational aspects; contributed to “As-Is” Discovery and Analysis report for Parts 135 and 145
- Conducted Stakeholder Assessments for Parts 135 and 145 to listen to the voice of the workforce, and identify concerns and critical success factors to increase the likelihood of a successful SASO implementation
- Provided training and communications support to the ATOS 1.2 Full Scale Implementation
- Conducted the ATOS 1.2 Full Scale Implementation Assessment to identify lessons learned that will be leveraged for Parts 135 and 145
- Identified obstacles to change; developed plan to mitigate identified obstacles to enhance executive leadership, headquarters and regional division management sponsorship of SASO

The CMI team has planned the following next steps:

- Support and direct change management activities for SMS at both AVS and AFS levels
- Identify CMI gaps that exist between the current state of oversight and the future state of oversight for Parts 121, 135 and 145
- Initiate mitigation strategies to address identified obstacles to change



Enterprise Integration

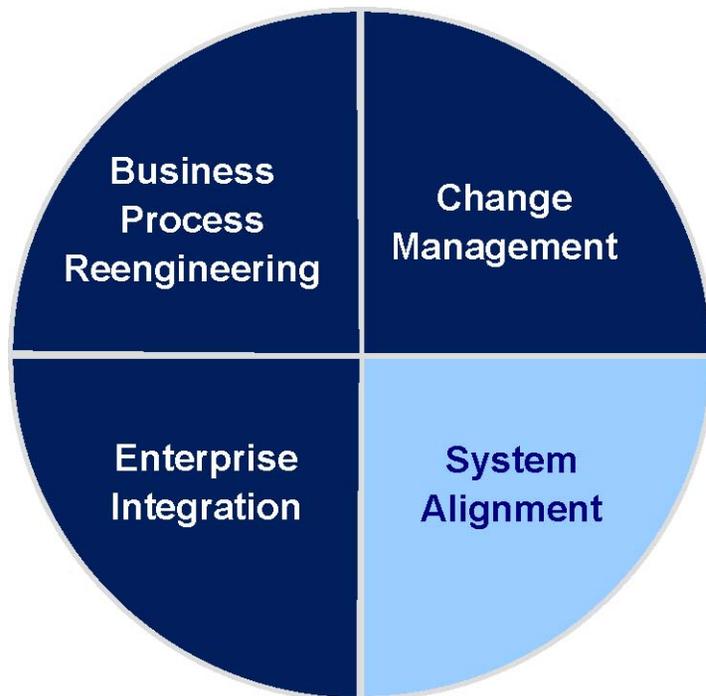
The SASO Program considers Enterprise Integration (EI) one of the four cornerstones of a successful transformation of AFS and AVS to a national standard of system safety based upon the AVS Safety Management System Doctrine. The AVS Enterprise Architecture provides a blueprint and roadmap for achieving commonality and efficiency of technology at the AVS level. The benefits are lower operational and maintenance costs and tighter coupling between the AVS mission and AVS capabilities. EI is the **process by which SASO ensures that business and IT solution development are consistent with the AVS Enterprise Architecture.**

Under the direction of SASO Program Office, the EI team has accomplished the following activities:

- Developed and modeled the AFS Enterprise Architecture
- Provided support for AFS SAS investment analysis

The SASO Program Office has planned the following next steps:

- Develop AVS Enterprise Architecture
- Provide support to AVS SMS investment analysis



Systems Alignment

The SASO capability is being implemented within an existing business environment that consists of information systems comprising data collection, support, and analysis applications; employee training programs; and Information Technology (IT) infrastructure. To ensure success, SASO is working within this environment rather than trying to replace it. SASO aligns and integrates existing AFS systems within a system safety framework. Systems Alignment (SA) entails **changing existing AFS information systems to support the new way of doing business.**

Under the direction of the SASO Program Office, the SA team has accomplished the following activities:

- Tested the Air Transportation Oversight System (ATOS) version 1.2 at three key sites
- Supported implementation of ATOS 1.2 to all Part 121 Certificate Management Teams
- Initiated the ATOS 1.2 Full Scale Implementation Assessment
- Initiated the requirements analysis for ATOS 1.2.1
- Completed the requirements for SPAS III
- Assisted in creating Safety Assurance System Functional Requirements Document (SAS FRD)
- Initiated the design of AFS automation systems to support the Safety Assurance System

The SASO Program Office has planned the following next steps:

- Complete the ATOS 1.2 Full Scale Implementation Assessment
- Complete the design and begin development of ATOS 1.2.1
- Complete the SAS FRD
- Complete the design of AFS automation systems to support the Safety Assurance System