



U.S. Department of Transportation
Federal Aviation Administration

AVIATION SAFETY

FY 2014 WORKFORCE PLAN

Safety is our passion • Excellence is our promise • Integrity is our touchstone • People are our strength • Innovation is our signature

This is the FAA's seventh annual update to the Aviation Safety (AVS) Workforce Plan. The FAA issued the first comprehensive AVS workforce plan in March 2008. It provides staffing forecasts for the FAA's AVS Services and Offices as well as actual onboard levels as of September 2013. This 2014 report incorporates changes in aircraft fleet forecasts, inspector and engineer retirements,, and other factors.

To meet the requirements in the Consolidated Appropriations Act, 2014 (P.L. 113-76) and the FAA Modernization and Reform Act of 2012 (Public Law 112-95, Section 606(b)), the FAA has prepared an annual Aviation Safety Workforce Plan that:

- Provides the background for current staffing levels
- Describes the evolving aviation safety environment
- Provides an aviation safety inspector and aerospace engineer staffing forecast based on model results
- Forecasts expected attrition and specific hiring targets over a 10-year period
- Details strategies for meeting staffing needs through better management practices

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Executive Summary

The Federal Aviation Administration's (FAA) mission is to provide the safest, most efficient aerospace system in the world. In support of this mission, the FAA's Aviation Safety (AVS) line of business is responsible for ensuring the safety of civil aviation. Through a dedicated workforce of safety critical and operational support professionals located in offices around the country and abroad, AVS sets, oversees, and enforces safety standards for any person or product that operates in the National Airspace System (NAS), including airmen, airlines, manufacturers, repair stations, mechanics, and air traffic controllers.

Workload

Industry business changes, technological advances, and the need for greater global harmonization have caused the FAA to work toward transforming the NAS through the implementation of Next Generation Air Transportation System (NextGen) technologies and a Safety Management Systems (SMS) approach. To stay aligned with these changes, AVS continues to forecast and manage changing workload demands.

The requirement for AVS services is driven by industry characteristics, such as number of aircraft, types of aircraft (fixed-wing, helicopter, turbine engine, and reciprocating engine), scheduled and on-demand operations, domestic and foreign operations, number of company employees, experience of employees, and location of operations and manufacturing facilities. The number of operators and operations play a part in forecasting demand for AVS services. There are seven Services/Offices within AVS. The two largest Services are Flight Standards and Aircraft Certification.

The aviation industry continually adapts to economic conditions. Operators, manufacturers and suppliers change their business practices to gain competitive advantages by adjusting variables such as fleet size, fleet mix, maintenance/production location, manufacturing/certification tools/techniques and operating stations. The AVS organization must be dynamic to address industry changes.

Staffing

AVS continues to recruit, hire, and retain highly qualified safety professionals who have the necessary technical and analytical skills to meet the safety mission. Because of the effects of sequestration, AVS ended Fiscal Year (FY) 2013 with a staffing level of 7,019 personnel, in contrast to the planned staffing level of 7,455. In FY 2014 the enacted staffing level for AVS is 7,238, which reflects a transfer of 217 positions to the Assistant Administrator for Finance and Management (AFN), Office of the Chief Information Officer (CIO).

Attrition

AVS lost 477 employees through attrition in FY 2013 and, because of sequestration constraints, hired only 56 safety professionals. In FY 2013 the AVS attrition rate was 6.4 percent. AVS forecasts attrition levels between 5.9 and 6.1 percent beyond 2014 and plans to continue to hire behind future attrition.

Hiring and Training

AVS will continue to hire safety professionals and focus on providing appropriate training to take advantage of the workforce's diverse skill sets. By leveraging a combination of innovative mobile learning and traditional classroom-style instruction, AVS is preparing its workforce to meet the demands of a dynamic aviation environment.

Succession Planning

Since over 42 percent of its workforce is eligible to retire within the next five years, AVS continues to focus on building and maintaining a pipeline of skilled employees who are prepared to take on roles of increasing responsibility within the organization.

1 Introduction

AVS Safety Continuum

Aviation Safety (AVS) promotes the safety of the world's largest, most complex aviation system by regulating and providing oversight of the civil aviation industry. The AVS workforce is responsible for:

- Setting standards
- Certification
- Continued operational safety



Figure 1: AVS Safety Continuum

Setting Standards

AVS creates and amends the rules, regulations, policies, and associated guidance material that apply to people, organizations, and equipment operating in America's civil aviation system. AVS also develops aviation safety and certification standards and policies in collaboration with the aviation industry, other government agencies, international partners, and other Federal Aviation Administration (FAA) experts.

Certification

AVS determines compliance with certification standards and issues certificates based on these standards. AVS issues both initial certificates and renewals to airmen, airlines, engineering and manufacturing organizations, aircraft owners, aircraft repair stations, and repairmen. AVS also issues airworthiness approvals for aircraft, engines, propellers, and parts thereof.

Continued Operational Safety

Through safety surveillance and oversight programs, audits, evaluations, education and training, research, and accident/incident investigations, AVS ensures existing certificate holders continue to meet the safety requirements, standards, and regulations of their original certification.

As shown in Figure 2, the AVS safety continuum encompasses every aspect within the lifecycle of an aircraft. From design through operation, AVS ensures that every entity

certified to operate within the National Airspace System (NAS) continues to meet safety standards.

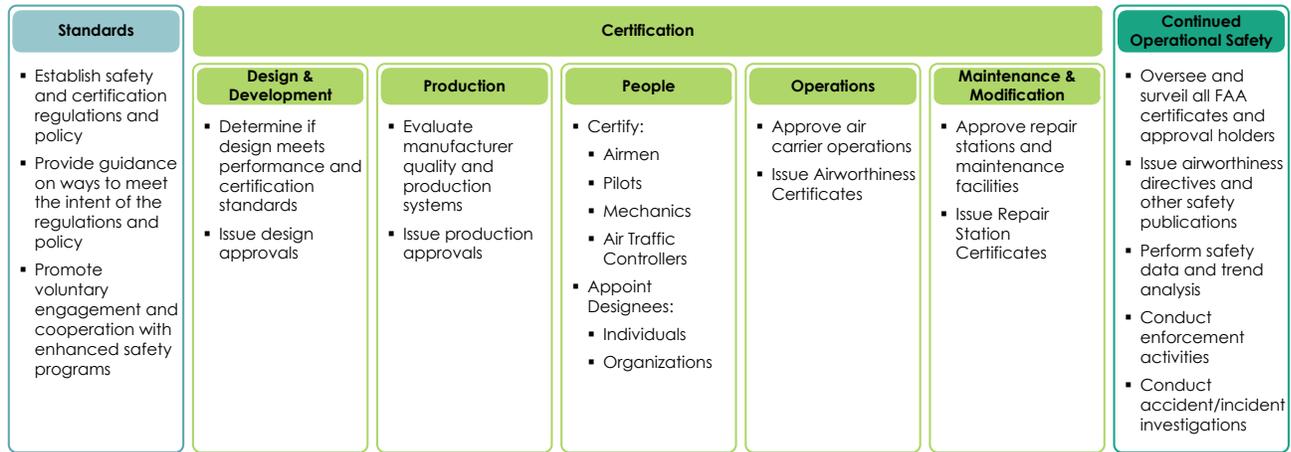


Figure 2: Lifecycle of an Aircraft

Aviation Safety Services and Offices

The AVS workforce is located domestically and abroad and organized into seven Services/Offices (S/Os):

Aviation Safety (AVS)



The two largest S/Os are Flight Standards (AFS) and Aircraft Certification (AIR).



Staffing Categories and Requirements

AVS has three staffing categories:



Safety Critical Operational Staff

Safety Critical Operational Staff have a direct operational impact on the AVS safety mission and include AVS personnel who:



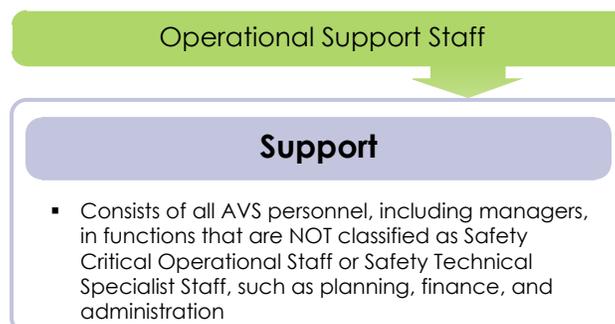
Safety Technical Specialist Staff

Safety Technical Specialist Staff provide the support necessary for safety critical operational staff to efficiently and effectively do their jobs. These include, but are not limited to, AVS personnel who:



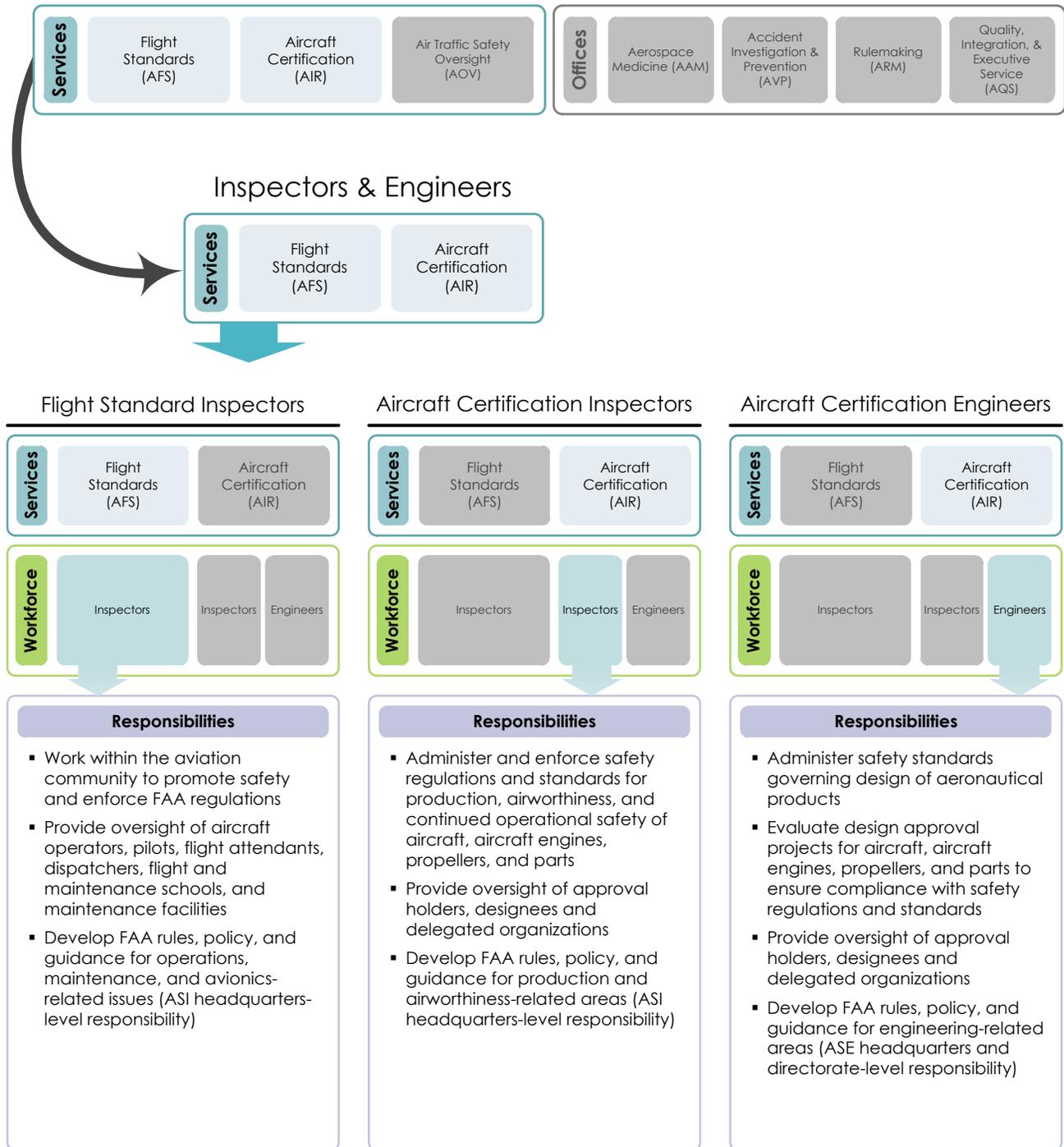
Operational Support Staff

Operational Support Staff perform functions such as planning, finance, and administration:



Safety Critical – Inspectors and Engineers

The majority of the safety critical positions within AVS consist of Aviation Safety Inspectors (ASIs) and Aerospace Engineers (ASEs) assigned to AFS and AIR.



AVS Workload Drivers

The requirement for AVS services is driven by industry characteristics, such as number of aircraft, types of aircraft (fixed-wing, helicopter, turbine engine, piston engine, reciprocating engine, etc.), scheduled and on-demand operations, domestic and foreign operations, number of company employees, experience of employees, and location of operations and manufacturing facilities. The number of operators and operations play a part in forecasting demand for AVS services, but operator configuration/complexity is the primary demand driver for AFS, while aircraft design and manufacturing are the primary drivers for AIR. An operator's configuration consists of characteristics such as number of aircraft, types of aircraft, scheduled or on-demand operations, domestic and foreign operation, number of employees, and location of operations. AVS continually evaluates these demand drivers to ensure proper staffing levels are met. In FY 2014, positions within AFS and AIR account for approximately 91 percent of the total staffing within AVS and are the only positions forecast by the AVS staffing model described in the next section.

AVS Staffing Model

In November 2003, Public Law 108-76 commissioned a study by the National Academy of Sciences to address ASI staffing practices and allocation decisions. A 2007 National Academy of Sciences report on inspector staffing stated that the then-current inspector staffing model for AFS did not provide sufficient information on the number of staff required or where staff should be located. The report recommended that a new staffing model be developed. AVS concurred and created a model known as the AVS Staffing Tool and Reporting System (ASTARS).

Components within ASTARS for AFS Inspectors, AIR Inspectors, and AIR Engineers were used to forecast out-year (beyond 2014) staffing requirements for those populations. The AFS portion of the ASTARS model underwent an internal program review in 2013 to assess the calculations with respect to the original National Academy of Sciences report. As part of that review, the FAA identified opportunities for improvement of the model and is taking steps to enhance the calculations. This includes a comprehensive review of the inputs, assumptions, and calculations used to determine staffing needs for AFS. As the FAA continues to explore the relationship between industry growth, policy changes, and inspector workload, the staffing model will be enhanced and results will be included in future workforce plans.

The AFS staffing forecasts included herein are comprised of the FY 2014 enacted budget and FY 2015 estimates generated by the current ASTARS model and subject matter expertise. For FY 2016 and beyond, staffing needs were generated by applying the expected growth of specific demand equations in Title 14 of the Code of Federal Regulations (CFR) (e.g., Parts 121, 135 and 145, and others) such as fleet, repair station personnel, and the workload expected from the growth of Unmanned Aircraft Services. The ASTARS model is not the sole determinant for the number and location of inspectors and engineers. The FAA uses ASTARS for macro-level resource guidance, which is further refined with expertise and judgment from field managers, division managers, executive

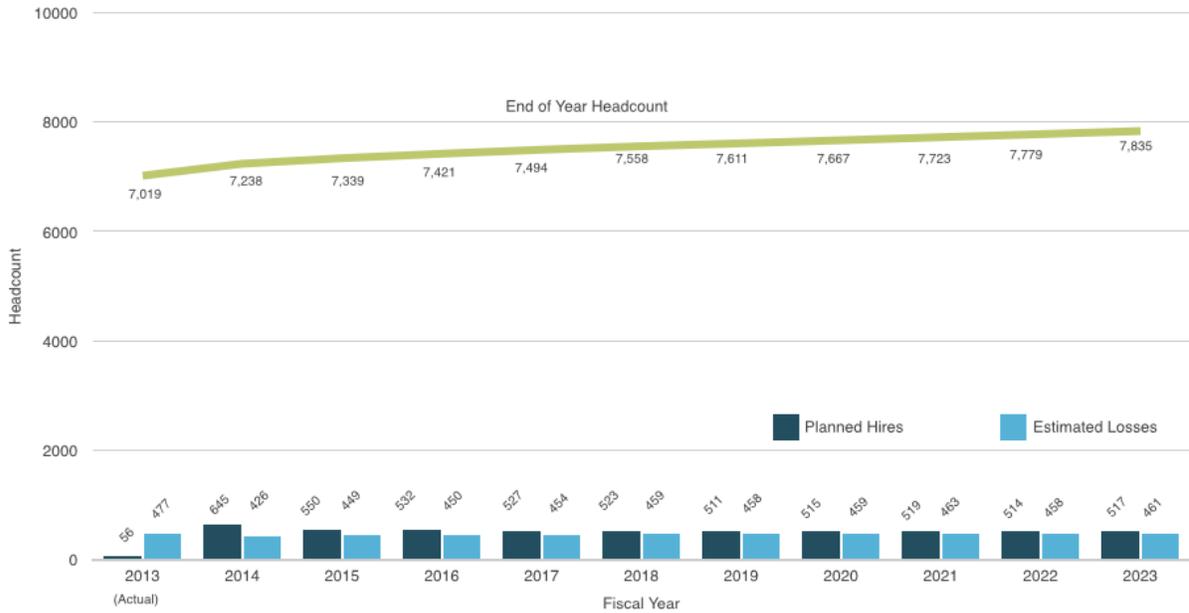
management, and subject matter experts to finalize staffing decisions. The safety technical specialist and operational support workforce are forecast using historic staffing ratios that compare managers and administrative support personnel to safety critical staff requirements. Safety technical specialist and operational support positions are projected to grow within the plan at a ratio of 1-to-10 based on the ASI and ASE positions. Appendix 4 shows which positions are determined by ASTARS, which are ratio-driven based upon ASTARS outputs, and which are determined outside of the ASTARS process.

The AIR ASTARS Model forecasts staffing levels needed to meet workload requirements associated with the design and manufacturing of aircraft and products. The calculations are driven by complexities such as aircraft parts criticality, company experience and location, and other factors.

To improve out-year forecasts, AVS has expanded its use of Labor Distribution Reporting (LDR) data, in conjunction with data from the AFS Inspector Time and Motion Study, which looks at work time reported for products and activities that have been completed. While much of the 2013 workforce analysis focused on ASTARS workload drivers for AFS Inspectors, AVS continues to receive product and work activity counts for other activities that require personnel and financial resources, including enforcement investigations, new design approvals, airworthiness directives, airmen medical applications, ATO safety analysis and audits, and accident and incident investigations. These completed work products are reported annually and, when aligned with work hours, are used to assist AVS in identifying staffing requirements and trends such as labor increases or product complexity changes.

Figure 3 shows AVS's FY 2013 actual staffing levels, as well as FY 2014 and out-year projected staffing levels through 2023. The chart shows the impact of sequestration in FY 2013, but reverts back to the FY 2014 enacted level for aviation safety employees.

Figure 3: Projected AVS Workforce Trends

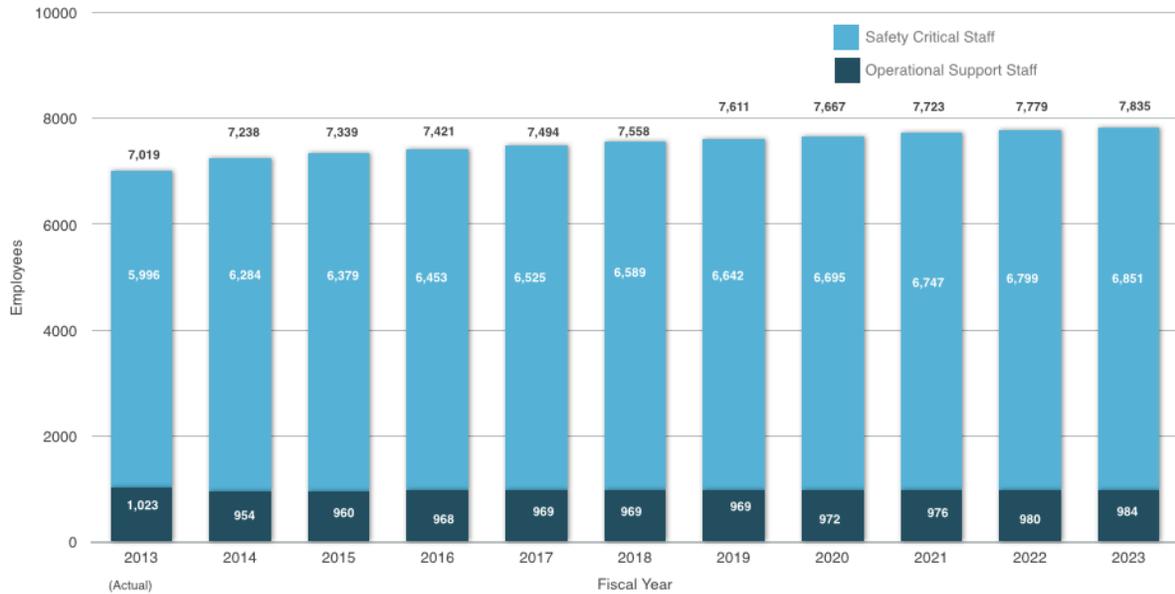


Notes:

1. Staffing totals are based on enacted FY 2014 Budget.
2. FY 2015 through FY 2023 staffing projections are based on the AVS Inspector and Engineering Staffing Model (service demand drivers) and FAA/Industry forecasts.
3. Model assumes no organizational changes.

Figure 4 shows staffing growth for the two largest AVS workforce components, ASIs and ASEs. The chart assumes incremental staffing growth beginning in FY 2015 ranging from 1.4 percent to 0.72 percent per year.

Figure 4: Projected Safety Critical and Operational Support Staffing



Notes:

1. Staffing totals are based on enacted FY 2014 Budget.
2. FY 2015 through FY 2023 staffing projections are based on the AVS Inspector and Engineering Staffing Model (service demand drivers) and FAA/Industry forecasts.
3. Model assumes no organizational changes.

Policy, Technology, and Industry Impacts to Workload

Industry business changes, technological advances, and the need for greater global harmonization have caused the FAA to continue to work toward transforming the NAS through the implementation of Next Generation Air Transportation System (NextGen) technologies and a Safety Management Systems (SMS) approach. To stay aligned with these changes, AVS continues to forecast and manage changing workload demands.

Several factors are anticipated to have an impact on AVS workload in the changing aerospace environment including:

- Implementation of the SMS approach
- Leveraging designee and delegation programs
- Integration of Unmanned Aircraft Systems (UAS) into the NAS

Safety Management System

Safety is the FAA's top priority and, as such, AVS is leading the FAA in the integration of SMS principles across the organization. The overarching goal of an SMS is to improve safety by helping to ensure that the outcomes of any management or system activity incorporate safety considerations. As implied by its name, a Safety Management System is a formal, comprehensive, process-oriented approach to managing safety throughout an organization. It has been adopted as a standard for managing safety activities throughout the international aviation community.

An SMS includes an organization-wide safety policy, formal methods for identifying hazards, processes for continually assessing and controlling risk and safety performance, and the promotion of a safety culture. Specifically, SMS consists of four main components: Safety Policy, Safety Risk Management (SRM), Safety Assurance, and Safety Promotion. These components work together to enable AVS to manage the safety risk in the aerospace system.

- **Safety Policy** – Establishes and documents senior management commitment to safety, defines safety objectives, and outlines the accountabilities and responsibilities of its employees with regard to safety.
- **Safety Risk Management** – A formalized method of safety-related hazard identification, risk assessment, risk analysis, and risk mitigation.
- **Safety Assurance** – Provides a means to ensure the performance and effectiveness of safety risk controls; ensures that the organization meets or exceeds its safety objectives through the collection, analysis, and assessment of information.
- **Safety Promotion** – Establishes and maintains a positive safety culture through training and communication of safety information.

The implementation of SMS focuses on creating a more risk-based oversight system, allowing the FAA to more efficiently identify, address, and mitigate risk in the aerospace system and allocate resources to the areas of greatest concern. The SMS will build on existing processes, procedures, and tools, thereby enabling integration and interoperability across FAA lines of business (LOBs) and AVS S/Os. It also allows for the introduction of new capabilities to meet the requirements in FAA Order VS 8000.367A, "Aviation Safety (AVS) Safety Management System Requirements."

As part of the FAA Administrator's Strategic Initiatives effort, AVS is leading the Risk-Based Decision Making (RBDM) initiative. This initiative builds on SMS principles of proactively addressing emerging safety risk by using consistent, data-informed approaches to make smarter system-level risk-based decisions. One RBDM sub-initiative focuses on improving standardization, data access, and modeling integration. It includes the development of system-level risk analysis capabilities, identification of current personnel with relevant skills, and competency development for the safety data analytics workforce. The outputs of this effort may inform future AVS workforce planning.

In addition, AVS is promoting the implementation of SMS in industry. The FAA is pursuing rulemaking to require air carriers operating under 14 CFR part 121 to develop and implement an SMS to improve the safety of their aviation-related activities. The FAA is also considering rulemaking to require SMS for other certificate holders (such as those operating under 14 CFR part 21) and is pursuing voluntary programs for SMS implementation in other segments of the industry. As SMS is implemented throughout industry, AVS will be able to leverage the outputs of individual SMSs (such as safety risk analyses and safety assessments) in the oversight activities conducted within AVS. This will further allow AVS to focus on areas of greatest concern from a safety risk perspective.

To ensure AVS employees have the requisite skills and knowledge to perform effectively in an SMS, the Office of Accident Investigation and Prevention (AVP) has developed the AVS SMS Competency Guide. This guide provides high-level SMS competencies for AVS and describes next steps for AVS S/Os with oversight responsibilities to incorporate SMS competencies into workforce analyses and planning. AVS S/Os will use them to develop lower-level SMS competencies specific to their organizational missions. As SMS implementation progresses, new safety management processes develop, and existing processes are modified to address gaps. AVS S/Os will refine their competencies to reflect additional workforce needs. These updated competencies will be included in S/O workforce analyses and future editions of the AVS Workforce Plan.

Complementary Tools

To meet the challenges of a changing aviation environment, AVS and the aviation industry need to develop and implement advanced tools and techniques to assess and mitigate aviation risks. AVS has developed several technological capabilities to manage the risk of accidents, including the Systems Approach for Safety (SAS), Aviation Safety Information Analysis and Sharing (ASIAS), Monitor Safety/Analyze Data (MSAD), Risk Based Resource Targeting (RBRT), and the Aerospace Medicine Safety Information System (AMSIS), all of which are described below.

The **Systems Approach for Safety (SAS)** includes two major initiatives: the design and development of new and innovative business processes for the way AFS assures safety; and the design and development of new information technology (IT) systems that support a much higher level of integration, interoperability, and efficiency. The SAS oversight system is being designed, developed, and implemented under the System Approach for Safety Oversight (SASO) Program. The term “oversight system” encompasses the people, processes, systems, and regulations that make up AFS oversight capability.

SASO will extend the system safety approach to all aspects of aviation safety management and oversight. The program will encourage the use of systematic safety management principles by industry and transform AFS oversight from regulatory compliance – whereby operators merely comply with individual piecemeal regulations – to system safety, in which an entire operating system is designed around stipulated safety principles and guidelines. In conjunction with this transformation, SASO envisions a realignment of AFS systems to support system safety processes and the integration of those realigned systems within the FAA Enterprise Architecture.

Aviation Safety Information Analysis and Sharing (ASIAS) enables users to perform integrated queries across multiple dynamic databases of safety data, search an extensive warehouse of stored data, and display pertinent elements in multiple formats for efficient trend analysis. AVS expanded its ASIAS capabilities to aggregate and integrate safety information from across the aviation industry. By developing new analytical methodologies and leveraging state-of-the-art information technology, AVS and its industry stakeholders are able to monitor the effectiveness of implemented safety enhancements, establish baselines and trending capability using safety metrics, and identify emerging risks from safety data from multiple databases.

AIR uses the **Monitor Safety/Analyze Data (MSAD)** process and IT tool to analyze event-based safety data, identify the appropriate response to significant events in support of continued operational safety, and detect trends that could lead to future events. The MSAD process helps us identify safety issues in in-service aircraft fleets and identify corrective actions to mitigate safety risks across the fleet. The process uses product-defined hazard criteria to pinpoint potential hazards from pools of safety data. With MSAD, AIR can better identify emerging safety trends through dependent variable analysis. In addition, MSAD establishes a causal analysis approach to identify the underlying contributing factors of significant events, such as process breakdowns, which are then communicated to the appropriate AVS oversight business process owner.

The **Risk Based Resource Targeting (RBRT)** process and IT tool assess risk and identify risk management options in order to establish work priorities and allocate resources. It is a sub-process used in other AIR business processes such as type and production certification, certificate management, and designee management. This process establishes risk thresholds that provide a consistent approach for AIR involvement and prioritization decisions, allowing AIR to manage resources with a consistent understanding of the risks based on real-time data. RBRT provides a means to identify

what activities warrant the assignment of FAA resources and allows us to make risk-based business and safety decisions.

The **Aerospace Medicine Safety Information System (AMSIS)** will provide a state-of-the-art aerospace medical information network that integrates critical medical information from a dispersion of national and international locations. The program re-engineers the Office of Aerospace Medicine (AAM) safety program business processes by deploying advanced information systems. It will enable AAM to analyze information to make risk-based policy decisions through an automated method of collecting, reviewing, and analyzing medical information for airmen and air traffic control specialists (ATCSs). The system will ensure timely and comprehensive access to data by reducing delays, thereby improving timeliness and accuracy while eliminating paper-based correspondence. AMSIS will also enable collaboration within the aviation community, both domestic and international, as well as among personnel, designees, and applicants. Programs such as the Aviation Safety Knowledge Environment (ASKME), Regulation and Certification Infrastructure for System Safety (RCISS), ASIAs, and NextGen require certification information on pilot, controllers, and safety personnel from within and outside of AVS. AMSIS will enable collaboration domestically with internal FAA programs and internationally among ICAO countries and will improve the timeliness of significant findings to address National Transportation Safety Board (NTSB) reports.

Finally, the FAA is considering a new **Hazard Identification, Risk Management, and Tracking (HIRMT)** capability. AVS is leading this FAA-level effort to address the lack of a comprehensive capability to: categorize identified hazards using a consistent, systematic methodology; facilitate consistent organizational use of prescribed safety risk management and safety assurance processes; and track the status of hazard analysis and risk management efforts to provide an overall view of FAA and organizational safety portfolios.

Technologies such as SAS, ASIAs, MSAD, RBRT, AMSIS, and HIRMT will assist in prioritizing the increased workload and complexities of AVS's limited staffing resources. Figure 5 illustrates these productivity tools and the relationship between workload and staffing levels, describing the magnitude of these resources gaps.

To meet projected increased workload within the aviation industry in the out-years and to minimize the resource gap, AVS continues to focus its resources on the areas of highest risk through SMS, expand its use of designees, and increase data-driven decision-making through SAS, ASIAs, MSAD, RBRT, AMSIS, and HIRMT.

Designee and Delegation Programs

Because the FAA workforce will not grow as fast as that of the industry, designees and delegated organizations are invaluable to the FAA. AVS delegates limited authority to private persons and organizations to perform functions on behalf of the Administrator. Through risk management, designees and delegated organizations allow the FAA to focus its personnel on the most safety critical issues. AFS, AIR, and AAM oversee more

than 10,000 designees or delegated organizations. While designees and delegated organizations can provide some relief, the FAA needs to continue its direct involvement in high-risk areas, be able to perform those functions that under current regulations are assigned to federal employees, and conduct the necessary oversight.

To ensure standardization and consistency in designee management, AVS has made several improvements to its delegation system, including:

- Issuing FAA Order VS 1100.2A, "Managing AVS Delegation Programs," to define consistent requirements to manage designees across AVS
- Establishing the AVS Delegation Steering Group composed of representatives from each of the three S/Os with a delegation program
- Consolidating and rewriting individual designee policies and processes to comply and align with the Delegation Quality Management System (QMS) process, and simplifying the policies and procedures of the 14 individual designee types across the S/Os
- Standardizing high-level designee management areas, including appointment, selection, review, termination, and appeals
- Developing the Designee Management System (DMS), an automated tool that supports designee management functions and gathers data

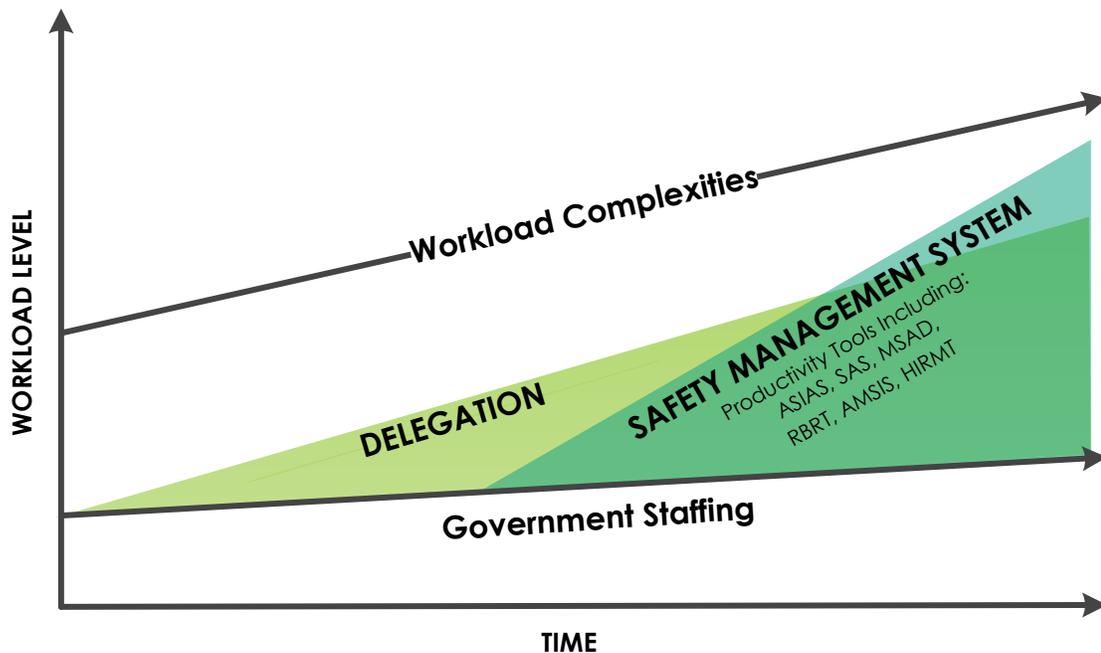


Figure 5: Managing the Resource Gap

Unmanned Aircraft Systems (UAS)

In January 2013, the Unmanned Aircraft Systems (UAS) Integration Office was established, consolidating resources from AFS and the Air Traffic Organization (ATO) to create an FAA focal point for UAS responsibilities. The UAS Integration Office is the single advocate for regulations, policies, and procedures for UAS.

The FAA created the UAS Integration Office to facilitate the safe and efficient integration of UAS into the NAS. Toward that goal, the FAA is collaborating with a full spectrum of stakeholders that includes manufacturers, commercial vendors, industry trade associations, law enforcement and first-responder agencies, technical standards organizations, academic institutions, research and development centers, governmental agencies, and other regulators.

This office is responsible for developing regulations, policy, procedures, guidance material, and training requirements to support safe and efficient UAS operations in the NAS. It is also working with relevant departments and agencies to address related areas of concern such as privacy and national security. Today, the FAA typically gives UAS access to airspace through the issuance of Certificates of Waiver or Authorization (COA) to public operators and special airworthiness certificates in the experimental and restricted category to civil applicants. For example, AIR has issued approvals for research endeavors such as Pathfinder, currently operating in the Arctic Circle. The use of COAs and special airworthiness certificates will transition to more routine integration processes as the FAA puts new or revised operating rules and procedures in place and as UAS prove capable of complying with these rules and procedures.

The process of developing regulations is resource-intensive. To establish and evolve the appropriate UAS oversight framework, the FAA will need to review and revise many policies, guidance, and regulatory products to specifically address UAS integration into the NAS. UAS technology and operations will also need to mature, however, and new products may be required to meet applicable regulations and standards.

3 Attrition

AVS loses personnel to retirements, resignations, removals, deaths, and to other FAA lines of business or other agencies. From FY 2005 through FY 2012, the AVS annual attrition rate ranged from 6 to 9 percent. In FY 2013, AVS had an attrition rate of 6.4 percent, or 477 positions, of which 293 (61 percent) were retirements. In FY 2014, AVS projects a loss of 426 employees, of which 268 are expected to be retirements. In FY 2015, AVS forecasts attrition will be approximately 6.1 percent, or 449 employees, of which 282 are expected to be retirements.

Because AVS hires many mid- and late-career professionals with extensive industry experience, it has a more mature workforce than other FAA lines of business. Unlike air traffic controllers, AVS employees do not have a mandatory retirement age. They join the FAA later in their careers and generally retire later. The average age of AFS and AIR ASIs is 52, while the average age for AIR ASEs is 48. In FY 2013, approximately 27 percent of AVS's ASI workforce and 16 percent of its ASE workforce were eligible to retire.

Figure 6 projects staffing losses for the entire AVS workforce, and Figure 7 projects staffing losses for safety critical ASIs and ASEs. Figure 6 assumes the overall AVS attrition rate will be between 5.9 and 6.1 percent over the next 10 years, based on forecasted employee retirement eligibility and national economic projections. Figure 7 assumes annual attrition rates for ASIs and ASEs between 4.7 and 5.0 percent over the same period, slightly below projections for other occupational series.

Figure 6: AVS Estimated Staffing Losses

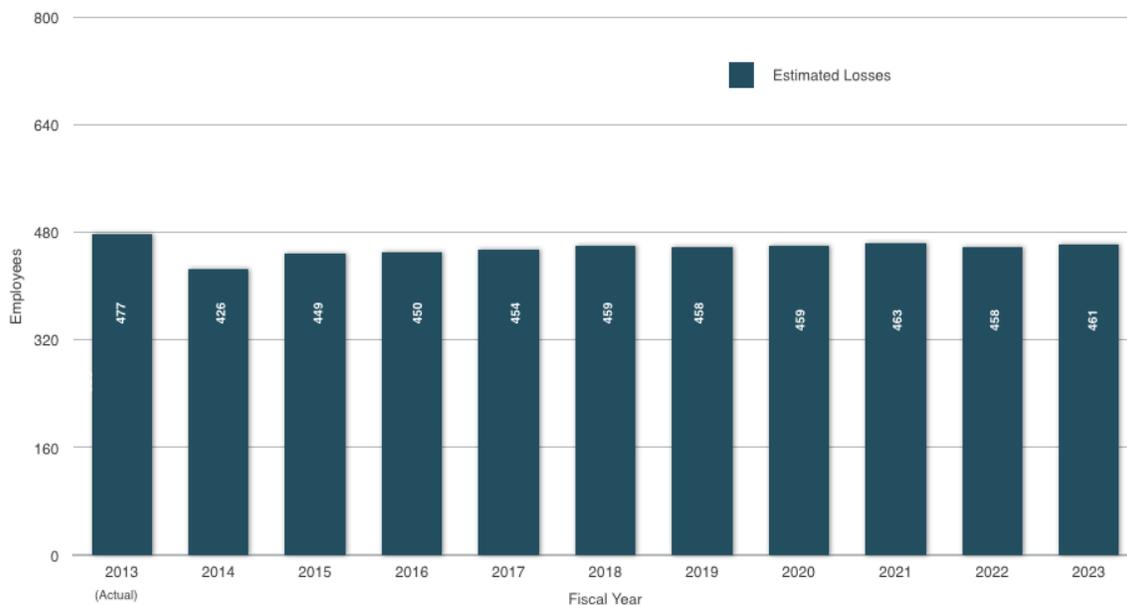
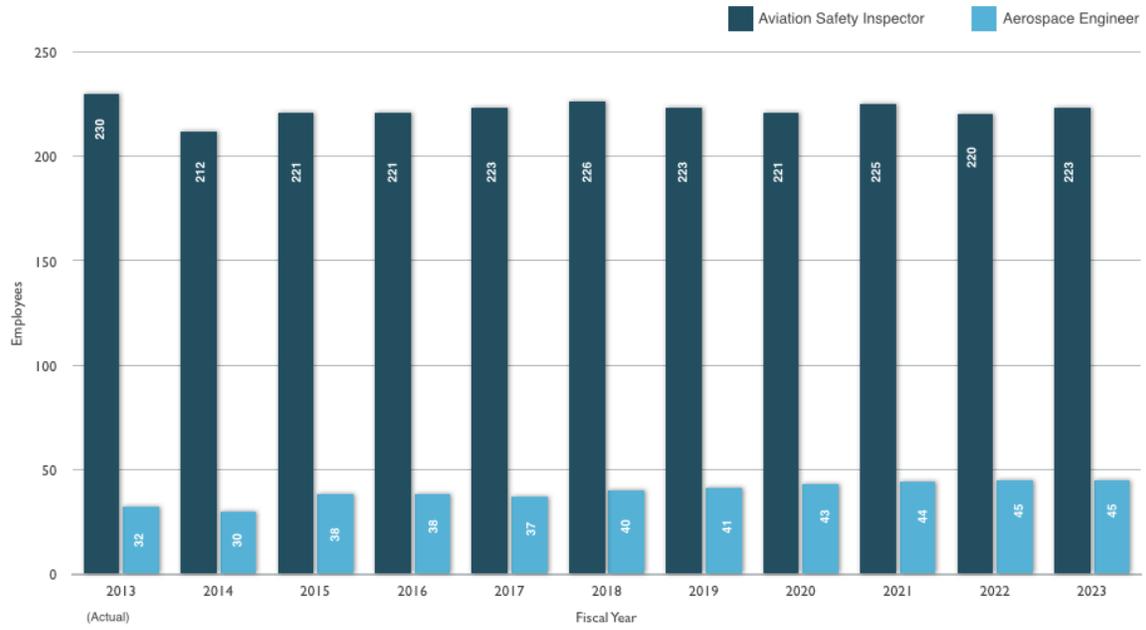


Figure 7: Aviation Safety Inspector / Aerospace Engineer — Estimated Staffing Losses



- Staffing totals are based on enacted FY 2014 Budget
- FY 2015 through FY 2023 staffing projections are based on the AVS Inspector and Engineering Staffing Models (Service Demand Drivers) and FAA/Industry forecasts.

4 Hiring

Safety Critical Hiring

AVS continues to focus on the growing percentage of its leadership and safety critical workforce eligible to retire within the next five years. To sustain uninterrupted safety services, AVS continues to cultivate a pipeline of highly skilled employees capable of assuming increased responsibilities and leadership while embracing diversity and inclusion as critical elements to sustaining a talented workforce.

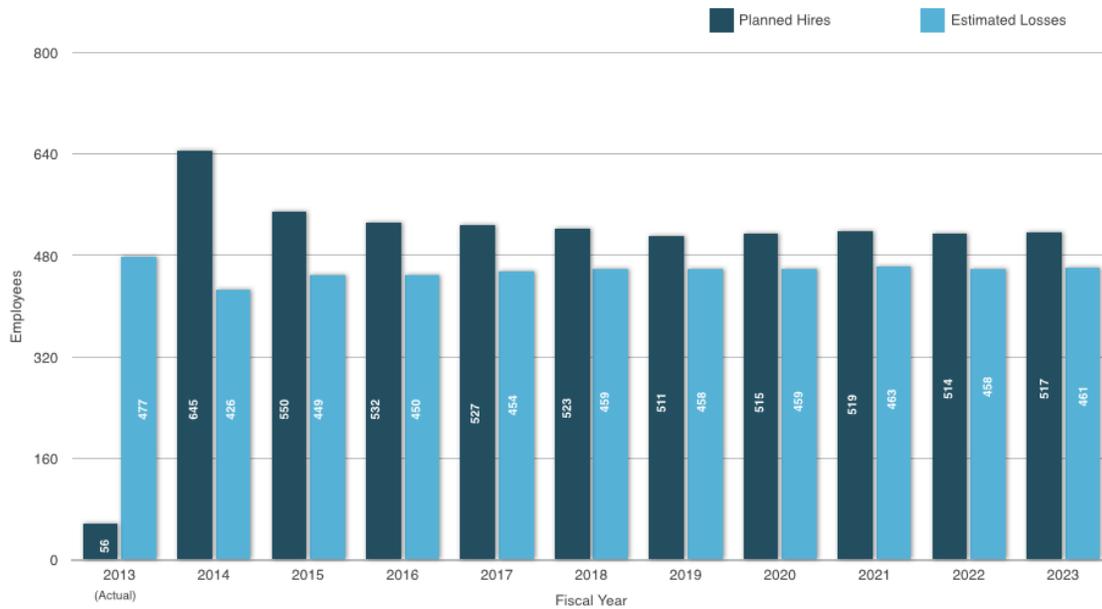
To forecast gaps, AVS continuously monitors attrition within its leadership cadre and safety critical workforce. AVS also continues to implement succession strategies and programs to ensure continuity in its leadership and targets its recruitment efforts in key occupations to support the accomplishment of its safety mission.

AVS considers the following factors in identifying and adjusting the organization's recruitment and retention strategy to meet current and future needs:

- Number and distribution of positions by pay plan/grade or pay band/series and geographic location
- Diversity trends
- Identification of skill competencies required
- Average grade/band by occupation
- Retirement eligibility (current and expected)
- Attrition (separations, resignations, transfers, retirements)

Figure 8 shows estimated staffing gains and losses of the AVS workforce over the next 10 years. The figure compares FY 2013 actual data with FY 2014 and out-year projections.

Figure 8: AVS Projected Staffing



- Staffing totals are based on enacted FY 2014 Budget
 - FY 2015 through FY 2023 staffing projections are based on the AVS Inspector and Engineering Staffing Models (Service Demand Drivers) and FAA/Industry forecasts.

Safety Critical Recruitment

To successfully operate in a more collaborative and technologically advanced SMS and NextGen environment, AVS must continue to build a workforce adept at risk-based, data-driven decision-making, as well as systematic and critical thinking. However, AVS competes with private industry to recruit the best candidates from a limited talent pool.

This is especially true in the field of aerospace engineering. As the number of people entering specialized technical aviation fields continues to decrease, the competition to hire them continues to increase. It has become particularly difficult for AVS to recruit engineers, resulting in a significant workforce challenge.

The primary recruitment and hiring vehicle AVS uses to hire its workforce is the Automated Vacancy Information Access Tool for Online Referral (AVIATOR), an automated hiring system used by applicants, managers, and human resource professionals to facilitate the overall application and selection process for positions. In 2013, the AVIATOR system was integrated into the Office of Personnel Management's automated hiring system, USAJOBS. This allows AVS to reach a wider pool of candidates for all of its positions.

AVS continues to use the FAA's Managerial and Employee Leadership Competency Profiles to correlate and define interpersonal and business competencies when recruiting for positions. This "core" competency model, illustrated in Figure 9, is used to meet the hiring challenges anticipated in the future aviation environment by describing a baseline-mastery level of core business and interpersonal competencies, as well as specific technical competencies required across the organization.



Figure 9: A Competency-Based Workforce Management System

This competency model allows the competencies of individual employees to be compared against the requirements of individual positions across AVS. As a result, competencies enable individuals to:

- Better understand how their individual and group job functions support the AVS mission
- Identify how their individual competency profiles compare to the competencies required across AVS

Use of assessment tools allows AVS to fill safety critical positions with individuals who possess the needed skills to support the implementation of SMS and NextGen. Specifically, the competency model provides a systematic approach of looking at the entire lifecycle of any existing position to determine what is required for the incumbent to successfully perform the duties assigned.

AVS also continues to use core interpersonal and business competencies as a part of the knowledge, skills, and abilities (KSA) when creating vacancy announcements. In FY2013, AVS's vacancy announcements included competencies that supported SMS and NextGen as well as interpersonal and business requirements. AVS has adopted an agency-wide hiring practice of conducting a thorough job analysis on all of its positions

to ensure that an accurate and timely assessment of the duties to be performed and competencies required are identified prior to recruiting and filling positions.

Operational Support Hiring

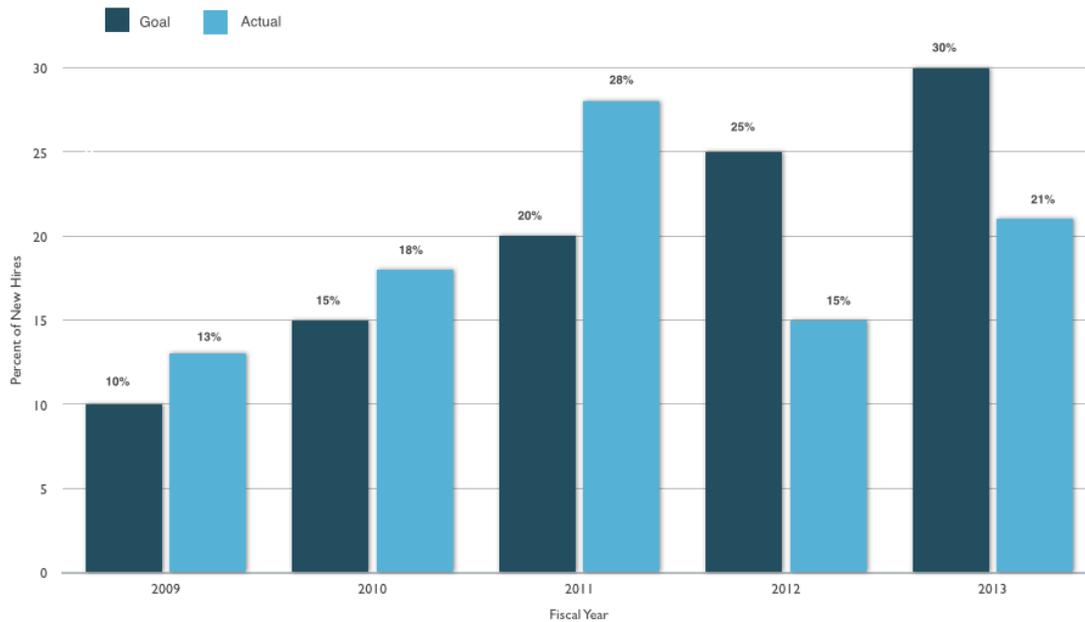
Due to the level of expertise required to ensure NAS safety, AVS is composed mostly of technical employees such as inspectors, engineers, pilots, physicians, nurses, and accident investigators. Operational support personnel in field facilities, regional offices, and headquarters provide business and administrative support to technical employees.

Although AVS places significant emphasis on hiring initiatives for safety critical positions, AVS is equally committed to attracting and retaining its operational support workforce. Currently, AVS is not experiencing significant challenges in hiring and staffing operational support positions. In contrast to the limited number of qualified candidates available to fill safety critical positions, AVS continues to benefit from a growing talent pool of qualified operational support candidates due to nationwide employment uncertainty.

Hiring Entry-Level Staff

To strengthen the AVS pipeline of candidates who will eventually replace retiring leaders, AVS continues to focus on the goal of recruiting new hires in safety critical occupations at lower pay bands/grades. For example, target ASI recruitment efforts are at grades 9 to 12 or equivalent pay bands. The goal for FY 2013 was to recruit 30 percent of new hires in developmental positions. AVS failed to meet this goal. Because the majority of losses were of highly experienced personnel who separated through retirement, the technical knowledge and skill requirements for their replacements exceeded those of entry-level candidates. Thus, it is becoming more evident that AVS has to rapidly cultivate its pipeline and increase its efforts to hire a technically skilled workforce at the entry and experienced levels who can gain the knowledge and experience required to carry out the safety mission. Of the new employees hired in FY 2013 for safety critical position, 21 percent were at the lower pay bands/grades. Figure 10 provides historical data of the goals and actual hiring percentages.

Figure 10: Safety Critical New Hires at Lower Pay Bands/Grades



Diversity and Inclusion

AVS has shifted its priority to strengthening its collaboration with the Office of Human Resource Management (AHR) in order to conduct analysis of hiring practices. Such ongoing analyses will ensure that AVS is able to assess best practices, identify barriers to developing and improving hiring procedures, and conduct briefings and provide training materials for hiring managers to keep them informed and equipped with the resources/tools necessary to hire the candidates with the right skill sets for the job.

In FY 2010, AVS developed and implemented a recruitment plan to ensure the organization is attracting and hiring talented applicants from diverse backgrounds to close any gaps. To further enhance this recruitment plan, AVS began a collaborative project in 2013 with AHR, the Office of Civil Rights (ACR), the Office of Chief Counsel (AGC), and members of the FAA Employee Associations to develop and implement the AVS Diversity and Inclusion Work Plan. This plan supports the FAA's Destination 2025 goal of creating a workplace of choice marked by integrity, fairness, diversity, accountability, safety, and innovation.

The AVS Diversity and Inclusion Work Plan establishes long-term goals, strategies, and actions to assist managers to successfully recruit, hire, promote, educate, and retain a more diverse workforce. It also identifies initiatives that help build a culture that encourages respect, collaboration, flexibility, and fairness. This plan represents the AVS executive management team's commitment to developing and maintaining the

workforce of the future and to becoming a workplace of choice by recruiting, hiring, and retaining a qualified, diverse workforce that better mirrors the nation.

The AVS Diversity and Inclusion Work Plan was finalized in June 2013. AVS will continue to use the plan and its strategic initiatives to fully incorporate diversity and inclusion priorities into its hiring practices. The plan's major goals and priorities are as follows:

Goal 1: Workforce Diversity: AVS shall recruit from a diverse, qualified group of potential applicants to secure a high-performing workforce drawn from all segments of American society.

Goal 2: Workplace Inclusion: AVS shall cultivate a culture that encourages collaboration, flexibility, and fairness to enable individuals to contribute to their full potential and further retention.

Goal 3: Sustainability: AVS shall develop structures and strategies to equip leaders with the ability to manage diversity, be accountable, measure results, refine approaches on the basis of such data, and engender a culture of inclusion.

A major initiative under the Diversity and Inclusion Work Plan is the Standardized Hiring for AVS Rating and Referral Program (SHARP). This program establishes a structured, consistent hiring process for targeted safety critical positions, and covers the General Aviation Maintenance and Operations Inspectors, FG-1825-12 and below, Manufacturing Aviation Safety Inspectors, FG-1825-12 and below, and Aerospace Engineers, FV-861-I. AVS is currently piloting this program, but due to hiring limitations in place for FY 2013, has been unable as yet to successfully conduct a full evaluation of the pilot. AVS intends to fully utilize the program and will continue to make recommendations for improvement during FY 2014 critical safety hiring efforts.

Compensation Incentives

To better compete with private industry recruitment practices, AVS offers a limited number of incentives, such as leave enhancements, new-hire pay flexibilities, telework, and degree completion programs.

Employee Engagement

Once AVS has hired an employee, the focus shifts to retention. To increase employee satisfaction and engagement levels, AVS continues to strive to become a workplace of choice by ensuring:

- Employees have a professional, open, transparent, and safe work culture that encourages innovation, empowerment, and growth
- Training stays current with agency strategic challenges and strengthens leadership and technical competencies
- Employees have the opportunity to participate in development programs to strengthen leadership skills

Senior leaders take an active role in communicating with and engaging employees by:

- Using Town Hall meetings to update AVS employees on current activities and accomplishments
- Conducting site visits to offices throughout the country
- Encouraging participation in the U.S. Department of Transportation's (DOT) IdeaHub, a DOT-wide online collaborative tool used to create ideas and help shape solutions for improving the FAA's workplace
- Distributing the *AVS Flyer*, an internal communications resource emailed to all AVS employees biweekly
- Holding various meetings and conferences to provide managers and other employees the resources and skills needed to better support day-to-day operations
- Participating in panel discussions at the Aviation Safety Overview and AVS New Managers classes

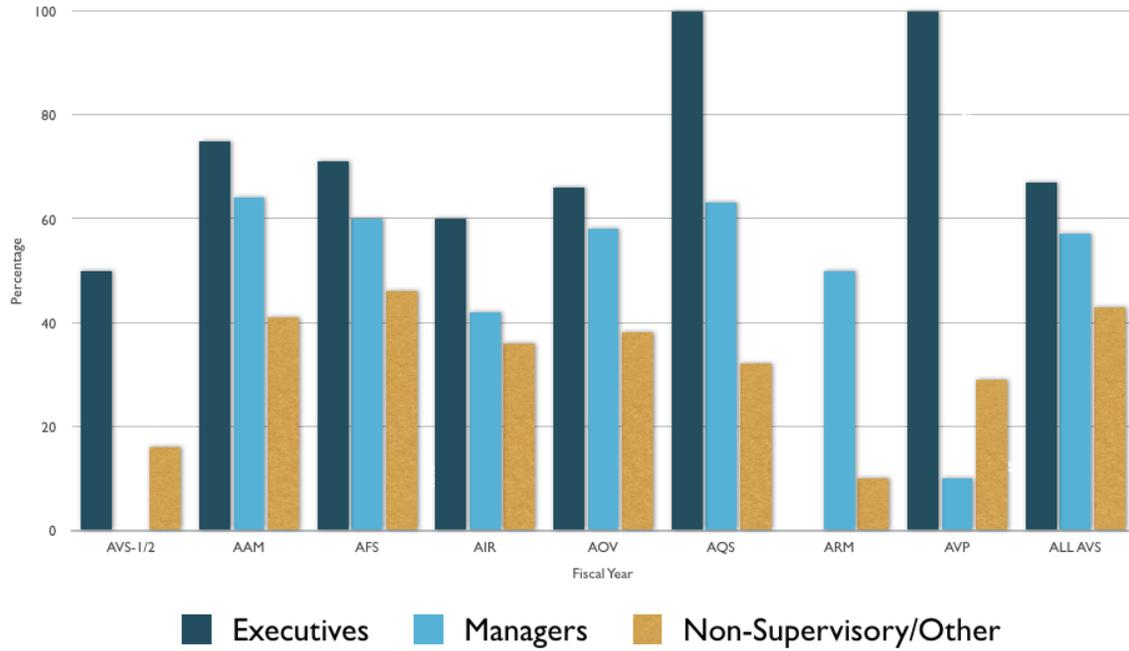
Succession Planning

Currently, 3,185 AVS employees are eligible to retire by September 30, 2018. Fifty-five percent of AVS managers and 66 percent of AVS executives (22 of 33) will be eligible to retire. Due to these high percentages, AVS focuses succession planning efforts on leadership positions across all job series, not just safety critical positions. AVS manages its talent pool and maintains a pipeline of trained and capable professionals who can seamlessly assume leadership positions as they become vacant without interrupting the provision of safety services.

AVS continues to equip and develop its workforce with the leadership skills necessary to successfully sustain these safety services through specialized training and leadership development programs, including: AVS's Leadership, Enhancement, and Development Program (LEAD), the FAA's Senior Leadership Development Program (SLDP), and the FAA's Program for Emerging Leaders (PEL).

Figure 11 shows the number of leadership positions compared to non-supervisory employees eligible to retire (with a full annuity) within the next five years.

Figure 11: Percentage of Leadership vs. Non-Supervisory Positions Eligible to Retire within 5 Years



Notes:

1. Retirement Eligibility by September 30, 2018.
2. AVS-1/2 represents the AVS Executive Office.
3. AVP, AQS, and ARM include two or fewer Executives.

Training

AVS develops its workforce by providing employees with necessary training in a timely manner to ensure its workforce has the knowledge and skills needed to respond to aviation safety challenges and assume roles of increasing responsibility.

Although AFS, AIR, AAM, and the Air Traffic Safety Oversight Service (AOV) maintain their own training organizations, their efforts align with and support AVS's overarching workforce development program, which focuses on the development, delivery, and evaluation of specialized technical training. AVS workforce development goals include:

- Identifying training needs and requirements for inspectors, engineers, and other safety critical occupations
- Providing training and professional development opportunities to fill any skill or competency gap and to enhance current performance
- Continuing to use technology for training delivery as appropriate (e.g. BlackBoard, Adobe Connect, virtual training, and mobile learning)
- Adopting a Learning Content Management System (LCMS) to support flexible and just-in-time training
- Evolving into a role-based, competency-focused, adaptive learning organization
- Promoting information sharing and standardization of business processes
- Maintaining technical currency and proficiency in areas of expertise

Specific AVS corporate activities include:

- Providing an AVS 101 Webinar to all new hires
- Implementing standards for an AVS On-Boarding Program
- Updating the content of the AVS Overview Course for new employees and the AVS New Managers Course to incorporate diversity and inclusion concepts
- Assessing opportunities for at least one nontechnical occupational series
- Incorporating standard messages and concepts on AVS programs (e.g., QMS, SMS, and NextGen) into S/O-specific training
- Embedding short training clips into technical orders

Initial Technical Training

Training provided to new safety critical staff varies across the different S/Os and ranges from two to 15 weeks depending on a new hire's specialty. For most employees, initial technical training is provided within the first 12 months of employment. AVS uses a blended training delivery model, with some components delivered through online courses and others delivered in the classroom.

AFS has four main areas of technical specialization, with each requiring a series of initial courses called "string training":

- General Aviation Operations
- General Aviation Airworthiness
- Air Carrier Operations

- Air Carrier Airworthiness

AIR requires a series of initial courses for all Safety Critical Operational Staff, but encourages other staff to take these as well. The Safety Critical Operational Staff also take required job function training in their area of specialization, which includes:

- Aerospace Engineering (Airframe, Propulsion, Systems, and Software)
- Aviation Safety Inspection-Manufacturing

Employees with other technical specialties in AVS (such as Drug Abatement Inspectors, Air Traffic Safety Inspectors, and Rulemaking staff) receive structured initial technical training specific to their field of expertise.

Additional/Recurrent Technical Training

After AVS employees complete the initial technical courses, additional training needs are identified during annual calls for training requirements. These requirements are role-based and competency focused. Supervisors work with their employees to determine what kind of training employees need and when they need it. They also evaluate the skill sets represented in their offices to determine if additional skills are needed. Inspectors, designee advisors, and flight test pilots are required to receive initial and recurrent training tailored to their particular job responsibilities. Training requirements are reviewed annually by supervisors and their employees. This ensures employees have input for any training they believe is needed to keep pace with changes in the aviation industry. In FY 2014, AVS will implement a new "call for training" tool for AFS and AIR. The new tool provides greater flexibility to monitor and revise training needs throughout the year. It will later be expanded to other S/Os.

Managerial/Leadership Training

In FY 2014, AVS will continue to review leadership development opportunities in collaboration with the FAA Office of Learning and Development and other FAA lines of business, particularly the ATO. This assessment will identify gaps between the Agency-level program and AVS requirements. AVS continues to assess the best way to meet those requirements, whether at a corporate level or at the S/O level. AVS will remain actively engaged in the selection of the replacement for the Agency's Center for Management and Executive Leadership and the redesign of Agency-level curriculum.

AFS has been active in the area of management and training. It has established an AFS Managers Curriculum Oversight Team (COT) to manage the Flight Standards Management staff training curriculum for managers, implement content that focuses on leadership and communication skills, and streamline content across various mandatory training courses. In addition, the COT oversees the common curriculum requirements that impact multiple courses in the curriculum and provides corporate leadership on strategies and policies that impact the training required by managers. The AFS approach is a blend of activities related to organizational health, coaching, mentoring, and training. AVS continues to monitor the AFS initiatives to consider expanding AFS management and leadership activities across all S/Os.

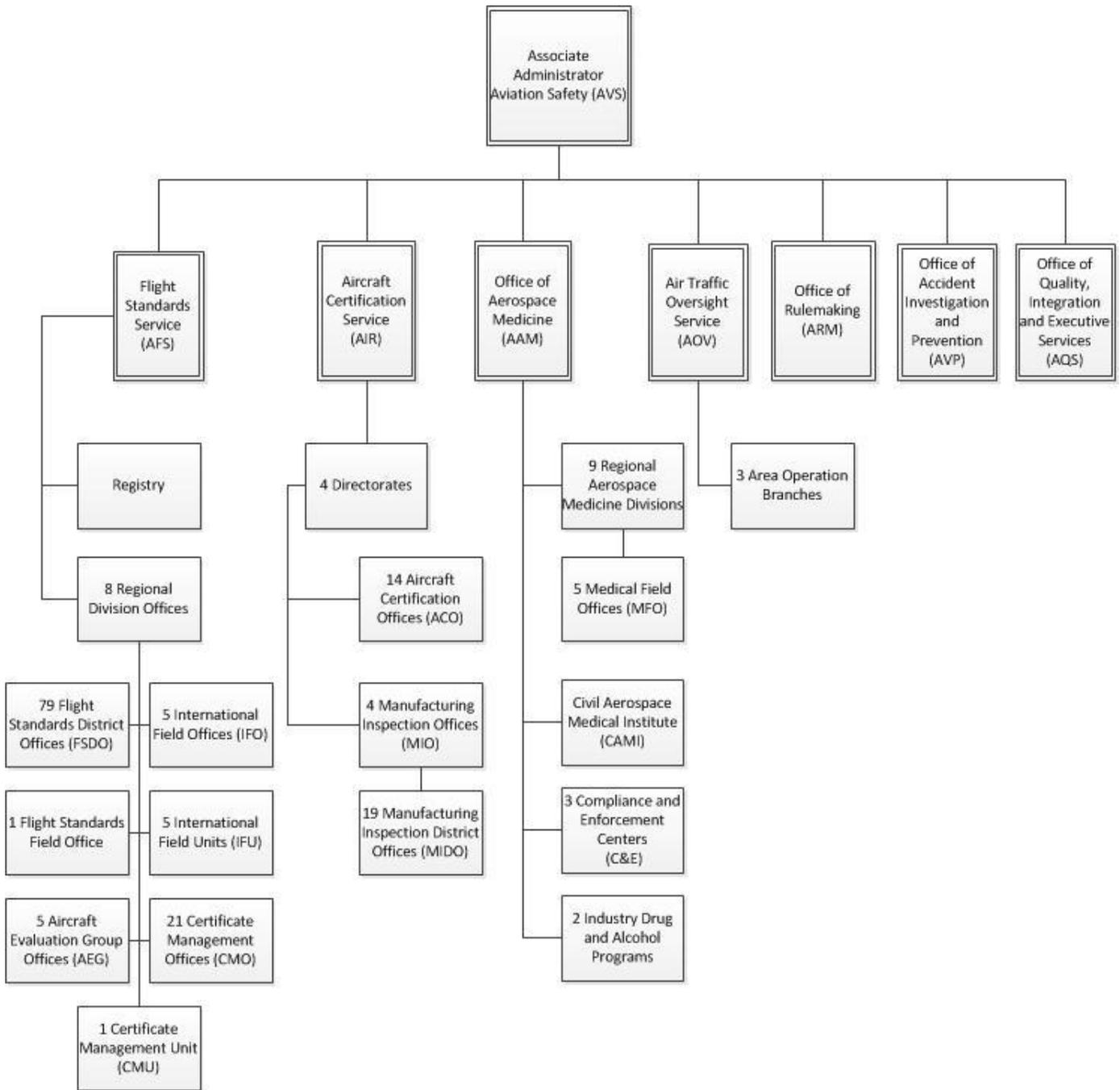
Funding Status

Staffing is AVS's greatest cost. AVS's average and overall personnel compensation costs continue to rise as a function of increased staffing levels, annual pay increases, negotiated labor agreements, and the increased cost of employer benefit contributions. Because payroll and benefits consume over 80 percent of the AVS operational budget, controlling these costs is critical to the long-term sustainability of operations. Although AVS mainly relies on attrition to manage personnel costs, it continues to monitor hiring and staffing compositions to control pay compensation and benefit costs.

AVS requires specialized training and equipment, as well as supplies, travel, and other non-payroll funding for its employees to effectively perform the organization's safety oversight and surveillance responsibilities. AVS policy is to maintain a mobile workforce that is trained and equipped to carry out the organization's safety mission.

Appendices

Appendix 1: Aviation Safety S/O Field Office Organization



Appendix 2: Aviation Safety Full-Time Employees and S/O Responsibilities *(Based on enacted FY 2014 Budget)*

Flight Standards Service (AFS): 5,254	Promotes: <ul style="list-style-type: none"> • Safety in air transportation by setting the standards for certification and oversight of airmen, air operators, air agencies, and designees. • Safety of flight of civil aircraft and air commerce by: <ul style="list-style-type: none"> - Accomplishing certification, inspection, surveillance, investigation and enforcement. - Setting regulations and standards. - Managing the system for registration of civil aircraft and all airmen records.
Aircraft Certification Service (AIR): 1,319	Develops and administers safety standards governing the design, production, and airworthiness of civil aeronautical products: <ul style="list-style-type: none"> • Setting safety standards governing the design, production, and airworthiness of civil aeronautical products. • Overseeing design, production, and airworthiness certification programs to foster compliance with prescribed safety standards. • Establishing and maintaining a safety management system for- continued operational safety of aircraft and managing safety standards governing the design, production, and airworthiness of civil aeronautical products. • Providing oversight of approval holders, designees, and delegated organizations. • Working with aviation authorities, manufacturers, and other stakeholders to help them improve safety in the international air transportation system.
Office of Aerospace Medicine (AAM): 369	Manages medical programs and services: <ul style="list-style-type: none"> • Medical certification of airmen. • Inspection and oversight of aviation industry drug and alcohol testing programs. • Medical clearance of air traffic control specialists. • Drug and alcohol testing of FAA employees with safety-sensitive jobs and jobs requiring security clearances. • Aerospace medicine and human factors research. • Employee occupational health and health awareness programs. • Oversight of Aviation Medical Examiners.
Air Traffic Safety Oversight Service (AOV): 133	Oversees the Air Traffic Organization: <ul style="list-style-type: none"> • Providing safety oversight of the ATO. • Approving the ATO SMS and monitoring the ATO for compliance with the approved SMS. • Reviewing and approving the ATO's safety implementation actions and risk management strategies. • Ensuring consistency in application of requirements: <ul style="list-style-type: none"> - Credentialing program for ATO operation personnel. - Safety audits of ATO operations and system processes.
Office of Rulemaking (ARM): 36	Manages the FAA's rulemaking program, processes and timelines: <ul style="list-style-type: none"> • Developing proposed and final rules, and managing responses to petitions for rulemaking. • Managing responses to petitions for exemption from regulatory requirements. • Overseeing rulemaking advisory committees that provide advice and recommendations on myriad aviation-related issues.
Office of Accident Investigation & Prevention (AVP): 67	Investigates aviation accidents and incidents to detect unsafe conditions and trends and to coordinate the corrective action process: <ul style="list-style-type: none"> • Investigating major or significant accidents and incidents to identify safety deficiencies and unsafe conditions and recommend policy. • Coordinating with the responsible FAA office for evaluation and corrective action. • Analyzing accident and incident data and other safety data to identify safety issues and trends. • Addressing National Transportation Safety Board and internal FAA Safety Recommendations. • Leading SMS implementation efforts for the FAA and AVS.
Office of Quality, Integration & Executive Services (AQS): 60	Supports AVS's safety mission: <ul style="list-style-type: none"> • Approving, overseeing, and facilitating integration initiatives among the AVS S/Os. • Overseeing the AVS quality management system. • Providing budget and labor distribution reporting support. • Providing planning and human resource management support.

Appendix 3: AVS Staffing (Operations Appropriation)

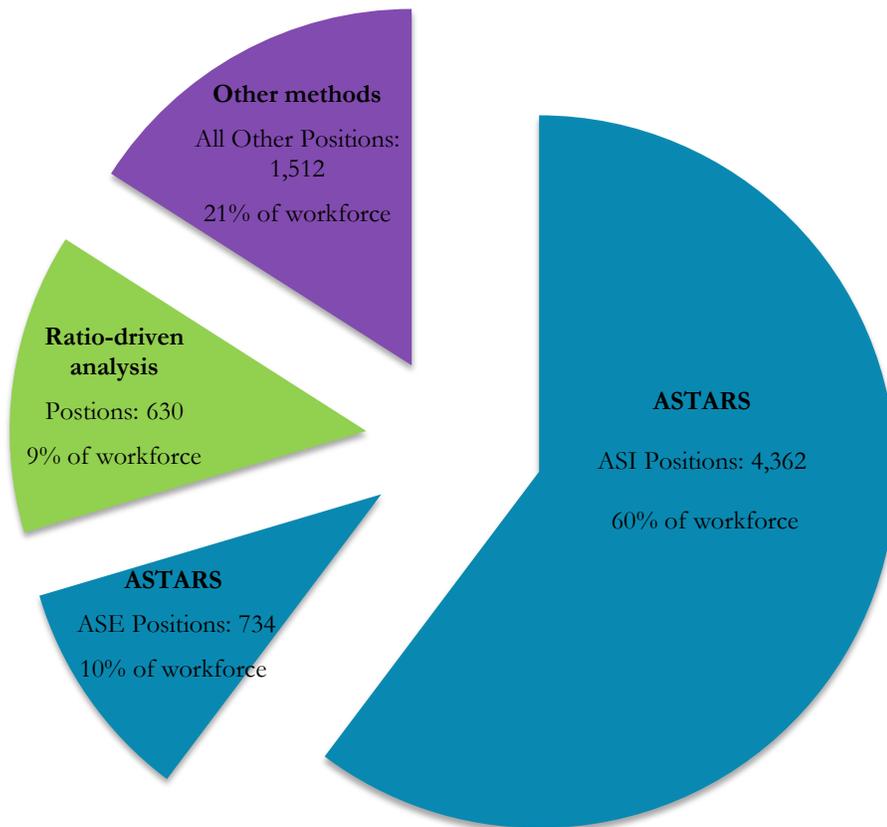
The enacted FY 2014 budget will provide the AVS organization with 7,238 employees. Of those, 4,362 are Aviation Safety Inspectors (ASIs) and 746 are Aerospace Engineers (ASEs) located within AFS or AIR. This chart shows where ASI and ASE positions align with the ASTARS model for AFS and AIR.

End-of-Year Employment – Full-Time Positions (FTP)		FY 2012 Actual	FY 2013 Actual	FY 2014 Enacted
Flight Standards	Engineers	16	21	12
	Aviation Safety Inspectors	4,078	3,864	4,104
	Safety Technical Specialists	464	376	448
	Operational Support	696	705	690
	Total	5,254	4,965	5,254
Aircraft Certification	Aviation Safety Inspectors	256	247	258
	Pilots, Engineers, and CSTAs	732	703	734
	Safety Technical Specialists	174	160	170
	Operational Support	153	139	157
	Total	1,325	1,249	1,319
Aerospace Medicine	Physicians, Physician Assistants, Nurses	52	52	55
	Alcohol/Drug Abatement Inspectors	61	67	68
	Safety Technical Specialists	215	192	206
	Operational Support	41	36	40
	Total	369	347	369
Air Traffic Safety Oversight	Air Traffic Safety Inspectors	55	50	58
	Safety Technical Specialists	71	67	68
	Operational Support	5	3	7
	Total	131	120	133
Rulemaking	Safety Technical Specialists	27	26	33
	Operational Support	3	2	3
	Total	30	28	36
Accident Investigation and Prevention	Air Safety Investigators	7	7	9
	Safety Technical Specialists	48	45	50
	Operational Support	9	10	8
	Total	64	62	67
Quality, Integration, and Executive Services and AVS Executive Staff	Safety Technical Specialists	122	119	12
	Operational Support	145	129	48
	Total	267	248	60
Sub Total	Safety Critical Staff	6,378	5,996	6,284
Sub Total	Operational Support Staff	1,062	1,023	954
Grand Total	AVS Staff	7,440	7,019	7,238

Notes: AVS staffing for FY 2013 is as of 09/21/13, the last full pay period of the fiscal year. AVS staffing on 09/30/13 was 7,067. Quality, Integration and Executive Services headcount is 60 in FY14, which reflects a transfer of IT resources to AFN in 2013. See Page 1, last sentence under the Staffing paragraph.

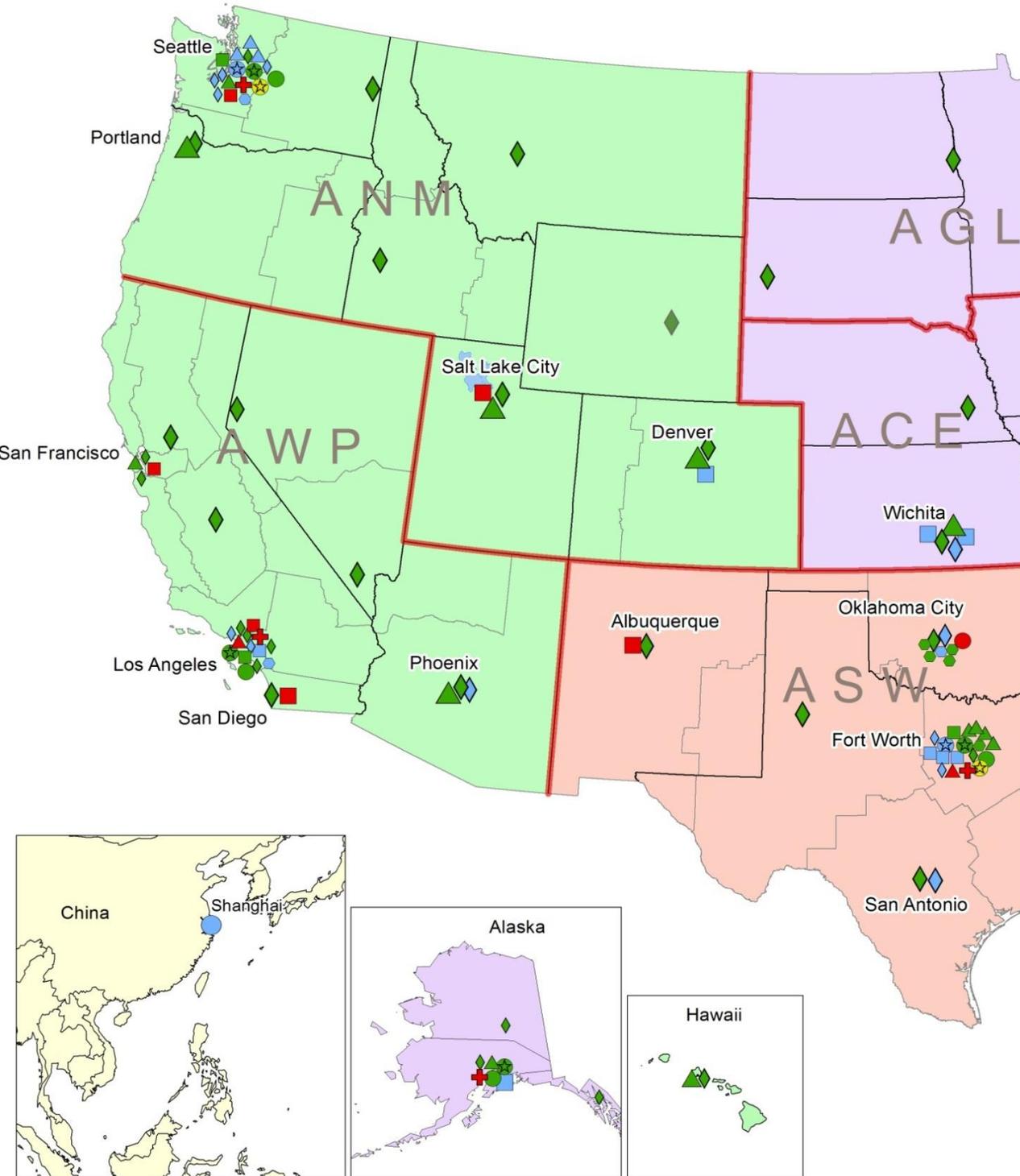
Appendix 4: Fiscal Year 2014 AVS Staff Positions Generated by ASTARS vs. Other Methods

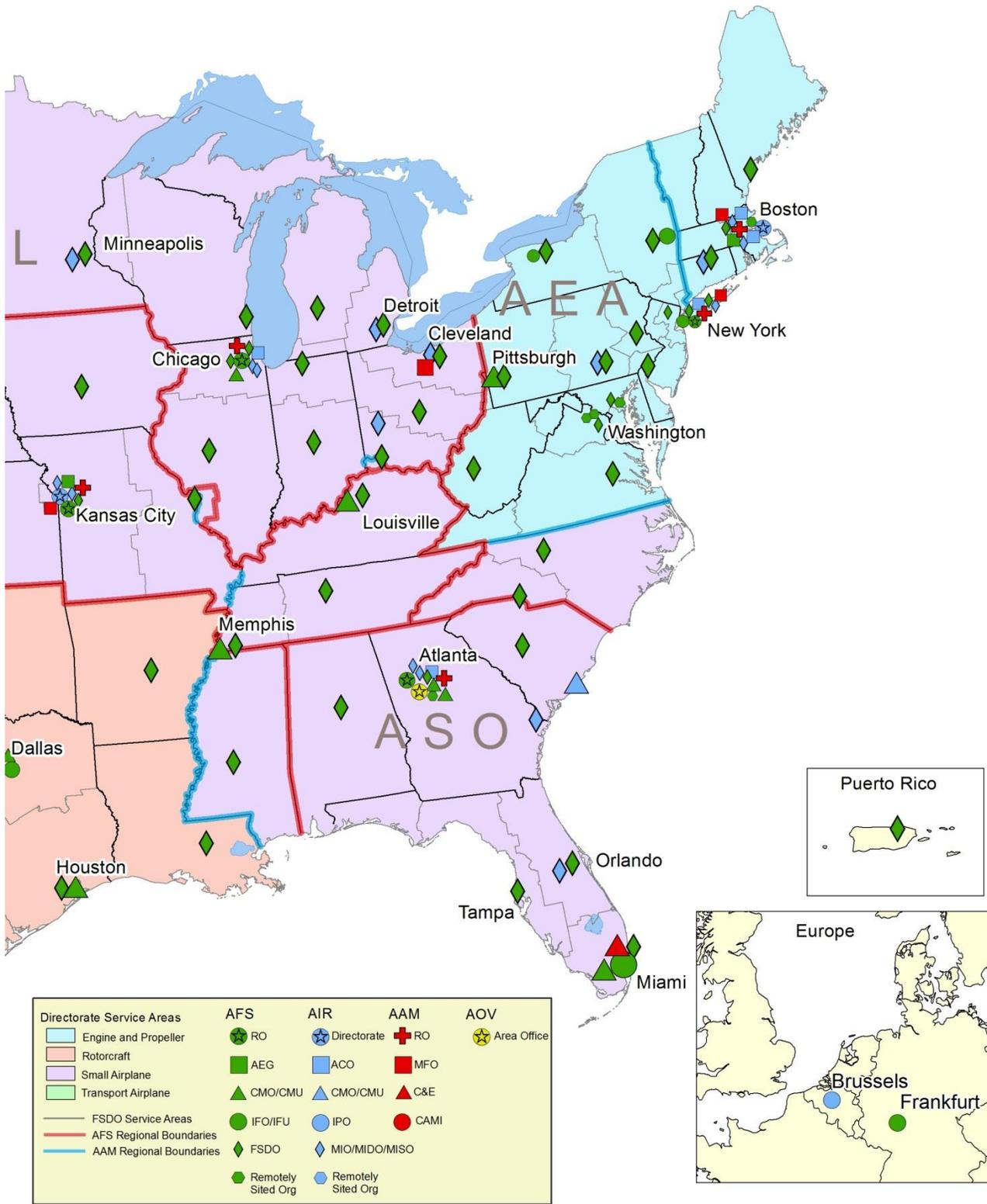
This chart reflects which method is used to calculate various staffing forecasts within AVS. Forecasts of Aviation Safety Inspector (ASI) and Aviation Safety Engineer (ASE) positions are generated by the ASTARS staffing models and together comprise 70% of all AVS staffing. An additional 630 positions are Safety Critical Operational Staff derived as a ratio of the aforementioned ASTARS forecasts. The remaining 1,512 positions are determined independently of the ASTARS model.



FY 2014 Total Forecasted Positions: 7,238

Appendix 5: AVS U.S. and International Locations





Appendix 6: Aviation Safety Primary Stakeholders (Data Updated November 2013)

Air Operator Certificates: 5,311

81	Major U.S. Air Carriers
2,101	Commuter Air Carriers/On Demand Air Taxi
83	Commercial Operators
482	Foreign Air Carriers ¹
329	External Load (e.g. Logging, Oil Platform)
1,861	Agricultural Operators
374	Public Use Authorities (e.g. State/City/Police)

Air Agency Certificates: 5,911

708	Pilot Training Schools
4,774	Repair Stations
171	Maintenance Training Schools
258	Pilot Training Centers

Aircraft: 210,463

7,279	Air Carrier Aircraft
471	Commuter Air Carrier Aircraft
10,420	On Demand Air Taxi Aircraft
181,782	General Aviation
10,511	Inactive Aircraft

Aviation Authorities-other countries: 416

36	Authorities/Entities with Bilateral Agreements
192	Foreign Civil Aviation Authorities
188	Accident Investigation Authorities

Check Airmen: 7,566 ²

4435	Part 121
123	Part 121/135
3008	Part 135

Designees: 10,239 ³

3,312	Aircraft Certification
3,299	Flight Standards
3,336	Aerospace Medicine

Flight Instructors: 98,294

Mechanics with Inspection Authority: 20,944

Approved Manufacturers: 1,619

¹ The FAA does not issue Certificates to Foreign Air Carriers. They are only issued Operations Specifications.

² 14 CFR Part 121 Operating Requirements: Domestic, Flag, and Supplemental Operations.

14 CFR Part 135 Operating Requirements: Commuter and On Demand Operations and Rules Governing Persons On Board Such Aircraft

³ Designee numbers were recently revalidated by the Designee project manager.

Active Pilots: 744,576

148,293	Airline Transport Pilot
133,681	Commercial
207,742	Private
221	Recreational
4,418	Sport
121,500	Student
128,721	Foreign Pilot

Non-Pilot Air Personnel: 742,256

380,543	Mechanics/Repairmen
38,970	Control Tower Operators
171,474	Flight Attendants
73,859	Ground Instructors
77,410	Other (e.g. dispatchers, flight navigators, parachute riggers, flight engineers)

ATCS Medical Clearance Exams: 12,664

12,607	Air Traffic Controller Workforce
57	Flight Service Station Workforce

ATO Designee Examiners/ATO Credential Personnel: 22,709

360	ATCS Proficiency Managers
78	ATSS Proficiency Managers
1,845	ATCS Designated Examiners
460	ATSS Designated Examiners
14,944	ATCS Credential Holders
4,771	ATSS Credential Holders
605	CTO Examiners

Airmen Medical Examinations: 189,630

48,708	Special Issuances
140,922	Standard Issuances

Aviation Industry Entities Covered by Anti- Drug and Alcohol Programs: 7,200

National Transportation Safety Board

96	Safety Recommendations (5-year average)
32	Major Investigations (average/year) (new)

Appendix 7: List of Acronyms

AAM	Office of Aerospace Medicine
ACO	Aircraft Certification Office
ACR	Office of Civil Rights
AEG	Aircraft Evaluation Group / Aircraft Evaluation Group Office
AFN	Assistant Administrator for Finance and Management
AFS	Flight Standards Service
AGC	Office of Chief Counsel
AHR	Office of Human Resource Management
AIR	Aircraft Certification Service
ALA	Office of Labor Analysis
AMSIS	Aerospace Medicine Safety Information System
AOV	Air Traffic Safety Oversight Service
AQS	Office of Quality, Integration, and Executive Services
ARM	Office of Rulemaking
ASE	Aerospace Engineer
ASI	Aviation Safety Inspector
ASIAS	Aviation Safety Information Analysis and Sharing
ASKME	Aviation Safety Knowledge Environment
ASTARS	AVS Staffing Tool and Reporting System
ATCS	Air Traffic Control Specialist
ATSS	Airway Transportation Systems Specialist
ATO	Air Traffic Organization
AVIATOR	Automated Vacancy Information Access Tool for Online Referral
AVP	Office of Accident Investigation and Prevention
AVS	Aviation Safety
AVSSMS	Aviation Safety Organization Safety Management System
CAMI	Civil Aerospace Medical Institute
C&E	Compliance and Enforcement
CFR	Code of Federal Regulations
CIO	Office of the Chief Information Officer
CMO	Certificate Management Office
CMU	Certificate Management Unit
COA	Certificate of Waiver or Authorization
COT	Curriculum Oversight Team
CSTA	Chief Scientific and Technical Advisor
CTO	Control Tower Operator
DMS	Designee Management System
DOT	Department of Transportation
FAA	Federal Aviation Administration
FAAST	FAA Safety Team
FSDO	Flight Standards District Office

FTP	Full-Time Positions
HIRMT	Hazard Identification, Risk Management, and Tracking
IFO	International Field Office
IFU	International Field Unit
IPO	International Policy Office
KSA	Knowledge, Skills, and Abilities
LCMS	Learning Content Management System
LDR	Labor Distribution Reporting
LEAD	Leadership, Enhancement, and Development Program
MFO	Medical Field Office
MIDO	Manufacturing Inspection District Office
MIO	Manufacturing Inspection Office
MSAD	Monitor Safety / Analyze Data
NAS	National Airspace System
NextGen	Next Generation Air Transportation System
NTSB	National Transportation Safety Board
PEL	Program for Emerging Leaders
QMS	Quality Management System
RBDM	Risk-Based Decision Making
RBRT	Risk Based Resource Targeting
RO	Regional Office
S/O	Service / Office
SAS	Systems Approach for Safety / Safety Assurance System
SASO	System Approach for Safety Oversight
SHARP	Standardized Hiring for AVS Rating and Referral Program
SLDP	Senior Leadership Development Program
SMS	Safety Management System
SRM	Safety Risk Management
UAS	Unmanned Aircraft System
USAJOBS	Office of Personnel Management Automated Hiring System