

**EXECUTIVE SUMMARY FOR
REALIZED BENEFITS of INITIATIVES UNDERTAKEN PURSUANT TO
SECTION 812 OF THE FAA MODERNIZATION AND REFORM ACT OF 2012**

The FAA Modernization and Reform Act of 2012, Section 812 (49 U.S.C. 106 note) required the Federal Aviation Administration (FAA or the Agency) to undertake a thorough review of each program, office, and organization within the Agency to improve and update processes, eliminate duplication and waste, and make the Agency more efficient and effective.

In January 2013, the Federal Aviation Administration (FAA) identified streamlining and reform initiatives in a report to Congress pursuant to section 812(d) of the FAA Modernization and Reform Act of 2012. A total of 36 process improvement solutions were identified with periodic reports provided to Congress and other stakeholders.

In October 2018, the FAA Reauthorization Act of 2018 (P.L. 115-254) was enacted and Congress requested that the FAA report on the status of the Section 812 initiatives. This report contains a detailed analysis of all the actions taken to address the findings and recommendations required under the original mandate. Additionally, the status of each initiative is either labeled “completed,” indicating that the issue originally identified in the Section 812 report has been addressed by implementing a solution, or “in progress,” meaning that the original initiative is still in the process of being implemented. Only one item out of the 36 initially identified is still in-progress.

The FAA is serious about reducing waste and is dedicated to creating efficiencies that improve aviation safety and capacity. All initiatives in this report reflect our commitment to eliminate waste, reduce duplication and redundant functions, and improve the efficiency and effectiveness of our policies and processes.

This report closes the action detailed in Section 511(a) of the FAA Reauthorization Act of 2018. FAA will conduct a new review of each program, office, and organization within the Agency, per Section 511(b)-(d).

Table of Contents

2.1.0 – Office of Finance & Management (AFN)

- 2.1.1 Foundation for Success: Shared Services Optimization (Finance)
- 2.1.2 Foundation for Success: Shared Services Optimization (Acquisitions)
- 2.1.3 Foundation for Success: Shared Services Optimization (Information Services/CIO)
- 2.1.4 Foundation for Success: Shared Services Optimization (Service Level Agreements)
- 2.1.5 Foundation for Success: Shared Services Optimization (Property Management)
- 2.1.6 Foundation for Success: Shared Services Optimization (Administration Management)
- 2.1.7 Foundation for Success: Shared Services Optimization (Common Timekeeping)
- 2.1.8 Records Management Reform
- 2.1.9 Cost Reductions
- 2.1.10 Foundation for Success: Governance
- 2.1.11 Regional International Organization for Standardizations (ISO) Implementation
- 2.1.12 Cost/Price Analysis
- 2.1.13 Strategic Acquisitions
- 2.1.14 Academy iPad Pilot

2.2.0 – Office of Human Resources (AHR)

- 2.2.1 Foundation for Success: Back to Basics and Office of Human Resources Transformation
- 2.2.2 Foundation for Success: HR Training

2.3.0 – Office of NextGen (ANG)

- 2.3.1 NextGen Initiative (Internal Realignment for the Creation of the NextGen Organization and the Program Management Organization)
- 2.3.2 Foundation for Success: NextGen Initiative (NAS Lifecycle Integration)
- 2.3.3 Foundation for Success: NextGen Initiative (Process Improvement and Collaboration)
- 2.3.4 Foundation for Success: NextGen Initiative (Incorporate I2I into Acquisition Management System)

2.4.0 – Office of the Administrator (AOA)

- 2.4.1 Office of Audit and Evaluation Hotline Consolidation

2.5.0 – Office of Policy, International Affairs, & Environment (APL)

- 2.5.1 FAA Greening Initiative

2.6.0 – Office of Airports (APL)

- 2.6.1 Geographic Balancing Effort
- 2.6.2 Standardization and Standard Operating Procedures (SOP) Development

2.7.0 – Office of Security & Hazardous Materials Safety (ASH)

- 2.7.1 Security Awareness Virtual Initiative (SAVI) Training
- 2.7.2 Safety Management System Integration
- 2.7.3 Emerging Role of ASH

2.8.0 – Office of Commercial Space Transportation (AST)

- 2.8.1 Reorganization
- 2.8.2 Staff Relocations to Field Offices

2.9.0 – Air Traffic Organization (ATO)

- 2.9.1 ATO Realignment: Program Management Organization (PMO)
- 2.9.2 ATO Realignment: Safety & Technical Training
- 2.9.3 ATO Realignment: Management Services

2.10.0 – Office of Aviation Safety (AVS)

- 2.10.1 Unmanned Aircraft Systems Integration Office Stand-up
- 2.10.2 Office Consolidation
- 2.10.3 International Realignment

2.11.0 – Joint Resources Council (JRC)

- 2.11.1 Review of Investments

Initiative 2.1.0
Office of Finance & Management (AFN)

- 2.1.1 Foundation for Success: Shared Services Optimization (Finance)
- 2.1.2 Foundation for Success: Shared Services Optimization (Acquisitions)
- 2.1.3 Foundation for Success: Shared Services Optimization (Information Services/CIO)
- 2.1.4 Foundation for Success: Shared Services Optimization (Service Level Agreements)
- 2.1.5 Foundation for Success: Shared Services Optimization (Property Management)
- 2.1.6 Foundation for Success: Shared Services Optimization (Administration Management)
- 2.1.7 Foundation for Success: Shared Services Optimization (Common Timekeeping)
- 2.1.8 Records Management Reform
- 2.1.9 Cost Reductions
- 2.1.10 Foundation for Success: Governance
- 2.1.11 Regional International Organization for Standardizations (ISO) Implementation
- 2.1.12 Cost/Price Analysis
- 2.1.13 Strategic Acquisitions
- 2.1.14 Academy iPad Pilot

Initiative: 2.1. Office of Finance and Management (AFN)

2.1.1 Foundation for Success: Shared Services Optimization (Finance)

Problem:	Finance functions are performed in many FAA organizations resulting in lack of standardized processes, inadvertent duplication of effort, lack of economies of scale, difficulty in oversight and cost control, and/or unclear lines of authority and responsibility.
Solution:	Move certain financial functions previously performed in the Air Traffic Organization (ATO) to the Office of Financial Services (ABA) to be performed for the entire Agency. Move finance resources from Regions and Center Operations (ARC), Acquisitions (ACQ), and Information Technology (AIT) organizations to ABA. Move a portion of the Office of Aviation Safety (AVS) workforce planning positions to ABA. ABA gathers input from a cross-organizational Budget Committee. Clarify ABA's authority to advise the Administrator on the Agency's overall funding priorities.
Benefits:	Increases efficiency and standardization, allows for greater economies of scale, avoids duplication of effort and costs, and clarifies roles and responsibilities. Improves Agency's ability to prioritize its spending and control costs at a corporate level. Moves organizations performing Agency-wide functions out of individual offices and into shared service organizations.
Outcome:	All of the organizational changes have been implemented. Improvements to financial processes and tool standardization were implemented. Spending plans have been implemented across the Agency. FAA implemented standardized pricing methodologies/tools in FY13. Effective October 1, 2013, REGIS was designated as the FAA's official, standardized cuff-record system.
Realized:	AVS and ARP transitioned from BOSS to REGIS and ARC transitioned from BBS to REGIS by October 1, 2013 to consolidate and standardize financial tools and reports throughout the agency. Annual savings (FY14 onwards) from the decommissioning of BOSS and BBS are estimated at \$664,000 per year.
Status:	Completed.

2.1.2 Foundation for Success: Shared Services Optimization (Acquisitions)

Problem:	FAA's Acquisition Executive (FAE) is responsible for all of the FAA's acquisitions, but was housed in the Air Traffic Organization. Procurement Contracting Officers being located in different organizations makes it difficult to efficiently distribute work, standardize processes, offer career paths, and share best practices and lessons learned.
Solution:	Centralize Acquisition functions and identify areas of process improvements. Move all Procurement Contracting Officers into the Acquisitions & Business Services Organization.
Benefits:	Clarifies authority and responsibilities for acquisitions. Improves ability to efficiently distribute work, standardize processes, offer expanded career paths for contracting professionals, and share best practices and lessons learned.
Outcome:	Implemented as of December 2012 for all contracting personnel with the exception of contracting personnel within the Aeronautical Center. Those personnel were realigned in March 2014 to complete the centralization of all FAA contracting personnel.
Realized:	<p>Fully implemented. As of March 2014, all FAA Procurement Contracting Officers and Specialists (job series 1102) were centralized within a single Directorate in the Acquisition & Business Services (ACQ) Organization. Additionally, in June 2018, all FAA Real Estate Contracting Officers ("RECOS", job series 1170) were "virtually aligned" under (administratively reporting to) this same Directorate. The RECOS previously received their warrants from the FAE but did not report to the FAE. Now all warranted procurement and leasing personnel report directly to the FAA Acquisition Executive (FAE) within AFN. All FAA contracting officers/specialists now follow standardized processes and have standard position descriptions, performance standards, and training, development and certification requirements. Note: Until a Congressional reprogramming occurs, this is an administrative reporting relationship, not a formal organizational realignment.</p> <p>The FAA's Cost to Spend ratio is less than one percent (.90%), and average total obligations per contracting officer is \$21 M. The Competition Rate is high (85.82%) and the One-Bid rate is only 1.62%. Ninety-seven percent of contracting officers/specialists are certified and 100% are current in their certifications or on track to be certified if they are a new hire. The FAA also actively promotes doing business with small businesses: in FY18, more than 27% of FAA's total direct procurement dollars were awarded to small businesses.</p> <p>The data source for the competition and one-bid rates is the Federal Procurement Data System (FPDS) and its associated reporting tools, the common procurement data system for the Federal Government. The rates are based on dollars obligated in FY2018. The source year for all metrics cited are from FY2018. As the competition/single source threshold for FAA under its Acquisition Management System (AMS) is \$10,000, a filter was applied to the raw FPDS data to allow data to reflect FAA standards and thresholds (procurements with an obligation value exceeding \$10,000). With the increase of the micro-purchase threshold for agencies subject to the Federal Acquisition Regulation (FAR) increasing to \$10,000, standards for the base procurement obligation populations for FAA and the rest of the Government are now consistent.</p>
Status:	Completed.

Initiative: 2.1. Office of Finance and Management (AFN)

2.1.3 Foundation for Success: Shared Services Optimization (Information Services/CIO)

Problem:	There are duplicative information services, systems, and infrastructures making it difficult to integrate the information systems, achieve economies of scale, provide efficient server usage, and consolidate data processing facilities. It is also difficult to ensure adequate cyber security across multiple platforms and organizational boundaries. Additionally, multiple software development groups and toolsets exist.
Solution:	Organizationally consolidate Information Technology (IT) under the Chief Information Officer (CIO). Standardize, redesign, and transform IT services to improve operational efficiency and effectiveness.
Benefits:	Consolidation will enable economy of scale in acquisition of IT and services, improve server usage and datacenter efficiency, and enable better control of costs. It will foster improved cyber security and more agile acquisition of information technology and services. Additional benefits include common toolsets and reduced redundancy.
Outcome:	Consolidation to one IT organization and transition activities for said consolidation was completed and effective November 3, 2013 and September 30, 2014 , respectively.
Realized:	<p>Since the consolidation of IT Shared Services, the FAA's IT organization (AIT) has standardized and transformed IT services to improve operational efficiency and enable the FAA's mission. For example, we consolidated seven IT helpdesks down to just one to service the FAA. In FY14, FY15, and FY16, AIT realized \$36 M in efficiencies that provided funding for new priority investments. These included implementing a national Wi-Fi network program to deploy wireless capability to FAA facilities. Additional accomplishments included:</p> <ul style="list-style-type: none"> ● FY14, implementation of the FAA's Cloud Services program to utilize on-demand, pay-per-use cloud computing resources rather than investing in costly infrastructure. Migration from an on-premises client server email solution to an outsourced cloud based email solution. ● FY16, implementation of the HSPD-12 credentialing standards for 58,000 FAA employees and contractors. ● Consolidation of Cybersecurity Functions into one IT Shared Service organization enabled the FAA to start the implementation of DHS's Continuous Diagnostics and Mitigation (CDM) program. ● FY16, the FAA has championed the transition of silo data to actionable information through the Enterprise Information Management (EIM) initiative. ● FY16, AIT established a set of IT "core services" designed to replace the various service level agreements (SLA) in legacy FAA organizations. This effort has provided the FAA users of IT services a consistent user experience and a measurable metric for performance of IT services throughout the agency. ● FY16 FAA brought on a Chief Data Officer and laid a foundation with a FAA vision and strategy that concentrated on an enterprise Data Governance structure at the executive, management and working levels within the FAA. Completion of CDM Phase I in FY17, and the FAA is in-progress of Phase II implementation (FY18-FY19). ● FY17, AIT developed the FAA Information Security & Privacy Program & Policy Order 1370.121, signed by the FAA Administrator, which consolidated 31 Orders, Policies and Memorandums, and provided needed updates to meet evolving cybersecurity threats. ● FY17- FY18 an Enterprise Capability was developed as a proof of concept on an EIM Cloud Platform to prototype specific FAA stakeholder data use cases for viability of future capabilities. ● FY17, collaborated with DOT to support DHS in the full deployment of EINSTEIN 3 Accelerated (E3A) capabilities as one of the top four Cybersecurity National Action Plan (CNAP) initiatives. ● FAA SERVICE Operations Center (SOC) is a 24x7x365 day operation that represents DOT as the single source provider of the cyber big picture when reporting to the Department of Homeland Security (DHS). ● FAA SOC is the central reporting point for all cyber events occurring within the FAA and DOT. ● AIT is collaborating with DOT to research new capabilities/methodologies which will allow us to better arm and detect issues by leveraging threat intelligence in a highly effective manner.
Status:	Completed.

Initiative: 2.1. Office of Finance and Management (AFN)

2.1.4 Foundation for Success: Shared Services Optimization (Service Level Agreements)

Problem:	Customers and their servicing organizations require a means to establish expected levels of services and common metrics for measuring performance. The absence of common performance metrics across the functional areas makes it difficult to determine success/failure for those measures taken to increase operational efficiency.
Solution:	Establish Service Level Agreements (SLA) to define the services to be offered, the required resources, metrics to be used, and consequences for achieving or failing to achieve the objectives in the agreements.
Benefits:	Ensure effective service delivery from shared services via clear, robust enforcement mechanisms agreed upon by the customers and providers. Clarify authority and responsibilities. Metrics will begin the formation of a baseline from which efficiencies can be measured.
Outcome:	SLAs were successfully implemented for IT, Finance, Acquisitions and Property Management services provided to customers FAA-wide. SLAs were implemented with accompanying metrics that are measured and reported on monthly.
Realized:	<p>AFN continues its commitment to efficiently and effectively deliver improved, standardized shared services to its customers/business partners. As part of the Agency's transition to a shared services business model, AFN led the effort to establish SLAs to: formalize the service arrangements (including any unique requirements) with its customer/business partner; delineate and promote a common understanding of the roles and responsibilities of the service provider and customer; and identify and agree to key performance indicators by which to measure SLA performance. The SLAs, however, were largely an interim step to build trust between AFN and its customers/business partners.</p> <p>As the organization matured, AFN began replacing its SLAs with Customer Commitment and Partnership Agreements to deliver quality, valuable, and timely products/services to its business partners in the areas of finance, acquisitions, and personal/real property management. Information Technology services continue to be outlined in separate Service Level Agreements and/or Memoranda of Agreement/Understanding. The Enterprise Service Center (ESC) has completed the transition from the traditional SLA to a Service and Performance Partnership Agreement (SPPA) for Delphi customers in FY18. ESC reports SPPA metrics on a monthly basis to each customer and stakeholder.</p> <p>Additionally, AFN executive leadership has committed to meeting with its customers/business partners on a semi-annual basis to review the customers' current and future budgets and business priorities, discuss AFN performance, and modify (if necessary) service requirements and performance metrics.</p>
Status:	Completed.

Initiative: 2.1. Office of Finance and Management (AFN)

2.1.5 Foundation for Success: Shared Services Optimization (Property Management)

Problem:	Property Management responsibilities reside in many FAA organizations resulting in the potential for duplication of effort, reduced accountability, and inefficient distribution of work.
Solution:	Consolidate property functions into ARC within the Office of Assets Inventory and Real Property.
Benefits:	Improved accountability of real and personal property. Increased efficient use of scarce resources. Improved standardization of processes.
Outcome:	Completed as of November 20, 2011 – property functions were consolidated into ARC and renamed Regions and Property Operations (ARO).
Realized:	<p>A new focus on further improving property management began in 2018, with property management functions now administratively reporting to the FAA’s Acquisition Executive (FAE) in a new Aviation Property Management (APM) directorate (administratively aligned within the office of Acquisitions and Business Services pending a formal reprogramming). The new organizational structure will reduce the number of divisions and better align functions and personnel to promote accountability, consistency, effectiveness, and efficiency.</p> <p>Realized improved accountability of real and personal property through:</p> <ul style="list-style-type: none"> ● Consolidation of most of FAA’s lease rental budget to ensure there is one office with consistent policies and business processes for approximately 2,600 lease payments with a total budget of \$200 M, helping the FAA meet its fiduciary responsibility to the taxpayers and reducing improper payments. ● Consolidation of FAA organizations and functions (i.e., Policy Office, HQ and Field Operations, and Government Furnished Property Operations). ● Development of automated and standardized processes for property management to eliminate duplication of effort, improve accountability, and provide more efficient distribution of work. ● Development of Standard Operating Procedures/Bulletins for the Agency’s real and personal property operations. ● Updated policy for managing and administering contract property and transportation.
Status:	Completed.

Initiative: 2.1. Office of Finance and Management (AFN)

2.1.6 Foundation for Success: Shared Services Optimization (Administration Management)

Problem:	Administration functions performed across the AFN organizations vary. This lack of standardization creates difficulties in providing consolidated AFN reports.
Solution:	Centralize administration functions within Employee Services, Management Services, Operational Services, and FOIA Program Management in the new AFN Administration and Field Integration organization. The Administration staff from Acquisitions, Finance, Information Services, and Regions and Center Operations collaborated to identify administration management functions and implement process improvement activities.
Benefits:	With the implementation of this new structure and improved processes, the AFN organization will realize more efficient processes, elimination of some redundant activities, and reduction in cycle time to complete activities.
Outcome:	<p>The Division of Administration and Field Integration Services (AFN-100) was formed June 5, 2012. This Division has continued to improve processes, identify best practices, and standardize procedures.</p> <p>An organizational assessment of the AFN-100 division was completed in January 2014. The focus of this study was to benchmark other like-service centers, identify non-value-added functions, document areas for improvement, and develop standardized operating procedures. This assessment built upon earlier efforts to improve the level of service to AFN by eliminating the overlap of services, streamlining processes, and improving efficiencies. Another purpose of this study was to ensure AFN-100 maintains personnel with optimized skill-sets to maximize job performance.</p>
Realized:	The organization has streamlined AFN's administrative functions in the field and headquarters, resulting in staffing efficiencies. AFN-100 developed standard operating procedures, so employees execute consistent processes and maximize operational efficiencies. Additionally, AFN-100 improved data tracking, resulting in the identification and reduction of duplicative active vacant positions across the organization. AFN-100 has collocated functional experts within the various AFN functional areas (e.g. ABA, ACQ, AIT, AMC) to ensure AFN-100 personnel understand the unique skillsets required for these organizations.
Status:	Completed.

Initiative: 2.1. Office of Finance and Management (AFN)

2.1.7 Foundation for Success: Shared Services Optimization (Common Timekeeping)

Problem:	Employees transitioning into AFN from the Air Traffic Organization use a different timekeeping system and labor reporting system. However, most FAA employees, excluding Controllers, use Consolidated Automated System for Time and Labor Entry (CASTLE) for time card approvals. The use of two different systems creates challenges for managers and staff, including the potential for discrepancies in monthly reports.
Solution:	Implement a common timekeeping system within AFN.
Benefits:	Reduction in time spent managing timekeeping activities, elimination of duplicative activities, and promotion of system-related cost savings. Realize administrative efficiencies and integration with all AFN organizations to streamline policies and procedures. Full compliance with DOT requirements.
Outcome:	AFN successfully transitioned the majority of the workforce from CruX and Cru-ART to CASTLE. We significantly reduced FAA's footprint on the legacy timekeeping system, which resulted in significant time saved for our timekeepers. Controllers were not included in this transition but will be in future years.
Realized:	By migrating to CASTLE, we ensured full compliance with DOT's Policy on Time and Labor Reporting Using Consolidated Automated System for Time and Labor Entry.
Status:	Completed.

Initiative: 2.1. Office of Finance and Management (AFN)

2.1.8 Records Management Reform

Problem:	The FAA Records Management environment is out-of-date, lacks automation, and is not fully compliant with all National Archives and Records Administration (NARA) requirements. Currently the Agency's processes for searching for documents in response to discovery requests, Freedom of Information Act (FOIA) requests, and other inquiries are largely manual, time consuming, and expensive.
Solution:	Modernize records management via the Electronic Records Management and eDiscovery Initiative.
Benefits:	Reduction in time and cost spent searching for records. Enhanced productivity of FAA Records Management officers/personnel; cost reduction from automation of process and archiving platforms; enhanced capability for eDiscovery and FOIA requests.
Outcome:	<p>FAA is committed to identifying and implementing an innovative FAA enterprise Electronic Records Management System (ERMS) solution as the best approach to maintain, track, and manage all of FAA's information assets in an electronic format. This system will also comply with electronic records management standards and protocols established by NARA, the Office of Management and Budget (OMB), and the Federal Records Act.</p> <p>In 2016, the FAA deployed ProofPoint as its enterprise-wide electronic email repository system solution, effectively meeting the M-12-18 mandate from NARA and OMB to manage both permanent and temporary email records in an accessible electronic format.</p>
Realized:	The development of an FAA enterprise ERMS solution will have a positive impact on the FAA's ability to manage its records. The fully implemented ERMS solution supports the storage, management, and transfer of information. The system will be based on specific business requirements supporting FAA information governance programs (i.e., Records Management, FOIA, Privacy, and eDiscovery) and protect the FAA from significant risk and liability by centrally managing information assets via an automated system solution. The deployment of a robust enterprise ERMS solution enables the FAA's data and information assets to be timely accessed and utilized, enhancing informed decision-making across the agency from a single, centralized information approach. Finally, it will support the FAA in meeting its legal mandates under the Federal Records Act, the Freedom of Information Act, and the Privacy Act, while furthering the FAA's Enterprise Information Management (EIM) goals.
Status:	In-Progress. While FAA has already deployed ProofPoint as its email repository, the agency is conducting lessons learned assessments and identifying best practices from other federal agencies for forms of record retention. We are confident that we will meet the NARA electronic records retention mandate by December 2021.

Initiative: 2.1. Office of Finance and Management (AFN)

2.1.9 Cost Reductions

Problem:	Executive Order 13589 on promoting efficient spending mandated that agencies find savings through efficiencies in six targeted categories from a FY10 baseline to FY13 actual obligations. The categories include: travel; communications (employee IT devices); printing and reproduction; advisory contracts; supplies and promotional items; and motor vehicles.												
Solution:	Implement a broad-based set of initiatives to reduce cost across FAA in support of Executive Order 13589 on Promoting Efficient Spending.												
Benefits:	Executing these reductions allowed the FAA to meet its budget targets for FY13, as well as the targets resulting from the Executive Order.												
Outcome:	In addition, implementing efficiencies such as increased use of video conferencing, streamlined contracting, and strategic sourcing will allow for sustainable improvements beyond FY13.												
Realized:	<p>From FY10 through FY13, FAA reduced costs by approximately \$195.85 M or 26.6 percent. Although tracking for this initiative ended in FY13, we continued to implement a number of cost efficiencies by streamlining contracts and identifying strategic sourcing opportunities. These additional efficiencies are documented in initiatives throughout the report, such as Strategic Acquisitions and FAA's Greening Initiative. Efficiencies achieved allowed us to redeploy those savings elsewhere in the Agency.</p> <table border="1"> <thead> <tr> <th></th> <th align="center">FY10</th> <th align="center">FY12</th> <th align="center">FY13</th> </tr> </thead> <tbody> <tr> <td>Total Cost</td> <td align="center">\$735.708 M</td> <td align="center">\$669.762 M</td> <td align="center">\$539.859 M</td> </tr> <tr> <td>Savings Since FY 2010</td> <td></td> <td align="center">\$65.946 M</td> <td align="center">\$195.849 M</td> </tr> </tbody> </table>		FY10	FY12	FY13	Total Cost	\$735.708 M	\$669.762 M	\$539.859 M	Savings Since FY 2010		\$65.946 M	\$195.849 M
	FY10	FY12	FY13										
Total Cost	\$735.708 M	\$669.762 M	\$539.859 M										
Savings Since FY 2010		\$65.946 M	\$195.849 M										
Status:	Completed.												

2.1.10 Foundations of Success: Governance

Problem:	A review of the FAA's cross-organizational executive committees showed inefficient use of executives' time with overlapping committees, unclear roles and jurisdictions of the committees, and in some instances no committees where cross-organizational collaboration is most needed.
Solution:	Review, consolidate, and streamline Executive-level committees. Clarify roles and responsibilities. Create new executive committees where needed.
Benefits:	Improved cross-organizational decision-making, both in efficiency and quality; reduced executive time commitment to committees.
Outcome:	<p>As the result of a review of its executive-level committee model, the FAA deemed it necessary to develop a new governance structure that ensured the agency was equipped to address all key cross-agency issues and associated decisions as effectively and efficiently as possible. The new model included the following five senior executive-level committees that would serve to streamline the overall number of committees and in some instances, assume the responsibility of existing committees:</p> <ul style="list-style-type: none"> ● Strategic and Budget Planning Committee: Forum to set FAA overall strategy, oversee planning and budgeting process. ● Joint Resources Council: Forum to make acquisition investment decisions and oversee acquisitions. ● Information Technology Shared Services Committee: Forum to direct the effective, secure and cost-efficient application of non-NAS IT, related personnel resources and funding to meet the FAA's business needs. ● Workforce Council: Forum to set FAA human resources-related policy in support of a productive work environment and attracting new talent. ● NextGen Management Board: Forum to provide oversight of NextGen strategy and execution. ● Management Board and Deputies Committee: Forum to discuss, prioritize and make decisions on FAA initiatives. <p>This initiative did not eliminate all executive-level committees, nor did the establishment of the five aforementioned committees subsume the responsibility of all executive-level committees. Some committees remain as is, while others became sub-committees under one of the five new bodies. Existing committees that remain in place are:</p> <ul style="list-style-type: none"> ● Crisis Response Working Group ● Labor Relations Executive Steering Committee ● FAA Employee Forum ● Accountability Board <p>To oversee the implementation of the new governance model, the FAA established a "Governance Roundtable", consisting of each of the new committee Chairs, select other senior executives, and chaired by the Deputy Administrator. The Roundtable finalized the charters and operating guidelines for each of the new committees and implemented the transition to the new model. After implementation, the Roundtable periodically assessed the new model to determine if the changes effectively and efficiently improved the agency's decision-making capacity as anticipated and refined the model as necessary. As a result of these periodic assessments, FAA established the Management Board and Deputies' Committee to provide a venue for the board to present issues and make decisions.</p>
Realized:	The agency continues to review its executive level committees as necessary to keep up with changes in the NAS. Although a few additional executive level committees have been established (in particular, a "New Entrants Board" to discuss Unmanned Aircraft Systems and Commercial Space issues), the result has been a significant improvement in the efficiency of the governance process and the quality of the resulting decisions. The agency also replaced its Executive and Business Councils with the Management Board and Deputies Committee. Less but more productive time is spent in meetings; decisions are made by the right offices with an interest in those decisions; and the decisions are based on a rational examination of all pertinent evidence, law and viewpoints. In short, we are rigorously following best practices.
Status:	Completed.

Initiative: 2.1. Office of Finance and Management (AFN)

2.1.11 Regional International Organization for Standardizations (ISO) Implementation

Problem:	Agency-wide hiring restrictions delayed ARC's ability to backfill vacancies, leaving some Regional Offices (RO) without adequate staffing levels to perform key functional area processes and mission essential/critical functions.
Solution:	Implement ISO/standardized processes and procedures at the national level to ensure key processes and mission essential/critical functions can be carried out regardless of the location of personnel. Executive Operations will collaborate with the Office of the Regional Administrators to develop Standard Operating Procedures (SOP), implement ISO and conduct a staffing study.
Benefits:	Standardized functional area processes and activities. Reduced redundant activities. Clarified roles and responsibilities and increased economies of scale across the regions. Additionally, cross-regional expertise can be leveraged.
Outcome:	Executive Operations is ISO certified.
Realized:	<p>A staffing study was previously conducted and over the past five years, staffing in the regions has been optimized to gain standardization and create efficiencies. The following was accomplished:</p> <ul style="list-style-type: none">● Implemented standardized Position Descriptions/Job Analysis Tools for personnel doing the same job● Created standardized staffing positions in each region based on the staffing study report● Centralized and consolidated certain functions into a Service Center model that would cover multiple regional needs: Regional Operation Centers, Budget and Staffing Functions● FOIA was realigned under the National Program Office
Status:	Completed.

Initiative: 2.1. Office of Finance and Management (AFN)

2.1.12 Cost/Price Analysis

Problem:	Internal and Office of Inspector General (OIG) reviews of FAA acquisitions identified weaknesses in cost and price analysis.
Solution:	Establish a Cost/Price Analysis Services group within ACQ to grow organizational expertise in cost/price analysis, through direct provision of cost/price analysis, training and performance support for Contracting Officers/Specialists, coordination with the Defense Contract Audit Agency and the Defense Contract Management Agency, and contracting for additional expertise to augment in-house capabilities.
Benefits:	Ensure fair and reasonable pricing, proper payments, cost savings through improved contracting practices, and better stewardship of taxpayer dollars.
Outcome:	Standardized and committed cost and price analysis support for program and contract offices.
Realized:	The estimated sustained cost avoidance for FY18 resulting from effective auditing and questioning of proposals is \$35M. The estimated cost avoidance represents 2% of the total value of proposals audited.
Status:	Completed.

Initiative: 2.1. Office of Finance and Management (AFN)

2.1.13 Strategic Acquisitions

Problem:	Strategic acquisition initiatives dispersed among multiple organizations do not fully leverage possible costs savings that are necessary to operate in a severely constrained budget environment.
Solution:	Consolidate strategic sourcing, purchase-card program, and other strategic initiatives into a new Strategic Acquisitions Organization whose primary focus is on defining and implementing innovative solutions to achieve cost savings and efficiencies in acquiring goods and services.
Benefits:	Achieve cost savings and efficiencies through innovative acquisition strategies.
Outcome:	FAA implemented new processes and established or modified relationships with suppliers as appropriate.
Realized:	From FY12 to FY18, spend-through strategic sourcing in FAA increased by 9% while associated savings increased by 47%. Total cost savings from FY12 through FY18 totaled \$253 M. Purchase card activity from FY12 through FY18 totaled \$735 M, generating \$12 M in bank refunds and \$130 M in workload avoidance.
Status:	Completed.

Initiative: 2.1. Office of Finance and Management (AFN)

2.1.14 FAA Academy iPad Pilot

Problem:	In order to create a paperless, efficient learning environment, while providing students easy access to thousands of pages of training materials, the FAA Academy requires portable, cost effective mobile devices that are reliable, secure, and easy to use. In addition to the use of mobile devices to create a paperless, efficient learning environment, the Academy requires the replacement of paper charts both as Electronic Flight Bags (EFB) in classroom training devices and in aircraft.																																								
Solution:	The Academy will use the iPad tablets to present course materials, training aids, and equipment documentation to students. The Academy will also use the devices as EFBs during training and in flight by Aviation Safety Inspectors completing event based currency to comply with FAA Order 4040.9. No information loaded on the device is sensitive in nature or contains personally identifiable information. The use of the devices will assist the Academy in providing more versatile training as well as moving the organization closer to a paperless environment. This solution also responds to an employee's IdeaHub suggestion.																																								
Benefits:	The use of iPad tablets will provide an immediate return on investment by reducing printing expenses. Additional cost savings will also be realized, because fewer portable devices can support more training environments as demand requires, unlike the hardwired computer that is fixed at one location. By using the device as a training aid to enhance the learning experience, students will be more engaged and productive in the classroom. The Academy anticipates an increase in student-to-student and student-to-teacher interactivity due to the way different applications facilitate knowledge sharing.																																								
Outcome:	The pilot was successful and is now operational. As a result, the FAA Academy has increased the number of mobile devices, including iPads, in classrooms and labs to support the Agency's paperless initiative.																																								
Realized:	The Academy as a whole has reduced average printing costs from \$774.6K/year before iPad program (FY09 to FY12) to \$461.9K/year after iPad pilot (FY-13 to FY-17) a reduction of over \$313.7K annually. The acquisition cost of the program since FY13 was \$758K. There also was a service charge of \$33K/year from FY13 to FY15. In sum, the average cost of the program since FY13 has been \$171.4K/year. Therefore, the net savings of the iPad program has been about \$141.3M/year, representing 82% Return on Investment, on average.																																								
	<table border="1"> <thead> <tr> <th colspan="10">AMA Printing Costs</th> </tr> <tr> <th></th> <th>FY09</th> <th>FY10</th> <th>FY11</th> <th>FY12</th> <th>FY13</th> <th>FY14</th> <th>FY15</th> <th>FY16</th> <th>FY17</th> </tr> </thead> <tbody> <tr> <td>AMA</td> <td>\$802,946</td> <td>\$879,753</td> <td>\$750,150</td> <td>\$665,448</td> <td>\$421,951</td> <td>\$482,388</td> <td>\$490,793</td> <td>\$495,209</td> <td>\$419,247</td> </tr> <tr> <td>Total</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	AMA Printing Costs											FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	AMA	\$802,946	\$879,753	\$750,150	\$665,448	\$421,951	\$482,388	\$490,793	\$495,209	\$419,247	Total									
AMA Printing Costs																																									
	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17																																
AMA	\$802,946	\$879,753	\$750,150	\$665,448	\$421,951	\$482,388	\$490,793	\$495,209	\$419,247																																
Total																																									
Status:	Completed.																																								

Initiative 2.2.0
Office of Human Resources (AHR)

- 2.2.1 Foundation for Success: Back to Basics and Office of Human Resources Transformation
- 2.2.2 Foundation for Success: HR Training

Initiative: 2.2. Office of Human Resources (AHR)

2.2.1 Foundation for Success: Back to Basics and Office of Human Resources Transformation

Problem:	Based on feedback received through FAA senior leadership, it was evident the Lines of Business (LOBs) and Staff Offices (SOs) were not satisfied with the level of service they were receiving from Human Resources (HR).
Solution:	Collaborate with the LOB customers to identify the 15 core HR functions considered critical to success. Meet with all LOB customers to discuss and validate customer service metrics and expectations. Implement changes to the identified HR processes to provide consistency and better communication to customers. Note: the project is no longer called "Back to Basics". It has been renamed "Customer Service."
Benefits:	Improved communication and delivery of HR services to the LOBs and SOs.
Outcome:	HR identified its core functions and created one Service Level Agreement, incorporating major transactions, products and services for FAA's LOB and SOs. The document complies with Agency, Office of Personnel Management, and DOT performance metrics. Additionally, it outlines how HR is the official Agent to provide expert HR consultative services. The SLA is broken out by HR functions to address the 80-day hiring model, policy and collective bargaining agreements and Benefit Operations services with metrics as outlined in the HR Dashboard. This agreement in totality showcases value-added services and communicates that the role of HR is a shared responsibility. The Agency is now in a position to measure its current state and identify future improvements.
Realized:	<p>In FY16, HR implemented a customer-focused HR servicing model by establishing periodic collaborative forums with each LOB customer. The customer forums facilitate meaningful dialogue between LOB Senior Leaders on core AHR functions, strategic initiatives and decisions, and constructive feedback on services provided. In FY18, the forums were modified to allow more in-depth discussion of key agency issues. The forums have resulted in successful establishment of the business partner approach HR sought by this initial solution. The solution remains a central component of HR's customer service model through FY18 and was cited as a best practice during a 2017 independent program review of FAA's HR program. Since implementation of targeted customer service expectations and service levels, FAA/HR has realized several positive outcomes and accomplishments:</p> <ol style="list-style-type: none"> 1. Outcomes Related to CBA Service Levels: <ul style="list-style-type: none"> - Agreements are robust and highly detailed on each aspect of Labor and Employee Relations; - Outlines the Purpose, Authority, Communication, Status updates, metrics to judge success, and requires annual review of the SLA itself from both parties; - SLAs have facilitated the manner in which we provide LER services to our customers and have led to clearer communications and enhanced customer service. 2. Outcomes Related to 80-Day Time-to-Hire (T2H) Model Service Levels: <ul style="list-style-type: none"> - 30% reduction in T2H since establishments of 80-day SLA; - Average adjusted T2H across all regions was 72 days in FY18, a reduction of 8.8% over FY17; - Expectations of an efficient hiring process: 7.14 and 7.70 out of 10 point scale; - Overall satisfaction of the FAA hiring process: 7.78 out of 10. 3. Outcomes Related to Benefits Operations Service Levels: <ul style="list-style-type: none"> - Standardization of Federal Employee Benefits Processing Actions by moving all regionally located personnel to Kansas City, MO; - Acknowledges customer inquiries and requests for information, consultation and assistance within two (2) work days of receipt of request at least 90% of the time; - 70% of retirement applications completed no later than 14 days before date of retirement; - 75% of retirement estimate requests are completed within 40 days of receipt; - 90% of benefits forms completed within 5 days of receipt; - Delivered an effective marketing campaign that resulted in a 47% increase in inquiries from 2014-2015; - Achieved a 90.74% Retirement applications accuracy rate through OPM's audit process. 4. Outcomes Related to Learning and Development Service Levels: <ul style="list-style-type: none"> - These forums provide a platform for service related concerns to be addressed on an enterprise wide scale; - In addition to these forums, we engage our customers/stakeholders on a regular basis through the Learning & Development Council, the Development Advisory Committee, the Workforce of the Future Executive Steering Committee, and Line of Business and Staff Office Action Officers and training coordinators (PL1s); - On the small group scale, requests for engaging in specialized services are assessed through an intake process to ensure there is clear agreement with the customer regarding any service that would be provided.
Status:	Completed.

Initiative: 2.2. Office of Human Resources (AHR)

2.2.2 Foundation for Success: HR Training

Problem:	Few courses are centralized and there are many redundancies among and within the Lines of Business (LOBs) with regard to purchasing training. LOBs track and code training in different ways, so a process is needed to gather appropriate data.
Solution:	HR and the Training and Development Council conducted a training audit that identified redundancies in training efforts. HR is working together with the LOBs to explore cross-pollination of training efforts between LOBs in order to ascertain potential cost effectiveness.
Benefits:	Realize efficiencies and cost savings as a result of centralizing commonly procured courses. Promote a consistent message with regard to leadership development. Easily identify training costs associated with leadership development.
Outcome:	The Talent Development team is a group of highly qualified human capital professionals who take the work of maximizing the cost benefit of training funds very seriously. The team brought together representatives throughout the FAA to conduct a detailed analysis of the existing courseware to determine redundancies and gaps in leadership development content. The cross-functional group known as the Learning Professional Guiding Coalition (LPGC) created a content map that outlined the common learning needs of the Agency. The map identified specific content that will be delivered through the centralized source, and therefore eliminate redundancy. These recommendations are now being converted to collaboratively-determined course content. As the new courses move through a rigorous design process, they will be released for access by the relevant population. This work was the focus for performance objectives in 2014 and 2015.
Realized:	<p>Work to reduce redundancies began in 2013 with the redesign of leadership development capabilities. HR confirmed the effectiveness of the initial effort by completing a second analysis in 2016 through our Workforce of the Future effort. The second analysis indicated that redundancy was reduced and learning experiences between leadership development and technical development were integrated interdependently throughout the agency. Continued stakeholder engagement identified a gap in pre-managerial or professional skills development. This gap area is now the focus of cross-functional learning content development.</p> <p>The FAA Leadership and Learning Institute (FLLI) continuously strives to realize more efficient return on training investment dollars. The use of the FAA's regional delivery model continues to minimize student travel costs while maximizing the use of each training facility. HR continues our emphasis on maximizing student enrollments to fill all FLLI courses. Collaboration between FAA Business Units has decreased the need for redundant overhead through the consolidation of delivering commonly procured courses. Less personnel, facilities and other resources are required while ensuring delivery quotas are met.</p> <p>FAA Talent Development (AHD) created the FAA Leadership and Learning Institute (FLLI), developed the FAA Strategic Leadership Capabilities (SLCs), and mapped the FLLI curriculum to the SLCs, incorporating the feedback from the FAA LPGC. We established an Instructional Systems Design (ISD) process that continuously updates the FLLI leadership and management development curriculum (course content) to address the overall needs of leaders across the agency. This has resulted in reduced levels of redundancy, especially within ATO and AVS.</p>
Status:	Efforts to enhance efficiencies in the investment of training funds across the agency are continuous. Completed.

Initiative 2.3.0 Office of NextGen

- 2.3.1 NextGen Initiative (Internal Realignment for the Creation of the NextGen Organization and the Program Management Organization)
- 2.3.2 Foundation for Success: NextGen Initiative (NAS Lifecycle Integration)
- 2.3.3 Foundation for Success: NextGen Initiative (Process Improvement and Collaboration)
- 2.3.4 Foundation for Success: NextGen Initiative (Incorporate I2I into Acquisition Management System)

Initiative: 2.3. Office of NextGen (ANG)

2.3.1 Foundation for Success: NextGen Initiative (Internal Realignment for the Creation of the NextGen Organization and the Program Management Organization)

Problem:	An assessment of the current state of NextGen and the location and role of the NextGen office within the FAA, shows that internal structures and operations require improvement in order to ensure successful implementation of NextGen.
Solution:	<p><u>Processes</u> - improve the concept-to-program process to include program management best practices, enhanced transparency, and clear ties to the FAA Acquisition Management System (AMS).</p> <p><u>Governance</u> – establish critical decision points throughout the concept-to-program process to elevate information for senior level decisions.</p> <p><u>Operating Model</u> – establish an FAA NextGen staff office (via an appropriations reprogramming of the Air Traffic Organization (ATO) NextGen office) to report directly to the FAA's Deputy Administrator.</p>
Benefits:	Reduced transactional distance between NextGen and non-ATO lines of business. Enhanced the ability of the NextGen organization to set strategic direction, define operational requirements, make informed decisions, and work critical issues end-to-end across all FAA organizations.
Outcome:	The Internal Realignment for the Creation of the NextGen Organization and the Program Management Organization was implemented as of December 2012.
Realized:	<p>Since establishing the NextGen Organization, one of the primary focus areas for the Assistant Administrator for NextGen has been to improve relations in terms of transparency and collaboration with other organizations within the FAA (e.g. ATO, Program Management Organization, Office of Aviation Safety, etc.). The NextGen organization operates in accordance with the FAA governance structure, allowing it to elevate information directly to senior level officials. NextGen works in concert with the Joint Resources Council (JRC), NextGen Management Board (NMB), and FAA Enterprise Architecture Board (FEAB) to conduct business and make decisions. The JRC is the FAA's investment decision-making body charged with the responsibility of approving and overseeing the management of investments regardless of the type of funding appropriation or resource allocation, and establishes program offices chartered with the responsibility of managing approved investments. The NextGen organization consults the FAA's JRC to ensure timely and effective investment decision-making. The NMB works to develop and execute the FAA's NextGen plan through an enterprise-wide approach. The board is responsible for approving key planning documents such as updates to the National Airspace System (NAS) Concept of Operations (ConOps), NAS Segment Implementation Plan (NSIP), NAS EA Infrastructure Roadmaps, etc., to successfully implement NextGen. The FEAB governs and administers the FAA NAS Architecture and non-NAS Architecture.</p> <p>NextGen continues to incorporate process improvements into its best practices to successfully implement programs and capabilities. Benefits include improved communication and collaboration amongst FAA LOBs to deliver NextGen.</p>
Status:	Completed.

Initiative: 2.3. Office of NextGen (ANG)

2.3.2 Foundation for Success: NextGen Initiative (NAS Lifecycle Integration)

Problem:	To effectively transform the National Airspace System (NAS) through NextGen activities, FAA identified several deficiencies. FAA lacked: 1) an enterprise-level perspective which increased difficulty in introducing changes into the NAS; 2) sufficient presence of an oversight body with the expertise and authority to assess enterprise-level requirements and recommend programmatic changes consistent with NextGen portfolio management; 3) a shared sense of urgency/priority for NextGen improvements.
Solution:	Create a centralized organization (NAS Lifecycle Integration Directorate) to drive a NAS-wide focus for instituting changes to the NAS and to align with the NextGen Office enterprise stewardship and life cycle integration role.
Benefits:	Minimize the risk of cost overruns, rework, and delays in delivering significant NextGen programs. Improve the flow of communication and increase understanding of priorities that will lead to informed decision-making in the assignment of priorities for long-term NAS modernization activities and immediate issues in program implementation.
Outcome:	In February 2015, ANG merged two directorates: Advanced Concepts and Technology Development (ANG-C) and NAS Lifecycle Integration (ANG-D) to strengthen portfolio management capabilities by better aligning teams and providing growth paths to develop technical competencies within the organization.
Realized:	<p>The NAS Lifecycle Integration Office (ANG-D) was re-positioned to better support portfolio management and overall delivery of capabilities. The new construct drives a NAS-wide focus for instituting changes to the NAS and aligns with the NextGen Office enterprise stewardship and lifecycle integration role. It also improves functional alignment within ANG to deliver NextGen benefits and capabilities into the NAS.</p> <p>The FAA is integrating NextGen activities to effectively transform the NAS.</p>
Status:	Completed.

Initiative: 2.3. Office of NextGen (ANG)

2.3.3 Foundation for Success: NextGen Initiative (Process Improvement and Collaboration)

Problem:	The FAA will not be positioned to meet the demands of transforming the National Airspace System (NAS) without a structured, coordinated, collaborative process to enable NextGen activities.
Solution:	Refine and implement Ideas 2 Implementation (I2I) Process-related initiatives to ensure cross-Agency alignment on NextGen Implementation.
Benefits:	Collaboration occurs across NAS initiatives by requiring involvement from key stakeholders throughout the end-to-end lifecycle and through cross-organizational capture teams. Integration occurs at an enterprise level and in the most cost-effective, expeditious manner. Supports trade analysis that includes legacy needs and programs to represent true NAS portfolio level trades. Improves work efficiencies by incorporating sustainment and future capability developments into one plan.
Outcome:	I2I was completed in April 2013.
Realized:	<p>On April 17, 2013, a record of decision was made by the Joint Resources Council of the FAA (JRC) to incorporate the I2I process within the FAA's Acquisition Management System (AMS). NextGen continues to utilize the AMS process on all appropriations and investment programs. This includes all capital investments in the National Airspace System (NAS) and FAA administrative and mission support systems. Pre-implementation and implementation activities adhere to AMS policy consistent with the AMS lifecycle. Pre-implementation spans from Concept and Requirements Definition through the Final Investment Decision (FID) while implementation activities span from the FID to deployment in the operational environment. Pre-implementation activities are reflected in the NAS Enterprise Architecture (NAS EA), which is reviewed and approved by the Joint Resources Council. Research related activities are captured in NAS EA roadmaps. Investment decision points executed by pre-implementation activities are captured in NAS EA roadmaps.</p> <p>Since the incorporation of I2I, FAA has successfully delivered a number of complex NextGen capabilities in the field, and, in most cases, is on schedule and in accordance with the NAS Segment Implementation Plan (NSIP). The accomplishments are reflected in the NAS EA.</p>
Status:	Completed.

Initiative: 2.3. Office of NextGen (ANG)

2.3.4 Foundation for Success: NextGen Initiative (Incorporate I2I Into Acquisition Management System)

Problem:	Analysis of the FAA's current acquisition process reflected that it does not adequately manage the complexity and scope of NextGen programs and activities.
Solution:	Institutionalize I2I process by developing supporting documentation to include the process improvements into the FAA Acquisition Management System (AMS).
Benefits:	Enables the NextGen organization, with input from all FAA Lines of Business (LOBs) and Staff Offices (SOs), to manage a single point of entry for inclusion of ideas into the National Airspace System (NAS) Concept of Operations. Increases accountability through a rigorous approach that requires documentation for traceability of requirements from concept into programs and corporate decisions throughout the lifecycle.
Outcome:	I2I was integrated into AMS in April 2013.
Realized:	<p>On April 17, 2013, a record of decision was made by the Joint Resources Council (JRC) of the FAA to incorporate the I2I process in the FAA's AMS. The record states:</p> <p>"The I2I process is an agency-wide framework designed to complement AMS policy by providing the necessary structure and governance to address changes to NAS policy, procedures, programs and systems. The I2I concepts provide new technologies a greater chance to be achieved through better planning and shared business/benefit cases. The intended impact of incorporating I2I activities is to more effectively enable FAA to transition to the NextGen environment. A work group consisting of representatives from a cross section of the agency contributed to this effort."</p> <p>Overall, I2I altered a number of legacy processes within the AMS to realize improvements system wide. NextGen and its partner FAA organizations continue to adhere to the AMS. AMS process improvements are continuous and ongoing to further enhance agency best practices.</p>
Status:	Completed.

Initiative 2.4.0
Office of the Administrator (AOA)

- 2.4.1 Office of Audit and Evaluation Hotline Consolidation

Initiative: 2.4. Office of the Administrator (AOA)

2.4.1 Office of Audit and Evaluation Hotline Consolidation

Problem:	Multiple data collection points existed for safety concerns and whistleblower contributions via the Safety Hotline, the Administrator's Hotline, the Public Inquiry Hotline, and the Safety Issues Reporting System (SIRS) that created duplicative roles and inefficient processes throughout the Agency, including consolidation and reporting of all contributions from the hotlines.
Solution:	Consolidate hotline reporting functions to make interactions with the Office of the Inspector General/Government Accountability Office/Office of Special Counsel (OIG/GAO/OSC) more productive.
Benefits:	Consolidation and realignment of the FAA's Office of Audit and Evaluation (AAE) and hotlines will augment AAE's visibility for both employees and external stakeholders (OIG/GAO/OSC), enhance Agency accountability for internally identified safety concerns, and reinforce the Agency's commitment to provide an independent, vital, and effective mechanism for addressing and resolving safety-related employee disclosures, whistleblower contributions, and employee workplace conflicts.
Outcome:	The FAA realigned AAE as an independent organization reporting directly to the FAA Administrator on January 13, 2012.
Realized:	Since personnel from the multiple organizational hotlines were transferred to AAE when stood up, the consolidation was cost neutral.
Status:	Completed.

Initiative 2.5.0
Office of Policy, International Affairs & Environment (APL)

- 2.5.1 FAA Greening Initiative

2.5.1 FAA Greening Initiative

Problem:	The FAA has a large number of employees, buildings, facilities, and vehicles to support and maintain the National Airspace System (NAS). In accordance with executive orders by both Presidents Bush and Obama as well as other Federal mandates, the FAA must improve the energy efficiency and stewardship of natural resources used to power these key elements of the Agency.
Solution:	Facilitate an Agency-wide sustainability program through the Office of Environment and Energy (AEE) that promotes increased energy efficiency and improved stewardship of natural resources, resulting in cost savings.
Benefits:	Improved energy efficiency of FAA buildings and facilities (long-term) and of vehicles and personal information technology equipment (short to medium-term).
Outcome:	The extent of efficiency improvements and cost savings will be highly dependent on available resources in future years. The FAA Greening Initiative's Senior Executive Committee meets quarterly to coordinate efforts and advance solutions.
Realized:	<p>FAA improved the energy efficiency of its buildings and facilities and of its vehicles and personal information technology equipment since January 2013.</p> <p>FAA has made positive progress on Agency wide sustainability measures tracked by the Greening Initiative. As a result, FAA met or exceeded federally mandated or agency mandated targets for fleet emissions and petroleum reduction, sustainable acquisition, employee teleworking, energy efficiency, performance-based contracts, and clean energy use.</p> <p>In FY17, FAA improved its energy efficiency in buildings subject to energy intensity reduction requirements by 20% (compared to the then mandated FY15 baseline in Executive Order [EO] 13693), and improved its fleet fuel efficiency by decreasing fleet petroleum consumption by 25% (compared to the mandated FY07 baseline in the Energy Independence and Security Act of 2007). In addition, it maintained updated purchasing policy requirements for ENERGY STAR qualified information technology equipment.</p> <p>FAA's reported energy costs decreased from approximately \$102.3 M in FY12 (the last full year of data before January 2013) to \$96.4 M in FY17 (the most recent full year of data), a savings of approx. 5.8%.</p> <p>Note: On May 17, 2018, President Trump signed EO 13834 on Efficient Federal Operations. EO 13834 updates many Greening Initiative targets, which FAA has begun tracking during FY18. FAA expects full performance data to become available during FY19.</p> <p>Continued progress will be dependent on available resources for staff and capital improvements in future years.</p>
Status:	Completed.

Initiative 2.6.0
Office of Airports (ARP)

- 2.6.1 Geographic Balancing Effort
- 2.6.2 Standardization and Standard Operating Procedures (SOP) Development

Initiative: 2.6. Office of Airports (ARP)

2.6.1 Geographic Balancing Effort

Problem:	Field staff experiencing overload due to 96% increase in grants and safety workload, with only an 8% increase in staff positions.
Solution:	Standardize field office structure(s) and balance field workload within the ARP.
Benefits:	Geographic balancing will increase frontline staffing to work directly with airport sponsors, with more effective support through greater specialization.
Outcome:	Reassignment from larger Airport District Offices (ADO) to smaller offices has been completed for 4 of 5 states (Arizona, Idaho, Wisconsin, Nevada, and North Carolina). Grants for airports in these states were issued in FY14 by the gaining ADOs.
Realized:	<p>Geo-balancing of field offices was completed in FY15, with all five States' transfers completed with gaining offices issuing grants to these states by close of the fiscal year.</p> <p>The reassignment of 5 states resulted in more balanced workload in 4 regions and allowed the smallest ADO's to have sufficient staff to add specialists. Standard Operating Procedures were developed to use best practices for positions that required specialty knowledge such as Environmental Protection Specialists, Community Planners and Civil Engineers.</p> <p>In Western-Pacific Region (AWP), 2 states (Arizona and Nevada) were reassigned to a new office in Phoenix, resulting in 3 more-balanced ADOs instead of 2 very large ADOs (Los Angeles Airport District Office and San Francisco Airport District Office).</p> <p>In Northwest Mountain Region (ANM), 1 state (Idaho) was reassigned from Seattle to Helena, allowing Seattle to hit the average size for ADOs and Helena to become large enough to include specialists in the staff make-up (before the reassignment it was too small and had only generalists on-board.)</p> <p>In Great Lakes Region (AGL), 1 state (Wisconsin) was reassigned from Minneapolis/St Paul Airport District Office to Chicago District Airport Office ADOs, allowing Chicago to hit the average size and Minneapolis and Bismarck to work together as one ADO that was large enough to accommodate specialists in the staff make-up.</p> <p>In Southern Region (ASO), Puerto Rico and the Virgin Islands were reassigned to Atlanta instead of Orlando to lessen its large size; 1 state (NC) was reassigned from Atlanta Airport District Office to Memphis Airport District Office to level the workload between these offices. This allowed Memphis to be large enough to include specialists in the staff make-up.</p> <p>The reassignments have now been in place for a long enough period that the transition is completed.</p>
Status:	Completed.

2.6.2 Standardization and Standard Operating Procedures (SOP) Development

Problem:	Lack of standardization creates internal confusion, adds additional workload, and lacks corporate risk management.
Solution:	Standardize field operations by developing SOPs of core functions, allowing stakeholders to expect consistent delivery from region to region.
Benefits:	Necessary efficiencies will be gained during thorough review and identification of SOPs that adopt best practices and follow regulatory requirements.
Outcome:	Three new SOPs went into effect on October 1, 2013. For transparency, the new SOPs are posted on the public FAA.GOV website. A fourth internal SOP went into effect February 1, 2014. The SOP development continues steadily, with a priority list that is updated annually guiding the implementation. The 23 SOPs that were identified as priorities by ARP employees are scheduled for development and implementation by the end of calendar year 2018.
Realized:	<p>Of the SOPs identified through staff survey as priorities, 11 key SOPs were selected for development and are now in effect and posted on the FAA.GOV website; a 12th additional SOP is effective and posted on myFAA.gov for internal use. The senior management and staff members agreed that the SOP initiative has been successfully completed at the close of FY18, with executives continuing to oversee the SOP use in the field offices.</p> <p>The SOP development occurred steadily, by teams that represented the regions/ADOs and Headquarters subject matter experts. The rollout of the SOPs occurred with:</p> <ul style="list-style-type: none"> ● SOP with 1, 2, and 3 effective October 1, 2013; ● SOP 4 effective September 1, 2014; ● SOP 5 updated and effective June 2, 2017; ● SOP 6 and 7 effective October 1, 2015; ● SOP 8 effective January 1, 2016; ● SOP 9 effective September 1, 2016; ● SOP 10 effective October 1, 2017; ● SOP 11 effective October 1, 2018 and ● SOP A effective February 1, 2014. <p>The reorganization of the field was to provide strong and consistent delivery to all airport sponsors regardless of the airport location by providing similarly sized ADOs. The SOPs are for internal staff use, but they are available on faa.gov to make review and approval processes transparent.</p> <p>A National SOP Oversight Team will continue its role to monitor, refine, and oversee the ongoing coordination and use of the field SOPs.</p>
Status:	Completed.

Initiative 2.7.0
Office of Security & Hazardous Materials Safety (ASH)

- 2.7.1 Security Awareness Virtual Initiative (SAVI) Training
- 2.7.2 Safety Management System Integration
- 2.7.3 Emerging Role of ASH

Initiative: 2.7. Security & Hazardous Materials Safety (ASH)

2.7.1 Security Awareness Virtual Initiative (SAVI) Training

Problem:	Employees taking the annual SAVI Training want the option to test out of the annual requirement, resulting in a more efficient manner of meeting this requirement.
Solution:	ASH will establish a test-out option for employees to complete this annual mandatory training. This pre-test option allows employees to certify they understand the core concepts and opt out of completing the traditional forty-five minute training. This option, which takes approximately 10 minutes to complete, will result in time and cost savings. This initiative also supports an IdeaHub suggestion to establish test-out options across the Agency.
Benefits:	The majority of employees will be able to use the pre-test option, allowing them to meet this annual requirement and, therefore, this initiative will result in time and cost savings by using a more efficient process.
Outcome:	The outcome of this initiative is a more efficient delivery of required annual security training and significant cost avoidance.
Realized:	<p>The 2017 version of ASH SAVI was completed by a total of 53,675 FAA employees and contractors. Since the addition of the pretest option to SAVI, the FAA has continued to experience substantial time and cost savings. The pretest option for SAVI, and other recurrent training, is now an established practice.</p> <p>In the 2017 ASH SAVI course, pretest questions were linked to specific course objectives and content. Rather than rely on an overall test score to opt out of completing all of the SAVI course content, employees' responses on the pretest are now tied to the specific content. This refinement of the process ensures greater employee awareness of key course content that could be missed under a more generalized pretest format. The response to the use of the pretest option on SAVI has been overwhelmingly positive, it has since been adopted by program offices around the FAA for use in other recurrent and refresher training courses</p>
Status:	Completed.

Initiative: 2.7. Security & Hazardous Materials Safety (ASH)

2.7.2 Safety Management System Integration

Problem	Currently Office of Aviation Safety (AVS) and ASH have two separate systems used to collect safety data. This results in duplicative programs and inefficiencies.
Solution:	Collaborate with Flight Standards (AFS) to integrate Hazardous Materials inspection data into a central safety management system.
Benefits:	An integrated system will help to quickly identify possible safety concerns.
Outcome:	<p>The AVS Office of Flight Standards Service (AFX) and ASH Office of Hazardous Materials Safety (AXH) have integrated data into the Safety Assurance System (SAS). SAS allows the assessment of the initial certification, routine surveillance, and certificate management for Title 14 of the Code of Federal Regulations (14 CFR) parts 121, 135, 129, and 145 certificate holders or applicants. The part 121, 135, 129, and 145 modules have all been completed in SAS.</p> <p>AFS-1 and ASH-1 have successfully collaborated to integrate the hazardous materials inspection data into the AVS's Air Transportation Oversight System (ATOS) and the Safety Performance Analysis System (SPAS). In the Fall of 2013, AFS-1 and ASH-1 executed an agreement to formally incorporate the hazardous materials safety oversight activities into AVS's ATOS/SPAS system. AFS and ASH are now working to incorporate these policy and automation changes into ATOS, and into FAA Order 8900.1, Volume 10, creating a central database collection point for air carrier safety data. AFS and ASH are working to integrate data for 21 air carriers certificated to operate in compliance with part 121 into this central database system and intend to incorporate more carriers in the future. As of March 2014, one-hundred percent of ASH's management and inspection workforce will have completed Safety Management System (SMS) concepts training.</p>
Realized:	<p>Collaborated with Flight Standards (AFS) to integrate Hazardous Materials inspection data into a central safety management system, which will help identify possible safety concerns quickly.</p> <p>AXH contributes to FAA's goal to continuously improve the safety and efficiency of flight. AXH collaborates and coordinates with AFS to capitalize on existing automation and safety management processes, and to facilitate alignment of hazardous materials safety data and business functions and processes with those of AFS. The main goal is to maximize mutual benefits from sharing safety data for safety assurance and safety risk-management purposes. Automated support for AXH business functions and processes is currently provided by SAS, which is part of the System Approach for Safety Oversight (SASO) program. The SASO program is an AVS initiative to transform the FAA AFS organization and the aviation industry into a national standard for system safety by implementing a comprehensive set of world-class system safety practices.</p> <p>Since AXH began using SAS in 2016, it has been collaborating with AFS to incorporate additional functionality into the system. This activity promotes a single data system for safety oversight functions within the FAA. Key enhancements to SAS include:</p> <ul style="list-style-type: none"> ● June 2017: SAS v1.6 was released, which allowed complete AXH oversight of all Part 121 and 135 Operators. ● April 2018: SAS v1.8 was released, which allowed complete AXH oversight for all Part 129 operators. ● October 2018, development was completed on a module that incorporates all other entities regulated by 49 CFR within SAS for AXH oversight. This functionality will be realized when SAS v2.1 is released (expected February 2019). <p>In order to reduce other compliance and enforcement duplicative activities and inefficiencies, AFS and ASH integrated ASH policies and procedures into FAA Order 8900.1 in a new Volume 18, which is specifically for hazardous materials information. It is expected that the entire content of Volume 18, Hazardous Materials Safety Program, will be published in FY19.</p>
Status:	Completed.

Initiative: 2.7. Security & Hazardous Materials Safety (ASH)

2.7.3 Emerging Role of ASH

Problem:	Internal FAA customers have contacted ASH requesting various activities, which we believe are not within the scope of responsibilities for ASH. This may result in using resources on functions that are duplicated elsewhere within the FAA
Solution:	Review core functions to ensure they properly align with the mission, business plan objectives, and Destination 2025 goals of ASH.
Benefits:	A review of ASH's core functions will help to clearly focus activities and use resources efficiently on safety related tasks that align with our mission.
Outcome:	ASH completed review of core functions and took steps to increase clarity and awareness of our mission critical operations to both internal and external stakeholders. Steps included a brief video overview of ASH functions, customer outreach/briefings, and efforts to realign resources in our Joint Office structures to promote greater efficiency and effectiveness in operational oversight and accountability.
Realized:	<p>After clarifying our critical mission roles and responsibilities, ASH conducted a review of our organizational structure to determine if changes might be needed. As the aviation operational environment, as well as safety and security risks, have evolved and additional program responsibilities have emerged, ASH decided to realign our workforce from a geographic model to a functionally aligned structure. The new functional alignment became effective October 1, 2017.</p> <p>The new functionally aligned organization allows ASH to address the increased complexity, operational tempo, evolving mission areas, performance requirements, and expectations within and outside of ASH; reduce organizational redundancies, complexities, and barriers to allow flexible allocation of resources; enhance consistency within and across all programs; and improve responsiveness to internal and external stakeholders and aviation ecosystem changes. The realignment along with ASH outreach and briefings to other Lines of Business (LOBs) and Internal FAA customers have reduced the frequency of requests outside the ASH scope of responsibilities. This realignment enables ASH to better attract, develop, and retain talent to meet our current and future needs, while fostering a healthy and productive culture that promotes open and effective communication. This model also provides an increased line of sight for ASH employees to understand their role in achieving DOT and FAA goals and objectives. Each program now has an executive director who has crafted a mission and vision for their organization to ensure functions stay aligned to those respective missions.</p> <p>The organizational realignment resulted in increased efficiency and reduced duplication of efforts. FAA customers can more easily identify ASH areas of responsibility because of the new Program Areas and their functional responsibilities. In addition, the new alignment allows ASH to identify risks sooner and focus on mitigating those risks through reallocation of resources. The new functionally aligned programs include: Office of Hazardous Materials Safety (AXH); Office of Infrastructure Protection (AXF); Office of Personnel Security (AXP); Office of National Security Programs and Incident Response (AXE); Office of Investigations (AXI); and the Office of Business and Mission Service (AXM).</p>
Status:	Completed.

Initiative 2.8.0
Office of Commercial Space Transportation (AST)

- 2.8.1 Reorganization
- 2.8.2 Staff Relocations to Field Offices

Initiative: 2.8. Office of Commercial Space Transportation (AST)

2.8.1 Reorganization

Problem:	Increasingly varied and complex space launch systems and increased workload requirements demand that AST become more efficient in meeting its operational requirements.
Solution:	Create a new division and staff offices; shift focus to specialized functions within divisions.
Benefits:	Focusing the work of each AST organization (and employee) on just one or two specialized topics increases skills and performance levels. This is expected to improve the overall efficiency of the organization and thus reduce requirements for additional budget resources to meet the increasing workloads.
Outcome:	In 2012, AST established the Operations Integration Division (AST-500).
Realized:	<p>In 2012, AST established the Operations Integration Division (AST-500). The division has played an instrumental role in enabling enhanced AST product and services delivery to industry. The industry continues to grow and creating the new division has been valuable to the agency in processing and approving record numbers of commercial space launches for the past two fiscal years. However, due to industry growth and expansion, establishment of the division has not offset AST's need for additional resources to keep pace.</p> <p>AST has been successful in their efforts due to the record number of launches licensed over the past two years. AST also continues to proactively evaluate their organizational capability and meet the demands of a record number of industry launches in FY18</p>
Status:	Completed.

2.8.2 Staff Relocations to Field Offices

Problem:	AST inspectors and technical staff must travel from FAA Headquarters in Washington, DC, to perform their safety functions at the various space launch facilities across the United States. With an increasing number of launch sites and launch rates, this requires greater budgets for travel.
Solution:	Move inspectors and engineering staff to field offices to reduce travel costs.
Benefits:	Travel costs associated with space launch inspections and safety oversight can be minimized by placing AST safety inspectors at or near the space launch sites.
Outcome:	AST now has staff located in field offices in California (Palmdale, Vandenberg AFB), Florida (Kennedy Space Center, Patrick AFB), and Texas (Johnson Space Center). AST is in the process of placing staff in a field office in Virginia (Wallops Island), and planning is underway for a field office in New Mexico (Spaceport America).
Realized:	<p>AST has moved inspectors and engineering staff to field offices over the past several years. Inspectors and engineering staff continue to be located close to field offices as of 2018. Local safety inspectors were used to minimize AST travel expenditures for launches occurring from sites where these inspectors are stationed.</p> <p>The FAA has saved approximately \$450,000 in travel costs since implementation in 2013. Another benefit is the reduced reaction time of the inspectors and engineering staff to stakeholders.</p> <p>AST continues to locate safety inspector positions in field offices, rather than the headquarters' office. AST also relocated five personnel to various field offices (Vandenberg and Kennedy Space Center) and continues to position new staff at various field offices (Patrick AFB, Vandenberg AFB, and Mike Monroney Aeronautical Center) to align field staffing levels with workload.</p>
Status:	Completed.

Initiative 2.9.0
Air Traffic Organization (ATO)

- 2.9.1 ATO Realignment: Program Management Organization (PMO)
- 2.9.2 ATO Realignment: Safety & Technical Training
- 2.9.3 ATO Realignment: Management Services

Initiative: 2.9. Air Traffic Organization (ATO)

2.9.1 ATO Realignment: Program Management Organization (PMO)

Problem: ATO System acquisitions were distributed throughout several operational service units. This required the operational offices to focus not only on their operations, but also on time-consuming acquisition processes. There was no mechanism for sharing of best practices across service units.

Solution: Create a PMO to consolidate programs previously embedded in several air traffic offices. Placing the responsibility for the program management of major ATO system acquisitions into a single organization facilitates work with the NextGen organization on NextGen-related air traffic system acquisitions and their integration into air traffic operations. In addition, combining program managers in one organization creates a stronger acquisition community, improves consistency and sharing of best practices, creates economies of scale, and provides a better-defined career path for program managers.

Benefits: A stronger acquisition community, sharing best practices, economies of scale, and defined program management career-paths.

Outcome: The FAA created the PMO after taking a comprehensive look at whether the agency was positioned strategically for success to implement some of the most ambitious transformations ever in the national airspace with NextGen. The internal study, known as Foundation for Success, examined how ATO internal structures and processes could be improved to support NextGen. ATO determined that better collaboration across lines of business would help the FAA advance its initiatives more seamlessly and effectively. Congress endorsed the creation of the PMO on Sept. 19, 2011.

Realized: The creation of the PMO has created a stronger acquisition community, sharing best practices, economies of scale, and defined program management career-paths. Benefits include:

- Improved consistency of program execution through information sharing with stakeholders, institutionalization of acquisition best practices and community review of lessons learned.
- Elevating the profession of program management within the FAA.
- Ensuring greater visibility, tighter alignment, and closer integration of complex, interdependent NextGen initiatives and other innovative technologies, by effectively managing a portfolio of FAA programs. This allows for better cost control and economies of scale.

In addition, performance of all baselined programs has continued to improve. The FAA publishes an annual summary analysis of acquisition program performance, and FAA program performance consistently remains within the 10% threshold for cost and schedule.

Annual Performance for FAA Baselined Programs

	FY12	FY13	FY14	FY15	FY16	FY17
Cost Variance	-3.5%	-4.8%	-5.6%	-6.4%	-2.8%	-1.8%
Schedule Variance	-11.0%	-7.9%	-5.9%	-6.0%	-5.6%	-6.7%

Status: **Completed.**

2.9.2 ATO Realignment: Safety & Technical Training

Problem:	Safety and Technical Training for the entire ATO Operational workforce is conducted separately, and risk management is not properly aligned to ensure the development of a well-trained workforce.
Solution:	Following industry best practices align Safety and Technical Training into one organization to help the Service Units better identify risks and maintain a well-trained workforce.
Benefits:	Improved risk management, improved training of the workforce.
Outcome:	<p>TRAINING MITIGATIONS DEVELOPED (FY2012-2018):</p> <p>Arrival Same Altitude</p> <ul style="list-style-type: none"> Developed training to implement the procedures to ensure vertical separation for aircraft conducting parallel approaches. Developed training material to improve pilot-controller communication with regard to altitude clearances. <p>Arrival Sequencing – Speed and Angle</p> <ul style="list-style-type: none"> Issued memo to facilities instructing them to have local procedures/standards regarding appropriate speed for vectors to the final approach course as reflected in the change FAAO 7110.65, Para 7-4-4, c.3. Developed training to implement the updated procedures. <p>Coordination</p> <ul style="list-style-type: none"> Developed and provided annual formal classroom instruction refresher training on coordination requirements contained in facility SOPs and LOAs. <p>Traffic Advisories/Safety Alerts</p> <ul style="list-style-type: none"> Included IFR/VFR traffic handling in Recurrent Training scheduled for January 2018. Develop Recurrent Training (potentially for January 2019) on traffic advisories/safety alerts with a focus on examples that will help enhance controller judgement. <p>Recovery</p> <ul style="list-style-type: none"> Deployed 2013 Recurrent Training that included the topic of recovery. <p>Job Related Distractions</p> <ul style="list-style-type: none"> Deployed 2014 Recurrent Training that addressed causal factors associated with Job Related Distractions. <p>Aircraft ID Not Maintained</p> <ul style="list-style-type: none"> Deployed 2014 Recurrent Training that addressed causal factors associated with Aircraft ID Not Maintained. <p>On the Job Training Instruction.</p> <ul style="list-style-type: none"> Provided a course on <u>Introduction on Human Factors in Air Traffic Control</u> for inclusion in 2015 Recurrent Training. <p>Close-Proximity Helicopter Operations</p> <ul style="list-style-type: none"> Deployed July 2016 Recurrent Training with topics on helicopter characteristics and capabilities for controller awareness. <p>Loss of Wake Separation</p> <ul style="list-style-type: none"> Deployed July 2016 Recurrent Training with topics on wake turbulence <p>Pilot Weather Reports</p> <ul style="list-style-type: none"> Developed PIREP course material for inclusion in Recurrent Training scheduled for August 2018 to improve knowledge of PIREP processes, tools, and system.
Realized:	<p>In addressing the problems of (a) having safety and technical training for the entire ATO operational workforce conducted separately, and (b) safety risk management not being properly aligned to ensure the effective development of a well-trained workforce, the ATO followed industry best practices and implemented an organizational restructure in aligning two service units, Safety and Technical Training, into one in 2012.</p> <p>The realigned service unit was designed to transform the traditional training methods into an outcomes-based training approach. The resulting evidence-based training methodology relied on the timely infusion of trending safety risks into the development of recurrent training topics. For example, in FY17, recurrent training was focused on safety risks associated with IFR/VFR Operations, Wrong Surface Landings, Tower Visual Scanning, Altitude Compliance, Severe Weather, PIREPs, and Runway Incursions. In addition, corrective actions involving training to address top safety National Airspace System hazards and associated risks were efficiently developed and deployed since the realignment.</p>
Status:	Completed.

2.9.3 ATO Realignment: Management Services

Problem:	Strategic labor relations, human capital management, employee and organizational development, communications, business and administrative, fiscal prioritization and contract functions are distributed across all service units within ATO. There are many instances of duplicated or "shadow" services where service units perform functions that could be better conducted in a shared-services manner.
Solution:	Transition Strategy and Performance into Management Services (AJG) to combine redundant organizations into one location and provide shared business and administrative operations support. In addition, some functions are being transitioned to the FAA Corporate Level. Management Services is the primary touch-point for non-technical activities between ATO and FAA. This includes strategic labor relations, human capital management, employee and organizational development, communications, business and administration, fiscal prioritization and contracts.
Benefits:	Less redundancy, increased efficiency, consistency of service
Outcome:	<p>Strategy and Performance has been transitioned to Management Services and is the primary point of contact for non-technical activities between ATO and FAA. Management Services has become a more efficient shared services model in the past 5 years. The size of the organization has been reduced and in 2017, AJG has 55 fewer FTEs than the newly combined organization did in 2012. This equates to an annual approximate cost savings of \$9.3M. Specialists work in teams to provide shared services, reducing headcount when compared to each Service Unit having its own Delegation of Authority and Comptroller offices.</p> <p>Management Services conducts an annual customer experience survey of all its customers within ATO. The survey is based on the Forrester Research model which is the primary measurement tool used by private sector service providers. From 2013 to 2018 the customer overall score rose 14 points. The ability of AJG staff to assess customer needs and produce products and services to support them has been recognized by other Service Units within the ATO, and by other Federal Agencies.</p>
Realized:	<p>This shared services organization combined ATO personnel who were embedded in various Service Units working issues related to human capital management, technical requirements and forecasting (for the hiring and placement of technical personnel), ATO-specific labor relations, employee and organizational development, communications, fiscal prioritization and contract functions. Individuals performing these functions now provide shared business and administrative operations support in Management Services. In 2017, Management Services was divided into four directorates: Customer Strategy (AJG-C), which includes organizational development and communications; Technical Labor and Employee Development (AJG-L), focusing on ATO-specific labor relations and employee development; People Services (AJG-P), which supports human capital management, requirements, forecasting and onboarding of the technical workforce; and Financial Services (AJG-R), focusing on business and administration, fiscal prioritization and contracts.</p> <p>Consolidating Service Unit Director of Administration offices and staff under AJG has several positive impacts, including: 1) Improved customer service via greatly improved consistency of services; 2) Streamlined processes that reduced service timelines; 3) National Standard Operating Procedures and policies (e.g. wireless services and hiring/onboarding processes for controllers and technicians); and 4) Increased productivity with reduced redundancy and headcount. We have introduced the Automated Personnel Action Tool (APAT) across the ATO, which significantly reduces the amount of time to generate and approve personnel actions; and, it provides a standardized input to Human Resources for quicker processing. ATO estimates the new tool will eliminate the need for hard copy documents, reducing the processing time from approximately 14 days to an average of 6 days. ATO developed and implemented new Standard Operating Procedures for wireless services, on-boarding, and organizational realignment activities; improving the communication and understanding of these processes allowing for improved customer service and workflow. Over the past several years, ATO has reduced AJG's workforce by 7% to meet ATO workforce objectives.</p> <p>The Comptroller functions from each ATO Service Unit were also realigned under Management Services thereby removing the constraints of Financial Management from the operational parts of the organization and allowing them to concentrate solely on their mission. Financial Services includes Business Services, Materiel Management and Procurement, and Budget Analyses and Formulation, managing the formulation and execution of the ATO portion of the FAA budget. An Operations Review Board (ORB) has also been created to serve as a critical checkpoint in the development of budget plans based upon affordability and trend analysis.</p>
Status:	Completed.

Initiative 2.10.0
Office of Aviation Safety (AVS)

- 2.10.1 Unmanned Aircraft Systems Integration Office Stand-up
- 2.10.2 Office Consolidation
- 2.10.3 International Realignment

Initiative: 2.10. Office of Aviation Safety (AVS)

2.10.1 Unmanned Aircraft Systems Integration Office Stand-up

Problem:	Integration of Unmanned Aircraft Systems (UAS) into the National Airspace System (NAS) is a top agency priority and a complex effort. The UAS work requires close coordination between the UAS offices in the Air Traffic Organization (ATO), Office of Aviation Safety (AVS), and Office of NextGen (ANG). Demands on FAA leaders and executives associated with UAS have grown exponentially. It is imperative the FAA have a single focal point for UAS to work integration issues.
Solution:	Establish a new UAS Integration Office in Flight Standards dedicated to integrating UAS operations safely into the NAS within a NextGen context. Consolidate UAS management and resources in the Unmanned Aircraft Program Office (Flight Standards) and the UAS Group (ATO). Create a single focal point for UAS operations under the direction of one executive.
Benefits:	Articulate a consistent, unified vision and message with regard to UAS integration. Streamline decision-making and prioritization of the work. Consolidation of research requests will eliminate duplication of efforts and allow collaboration and harmonization of research activities. Focused participation in the UAS Executive Committee Senior Steering Group.
Outcome:	The Administrator assigned executive-level leadership in March 2012 and approved the UAS Integration office on Jan 11, 2013. The UAS Integration Office (AUS) was officially established as a service office in AVS on December 11, 2016.
Realized:	The elevation of AUS within the Office of Aviation Safety (AVS) created a new office under the Associate Administrator for Aviation Safety to oversee the safe and efficient integration of UAS into the NAS. The previous UAS Integration Office (AFS-80) resided within the Flight Standards Office (AFS) under AVS. This new AVS reporting structure established the AUS as a single point of contact within the FAA for coordinating UAS integration activities and initiatives, including regulations, policies, procedures, guidance, and standards that govern the safe operation of UAS. This organizational change enables the FAA to streamline its UAS activities across different Lines of Business, which ultimately advances safe and timely UAS integration.
Status:	Completed.

Initiative: 2.10. Office of Aviation Safety (AVS)

2.10.2 Office Consolidation

Problem:	The Office of Safety Analysis (ASA) provides data analysis capability while the Office of Accident Investigation (AIA) investigates accidents. However, the FAA could more effectively mitigate safety risk if the functions were merged into one office.
Solution:	Merge the two offices and combine their functions to create the Office of Accident Investigation and Prevention (AVP).
Benefits:	Strengthens the management of AVS safety programs by providing the AVS Management Team (AVSMT) and AVS services and offices with safety risk analysis on high priority safety issues. Improves the connectivity and access to data/information and analytical capabilities. Increases ability to leverage skill sets and talents of AVS experts to more effectively address current and emerging risks.
Outcome:	<p>The Office of Safety Analysis (ASA) provided the data analysis capability while the Office of Accident Investigation (AIA) investigated the accidents. These two offices were merged and their functions combined to create the Office of Accident Investigation and Prevention (AVP) in an effort to integrate both functions to more effectively mitigate safety risks.</p> <p>The merging of these two offices improved the connectivity and access to data/information and analytical capabilities, which are based on Safety Management System (SMS) principles and sound safety investigative data/information analysis and sharing processes. AVP leveraged the skill sets and talents of leading AVS experts to address current and emerging risk. The office uses data from accident/incident investigations, historical accident/incident analysis and voluntarily submitted information sources; manages the processes that address the NTSB and the FAA Safety Recommendations; and, develops the strategy to transition AVS and FAA to a SMS integrated model SMS business model. The AVS accident investigation division works with the data analysis team to share tools and review data previously available only to analysts in ASA.</p>
Realized:	AVP successfully accomplishes its goals using data from accident/incident investigations, historical accident/incident analysis, and voluntarily submitted information sources. Additionally, AVP conducts major investigations, manages the processes that address the NTSB and the FAA Safety Recommendations, and continues the strategy to transition AVS and FAA to an SMS integrated model. Our accident investigation division works with the data analysis team to share tools and review data previously available only to analysts in ASA. In addition, accident investigators, data analysts, and information obtained through the safety recommendations programs feed the identification of hazards/safety issues within the SMS construct. From the identification of a potential safety issue to the implementation of safety risk mitigations, AVP Divisions work closely together and serve as connection points to outside groups for data and information gathering. AVP developed and manages the Safety Issue Identification and Management process, which provides a methodology for identifying and managing system-level safety issues within the agency.
Status:	Completed.

2.10.3 International Realignment

Problem:	Flight Standards Service is examining its “international office footprint” to improve the efficiency of its service delivery.
Solution:	Consolidate and realign international offices.
Benefits:	With the transfer of duties to other locations, efficiencies allowed a savings of \$3.15 M dollars a year.
Outcome:	During 2012 – 2015, the four International Field Offices (IFOs) based overseas were transferred to the four IFOs based in the continental U.S., and in 2015 the IFOs were realigned from four regional divisions to a single, existing international division.
Realized:	<p>Beginning in 1992, the Flight Standards International Program Division was instrumental in increasing the international presence of the FAA Flight Standards, which had only one IFO in Frankfurt, and established IFOs in Brussels, London, New York City, Miami, Dallas/Ft. Worth, San Francisco, and Singapore. The selection of the overseas offices was based on workload and priority for development of maintenance bilateral agreements that would enable the FAA and its bilateral partner to perform work on each other’s behalf. The IFO role in the bilateral process was to familiarize their foreign counterparts in certification and inspection of aviation repair stations to facilitate the bilateral process. Once bilateral agreements came into effect, the FAA workload was greatly reduced and the overseas offices could be drawn down and closed with the remaining work moved to other IFOs in domestic locations.</p> <p>Bilateral agreement work began in Europe and Singapore and now bilateral agreements are in place with some 27 European countries and Singapore. The FAA began to reduce its overseas presence in 2010, first closing Brussels, then London, then Singapore, and finally closing Frankfurt in 2015. The remaining work was transferred to domestic based IFOs. For organizational efficiency, the San Francisco IFO was relocated to a new Los Angeles IFO and all IFOs were realigned from reporting to four regional divisions to the existing FAA International Program Division. This realignment has allowed FAA to better address current and anticipated barriers and challenges by:</p> <ul style="list-style-type: none"> ● providing an organizational framework for strengthening policy and guidance on international functions; ● providing centralized oversight and evaluation of international activities; ● enhancing accountability by addressing real and perceived issues with consistency and standardization in international regulatory interpretation; ● meeting budgetary challenges by balancing allocation of resources, making efficient use of personnel and surveillance funds, and reducing redundancy; ● structuring Flight Standards International to better manage changes in technology, the industry, and the workforce; and ● providing uniform approaches and treatment of foreign countries and customers, thereby increasing the credibility of the FAA in its approach to foreign countries and customers.
Status:	Completed.

Initiative 2.11.0
Joint Resources Council (JRC)

- 2.11.1 Review of Investments

Initiative: 2.11. Joint Resource Council (JRC)

2.11.1 Review of Investments

Problem:	The FAA has not always systematically prioritized its investment decisions on capital projects and operations and maintenance requirements given competing funding demands for FAA resources.
Solution:	Review acquisitions and FAA investment strategy to optimize the use of the funding received and anticipated.
Benefits:	Agency funds for capital investments will be used for its highest priorities, to the extent within the Agency's discretion.
Outcome:	The Acquisition Management System (AMS) provides the agency's policies and procedures on how the agency approves projects and investments. As part of the agency's review process, the Joint Resource Council (JRC) tasks the Capital Investment Team (CIT) to provide affordability recommendations for investments that the JRC reviews. The CIT reviews each investment decision as well as incorporates investment decisions into the FAA's annual budget formulation process. The CIT also collaborates with other stakeholders to set priorities and ensure that the recommendations and budget follows the approved priorities across budget accounts. This allows the JRC to prioritize investments based on the funding that is available and anticipated. The affordability assessments on investments help to optimize the use of current and anticipated funding for future budget allocations. As part of the budget planning process, the agency takes a proactive approach to budget uncertainty and instability by prioritizing funding demands using criteria approved by the Administrator and the JRC. This allows the agency to be well positioned to make good funding decisions in a climate of continued budget uncertainty.
Realized:	This past fiscal year, the CIT partnered with the Operations Review Board (ORB), which is the Air Traffic Organizations (ATO) Operations and Maintenance review board, to identify common priorities across the Facilities and Equipment (F&E) and the Operations budget accounts. This coordination allows the budget office to react to budget instability and change course when necessary. An example of this collaboration was seen when investment decisions were made on two programs, Data Com Segment Phase Full Services and Advance Surveillance Enhanced Procedurals Separation. Both programs were reviewed and the prioritization criteria was applied before any decisions were made. The JRC had the necessary information it needed to ensure that the investments were affordable based on projected budget levels. Because FAA identified these programs as priorities and the Administrator approved them, the agency was able to react quickly to budget uncertainty. Having these defined priorities also made it easier to align resources and react to fluctuations in actual appropriations.
Status:	Completed.