

FY 2020 AVS Business Plan



Safety

Reduce Aviation and Commercial Space Transportation-Related Fatalities and Serious Injuries in Commercial and General Aviation.

Systemic Safety Approach

Mitigate risks and encourage infrastructure and behavior change by using a data-driven systemic safety approach to identify risks, enhance standards and programs, and evaluate effectiveness.

Initiative: Potential/Emerging Safety Issues

Improve the ability to identify and assess safety risks through advanced analytics.

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Activity: Potential/Emerging Safety Issues

Facilitate potential/emerging safety issues through the FAA Safety Issue Identification and Management Process.

Target: Potential/Emerging Safety Issues

The FAA SMS Committee will facilitate at least three FAA safety risk assessments, with support from the stakeholder FAA Lines of Business, and document the progress of the assessments in the Hazard Identification Risk Management, and Tracking (HIRMT) tool.

Initiative: Cargo Safety Risks

Mitigate safety risks introduced by the carriage of air cargo through collaboration, data collection, industry risk-based decision making, and adoption of industry policy and guidance.

Activity: Process in place to carry cargo as designed.

Provide tools and information to enable operators to evaluate their cargo operations for known and anticipated risks.

Target: Process in place to carry cargo as designed. (Cargo Safety Risk OSI)

Finalize guidance that outlines a systems approach to analyzing, evaluating and mitigating risks presented through the transport of any type of cargo that may cause a change in the effectiveness of aircraft systems. Provide finalized guidance to DOT for review and approval.

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Initiative: Integrated Oversight Policy

Evolve the FAA safety oversight methodology to provide a system approach to managing risk, analyzing data, and conducting oversight. This is a multi-year plan.

Activity: FY20 Integrated Oversight Policy Activities

Upon completion of the identified FY20 business plan items, foundational elements for evolving our oversight systems and implementing the IOP will be established. Development of the Risk Methodology for Oversight will improve consistency and standardization in how LOBs/SOs manage risk across common product/service providers. The establishment of an Oversight Data Strategy will provide guiding principles for how data needs are identified and addressed for oversight. Finally, better integration of oversight activities will help evolve conducting oversight in a more standardized and systematic way.

Target: Oversight Risk Methodology

Target Description: Obtain AOA concurrence of an FAA Risk Methodology for Safety Oversight, which will include, common risk characteristics for Oversight Risk Profiles, and processes for ensuring identified risks are shared across LOB/SOs.

Target: Oversight Data Improvement

Finalize an Oversight Data Improvement strategy which will establish a set of principles to enable the seamless flow, identification, and access of timely, reliable, and relevant oversight information/data.

Target: Integrated/Collaborative Oversight

Provide applicable LOB/SO policy offices, policy changes/language for a minimum of 50% of the recommendations found in the RBDM c3 Reduction Duplicative Activity and Integrated Oversight Report.

Initiative: Global System Safety

Lead global aviation safety by sharing data and information, FAA best practices, and risk management approaches through effective internal and external collaboration, leveraging FAA expertise in international forums, and promoting harmonization with FAA concepts, rules, and procedures.

Activity: Continued Operational Safety

Promote FAA principles and practices in safety management, including oversight, surveillance, and the management of safety risk, worldwide. Promoting FAA best practices in area such as data collection and analysis, and risk assessment and mitigation development, will support increased global harmonization in standards, certification, and further FAA leadership in international safety management efforts, as well as potentially aid in identifying improvements to the FAA Compliance Program and Safety Management System.

Target: U.S. National Aviation Safety Plan

In line with the goals of the ICAO Global Aviation Safety Plan, develop first draft of a U.S. National Aviation Safety Plan

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Target: Boeing 737 MAX Return to Service Outreach Strategy

Develop and implement a targeted outreach strategy for audiences of high priority to reinforce FAA decision making in the 737 MAX return to service, and to enable the following outcomes: support to other States in development of air carrier training programs, increase in FAA ability to influence worldwide, and ensuring this effort is sustained over time with FAA support. Implementation actions may include high-level discussions on the margins of international conferences/events, CAA webinars, coordination with IATA's 737 MAX task force, and SME regional workshops focused on return to service decision making and process.

Activity: Promote International Safety

Promote global harmonization with U.S. aerospace safety standards, regulations, and policies with the aim of reducing redundant regulatory activity. Must complete all 3 targets.

Target: ANS Safety Oversight Workshop

Promote effective implementation (EI) of ICAO Air Navigation Services (ANS) SARPs in ICAO Member States with low USOAP CMA ANS EI scores and States bordering the U.S. Flight Information Region, by conducting at least one regional ANS Safety Oversight workshop focused on addressing ICAO Member State's safety oversight obligations and to share FAA best practices to improve global air navigation safety.

Initiative: S1 Special Committee

FAA Reauthorization of 2018 Requirement (Response to Section 202 - Safety Oversight and Certification Advisory Committee)

Activity: Initial Plan to Address Future Actions from Safety Oversight and Certification Advisory Committee

The Special Committee to Review FAA's Aircraft Certification Process (S1) is an independent body established by the U.S. Secretary of Transportation pursuant to Section 202(g) of the FAA Reauthorization Act of 2018.

Target: Provide Initial Plan to Address Future Actions from Safety Oversight and Certification Advisory Committee

Provide an initial plan to address the future actions from the S1 Special Committee within 180 days of receiving the report and no later than September 30, 2020.

Initiative: Organization Designation Authorization (ODA)

Response to Section 213 of FAA Reauthorization Act of 2018 (Expert Panel/Survey/Report)

Activity: Section 213(a)1 and 213(b)1-ODA Review

Establish an ODA Expert panel, and conduct a survey on the ODA program to determine timeliness and efficiency of the certification process.

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Target: Establish ODA Expert Panel and Conduct a Survey

Convene the ODA Expert Panel and conduct a survey of ODA holders and ODA program applicants to document and assess FAA certification and oversight activities, including use of the ODA program and the timeliness and efficiency of the certification process, by July 15, 2020

Activity: Section 213(d) – ODA Expert Panel Report

Prepare and release report on ODA Expert Panel findings and recommendations per Section 213 (c) and include results of survey conducted under subsection 213 (b) of FAA Reauthorization Act of 2018

Target: Submit ODA Expert Panel Report

Submit to the Administrator, the Advisory Committee, and the appropriate committees of Congress an ODA Expert Panel report on the findings and recommendations of the Panel by September 30, 2020.

Initiative: Expand Safety Management in Industry

Expanding Safety Management in industry is necessary to fulfill agreements with the International Civil Aviation Organization (ICAO), as well as respond to stakeholder inquiries and recommendations. Under this Initiative the FAA will identify and document the activities it will undertake to expand the implementation of Safety Management Systems (SMSs) in industry.

Activity: Expand Safety Management System (SMS) In Industry

Develop agency strategy for expansion of SMS in industry based on management's decision. Achieve targets in rulemaking roadmap and approval of Part 139 SMS rule. Due September 30 2020

Target: Develop SMS Rulemaking Roadmap

Develop SMS Rulemaking Roadmap for expansion of SMS Rules in industry. (Due July 31, 2020)

Initiative: Commercial Air Carrier Fatality Rate

Reduce the commercial air carrier fatalities per 100 million persons on board by 50% over 18-year period - FY 2008-2025. Target for FY 2020 is 5.7. Due September 30, 2020.

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Reduce the commercial air carrier fatalities per 100 million persons on board U.S. carriers by 50% over 18-year period - FY 2008-2025. Target for FY 2020 is 5.7. (Due September 30, 2020)

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Initiative: General Aviation Fatal Accident Rate

Reduce the general aviation fatal accident rate to no more than 0.89 fatal accidents per 100,000 flight hours by 2028. FY 2020 Target: .97 Due September 30, 2020

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Initiative: Surface Safety Risk Reduction

AJI will utilize the surface safety metric to: Establish consensus among Runway Safety stakeholders on a policy to assess and quantify the risk in runway safety events. Address precursors, as well as latent risks by proactively providing event trend summaries and best practices to the field.

Activity: AFS Support of Surface Safety Risk Reduction

In collaboration with ATO, ARP, and labor partners work to minimize identified systemic runway safety issues and provide recommendations to the Runway Safety Council.

Target: Support Surface Safety Group and Runway Safety Council

Participate in 80% of scheduled Surface Safety Group” (SSG) meetings and scheduled Runway Safety Council meetings. Analyze and identify systemic surface safety issues, and provide recommendations to the Runway Safety Council.

Target: FAA Outreach and Communication

Provide briefing materials to FAA outreach and communication offices for education to the aviation community on a minimum of four (4) potential focus topics gained from surface event data analysis.

Target: Collaborate with industry to develop strategies to address wrong surface event

Support Collaboration with FAA Lines of Business (ATO, AVS, ARP) to develop strategies that will ensure information and data currently collected by FAA Airports and the Flight Standards Service is transmitted to the Runway Safety Group for surface event assessment of contributing factors and barrier performance.

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Initiative: Establish and Expand Voluntary Safety Programs

Enhance FAA regulatory oversight with a shared understanding of application of tools, processes, and best practices of SMS-compliant organizations with a culture of trust, self-correction, and information sharing. Continue to increase awareness of the autonomy provided by voluntary adoption of a safety-first mindset and extend safety data reporting and analysis principles to new entrants and expanded communities.

Activity: Movement Toward SMS Culture of Trust, Self-Correction, and Information Sharing

Conduct a baseline assessment, benchmarking Safety Management Systems (SMS)-compliant organizations to support transitioning beyond a transactional approach. Sharing best practices, identifying potential barriers, and enhancing reporting tools will aid in the development of an environment of mutual trust, self-correction, and information sharing.

Target: Identification of Safety Management Systems

Identify Safety Management Systems that are of comparable, best-in-class organizations, systems, processes, and technologies for evaluation and benchmarking.

Activity: Shared Understanding of Voluntary Safety Programs

Develop a shared understanding of roles and responsibilities related to voluntary safety programs across the FAA. Identify and develop necessary data interfaces and shared engagement strategies to mature our safety culture and capability

Target: FAA Voluntary Safety Programs Draft of Best Practices

Identify FAA Voluntary Safety Programs and develop an initial draft collection of best practices and relevant documentation.

Activity: UAS and Commercial Space Expanded Collaboration

Expand collaboration among operators of unmanned aircraft systems (UAS), operators of manned aircraft, and commercial space operators.

Target: UAS and Commercial Space Expanded Collaboration Workgroup

Establish workgroup and draft objectives/plan, capturing initial workgroup concurrence, for collaboration across community forums representing manned, unmanned and commercial space operations.

Initiative: Collaborate globally to influence the continuous improvement of aviation safety worldwide

AVS is known globally as a resource for aviation safety expertise—as an innovator solving complex challenges with open data sharing and safely integrating new technologies using global risk management. We clearly and consistently articulate these principles to collaborate and influence in international forums.

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Activity: New and Innovative Approaches to Introduction of New Products

Use new and innovative approaches in AVS certification and operations, rules, and procedures to enable the safe introduction of new products into the NAS, which are then recognized and adopted globally.

Target: Identification of new and innovative approaches in AVS certification and operations, rules, and procedures.

Initially identify new and innovative approaches in AVS certification and operations, rules, and procedures.

Activity: International Engagement Plan

Define a coordinated, sustainable AVS international engagement plan that is based on AVS insights into regional safety needs and that leverages strategic partnerships.

Target: Framework for coordinated, sustainable AVS international engagement

Define a framework for coordinated, sustainable AVS international engagement plan that is based on AVS insights into regional safety needs and that leverages strategic partnerships.

Activity: Target Resources for International Engagement and Influence

Target AVS resources, in accordance with the "One AVS" operating norm, for effective international engagement and influence, consistent with the AVS international engagement plan.

Target: AVS International Goals

Define and agree FY21 AVS international goals, themes/key messages, and priority international engagements in accordance with the "One AVS" operating norm, and incorporate as appropriate in annual business and travel plans.

Activity: AVS-Wide Education on International Considerations

Educate the AVS leadership and workforce to integrate international considerations into AVS' daily domestic decision-making.

Target: Knowledge and Awareness of AVS International Engagement Activities

Gather data and information on leadership and workforce knowledge/awareness of AVS international engagement, including ICAO.

Infrastructure

Invest in Infrastructure to Ensure Safety, Mobility, and Accessibility and to Stimulate Economic Growth, Productivity and Competitiveness for American Workers and Businesses.

System Operations and Performance

Enhance reliable and efficient movement of people and goods by promoting effective management and ensuring leadership in securing data and in sharing information across the transportation system.

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Initiative: Global Leadership

As the global leader in aviation, the FAA must engage internationally to increase compliance with international standards and enhance aviation safety and efficiency. With the U.S. economy and traveling public relying so heavily on global air transportation, we are more committed than ever to strengthening our global leadership and engagement. The FAA's global leadership is critical to achieving U.S. aviation goals and supporting broader national priorities.

Activity: Enhance U.S. Global Leadership and Presence Internationally

Enhance U.S. Global Leadership and presence internationally and advance U.S./DOT/FAA goals and priorities through collaborative, data-informed global and regional engagement. Must complete all targets

Target: U.S./FAA UTM and USS

Promote international acceptance and applicable adoption of U.S./FAA UTM-related principles, policies, programs, and UAS Service Supplier (USS) UTM services and systems via completion of at least one of each of the following: sponsoring a regional UAS Technical Workshop, finalizing one bilateral cooperative agreement, and increased engagement and/or new membership in at least one regional or global standards body

Initiative: Part 107 Waivers

Implement strategies to reduce the average number of days to process (approve or deny) part 107 operational waivers to 30 days by FY 2022.

Activity: Part 107 Waivers

Implement strategies to reduce the average number of days to process (approve or deny) part 107 operational waivers to 30 days by FY 2022

Target: Part 107 Waivers

Maintain the average time for processing (approve or deny) part 107 operational waivers at 40 days for FY 2020.

Initiative: Develop a Uniform Continuum for Performance-based Responses for all Oversight and Regulation Functions

AVS has a single safety continuum framework that is commonly understood and embraced by employees and the public. This standardized approach to managing the level safety risk exposure will provide clarity for more efficient regulation and oversight.

Activity: Common Safety Continuum Framework

Create a common, AVS-wide safety continuum framework.

Target: Develop Higher-level Safety Continuum Construct

Develop a higher-level uniform safety continuum construct that will work for all AVS S/Os.

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Activity: Guidance on Application of Safety Continuum Framework

Develop an overall safety continuum guidance document for applying the safety continuum based on data supported decisions.

Target: Safety Continuum Guidance Document

Develop a draft safety continuum guidance document for applying the safety continuum based on data supported decisions.

Innovation

Lead in the Development and Deployment of Innovative Practices and Technologies that improve the Safety and Performance of the Nation's Aviation System.

Development of Innovation

Encourage, coordinate, facilitate, and foster world-class research and development to enhance the safety, security, and performance of the Nation's transportation system.

Initiative: Advancing Beyond Visual Line of Sight (BVLOS) UAS Operations

The FAA will enable the safe and secure integration of Unmanned Aircraft Systems (UAS) into the National Airspace System (NAS).

Activity: Advancing Beyond Visual Line of Sight (BVLOS) UAS Operations

Mitigating non-cooperative air risk to outline the framework for FAA approving BVLOS UAS operations

Target: Issue Operating Certificate

Use the UAS safety risk management process (FAA Order 8040.6) and recommendations from the Beyond 107 Implementation Team (BIT), to issue enabling regulatory relief for two UAS operators conducting infrastructure inspections.

Initiative: Data Access and Management

Effective management of enterprise data will enable the seamless flow and access of timely, reliable, and relevant information, which supports evidence-based decision-making and innovation for the FAA workforce and aviation stakeholders.

Activity: Improve access to, and quality of, FAA data assets.

Formalize data stewardship and data standards within the FAA. In alignment with principles and practices outlined in OMB M-19-18 and under the guidance of the EIM Steering Committee, collaborate with data stewardship communities of practice (SCoP) and other FAA stakeholders to adopt best practices in data management and access.

Target: Improve The Quality Of FAA's Data Inventory

Improve quality of FAA's data inventory and ensure data is easily discoverable via FAA's Data Governance Portal. Ensure verified enterprise data governance has been established and documented for 5 or more critical safety data assets.

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Initiative: Remote Identification

Facilitate more advance operations for UAS through remote identification

Activity: Remote Identification (Request for Information)

Provide UAS Remote Identification to manned pilots for situational awareness.

Target: Remote Identification (Issue RFI)

Issue an RFI that would solicit input from the low-altitude manned aviation (agriculture and helicopters) community on how they could participate in the Remote ID USS structure (described in December 2018 RFI) to provide UAS Remote ID data to manned pilots for situational awareness.

Initiative: Improve the Ability to Identify and Assess Safety Risks through Advanced Analytics

Well-designed tools and techniques for capturing and analyzing safety data are effectively baselined and widely used. These capabilities are driven by cross-AVS needs and priorities, and in turn drive the requirement for sharing safety data. The analytic capabilities enable near-time risk prediction, driving dynamic risk reduction solutions for a broad range of users and situations.

Activity: Advanced Analytics Skills and Infrastructure

Build an organizational infrastructure and skilled employee base to apply advanced analytic tools and interpret results in order to improve the identification and assessment of safety risks. Ensure employees have the knowledge and capability to understand and implement data analysis techniques and tools needed to perform their duties.

Target: Prioritization of AVS Advanced Analytics

Prioritize desired AVS advanced analytics to be performed (along with necessary supporting data) based on needs of individual S/Os as well as the AVS level.

Target: Workforce Skillset Assessment

Assess current state of workforce skillset and analytic tools/methods used across AVS to enable identification of gaps.

Activity: Current Oversight Data Scan

Analyze the current state of oversight data to determine if it meets oversight requirements, capabilities, and effectiveness, in order to identify desired tools for modeling and advanced analytics.

Target: Identify and Conduct Initial Assessment of Existing Oversight Data Sources Related to Advanced Analytics

Identify and conduct initial assessment of existing oversight data sources related to advanced analytics across AVS and FAA in coordination with Data Governance Initiative efforts.

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Initiative: Establish Requirements and Governance for Data Sharing Across the Enterprise

Safety data sharing across the FAA enterprise is expanded through effective governance of access and data protection including increased awareness of available safety data sources. Knowledge management principles of transparency, trust, and stewardship are foundational to success.

Activity: Safety Data/Tools Catalog

Identify and document current safety databases, systems, and tools, along with corresponding governance.

Target: Initial Concept of Operations for Data Governance.

Release to the Data Governance Initiative team an initial Concept of Operations for data governance.

Target: Approval of Concept of Operations

Approve Concept of Operations by Data Governance Initiative champion.

Accountability

Serve the Nation with Reduced Regulatory Burden and Greater Efficiency, Effectiveness and Accountability.

Regulatory Reform

Reduce current regulatory burdens and bureaucracy to ensure a safe, efficient, accessible, and convenient transportation system for people and commerce.

Initiative: Regulation Reform

Reduce the Regulatory Burden on the Transportation Industry & Public While Still Achieving Safety Standards

Activity: Positive Executive Order 13771 implementation (2 for 1)

Reduce the Regulatory Burden on the Transportation Industry & Public While Still Achieving Safety Standards.

Target: Positive Executive Order 13771 implementation-Zero Cost Allowance

Meet incremental zero-cost allowance requirement.

Target: Positive Executive Order 13771 implementation (2 for 1)

Meet requirement of eliminating two regulations for each new rule.

Activity: Unmanned Aircraft Systems (UAS) Rulemakings

Deploy critical steps in enabling complex UAS operations.

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Target: Unmanned Aircraft Systems (UAS) Rulemakings-Remote ID Rulemaking Management Council

Obtain Rulemaking Management Council (RMC) approval for Remote ID of UAS Final Decision Document within three months after the close of the comment period. Expected RMC approval of baseline schedule would be June 30, 2020.

Target: Unmanned Aircraft Systems (UAS) Rulemakings-NPRM UAS Flight Restrictions

AOA concurrence of NPRM titled UAS Flight Restriction near Critical Infrastructure Facilities by May 31, 2020

Activity: Supersonic Aircraft Noise Rulemakings

Address environmental challenges to enable future supersonic flight.

Target: Supersonic Aircraft Noise Rulemakings

AOA concurrence of NPRM titled Domestic Noise Certification of Supersonic Aircraft (Part 36) by December 31, 2019.

Initiative: MOSAIC Rulemaking Project

Achieve Milestone 1 for the MOSAIC NPRM rulemaking project within 30 days of the baseline schedule. (Due September 6th 2020)

Activity: MOSAIC Rulemaking Project

Obtain Rulemaking Management Council approval for MOSAIC NPRM.

Target: MOSAIC Rulemaking

Obtain Rulemaking Management Council (RMC) approval of NPRM schedule by December 31, 2019.

Activity: MOSAIC NPRM Rulemaking Project

Achieve Milestone 1 for the MOSAIC NPRM rulemaking project within 30 days of the baseline schedule. (Due September 6, 2020)

Target: Achieve Milestone 1 for the MOSAIC NPRM Rulemaking Project

Achieve Milestone 1 for the MOSAIC NPRM rulemaking project within 30 days of the baseline schedule. (Due September 6, 2020)

Initiative: EEO/Diversity and Inclusion Action Committee (EAC)

Utilize the EEO Action Committee (EAC) to collaborate and support a diverse and inclusive workplace with existing employee workgroups, LOBs/SO, to create an inclusive work environment.

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Activity: AVS Ensure a Diverse and Inclusive Workforce

- AVS will complete activities that will foster a diverse and inclusive workplace and improve the Reasonable Accommodation interactive process.
- Assist in development of a diverse workforce at all levels. Increase the representation of Persons with Targeted Disabilities (PWTB), Hispanics, and Women in the workforce as compared to the civilian labor workforce (CLF).
- Provide EEO training to managers and employees.
- Managers engage in the mediation/facilitation process.

Target: Reasonable Accommodations

Ensure 90% of (LOB/SO) reasonable accommodation requests are processed within 25 business days or less.

Target: Improve Participation/Outreach

Develop strategies to improve the representation of Persons with Targeted Disabilities (PWTB), Hispanics, and Women by providing resources and data analysis to LOB/SOs to increase the workforce as compared to the civilian labor workforce (CLF) and/or MD-715, Part J). These strategies will address hiring, training, career progression opportunities and will be deployed and tracked through the EAC Workgroups

Target: EEO Training

Monitor the delivery of EEO training to 70% of (LOB/SO) managers and 20% of (LOB/SO) employees

Target: Mediation

Ensure that 75% of all (LOB/SO) managers engage in mediation when requested by employees.

Mission Efficiency and Support

Support mission requirements by efficiency and effectively planning for and managing human capital, finances, procurement, sustainable operations, information technology, emergency preparedness, and other mission support services.

Initiative: FS Support of FAA Critical Acquisitions on Schedule 90% Goal

Flight Standards will complete JRC-approved Acquisition Program Baseline (APB) identified FAA critical acquisitions program milestones by their scheduled due dates in support of meeting the FAA 90% goal.

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Activity: Flight Simulation Testing and Research Technologies (Flight START) Sustainment 1 FY20 Milestones

Complete Flight START Sustainment 1 FY20 milestones on schedule to update specific components of Boeing and Airbus aircraft simulators used by Flight Standards, Flight Research and Analysis Group. Successful implementation of these simulator updates will provide the ability to keep pace with aviation industry demands, implement NextGen technologies, and provide the level of services and systems required for the continual promotion and support of aviation safety

Target: Airbus Simulator Critical Design Review

Complete the Airbus simulator Critical Design Review with an approved implementation strategy.

Initiative: Create Intentional Strategies to Effect Cultural Change

AVS becomes intentionally agile, learning organization that expects and embraces change and achieves its mission by responding to change with efficiency, innovation, and accountability. AVS leverages key strategies including: promoting employee engagement, articulating organizational intent, aligning activities with FAA strategies, measuring work effectiveness, collaborating effectively, thinking critically, and managing expectations.

Activity: AVSMT OneAVS Communication

Define and model the desired "OneAVS" operational norm at the AVSMT level. Clearly articulate the gap between the current and the desired culture, communicate the case for change, and prepare top AVS leaders to model and sponsor the desired change.

Target: AVSMT Sponsor Preparation

All AVSMT members complete sponsor preparation

Target: Communication Roadmap

Complete communication roadmap

Target: Complete Initial Communication

Complete initial communication

Activity: Transformational Leadership Support

Support transformational leadership at all levels of the AVS organization. Define, create, and sustain a support structure that gives AVS leaders the resources and tools to practice transformational leadership, promote organizational agility, and foster a culture of continual improvement.

Target: AVS Managers Leadership Development Courses

Enroll AVS managers in leadership development courses as applicable

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Target: AVS Leadership Coaching Program

Launch coaching program to support AVS leadership development

Initiative: Align Workforce Development and Training with Future Needs

AVS provides and maintains a well-trained workforce that aligns with enterprise needs. As new required skills and competencies are periodically identified, the needed staff and training resources are located or developed. The AVS environment supports learning, diversity, and inclusion to allow the workforce to adapt rapidly to emerging needs.

Activity: AVS Core Positions

Identify AVS Core positions, assess position development and training requirements, and give priority to positions according to organizational objectives.

Target: AVS Safety Critical Positions List

Deliver to AQS a completed list of AVS safety critical positions that represents the "future state" of AVS.

Target: Competency Based Framework for Safety Critical Positions.

Establish a competency based framework for AVS safety critical positions.

Activity: AVS Learning Program Scan

Evaluate the AVS learning programs to determine each program's strengths and weaknesses and to guide subsequent improvements.

Target: Evaluate Effectiveness of Current Training Programs

Define future state criteria to evaluate effectiveness of current training programs.

Target: Evaluation of Technical Learning Programs

Identify technical learning programs to evaluate (determine priority order).

Activity: Training Cost and Impact Metrics

Identify, develop, and implement efficiency and effectiveness measures and metrics to track the cost and impact of training.

Target: Identify Training Dashboard Requirements

Identify training dashboard requirements and data sources and prioritize development resources.

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Initiative: Establish a Framework and Criteria for Data-driven Decisions, Priority Ranking of Initiatives, and Resource Allocation

Standard, clear processes are in place across AVS at all levels to enable solid decisions and resource allocation. These decisions are informed by clearly understood objective data, measured for consistency and effectiveness, and are aimed at achieving high-priority outcomes.

Activity: Consistent Decision-Making Model Across AVS

Develop a framework for decision-making that ensures consistency across all decision domains and AVS entities.

Target: Document Priorities and Performance Objectives

Document priorities and performance objectives for each AVS Service/Office and identify commonalities across AVS S/O's.

Target: Documentation of High-level Requirements

Document high-level requirements based on use cases across various AVS S/O that can be used to support the analysis and prototyping of the proposed frameworks.

Initiative: Create a Strategy for Reinforcing Expected Behaviors

AVS develops a strategy that aligns organizational needs with expected behaviors to achieve operational success. To help shift the organization towards the desired behaviors, collaborate with leadership, conduct effective performance management, and promote the behaviors across AVS at all levels.

Activity: Conduct Organizational Assessment

Conduct an assessment to identify workplace behaviors we want to continue. Identify common behaviors that encourage desired and expected behaviors as well as deviations that discourage them. Assess the workforce's current willingness to adopt and sustain change.

Target: Assessment Selection

Review results of recently completed workplace assessments and determine whether additional assessment is required.

Activity: Increase Employee Engagement

Provide opportunities to increase employee engagement and reinforce expected behaviors including collaboration, critical thinking, and expectation management. Cultivate ownership to ensure successful employee adoption of expected behaviors in support of AVS culture change.

Target: Focus Groups

Plan and hold at least 2 initial focus groups to assess employee and management view on engagement & AVS culture as they relate to positive workplace behaviors

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Initiative: AMEN - Technically Advanced General Aviation Research Simulator (TAGARS)

TAGARS will update the current system, the advanced general aviation research simulator (AGARS) to a more technically advanced simulator representative of contemporary General Aviation aircraft

Activity: Human Factor Research

Conduct research on human factors associated with advanced flight decks.

Target: Place TAGARS In-Service

Place the Technically Advanced General Aviation Research Simulator (TAGARS) In-Service.

Initiative: STIs for the CSTAs- Not for Public Plan

FY20 STIs for CSTAs. This is the repository for the CSTAs STIs.

Activity: STIs for the CSTAs- Not for Public Plan (Advanced Subject Matter Consultation)

STIs for the CSTAs- Not for Public Plan

Target: CSTA Advanced Subject Matter Consultation

Description: Identify and provide advanced subject matter consultation to a minimum of six AVS strategic initiatives that effect: 1) early engagement on certification basis and means of compliance within the Aircraft Certification Innovation Center, 2) critical issues impacting ongoing certification programs, 3) proactive fleet safety initiatives, 4) continued operational safety issues, 5) AVS rulemaking or policy development priorities and 6) FAA/AVS research priorities.

Activity: STIs for the CSTAs- Not for Public Plan (Educational Outreach)

STIs for the CSTAs- Not for Public Plan

Target: CSTA Educational Outreach

Develop and conduct at least four educational and/or capacity building sessions that directly support AVS Strategic Objectives and/or FAA's International Engagement Strategy in the CSTA's area of expertise.

Initiative: STIs for the CSTAs- Not for Public Plan

FY20 STIs for CSTAs. This is the repository for the CSTAs STIs.

Activity: STIs for the CSTAs- Not for Public Plan (Advanced Subject Matter

STIs for the CSTAs- Not for Public Plan

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Target: CSTA Advanced Subject Matter Consultation

Identify and provide advanced subject matter consultation to a minimum of six AVS strategic initiatives that effect: 1) early engagement on certification basis and means of compliance within the Aircraft Certification Innovation Center, 2) critical issues impacting ongoing certification programs, 3) proactive fleet safety initiatives, 4) continued operational safety issues, 5) AVS rulemaking or policy development priorities and 6) FAA/AVS research priorities by September 30, 2020.

Target: CSTA Advanced Subject Matter Consultation (Gorelik)

Identify and provide advanced subject matter consultation to a minimum of six AVS strategic initiatives that effect: 1) early engagement on certification basis and means of compliance within the Aircraft Certification Innovation Center, 2) critical issues impacting ongoing certification programs, 3) proactive fleet safety initiatives, 4) continued operational safety issues, 5) AVS rulemaking or policy development priorities and 6) FAA/AVS research priorities by September 30, 2020.

Target: CSTA Advanced Subject Matter Consultation (Alexander)

Identify and provide advanced subject matter consultation to a minimum of six AVS strategic initiatives that effect: 1) early engagement on certification basis and means of compliance within the Aircraft Certification Innovation Center, 2) critical issues impacting ongoing certification programs, 3) proactive fleet safety initiatives, 4) continued operational safety issues, 5) AVS rulemaking or policy development priorities and 6) FAA/AVS research priorities by September 30, 2020.

Target: CSTA Advanced Subject Matter Consultation (Pelletiere)

Identify and provide advanced subject matter consultation to a minimum of six AVS strategic initiatives that effect: 1) early engagement on certification basis and means of compliance within the Aircraft Certification Innovation Center, 2) critical issues impacting ongoing certification programs, 3) proactive fleet safety initiatives, 4) continued operational safety issues, 5) AVS rulemaking or policy development priorities and 6) FAA/AVS research priorities by September 30, 2020.

Target: CSTA Advanced Subject Matter Consultation (Abbott)

Identify and provide advanced subject matter consultation to a minimum of six AVS strategic initiatives that effect: 1) early engagement on certification basis and means of compliance within the Aircraft Certification Innovation Center, 2) critical issues impacting ongoing certification programs, 3) proactive fleet safety initiatives, 4) continued operational safety issues, 5) AVS rulemaking or policy development priorities and 6) FAA/AVS research priorities by September 30, 2020.

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Target: CSTA Advanced Subject Matter Consultation (Skaves)

Identify and provide advanced subject matter consultation to a minimum of six AVS strategic initiatives that effect: 1) early engagement on certification basis and means of compliance within the Aircraft Certification Innovation Center, 2) critical issues impacting ongoing certification programs, 3) proactive fleet safety initiatives, 4) continued operational safety issues, 5) AVS rulemaking or policy development priorities and 6) FAA/AVS research priorities by September 30, 2020.

Target: CSTA Advanced Subject Matter Consultation (W. Johnson)

Identify and provide advanced subject matter consultation to a minimum of six AVS strategic initiatives that effect: 1) early engagement on certification basis and means of compliance within the Aircraft Certification Innovation Center, 2) critical issues impacting ongoing certification programs, 3) proactive fleet safety initiatives, 4) continued operational safety issues, 5) AVS rulemaking or policy development priorities and 6) FAA/AVS research priorities by September 30, 2020.

Target: CSTA Advanced Subject Matter Consultation (Walen)

Identify and provide advanced subject matter consultation to a minimum of six AVS strategic initiatives that effect: 1) early engagement on certification basis and means of compliance within the Aircraft Certification Innovation Center, 2) critical issues impacting ongoing certification programs, 3) proactive fleet safety initiatives, 4) continued operational safety issues, 5) AVS rulemaking or policy development priorities and 6) FAA/AVS research priorities by September 30, 2020.

Target: CSTA Advanced Subject Matter Consultation (E. Johnson)

Identify and provide advanced subject matter consultation to a minimum of six AVS strategic initiatives that effect: 1) early engagement on certification basis and means of compliance within the Aircraft Certification Innovation Center, 2) critical issues impacting ongoing certification programs, 3) proactive fleet safety initiatives, 4) continued operational safety issues, 5) AVS rulemaking or policy development priorities and 6) FAA/AVS research priorities by September 30, 2020.

Target: CSTA Advanced Subject Matter Consultation (Azevedo)

Identify and provide advanced subject matter consultation to a minimum of six AVS strategic initiatives that effect: 1) early engagement on certification basis and means of compliance within the Aircraft Certification Innovation Center, 2) critical issues impacting ongoing certification programs, 3) proactive fleet safety initiatives, 4) continued operational safety issues, 5) AVS rulemaking or policy development priorities and 6) FAA/AVS research priorities by September 30, 2020.

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Target: CSTA Advanced Subject Matter Consultation (Schroeder)

Identify and provide advanced subject matter consultation to a minimum of six AVS strategic initiatives that effect: 1) early engagement on certification basis and means of compliance within the Aircraft Certification Innovation Center, 2) critical issues impacting ongoing certification programs, 3) proactive fleet safety initiatives, 4) continued operational safety issues, 5) AVS rulemaking or policy development priorities and 6) FAA/AVS research priorities by September 30, 2020.

Target: CSTA Advanced Subject Matter Consultation (Ilcewicz)

Identify and provide advanced subject matter consultation to a minimum of six AVS strategic initiatives that effect: 1) early engagement on certification basis and means of compliance within the Aircraft Certification Innovation Center, 2) critical issues impacting ongoing certification programs, 3) proactive fleet safety initiatives, 4) continued operational safety issues, 5) AVS rulemaking or policy development priorities and 6) FAA/AVS research priorities by September 30, 2020.

Target: CSTA Advanced Subject Matter Consultation (Bond)

Identify and provide advanced subject matter consultation to a minimum of six AVS strategic initiatives that effect: 1) early engagement on certification basis and means of compliance within the Aircraft Certification Innovation Center, 2) critical issues impacting ongoing certification programs, 3) proactive fleet safety initiatives, 4) continued operational safety issues, 5) AVS rulemaking or policy development priorities and 6) FAA/AVS research priorities by September 30, 2020.

Target: CSTA Advanced Subject Matter Consultation (Khaled)

Identify and provide advanced subject matter consultation to a minimum of six AVS strategic initiatives that effect: 1) early engagement on certification basis and means of compliance within the Aircraft Certification Innovation Center, 2) critical issues impacting ongoing certification programs, 3) proactive fleet safety initiatives, 4) continued operational safety issues, 5) AVS rulemaking or policy development priorities and 6) FAA/AVS research priorities by September 30, 2020.

Target: CSTA Advanced Subject Matter Consultation (Romanski)

Identify and provide advanced subject matter consultation to a minimum of six AVS strategic initiatives that effect: 1) early engagement on certification basis and means of compliance within the Aircraft Certification Innovation Center, 2) critical issues impacting ongoing certification programs, 3) proactive fleet safety initiatives, 4) continued operational safety issues, 5) AVS rulemaking or policy development priorities and 6) FAA/AVS research priorities by September 30, 2020.

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Target: CSTA Advanced Subject Matter Consultation (CSTA FOR ADVANCED CONTROL SYSTEMS)

Identify and provide advanced subject matter consultation to a minimum of six AVS strategic initiatives that effect: 1) early engagement on certification basis and means of compliance within the Aircraft Certification Innovation Center, 2) critical issues impacting ongoing certification programs, 3) proactive fleet safety initiatives, 4) continued operational safety issues, 5) AVS rulemaking or policy development priorities and 6) FAA/AVS research priorities by

Target: CSTA Advanced Subject Matter Consultation (CSTA FOR AERONAUTICAL COMMUNICATIONS)

Identify and provide advanced subject matter consultation to a minimum of six AVS strategic initiatives that effect: 1) early engagement on certification basis and means of compliance within the Aircraft Certification Innovation Center, 2) critical issues impacting ongoing certification programs, 3) proactive fleet safety initiatives, 4) continued operational safety issues, 5) AVS rulemaking or policy development priorities and 6) FAA/AVS research priorities by

Target: CSTA Advanced Subject Matter Consultation (CSTA FOR VULNERABILITY DISCOVERY & SAFETY MEASUREMENT PROGRAMS)

Identify and provide advanced subject matter consultation to a minimum of six AVS strategic initiatives that effect: 1) early engagement on certification basis and means of compliance within the Aircraft Certification Innovation Center, 2) critical issues impacting ongoing certification programs, 3) proactive fleet safety initiatives, 4) continued operational safety issues, 5) AVS rulemaking or policy development priorities and 6) FAA/AVS research priorities

Target: CSTA Advanced Subject Matter Consultation (CSTA FOR PROPULSION CONTROL SYSTEMS)

Identify and provide advanced subject matter consultation to a minimum of six AVS strategic initiatives that effect: 1) early engagement on certification basis and means of compliance within the Aircraft Certification Innovation Center, 2) critical issues impacting ongoing certification programs, 3) proactive fleet safety initiatives, 4) continued operational safety issues, 5) AVS rulemaking or policy development priorities and 6) FAA/AVS research priorities

Target: CSTA Advanced Subject Matter Consultation (CSTA FOR FLIGHT LOADS/AEROLASTICITY)

Identify and provide advanced subject matter consultation to a minimum of six AVS strategic initiatives that effect: 1) early engagement on certification basis and means of compliance within the Aircraft Certification Innovation Center, 2) critical issues impacting ongoing certification programs, 3) proactive fleet safety initiatives, 4) continued operational safety issues, 5) AVS rulemaking or policy development priorities and 6) FAA/AVS research priorities

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Activity: STIs for the CSTAs- Not for Public Plan (Educational Outreach)

STIs for the CSTAs- Not for Public Plan

Target: CSTA Educational Outreach (Gorelik)

Develop and conduct at least four educational and/or capacity building sessions that directly support AVS Strategic Objectives and/or FAA's International Engagement Strategy in the CSTA's area of expertise by September 30, 2020

Target: CSTA Educational Outreach (Alexander)

Develop and conduct at least four educational and/or capacity building sessions that directly support AVS Strategic Objectives and/or FAA's International Engagement Strategy in the CSTA's area of expertise by September 30, 2020

Target: CSTA Educational Outreach (Pellettiere)

Develop and conduct at least four educational and/or capacity building sessions that directly support AVS Strategic Objectives and/or FAA's International Engagement Strategy in the CSTA's area of expertise by September 30, 2020

Target: CSTA Educational Outreach (Abbott)

Develop and conduct at least four educational and/or capacity building sessions that directly support AVS Strategic Objectives and/or FAA's International Engagement Strategy in the CSTA's area of expertise by September 30, 2020

Target: CSTA Educational Outreach (Skaves)

Develop and conduct at least four educational and/or capacity building sessions that directly support AVS Strategic Objectives and/or FAA's International Engagement Strategy in the CSTA's area of expertise by September 30, 2020

Target: CSTA Educational Outreach (W. Johnson)

Develop and conduct at least four educational and/or capacity building sessions that directly support AVS Strategic Objectives and/or FAA's International Engagement Strategy in the CSTA's area of expertise by September 30, 2020

Target: CSTA Educational Outreach (Walen)

Develop and conduct at least four educational and/or capacity building sessions that directly support AVS Strategic Objectives and/or FAA's International Engagement Strategy in the CSTA's area of expertise by September 30, 2020

Target: CSTA Educational Outreach (E. Johnson)

Develop and conduct at least four educational and/or capacity building sessions that directly support AVS Strategic Objectives and/or FAA's International Engagement Strategy in the CSTA's area of expertise by September 30, 2020

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Target: CSTA Educational Outreach (Azevedo)

Develop and conduct at least four educational and/or capacity building sessions that directly support AVS Strategic Objectives and/or FAA's International Engagement Strategy in the CSTA's area of expertise by September 30, 2020

Target: CSTA Educational Outreach (Schroeder)

Develop and conduct at least four educational and/or capacity building sessions that directly support AVS Strategic Objectives and/or FAA's International Engagement Strategy in the CSTA's area of expertise by September 30, 2020

Target: CSTA Educational Outreach (Ilcewicz)

Develop and conduct at least four educational and/or capacity building sessions that directly support AVS Strategic Objectives and/or FAA's International Engagement Strategy in the CSTA's area of expertise by September 30, 2020

Target: CSTA Educational Outreach (Bond)

Develop and conduct at least four educational and/or capacity building sessions that directly support AVS Strategic Objectives and/or FAA's International Engagement Strategy in the CSTA's area of expertise by September 30, 2020

Target: CSTA Educational Outreach (Khaled)

Develop and conduct at least four educational and/or capacity building sessions that directly support AVS Strategic Objectives and/or FAA's International Engagement Strategy in the CSTA's area of expertise by September 30, 2020

Target: CSTA Educational Outreach (Romanski)

Develop and conduct at least four educational and/or capacity building sessions that directly support AVS Strategic Objectives and/or FAA's International Engagement Strategy in the CSTA's area of expertise by September 30, 2020

Target: CSTA Educational Outreach (CSTA FOR VULNERABILITY DISCOVERY & SAFETY MEASUREMENT PROGRAMS)

Develop and conduct at least four educational and/or capacity building sessions that directly support AVS Strategic Objectives and/or FAA's International Engagement Strategy in the CSTA's area of expertise

Target: CSTA Educational Outreach (CSTA FOR PROPULSION CONTROL SYSTEMS)

Develop and conduct at least four educational and/or capacity building sessions that directly support AVS Strategic Objectives and/or FAA's International Engagement Strategy in the CSTA's area of expertise

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Target: CSTA Educational Outreach (CST FOR FLIGHT LOADS/AEROLASTICITY)

Develop and conduct at least four educational and/or capacity building sessions that directly support AVS Strategic Objectives and/or FAA's International Engagement Strategy in the CSTA's area of expertise

Target: CSTA Educational Outreach (CSTA FOR ADVANCED CONTROL SYSTEMS)

Develop and conduct at least four educational and/or capacity building sessions that directly support AVS Strategic Objectives and/or FAA's International Engagement Strategy in the CSTA's area of expertise