



**Federal Aviation  
Administration**

Safety

People

Organizational Excellence

Globalization



**AIR: 2018**

**Aircraft Certification Service**

Mission: —● To provide the safest, most efficient aviation system in the world.

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Vision: —● A world-class organization advancing aircraft safety throughout the global aviation system.

# Values: —●

## Safety is our passion

We work so all air and space travelers arrive safely at their destination.

## Excellence is our promise

We seek results that embody professionalism, transparency, and accountability.

## Integrity is our touchstone

We perform our duties honestly, with moral soundness, and with the highest level of ethics.

## People are our strength

Our success depends on the respect, diversity, collaboration, and commitment of our workforce.

## Innovation is our signature

We foster creativity and vision to provide solutions beyond today's boundaries.

# A Message from the ACMT

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Today the global aviation industry is changing at an ever increasing pace. Aviation products are designed and produced in locations throughout the world. Emerging technologies and new business ventures challenge our limited resources.

To continue to serve the public, improve safety and thrive as an organization, we must build the foundation of our tomorrow, today. We created a vision of where we want to go and the type of work environment we want to create. AIR: 2018 is our vision of the future state for the Aircraft Certification Service (AIR).

AIR: 2018 is built around four key areas:

- Safety
- People
- Organizational Excellence
- Globalization

Aviation safety will always be our first priority. Our Mission can be accomplished in a manner that values the importance of personal well-being. Consistent with our long history of organizational excellence, we must be able to adjust to the changing environment and be responsive to our stakeholders. We must lead global safety initiatives and ensure safe and seamless transfer of aviation products, parts and appliances across geopolitical boundaries.

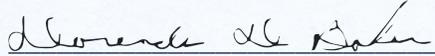
AIR: 2018 will be complemented by the AIR Strategic Plan, which charts our path and serves as a guide for selecting annual business plan activities. Each year we will assess our accomplishments and the ever-changing environment to determine whether we are on track or a course correction is needed.

We are committed to preparing AIR for the future. With your help we will succeed together.

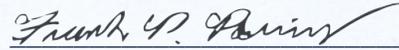
Thank you  
The Aircraft Certification Service Management Team

# Signatures of the ACMT

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Dorenda D. Baker  
Director, Aircraft Certification Service



Frank P. Paskiewicz  
Deputy Director, Aircraft Certification Service



Ali Bahrami  
Manager, Transport Airplane Directorate



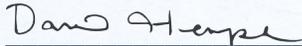
Kim Smith  
Manager, Rotorcraft Directorate



Earl Lawrence  
Manager, Small Airplane Directorate



Robert Ganley  
Acting Manager, Engine & Propeller Directorate



David Hempe  
Manager, Aircraft Engineering Division



Chris Carter  
Manager, International Policy Office



James Seipel  
Manager, Production & Airworthiness  
Certification Division

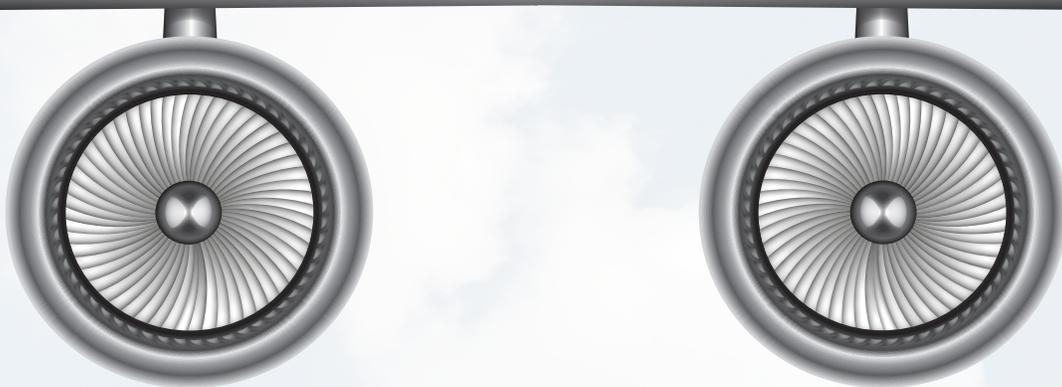


Jennifer Arquilla  
Manager, Planning and Program  
Management Division

# Safety

AIR applies safety management principles to achieve the next level of product safety consistent with the safety continuum.

- Compliance and conformance is achieved through a clear framework of accountability
- Safety data is shared and used among key stakeholders and international partners
- Surveillance is conducted using a single model



# People

AIR fosters a culture where the people are dedicated to the success of the organization.

- A professional collaborative work environment exists that enables AIR employees to pursue their full potential
- Our mission is accomplished in a manner that considers the importance of personal well-being



# Organizational Excellence

AIR is an agile and responsive organization that optimizes our effectiveness in achieving our mission.

- Resources are utilized efficiently and effectively
- Quality management principles are fully integrated into our core business processes
- All stakeholders are represented in the development of innovative solutions



# Globalization

AIR provides leadership to achieve a consistent level of product safety across geopolitical boundaries.

- Strong international relationships are in place with a network of partners
- The full benefit of global manufacturing and seamless transfer of products and approvals is achieved through collaboration with international partners and industry
- Safety initiatives are shared among international partners and promoted globally







