



**Federal Aviation
Administration**

Aviation Safety

Fiscal Year 2011 Business Plan



FY2014 AVS Business Plan

Aviation Safety:

The Office of Aviation Safety (AVS) is committed to promoting worldwide aviation safety in the interest of the flying public and the millions of people who rely on the aviation industry for business, pleasure, and commerce. AVS will support the Administrator's mission to provide the safest, most efficient aerospace system in the world. The system will use data-driven methods to manage risk and proactively identify hazards, in conjunction with our oversight of the FAA's Safety Management System (SMS). AVS will respond to the expected increase of airspace demand from an increasingly diverse U.S. aviation industry by carrying out the AVS Work Plan for NextGen. These improvements will rely on AVS's ability to certify and develop operational procedures.

To fulfill this mission, Aviation Safety (AVS) directs and manages safety programs that fall into three primary areas:

1. Continued Operational Safety: AVS's most important function (and one that AVS will never compromise) is to ensure that existing certificate holders continue to meet the safety requirements, standards, and regulations of their original certification. AVS does this through safety surveillance and oversight programs, audits, evaluations, air traffic oversight, education and training, research, and accident/incident investigations.
2. Standards and Policy: AVS creates and amends as necessary the rules and regulations that provide the safety standards for people, organizations, and equipment operating in the U.S. civil aviation system. AVS does this through policy development, analysis, and rulemaking.
3. Certification: AVS issues initial and renews existing certificates that allow (i) people, organizations, and equipment to operate in the U.S. civil aviation system, (ii) manufacturers to build aircraft and avionics, and (iii) organizations to provide maintenance services.

There are seven distinct organizational elements reporting to the Associate Administrator for Aviation Safety and employing over 7,200 personnel. Four of these organizations -- the Office of Accident Investigation and Prevention, the Office of Rulemaking, the Air Traffic Safety Oversight Service, and the Office of Quality, Integration and Executive Services -- are solely Washington Headquarters elements. The Aircraft Certification Service, the Flight Standards Service, and the Office of Aerospace Medicine have extensive field presence, as well as Headquarters staff. In addition to its Federal civilian workforce, AVS uses over 11,000 "designees." These individuals perform selected safety oversight duties on behalf of and under the direction of AVS.

Much of the AVS workload is demand-driven. These workload drivers can be grouped into five general areas: (1) growth in aviation activity, both commercial and general aviation, by existing operators; (2) the introduction of new operators, aircraft, equipment, and technology; (3) the introduction of new practices, such as those associated with the implementation of SMS and NextGen; (4) the need for heightened surveillance of financially challenged airlines; and (5) the globalization of the aviation industry and the increasing need for international standardization of regulations and safety criteria.

FAA Strategic Initiatives (2014-2018):

The FAA Strategic Plan consists of four Strategic Priorities: AVS is leading one Priority - Make Aviation Safer and Smarter- and plays a supporting role in the other three Strategic Priorities: Deliver Benefits through Technology and Infrastructure, Enhance Global Leadership, and Empower and Innovate with the FAA's People. These Strategic Priorities are further broken down into what are now known as the Administrator's Priority Initiatives. These four Priority Initiatives contain sub-initiatives which have supporting activities and targets. Below are the Priority Initiatives and sub-initiatives:

- Risk-Based Decision Making (AVS)
 - Improve standardization, data access, and modeling integration
 - Enhance decision making process
 - Redefine oversight model for industry.
- NAS Initiatives (ATO)
 - Focus to achieve the benefits of NextGen
 - Integrate new user entrants
 - Unmanned Aircraft Systems (UAS)
 - Commercial Space
 - Right-size the NAS
- Global Leadership (API)
 - Transform our internal structure
 - Develop an integrated, data-driven approach to international activities
 - Ensure global interoperability of NextGen
 - Place international resources strategically
- Workforce of the Future (AHR)
 - Leadership development
 - Skills identification
 - Skills development
 - Attracting talent

The AVS Business Plan:

The AVS workload, both core and strategic efforts, links back to the FAA sub-initiatives. The Strategic Initiatives and Priorities are not intended to govern tactical or operational planning, as these tasks fall under each organization's business plan responsibilities; they are meant to provide a strategic direction for the FAA and its

organizations. The organization-specific business plans list discrete and measurable initiatives and activities that each organization will undertake in FY 2014 in support of the Strategic Initiatives.

AVS's business plan activities and activity targets are associated with each of the four FAA Strategic Priorities. AVS further delineates its activities and targets between those in support of the new strategic initiatives and those in support of core business initiatives.

Make Aviation Safer and Smarter

There is no responsibility more important in the FAA or in AVS than aviation safety.

AVS oversees the safety of the world's largest, most complex aviation system -- an aviation system that affects millions who fly for business and pleasure, to those that ship, receive, sell, and buy goods transported by air, to those that work in the industry who depend on travel and tourism for their livelihood. AVS does this through programs to promote continued operational safety (surveillance, oversight, education, inspections), establish safety rules and regulations (rulemaking), and certify the aviation competency of people (pilots) and organizations (individual airlines) and the airworthiness of aircraft and equipment. We will build on safety management principles to proactively address emerging safety risk by using consistent, data-informed approaches to make smarter, system-level, risk-based decisions.

Strategic Measure: Risk-Based Decision Making

Build on safety management principles to proactively address emerging safety risk by using consistent, data-informed approaches to make smarter, system-level, risk-based decisions.

Strategic Initiative: Standardization, Access and Integration

Improve standardization, data access, & modeling integration.

Strategic Activity: Common Data Taxonomies

Establish common data taxonomies to be used consistently across the FAA, with industry, and internationally.

Activity Target 1:

Establish FAA level Hazard Taxonomy that is consistent with international models (AVS, ATO, ASH, AST, ARP, ANG.) Due September 30, 2014

Strategic Activity: Modeling Assumptions

Align modeling assumptions in systems that simulate and predict NAS safety risks.

Activity Target 1:

Deliver trend analysis for top 30 US airport risk estimates with data requirements for Airport Safety Manager validation. Due September 30, 2014

Activity Target 2:

Update the Integrated Safety Assessment Model (ISAM) with input from ATO in order to fully represent aviation system safety, capturing air traffic incidents as well as fatal accidents. Due September 30, 2014

Strategic Initiative: Decision Making Process

Enhance decision making process.

Strategic Activity: Cross Organizational Safety Enhancements

Develop and implement safety risk enhancements to cross-organizational issues.

i. Identify current hazards and utilize current policies (8040.4 A) and guidance material to assess the associated risk; ii. Modifying 8040.4A as a result of lessons learned; iii. Process for identifying hazards is being developed by Safety Performance Design Team

Activity Target 1:

Identify three cross-organizational Significant Safety Issues and have approved by the FAA SMS Board. Due February 28, 2014

Activity Target 2:

Identify a significant safety issue with accompanying mitigation strategies. Due September 30, 2014

Strategic Initiative: Safety Oversight Model

Evolve the Safety Oversight Model.

Strategic Activity: FAA Oversight Model

Evolve the FAA Oversight model to leverage industry's use of safety management principles, and exchange safety management lessons learned and best practices.

Activity Target 1:

Develop the scope, and a charter to clearly identify the resources, deliverables, and milestones. Due September 30, 2014

Core Business Measure: Runway Excursions

Reduce the number of runway excursions through FY 2014.

Core Business Initiative: Runway Incursions

Monitor runway incursions and develop strategies to decrease the number of incidents.

Core Activity: Total RI Reduction

Monitor runway incursions, identify risks, develop and document mitigation strategies to reduce pilot deviations.

Activity Target 1:

Update the AVS action plan to reduce runway incursion for pilot deviations, in collaboration with the Office of Runway Safety, based on historical data collection, and submit report to ATO Safety and Technical Training. Due June 30, 2014

Activity Target 2:

Monitor runway incursions, identify risks, develop and document mitigation strategies through collaboration with the Office of Runway Safety. Due September 30, 2014

Core Business Measure: Safety Management System

Identify a significant safety issue with accompanying mitigation strategies by September 30, 2014.

Core Business Initiative: Safety Management and System Oversight

Lead the agency effort to improve and manage SMS within AVS and FAA.

Core Activity: FAA SMS

Identify three cross organizational significant safety issues/risk areas (AVS, ATO, ASH, ARP, ANG) and provide mitigation strategies for at least one of those significant issues/risk areas. Due by September 30, 2014.

Activity Target 1:

FAA SMS Executive Council identify three cross-organizational Significant Safety Issues/Significant Risk Areas (AVS, ATO, ASH, AST, ARP, and ANG). Due February 28, 2014

Activity Target 2:

Demonstrate in accordance with FAA Orders 8040.4A and 8000.369A risk analysis and provide mitigation strategies for at least one of the Significant Safety Issues (AVS, ATO, ASH, AST, ARP, and ANG). Due September 30, 2014

Activity Target 3:

Establish FAA level Hazard Taxonomy that is consistent with international models (AVS, ATO, ASH, AST, ARP, ANG). Due September 30, 2014

Core Activity: AVS SMS

Complete SMS tasks and milestones from AVSSMS Implementation Plan.

Activity Target 1:

Conduct Service/Office AVSSMS self-assessments (Responsible: AVP Lead; Support from AAM, AFS, AIR, AOV, ARM, AQS). Due

December 31, 2013

Core Business Measure: AVS Core Delegation

Management of FAA's critically important Designee program includes the advancement of innovative delegation programs and overseeing of FAA approved designees as they conduct inspections and certifications of people, equipment, and organizations.

Core Business Initiative: Oversee Designees

Oversee FAA approved designees as they conduct inspections and certifications of people, equipment, and organizations.

Core Activity: Oversee and Train Aviation Medical Examiner (AME) Designees

Oversee FAA-approved designees to ensure that 900 Aviation Medical Examiners (AMEs) receive mandatory refresher training by the end of FY2014.

Activity Target 1:

A minimum of 900 AMEs will receive mandatory refresher training. Due September 30, 2014

Core Activity: Designee Management System Oversight

Release Designee Management System (DMS) modules on at least three different service-specific designee types. Complete and deliver training, to include use of the tool and policy, to field personnel for released modules. Due by September 30, 2014.

Activity Target 1:

Develop and submit a change control method for Designee Management policy that integrates with DMS change control, AVS QMS, and S/O processes and procedures. Due May 30, 2014

Activity Target 2:

Update and submit for approval AVS 1100.2, "Managing AVS Delegation Programs," to address the transition from development of DMS to the ongoing maintenance of the tool and related policy. Due June 30, 2014

Activity Target 3:

Release Designee Management System (DMS) modules for three different service-specific designee types. Due September 30, 2014

Activity Target 4:

Complete and deliver to the field training for released DMS modules on service-specific designee types, to include use of the tool and policy. Due September 30, 2014

Activity Target 5:

Identify a path forward for the integration of Organization Designation Authorization (ODA) designee data and functionality into DMS from the

Designee Information Network (DIN) before the shutdown of Domino/Lotus Notes. Due September 30, 2014

Core Business Measure: AVS Core Alaska Accident Rate

By the end of FY2019, reduce the Rate of Fatal and Serious Injury Accidents by 10% in 10 years. No more than 1.79 in FY2014.

Core Business Initiative: Alaska Surveillance

Conduct routine surveillance activities to identify weaknesses, analyze root causes of system deficiencies, examine safety trends, regulatory deficiencies and safety management development in order to reduce the risk to General Aviation in Alaska.

Core Activity: Fatal and Serious Injury (FSI) Accident Workgroup

The Alaskan Flight Review pamphlet will lay out maneuvers and procedures to be covered during a flight review for both VFR pilots and IFR pilots operating in the State of Alaska. The maneuvers and procedures will be based on accident data and findings provided by the FSI accident workgroup.

Activity Target 1:

Develop and distribute an Alaskan Flight Review pamphlet which lays out maneuvers and procedures to be covered during a flight review for both Visual Flight Rules (VFR) pilots and Instrument Flight Rules (IFR) pilots operating in the State of Alaska. The maneuvers and procedures will be based on accident data and findings provided by the FSI accident workgroup. Once developed, the pamphlet will be distributed to all Alaska-based Certified Flight Instructors. Due March 31, 2014

Core Business Measure: AVS Service/Office Core Business - Safety

This is the repository for AVS every day core business which is carried below core in Business Plan Builder.

Core Business Initiative: AVS Service/Office Core Business - Safety

This is the repository for AVS every day core business which is carried below Core in Business Plan Builder.

Core Activity: AFS Core Business - Safety

The Flight Standards Service (AFS) promotes safe air transportation by setting the standards for certification and oversight of airmen, air operators, air agencies, and designees. They also promote flight of civil aircraft and air commerce safety by

accomplishing certification, inspection, surveillance, investigation, and enforcement, setting regulations and standards, and managing the system for registration of civil aircraft and all airmen records. AFS set regulations and standards for airmen, operators, and air agencies. They determine eligibility/issues a certificate for airmen, operator, or air agency. Continued Operational Safety activities include: a) inspections and surveillance to ensure compliance with regulations; b) investigations to determine causal factors of potential or actual problem areas and determines corrective action; c) enforcement action when FAA regulations have been violated, and; d) maintaining the registration of U.S. civil aircraft and certification of airmen. AFS promotes system safety through safety education programs.

Activity Target 1:

This is the repository for AFS every day business conducted below AVS Core in Business Plan Builder. Due September 30, 2014

Core Activity: AVP Core Business - Safety

The Office of Accident Investigation and Prevention (AVP) integrates accident/incident investigation and analysis based on SMS principles. They manages the FAA Safety Recommendations and NTSB Safety Recommendations program, manages the AVS SMS, and lead for the Aviation Safety Information Analysis and Sharing (ASIAS) program. Provide standards for corrective measures that include: a) quick corrective measures based on accident data; b) FAA safety recommendations; and c) NTSB safety recommendations. AVP continues operational safety by investigating accidents, incidents, and coordinating FAA-wide participation in investigations. Performs analysis to identify trends; Measure effectiveness of interventions. Data driven training & quality assurance involves: a) training Oversight (office visits and awards); b) developing, coordinating, directing, controlling, and ensuring the adequacy of national programs, plans, policies, procedures, and priorities that govern the integration of key safety data/analysis and safety decision support across the AVS enterprise. Responsible for development of AVS Safety Management System (SMS) - Coordinates SMS activities across the cabinet-level agencies involved in the Joint Planning and Development Office (JPDO).

Activity Target 1:

This is the repository for AVP every day business conducted below AVS Core in Business Plan Builder. Due September 30, 2014

Core Activity: AAM Core Business - Safety

The Office of Aerospace Medicine (AAM) manages a broad range of medical programs and services for

both the domestic and international aviation communities. Including: Pilot medical certification; FAA employees and aviation industry drug and alcohol testing; medical clearance of air traffic control specialists and other FAA employees who are required to meet medical standards to perform safety-sensitive duties, and; Aerospace medical education and research and occupational health awareness program. Standards: a) FAA employee and airmen medical regulations, standards, policies and procedures; b) Manages the regulation and oversight of industry drug and alcohol testing programs; c) Medical review of all positive drug cases of Dept. of Transportation (DOT) employees; d) Oversees FAA employee substance abuse testing program. Medical Certification and Research: a) Certification/qualification of airmen and other persons associated with safety in flight; b) Agency occupational health programs; c) Conducts aerospace medical research. Aerospace Medical Education: a) Manages the designated Aviation Medical Examiner (AME) system; b) Oversees aerospace medical education and agency health awareness; c) Maintains liaisons with other governmental agencies and private, professional, and technical organizations to ensure maximum support of the national aerospace medicine effort.

Activity Target 1:

This is the repository for AAM every day business conducted below AVS Core in Business Plan Builder. Due September 30, 2014

Core Activity: AIR Core Business - Safety

The Aircraft Certification Service (AIR) administers safety standards governing the design, production, and airworthiness of civil aeronautical products and oversees design, production, and airworthiness certification programs to ensure compliance with prescribed safety standards. They provide safety performance management to ensure continued operational safety of aircraft and works with aviation authorities, manufacturers, and other stakeholders to help them successfully improve the safety of the international air transportation system. AIR sets regulations and standards for design, production, and airworthiness of civil aeronautical products. Certification for eligibility and issues include design approvals for aircraft, engines, propellers, and parts; production approvals for manufacturers, and; airworthiness certificates for aircraft and parts. Continued operational safety by overseeing Production Approval Holders; conducting inspections and surveillance to ensure compliance with regulations; monitoring continued operational safety of civil aircraft fleet investigations to determine causal factors of potential or actual problem areas and determines corrective action; promoting safety management, and; taking enforcement action when FAA regulations have been violated.

Activity Target 1:

This is the repository for AIR every day business conducted below AVS Core in Business Plan Builder. Due September 30, 2014

Core Activity: AOV Core Business - Safety

The Office of Air Traffic Oversight Service (AOV) approves safety standards, monitors compliance with safety standards, and oversees the Performance Based Organization (PBO) an organization comprised of components of the FAA that provide air traffic services.

Standards:

- Approves or accepts development of new or modifications of existing Air Traffic Organization (ATO) safety standards
- Establish requirements for the ATO Safety Management System (SMS)
- Provide policy and guidance for conducting Safety Risk Management Documentation

Certification:

- AOV Credentialing Program for ATO safety personnel
- Control Tower Operation Certificates

Continued Operational Safety:

- Provide surveillance and oversight of the ATO through scheduled and unscheduled compliance audits
- Conduct or participate in investigations of air traffic related accidents/incidents
- Monitor daily operations in the National Airspace System (NAS)
- Review and approve ATO SMS
- Analyze ATO data and processes for safety improvements

Activity Target 1:

This is the repository for AOV every day business conducted below AVS Core in Business Plan Builder. Due September 30, 2014

Core Activity: ARM Core Business - Safety

The Office of Rulemaking (ARM) coordinates the rulemaking process for the Agency; provides general rule information on published regulatory documents. Rulemaking committees provide advice and recommendations for aviation-related issues, aging system reviews, and terminal area operations.

Standards:

- Issue Notice of Proposed Rulemaking (NPRM)
- Disposition of comments
- Publish Final Rule

Continual Operations Safety: process exemption requests from regulated entities

Activity Target 1:

This is the repository for ARM every day business conducted below AVS Core in Business Plan Builder. Due September 30, 2014

Core Activity: AQS Core Business - Safety

The Office of Quality, Integration, & Executive Services (AQS) oversees the AVS QMS System-level processes and coordinates the integration of business and operational processes across AVS.

AVS-wide Guidance:

- Business planning
- Financial management
- Human resource management
- Information technology services

Oversees the FAA Whistleblower Protection Program

Oversees the AVS Environmental Protection Policy (EPO)

Activity Target 1:

This is the repository for AQS every day business conducted below AVS Core in Business Plan Builder. Due September 30, 2014

Core Business Measure: OIG/GAO audits and recommendations

AAE will provide FAA formal responses to OIG reports to OST within 30 business days for 75% of OIG reports received in FY14.

Core Business Initiative: Track OIG/GAO audits and recommendations

Improve response of FAA draft formal responses to OIG reports and FAA reconsidered responses to OIG final reports in accordance with DOT Order 8000.6x

Core Activity: AVS Formal Responses to OIG Final Draft Audit Reports

Provide draft formal responses to OIG Final Draft reports to AAE within 15 business days of receipt for 75% of OIG Final Draft reports received in FY2014.

Activity Target 1:

Submit to AAE draft formal responses to OIG Final Draft reports, within 15 business days of receipt by AVS, for 75% of OIG Final Draft reports received in FY2014. Due September 30, 2014

Core Activity: AVS draft reconsidered responses to OIG final reports

75% of draft reconsidered responses to OIG final reports are provided within 30 business days of

receipt.

Activity Target 1:

Submit to AAE draft reconsidered responses to OIG final reports, within 25 business days of receipt by AVS, for 75% of OIG final reports received in FY14. Due September 30, 2014

Core Business Measure: Commercial Air Carrier Fatality Rate

Reduce the commercial air carrier fatalities per 100 million persons on board by 24 percent over 9-year period (2010-2018). No more than 6.2 in 2018. FY 2014 Target: 7.2

Core Business Initiative: Commercial Standards and Policy

Provide project management and analytical support on regulations, minimum standards, guidance, procedures, rulemaking and Advisory Circulars (ACs).

Core Activity: Process Exemptions

Issue all necessary exemptions in a timely manner.

Activity Target 1:

With the exception of petitions for reconsideration, process (grant, deny, or close out) 85% of the exemption requests within 120 days of receipt during the current fiscal year processing cycle (June 3, 2013 - June 2, 2014). Due September 30, 2014

Activity Target 2:

Grant, deny, or close out 90% of open exemption requests received through the previous fiscal year processing cycle (June 3, 2012 - June 2, 2013). Due September 30, 2014

Core Activity: Part 23 Reorganization Rulemaking Action Plan

Prepare the Part 23 Reorganization Rulemaking Action Plan (RAP) for submission to the FAA Rulemaking Council.

Activity Target 1:

Submit to AIR-1 the final draft of the Part 23 Reorganization Rulemaking Action Plan (RAP). (This draft will be fully coordinated and ready for submittal to the Council on this date.) Due September 30, 2014

Core Activity: FAA-wide Rulemaking Prioritization

Refine the FAA-wide rulemaking prioritization process by addressing feedback from FY2013 testing and modifying the safety component to reflect new safety risk severity and likelihood definitions for the annual Call for Potential Rulemaking conducted in 4th quarter FY2014. Due

by September 30, 2014.

Activity Target 1:

Modify the Rulemaking Prioritization safety component considering safety risk severity and likelihood used in Order 8040.4 in the annual Call for Potential Rulemaking conducted in FY2014. Due June 30, 2014

Activity Target 2:

Review and incorporate feedback from the FY2013 prioritization beta test in the annual Call for Potential Rulemaking conducted in FY2014. Due July 30, 2014

Core Activity: Rule Approval

AOA, or OPR Director as appropriate, provides final FAA approval for 85% of rules within 90 days of the Council approval schedule date. (For harmonized rules, AOA has delegated signature authority to AIR-1).

Activity Target 1:

AOA, or OPR Director as appropriate, provides final FAA approval for 85% of rules within 90 days of the Council approval schedule date. (For harmonized rules, AOA has delegated signature authority to AIR-1). Due September 30, 2014

**Core Business Initiative:
Commercial Surveillance**

Conduct routine surveillance activities to identify weaknesses, analyze root causes of system deficiencies, examine safety trends, regulatory deficiencies and safety management development in order to become more proactive in our approach to safety in Commercial Aircraft.

**Core Activity: FAA Safety
Recommendations**

Coordinate with other lines of businesses the responses necessary to provide a follow-on response to all 45 FAA Safety Recommendations issued prior to 2012 that have not received an update since CY2012. Due by September 30, 2014.

Activity Target 1:

Provide a follow-on response to all 45 FAA Safety Recommendations that have not received an update since CY2012. Due September 30, 2014

Core Activity: System Audits

Ensure continuous operational safety of the NAS by conducting safety oversight of the Air Traffic Organization (ATO) utilizing data-supported risk-based audits.

Activity Target 1:

Conduct risk-based audits of 60 facilities. Due September 30, 2014

Activity Target 2:

Conduct risk-based audits of 15 Technical Operations locations. Due September 30, 2014

**Core Activity: National Transportation
Safety Board (NTSB) Safety
Recommendations**

AVS will continue to lead ongoing agency efforts to effectively address NTSB safety recommendations issued to the FAA by (1) Completing actions on 50 NTSB recommendations to the satisfaction of the Administrator and (2) Completing actions on 15 of the 42 open recommendations issued between 1994-2004, to the satisfaction of the Administrator. Due by September 30, 2014.

Activity Target 1:

Complete action on 15 of the 42 open recommendations issued between 1994-2004 to the satisfaction of the Administrator. This is dependent upon program offices across the FAA. Due September 30, 2014

Activity Target 2:

For FY2014, action on 50 recommendations will be completed to the satisfaction of the Administrator. This is dependent upon program offices across the FAA. Due September 30, 2014

**Core Activity: Drug Program
Surveillance**

Conduct all necessary surveillance and inspections and all necessary audits and evaluations to ensure that people, equipment, and organizations using the NAS meet minimum safety requirements.

Activity Target 1:

Aviation industry random testing of safety-sensitive employees results in no more than one percent (1%) positives for drugs and no more than one half of a percent (0.5%) violations for alcohol. Due September 30, 2014

Activity Target 2:

Schedule and inspect a minimum of 1400 regulated aviation industry drug and alcohol testing programs for compliance with 14 CFR Part 120 and 49 CFR Part 40. Due September 30, 2014

**Core Activity: ATC Regional Medical
Exams**

Conduct and complete medical testing.

Activity Target 1:

Process all ATCS drug tests within 7 business days of receiving all verifying information from the drug test laboratory and DOT. Due September 30, 2014

Activity Target 2:

Ensure regional medical offices process ATC medical exams within 20-business days of receiving a complete medical file. Due September

Core Business Initiative: Commercial Partnership and Outreach

Work with aviation safety partners, industry and other stakeholders to respond to recommendations and provide public outreach that improves Commercial Aviation safety.

Core Activity: CAST Lead

Continue to pursue joint identification and analysis of safety issues within CAST.

Activity Target 1:

Present to CAST for adoption the identified safety enhancements from the RNAV Departure/STAR Ops study. Due February 28, 2014

Activity Target 2:

Present to CAST for adoption the identified SEs from the Runway Excursion study. Due August 30, 2014

Core Activity: FAA Internal ASIAs Data Access

Expand Internal ASIAs access to appropriate LOBs.

Activity Target 1:

Conduct ASIAs outreach and analytical training with two FAA regions. Due September 30, 2014

Core Activity: GA JSC Lead

Complete the analysis of the remaining Loss of Control (LoC) accidents and develop two safety enhancements for JSC approval. Due by June 30, 2014.

Activity Target 1:

Complete the analysis of the remaining Loss of Control (LoC) accidents and develop safety enhancements for JSC approval. Due June 30, 2014

Core Business Initiative: Commercial Certification

Implement and manage systems to certify Commercial pilots, programs, aircraft types, air traffic controllers, operating locations, business plans, technology and training.

Core Activity: Processing Time

Issue medical certificates in a timely manner indicating safety standards have been met.

Activity Target 1:

Ensure priority examinations maintain a rolling average processing time of 40 days or less. Due September 30, 2014

Core Business Initiative: Commercial Research

Conduct research and development to investigate new methods, processes and materials that can increase safety.

Core Activity: Human Factors Research

Conduct an integrated program of field and laboratory research on the organizational and human aspects of aerospace work environments for pilots, flight attendants, air traffic control specialists, and others.

Activity Target 1:

Complete a review and system evaluation that includes an analysis and documentation of the UAS pilot/operator and other crew member training, certification requirements, and a summary of research that is relevant to the visual observance of unmanned aircraft from ground observers. Due September 30, 2014

Core Activity: ASIAs Data Management

Increase capability of ASIAs to access and monitor safety data to support the FAA, Commercial Aviation Safety Team (CAST) and the General Aviation Joint Steering Committee (GAJSC)). Expand capability of ASIAs by Demonstrating the fusion of Surveillance Broadcast Services (SBS) Data with the ASIAs Flight Story. Due by September 30, 2014.

Activity Target 1:

Demonstrate the results of fusing data from Surveillance Broadcast Services (SBS) with the ASIAs Flight Story which includes the integration of data from threaded track surveillance, weather, airport, voluntary safety reports and digital flight data. Due September 30, 2014

Core Activity: Aerospace Medical Equipment Needs (AMEN)

Programs, such as the Aerospace Medical Equipment Needs (AMEN) program, that are considered strategically important to the agency must complete pre-selected milestones by the JRC approved due date. These milestones support the agency Critical Acquisitions on Schedule Goal.

Activity Target 1:

Award the altitude chamber control system contract. Due July 31, 2014

Activity Target 2:

Award the altitude chamber air handling system contract. Due July 31, 2014

Activity Target 3:

Place the impact sled system in service. Due September 30, 2014

Activity Target 4:

Place the aircraft cabin evacuation research facility in service. Due September 30, 2014

Core Business Initiative: SYSTEMS SAFETY MANAGEMENT TRANSFORMATION, (CIP#:G07M.02-01) (CIP#:G07M.02-01)

This program researches comprehensive and proactive approaches to analyzing aviation safety related to the implementation of NextGen capacity and efficiency capabilities. Safety programs require the capability to merge and analyze diverse sets of aviation information to expose and track precursors to incidents/accidents. Safety analysis allows the FAA and aviation industry to understand emerging risks before they become potential safety issues. This research also enables safety assessments of proposed NextGen concepts, algorithms, and technologies including operational and performance impacts of NextGen system alternatives. This project supports the development and implementation of integrated safety management systems across the air transportation system to ensure that the safety risk throughout the system is managed to an acceptable level. A demonstration will be conducted of a National Level System Safety Assessment working prototype that will proactively identify emerging risks as NextGen capabilities are defined and implemented. Mechanisms to define and support comprehensive and cooperative risk-based approaches to safety and safety oversight will be prototyped to monitor operational safety and determine the safety implications of operational changes (primarily NextGen related) to the air transportation system. Guidance materials developed in 2012 are delivered to relevant program offices for integration into annual training activities including coordination conference held to produce an integrated SRM practice manual for all operational Line of Business (LOBs) (Air Traffic Organization (ATO), Aviation Safety, Office of Commercial Space Transportation and Office of the Associate Administrator for Airports).

Core Activity: System Safety Assessment (SSA), SYSTEMS SAFETY MANAGEMENT TRANSFORMATION, (CIP#:G07M.02-01)

This project supports the development and implementation of integrated safety management systems across the air transportation system. The integrated management system will ensure safety risk throughout the air transportation system is managed to an acceptable level. Mechanisms to define and support comprehensive and cooperative risk-based approaches to safety and safety oversight will be prototyped. The prototype will be used to monitor operational safety and determine the safety implications of operational changes (primarily NextGen related) to the air transportation system.

Activity Target 1:

Expand the Integrated Safety Assessment Model to CORE 30 airports to enable generation category -specific risk baselines. Due September 30, 2014

Core Activity: Safety Risk Management (SRM), SYSTEMS SAFETY MANAGEMENT TRANSFORMATION, (CIP#:G07M.02-01)

This project supports the development and implementation of integrated safety management systems across the air transportation system. The integrated management system will ensure safety risk throughout the air transportation system is managed to an acceptable level. Mechanisms to define and support comprehensive and cooperative risk-based approaches to safety and safety oversight will be prototyped. The prototype will be used to monitor operational safety and determine the safety implications of operational changes (primarily NextGen related) to the air transportation system.

Activity Target 1:

Incorporate hazard data collected FAA-wide into the integrated Safety Assessment Model (ISAM). Incorporation will be done by applying a standard hazard taxonomy. Due September 30, 2014

Activity Target 2:

Produce a hazard-based risk analysis of the NextGen Impacts: 2014-2019. Due September 30, 2014

Core Business Initiative: Safety, Security, Environment - Aviation Safety Information Analysis and Sharing (ASIAS), (CIP#:G07A.02-01) (CIP#:G07A.02-01)

The ASIAS program is an information safety analysis and data sharing collaboration involving industry and government to proactively analyze broad and extensive data to advance aviation safety. The primary objective of ASIAS is to provide a national resource for use in discovering common, systemic safety problems that span multiple airlines, fleets and regions of the global air transportation system. ASIAS leverages internal FAA datasets, airline proprietary safety data, publicly available data, manufacturers' data and other data. ASIAS fuses these data sources in order to identify safety trends in the National Airspace System (NAS), leading to a comprehensive and proactive approach to aviation safety in conjunction with implementation of NextGen capacity and efficiency capabilities. ASIAS has initiated the process of proactively analyzing, identifying and monitoring the data for potential high risk safety issues that might otherwise remain hidden until uncovered in post-incident investigations. New automated processes will

facilitate advanced analysis of comprehensive data which will provide new insights about potential safety risks in both the current NAS and as the NAS evolves to NextGen. Analyses, using these advanced safety analytical capabilities, can be performed that would not be available to individual stakeholders performing similar analysis. Safety information discovered through ASIAs analytic activities will be used across the FAA and industry to drive improvements and support Safety Management Systems (SMS). ASIAs supports both the safety risk management and safety assurance functions of SMS by providing the data, technology and actionable results to enable the FAA and ASIAs users to optimize SMS safety risk management performance. The activities in the program include: 1. The research will develop ASIAs capabilities that build upon and extend existing capabilities for managing and processing aviation performance data, 2. The development of tools that convert both textual and numeric data into information, and 3. The creation of visualization capabilities that aid causal/contributing factor analyses and risk assessment.

Core Activity: Safety, Security, Environment - Aviation Safety Information Analysis and Sharing (ASIAs), (CIP#:G07A.02-01)

The Aviation Safety Information Analysis and Sharing (ASIAs) program is an information safety analysis and data sharing collaboration involving industry and government to proactively analyze broad and extensive data to advance aviation safety. The primary objective of ASIAs is to provide a national resource for use in discovering common, systemic safety problems that span multiple airlines, fleets and regions of the global air transportation system. ASIAs leverages internal FAA datasets, airline proprietary safety data, publicly available data, manufacturers' data and other data. ASIAs fuses these data sources in order to identify safety trends in the National Airspace System (NAS), leading to a comprehensive and proactive approach to aviation safety in conjunction with implementation of NextGen capacity and efficiency capabilities. ASIAs has initiated the process of proactively analyzing, identifying and monitoring the data for potential high risk safety issues that might otherwise remain hidden until uncovered in post-incident investigations. New automated processes will facilitate advanced analysis of comprehensive data which will provide new insights about potential safety risks in both the current NAS and as the NAS evolves to NextGen. Analyses, using these advanced safety analytical capabilities, can be performed that would not be available to individual stakeholders performing similar analysis. Safety information discovered through ASIAs analytic activities will be used across the FAA and industry to drive improvements and support Safety Management Systems (SMS). ASIAs supports both the safety risk management and safety assurance

functions of SMS by providing the data, technology and actionable results to enable the FAA and ASIAs users to optimize SMS safety risk management performance. The activities in the program include: 1. The research will develop ASIAs capabilities that build upon and extend existing capabilities for managing and processing aviation performance data, 2. The development of tools that convert both textual and numeric data into information, and 3. The creation of visualization capabilities that aid causal/contributing factor analyses and risk assessment.

Activity Target 1:

Deploy the Airport Safety Event Metrics Overview (ASEMO) dashboard, which combines several airport geographic-centric visualization tools to enable Aviation Safety Information Analysis and Sharing (ASIAs) users to customize parameters and displays to meet their specific safety analysis needs. Due September 30, 2014

Activity Target 2:

Develop data visualization tools to enable Aviation Safety Information Analysis and Sharing (ASIAs) participants to customize safety metrics parameters and output display formats to meet their specific safety analysis needs. Due September 30, 2014

Core Business Measure: General Aviation Fatal Accident Rate

Reduce the general aviation fatal accident rate to no more than 1 fatal accident per 100,000 flight hours by 2018. No more than 1.05 fatal accidents per 100,000 flight hours in FY2014.

Core Business Initiative: General Aviation Certification

Implement and manage systems to certify General Aviation pilots, programs, aircraft types, operating locations, business plans, technology and training.

Core Activity: Reduce General Aviation Fatalities

Promote the reduction of the general aviation accident rate by supporting the General Aviation Joint Steering Committee (GAJSC) and International Helicopter Safety Team (IHST) focusing on airman certification and operating standards. Make revisions to training and operations guidance/policy based on data analysis conducted by GAJSC.

Activity Target 1:

Based on data analysis, implement safety enhancements generated and accepted by GAJSC working groups. All safety enhancements will be implemented within the timeframes approved by the GAJSC. Due September 30, 2014

Activity Target 2:

Based on data analysis, implement safety enhancements generated and accepted by US Helicopter Steering Committee (USHST) working groups. All safety enhancements will be implemented within the timeframes recommended by the IHST. Due September 30, 2014

Core Activity: Overhaul Airmen Testing

Overhaul Airman Testing Standards and Training based on the Administrator's call to improve on GA Safety and on Aviation Rulemaking Advisory Committee (ARAC) recommendations.

Activity Target 1:

Develop a plan and requirements for a new knowledge test question management software and/or service. Issue Request for Proposal (RFP). Due September 30, 2014

Activity Target 2:

Provide opportunity for industry stakeholder groups to provide ongoing input on the content of informational handbooks, Practical Test Standards, and testing information. Due September 30, 2014

Core Activity: FFAST Program Implementation

Implement a restructured FAA Safety Team (FAASafetyTeam) program in order to standardize the Agency safety message and improve cross utilization of FAASafetyTeam Program Managers. Support the use of data to identify accident causal factors, which will enable a more efficient and effective strategy for risk mitigation and a reduction in the GA fatal accident rate.

Activity Target 1:

Revise FAASafetyTeam policy and work processes as necessary in order to support the realignment of FAASafetyTeam Program Managers to field offices. Due September 30, 2014

Activity Target 2:

Using risk analysis of data from the GAJSC, develop and conduct at least one major national outreach event on general aviation safety. Record, produce, and distribute the event via FAASafety.gov, YouTube, and other national outlets as appropriate. Due September 30, 2014

Activity Target 3:

Working with AIT, evaluate hosting locations for the FAASafety.gov website and determine the most effective and economical location for hosting the website, including relocation, if necessary. Due September 30, 2014

Deliver Benefits Thru Technology/Infrastructure

AVS plays an important supporting role in this area. The Air

Traffic Organization oversees a majority of the activities for this goal area.

The AVS Business Plan supports initiatives such as integrating new user entrants into the National Airspace System such as unmanned aircraft systems (UAS); focusing on achieving the benefits of NextGen by optimizing airspace and performance-based navigation through efforts like NAVLean and New York Operational initiatives; and conducting research and development to investigate new methods, processes and materials that can increase safety and efficiency.

Strategic Measure: Accommodating New User Entrants and Commercial Space Transportation into the NAS

Develop a strategy to ensure the integration of new user entrants and commercial space transportation into the NAS.

Strategic Initiative: Integrate New User Entrants/UAS

Safely and efficiently integrate new types of operations, such as commercial space and unmanned aircraft, into the NAS and enable the benefits these operations will provide.

Strategic Activity: UAS Access

Support integration of UAS into the NAS by completing the source selection required for establishment of six test sites and establish at least one test site by September 30, 2014.

Activity Target 1:

Submit the revised UAS NAS Integration Roadmap to OMB for final coordination. Due August 30, 2014

Activity Target 2:

Support integration of UAS into the NAS by completing the source selection required for establishment of six test sites. Due January 30, 2014

Activity Target 3:

Support integration of UAS into the NAS with the establishment of one test site. Due September 30, 2014

Strategic Activity: sUAS NPRM Issuance

FAA must lay the groundwork to ensure the NAS supports the rising demand for these systems and operates cohesively. The outcome will provide us with the ability to consistently and safely handle small UAS in the NAS by streamlining the regulation for a new simplified small UAS rule. Input through SIG.

Activity Target 1:

Develop a new streamlined regulatory approach to integrate small UAS into NAS. NPRM to be

approved by Administrator Due September 30, 2014

Core Business Measure: AVS Core NextGen System Development

Implement key projects that have broad applicability across the solution sets and to NextGen overall. Such projects include work in support of safety management systems, environment and energy management systems, as well as human factors research and testing and computer modeling aimed at validating operational concepts.

Core Business Initiative: NextGen Integration & Implementation

Lead AVS efforts to implement AVS NextGen related plans and integrate AVS plans into FAA plans lead by ANG.

Core Activity: AFS Support of the AVS Workplan for NextGen

Support the implementation of the AVS NextGen Implementation Plan.

Activity Target 1:

Complete all AFS FY2014 tasks defined in the NextGen Implementation Plan. Due September 30, 2014

Core Business Measure: Drive Continuous Efficiency Improvement & Cost Control

Achieve documented cost savings and cost avoidance of \$41.53 million in FY 2014.

Core Business Initiative: Productivity and Financial Metrics

Each FAA organization will develop, track, and report quarterly on a comprehensive measure of its operating efficiency or financial performance. These measures will include: ATO cost per controlled flight, staff office overhead rates and cost per accounting transaction.

Core Activity: AVS Efficiency Measure: Ratio of Safety to Non-Safety Labor Costs

AVS will report to ABA quarterly on safety-related labor costs as a percentage of total AVS labor costs. This measure will be used to track the amount of time spent on AVS' primary mission - safety. The safety ratios will be monitored by executives. FY 2014 Target: Between 74% and 80%

Activity Target 1:

Provide updated FY 2015 measure template for review and approval, allowing sufficient time to be included in the FY 2015 Business Plan. Due May

30, 2014

Activity Target 2:

No more than 26% of AVS total labor costs will be non-safety related. AVS will track and report progress within 45 days of quarter close to ABA. Due September 30, 2014

Core Business Measure: Small Business and Corporate Citizenship

Award at least 25% of the total direct procurement dollars to small businesses, thereby promoting small business development and good corporate citizenship by September 30, 2014.

Core Business Initiative: Award Procurement Dollars

Award at least 25% of the total direct procurement dollars to small businesses, thereby promoting small business development and good corporate citizenship.

Core Activity: Awarding of Procurement Dollars

Special emphasis on small, disadvantaged and women-owned, and service-disabled veteran-owned businesses.

Activity Target 1:

Award 25% of AVS' procurement dollars to Small Businesses. Due September 30, 2014

Core Business Measure: Performance Based Navigation

Optimize airspace and Performance Based Navigation (PBN) procedures to improve efficiency an average of 10 percent across core airports by 2018.

Core Business Initiative: NAVLean

Advance the completion of NAV Lean by 2015 Navigation (NAV) Procedures Project (or NAV Lean) consists of recommendations for improving and streamlining our Instrument Flight Procedure (IFP) processes. The goal for Fiscal Year 2014 is to accomplish 70% of the NAV Lean FY2014 activities to streamline Instrument Flight Procedures (IFP)

Core Activity: NAVLean Support - Recommendation #9

Complete activities identified to be accomplished in FY2014 that are associated with NAV Lean Recommendation 9; Standardize data precision, resolution, and rounding values.

Activity Target 1:

Implement standards modification to FAA Orders and/or ACs. Due September 30, 2014

Core Activity: NAVLean Support - Recommendation #19

Complete activities identified to be accomplished in FY2014 that are associated with NAV Lean Recommendation 19; Amend FAA Order 8260.19 to define the life cycle policy for IFP development to include: environmental requirements; SMS requirements; Operations and Aircraft Approval requirements; criteria revisions; revisions as necessary by other LOBs such as Airports and Air Traffic; and definition of "minor" amendments (i.e., changes to existing IFPs that are eligible for "fast tracking").

Activity Target 1:

Amend applicable orders by drafting changes, coordinating changes, and implementing signed changes. Due September 30, 2014

Core Activity: NAVLean Support - Recommendation #21

Complete activities identified to be accomplished in FY2014 that are associated with NAV Lean Recommendation 21; Establish a Web-based Operations (WebOPSS) Approval entry portal and a Web-based work package to accommodate the needs of LOBs.

Activity Target 1:

Complete Functional and system requirements for the Integrated Flight Procedures (IFP) Operational application process. Due January 31, 2014

Activity Target 2:

Complete Design Review of the IFP application process and beta test the approval tree. Due September 30, 2014

Activity Target 3:

Complete the expansion of the Aircraft Listing Table contained in WebOPSS. Due September 30, 2014

Core Business Measure: Average Daily Capacity

Maintain an average daily capacity for core airports of 58,166, or higher, arrivals and departures.

Core Business Initiative: NY Operational Initiatives

As identified with industry stakeholders, continue implementing operational initiatives at the New York Metropolitan airports.

Core Activity: New York Operational Initiatives

As identified with industry stakeholders, continue implementing operational initiatives at the New York Metropolitan airports to improve efficiency and reduce delays

Activity Target 1:

AEA-220 will distribute and review checklists returned by ATO TechOps, Airports and ATO Terminal in support of the proposed SA CAT II Instrument Approach Procedures for Runway 16 at HPN, and Runway 06 at ISP. Due September 30, 2014

Core Business Measure: Major System Investments

90% of major baselined acquisition programs must be maintained within 10% of their current acquisition cost, schedule and technical performance baseline as of the end of fiscal year 2014. Due September 30, 2014

Core Business Initiative: NextGen Implementation Plan

Expand FAA's NextGen Implementation Plan to incorporate critical path decisions and milestones necessary to accomplish the Mid-Term commitments.

Core Activity: FAA NextGen Implementation Plan

Publish the Next Generation Implementation Plan reflecting the agency and aviation community priorities.

Activity Target 1:

Working through the cross-agency workgroup, develop key messages and annotated outline for incorporation into the NextGen Implementation Plan for approval by FAA executives. Due October 18, 2013

Activity Target 2:

Working through the cross-agency workgroup, develop, review, and provide comments on draft 1 NextGen Implementation Plan. Due January 17, 2014

Activity Target 3:

Working through the cross-agency workgroup, develop, review, provide comments, and resolve comments on draft 2 NextGen Implementation Plan. Due March 3, 2014

Activity Target 4:

Provide all final comments and clearances necessary for the NextGen Organization to provide NextGen Implementation Plan to OMB thirty days after the President's budget submission to Congress. Due April 25, 2014

Core Business Initiative: Sustain a Strong Acquisition Workforce

Ensure FAA has the staffing and skill mix to successfully manage NextGen and other major acquisitions by implementing and annually updating FAA's Acquisition Workforce Plan and training, developing and certifying personnel in key acquisition professions.

Core Activity: Train and Certify FAA's Acquisition Workforce

Train, develop, and certify agency personnel in key acquisition professions.

Activity Target 1:

90% of program managers managing ACAT 1-3 programs and/or major acquisition programs as defined by FAA and OMB Circular A-11 attain/maintain certification requirements in accordance with AMS policy. Due September 30, 2014

Activity Target 2:

Increase by 5% the number of AVS CORs that attain COR certification. Due September 30, 2014

Core Business Measure: GA Replacement Fuel

Establish the Technical Evaluation Committee (TEC) and submit a final list of Selection Criteria and Rating Scales to the William J. Hughes Technical Center Contracts Department by September 30, 2014.

Core Business Initiative: Research and Development

Conduct research and development to investigate new methods, processes and materials that can increase safety and efficiency.

Core Activity: Avgas Transition

Transition to an unleaded Avgas.

Activity Target 1:

ARC Actions: Establish the Technical Evaluation Committee (TEC) and submit a final list of Selection Criteria and Rating Scales to the William J. Hughes Technical Center Contracts Department. Due September 30, 2014

Core Business Measure: FAA Environmental Management System (EMS)

APL is leading the FAA in maintaining an effective Environmental Management System pursuant to Executive Orders 13423/13514 and providing technical direction, oversight and support to the FAA in meeting these EO and environmental goals. The FAA EMS Steering Committee is led by AEE and is composed of the appropriate LOB's and staff offices. AEE will develop FAA-wide training, and coordinate EMS performance reporting.

Core Business Initiative: FAA Environmental Management System (EMS)

APL is leading the FAA in maintaining an effective Environmental Management System pursuant to

Executive Orders 13423/13514 and providing technical direction, oversight and support to the FAA in meeting these EO and environmental goals. The FAA EMS Steering Committee is led by AEE and is composed of the appropriate LOB's and staff offices. AEE will develop FAA-wide training, and coordinate EMS performance reporting.

Core Activity: AVS Support for EMS

AVS is committed to achieving and maintaining excellence and leadership in protecting the environment. AVS seeks to achieve its mission to promote aviation safety by developing effective means to sustain the highest level of aviation safety while incorporating environmental consciousness into its policy-making processes.

Activity Target 1:

Conduct five internal EMS audits and one management review, report status to AEE. Due September 30, 2014

Core Business Measure: Support Sustainability and Environmental Objectives

Achieve at least 3 out of 4 initiatives in the FY14 business plan: 1) ARC: Fleet Management, 2) ARC: Water Management, 3) AIT: IT Greening and 4) ACQ: Green Purchasing. Due September 30, 2014

Core Business Initiative: NAT: Fleet Management

Reduce FY-2014 agency petroleum consumption by government fleet vehicles by 18% from the FY-2005 baseline, a maximum consumption of 2,286,254 gasoline-equivalent units. In accordance with Executive Order 13514, federal agencies must reduce vehicle fleet petroleum consumption at a minimum of 2% annually through FY-2020, relative to a FY-2005 baseline.

Core Activity: Fleet Management

In accordance with Executive Order 13514, support the Agency to achieve an 18% decrease in vehicle fleet petroleum consumption over the FY2005 baseline.

Activity Target 1:

Minimize the AVS petroleum consumption to no more than 253,137 gasoline gallon equivalents (GGEs) during FY2014. Due September 30, 2014

Enhance Global Leadership

AVS plays an important supporting role in this area. The Office of Policy, International Affairs, and Environment oversees a majority of the activities for this goal area.

AVS's core business plan supports the Global Leadership initiative to improve safety, air traffic efficiency and environmental sustainability across the globe through an

integrated, data-driven approach that shapes global standards, enhances collaboration and harmonization, and better targets FAA resources and efforts.

Core Business Measure: Agreement Coordination

Manage the FAA agreement process and initiate development of new agreements within 30 days upon requests.

Core Business Initiative: International Leadership

Collaborate with other civil aviation authorities to enhance aviation safety globally.

Core Activity: International Agreements

Collaborate with other civil aviation authorities to enhance aviation safety globally using International Agreements.

Activity Target 1:

Coordinate with European Aviation Safety Agency (EASA) to develop an Annex on Pilot Licensing at the Private Pilot and Instrument Rating level. Submit draft Annex for upper management review and approval. Due September 30, 2014

Core Activity: TCCA PEP

Transport Canada Civil Aviation Program Efficiency Plan.

Activity Target 1:

Complete all FY2014 actions as defined in the FAA / Transport Canada (TCCA) Bilateral Program Efficiency Plan (PEP) FY2013 Final Report. Due September 30, 2014

Empower and Innovate with the FAA's People

AVS and other FAA organizations provide important support roles, often directed by the Assistant Administrator for Human Resource Management (AHR). We support AHR's efforts to prepare FAA's human capital for the future, by identifying, recruiting, and training a workforce with the leadership, technical, and functional skills to ensure the U.S. has the world's safest and most productive aviation sector.

Core Business Measure: AVS Core Organizational Health

This is the repository for initiatives that support the health of our organization. FY 2014 Target: AVS will maintain green on all supporting initiatives.

Core Business Initiative: Budget and Planning

Development, coordination and management of all AVS budget and planning related tasks.

Core Activity: AVS Staffing Model

Develop and manage AVS staffing models, staffing tool and reporting systems.

Activity Target 1:

Provide a Bi-annual program review to AVS no later than January 31, 2014 and July 31, 2014. Due July 31, 2014

Activity Target 2:

Maintain and review the AIR ASI model. Forecast due by December 31, 2013 and mid-year forecast July 31, 2014. Due September 30, 2014

Activity Target 3:

Maintain and review the AIR ASE model. Develop an AIR ASE ASTARS model integration plan. Forecast due by December 31, 2013 and mid-year forecast due by August 15, 2014. Due September 30, 2014

Activity Target 4:

Develop an interim AFS Model for the AVS Workforce plan by December 31, 2013. Create an AFS Workforce model with additional functionality and enhanced reports by September 30, 2014. Due July 31, 2014

Activity Target 5:

Complete the AIR SS initial model (reporting system) by March 31, 2014. Complete the SS model user acceptance testing by July 31, 2014. Complete Final SS Model by September 30, 2014. Due September 30, 2014

Core Activity: Lapsed Budget

The amount of unused Operations Appropriation dollars that expire on September 30, 2014 will not exceed 0.20 percent.

Activity Target 1:

Lapse no more than 0.20 percent of the AVS FY2014 budget. Due September 30, 2014

Core Business Initiative: Management and Business Services

Coordinate and oversee all administrative and management activities within the AVS to ensure process consistency and sound business practices.

Core Activity: Federal View Point Survey

Evaluate the AVS FedView Survey results and create an action plan.

Activity Target 1:

Evaluate the results of the 2013 Employee Viewpoint Survey and collaborate with our labor partners to create an action plan. Due March 31, 2014

Core Activity: IT Service Level Agreement (SLA)

Based on the language in the AFN/AVS SLA ensure business and IT expectations are being met.

Activity Target 1:

Release an AVS-approved plan to monitor and report on AFN/AVS SLA. Due April 30, 2014

Activity Target 2:

Conduct a quarterly program review of IT and submit to AVSMT. (Interim dates: Jan 30, 2014, April 30, 2014, July 30, 2014) Due September 30, 2014

Core Activity: OIG/GAO Audits and Congressional Reports

Coordinate and facilitate completion and timely submission of all required OIG/GAO audits and Congressional reports.

Activity Target 1:

No more than one required Report to Congress (RTC) will be submitted to AGI less than 60-days prior to its congressional due date. (There are less than 10 RTC's due during FY2014.) Due September 30, 2014

Activity Target 2:

Deliver AVS responses to GAO Final Reports on time to AAE for 75% of reports received in FY2014. Due September 30, 2014

Core Activity: Safety Awareness, Feedback and Evaluation Program

Evaluation of the stakeholder satisfaction feedback.

Activity Target 1:

Submit Safety Awareness, Feedback and Evaluation (SAFE) stakeholder satisfaction program documents to OMB for approval Due March 31, 2014

Core Business Measure: AVS Core People and Labor

This is the repository for initiatives involving people and labor. FY2014 Target: AVS will maintain green on all supporting initiatives.

Core Business Initiative: AVS Human Capital Management

Collaborate with AVS S/Os to implement effective and standardized policies in human resources, employee recognition, order and records and other employee related activities.

Core Activity: AVS Employee Safety

Support initiatives, programs and policies that improve agency-wide performance in employee safety and health in the workplace environment.

Activity Target 1:

AVS Services and Offices will conduct an OSH program management self-evaluation using the FAA Program Management Evaluation Checklist. Measures will include Policy, Leadership, and Worker Involvement in the OSH Program; OSH

Roles, Responsibilities, and Accountability; Occupational Safety and Health Training; Inspection and Abatement Programs; and Safety and Health Recordkeeping and Reporting. Due May 31, 2014

Activity Target 2:

AVS will conduct an AVS-wide OSH program management evaluation with input from each Service/Office using such measures as Policy, Leadership, and Worker Involvement in the OSH Program; OSH Roles, Responsibilities, and Accountability; Occupational Safety and Health Training; Inspection and Abatement Programs; and Safety and Health Recordkeeping and Reporting. Due June 30, 2014

Activity Target 3:

For inspection findings that are finalized on or before June 30, 2014, ensure all hazard abatement plans are completed within 30 days. Due July 31, 2014

Core Activity: Recruitment Strategies

Recruit, hire, promote, educate and retain a diverse workforce that reflects the relevant civilian labor force.

Activity Target 1:

Complete the diversity and inclusion strategies identified for FY2014 from the AVS Diversity and Inclusion Work Plan. Due September 30, 2014

Core Business Initiative: AVS Strategic Communications

Develop, coordinate and implement plans associated with internal and external strategic communications. These activities include but not limited to conferences, town hall meetings, ceremonies, field visits, written communication, social media and electronic communications.

Core Activity: AVS Strategic Communications Program

Develop, coordinate and implement plans associated with internal strategic communications

Activity Target 1:

Stand up a redesigned AVS Employee website within 60 days of AOC launch of the new web content management system. Due September 30, 2014

Activity Target 2:

Conduct at least 50 corporate - employee engagement activities. This can include AVS Site Visits, Town Halls, Brown Bag Lunches, AVSMT interactions with the AVS Overview and New Managers classes, and interactions with the new PEL cohorts. Due September 30, 2014

Core Business Measure: AVS Service/Office Core Business - Workplace of Choice

This is the repository for AVS Core Business which is carried below the strategic and core levels in business plan builder.

Core Business Initiative: AVS Service/Office Core Business - Workplace of Choice

This is the repository of AVS Core Business which is carried below strategic and core in the business plan builder.

Core Activity: AQS Core Business - Workplace of Choice

This is the repository for the everyday AQS core business that is carried below strategic and core in the business plan builder.

Activity Target 1:

This is the repository for the everyday AQS core business that is carried below strategic and core in the business plan builder. Due September 30, 2014

Core Business Measure: Hiring and Accommodating People with Disabilities

Support the Department of Transportation's hiring and onboard goal to increase the representation of people with targeted (severe) disabilities in the workforce by ensuring that at least 1.67% of all FAA new hires are PWTD and reporting quarterly on the specific number of new PWTD hires. Additionally, LOBs/SOs will work collaboratively to improve the efficiency and timeliness of reasonable accommodation by processing 90% of reasonable accommodation requests within 25 business days from the date received.

Core Business Initiative: Hiring and Accommodating People with Disabilities

Ensure that 1.67% of all new hires are PWTD (severe disabilities) and that 90% of reasonable accommodation requests are processed within 25 business days from date received.

Core Activity: Hiring and Accommodating People with Disabilities

Ensure that 1.67% of all new hires are PWTD (severe disabilities) and that 90% of reasonable accommodation requests are processed within 25 business days from date received.

Activity Target 1:

Ensure that at least 1.67% of all new hires are people with targeted (severe) disabilities. Due September 30, 2014

Activity Target 2:

Process 90% of reasonable accommodation requests within 25 business days from date received. Due September 30, 2014

Core Business Measure: EEO Training

Assist Agency efforts to create a FAA culture in which managers and employees understand their role in creating and maintaining an inclusive workplace, by ensuring that 60% of management and 10% of employees complete EEO Training.

Core Business Initiative: Prevent Discrimination through EEO Training

Ensure that 60% of management and 10% of employees complete EEO Training. Managers and employees are encouraged to complete EEO Training courses that are listed as part of the Diversity and Inclusion Core Curriculum. EEO training will be offered through various methodologies, including on-site, instructor-led training when funding permits.

Core Activity: EEO Training

Ensure that 60% of management and 10% of employees complete EEO Training. Managers and employees are encouraged to complete EEO Training courses that are listed as part of the Diversity and Inclusion Core Curriculum. EEO training will be offered through various methodologies, including on-site, instructor-led training when funding permits.

Activity Target 1:

Ensure that 60% of managers and 10% of employees complete EEO Training. Due September 30, 2014

Core Business Measure: Congressional Correspondence FAA Milestones

Per direction of the Secretary of Transportation, all Congressional letters sent directly to the FAA must be answered within 30 calendar days of entry into the FAA Correspondence Control Management System (CCMS). DOT Congressional letters assigned to the FAA for response must be returned back to the Secretary of Transportation within 5 business days. 90% of all Congressional letters sent directly to the FAA must be responded to within 10 business days.

Core Business Initiative: FAA Congressional Correspondence Response

Per direction of the Secretary of Transportation, all Congressional letters sent directly to the FAA must be answered within 30 calendar days of entry into the FAA Correspondence Control System (CCMS).

Core Activity: FAA Congressional Correspondence Response

Per direction of the Secretary of Transportation, all Congressional letters sent directly to the FAA must be answered within 30 calendar days of entry into the FAA Correspondence Control Management System (CCMS).

Activity Target 1:

90% of all Congressional letters sent directly to the FAA must be answered within 30 calendar days of entry into the FAA Correspondence Control Management System (CCMS). Due September 30, 2014

Core Business Measure: Customer Satisfaction - ACSI FAA Web Survey

Maintain the annual average of FAA surveys on the American Customer Satisfaction Index (ACSI) at or above the average Federal Regulatory Agency score. Review customer requirements annually and measure customer satisfaction more broadly for FAA service.

Core Business Initiative: Enable Innovation and Collaboration

Empower FAA employees to build new ideas, participate in conversations about their ideas and the ideas of others through online communities that enable innovation and collaboration.

Core Activity: FAA Idea Challenges

Launch, publish and communicate at least one FAA Idea Challenge.

Activity Target 1:

Launch one idea challenge through IdeaHub. Due March 31, 2014

Activity Target 2:

Review all ideas submitted in response to selected challenge by the challenge deadline and update those ideas deemed feasible for implementation. Due September 30, 2014

Core Business Measure: EEO/Diversity and Inclusion Action Committee

In collaboration with the LOBs/SOs, ACR will identify recommendations and strategies regarding EEO and diversity efforts within the FAA workplace. Each LOB/SO

will analyze and present demographic data at the EEO Action Committee and conduct a self-assessment in compliance with the MD-715.

Core Business Initiative: EEO/Diversity and Inclusion Action Committee

In collaboration with the LOB/SOs, ACR will identify recommendations and strategies regarding EEO and diversity efforts within the FAA workplace. Each LOB/SO will analyze and present demographic data at the EEO Action Committee; conduct a self-assessment in compliance with the MD-715; and assist with implementing or revising evaluation methods for the managers EEO performance standard.

Core Activity: EEO/Diversity and Inclusion Action Committee

Each LOB/SO will analyze and present demographic data at the EEO Action Committee; conduct a self-assessment in compliance with the MD-715; and assist with implementing or revising evaluation methods for the managers EEO performance standard.

Activity Target 1:

Conduct an internal MD 715 self-assessment (Part G Checklist) as required by EEOC. Due October 28, 2013

Activity Target 2:

Analyze and present demographic data in comparison to the civilian labor force statistics, to the EEO Action Committee and identify strategies and actions for improving groups with lower than expected participation rates. Due December 31, 2013

Activity Target 3:

Support agency efforts to implement and/or revise evaluation methods to the managers EEO performance standard. Due December 31, 2013

Core Business Measure: Alternative Dispute Resolution (ADR)

ACR, in coordination with the LOBs/SOs, will ensure that 60% of all managers engage in mediation when requested by employees.

Core Business Initiative: Alternative Dispute Resolution (ADR)

LOB/SOs will ensure that 60% of all managers engage in mediation when requested by employees.

Core Activity: Alternative Dispute Resolution (ADR)

LOB/SOs will ensure that 60% of all managers engage in mediation when requested by employees.

Activity Target 1:

At least 60% of all managers engage in mediation when requested by employees. Due September 30, 2014