



**Federal Aviation
Administration**

Office of the Administrator

Fiscal Year 2015 Business Plan



Report Builder Business Plan Report - FY2015

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Make Aviation Safer and Smarter

15S1 - 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.

15S1A - Strategic Initiative: Standardization, Access and Integration

Improve standardization, data access, & modeling integration.

15S1A1 - Strategic Activity: Common Data Taxonomies

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

Target #1: Develop a draft Level 2 FAA Taxonomy. Due June 30, 2015

15S1A3 - Strategic Activity: Common Data Taxonomies

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

Target #1: Develop a draft Level 2 FAA Taxonomy. Due June 30, 2015

15S1A7 - Strategic Activity: Hazard Tracking Tool

Establish an agency-wide tool to track hazards and mitigation outcomes.

Target #1: Complete Hazard Identification, Risk Management and Tracking Tool (HIRMT) Core System (HCS) User Acceptance Testing (UAT). (AVP, AIT, AJI) Due September 30, 2015

15S1A8 - Strategic Activity: Hazard Tracking Tool

Establish an agency-wide tool to track hazards and mitigation outcomes.

Target #1: Complete Hazard Identification, Risk Management and Tracking (HIRMT) Core System (HCS) User Acceptance Testing (UAT). Due September 30, 2015

15S1A10 - Strategic Activity: Data and Risk Analysis Competencies and Skills

Develop functional requirements and competencies for safety data and risk analytics workforce and identify current personnel with relevant skills.

Target #1: Develop and publish new job task analyses for safety positions involved in data and risk analysis. (AQS, ARC, AJI, AHR, API) Due September 30, 2015

15S1A13 - Strategic Activity: Data and Risk Analysis Competencies and Skills

Develop functional requirements and competencies for safety data and risk analytics workforce and identify current personnel with relevant skills.

Target #1: Develop and publish new job task analyses for safety positions involved in data and risk analysis. Due September 30, 2015

15S1A14 - Strategic Activity: Data and Risk Analysis Competencies and Skills

Develop functional requirements and competencies for safety data and risk analytics workforce and identify current personnel with relevant skills.

Target #1: Develop and publish new job task analyses for safety positions involved in data and risk analysis. Due September 30, 2015

15S1A15 - Strategic Activity: Common Data Taxonomies

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

Target #1: Develop a draft Level 2 FAA Taxonomy. Due June 30, 2015

15S1A17 - Strategic Activity: Hazard Tracking Tool

Establish an agency-wide tool to track hazards and mitigation outcomes.

Target #1: Complete Hazard Identification, Risk Management and Tracking Tool (HIRMT) Core System User Acceptance Testing (UAT). Due September 30, 2015

15S1A18 - Strategic Activity: Data and Risk Analysis Competencies and Skills

Develop functional requirements and competencies for safety data and risk analytics workforce and identify current personnel with relevant skills.

Target #1: Develop and publish new job task analyses for safety positions involved in data and risk analysis. Due September 30, 2015

15S1B - Strategic Initiative: Decision Making Process

Enhance decision making process.

15S1B1 - Strategic Activity: Cross Organizational Planned Changes

Develop and implement processes to identify safety hazards of planned changes in the aerospace system.

Target #1: Deliver to the FAA SMS Committee recommendations for the revision of existing related policies (e.g. FAA Orders 8000.369A or 8040.4A), Safety Risk Management (SRM) Guidance, and processes, focusing on planned changes. (AVP, AJI, ANG-B, ARP, ACQ) Due April 30, 2015

15S1B2 - Strategic Activity: Cross Organizational Planned Changes

Develop and implement processes to identify safety hazards of planned changes in the aerospace system. (ATO, AVS, ANG, ARP, AFN)

Target #1: Deliver to the FAA SMS Committee recommendations for the revision of existing related policies (e.g. FAA Orders 8000.369A or 8040.4A), Safety Risk Management (SRM) Guidance, and processes, focusing on planned changes. Due April 30, 2015

15S1B3 - Strategic Activity: Cross Organizational Planned Changes

Develop and implement processes to identify safety hazards of planned changes in the aerospace system. (ATO, AVS, ANG, ARP, AFN)

Target #1: Deliver to the FAA SMS Committee recommendations for the revision of existing related policies (e.g. FAA Orders 8000.369A or 8040.4A), Safety Risk Management (SRM) Guidance, and processes, focusing on planned changes. Due September 30, 2015

15S1B4 - Strategic Activity: Cross Organizational Planned Changes

Develop and implement processes to identify safety hazards of planned changes in the aerospace system. (ATO, AVS, ANG, ARP, AFN)

Target #1: Deliver to the FAA SMS Committee recommendations for the revision of existing related policies (e.g. FAA Orders 8000.369A or 8040.4A), Safety Risk Management (SRM) Guidance, and processes, focusing on planned changes. Due April 30, 2015

15S1B7 - Strategic Activity: Cross Organizational Safety Enhancements

Develop and implement safety risk enhancements to cross-organizational issues. I. Identify current hazards and utilize current policies (8040.4A) 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 the Safety Performance Design Team.

Target #1: Each LOB shall develop a Line of Business-level Significant Safety Issue (SSI) identification process from previously analyzed data to identify high impact hazards and populate the LOB-level SSI list. Due March 31, 2015

Target #2: Deliver to the FAA SMS Committee recommendations for the revision of existing related policies (e.g. FAA Orders 8000.369A or 8040.4A), Safety Risk Management (SRM) Guidance, and processes, focusing on existing cross-organizational issues. Due April 30, 2015

15S1B8 - Strategic Activity: Cross Organizational Safety Enhancements

Develop and implement safety risk enhancements to cross-organizational issues. i. Identify current hazards and utilize current policies (8040.4A) 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. ATO, AVS, ARP (ASH and AST Target 1 only)

Target #1: Each LOB shall develop a Line of Business-level Significant Safety Issue (SSI) identification process from previously analyzed data to identify high impact hazards and populate the LOB-level SSI list. (AVS, ATO, ARP, ASH, AST) Due March 31, 2015

Target #2: Deliver to the FAA SMS Committee recommendations for the revision of existing related policies (e.g. FAA Orders 8000.369A or 8040.4A), Safety Risk Management (SRM) Guidance, and processes, focusing on existing cross-organizational issues. Due April 30, 2015

15S1B9 - Strategic Activity: Cross Organizational Safety Enhancements

Develop and implement safety risk enhancements to cross-organizational issues. i. Identify current hazards and utilize current policies (8040.4A) 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. ATO, AVS, ARP (ASH and AST Target 1 only)

Target #1: Each LOB shall develop a Line of Business-level Significant Safety Issue (SSI) identification process from previously analyzed data to identify high impact hazards and populate the LOB-level SSI list. (AVS, ATO, ARP, ASH, AST) Due March 31, 2015

15S1B10 - Strategic Activity: Cross Organizational Safety Enhancements

Develop and implement safety risk enhancements to cross-organizational issues. i. Identify current hazards and utilize current policies (8040.4A) 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. ATO, AVS, ARP (ASH and AST Target 1 only)

Target #1: Each LOB shall develop a Line of Business-level Significant Safety Issue (SSI) identification process from previously analyzed data to identify high impact hazards and populate the LOB-level SSI list. (AVS, ATO, ARP, ASH, AST) Due March 31, 2015

15S1B11 - Strategic Activity: Cross Organizational Safety Enhancements

Develop and implement safety risk enhancements to cross-organizational issues. i. Identify current hazards and utilize current policies (8040.4A) 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.

Target #1: Each LOB shall develop a Line of Business-level Significant Safety Issue (SSI) identification process from previously analyzed data to identify high impact hazards and populate the LOB-level SSI list. (AVS, ATO, ARP, ASH, AST) Due March 31, 2015

Target #2: Deliver to the FAA SMS Committee recommendations for the revision of existing related policies (e.g. FAA Orders 8000.369A or 8040.4A), Safety Risk Management (SRM) Guidance, and processes, focusing on existing cross-organizational issues. Due April 30, 2015

15S1B12 - Strategic Activity: Cross Organizational Planned Changes

Develop and implement processes to identify safety hazards of planned changes in the aerospace system.

Target #1: Deliver to the FAA SMS Committee recommendations for the revision of existing related policies (e.g. FAA Orders 8000.369A or 8040.4A), Safety Risk Management (SRM) Guidance, and processes, focusing on planned changes. Due April 30, 2015

15S1C - Strategic Initiative: Safety Oversight Model

Evolve the Safety Oversight Model.

15S1C1 - 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.(AVS, ASH, ARP, AST, AGC) (Greg Kirkland, Chris Spangenberg)

Target #1: 90 days after union notification, but no later than June 30, 2015, have the FAA Compliance Philosophy signed by the Administrator. (AVS, AGC, ARP, ASH, AST) Due June 30, 2015

15S1C2 - 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.(AVS, ASH, ARP, AST, AGC)

Target #1: 90 days after union notification, but no later than June 30, 2015, have the FAA Compliance Philosophy signed by the Administrator. Due June 30, 2015

15S1C3 - 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. (AVS, ASH, ARP, AST, AGC)

Target #1: 90 days after union notification, but no later than June 30, 2015, have the FAA Compliance Philosophy signed by the Administrator. Due June 30, 2015

15S1C4 - 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. (AVS, ASH, ARP, AST, AGC)

Target #1: 90 days after union notification, but no later than June 30, 2015, have the FAA Compliance Philosophy signed by the Administrator. Due June 30, 2015

15S1C5 - 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.(AVS, ASH, ARP, AST, AGC)

Target #1: 90 days after union notification, but no later than June 30, 2015, have the FAA Compliance Philosophy signed by the Administrator. Due June 30, 2015

Deliver Benefits Through Technology/Infrastructure

15C1 - Strategic Measure: National Airspace System (NAS)

Lay the foundation for the NAS of the future by achieving prioritized NextGen benefits, integrating new user entrants, and delivering more efficient, streamlined services.

15C1A - Strategic Initiative: Focus to Achieve NextGen Benefits

Achieve the NextGen goals that have the largest benefit and biggest need by focusing deployment of NextGen enhancements at optimal sites.

15C1A1 - Strategic Activity: NextGen Foundational Programs

Deliver key foundational programs

Target #1: En Route Automation Modernization (ERAM): Achieve last Operational Readiness Date (ORD) on En Route Automation Modernization (ERAM.) Due March 31, 2015

Target #2: Terminal Automation Modernization and Replacement: Achieve TAMR Initial Operational Capability (IOC) at 3rd site (Segment 1, Phase 3). Due September 30, 2015

15C1A2 - Strategic Activity: NextGen Transformational Programs - NAS Voice

Deliver key transformational programs

Target #1: NAS Voice - Complete first ATO Tech Ops Early User Involvement Event (EUIE) Due June 30, 2015

15C1A3 - Strategic Activity: Performance Based Navigation | Metroplex High Priority NextGen Programs

Deliver high priority programs

Target #1: Complete Metroplex Implementation activities at Northern California Due June 30, 2015

Target #2: Complete Metroplex Implementation Phase I activities (i.e., training plan and implementation plan for project and facilities) at Atlanta. Due August 31, 2015

Target #3: Begin Metroplex Implementation Phase I activities (i.e., training plan and implementation plan for project and facilities) at Charlotte. Due May 31, 2015

Target #4: Conduct assessment of Las Vegas basin artifacts contributing to PBN procedure implementation. Due May 31, 2015

15C1A4 - Strategic Activity: Surface- NextGen Programs

Deliver high priority programs

Target #1: Deliver Advanced Electronic Flight Strips (AEFS) at Cleveland Hopkins International Airport (CLE). Due June 30, 2015

15C1A5 - Strategic Activity: AVS Work plan for NextGen

Deliver key pre-implementation activities

Target #1: Publish operational guidance (AC) for domestic data communications using FANS 1/A for tower services. Due September 15, 2015

Target #2: Complete a test plan and conduct Human In The Loop test for Established on RNP operations. Due September 15, 2015

15C1A6 - Strategic Activity: Transformational - ADS-B

Delivery transformational programs

Target #1: Automatic Dependent Surveillance - Broadcast (ADS-B): Achieve ADS-B Initial Operational Capability at last (24th) En Route Site. Due September 30, 2015

15C1A7 - Strategic Activity: Transformational - SWIM

Delivery transformational programs

Target #1: Deploy the SWIM Visualization Tool (SVT) to six (6) FAA facilities [Boston, Houston, NY, Chicago, Louisville, and Potomac], depending on operational needs, (to provide surface management capabilities from the (ASDE-X) and Airport Surface Surveillance Capability (ASSC) data published to NAS Enterprise Messaging Service (NEMS) via SWIM Terminal Data Distribution System (STDDS). Due September 30, 2015

15C1A8 - Strategic Activity: Transformational - Data Comm

Deliver transformational programs

Target #1: Achieve Final Investment Decision, Segment One, Phase Two Due March 31, 2015

15C1A9 - Strategic Activity: Deliver NextGen Status Report

Provide monthly updates on the status of programs: •15C1A1 - NextGen Foundational Programs •15C1A2 - NextGen Transformational Programs - NAS Voice •15C1A3 - Performance Based Navigation | Metroplex High Priority NextGen Programs •15C1A4 - Surface- High Priority NextGen Programs •15C1A5 - AVS Work plan for NextGen •15C1A6 -

Transformational - ADS-B •15C1A7 - Transformational - SWIM •15C1A8 - Transformational - Data Comm

Target #1: Track and report monthly status (Green/Yellow/Red). Due September 30, 2015

15C1A10 - Strategic Activity: ANG Support for Virtual Remote Tower Evaluation

Identify alternative means for providing tower services. Certified capabilities using potentially cost effective innovative technology may provide alternatives for airport sponsors that fail to meet the tower establishment criteria. These capabilities may also provide a more cost effective means for replacing existing towers as they approach end of life.

Target #1: Negotiate a Memorandum of Understanding with Virginia Small Air Transportation System (VSATS). Due January 31, 2015

Target #2: Based upon MOU, complete FAA workplan for the engagement with Virginia Small Air Transportation System (VSATS) demonstration. Due March 31, 2015

15C1A11 - Strategic Activity: AJV Support for Virtual Remote Towers Evaluation

Identify alternative means for providing tower services. Certified capabilities using potentially cost effective innovative technology may provide alternatives for airport sponsors that fail to meet the tower establishment criteria. These capabilities may also provide a more cost effective means for replacing existing towers as they approach end of life.

Target #1: Negotiate a Memorandum of Understanding with Virginia Small Air Transportation System (VSATS). Due January 31, 2015 Due January 31, 2015

Target #2: Based upon MOU, complete FAA workplan for the engagement with Virginia Small Air Transportation System (VSATS) demonstration. Due March 31, 2015

15C1A13 - Strategic Activity: Improved Multiple Runway Operations | High Priority NextGen Programs

This initiative will develop and refine procedures and perform the requisite analyses that enable operations for closely spaced parallel runways (runway centerlines spaced less than 4300 feet laterally) in reduced visibility weather conditions. Reduced separation procedures will include both dependent and simultaneous independent parallel instrument approaches to runways between 2,500 and 4,300 feet, as well as paired approaches for runways spaced less than 2500 feet.

Target #1: Complete a data collection event using paired approach algorithms. Due March 31, 2015

15C1A14 - Strategic Activity: AJI Support for Virtual Remote Towers Evaluation

Identify alternative means for providing tower services. Certified capabilities using potentially cost effective innovative technology may provide alternatives for airport sponsors that fail to meet the tower establishment criteria. These capabilities may also provide a more cost effective means for replacing existing towers as they approach end of life.

Target #1: Negotiate a Memorandum of Understanding with Virginia Small Air Transportation System (VSATS). Due January 31, 2015

Target #2: Based upon MOU, complete FAA workplan for the engagement with Virginia Small Air Transportation System (VSATS) demonstration. Due March 31, 2015

15C1B - 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.

15C1B2 - Strategic Activity: Unmanned Aircraft System (UAS) Rulemakings

FAA is laying the groundwork to provide the ability to consistently and safely handle UAS in the NAS by creating a comprehensive UAS integration plan.

Target #1: UAS Rulemaking: Rulemaking Management Council approval of Application for Rulemaking (APP) for the next phase of UAS integration to include expanded operations. Due September 30, 2015

15C1B3 - Strategic Activity: Integrate UAS into the NAS

Continue UAS integration efforts with development of UAS-related policies, processes, documents and procedures.

Target #1: Process (grant, deny, or close out) 85% of the exemption requests under Section 333 of the FAA Modernization and Reform Act of 2012 (FMRA) within 120 days of receipt during the current fiscal year processing cycle (October 1, 2014-June 2, 2015). Due September 30, 2015

15C1B6 - Strategic Activity: Integrate UAS into the NAS

Continue UAS integration efforts with development of UAS-related policies, processes, documents and procedures.

Target #1: Collaboratively identify sources of data needed to develop safety metrics to measure the safety of UAS Operations in the NAS for development in FY16. Due September 30, 2015

15C1B7 - Strategic Activity: UAS Rulemakings- AGC

FAA is laying the groundwork to provide the ability to consistently and safely handle UAS in the NAS by creating a comprehensive UAS integration.

Target #1: Rulemaking Management Council approval of Application for Rulemaking (APP) for the next phase of UAS integration to include expanded operations. Due September 30, 2015

15C1B9 - Strategic Activity: UAS Rulemakings- APO Support

FAA is laying the groundwork to provide the ability to consistently and safely handle UAS in the NAS by creating a comprehensive UAS integration.

Target #1: Rulemaking Management Council approval of Application for Rulemaking (APP) for the next phase of UAS integration to include expanded operations. Due September 30, 2015

15C1B10 - Strategic Activity: Integrate UAS into the NAS

Continue UAS integration efforts with development of UAS-related policies, processes, documents and procedures.

Target #1: Integrate UAS into the NAS: Process (grant, deny, or close out) 85% of the exemption requests under Section 333 of the FAA Modernization and Reform Act of 2012 (FMRA) within 120 days of receipt during the current fiscal year processing cycle (October 1, 2014-June 2, 2015). (AGC, ARM, AFS) Due September 30, 2015

Target #2: Submit the revised annual FAA approved update of the UAS NAS Integration Roadmap to OMB for final coordination. Due September 30, 2015

Target #3: Collaboratively identify sources of data needed to develop safety metrics to measure the safety of UAS Operations in the NAS for development in FY16. Due September 30, 2015

Target #4: Issue an advisory circular that establishes the process for the development of a design certification basis for fixed wing Unmanned Aircraft Systems (UAS) in the Restricted and Special Class aircraft categories. Due September 30, 2015

15C1C - Strategic Initiative: Accommodating Commercial Space Transportation into the NAS

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.

15C1C1 - Strategic Activity: Space Traffic Management

Demonstrate and document capabilities for automating processes used for accommodating launch and reentry operations in the NAS.

Target #1: AST/ATO develop an operational demonstration of space vehicle data suitable for routing to FAA automation systems to facilitate implementation of special activity airspace. Due September 30, 2015

Target #2: AST/ATO based upon the automation demonstration outcomes, deliver DRAFT amendments for the space launch and reentry airspace management procedures. Due September 30, 2015

15C1C4 - Strategic Activity: Assist in producing Acquisition Management System (AMS) artifacts for Space Traffic Management

Explore the feasibility of a space traffic management capability.

Target #1: In support of AST, AJV-7 develop an investment decision schedule, including identification of regulatory

and policy gaps. Due January 31, 2015

Target #2: In support of AST, AJV-7 build on existing artifacts to mature internal Agency agreed draft concept of operations and shortfall description/analysis with significant assumptions and constraints. Due September 30, 2015

15C1C5 - Strategic Activity: ATCSCC Space Traffic Management Support

AST and ATO partner to demonstrate and document processes for the safe integration of commercial launch and reentry operations into the NAS.

Target #1: Develop and implement an internal guidance document for the development of agreements and coordination of commercial launch and reentry operations in the National Airspace System (NAS). Due March 31, 2015

Target #2: Provide support to the Air Traffic Control System Command Center and affected Air Traffic Control (ATC) facilities during commercial space launch and reentry operations for which tactical support is required. Due September 30, 2015

Target #3: Develop an operational planning tool for space vehicle launch and reentry operators that provides increased opportunities during periods of low volume traffic which would increase NAS efficiency. Due September 30, 2015

15C1D - Strategic Initiative: Right Size the NAS

Reduce FAA's operations by creating a more efficient streamlined NAS.

15C1D1 - Strategic Activity: Achieve Efficiency and Improvement in Order to Reduce Operations Costs

Work with sub-initiative leads to develop strategy, determine cost savings and establish targets and implementation plans to achieve and track cost savings.

Target #1: Track FY2015 cost savings. Due September 30, 2015

Target #2: Identify FY2016 cost reduction opportunities and document in cost savings templates. Due June 30, 2015

15C1D2 - Strategic Activity: Future National Airspace System (NAS) Services Delivery Framework

Develop a plan to identify services to reduce in the National Airspace System (NAS), model the effects, and estimate the cost savings.

Target #1: Present draft plan to the ATO Officers Group. Due December 31, 2014

Target #2: Perform analysis and present recommendations to the ATO Officers Group. Due July 31, 2015

Target #3: Present results to the Strategic Initiatives Group (SIG). Due August 31, 2015

15C1D3 - Strategic Activity: Optimize Weather Service Levels

Optimize the resource provisions of the four integrated core weather functions (observation, forecast, dissemination & assessment) with current and anticipated future demands.

Target #1: Use new Service Standard model to identify locations where a Human Weather Observer (HWO) is required to augment Automated Surface Observing System (ASOS). Due December 31, 2014

Target #2: Develop and utilize a resource allocation tool to identify appropriate mix of FAA Tower personnel, non-FAA personnel, or contractor to conduct HWO at ASOS locations requiring augmentation. Due December 31, 2014

Target #3: Identify cost effectiveness opportunities of Human Weather Observers program for FY16. Due September 30, 2015

15C1D4 - Strategic Activity: Flight Service Stations

Leverage technology and innovative business models.

Target #1: Begin implementation of three (3) innovative business models or technologies identified in FY2014. Due September 30, 2015

Target #2: Fully implement three (3) innovative business models or technologies. Due September 30, 2015

15C1D5 - Strategic Activity: NAS Lean Maintenance and Revalidation Program (LMRP)

Initiate activities to drive the transformation of the NAS through cost effective life cycle planning and integration with NextGen.

Target #1: Develop and publish program plan and governance model for the Lean Maintenance and Revalidation Program. Due December 31, 2014

Target #2: Identify at least eight total poor performing NAS systems on which to perform a supportability review or to initiate decommissioning. Due March 31, 2015

Target #3: Develop and publish process to conduct NAS system validation of service and system interdependencies. Due June 30, 2015

15C1D7 - Strategic Activity: Section 804. Consolidation and Realignment of FAA Services and Facilities

Facilities Realignment and Consolidation

Target #1: Present preliminary findings of Year 2 Analysis of Realignment Scenarios to ATO Officers Group. Due September 30, 2015

15C1D8 - Strategic Activity: Instrument Landing System (ILS) Drawdown Decision

Instrument Landing System (ILS) Drawdown Decision.

Target #1: Consensus on criteria for Instrument Landing System (ILS) drawdown amongst stakeholders. Due September 30, 2015

Target #2: Consensus on communications strategy. Due September 30, 2015

15C1D10 - Strategic Activity: Low Level Towers

Improve business acumen for Low-Activity Towers by updating processes and increasing governance. These activities involve coordination with stakeholders, labor, and congressional representatives. This effort includes the following activity target.

Target #1: Support APL to update the Tower Establishment/Dis-Establishment process and Benefit/Cost (B/C) data. Due September 30, 2015

15C1D11 - Strategic Activity: Achieve Efficiency and Improvement in Order to Reduce Operations Costs

Work with sub-initiative leads to develop strategy, determine cost savings and establish targets to achieve and track cost savings.

Target #1: Review and validate individual proposed FY 2016 Cost Control Program initiative templates for the Right Size the NAS initiative. Due September 30, 2015

Target #2: Track and report on Right Size the NAS initiative Cost Control activities monthly. Due September 30, 2015

15C1D12 - Strategic Activity: Provide analysis and engineering to improve weather observations and forecasts, (G04W.02-01)

In the near term, this program is addressing current limitations of the sensor network for the Terminal environment (e.g., the ability to discern the type and intensity of frozen precipitation types, which impacts the efficiency of winter weather and deicing operations) and conduct technical and operational risk assessment of potential alternative solutions.

Target #1: Complete Initial 2014/15 Technical Performance Analysis Briefing Package and Report. Documents performance of the sensors and algorithms during the winter of 2014/15 and provides lessons learned and recommendations for the 2015/16 concept maturity demonstrations. Due May 31, 2015

15C1D13 - Strategic Activity: Very High Frequency Omni-directional Range (VOR) Minimum Operational Network (MON) Final Investment Decision (FID)

Developing all artifacts (e.g., Operational Concepts, Functional Analysis, and Requirements gathering and documentation) essential for Final Investment Decision (FID).

Target #1: Achieve Very High Frequency Omni-directional Range (VOR) Minimum Operational Network (MON) Final Investment Decision (FID). Due September 30, 2015

Enhance Global Leadership

1511 - Strategic Measure: Global Leadership

Improve safety, air traffic efficiency, and environmental sustainability across the globe through an integrated, data-informed approach that shapes global standards and enhances collaboration and harmonization.

1511A - Strategic Initiative: Corporate International Transformation

Transform our internal structure to use an integrated team approach to ensure open dialog and decision making for consistent, validated international activities.

1511A1 - Strategic Activity: International Stakeholder Outreach

Improve engagement with external stakeholders (including, but not limited to industry, U.S. Government agencies, Congress, etc.) for internal validation of international activities.

Target #1: Establish and execute recommended industry/government engagement mechanism. Due March 31, 2015

1511A2 - Strategic Activity: Corporate Communication Development

Improve engagement with stakeholders through a coordinated communication strategy that ensures open dialogue on the FAA's international direction.

Target #1: Develop a corporate communication strategy that informs internal partners of Global Leadership components and developments. Due March 31, 2015

1511A3 - Strategic Activity: Corporate International Transformation

Evolve international governance structure to effectively execute the Global Leadership Initiative's components.

Target #1: Update International Advisory Board and International Steering Committee governance charters. Due December 31, 2014

1511A4 - Strategic Activity: Corporate Communication Development

Improve engagement with stakeholders through a coordinated communication strategy that ensures open dialogue on the FAA's international direction.

Target #1: Develop a corporate communication strategy that informs internal partners of Global Leadership components and developments. Due March 31, 2015

1511B - Strategic Initiative: Global Prioritization

Develop an integrated, data driven approach to prioritize and make decisions about international activities and key relationship.

1511B1 - Strategic Activity: Global Prioritization

Choose the data and criteria we will use to make decisions about international activities, how to pool resources, and key relationships.

Target #1: Approval of the scope and concept of operation for the data-informed prioritization process (including criteria and data sources) and satisfaction with target schedule and identified resource. Due February 28, 2015

Target #2: Global Leadership Internal Transformation: Develop scenarios and conduct at least two (2) proof of concept demonstration for the data-informed prioritization process and its components. Due September 30, 2015

Target #3: Deliver refined data-informed process implementation plan, based on testing and demonstration. Due September 30, 2015

Target #4: Global Leadership (CSTI Metric) - Develop scenarios and conduct at least three (3) proof-of-concept demonstrations for the data-informed prioritization process and its components. Due September 30, 2015

15I1C - Strategic Initiative: Corporate Resource Utilization

Place international resources strategically to improve safety, air traffic efficiency, and environmental sustainability across the globe.

15I1C1 - Strategic Activity: International Skill Assessment

Determine the core skills and competencies required for effective FAA international leaders.

Target #1: Design an interview protocol for returned FAA international leaders to identify factors of success. Due December 31, 2014

Target #2: Analyze factors of success to determine core skill and competency sets to support effective international leaders. Due April 30, 2015

15I1C2 - Strategic Activity: International Resource Deployment

Determine priority placement of FAA resources (including, but not limited to secondments, details, etc.) at the International Civil Aviation Organization (ICAO), regional groups (e.g. Asia Pacific Economic Cooperation, Latin American & Caribbean Air Transport Association) and specialty groups (e.g. Civil Air Navigation Services Organization).

Target #1: Develop and implement a process for staff supporting ICAO meetings to provide outcomes. Due June 30, 2015

Target #2: Develop agency-wide ICAO Engagement Action Plan for International Advisory Board approval. Due March 31, 2015

Target #3: Identify and detail FAA representative to U.S. mission to ICAO for no more than 1 year. Due December 31, 2014

Target #4: Global Leadership External Engagement: Identify strategic ICAO assignments (details, secondees, transfers) by March 31, 2015 and initiate operations for at least two of those assignments by the end of the fiscal year. Due September 30, 2015

15I1C3 - Strategic Activity: International Event Coordination

Determine key international meetings, conferences, seminars, etc., by strategic need and potential outcome.

Target #1: Develop an integrated strategic events planning process that supports the annual Department of Transportation travel reporting requirements. Due March 31, 2015

15I1C5 - Strategic Activity: International Skill Assessment

Determine the core skills and competencies required for effective FAA international leaders.

Target #1: Design an interview protocol for returned FAA international leaders to identify factors of success. Due December 31, 2014

Target #2: Analyze no more than fifty (50) factors of success to determine core skill and competency sets to support effective international leaders. Due April 30, 2015

Empower and Innovate with the FAA's People

15E1 - Strategic Measure: Workforce of the Future

Prepare FAA's Human Capital for mission-critical transformational changes by identifying, recruiting and training a workforce with the leadership, technical and functional skills to ensure the safest and most productive aviation sector.

15E1A - Strategic Initiative: Leadership Development

Support an agency-wide program with core competencies and tailored content that is delivered through a variety of learning channels.

15E1A1 - Strategic Activity: Executive and Organizational Development

Work with current and potential executives to enhance and develop the leadership capabilities of collaboration, developing others, and leadership accountability at the executive level.

Target #1: Design and deliver a series of executive development workshops that integrate leadership assessment feedback. Due September 30, 2015

Target #2: Upgrade the Senior Leadership Development Program (SLDP) and communicate and initiate one (1) cohort. Due September 30, 2015

Target #3: Upgrade the Forum for Executive Excellence (FEE) Program to include the leadership development framework. Due September 30, 2015

15E1A2 - Strategic Activity: Rotational Development Plan

Design an agency-wide rotational development plan for current and potential leaders.

Target #1: Conduct needs assessment with senior administration and LOB stakeholders to determine LOB-specific executive development needs, current executive development initiatives, and the required investments for rotational development of select leaders. Due March 31, 2015

Target #2: Collaborate with senior administration and LOB stakeholders to develop validated rotational development design concept, including framework and key activities. Due June 30, 2015

Target #3: Create a detailed implementation plan with milestones for approval by the Workforce Initiative Executive Steering Committee for the assessment, design, development, evaluation, and integration of a rotational development program. Due September 30, 2015

15E1A3 - Strategic Activity: FAA Leadership & Learning Institute (FLLI) Development

Collaborate with agency-wide stakeholders to have 100% of the leadership development curriculum in active delivery status through FLLI.

Target #1: Leadership Development/FLLI: Complete the redesign for 20 core management and leadership courses to include the leadership development framework and deliver instruction to FAA leaders. Due September 30, 2015

Target #2: Design and implement a leadership development marketing and communication strategy to increase participation in learning and development programs by 50% (baseline excludes new manager training backlog from FY2014). Due September 30, 2015

15E1B - Strategic Initiative: Skills Identification

Determine future skills needs, identify skill gaps and design an optimal corporate organizational structure.

15E1B1 - Strategic Activity: Succession Planning and Development

Develop an Agency wide succession and outreach strategy for determining the talent pipeline to include recruitment and retention of mission critical occupations.

Target #1: Collaborate with key stakeholders across the agency to identify mission critical positions. Due May 31, 2015

Target #2: Conduct an agency-wide talent review for up to 50% of mission critical positions identified to determine the succession planning and development needs. Due August 31, 2015

Target #3: Design the developmental requirements for the professional development of the reviewed mission critical positions. Due September 30, 2015

15E1C - Strategic Initiative: Skills Development

Enhance the capability in developing technical and functional skills and create more effective training programs using emerging technologies.

15E1C2 - Strategic Activity: International Skills Development

Determine the strategy for skills development required for effective FAA international leaders.

Target #1: Use the baseline international competencies and validated skill sets to determine appropriate tools to

identify and develop potential international leaders. Due July 31, 2015

Target #2: Complete a project plan for FY2016 content and implementation of relevant international leader training and/or development program. Due July 31, 2015

15E1C3 - Strategic Activity: International Skills Development

Determine a strategy for skills development required for effective FAA international leaders.

Target #1: Use the baseline research data from the International leaders skills assessment to determine appropriate recruiting strategies and developmental components (i.e. curriculum, courses, workshops, instruments, etc...) for potential international leaders. Due July 31, 2015

Target #2: Complete a project plan for the design, development, delivery, measurement, communication, and integration of a development program for international leaders. Due July 31, 2015

15E1D - Strategic Initiative: Attracting Talent

Operate efficient and effective hiring processes and conduct consistent corporate on-boarding.

15E1D1 - Strategic Activity: FAA Onboarding Process

Identify metrics to baseline and measure consistent and effective FAA-wide onboarding processes.

Target #1: Provide implementation schedule and recommendations developed in FY2014 to the Business Council for review. Due December 31, 2014

Target #2: Onboarding: Complete Standard Operating Procedures (SOP) for an FAA-wide approach that outlines a consistent corporate framework for onboarding procedures and policies. Due September 30, 2015

Target #3: Revise New Hire Survey to evaluate the revised corporate approach and establish a baseline score. Due March 31, 2015

Target #4: Review existing executive onboarding processes and develop recommendations for revision. Due September 30, 2015

Target #5: Onboarding (CSTI Metric) - Implement 80% of the onboarding recommendations derived from the collaborative Agency analysis and the industry best practices. Due September 30, 2015

15E1D2 - Strategic Activity: Talent Identification

Develop an outreach strategy to current and future job seekers for hiring mission critical occupations by increasing FAA's visibility through alternative means such as, Title 5 flexibilities, affinity groups, and other methods.

Target #1: Research procedures for sponsoring an "open source innovation challenge" related to a key aviation topic such as Unmanned Aviation Systems as a method for marketing the FAA to a new target audience. Due March 31, 2015

Target #2: Identify no less than five new sources to attract passive candidates to FAA-wide career opportunities. Due September 30, 2015

Target #3: Reach out to three (3) affinity groups that represent or cater to mission critical occupations FAA-wide. Due September 30, 2015