



**Federal Aviation  
Administration**

# **Aviation Safety**

## **Fiscal Year 2015 Business Plan**



# FY2015 AVS Business Plan

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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, AVS directs and manages safety programs that fall into three primary areas:

1. **Continued Operational Safety:** AVS's most important function 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, including the issuance of credential ratings to air traffic controllers, (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 between the Washington headquarters offices and extensive field presence. In addition to its Federal civilian work force, AVS uses over 11,000 "designees." These individuals perform selected safety oversight duties on behalf of and under the direction of AVS.

Over the next four years, the FAA will lay the foundation for the aerospace system of the future. As an agency, the FAA has a tremendous opportunity to make a difference for stakeholders, while addressing the challenges that the changing industry presents. To prepare for these changes, the FAA has identified four strategic initiatives to comprise the foundation: Risk-Based Decision Making; the National

Airspace System (NAS) Initiative; Global Leadership; and Workforce of the Future. AVS is involved in all four Strategic Initiatives, providing management and subject matter expertise across the board.

## 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, from 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.

Risk-Based Decision Making is an agency-wide initiative that includes leadership and support from all lines of business (LOBs). The purpose of the initiative is to ensure that safety risk is systematically included as part of the equation when decisions are made in the FAA. When fully implemented, we will be able to make smarter, risk-based decisions to improve safety in the aviation system. Specifically, safety data will be shared among FAA organizations, industry, and international peers, leading to a broader spectrum of available data. The data will be analyzed using safety management principles to identify emerging hazards and predict the associated safety risk. The resulting information will be coordinated and shared with the decision makers--those people who are in the best position to manage the safety risk and make the aviation system even safer.

One of the key activities under Risk-Based Decision Making is evolving the FAA oversight model. This activity will complete the picture to ensure that FAA decisions impacting industry are made with safety risk fully considered and that oversight models are properly aligned with SMS in industry organizations. While the revised model will require a cultural change in how we view and conduct oversight, many of the components that will enable its success are already well under way.

## Strategic Measure: Risk-Based Decision Making

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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.

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## **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:**

Develop a draft Level 2 FAA Taxonomy. Due June 30, 2015

### **Strategic Activity: Hazard Tracking Tool**

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

#### **Activity 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

### **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.

#### **Activity 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

## **Strategic Initiative: Decision Making Process**

Enhance decision making process.

### **Strategic Activity: Cross Organizational Planned Changes**

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

#### **Activity 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

### **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.

#### **Activity 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

#### **Activity 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

## **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.(AVS, ASH, ARP, AST, AGC) (Greg Kirkland, Chris Spangenberg)

#### **Activity 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

## **Core 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 2015 Target: 6.9

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## **Core Initiative: Commercial Certification**

Implement and manage systems to certify commercial pilots, programs, aircraft types, 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, 2015

## **Core 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 2, 2014 - June 2, 2015). Due September 30, 2015

#### **Activity Target 2:**

Grant, deny, or close out 75% of open exemptions received through the previous fiscal years processing cycle (June 2005 - June 2014 (44 Exemptions)). Due September 30, 2015

### **Core Activity: Part 23 Notice of Proposed Rulemaking (NPRM)**

Part 23 Reorganization Rulemaking Action Plan

#### **Activity Target 1:**

Part 23 Rule (GA Aircraft): Rulemaking Management Council approval of the Part 23 Rulemaking Action Plan. Due December 31, 2014

#### **Activity Target 2:**

Complete the ADA/AOA approval milestone to forward NPRM to the Office of the Secretary of Transportation (OST). Due September 30, 2015

### **Core Activity: Rule Approval**

FAA Administrator (AOA), or Office of Primary Responsibility (OPR) Director as appropriate, provides final FAA approval for 85% of rules within 90 days of the Council-approved schedule date. (For harmonized rules, AOA has delegated signature authority to the Director of Aircraft Certification (AIR-1)). Due by September 30, 2015

#### **Activity Target 1:**

AOA or OPR Director as appropriate, provides final FAA approval for 85% of rules within 90 days of the Council-approved schedule date. (For harmonized rules, AOA has delegated signature authority to the Director of Aircraft Certification (AIR-1)). Due September 30, 2015

## **Core 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 (1) 80% of the 51 FAA Safety Recommendations that have not received an update since January 1, 2014 and (2) Program Offices will ensure that AVP receives an initial response within 90 days of issuance (80% of the time). Due by September 30, 2015

#### **Activity Target 1:**

Provide a follow-on response to 80% of the 51 FAA Safety Recommendations that have not received an update since January 1, 2014. This is dependent upon program offices across the FAA. Due September 30, 2015

#### **Activity Target 2:**

Program Offices will ensure that AVP receives an initial response within 90 days of issuance (80% of the time). Due September 30, 2015

### **Core Activity: 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 7 of the 38 open recommendations issued before January 1, 2006, to the satisfaction of the Administrator, and (2) Completing actions on 35 NTSB

recommendations to the satisfaction of the Administrator by September 30, 2015.

**Activity Target 1:**

Complete action on 7 of the 36 open recommendations issued before January 1, 2006, to the satisfaction of the Administrator. This is dependent upon program offices across the FAA. Due September 30, 2015

**Activity Target 2:**

For FY15, action on 35 recommendations will be completed to the satisfaction of the Administrator. This is dependent upon program offices across the FAA. Due September 30, 2015

**Core 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: 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, 2015

**Core Initiative: Commercial Research**

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

**Core Activity: Aerospace Medical Equipment Needs**

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:**

Place the OXYCON Mobile Units used to measure metabolic response (e.g., to stress, such as altitude exposure) in-service. Due September 30, 2015

**Core Measure: General Aviation Fatal Accident Rate**

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Reduce the general aviation fatal accident rate to no more than 1 fatal accident per 100,000 flight hours by 2018. FY 2015 Target: 1.04

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**Core 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: 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:**

Award a contract to provide new knowledge test question management software and credentialing services. Due September 30, 2015

**Core Initiative: General Aviation Partnership and Outreach**

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

**Core Activity: GA JSC Support**

Promote the reduction of the general aviation accident rate by supporting the General Aviation Joint Steering Committee (GAJSC), focusing on airman certification and operating standards. Make revisions to training and operations guidance/policy as necessary based on data analysis conducted by the GAJSC and approved safety enhancements (SEs).

**Activity Target 1:**

Based on data analysis, implement safety enhancements (SEs) generated and accepted by the GAJSC. Complete implementation of at least 90% of SEs assigned to AFS-800 within GAJSC approved timeframes. Due September 30, 2015

**Core Activity: USHST Support**

Promote the reduction of the general aviation accident rate by supporting the International Helicopter Safety Team (IHST) and US Helicopter Safety Team (USHST) focusing on airman certification and operating standards. Make revisions to training and operations guidance/policy based on data analysis conducted by the IHST and approved safety enhancements (SEs).

**Activity Target 1:**

Based on data analysis, implement safety enhancements (SEs) generated and accepted by US Helicopter Safety Team (USHST) working groups. Complete implementation of at least 90% of SEs assigned to AFS-800 within USHST approved timeframes. Due September 30, 2015

**Core Activity: IHST**

Support International Helicopter Safety Team (IHST) activities.

**Activity Target 1:**

Conduct International Rotorcraft Safety Seminar by May 15, 2015. Due May 15, 2015

**Core 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 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 FY15.

**Activity Target 1:**

A minimum of 900 AMEs will receive mandatory refresher training. Due September 30, 2015

**Core Activity: Designee Management System Oversight**

Continue to implement and evaluate the Designee Management System.

**Activity Target 1:**

Release draft change 2 to Order 8000.95 to AFS-140. Due May 30, 2015

**Activity Target 2:**

Release and implement one Designee Management System (DMS) module. Due September 30, 2015

**Activity Target 3:**

Complete a plan, Concept of Operations, System Boundary Document and schedule for integrating Organization Designation Authorization into the Designee Management System tool. Due September 30, 2015

**Core Measure: Runway Incursions (Category A and B)**

Reduce Category A & B (most serious) runway incursions to a rate of no more than .395 per million operations, and maintain or improve through FY2018.

**Core Initiative: System Risk Reduction**

Reduce the risk of runway incursions resulting from errors by pilots, air traffic controllers, pedestrians, vehicle operators, tug operators, and individuals conducting aircraft taxi operations by working in collaboration with aviation stakeholders to identify and mitigate risk.

**Core Activity: Human Error Risk Reduction**

Reduce the risk of runway incursions resulting from errors by pilots, air traffic controllers, pedestrians, vehicle operators, tug operators, and individuals conducting aircraft taxi operations by working in collaboration with aviation stakeholders to identify and mitigate risk.

**Activity Target 1:**

Runway Safety Materials : Working with AIT, develop requirements and a funding strategy to host runway safety materials on faa.safety.gov. Due March 31, 2015

**Activity Target 2:**

Host Runway Safety Materials: Host runway safety materials on faa.safety.gov and notify pilots thru FAAST Blasts or other means of runway safety best practices. Due September 30, 2015

**Deliver Benefits Through Technology/Infrastructure**

The current National Airspace System (NAS) has served the FAA and its stakeholders well for the past 50 years. Today, however, there are new trends that required fundamental changes to the NAS. Over the past 10 years, the agency has seen dramatic technological change, fuel price increases, congestion concentrated in fewer hubs, new user entrants (e.g., Unmanned Aircraft Systems (UAS) and Commercial Space), an increasing backlog of

much needed infrastructure modernization projects, and funding uncertainty. With minimal aircraft operations growth, NAS cost efficiency per operation or mile flown has been adversely affected. Meanwhile, the network of FAA facilities, infrastructure, and technology is aging and sprawling.

The NAS initiative is focused on leading a fundamental transformation to a smaller, more efficient NAS with increased safety and user benefits, while safely integrating new user entrants. The three main initiatives are: accelerate the benefits of NextGen; right-size the NAS; and integrate new user entrants.

AVS plays an important supporting role in the NAS initiative. The Air Traffic Organization (ATO) oversees the majority of the activities for this goal area.

## **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.

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### **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.

#### **Strategic Activity: AVS Work plan for NextGen**

Deliver key pre-implementation activities

##### **Activity Target 1:**

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

##### **Activity Target 2:**

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

### **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: 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.

##### **Activity 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

### **Strategic Activity: Integrate UAS into the NAS**

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

##### **Activity 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

##### **Activity Target 2:**

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

##### **Activity 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

##### **Activity 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

## **Core 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.

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### **Core Initiative: NAVLean**

Complete the Navigation Procedures Project (NAVLean) within 2015 consisting of recommendations for improving and streamlining our Instrument Flight Procedure (IFP) processes. The goal for Fiscal Year

2015 is to have completed all recommendations to streamline Instrument Flight Procedures (IFP).

### **Core Activity: NAVLean Support Recommendation #21**

Complete activities identified to be accomplished in FY2015 that are associated with NAV Lean Recommendation 21; Develop and deliver, with initial operating capability, a Web-based Operations (WebOPSS) Approval entry portal and a Web-based work package to accommodate the needs of LOBs.

#### **Activity Target 1:**

Develop and deliver, with initial operating capability, a Web-Based operations Approval entry portal. Due September 30, 2015

#### **Activity Target 2:**

Create a Web-Based work package to accommodate the needs of LOBs. Due September 30, 2015

## **Core Measure: Average Daily Capacity**

Maintain an average daily capacity for core airports of 59,122, or higher, arrivals and departures.

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### **Core Initiative: NY Operational Initiatives**

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

#### **Core Activity: NY Operational Initiatives**

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

#### **Activity Target 1:**

AEA-220 will distribute and review checklists returned by ATO Tech Ops, 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, 2015

## **Core Measure: GA Replacement Fuel**

A replacement fuel for leaded aviation gasoline is available by 2018 that is usable by most general aviation aircraft.

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### **Core 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:**

Candidate fuels are selected for Phase 1 Test Program, delivered to William J. Hughes Technical Center Contracts Department, and Phase 1 Testing begins by March 30, 2015. Due March 30, 2015

## **Core Measure: Deliver benefits through technology and infrastructure - Advance Collaboration**

We can only succeed with continued collaboration. We do that internally with cross-agency coordination and integration. We do that internationally with global partners. And we do that with other partners in the aviation community who are investing in the future along with the FAA.

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### **Core Initiative: Aviation Safety Information Analysis & Sharing (ASIAS)**

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.

#### **Core Activity: Aviation Safety Information Analysis & Sharing (ASIAS)**

Aviation Safety Information Analysis and Sharing (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) Development of ASIAS capabilities that build upon and extend existing capabilities for managing, processing and fusing aviation performance and safety data, and 2) Development of tools that convert both textual and numeric data into safety information.

#### **Activity Target 1:**

Complete an ASIAS Executive Board (AEB) study

on the capability of fusing proprietary and non-proprietary data. Due September 30, 2015

## **Core Measure: FAA Environmental Management & Sustainability**

Provide expert guidance for environmental compliance of all applicable Regulations, Statutes, Executive Orders, etc. Initiate coordination of guidance with affected FAA Lines of Business and Staff Offices (LOB/SO) within 3 months of issuance for relevant environmental regulatory initiatives issued by the White House, Congress or other Federal agencies.

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### **Core 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:**

Support the FAA Greening initiatives (Fleet, utilities reporting/ reductions, Order and Strategic Plan revisions) and report results to AEE. Due September 30, 2015

##### **Activity Target 2:**

Conduct five internal EMS audits and one management review, report status to AEE. Due September 30, 2015

## **Core Measure: Drive Continuous Efficiency Improvement & Cost Control**

Achieve documented cost savings and cost avoidance of \$30 million in FY 2015.

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## **Core 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.

##### **Activity Target 1:**

Provide updated FY2016 measure template for review and approval, allowing sufficient time to be included in the FY2016 Business Plan. Due June 30, 2015

##### **Activity Target 2:**

AVS will track and report progress and provide quarterly comments. Due within 45 days after the end of each quarter. Due September 30, 2015

## **Core Measure: Support Sustainability and Environmental Objectives**

In accordance with Executive Order 13514 - Federal Leadership in Environmental, Energy, and Economic Performance, AFN will support agency sustainability goals to reduce the carbon footprint of information technology, fleet vehicles, real property, and contracting. Achieve at least 3 out of 4 Initiatives for FY15, due September 30, 2015: 1) Reduce inaccurate data and deliver a baseline of invoiced water and electricity use by FAA-owned properties; 2) Reduce the agency vehicle petroleum consumption by 20% from FY-2005 baseline, not-to-exceed 2,230,492 gasoline-equivalent units. 3) ACQ - Award two energy saving performance contracts (ESPC) and two task orders under another ESPC 4) AIT- Conduct Managed Print Output Pilot in one region.

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### **Core Initiative: Fleet Management**

Reduce FY-2015 agency petroleum consumption by government fleet vehicles by 20% from the FY-2005 baseline, a maximum consumption of 2,230,492 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 - AFS**

In accordance with Executive Order 13514, support the Agency to achieve a 20% decrease in vehicle fleet petroleum consumption over the FY-2005 baseline.

#### **Activity Target 1:**

The FY-15 AVS target is not to exceed the maximum petroleum consumption of 246,968 gasoline gallon equivalents (GGEs). Due September 30, 2015

## **Core 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.

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## **Core Initiative: Automatic Dependent Surveillance Broadcast (ADS-B) - AFS**

Automatic Dependent Surveillance-Broadcast (ADS-B) Focus Team (AFT) enables AFS-wide coordination on ADS-B equipage and support for the consistent interpretation and application of policy and guidance related to ADS-B regulations, standards, certification, and installation approvals.

### **Core Activity: ADS-B Notice**

Publish a notice announcing the establishment, purpose, and scope of the AFT. Establish the ADS-B Focus Team (AFT). Identify AVS AFT members, establish roles/responsibilities, and coordination requirements.

#### **Activity Target 1:**

Establish the ADS-B Focus Team (AFT) to provide AFS-wide coordination on ADS-B equipage. Identify AVS AFT members, establish roles/responsibilities, and coordination requirements. Publish a notice announcing the establishment, purpose, and scope of the AFT. Due March 31, 2015

#### **Activity Target 2:**

Conduct an analysis to identify the AFS policy, training, and guidance needed in response to field requests for support. Due June 30, 2015

#### **Activity Target 3:**

Develop and provide a presentation to AFS

management defining what AFS actions, plans, and processes have been developed to respond to field requests for support of ADS-B equipage for FY15-FY20. Due September 30, 2015

## **Core Initiative: Advanced Fly-By-Wire Simulator Technical Refresh**

The FAA is responsible for the development, analysis and introduction into the NAS of new concepts and technologies for aircraft navigation and instrument flight operations. The FAA Flight Technologies and Procedures Division (AFS-400) establishes and governs policies, criteria and standards by which terminal and en route flight procedures are established and maintained. AFS-400 is also responsible for approving special instrument approach procedures and requests for waivers of standards. M12.01-03 (CIP#:M12.01-03)

### **Core Activity: Advanced Fly-By-Wire Simulator Technical Refresh**

Advanced Fly-By-Wire Simulator Technology Refresh.

#### **Activity Target 1:**

Advanced Head Up Display to be Operational by September 30, 2015. Due September 30, 2015

#### **Activity Target 2:**

Airbus 320 (A320) Aerodynamic Model to be Operational by September 30, 2015. Due September 30, 2015

#### **Activity Target 3:**

Airbus 330 (A330) Standard 2.5 Upgrade to be Operational by September 30, 2015. Due September 30, 2015

## **Core Measure: NAC Recommendations**

The four areas of NextGen capabilities identified by the NAC as priority: increasing use of Performance Based Navigation (PBN), making multiple runway operations more efficient, improving surface operations, and implementing Data Communications.

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## **Core Initiative: NextGen Advisory Committee (NAC) Recommendations**

Series of projects identified by the NAC as high priority for the immediate realization of NextGen benefits.

### **Core Activity: Improved Multiple Runway Operations (IMRO) Milestones 3**

IMRO capabilities improve access to parallel runways, including those that are closely spaced, and

can increase basic runway capacity and throughput by reducing separation between aircraft based on improved wake categorization standards.

**Activity Target 1:**

Complete safety case documentation for dependent runway separation reduction for runways with centerline spacings between 2500 and 3600 feet. Due June 30, 2015

## Enhance Global Leadership

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

The FAA is respected worldwide as being the preeminent aviation authority. AVS has taken several steps to assure the FAA maintains that position. AVS supports the FAA's efforts to lay the foundation for the future global aviation system and proactively address safety risks. Our regulations and policy provide a high level of aviation safety. Promoting our way of doing business enhances safety and protects U.S. citizens wherever they fly. The AVS core business plan supports the International Leadership initiative.

### Core Measure: AVS Core- Ensure Safety and Security of U.S. Lives

AVS will work cooperatively with key partners in government and industry to enhance the safety and security of the global aerospace system.

#### Core Initiative: International Safety

Enhance aviation safety through the promotion of programs and procedures with civil aviation authorities, regional organizations, industry and other stakeholders.

#### Core Activity: Bilateral Management

Comprehensive bilateral relationship management.

**Activity Target 1:**

Release AIR-40 clearance record for AVS coordination of new draft order defining framework requirements for assessing, establishing, and managing bilateral relationships. Due September 30, 2015

## Empower and Innovate with the FAA's People

We have invested time and resources to develop our people, refine our skill sets, and build on our competencies. We will leverage what we have today to

build towards the workforce of the future.

AVS business priorities are centered on data-driven results and risk management. It is important that we:

- Create a workforce that understands the new way of business
- Ensure pilots, inspectors, and technical personnel understand risk management
- Hire people with the skills for the future
- Build position descriptions to both the current and the new workforce

It is also important that we partner with HR and other stakeholders to:

- Create innovative programs for hiring to fill the retirement bubble
- Create a framework and process to help AVS understand needs
- Pair "soft skills" and technical training - both stand-alone and embedded in technical training
- Build the trust and credibility to deliver results and meet AVS's specific needs
- Return to basics by simplifying personnel processing and removing barriers

One of the efforts that we are undertaking as part of the Workforce of the Future is the AVS Diversity and Inclusion (D&I) Work Plan. This plan represents the importance of D&I in building and maintaining a strong workforce and identifies specific activities aimed at increasing diversity and improving inclusion.

AVS and other FAA organizations provide important support roles, often directed by the Assistant Administrator for Human Resource Management (AHR).

### Core Measure: AVS Core Organizational Health

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

#### Core Initiative: Budget and Planning

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

#### Core Activity: Lapsed Budget

The amount of unused Operations appropriation dollars that expire on September 30, 2015 will not exceed 0.20 percent.

**Activity Target 1:**

Lapse no more than 0.20 percent of the AVS FY2015 budget. Due September 30, 2015

## **Core Activity: AVS Staffing Tool and Reporting System (ASTARS)**

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

### **Activity Target 1:**

Provide a biannual program review to AVS no later than January 31, 2015 and July 31, 2015. Due July 31, 2015

### **Activity Target 2:**

Maintain and review the AIR Aviation Safety Inspector (ASI) model. Forecast due by December 31, 2014 and mid-year forecast due by August 15, 2015. Due September 30, 2015

### **Activity Target 3:**

Maintain and review the AIR Aviation Safety Engineer (ASE) model. Integrate model simulation capability within ASTARS. Forecast due by December 31, 2014 and mid-year forecast due by August 15, 2015. Due September 30, 2015

### **Activity Target 4:**

Develop an updated AFS Model for the AVS Workforce Plan by December 31, 2014. Establish and review performance measures for the AFS Workforce Model with additional functionality and enhanced reports by September 30, 2015. Due September 30, 2015

### **Activity Target 5:**

Complete initial model data analysis (reporting system) by December 31, 2014. Complete the Standards Staff (SS) model mid-year analysis and database review by July 31, 2015. Implement any changes based on the mid-year analysis of the SS model by September 30, 2015. Due September 30, 2015

### **Activity Target 6:**

Complete initial review of work activities and LDR hours to establish an ASTARS Business Rule Document and SharePoint Site for data collection on AAM certification services. Due September 30, 2015

## **Core 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 Viewpoint Survey**

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

### **Activity Target 1:**

Evaluate the results of the 2014 Employee Viewpoint Survey and present findings to the AVS Management Team (AVSMT). Due February 27, 2015

### **Activity Target 2:**

Collaborate with our labor partners to create an action plan to implement strategies to address and improve survey results. Present action plan to the AVSMT. Due September 30, 2015

## **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:**

Conduct a quarterly program review of IT and submit to AVSMT. (Interim dates: Jan 30, 2015, April 30, 2015, July 30, 2015) Due September 30, 2015

## **Core Activity: AVS-Wide ISO 9001 Recertification**

Maintain an AVS-wide quality management system (QMS) that meets International Organization for Standardization (ISO):9001 Requirements

### **Activity Target 1:**

Complete third-party recertification audit. Address any nonconformances that arise during the recertification audit. Receive "Certificate of Conformance" for third-party registrar. Due September 30, 2015

## **Core Measure: AVS Core People and Labor**

This is the repository for initiatives involving people and labor. FY2015 Target: AVS will successfully complete 80% of these initiatives.

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## **Core 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:**

For inspection findings that are finalized on or before June 30, 2015, ensure all hazard abatement plans are completed within 30 days. Due July 31, 2015

**Core Activity: AVS Diversity and Inclusion Plan**

AVS will identify and implement initiatives from the AVS Diversity and Inclusion work plan.

**Activity Target 1:**

Complete the diversity and inclusion strategies identified for FY2015 from the AVS Diversity and Inclusion Work Plan. Due September 30, 2015

**Core 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:**

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, 2015

**Core Measure: Hiring Persons with Targeted Disabilities (PWTD)**

Support the DOT Strategic Objective to build a capable, diverse, and collaborative workforce of highly-skilled, innovative, and motivated employees by increasing the hiring of PWTD for eligible positions to 3 percent by 2018. In FY 2015, ACR in collaboration with the FAA LOBs/SOs will ensure that at least 2% of all FAA new hires are PWTD.

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**Core Initiative: Hiring PWTD**

The FAA line of businesses and staff offices (LOBs/SOs) will work collaboratively to support the DOT goal to increase the representation of PWTD in the workforce by ensuring that at least 2% of all FAA new hires are PWTD. Each year, FAA will increase

incrementally the percentage of PWTD hires by .33% per year to reach the 3% DOT hiring goal by 2018.

**Core Activity: Hiring PWTD**

In FY 15, the Office of Civil Rights in collaboration with the FAA LOBs/SOs will ensure that at least 2% of all FAA new hires are PWTD.

**Activity Target 1:**

The head of AVS will issue a memorandum (key language will be provided by ACR) directed to their managers promoting the PWTD hiring goal. Due December 31, 2014

**Activity Target 2:**

AVS will report to ACR their total hiring projections for FY 15, and identify the estimated number of PWTD hires required to meet their 2% hiring goal. Due March 31, 2015

**Activity Target 3:**

Managers with hiring authority from AVS will participate in one consultation session held by the National People with Disabilities Program Manager to establish hiring initiatives. Due March 31, 2015

**Core Measure: Alternative Dispute Resolution (ADR)**

Encourage the FAA workforce to engage in the ADR process as a method to resolve disputes in the EEO Complaint Process at the lowest possible level to avoid the cost, delay, and unpredictability of the traditional adjudicatory processes.

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**Core Initiative: ADR Engagement**

Encourage workforce to resolve disputes in an amicable way by utilizing the ADR process.

**Core Activity: ADR Engagement**

ACR, in coordination with the LOBs/SOs, will ensure that 65% of all managers engage in mediation when requested by employees.

**Activity Target 1:**

Assist Agency effort with ADR engagement by ensuring that 65% of all managers engage in mediation when requested by employees. Due September 30, 2015

**Core Measure: EEO/Diversity and Inclusion Action Committee (EAC)**

The EAC oversees and supports the FAA efforts to create a diverse and inclusive workplace that ensures equal opportunity for all its employees.

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### **Core Initiative: EAC**

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

#### **Core Activity: EAC**

Identify recommendations and strategies regarding EEO and diversity efforts within the FAA workplace.

##### **Activity Target 1:**

Conduct an internal MD 715 self-assessment (Part G Checklist) as required by EEOC. Due October 15, 2014

##### **Activity Target 2:**

Analyze and present demographic data in comparison to the civilian labor force statistics to the EAC; and identify strategies and actions for improving groups with lower than expected participation rates. Due November 30, 2014

##### **Activity Target 3:**

Provide a mid-year status report to the EAC on actions taken to accomplish business plan goals. Due April 30, 2015

##### **Activity Target 4:**

Support Agency efforts to implement and/or revise performance evaluation methods to the managers EEO performance standard. Due September 30, 2015

##### **Activity Target 5:**

Develop and implement Diversity and Inclusion initiatives through the EAC Workgroups. Due September 30, 2015

### **Core 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.

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### **Core 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 Management 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, 2015

### **Core Measure: Equal Employment Opportunity (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 providing training on EEO laws, FAA policies, and appropriate workplace behavior.

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### **Core Initiative: EEO Training**

Increase workforce competency of EEO laws, FAA policies and appropriate workplace behavior through EEO Training.

#### **Core Activity: EEO Training Requirements for FAA Workforce**

Increase workforce competency of EEO laws, FAA policies and appropriate workplace behavior.

##### **Activity Target 1:**

Ensure 100% of employees complete the NoFEAR Training required by OPM. Due November 23, 2014

##### **Activity Target 2:**

Ensure that 60% of management complete at least one EEO training course. Due September 30, 2015

##### **Activity Target 3:**

Ensure that 10% of employees complete at least

one EEO training course. Due September 30, 2015

## **Core Measure: Learning Content Management System- AFS**

Implement and manage an integrated Learning Content Management System to automate training and record keeping.

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### **Core Initiative: Implement a Learning Content Management System**

Develop and support a Learning Management System that delivers content, course registration, skills, tracking, and reporting.

#### **Core Activity: Implement a Learning Content Management System**

Develop and support a Learning Content Management System that delivers content, course registration, skills, tracking, and reporting.

##### **Activity Target 1:**

Develop and deliver a draft implementation plan for a Learning Content Management System to AFS for review. Due September 30, 2015

## **Core Measure: Building a Strong, Collaborative Workforce and Work Environment**

In support of the Administrator's Workforce of the Future Strategic Initiative, AFN will capitalize on its integrated shared services model to recruit, build, sustain, and enhance a dedicated, flexible, engaged, knowledgeable and skilled workforce. To optimize where and how internal and external employees work, AFN will utilize new work environments, collaboration, training, technology, systems, structures and tools that equip and empower employees at all levels of the organization to serve the agency as agile, valuable subject matter experts while building and maintaining a talented pipeline of capable professionals and leaders across each of AFN's service offerings. FY15 Metric - Achieve 90 percent of all activities in support of each of the initiatives.

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### **Core Initiative: 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: Implement and Annually Update FAA's Acquisition Workforce Plan**

AFS will support AFN in the annual update of the FAA's Acquisition Workforce Plan before LOB coordination and external publication

##### **Activity Target 1:**

Contribute information to be published in the annual update of FAA's Acquisition Workforce Plan and coordinate final draft once received from AFN with AVS leadership. Due September 30, 2015

## **Core Activity: Train and Certify FAA's Acquisition Workforce**

AFS will 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 will attain/maintain certification requirements in accordance with AMS policy. Due September 30, 2015

## **Core 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.

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### **Core 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 - AQS**

FAA Idea Challenge.

##### **Activity Target 1:**

Launch, publish and communicate at least one FAA Idea Challenge. Due March 31, 2015

## **Core Measure: Small Business and Corporate Citizenship**

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## **Core Initiative: Award Procurement Dollars to Small Businesses**

Award at least 25% of the total agency direct procurement dollars to small businesses, thereby promoting small business development and good corporate citizenship. Each organization is asked to place special emphasis on procurement opportunities for small disadvantaged businesses (including 8(a) certified firms, service-disabled veteran-owned small businesses, and women owned small businesses).

### **Core Activity: Awarding of Procurement Dollars (AVS)**

Award at least 25 percent of the total AVS direct procurement dollars to small businesses, thereby promoting small business development and good corporate citizenship. Each organization is asked to place special emphasis on procurement opportunities for small disadvantaged businesses (including 8(a) certified firms, service-disabled veteran-owned small businesses, and women owned small businesses).

#### **Activity Target 1:**

Participate in at least one local outreach event with special emphasis on procurement opportunities for small disadvantaged businesses (including 8(a) certified firms, service-disabled veteran-owned small businesses, and women owned small businesses). Due September 30, 2015

#### **Activity Target 2:**

Award at least 25 percent of the total AVS direct procurement dollars to Small Businesses. Due September 30, 2015