



**Federal Aviation  
Administration**

# **Aviation Safety**

## **Fiscal Year 2016 Business Plan**



# FY2016 AVS Business Plan

March 04, 2016 01:58 PM

The Office of Aviation Safety (AVS) is committed to aviation safety everywhere planes fly. AVS supports the FAA's mission to provide the safest, most efficient aerospace system in the world. AVS will work to increase system use of data-driven methods to manage risk and proactively identify hazards, in conjunction with enhancing our Safety Management System (SMS). AVS will respond to the projected increase of airspace demand from an increasingly diverse industry by carrying out the AVS Work Plan for NextGen.

To fulfill this mission, AVS directs and manages safety programs in three primary areas:

1. **Continued Operational Safety:** AVS's most important function is to ensure that existing certificate holders continue to meet or exceed safety requirements, standards, and regulations. AVS accomplishes 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 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 organizations reporting to the Associate Administrator for Aviation Safety that employ over 7,200 personnel in offices around the world. In addition to its Federal civilian work force, AVS uses 11,000 "designees." These individuals perform selected safety oversight duties on behalf of and under the direction of AVS.

Over the next three 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: Risk-Based Decision Making; the National Airspace System (NAS) Initiative; Global Leadership; and Workforce of the Future. AVS is has an important role in each initiative, providing management and subject matter expertise across the board.

All AVS employees will work together to help FAA:

- Prioritize, Predict, and Prevent Safety Risk
- Enhance Operational Efficiency and Embrace New Technology
- Lead Through Collaboration, Example, and Influence
- Train, Retain, and Recruit the Right Skills for the Right Jobs

## Make Aviation Safer and Smarter

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

AVS oversees key safety elements in all aspects of the world's largest, most complex aviation system. AVS achieves this through programs that advance 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.

The Risk-Based Decision Making Strategic Initiative includes leadership and support from all lines of business (LOBs). This initiative ensures that safety risk is systematically included as part of the equation when decisions are made in the FAA. When fully implemented, we will 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 and insights. The data will be analyzed using safety management principles to identify emerging hazards and predict the associated safety risk. The resulting information will be 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.

The FAA will build on Safety Management principles to proactively address risks. As aviation evolves, so must our oversight model. AVS will develop and redefine FAA-level policy for a standardized, integrated, and collaborative approach to oversight. This policy will ensure that FAA decisions impacting industry are made with safety risk fully considered and that oversight models are properly aligned with Safety Management Systems (SMS) in industry organizations. We recognize that the revised model will require a cultural change in how we view and conduct oversight.

To assure a smooth transition into the second century of aviation, AVS is working steadily to develop standards and

regulations for their safe operation in skies that were once largely the domain of commercial aircraft.

## Strategic Objective: 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.

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## Strategic Initiative: Standardization, Access, and Integration

Improve standardization, data access, & modeling integration.

### Strategic Activity: Common Data Taxonomies

Establish an Interim Safety Community of Interest (COI) to consolidate a list of safety databases and taxonomies that are of high value to safety analyst across the FAA.

#### Activity Target 1:

Establish an Interim Safety Community of Interest (COI). Due September 30, 2016

### Strategic Activity: Hazard Tracking Tool

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

#### Activity Target 1:

Update the Hazard Identification Risk Management and Tracking (HIRMT) Tool to accommodate LOB-specific data field requirements. Due September 30, 2016

## Strategic Initiative: Decision Making Process

Enhance decision making processes.

### Strategic Activity: FAA SMS Decision-Making and Governance Structure

Design and implement changes to the FAA SMS decision-making and governance structure including potential changes to the FAA SMS Executive Council roles and responsibilities.

#### Activity Target 1:

Update the FAA SMS Committee Charter and develop the FAA SMS Executive Council Charter to align with the Risk-Based Decision Making Strategic Initiative. Due April 30, 2016

## Strategic Initiative: RBDM Transition of Safety Management

Evolve the Safety Oversight Model.

### Strategic Activity: Safety Performance Management

Lead the agency effort to improve and manage SMS within AVS and FAA by including safety risk when making decisions.

#### Activity Target 1:

Deliver a report to the AVSSMS Coordination Group documenting the results of safety risk assessments on two separate AVS-level Significant Safety Issues (SSIs). (Loss of Control - Aircraft State Awareness and Misloaded Cargo) Due September 30, 2016

#### Activity Target 2:

Deliver safety risk assessment report to the FAA SMS Committee on one FAA-level Significant Safety Issue (SSI). (Light Emitting Diodes (LED) Lighting in Aircraft Operations) Due September 30, 2016

#### Activity Target 3:

Deliver safety risk assessment report to the FAA SMS Committee on one FAA-level Planned NAS Change. (UAS Pathfinder - Focus Area: Beyond Visual Line of Sight in Rural/Isolated Areas) Due September 30, 2016

## Strategic Initiative: Safety Oversight Model

Evolve the Safety Oversight Model.

### Strategic Activity: FAA Oversight Model

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

#### Activity Target 1:

Develop draft FAA level Oversight Philosophy Order and deliver to executive sponsors. Due September 30, 2016

## Internal Work Objective: 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. FY16 Target: 6.7

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## **Internal Work Initiative: Commercial Certification**

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

### **Internal Work 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, 2016

## **Internal Work Initiative: Commercial Standards and Policy**

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

### **Internal Work Activity: Process Exemptions**

Issue all necessary exemptions in a timely manner.

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

With the exception of petitions for reconsideration, process (grant, deny, or close out) 85% of the exemption requests within 120 days of receipt during the current fiscal year processing cycle. (June 3, 2015 - June 2, 2016). Due September 30, 2016

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

With the exception of petitions for reconsideration, process (grant, deny, or close out) exemption requests within an average processing time of 90 days. (June 3, 2015 - June 2, 2016). Due September 30, 2016

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

Process (grant, deny, or close out) 75% of open exemption requests received through the previous fiscal years processing cycle. Due by September 30, 2016. Due September 30, 2016

### **Internal Work Activity: Part 23**

Revise Title 14, Code of Federal Regulations (14 CFR) part 23 as a set of performance based regulations for the design and certification of small transport category aircraft.

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

Receive Final Decision Document approval by the

Rulemaking Management Council for the Part 23 Rule within 120 days of the close of NPRM comment period. Due September 30, 2016

## **Internal Work Activity: Rule Approval**

Approval of rules from the Rulemaking Prioritization Process.

### **Activity Target 1:**

Complete ADA/AOA, or OPR Director as appropriate, approval milestone for 85% of rules within 90 days of the Council-approved schedule date. (For harmonized rules, AOA has delegated signature authority to AIR-1.) Due September 30, 2016

## **Internal Work 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.

### **Internal Work Activity: FAA Safety Recommendations**

Coordinate with other lines of businesses the responses necessary to (1) Provide a final response that closes 15 of the 24 FAA Safety Recommendations that were issued before January 1, 2012 and, (2) Ensure that AVP receives an initial response within 90 days of issuance (80% of the time). Due by September 30, 2016.

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

Provide a final response that closes 15 of the 24 FAA Safety Recommendations that were issued before January 1, 2012. This is dependent upon program offices, across the FAA, providing responses by September 1, 2016. Due September 30, 2016

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

Program Offices will ensure that AVP receives an initial response within 90 days of issuance (80% of the time). This is dependent upon program offices across the FAA. Due September 30, 2016

### **Internal Work Activity: National Transportation Safety Board (NTSB) Safety Recommendations**

AVS will continue to lead ongoing agency efforts to effectively address NTSB safety recommendations issued to the FAA by (1) Providing an updated response for 23 of the 31 open recommendations that

have not received an update since December 31, 2013 and (2) Completing actions on 27 NTSB recommendations to the satisfaction of the Administrator.

**Activity Target 1:**

Program offices will ensure that AVP receives an update for 23 of the 31 open NTSB Recommendations that have not received an update since December 31, 2013. This is dependent upon program offices across the FAA. Due September 30, 2016

**Activity Target 2:**

For FY16, action on 27 recommendations will be completed to the satisfaction of the Administrator. This is dependent upon program offices across the FAA. Due September 30, 2016

**Internal Work Activity: ATC Regional Medical Exams**

Conduct and complete medical testing.

**Activity Target 1:**

Process all ATCS drug tests within 7 business days of receiving all verifying information from the drug test laboratory and DOT. Due September 30, 2016

**Activity Target 2:**

Ensure regional medical offices process ATC medical exams within 20-business days of receiving a complete medical file. Due September 30, 2016

**Internal Work Initiative: Aerospace Medical Research**

Conduct leading edge research associated with new and innovative ways to support FAA regulatory and advisory missions to improve the safety of humans in civilian aerospace operations.

**Internal Work Activity: Investigate New Methods, Processes and Materials to Increase Safety**

Develop prevention/mitigation strategies in support of the Autopsy Program Team, Cabin Safety, Knowledge Management, and Biodynamics Research Teams using the Aerospace Accident/Injury and autopsy Data System (AA-IADS).

**Activity Target 1:**

Collate information from medical treatment facilities, NTSB, DIWS, the CAMI Bioaeronautical Forensic Toxicology Laboratory, and the MANTRA Autopsy Program Team to formulate

recommendations to reduce injuries and fatalities in aircraft accidents by analysis and modeling of passenger/crew injury patterns. Principle Investigator is Dr. DeJohn. Final report due Sep 30, 2016, AAM-1. Due September 30, 2016

**Internal Work Objective: General Aviation Fatal Accident Rate**

Reduce the general aviation fatal accident rate to no more than one (1) fatal accident per 100,000 flight hours by 2018. FY16 Target: 1.02

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**Internal Work Initiative: General Aviation Certification**

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

**Internal Work Activity: Prototype Airmen Certification Standards (ACS) for the Instrument Rating Airplane (IRA) Certificate**

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:**

Complete the prototype testing for both the Airmen Knowledge Tests and the practical tests for the Airmen Certification Standards Instrument Rating Airplane. Due September 30, 2016

**Internal Work 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.

**Internal Work Activity: USHST Support**

Promote the reduction of the general aviation accident rate by supporting the IHST (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, 2016

## Internal Work Objective: 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.

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### Internal Work Initiative: Oversee Designees

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

#### Internal Work Activity: Designee Management System Oversight

Continue to implement and evaluate the Designee Management System.

##### Activity Target 1:

Submit Change 3 to Order 8000.95 to AFS-140. Due May 30, 2016

##### Activity Target 2:

DMS Module Release for 5 designee types into DMS module. Due June 30, 2016

##### Activity Target 3:

Implement the DMS Module Release for 5 AFS designee types transitioning all the designees covered by these types into DMS. Due June 30, 2016

### Internal Work Initiative: Organizational Designation Authorization (ODA)

Organizational Designation Authorization (ODA) scorecard prototype.

#### Internal Work Activity: ODA Scorecard

Evaluate prototype results and issue final Standard Operating Procedures.

##### Activity Target 1:

Evaluate prototype results and issue final Standard Operating Procedures for ODA Scorecard by September 30, 2016. Due September 30, 2016

## Internal Work Objective: 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.

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### Internal Work 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.

#### Internal Work Activity: AFS Support of Human Error Risk Reduction

Reduce Category A&B (most serious) runway incursions to a rate no more than .395 per million operations, and maintain or improve through FY 2016.

##### Activity Target 1:

In collaboration with ATO, ARP, and labor partners, participate in the Runway Safety "Root Cause Analysis Team" to analyze and identify root causes of category A and B runway incursions, and provide recommendations to the Runway Safety Council. Due September 30, 2016

##### Activity Target 2:

Host runway safety materials on [faa.safety.gov](http://faa.safety.gov) and notify pilots through FAAST Blasts or other means of runway safety best practices. Due September 30, 2016

## Deliver Benefits Through Technology/Infrastructure

Today's National Airspace System has served America well for more than 50 years. Today, however, there are new trends that required fundamental changes to the NAS. Since the turn of the century, 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 spread across multiple time zones.

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 FAA Will Build the NAS of the Future and Integrate New Users Through Better Technology and Operational Efficiencies. The four main initiatives are: provide safe, secure, and efficient services to NAS users in the most cost effective and innovative manner; impose least amount of control while maintaining safety; incorporate new user entrants (e.g., UAS and Commercial Space); and reduce impact on the environment.

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

NextGen is an equal mix of technology and procedures, the sum total of which are benefits that are being delivered to the user each and every day. The Aviation Safety organization is delivering to industry exactly what it asked for: a better way to operate, one in which efficiency and safety are intertwined.

The priorities identified by the industry NextGen Advisory Committee include Implementing Performance-Based Navigation at metroplex locations, changing the separation standards for multiple runway operations, expanding the coordination of traffic movement on the airport surface, and the implementation of domestic data communications. In addition, the FAA priorities include implementing ADS-B Out in the aircraft and updating the Roadmap for Performance Based Navigation to provide a blueprint for future initiatives. AVS updated the Aviation Safety Work Plan for NextGen, which catalogs all of the activities that are specific to NextGen implementation occurring throughout the AVS offices.

## **Strategic Objective: 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.

### **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: ADS-B Notice**

Complete the following targets in support of ADS-B Notice: (1) Release Field Approval Policy Memo; (2) Issue User's Guide; (3) Revise Advisory Circular (AC) 20-165A; (4) Revise AC 90-114A; and (5) Produce Manufacturer's Report Cards.

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

Release AVS automatic dependent surveillance-broadcast (ADS-B) Field Approval Policy Memo for AVS-1 signature. Due December 31, 2015

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

Issue a User's Guide to Air Traffic Systems directorate (AJM-2) for inclusion on the Public Compliance Monitor (PCM) website. Due February 28, 2016

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

Broadcast (ADS-B), to address installation and certification barriers identified by industry in the Equip2020 Working Group. Provides clarification to the ADS-B function failure light, setting of ADS-B parameters, and harmonization with European Aviation Safety Agency (EASA) installation guidance. This action reduces the impact of ADS-B installations in the retrofit market. Due March 30, 2016

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

Provide final coordination draft revision to support publication of AC 90-114A, Automatic Dependent Surveillance-Broadcast (ADS-B) Operations, to include information regarding experimental aircraft compliance with the ADS-B mandate, initial flight planning guidance for ADS-B operations, and certain avionics-specific failure events. This activity will reduce confusion on installations and flight operations in certain segments of the aviation community. Due June 30, 2016

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

Produce Manufacturer's Report Cards using data contained in the ADS-B trend analysis tool (ATAT) to each major manufacturer twice per fiscal year, in the second and fourth quarters. Due September 30, 2016

## **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: Integrate UAS Into the NAS**

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

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

Implement web-based project to be updated by all

government research partners and accessible to FAA approved government, industry, and academia research partners to collaborate on UAS research. Due September 30, 2016

**Activity Target 2:**

Submit the revised annual FAA approved update of the UAS Civil Integration Roadmap to the Office of the Secretary of Transportation (OST). Due September 30, 2016

**Strategic Activity: 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:**

Complete, by signing for transmittal out of agency, the sUAS final rule within 90 days of rulemaking management council approved scheduled date of December 18, 2015. Due March 18, 2016

**Activity Target 2:**

Receive Rulemaking Management Council approval of Rulemaking Action Plan (RAP) for the next phase of UAS integration to include expanded operations. Due March 30, 2016

**Internal Work Objective: Average Daily Capacity**

Maintain an average daily capacity for core airports of 57,975, or higher, arrivals and departures.

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**Internal Work Initiative: NY Operational Initiatives**

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

**Internal Work Activity: NY Operational Initiatives**

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

**Activity Target 1:**

Review and distribute checklists returned by the Air Traffic Organization technical operations, Airports, and ATO Terminal in support of the proposed SA CAT II Instrument Approach Procedures for Runway 06 at Long Island MacArthur Airport (ISP). Due December 10, 2015

**Internal Work Objective: 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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**Internal Work Initiative: Research and Development**

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

**Internal Work Activity: Avgas Transition**

Transition to an unleaded Avgas.

**Activity Target 1:**

Develop evaluation plan, convene the Technical Evaluation Committee, and select Candidate Fuels for Phase 2 engine and aircraft testing by March 31, 2016. Due March 31, 2016

**Internal Work Objective: 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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**Internal Work 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.

**Internal Work 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, 2016

**Activity Target 2:**

Conduct five internal EMS audits and one management review, report status to AEE. Due September 30, 2016

**Internal Work Activity: Awarding of Procurement Dollars (AVS)**

Award procurement dollars to small businesses, with special emphasis on procurement opportunities for small disadvantaged businesses, service-disabled veteran-owned small businesses, and women owned small businesses.

**Activity Target 1:**

Award at least 25 percent of the total AVS direct procurement dollars to small businesses. Due September 30, 2016

**Internal Work Objective: Optimize Agency Resources**

Optimize the use and management of FAA resources to improve accountability and enhance operational efficiency through improved management of FAA acquisitions, effective management of financial resources, and support of non-AFN workforce planning. Successful accomplishment of this objective is measured through effective management of Agency acquisitions, continuous improvement of acquisition management policies and practices, and favorable financial system audit results.

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**Internal Work Objective: Support Sustainability and Environmental Objectives**

In accordance with the Energy Independence and Security Act of 2007 (EISA). AFN will support agency sustainability goals to reduce the FAA's carbon footprint. Accomplishment of this objective will be demonstrated by successful implementation or execution of the majority of the initiatives and activities linked to this objective.

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**Internal Work 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 operation, overhead rates, and cost per accounting transaction.

**Internal Work Initiative: Fleet Management**

Reduce FY2016 agency petroleum consumption by government fleet vehicles by 20% from the FY2005 baseline, a maximum consumption of 2,190,194 gasoline-equivalent units. In accordance with the Energy Independence and Security Act of 2007 (EISA) federal agencies must achieve at least a 20% reduction in annual petroleum consumption through 2015, and each year thereafter relative to a FY2005 baseline.

**Internal Work Activity: AVS Efficiency Measure: Ratio of Safety to Non-Safety Labor Costs**

AVS will report to ABA quarterly on non-safety related labor costs as a percentage of total AVS labor costs.

**Internal Work Activity: Fleet Management - AFS**

In accordance with the EISA Section 142, support the Agency to achieve a 20% decrease in vehicle fleet petroleum consumption over the FY-2005 baseline.

**Activity Target 1:**

Provide updated FY2017 measure template for review and approval. Due June 30, 2016

**Activity Target 1:**

The FY-16 AVS target is not to exceed the maximum petroleum consumption of 246,968 gasoline gallon equivalents (GGEs). Due September 30, 2016

**Activity Target 2:**

AVS will track and report quarterly results and provide comments. Due 30 days after the end of each quarter. Due September 30, 2016

**Internal Work Initiative: Small Business Development**

Provide direct procurement opportunities to small business, thereby promoting small business development and good corporate citizenship.

**Internal Work Objective: 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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### **Internal Work 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.

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

Deliver key pre-implementation activities

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

Revise Order 8260.58, United States Standard for Performance Based Navigation (PBN) Instrument Procedure Design, to include Standard Terminal Arrival Route (STAR) PBN procedure design guidance. Due March 31, 2016

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

Revise Order 8260.3, United States Standard for Terminal Instrument Procedures (TERPS), to include Standard Terminal Arrival (STAR) procedure design guidance. Due March 31, 2016

### **Internal Work Objective: Optimize Information Access Through Technology Innovation**

AFN will manage information and technology as valuable business assets using integrative disciplines to describe, harmonize, organize, and govern information and technology assets across both organizational and technological boundaries. Successful achievement of this objective will be demonstrated through expansion of an enterprise information system, migration of Agency data to the Cloud environment and implementation of new critical business systems which support FAA mission accomplishment.

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#### **Internal Work Initiative: Enterprise Information Management (EIM)**

This initiative focuses on delivering business value to our information customers and stakeholders by providing services and capabilities to deliver critical business information. Additional business value is realized by reducing costs, driving efficiencies, and enabling confident decision making. EIM provides the management of information as a business asset and requires integrative, enterprise-wide disciplines to describe, harmonize, organize and govern information

assets across both organizational and technological boundaries.

#### **Internal Work Activity: Dynamic Regulatory System (DRS)**

In conjunction with AVS deploy DRS capability.

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

AFS will provide support to AIT necessary to develop Sunset strategy/plan for RGL & FSIMS applications. Due June 30, 2016

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

AFS will provide support to AIT necessary to deploy DRS search capability in production (to include Ontology definition, security assessment, training material development and performance testing). Due September 30, 2016

### **Internal Work Initiative: Unmanned Aircraft System**

Further mature the B4UFLY application through analysis and reporting.

#### **Internal Work Activity: UAS - B4UFLY**

Provide a mobile application available to the public on Apple devices that will provide information that assists individuals in determining where it is safe to fly a UAS.

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

AFS will coordinate with AIT to ensure transfer of technology from MITRE to the FAA. Due December 31, 2015

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

AFS will coordinate with AIT to collect, analyze and report on data gathered for Beta Version of the B4UFLY app. Due November 30, 2015

### **Internal Work Objective: Deliver Benefits Through Technology and Infrastructure**

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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#### **Internal Work Initiative: Very High Frequency Omni-directional Range (VOR) Minimum Operational - Implementation**

Complete all activities supporting the establishment of the VOR MON by 2025.

### **Internal Work Activity: VOR MON Implementation Program\_AFS-400**

Complete all activities supporting the establishment of the VOR MON by 2025.

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

Complete the update and final approval of Terminal En Route Procedures (TERPs) for Area Navigation (RNAV) initial, intermediate, and missed approach segments for Instrument Landing System (ILS) instrument approaches. Due September 30, 2016

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

Complete updates to the Aeronautical Information Manual (AIM) to provide guidance to pilots and controllers for use of the VOR MON during a GPS outage and landing at MON Airports. Due September 30, 2016

## **Internal Work Objective: Safety Management System Transformation**

This program researches comprehensive and proactive approaches to analyzing aviation safety related to the implementation of NextGen capacity and efficiency capabilities. Safety programs require the capability to merge and analyze diverse sets of aviation information to expose and track precursors to incidents/accidents. Safety analysis allows the FAA and aviation industry to understand emerging risks before they become potential safety issues.

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### **Internal Work Initiative: SSMT Program**

The System Safety Management Transformation (SSMT) program supports the development and implementation of integrated safety management systems across the air transportation system. Integrated Safety Assessment Model (ISAM) utilizes safety models to develop risk baseline estimates.

### **Internal Work Activity: Modeling for Commercial Aviation Safety**

Improve the fidelity of the models and baseline risk estimates used in ISAM (Integrated Safety Assessment Model).

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

Improve the fidelity of the models and baseline risk estimates used in ISAM (Integrated Safety

Assessment Model) to incorporate the assumptions that represent future system safety changes associated with UAS (unmanned aircraft systems) operations. Updated safety risk report, with UAS data incorporated, will be completed by September 30, 2016. Due September 30, 2016

## **Internal Work Objective: 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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### **Internal Work 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.

### **Internal Work Activity: Safety, Security, Environment (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.

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

Data from NGAFID (National General Aviation Flight Information Database) will be analyzed by ASIAS to support GA JSC (General Aviation Joint Steering Committee) in managing its safety risk portfolio. Data will be available for analysis September 30, 2016. Due September 30, 2016

## **Enhance Global Leadership**

AVS plays an important role in the FAA's Enhancing Global Leadership initiative. The Office of Policy, International Affairs, and Environment oversees the majority of activities for this initiative.

The FAA is respected worldwide as being the preeminent aviation authority, and will maintain a vital leadership role in an evolving global airspace through example and influence. AVS conducts its mission to develop, oversee and enforce safety standards for all parts of the aviation industry both within and outside the NAS. AVS Services and Offices perform international activities both to execute

our core mission functions, and to enhance our leadership and effectiveness in performing our mission. 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 US citizens wherever they fly. The FY16 AVS International Work Plan includes our activities in support of the Global Leadership Initiative.

## **Strategic Objective: 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.

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## **Strategic Initiative: Ensure Safety & Security of U.S. Lives**

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

### **Strategic Activity: International Safety Enhancement**

Promote international cooperation to enhance safety by participating in the International Civil Aviation Organization (ICAO) Universal Safety Oversight Audit Program (USOAP), for audits or ICAO Coordinated Validation Missions (ICVM) of countries of priority to the FAA.

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

Explore options for what FAA technical experts in the various fields/FAA lines of business could participate in ICAO USOAP Audit activities. Due December 31, 2015

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

Train and qualify three (3) safety inspectors and other specialists to participate in ICVMs or USOAP Audits. Due September 30, 2016

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

Based on agency priorities, identify two (2) candidate USOAP Audits or ICVMs that FAA could participate in FY-2016 in either a qualified or training auditor capacity, using data to help identify audits, and notify ICAO of request to participate. Due June 30, 2016

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

An additional seven (7) safety inspectors and other specialists complete ICAO academic requirements for auditors to be available for ICAO

on the job audit training in FY-2017. Due September 30, 2016

## **Strategic Initiative: Promote Regulatory Harmonization and Partnerships to Ensure a Seamless Transfer of Technology**

Advance regulatory harmonization and partnerships with foreign authorities and organizations to ensure a seamless transfer of U.S. aerospace products, services, and approvals.

### **Strategic Activity: International Harmonization Enhancement**

Explore opportunities to enhance the FAA's network of global partners.

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

Identify two (2) non-bilateral partner civil aviation authorities (CAAs) for the development of Working Procedures to facilitate acceptance of United States aviation products and begin engagement. Due December 31, 2015

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

Sign charters to formally initiate the technical product specific teams for propulsion, small airplanes, transport airplanes and rotorcraft that allow for coordination of technical issues and harmonization of certification policy and standards between the four major certifying authorities represented by the recently established Certification Management Team (US, Europe, Canada and Brazil). Due February 29, 2016

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

Issue draft Order 8110.52B - Type Validation Procedures - to enhance leveraging of bilateral partner certification systems using a risk based approach to validation that scales FAA level of involvement in approving foreign designs based on factors such as demonstrated CAA capability and technology. Due August 31, 2016

## **Internal Work Objective: 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.

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### **Internal Work Initiative: International Safety**

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

### **Internal Work Activity: Foreign Validation Cost Recovery**

Reimbursement for foreign validation activities.

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

Issue draft framework for cost recovery policy by July 24, 2016. Due July 24, 2016

### **Internal Work Initiative: Global Leadership**

Develop and manage international certification and surveillance

### **Internal Work Activity: Safety and Security of U.S. Lives**

Initiate formal negotiations for new International Implementation Procedures.

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

Submit notification letters to Congress regarding the initiation of formal negotiations for new Implementation Procedures with two partner countries under existing Bilateral Aviation Safety Agreements. Due September 30, 2016

## **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. The FAA will identify needed leadership, technical, and functional skills, then train and recruit for the future.

AVS business priorities are centered on data-driven results and risk management. It is important 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 enhance both the current workforce and build for our future needs

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

- Create innovative programs for hire for increased attrition due to retirements
- Create a framework and process to help AVS better understand current and future human resourcing needs
- Ensure competence in "soft skills" and technical training both through as stand-alone competency development and embedded in technical training
- Build the trust and credibility needed to deliver results and meet AVS's specific needs
- Improve and simplify personnel processing, and remove barriers to growing and building the workforce of the future.

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 our commitment to the importance of D&I in building and maintaining a strong workforce and identifies specific activities aimed at increasing diversity and improving inclusion.

## **Strategic Objective: 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.

### **Strategic Initiative: Attracting Talent**

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

### **Strategic Activity: Strategic Workforce Planning**

Review the encumbered core compensation positions report from the Federal Payroll and Processing System (FPPS) on a quarterly basis to identify positions which are vacant and/or projected to be vacant within 90 days.

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

Review the AHR quarterly report from the FPPS and validate the active position numbers for all current vacancies for core compensation positions to AHR, via KSN, no later than (NLT) 30 days after posting of the quarterly FPPS report. Due September 30, 2016

## **Internal Work Objective: AVS Core Organizational Health**

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

## Internal Work Initiative: Budget and Planning

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

### Internal Work Activity: Lapsed Budget

The amount of unused Operations Appropriation dollars that expire on September 30, 2016 will not exceed 0.10 percent.

#### Activity Target 1:

Lapse no more than 0.10 percent of the AVS FY2016 budget. Due September 30, 2016

### Internal Work 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, 2016 and July 31, 2016. Due July 31, 2016

#### Activity Target 2:

Maintain and review the AIR Aviation Safety Inspector (ASI) model. Forecast due by December 31, 2015 and mid-year forecast July 15, 2016. Due July 15, 2016

#### Activity Target 3:

Maintain and review the AIR Aviation Safety Engineer (ASE) model. Forecast due by December 31, 2015 and mid-year forecast due by July 15, 2016. Due July 15, 2016

#### Activity Target 4:

Develop an updated AFS Model for the AVS Workforce plan by December 31, 2015. Develop a plan for web-based model by June 30, 2016. Establish and review performance measures for AFS Workforce model with additional functionality and enhanced reports by September 30, 2016. Due September 30, 2016

#### Activity Target 5:

Implement SS model (reporting system) by December 31, 2015. Complete the SS model mid-year analysis and database review by July 31, 2016. Integrate model simulation capabilities into ASTARS by June 30, 2016. Due June 30, 2016

#### Activity Target 6:

Complete initial model data analysis (reporting system) by December 31, 2015. Complete the AAM (ATC and Airman Certification) model mid-

year analysis and database review by July 31, 2016. Due September 30, 2016

## Internal Work Initiative: Management and Business Services

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

### Internal Work Activity: Federal Viewpoint Survey

Evaluate the AVS FedView Survey results.

#### Activity Target 1:

Evaluate the results of the 2015 Employee Viewpoint Survey and present findings to the AVSMT. Due February 27, 2016

### Internal Work 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, 2016, April 30, 2016, July 30, 2016) Due September 30, 2016

### Internal Work Activity: AVS Surveillance Audits

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

#### Activity Target 1:

Complete first third-party surveillance audit. Due March 31, 2016

#### Activity Target 2:

Complete second third-party surveillance audit. Due September 30, 2016

### Internal Work Activity: Section 508 Compliance

Scan AVS sites for Section 508 compliancy.

#### Activity Target 1:

Achieve 98% compliance for Section 508 in the AVS external site. Due September 30, 2016

## Internal Work Objective: AVS Core People and Labor

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This is the repository for initiatives involving people and labor.

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## **Internal Work 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.

### **Internal Work 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, 2016, ensure that all findings that are open 30 days or more have current hazard abatement plans. Due July 31, 2016

### **Internal Work 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 FY2016 from the AVS Diversity and Inclusion Work Plan. Due September 30, 2016

### **Internal Work Activity: AVS Workforce**

Address attrition challenges in AVS.

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

Draft a process to capture employee exit data in AVS. Due June 30, 2016

## **Internal Work Initiative: AVS Strategic Communications**

Develop, coordinate and implement plans for internal strategic communications. These activities include using the entire array of AVS communications platforms to communicate the AVS vision, mission and significant events and information that effect AVS to help create a well-informed, cohesive workforce.

### **Internal Work Activity: AVS Strategic Communications Program**

Develop, coordinate and implement plans associated with internal strategic communications.

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

Deploy at least 40 internal communications products to communicate the AVS vision, assist with AVS change management efforts and inform the AVS workforce of significant events and information. These products include the AVS Flyer, AVS Video Updates, Leadership Emails and Manager Message Toolkits. Due September 30, 2016

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

Conduct at least 60 corporate - employee engagement activities. These include AVS Site Visits, Town Halls, Brown Bag Lunches, Senior Leadership Development Program, AVSMT interactions with the AVS Overview and New Managers classes, and interactions with the new PEL cohorts. Due September 30, 2016

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

Raise AVS's Employee Engagement Index Score from 68% to 70%. Due September 30, 2016

## **Internal Work Objective: Hiring Persons with Targeted Disabilities (PWTB)**

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 PWTB for eligible positions to 3 percent by 2018. In FY 2016, ACR in collaboration with the FAA LOBs/SOs will ensure that at least 2.33% of all FAA new hires are PWTB.

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### **Internal Work Initiative: Hiring PWTB**

The FAA line of businesses and staff offices (LOBs/SOs) will work collaboratively to support the DOT goal to increase the representation of PWTB in the workforce by ensuring that at least 2.33% of all FAA new hires are PWTB. Each year, FAA will increase incrementally the percentage of PWTB hires by .33% per year to reach the 3% DOT hiring goal by 2018.

### **Internal Work Activity: Hiring PWTB**

In FY 16, the Office of Civil Rights in collaboration with the FAA LOBs/SOs will ensure that at least 2.33% of all FAA new hires are PWTB.

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

The head of each LOB/SO will issue a memorandum (key language will be provided by ACR) directed to their managers promoting the PWTB hiring goal. Due January 31, 2016

**Activity Target 2:**

Each LOB/SO will report to ACR their total hiring projections for FY 16, and identify the estimated number of PWTD hires required to meet their 2.33% hiring goal. Due April 30, 2016

**Activity Target 3:**

Managers with hiring authority from each LOB/SO will participate in one consultation session held by the National People with Disabilities Program Manager to establish hiring initiatives. Due June 30, 2016

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

**Activity Target 1:**

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, 2015

**Activity Target 2:**

Support Agency efforts to implement and/or revise performance evaluation methods to the managers EEO performance standard. Due September 30, 2016

**Activity Target 3:**

Identify and track Diversity and Inclusion initiatives through the EAC Workgroups. Due September 30, 2016

## Internal Work Objective: 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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### Internal Work Initiative: ADR Engagement

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

**Internal Work Activity: ADR Engagement**

ACR, in coordination with the LOBs/SOs, will ensure that 70% of all managers engage in mediation when requested by employees.

**Activity Target 1:**

Assist Agency effort with ADR engagement by ensuring that 70% of all managers engage in mediation when requested by employees. Due September 30, 2016

## Internal Work Objective: 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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**Internal Work Initiative: EAC**

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

**Internal Work Activity: EAC**

## Internal Work Objective: 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.

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### Internal Work Initiative: FAA Congressional Correspondence Response

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

### Internal Work 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

## **Internal Work Objective: Workforce of the Future Mission Support**

Support the FAA in meeting its goals and objectives with a back to basics approach supporting innovative HR systems; strong, strategic and effective communications through the most valuable resource, PEOPLE.

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### **Internal Work Initiative: HR Core Services**

Improve the efficiency, effectiveness and timeliness of HR programs and services in support of the FAA's mission and workforce.

#### **Internal Work Activity: Hiring Efficiency**

Complete the selection process within 21 days from the receipt of the referral list for non-bargaining unit employees.

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

Increase by 5% (over the FY2015 baseline of 55%) the number of non-bargaining unit employees' certificates of eligibles returned to AHR within 21 days. FY2016 Target: 60% Due September 30, 2016

## **Internal Work Objective: 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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### **Internal Work Initiative: EEO Training**

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

#### **Internal Work Activity: EEO Training Requirements for FAA Workforce**

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

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

Monitor and report monthly on the completion of NO FEAR training to ensure 100% completion rate by 09/30/2016. Due September 30, 2016

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

Ensure that 60% of management complete at least one EEO training course. Due September 30, 2016

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

Ensure that 10% of employees complete at least one EEO training course. Due September 30, 2016

## **Internal Work Objective: Enhance Organizational Excellence**

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. AFN will build new work environments and provide employee training and tools that equip and empower all AFN employees to better serve the agency. Successful achievement will be demonstrated through successful implementation or execution of initiatives and activities linked to this objective.

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### **Internal Work 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 Strategy and training, developing and certifying personnel in key acquisition professions.

#### **Internal Work Activity: Implement and Annually Update FAA's Acquisition Workforce Strategy**

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

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

Contribute information to be published in the annual update of FAA's Acquisition Workforce Strategy and coordinate final draft once received from AFN with AVS leadership. Due September 30, 2016

#### **Internal Work 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, 2016

## **Internal Work Objective: 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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## **Internal Work 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.

## **Internal Work Activity: FAA Idea Challenge - AQS**

FAA Idea Challenge.

### **Activity Target 1:**

Lead the development, implementation, review and initial communications of at least one FAA Idea Challenge. Due March 31, 2016