

FY2017 AVS Business Plan

As the broad scope of aviation evolves with the advent of new technology, the role of the Office of Aviation Safety evolves with it. Never before has technology developed at such a rapid pace. The advents of space-based navigation and unmanned aircraft alone have changed the National Airspace System in ways that few would have anticipated a decade ago.

Regardless of the changes that the future may present, AVS remains committed to delivering aircraft, pilots and systems that are safe and efficient.

AVS has a role 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 the 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 the FAA 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 eight distinct organizations reporting to the Associate Administrator for Aviation Safety that employ over 7,400 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 few 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 identified four strategic initiatives: Risk-Based Decision Making; the National Airspace System (NAS) Initiative; Global Leadership; and Workforce of the Future. AVS has an important role in each initiative, providing management and subject matter expertise across the board.

All AVS employees will work together to help the FAA:

- Predict, Prioritize, and Manage 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 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 the SMSs 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 of all aircraft-manned and unmanned.

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.

Strategic Initiative: Standardization, Access, and Integration

Improve standardization, data access, & modeling integration.

Strategic Activity: FAA Safety Data Access and Management

Establish a permanent safety data and analysis team to standardize and integrate safety data at the agency level.

Activity Target 1:

Target 2: Create a permanent safety data and analysis team. Due September 15, 2017

Strategic Activity: Hazard Tracking Tool

Evolve the agency-wide tool to track hazards and mitigation outcomes.

Activity Target 1:

Implement system enhancements to support interconnectivity with relevant data systems. Due September 15, 2017

Strategic Initiative: Decision Making Process

Enhance decision making processes.

Strategic Activity: Enhance decision making processes

Revise FAA Safety Risk Management policy to align with risk-based decision making principles.

Activity Target 1:

Publish revision to FAA Order 8040.4A, Safety Risk Management Policy. Due August 15, 2017

Strategic Initiative: Redefine Oversight Model for Industry

Evolve the Safety Oversight Model.

Strategic Activity: FAA Oversight Philosophy Model

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

Activity Target 1:

Publish FAA Oversight Philosophy. Due June 30, 2017

Strategic Initiative: Safety Performance Management

Evolve the Safety Oversight Model.

Strategic Activity: FAA Significant Safety Issues

Lead the agency effort to improve and manage Significant Safety Issues (SSIs) across the FAA by including safety risk when making decisions.

Activity Target 1:

Present 1st quarter status briefing of all identified FY17 FAA Significant Safety Issues (SSIs) to the FAA SMS Committee and FAA SMS Executive Council. Due December 15, 2016

Activity Target 2:

Present 2nd quarter status briefing of all identified FY17 FAA Significant Safety Issues (SSIs) to the FAA SMS Committee and FAA SMS Executive Council. Due March 15, 2017

Activity Target 3:

Present 3rd quarter status briefing of all identified FY17 FAA Significant Safety Issues (SSIs) to the FAA SMS Committee and FAA SMS Executive Council. Due June 15, 2017

Activity Target 4:

Present quarterly status briefing of all identified FY17 FAA Significant Safety Issues (SSIs) to the FAA SMS Committee and FAA SMS Executive Council. Due September 15, 2017

Internal Work Objective: Commercial Air Carrier Fatality Rate

Reduce the commercial air carrier fatalities per 100 million persons on board by 24% over 9-year period (2010-2018). No more than 6.2 in 2018. FY17 Target: 6.4

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, 2017

Internal Work Activity: Airmen Certification Standards (ACS) for the Commercial Pilot Airplane (CAX)

Overhaul Airmen Testing Standards and Training.

Activity Target 1:

Publish the Commercial Pilot Airplane (CAX) Airman Certification Standards (ACS) to the Airman Testing Webpage. Due August 31, 2017

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 reconsiderations and those petitions for exemption under Section 333, process (grant, deny, or close out) 75% of the exemption requests within 120 days of receipt during the current fiscal year processing cycle and within an average processing time of 90 days. (June 2, 2016 - June 2, 2017). Due September 30, 2017

Activity Target 2:

Process (grant, deny, or close out) 75% of open exemption requests received through the previous fiscal years processing cycle. Due September 30, 2017

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 Rulemaking Management Council approved schedule date. (For harmonized rules, AOA has delegated signature authority to AIR-1.) Due September 30, 2017

Internal Work Activity: Rulemaking

Rulemaking Governance Plan for strategic priorities.

Activity Target 1:

Submit for AOA approval a Rulemaking Governance Plan for strategic priorities that provides rulemaking efficiencies. Due March 31, 2017

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 16 of the 78 FAA Safety Recommendations that were issued before January 1, 2014 and, (2) Ensure that AVP receives an initial response within 90 days of issuance (85% of the time). Due by September 30, 2017.

Activity Target 1:

Provide a final response memo that closes 16 of the 78 FAA Safety Recommendations that were issued before January 1, 2014. This is dependent upon program offices, across the FAA, providing responses by September 1, 2017. Due September 30, 2017

Activity Target 2:

Program Offices will ensure that AVP receives an initial response memo within 90 days of issuance (85% of the time). Due September 30, 2017

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.

Activity Target 1:

Program offices will ensure that AVP receives an update memo for 22 of the 43 open NTSB Recommendations that have not received an update since December 31, 2013. Due September 30, 2017

Internal Work Activity: Air Traffic Controllers (ATC) Regional Medical Exams

Conduct and complete medical testing for Air Traffic Controller Specialists (ATCS).

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, 2017

Activity Target 2:

Ensure regional medical offices process ATC medical exams within 20-business days of receiving a complete medical file. Due September 30, 2017

Internal Work Activity: Safety System Assurance

Data collection and analysis.

Activity Target 1:

Identify 12 risk indicators associated with Air Navigation Service Provision (ANSP). Due December 30, 2016

Activity Target 2:

Create a prototype of a Safety Assurance System (SAS)-like model for data collection and analysis of FAA Air Traffic Facilities. Due June 30, 2017

Internal Work Initiative: Records Database

Deploy initial Pilot Records Database.

Internal Work Activity: Pilot Records Database (PRD)

Deploy initial Pilot Records Database for air carrier, operator, and pilot use by automating the Pilot Records Improvement Act (PRIA) process.

Activity Target 1:

Make PRD available for use by air carriers, operators, and pilots by automating the current Pilot Records Improvement Act (PRIA) process on or before December 31, 2016. Due December 31, 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. FY17 Target: 1.01.

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: US Helicopter Safety Team (USHST) Support

Promote the reduction of the general aviation accident rate by supporting the International Helicopter Safety Team (IHST)- USHST focusing on airman certification and operating standards.

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 80% of SEs assigned to AFS-800 within USHST approved timeframes. Due September 30, 2017

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.

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:

Release DMS for AFS Group 1 Designee Types [Designated Airworthiness Representative-Maintenance (DAR-T), Designated Mechanic Examiner (DME), and Designated Parachute

Rigger Examiner (DPRE)] for operation. Due September 30, 2017

Internal Work Initiative: Organizational Designation Authorization (ODA)

Organizational Designation Authorization (ODA) scorecard prototype.

Internal Work Activity: ODA Scorecard

2016 Organization Designation Authorization (ODA) Scorecard.

Activity Target 1:

Implement and complete 2016 Organization Designation Authorization (ODA) Scorecard Cycle by February 28, 2017. Due February 28, 2017

Internal Work Objective: Runway Incursions (Category A and B)

Reduce Category A & B (most serious) runway incursions to a rate of no more than 0.395 per million.

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 of no more than: 0.375 per million for commercial aviation and 0.465 per million for non-commercial aviation.

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 August 31, 2017

Activity Target 2:

Host runway safety materials on faa.safety.gov and notify pilots through FAAST Blasts or other means of runway safety best practices. Due August 31, 2017

Internal Work Objective: Secure the Enterprise

Continuously enhance the FAA's Cyber Security posture through provision of FAA-wide Information Security and Privacy Services that properly secure agency information and reduce risk to breach of Agency Information systems. In addition, AFN will collaborate with Department of Transportation (DOT) to advance capabilities that protect against cyber threats. Successful accomplishment of this objective will be based upon assessment of risks to the system and effective response to those risks.

Internal Work Initiative: Information Security and Privacy Services

Continuously enhance the FAA's Cyber Security posture through provision of FAA-wide Information Security and Privacy Services that properly secure agency information and information systems.

Internal Work Activity: Security and Privacy Liaison Service

The Security and Privacy Liaison Service provides relationship management between consumers and the Information Security and Privacy group. In addition, coordinates policies, awareness training, as well as situational awareness communications.

Activity Target 1:

Provide content to AIT for the reports to Congress as per the FAA Reauthorization, Section 2111, Aviation Cybersecurity. Interim due dates of reports to Congress: October 15, 2016, January 15, 2017, March 15, 2017; July 15, 2017. Due July 15, 2017

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 require fundamental changes to the NAS. Since the turn of the century, the agency has seen dramatic technological changes, 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 the least amount of control while maintaining safety; incorporate new user entrants (e.g., UAS and Commercial Space); and reduce impact on the environment.

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

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: Integrate New User Entrants/UAS

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

Strategic Activity: UAS Civil Roadmap

Update UAS Civil Integration Roadmap.

Activity Target 1:

Submit the revised annual FAA approved update of the UAS Civil Integration Roadmap, including the R&D Roadmap, to the Department of Transportation. Due September 30, 2017

Strategic Activity: UAS Education, Outreach & Communications

Engage in activities to support UAS Education, Outreach & Communications.

Activity Target 1:

Complete safety statement in collaboration with industry partners and in accordance with the 2016 FAA Reauthorization requirement. Due February 28, 2017

Activity Target 2:

Host UAS Symposium in support of providing specific opportunities for broad industry feedback and engagement. Due June 30, 2017

Activity Target 3:

Expand internal FAA communication and outreach efforts of UAS integration activities as outlined in the FY17 UAS Communications Plan. Due May 31, 2017

Strategic Activity: UAS Detection at Airports

Assess detection capabilities at various airports.

Activity Target 1:

Assess detection capabilities of UAS detection manufacturers operationally at Denver International Airport. Due December 30, 2016

Activity Target 2:

Assess detection capabilities of UAS detection manufacturers operationally at Dallas Fort Worth International Airport. Due May 31, 2017

Activity Target 3:

Operationally assess the UAS detection and mitigation capabilities with our inter-agency partners to evaluate NAS impact. Due September 30, 2017

Strategic Activity: UAS Integration

FAA will team with industry to develop an open source data sharing capability to facilitate an enterprise low altitude authorization and notification request capability and investigate the requirements for the potential inclusion of Waiver requests.

Activity Target 1:

Commence an operational evaluation between the FAA and an industry partner demonstrating a low altitude authorization and notification request capability. Due September 30, 2017

Strategic Activity: UAS Rulemaking

Propose next phase of UAS integration.

Activity Target 1:

Propose scope and schedule for the next phase of UAS integration to the December Rulemaking Management Council. Due December 31, 2016

Strategic Activity: Drone Advisory Committee

The purpose of the DAC is to provide an open venue for FAA and UAS stakeholders to work in partnership to identify and recommend a single, consensus-based set of resolutions for issues regarding the efficiency and safety of integrating UAS into the NAS and to develop recommendations to address those issues and challenges.

Activity Target 1:

Identify three to five DAC priorities by July 30, 2017. Due July 30, 2017

Strategic Initiative: CSTI UAS Priorities

Complete UAS Priorities on Operations of sUAS Over People, Processing Part 107 Waiver, and Processing Part 107 Authorizations.

Strategic Activity: Part 107 Waivers

Processing Part 107 Waivers.

Activity Target 1:

AVS will respond to 80% of Part 107 waiver applicants within 90 days of receipt of an application for waiver (received between October 1 2016 and June 30, 2017) with either an approval of waiver, denial of waiver, or request for additional information, for the first 9,800 waiver applications received. Due September 30, 2017

Strategic Activity: Operations Over People

Operations of sUAS Over People.

Activity Target 1:

Publish the Notice of Proposed Rulemaking (NPRM) for Operations of sUAS Over People within 60 days of plan (which is currently December 30, 2016). Due March 1, 2017

Internal Work Objective: Average Daily Capacity

Maintain an average daily capacity for core airports of 58,006, or higher, arrivals and departures.

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:

Support PANYNJ runway rehabilitation and taxiway improvements at John F. Kennedy International Airport (JFK) to help minimize operational impacts including coordination of checklists with Air Traffic Organization and Airports to reduce minima on JFK 13L CAT II ILS to improve low visibility operations during 4R closures. Due March 2, 2017

Activity Target 2:

Support PANYNJ Terminal improvements at LaGuardia LGA and Newark Liberty International EWR to help minimize equipment and operational impacts. Evaluate airspace cases in a timely manner. Due September 30, 2017

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.

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:

Issue a draft template to the Internal FAA team with language for Federal Register Notice authorizing aircraft/engines to utilize the Piston Aviation Fuels Initiative (PAFI) unleaded fuels by September 15, 2017. Due September 15, 2017

Internal Work Objective: Optimizing the Use of Agency Resources

As public stewards, AFN will optimize the use and management of FAA resources to improve accountability and enhance operational efficiency through improved management of FAA acquisitions and real property assets, effective management of financial resources, and support of non-AFN workforce planning. Successful accomplishment of this objective is measured through effective management of Agency acquisition policies and practices, reducing space requirements and pursuing alternative workplace strategies to increase space utilization, achieving cost reduction and avoidance targets, favorable financial system audit results, continuous efforts to promote the development of small businesses as well as good corporate citizenship, and establishing an AIT UAS PMO office to provide an one-stop-shop portal for all UAS applications.

Internal Work Initiative: Small Business Development

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

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, 2017

Internal Work Initiative: 90% Critical Acquisition Goal (CIP#:M53.01-02)

Complete FY17 90% Critical Acquisitions support goals for AVS.

Relationship to Objective: .

Internal Work Activity: Aerospace Medical Equipment Needs (AMEN) Phase 2

Complete targets listed under the AMEN execution plan.

Activity Target 1:

Bring Resolution High Speed Cameras (HRHSC) into service. Due December 31, 2016

Activity Target 2:

Bring Engineering Calibration Device (CAL) into Service. Due September 30, 2017

Internal Work Objective: Optimizing Shared Services Through Operational Excellence, Technology, and Innovation

As the agency's shared services organization, AFN strives to provide the highest value for America's investment by delivering value-added and innovative products, services, and processes to position the agency for the future. Successful achievement of this objective will be demonstrated through expansion of an enterprise information system, deployment and implementation of PRISM 7.2, stabilization of the Logistics Center Support System (LCSS), management and execution of other key IT projects, and through the continuous monitoring and reporting of federal benchmarking data and identification of gaps and best practices to improve the quality of AFN's products and services.

Internal Work Initiative: Enterprise Information Management (EIM)

Enterprise Information Management (EIM) specializes in finding solutions for access and use of information; for example, to support decision-making or day-to-day operations that require the availability of knowledge and data. EIM seeks to overcome barriers in the discovery, management and use of information as an enterprise asset.

Internal Work Activity: SEEKR Implementation

Collaborate with AIT to deploy SEEKR capability which powers the Dynamic Regulatory System (DRS).

Activity Target 1:

In collaboration with AIT, release a version of Dynamic Regulatory System (DRS) (powered by SEEKR) to limited pilot group. Due September 30, 2017

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.

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: System Safety Management Transformation (SSMT) Program

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

Activity Target 1:

A detailed report will be delivered to show Integrated Safety Assessment Model (ISAM) capability to facilitate the safety analysis of surface events for five major US airports (ATL, JFK, ORD, HOU, SFO) by September 30, 2017. Due September 30, 2017

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.

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:

Complete at least one safety metric using the ASIAs fusion-based architecture to support on-going Safety Team analyses. Due September 30, 2017

Internal Work 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.

Internal Work Initiative: Integrate New User Entrants

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

Internal Work Activity: Enable Commercial Operations- Systems

2017 UAS Strategic Communications Plan.

Activity Target 1:

Finalize FY 17 UAS Strategic Communications Plan and present to UAS Board by October 31, 2016. Due October 31, 2016

Internal Work Activity: FAA Research and Development

Engage in activities in support of FAA Research and Development.

Activity Target 1:

Release UAS Research Management Plan for FAA-wide formal coordination. Due December 31, 2016

Activity Target 2:

Implement FAA and governmental research partner routine use of UAS Research Inventory and Mapping (RIM) web-based database. Due December 31, 2016

Activity Target 3:

Incorporate approved FY19 and new FY17 UAS research requirements into AVS research portfolio. Due June 30, 2017

Internal Work Activity: UAS Implementation Plan

Engage in activities in support of the UAS Implementation Plan.

Activity Target 1:

Incorporate all new legislative requirements from H.R.636, FAA Extension, Safety, and Security Act of 2016 into the UAS Implementation Plan. Due December 31, 2016

Activity Target 2:

Deploy an FAA-wide tracking mechanism for the UAS Implementation Plan milestones. Due December 31, 2016

Activity Target 3:

Submit the updated FY18 UAS Implementation Plan. Due July 31, 2017

Internal Work Activity: Enable Expanded Operations

Engage in activities in support of Enable Expanded Operations.

Activity Target 1:

Finalize draft process that allows for routine commercial extended visual line-of-sight (EVLOS) operations. Due March 30, 2017

Activity Target 2:

Provide repeatable process for authorizing beyond visual line-of-sight (BVLOS) operations for commercial and public operations in the NAS. Due March 30, 2017

Internal Work Initiative: NextGen Advisory Committee (NAC) Recommendations

Support FAA's commitments to Congress in response to the NAC recommendations.

Internal Work Activity: NAC Recommendations

NextGen Priorities Implementation Milestones for 80% OSI and 90% Corporate STI and Strategic Initiative.

Activity Target 1:

Remove Vertical Navigation Requirement for Simultaneous Independent Parallel Approaches. Due March 31, 2017

Activity Target 2:

Release Procedure Design guidance for Advanced Required Navigation Performance. Due March 31, 2017

Activity Target 3:

Complete Established on Required Navigation Performance (EoR) Independent Operations Safety Analysis Report. Due June 30, 2017

Activity Target 4:

Release Enhance Flight Vision Systems (EFVS) Final Rule. Due December 31, 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 FY17 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.

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 Unmanned Aircraft Systems Integration

Provide recommendations for the International Civil Aviation Organization to address small Unmanned Aircraft Systems (UAS) operation for integration into the global framework.

Activity Target 1:

Submit White Paper to the Administrator on recommendations for the International Civil

Aviation Organization to address small UAS integration as a priority. Due September 30, 2017

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 enhancing the FAA's network of global partners: * For Tier 1 (experienced certification authorities), work to reduce duplication of efforts and resources among global partners, including authorities and industry, by introducing streamlined validation of certain low risk products (part 23, 27, 33, or 35) into at least one Certification Management Team partner Bilateral Aviation Safety Agreement Implementation Procedures for Airworthiness; and * For Tier 2 (emerging certification authorities), engage with Asia Pacific partners to lead the establishment and chartering of an international working group on Unmanned Aircraft Systems to identify certification principles. The working group will ensure key international partners, including ICAO, are aware of efforts to identify global regulatory standards.

Activity Target 1:

Working with experienced certification authorities (Tier 1 partners), define classification criteria for streamlined validation of low risk products. Due April 30, 2017

Activity Target 2:

Revise and sign a Bilateral Aviation Safety Agreement Implementation Procedures for Airworthiness with at least one identified experienced certification authority (Tier 1 partner). Due September 30, 2017

Activity Target 3:

Advance the FAA's design certification leadership role in Unmanned Aircraft Systems(UAS)/Remotely Piloted Aircraft Systems by engaging with Asia Pacific partners to define scope of work for an international working group on UAS to identify certification principles and draft a charter for member states concurrence. Due April 30, 2017

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.

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: BREXIT

Within 60 days of the FAA senior executive-level meeting with the DG for the UKCAA and with the UK Department for Transport, AEU will work with other FAA offices to develop a detailed work plan that will formulate the full scope of transitional activities, including timelines and FAA lead offices.

Activity Target 1:

Identify all formal agreements under which the S/O conducts work with or in the UK potentially impacted by BREXIT. Due December 31, 2016

Activity Target 2:

Within 30 days of UK invocation of formal BREXIT action with the EU, initiate development of contingency plans as needed to accommodate UK's official transition timeline. Due September 30, 2017

Internal Work Activity: Reimbursable Agreements

AIR policy on reimbursement procedures.

Activity Target 1:

Release draft AIR policy on reimbursement procedures for field comment by February 28, 2017. Due February 28, 2017

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 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 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 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.

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, 2017 will not exceed 0.10 percent.

Activity Target 1:

Lapse no more than 0.10 percent of the AVS FY2017 budget. Due September 30, 2017

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, 2017 and July 31, 2017. Due July 31, 2017

Activity Target 2:

Maintain and review the AIR Aviation Safety Inspector (ASI) model. Forecast due by December 31, 2016 and mid-year forecast July 15, 2017. Due July 15, 2017

Activity Target 3:

Maintain and review the AIR Aviation Safety Engineer (ASE) model. Forecast due by December 31, 2016 and mid-year forecast due by July 15, 2017. Due July 15, 2017

Activity Target 4:

Maintain and review the AFS Model for Flight Standard District Office (FSDO) and Certificate Management Office (CMO) by January 2017. Develop and implement a web-based model for International Field Office (IFO) and Aircraft Evaluation Group (AEG) by September 30, 2017. Continue workload resource analysis of SAS on inspector workforce and identify workload performance measures by September 30, 2017. Due September 30, 2017

Activity Target 5:

Maintain and review the AIR Aviation Safety Standards Staff (ASE/ASI) model. Forecast due by December 31, 2016 and mid-year forecast due by July 15, 2017. Due September 30, 2017

Activity Target 6:

Implement a web-based model for AAM (Air Traffic Controller and Airman Certification) by December 31, 2016. Review and analyze AAM mid-year submission and database functionality by July 31, 2017. Due September 30, 2017

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: Section 508 Compliance

Training on Section 508 Standards.

Activity Target 1:

Conduct a total of 14 training sessions on Section 508 Standards. Due September 30, 2017

Internal Work Activity: AVS Stakeholder Feedback

Addressing AVS Stakeholder Feedback.

Activity Target 1:

Receive AVSMT approval for future implementation of new approach for addressing AVS Stakeholder Feedback. Due September 30, 2017

Internal Work Activity: Future of AIR

New organizational mode for AIR.

Activity Target 1:

Obtain AOA approval to realign AIR Executive Manager Positions by November 30, 2016. Due November 30, 2016

Internal Work Objective: AVS Core People and Labor

This is the repository for initiatives involving people and labor.

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, 2017, ensure that all findings that are open 30 days or more have current hazard abatement plans. Due July 31, 2017

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 FY2017 from the AVS Diversity and Inclusion Work Plan. Due September 30, 2017

Internal Work Activity: AVS Workforce

Address attrition challenges in AVS.

Activity Target 1:

Analyze quarterly reports from AHR regarding AVS Exit Survey and present data to AVSMT semiannually. Due September 30, 2017

Internal Work Activity: AVS Support for EMS

AVS is committed to achieve 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, 2017

Activity Target 2:

Conduct five internal EMS audits and one management review, report status to AEE. Due September 30, 2017

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.

Internal Work Initiative: Diverse and Inclusive Workforce

In FY 2017, ACR in collaboration with FAA LOB/SO's will work to ensure a diverse and inclusive workplace. We will ensure that at least 2.67% of all FAA new hires are Persons with Targeted Disabilities (PWTD). LOB/SO will develop and implement strategies to increase the participation rate of Hispanics and women in the FAA workforce, as compared against the national civilian labor force (CLF). LOB/SO will work to improve workplace behavior by ensuring 60% of management and 10% of employees complete at least one Equal Employment Opportunity (EEO) training course. In support of Alternative Dispute Resolution (ADR) engagement, will ensure that 70% of all managers engage in mediation when requested by employees.

Internal Work Activity: AVS Diverse and Inclusive Workforce

In FY 2017, ACR in collaboration with AVS will work to ensure a diverse and inclusive workplace. We will ensure that at least 2.67% of all FAA new hires are

Persons with Targeted Disabilities (PWTD). LOB/SO will develop and implement strategies to increase the representation of Hispanics and women in the FAA workforce, as compared against the national civilian labor force (CLF). LOB/SO will work to improve workplace behavior by ensuring 60% of management and 10% of employees complete at least one Equal Employment Opportunity (EEO) training course. In support of Alternative Dispute Resolution (ADR) engagement, will ensure that 70% of all managers engage in mediation when requested by employees.

Activity Target 1:

AVS will support agency's goal of 2.67% PWTD hires, by attending bi-monthly EAC with limited delegation. Implement strategies developed in coordination with PWTD Tiger Team to ensure PWTD new hire goal is achieved. Due September 30, 2017

Activity Target 2:

AVS will identify strategies and actions to improve groups with lower than expected participation rates, based on data provided by ACR during the EEOC MD-715 Part G checklist review. Due November 30, 2016

Activity Target 3:

Develop and implement outreach and recruitment strategies to increase the representation rates of Hispanics and women in the AVS workforce, as compared against the national civilian labor force (CLF). Due September 30, 2017

Activity Target 4:

Designate one (1) representative to participate in the two (2) new executive-led EAC workgroups, focusing on increasing underrepresentation of Hispanics and women via outreach and recruitment. The workgroups will develop strategies to retain the underrepresented groups once onboard. Due December 31, 2016

Activity Target 5:

Ensure 90% of AVS reasonable accommodation requests are processed within 25 business days or less. Due September 30, 2017

Activity Target 6:

Utilizing various learning platforms, monitor the delivery of EEO training to 60% of AVS managers and 10% of AVS employees. Due September 30, 2017

Activity Target 7:

Assist Agency effort with ADR engagement by ensuring that 70% of all AVS managers engage in mediation when requested by employees. Due September 30, 2017

Internal Work Objective: Workforce of the Future Mission Support

Support the FAA in meeting its goals and objectives with a back to basics approach to leverage HR's most valuable resource, PEOPLE.

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 3% (over the FY2016 %) the number of non-bargaining unit employees' certificates of eligibles returned to AHR within 21 days. FY2017 Target:42% Due September 30, 2017

Internal Work Activity: Workforce Planning (Phase 2)

Improve efficiency and effectiveness of HR resource management through position management governance.

Activity Target 1:

Reduce the number of duplicative active vacant positions in Federal Payroll and Processing System (FPPS) by 10%. Due September 30, 2017

Activity Target 2:

Analyze FPPS organizational structure to address any inconsistencies found in how the organization is structured officially in FPPS and how the organization is structured functionally in the organization chart. Due September 30, 2017

Internal Work Objective: Enabling FAA's Employees to Work Smarter

AFN will promote a new work environment and supporting technology to enable FAA employees to work smarter, faster, and with greater flexibility and mobility. Successful accomplishment of this objective will be demonstrated through Workplace Evolution transformation efforts, implementing upgraded bandwidth circuits at FAA facilities approved for the first phase of installation , implementing wireless networks at FAA facilities approved

for the third phase of installation, developing a mobility strategy, and updating the FAA's Acquisition Workforce Strategy.

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, 2017