



**Federal Aviation  
Administration**

# **Office of the Administrator**

## **Fiscal Year 2011 Business Plan**



## Strategic Report - FY2014

### Make Aviation Safer and Smarter

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#### Overview:

##### Risk Based Decision Making

In the face of growing complexity throughout the industry, this initiative aims to make the safest and most efficient aerospace system in the world even safer and more efficient. Through increased sharing of safety data among FAA organizations, industry, and international peers, a broader spectrum of data will become available. By analyzing that data, using SMS principles, we will identify emerging hazards and predict the associated safety risk. We will coordinate and share the resulting information with the decision-makers, allowing those people who are in the best position to manage the safety risk to do so in order to make our aerospace system even safer. By acting in an integrated manner with industry and global partners to transform our safety system, we will be able to identify hazards and mitigate their associated risk before they become accidents.

#### **14S1 - Strategic Measure: Risk-Based Decision Making**

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

##### **14S1A - Strategic Initiative: Standardization, Access and Integration**

Improve standardization, data access, & modeling integration.

Organization: AVP - Accident Investigation and Prevention Role: Lead

Owner: PAULA MARTINEZ PROGRAM MANAGER SAFETY MANAGEMENT AND RESEARCH PLANNING DIVISION AVS-001  
AVP-300 (202-267-7602)

#### **Activities for AJI-3 Policy & Performance**

##### **14S1A6 - Strategic Activity: Modeling Assumptions**

Owner: PRADIP SOM OPERATIONS RESEARCH ANALYST Risk Assessment Support Team AJO-0 AJI-331 (817-321-7803)

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

**Target 1:** Update the Integrated Safety Assessment Model (ISAM) with input from ATO in order to fully represent aviation system safety, capturing air traffic incidents as well as fatal accidents. Due September 30, 2014

#### **Activities for ARC-AMC Mike Monroney Aeronautical Center**

##### **14S1A4 - Strategic Activity: Data and Risk Analysis Competencies and Skills**

Owner: SUNNY LEE-FANNING SUPERINTENDENT FAA ACADEMY Federal Aviation Administration Academy AFN-001  
AMA-001 (405-954-5807)

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

**Target 1:** Develop a competency management model that will help FAA to create and manage competencies and competency profiles. Due March 31, 2014

**Target 2:** Develop required competency levels and baseline the current key occupation competency levels. Due June 30, 2014

**Target 3:** Develop recommended solutions to close the key occupation competency gaps and present to SMS Committee for approval. Due September 30, 2014

#### **Activities for AVP - Accident Investigation and Prevention**

##### **14S1A1 - Strategic Activity: Common Data Taxonomies**

Owner: WARREN RANDOLPH PROGRAM MANAGER Safety Modeling and Forecasting Branch AVS-001 AVP-220  
(202-267-9207)

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

**Target 1:** Establish FAA level Hazard Taxonomy that is consistent with international models (AVS, ATO, ASH, AST, ARP, ANG.)

Due September 30, 2014

### **14S1A5 - Strategic Activity: Modeling Assumptions**

Owner: SHERRY BORENER OPERATIONS RESEARCH ANALYST Safety Modeling and Forecasting Branch AVS-001 AVP-220 (202-493-5630)

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

**Target 1:** Deliver trend analysis for top 30 US airport risk estimates with data requirements for Airport Safety Manager validation. Due September 30, 2014

**Target 2:** Update the Integrated Safety Assessment Model (ISAM) with input from ATO in order to fully represent aviation system safety, capturing air traffic incidents as well as fatal accidents. Due September 30, 2014

### **14S1B - Strategic Initiative: Decision Making Process**

Enhance decision making process.

Organization: AVP - Accident Investigation and Prevention Role: Lead

Owner: PAULA MARTINEZ PROGRAM MANAGER SAFETY MANAGEMENT AND RESEARCH PLANNING DIVISION AVS-001 AVP-300 (202-267-7602)

### **Activities for AJI-3 Policy & Performance**

#### **14S1B2 - Strategic Activity: Cross Organizational Safety Enhancements**

Owner: LISBETH MACK DIRECTOR, POLICY AND PERFORMANCE Policy & Performance Directorate AJO-0 AJI-3 (202-385-4757)

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

**Target 1:** Identify three cross-organizational Significant Safety Issues and have approved by the FAA SMS Board. Due February 28, 2014

**Target 2:** Identify a significant safety issue with accompanying mitigation strategies. Due September 30, 2014

### **Activities for ANG-B NAS Systems Engineering Services Office**

#### **14S1B3 - Strategic Activity: Cross Organizational Safety Enhancements**

Owner: MICHELE MERKLE DIR. NAS SYS ENGINEERING SERV OFFICE Office of Engineering Services ADA-001 ANG-B (202-385-7100)

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

**Target 1:** Identify three cross-organizational Significant Safety Issues and have approved by the FAA SMS Board. Due February 28, 2014

**Target 2:** Identify a significant safety issue with accompanying mitigation strategies. Due September 30, 2014

### **Activities for ARP AAS Safety and Standards**

#### **14S1B4 - Strategic Activity: Cross Organizational Safety Enhancements**

Owner: PHILLIP DAVENPORT AIRPORT CERTIFICATION SAFETY AND COMP Office of Airport Safety & Standards - Airport Safety & Operations Division ARP-001 AAS-300 (202-267-7072)

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

**Target 1:** Identify three cross-organizational Significant Safety Issues and have approved by the FAA SMS Board. Due February 28, 2014

**Target 2:** Identify a significant safety issue with accompanying mitigation strategies. Due September 30, 2014

## Activities for AVP - Accident Investigation and Prevention

### 14S1B1 - Strategic Activity: Cross Organizational Safety Enhancements

Owner: SCOTT VANBUREN SAFETY ENGINEER Office of Accident Investigation and Prevention AVS-001 AVP-001 (202-494-8417)

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

**Target 1:** Identify three cross-organizational Significant Safety Issues and have approved by the FAA SMS Board. Due February 28, 2014

**Target 2:** Identify a significant safety issue with accompanying mitigation strategies. Due September 30, 2014

### 14S1C - Strategic Initiative: Safety Oversight Model

Evolve the Safety Oversight Model.

Organization: AVP - Accident Investigation and Prevention Role: Lead

Owner: PAULA MARTINEZ PROGRAM MANAGER SAFETY MANAGEMENT AND RESEARCH PLANNING DIVISION AVS-001 AVP-300 (202-267-7602)

## Activities for ARP AAS Safety and Standards

### 14S1C2 - Strategic Activity: FAA Oversight Model

Owner: BRIAN RUSHFORTH PROGRAM MANAGER Office of Airport Safety & Standards - Airport Safety & Operations Division ARP-001 AAS-300 (202-493-4655)

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

**Target 1:** Develop the scope, and a charter to clearly identify the resources, deliverables, and milestones. Due September 30, 2014

## Activities for ASH

### 14S1C3 - Strategic Activity: FAA Oversight Model

Owner: JONATHAN CARTER SUPV SECURITY SPEC Office of Hazardous Materials Safety ASH-001 ADG-002 (202-385-4826)

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

**Target 1:** Develop the scope, and a charter to clearly identify the resources, deliverables, and milestones. Due September 30, 2014

## Activities for AST

### 14S1C4 - Strategic Activity: FAA Oversight Model

Owner: NICKOLAS DEMIDOVICH AEROSPACE ENGINEER Commercial Space Transportation - Office of Chief Engineer AST-001 AST-004 (202-267-8437)

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

**Target 1:** Develop the scope, and a charter to clearly identify the resources, deliverables, and milestones. Due September 30, 2014

## Activities for AVP - Accident Investigation and Prevention

### 14S1C1 - Strategic Activity: FAA Oversight Model

Owner: CHRISTOPHER SPANGENBERG SUPV AVIATION SAFETY INSPECTOR (MFG) ANM-108S, TAD Seattle MIDO, Seattle Washington AVS-001 ANM-108S (425-917-6690)

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

**Target 1:** Develop the scope, and a charter to clearly identify the resources, deliverables, and milestones. Due September 30, 2014

# Deliver Benefits Thru Technology/Infrastructure

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## Overview:

National Airspace System (NAS):

Over the next four years, the NAS will undergo a fundamental transformation to a smaller, more efficient system with increased safety and user benefits. The NAS strategy, articulated through the "guiding principles," sets the framework for prioritizing investment decisions and delivering measurable user benefits.

NAS Guiding Principles - 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).
- Reduce impact on the environment.

The objective of the NAS initiative is to transform our air traffic services, in order to cost effectively deliver appropriate services and benefits to stakeholders. Initially, we will focus on 15 sub-initiatives that directly address priorities identified by industry stakeholders. We will develop and work to detailed, well-understood deployment schedules on the initial focus items, delivering measurable improvements by the end of 2015. As our extended focus initiatives develop, we will draw a clear delivery timeline for the transformation of our services by using our most important asset - the creativity and talent of our workforce. This transformation will be clearly visible to our external stakeholders in that they will be able to measure differences in their access to the system, their cost effectiveness and in their ability to engage collaboratively with the FAA to seek new solutions to their operational challenges.

## **14C1 - Strategic Measure: Focus to Achieve NextGen Benefits**

Focus on delivering near-term NextGen Benefits today through changing technology and infrastructure.

### **14C1A - 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.

Organization: ANG-D NAS Lifecycle Integration Office Role: Lead

Owner: PAUL FONTAINE DIR, RESEARCH & TECH DEVELOPMENT OFFICE OF NAS LIFECYCLE INTEGRATION ADA-001 ANG-D (202-385-6778)

## **Activities for AJM-2 Air Traffic Systems**

### **14C1A1 - Strategic Activity: TAMR Phase 3, Segment 1**

Owner: JEFF YARNELL SUPVY GENERAL ENGINEER TAMR AJO-0 AJM-211 (202-385-8778)

Complete Initial Operational Capacity (IOC)

**Target 1:** Complete IOC at key site Dallas (D10) on second major software build (R2) Due September 30, 2014

### **14C1A2 - Strategic Activity: ADS-B National Implementation - Segment 1 and 2:**

Owner: JERE HAYSLETT SUPV GENERAL ENGINEER Surveillance & Broadcast Services AJO-0 AJM-232 (425-917-6705)

Segment 1 of the program requires two In-Service Decisions. The first, completed on November 25, 2008, provided the authority to proceed with NAS-Wide deployment of Pilot Advisory Services TIS-B/FIS-B. The second, on September 26, 2010, provided the authority to proceed with NAS-Wide deployment of Air Traffic Control (ATC) Separation and Advisory Services (Surveillance). This includes integration, certification, and approval of 3 and 5-mile separation standards using ADS-B as a surveillance source. The areas that Segment 1 focused on were: Gulf of Mexico (Communications, Weather, and Surveillance); Louisville, KY (Surveillance/TIS-B/FIS-B); Philadelphia, PA (Surveillance/TIS-B/FIS-B); Southeast Alaska, Juneau Area (Surveillance/TIS-B/FIS-B and Wide Area Multilateration); and Expansion of Broadcast Services - East Coast, Midwest to North Dakota, Western Arizona through California and Oregon, (TIS-B/FIS-B). Segment 2 of the program began in FY 2011, and the schedule for deployment of services for the remainder of the NAS has been developed jointly by the FAA and the service provider ITT Corp, based on a roadmap that will provide for maximum operational benefit and the potential for early equipage along with select pocket of users that will optimize the user and government benefits. The planned completion date for deployment of ADS-B services, including TIS-B and FIS-B, is December 2013. This segment covers performance based service fees to pay for ADS-B infrastructure owned and operated by the prime contractor. Segment 2 for FY2013 and FY2014 will continue NAS-Wide deployment of ADS-B with subscription services operational for surveillance and air traffic services at ERAM, CARTS, STARS & ASDE-X. Further development of ATC Spacing Services i.e.; Ground Based Interval Management-Spacing (GIM-S) (En Route only), and future applications i.e.; spacing flight trials for Flight Deck Based Interval Management-Spacing (FIM-S), In-Trail Procedure (ITP) operational evaluation, and Traffic Situational Awareness with Alerts (TSAA) flight tests are planned. ADS-B software development will occur for the ATOP automation platform.

**Target 1:** Achievement of Critical Services ISAT at all 306 Service Volumes (Services encompass ADS-B Out, ADS-B In, TIS-B,

### **14C1A3 - Strategic Activity: Complete critical activities to PMOs Marquee Programs - ADS-B**

Owner: JERE HAYSLETT SUPV GENERAL ENGINEER Surveillance & Broadcast Services AJO-0 AJM-232 (425-917-6705)

Complete critical activities to PMOs "Marquee Programs" - ADS-B

**Target 1:** Complete baseline ADS-B radio station infrastructure deployment. Due June 30, 2014 Due June 30, 2014

### **14C1A4 - Strategic Activity: Provide New En Route Technology to Allow for Technology Insertion and Avoid Obsolescence**

Owner: KEVIN YOUNG AVIATION TECHNICAL SYS PROGRAM MGR ERAM AJO-0 AJM-213 (202-385-8420)

Continue replacement of the HOST with En Route Automation Modernization (ERAM).

**Target 1:** Achieve Initial Operational Capability (IOC) at last three(3) sites. Due September 30, 2014 Due September 30, 2014

## **Activities for AJR-E Surface Operations**

### **14C1A5 - Strategic Activity: Improve Surface Operations**

Owner: LORNE CASS SUPV AIR TRAFFIC CONTROL SPECIALIST Surface Operations AJO-0 AJR-E (202-385-7678)

Deliver a Near Term surface solution to address critical operational needs by 2015.

**Target 1:** Conduct Shared Situational Awareness (SSA) trials at Southern California Tracon (SCT) and Air Traffic Control System Command Center (ATCSCC) using Airport Surface Detection Equipment data Due September 30, 2014

**Target 2:** In support of ATO's COO commitment to the Port Authority of New York and New Jersey, continue LaGuardia Airport (LGA) Collaborative Airport Surface Capacity Optimization (CASCO) evaluation Due September 30, 2014

**Target 3:** Continue development and coordination of Surface related policy, procedures and processes with stakeholders to establish surface operational data exchange agreements with the Operators and support the upcoming TFDM acquisition Due September 30, 2014

**Target 4:** Provide ATO support for orders, regulations or rulemaking that address congestion at the New York Metro airports as needed (slots). Due September 30, 2014

**Target 5:** Provide Subject Matter Expert (SME) assistance to runway construction projects at congested airports. Due September 30, 2014

## **Activities for AJV-1 Airspace Services**

### **14C1A8 - Strategic Activity: NAVLean**

Owner: DENNIS ROBERTS DIRECTOR AIRSPACE SERVICES Airspace Services AJO-0 AJV-1 (202-267-9205)

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

**Target 1:** Accomplish 70% of the NavLean FY2014 activities to streamline Instrument Flight Procedures (IFP). Due September 30, 2014

### **14C1A9 - Strategic Activity: Performance Based Navigation Integration**

Owner: DENNIS ROBERTS DIRECTOR AIRSPACE SERVICES Airspace Services AJO-0 AJV-1 (202-267-9205)

Provide policy oversight and technical guidance for the implementation of Performance Based Navigation (Area Navigation/Required Navigation Performance) routes and procedures.

**Target 1:** Demonstrate RNAV/RNP applications via educational seminars or concept demonstrations in at least two countries. Due September 30, 2014

**Target 2:** Gain approval and support from Agency leadership for the National Route Plan and work to elevate awareness to both internal and external stakeholders. Due September 30, 2014

**Target 3:** Design and implement T/TK routes in accordance with National Route Plan in collaboration with Metroplex locations and other work groups as needed. Due September 30, 2014

**Target 4:** Design and implement Q routes in accordance with the National Route Plan in collaboration with Metroplex locations and other work groups as needed. Due September 30, 2014

**Target 5:** Collaborate with ATO Service Centers to develop, refine, revise and remove procedures as appropriate. Due September 30, 2014

**Target 6:** Continue development and elevate awareness for H. R. 658 Sec 213 required PBN procedures at the Core and Non-Core 35 Airports. Due September 30, 2014

### **14C1A10 - Strategic Activity: Airspace Optimization (Metroplex)**

Owner: DENNIS ROBERTS DIRECTOR AIRSPACE SERVICES Airspace Services AJO-0 AJV-1 (202-267-9205)

The Airspace Optimization Group will begin integrated airspace design and associated activities, including traffic flow analysis and facilitated design and procedures optimization at one Metroplex location. This will lay the framework for accelerating PBN initiatives, taking a systems approach for airspace design and procedure implementation. The goal for FY14 is to meet 75% of all 2014 commitments to study, design, and implement airspace and procedure optimization at the Metroplex sites.

**Target 1:** Performance Based Navigation (Metroplex): Begin Metroplex pre-implementation/evaluation activities at one Metroplex location. Due September 30, 2014

**Target 2:** Complete Metroplex study at one site, focusing on expedited PBN procedure development coupled with airspace design to optimize benefits. Due September 30, 2014

**Target 3:** Begin Metroplex design work at one Metroplex location. Due September 30, 2014

**Target 4:** Begin one post implementation evaluation. Due September 30, 2014

## **Activities for ANG-D NAS Lifecycle Integration Office**

### **14C1A11 - Strategic Activity: Key NextGen Milestones**

Owner: PAUL FONTAINE DIR, RESEARCH & TECH DEVELOPMENT Office of NAS Lifecycle Integration ADA-001 ANG-D (202-385-6778)

Report monthly progress on key NextGen milestones.

**Target 1:** Report monthly progress on key NextGen milestones. Due September 30, 2014

## **14C2 - Strategic Measure: Accommodating New User Entrants and Commercial Space Transportation into the NAS**

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

### **14C2A - 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.

Organization: AVS-0 - Office of the Associate Administrator Role: Lead

Owner: JAMES H WILLIAMS MANAGER UAS PROGRAM OFFICE FLIGHT STANDARDS SERVICE - UNMANNED AIRCRAFT SYSTEMS (UAS) INTEG OFFICE AVS-001 AFS-080 (202-385-4835)

## **Activities for AVS-0 - Office of the Associate Administrator**

### **14C2A1 - Strategic Activity: UAS Access**

Owner: JAMES H WILLIAMS MANAGER UAS PROGRAM OFFICE Flight Standards Service - Unmanned Aircraft Systems (UAS) Integ Office AVS-001 AFS-080 (202-385-4835)

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

**Target 1:** Submit the revised UAS NAS Integration Roadmap to OMB for final coordination. Due August 30, 2014

**Target 2:** Support integration of UAS into the NAS by completing the source selection required for establishment of six test sites. Due January 30, 2014

**Target 3:** Support integration of UAS into the NAS with the establishment of one test site. Due September 30, 2014

### **14C2A2 - Strategic Activity: sUAS NPRM Issuance**

Owner: LIRIO LIU DIRECTOR, OFFICE OF RULEMAKING Aviation Safety, Office of Rulemaking AVS-001 ARM-001

(202-267-9677)

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

**Target 1:** Small UAS Rule: Develop a new streamlined regulatory approach to integrate small UAS into NAS. NPRM to be approved by Administrator Due September 30, 2014

## **14C2B - Strategic Initiative: Integrate New Commercial Space Entrants**

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.

Organization: AST Role: Lead

Owner: MICHAEL ROMANOWSKI DIR., COMMERCIAL SPACE INTEGRATION COMMERCIAL SPACE TRANSPORTATION  
AST-001 AST-002 (202-493-4939)

### **Activities for AST**

#### **14C2B1 - Strategic Activity: Space Traffic Management**

Owner: DANIEL MURRAY SUPV TECHNICAL MANAGEMENT ANALYST Commercial Space Transportation - Space Transportation Development Division AST-001 AST-100 (202-267-9237)

Establish process and procedures for integration of space traffic management (STM) from accommodation to integration.

**Target 1:** Establish an AST/ATO team to assess and implement a planning & management process that supports improved integration of current commercial space operations. Due September 30, 2014

**Target 2:** Develop and begin implementing an Agency-level Commercial Space CONOPS for airspace integration at or below FL600. Due September 30, 2014

## **14C4 - Strategic Measure: Reduce Operations Cost to support the Right Size NAS Initiatives**

Conduct the analysis and develop the strategy to determine the Target Reduction in Operations costs to support the Right Size NAS initiative.

### **14C4A - Strategic Initiative: Right Size the NAS**

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

Organization: AJG-R Resource Enterprise Role: Lead

Owner: TIM HALL PROGRAM MANAGER FISCAL PRIORITIZATION AND ANALYSIS GROUP AJO-0 AJG-R3 (202-385-8428)

### **Activities for ABA-0 Office of Financial Services**

#### **14C4A10 - Strategic Activity: Achieve Efficiency and Improvement in Order to Reduce Operations Costs**

Owner: DAVID RICKARD DIRECTOR, FINANCIAL CONTROLS Office Of Financial Analysis AFN-001 AFA-001 (202-267-7940)

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

**Target 1:** Develop individual initiative templates for activities in the Right Size the NAS Initiative for the FY 2015 Cost Control Program. Due September 30, 2014

**Target 2:** Review and validate individual proposed FY 2015 Cost Control Program initiative templates for the Right Size the NAS initiative. Due September 30, 2014

### **Activities for AJG-R Resource Enterprise**

#### **14C4A13 - Strategic Activity: Achieve efficiency and improvement in order to reduce Operations Costs**

Owner: TIM HALL PROGRAM MANAGER Fiscal Prioritization and Analysis Group AJO-0 AJG-R3 (202-385-8428)

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

**Target 1:** Initiate action and achieve initial steps to identify cost reduction opportunities. Due July 31, 2014

## Activities for AJR-B Flight Services

### **14C4A1 - Strategic Activity: Flight Service Contract Oversight - Quality Assurance**

Owner: LAUREN GRACE SUPVY AIR TRAFFIC CONTROL SPEC (202-385-7546)

Maintain an effective program to monitor cost, schedule, and technical aspects of the Contract Service Provider (Lockheed Martin Flight Services) for Automated Flight Service Station (AFSS).

**Target 1:** Evaluate and/or validate CONUS AFSS contract performance data and report results quarterly. Due September 30, 2014

### **14C4A2 - Strategic Activity: Flight Services Oversight - Monitor Costs**

Owner: JEANNE GIERING DIRECTOR, FLIGHT SERVICES Flight Services Program Operations AJO-0 AJR-B (202-385-7645)

Monitor the cost of providing Flight Services and produce analysis of benefits and identify efficiencies and cost effective improvements.

**Target 1:** Identify three (3) new opportunities to increase savings and cost avoidance resulting from the Automated Flight Service Station (AFSS) A-76 effort. Due April 30, 2014

**Target 2:** Initiate and start implementation of 1 cost avoidance or savings initiative. Due September 30, 2014

**Target 3:** Ensure 80% of External Compliance Verifications at Alaska Flight Service facilities meet compliance scores of 92% or above. Due September 30, 2014

## Activities for AJT-2 Operations Support

### **14C4A3 - Strategic Activity: Lower Level Towers**

Owner: TOM SKILES SUPV AVIATION TECHNICAL SYS SPEC Operations Headquarters Directorate AJO-0 AJT-2 (202-385-8545)

Re-evaluate FAA's overall operational need for lower level air traffic control towers in reference to ATO's ATCT establishment criteria as well as document risks and benefits for future decision making in order to achieve goals related to cost and efficiency of the NAS.

**Target 1:** Initiate action and achieve initial steps Due September 30, 2014

## Activities for AJV-7 Concepts, Validation, & Requirements

### **14C4A11 - Strategic Activity: Optimize Weather Service Levels**

Owner: GREGORY BURKE DIR, ATO OPS CONCEPTS, VALID & REQMTS Air Traffic Services AJO-0 AJT-0 (202-493-4527)

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

**Target 1:** Initiate action and achieve initial steps by September 30, 2014 Due September 30, 2014

## Activities for AJW-0 Vice President Technical Operations

### **14C4A14 - Strategic Activity: Initiate/Complete short-term activities that assist in the right sizing of the National Airspace System (NAS)**

Owner: VAUGHN TURNER VICE PRESIDENT FOR TECHNICAL OPS Technical Operations AJO-0 AJW-0 (202-267-3366)

Initiate/Complete short-term activities that assist in the right sizing of the National Airspace System (NAS)

**Target 1:** Initiate activities to right-size the NAS where short-term savings can be achieved with minimal impact on the flying public (consider, for example, targeting facilities such as selected Remote Communications Outlets (RCOs) and Non-Directional Beacons (NDBs) that provide redundant or no longer required services) Due September 30, 2014

**Target 2:** Populate 100% of the Unstaffed Infrastructure Sustainment (UIS) Program's Asset Database (AD) by September 30, 2014, so that the agency will be able to more efficiently plan for the right sizing, consolidation, and sustainment of the National Airspace System (NAS). Due September 30, 2014

## Activities for AJW-2 ATC Facilities

### **14C4A4 - Strategic Activity: SECTION 804. CONSOLIDATION AND REALIGNMENT OF FAA SERVICES AND FACILITIES**

Owner: MARTHA CHRISTIE SUPV GENERAL ENGINEER NexGen Facilities Group AJO-0 AJW-2A (202-267-6233)

Facilities Realignment and Consolidation

**Target 1:** Present preliminary findings to ATO senior officers group. Due September 30, 2014

### **14C4A5 - Strategic Activity: National Airspace System (NAS) Sustainment**

Owner: JODI MCCARTHY DIR., AIR TRAFFIC CONTROL FACILITIES ATC Facilities AJO-0 AJW-2 (202-267-6118)

Continue to modernize and sustain existing National Airspace System (NAS) equipment, facilities, and services, in addition to addressing the critical backlog of projects by priority.

**Target 1:** Finalize 10-Year Get-Well Plan FY15 execution strategy Due June 30, 2014

**Target 2:** Mitigate risks to employees and the FAA's mission by awarding contracts to address issues at three of the Top Twenty-Five Sites Due September 30, 2014

**Target 3:** Mitigate risks to employees, the FAA's mission, and the environment associated with Facility Infrastructure Systemic Issues by completing 40 engine generator replacement projects; 61 fuel system modernizations; contract award of 2 Air Route Traffic Control Center (ARTCC) Major Mechanical System (chiller plants) projects; and contract award of 16 radio tower replacements. Due September 30, 2014

## Activities for ANG-C Advanced Concepts and Technology Dvlp Off

### **14C4A8 - Strategic Activity: Provide analysis and engineering to improve weather observations and forecasts, (G04W.02-01)**

Owner: RICHARD HEUWINKEL SUPV AVIATION TECHNICAL SY Aviation Weather Division ADA-001 ANG-C6 (202-385-7194)

Reduce Weather Impact provides the analysis and engineering to improve weather observations and forecasts and to tailor weather data for integration into decision support tools for collaborative and dynamic NAS decision making. It will enhance capacity by allowing fuller use of weather information for operational decision-making. This supports the optimal selection of aircraft routes and precise spacing for arriving and departing aircraft. The increased accuracy of forecasts and improved observations will enable the capability to provide individual trajectory-based profiles, which optimize the usage of available airspace

**Target 1:** Deliver Assessment of Key Stakeholders' Prioritization of Feasible Near-term Candidate Weather Observation Improvements. Due July 30, 2014

**Target 2:** Deliver a Technical and Operational Risk Assessment of the Near-term Weather Observation Improvement for delivery of an Automated Capability to Discriminate and Report the Occurrence and Intensity of Rain, Snow, Ice Pellets, Freezing Drizzle and Combinations thereof. Due September 30, 2014

# Enhance Global Leadership

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## **Overview:**

Global Leadership:

The Global Leadership strategic initiative will deliver an internal governance structure that allows us to make better FAA-wide decisions about how we engage globally using an integrated data-informed approach. We will make decisions about our international activities and programs based on our ability to enhance U.S. influence and better target our resources to shape global standards and assist countries to improve aviation safety, efficiency, and environmental sustainability.

The outcomes from this initiative will help achieve all four strategic priorities. First, the FAA will promote risk-based decision making with global partners to ensure that the international aviation system is safer and smarter. Second, FAA will share benefits derived from U.S. technology and infrastructure advancements globally to promote interoperability. Third, to enhance global leadership amidst substantial international growth of traffic, manufacturing, and regionalization, the FAA must invest in shaping global standards and assisting other countries. FAA will share benefits derived from U.S. technology and infrastructure advancements globally to promote interoperability. Finally, FAA's workforce will benefit from this international focus, through the creation of new leadership development opportunities during international assignments.

FAA helped shape the safety and efficiency of the first century of aviation due in part to the size and dominance of the U.S. aviation sector. As the relative size of the U.S. industry shrinks and U.S. industry growth is increasingly international, FAA will only be successful in shaping the safety and efficiency of this century by a systematic, carefully marshaled, and targeted engagement internationally.

## **1411 - Strategic Measure: Global Leadership**

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

### **1411A - Strategic Initiative: Corporate International Transformation**

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

Organization: APL Role: Lead

Owner: CAREY FAGAN EXEC DIR FOR INTERNATIONAL AFFAIRS OFFICE OF INTERNATIONAL AFFAIRS APL-001 API-001 (202-385-8900)

## **Activities for APL**

### **1411A1 - Strategic Activity: Corporate International Transformation**

Owner: CAREY FAGAN EXEC DIR FOR INTERNATIONAL AFFAIRS Office of International Affairs APL-001 API-001 (202-385-8900)

Develop an international governance structure that incorporates at the highest level Associate and Assistant Administrators for policy decision making. The next level composed of Directors for policy steering and a final level composed of Managers and Desk Officers for implementation.

**Target 1:** Charter appropriate bodies and schedule recurring meetings relevant to establishing an FAA international governance structure at the executive level and managerial levels. Due March 31, 2014

### **1411A2 - Strategic Activity: Corporate International Governance**

Owner: CAREY FAGAN EXEC DIR FOR INTERNATIONAL AFFAIRS Office of International Affairs APL-001 API-001 (202-385-8900)

Implement an integrated, data-informed approach that ensures open dialog and decision making to develop a consistent, validated international strategy.

**Target 1:** Put into practice, through establishing charters and recurring meetings, an FAA international governance structure at the executive level that determines corporate international goals for the agency. Due March 31, 2014

**Target 2:** Initial version of ICAO engagement plan. Due August 31, 2014

**Target 3:** Direct the development of and approve an integrated FAA International Strategy. Due September 30, 2014

### **1411B - Strategic Initiative: Global Prioritization**

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

Organization: APL Role: Lead

Owner: CAREY FAGAN EXEC DIR FOR INTERNATIONAL AFFAIRS OFFICE OF INTERNATIONAL AFFAIRS APL-001 API-001 (202-385-8900)

## Activities for APL

### **141B1 - Strategic Activity: Global Prioritization**

Owner: CAREY FAGAN EXEC DIR FOR INTERNATIONAL AFFAIRS Office of International Affairs APL-001 API-001 (202-385-8900)

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

**Target 1:** Identify data necessary to prioritize strategic goals. Due August 31, 2014

### **141B2 - Strategic Activity: Global Data Development**

Owner: CAREY FAGAN EXEC DIR FOR INTERNATIONAL AFFAIRS Office of International Affairs APL-001 API-001 (202-385-8900)

Ensure a consistent, validated international strategy by developing an integrated, data-informed approach to prioritize and make decisions about international activities and key relationships.

**Target 1:** Validate data collection criteria necessary to prioritize strategic goals at the executive level. Draft an integrated FAA International Strategy based on a data-informed approach under the strategic direction of the FAA international governance structure. Due August 31, 2014

# Empower and Innovate with the FAA's People

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## **Overview:**

Workforce of the Future:

The FAA needs a workforce with the strongest leadership, technical, and functional talent to respond to the dramatic changes in the aviation industry and deliver services through new operating models.

In developing this workforce, the FAA will see a major cultural and mindset shift that will allow its employees to:

- Operate collaboratively across parts of the organization and with system users
- Embrace personal responsibility and the meaning of public service
- Drive results and deliver on services and assignments
- Be forward-looking rather than reactive when developing skills
- Act in uncertainty, leveraging the best information available to make decisions
- Lead with influence rather than authority as leadership roles become less clearly defined during times of change
- Give and receive open feedback to promote a culture of excellence

To empower and innovate with the FAA's people, and to support the dramatic changes in the aviation industry, we must equip our workforce with the critical leadership, technical, and functional skills of the future. We must proactively build a human capital infrastructure that can efficiently and effectively identify skills needs, recruit talent into the agency, and provide employees with the training to develop these skills. People are our strength during our strategic transformation. Our success depends on the respect, diversity, collaboration, and commitment of our workforce.

## **14E1 - Strategic Measure: Workforce of the Future**

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

### **14E1A - Strategic Initiative: Leadership Development**

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

Organization: AHR Role: Lead

Owner: MELISSA KING DIRECTOR, TALENT DEVELOPMENT (CLO) OFFICE OF CORPORATE LEARNING AHR-001 AHD-001 (202-267-9041)

## **Activities for AHR**

### **14E1A1 - Strategic Activity: Redesign Core Managerial and Leadership Curriculum**

Owner: MELISSA KING DIRECTOR, TALENT DEVELOPMENT (CLO) Office of Corporate Learning AHR-001 AHD-001 (202-267-9041)

Collaborate with stakeholders across the FAA to identify the developmental needs and skills required at all leadership levels to maximize effectiveness of the workforce.

**Target 1:** Create an FAA wide inventory of existing managerial and leadership courses. Analyze, interpret and communicate the results to the Learning Professionals Guiding Coalition (LPGC). Due February 28, 2014

**Target 2:** Review and revise leadership development programs to focus on preparation of high-potential individual contributors, through all leadership levels, with 50% of content in active delivery status. Due June 30, 2014

**Target 3:** Implement a marketing/communication strategy, in collaboration with the Office of Communications (AOC) and FAA Leadership and Learning Institute (FLLI), supporting leadership development. Due June 30, 2014

### **14E1A2 - Strategic Activity: New Management Training**

Owner: MELISSA KING DIRECTOR, TALENT DEVELOPMENT (CLO) Office of Corporate Learning AHR-001 AHD-001 (202-267-9041)

Provide essential training for new managers.

**Target 1:** Develop and implement contracts to support the application of interim solutions for curriculum development and instructional services for probationary managers. Due December 31, 2013

**Target 2:** Design, develop and deliver interim leadership development courses to support the reduction of the backlog of probationary managers by 20%. Due September 30, 2014

**Target 3:** Analyze, track and report to the Chief Learning Officer (CLO) the progress of reducing the backlog of probationary managers who were unable to participate in training. Due September 30, 2014

### **14E1A3 - Strategic Activity: FAA Leadership and Learning Institute (FLLI) Curriculum**

Owner: MELISSA KING DIRECTOR, TALENT DEVELOPMENT (CLO) Office of Corporate Learning AHR-001 AHD-001 (202-267-9041)

A curriculum mapping process will be completed by the Learning Professionals Guiding Coalition (LPGC) by December 31, 2013. Utilizing their recommendations, 50% of the leadership development curriculum will be in active delivery status (ready to be taught) through FLLI.

**Target 1:** Curriculum mapping process complete by the LPGC. Due December 31, 2013

**Target 2:** Have 50% of the leadership development curriculum will be in active delivery status through FLLI. Due September 30, 2014

### **14E1A5 - Strategic Activity: Performance Management Training - OSI**

Owner: MELISSA KING DIRECTOR, TALENT DEVELOPMENT (CLO) Office of Corporate Learning AHR-001 AHD-001 (202-267-9041)

Completion of the introductory Performance Management training by 80% of the targeted population.

**Target 1:** E-learning content finalized. Due April 15, 2014

**Target 2:** 40% of target population complete with training. Due July 31, 2014

### **14E1A6 - Strategic Activity: Measure Development**

Owner: MELISSA KING DIRECTOR, TALENT DEVELOPMENT (CLO) Office of Corporate Learning AHR-001 AHD-001 (202-267-9041)

Through the Action Learning Teams (ALT) develop an overarching qualitative Strategic Measure for the Workforce of the Future.

**Target 1:** Form four ALT's. Due January 31, 2014

**Target 2:** Conduct 2 - 3 coach-led action learning sessions for each team. Due March 15, 2014

**Target 3:** Develop a strategy to identify, attract and develop an agile workforce of the future and provide recommendations to the Business Council. Due March 31, 2014

### **14E1A7 - Strategic Activity: Leadership Development Strategy**

Owner: MELISSA KING DIRECTOR, TALENT DEVELOPMENT (CLO) Office of Corporate Learning AHR-001 AHD-001 (202-267-9041)

Through the ALT develop a corporate strategy for leadership development.

**Target 1:** Provide recommendations to the Business Council. Due March 31, 2014

**Target 2:** Based on feedback from the Business Council determine the resources required to transition the leadership development strategy to an actionable plan. Due September 30, 2014

## **14E1B - Strategic Initiative: Skills Identification**

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

Organization: AHR Role: Lead

Owner: MELISSA KING DIRECTOR, TALENT DEVELOPMENT (CLO) OFFICE OF CORPORATE LEARNING AHR-001 AHD-001 (202-267-9041)

## **Activities for AHR**

### **14E1B1 - Strategic Activity: Skills Identification Strategy**

Owner: MELISSA KING DIRECTOR, TALENT DEVELOPMENT (CLO) Office of Corporate Learning AHR-001 AHD-001 (202-267-9041)

Through the ALT develop a corporate strategy for skills identification.

**Target 1:** Provide recommendations to the Business Council. Due March 31, 2014

**Target 2:** Based on feedback from the Business Council determine the resources required to transition the skills identification strategy to an actionable plan. Due September 30, 2014

## 14E1C - Strategic Initiative: Skills Development

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

Organization: AHR Role: Lead

Owner: MELISSA KING DIRECTOR, TALENT DEVELOPMENT (CLO) OFFICE OF CORPORATE LEARNING AHR-001 AHD-001 (202-267-9041)

### Activities for AHR

#### 14E1C1 - Strategic Activity: Customized Training Intake and Execution Process

Owner: MELISSA KING DIRECTOR, TALENT DEVELOPMENT (CLO) Office of Corporate Learning AHR-001 AHD-001 (202-267-9041)

Design and implement a process for responding to agency requests for customized learning activities obtained through client generated requests.

**Target 1:** Monthly, create benchmark data by measuring the number of requests received by the Learning Services intake team. Due March 31, 2014

**Target 2:** Monthly, create benchmark data by measuring on-time response rate (48 hour turnaround) upon receipt of requests by Learning Services intake team. Due March 31, 2014

**Target 3:** Create an annual summary report on measured outcomes of the Regional Delivery Model. Due September 30, 2014

#### 14E1C2 - Strategic Activity: Learning Technology

Owner: MELISSA KING DIRECTOR, TALENT DEVELOPMENT (CLO) Office of Corporate Learning AHR-001 AHD-001 (202-267-9041)

Promote learning technology infrastructure in support of FAA wide leadership and employee development.

**Target 1:** Monthly, measure utilization of software licenses in Enterprise Learning Management System (eLMS) to create benchmarks; use to drive decision making process on the adequate number of licenses to support FAA learning development. Due June 30, 2014

**Target 2:** Implement a new Learning Services web portal to communicate resources available across the FAA to promote employee development and learning. Monthly, measure response rate and services requested to appropriately identify and align resources. Due September 30, 2014

**Target 3:** Monthly, measure customer satisfaction scores of the Distance Learning Resource Center Help Desk services and create a plan to address all deficiencies. Due June 30, 2014

#### 14E1C3 - Strategic Activity: Skills Development Strategy

Owner: MELISSA KING DIRECTOR, TALENT DEVELOPMENT (CLO) Office of Corporate Learning AHR-001 AHD-001 (202-267-9041)

Through the ALT develop a corporate strategy for skills development.

**Target 1:** Provide recommendations to the Business Council. Due March 31, 2014

**Target 2:** Based on feedback from the Business Council determine the resources required to transition the skills development strategy to an actionable plan. Due September 30, 2014

## 14E1D - Strategic Initiative: Attracting Talent

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

Organization: AHR Role: Lead

Owner: RICKIE CANNON DIR., REGIONAL HUMAN RESOURCE SERVICE OFFICE OF HUMAN RESOURCES MANAGEMENT PROGRAMS AND POLICIES - PERSONNEL SERVICES DIVISION AHR-001 AHP-200 (202-267-3850)

### Activities for AHR

#### 14E1D1 - Strategic Activity: Hiring Efficiency

Owner: RICKIE CANNON DIR., REGIONAL HUMAN RESOURCE SERVICE Office of Human Resources Management Programs and Policies - Personnel Services Division AHR-001 AHP-200 (202-267-3850)

The average number of calendar days it takes to hire employees (excluding ATCS) will be reduced to 80-days by September 30,

2014.

**Target 1:** Meet quarterly with LOB/SO representatives on shared accountability for hiring efficiency improvements, best practices, and strategies for improvement. Due September 30, 2014

### **14E1D2 - Strategic Activity: Barrier Analysis**

Owner: RICKIE CANNON DIR., REGIONAL HUMAN RESOURCE SERVICE Office of Human Resources Management Programs and Policies - Personnel Services Division AHR-001 AHP-200 (202-267-3850)

Fully implement recommendations and corrective actions from the barrier analysis of the Air Traffic Control Specialist (ATCS) hiring process. Incrementally: Develop and implement targeted national advertisement and recruitment processes and tools to the General Public for entry level ATCS by January 31, 2014. Complete the implementation process including the recommendations and corrective actions by September 30, 2014.

**Target 1:** Develop and implement targeted national advertisement and recruitment processes and tools to the General Public for entry level ATCS. Due January 31, 2014

**Target 2:** Implementation process including the recommendations and corrective actions complete. Due September 30, 2014

### **14E1D3 - Strategic Activity: FAA Marketing**

Owner: RICKIE CANNON DIR., REGIONAL HUMAN RESOURCE SERVICE Office of Human Resources Management Programs and Policies - Personnel Services Division AHR-001 AHP-200 (202-267-3850)

Develop opportunities and participate in activities that will increase FAA's visibility to current and future job seekers.

**Target 1:** Promote veterans advocate organizations to place disabled veterans in a cooperative education and/or non-paid work experience opportunity at FAA, starting with the second quarter track and report placements. Due September 30, 2014

### **14E1D4 - Strategic Activity: Revise Corporate On-Boarding Process - OSI**

Owner: RICKIE CANNON DIR., REGIONAL HUMAN RESOURCE SERVICE Office of Human Resources Management Programs and Policies - Personnel Services Division AHR-001 AHP-200 (202-267-3850)

Develop revised on-boarding processes and implementation plan.

**Target 1:** Develop project plan. Due March 31, 2014

**Target 2:** Review existing on-boarding reports and data from the New Hire Survey. Due March 31, 2014

**Target 3:** Form cross-agency on-boarding team. Due April 30, 2014

**Target 4:** Present findings and recommendations to AHR-1. Due September 30, 2014

### **14E1D5 - Strategic Activity: Aviation & Space Education (AVSED) Outreach Program**

Owner: MELISSA KING DIRECTOR, TALENT DEVELOPMENT (CLO) Office of Corporate Learning AHR-001 AHD-001 (202-267-9041)

Engage with national, state and local education interests to enhance aviation career awareness and preparation for K-12 students.

**Target 1:** Redesign the web portal which supports the program to increase access to and participation in the program. Due June 30, 2014

**Target 2:** Create a centralized business model to enhance program efficiency and improve effectiveness. Due September 30, 2014

**Target 3:** Design new standard operating procedures (SOP) to support the program. Due September 30, 2014

**Target 4:** Number of students participation annually in Aviation Career Education. Due September 30, 2014

**Target 5:** Number of K-12 students reached annually through FAA's AVSED Program. Due September 30, 2014

### **14E1D6 - Strategic Activity: Attracting Talent Strategy**

Owner: RICKIE CANNON DIR., REGIONAL HUMAN RESOURCE SERVICE Office of Human Resources Management Programs and Policies - Personnel Services Division AHR-001 AHP-200 (202-267-3850)

Through the ALT develop a corporate strategy for attracting talent.

**Target 1:** Provide recommendations to the Business Council. Due March 31, 2014

**Target 2:** Based on feedback from the Business Council determine the resources required to transition the attracting talent strategy to a actionable plan. Due September 30, 2014