

# NOTICE

## U.S. DEPARTMENT OF TRANSPORTATION FEDERAL AVIATION ADMINISTRATION

N 1100.319

National Policy

Effective Date:

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**SUBJ:** Air Traffic Organization

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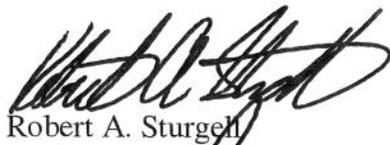
**1. Purpose of this Notice.** This notice describes the senior levels of the Air Traffic Organization (ATO) and their mission, responsibilities, supplemental relationships, and lines of succession.

**2. Audience.** This notice applies in general to the Federal Aviation Administration (FAA) and specifically to all ATO employees.

**3. Where I Can Find This Notice?** You can find this notice on the My FAA website:  
[https://employees.faa.gov/tools\\_resources/orders\\_notices/](https://employees.faa.gov/tools_resources/orders_notices/)

**4. What this Notice Cancels.** FAA Notice 1100.315 dated September 11, 2007.

**5. Explanation of Policy Change.** This notice provides a revised organizational structure that optimizes the ATO performance based business model to enhance its strategic capability for delivering safe and secure air traffic management services, improve technical training and increase the focus on operations. Changes occurred in the Chief Operating Officer's office, and ATO's original nine service units: Acquisition and Business, Communications, En Route and Oceanic, Finance, Operations Planning, Safety, System Operations, Technical Operations, and Terminal services.



Robert A. Sturgell  
Acting Administrator

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## Chapter 1 – Air Traffic Organization

**1. Purpose.** The FAA Air Traffic Organization (ATO) was established in 2003 as a performance-based organization by Executive Order 13180 to provide safe, secure and cost-effective air traffic management services while being responsive to customers and accountable to the public.

**2. Delegation.** The ATO is delegated the responsibility and authority necessary to accomplish the mission of the ATO as directed by the Secretary of Transportation and the FAA Administrator. The ATO business units are equivalent in authority to individual FAA lines of business.

### **3. Organizational Standards.**

**a.** The ATO is structured around four core functions that are organized into business units. These business units are led by Senior Vice Presidents who report to the Chief Operating Officer. The ATO Business Units are Operations, Next Generation Air Transportation System (NextGen) and Operations Planning, Strategy and Performance, and Finance. There are two additional ATO support offices aligned under the Chief Operating Officer; these are: the Office of Safety and Office of Acquisition and Business. The largest ATO business unit, Operations, directs four service units that deliver and maintain air traffic management services: En Route and Oceanic, System Operations, Technical Operations, and Terminal. The Operations business unit also directs two support offices: Technical Training and Service Center.

**b.** Administrative and mission support functions must be provided using cross functional methodologies, such as centralized or shared services, where efficiencies may be gained or organizational service value is increased. Service value is increased when ATO costs are reduced and/or productivity is increased. The internal structure of the organization will be routinely assessed to identify opportunities to improve the organization's efficiency and effectiveness, increase ATO service value and respond to industry dynamics.

**c.** The ATO must use inclusive matrix strategies in work relationships and processes, ensuring that operations, business and support strategies are fully integrated horizontally and vertically throughout the ATO. In carrying out their responsibilities, business/office/service units must ensure their plans and activities are coordinated and congruent with other business/offices/service units who may be affected and/or impacted.

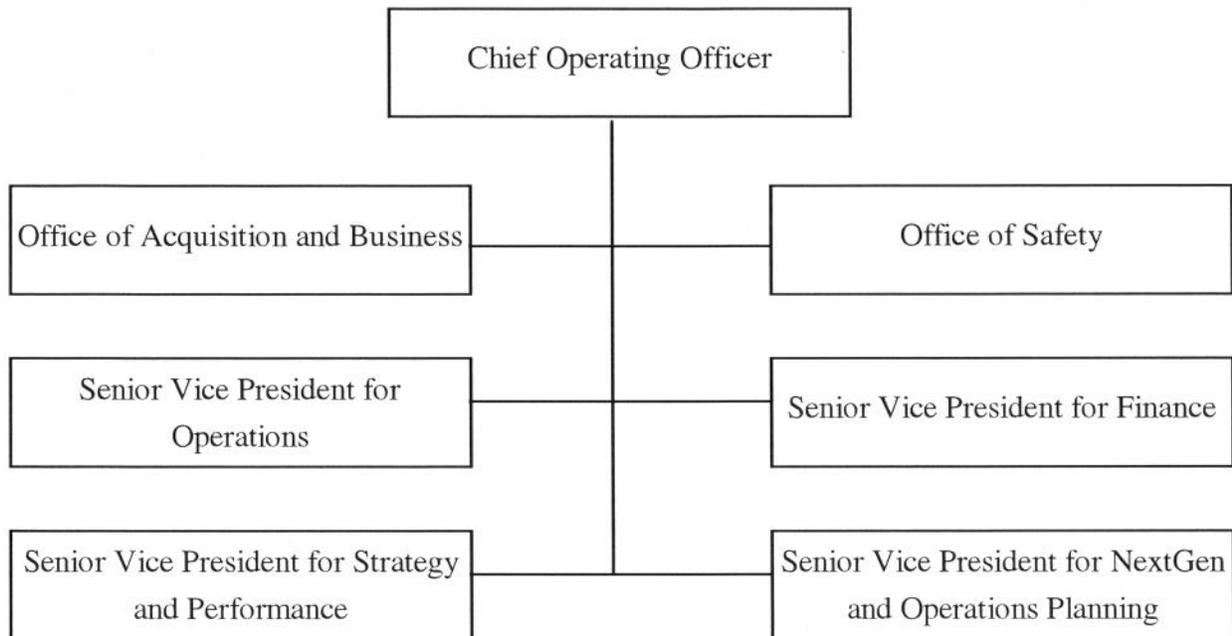
**d.** The organizational levels are described in descending order using the following titles: Chief Operating Officer, Senior Vice President, Vice President, Director/Manager. Directors report to a Vice President or higher position and are K bands or higher with a staff. Please note not every level/title is present in every organizational hierarchy. Naming conventions that make the placement and interconnectivity of major organizational functions obvious and easy to identify must be used throughout the ATO, e.g., all Safety elements should be named Safety, Planning should be named Planning, Operations Support should be Operations Support, etc.

**e.** Official ATO nomenclature and organizational charts will identify only those organizational structures and positions that are formally approved, have allocated permanent staffing and resources, and have assigned routing and expenditure codes. Other types of organizations, **such** as management committees and ad hoc or temporary positions, are not identified in this Notice. Formal designations of relationships or memberships of permanent committees and groups on behalf of the ATO, FAA or with other external organizations are considered supplemental relationships and are not shown on organizational charts.

**f.** Changes to organizational structures and responsibilities delineated in this order which affect the vice president and director levels require approval of the Chief Operating Officer. This responsibility may not be delegated.

4. **Organizational Chart.** Figure 1-1 shows the Air Traffic Organization.

**Chief Operating Officer Organization**



## Chapter 2. Office of the Chief Operating Officer

**1. Mission.** Provide the leadership, direction, and strategic vision to deliver the safest, most secure and efficient air traffic management services in the world.

### **2. Responsibilities.**

#### **a. The Chief Operating Officer:**

(1) Executes the mission of the FAA and ATO; and as the chairperson of the Executive Council, establishes ATO goals, system safety and security, long-term strategies, budgets, priorities and resource allocations that support continuous improvement of service value, and achievement of performance targets.

(2) Directs the ATO as a performance based organization to deliver aviation community-focused air traffic management services measured against standards and performance targets while managing costs and increasing service value and efficiency.

(3) Ensures ATO documented policies, standards and procedures; implementation of technologies that meet mission requirements, and increase the efficiency and capacity in the National Airspace System; and sustainable and affordable air traffic management services for the future. Also ensures environmental stewardship.

(4) Ensures the continuity of air traffic management services. Also supports national defense and national security activities and goals.

(5) Represents the FAA with system users, national and international government agencies, global air navigation service providers, industry partners and other interested stakeholders regarding air traffic management services, and the development and advancement of air transportation capabilities and services.

(6) Represents the ATO on plans, strategy and performance with the FAA, Department of Transportation, Congress, Office of Management and Budget and other key stakeholders and the media.

(7) Promotes a working environment that encourages and values cross-organizational collaboration and teaming, learning and growth, rewards and recognition for strong performance, organizational diversity, clear expectations, and accountability at all levels.

#### **b. Senior Advisor.**

(1) Provides executive leadership and guidance for integration of federal aviation policies in the ATO.

(2) Serves as liaison between the Office of the Chief Operating Officer and the FAA Administrator and Deputy Administrator on the day-to-day management of the ATO.

**4. Supplemental Relationships.**

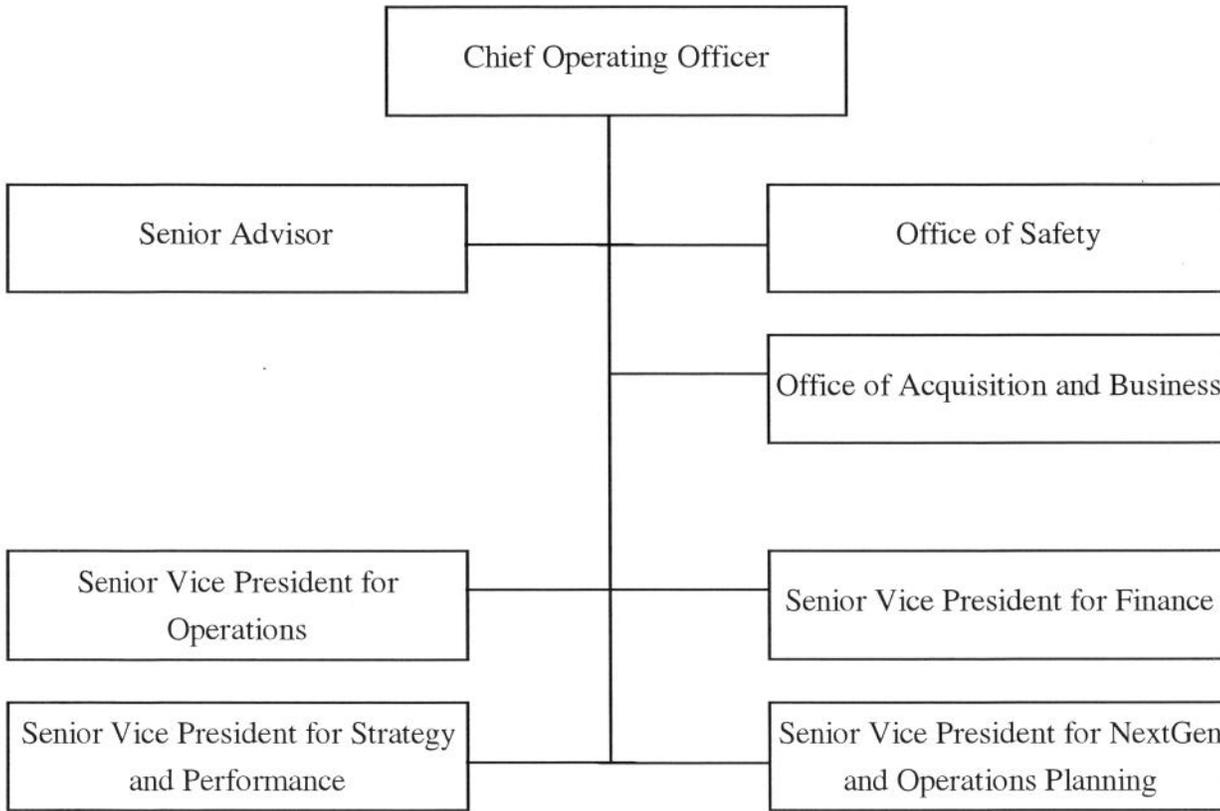
- a. Member of the FAA Administrator's Senior Management Team
- b. Member of the FAA Joint Resources Council
- c. Elected member of the Civil Air Navigation Services Organization's Executive Committee
- d. Designated Federal Official on the Air Traffic Procedures Advisory Committee
- e. Designated Federal Official member in RTCA, Inc.
- f. Chair of the ATO Executive Council

**5. Line of Succession.** In the following order:

- a. Senior Vice President, Operations
- b. Senior Vice President, Finance
- c. Senior Vice President, Strategy and Performance
- d. Senior Vice President, NextGen and Operations Planning

6. **Organizational Chart.** Figure 2-1 shows the Chief Operating Officer's organization.

**Chief Operating Officer Organization**



### Chapter 3. Office of Acquisition and Business

**1. Mission.** Acquisition and Business provides services and products in the areas of acquisitions, contracts and small business to support the ATO and the FAA in meeting performance targets.

**2. Responsibilities.** Vice President

**a.** Executes the mission of Acquisition and Business, ensuring its offices establish near-term goals, budgets and priorities; allocate and manage resources; meet ATO performance targets; and supply services, as requested, to meet ATO requirements.

**b.** Provides the policy, guidance and tools to manage the FAA's Small Business Development Program to meet FAA and ATO strategies, goals and priorities.

**c.** Provides the policy, guidance, and tools to execute and manage the FAA's Acquisition Management System to meet the needs of ATO business units and FAA lines of business.

**d.** Serves as the FAA Federal Acquisition Executive, working with the Joint Resources Council and the FAA Chief Financial Officer awards and administers all contracts and interagency agreements for FAA Headquarters. Provides Quality Reliability Officers for major National Airspace System (NAS) programs.

**3. Supplemental Relationships.**

**a.** Ad-hoc member of the Executive Council for issues involving acquisitions

**b.** Chairs the FAA Joint Resources Council

**c.** FAA Federal Acquisition Executive

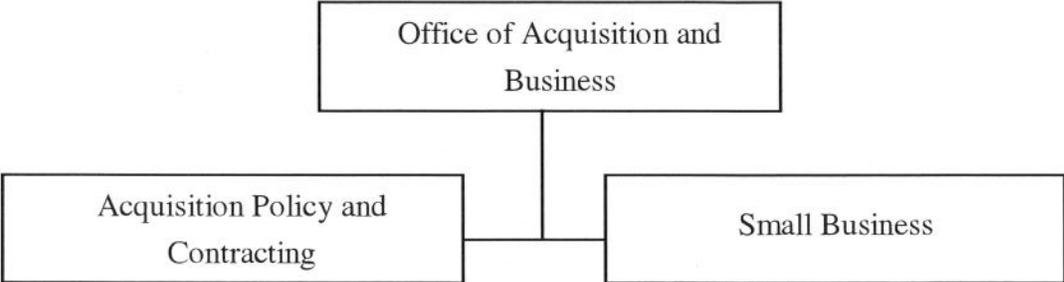
**d.** FAA Small Business Advocate

**4. Line of Succession.**

Director, Acquisition Policy and Contracting

**5. Organizational Chart.** Figure 3-1 shows the Acquisition and Business organization at the office level.

**Office of Acquisition and Business**



## Chapter 4. Senior Vice President for Finance

**1. Mission.** Finance provides timely business consulting, products and services that support the achievement of ATO performance goals, cost efficient operations, and FAA leadership in global aviation.

**2. Responsibilities.** Senior Vice President:

**a.** Executes the mission of the FAA and ATO and, as a member of the Executive Council, establishes ATO goals, system safety and security, long-term strategies, budgets, priorities and resource allocations that support continuous improvement of service value, and achievement of performance targets.

**b.** Executes the mission of Finance, ensuring its offices establish goals, budgets and priorities; allocate and manage resources; meet ATO performance targets; and supply services, as requested, to meet the requirements of the ATO.

**c.** Establishes cost and financial efficiency targets for ATO and evaluates and reports on ATO organizational performance against target levels.

**d.** Provides financial reports and evaluates financial performance to achieve cost efficient ATO operations.

**e.** Provides ATO financial and information technology policies, standard procedures and operations to support ATO and FAA requirements.

**f.** Aligns and integrates investments with long- and short-term FAA and ATO goals, objectives, and plans.

**g.** Develops budget and overall staffing submissions on behalf of the ATO for the FAA's Chief Financial Officer.

**h.** Supports agency capitalization processes by providing supporting documentation and capital program information.

**i.** Establishes and maintains information technology applications and services that are available, secure, efficient and cost effective, applying industry best practices to support ATO and FAA operations.

**j.** Establishes business relationships with industry, national and international government agencies, and global air navigation service providers that leverage FAA core competencies to promote global cost effectiveness and operational efficiency.

**k.** Provided investment planning and analysis for capital and operating review programs.

**l.** Produces Controller Workforce Plan and Corporate Work Plan.

**m.** Provides analytical review of employee contracts including negotiations.

**3. Supplemental Relationships.**

**a.** ATO primary interface and financial representative to the FAA's Chief Financial Officer

**b.** FAA lead for the Civil Air Navigation Services Organization's Global Benchmarking Workgroup

**c.** Member of the FAA Joint Resources Council

**d.** Serves as the ATO member on Information Technology Executive Board

**4. Line of Succession.** In the following order:

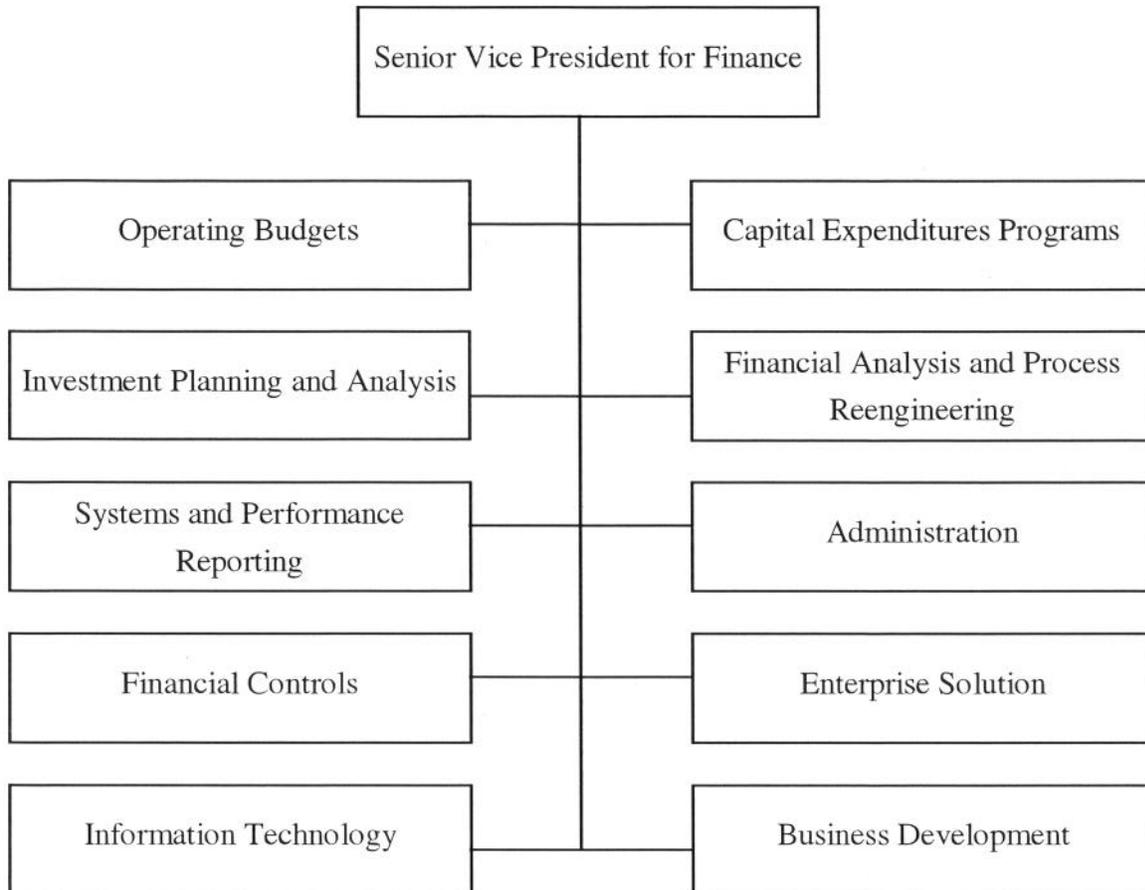
**a.** Director, Operating Budgets Office

**b.** Director, Financial Analysis and Process Reengineering Office

**c.** Director, Capital Expenditures Programs Office

5. **Organizational Chart.** Figure 4-1 shows the Finance organization at the office level.

**Finance Organization**



## Chapter 5. Senior Vice President for NextGen and Operations Planning

**1. Mission.** Next Generation Air Transportation System (NextGen) and Operations Planning facilitates the future vision of aviation by providing integrated strategies and solutions to achieve national goals.

**2. Responsibilities.** Senior Vice President:

**a.** Executes the mission of the FAA and ATO and, as a member of the Executive Council, establishes ATO goals, system safety and security, long-term strategies, budgets, priorities and resource allocations that support continuous improvement of service value, and achievement of performance targets.

**b.** Executes the mission of NextGen and Operations Planning, ensuring its offices establish near-term goals, budgets and priorities; allocate and manage resources; meet ATO performance targets; and supply services, as requested, to meet the requirements of the ATO.

**c.** Transfers technology from research programs to federal agencies with operational responsibilities and to the private sector in order to optimize safety, capacity, and security, and reduce negative environmental impacts.

**d.** Maintains the NextGen plan and develops planning documentation for member agencies. Keeps internal and external customers of the FAA aware of NextGen status.

**e.** Establishes and manages the NAS architecture to ensure that it meets current and future service requirements.

**f.** Delivers research and technical development necessary to improve and evolve the NAS enterprise architecture to meet requirements and implement technologies identified in the NextGen Implementation plan to transition the NAS to meet forecasted demand.

**g.** Delivers and monitors the execution of the FAA plan to integrate initiatives, activities and capabilities necessary for the implementation of the NAS of the future via the NextGen Integration and Implementation office.

**h.** Conducts planning, analyses, research, advanced concept development, new technology development and prototyping, and systems engineering to support initial and final investment decisions.

**i.** Executes the corporate research, engineering and development planning, and budget process for the Administrator.

**j.** Ensures that the laboratories, facilities and support services of the William J. Hughes Technical Center are available and appropriate to meet the requirements of the ATO and external

customers.

**k.** Ensures that NAS systems and new acquisitions receive test, evaluation, verification and validation services, as appropriate, throughout their lifecycle.

**l.** Ensures that ATO planning activities are synchronized with internal and external partners and that they support future requirements.

**m.** Develops, enhances and validates fast-time modeling tools to simulate and analyze airport/airspace capacities and overall NAS performance.

### **3. Supplemental Relationships.**

**a.** Executive Director of the Research, Engineering and Development Advisory Committee.

**b.** Representative for Department of Transportation on the Federal Committee for Meteorological Science and Support Research.

**c.** Co-chair of the NextGen Review Board.

**d.** Member of NextGen Management Board.

**e.** Member of the Joint Resource Council.

### **4. Line of Succession.** In the following order:

**a.** Director, Systems Engineering and Safety Office

**b.** Director, Research & Technology Development Office

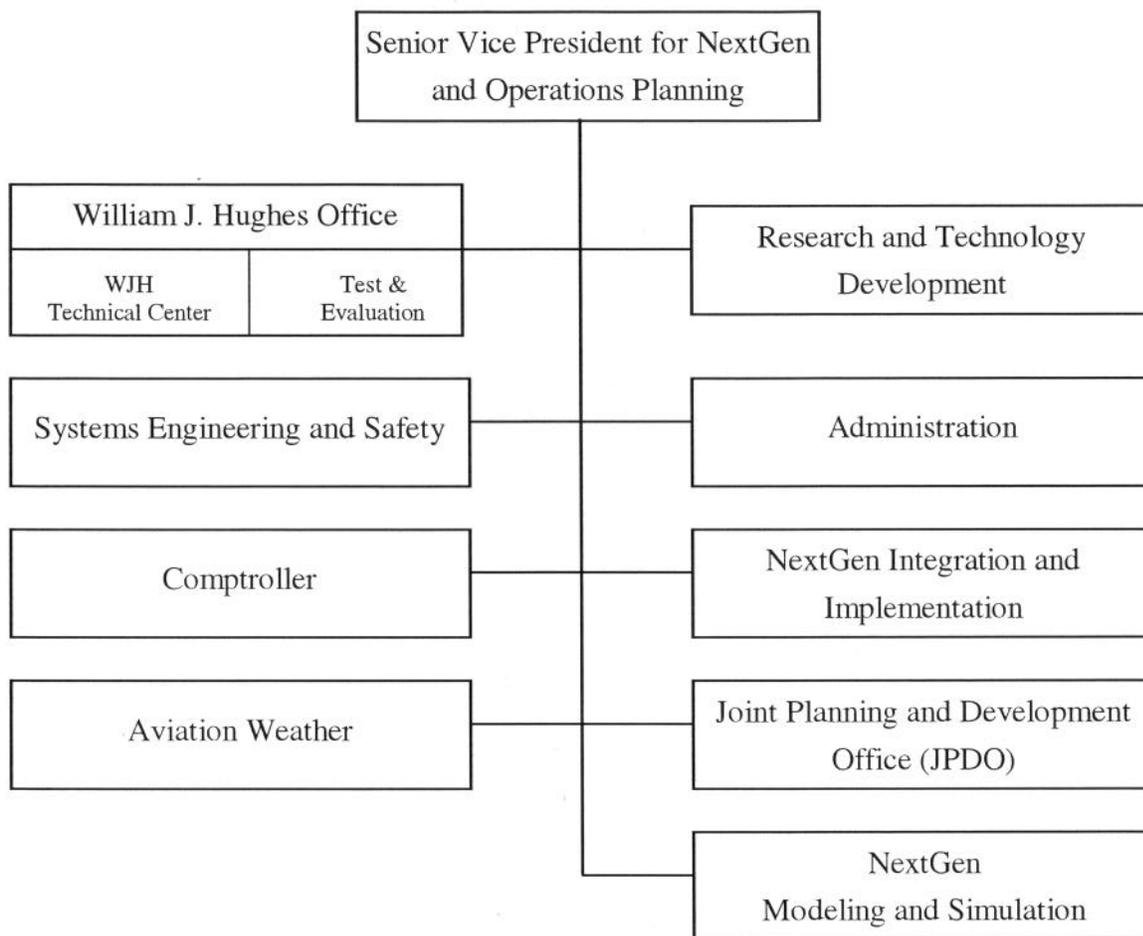
**c.** Director, William J. Hughes Office

**d.** Director, NextGen Integration and Implementation Office

**e.** Director, Joint Planning and Development Office

**5. Organizational Chart.** Figure 5-1 shows the organization structure of NextGen and Operations Planning at the office level.

**NextGen and Operations Planning Organization**



## Chapter 6. Senior Vice President for Operations

**1. Mission.** Operations delivers safe, secure, and efficient air traffic management services and aeronautical information to ATO customers operating in the NAS, as well as international airspace assigned to United States control.

### **2. Responsibilities.**

#### **a. Senior Vice President:**

(1) Executes the mission of the FAA and ATO and, as a member of the Executive Council, establishes ATO goals, system safety and security, long-term strategies, budgets, priorities and resource allocations that support continuous improvement of service value, and achievement of performance targets.

(2) Executes the mission of Operations, ensuring the service units/offices establish near-term goals, budgets and priorities; allocate and manage resources; and meet ATO performance targets.

(3) Provides oversight and accountability for the safety, security and performance of air traffic management system operations, mission support and infrastructure.

(4) Directs the establishment and retention of standardized and documented policies, processes and procedures for Operations including air traffic management systems, airspace management, NAS infrastructure and maintenance, configuration management, quality control and aeronautical information management.

(5) Ensures activities of the offices and operations service units are both horizontally and vertically integrated and organizational elements are working collaboratively to support each other in achieving the overall goals and mission of the ATO and FAA.

(6) Provides current industry standard technical training programs that meet requirements as set forth by the business units. Directs measurement of program performance against specific outcomes ensuring requirements are met.

(7) Ensures Service Center provides cost effective administrative and mission support services, capabilities and skills that meet identified requirements and established performance criteria. Also ensures service units utilize shared services in area offices as their primary means of staff support; minimizing resource redundancies and duplicate services among programs/service units.

(8) Ensures changes affecting the NAS including air traffic management system operations and maintenance are safe, with risks appropriately mitigated.

(9) Executes labor policy in accordance with corporate strategy and applicable labor agreements promoting constructive relationships.

**b. Senior Advisor:** Provides executive leadership and guidance for standardization and integration of ATO operations

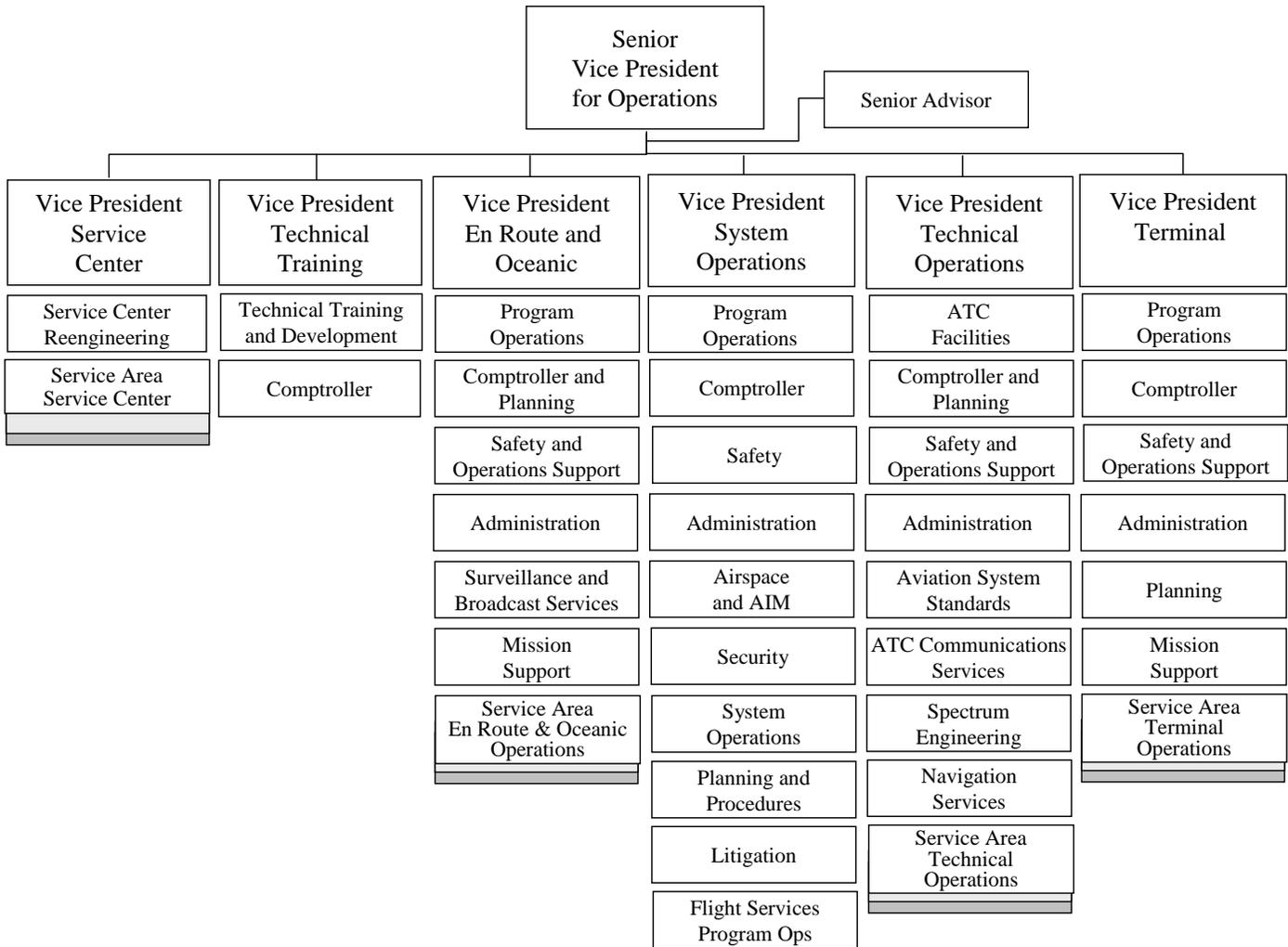
**3. Supplemental Relationships.**

- a. Member of the FAA Joint Resources Council
- b. Chairperson of the ATO Operations Council

**4. Line of Succession.** In the following order:

- a. Vice President, System Operations
- b. Vice President, En Route and Oceanic
- c. Vice President, Terminal
- d. Vice President, Technical Operations
- e. Vice President, Service Center
- f. Vice President, Technical Training

**5. Organizational Chart.** Figure 6-1 shows the Operations organization at the office level.



## Chapter 7. Office of Safety

**1. Mission.** Safety ensures the safety and success of the ATO by managing risks, assuring quality standards, instilling an open culture of disclosure, educating employees and promoting continuous improvement.

**2. Responsibilities.** Vice President:

**a.** Executes the mission of Safety, ensuring its offices establish near-term goals, budgets and priorities; allocate and manage resources; meet ATO performance targets; and supply services, as requested, to meet ATO requirements.

**b.** Establishes ATO target levels of safety and evaluates and reports on ATO organizational performance against target levels.

**c.** Ensures, as the ATO safety authority, organizational compliance with safety-related laws, regulations, orders, policies, quality control programs, etc., and that safety programs are consistent and effective.

**d.** Identifies, analyzes, trends and reports on risks, compliance and safety in the ATO, including air traffic management services, infrastructure, maintenance and occupational safety and makes recommendations for enhancements, technology and innovations.

**e.** Establishes ATO policies, standards and procedures for safety.

**f.** Provides independent safety, risk and compliance assurance assessments and process verification reviews.

**g.** Provides education on safety, risk management, and quality assurance, and promotes a culture that encourages and supports disclosure of risk factors and organizational learning.

**h.** Supports business units with ensuring changes affecting the ATO mission are safe, with risks appropriately mitigated.

**i.** Fosters early integration and life-cycle implementation of safety, reliability, maintainability, and quality control into programs and operations.

**3. Supplemental Relationships.**

**a.** Ad-hoc member of the Operations Council

**b.** Primary ATO representative and point-of-contact for Safety issues with external organizations.

**4. Line of Succession.** In the following order:

- a. Director, Safety Assurance Office
- b. Director, Runway Safety Office
- c. Director, Safety Management System Office
- d. Director, Operational Services Office

**5. Organizational Chart.** Figure 7-1 shows the organization structure of Safety at the office level.



## Chapter 8. Senior Vice President for Strategy and Performance

**1. Mission.** Strategy and Performance provides a strategic framework for executing and integrating plans, programs and activities of the ATO and enables sustained organizational performance.

**2. Responsibilities.** Senior Vice President:

**a.** Executes the mission of the FAA and ATO and, as a member of the Executive Council, establishes ATO goals, system safety and security, long-term strategies, budgets, priorities and resource allocations that support continuous improvement of service value, and achievement of performance targets.

**b.** Executes the mission of Strategy and Performance, ensuring its offices establish near-term goals, budgets and priorities; allocate and manage resources; meet ATO performance targets; and supply services, as requested, to meet the requirements of the ATO.

**c.** Provides development of communication strategies for ATO plans and programs, and provides oversight of other ATO resources engaged in Communications activities. Supports ATO requirements, activities and inquiries of ATO Offices and business units with integrated messaging, tools and products for both internal and external application.

**d.** Directs and facilitates the ATO corporate framework for development of strategic plans and objectives, in conjunction with ATO Offices and business units, including air traffic management systems, employee and stakeholder relations, human capital management, professional training, workforce and leadership development, infrastructure, and other key activities.

**e.** Provides the primary interface for the ATO for coordinating and integrating strategic initiatives across the ATO and with FAA and external stakeholders. Ensures proactive outreach for strategic and tactical initiatives to communities, legislators and other interested parties.

**f.** Maintains the ATO Five Year Strategic Plan ensuring periodic comprehensive reviews and reports on progress and accomplishments. Also facilitates modifications.

**g.** Coordinates and collaborates on broad reaching and impactful ATO strategies and plans with FAA and external stakeholders including industry partners, national and international agencies and interested organizations. Supports FAA international efforts to promote global understanding of the FAA mission, operations and modernization efforts.

**h.** Provides framework for consolidated ATO corporate metrics, conduct performance metric modeling and analysis, and provides oversight of ATO performance reporting system(s). Collects strategic plan and program data from business units and reports on progress and performance relative to corporate goals and strategic initiatives. Develops and reports on performance of Service Agreements with FAA lines of business.

i. Establishes and maintains documented policies and procedures for the administration of the ATO including organizational standards for structure, nomenclature, positions, directives, correspondence, coordination, etc.. Analyzes and reports on ATO organizational status such as staffing, series, grades and supervisory ratios.

j. Provides the policies, procedures and oversight for ATO administrative tasks that support DOT and FAA personnel programs and processes. Develops and ensures consistent application of ATO workforce policies.

k. Designs, and executes comprehensive leadership and professional development opportunities, succession management, organizational culture alignment activities and programs for ATO leadership.

l. Directs and facilitates activities to optimize organizational performance and standardization.

### **3. Supplemental Relationships.**

- a. ATO primary liaison with the FAA Assistant Administrator for International Aviation
- b. ATO primary liaison with FAA Human Resources
- c. ATO primary liaison with FAA Aviation Policy and Plans

### **4. Line of Succession.** In the following order:

- a. Communications
- b. Organizational Effectiveness
- c. Workforce Services
- d. Comptroller, Planning and Business Services
- e. International

**5. Organizational Chart.** Figure 8-1 shows the organization structure of Strategy and Performance at the office level.

**Strategy and Performance Organization**

