

# NOTICE

U.S. DEPARTMENT OF TRANSPORTATION  
FEDERAL AVIATION ADMINISTRATION

N JO 1100.329

Air Traffic Organization Policy

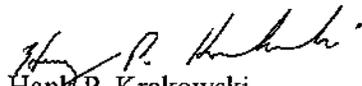
Effective Date:  
Sep 14, 2010

Cancellation Date:  
Sep 14, 2011

**SUBJ:** Air Traffic Organization

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- 1. Purpose of this Notice.** This notice describes the Air Traffic Organization (ATO) and its missions, responsibilities, supplemental relationships, and lines of succession at the director level.
- 2. Audience.** This notice applies in general to the Federal Aviation Administration (FAA) and specifically to ATO employees.
- 3. Where can I Find This Notice?** You can find this notice on the MyFAA website. Under "Tools and Resources," select "Orders and Notices."
- 4. Explanation of Policy Change.** This notice reflects the organizational structure, roles and responsibilities for the business units and support offices of the ATO as of March 30, 2010. Realignments at director level and higher are shown for all business units and support offices.
- 5. Plans for Future Documentation.** Submit organizational changes for the next version of this directive to the Director, Comptroller, Planning and Business, AJG-B, no later than February 28, 2011. A directive outlining the ATO organizational change process, roles, responsibilities, and timetables is under development.

  
Hank P. Krakowski  
Chief Operating Officer  
Air Traffic Organization

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Distribution:

Initiated By: AJG-0

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## Chapter 1. Air Traffic Organization (ATO)

**1. Purpose.** The FAA 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 by the Secretary of Transportation and the FAA Administrator.

### 3. Organizational Standards

a. The ATO is structured around four core functions organized into *business units*. These business units are led by senior vice presidents who report to the chief operating officer (COO). The ATO business units are Operations, Next Generation Air Transportation System (NextGen) and Operations Planning, Strategy and Performance, and Finance Services. There are two *support offices* aligned under the COO: Acquisition and Business, and Safety. Operations is structured with four *service units* that deliver and maintain air traffic management services: En Route and Oceanic, System Operations, Technical Operations, and Terminal. Operations also has two *support offices*: Technical Training and Mission Support Services. Operations and all other ATO business units and offices are next structured with *directorates*.

b. Administrative and mission support functions must be provided using 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 productivity is increased. The internal structure of the organization will be routinely assessed to improve efficiency and effectiveness.

c. The ATO must ensure that operations, business and support strategies that include work relationships and processes are integrated horizontally and vertically throughout the ATO. In carrying out their responsibilities, business units, offices, and service units must ensure their plans and activities are coordinated with other business units, offices, and service units that may be affected.

d. Organizational levels, in descending order, use the following titles: COO, senior vice president, vice president, and director or manager. In Operations, vice presidents report directly to the senior vice president. In the other business units or support offices, directors report directly to the support office vice president, the senior vice president, or the COO. Directors are at the K band level or higher, have a staff, and report directly to a vice president, senior vice president, or the COO. Note that not every level or title is present in every organizational hierarchy.

e. Official ATO nomenclature and organizational charts will identify only those organizational structures and positions that are formally approved, with allocated permanent staffing, resources, and assigned routing and expenditure codes. Management committees, ad hoc or temporary positions, and other types of organizations are not identified in this order. Formal designations of relationships with, or memberships in, permanent committees and groups

for the ATO, FAA or other external organizations, are considered supplemental relationships. They are not shown on organizational charts.

f. The ATO Executive Council (EC) is the ATO's principal forum for strategic planning for senior management. The EC is composed of the COO as chair and the four business unit senior vice presidents: the senior vice presidents for Operations, Next Generation Air Transportation System (NextGen) and Operations Planning, Strategy and Performance, and Finance Services. The vice presidents for Safety and Acquisition and Business are ad hoc members.

g. Changes to organizational structures, titles and responsibilities in this order which affect director levels and above require approval of the COO. This responsibility may not be delegated.

## Chapter 2. Chief Operating Officer (AJO)

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

### 2. Responsibilities

#### a. Chief Operating Officer

(1) Executes the mission of the FAA and ATO. As chair of the ATO Executive Council, ensures the safety and security of the national airspace systems (NAS). Establishes ATO goals, long-term strategies, budgets, and priorities. Allocates resources to improve service value and achieve performance targets.

(2) Directs the ATO as a performance-based organization to deliver aviation community-focused air traffic management services to stakeholders and customers, measured against standards and performance targets.

(3) Ensures the accuracy of ATO documents policies, standards and procedures. Implements technologies that meet mission requirements, and increases the efficiency and capacity in the NAS. Provides sustainable and affordable air traffic management services. Ensures environmental stewardship is consistent throughout the ATO.

(4) Ensures the continuity of air traffic management services while supporting national defense and homeland 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. Joins with them to provide air traffic management services and to develop and advance air transportation capabilities.

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

(7) Responsible for ATO union negotiation strategies.

#### b. Senior Advisor

(1) Leads and guides the integration of federal aviation policies in the ATO.

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

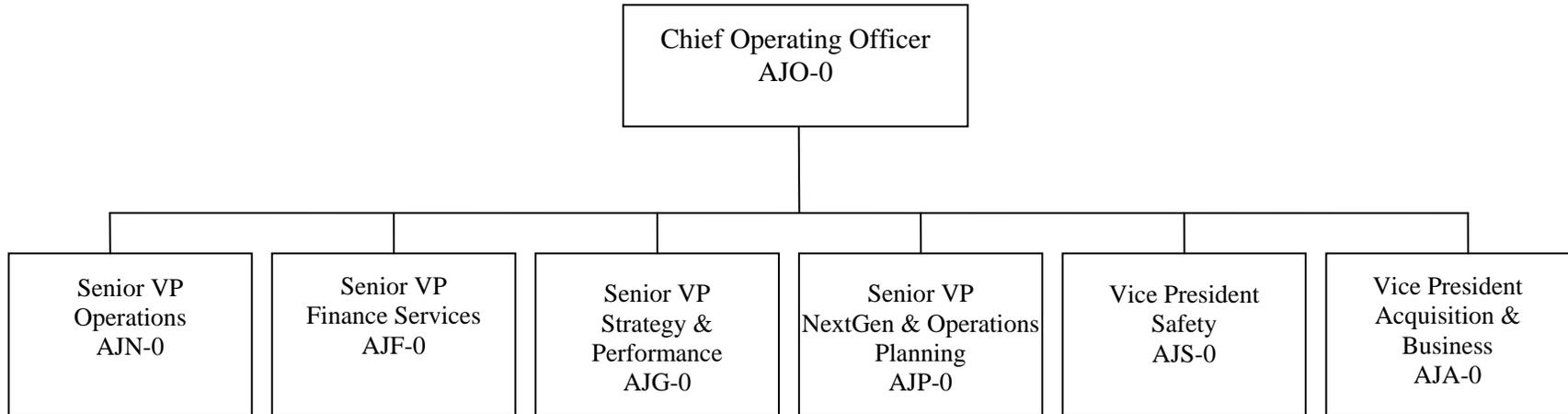
**3. Supplemental Relationships.** Members of the management staff represent the COO in the following groups:

- a. FAA Administrator's Senior Management Team
- b. FAA Joint Resources Council (JRC)
- c. Civil Air Navigation Services Organization's Executive Committee (CANSO)
- d. (Designated federal official), Air Traffic Procedures Advisory Committee
- e. (Designated federal official), RTCA, Inc. Advisory Board
- f. Chair, ATO Executive Council
- g. Mitre Federal Executive Board
- h. Air Traffic Management Advisory Committee (ATMAC)
- i. FAA Space Committee

**4. Line of Succession.** In the absence of the COO, the following individuals, in order, lead the ATO:

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

**5. AJO Organizational Chart**



## **Chapter 3. Operations (AJN)**

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

### **2. Responsibilities**

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

(1) Executes the mission of the FAA and ATO. As a member of the Executive Council, establishes ATO goals and the safety and security of NAS systems with support from air traffic and airspace management. Establishes long-term strategies, budgets, priorities, and resource allocations that improve service value and achieve performance targets.

(2) Ensures the service units establish near-term goals, budgets and priorities, and allocate and manage resources to meet ATO performance targets.

(3) Oversees and accounts for the safety, efficiency, security (with support from air traffic and airspace management), and performance of air traffic management system operations, mission support, and infrastructure. Promotes environmental stewardship.

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

(5) Ensures that the service units collaborate and integrate their activities to achieve FAA and ATO mission and goals.

(6) Ensures that current industry standard technical training programs are provided that meet business unit requirements. Directs the measurement of program performance against specific outcomes to ensure requirements are met.

(7) Ensures that Mission Support Services provides cost-effective administrative and mission support services that meet requirements and performance criteria. Ensures service units use shared services as their primary staff support, minimizing resource and service redundancies.

(8) Ensures risks are appropriately managed and mitigated for any operational change affecting the NAS.

(9) Executes labor policy according to corporate strategy and labor agreements.

#### **b. Executive Director**

(1) Supports the Senior Vice President for Operations. Through key staff members in major program areas, directs subordinate organizations that develop the programs and standards for NAS systems and equipment.

(2) Establishes policies, standards, and procedures covering air traffic management, NAS infrastructure, configuration management, and aeronautical information management to support the safe, secure, and efficient use of navigable airspace.

(3) Communicates mission objectives, strategies, and priorities to Operations executives, managers, and employees. Promotes collaboration among Operations vice presidents and service units to achieve FAA and ATO mission and goals.

(4) Monitors integration of tactical air traffic operations programs. Ensures overall service consistency within and across service units.

(5) Represents the FAA on interagency/industry committees and national or international groups that develop, monitor, and evaluate air traffic operational programs.

(6) Shares in setting Operations service unit goals and developing long-term strategies, priorities, budgets, and resource allocations. Responsible for integrating air traffic operations planning and administrative initiatives. Recommends new strategies to improve resource allocation, cost efficiency, and system performance.

(7) Defines, acquires and allocates budget, staff and other resources for the Office of the Senior Vice President for Operations.

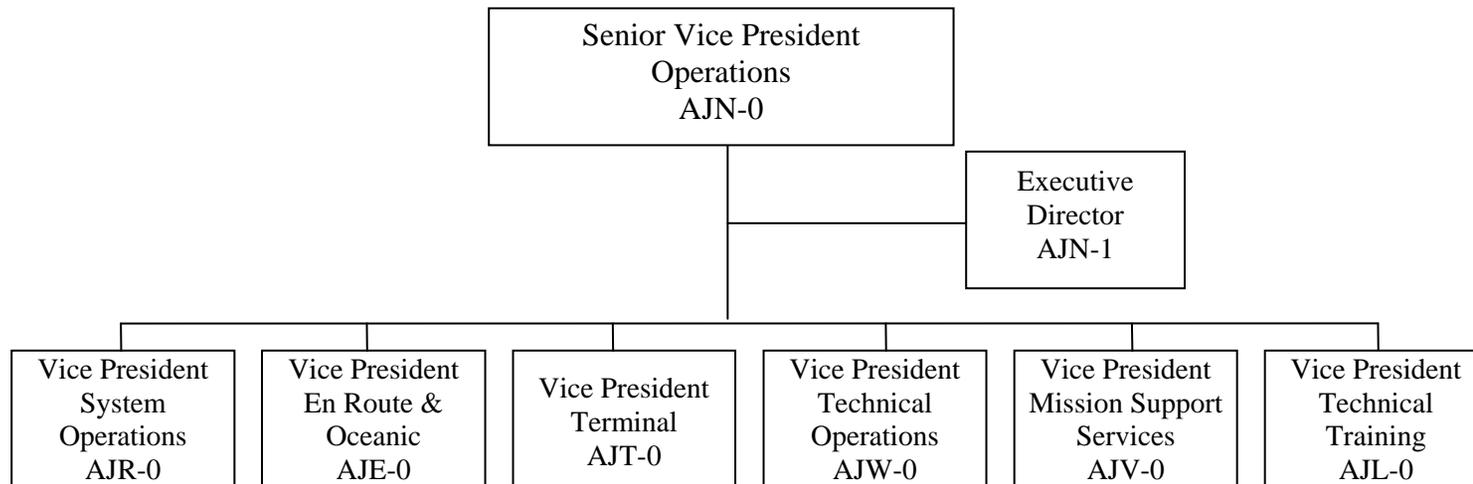
**3. Supplemental Relationships.** Members of the management staff represent the Senior Vice President of Operations in the following groups:

- a. FAA Joint Resources Council
- b. ATO Executive Council
- c. NextGen Management Board

**4. Line of Succession.** In the absence of the Senior Vice President, the following individuals, in order, direct Operations:

- a. Vice President, System Operations
- b. Vice President, En Route and Oceanic
- c. Vice President, Terminal
- d. Vice President, Technical Operations

**5. AJN Organizational Chart**



## **Section 1. System Operations (AJR)**

**1. Mission.** Provide a safe and efficient customer-focused air transportation system that serves the nation, supports the global aviation community, and is environmentally responsible. Provide collaborative service for traffic flow management, tactical operations, flight services, emergency operations and security efforts, traffic flow management technologies, airspace and aeronautical information management, safety risk management, litigation support, Freedom of Information Act (FOIA) coordination, and air traffic procedures development.

### **2. Responsibilities**

#### **a. Vice President**

(1) Executes the mission of the FAA and ATO. Establishes service unit goals, strategies, budgets, and priorities. Allocates resources and programs for safety and security to support the mission, improve service value, and achieve performance targets.

(2) Executes the mission of System Operations. Establishes goals, budgets and priorities. Ensures offices allocate and manage resources to meet ATO performance targets. Supports the FAA and ATO with services.

(3) Establishes service unit target levels of efficiency for the ATO. Evaluates and reports on ATO organizational performance against the target levels.

(4) Ensures operations, occupational, programmatic and other service unit activities are safe, with risks managed and/or mitigated.

(5) Establishes policies, standards, and procedures covering air traffic flow management to support the safe use of navigable airspace.

(6) Develops organizational operations security policy and procedures. Represents ATO to external stakeholders.

(7) Establishes program directives, policies, standards, strategies, plans, and management methods to support current and future requirements of national and international flight services operations.

#### **b. Director, System Operations**

(1) Executes the mission of System Operations. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets. Supports the FAA and ATO with services.

(2) Establishes policies, standards, and procedures to manage air traffic flow, airspace, and aeronautical information to support the safe, secure, and efficient use of navigable airspace.

(3) Reports on system capacity, efficiency, and delays. Analyzes trends and safety risks to ensure a safety culture for System Operations.

(4) Directs real-time NAS management to ensure safe and efficient use of navigable airspace, equipment, and workforce resources.

(5) Collaborates with other LOBs and service units to develop and maintain system-wide metrics that measure NAS condition and performance.

(6) Leads collaborative decisionmaking (CDM), Summer Flight Initiative, ATMAC and other formal customer groups to identify and rank-order NAS efficiency and safety issues for ATO action.

(7) Collaborates with the Director of Programs to identify traffic flow management equipment priorities and requirements.

(8) Collaborates with the Regional Administrator Team and ATO Operations to identify delay mitigation strategies for congested areas.

(9) Activates a crisis management center (CMC) when significant natural or man-made events are expected to affect the NAS.

(10) Coordinates with the military for release of special use airspace.

(11) Establishes and leads a cross-organizational team when a System Efficiency Assessment Team (SEAT) is necessary.

(12) Partners with the International Civil Aviation Organization (ICAO), CANSO, EUROCONTROL, SENEAM, NAV CANADA and other countries and organizations to establish standards and technologies to harmonize air traffic procedures and develop a seamless global air traffic management system.

(13) Establishes the procedures, requirements and responsibilities for developing and implementing operational contingency plans.

(14) Partners with FAA LOBs and ATO service units to advance NextGen technologies, procedures and requirements.

(15) Manages the NAS-wide Notice to Airman system.

### **c. Director, Security**

(1) Executes the mission of System Operations. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets. Supports the FAA and ATO with services.

(2) Mitigates the impact from threats and responses on the safety and efficiency of the NAS by issuing temporary flight restrictions (TFRs), waivers, and negotiating impact reductions with other agencies.

(3) Manages the ATO's continuity of operations plan (COOP), pandemic influenza preparedness, and other emergency operations to sustain essential air navigation services in the face of terrorist attacks, natural disasters, and other major incidents.

(4) Serves as the primary ATO interface on national defense, homeland security, law enforcement, and emergency operations with other FAA offices and federal, state, local counterparts, and international agencies to advocate ATO and broaden FAA interests in these mission areas.

(5) Establishes policies, plans, and procedures to support ATO national defense, homeland security, law enforcement, and emergency operations. Supports the ATO's communications security (COMSEC) and other programs.

(6) Collects and analyzes NAS-related security data for performance indicators, risks, system efficiency impacts, and other information critical to maintain and improve the ATO's security programs.

(7) Manages the ATO's national response framework (NRF) efforts. Supports the FAA leadership's crisis management. Coordinates and executes national ATO emergency operations. Develops interagency contingency plans. Deploys ATO personnel to state emergency operations centers, federal government joint field offices, and other key crisis management nodes.

(8) Plans and executes the ATO's participation in annual FAA COOP exercises, Department of Defense (DoD) live-fly exercises, and interagency National Exercise Program (NEP) exercises, among other national defense, homeland security, law enforcement, and emergency operations-related exercises.

(9) Leads internal and interagency development and implementation of the National Strategy for Aviation Security (NSAS), Presidential directives, and other air domain security and emergency operations policies, plans, standards, and procedures.

(10) Manages ATO support of sensitive and classified national defense, homeland security, and emergency operations missions involving the NAS or U.S. agencies.

(11) Serves as the ATO's interface to intelligence sources. Takes action based on U.S. air domain intelligence.

#### **d. Director, Programs**

(1) Executes the mission of System Operations. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets. Supports the FAA and ATO with services.

(2) Manages development, implementation, and sustainment of traffic flow management (TFM) systems to meet the FAA and ATO safety management system (SMS) process, capacity, and efficiency goals.

(3) Implements NAS programs according to NAS architecture and NextGen implementation plans to ensure safe and efficient operations.

(4) Ensures that prime contractors discharge their responsibilities to develop, integrate, test, and evaluate, deploy, and accept System Operations systems.

**e. Director, Planning and Procedures**

(1) Executes the mission of System Operations. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets. Supports the FAA and ATO with services.

(2) Aligns goals and technical system integration with ATO planning organizations and other stakeholders. Integrates technologies, procedures, policies, planning, and allocation of functions across business and service units. Ensures consistency across System Operations activities with long-term goals, objectives, and vision.

(3) Develops and projects performance metrics that support future requirements.

(4) Develops and aligns System Operations strategy with the FAA Flight Plan, the Joint Planning and Development Office (JPDO) Integrated Work Plan, *ATO Strategy 2014*, and the NextGen Implementation Plan.

(5) Coordinates strategic direction for System Operations, including weather initiatives, with other ATO business and service units, and stakeholders in the domestic and international aviation community.

**f. Director, Administration**

(1) Executes the mission of System Operations. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets. Supports the FAA and ATO with services.

(2) Develops, distributes, and maintains internal communications for System Operations employees.

(3) Establishes internal administrative, business, and logistical processes. Ensures those processes are implemented, maintained, and adhere to ATO policy.

(4) Develops performance management plans for System Operations employees that promote and support FAA, ATO, and System Operations goals, missions, and strategies.

(5) Supports human capital, succession, and technical training plans and requirements.

(6) Prepares and reviews special reports, projects, and presentations for System Operations leadership. Serves as the System Operations focal point, tracking briefing papers, testimony, reports, and responses to U.S. Congress, the DOT Office of the Inspector General (OIG), and the Administrator.

(7) Ensures horizontal integration with service centers and consistent implementation of policy across service area operations.

**g. Director, Comptroller**

(1) Executes the mission of System Operations. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet financial performance targets. Supports the FAA and ATO with services.

(2) Develops and manages budgets for System Operations. Reviews and analyzes expenditures and prepares financial reports. Manages allocations and monitors performance against expenditures.

(3) Develops Operations and facilities & equipment (F&E) budgets and requests. Manages the System Operations allocation, providing reports to Finance Services as required. Provides input to business and service unit reviews for Finance Services.

(4) Provides oversight to accounting system entries for System Operations. Prepares financial documentation for audit purposes and reviews obligation details for each appropriation.

(5) Supplies data, analyses, plans, justifications, and reports for the System Operations budget to support performance metrics, strategic and financial plans, budget reviews, and other activities.

(6) Communicates financial policies, processes, and requirements within the service unit.

**h. Director, Flight Services Program Operations**

(1) Executes the mission of System Operations. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets. Supports the FAA and ATO with services.

(2) Conducts flight planning, weather briefings, search and rescue initiation, aeronautical information processing, and safety related activities. Develops air traffic procedures and quality assurance. Oversees contract operations, manages in-service assets and the business operations of office activities and field elements.

(3) Provides meteorological and aeronautical information to pilots and air traffic controllers across the NAS, focusing on general aviation and business aircraft operations.

Provides accurate aeronautical information to meet FAA safety goals and aviation public service requirements.

**i. Director, Safety Management**

(1) Executes the mission of System Operations. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets. Supports the FAA and ATO with services.

(2) Implements, directs and manages the SMS nationally across System Operations. Ensures NAS safety by meeting FAA and ATO requirements, strategies and goals.

(3) Maintains FAA directives, manuals and orders governing the specifications, processes, and procedures to operate and maintain the NAS. Develops guidance throughout System Operations by outreach and training that satisfies FAA safety performance requirements.

(4) Leads and validates the design, development and establishment of plans, processes and training to implement SMS. Ensures an acceptable level of safety risk before deploying any changes to the NAS. Audits and reviews the System Operations SMS to ensure compliance.

(5) Guides System Operations in developing and implementing safety risk management plans and mitigation strategies across the Service Unit. Analyzes and assesses the safety risk of NAS changes. Ensures the appropriate-level manager is managing, monitoring, mitigating, and tracking all safety risks. Holds managers accountable for the safety performance of all NAS elements within their areas of responsibility.

(6) Provides approval authority for certain System Operations safety standards, safety risk management documents (SRMD), and safety risk management decision memos (SRMDM). Ensures all personnel comply with established safety standards, the SMS, and safety directives issued by service units, ATO safety services and/or the Air Traffic Safety Oversight Service (AOV) within their areas of responsibility.

(7) Directs certain safety reviews, audits, assessments, data analyses, trend analyses, and safety assurances. Ensures continuity of decision-making in air traffic management services. Ensures the workforce is competent to perform safety-related duties.

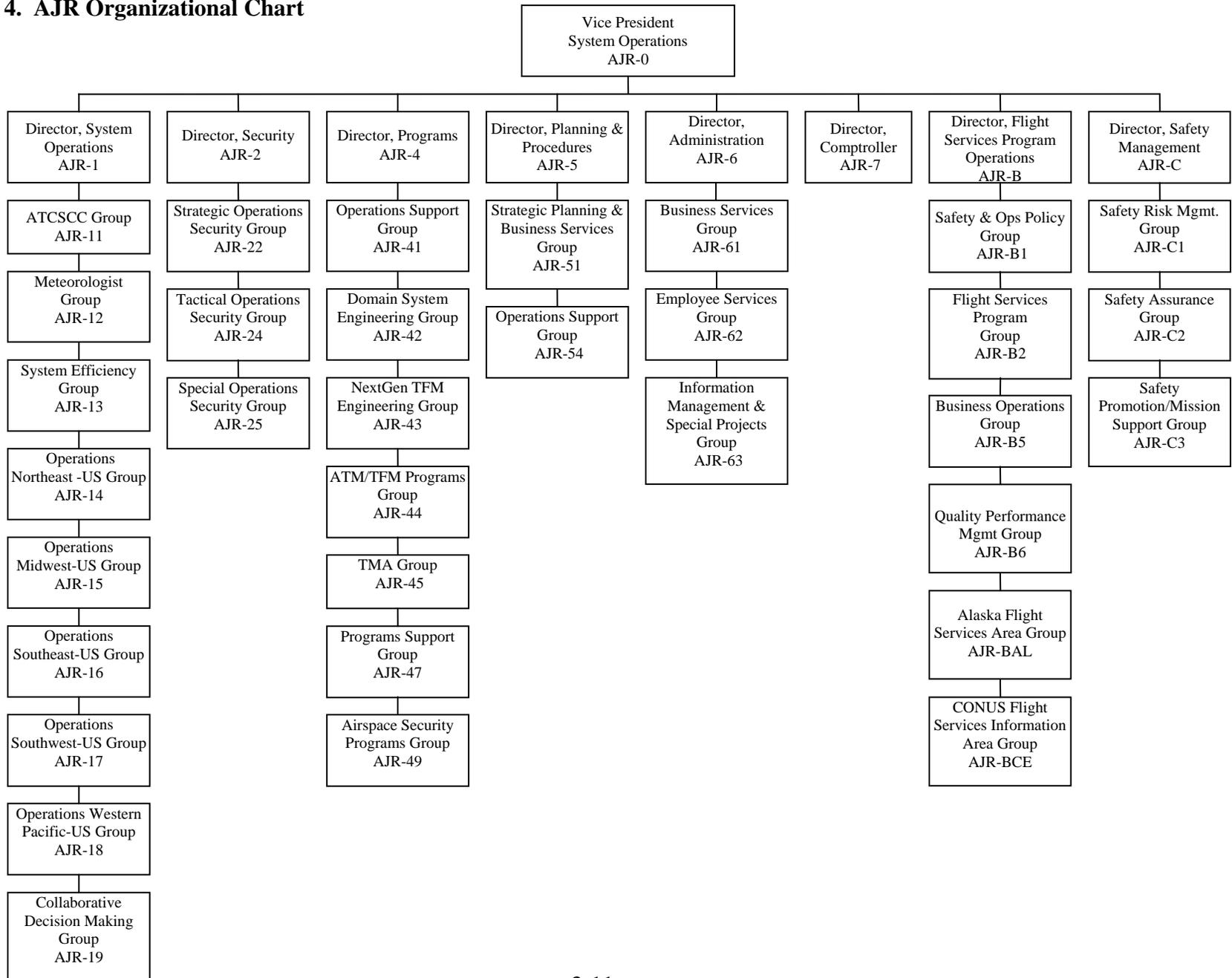
(8) Assigns functions of safety director, safety manager, and safety engineer. Establishes and maintains a positive safety culture.

**3. Supplemental Relationships.** Members of the management staff represent System Operations in the following groups:

- a. Chair, Air Traffic Procedures Advisory Committee
- b. Chair, the Collaborative Decision Making Working Group

- c. DOT representative on the Homeland Security Council's Aviation Sub-Policy Coordination Committee
- d. Primary FAA liaison to the DoD, federal, state, and local law enforcement agencies, and the DHS for operational issues
- e. DOT lead for the National Response Plan, Emergency Support Function One section (aviation portion).
- f. Interagency Airspace Protection Working Group
- g. Critical Incident Management Group
- h. DOT representative to the Federal Emergency Management Administration (FEMA) during national emergencies
- i. Co-chair, Space and Air Traffic Executive Board and Working Council
- j. FAA Aviation Rulemaking Advisory Committee
- k. FAA Aviation Rulemaking Committee
- l. JPDO for Environmental Working Group
- m. DOT representative on the National Search and Rescue Council

**4. AJR Organizational Chart**



## **Section 2. En Route and Oceanic (AJE)**

**1. Mission.** Provide safe, secure and efficient air traffic services to ATO customers operating in the NAS, and in international airspace assigned to United States control.

### **2. Responsibilities**

#### **a. Vice President**

(1) Executes the mission of the FAA and ATO. Establishes service unit goals, strategies, budgets, and priorities. Allocates resources and programs for safety and security to support the mission, improve service value, and achieve performance targets.

(2) Executes the mission of En Route and Oceanic. Establishes goals, budgets, and priorities. Allocates and manages resources to meet ATO performance targets. Supports the FAA and ATO with services.

(3) Ensures operations, occupational, programmatic, airspace management, and other service unit activities are safe, with risks managed and/or mitigated. Ensures the continuity of air traffic management services.

(4) Creates validated operations and program requirements, such as airspace, procedures, facilities, and equipment availability.

(5) Provides and maintains policies, standards, and programs to ensure safe and efficient operations.

#### **b. Director, Program Operations**

(1) Executes the mission of En Route and Oceanic. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets. Supports the FAA and ATO with services.

(2) Implements NAS programs according to approved NAS architecture and plans.

(3) Supports En Route and Oceanic services with automation tools, technologies, and modernized facilities.

(4) Maximizes performance, improves operational efficiency, and integrates future systems to meet ATO goals. Does this by collaborating with other ATO business and service units to support air traffic operations within En Route and Oceanic domains.

(5) Analyzes and coordinates user-requested changes to automation systems and facilities, ensuring those requested changes support ATO objectives.

(6) Sustains En Route and Oceanic ATC control automation systems, per the performance goals in *ATO Strategy 2014*.

(7) Develops business cases, independent government cost estimates, integrated schedules, and other planning and program documents to manage programs. This delegation requires coordination with Mission Support Services.

**c. Director, Safety and Operations Support**

(1) Executes the mission of En Route and Oceanic. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets. Supports the FAA and ATO with services.

(2) Implements, directs and manages the SMS nationally across En Route and Oceanic. Ensures NAS safety by meeting FAA and ATO requirements, strategies, and goals.

(3) Develops guidance throughout En Route and Oceanic by outreach and training that satisfies FAA safety performance requirements.

(4) Leads and validates the design, development, and establishment of plans, processes, and training to implement SMS. Ensures an acceptable level of safety risk before deploying any changes to the NAS. Audits and reviews the En Route and Oceanic SMS to ensure compliance.

(5) Guides En Route and Oceanic in developing and implementing safety risk management plans and mitigation strategies across the service unit. Analyzes and assesses the safety risk of NAS changes. Ensures the appropriate-level manager is managing, monitoring, mitigating, and tracking all safety risks. Holds managers accountable for the safety performance of all NAS elements within their areas of responsibility.

(6) Provides approval authority for certain En Route and Oceanic safety standards, SRMDs, and SRMDMs. Ensures all personnel comply with established safety standards, the SMS, and safety directives issued by service units, ATO Safety and/or AOV, within their areas of responsibility.

(7) Directs certain safety reviews, audits, assessments, data analyses, trend analyses, and safety assurances. Ensures continuity of decisionmaking in air traffic management services. Ensures the workforce is competent to perform safety-related duties.

(8) Assigns functions of safety director, safety manager and safety engineer. Establishes and maintains a positive safety culture.

(9) Reviews, provides, and implements safety recommendations arising from accidents, incidents, system and operational issues, and working environment issues.

(10) Supports management of civil and military air traffic in En Route and Oceanic navigable airspace. Develops, recommends, and approves national polices, and establishes national programs, standards, and procedures.

(11) Develops and coordinates U.S. policies, standards, and procedures for international air traffic.

(12) Develops operational plans, programs, and requirements for ATC. Identifies aviation, air traffic weather, and telecommunications requirements to support the En Route and Oceanic ATC system.

(13) Assesses current programs and proposed planning requirements based on FAA planning standards, guidelines, and priorities. Develops and recommends plans and requirements for En Route and Oceanic air traffic services in the NAS.

(14) Establishes requirements for ATC operational and support software used in En Route and Oceanic automation systems.

(15) With Terminal, Systems Operations, and Technical Operations, establishes requirements for NextGen ATC systems in En Route and Oceanic.

(16) Supports the operational implementation of new technologies, surveillance systems, and equipment in the NAS, including establishing and approving standards, policies, and procedures for En Route and Oceanic ATC facilities.

(17) Provides air traffic technical training requirements for En Route and Oceanic. Serves as focal point for policy, budget, resources, qualification, and proficiency training.

#### **d. Director, Planning**

(1) Executes the mission of En Route and Oceanic. Establishes goals, strategies, and priorities. Allocates resources to meet performance targets. Supports the FAA and ATO with services.

(2) Defines, coordinates, documents, and implements transition and business plans. Monitors and assesses overall En Route and Oceanic performance. Integrates plans with other ATO organizations. Analyzes business practices and recommends cost savings and efficiencies.

(3) Provides concept, system engineering, and technical liaison for NextGen activities. Validates business cases. Analyzes economic and proposed engineering policies.

(4) Develops plans to sustain and modernize En Route and Oceanic air traffic facilities. Integrates plans with other organizations. Supports transition of future facility buildings and equipment configurations.

**e. Director, Administration**

- (1) Executes the mission of En Route and Oceanic. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets. Supports the FAA and ATO with services.
- (2) Develops, distributes, and maintains internal En Route and Oceanic communications.
- (3) Establishes internal administrative, business, and logistical processes. Ensures those processes are implemented, maintained, and adhere to ATO policy.
- (4) Develops performance management plans for En Route and Oceanic employees that promote FAA, ATO, and En Route and Oceanic goals, missions and strategies.
- (5) Supports human capital, succession, and technical training plans and requirements.
- (6) Prepares special reports, projects, and presentations for En Route and Oceanic leadership. Serves as the En Route and Oceanic focal point, tracking briefing papers, testimony, reports, and responses to the U.S. Congress, the DOT OIG, and the Administrator.
- (7) Ensures horizontal integration with Mission Support Services. Applies policy consistently across service area operations.

**f. Director, Surveillance and Broadcast Services**

- (1) Executes the mission of En Route and Oceanic. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets. Supports the FAA and ATO with services.
- (2) Implements surveillance and broadcast services (SBS), including automatic dependent surveillance-broadcast (ADS-B) and related traffic and flight information broadcast services throughout the NAS.
- (3) Accelerates SBS/ADS-B benefits. Garners support of customers, partners, and stakeholders through outreach, agreements, analysis, research, development, and rulemaking to support advanced surveillance services and applications. Manages modifications to avionics, ground infrastructure, and/or operational procedures that support advanced surveillance services and applications.
- (4) Maximizes performance, improves operational efficiency, and manages services to meet FAA and ATO goals by collaborating with other ATO business and service units. Aligns services with NextGen portfolio. Supports new NextGen initiatives.
- (5) Ensures SBS contract services are aligned with FAA and NAS users' requirements. Optimizes services to fit demands. Ensures system performance compliance through technical

and business performance metrics. Ensures NAS compatibility through the service lifecycle with configuration management.

**g. Director, Comptroller**

(1) Executes the mission of En Route and Oceanic. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet financial performance targets. Supports the FAA and ATO with services.

(2) Develops and manages budgets for En Route and Oceanic. Reviews and analyzes expenditures and prepares financial reports. Manages allocations and monitors performance against expenditures.

(3) Develops Operations and F&E budgets and requests. Manages the En Route and Oceanic allocation, providing reports to Finance Services as required. Provides input to business and service unit reviews for Finance Services.

(4) Provides oversight to accounting system entries for En Route and Oceanic. Prepares financial documentation for audit purposes and reviews obligation details for each appropriation.

(5) Provides data, analysis, plans, budget justifications, and reports to support performance metrics, strategic and financial plans, budget reviews, and other activities.

(6) Communicates and implements financial policies, processes, and requirements within the service unit.

**h. Director of Operations, En Route and Oceanic (Eastern, Central, and Western) Service Areas**

(1) Executes the mission of En Route and Oceanic. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets. Supports the FAA and ATO with services.

(2) Directs all subordinate En Route and Oceanic facility operations to ensure safe flow of air traffic in the service area.

(3) Directs all subordinate organizations responsible for developing programs and standards for air route traffic control center (ARTCC) management.

(4) Reviews and evaluates En Route and Oceanic for improvements to air traffic services for air carriers and other external customers.

(5) Ensures compliance with all aircraft accident and incident notification, investigation and reporting requirements. Takes corrective actions after accidents/incident investigations as required.

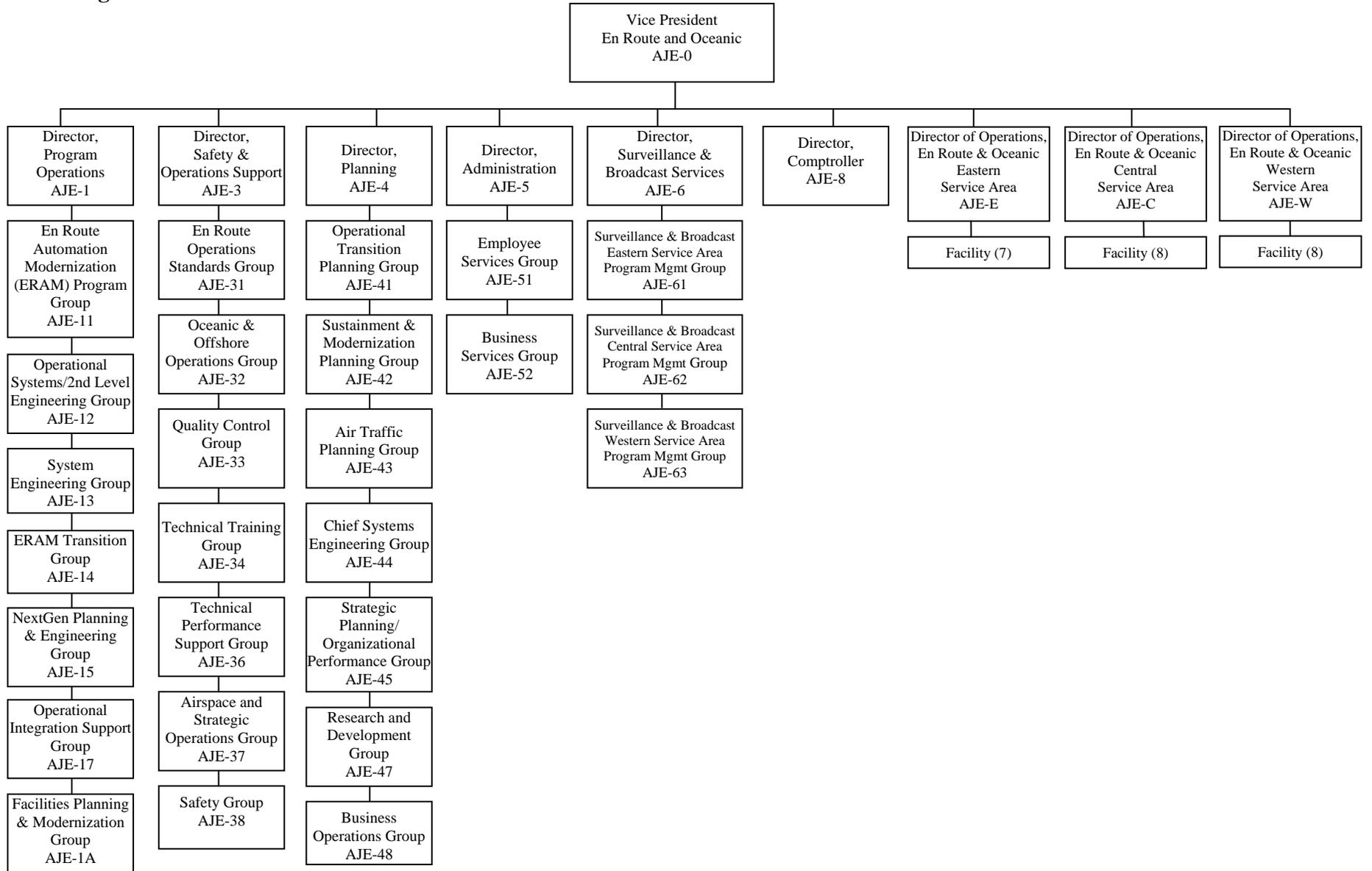
(6) Manages and mitigates En Route and Oceanic facility safety and security risks to ensure continuity in air traffic management services. Plans corrective actions to mitigate risk to an acceptable level.

(7) Collaborates across service areas to ensure successful operational support through the service center. Aligns mission support activities with other service units.

**3. Supplemental Relationships.** Members of the management staff represent En Route and Oceanic in the following groups:

- a. Joint Resources Council
- b. ICAO
- c. NextGen Review Board
- d. NextGen Management Board

**4. AJE Organizational Chart**



### **Section 3. Terminal (AJT)**

**1. Mission.** Provide safe, secure, and efficient air traffic management to ATO customers operating in the NAS.

#### **2. Responsibilities**

##### **a. Vice President**

(1) Executes the mission of the FAA and ATO. Establishes service unit goals, strategies, budgets, and priorities. Allocates resources and programs for safety and security to support the mission, improve service value, and achieve performance targets.

(2) Executes the mission of Terminal. Establishes goals, budgets, and priorities. Allocates resources to meet performance targets. Supports the FAA and ATO with services.

(3) Ensures operations, occupational, programmatic, airspace management, and other service unit activities are safe, with risks managed and/or mitigated. Ensures the continuity of air traffic management services.

(4) Creates validated operations and program requirements, such as airspace, procedures, facilities, and equipment availability.

(5) Provides and maintains policies, standards, and programs to ensure safe and efficient Terminal Operations. Provides ATO surveillance services.

##### **b. Director, Program Operations**

(1) Executes the mission of Terminal. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets. Supports the FAA and ATO with services.

(2) Develops, acquires, and delivers all terminal surveillance, automation, weather technologies, and facilities to meet current and future NAS requirements.

(3) Supports second-level hardware and software engineering at NAS facilities to sustain, maintain, and implement new functions for terminal automation systems.

(4) Implements NAS programs per NAS architecture and NextGen implementation plans.

##### **c. Director, Safety and Operations Support**

(1) Executes the mission of Terminal. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets. Supports the FAA and ATO with services.

(2) Implements, directs, and manages the SMS nationally across Terminal. Ensures NAS safety by meeting FAA and ATO requirements, strategies, and goals.

(3) Establishes national policies and standards. Validates airspace, procedures, facilities (including contract towers and weather services), equipment availability, and other requirements for the safe use of navigable airspace.

(4) Develops safety and quality control policies, guidance, procedures, and standards for Terminal. Ensures technical air traffic training programs meet FAA operational and safety performance requirements.

(5) Guides Terminal in developing and implementing safety risk management plans and mitigation strategies across the service unit. Analyzes and assesses the safety risk of NAS changes. Ensures the appropriate-level manager is managing, monitoring, mitigating, and tracking all safety risks. Holds managers accountable for the safety performance of all NAS elements within their areas of responsibility.

(6) Identifies, defines, and initiates airspace changes needed by NextGen and other new policies and programs. Develops and implements criteria, programs, and procedures for NAS airspace actions.

(7) Develops, documents, conducts, and maintains programs that evaluate and analyze ATC system performance, resource allocation and use, and the adequacy of policies, standards, procedures, and programs. Maintains quality assurance during the implementation, training, and daily employment of all products impacting the NAS. Develops nationally distributed refresher training in national performance trends.

(8) Assesses risks, causal factors, and trends using mandatory briefing items (MBIs), posters, media presentations, classroom courses, and other initiatives.

(9) Develops, coordinates, implements, and revises terminal operations and procedures for air traffic controllers. Serves as focal point for procedures. Provides information on terminal needs to NAS architecture staff to develop operational concepts.

(10) Serves as Terminal focal point for terminal operational requirements and maintenance of communications, navigational, power supply, and other terminal equipment. Coordinates day-to-day operational requirements and outages in the NAS that cross multiple geographic/service centers, projects, and programs, or functional and technical areas. Develops and coordinates solutions to outages. Sets criteria and standards for implementing terminal systems.

(11) Serves as Terminal focal point on all NextGen and strategic air traffic operations procedures.

(12) Serves as the technical and program focal point for the FAA contract tower (FCT) and weather programs. Establishes processes and standards for FCT, weather programs, operational policy, and procedures. Provides and validates site evaluations of FCT and contract weather facilities. Conducts on-site reviews to ensure contract compliance.

**d. Director, Planning**

(1) Executes the mission of Terminal. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets. Supports the FAA and ATO with services.

(2) Defines, coordinates, documents, and implements operations and business plans. Monitors and assesses overall Terminal performance. Integrates plans with other ATO organizations. Analyzes those plans for business best practices and recommends cost avoidance and efficiencies.

(3) Maintains the Systems Engineering Management Plan and NAS terminal architecture for current and future state. Provides concept, system engineering, and technical liaison for NextGen activities. Validates business cases. Analyzes economic and proposed engineering policies. Develops initial cost, schedule, and performance requirements baselines.

(4) Supports Facility Planning to perform strategic analysis by service delivery point. Helps service area planning groups develop alternative analyses, requirements documents, and business cases for Terminal facilities. Develops facility master plans and access criteria for facility classifications. Integrates plans with other FAA organizations, Terminal, and the ATO.

**e. Director, Comptroller**

(1) Executes the mission of Terminal. Establishes goals, strategies, budgets, and priorities. Allocates resources to meet financial performance targets. Supports the FAA and ATO with services.

(2) Develops and manages budgets for Terminal. Reviews and analyzes expenditures and prepares financial reports. Manages allocations and monitors performance against expenditures.

(3) Develops Operations and F&E budgets and requests. Manages the Terminal allocation, providing reports to Finance Services as required. Provides input to service and business unit reviews for Finance Services.

(4) Provides oversight to accounting system entries for Terminal. Prepares financial documentation for audit purposes and reviews obligation details for each appropriation.

(5) Provides data, analysis, plans, and budget justifications and reports to support performance metrics, strategic plans, financial plans, budget reviews, and other activities.

(6) Develops technical support contract requirements. Helps draft task orders for support contracts. Supports contracting officers as contracting officer's technical representative (COTR).

(7) Communicates and implements financial policies, processes, and requirements within Terminal to manage NAS programs.

**f. Director, Administration**

(1) Executes the mission of Terminal. Establishes goals, strategies, budgets, and priorities. Allocates resources to meet performance targets. Supports the FAA and ATO with services.

(2) Develops, distributes, and maintains internal Terminal communications.

(3) Establishes internal administrative, business, and logistical processes. Ensures those processes are implemented, maintained, and adhere to ATO policy.

(4) Develops performance management plans for Terminal employees that promote FAA, ATO, and Terminal goals, missions, and strategies.

(5) Supports human capital, succession, and non-technical and management training plans and requirements.

(6) Prepares special reports, projects, and presentations for Terminal leadership.

(7) Ensures horizontal integration with service centers. Applies policy consistently across service area operations.

**g. Director, Mission Support**

(1) Executes the mission of Terminal. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets. Supports the FAA and ATO with services.

(2) Provides tactical requirements for Terminal.

(3) Represents the DOT/FAA positions on Terminal air traffic issues in formal and informal meetings.

(4) Serves as the service unit focal point, tracking briefing papers, testimony, reports, and responses to the U.S. Congress, the DOT OIG, and the Administrator.

**h. Director of Operations, Terminal (Eastern, Central, and Western) Service Areas**

(1) Executes the mission of Terminal. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets. Supports the FAA and ATO with services.

(2) Directs all subordinate terminal facility operations in the service area to ensure safe flow of air traffic.

(3) Directs all subordinate organizations responsible for developing programs and standards for terminal air traffic management.

(4) Reviews and evaluates Terminal for improvements to air traffic services for air carriers and other external customers.

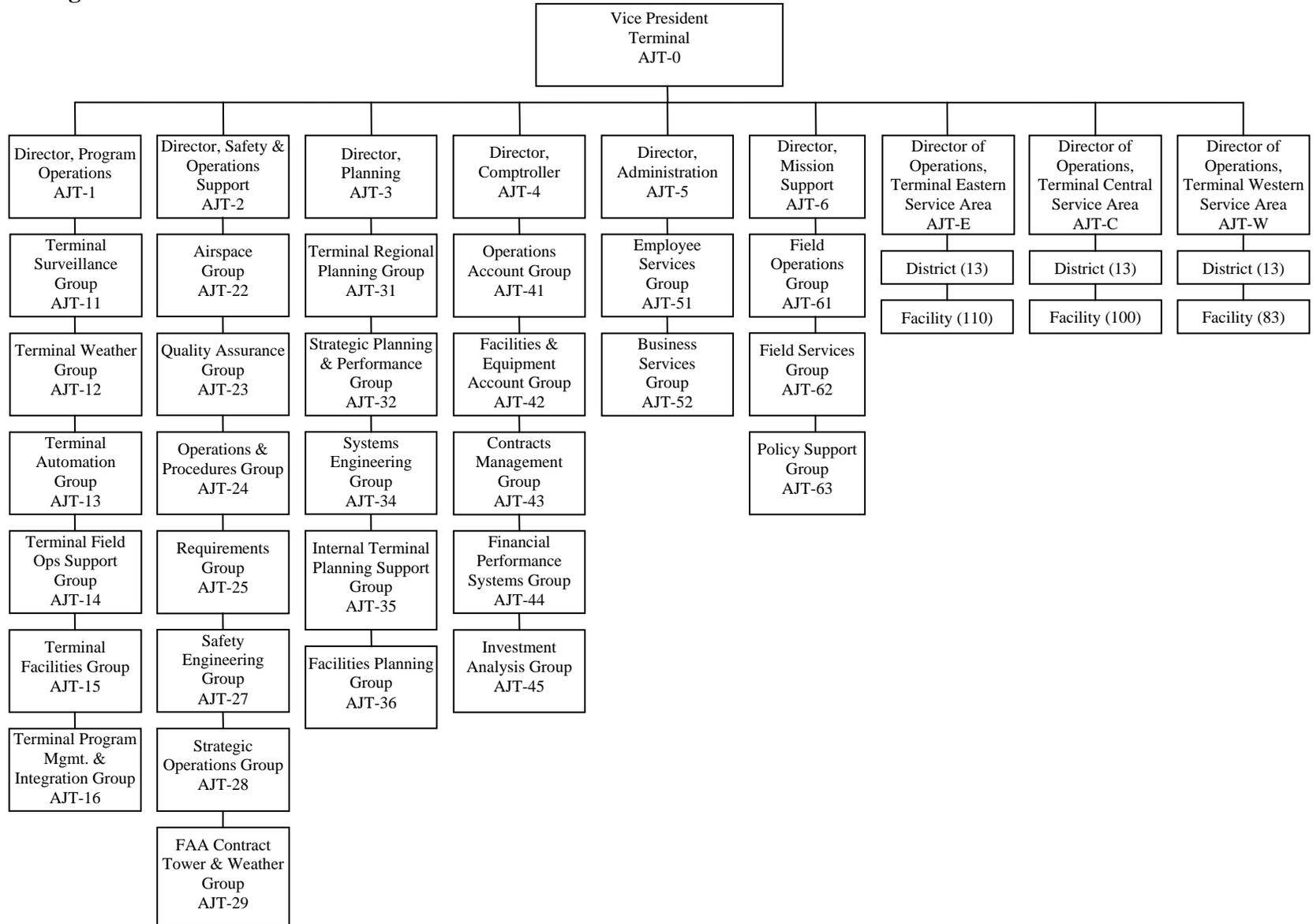
(5) Ensures compliance with aircraft accident and incident notification, investigation, and reporting requirements. Takes corrective actions after accidents and incident investigations as required.

(6) Manages and mitigates Terminal facility safety and security risks to ensure the continuity of air traffic management services. Plans corrective action to mitigate risk to an acceptable level.

(7) Collaborates across service units to ensure successful operational support through the service center. Aligns mission support activities with other service units.

**3. Supplemental Relationships.** None.

**4. AJT Organizational Chart**



## **Section 4. Technical Operations (AJW)**

**1. Mission.** Provide varied technical and engineering services for the delivery of safe and efficient flight services to customers through cost-effective improvement and maintenance.

### **2. Responsibilities**

#### **a. Vice President**

(1) Executes the mission of the FAA and ATO. Establishes service unit goals, strategies, budgets, and priorities. Allocates resources and programs for safety and security to support the mission, improve service value, and achieve performance targets.

(2) Executes the mission of Technical Operations. Establishes service unit goals, budgets, and priorities. Allocates resources to meet ATO performance targets. Supports the FAA and ATO with services.

(3) Ensures service unit operations, occupational, programmatic and other activities are safe, with risks managed and/or mitigated.

(4) Provides maintenance, engineering, and related services to sustain the NAS physical infrastructure.

(5) Provides policies, processes, and procedures covering the NAS infrastructure, configuration management, supply support, and FAA personal property.

(6) Ensures compliance with the Federal Information Systems Management Act (FISMA) to maintain the integrity and security of NAS operational and mission support systems.

(7) Develops, evaluates, and certifies airspace systems and instrument flight procedures. Publishes and distributes aeronautical charts and digital aeronautical data.

(8) Provides safe, cost-effective navigation capabilities.

(9) Executes the radio frequency spectrum program to ensure NAS communications, navigation, and surveillance systems can operate safely.

(10) Provides communications and telecommunications services consistent with ICAO standards required for air traffic management services in the NAS.

(11) Reports on the NAS infrastructure operational performance.

(12) Supports FAA capitalization with documentation and capital program information.

**b. Director, Safety and Operations Support**

(1) Executes the mission of Technical Operations. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets. Supports the FAA and ATO with services.

(2) Oversees and manages the official NAS performance data, ensuring its integrity when used for performance reporting and metric development and tracking.

(3) Executes the ATO NAS defense program by minimizing NAS vulnerability to disruption, damage, or exploitation through crime or terrorism. Provides sensitive and classified flight data, surveillance, and communications services to the DoD, DHS, and federal law enforcement agencies.

(4) Conducts comprehensive information security reviews, assessments and audits. Provides information systems security (ISS) engineering, test and evaluation. Ensures compliance with FISMA requirements and goals. Manages the response to NAS information security incidents. Executes and manages the ATO ISS program for all NAS and mission support systems.

(5) Provides national-level operational engineering support to NAS facilities for emergency NAS restoration, maintenance engineering and technical assistance, and all other hardware, software, and firmware problems. Ensures optimized availability and reliability of hardware, firmware, software, and adaptations for NAS systems.

(6) Serves as FAA Property Management Officer. Develops and implements policy, standards, systems, training requirements, and performance measures for personal property except government furnished personal property. Establishes FAA-wide policy on logistics and inventory asset management. Manages the government vehicle program. Executes the ATO store credit program with the FAA Logistics Center, establishing asset identification standards and procedures for bar-coding assets.

(7) Serves as the principal staff element of Technical Operations to oversee emergency and incident management.

(8) Oversees, reports and coordinates, 24 hours per day/7 days per week, with FAA, DoD, and other stakeholders for field maintenance and restoration work to resolve technical problems affecting national-level air traffic.

(9) Directly controls the operation of the wide area augmentation system (WAAS) from two national control locations. Provides the operations and maintenance engineering support for the complete system. Support includes engineering for the field NAS components, software and hardware modifications, and technical documentation. Provides technical direction and tactical control coordination, and represents WAAS operations and maintenance engineering interests to the acquisition and planning community.

(10) Oversees the Technical Operations aircraft accident policy.

(11) Develops and promulgates safety and quality control policies, guidance and standards within Technical Operations. Implements, directs, and manages the SMS nationally across the service unit. Ensures NAS safety by meeting the requirements, strategies, and goals of the FAA and ATO. Provides approval authority for certain Technical Operations safety standards, SMRD, and SMRDM. Makes certain that all personnel comply with established safety standards, the SMS, and safety directives issued by the service units, the ATO Safety Services, and AOV.

(12) Assigns functions of the Technical Operations Safety Director, Safety Manager, and Safety Engineer. Establishes and maintains a positive safety culture within the service unit. Serves as the Technical Operations Safety Manager. Conducts certain safety reviews, audits, assessments data analyses, trend analyses, and safety assurance to ensure continuity in air traffic management decisionmaking. Ensures the workforce is competent to perform safety-related duties.

(13) Optimizes distribution of national test equipment and manages its inventory. Calibrates test equipment as required, replacing test equipment when necessary.

(14) Serves as headquarters advocate for Technical Operations with respect to NAS maintenance and sustainment. Assumes the lead for all Technical Operations in-service management. Serves as the program office for remote maintenance and monitoring. Leads maintenance planning by developing maintenance concepts for new systems. Chairs the Technical Operations human factors standardization program. Serves as COTR for national maintenance contracts. Acts as national obstruction evaluation program office. Represents Technical Operations on NextGen integration and implementation.

(15) Develops, implements and manages NAS operations and maintenance (O&M) policy, including certification, restoration, non-federal facilities, NAS data release, and maintenance logging policies.

(16) Maintains configuration management of the operational baseline of NAS systems. As the sole authorizing organization, implements modifications such as system/subsystem, component equipment, and software programs to NAS operational systems and facilities. Supports life-cycle engineering by developing or overseeing the development of in-service improvements for corrections, enhancements, or sustainment of NAS systems. Establishes and provides technical direction and guidance by issuing technical maintenance handbooks covering procedures, intervals, standards, tolerances, and certification criteria. Initiates advisory technical documentation.

(17) Co-chairs the NAS Configuration Control Board, which retains configuration control decision (CCD) control over ATC software systems.

**c. Director, Air Traffic Control (ATC) Facilities**

(1) Executes the mission of Technical Operations. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets. Supports the FAA and ATO with services.

(2) Supports program management for NAS facilities infrastructure. Programs include physical security, energy conservation, seismic risk mitigation, unstaffed facilities maintenance, NAS power systems, and environmental and occupational safety and health.

(3) Manages the Facilities Accessibility Program to ensure that FAA-occupied facilities are accessible to all employees, applicants, and the public.

(4) Executes and manages international policy agreements between the FAA and the government of Bermuda.

(5) Oversees, manages, and directs FAA-wide configuration management policies and procedures for both NAS and non-NAS configuration items.

(6) Develops problem-solving, business best practices, and engineering solutions for capital expenditure programs and other strategies to modernize the NAS. Ensures that both implementation and maintainability are addressed during the acquisition of new systems and facilities.

(7) Manages corporate contracts that implement, integrate, and transfer engineering services for the FAA and other aviation-related customers.

(8) Manages programs to standardize FAA computer-aided design, engineering, and configuration management software tools used for drafting, engineering analysis, and electronic drawing.

(9) Oversees the ATO's Capitalization Management Program.

**d. Director, Aviation System Standards**

(1) Executes the mission of Technical Operations. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets. Supports the FAA and ATO with services.

(2) Formulates and implements the Aviation System Standards Flight Safety Program. Gives management an independent evaluation process for key program areas. Ensures compliance with federal laws, regulations and internal policy and directives. Formulates and implements the Aviation System Standards Environmental Occupational Safety and Health (EOSH) Program.

(3) Approves Aviation System Standards SMS, associated SRMD, and SRMDM.

(4) Conducts airborne inspection of electronic signals-in-space from ground-based navigational aids that support aircraft departure, en route and arrival flight procedures. Evaluates flight procedures for accuracy, human factors flyability, and obstacle clearance. Validates instrument flight procedures based on global navigation satellite systems (GNSS) and aircraft flight management systems. Assesses WAAS, local area augmentation service (LAAS), distance measuring equipment (DME)/DME, and other regional/local augmentation systems. Evaluates airborne performance and coverage of surveillance radars, precision runway monitoring (PRM) systems, and NextGen technologies like ADS-B and airport surface detection equipment model-X (ASDE-X).

(5) Provides scheduled and unscheduled maintenance, service bulletins, airworthiness directives and modifications, and service life extension programs to ensure airworthy aircraft for FAA's flight inspection fleet. Designs, develops, and installs complex automated flight inspection systems. Continuously upgrades them as new navigation systems are introduced into the NAS. Sustains and supports the flight inspection system and development of new navigation systems to enable the flight inspection of the latest navigational technology in the NAS.

(6) Represents the FAA on the International Committee for Airspace Standards and Calibration (ICASC). Works with the ICAO's Instrument Flight Procedures Panel (IFPP) to defend ATO positions on international standards for instrument flight procedures.

**e. Director, Comptroller**

(1) Executes the mission of Technical Operations. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet financial performance targets. Supports the FAA and ATO with services.

(2) Develops and manages budgets for Technical Operations. Reviews and analyzes expenditures and prepares financial reports. Manages allocations and monitors performance against expenditures.

(3) Develops Operations and F&E budgets and requests. Manages the Technical Operations allocation, providing reports to Finance Services as required. Provides input to service and business unit reviews for Finance Services.

(4) Provides oversight to accounting system entries for Technical Operations. Prepares financial documentation for audit purposes and reviews obligation details for each appropriation.

(5) Provides data, analyses, plans, budget justifications, and reports to support performance metrics, strategic plans, financial plans, budget reviews, and other activities.

(6) Communicates and implements financial policies, processes, and requirements within Technical Operations. Provides staffing allocations and monitors compliance.

(7) Formulates, presents, and executes the budget for the programs in Technical Operations and monitors compliance to staffing and budget allowances. Ensures proper stewardship of resources through internal controls.

**f. Director, Administration**

(1) Executes the mission of Technical Operations. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets. Supports the FAA and ATO with services.

(2) Develops, distributes, and maintains internal Technical Operations communications.

(3) Establishes internal administrative, business, and logistical processes. Ensures those processes are implemented, maintained, and adhere to ATO policy.

(4) Develops performance management plans for Technical Operations employees that support FAA, ATO, and Technical Operations goals, missions and strategies.

(5) Supports human capital, succession, and technical training plans and requirements.

(6) Prepares special reports, projects, and presentations for Technical Operations leadership. Serves as the Technical Operations focal point, tracking briefing papers, testimony, reports, and responses to the U.S. Congress, the DOT OIG, and the Administrator.

(7) Ensures horizontal integration of policy with service centers. Applies policy consistently across service area operations.

**g. Director, Program Operations**

(1) Executes the mission of Technical Operations. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets. Supports the FAA and ATO with services.

(2) Provides position, navigation, and timing services to aviation customers.

(3) Provides precision, non-precision, missed approach, and landing capability to runway ends in the NAS.

(4) Provides navigation capability for aircraft flying in the NAS.

(5) Supports navigation services/systems in the NAS.

(6) Develops, acquires, and supports telecommunications services for the FAA to enable surveillance, navigation, and air-ground voice communications services. Gives the FAA the ability to move to new communications technologies, thereby meeting evolving needs of the

NAS, mission support, and administrative systems. Manages the Network Enterprise Management centers (NEMC).

(7) Develops, acquires, and supports voice switches and recorders throughout their lifecycles for all air traffic operational domains. Modifies operating communications systems to maintain the availability and reliability of the existing systems.

(8) Develops, acquires, and supports two-way data communications services in the NAS for all air traffic operational areas. Develops and implements both ground and airborne systems to ensure end-to-end capability and consistent performance, including security, safety, and human factors activities.

(9) Develops, acquires, and supports radio equipment for all air traffic operational domains. Manages schedules, funding, evaluation, and prioritization of proposed modernization projects for radio, radio control, and airport fiber optic systems.

(10) Provides technology and standards that enable the NAS transition to net-centric operations for system wide information management. Leads the governance, development, and implementation for FAA service-oriented architecture (SOA). Fosters approaches that align system integration processes with business objectives based on common information needs.

(11) Establishes policy and manages the use of the aeronautical radio frequency spectrum in the NAS.

(12) Represents FAA nationally and internationally, on all radio frequency engineering policy and system standards development. Develops the U.S. spectrum positions on all civil aviation spectrum issues and coordinates with our national and international partners.

(13) Locates sources of, and resolves, radio frequency interference impacting the NAS.

(14) Provides radio frequency spectrum resources, including aeronautical spectrum resources, for all NAS communication, navigation, and surveillance systems to support other federal and non-federal customers.

(15) Tests and evaluates the electromagnetic impact of proposed changes in the NAS facilities.

(16) Manages the acquisition and implementation of weather services into the NAS.

(17) Provides weather observations (a collection of radar, sensor, and processor systems) to FAA controllers, commercial and general aviation pilots, and to the National Weather Service (NWS) for input to analysis models.

(18) Provides weather processor systems that generate information for decisionmaking tools by stakeholders in the NAS.

(19) Provides weather dissemination which integrates weather information for decision support tools, improvements in weather sensing, improved weather forecast and processing, and common access of that information by all users. Improves uniform access to key common weather parameters in real time, thereby improving airspace use and reducing flight delays and fuel costs. Automates weather information, thus reducing the chances for error, controller workload during bad weather, and improving controller decisions.

#### **h. Director, Planning**

(1) Executes the mission of Technical Operations. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets. Supports the FAA and ATO with services.

(2) Develops the Technical Operations strategic plan and business plan, outlining initiatives and activities. Identifies priorities and ensures their alignment with FAA goals. Monitors and assesses overall performance and recommends business best practices.

(3) Coordinates strategic direction for Technical Operations. Integrates planning among ATO business units, other FAA organizational elements, and the aviation community stakeholders.

#### **i. Director of Operations, Technical Operations (Eastern, Central, and Western) Service Areas**

(1) Executes the mission of Technical Operations. Establishes goals, strategies, budgets, and priorities. Allocates resources to meet performance targets. Supports the FAA and ATO with services.

(2) Directs, manages, and administers the maintenance, modification, and certification of NAS facilities.

(3) Implements NAS programs per approved NAS architecture and NextGen implementation plans. Ensures safe and efficient operations. Implements the service areas' NAS expansion and modernization program.

(4) Directs, manages, and administers the operational and administrative telecommunications program, the spectrum engineering program, and the non-federal facilities program.

(5) Provides engineering services to design, integrate, build, and install NAS hardware, software, and firmware.

(6) Provides emergency planning and response. Tracks events and outages. Manages restoration activities for NAS facilities.

(7) Ensures facility safety, security, and compliance with all requirements and codes.

(8) Collaborates across service units to ensure successful operational support. Evaluates program effectiveness and directs follow-up actions to correct deficiencies.

(9) Manages and mitigates Technical Operations' safety and security risks to ensure the continuity of air traffic management services.

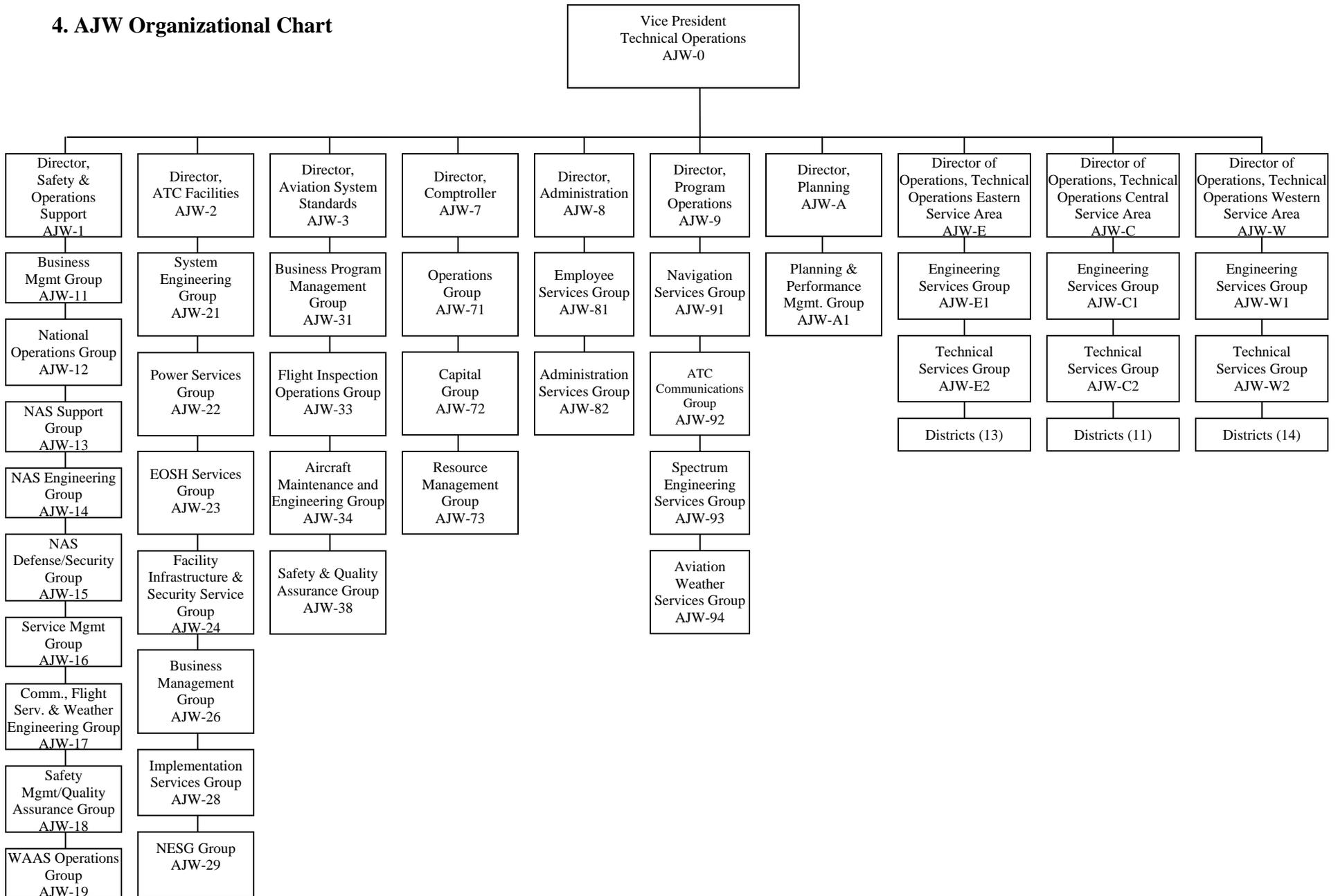
(10) Delivers engineering services to other service units.

(11) Complies with FAA procedures for proper accountability of all FAA property, plants and equipment.

**3. Supplemental Relationships.** Members of the management staff represent Technical Operations in the following groups:

- a. NextGen Management Review Board
- b. Acquisition Executive Board
- c. Acquisition Workforce Council

**4. AJW Organizational Chart**



## **Section 5. Mission Support Services (AJV)**

**1. Mission.** Provide shared services that standardize processes, efficiency, and effectiveness in En Route and Oceanic, Technical Operations, Terminal, and System Operations.

### **2. Responsibilities**

#### **a. Vice President**

(1) Executes the mission of the FAA and ATO. Establishes Office goals, strategies, budgets, and priorities. Allocates resources and programs for safety and security to support the mission, improve service value, and achieve performance targets.

(2) Leads, defines, establishes, and ensures the administration of shared technical and program services for ATO operational service units, across all ATO service areas and in FAA headquarters.

(3) Integrates highly technical programs in the complex operations environment. Ensures connectivity between headquarters programs and those carried out in the service centers.

(4) Allies with organizations throughout the FAA to ensure that Mission Support Services strategies best use resources and promote process efficiencies to support ATO operational service units.

(5) Ensures horizontal integration across the Mission Support Services offices and ATO service units. Coordinates all Mission Support Services activities with appropriate ATO service units and support offices, other FAA offices/services, and other groups.

(6) Directs the planning, organizing, evaluating and managing of the Western, Central, and Eastern service centers.

(7) Directs, plans, and establishes all Mission Support Services activity in airspace management and redesign, aeronautical information management, mapping, charting, planning, performance-based navigation, procedures, litigation, and unmanned aircraft systems operations in the NAS.

(8) Leads, oversees, administers, and enforces compliance with policies and procedures. Initiates and ensures implementation of changes to policy and guidance to enhance ATO operational services.

(9) Formulates and executes the Mission Support Services budget.

#### **b. Director, Airspace Services**

(1) Executes the mission of Mission Support Services. Establishes goals, strategies, budgets, and priorities. Allocates resources to meet performance targets. Supports the FAA and ATO with services.

(2) Develops rules, policy, and standards for airspace allocation. Manages the airspace's route and sectorization design. Develops area navigation (RNAV) required navigation performance (RNP) standards and procedures. Manages environmental analysis of proposed changes and ensures compliance with FAA and National Environmental Policy Act (NEPA) requirements. Manages authorizations of unmanned aircraft systems to operate in the NAS.

(3) Ensures instrument flight procedures (IFPs) are prioritized, coordinated, and integrated into the NAS.

(4) Develops ATC procedures to meet requirements defined by En Route and Oceanic, Terminal, and System Operations, in coordination with ATO service units.

#### **c. Director, Aeronautical Information Management**

(1) Executes the mission of Mission Support Services. Establishes goals, strategies, budgets, and priorities. Allocates resources to meet performance targets. Supports the FAA and ATO with services.

(2) Manages collection, verification, maintenance, and dissemination of aeronautical information and NAS data sets, including charting, obstacles, and air traffic management information.

(3) Develops and maintains the U.S. Notices to Airmen (NOTAM) system, briefing and weather information systems, Defense Internet NOTAM System and altitude reservations.

(4) Develops and executes NAS data release policy.

#### **d. Director, Aeronautical Products**

(1) Executes the mission of Mission Support Services. Establishes goals, strategies, budgets, and priorities. Allocates resources to meet performance targets. Supports the FAA and ATO with services.

(2) Serves as the FAA's aeronautical charting authority to ensure the publication of aeronautical charts and maps necessary for the safe and efficient movement of aircraft in the NAS. Collects and verifies aeronautical information. Plans and directs the construction and maintenance of aeronautical charts and publications to meet the operational requirements of civil/military aviation and FAA NAS management.

(3) Directs an integrated production facility for the reproduction of aeronautical, nautical, and miscellaneous maps, charts, and publications. Manages the sale and distribution of and revenue collection for military charts and related publications for FAA and the National Oceanic and Atmospheric Administration (NOAA).

(4) Represents the FAA on the ICASC and works with ICAO's IFPP to defend ATO positions on international standards for instrument flight procedures.

(5) Manages the production, publication, and dissemination of ATC operational handbooks, directives, and aeronautical information publications.

**e. Director, Service Center (Western, Central, Eastern)**

(1) Executes the mission of Mission Support Services. Establishes goals, strategies, budgets, and priorities. Allocates resources to meet performance targets. Supports the FAA and ATO with services.

(2) Delivers operational support to service units and other FAA LOBs.

(3) Manages costs and increases value by aligning like services and eliminating duplicate support services.

(4) Standardizes administrative support services. Serves as liaison to other ATO entities and FAA LOBs.

(5) Renders financial, materiel, procurement, and logistical services to ATO service units and other FAA organizations. Ensures proper stewardship of allocated resources through internal controls.

(6) Supports integrated planning, requirements management, and program implementation management for service units and other FAA organizations.

(7) Oversees and supports NAS procedures and changes which affect operations. Oversees and supports special activities within the NAS for service units and other FAA organizations.

(8) Inspects, evaluates, and assesses safety risk management. Gathers and reports accident and incident information and prepares safety initiatives.

**f. Director, Litigation**

(1) Executes the mission of Mission Support Services. Establishes goals, strategies, budgets, and priorities. Allocates resources to meet performance targets. Supports the FAA and ATO with services.

(2) Provides logistical support and subject matter expertise to FAA AGC investigations and to the Department of Justice for litigation where allegations of negligence are made, in whole or part, involving ATO employees. Such allegations may arise from personal injury and/or wrongful death in aircraft/air traffic accidents/incidents.

(3) Provides the AGC and ATO with logistical support and subject matter expertise in enforcement actions where air traffic services were provided.

(4) Provides the AGC and ATO with logistical support and subject matter expertise in the Office of Special Counsel (OSC) investigations and class action litigation involving the ATO.

(5) Administers FAA Order 8020.16, *ATO: Aircraft Accident and Incident Notification, Investigation and Reporting*, which dictates the parameters for accident packages.

(6) Receives all headquarters ATO FOIA requests. Coordinates responses and oversees consistent application of the FOIA for ATO FOIA coordinators.

#### **g. Director, Comptroller & Planning**

(1) Executes the mission of Mission Support Services. Establishes goals, strategies, budgets, and priorities. Allocates resources to meet performance targets. Supports the FAA and ATO with services.

(2) Develops and manages budgets for Mission Support Services. Reviews and analyzes expenditures and prepares financial reports. Manages allocations and monitors performance against expenditures.

(3) Develops Operations and F&E budgets and requests. Manages the Mission Support Services allocation, providing reports to Finance Services as required. Provides input to business and service unit reviews for Finance Services.

(4) Supplies data, analyses, plans, justifications, and reports for the Mission Support Services budget to support performance metrics, strategic and financial plans, budget reviews, and other activities.

(5) Communicates financial policies, processes, and requirements within Mission Support Services.

#### **h. Director, Administration**

(1) Executes the mission of Mission Support Services. Establishes goals, strategies, budgets, and priorities. Allocates resources to meet performance targets. Supports the FAA and ATO with services.

(2) Develops, distributes, and maintains internal communications for Mission Support Services employees.

(3) Establishes internal administrative, business, and logistical processes. Ensures processes are implemented and maintained and adhere to ATO policy.

(4) Develops performance management plans for Mission Support Services employees that promote and support FAA, ATO, and Mission Support Services goals, missions, and strategies.

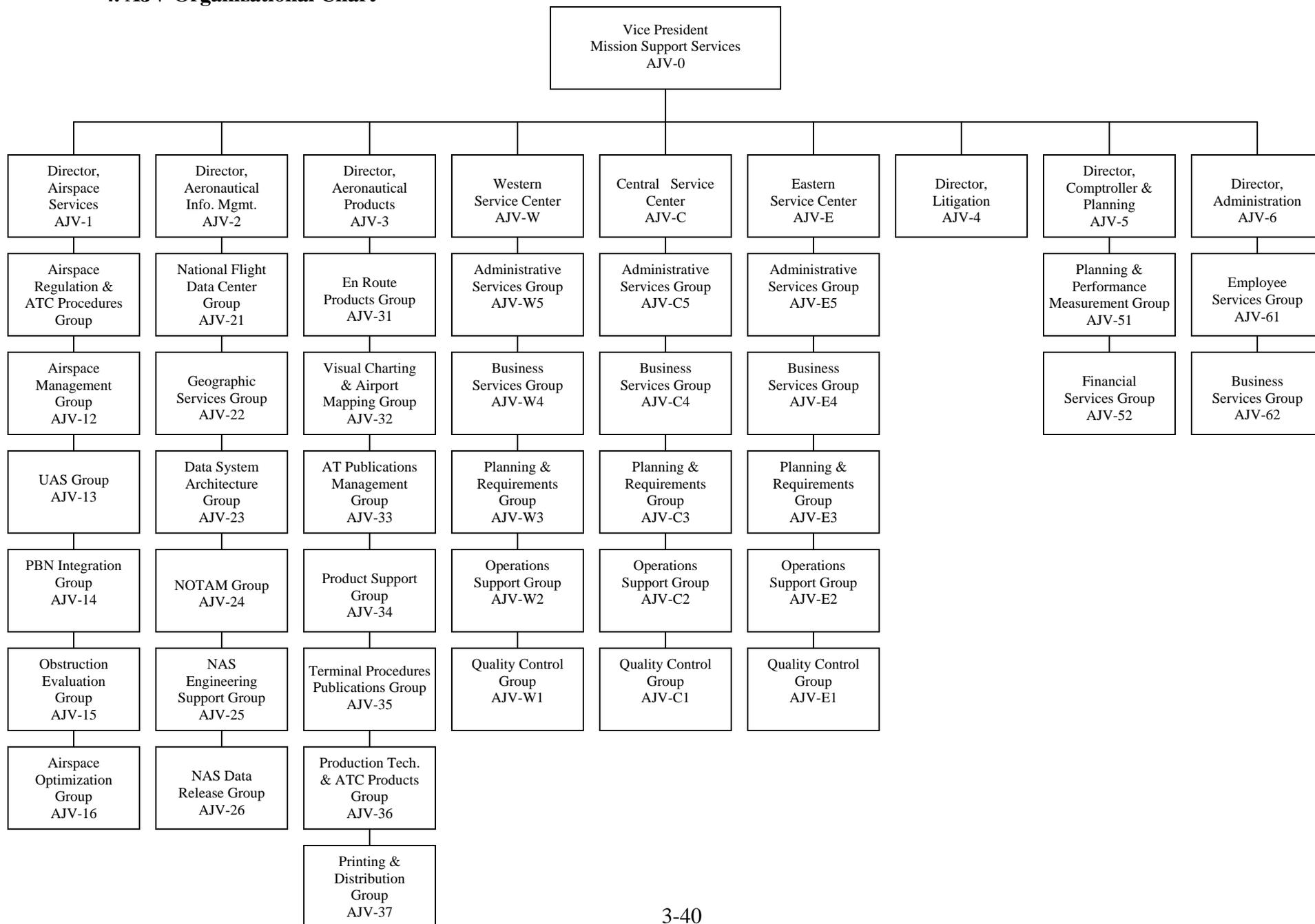
(5) Supports human capital, succession, and technical training plans and requirements.

(6) Prepares and reviews special reports, projects, and presentations for Mission Support Services leadership. Serves as the Mission Support Services focal point, tracking briefing papers, testimony, reports, and responses to U.S. Congress, the DOT OIG, and the Administrator.

(7) Ensures horizontal integration with service centers and consistent implementation of policy across service area operations.

**3. Supplemental Relationships.** None.

**4. AJV Organizational Chart**



## **Section 6. Technical Training (AJL)**

**1. Mission.** Create individual and organizational competency for our technical workforce at the lowest cost and with a focus on people.

### **2. Responsibilities**

#### **a. Vice President**

(1) Executes the mission of the FAA and ATO. Establishes Office goals, strategies, budgets, and priorities. Allocates resources and programs for safety and security to support the mission, improve service, and achieve performance targets.

(2) Executes the mission of Technical Training. Establishes strategic goals, budgets and priorities. Allocates and manages resources to meet ATO performance targets. Supports the FAA and ATO with services.

(3) Leads, directs, and guides the overall design, management and delivery of an integrated technical training strategy. This strategy covers initial certification, refresher, proficiency, skill, and remedial training among other short- and long-term training needs throughout ATO. Delegation for conducting these activities requires coordination with other FAA LOBs

(4) Transforms technical training initiatives into programs to improve organizational and individual performance.

(5) Works with other FAA organizations to integrate technical training strategies to optimize resources and eliminate redundancies.

(6) Develops policies and standards for ATO technical training. Ensures policies are consistent with overall organizational strategy.

(7) Represents the FAA and ATO to other federal agencies and training organizations. Answers questions from the DOT, OMB, and the U.S. Congress about ATO technical training.

#### **b. Director, Technical Training & Development**

(1) Executes the mission of Technical Training. Establishes goals, strategies, budgets, and priorities. Allocates resources to meet performance targets. Supports the FAA and ATO with services.

(2) Designs, develops and delivers technical training for air traffic controllers and airway transportation system specialists (ATSS).

(3) Develops, directs, and oversees the activities of the ATC Academy Training Administration, Technical Operations Training Administration Contracts, and AT Facility Training Administration groups.

(4) Creates and manages ATO instructional architecture.

(5) Recommends and develops air traffic controller technical training policies, programs, standards, systems, and procedures that meet ATO requirements, federal laws, and OPM, DOT, and FAA regulations.

(6) Provides technical training for ATO Technical Operations personnel. Approves training requirements for technical and engineering personnel. Approves training in logistics, administration, management, occupational safety, environmental compliance, and acquisition for non-technical personnel.

(7) Directs and manages the Air Traffic Controllers Optimum Training Solution (ATCOTS) contract which supports the air traffic controller technical training program. Creates policy, manages providers, evaluates performance, and is the primary focal point with System Operations, En Route and Oceanic, and Terminal customers.

(8) Directs air traffic controller facility training programs. Creates policy, manages providers, evaluates competency, and is the primary focal point with Systems Operations, En Route and Oceanic, and Terminal customers.

### **c. Director, Comptroller**

(1) Executes the mission of Technical Training. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet financial performance targets. Supports the FAA and ATO with services.

(2) Develops and manages budgets for Technical Training. Reviews and analyzes expenditures and prepares financial reports. Manages allocations and monitors performance against expenditures.

(3) Develops Operations and F&E budgets and requests. Manages the Technical Training allocation, providing reports to Finance Services as required. Provides input to business unit and service unit reviews for Finance Services.

(4) Provides oversight to accounting system entries for Technical Training. Prepares financial documentation for audit purposes and reviews obligation details for each appropriation.

(5) Provides data, analyses, plans, budget justifications, and reports to support performance metrics, strategic plans, financial plans, budget reviews, and other activities promoting cost-effective ATO financial management.

(6) Develops technical support contract requirements. Helps draft task orders for support contracts. Serves as COTR.

**d. Director of Administration**

(1) Executes the mission of Technical Training. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets. Supports the FAA and ATO with services.

(2) Develops, distributes and maintains internal Technical Training communications.

(3) Establishes internal administrative, business, and logistical processes. Ensures those processes are implemented, maintained, and adhere to ATO policy.

(4) Prepares special reports, projects, and presentations for Technical Training leadership. Serves as the Technical Training focal point, tracking briefing papers, testimony, reports, and responses to U.S. Congress, the DOT OIG, and the Administrator.

(5) Develops performance management plans for Technical Training that support FAA, ATO, and Technical Training goals, mission and strategies.

(6) Supports human capital, succession, and non-technical and management training plans and requirements.

**e. Director, Technical Training Support**

(1) Executes the mission of Technical Training. Establishes goals, strategies, budgets, and priorities. Allocates resources to meet performance targets. Supports the FAA and ATO with services.

(2) Oversees the development, integration, and implementation of technical training and quality assurance improvement. These activities support FAA operations and ATO strategic objectives, including implementation of NextGen initiatives.

(3) Develops, directs and oversees the activities of the following groups: Training Technology, Quality Assurance and Reporting, Training Content Architecture, and Relationship Management and Communications.

(4) Directs the requirements determination, development and implementation of training technology, simulation, training, and support applications, and infrastructure for air traffic controllers and ATSS.

(5) Coordinates, designs, develops, and integrates business approaches to maximize technical training for Systems Operations, En Route and Oceanic, Terminal, and ATSS customers.

(6) Directs technical training programs in internal audits, operational performance audits, and safety liaison, AOV credentialing, standardized reports, strategic alignment (NextGen) interface, and for both data collection and performance reporting.

(7) Develops and maintains metrics reporting and performance evaluation for air traffic controller and ATSS technical training delivery.

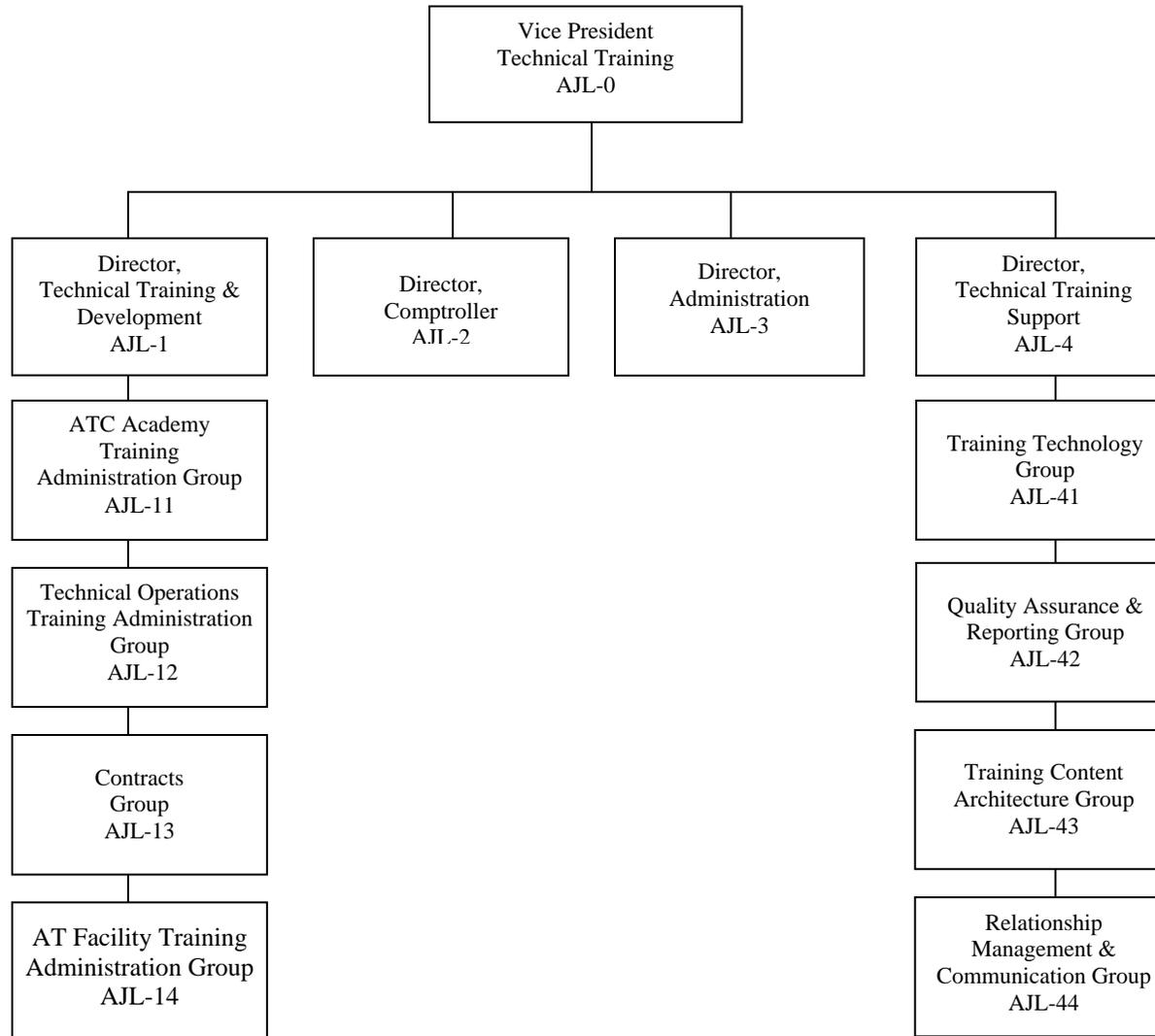
(8) Establishes requirements to develop and validate the standards and processes of national training programs. Ensures training programs are designed to support competence to mastery in a defined area of performance, knowledge, and/or skill set.

(9) Guides the choice and use of media/technology and instructional strategies, the search for emerging technologies, the options for performance-based training courses and programs, and all aspects of instructional systems design.

**3. Supplemental Relationships.** Members of the management staff represent Technical Training in the following groups:

- a. Headquarters Director's Executive Council
- b. Learning Enterprise Architecture Steering Committee
- c. Chair, eLearning Technical Advisory Group
- d. ATO Training Council
- e. ATO Web/Communications Council
- f. Technical Training Advisory Committee

#### 4. AJL Organizational Chart



## **Chapter 4. Finance Services (AJF)**

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

### **2. Responsibilities**

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

(1) Executes the mission of the FAA and ATO. As a member of the ATO Executive Council, establishes ATO goals, safety and security of NAS systems, long-term strategies, budgets, and priorities. Allocates resources to improve service value and achieve performance targets.

(2) Executes the mission of Finance Services. Ensures offices establish goals, budgets, and priorities. Allocates and manages resources to meet ATO performance targets. Supports the FAA and ATO with services.

(3) Establishes cost and financial efficiency targets for ATO. Evaluates and reports on ATO organizational performance against those targets.

(4) Evaluates financial performance and provides financial reports to achieve cost-efficient ATO operations.

(5) Provides business process re-engineering services to the ATO. Creates ATO financial and information technology policies, standard procedures, and operations to support FAA and ATO requirements.

(6) Aligns and integrates investments with short- and long-term FAA and ATO goals, objectives, and plans.

(7) Develops ATO budget and overall staffing submissions for the FAA's Chief Financial Officer (CFO).

(8) Supports FAA capitalization with documentation and capital program information.

(9) Establishes and maintains secure, efficient and cost effective information technology applications and services. Applies business best practices to support FAA and ATO operations.

(10) Establishes relationships with industry, national, and international government agencies, and global air navigation service providers. Uses FAA core competencies to promote global cost effectiveness and operational efficiency.

(11) Plans and analyzes investments for capital and operating review programs.

(12) Produces the controller workforce plan and corporate work plan.

(13) Reviews employee contracts including negotiations.

**b. Director, Operating Budgets**

(1) Executes the mission of Finance Services. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets. Supports the FAA and ATO with services.

(2) Ensures operational account policies, processes, and requirements from ATO Finance Services are established, implemented, and communicated within the ATO for efficient NAS management.

(3) Prepares consolidated operating account budgets, short- and long-term financial plans, and allocations for ATO business and service units.

(4) Certifies, executes, and formulates ATO operating account budget requests to support business and service units.

(5) Provides data, analyses, plans, justification, and reports to business units in ATO Finance Services and for the COO's budgets. This data and analysis supports performance metrics, strategic plans, financial plans, budget reviews, and other activities that promote cost efficiency.

(6) Responds to inquiries from the FAA CFO, the Office of the Secretary of Transportation, the OMB, U.S. Congress, and others to support annual operating budget submissions.

(7) Secures and manages sufficient funds to promote and maintain efficient NAS operation.

(8) Promotes ATO compliance with the OST, DOT OIG, Government Accounting Office (GAO), OMB, and Congressional requirements, audits and requests by developing, implementing, and standardizing ATO financial policies and procedures.

(9) Gives business and service units quick access to financial information and guidance to ensure efficient ATO financial operations.

(10) Develops and maintains cost effective management solutions for the ATO real estate portfolio to support efficient ATO financial management.

(11) Reviews ATO financial processes periodically and establishes controls for corrective action and cost efficiency.

**c. Director, Capital Budgets**

(1) Executes the mission of Finance Services. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets. Supports the FAA and ATO with services.

(2) Establishes short- and long-term capital and research program financial plans for business and service units. Supports cost efficiency and Flight Plan acquisition goals.

(3) Establishes, reviews, prioritizes, and reports on NAS requirements, investments, programs, schedules and performance baselines.

(4) Analyzes and responds to inquiries from the FAA CFO, Office of the Secretary of Transportation (OST), OMB, U.S. Congress, and others to support annual capital and research budget submissions. Ensures consistent information for ATO customers and owners.

(5) Certifies, executes, and formulates ATO capital and research budget requests for the FAA CFO to support business and service units, and efficient financial management.

(6) Maintains and implements accurate asset management and reporting to support cost-efficient capitalization in the service units, in GAO clean audit opinions, and program performance.

(7) Manages and secures sufficient capital and research account resources to promote and maintain efficient NAS operation.

(8) Supports FAA capitalization with documentation and capital program information.

**d. Director, Investment Planning and Analysis**

(1) Executes the mission of Finance Services. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets. Supports the FAA and ATO with services.

(2) Ensures that new, proposed, and existing NAS investments meet schedule and risk assessments and other established business case and economic criteria.

(3) Validates the business justification for NAS programs to ensure efficient operations in the FAA.

(4) Ensures business case and investment analysis policies, procedures, standards, and training are established and maintained to support ATO performance goals.

(5) Evaluates new business concepts and practices through economic studies, operations research, and other analyses.

**e. Director, Financial Analysis**

(1) Executes the mission of Finance Services. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets. Supports the FAA and ATO with services.

(2) Develops and conducts benchmarking, plans, and analyses for labor related data to support bargaining unit negotiations and FAA cost efficiency.

(3) Develops and applies policies, objectives, standards, and models to validate business and service unit staffing requirements and workload assessments with FAA field facilities.

(4) Implements and monitors performance-based business concepts, acquisitions, and solutions to promote cost-efficient management of FAA products and services.

(5) Institutionalizes business best practices.

(6) Conducts financial modeling and analyses to evaluate the costs of internal ATO strategic opportunities to more efficiently manage ATO resources.

(7) Analyzes FAA-wide services to find opportunities for efficient resource management, business solutions, and strategic sourcing alternatives.

**f. Director, Finance Services Business Systems**

(1) Executes the mission of Finance Services. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets. Supports the FAA and ATO with services.

(2) Integrates core financial, labor reporting, and decision support systems to create effective financial, performance, and productivity reports for business and service units. These reports promote efficient financial management and ensure timely delivery of financial information and services.

(3) Develops, implements, and communicates cost accounting policy, guidance, and methodology in the ATO. Promotes data integrity, compliance, quality control, and effective financial management.

(4) Develops and maintains financial budget planning and reporting systems. Reports on financial performance against plans for the ATO to ensure performance-based information and reporting.

(5) Implements policy, security, and emergency restoration capability for uninterrupted delivery of financial information and reports to ensure reliability of all ATO financial systems.

(6) Continuously improves financial system capabilities and tools by reviewing requirements, existing capabilities, and finding short- and long-term financial solutions for efficient ATO management.

**g. Director, Administration**

(1) Executes the mission of Finance Services. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets. Supports the FAA and ATO with services.

(2) Develops, distributes, and maintains internal communications for Finance Services employees.

(3) Establishes internal administrative, business, and logistical processes when necessary. Ensures those processes are implemented and maintained and adhere to ATO policy.

(4) Ensures the development of performance management plans for Finance Services employees that promote and support FAA, ATO, and Finance Services goals, missions, and strategies.

(5) Supports human capital, succession, and technical training plans and requirements.

(6) Prepares and reviews special reports, projects, and presentations for Finance Services leadership. Serves as the Finance Services focal point, tracking briefing papers, testimony, reports, and responses to the U.S. Congress, the DOT OIG, and the Administrator.

(7) Ensures improved statistical analysis of trends and quality perceptions, plus other customer service metrics, to support financial performance metrics and efficient FAA business management.

**h. Director, Planning and Business Process Reengineering**

(1) Executes the mission of Finance Services. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources and meets performance targets. Supports the FAA and ATO with services.

(2) Re-engineers business processes to support efficient ATO operations.

(3) Develops and implements strategic plans for ATO Finance Services to enhance financial discipline, clarify performance goals, and collaborate with Finance Services stakeholders.

(4) Creates international benchmark financial performance indicators for the ATO's efficient operation and FAA global leadership.

(5) Establishes financial performance indicators for the ATO to support financial accountability and FAA strategic leadership.

**i. Director, ATO Chief Information Officer**

(1) Executes the mission of Finance Services. Establishes goals, strategies, budgets, priorities and policies. Allocates and manages resources, and meets performance targets. Supports the FAA and ATO with services.

(2) Maintains and operates a highly available and secure infrastructure and an efficient user support capability that includes applications, services, a data center and hosting environments, and the enterprise architecture to facilitate the delivery and exchange of ATO electronic information.

(3) Provides information technology (IT) risk management and information assurance security services to ATO systems to ensure that ATO security threats, vulnerabilities, and risks are mitigated in a cost beneficial manner. Supports ATO real-time security incident decisionmaking.

(4) Develops, deploys and manages business and technical systems to align IT services with FAA business goals. Implements and enforces federal, DOT, FAA, and ATO standards and processes to maximize IT delivery excellence and cost efficiencies.

(5) Supports the FAA's goals of safety and organizational excellence by collecting, analyzing, and presenting aviation and management data to ensure safety and efficiency throughout the NAS.

**j. Director, Business Development**

(1) Executes the mission of Finance Services. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets. Supports the FAA and ATO with services.

(2) Determines potential ATO services for interagency placement by analyzing business best practices for the ATO.

(3) Develops and implements strategies for global interoperability, using a defined, centralized, and collaborative process model.

(4) Promotes FAA and ATO business best practices for establishing international operational standards and metrics. Ensures full cost recovery for the portfolio of ATO products and services.

(5) Researches and analyzes business practices in national, international and industry organizations for possible implementation in the FAA and ATO.

(6) Ensures that ATO financial products and services meet the highest standards of quality, usability, and accuracy. Defines guidelines for recapturing investment costs in FAA and ATO services.

(7) Defines, evaluates, and recommends funding initiatives that provide future revenue streams for the ATO.

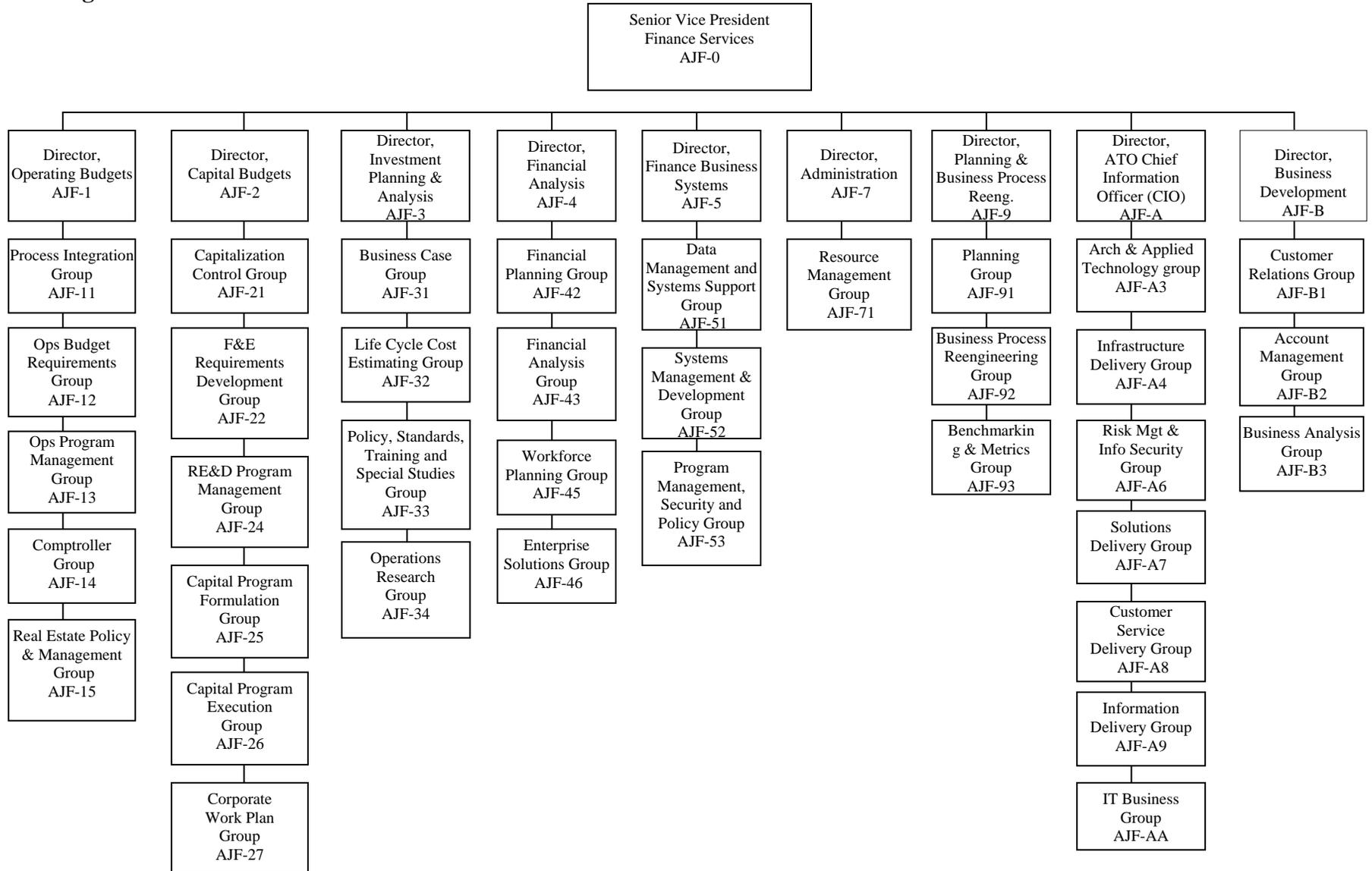
**3. Supplemental Relationships.** Members of the management staff represent Finance Services in the following groups:

- a. ATO Executive Council
- b. ATO primary interface, representing the COO, for Administrative Spaceholder's Management Council
- c. ATO primary interface and financial representative to the FAA CFO
- d. FAA lead for the CANSO Global Benchmarking workgroup
- e. FAA Joint Resources Council
- f. Information Technology Executive Board
- g. Research, Engineering and Development Advisory Board

**4. Line of Succession.** In the absence of the Senior Vice President, the following individuals, in order, direct Finance Services:

- a. Director, Operating Budgets
- b. Director, Financial Analysis
- c. Director, Capital Budgets

5. AJF Organizational Chart



## **Chapter 5. Strategy and Performance (AJG)**

**1. Mission.** Provide a strategic framework for executing and integrating plans, programs, and activities of the ATO to enable sustained organizational performance.

### **2. Responsibilities**

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

(1) Executes the mission of the FAA and ATO. As a member of the Executive Council, establishes ATO goals, safety, and security of NAS systems, long-term strategies, budgets, and priorities. Allocates resources to improve service value and achieve performance targets.

(2) Executes the mission of Strategy and Performance. Ensures offices establish goals, budgets, and priorities. Allocates and manages resources to meet ATO performance targets. Supports the FAA and ATO with services.

(3) Develops communication strategies for ATO plans and programs, and oversees other ATO communications activities. Provides integrated messaging, tools, and products for both internal and external use to support requirements, activities, and inquiries of ATO offices and business units.

(4) Directs and facilitates the ATO corporate framework to develop strategic plans and objectives in many areas. These areas include air traffic management systems, employee and stakeholder relations, human capital management, professional training, workforce and leadership development, infrastructure, and other key activities. Works with all ATO offices and business units to accomplish this.

(5) Develops broad-reaching and effective ATO strategies and plans, in collaboration with FAA and external stakeholders. These include industry partners, national and international agencies, and interested organizations. Supports FAA's international activities to promote global understanding of FAA's mission, operations, and modernization efforts.

(6) Coordinates and integrates strategic initiatives across the ATO and with FAA and external stakeholders. Ensures strong strategic and tactical outreach to communities, legislators, and other interested parties.

(7) Ensures consolidation of ATO corporate metrics. Models and analyzes performance metrics and oversees ATO performance reporting system(s).

(8) Collects strategic plan and program data from business units and support offices. Reports on progress and performance of corporate goals and strategic initiatives. Develops and reports on performance of service agreements with FAA LOBs.

(9) Establishes and maintains documented policies and procedures for the administration of the ATO. These include organizational standards for structure, nomenclature, positions, directives, correspondence, and coordination.

(10) Analyzes and reports on ATO organizational status such as staffing, series, grades, and supervisory ratios. Ensures that classification of ATO positions is standard among all business units/support offices.

(11) Provides policies and procedures for, and oversees ATO communications, strategic planning, performance metrics, and professional (non-operational) training activities.

(12) Designs and delivers programs for ATO leadership and professional development, succession management, and organizational culture alignment activities.

(13) Directs and facilitates activities that optimize organizational performance and standardization.

#### **b. Executive Director, Strategy and Performance**

(1) Executes the mission of Strategy and Performance. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets. Supports the FAA and ATO with services.

(2) Serves as key advisor to the Senior Vice President. Ensures that products, services, and activities of the organization are complete, fully integrated across the FAA and ATO, and congruent with current policy and strategic plans.

(3) Oversees tactical matters for the operation of Strategy and Performance. On behalf of the Senior Vice President, directs the day-to-day activities of the directorates.

(4) Supports the Senior Vice President in coordinating work and interacting with Congress as well as across organizational lines in the FAA and ATO.

(5) Directs the development of the ATO Strategic Plan on behalf of the ATO Executive Council.

(6) Directs and acts on all matters the Senior Vice President specifically delegates. Independently directs organizational elements within Strategy and Performance.

#### **c. Director, Organizational Effectiveness**

(1) Executes the mission of Strategy and Performance. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets. Supports the FAA and ATO with services.

(2) Advises the COO on horizontal integration, organizational effectiveness, and efficiency of the ATO. Ensures policies and programs on organizational effectiveness are aligned with short- and long-term FAA goals, objectives and plans. Evaluates the ATO structure to identify and facilitate enhancements that maximize effectiveness and efficiency and minimize redundancies.

(3) Increases the efficiency and effectiveness of the ATO by identifying and overcoming institutional and cultural barriers.

(4) Represents the ATO with a variety of external organizations on organizational effectiveness issues. Reviews ATO and FAA activities to ensure they support common goals and are consistent with Administrator and COO priorities.

(5) Leads ATO organizational transformation, including restructuring, implementation of shared services, change management, and re-engineering of support mechanisms and business processes.

(6) Develops primary strategy for change management, focusing on transition of the ATO into a performance-based culture. Works with all levels of FAA leadership and across organizational lines to implement initiatives for change management.

(7) Ensures operational policies and programs of ATO components directly support the mission of the ATO. Ensures integration and coordination with the objectives and milestones of supporting business and service units to achieve efficiencies and goals. Serves as point of contact to coordinate logistics supporting Organizational Effectiveness.

(8) Re-engineers business processes to support efficient ATO operations.

(9) Reviews, evaluates, corrects deficiencies, and reports on performance to keep the EC apprised of Organizational Effectiveness goals and progress.

#### **d. Director, Administration**

(1) Executes the mission of Strategy and Performance. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets. Supports the FAA and ATO with services.

(2) Develops, distributes, and maintains internal communications for Strategy and Performance employees in support of ATO performance goals.

(3) Ensures the establishment, implementation, and maintenance of internal administrative, business, and logistical processes and adherence to ATO policy. This supports the efficient and effective operation of Strategy and Performance.

(4) Ensures that performance management plans, developed for Strategy and Performance employees, promote and support FAA, ATO, and Strategy and Performance goals, missions and strategies.

(5) Gives input to plans and requirements for human capital, succession and technical training to support the leadership and mission of the ATO.

(6) Serves as the Strategy and Performance focal point, tracking briefing papers, testimony, reports, and responses to the U.S. Congress, the DOT OIG, and the Administrator. Prepares and reviews special reports, projects, and presentations for Strategy and Performance leadership.

**e. Director, ATO Liaison and Business Development**

(1) Executes the mission of Strategy and Performance. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets. Supports the FAA and ATO with services.

(2) Serves as liaison between the ATO and other organizations (both internal and external to the FAA, including Congress, industry, unions, stakeholders, and the DOT OIG) in developing and implementing ATO future/NextGen planning activities.

(3) Directly supports Senior Vice President, ATO Finance Services, for business development activities.

(4) Determines potential ATO candidates for interagency placement by analyzing business best practices for the ATO.

(5) Develops and implements strategies for global interoperability of systems, using a defined, centralized, and collaborative process model.

(6) Promotes FAA and ATO business best practices for establishing international operational standards. Ensures full cost recovery for the portfolio of ATO products and services.

(7) Researches and analyzes business best practices of national, international, and industry organizations for possible implementation in the FAA and ATO.

(8) Ensures that ATO financial products and services meet the highest standards of quality, usability, and accuracy. Defines guidelines to recapture investment costs for FAA and ATO services.

(9) Defines, evaluates, and recommends funding initiatives that provide adequate future revenue streams for the ATO.

**f. Director, International**

(1) Executes the mission of Strategy and Performance. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets. Supports the FAA and ATO with services.

(2) Supports global understanding and acceptance of the FAA mission, operations, and ATO modernization efforts. Does this by coordinating FAA and ATO international efforts with other governments, providers of air navigation services, and international organizations such as ICAO and CANSO.

(3) Leads the global harmonization work group of the JPDO. Coordinates the planning, development, and implementation of NextGen with the international aviation community. Ensures alignment of global, regional, and cross-border plans, activities and positions with U.S. modernization strategies for air traffic.

(4) Coordinates and processes ATO international travel plans, bilateral agreements, and clearances for the Interagency Group on International Aviation. Advocates adoption of U.S. standards, procedures, and technology to support a cohesive global air transportation system, today and in the future.

(5) Manages coordination and interaction between the FAA Office of International Aviation (API) and ATO business and service units engaged in international activities and initiatives.

**g. Director, Comptroller, Planning, and Business**

(1) Executes the mission of Strategy and Performance. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet financial performance targets. Supports the FAA and ATO with services.

(2) Develops and manages budgets for Strategy and Performance. Reviews and analyzes expenditures and prepares financial reports. Manages allocations and monitors performance against expenditures.

(3) Develops Operations and F&E budgets and requests. Manages the Strategy and Performance allocation, providing reports to Finance Services as required. Provides input to business and service unit reviews for Finance Services.

(4) Provides oversight to accounting system entries for Strategy and Performance. Prepares financial documentation for audit purposes and reviews obligation details for each appropriation.

(5) Ensures that Strategy and Performance complies with policies, processes, and requirements of Finance Services.

(6) Provides policy, guidance, tools, and training for creating, coordinating, implementing, and managing directives and organizational change in the ATO.

(7) Provides policy, guidance, tools, and training to support administrative and business procedures and practices of the ATO. Serves as ATO focal point for records management.

(8) Provides data, analyses, plans, justifications, and reports to ATO Finance Services for the Strategy and Performance budget. Supports financial performance metrics, strategic plans, financial plans, and budget reviews that promote cost-efficient financial management in the ATO.

#### **h. Director, Performance Analysis and Strategy**

(1) Executes the mission of Strategy and Performance. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets. Supports the FAA and ATO with services.

(2) Generates seasonally-adjusted traffic forecasts that support service-staffing requirements for service delivery points, budgeting, and workload planning and analysis. Serves as the official source for NAS trajectory schedules to foster consistency in investment analysis and performance modeling.

(3) Models and analyzes economic factors to quantify the impact of aviation on the national economy. Reports these findings in the annual economic impact report.

(4) Formulates best-value and low-risk strategies with data-driven research, analysis, and planning to support the introduction of new capabilities to improve NAS performance.

(5) Leads the process for strategic and business planning and integration of the ATO business plan with the FAA Flight Plan. Facilitates the ATO business and service units' use of goals and performance measures.

(6) Delivers independent research and data for development of ATO performance metrics that enable business and service units to measure performance and progress toward FAA and ATO goals.

(7) Develops, enhances, and validates ATO modeling tools to simulate and analyze airport and airspace capacities and overall NAS performance. Provides fast-time simulation support for design teams, as well as operational benefits evaluations of proposed new procedures and improvements. Serves as the official source for certifying ATO NAS-wide modeling activities and results.

(8) Reviews strategic and business plans with the EC. Develops, monitors, and reports ATO performance metrics to Operations and the EC. Serves as the official source for domestic and international performance metrics and analysis for the ATO.

**i. Director, ATO Diversity**

(1) Executes the mission of Strategy and Performance. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets. Supports the FAA and ATO with services.

(2) Develops initiatives that align FAA objectives to create a model workplace. Transitions FAA organizational goals to action plans that are consistent with developing model workplace and diversity principles throughout the ATO.

(3) Coordinates ATO responses to Offices of Civil Rights, Chief Counsel, and the Accountability Board on issues of workforce disputes.

(4) Leads, directs, supports, and guides ATO management in coordinating and handling workforce issues and confidential and sensitive matters.

(5) Delivers training programs for model workplace and coordinates model workplace intervention, in support of ATO business and service units.

(6) Develops outreach strategies and initiatives to promote education and public awareness of aviation occupations and other critical hiring needs within the ATO.

**j. Director, ATO Communications**

(1) Executes the mission of Strategy and Performance. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets. Supports the FAA and ATO with services.

(2) Oversees, directs, and strategically guides all communications personnel and functions in the ATO. Implements all communications activities. Ensures communications are consistent and effective throughout the ATO.

(3) Produces strategic planning, communications, and other outreach programs to connect ATO with its customers, audiences and stakeholders. Measures effectiveness of all ATO communications through research and analysis.

(4) Develops, with the EC, and implements an annual ATO-wide integrated plan for strategic communications. Identifies objectives, major segments of the target audience, and key organizational messages.

(5) Ensures, in collaboration with the EC, that ATO senior managers have the knowledge, skills, and training to develop and deliver consistent and high-quality messages and communications to all target audiences and stakeholders.

(6) Provides policy and processes for the development of all strategic and tactical communications planning. This includes key messages and implementation across and within the ATO, following FAA guidelines and branding orders.

(7) Produces communications that provide corporate information to all ATO employees and external audiences and stakeholders. Uses electronic, print, and broadcast formats to produce a wide variety of marketing plans and communications products. These include internal newsletters, photography, speeches, videos, reports, presentations, web-based communications, and specialized publications.

(8) Represents the ATO with a variety of external industry and stakeholder organizations to enhance understanding of the ATO's primary mission. Provides the ATO with expert advice and business best practices for communications within the ATO.

(9) Serves as principal contact in the ATO for the FAA's Office of Communications.

#### **k. Director, ATO Administration and Talent Management**

(1) Executes the mission of Strategy and Performance. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets. Supports the FAA and ATO with services.

(2) Develops and ensures consistent application of ATO workforce processes and policies.

(3) Provides ATO human capital planning and analysis to sustain and improve workforce capability to meet current and future mission and business strategies.

(4) Administers personnel authorities delegated to the ATO. Develops administrative policies, processes, and guidance to headquarters and field offices.

(5) Oversees, guides and supports, and supplies tools to, ATO managers and supervisors with performance management and recognition responsibilities.

(6) Analyzes ATO organizational status such as staffing, workforce planning, succession management, series, grades, and supervisory ratios.

(7) Serves as official ATO classification organization for all position classification delegated to the LOBs.

(8) Acquires, delivers, and evaluates all leadership and professional (non-operational) training for the ATO, based on requirements set by the business units and offices. Provides individual/team development and coaching, plus other leadership services and tools.

(9) Leads a network of training representatives linked to the ATO service units.

Representatives' activities include administration and customer service for programs on leadership and professional (non-operational) training and development.

(10) Provides and manages career path and succession planning strategies, processes, systems, and tools to support long-term ATO talent management.

(11) Provides career path and succession planning strategies.

(12) Manages national hiring programs and processes to ensure that FAA has the ATO technical workforce to operate and maintain the NAS.

### **I. Director, Labor Technical Liaison**

(1) Executes the mission of Strategy and Performance. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets. Supports the FAA and ATO with services.

(2) Directs and leads the organizations and service units of the ATO in developing, integrating, managing, and providing support to the ATO as technical labor liaison.

(3) Develops, implements, and ensures a standardized approach to national policy on the functions of technical labor liaison.

(4) Leads, directs, and monitors activities to implement, improve, and operate processes and procedures—related to policies of technical labor liaison—for management of the ATO workforce.

(5) Strategically guides and advises the ATO's directors of administration, directors of operation, service center directors, and other ATO elements. Ensures consistent implementation and application of management initiatives for technical labor liaison services that affect the entire workforce in the ATO.

(6) Oversees, directs implementation of, and guides the ATO on functions of the technical labor liaison. Ensures consistency, integration, and elimination of redundancy across the ATO on relationships with the associated bargaining units.

(7) Serves as liaison between Human Resource Management (AHR) and ATO units. Provides AHR with a centralized and focused point of contact for technical information.

(8) Achieves high-level goals under the FAA Flight Plan and the ATO five-year strategic goals. Meets *ATO Goal 2.0: People-Driven Service Excellence*.

(9) Develops and implements an integrated strategy in managing labor relationships and liaison activities across ATO organizations and bargaining units.

(10) Standardizes policy processes for ATO labor strategies.

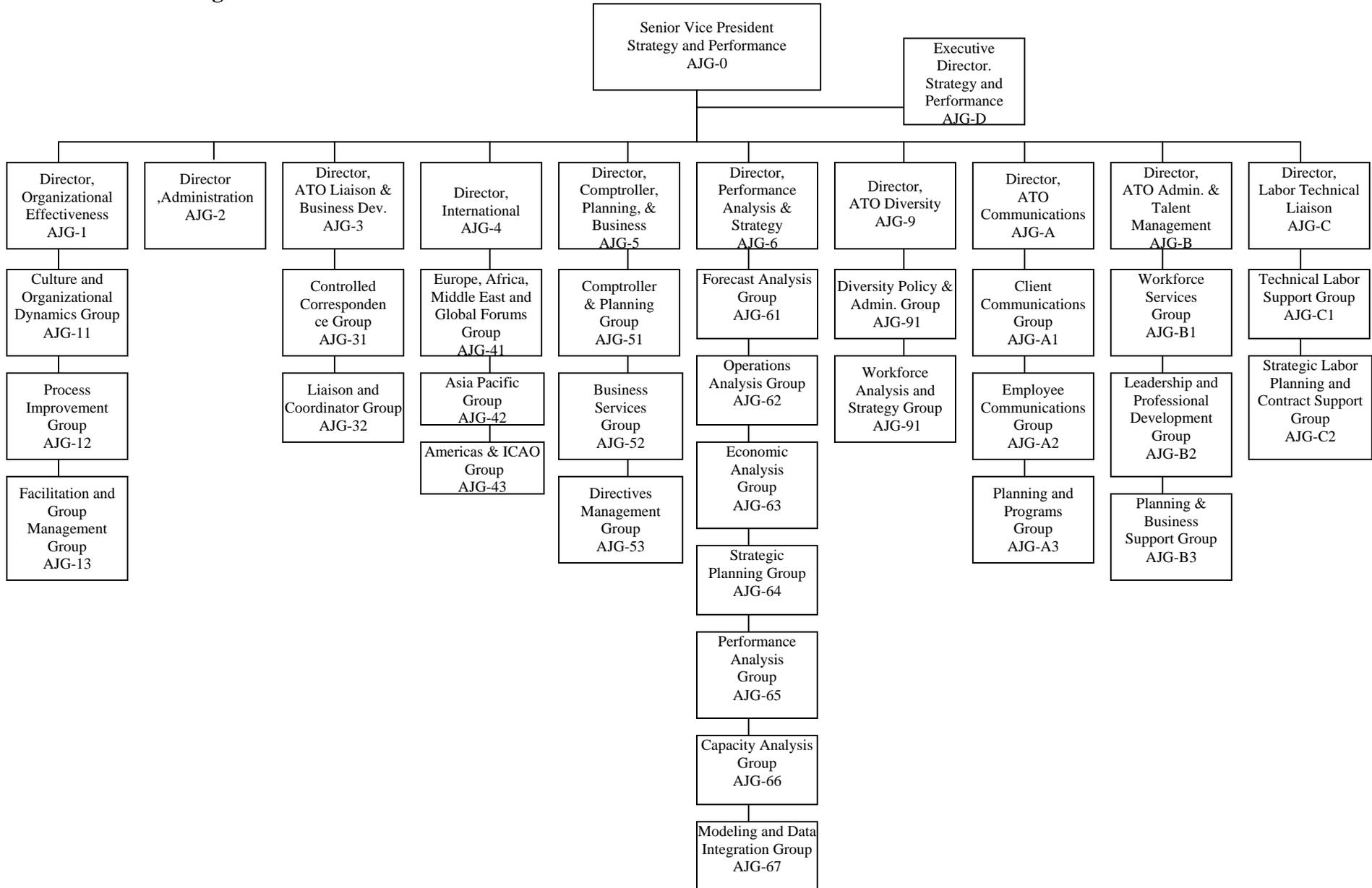
**3. Supplemental Relationships.** Members of the management staff represent Strategy and Performance in the following groups:

- a. ATO Executive Council
- b. ATO primary liaison with the FAA Assistant Administrator for International Aviation
- c. ATO primary liaison with FAA Human Resources
- d. ATO primary liaison with FAA Aviation Policy and Plans
- e. Core Compensation Committee
- f. DOT lead for Global Harmonization Working Group of the JPDO
- g. Chair, ATO Strategic Planning Group

**4. Line of Succession.** In the absence of the Senior Vice President, the following individuals, in order, direct Strategy and Performance:

- a. Executive Director, Management of Strategy and Performance
- b. Director, ATO Administration and Talent Management

**5. AJG Organizational Chart**



## **Chapter 6. NextGen and Operations Planning (AJP)**

**1. Mission.** Realize the future vision of aviation by providing integrated strategies and solutions that achieve national and international goals.

### **2. Responsibilities**

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

(1) Executes the mission of the FAA and ATO. As a member of the ATO Executive Council, establishes ATO goals, safety and security of NAS systems, long-term strategies, budgets, and priorities. Allocates resources to improve service value and achieve performance targets.

(2) Executes the mission of NextGen and Operations Planning. Ensures its offices establish near-term goals, budgets, and priorities. Allocates and manages resources to meet ATO performance targets. Supports the FAA and ATO with services.

(3) Transfers technology from research programs to federal agencies with operational responsibilities and to the private sector. This optimizes safety, capacity, and security, and reduces negative environmental impacts.

(4) Establishes requirements and implements technologies identified in the NextGen Implementation Plan to transition the NAS to meet forecasted demand.

(5) Maintains the NextGen Implementation Plan and develops planning documentation. Informs internal and external FAA customers of NextGen status.

(6) Establishes and manages the NAS architecture to ensure it meets current and future service requirements.

(7) Develops and monitors execution of the NextGen Implementation Plan. Through the NextGen Integration and Implementation Office, integrates initiatives, activities, and capabilities to ensure implementation of the NAS of the future.

(8) Plans, analyzes, researches, and develops advanced concepts, new technologies and prototypes, and systems engineering to support initial and final investment decisions.

(9) Executes the corporate research, engineering and development planning, and budget process for the Administrator.

(10) Ensures that laboratories, facilities, and support services of the William J. Hughes Technical Center are available and meet the requirements of the ATO and external customers.

(11) Ensures that NAS systems and new acquisitions (equipment, hardware, and software) receive quality test, evaluation, verification, and validation services throughout their lifecycle.

(12) Ensures that ATO planning activities are synchronized with internal and external partners that support future operational requirements.

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

(14) Manages and oversees the FAA's research and development flight program.

**b. Director, Systems Engineering and Safety**

(1) Executes the mission of NextGen and Operations Planning. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets. Supports the FAA and ATO with services.

(2) Meets national and international safety goals for all NAS systems and ensures a viable future for air transportation through comprehensive safety analysis.

(3) Integrates safety strategies that ensure strategic investments and developments reduce the potential for accidents and incidents, yet maintain the safety and integrity of the NAS.

(4) Creates FAA policy and guidelines for the concepts and requirements definition (CRD) phase of the AMS.

(5) Develops and maintains the NAS system requirements. Manages allocation of NAS-level requirements to service units and systems supporting the NAS enterprise architecture (EA).

(6) Ensures NAS EA meets current and future demands of ATO customers and NAS service providers by executing effective system engineering processes. Ensures the NAS EA complies with OMB requirements.

(7) Develops functional analysis and architecture and operational requirements for NAS systems.

(8) Develops security requirements, security architecture, and assessments of security risks. Supports security certification and accreditation planning.

(9) Supports, through systems engineering, planning for future NAS facilities to ensure business continuity, operational improvements, and cost efficiencies.

(10) Ensures system engineering practices are integrated into all ATO development by overseeing the system engineering manual and providing training and guidance in its use.

(11) Provides cross-program and domain system engineering to support trade studies between and among programs resulting in functional and requirement allocations. Manages and coordinates changes to the trade studies, allocations, and system engineering as the programs evolve.

(12) Ensures the integration of systems and capabilities across and within FAA LOBs. Collaborates with internal and external stakeholders to lead cross-domain systems engineering. Works closely with the NextGen Program Office to support the alignment of cross-domain systems engineering with program function management.

(13) Manages systems engineering tools and business processes, including configuration management and development of training courses, in support of the Systems Engineering and Safety Directorate.

### **c. Director, Research and Technology Development**

(1) Executes the mission of NextGen and Operations Planning. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets. Supports the FAA and ATO with services.

(2) Formulates, manages, and coordinates the FAA's research and development program. This includes strategic planning and direction, policy formulation, program assessment and development, and acquisition.

(3) On behalf of the Administrator, prepares the National Aviation Research Plan (NARP) for submission to Congress. Aligns research programs with the FAA Flight Plan and the NextGen Implementation Plan.

(4) Develops technologies, test methods and procedures, analytical tools and models, and technical data and criteria for the Associate Administrator for Aviation Safety (AVS) and the Associate Administrator for Airports (ARP).

(5) Develops rules for aircraft, airport certification and operation, associated advisory materials, and means of compliance.

(6) Establishes aviation research investment priorities—along with other agencies, advisory boards, and international organizations—to identify research gaps, reduce duplication of efforts, leverage available resources, and maintain U.S. leadership.

(7) Supports NextGen and other FAA goals through research and development projects with research organizations, industry, and academia.

(8) Establishes, maintains, and configures ground and airborne test beds. Supports evolution of the NAS EA by evaluating NextGen technologies and operational procedures through simulation and modeling techniques.

(9) Cultivates the NAS EA to meet future customer and owner demands through research and technical development services. Develops concepts and technologies that enable transition of the NAS to NextGen.

(10) Develops systems concepts, prototypes and demonstrations. Validates and transitions new air traffic technology.

(11) Assesses readiness and maturity of technology for transition. Recommends actions that support key decision points outlined in the EA roadmaps. Supports development of domestic and international specifications and standards.

(12) Manages, directs, and coordinates the FAA's human factors research and engineering program. Develops human performance information used in reducing human error and in improving pilot, inspector, maintenance technician, air traffic controller, and system technician task performance.

(13) Enhances NAS weather capabilities to mitigate the impact of weather to NAS users. Does this by establishing and coordinating strategic direction for weather initiatives within the ATO, between FAA LOBs, and with the domestic and international aviation community.

(14) Plans, researches, develops, prototypes, and helps integrate into NAS new weather capabilities and technologies that enhance safety and capacity and meet current and future aviation needs.

**d. Director, William J. Hughes Technical Center**

(1) Executes the mission of NextGen and Operations Planning. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets. Supports the FAA and ATO with services.

(2) Tests, evaluates, verifies, validates, and monitors performance of NAS components, services, and procedures primarily through the solution implementation phase of the lifecycle.

(3) Manages, operates, maintains, and provides engineering services within the FAA's NAS laboratories. Supports research, development, testing, upgrades, and second-level field support of new, potential, and existing NAS systems.

(4) Operates, maintains, and manages the FAA's research and development flight program as an airborne research and development facility.

(5) Maintains facilities for all properties at the William J. Hughes Technical Center including land, buildings, and infrastructure.

(6) Provides laboratory and facility support services to organizations residing within the William J. Hughes Technical Center Campus.

(7) Provides strategic direction for the William J. Hughes Technical Center in alignment with FAA strategic plans.

(8) Transfers technology to aviation industry partners in a timely and cost-effective manner. Develops partnerships with academia, industry, government agencies, and professional societies to ensure smooth transition.

(9) Maintains and enhances a modeling and simulation infrastructure to validate operational concepts, procedures, and technologies.

**e. Director, Administration**

(1) Executes the mission of NextGen and Operations Planning. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets. Supports the FAA and ATO with services.

(2) Ensures efficient and effective operation of NextGen and Operations Planning by establishing, implementing, and maintaining internal administrative, business, and logistical processes and ensuring adherence to ATO policy.

(3) Enhances the leadership and mission of the ATO by supporting human capital management, succession planning, and technical training plans and requirements.

(4) Prepares and reviews special reports, projects, and presentations for the leadership of NextGen and Operations Planning. Develops, distributes, and maintains internal communications for NextGen and Operations Planning employees in support of ATO performance goals.

(5) Serves as the NextGen and Operations Planning focal point, tracking briefing papers, testimony, reports, and responses to the U.S. Congress, the DOT OIG, and the Administrator.

**f. Director, Financial Operations and Planning**

(1) Executes the mission of NextGen and Operations Planning. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets. Supports the FAA and ATO with services.

(2) Provides timely data, analyses, plans, justifications, and reports to ATO Finance Services for the NextGen and Operations Planning budget. This promotes cost-efficient financial management in the ATO.

(3) Communicates ATO financial policies, processes, and requirements to NextGen and Operations Planning.

(4) Provides technical services to study, analyze and formulate concepts for the modernization of NextGen.

(5) Manages all contracts within NextGen and Operations Planning. Uses a portfolio management approach to determine best-fit for delivery of requirements, track performance metrics, and ensure the integrity of contractual information. Manages the Systems Engineering 2020 (SE-2020), centers of excellence (COEs), the Center for Advanced Aviation System Development (CAASD/MITRE), and other support and technical contracts within NextGen and Operations Planning.

(6) Provides all administrative support, funding, and coordination for FAA-based RTCA, Inc. activities to support FAA goals and activities.

#### **g. Director, NextGen Integration and Implementation**

(1) Executes the mission of NextGen and Operations Planning. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets. Supports the FAA and ATO with services.

(2) Guides the transformation to NextGen by providing analysis and planning support for the FAA's implementation of the NextGen vision.

(3) Provides an integrated FAA view of the capabilities, initiatives, projects, systems, and procedures critical to NextGen by coordinating, developing, producing, and updating the FAA's NextGen Implementation Plan. Tracks commitments and status of milestones to provide global overview to the aviation community.

(4) Develops and maintains integration and implementation plans involving NextGen, including segment implementation plans, by collaborating with internal and external stakeholders.

(5) Ensures that appropriate integration of systems, capabilities, and programs occurs across and within FAA LOBs to support NextGen. Establishes agreements with research partners and FAA LOBs to conduct NextGen Implementation Plan activities and deliver required products.

(6) Budgets and monitors all NextGen programs ensuring their execution is congruent with NextGen implementation plans and approved NAS EA.

#### **h. Director, Systems Analysis**

(1) Executes the mission of NextGen and Operations Planning. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets. Supports the FAA and ATO with services.

(2) Analyzes the impact of NextGen technologies, procedures, and infrastructure on overall NAS performance using simulation tools and techniques. Develops mathematical models to analyze the future operational performance of NextGen and the NAS.

- (3) Evaluates, along with the FAA's Office of Environment and Energy, the environmental impact of NextGen technologies, procedures, and infrastructure.
- (4) Analyzes the efficacy of NextGen demonstrations and prototype systems.
- (5) Develops integrated business cases for individual NextGen programs as well as portfolios of programs.
- (6) Develops economic benefits estimates for new ATM concepts to support the Office of Research & Technology Development.
- (7) Uses computer modeling techniques to assist the Office of Systems Engineering and Safety to develop top-level NAS requirements.
- (8) Provides top-level NextGen cost and benefit estimates to support NextGen budget development.

**i. Director, NextGen Implementation Performance & Reporting**

- (1) Executes the mission of NextGen and Operations Planning. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets. Supports the FAA and ATO with services.
- (2) Establishes and refines performance objectives for NextGen implementation to support short- and long-term FAA and ATO goals and ensure they are met.
- (3) Reports progress of NextGen Implementation to the NextGen Management Board and external oversight committees.
- (4) Develops NextGen metrics and coordinates with stakeholders on their individual progress towards NextGen implementation.
- (5) Performs risk management by evaluating and assessing risks associated with NextGen implementation. Identifies risk mitigation strategies to avoid or minimize risks.
- (6) Provides staff support to the NextGen Management Board, to include development of the NextGen Management Board agenda.
- (7) Establishes and implements the outreach strategy for NextGen. Provides outreach support to external NextGen stakeholders, including airlines, airports, pilots, and equipment manufacturers.

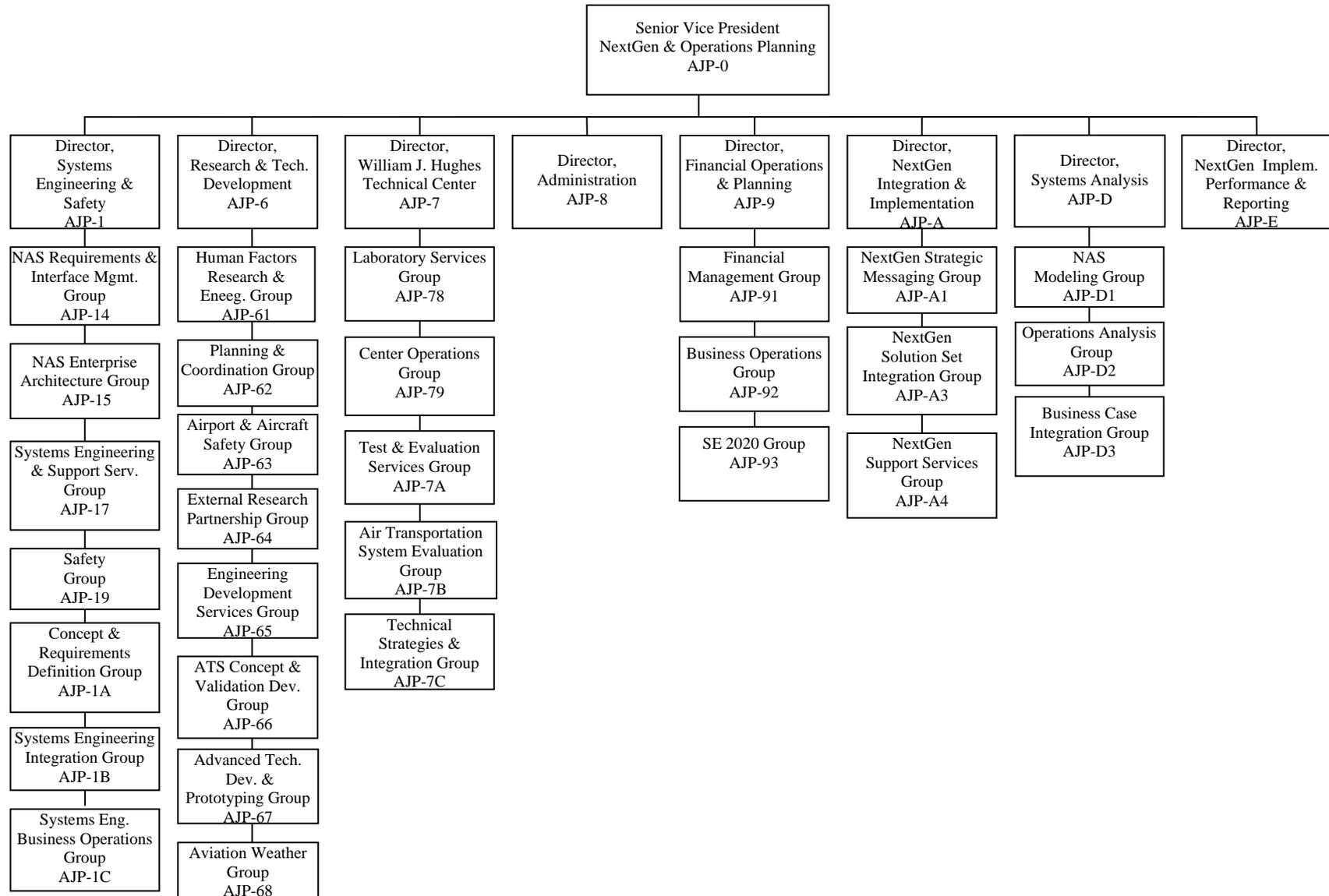
**3. Supplemental Relationships.** Members of the management staff or the chief scientist represent NextGen and Operations Planning in the following groups:

- a. Chair, NextGen Review Board
- b. Executive Director of the Research, Engineering and Development Advisory Committee
- c. NextGen Management Board
- d. Joint Resource Council
- e. Representative for Department of Transportation on the Federal Committee for Meteorological Science and Support Research
- f. Technical advisor (chief scientist) to the COO, the ATO Executive Council, the Senior Vice President for NextGen and Operations Planning, and the NextGen and Operations Planning Management Team

**4. Line of Succession.** In the absence of the Senior Vice President, the following individuals, in order, direct NextGen and Operations Planning:

- a. Director, NextGen Integration and Implementation
- b. Director, William J. Hughes Technical Center
- c. Director, Systems Engineering and Safety

5. AJP Organizational Chart



## **Chapter 7. Acquisition and Business (AJA)**

**1. Mission.** Supports the ATO and FAA in acquisition and contracting, small business advocacy, acquisition policy, workforce development, and evaluation. Develops FAA-wide policy, guidance, and tools to manage and support the FAA Acquisition Management System (AMS).

### **2. Responsibilities**

#### **a. Vice President**

(1) Executes the mission of the FAA and ATO. Establishes Office goals, strategies, budgets, and priorities. Allocates and manages resources to support the mission, improve service value, and achieve performance targets. Supports the FAA and ATO with services.

(2) Provides the policy, guidance and tools to manage the FAA Small Business Development Program to meet FAA and ATO strategies, goals, and priorities.

(3) Provides the policy, guidance, and tools to execute and manage the FAA AMS for ATO business units and FAA LOBs.

(4) Serves as chair of the FAA Acquisition Executive Board. Chairs the JRC and works with the FAA CFO to award and administer all contracts and interagency agreements for FAA headquarters.

(5) Works through the Office of the Assistant Administrator for Regions and Center Operations to oversee the management of procurement and other Region and field acquisition activities.

#### **b. Director, Acquisition and Contracting**

(1) Executes the mission of Acquisition and Business. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets. Supports the FAA and ATO with services.

(2) Develops and administers an acquisition program to procure material, equipment, and services for the NAS and interagency and international programs.

(3) Serves as procurement experts in acquisition life cycle planning. Administers all contracts and interagency agreements awarded by FAA headquarters.

(4) Provides quality reliability officers for major NAS programs. Maintains and reports on NAS quality assurance programs.

(5) Develops and administers the audit program for government furnished property (GFP) and contractor acquired property (CAP) on contracts awarded by FAA headquarters.

(6) Develops transportation policy and supports FAA headquarters staff with contracts awarded by them.

**c. Director, Small Business**

(1) Executes the mission of Acquisition and Business. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets. Supports the FAA and ATO with services.

(2) Establishes annual FAA-wide small business development program goals and mechanisms to monitor and evaluate goal accomplishment and program effectiveness.

(3) Supports all FAA LOBs by implementing new approaches. Acts as the FAA's small business subject matter expert, capitalizing on business best practices of socially and economically disadvantaged businesses, women-owned businesses, service disabled veteran-owned businesses, and other small businesses.

**d. Director, Acquisition Policy, Workforce Development and Evaluation**

(1) Executes the mission of Acquisition and Business. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets. Supports the FAA and ATO with services.

(2) Develops FAA-wide acquisition policy, guidance and tools. Manages the FAA AMS.

(3) Manages the FAA's investment decisionmaking process, leading the JRC secretariat.

(4) Represents the FAA with the GAO, OMB, and the DOT OIG on FAA acquisition policy and acquisition workforce matters.

(5) Serves as the FAA's acquisition career manager. Chairs a cross-organization, executive-level Acquisition Workforce Council. Serves as liaison to the FAA's Acquisition Executive Board.

(6) Integrates AMS policy, acquisition workforce programs, and the National Acquisition Evaluation Program. Develops and tracks acquisition, Flight Plan, and business plan goals.

(7) Manages and oversees the FAA's purchase card program.

(8) Manages the National Acquisition Evaluation Program.

(9) Provides leadership for workforce planning, requirements, and certification of the FAA's acquisition workforce. This workforce includes specialists performing research and engineering, program management, business and financial management, contracting, and other acquisition-related disciplines in support of NAS capital investment programs.

**e. Director, Administration, Planning, and Financial Management**

(1) Execute the mission of Acquisition and Business. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets. Supports the FAA and ATO with services.

(2) Develops, distributes and maintains internal Acquisition and Business communications.

(3) Establishes internal administrative, business and logistics processes. Ensures those processes are implemented, maintained, and adhere to ATO policy.

(4) Develops performance management plans for Acquisition and Business that support FAA, ATO and business unit goals.

(5) Supports human capital, succession, and technical training plans and requirements.

(6) Reviews special reports, projects, and presentations for Acquisition and Business leadership. Serves as Acquisition and Business focal point, tracking briefing papers, testimony, reports, and responses to the U.S. Congress, the DOT OIG, and the Administrator.

(7) Ensures financial policies, processes, and requirements are communicated and implemented within Acquisition and Business to support the comptroller.

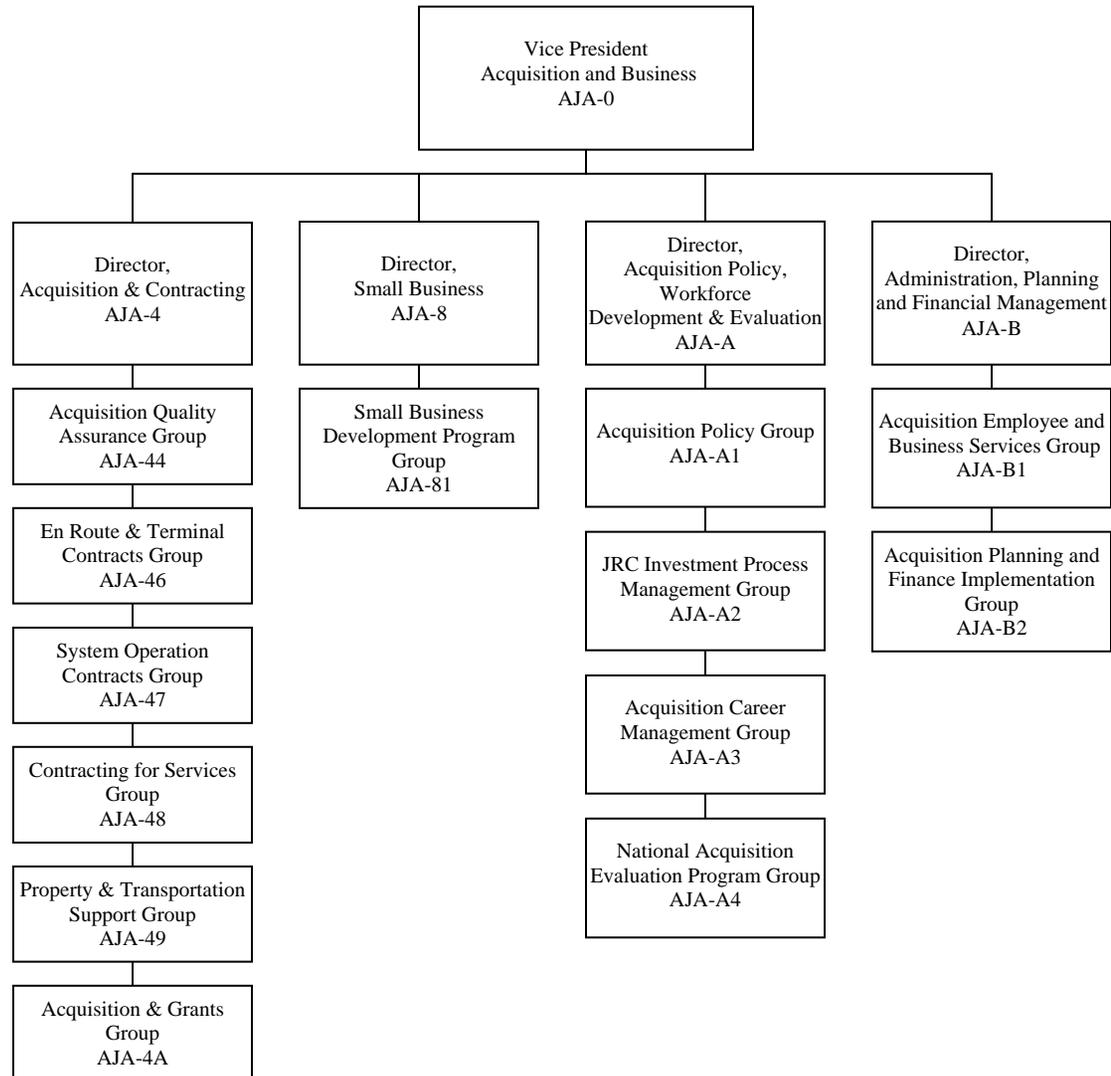
(8) Prepares the Acquisition and Business plan, outlining initiatives and activities and identifying strategic priorities to support FAA goals.

**3. Supplemental Relationships.** Members of the management staff represent Acquisition and Business in the following groups:

- a. (Ad hoc), ATO Executive Council for issues involving acquisitions
- b. Chair, FAA Joint Resources Council
- c. FAA Small Business Advocate
- d. Information Technology Executive Board

- e. NextGen Executive Management Board
- f. Chair, FAA Acquisition Executive Board

**4. AJA Organizational Chart**



## **Chapter 8. Safety (AJS)**

**1. Mission.** Manage risks, assure quality standards, encourage transparency, educate employees, and promote continuous improvement.

### **2. Responsibilities**

#### **a. Vice President**

(1) Executes the mission of the FAA and ATO. Establishes Office goals, strategies, budgets, and priorities. Allocates and manages resources to support the mission, improve service value, and achieve performance targets. Supports the FAA and ATO with services.

(2) Sets ATO safety target levels, develops and/or approves safety standards, and reports on ATO organizational performance against them.

(3) Ensures that the ATO complies with safety-related laws, regulations, orders, policies, and quality control programs. Ensures safety programs are consistent and effective.

(4) Identifies and analyzes trends. Reports on risks, compliance and safety in air traffic management services, infrastructure, maintenance, and occupational safety. Recommends enhancements, new technology, and innovations.

(5) Establishes safety policies, standards, and procedures.

(6) Assesses safety, risk and compliance assurance. Provides independent reviews and process verification.

(7) Educates the ATO in safety, risk management and quality assurance. Promotes organizational learning and encourages risk disclosure.

(8) Ensures that changes affecting the ATO mission are safe, and mitigates risks.

(9) Fosters integrating safety, reliability, maintainability, and quality control at the start of programs and operations. Continues this integration for program and operation lifecycles.

(10) Maintains in-service decision (ISD) and in-service review policy and guidance. Supports service teams in ISD preparation, conducts ISD meetings, and tracks action plans to completion.

(11) Designs, develops, documents and implements Quality Management System (QMS) policies, plans, processes, and training for Safety. Reviews and assesses metrics to ensure continued QMS compliance and effective service.

(12) Develops, staffs, and maintains an event response group who provide the coordinated ATO response to National Transportation Safety Board (NTSB), DOT OIG, and GAO investigations, or other significant events in the NAS.

**b. Director, Integrated Safety Management**

(1) Executes the mission of Safety. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets.

(2) Designs, develops, and establishes policies, plans, processes, training requirements, and audits to implement NextGen SMS principles for the ATO.

(3) Develops safety guidance for the development and integration of safety risk management into NextGen planning and implementation. Collaborates with stakeholders to develop NextGen safety standards and integrated risk assessment processes.

(4) Reviews safety risk analyses of NextGen solution sets and approves associated SRMD. Validates the safety requirements for NextGen platforms supporting JRC investment decisions.

(5) Conducts independent safety reviews, assessments, and data analyses on NAS systems, processes and procedures. This includes NextGen operational concept demonstrations and prototyping to help identify operational and/or safety risk.

(6) Conducts independent operational test and evaluation (IOT&E) on designated systems to ensure an acceptable level of safety risk before operational deployment to support the ISD process.

(7) Leads Safety international activities with ICAO, CANSO, EUROCONTROL, and other international bodies to ensure global harmonization of safety management in air navigation.

**c. Director, Quality Assurance**

(1) Executes the mission of Safety. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets.

(2) Ensures accurate data collection, analysis, and reporting of ATO involvement in airborne and surface incidents, accidents, equipment failures, and other events that may affect NAS safety.

(3) Ensures that the ATO complies with safety-related laws, regulations, orders, policies, and quality control programs.

(4) Conducts risk-based audits to ensure safety programs are consistent and effective. Requests corrective actions as needed.

(5) Identifies, develops, and coordinates improvements to quality assurance and quality control standards and practices.

**d. Director, Runway Safety**

(1) Executes the mission of Safety. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets.

(2) Develops and implements programs to reduce the risk of runway incursions, excursions, and surface incidents in the airport operating area.

(3) Manages the runway safety outreach program. This includes pilot briefings and seminars, aviation industry events and shows, aviation community regional meetings, state conferences, and regional runway safety action team meetings. Presents runway safety information to the Air Transport Association, National Business Aviation Association, Aircraft Owners and Pilots Association, Experimental Aviation Association, National Association of Flight Instructors, American Association of Airport Executives, and other industry associations.

(4) Identifies, develops, coordinates, and initiates improvements to runway safety, particularly those that cross the responsibilities of two or more FAA organizations.

**e. Director, Operational Services**

(1) Executes the mission of Safety. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets.

(2) Recommends risk mitigation strategies, and ways to reduce operational errors and runway incursions, to safety and operations support directors in Terminal and En Route and Oceanic.

(3) Develops informational and training products to promote operational safety and improve the performance of flight line drivers, pilots, and controllers.

(4) Reviews, coordinates, and approves ATO responses and related safety documentation on waivers, interpretations, document change proposals (DCP)/notice changes, AOV compliance issues, NTSB and FAA safety recommendations, FOIA requests, DOT OIG and congressional inquiries, and hotline complaints.

(5) Manages the MITRE and CAASD Outcome 10, Aviation Safety.

(6) Designs, develops, and establishes policies, plans, processes, training, and guidance for continuous improvements of the ATO SMS.

(7) Ensures an acceptable level of safety risk before operational deployment of any changes to the NAS.

**f. Director, Safety Analysis and Data Systems**

(1) Executes the mission of Safety. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets.

(2) Collects, analyzes, and reports aviation and management safety data to ensure safety throughout the NAS.

(3) Designs, develops, and establishes policies, plans, processes, training, and guidance to develop accurate operational metrics. This delegation requires validation of metrics by Performance and Analysis Group and EC approval.

(4) Develops safety performance metrics for future systems.

(5) Provides data, trend analyses, and reports to support NAS risk identification and mitigation in ATO service units and other organizations.

(6) Develops requirements, designs systems and implements safety tools for Safety and the ATO.

(7) Provides information assurance security services to Safety systems. Mitigates security vulnerabilities and risks, and supports real-time security incident decisionmaking.

(8) Provides radar data and analysis of aircraft tracks for search and rescue (SAR) activities. Coordinates with the U.S. Air Force Rescue Coordination Center, the U.S. Coast Guard, and Alaskan Air Defense as necessary.

(9) Develops the safety portion of the scorecard showing strategic plan progress and performance metrics.

(10) Maintains and implements field versions of the facility safety assessment system (FSAS) database and business objects program.

**g. Director, Comptroller, Planning and Administration**

(1) Executes the mission of Safety. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet financial performance targets.

(2) Develops and manages budgets for Safety. Reviews and analyzes expenditures and prepares financial reports. Manages allocations and monitors performance against expenditures.

(3) Develops Operations and F&E budgets and requests. Manages the Safety allocation, providing reports to Finance Services as required. Provides input to business and service unit reviews for Finance Services.

(4) Provides oversight to accounting system entries for Safety. Prepares financial documentation for audit purposes and reviews obligation details for each appropriation.

(5) Develops, distributes, and maintains internal Safety communications.

(6) Establishes, implements and maintains internal administrative, business, and logistical processes supporting Safety.

(7) Ensures that performance management plans for Safety employees support FAA, ATO, and Safety goals, missions and strategies.

(8) Supports human capital, succession, and technical training plans and requirements.

(9) Prepares special reports, projects, and presentations for Safety leadership. Serves as AJS focal point, tracking briefing papers, testimony, reports, and responses to the U.S. Congress, the DOT OIG, and the Administrator.

(10) Communicates with Finance Services, sending data, analyses, plans, justifications, and reports to support Safety strategic and financial plans, budget reviews, and other activities. Receives financial policies, processes, and requirements from Finance Services.

(11) Designs, develops, and establishes personnel, travel, and training policies and guidance to ensure compliance with FAA directives.

#### **h. Director, Safety Programs**

(1) Executes the mission of Safety. Establishes goals, strategies, budgets, and priorities. Allocates and manages resources to meet performance targets.

(2) Identifies and reports trends affecting risks and service quality to ensure employee safety. Manages policy development. Identifies, develops, and coordinates, improvements to employee safety across the ATO.

(3) Identifies and coordinates improvements to fatigue risks and reduction strategies.

(4) Implements safety culture transformation processes. Develops means to integrate employee safety, fatigue risk, fatigue risk, non-punitive reporting, and human factors into a positive safety culture.

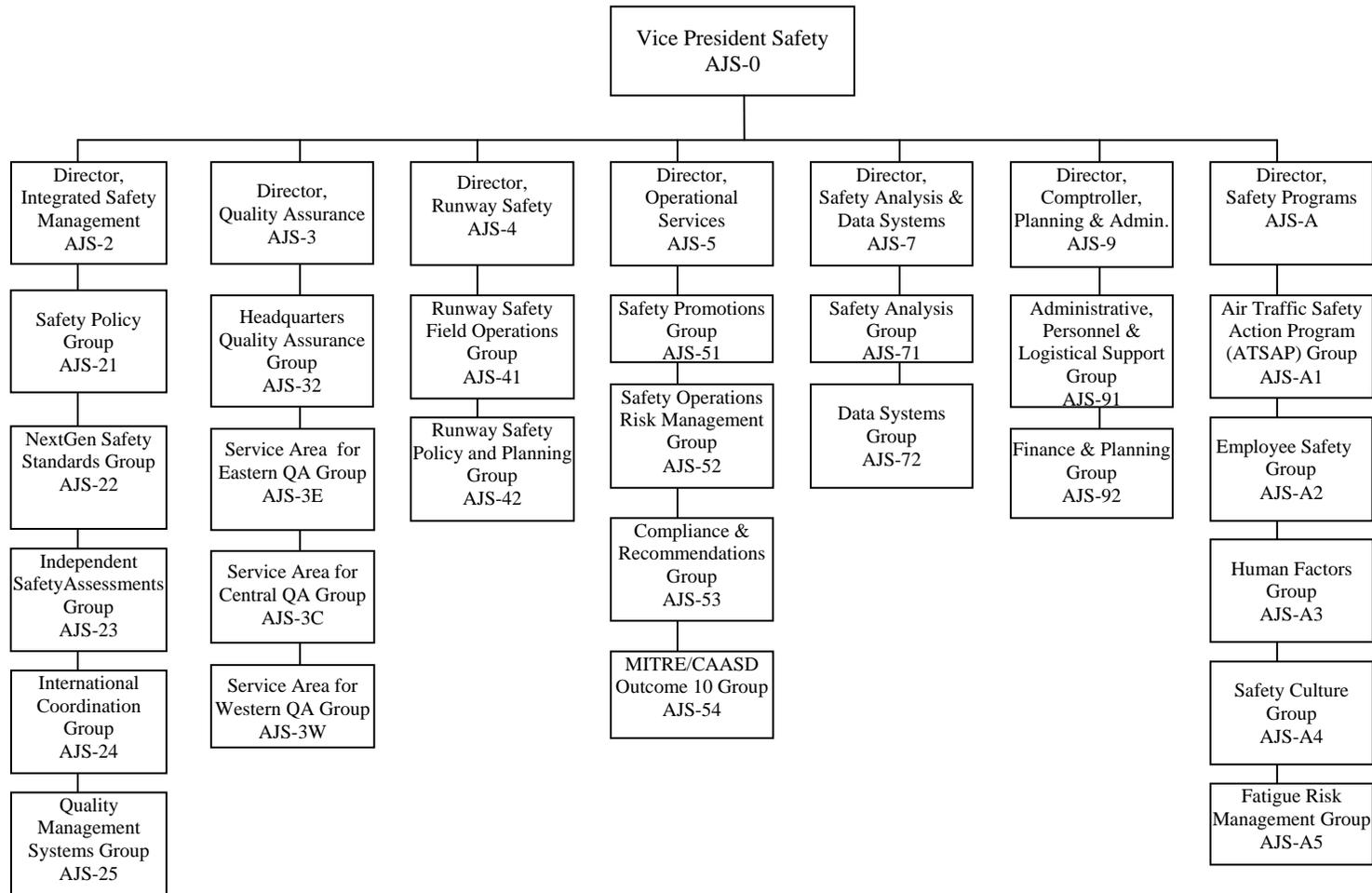
(5) Manages policy development. Identifies, develops, and coordinates improvements to human factors safety risks and reduction strategies in the ATO.

(6) Establishes and implements non-punitive reporting systems for the ATO.

**3. Supplemental Relationships.** Members of the management staff represent Safety in the following groups:

- a. (Ad hoc), ATO Executive Council for issues involving safety
- b. Primary ATO representative for safety issues with external organizations
- c. Safety representative on the Joint Implementation Data Analysis Team (JIMDAT) and Certification Authorities Software Team (CAST)

**4. AJS Organizational Chart**



**Appendix A. Acronyms**

ADS-B	Automatic dependent surveillance-broadcast
AGC	Office of the Chief Counsel
AHR	FAA Human Resource Management
ANSP	Air navigation service providers
AMS	Acquisition management system
AOV	Office of Air Traffic Safety Oversight Service
APG	Accident package generation
API	FAA Office of International Aviation
ARP	Associate Administrator for Airports
ARTCC	Air route traffic control center
ASDE-X	Airport surface detection equipment-model X
ATC	Air traffic control
ATCOTS	Air Traffic Controllers Optimum Training Solution
ATM	Air traffic management
ATMAC	Air Traffic Management Advisory Committee
ATO	Air Traffic Organization
ATPAC	Air Traffic Procedures Advisory Committee
ATSS	Airway transportation system specialist
AVS	Associate Administrator for Aviation Safety
CAP	Contractor acquired property
CAASD	Center for Advanced Aviation System Development
CANSO	Civil Air Navigation Services Organization
CAST	Certification authorities software team
CCD	Configuration control decision
CDM	Collaborative decisionmaking
CFIT	Controlled flight into terrain
CFO	Chief financial officer
CIP	Capital investment plan
CMC	Crisis management center
CO	Contracting officer
COE	Center of excellence
COG	Continuity of government
COMSEC	Communication security
CONOPS	Concept of operations
COO	Chief operating officer
COOP	Continuity of operations plan
COTR	Contracting officer's technical representative
CRD	Concepts and requirements definition
DCP	Document change proposal

DEN	Domestic events network
DHS	Department of Homeland Security
DME	Distance measuring equipment
DoD	Department of Defense
DOT	Department of Transportation
EA	Enterprise architecture
EC	ATO Executive Council
EOSH	Employee Occupational Safety and Health
FAA	Federal Aviation Administration
FCT	FAA contract tower
FEMA	Federal Emergency Management Agency
FISMA	Federal Information Systems Management Act of 2002
FOIA	Freedom of Information Act
FSAS	Facility Safety Assessment System
GAO	Government Accounting Offices
GFP	Government furnished property
GNSS	Global navigation satellite systems
ICAO	International Civil Aviation Organization
ICASC	International Committee for Airspace Standards & Calibration
IFP	Instrument flight procedures
IFPP	Instrument flight procedures panel
IG	Inspector General
IGIA	Interagency Group on International Aviation Coordination
IOT & E	Independent operational test & evaluation
ISD	In service decision
ISS	Information systems security
IT	Information technology
IWP	Integrated work plan
JEP	Joint exercise program
JIMDAT	Joint Implementation Data Analysis Team
JPDO	Joint Planning and Development Office
JRC	Joint Resource Council
LAAS	Local area augmentation system
LOB	Lines of business
MBI	Mandatory briefing items
NAS	National airspace system
NARP	National aviation research plan
NCR	National capitol region
NEMC	Network enterprise management centers
NEP	National exercise program
NEPA	National Environmental Policy Act
NEXTGEN	Next Generation Air Transportation System

NMAC	Near mid-air collision
NOAA	National Oceanic and Atmospheric Administration
NOTAM	Notice to Airmen
NRF	National response framework
NSAS	National strategy for aviation security
NTSB	National Transportation Safety Board
NWS	National Weather Service
OE/OD	Operational error / deviation
OFCM	Office of the Federal Coordinator for Meteorology
OIG	Office of the Inspector General
OMB	Offices of Management and Budget
OSC	Office of Special Counsel
OSG	Operations Support Group
OST	Office of The Secretary of Transportation
PRM	Precision runway monitoring systems
QMS	Quality Management System
R&D	Research & development
RAPT	Regional airspace procedures team
RNAV	Area navigation
RNP	Required navigation performance
RTCA	Radio Technical Commission of Aeronautics
SAR	Search and rescue
SBS	Surveillance broadcast services
SDP	Service delivery point
SEAT	System efficiency assessment team
SETA II	System engineering and technical assistance
SME	Subject matter expert
SMP	Strategic management process
SMS	Safety management system
SOA	Services oriented architecture
SRMD	Safety risk management documents
SRMDM	Safety risk management decision memo
TFM	Traffic flow management
TFMM	Traffic flow management modernization
TFR	Temporary flight restriction
WAAS	Wide area augmentation system

**Appendix B. ATO Organizational Chart**

