

CHANGE

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

**FS 1100.1B
CHG 1**

National Policy

Effective Date:
12/30/09

SUBJ: Flight Standards Service Organizational Handbook

3. Purpose of This Order. This change transmits revised pages to Chapter 1, General Information, and adds a new Chapter 2, Flight Standards Quality Assurance Division.

4. Audience. The audience for this order includes employees from the following services within the office of the Associate Administrator for Aviation Safety: the branch level in Washington headquarters Flight Standards Service, all regional Flight Standards divisions, and all supervisors in the Flight Standards field offices.

5. Where You Can Find This Order. This change may be accessed by Flight Standards personnel through the Flight Standards Information Management System (FSIMS) at <http://fsims.av.faa.gov>. Operators and the public can find this order at <http://fsims.faa.gov>.

6. Explanation of Policy Changes.

a. Chapter 1, Section 3, Paragraphs 20 and 21. This information is deleted to reflect an organizational consolidation of the Flight Standards Quality Assurance Staff, AFS-40, and the National Flight Program Oversight Office, ASW-280. Refer to Chapter 2 for further details on the merger.

b. Chapter 2, Flight Standards Quality Assurance Division, AFS-40. A new division is established as the Flight Standards Quality Assurance Division, AFS-40. The National Flight Program Oversight Office, ASW-280, is abolished and the functions and staff transferred to the new AFS-40. The employees of ASW-280 report to the division manager of AFS-40. There are no physical moves. Chapter 2 describes the roles and responsibilities of this division. The division consists of three new branches as follows: Flight Program Oversight Branch, AFS-41, Quality Management System Branch, AFS-42, and the Evaluation Program Branch, AFS-43.

7. Disposition of Transmittal Paragraph. This change will remain in FSIMS until superseded by a revision to this order.

PAGE CHANGE CONTROL CHART

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Director, Flight Standards Service

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Chapter 1. General Information

Section 1. Introduction

- 1. Purpose of This Order.** This order defines the organization and functions of the Flight Standards Service (AFS) headquarters elements to the lowest level, and updates the organizational structure and programs within the Service.
- 2. Audience.** The audience for this order includes employees from the following services within the office of the Associate Administrator for Aviation Safety (AVS). The branch level in Washington headquarters AFS, all regional Flight Standards divisions (RFSD), and all supervisors in the Flight Standards field offices.
- 3. Where You Can Find This Order.** You can access this order through the Flight Standards Information Management System (FSIMS) at <http://fsims.avs.faa.gov>.
- 4. What This Order Cancels.** Order FS 1100.1A, Flight Standards Service Organizational Handbook, dated January 6, 2009, is canceled.
- 5. Explanation of Changes.** This revision incorporates updated information on the roles and responsibilities within the AFS organization.

Section 2. Requesting Organizational Change

6. Discussion. AFS makes changes to this order through the agency directives management system. This process assures that organizations directly affected by a change to the order coordinate on those draft changes. However, organizational changes within AFS could affect divisions with which coordination is not required according to the agency directives system. For example, a reorganization/realignment of a division within AFS could require a change in staffing standards. Though this would not directly affect the Human Capital Resource Management Branch, AFS-130, that branch would need to adjust numbers and allocation of staff, the Financial Resources Management Branch, AFS-120, would have to adjust facilities and equipment execution, and so forth. As a result, AFS has established a process to evaluate proposed organizational changes that require a change to Order FS 1100.1, Flight Standards Service Organizational Handbook.

a. Examples of Organizational Realignment. A number of situations necessitate a realignment within AFS. A division manager may determine the need for a change to a branch within the division or to create or eliminate a branch. A staff manager may seek to expand his or her staff to a division or to transfer staff functions to a division for better grouping of functions and expertise.

b. Peer Review. For the purpose of this order, any changes made to an existing division, branch, or staff among AFS headquarters offices must be accomplished using a peer review process to evaluate proposed organizational changes and to make recommendations on such proposals to AFS-1. The result of the peer review will either be a revision of the proposal to reflect changes suggested by the peer review, or a recommendation that the Service Director either approve or disapprove the proposed change, with or without modification.

c. Publication. After approval by the Service Director, the publication of a change to Order FS 1100.1 implements the Director's decision. (See paragraph 6b for a description of the peer review and approval process.)

7. Director's Management Team. The Director's Management Team (DMT) consists of the managers of the headquarters Flight Standards divisions/staffs or their designated deputies. The chair of the DMT is the Deputy Director, AFS-2. The DMT conducts the peer review process for organizational changes to Flight Standards headquarters divisions/staffs.

8. Initiating an Organizational Change.

a. Determine the Need for a Change in the Organizational Structure. After the staff or division manager has determined the need for a reorganization or realignment, the manager prepares a request in a decision memorandum format. The memorandum must be addressed to the Director, Flight Standards Service (AFS-1). The memorandum should contain background or supporting information and address, at a minimum, the following areas:

- (1) The general purpose of the reorganization;
- (2) An explanation of how the reorganization will apply resources to AFS priorities;
- (3) An explanation of how the reorganization relates to the AFS, AVS, and agency strategic plans;
- (4) A description of the staffing implications, i.e., increases, decreases, supervisory ratios, etc;
- (5) An explanation of how the reorganization would improve the efficiency and effectiveness of AFS, i.e., it would improve customer service, enhance aviation safety, or be a more effective grouping of functions and duties, etc;
- (6) Any issues or situations on which the reorganization could have an adverse impact. The memorandum should address the pros and cons of each issue;
- (7) Any other issues surrounding the proposed reorganization/realignment, and a discussion of the issues; and
- (8) Divisions/staffs making organizational changes should consult with the appropriate bargaining unit representatives when drafting the proposed reorganization request to assure that union concerns are addressed.

b. Review by the DMT.

(1) Upon receipt of the memorandum requesting an organizational change, AFS-2 will call a meeting of the DMT. The manager requesting the change remains part of the DMT but will only answer questions about the proposed change for his or her peers. The manager will not participate in the determination of the recommendations.

(2) The DMT will review the proposed change based on the criteria in paragraph 8a, using the requested memorandum, any other supplemental information from the manager, and any verbal answers supplied by the division/staff manager requesting the change.

(3) AFS-2 will prepare a recommendation (in memorandum format with “Approved” and “Disapproved” signature blocks for the Director’s signature) based on the DMT’s decision for the Service Director to either approve or disapprove the request for an organizational change. All supporting material, e.g., the original decision memorandum, any background, supporting information, or issue papers, etc., must be included with the recommendation for the Service Director’s reference.

c. Approval by the Service Director.

(1) If the Service Director approves the request for an organizational change, he or she signs the recommendation memorandum on the “Approved” signature block and returns the package to the manager requesting the organizational change.

(2) The manager then forwards the approved package (original requesting memorandum and background or supporting material) to AFS-140 through AFS-100 for processing under the agency’s directives management system.

(3) An AFS-140 staff specialist will prepare and coordinate the changes to Order FS 1100.1 in accordance with agency guidelines.

d. Disapproval by the Service Director. If the Service Director disapproves the proposed organizational change, the DMT returns the package to the division/staff manager requesting the organizational change and provides an explanation of the Director’s action.

(1) The DMT may identify areas that the requesting manager may wish to address before resubmitting the proposed change.

(2) The manager resubmits the proposal in the same manner as before.

Section 3. Flight Standards Service, AFS-1

9. Mission. AFS promotes safety of flight of civil aircraft in air commerce by:

a. Setting certification standards for air carriers, commercial operators, air agencies, and airmen (except air traffic control (ATC) tower operators).

b. Directing, managing, and executing certification, inspection, and surveillance activities to ensure adequacy of flight procedures, operating methods, airmen qualification and proficiency, aircraft maintenance, and the maintenance aspects of airworthiness programs.

c. Managing the systems for registry of civil aircraft and all official airmen records, and supporting law enforcement agencies responsible for drug interdiction.

d. Providing the system safety perspective for all aspects of ground and airborne flight operations and for considering their effect regarding protection of persons and property on the ground.

10. Functional Organization. The functional organization structure of AFS is shown in Figure 1-1.

11. Functions.

a. Flight Standards is responsible for:

(1) Certification, operating methods, flight operations, and maintenance activities of United States (U.S.) air carriers and foreign air carriers operating in and over the U.S.

(2) Maintenance standards for U.S.-registered aircraft, including airworthiness.

(3) Certification and conduct of commercial, industrial, private, and general aviation operations including rotorcraft.

(4) Examination and certification (except medical) of airmen (except ATC tower operators) and air agencies.

(5) Examination and appointment of persons designated and authorized to act as representatives of the Administrator pursuant to Title 49 of the United States Code (49 U.S.C.) with respect to certification of flight airmen and the maintenance of civil aircraft and products.

(6) Use of air navigation facilities, appliances, and systems by civil aircraft; the minimum equipment capability of civil aircraft for operating in an established environment; and the operational aspects of flight procedures including en route and instrument approach procedures (IAP) (except ATC procedures).

(7) Approval of and surveillance over the aircraft maintenance programs of operators and pilot schools.

(8) Assurance that appropriate operational considerations are accommodated with regard to aircraft maintenance policies, procedures, and practices.

(9) Operating requirements and criteria for use of aircraft systems; e.g., determining whether a navigation device can be used as a sole source of navigation or how many are required; determining the type of airborne equipment required for low visibility approaches and landings.

(10) Ensuring that operational considerations are accounted for in the "Operating Limitations and Information" (including operational requirements and pilot procedures) requirements, policies, and practices for the development of airplane and rotorcraft flight manuals.

(11) Flight inspection policy.

(12) Promoting safety through monitoring compliance with the Federal Aviation Regulations, including the gathering of evidence and the preparation of Enforcement Investigative Reports (EIR) to support the initiation of administrative and legal enforcement action, when appropriate.

b. With respect to the foregoing:

(1) Develops and recommends, or issues within the delegated authority of the Director, regulations and minimum standards.

(2) Develops and recommends national policies for issuance by the Administrator.

(3) Develops and issues guidance, procedures, practices, and program plans consistent with national policies.

(4) Develops and recommends specific program goals and areas of emphasis to guide field program planning and performance.

(5) Evaluates the adequacy of existing regulations, policies, procedures, practices, and program performance in meeting broad Federal Aviation Administration (FAA) goals, as well as specific program goals.

(6) Develops plans and technical guidance for the protection and use of civil aviation resources, except airports, in time of national emergency.

(7) Recommends budget levels for formulation of decision packages on national programs, and recommends allocations of appropriated resources based on review of headquarters and regional requirements and quarterly review information.

(8) Develops and recommends programs and practices to ensure the professional competency and development of employees.

(9) Determines the need for and recommends research and development projects establishing the relative priority of those projects recommended.

(10) Exercises line authority over regional Flight Standards divisions (RFSD). Chapter 13 of this order describes the standard functions of the RFSDs. This chapter is also divided by individual sections that describe the organization of and roles and responsibilities of each RFSD.

12. Special Delegations.

a. Final authority is delegated to the Director of AFS, to make, issue, amend, and terminate rules and regulations promulgated under Titles III and VI of 49 U.S.C. relating to the following subject matters.

(1) Appendices to Title 14 of the Code of Federal Regulations (14 CFR) within the purview of the Director of AFS.

- (2) Standard Instrument Approach Procedures (SIAP).
- (3) Minimum en route altitudes.
- (4) Flight procedures policy, operational weather minimums, and minimum equipment requirements.

b. With respect to the functions of paragraph 11a, final authority is delegated to the Director of AFS:

- (1) To grant or deny exemptions from rules and regulations.
- (2) To issue, amend, withdraw, or extend notices of proposed rulemaking.
- (3) To take final action on any petition for reconsideration of an amendment, or a refusal to amend operations specifications (OpSpecs), and to take final action on any request for reconsideration of original issuance, amendment, or refusal to issue or amend an airman certificate, air carrier certificate, or an air agency certificate.
- (4) To grant or deny exemptions under 49 U.S.C. to foreign airmen who are directly in charge of inspection, maintenance, overhaul or repair of aircraft, aircraft engines, propellers, appliances, or components.

c. The authority of paragraphs 11a and 11b may not be redelegated.

13. Special Relations.

a. Regulations. AFS is responsible for the substantive content of rules within its purview, as distinguished from the responsibility of the Office of the Chief Counsel (AGC) for the legal adequacy of the rules.

b. Aircraft Noise Abatement. AFS is responsible for developing, evaluating and approving or disapproving concepts, standards, equipment, and flight procedures related to aircraft noise abatement, as distinguished from the Office of Environment and Energy (AEE), which is responsible for the substantive content of rules within its purview.

c. Airworthiness. AFS is responsible for maintenance standards for U.S.-registered aircraft as distinguished from the Aircraft Certification Service's (AIR) responsibility for the engineering standards and practices, and the manufacturing aspects that are applied to ensure the airworthiness of aircraft and aeronautical products.

d. Rotorcraft. The Rotorcraft Task Force responsibility resides in AFS (Air Transportation Division, AFS-200, and General Aviation and Commercial Division, AFS-800). The service is responsible for rotorcraft operations and maintenance matters. The service will coordinate with the Air Traffic Organization (ATO) on rotorcraft operational matters and with the Associate Administrator for Airports on matters relating to heliport programs. The Associate Administrator for Airports and the ATO, respectively, are responsible for helicopter planning and development, and for integration of rotorcraft into the National Airspace System (NAS) to fully utilize their unique capabilities. The Office of Aviation Policy, Planning, and Environment (AEP) develops the Rotorcraft Master Plan.

e. Airshow and Sport Aviation Activities. AFS will work closely with ATO regarding airshow and other sport aviation matters and will facilitate the consideration of the concerns of the general aviation community in air traffic rules and aviation safety regulatory actions.

f. Flight Procedures and All-Weather Operations. AFS is responsible for developing national concepts, policies, standards, systems, procedures, and programs with respect to the operational and flight technical aspects of all weather operations, including instrument procedures (IAP), minimum en route altitudes, flight procedures, operational weather minimums, and minimum equipment requirements. Also, AFS is responsible for developing concepts, rules, standards, and criteria governing operational and technical aspects of flight procedures (except ATC procedures). These functions are distinguished from the responsibilities of the Aviation System Standards to implement agency policy, standards, and criteria in the development and standardization of flight procedures and the flight inspection of air navigation facilities. Additionally, AFS, through AFS-400, provides all necessary oversight for policy, guidance and work program direction for the RFSD AXX-220 branches to ensure assigned task accomplishment and implementation of national programs. This relationship recognizes that the 220 branches are assigned specific task areas in support of operational safety activities. They serve to provide technical assistance and operational safety analysis and are tasked to provide technical responses that represent the AFS position to regional Administrators, Airport divisions (regions and Airport district offices), ATO, RFSD division managers and AFS field offices (e.g. International Field Offices (IFO), Flight Standards District Offices, certificate management offices (CMO), and Aircraft Evaluation Groups (AEG)).

g. New and Modified Aircraft. AFS and AIR through the AEGs and the Aircraft Certification Offices (ACO) share responsibility for developing policy, procedures, practices, and standardization related to operational and maintenance acceptability of new and modified aircraft. This responsibility must be clearly represented by the AEG at the initiation of the aircraft certification process which is the responsibility of AIR. AFS accomplishes this responsibility through Flight Operations Evaluation Boards (FOEB), Flight Standardization Boards (FSB), and Maintenance Review Boards (MRB).

14. Office of the Director. The Office of the Director:

a. Advises and assists the Associate Administrator for AVS in providing support in the justification of budget estimates, in the administration of executive decisions, and in the development and maintenance of productive relationships with the public, the aviation community, and other government agencies.

b. Provides for the development, coordination, and execution of, and is accountable to the associate administrator for the adequacy of FAA:

- (1) Policies, standards, systems, and procedures.
- (2) Public rules, regulations, and standards.
- (3) Program plans issued by or on behalf of the Administrator.

c. Provides the effective evaluation of program performance, and ensures the adequacy of followup to secure correction of deficiencies.

d. Ensures that all elements of AFS participate constructively in the FAA Equal Employment Opportunity (EEO) Action Plan and in EEO planning for the future.

e. Provides leadership and direction in the planning, management, and control of office activities.

15. Aviation Special Operations and Security Staff. Aviation Special Operations and Security Staff (ASOS), AFS-7, supports AVS by providing mission-critical planning and response to aviation emergencies, natural disasters, and aviation related security matters. The ASOS staff supports AFS-1 and the AVS management team by performing the following functions:

a. Develops and enforces policies regarding emergency planning and response, and facility security risk management.

b. Developing and continuously updating AVS headquarters and regional emergency response plans.

c. Acts as liaison to the AVS management team and AFS regional/field offices regarding security related incidents, emergency planning, and crisis response.

d. Coordinates all aspects of emergency operations and planning within the AVS community through designated points of contact within each AVS office at Washington headquarters and those assigned in the regions

e. Represents AVS to the Office of Security and Hazardous Material (ASH) by providing AVS input on all emergency planning and response efforts

f. Provides support to field personnel involved in law enforcement operations, as necessary.

g. Acts as liaison between AVS and the Transportation Security Administration (TSA) by representing AVS interests in security events involving the flying public, other Government agencies, FAA employees, and other security related aviation incidents in which TSA responds to or has a role.

h. Plans and executes exercises to test AVS emergency response plans.

- i.** Responds appropriately to emergency planning-related tasks from ASH, DOT, the Federal Emergency Management Agency (FEMA), the White House, or other Government entities.
- j.** Participates in FAA- and national-level exercises.
- k.** Represents AVS at various FAA emergency planning crisis response working groups and teams.
- l.** Advises AVS senior leadership on crisis response steering groups.
- m.** Supports AVS activities during emergencies such as natural and man made disasters, terrorist activities, or pandemics.
- n.** Coordinates with AVS offices and the FAA's Pandemic Influenza Coordinator to prepare AVS for a pandemic outbreak.
- o.** Oversees and participates in the AVS continuity of operations program.
- p.** Administers the AVS Satellite Telephone Program.
- q.** Manages the Aviation Safety Inspector Credential Program.

16. FAA Safety Team (FAASTeam). The FAA National FAASTeam manager, AFS-8, and staff, are responsible for developing national policies, standards, and procedures to guide the agency in overseeing the conduct of the FAASTeam. The FAASTeam manager:

- a.** Serves as the AFS focal point for all FAASTeam programs and initiatives.
- b.** Develops and recommends national policies, standards, systems, procedures, and program plans involving the safety program.
- c.** Participates in the analysis and evaluation of field execution of safety programs.
- d.** Provides organizational guidance and policy to the division managers and regional FAASTeam managers.
- e.** Serves as liaison to aviation industry on aviation safety programs and initiatives related to risk management, system safety, and new technology concepts.
- f.** Oversees the concept and development of new aviation safety products.

17. Executive Officer. The Executive Officer, AFS-10, and staff prepare special projects for the Director. The executive officer:

- a.** Coordinates, facilitates, and writes high level briefings and issue papers on complex, technical programs and initiatives for a variety of audiences, including the Administrator, Congress, high level government officials, and industry.

- b.** Oversees all confidential matters concerning investigations involving the service including but not limited to the Administrator Hotline, Office of Inspector General, FAA Whistleblower Protection Program, and the AFS Internal Assistance Capability.
- c.** Provides organizational guidance and direction to executive managers representing policy and philosophy of the director.
- d.** Serves as liaison for Congressional hearings and preparation for such hearings.
- e.** Serves as the AFS point of contact (POC) on the Safety Issues Reporting System (SIRS).

18. Analysis and Information Staff. This staff, AFS-20, is responsible for providing AFS executives with operational and organizational risks/metrics that will assist them with their decisionmaking. The staff is located at Dulles, Virginia. The functions of the staff include:

- a.** Providing analytical support to AFS executives by identifying emerging aviation safety issues, improving the quality of FAA safety data, and disseminating safety information to the AVS/AFS organization.
- b.** Assisting other organizational elements in developing performance metrics for AFS activities and initiatives.
- c.** Managing the Safety Performance Analysis System, including guidance regarding its interpretation, user training, requirements for development of new modules and performance measures, and reporting on effectiveness of indicators.
- d.** Providing, on a limited basis, analytic support to other offices in Flight Standards Service.
- e.** Supporting work program process owners in the development of management tools for resource targeting and workload prioritization to support more efficient and effective accomplishment of national work programs.
- f.** Developing analytical techniques, products, and tools that provide hazard identification and analysis of aviation safety data for trends and disseminating aviation safety data to internal and external customers.
- g.** Maintaining accurate and timely reporting procedures to research and analyze aviation safety information for customers working within a limited timeframe and in response to significant aviation events, Congressional inquiries, requests from the Government Accountability Office, the Department of Transportation (DOT) Office of Inspector General, and other organizations.
- h.** Maintaining an interface with Department of Defense (DOD) Air Mobility Command so that principal inspectors and decision makers have access to DOD audit information, providing for more comprehensive evaluations and thereby improving aviation safety.

i. Maintaining an outreach partnership program to share information by establishing a partnership with other aviation safety organizations such as, but not limited to DOT/Office of the Secretary of Transportation, Office of Aviation Analysis, Bureau of Transportation Statistics, and other national/regional civil aviation authorities.

j. Maintaining a relationship with the Office of Accident Investigation and Prevention and regional/field operations research analysts for national coordination and standardization of the analysis processes and products.

19. System Approach for Safety Oversight (SASO) Program Office. The SASO Program Office, AFS-30, is responsible for bringing the Flight Standards programs with elements related to certification, surveillance, investigation, and enforcement into alignment. The SASO program will encompass all of the systems and process development activities necessary to migrate from the current approach to a proactive system safety approach to oversight. The SASO Program Office is the focal point for all business process engineering efforts in Flight Standards, requiring dynamic interaction between AFS-30 and all AFS Headquarters divisions. This will allow the SASO Program Office to maintain standardization of processes across the organization. The SASO Program Office:

a. Provides the Office of Aviation Safety Information Technology Division with information technology (IT) system engineering technical expertise related to the AFS system safety business process.

b. Manages life-cycle/program of the SASO program under the Acquisition Management System.

c. Integrates all safety-related activities of Flight Standards, including, but not limited to, current major programs and initiatives such as the Air Transportation Oversight System (ATOS); System Safety Analysis for General Aviation (SAGA); Safety Performance Analysis System (SPAS); Operations Specifications Subsystem (OPSS); and the Flight Standards Automation System (FSAS) efforts, and to ensure integration of data repositories with comparable data records and formats.

d. Integrates human factor considerations, promotes information sharing with the aviation community, and allows for continual improvement that keeps pace with and uses advances in technology and the changing aviation environment.

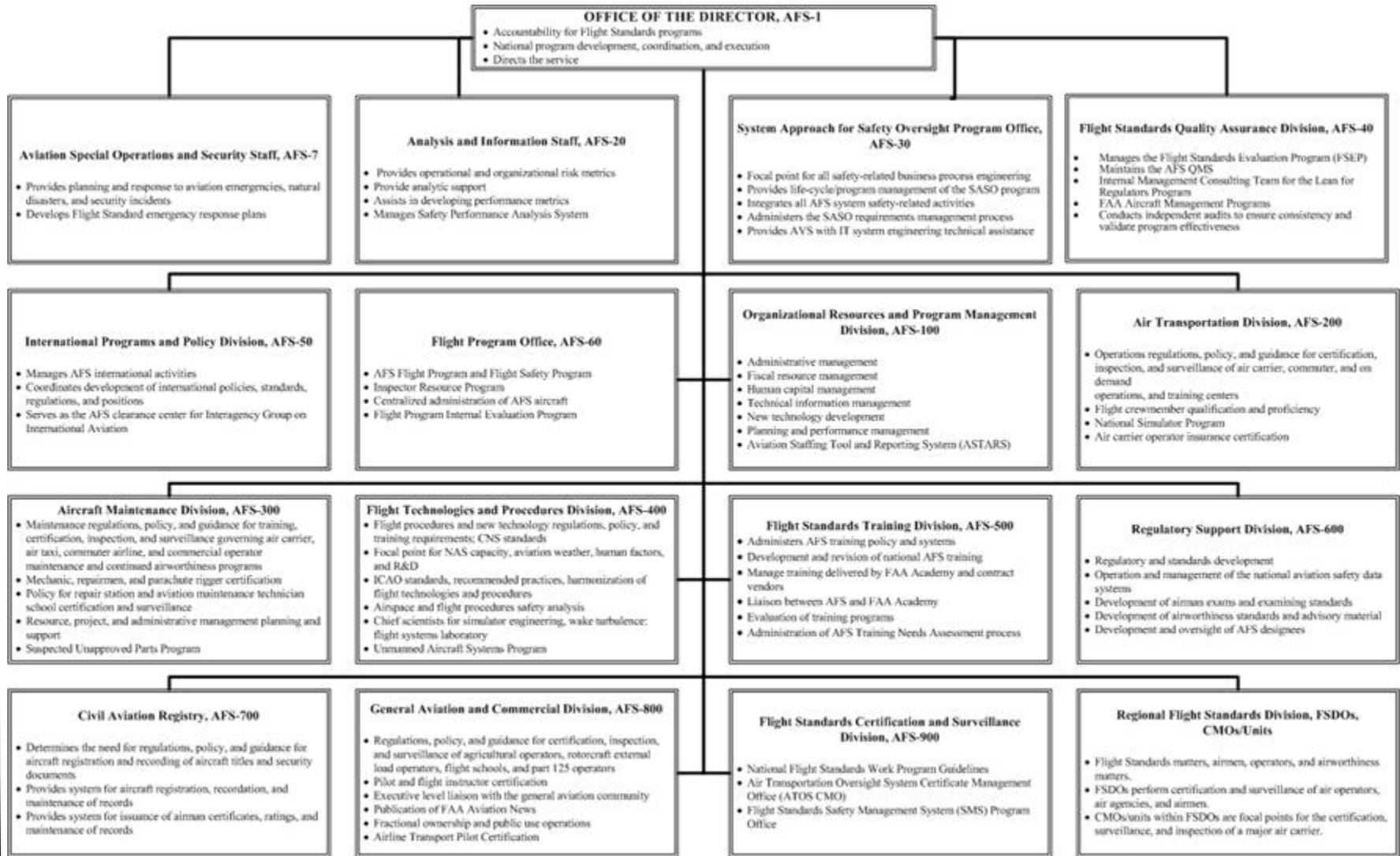
e. Develops and administers the SASO requirements management process across AFS lines of business.

f. Continuously improves safety-related business process interfaces across AFS divisions, in keeping with the AFS Quality Management System (QMS) and International Organization for Standardization (ISO) 9001 quality system standards.

g. Provides the chair for AFS configuration management for the SASO program.

- h.** Provides participants in the AVS Configuration Control Board in order to maintain consistency with technical direction across the products and associated projects; and to provide an interface with other AVS Configuration Control Boards.
- i.** Develops the AFS strategic direction for the development of safety-related business processes and information technology systems.
- j.** Sponsors the “Risk Management/Decision Support” Research Project Description to align research and development in this field with the SASO program.
- k.** Manages the SASO budget for program/initiative support to centralize AFS funding for requirements development of business process engineering and the corresponding information systems and analysis and decision support tools.
- l.** Represents AFS in cross-organizational initiatives that have an interface with the AFS safety-related business process.

Figure 1-1. Flight Standards Service Functional Organization Chart



1-13

Chapter 2. Flight Standards Quality Assurance Division, AFS-40

- 1. Flight Standards Quality Assurance Division.** The Flight Standards Quality Assurance Division, AFS-40, is responsible for audits of all the FAA flight programs and other AFS national programs. The division is subdivided into three branches described below.
- 2. Mission.** The Flight Standards Quality Assurance Division is a data-driven independent AFS organization established to ensure the consistency, and to validate the effectiveness, of core systems and processes within AFS. This is achieved through audits, special studies, and consulting services.
- 3. Responsibilities.** AFS-40, a registered ISO 9000 and AS9100 organization, adheres to the policies and practices described in the ISO 9001:2008 standard. The division is responsible for the growth and maintenance of the Flight Program Oversight Branch, AFS-41, the Quality Management System Branch, AFS-42, and the Evaluation Program Branch, AFS-43, to foster continuous improvement in AFS systems and processes to support aviation safety.
- 4. Locations.** The location of the main office, where the manager and several division members reside, is Glen Burnie, Maryland. The location of the Flight Program Oversight Branch is the Aeronautical Center in Oklahoma City, Oklahoma. Other employees assigned to the division will remain in their current geographic locations and will operate virtually from their current FAA offices, unless other arrangements are made. Each division member is assigned to one primary program but other programs may utilize these individuals if the need arises. Additionally, other AFS employees serve collaterally as auditors under the supervision of the division, especially in the Flight Standards Evaluation Program (FSEP).
- 5. Management Consulting Team.** The division has a management consulting team that reports to the division manager and provides workshops and assistance to offices within AVS on the Lean for Regulators Program.
- 6. Flight Program Oversight Branch.** The Flight Program Oversight Branch, AFS-41, is responsible for the following functions.
 - a. Provides oversight of the FAA Aircraft Management Programs.
 - b. Oversees and manages FAA Order 4040.9, FAA Aircraft Management Program.
 - c. Conducts external audits of individual FAA flight programs.
 - d. Collects, verifies, consolidates, and reports required data.
 - e. Oversees and manages the FAA's automated Aircraft Management Information System (AMIS).
- 7. Quality Management System Branch.** The Quality Management System Branch, AFS-42, is responsible for the following functions.
 - a. Establishes an annual business plan with identified targeted areas, activities, and milestones to guide the division in its Business Performance Plan.

- b.** Is the focal point for the implementation and maintenance of quality management systems within AFS.
- c.** Validates the various AFS model establishment, design, implementation, and application in the context of the air transportation system environment to determine if processes remain relevant, current, functional, and effective.
- d.** Analyzes audit findings and deficiencies to determine root causes and assess their effects.
- e.** Interfaces with other AFS offices to identify and document factors in their audit findings and to provide critical information needed for process improvement.
- f.** Responsible for the AFS Document Control Process to ensure the proper approval and updating of QMS documents and to make certain that the correct revisions of documents are available to the personnel who need them.
- g.** Satisfies the International Civil Aviation Organization (ICAO) requirements for quality assurance functions within AFS.
- h.** Responsible for maintenance and review of all AFS Corrective Action Requests (CAR) to report the effectiveness of the process at AFS/AVS management review meetings.
- i.** Responsible for the development, maintenance, and updates of the AFS Data Express Automated Analysis of Data Tool for regional and field offices.
- j.** Responsible for the AFS Management Review Process to determine the overall suitability, adequacy, and effectiveness of the AFS QMS.
- k.** Compiles quarterly AFS division and field analysis of data to demonstrate the suitability, adequacy, and effectiveness of the QMS and to evaluate where continual improvement of the QMS can be made.
- l.** Supports the AVS Analysis of Data Process by providing additional details on how the suitability, adequacy, and effectiveness requirements are met within AFS.
- m.** Compiles quarterly AFS division and field analysis on the Stakeholder/Customer Feedback Process in support of the AVS Stakeholder/Customer Feedback Process.
- n.** Responsible for the AFS Quality Planning Process that affects changes/revisions to the AFS business plan or significant changes to the types of products or services AFS provides.
- o.** Responsible for the proper description of the Design and Development Control Process when organizations within AFS engage in design and development activities.
- p.** Responsible for the evaluation of the Nonconforming Product and Services Process and for ensuring its effectiveness within AFS.

q. Responsible for the Control of Records Process within AFS ensuring that the records remain legible, readily identifiable, and retrievable. Also ensures the proper record storage, protection, and retention for an appropriate period of time and proper disposal thereafter.

8. Evaluation Program Branch. The Evaluation Program Branch, AFS-43, is responsible for the following functions.

a. Establishes an annual business plan with identified targeted areas, activities, and milestones to guide the division in its Business Performance Plan.

b. Conducts system-based audits that make full use of system-based checklists, automated tools, statistical sampling, risk and trend analysis, and best practices.

c. Through the FSEP and the AFS Internal Assessment Program, the branch audits all process modules for the purpose of identifying process deficiencies.

d. Manages the FSEP, which conducts independent reviews of AFS programs to identify and correct systemic weaknesses and to evaluate the adequacy of and adherence to national policy and guidance.

e. Reviews all AFS headquarters and regional offices, and supporting field office processes on a 3-year rotational cycle.

f. Measures and reports on the progress of programs, using defined standards and audit criteria, to determine effectiveness in achieving desired results.

g. Provides suggestions for revising programs in response to audit findings.

h. Plans, implements, and records audit procedures and findings, and plan accomplishments.

i. Communicates audit findings directly to Director and to the program, regional, or field office managers, as appropriate.