

ORDER

U.S. DEPARTMENT OF TRANSPORTATION
FEDERAL AVIATION ADMINISTRATION
WESTERN-PACIFIC REGION

WP 1800.25B

9/1/95

SUBJ: WESTERN-PACIFIC REGION FLIGHT STANDARDS EVALUATION SYSTEM

1. PURPOSE. This order establishes the Western-Pacific Region Flight Standards Evaluation System. It identifies evaluation responsibilities of the division and prescribes instructions for performance of evaluations.
2. DISTRIBUTION. This order is distributed to branch level and above in the Flight Standards Division and standard distribution to all Flight Standards field offices.
3. CANCELLATION. Order WP 1800.25A, Western Region Flight Standards Evaluation System July 7, 1993, is cancelled.
4. DEFINITION. For the purpose of this order, evaluation is defined as an analysis of the performance, effectiveness, economy and adequacy of that which is being evaluated.
5. OBJECTIVES. The objectives of the Flight Standards Evaluation System are:
 - a. To analyze and measure the effectiveness, efficiency, economy and adequacy of Flight Standards programs in assuring the highest level of aviation safety.
 - b. To determine compliance with national and regional regulations, policies, standards, procedures and program guidance at the field level.
 - c. To determine the degree and effectiveness of performance of Flight Standards programs at the field level.
 - d. To appraise the management, technical guidance, coordination and assistance provided to the field offices by the division.

e. To identify systemic problem areas and recommend appropriate action for correction.

f. To determine the effectiveness of relationships between field offices and the aviation industry.

g. To identify unique and especially effective programs and processes which should be shared with other offices.

6. SCOPE. The evaluation system encompasses the Flight Standards Division, AWP-200, subordinate branches, all Flight Standards field offices and the operations essential to accomplishing assigned programs. Consideration will be provided to the programs, standards, and procedures of other divisions and government agencies during the process of evaluation to assure attainment of system wide and national objectives.

7. RESPONSIBILITIES.

a. The Flight Standards Division, AWP-200, is responsible to assure that evaluations are conducted in accordance with national policy and in the best interest of the agency.

b. The Manager, Planning & Program Management Branch, AWP-210, is responsible for assuring each field office is evaluated as appropriate. He/she shall assemble teams of qualified personnel to conduct evaluations and provide guidance regarding programs which are receiving limited or special evaluations.

c. Reports prepared by evaluation teams will be reviewed by appropriate branch managers to assure that the evaluated office and branch specialists understand the findings and take appropriate action to comply with the recommendations, or devise alternate means of attaining the appropriate objectives.

d. The evaluated office is responsible for initiating prompt action to comply with recommendations contained in the evaluation report. Where such action is not feasible for justifiable reasons, alternate methods of accomplishing objectives shall be proposed for appropriate branch or division consideration and resolution.

8. REASON FOR EVALUATIONS. Evaluations provide regional and field office management with information reflecting the performance of Flight Standards programs. They provide information to determine the adequacy of field office staffing, measure compliance with national and regional directives, policies and procedures, and assess effectiveness in accomplishing the goals and objectives of the agency.

9. STANDARD EVALUATION. A standard evaluation involves the physical arrangement of the field office being evaluated, adequacy of staffing, equipment, supplies, service to the public, and performance. It includes management functions and all Flight Standards programs executed at field office level as well as an analysis of the relationship between the division, field office staff, other FAA facilities and the aviation industry.

10. LIMITED EVALUATION. A limited evaluation is an objective analysis of specific portions of particular programs, complete specific programs, or any part of a standard evaluation.

11. SPECIAL EVALUATION. A special evaluation constitutes an analysis of particular problem areas either directly or indirectly concerned with program accomplishment or any specific area.

12. EVALUATION TEAM. Standard, limited, and special evaluations will be conducted by regional program specialists and/or any other personnel considered necessary by the appropriate branch manager or the division manager.

13. EVALUATION TECHNIQUES. The evaluation process has six major phases:

a. Identification of basic program goals and interface of any other programs.

b. Determination of program effectiveness indicators as related to program goals.

c. Application of indicators to program performance data.

d. Presentation of remedial recommendations.

e. Follow through to assure remedial actions are accomplished or alternative recommendations are made, evaluated and corrective actions completed.

14. PREPARATION. The team assigned to conduct an evaluation should be prepared by reviewing the following data for the facility to be evaluated:

- a. Environmental factors.
- b. Staffing.
- c. Previous evaluation reports.
- d. Records of any problem areas.

15. SCHEDULING.

a. Each field office shall be evaluated tri-annually or sooner as trends indicate. Exceptions due to extenuating circumstances shall be justified and approved at division level.

b. Determination of whether an evaluation is to be standard or limited shall be made prior to notification of the field office and shall be based on known or suspected performance indicators.

c. An evaluation may be scheduled or requested when appropriate performance indicators are identified by the division manager, branch managers, or field office managers.

16. NOTIFICATION OF EVALUATION.

a. Notice of a forthcoming evaluation will be sent to the scheduled field office at least 15 days prior to the beginning of the evaluation. The field office manager will notify the office Union Representative of the evaluation dates and scope.

b. The notice should state the date of arrival of the evaluators, their names, type of evaluation, and request for accommodations.

c. Notification of evaluations will be signed by the Division Manager, AWP-200, or the Manager, AWP-210.

17. CONDUCT OF EVALUATION.

a. The evaluation team shall meet with the manager of the office to be evaluated and any staff personnel he/she selects to participate in a pre-evaluation discussion. The office Union Representative will be allowed an opportunity to attend the in-briefing. The purpose of the evaluation and those program areas to be evaluated should be discussed.

b. The evaluation should analyze program areas as determined appropriate during a pre-evaluation meeting. Consideration will be given to any indicators of problem areas.

c. The evaluation should accomplish:

(1) Assessment of office facilities, staff, and related management procedures.

(2) Identification of actual performance by analysis of office records, files, reports, and related data.

(3) Measurement of actual performance against established standards and criteria.

(4) Identification of variations and/or deviations from standards.

(5) Recommend action to correct variations or deviations.

(6) Follow through to assure appropriate action is taken to correct deviations or to improve performance.

18. DEBRIEFING. Upon completion of an evaluation the evaluation team shall discuss all findings with the office manager and management team. The office Union Representative will be given the opportunity to attend the debriefing. This is a courtesy overview of findings and is not the appropriate place for the office to respond. All items may be discussed but not included in the report.

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19. EVALUATION REPORT. The Manager, Planning & Program Management Branch, AWP-210, shall coordinate and assemble a written evaluation report. It will provide a record of findings in all areas analyzed. The report should provide a discussion of any deficiencies in adequate detail to be readily understood by all who may be required to take corrective actions. The report will also contain feedback on areas which were found to be exceptionally good and/or innovative. Where necessary to provide clarity, specific example should be provided. The report shall provide recommended corrective action and, if appropriate, provide reference to support the recommendations.

20. REPORT DISTRIBUTION. The original and one copy of the evaluation report shall be forwarded to the appropriate field office within 15 working days after completion of the evaluation. The field office manager will supply one copy to the office Union Representative. Copies of the report shall be forwarded to the Manager, Flight Standards Division, AWP-200, Evaluation Officer in the AWP-210 Branch and to the Quality Management Staff, AFS-30. A copy shall be provided to the Regional Administrator and/or the appropriate Headquarters division upon request.

21. CLOSE-OUT REPORT.

a. The office evaluated will reply to the findings and recommendations within 30 days of receipt of the evaluation report. The report shall describes corrective action taken on each specific item. If corrective action cannot be initiated or accomplished within 30 days, a supplemental report shall be provided on a 30 day follow-up until all items are resolved. The report shall be addressed to the Manager, Planning and Program Management Branch.

b. When the office evaluated disagrees with the recommendations of the evaluation team, an open discussion with the team and/or appropriate branch manager is encouraged. Unresolved items will be decided by the division manager.

c. The close-out report will be reviewed by the evaluations team and the branch managers. Concurrence with the action taken will be indicated by the initials of the reviewing persons on the report upon receipt in the branch/staff and the division.



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