



**Federal Aviation
Administration**

Next**GEN**

NEXTGEN PRIORITIES JOINT IMPLEMENTATION PLAN

Oversight Process

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The NextGen Priorities Joint Implementation Plan Oversight Process is prepared and signed by:

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OVERVIEW

The FAA intends to apply the same level of rigor to the oversight of the NextGen Priorities Joint Implementation Plan that was the hallmark of its development. Each month the agency will hold a series of internal and external meetings to track progress on FAA and industry commitments, to review risks and mitigations, to determine next steps for the pre-implementation activities, and to assess the benefits realized from implementation. The FAA will seek opportunities to keep stakeholders apprised of progress through a variety of vehicles, including briefings, website updates, and other outreach activities.

INTERNAL ACTIVITIES

Representatives of ATO, ANG, AVS and other internal organizations will meet on the first and third Fridays of each month to assess progress on milestones and dive deeper into related issues. The FAA NextGen Integration Working Group (NIWG) Leaders consist of the Chief Operating Officer of the Air Traffic Organization, Assistant Administrator for NextGen and the Associate Administrator for Aviation Safety who provide oversight of the implementation offices.

First Friday—Status Tracking: On the first Friday of each month, the subject matter experts (SME's) from each focus area will brief on the status of their commitments. The SME's will specifically identify risks and address how they will mitigate risks associated with any milestone date. The emphasis will be on recently completed and imminent milestones. The SME briefings would specifically include detailed status by location as we near deployment at a given airport or facility. The meeting outcome will be an acknowledgement of accomplishments, agreement on any necessary milestone changes and risk mitigations, and decisions on key messages to be shared externally. The NextGen Performance and Outreach Office (ANG-F) is tasked with facilitating these meetings, as well as capturing the key messages for wider distribution.

Third Friday—Deep Dives: On the third Friday of each month, the meeting will be focused on specific, targeted topics. Other FAA program offices that support these commitments may be invited to brief on their activities. Core topics will include:

- *Risk analysis:* A primary purpose of the Friday meetings is to identify and mitigate risks that could lead to a missed milestone and help FAA leadership take a proactive and well-planned approach to addressing them. Each program conducts its own risk assessment and reports risks and mitigations to the FAA NIWG using the template in Appendix A. The Data Communications focus area will follow risk processes required for baselined acquisition programs, but use the format in Appendix A for reporting to the NIWG. This analysis is structured to capture complexity and integration issues that arise when implementation requires action across multiple programs and multiple stakeholder domains (airborne, airspace, air traffic and airports). It will focus on implementation risks to technical performance, cost, and schedule, operational risks to achieving operational benefits as well as societal risks to the local community and stakeholders. The intent of this risk analysis is to: clarify the intra- and inter-dependencies across the individual commitments and the domains; identify the issues (especially ones that cut across multiple commitments); and ensure a holistic perspective is taken when developing mitigations. The SME's will work closely with their industry stakeholders to jointly identify risks and mitigations, and will report risks and mitigations monthly at the FAA NIWG and quarterly to the NACSC. ANG-F2 will collect status reports as artifacts for official records management.

- *Completed commitments:* Agreements will be reached on what constitutes a completed milestone as well as whether the commitment met its intended operational outcome and benefits are being realized. Within three months of a completed milestone, SME's will continue to report qualitatively on the operational outcomes.
- *Completed pre-implementation commitments:* Agreements will be reached on what next steps to take based on the outcome of these activities, including plans for engaging with industry.
- *Benefits assessments:* NIWG SME's will identify the benefit mechanisms for capabilities in each rolling plan to ensure operational outcomes and benefits objectives are made known. NIWG leadership will determine which completed milestones should be forwarded to the Joint Analysis Team (JAT) for performance analysis.
- *Industry progress assessment:* For each NIWG focus area, the list of industry commitments and associated milestones will be compiled and summarized by stakeholder, location, and capability. The list of industry commitments will be coordinated with the commitments and schedules from the FAA. These commitments will be monitored and tracked by the NIWG teams and progress included in the quarterly NIWG reports. FAA SME's will also work with RTCA to flag issues and risks as well as opportunities that are associated with the progress of the industry commitments.
- *Outreach and communications:* The FAA will communicate accomplishments and progress through a variety of venues. For example, the milestone charts are posted in the NextGen Performance Snapshots website and will be updated monthly, based on reports from the First Friday meetings. ANG-F will work with the Office of Communications and other groups to share information with stakeholders, including through the Administrator's speeches, town halls, and visits.

Other Existing Bodies: Because the plan touches on many programs, the FAA will depend in part on pre-existing processes and teams to oversee tactical activities and to make recommendations on specific issues. The results of these activities will be brought forward to the Friday meetings. For example:

- The internal FAA NextGen Advisory Committee Subcommittee (NACSC) Leadership is responsible for ensuring the plan's commitments are championed and upheld, and works to resolve risks that arise from resource or coordination roadblocks. The NACSC Leadership will support risk mitigation tasks as determined at the NIWG meetings. Additionally, the leaders will support communication and messaging around recent implementations to qualitatively identify post-implementation benefits in cooperation with performance analysis offices in ANG and ATO.
- The Data Communications Integration Team, an industry-government group, meets periodically to work boundary-spanning issues.
- The ATO Program Management Organization (PMO) conducts recurring program reviews. The PMO successfully created and implemented a rigorous risk management process that addresses risk mitigation via the Risk, Issue, and Opportunity (RIO) Management Working

Group (RMWG) Charter and RIO Management Plan documenting the process that programs follow to address and remediate associated RIOs.

- FAA’s Joint Resources Council and Executive Council may have responsibility for certain funding and strategic decisions related to this plan.
- The NextGen Management Board serves as a forum to share decisions made in the Friday meetings, the status of the plan’s commitments, and other important messaging points with senior leaders of a broader set of FAA offices.
- The Collaborative Decision Making (CDM) Stakeholders Group (CSG) is providing recommendations related to the Surface and Data Sharing focus area.

CONTINUED ENGAGEMENT WITH INDUSTRY

Building on the successful collaboration used to develop this consensus plan, the FAA is committed to frequent and transparent interaction with industry. Much of this activity will be focused on the NextGen Advisory Committee (NAC) and its subcommittee.

Subject Matter Expert Coordination: The FAA SME’s will coordinate on a regular basis with the NAC NIWG leads and NIWG teams. To enhance transparency and collaboration, FAA SME’s will work with the NIWG industry chairs on implementation risks in achieving the completion of a milestone and operational risks in achieving the anticipated operational outcome. A balanced approach to risk management requires an analysis of both agency and stakeholder risks. NIWG co-chairs and FAA SME’s will conduct risk management that includes:

- joint risk identification
- risk analysis, to include likelihood and severity
- mitigation strategies

Monthly Leadership Calls: Senior agency and NAC leadership will talk on a monthly basis. The FAA will share highlights from the Friday meetings, and the NAC will provide updates on industry milestones. The two parties will reach agreement on discussion areas for the monthly NAC Subcommittee meetings.

Quarterly NIWG reporting to the NAC Subcommittee: At NAC subcommittee meetings each quarter, the FAA and industry will report on the status of milestones since the last briefing, as well as on any potential schedule changes. Additionally, the FAA NIWG members will jointly report on any identified risks and mitigations to those risks. This discussion will include information about completed pre-implementation commitments.

Tri-annual NAC Meetings: Progress reports will also be provided publicly through the NAC, which as a federal advisory committee holds an open public meeting three times each year, with advance notice available in the Federal Register.

Appendix A: Format of slides to be used during the NIWG meetings to report risk analysis and mitigations



[Priority Focus Area]

- **[Milestone Description– Quarter and Year due to be completed]**
 - [Identify Risks]
 - List risks in priority and highest impact to milestone (consider financial (budget), operational (SWAP/scheduled events/training), resources (time/people), technology and societal (stakeholder acceptance, community response) risks)
 - [Mitigations for risks (describe actions to be taken)]

Example

Multiple Runway Operations

- **Wake RECAT Phase II implementation (IAD) Q3 2017**
 - Risks
 - 1. Operational impact to surrounding airports
 - 2. Helicopter community concern on impact to ops
 - Mitigations
 - Develop and review safety case for IAD and surrounding airports impacted by operational change
 - Outreach to helicopter community to address concerns
 - Involve TRACON in assessment of safety case
 - Coordinate with Industry and agree in advance of milestone to a revised schedule



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