



Safety

Oversee and operate the safest aerospace system in the world, all with a culture of continuous improvement

Systemic Safety Approach

Mitigate risks and encourage infrastructure and behavior change by using a data-driven systemic safety approach to identify risks, enhance standards and programs, and evaluate effectiveness.

Initiative: Commercial Air Carrier Fatality Rate

Reduce the commercial air carrier fatalities per 100 million persons on board U.S. carriers by 50% over 18-year period - FY 2008-2025. Target for FY 2021 is 5.4.

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Initiative: General Aviation Fatal Accident Rate

Reduce the general aviation fatal accident rate to no more than 0.89 fatal accidents per 100,000 flight hours by 2028. FY 2021 Target: 0.96

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Initiative: Surface Safety Risk Reduction

AJI will utilize the surface safety metric to: Establish consensus among Runway Safety stakeholders on a policy to assess and quantify the risk in runway safety events. Address precursors, as well as latent risks by proactively providing event trend summaries and best practices to the field.

Activity: AFS Support of Surface Safety Risk Reduction

In collaboration with ATO, ARP, and labor partners work to minimize identified systemic runway safety issues and provide recommendations to the Runway Safety Council.

Target: Support Surface Safety Group and Runway Safety Council

Participate in 80% of scheduled Surface Safety Group” (SSG) meetings and scheduled Runway Safety Council meetings. Analyze and identify systemic surface safety issues, and provide recommendations to the Runway Safety Council.

Target: FAA Outreach and Communication

Provide briefing materials to FAA outreach and communication offices for education to the aviation community on a minimum of four (4) potential focus topics gained from surface event data analysis.

Target: Collaborate with Industry to Develop Strategies to Address Wrong Surface Event

Support Collaboration with FAA Lines of Business (ATO, AVS, ARP) to develop strategies that will ensure information and data currently collected by FAA Airports and the Flight Standards Service is transmitted to the Runway Safety Group for surface event assessment of contributing factors and barrier performance.

Initiative: I1 Establish and Expand Voluntary Safety Programs (SP)

Enhance FAA regulatory oversight with a shared understanding of application of tools, processes, and best practices of SMS-compliant organizations with a culture of trust, self-correction, and information sharing. Continue to increase awareness of the autonomy provided by voluntary adoption of a safety-first mindset and extend safety data reporting and analysis principles to new entrants and expanded communities.

Activity: A1 Assess and Document the Current VSPs Used Across AVS

Develop collection of as-is state of voluntary safety programs across S/O, both formal or informal.

Target: VSP Benefits Metrics

Define methods to measure the intended benefits that will be realized from expanding VSPs.

Activity: A2 Explore Methods and Areas to Expand VSP

Explore methods and areas to expand VSP.

Target: VSP Expansion Discovery

Evaluate the feasibility and make recommendations for expanding existing or creating new VSPs. This should include non-certificated entities and international opportunities, as well as incorporating VSP into SMS.

Target: VSP Policy Review

Develop requirements and strategy for guidance development and revision.

Activity: A3 Safety Culture Supporting VSPs

Embrace cultural attributes to overcome challenges for AVS and service providers to effectively take advantage of expanded set of voluntary information sharing.

Target: Positive Safety Culture Attribute Gap Analysis

Assess VSP guidance, training, and promotion for the presence of cultural attributes and best practices.

Initiative: I2 Collaborate globally to influence the continuous improvement of aviation safety worldwide (SP)

AVS is known globally as a resource for aviation safety expertise—as an innovator solving complex challenges with open data sharing and safely integrating new technologies using global risk management. We clearly and consistently articulate these principles to collaborate and influence in international forums.

Activity: A1 New and Innovative Approaches to Introduction of New Products

Use new and innovative approaches in AVS certification and operations, rules, and procedures to enable the safe introduction of new products into the NAS, which are then recognized and adopted globally.

Target: Identification of new and innovative approaches in AVS certification and operations, rules, and procedures.

Finalize an initial list of new and innovative approaches for promotion internationally, develop related outreach materials as needed, and identify FY21/22 opportunities for information sharing.

Activity: A2 International Engagement Plan

Define a coordinated, sustainable AVS international engagement plan that is based on AVS insights into regional safety needs and that leverages strategic partnerships.

Target: Framework for coordinated, sustainable AVS international engagement

Identify and incorporate the necessary upgrades to the international engagement plan framework and development process, to improve the effectiveness of annual data collection and prioritization.

Activity: A3 Target Resources for International Engagement and Influence

Target AVS resources, in accordance with the “One AVS” operating norm, for effective international engagement and influence, consistent with the AVS international engagement plan.

Target: AVS International Positions

Fill 70% of expanded AVS International positions through details and other hiring mechanisms. Complete DIR as appropriate for FY23.

Target: AVS International Goals

Develop and finalize FY22 AVS International Engagement Plan and incorporate as appropriate in annual business and travel plans.

Activity: A4 AVS-Wide Education on International Considerations

Educate the AVS leadership and workforce to integrate international considerations into AVS' daily domestic decision-making.

Target: Knowledge and Awareness of AVS International Engagement Activities

Identify leadership and workforce awareness, skills, and competency gaps utilizing gathered information and a defined desired state.

Initiative: Expand Safety Management in Industry

Description: Expanding Safety Management in industry is necessary to fulfill agreements with the International Civil Aviation Organization (ICAO), as well as respond to stakeholder inquiries and recommendations. Under this Initiative the FAA will identify and document the activities it will undertake to expand the implementation of Safety Management Systems (SMSs) in industry.

Activity: Expand Safety Management System (SMS) In Industry

Pursue expansion of SMS in industry. Achieve target to obtain preliminary team concurrence of the SMS Rule NPRM.

Target: SMS Rule NPRM (AVP)

Reach Milestone #1 on the SMS Rule NPRM in 4th Quarter FY21.

Target: SMS Rule NPRM (FS)

Reach Milestone #1 on the SMS Rule NPRM in 4th Quarter FY21.

Target: SMS Rule NPRM (ARM)

Reach Milestone #1 on the SMS Rule NPRM in 4th Quarter FY21.

Target: SMS Rule NPRM (AIR)

Reach Milestone #1 on the SMS Rule NPRM in 4th Quarter FY21.

Initiative: Potential/Emerging Safety Issues

Improve the ability to identify and assess safety risks through advanced analytics.

Activity: Potential/Emerging Safety Issues

Facilitate identification and analysis of potential/emerging safety issues through the use of the System Safety Management Transformation (SSMT) program's Integrated Safety Assessment Model (ISAM).

Target: Potential/Emerging Safety Issues

SSMT will prototype and validate the capability to automatically import safety indicator reports, such as coded ASAP, from an FAA airline CMO, map the data to the customized ISAM capability, and generate actionable safety information using the ISAM platform, in support of the CMO airline oversight function.

Activity: Potential/Emerging Safety Issues

Screen potential/emerging safety issues through the FAA Safety Issue Identification and Management Process.

Target: Potential/Emerging Safety Issues (AVP)

Submit an annual FAA safety issue screening report to the FAA SMS Executive Council by September 30, 2021.

Initiative: Technical Career Progression and Mentoring

Enhance AVS technical career progression and mentoring programs for long term growth and sustainability of AVS Technical Experts program.

Activity: Developing Safety Technical Expertise

Develop necessary framework and annual program for developing safety technical expertise in FY '21.

Target: Develop framework for technical career progression and mentoring program

Develop framework for technical career progression and mentoring program to support long term growth and sustainability of AVS Technical Experts program

Target: Establish annual program of technical workshops and other educational events

Establish annual program of technical workshops and other educational events to develop awareness of emerging technologies and associated safety concerns

Operational Excellence Infrastructure

Operate the world's most efficient aerospace system through daily execution, continuous improvement and infrastructure investment (maps to infrastructure, innovation and accountability)

System Operations and Performance

Enhance reliable and efficient movement of people and goods by promoting effective management and ensuring leadership in securing data and in sharing information across the transportation system.

Initiative: UAS Waivers (Operational)

Implement strategies to improve UAS waiver (operational) processing time (approve or deny).

Activity: UAS Waivers (Operational)

Implement strategies to improve UAS waiver (operational) processing time (approve or deny).

Target: UAS Waivers (Operational)

Develop industry and inspector guidance to adapt to part 107 waiver provisions to improve UAS waiver (operational) processing time (approve or deny).

Initiative: I6 Develop a Uniform Continuum for Performance-based Responses for all Oversight and Regulation Functions (SP)

AVS has a single safety continuum framework that is commonly understood and embraced by employees and the public. This standardized approach to managing the level safety risk exposure will provide clarity for more efficient regulation and oversight.

Activity: A2 Develop and implement guidance on how AVS services and offices should apply that framework

Socialize the safety continuum framework to obtain feedback. Develop safety continuum guidance for specific S/O functions. Apply the safety continuum to make risk mitigation decisions at the executive and working levels.

Target: Develop Safety Continuum Guidance

Socialize the safety continuum framework. Extend the framework to align with S/O missions and responsibilities. Based on a use case, develop Safety Continuum guidance that enables each S/O to apply the Safety Continuum to make risk mitigation decisions for specific mission areas and responsibilities.

Target: Demonstrate the Application of the Safety Continuum based on a specific Use Case

Apply the Safety Continuum to a specific use case involving multiple S/Os to demonstrate its application. Exercise the Safety Continuum to make risk mitigation decisions at the executive and working levels.

Target: Safety Continuum Data Requirements

Develop initial requirements for the Safety Continuum based on the use case and detailed safety continuum applications to inform the development of aviation sector risk profiles, risk mitigation strategies, and other key elements.

Initiative: Security Compliance

Ensure that security strategies align with business objectives, adhere to policies and internal controls, and are consistent with applicable laws and regulations.

Activity: Vulnerability Management Processes

Provide services related to monitoring and tracking vulnerabilities within the FAA's FISMA reportable systems; monitor and track Plan of Action & Milestones (POA&Ms); manage vulnerability mitigation and remediation; and coordinate the scheduling and remediation of vulnerabilities for all FISMA reportable systems.

Target: Remediate 80% of High Value Vulnerabilities (HVV)

Remediate 80% of High Value Vulnerabilities (HVV) on internet-accessible systems, as identified in Cyber Hygiene reports issued by the Cybersecurity and Infrastructure Security Agency (CISA), within 30 calendar days of initial detection.

Initiative: UAS Integration

Integration of UAS into the NAS

Activity: UAS Integration

Best practice for UAS flight operations under a UAS Flight program for DOT-wide use.

Target: Develop Cross-LOB Strategy

Develop a cross-LOB strategy to respond to and address, as appropriate, security issues related to UAS integration that interagency participants identify as a part of the National Security Council UAS Security Policy Coordinating Committee process.

Innovation

Lead in the development of innovative aerospace capabilities that improve the safety and performance of our nation's aerospace system

Development of Innovation

Encourage, coordinate, facilitate, and foster world-class research and development to enhance the safety, security, and performance of the Nation's transportation system.

Initiative: I5 Improve the Ability to Identify and Assess Safety Risks through Advanced Analytics (SP)

Well-designed tools and techniques for capturing and analyzing safety data are effectively baselined and widely used. These capabilities are driven by cross-AVS needs and priorities, and in turn drive the requirement for sharing safety data. The analytic capabilities enable near-time risk prediction, driving dynamic risk reduction solutions for a broad range of users and situations.

Activity: A4 Implement processes to ensure the data quality necessary for advanced analytic methods and provide the tools and training needed for desired analysis capabilities.

Acquire initial business case data, prepared for use in prototype tools/methods. Develop and apply prototype advanced analytic tools. Demonstrate advantages and limitations of prototype tools, including workforce engagement to promote development of effective analytic capabilities.

Target: Demonstrate Advantages and Limitations of Prototype Tools

Refine initial business case data to ensure the data quality necessary for successful application and testing of prototype advanced analytic tools/methods. Develop and test prototype advanced analytic tools/methods to collect lessons learned on their advantages and limitations.

Target: Refine Concepts/Capabilities for Advanced Analytics Through On-going Workforce Engagement

Present lessons learned from prototype advanced analytic tools/methods and recommend refinements to capabilities and training needed for advanced analytics. Engage workforce through demonstration of prototype tools/methods to promote development of effective advanced analytic capabilities.

Initiative: I4 Establish Requirements and Governance for Data Sharing Across the Enterprise (SP)

Safety data sharing across the FAA enterprise is expanded through effective governance of access and data protection including increased awareness of available safety data sources. Knowledge management principles of transparency, trust, and stewardship are foundational to success.

Activity: A1 Identify and Document Current Safety Databases, Systems, and Tools, Along With Corresponding Governance

Establish data governance in multiple use cases and validate the Data Governance ConOps to ensure that it documents proper safety data governance. Engage the workforce and collaborate to promote data governance and sharing. Expand use cases to encompass a continuous expansion of the data sources that have proper and thorough data governance. Analysis of safety data governance shall be ongoing as requirements for existing data sources are documented and as new data sources emerge.

Target: Demonstrate How Use Case Lessons Validate Data Governance ConOps

Evaluate how use case lessons validate the Data Governance ConOps in areas including discovery, cataloging, stewardship, and data management oversight.

Target: Workforce Engagement on Data Management Oversight and Sharing

Engage information stewards, end users, and members of leadership to evaluate the effectiveness of data governance in terms of data availability, metadata, and data integrity.

Target: Analysis of Safety Data Governance Requirements for Identified Use Cases

Continuously expand the establishment for safety data governance requirements using a systematic approach beginning with the most critical safety data resources.

Initiative: Advancing Beyond Visual Line of Sight (BVLOS) UAS Operations

The FAA will enable the safe and secure integration of Unmanned Aircraft Systems (UAS) into the National Airspace System (NAS).

Activity: Advancing Beyond Visual Line of Sight (BVLOS) UAS Operations

Mitigating non-cooperative air risk to outline the framework for FAA approving BVLOS UAS operations.

Target: Enable and Scale BVLOS Mission

Enable and Scale at least (1) BVLOS Mission Type (Package delivery; public safety operations; infrastructure inspection) in a rural environment.

Initiative: Remote Identification

Facilitate more advance operations for UAS through remote identification.

Activity: Remote Identification (Outreach and Engagement)

Conduct enterprise-level outreach and engagement for UAS Remote Identification.

Target: Remote Identification (Outreach and Engagement)

Once the Remote ID rule is published, facilitate early adoption of Remote ID technology by conducting six enterprise-level outreach and engagement. Target Milestones:

- o Establish cross-agency working-level enterprise-wide outreach and engagement team
- o Develop detailed other external media plan with AOC
- o Develop detailed social media plan with AOC
- o With appropriate internal and external stakeholders, develop a series of virtual informational events (content/schedule/vehicle)
- o Develop educational materials for FAA/DOT employees
- o Partner with services and offices and lines of business to ensure consistent RID messaging

Initiative: Aviation Safety Information and Sharing (ASIAS)

Improve the ability to identify and assess safety risks through advanced analytics.

Activity: Aviation Safety Information and Sharing (ASIAS)

Support ASIAS expansion to the rotorcraft community for data collection and processing functions.

Target: Development Testing of IT Architecture to Support ASIAS Rotorcraft Analysis

Complete Development Testing of IT Architecture to Support ASIAS Rotorcraft Analysis.

Deployment of Innovation

Accelerate and expand the deployment of new technologies and practices by reducing barriers to innovation and actively promoting innovations that enhance the safety and performance of the Nation's transportation system.

Initiative: Security Governance

Ensure that security strategies align with business objectives, adhere to policies and internal controls, and are consistent with applicable laws and regulations.

Activity: Policy, Training & Customer Liaison

Develop and update FAA IT Security policies and interpret policy and other regulatory requirements related to cybersecurity; assist with developing standard operating procedures and policy; and oversee annual Security and Privacy Awareness Training, Information Security System (ISS) key personnel role based training, and other information security and privacy training as needed.

Target: FAA Order 1370.121A Restructure

Provide a complete draft restructure of FAA Order 1370.121A into more manageable documents utilizing a cross-organizational working group consisting of representatives from the Cybersecurity Steering Committee (CSC) Working Group (WG) to specify the organization, structure and content of the FAA Cybersecurity and Privacy Policy.

People Accountability

Strengthen our current and future aviation workforce by holding ourselves accountable, developing our people and planning for the aviation workforce of the future

Regulatory Reform

Reduce current regulatory burdens and bureaucracy to ensure a safe, efficient, accessible, and convenient transportation system for people and commerce.

Initiative: EEO/Diversity and Inclusion Action Committee (EAC)

Utilize the EEO Action Committee (EAC) to collaborate and support a diverse and inclusive workplace with existing employee workgroups and LOBs/SOs to create an inclusive work environment.

Activity: AVS Ensure a Diverse and Inclusive Workforce

- AVS in collaboration with the LOB/SO's will complete activities that will foster a diverse and inclusive workplace and improve the Reasonable Accommodation interactive process.
- Assist in the development of a diverse workforce at all levels. Increase the representation of Persons with Targeted Disabilities (PWTD), Hispanics, and Women in the workforce as compared to the civilian labor workforce (CLF).
- Managers engage in the mediation/facilitation process.

Target: Reasonable Accommodations

Ensure 90% of AVS reasonable accommodation requests are processed within 25 business days or less.

Target: Improve Participation/Outreach

Support ACR in the development of strategies to improve the representation of Persons with Targeted Disabilities (PWTD), Hispanics, and Women by providing resources and data analysis to increase the workforce as compared to the civilian labor workforce (CLF) and/or MD-715, Part J). These strategies will address hiring, training, career progression opportunities and will be deployed and tracked through the EAC Workgroups.

Target: Mediation

Ensure that 75% of all AVS managers engage in mediation when requested by employees.

Initiative: Regulation Reform

Reduce the Regulatory Burden on the Transportation Industry & Public While Still Achieving Safety Standards

Activity: Positive Executive Order 13771 implementation (2 for 1)

Reduce the Regulatory Burden on the Transportation Industry & Public While Still Achieving Safety Standards.

Target: Positive Executive Order 13771 Implementation-Zero Cost Allowance

Meet incremental zero-cost allowance requirement.

Target: Positive Executive Order 13771 Implementation (2 for 1)

Meet requirement of eliminating two regulations for each new rule.

Mission Efficiency and Support

Support mission requirements by efficiency and effectively planning for and managing human capital, finances, procurement, sustainable operations, information technology, emergency preparedness, and other mission support services.

Initiative: FAA FOIA Program

Ensure FOIA requests from the general public are processed within statutory timeframes and improve management of FOIA program.

Activity: FOIA Backlog Reduction

Renew focus on closing FOIA requests pending without response beyond the statutory time limit of 20 working days, reassess steps needed to close the requests, identify any barriers to closing them, and develop solutions that will allow for the processing to be completed by the end of the fiscal year.

Target: AVS - Reduce FAA FOIA Backlog

Reduce AVS FOIA backlog by 10 percent from overdue backlog levels as of October 1, 2020.

Initiative: FS Support of FAA Critical Acquisitions on Schedule 90% Goal

Flight Standards will complete JRC-approved Acquisition Program Baseline (APB) identified FAA critical acquisitions program milestones by their scheduled due dates in support of meeting the FAA 90% goal.

Activity: Achieve Flight Simulation Testing and Research Technologies (Flight START) Sustainment 1 FY21 Milestones in Support of FAA Critical Acquisition Goals

Complete on schedule the Flight START Sustainment 1 FY21 implementation milestones to modernize the Airbus full flight aircraft simulators used by Flight Standards, Flight Research and Analysis Group (FRAG), the Civil Aerospace Medical Institute (CAMI) and in support of others needing flight research data. These simulator updates will provide the ability to keep pace with aviation industry demands, implement NextGen technologies and provide the level of services and systems required for the continual promotion and support of aviation safety.

Target: Complete installation of all modifications to the Airbus A330 simulator and ready for FAA Acceptance

Complete all Airbus full flight aircraft simulator modifications and achieve the Acquisition Program Baseline (APB) Milestone of FAA Acceptance Airbus.

Initiative: I10 Create Intentional Strategies to Effect Cultural Change (SP)

AVS becomes intentionally agile, learning organization that expects and embraces change and achieves its mission by responding to change with efficiency, innovation, and accountability. AVS leverages key strategies including: promoting employee engagement, articulating organizational intent, aligning activities with FAA strategies, measuring work effectiveness, collaborating effectively, thinking critically, and managing expectations.

Activity: A1 Benefits of OneAVS

Establish the benefits associated with Strategic Initiative 10.

Target: Achieving OneAVS Benefits

By September 30, 2021, establish the benefits that can be achieved by OneAVS, define the criteria to measure benefits, develop the metrics, and measure results.

Activity: A2 OneAVS Knowledge and Ability

By May 2022, provide a knowledge and ability foundation through training and coaching for AVS managers to behave and lead consistently in alignment with OneAVS.

Target: OneAVS Training and Coaching-Workshop

By September 30, 2021, 50% of all current AVS Managers complete the workshop, "Smart Leaders, Smarter Teams" (SLST) to learn the values, assumptions, and behaviors of mutual learning and how to apply them to meet the expectations of OneAVS.

Target: OneAVS Training and Coaching-Coaching Sessions

By September 30, 2021, 100% of AVS Managers completing the SLST workshop will have been offered a minimum of six coaching sessions to more effectively apply mutual learning in support of OneAVS.

Activity: A3 OneAVS Orientation

Provide non-manager employees an orientation to OneAVS and how to work with others who are practicing mutual learning.

Target: OneAVS Employee Briefings

By September 30, 2021, 90% of AVS managers have held at least two meetings with their employees to reinforce the expectations and results associated with OneAVS.

Activity: A4 OneAVS and QMS Congruence

Complete a review and revision to AVS processes to ensure congruence with OneAVS.

Target: QMS Process Review-Identification of AVS Processes

By March 31, 2021, Identify AVS processes in QMS that are candidates for revising to ensure congruence with OneAVS.

Target: QMS Process Review-Plan for Process Revision

By September 30, 2021, create a plan for completing process revisions to be congruent with OneAVS.

Activity: A5 Hiring Under OneAVS

Implement AVS guidance that will integrate hiring practices that will ensure candidates demonstrate attributes expected to support OneAVS.

Target: OneAVS Hiring Guidance

By September 30, 2021, draft guidance documents for establishing and maintaining hiring practices aligned with OneAVS.

Activity: A6 AVS Project Tracking

Establish and maintain an AVS Project Portfolio Portal/Dashboard that supports the principles associated with OneAVS.

Target: AVS Project Portal-Introduce Project Portal

By March 31, 2021, introduce a project portal/dashboard that will create visibility and accountability for cooperation on projects important across AVS.

Target: AVS Project Portal-Demonstrate Cross-functional Engagement

By September 30, 2021, 90% of projects in the portal/dashboard demonstrate cross-functional engagement from more than one S/O.

Target: AVS Project Portal-Portal Integration

By September 30, 2021, integrate the portal/dashboard into existing communication frameworks to promote visibility and accountability.

Activity: Mature AVS Safety Culture

Develop and deploy practical policies and tools that will positively influence our safety culture through reporting and accountability.

Target: Safety Commitment Performance Standard (AQS)

Develop an AVS manager performance standard that measures demonstration of professional commitment to the intent of VS 8000.370B, "AVS Safety Policy".

Target: Safety Commitment Performance Standard (AVP)

Develop an AVS manager performance standard that measures demonstration of professional commitment to the intent of VS 8000.370B, "AVS Safety Policy".

Target: Voluntary Safety Reporting (AQS)

Complete formal coordination for draft FAA Order VS 8000.375, "AVS Voluntary Safety Reporting Program" in accordance with the FAA directive process.

Initiative: I9 Align Workforce Development and Training with Future Needs (SP)

AVS provides and maintains a well-trained workforce that aligns with enterprise needs. As new required skills and competencies are periodically identified, the needed staff and training resources are located or developed. The AVS environment supports learning, diversity, and inclusion to allow the workforce to adapt rapidly to emerging needs.

Activity: A1 Workforce Development Needs

Identify AVS Core positions, assess position development and training requirements, and give priority to positions according to organizational objectives.

Target: Update Job Task Analysis (JTAs)

Update Job Task Analysis (JTAs) for prioritized safety critical positions.

Target: Standardized Job Analysis Tool

Partner with FAA AHR to standardize Job Analysis Tool (JAT)s/ or Position Description (PD)s for the prioritized safety critical positions.

Activity: A2 Evaluate AVS Learning Programs

Evaluate the AVS learning programs to determine each program's strengths/weaknesses and to guide subsequent improvements.

Target: Standardize Evaluation Programs

Implement AVS wide standardized evaluation program.

Target: Evaluate Prioritized Learning Programs

Evaluate priority technical learning programs to determine if meeting operational need.

Activity: A3 Future Workforce Development Programs

Develop a coordinated, sustainable, high-level AVS learning strategy and tactical plan to target directions, resource requirements and success metrics, revisit and refine the plan annually.

Target: Workforce Development Council

Establish AVS level Workforce Development Council with a signed charter.

Target: Learning Development and Technology Roadmap

Develop an AVS learning development and technology roadmap.

Target: Comprehensive Management Resource Information System (CMRIS) Transition

Implement a predictive ongoing training needs process.

Target: Assess Leadership Development Needs

Assess AVS leadership development needs and implement standardization across AVS in partnership with AHD.

Activity: A4 Measures and Metrics

Identify, develop and implement efficiency and effectiveness measures and metrics to track the cost and impact of training.

Target: Training Dashboard Components

Develop initial AVS dashboard components to support reporting requirements.

Target: Operational Metrics

Identify initial operational metrics.

Initiative: I8 Establish a Framework and Criteria for Data-driven Decisions, Priority Ranking of Initiatives, and Resource Allocation (SP)

Standard, clear processes are in place across AVS at all levels to enable solid decisions and resource allocation. These decisions are informed by clearly understood objective data, measured for consistency and effectiveness, and are aimed at achieving high-priority outcomes.

Activity: A2 Develop and coordinate a sustainable engagement plan for all levels of AVS to integrate the decision-making model into all AVS business activities.

Initiate workforce engagement to foster a data-driven decision-making culture by demonstrating business intelligence on virtualized data from different sources.

Target: Develop Data-driven Decision-making Use Case

Build data-driven decision-making use case through discovery, capture and virtualization of data from different sources.

Demonstrate business intelligence using virtualized data in conjunction with Strategic Initiative 5 – Advanced Analytics.

Target: Refine Use Case Through Ongoing Workforce Engagement

Present lessons learned from use case development and recommend refinements to mechanisms and controls for richer business intelligence. Engage the workforce through the use case to foster a D3M culture.

Initiative: I11 Create a Strategy for Reinforcing Expected Behaviors (SP)

AVS develops a strategy that aligns organizational needs with expected behaviors to achieve operational success. To help shift the organization towards the desired behaviors, collaborate with leadership, conduct effective performance management, and promote the behaviors across AVS at all levels.

Activity: A2 Enhancement of Reinforcement Mechanisms

OneAVS expected behaviors are incorporated into the AVS behavior reinforcement processes.

Target: Gap Analysis of Current Mechanisms

Review existing processes and conduct a gap analysis on the inclusion of OneAVS expected behaviors in those mechanisms.

Target: Modification of Mechanisms

Modify at least two current mechanisms to highlight OneAVS expected behaviors.

Activity: A2 Workforce Engagement in OneAVS

Employees encourage one another to use and demonstrate positive expected behaviors.

Target: Encourage Employees to Encourage One Another

Identify and recommend mechanisms that would encourage peer recognition of OneAVS expected behaviors.

Activity: A3 Measuring Effectiveness of Implementing OneAVS Concept and Associated Positive Expected Behaviors

Establish method(s) for how AVS measures the speed of adoption, ultimate utilization and level of proficiency of the workforce in the OneAVS expected behaviors.

Target: Measuring Effectiveness

Develop a recommendation report of methods to measure adoption, utilization, and proficiency using OneAVS expected behaviors.

Initiative: AIS Key Operational and Project Management Activities

This initiative represents key activities and projects performed by AIS which are not clearly aligned under other AFN Initiatives and serves as a repository for short term incentives for AIT Executives.

Activity: Cybersecurity Workforce Assessment Act

Collaborate to implement the approved Agency approach to meet requirements of the Cybersecurity Workforce Assessment Act.

Target: Report to Congress: National Academy of Sciences Cybersecurity Workforce Study

Coordinate with Cybersecurity Steering Committee (CSC) representatives to review the results of the National Academy of Sciences cybersecurity workforce study, develop an implementation plan, and prepare a report to Congress. Submit to AFN-1 for review and comments.

Initiative: AMEN Sustainment 2 - Technically Advanced General Aviation Research Simulator (TAGARS)

TAGARS will update the current system, the advanced general aviation research simulator (AGARS) to a more technically advanced simulator representative of contemporary General Aviation aircraft

Activity: Human Factors Research

Conduct Research on human factors associated with advanced flight decks

Target: Place the Technically Advanced General Aviation Research Simulator (TAGARS) in-service

Place the Technically Advanced General Aviation Research Simulator (TAGARS) in-service

Initiative: AMEN Sustainment 3 – Permanent Reduced Oxygen Training Enclosure (PermaROTE)

The PermaROTE will update the existing oxygen training enclosure to a larger, more modern unit that will permit the Division to train twice the current volume of participants.

Activity: Airmen Education

Conduct aerospace medical education programs to train civil aviation pilots and FAA aircrews in aviation physiology and global survival skills.

Target: Permanent Reduced Oxygen Training Enclosure (PermaROTE) contract awarded

Permanent Reduced Oxygen Training Enclosure (PermaROTE) contract awarded

Initiative: Wind and Wave Evacuation Survival Facility (WiWAVES)

WiWAVES Facility will replace the aging Water Survival Research Facility (WSRF) which will include a water survival tank and wave chamber for escape and survival systems equipment studies, wind studies, research, education, and testing.

Activity: Cabin Safety Research

Establish test criteria and standards for the performance of aircraft evacuation slides, rafts and other safety devices under real world environments. Ensure the FAA continues to perform the current testing, research and training in open sea state conditions while also being able to meet current FAA guidelines

Target: Construction contract ward completed – Wind and Waves Research Facility

Award construction contract to build wind and waves research facility.