



AVIATION PROGRAM GOALS/VISION November 2009

The overall Aviation Program Goals are:

- 1. The Aviation program has the right people, in the right places with the budget and staffing commensurate with the work to be done.**
- 2. Aviation leadership is skilled in aviation program management, articulates leader's intent, inspires the workforce, and appropriately manages the program.**
- 3. The Aviation program is clearly defined for the Washington Office HQ and at the Boise detached unit at NIFC.**

The primary elements within the Aviation Program are fleet management and composition, aviation technology, chemicals, training, operating guidelines, standardization, quality assurance, and workforce planning.

FLEET REPLACEMENT / COMPOSITION SPECIFIC GOALS AND STRATEGIES

- Clear strategy and detailed plan for types and numbers of aviation assets. Current fire management implementation policies will define tactics, which will define needed missions, which will drive types and capabilities of aircraft.
- Sustainable, appropriate airtanker fleet. Decision has been made – government owned C-130J. Secondary decision: does this aircraft make up the whole fleet or is it a core retardant delivery capability and will there be a secondary, contractor-supplied supplemental fleet? Could be multi-functional (deliver suppressant, crew transport, smokejumper delivery) or niche (scooper).
- Agency owned ASM platform
- Define C4 ISR technology needs and implement w/in 5 years.
- Clear definition of the smokejumper mission in view of current / changing fire management strategies, i.e. AMR, WUI. *who does the mission serve and what capabilities are needed, *how large should the program be, *what aircraft capabilities are needed to support the mission, *identify future aircraft to replace current agency platforms.
- Continue exploration of UAS application to firefighting strategies.
- Helicopter fleet composition, internal component to support HIP qualification, standardization and QA function.
- Complete the OIG Aviation Safety Audit plan to define mission environment / profiles and requisite CAP requirements. This will drive selection of aircraft types for both internal and contract fleet composition.

AVIATION TECHNOLOGY GOALS AND STRATEGIES

- Identify aviation technology needed in order to deliver the mission
- Develop and maintain the applicable support needed for aircraft technology

- Establish a technology life cycle plan in order to replace technology when needed or implement new technologies

CHEMICALS GOALS AND STRATEGIES

- Provide wildland fire chemicals that are safe for the environment, personnel and equipment to all agencies through the maintenance of applicable specifications
- Monitor the use of wildland fire chemicals to ensure we are meeting our commitment to USFWS and NMFS
- Adjust the wildland fire chemical program when needed to meet the demands of changing technology

TRAINING GOALS AND STRATEGIES

- Have a skilled workforce
- Have a formal mentoring program that accelerates development of personnel (i.e., fire mentoring for Line Officers)
- Aviation standards are developed and known for all Aviation positions (IFPM like)
- Personnel are trained to do their jobs safely or we don't do it
- Training is current with technology and industry standards (simulators, different delivery mediums)
- Mentoring occurs at every level – it is lateral and vertical

INTERNAL OPERATING GUIDELINES

- People have the information needed to do the job
- Open, honest communication
- Cross-functional communication
- Transparent decision-making process
- Integrated program of work
- Strategic planning/thinking integrated into POW
- Roles and responsibilities and authorities are known and properly executed
- Effective meetings
 - Clear objectives
 - Agendas
 - Facilitation
 - Action plans – who, what, when
 - Monitoring/tracking

STANDARDIZATION GOALS AND STRATEGIES

- Develop standards for both aviation program elements and equipment commensurate to support the overall aviation program
- Establish a monitoring program to ensure standards are being followed, adjust programs where needed, and develop new standards when warranted

SYSTEM SAFETY GOALS AND STRATEGIES

- Continue the development of strategic program risk assessments and action plans to maintain operational hazards to within acceptable levels of risk.
- Promote and foster a reporting and just culture through effective communications, improvement in SAFECOM reporting, and safety training.
- Develop a safety audit process in concert with operational QA efforts.
- Adopt a continuous improvement strategy to meet IS-BAO standards.
- Target contract standards and specifications as a means for implementing operators Safety Management Systems.

QUALITY ASSURANCE GOALS AND STRATEGIES

- Well-defined standards (policy, contracts, SOPs)
- Well-defined QA process: Gap analysis (from audits, reviews, risk assessments, contracts, compliance inspection, STAT)
- Report results (feedback to management)
- Mitigations (Policy revisions, evolving contract standards, revision of SOPs)
- Tactical and strategic planning (based on steps above)
- Cadre of qualified and trained personnel (Skill set in technical/operational and management/administration)
- Organizational structure that provides Quality Control independent of oversight
- Performance metrics (the measure of quality)
- Outside independent review (scheduled)

WORKFORCE PLANNING GOALS AND STRATEGIES

- A well-defined workforce (structure)
- Workforce = Workload
- Includes all aviation positions
- Minimize the number of unfilled vacancies
- Training Plan/ Structure established and in place
- Stabilized workforce
- Known career path opportunities
- Line Officer buy-in
 - Communication
 - Accountability
 - Support