Federal Aviation Administration

Aviation Safety

Fiscal Year 2013 Business Plan

FY2013 AVS Business Plan

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Aviation Safety:

The Associate Administrator for Aviation Safety (AVS), Ms. Margaret Gilligan, and her staff are committed to promoting worldwide aviation safety in the interest of the flying public and the millions of people who rely on the aviation industry for business, pleasure, and commerce. AVS will support the Administrator's mission to provide the safest, most efficient aviation system in the world. We will do this as part of our oversight of the FAA's Safety Management System (SMS) using data driven methods to manage risk and proactively identify hazards. AVS will respond to the expected doubling of airspace demand from an increasingly diverse U.S. aviation industry by carrying out the AVS NextGen Implementation Plan. These improvements will rely on AVS' ability to certify and develop operational procedures. To fulfill this mission, AVS direct and manage safety programs that fall into three primary areas:

1. Continued Operational Safety: AVS' most important function (and one that AVS will never compromise) is to ensure that existing certificate holders continue to meet the safety requirements, standards, and regulations of their original certification. AVS does this through safety surveillance and oversight programs, audits, evaluations, air traffic oversight, education and training, research, and accident/incident investigations.

2. Standards and Policy: AVS creates and amends as necessary the rules and regulations that provide the safety standards for people, organizations, and equipment operating in the U.S. civil aviation system. AVS does this through policy development, analysis, and rulemaking.

3. Certification: AVS issues initial and renews existing certificates that allow (i) people, organizations, and equipment to operate in the U.S. civil aviation system, (ii) manufacturers to build aircraft and avionics, and (iii) organizations to provide maintenance services.

There are seven distinct organizational elements reporting to the Associate Administrator for Aviation Safety, employing over 7,400 personnel. Three of these organizations -- the Office of Accident Investigation and Prevention, the Office of Rulemaking, and the Office of Quality and Integration and Executive Services -- are solely Washington Headquarters elements. The Aircraft Certification Service, the Flight Standards Service, the Air Traffic Safety Oversight Service, and the Office of Aerospace Medicine have extensive field presence, as well as their Headquarters staffs. In addition to its Federal civilian work force, AVS uses over 11,000 "designees." These designees perform selected safety oversight duties on behalf of and under the direction of AVS.

Much of the AVS workload is demand-driven. These workload drivers can be grouped into five general areas: (1) growth in aviation activity, both commercial and general aviation, by existing operators; (2) the introduction of new operators, new aircraft, new equipment, and new technology; (3) the introduction of new practices such as those associated with the implementation of SMS and NextGen; (4) the need for heightened surveillance of financially challenged airlines; and (5) the globalization of the aviation industry and the increasing need for international standardization of regulations and safety criteria.

Destination 2025:

Destination 2025 consists of five goal areas: Next Level of Safety, in which AVS is the goal lead and Aviation Access, Global Collaboration, Workplace of Choice, and Sustain our Future, in which AVS plays a supporting role. Each goal area contains performance metrics (e.g., Reduce the Commercial Air Carrier Fatality Rate). Performance metrics identify a strategy and each strategy supports the achievement of associated performance metrics (e.g., Use NextGen technologies to continually target key risk areas).

The AVS Business Plan:

D2025 and the initiatives it lists are intended to provide a strategic direction for the FAA and its organizations and is not intended to provide tactical or operational plans. That task is left to each organization's business plans. The organization-specific business plans lists discrete and measurable initiatives and activities that each organization will undertake in FY 2013 in support of the Performance Measures listed in D2025.

AVS' business plan activities and activity targets are associated with each of the five goal areas in D2025. Within each goal area, AVS further delineates its activities and targets between those in support of D2025 initiatives and those in support of core business initiatives.

Next Level of Safety

There is no responsibility more important in the FAA or in AVS than aviation safety.

AVS oversees the safety of the world's largest, most complex aviation system -- an aviation system that affects millions who fly for business and pleasure, to those that ship, receive, sell, and buy goods transported by air, to those that work in the industry who depend on travel and tourism for their livelihood. AVS does this through programs to promote continued operational safety

(surveillance, oversight, education, inspections), establish safety rules and regulations (rulemaking), and certify the aviation competency of people (pilots) and organizations (individual airlines) and the airworthiness of aircraft (Boeing aircraft) and equipment.

The D2025 goal area of Next Level of Safety consists of seven specific Performance Metrics:

1. Reduce the commercial air carrier fatalities per 100 million persons on board by 24 percent over 9-year period (2010-2018). No more than 6.2 in 2018.

2. Reduce the general aviation fatal accident rate to no more than 1 fatal accident per 100,000 flight hours by 2018.

3. Maintain the rate of serious runway incursions at or below 20 per 1000 events.

4. Reduce risks in flight by limiting the rate of the most serious losses of standard separation to 20 or fewer for every thousand (.02) losses of standard separation within the National Airspace System. FY 2013 Target: 20/1000 events.

5. Implement 40 percent of mitigating strategies for the top 5 airport risk areas.

6. Ensure no cyber security event significantly degrades or disables a mission-critical FAA system.

7. Ensure no commercial space launch fatalities, serious injuries, or significant property damage to the uninvolved public during licensed or permitted space launch and reentry activities. FY 2013 Target: 0.

AVS' business plan has numerous discrete activities in support of the following performance measures: Commercial Air Carrier Fatality Rate, General Aviation Fatal Accident Rate, General Replacement Fuel, Runway Incursions, and World-wide Fatal Aviation Accident Rate. The business plan also supports the following core business initiatives: Commercial Aviation, General Aviation, Alaska Accidents, and SMS.

Strategic Measure: Commercial Air Carrier Fatality Rate
Reduce the commercial air carrier fatalities per 100 million persons on board by 24 percent over 9-year period (2010-2018). No more than 6.2 in 2018 FY13 Target: 7.4

Strategic Initiative: Rulemaking
Issue all necessary rules in a timely manner.

Strategic Activity: Submission Approval

Send critical safety rules to the Office of the Secretary of Transportation within 90-days of the planned date.

Activity Target 1:
Approve 85% of rules within 90-days of Council-approved schedule date, to include submission of significant rules to OST and non-significant rules for issuance. Due September 30, 2013

Strategic Activity: FAA-wide Rulemaking Prioritization Plan
Based on the DOT FAAC (Future of Aviation Advisory Committee) recommendation, FAA will use Industry/FAA work group recommendations to implement a new FAA-wide Rulemaking Prioritization Plan.

Activity Target 1:
The Rulemaking Prioritization Working group (RPWG) expects to submit a draft report to the FAA Advisory Rulemaking Committee by March 2013. Once accepted, the FAA Office of Rulemaking plans to implement the new Rulemaking Prioritization Process. Due September 30, 2013

Strategic Activity: METRIC METRIC: OST Rule Submissions
Submit to OST 85% of safety critical (Significant) rules that are controversial in nature and/or which may impose a large economic burden on the regulated parties and issue any other (non-significant) safety critical rules within 90 days of the Council-approved schedule date.

Activity Target 1:
Complete. Due September 30, 2013

Strategic Initiative: Commercial Surveillance
Conduct routine surveillance activities to identify weaknesses, analyze root causes of system deficiencies, examine safety trends, regulatory deficiencies and safety management development in order to become more proactive in our approach to safety in Commercial Aircraft.

Strategic Activity: Oversight Infrastructure
Establish the infrastructure necessary to oversee the implementation of SMS.

Activity Target 1:
Ensure 80% of Part 121 Air carriers have an FAA approved SMS Implementation Plan within 1 year

of the effective date of the Title 14 CFR Part 5 rule. Due September 30, 2013

Activity Target 2:
Ensure 75% of Part 121 Field Aviation Safety Inspectors receive SMS training, Course 2100059 or 2100018. Due September 30, 2013

Activity Target 3:
Update the process for AFS-900 field support for Part 121 new entrant using the QMS Process AFS-900-001 "Certification and Evaluation Program Office Processes", prior to the effective date of the Title 14 CFR Part 5 rule. Due September 30, 2013

Strategic Measure: General Aviation Fatal Accident Rate

Reduce the general aviation fatal accident rate to no more than 1 fatal accident per 100,000 flight hours by 2018. FY13 Target: 1.06

Strategic Initiative: General Aviation Surveillance

Conduct routine surveillance activities to identify weaknesses, analyze root causes of system deficiencies, examine safety trends, regulatory deficiencies and safety management development in order to become more proactive in our approach to safety in General Aviation Aircraft.

Strategic Activity: UAS Access

Enable a seamless UAS access to the National Airspace System.

Activity Target 1:
Publish the approved UAS NAS Roadmap and make available in print and on the DOT website. Due March 31, 2013

Activity Target 2:
Complete draft revisions of the published UAS NAS Roadmap and submit to government/industry stakeholders for comment. Due September 30, 2013

Activity Target 3:
Complete source selection evaluations to establish six UAS test ranges within congressionally mandated timelines. Due September 30, 2013

Strategic Activity: METRIC METRIC: UAS NAS Access

Develop policies, procedures, and approval processes to produce and submit a revised civil/public UAS NAS Access Roadmap to government/industry stakeholders for comments by March 31, 2013.

Activity Target 1:
Complete. Due September 30, 2013

Core Measure: Runway Incursions Cat. A & B

Reduce Category A & B (most serious) runway incursions to a rate of no more than .395 per million operations, and maintain or improve through FY 2013.

Core Initiative: Total Number of Runway Incursions

Do not exceed FY2011 target level of 954 total runway incursions and maintain or improve through FY2013.

Core Activity: Total RI Reduction in FY 2013

Monitor runway incursions, identify risks, develop and document mitigation strategies to reduce pilot deviations.

Activity Target 1:
Update the AVS action plan to reduce runway incursion for pilot deviations, in collaboration with the Office of Runway Safety, based on historical data collection, and submit report to ATO Safety and Technical Training. Due December 31, 2012

Activity Target 2:
Monitor runway incursions, identify risks, develop and document mitigation strategies through collaboration with the Office of Runway Safety. Due September 30, 2013

Core Measure: Alaska Accident Rate

By the end of FY2019 reduce the Rate of Fatal and Serious Injury Accidents by 10% in 10 years.

Core Initiative: Alaska Surveillance

Conduct routine surveillance activities to identify weaknesses, analyze root causes of system deficiencies, and examine safety trends, regulatory deficiencies and safety management development in order to reduce the risk to General Aviation in Alaska.

Core Activity: The Fatal and Serious Injury Accidents Work Group

The AVS/Industry Fatal and Serious Injury Accidents Work Group will develop milestones and identify responsible stakeholders for implementation of target recommendations from the FSI report to reduce the risk of fatal and serious injury accidents in Alaska.

Activity Target 1:
Update the Fly Alaska Safely website with a dedicated link to fatal and serious injury accidents causes, prevention, and related outreach media. Due March 31, 2013

Activity Target 2:
Establish an external hyperlink from FAASafety.gov to Fly Alaska Safely. Due April 30, 2013

Activity Target 3:
Establish weather camera connectivity and/or link on Fly Alaska Safely website to promote mobile application downloads. Due May 31, 2013

Core Activity: METRIC METRIC: AVS Core Alaska Accident Rate
By the end of FY2019, reduce the Rate of Fatal and Serious Injury Accidents by 10% in 10 years. FY13 Target = 1.80

Activity Target 1:
Complete. Due September 30, 2013

Core Measure: Safety Management Systems
Develop FAA SMS Communication Plan by February 28, 2013.

Core Initiative: Safety Management and System Oversight
Lead the agency effort to improve and manage SMS within AVS and FAA.

Core Activity: Quality Management System (QMS)
Maintain and improve the AVS Quality Management System (QMS) to ensure continuous improvement to AVS.

Activity Target 1:
Revise AVS-001-007 AVS Document Control Process to include requirements for inclusion of safety measures within AVS processes. Due April 30, 2013

Activity Target 2:
Complete two third-party surveillance audits throughout AVS. Due September 30, 2013

Activity Target 3:
Complete internal audits IAW Master Schedule to ensure all AVS organizations/locations are audited within the three-year recertification cycle. Due September 30, 2013

Activity Target 4:
Take inventory of the audits, assessments, and evaluations conducted by and at all AVS offices (both internal and external/both QMS and non-QMS). Identify redundancies between the various audits, assessments, and evaluations. Due September 30, 2013

Core Activity: METRIC METRIC: Quality Management System (QMS) ISO: 9001
Maintain ISO: 9001 registration to certify that FAA's Aviation Safety Organization meets the same standards expected of those we regulate in the aviation industry and complete two third-party surveillance audits throughout AVS by the end of FY2013.

Activity Target 1:
Complete. Due September 30, 2013

Core Activity: METRIC METRIC: FAA Safety Management System (SMS)
Complete the FAA SMS Communication Plan and update FAA SMS Order 8000.369 by February 28, 2013.

Activity Target 1:
Complete. Due September 30, 2013

Core Activity: Update agency-wide SMS guidance
Develop and update agency-wide plans to manage SMS communications and policy.

Activity Target 1:
Develop FAA SMS Communications Plan (All LOBs and Staff offices to include: ATO, ARP, AST, AVS, ANG, and ASH). Due February 28, 2013

Activity Target 2:
Update FAA Order 8000.369, Safety Management System Guidance (All LOBs and Staff offices to include: ATO, ARP, AST, AVS, ANG, and ASH). Due February 28, 2013

Core Measure: General Aviation Fatal Accident Rate

Reduce general aviation fatal accident rate to no more than 1 fatal accident per 100,000 flight hours by 2018.

Core Initiative: General Aviation Surveillance

Conduct routine surveillance activities to identify weaknesses, analyze root causes of system deficiencies, examine safety trends, regulatory deficiencies and safety management development in order to become more proactive in our approach to safety in General Aviation Aircraft.

Core Activity: FAA Safety Team (FAASTeam) Program

Implement a structured FAASTeam program in order to expand coverage around the nation by merging regional boundaries and cross utilization of FAASTeam Program Managers.

Activity Target 1:
Ensure qualified FAASTeam Program Managers (FPM) complete all FAA accident/incident reports within 30 calendar days from the date of notification. Due September 30, 2013

Activity Target 2:
Each region will provide a minimum of two outreach activities to inform schools and colleges on aviation career opportunities. Due September 30, 2013

Core Initiative: Aircraft Certification Process Review & Reform

Issue the Implementation Plan associated with Section 312 of the FAA Modernization and Reform Act of 2012 related to Aircraft Certification Process Review and Reform.

Core Activity: Aircraft Certification Process Review & Reform

Issue the Implementation Plan associated with Section 312 of the FAA Modernization and Reform Act of 2012 related to Aircraft Certification Process Review and Reform.

Activity Target 1:
Issue the AIR Implementation Plan for the FAA Modernization and Reform Act of 2012, Section 312, Aircraft Certification Process Review and Reform ARC recommendations. Due January 31, 2013

Core Activity: METRIC METRIC: Aircraft Certification Process Review and Reform

Issue the Implementation Plan associated with Section 312 of the FAA Modernization and Reform Act of 2012 related to Aircraft Certification Process Review and Reform by January 31, 2013.

Activity Target 1:
Complete. Due September 30, 2013

Core Measure: AVS Core Delegation

Management of FAA's critically important Designee program includes the advancement of innovative delegation programs and overseeing of FAA approved designees as they conduct inspections and certifications of people, equipment, and organizations.

Core Initiative: Oversee Designees

Oversee FAA approved designees as they conduct inspections and certifications of people, equipment, and organizations.

Core Activity: Oversee Designees

Oversee FAA-approved designees as they conduct inspections and certifications of people, equipment, and organizations.

Activity Target 1:
Complete the public comment period on the Draft Designee Management Policy and submit for AVS-1 and AVS-2 approval. Due December 30, 2012

Activity Target 2:
Complete three releases of Designee Management System (DMS) modules, based on service-specific designee policy. Due September 30, 2013

Core Activity: Aviation Medical Examiner (AME) Designee Program

Manage the AME designee program appointments, approval of designees, revocations, suspensions, and terminations.

Activity Target 1:
Provide mandatory refresher training to 900 AME designees. Due September 30, 2013

Core Activity: METRIC METRIC: FAA Approved Designees

Oversee FAA-approved designees to ensure that 900 Aviation Medical Examiners (AMEs) receive mandatory refresher training by September 30, 2013.

> **Activity Target 1:**
> Complete. Due September 30, 2013

Core Measure: AVS Service/Office Core Business - Safety

This is the repository for AVS every day core business which is carried below core in Business Plan Builder.

Core Initiative: AVS Service/Office Core Business - Safety

This is the repository for AVS every day core business which is carried below Core in Business Plan Builder.

Core Activity: AFS Core Business - Safety

The Flight Standards Service (AFS) promotes safe air transportation by setting the standards for certification and oversight of airmen, air operators, air agencies, and designees. They also promote flight of civil aircraft and air commerce safety by accomplishing certification, inspection, surveillance, investigation, and enforcement, setting regulations and standards, and managing the system for registration of civil aircraft and all airmen records. AFS set regulations and standards for airmen, operators, and air agencies. They determine eligibility/issues a certificate for airmen, operator, or air agency. Continued Operational Safety activities include: a) inspections and surveillance to ensure compliance with regulations; b) investigations to determine causal factors of potential or actual problem areas and determines corrective action; c) enforcement action when FAA regulations have been violated, and d) maintaining the registration of U.S. civil aircraft and certification of airmen. AFS promotes system safety through safety education programs.

> **Activity Target 1:**
> This is the repository for AFS every day business conducted below AVS Core in Business Plan Builder. Due September 30, 2013

Core Activity: AVP - Core Business

The Office of Accident Investigation and Prevention (AVP) integrate accident/incident investigation and analysis based on SMS principles. They manages the FAA Safety Recommendations and NTSB Safety Recommendations program, manages the AVS SMS, and lead for the Aviation Safety Information Analysis and Sharing (ASIAS) program. Provide standards for corrective measures that include: a) quick corrective

measures based on accident data b) FAA safety recommendations and c) NTSB safety recommendations. AVP continues operational safety by investigating accidents, incidents, and coordinating FAA-wide participation in investigations. Performs analysis to identify trends; Measure effectiveness of interventions. Data driven training & quality assurance involves: a) training Oversight (office visits and awards); b) developing, coordinating, directing, controlling, and ensuring the adequacy of national programs, plans, policies, procedures, and priorities that govern the integration of key safety data/analysis and safety decision support across the AVS enterprise. Responsible for development of AVS Safety Management System (SMS), coordinates SMS activities across the cabinet-level agencies involved in the Joint Planning and Development Office (JPDO).

> **Activity Target 1:**
> This is the repository for AVP every day business conducted below AVS Core in Business Plan Builder. Due September 30, 2013

Core Activity: AAM Core Business - Safety

The Office of Aerospace Medicine (AAM) manages a broad range of medical programs and services for both the domestic and international aviation communities. Including: Pilot medical certification; FAA employees and aviation industry drug and alcohol testing; medical clearance of air traffic control specialists and other FAA employees who are required to meet medical standards to perform safety-sensitive duties, and; Aerospace medical education and research and occupational health awareness program. Standards: a) FAA employee and airmen medical regulations, standards, policies and procedures; b) Manages the regulation and oversight of industry drug and alcohol testing programs; c) Medical review of all positive drug cases of Dept. of Transportation (DOT) employees; d) Oversees FAA employee substance abuse testing program. Medical Certification and Research: a) Certification/qualification of airmen and other persons associated with safety in flight; b) Agency occupational health programs; c) Conducts aerospace medical research. Aerospace Medical Education: a) Manages the designated Aviation Medical Examiner (AME) system; b) Oversees aerospace medical education and agency health awareness; c) Maintains liaisons with other governmental agencies and private, professional, and technical organizations to ensure maximum support of the national aerospace medicine effort.

> **Activity Target 1:**
> This is the repository for AAM every day business

conducted below AVS Core in Business Plan Builder. Due September 30, 2013

Core Activity: AIR Core Business - Safety

The Aircraft Certification Service (AIR) administers safety standards governing the design, production, and airworthiness of civil aeronautical products and oversees design, production, and airworthiness certification programs to ensure compliance with prescribed safety standards. They provide safety performance management to ensure continued operational safety of aircraft and works with aviation authorities, manufacturers, and other stakeholders to help them successfully improve the safety of the international air transportation system. AIR sets regulations and standards for design, production, and airworthiness of civil aeronautical products. Certification for eligibility and issues include design approvals for aircraft, engines, propellers, and parts; production approvals for manufacturers, and; airworthiness certificates for aircraft and parts. Continued operational safety by overseeing Production Approval Holders; conducting inspections and surveillance to ensure compliance with regulations; monitoring continued operational safety of civil aircraft fleet investigations to determine causal factors of potential or actual problem areas and determines corrective action; promoting safety management, and; taking enforcement action when FAA regulations have been violated.

Activity Target 1:
This is the repository for AIR every day business conducted below AVS Core in Business Plan Builder. Due September 30, 2013

Core Activity: AOV Core Business - Safety

The Office of Air Traffic Oversight Service (AOV) approves safety standards, monitors compliance with safety standards, and oversees the Performance Based Organization (PBO), an organization comprised of components of the FAA that provide air traffic services. AOV establishes Standards, approves or accepts development of new or modifications of existing, Air Traffic Organization (ATO) safety standards, establish requirements for the ATO Safety Management System (SMS), and provide policy and guidance for conducting Safety Risk Management Documentation. Certifications include AOV credentialing program for ATO safety personnel and Control Tower Operation Certificates. To continued operational safety, AOV provide surveillance and oversight of the ATO through scheduled and unscheduled compliance audits, conduct or participate in investigations of air traffic related accidents/incidents, monitor daily operations in the National Airspace System (NAS), review and approve

ATO SMS, and analyze ATO data and processes for safety improvements.

Activity Target 1:
This is the repository for AOV every day business conducted below AVS Core in Business Plan Builder. Due September 30, 2013

Core Activity: ARM Core Business - Safety

The Office of Rulemaking (ARM) coordinates the rulemaking process for the Agency; provides general rule information on published regulatory documents. Rulemaking committees provide advice and recommendations for aviation-related issues, aging system reviews, and terminal area operations. Standards: - Issue Notice of Proposed Rulemaking (NPRM) - Disposition of comments - Publish Final Rule Continual Operations Safety: process exemption requests from regulated entities

Activity Target 1:
This is the repository for ARM every day business conducted below AVS Core in Business Plan Builder. Due September 30, 2013

Core Activity: AQS Core Business - Safety

Office of Quality, Integration, & Executive Services (AQS) oversees the AVS QMS System-level processes and coordinates the integration of business and operational processes across AVS. AVS-wide Guidance: - Business planning - Financial management - Human resource management - Information technology services Oversees the FAA Whistleblower Protection Program Oversees the AVS Environmental Protection Policy (EPO)

Activity Target 1:
This is the repository for AQS every day business conducted below AVS Core in Business Plan Builder. Due September 30, 2013

Core Initiative: National Composite Plan

Issue Final National Composites Plan to AIR-1.

Core Activity: National Composite Plan

Issue Final National Composites Plan to AIR-1.

Activity Target 1:
Issue the National Composite Plan by July 31, 2013. Due July 31, 2013

Core Initiative: AVS NextGen Work Plan

Issue update of the AVS NextGen Workplan.

Core Activity: AVS NextGen Workplan

Issue update of the AVS NextGen Workplan signed by AVS-1.

Activity Target 1:
Issue update of the AVS NextGen Workplan signed by AVS-1. Due April 30, 2013

Core Measure: Commercial Air Carrier Fatality Rate

Reduce the commercial air carrier fatalities per 100 million persons on board by 24 percent over 9-year period (2010-2018). No more than 6.2 in 2018

Core Initiative: Commercial Certification

Implement and manage systems to certify Commercial pilots, programs, aircraft types, operating locations, business plans, technology and training.

Core Activity: Processing Time

Issue Medical certificates in a timely manner indicating safety standards have been met.

Activity Target 1:
Ensure priority examinations maintain a rolling average processing time of 40-days or less. Due September 30, 2013

Activity Target 2:
Develop a standardized medical certification-training program for program analysts. Due September 30, 2013

Core Initiative: Commercial Research

Conduct research and development to investigate new methods, processes and materials that can increase safety.

Core Activity: ASIAS Data Management

Increase capability of ASIAS to access and monitor safety data.

Activity Target 1:
Link available voice recorder data to other data sources for retrieval (e.g., given a threaded track, find the associated voice tapes). Due September 30, 2013

Activity Target 2:
Incorporate the use of corporate general aviation proprietary data, such as Flight Operations Quality Assurance, to identify, assess, and monitor safety risks at locations where there are both commercial and corporate operations. Due September 30, 2013

Core Activity: METRIC METRIC: ASIAS Capability

Increase the capability of ASIAS by 1) demonstrating the ability to link available voice recorder data to other data sources for retrieval and 2) incorporating the general aviation (GA) data into the ASIAS data set by September 30, 2013.

Activity Target 1:
Complete! Due September 30, 2013

Core Initiative: Commercial Standards and Policy

Provide project management and analytical support on regulations, minimum standards, guidance, procedures, rulemaking and ACs.

Core Activity: Process Exemptions

Issue all necessary exemptions in a timely manner.

Activity Target 1:
Of the exemption requests received since June 3, 2013, no more than 15% miss the 120 day deadline for processing. Petitions for Reconsideration are not included in this measure. Due September 30, 2013

Activity Target 2:
Grant, deny, or close out 27 of 29 open petitions of exemptions received through FY2012. Due September 30, 2013

Core Initiative: Commercial Partnership and Outreach

Provide analytical expertise, automation infrastructure, database archiving, and analytical tools and methodologies to detect trends, assess risks, and prioritize mitigations for Commercial Aviation.

Core Activity: CAST Safety Enhancement Implementation and Effectiveness

Track implementation of the identified Safety Enhancements for the US domestic air carrier fleet. Continue implementing commercial aviation safety team (CAST) initiatives and pursuing joint identification and analysis of safety issues within CAST.

Activity Target 1:
Present to CAST the identified safety enhancements from the Airplane State Awareness team. Due August 31, 2013

Activity Target 2:
Implement three FAA FY2013 CAST safety enhancements. Due September 30, 2013

Core Activity: METRIC METRIC: General Aviation Joint Steering Committee

Implement and monitor safety enhancements (SE) approved from the Loss of Control/Approach and Landing (LOC/A&L) workgroup by September 30, 2013.

Activity Target 1:
Complete. Due September 30, 2013

Core Activity: GA JSC Lead

Lead the General Aviation Joint Steering Committee (GA JSC).

Activity Target 1:
Implement eight FAA FY2013 safety enhancements derived from the Loss of Control/Approach and Landing workgroup. Due September 30, 2013

Core Activity: SMS Implementation Joint Strategy

Complete final AVS Implementation Plan.

Activity Target 1:
Update FAA Order VS 8000.367, Aviation Safety (AVS) Safety Management System Requirements (AVP Lead, Support by AAM, AFS, AIR, AOV, ARM, and AQS). Due November 30, 2012

Activity Target 2:
Update AVSSMS Implementation Plan (AVP Lead, Support by AAM, AFS, AIR, AOV, ARM, and AQS). Due February 28, 2013

Activity Target 3:
Update FAA VS Order 8000.370, Aviation Safety (AVS) Safety Policy (AVP Lead, Support by AAM, AFS, AIR, AOV, ARM, and AQS). Due April 8, 2013

Activity Target 4:
Establish Interfaces between AIR and AFS Safety Assurance Functions (AIR and AFS Lead). Due September 30, 2013

Core Activity: Using SMS to drive the agency to a data-driven organization

Providing top-level systemic risk information to the workforce.

Activity Target 1:
Develop a strategy to communicate the top-level systemic risk in the NAS for the AVS workforce. Due March 31, 2013

Activity Target 2:
Provide the AFS workforce with information from the CAST Safety Portfolio to include the top-level commercial aviation systemic risk areas in the NAS, and the mitigation strategies completed and underway. Due June 30, 2013

Activity Target 3:
Provide the remaining AVS workforce the top-level commercial aviation systemic risk areas in the NAS. Due September 30, 2013

Activity Target 4:
Provide the AFS workforce with information from the General Aviation Safety Portfolio to include the top-level general aviation systemic risk areas in the NAS, and the mitigation strategies completed and underway. Due September 30, 2013

Core Initiative: Commercial Surveillance

Conduct routine surveillance activities to identify weaknesses, analyze root causes of system deficiencies, examine safety trends, regulatory deficiencies and safety management development in order to become more proactive in our approach to safety in Commercial Aircraft.

Core Activity: System Audits

Ensure continuous operational safety of the NAS by providing safety surveillance and oversight of the Air Traffic Organization by conducting system audits of ATC Facilities and Technical Operations Locations. Data from these audits will be used to identify trends.

Activity Target 1:
Conduct risk-based audits of 55 facilities. Due September 30, 2013

Activity Target 2:
Conduct risk-based audits of 10 Technical Operations locations. Due September 30, 2013

Core Activity: FAA Safety Recommendation Responses

Coordinate with other lines of business the responses necessary for FAA safety recommendations.

Activity Target 1:
Within 90-days provide initial responses for 85% of FAA safety recommendations received from July 1, 2012 through June 30, 2013. This is dependent upon program offices across the FAA. Due September 30, 2013

Activity Target 2:
Respond to 72 recommendations issued prior to FY2011 with at least an initial response. This is dependent upon program offices across the FAA. Due September 30, 2013

Activity Target 3:
Close 32 FAA Safety Recommendations received prior to CY2006. This is dependent upon program offices across the FAA. Due September 30, 2013

Core Activity: National Transportation Safety Board (NTSB) Recommendations

AVS will continue to lead ongoing agency efforts to effectively address NTSB safety recommendations issued to the FAA.

Activity Target 1:
Complete actions on 95 recommendations to the satisfaction of the Administrator. This is dependent upon program offices across the FAA. Due September 30, 2013

Activity Target 2:
Complete action on 15 of the 29 open recommendations issued between 1994-2000 to the satisfaction of the Administrator. This is dependent upon program offices across the FAA. Due September 30, 2013

Core Activity: METRIC METRIC: National Transportation Safety Board (NTSB) Recommendations

Complete action on 95 NTSB recommendations issued to the FAA to the satisfaction of the Administrator and 15 of the recommendations issued between 1994-2000.

Activity Target 1:
Complete. Due September 30, 2013

Core Activity: METRIC METRIC: FAA Safety Recommendation Responses

Coordinate with other LOBs (ARP, ATO, and AVS S/Os) to (1) provide, within 90 days, initial responses for 85% of FAA safety recommendations received

from July 1, 2012 through June 30, 2013, (2) Respond to 72 recommendations received prior to FY2010 with an initial response and (3) successfully close 32 FAA safety recommendations received prior to CY2006.

Activity Target 1:
Complete. Due September 30, 2013

Core Activity: Drug Program Surveillance

Conduct all necessary surveillance and inspections and all necessary audits and evaluations to ensure that people, equipment, and organizations using the NAS meet minimum safety requirements.

Activity Target 1:
Conduct random drug testing of safety-sensitive employees with results not to exceed one percent (1%) positives for drugs and one-half of a percent (0.5%) positives for alcohol, and submit final report to the Department of Transportation. Due September 30, 2013

Activity Target 2:
Conduct 1,650 FAA drug and alcohol tests to ensure compliance with 14 CFR Part 120 and CFR Part 40. Due September 30, 2013

Core Initiative: SSE SD - Systems Safety Mgmt Transformation (G07M.02-01) (CIP#:G07M.02-01)

This program provides research leading to a comprehensive and proactive approach to aviation safety in conjunction with implementation of NextGen capacity and efficiency capabilities. The implementation of these capabilities will require changes in the process of safety management, the definition and implementation of risk management systems, and management of the overall transformation process to ensure that safety is not only maintained but improved.

Relationship to Measure: The planned significant growth and complexity in the air transportation system requires a fundamental change in the way the air transportation community manages safety. Introduction of system safety management research provides a shared, proactive approach to cooperatively identifying, assessing and mitigating risk that make all stakeholders more effective in their approach to managing safety. Processes will be re-engineered, safety cultures will change and new technologies that prevent and mitigate incidents and accidents will be deployed within the air transportation system. This effort develops prototype systems, functioning models, safety tools, sharing environments and safety management analyses that are integrated with the on-going safety efforts by the FAA

and air transportation stakeholders at home and abroad. The results will be integrated using multiple data sources and shared across the aviation community to identify precursors and contributing factors to accidents, allowing interventions to be developed and implemented before safety issues manifest as accidents.

Core Activity: SSE SD - Systems Safety Mgmt Transformation (G07M.02-01)

This program provides research leading to a comprehensive and proactive approach to aviation safety in conjunction with implementation of NextGen capacity and efficiency capabilities. The implementation of these capabilities will require changes in the process of safety management, the definition and implementation of risk management systems, and management of the overall transformation process to ensure that safety is not only maintained but improved.

> **Activity Target 1:**
> Develop a draft report on the assessment of risks and safety impacts for NextGen improvements based on accident categories similar to CAST. Due September 30, 2013

Core Initiative: SSE ASIAS G07A.02-01 (CIP#:G07A.02-01)

The ASIAS program is an information safety analysis and data sharing collaboration involving industry and government to proactively analyze broad and extensive data to advance aviation safety. The primary objective of ASIAS is to provide a national resource for use in discovering common, systemic safety problems that span multiple airlines, fleets and regions of the global air transportation system. ASIAS leverages internal FAA data sets, airline proprietary safety data, publicly available data, manufacturer's data and other data. ASIAS fuses these data sources in order to identify safety trends in the National Airspace System (NAS), leading to a comprehensive and proactive approach to aviation safety in conjunction with implementation of NextGen capacity and efficiency capabilities. ASIAS has initiated the process of proactively analyzing, identifying and monitoring the data for potential high risk safety issues that might otherwise remain hidden until uncovered in post-incident investigations. New automated processes will facilitate advanced analysis of comprehensive data which will provide new insights about potential safety risks in both the current NAS and as the NAS evolves to NextGen. Analyses, using these advanced safety analytical capabilities, can be performed that would not be available to individual stakeholders performing similar analysis. Safety information discovered through ASIAS analytic activities will be used across the FAA and industry to drive improvements and support Safety Management

Systems (SMS). ASIAS supports both the safety risk management and safety assurance functions of SMS by providing the data, technology and actionable results to enable the FAA and ASIAS users to optimize SMS safety risk management performance. The activities in the program include: 1. The research will develop ASIAS capabilities that build upon and extend existing capabilities for managing and processing aviation performance data, 2. The development of tools that convert both textural and numeric data into information, and 3. The creation of visualization capabilities that aid causal/contributing factor analyses and risk assessment.

Relationship to Measure: ASIAS is a vital component needed to achieve this goal. The initiative supports promotion and expansion of safety information efforts, particularly as a FAA-industry partnership and data-driven safety program to identify, prioritize and address risks and/or vulnerabilities before they lead to accidents. Data will be shared and aggregated among ASIAS users to more clearly see precursors to accidents. ASIAS will aggregate disparate aviation safety data sources in a central repository, increasing its potential value for analysis-based insight and providing insights that would not be available if data is not shared. Analyses, using advanced safety analytical capabilities, can be performed that would not be available to individual stakeholders performing similar analysis. These advanced safety capabilities will support analysis of comprehensive data which will unlock new insight about potential safety risks in both the current NAS and as the NAS evolves to NextGen. Safety insights from ASIAS analysis will be communicated to the ASIAS users. Stakeholders will leverage insight to identify risk-reducing alternatives or changes to operations or processes. Implemented changes will prevent accidents.

Core Activity: SSE ASIAS G07A.02-01

The ASIAS program is an information safety analysis and data sharing collaboration involving industry and government to proactively analyze broad and extensive data to advance aviation safety. The primary objective of ASIAS is to provide a national resource for use in discovering common, systemic safety problems that span multiple airlines, fleets and regions of the global air transportation system. ASIAS leverages internal FAA datasets, airline proprietary safety data, publicly available data, manufacturers' data and other data. ASIAS fuses these data sources in order to identify safety trends in the National Airspace System (NAS), leading to a comprehensive and proactive approach to aviation safety in conjunction with implementation of NextGen capacity and efficiency capabilities. ASIAS has initiated the process of proactively analyzing, identifying and monitoring the data for potential high risk safety issues that might otherwise remain hidden until uncovered in post-incident investigations. New

automated processes will facilitate advanced analysis of comprehensive data which will provide new insights about potential safety risks in both the current NAS and as the NAS evolves to NextGen. Analyses, using these advanced safety analytical capabilities, can be performed that would not be available to individual stakeholders performing similar analysis. Safety information discovered through ASIAS analytic activities will be used across the FAA and industry to drive improvements and support Safety Management Systems (SMS). ASIAS supports both the safety risk management and safety assurance functions of SMS by providing the data, technology and actionable results to enable the FAA and ASIAS users to optimize SMS safety risk management performance. The activities in the program include: 1. The research will develop ASIAS capabilities that build upon and extend existing capabilities for managing and processing aviation performance data, 2. The development of tools that convert both textural and numeric data into information, and 3. The creation of visualization capabilities that aid causal/contributing factor analyses and risk assessment.

Activity Target 1:
Deploy data fusion capabilities, such as weather and runway configuration, with aircraft track visualization tools. Due May 31, 2013

Activity Target 2:
Incorporate general aviation (GA) data into the ASIAS data set. Due September 30, 2013

Aviation Access

AVS plays an important supporting role in this area. The Air Traffic Organization oversees a majority of the activities for this goal area.

AVS' business plan supports initiatives such as Arrival and Departure Rates and NextGen Implementation Plan.

Strategic Measure: Average Daily Capacity

Maintain an average daily airport capacity for Core Airports of 86,835 arrivals and departures per day through FY 2016. FY13 Target: 86,835

Strategic Initiative: NY Operational Initiatives

As identified with industry stakeholders, continue implementing operational initiatives at the New York Metropolitan airports.

Strategic Activity: New York Operational Initiatives - Stakeholder Support

AFS support activities are outlined in the Integrated Master Schedule (IMS) for EWR 4 RNAV Departure SID. The NY Area Delay Reduction Plan is extracted from the IMS.

Activity Target 1:
Complete all activities assigned to AFS in the DRP by the planned due date. Due September 30, 2013

Strategic Measure: Major System Investments

90% of major baselined acquisition programs must be maintained within 10% of their current cost and schedule acquisition performance baseline as of the end of each fiscal year. FY13 Target: 90% within 10% variance of current baseline

Strategic Initiative: NextGen Implementation Plan (CIP#:X01.00-00)

Expand FAA's NextGen Implementation Plan to incorporate critical path decisions and milestones necessary to accomplish the Mid-Term commitments.

Strategic Activity: FAA NextGen Implementation Plan

Publish the Next Generation Implementation Plan reflecting the agency and aviation community priorities.

Activity Target 1:
Working through the cross-agency workgroup, develop key messages and annotated outline for incorporation into the NextGen Implementation Plan for approval by FAA executives. Due October 12, 2012

Activity Target 2:
Working through the cross-agency workgroup, develop, review, and provide comments on draft 1 NextGen Implementation Plan. Due December 14, 2012

Activity Target 3:
Working through the cross-agency workgroup, develop, review, provide comments, and resolve comments on draft 2 NextGen Implementation Plan. Due February 8, 2013

Activity Target 4:
Provide all final comments and clearances necessary for the NextGen Organization to

Publish the NextGen Implementation Plan on FAA website thirty days after the President's budget submission. Due March 11, 2013

Strategic Initiative: Continue Building a Strong Acquisition Workforce

Ensure FAA has the staffing and skill mix to successfully manage NextGen and other major acquisitions by implementing and annually updating FAA's Acquisition Workforce Plan and training, developing and certifying personnel in key acquisition professions.

Strategic Activity: Implement and Annually Update FAA's Acquisition Workforce Plan

Implement and annually update FAA's Acquisition Workforce Plan, to ensure FAA has sufficient numbers of skilled acquisition professionals (current and pipeline) to successfully manage acquisitions.

Activity Target 1:
Publish annual update of FAA's Acquisition Workforce Plan. Due September 30, 2013

Strategic Activity: Train and Certify FAA□s Acquisition Workforce

Train, develop, and certify agency personnel in key acquisition professions.

Activity Target 1:
90% of PMs managing ACAT programs meet/maintain certification requirements for their positions and at least 15 program/project management professionals achieve or advance their certification levels. Due September 30, 2013

Activity Target 2:
Increase by 5% the number of CORs who have a level 2 or higher certification. Due September 30, 2013

Core Measure: Average Daily Capacity

Maintain an average daily airport capacity for Core Airports of 86,835 arrivals and departures per day through FY 2016.

Core Initiative: Arrival and Departure Rates

Conduct research to improve safety and increase throughput using wake turbulence monitoring, operational procedures, and controller tools.

Core Activity: Wake Turbulence Enhancement of Arrivals/Departures - Support

In FY2013, AFS will continue to support the initiative by participating in the research and in the development of the tools needed to assess the wake encounter risks of the enhanced wake mitigation separation standards, procedures and processes and ensure consideration of this initiative's research activities with their Closely Spaced Parallel runway Operations (CSPO) activities. AFS will identify opportunities where development of independent arrival solutions for Closely Spaced Parallel Runways (CSPRs) may build upon the research findings and safety assessment methods applied to this initiative's activities.

Activity Target 1:
Identify and evaluate findings from the Wake Turbulence Enhancement of Arrivals/Departures research initiative which have the potential to provide CSPO independent applications. Due August 31, 2013

Core Measure: % FAA On-Time NAS Arrivals

Achieve a NAS on-time arrival rate of 88 percent at Core airports and maintain through FY 2013.

Core Initiative: Metroplex, Performance Based Navigation - Area Navigation (RNAV)/Required

The Airspace Optimization Group will begin integrated airspace design and associated activities, including traffic flow analysis and facilitated design and procedures optimization. This will lay the framework for accelerating PBN initiatives, taking a systems approach for airspace design and procedure implementation.

Core Activity: Metroplex, Performance Based Navigation - Area Navigation (RNAV)/Required Nav Performance (RNP)

The Airspace Optimization Group will begin integrated airspace design and associated activities, including traffic flow analysis and facilitated design and procedures optimization. This will lay the framework for accelerating PBN initiatives, taking a systems approach for airspace design.

Activity Target 1:
Provide safety analysis, simulations, environmental evaluations, and policy development to support Performance Based

Navigation development and implementation. Due September 30, 2013

Workplace of Choice

AVS and other FAA organizations provide important support roles, often directed by the Assistant Administrator for Human Resource Management (AHR).

AVS' business plan supports the Enable Innovation and Collaboration initiative in D2025 and several non-D2025, core business initiatives such as AVS Critical Acquisition Program Management Processes, FAA Small Business Program, and Quality Management System.

Strategic Measure: FAA Ratings by Employees

The FAA is rated in the top 25 percent of places to work in the federal government by employees. FY13 Target: 75%

Strategic Initiative: Enable Innovation and Collaboration

Empower FAA employees to build new ideas, participate in conversations about their ideas and the ideas of others through online communities that enable innovation and collaboration.

Strategic Activity: FAA Idea Challenges

Launch, publish and communicate at least one FAA Idea Challenge.

Activity Target 1:
Launch one Idea Challenge through IdeaHub. Due March 31, 2013

Activity Target 2:
AVS will review all ideas submitted in response to its selected challenge by the challenge deadline and update those ideas deemed feasible for implementation. Due September 30, 2013

Core Measure: Drive Continuous Efficiency Improvement & Cost Control

Achieve documented cost savings and cost avoidance of $82.3 million in FY 2013.

Core Initiative: Cost Control Program

Implement line of business-specific cost efficiency as well as agency-wide initiatives to reduce costs or improve productivity. Each FAA organization will develop, track, and report quarterly on a comprehensive measure of its operating efficiency or financial

performance, accounting for 75% of operating resources.

Core Activity: AVS Internal Program Reduction Cost Control Activity

AVS will reduce non-information technology costs for contracts, equipment, supplies and travel through reduced purchases, vendor consolidation and other means to avoid costs.

Activity Target 1:
Achieve 90% of the projected $2,000,000 year end savings. Due September 30, 2013

Core Activity: AVS Efficiency Measure: Cost of Certification of Part 145 Repair Stations

AVS will track and report on the direct labor costs of certification of foreign and domestic repair stations. FY 2013 Target: $69,000 per repair station certification.

Activity Target 1:
Provide updated FY 2014 measure template for review and approval, allowing sufficient time to be included in the FY 2014 Business Plan. Due May 15, 2013

Activity Target 2:
Report quarterly (Q4 FY 2012 and Q1-3 FY 2013) to ABA, within 45 days of quarter close. Due September 30, 2013

Core Activity: AVS Efficiency Measure: Cost of Surveillance of Part 145 Repair Stations

AVS will track and report on the direct labor costs of surveillance of foreign and domestic repair stations. FY 13 Target: $3,950 per repair station.

Activity Target 1:
Provide updated FY 2014 measure template for review and approval, allowing sufficient time to be included to be included in the FY 2014 Business Plan. Due May 15, 2013

Activity Target 2:
Report quarterly (Q4 FY 2012 and Q1-3 FY 2013) to ABA, within 45 days of quarter close. Due September 30, 2013

Core Activity: AVS Efficiency Measure: Ratio of Safety to Non-Safety Labor Costs

AVS will report to ABA quarterly on safety-related labor costs as a percentage of total AVS labor costs.

This measure will be used to track the amount of time spent on the AVS primary mission of safety. The safety ratios will be monitored by executives. FY 2013 Target: > 65% safety costs (Q1 and Q2), >68% safety costs (Q3) and >70% safety costs (Q4).

Activity Target 1:
Provide updated FY 2014 measure template for review and approval, allowing sufficient time to be included in the FY 2014 Business Plan. Due May 15, 2013

Activity Target 2:
Report quarterly (Q4 FY 2012 and Q1-3 FY 2013) to ABA, within 45 days of quarter close. Due September 30, 2013

Core Initiative: FAA Privacy Program
Protect FAA sensitive and individual privacy information from unauthorized disclosure.

Core Activity: Ensure Privacy Program Compliance
Ensure at least 95% of the Federal employees and contractors with FAA email addresses have taken Privacy training via the FY13 Information Security Systems Line of Business Training Security Awareness (ISS LOB SAT) training.

Activity Target 1:
Ensure at least 95% of the Federal employees and contractors with FAA email addresses have taken Privacy training via the FY13 Information Security Systems Line of Business Training Security Awareness (ISS LOB SAT) training. Due September 30, 2013

Core Measure: Hiring People with Targeted Disabilities
In support of the Secretary of Transportation goal that 3% of all new hires are People with Targeted Disabilities (PWTD), ACR will create quarterly reports to track the hiring of PWTD by FAA organizations. In FY 2013, the FAA will ensure that at least 1.67% of all new hires are PWTD. Each year, the FAA will work towards increasing the percentage of PWTD hires by .67% per year to reach the 3% hiring goal by FY 2015. ACR will provide supervisors and managers training on the DOT Online Accommodation Tracking System (OATS) to ensure that 90% of reasonable accommodations requests are completed within 25 business days or less. Additionally, ACR will work on achieving FAA-wide utilization of several resources for recruiting and hiring people with disabilities. Accomplishment of this measure will contribute to creating a work environment that embraces and values diversity.

Core Initiative: Hiring People with Targeted Disabilities
Each FAA organization will take actions in support of the Secretary of Transportation fiscal year goal that 3% of all new hires are individuals with targeted (severe) disabilities. In FY 2013, all FAA organizations will ensure that at least 1.67 of all new hires are people with targeted (severe) disabilities.

Core Activity: Hiring People with Targeted Disabilities
Assist agency efforts to support the hiring goal for PWTD by reporting quarterly on the specific number of new hires of PWTD; improving the efficacy and timeliness of the reasonable accommodation process; and promoting the use of various resources for hiring PWD. Accomplishment of this activity will ensure that FAA organizations meet the FY 13 Shared STI goal that at least 1.67% of all new hires are people with targeted (severe) disabilities.

Activity Target 1:
Each LOB/SO will report quarterly on the specific number of new hires of PWTD and the specific actions taken (i.e. outreach activities, marketing of vacant positions, internships, disability awareness events) to ensure that at least 1.67% of all new hires are people with targeted (severe) disabilities. Due September 30, 2013

Activity Target 2:
Cooperate with ACR to ensure that 400 FAA managers/supervisors are trained on the DOT Online Accommodation Tracking system. Due September 30, 2013

Activity Target 3:
Ensure managers/supervisor attend briefings on the resources available for recruiting and hiring PWD by offering quarterly training sessions. Due September 30, 2013

Activity Target 4:
Process 90% reasonable accommodation requests within 25 days or less of been received. Due September 30, 2013

Core Measure: Alternative Dispute Resolution Engagement (STI)
ACR, in coordination with the LOB/SO, will ensure that 70% of all managers agree to engage in mediation and that 35% of all EEO pre-complaint cases engage in the ADR process when the employee request mediation, to reduce the number of formal EEO complaints.

Core Initiative: Alternative Dispute Resolution (ADR) Engagement

ACR, in coordination with the LOB/SO, will ensure that 70% of all managers agree to engage in mediation when the complainant has requested mediation and that 35% of all EEO pre-complaint cases engage in the ADR process to reduce the number of formal EEO complaints.

Core Activity: Alternative Dispute Resolution (ADR)

ACR, in coordination with the LOB/SO, will ensure that 70% of all managers agree to mediation as a means to track management willingness to participate in the ADR process. Ensure that 35% of all EEO pre-complaint cases engage in the ADR process when the employee request mediation, to reduce the number of formal EEO complaints.

Activity Target 1:
Civil Rights Offices (ANM, ASW, ACT, and ASO) will manage the ADR process within the geographical service areas and the LOB/SOs will ensure that 70% of all managers agree to mediation as a means to track management willingness to participate in the ADR process. Due September 30, 2013

Activity Target 2:
Assist agency efforts with ADR engagement by ensuring that 35% of all EEO pre-complaint cases engage in the ADR process when the employee request mediation, to reduce the number of formal EEO complaints. Due September 30, 2013

Core Measure: AVS Core Major Programs

This is the repository for the major programs that are being completed within AVS. FY2013 Target: AVS will complete 80% of the initiatives successfully within this target.

Core Initiative: Information Technology

Oversee all aspects of AVS IT system development, management, support and promote consistent enterprise and service-oriented architectures.

Core Activity: IT Service Level Agreement (SLA) Expectations

Ensure effective delivery of services as agreed upon in the SLA between the Office of Information Technology (IT) Services (AIO) and Office of AVS:

metrics may be updated to reflect new performance levels as agreed to by AIO IT and AVS.

Activity Target 1:
Meet 96% of the current AVS National IT Service Desk SLAs defined in the contract with the contractor (CALNET). Due September 30, 2013

Activity Target 2:
Support and maintain AVS IT Exhibit 300 investment program metrics. Due September 30, 2013

Core Measure: AVS Core Aviation Safety Organizational Health

This is the repository for initiatives that support the health of our organization. FY 2013 Target: AVS will successfully complete 80% of these initiatives.

Core Initiative: Management and Business Services

Coordinate and oversee all administrative and management activities within the AVS to ensure process consistency and sound business practices.

Core Activity: Major Acquisitions on Budget and Schedule

The FAA must ensure that 90% of the 18 Major Baseline Acquisition Programs identified for FY2013 be within 10% of their current cost and schedule performance baseline at the end of FY2013.

Activity Target 1:
Monitor and report monthly to AFN on the status of current RCISS and SASO cost and schedule baselines. Due September 30, 2013

Core Activity: Critical Acquisition on Schedule, System Approach for Safety Oversight (SASO) Milestone

AVS will support the AFN Critical Acquisition on Schedule measure with SASO Milestones negotiated at the start of each year.

Activity Target 1:
Ensure the Safety Assurance System (SAS) automation software development is complete and ready to undergo beta testing and evaluation. Due February 19, 2013

Activity Target 2:
Complete test and evaluation of the SAS and associated training packages at selected AFS

sites throughout the NAS. Due September 30, 2013

Activity Target 3:
Update Order 8900.1, Flight Standard Information Management System, to include SAS publication. Due September 30, 2013

Core Activity: Congressional Reports
Submit congressional reports within congressional due dates.

Activity Target 1:
AVS will be required to complete 11 reports to Congress during FY2013. No more than one will be submitted to AGI less than 60-days prior to it's congressional due date. Due September 30, 2013

Core Activity: AVS ACSI Manufacturers Survey
Conduct an America Customer Satisfaction Index (ACSI) Survey to gauge the satisfaction of manufacturers with FAA services.

Activity Target 1:
Complete the FY2013 milestones for the ACSI 5-year implementation plan. Due September 16, 2013

Core Activity: AVS ACSI Aviation Maintenance Technicians (AMT) Survey Action Plan
Develop Action Plan.

Activity Target 1:
Develop an Action Plan based on FY2012 AMT survey results and present to AVS management. Due March 31, 2013

Core Activity: AVS ACSI Commercial Pilot Survey Action Plan
Develop an Action Plan.

Activity Target 1:
Develop an action plan based on FY2012 Commercial Pilot survey results and present to AVS management. Due May 31, 2013

Core Activity: AVS ACSI General Aviation (GA) Pilots Survey Action Plan
Develop Action Plan.

Activity Target 1:
Develop an action plan based on FY2012 GA

Pilots Survey results and present to AVS management. Due April 29, 2013

Core Activity: AVS HQ Space and Real Estate Activities
Implement improvement efforts for managing real estate and space in headquarters and regional offices.

Activity Target 1:
Develop a standard HQ AVS process to request design & construction (ALO) services. Due March 31, 2013

Core Activity: Federal View Point Survey
Evaluate the AVS FedView Survey results and create an action plan.

Activity Target 1:
Evaluate the results of the 2012 Employee Viewpoint Survey and collaborate with our labor partners to create an action plan. Due March 31, 2013

Core Activity: METRIC METRIC: SAS User Acceptance Testing (UAT)
Complete UAT of the SAS program by July 30, 2013; and Prepare and begin Key Site-Testing of 4 field offices by Sept 30, 2013.

Activity Target 1:
Complete. Due September 30, 2013

Core Initiative: Budget and Planning
Development, coordination and management of all AVS budget and planning related tasks.

Core Activity: Lapsed Budget
The amount of unused Operations Appropriation dollars that expire on September 30, 2013 will not exceed 0.20 percent.

Activity Target 1:
Lapse no more than 0.20 percent of the AVS FY2013 budget. Due September 30, 2013

Core Activity: AVS LDR Measure
Streamline the CAS/LDR codes across AVS.

Activity Target 1:
Analyze the FY 2012 and FY 2011 end-of-year LDR reports and collaborate with AOV, AVP, and ARM to determine which LDR codes should be eliminated, merged, or developed. Due January 31, 2013

Core Activity: FAA Reauthorization

Implement legislation as necessary for FAA's reauthorization.

Activity Target 1:
Identify activities required to meet legislative mandates on or before the due date specified in the FAA Modernization and Reform Act. Create milestones, assign S/O responsibility, and establish internal AVS due dates as part of the Legislative Implementation Plan. Due December 30, 2012

Activity Target 2:
Establish a baseline to determine how many legislative deliverables/actions are completed by AVS on or before their due date. Due December 31, 2012

Activity Target 3:
Implement process changes and/or improvements compared to the baseline performance. Due September 30, 2013

Core Activity: AVS Staffing Model

Create model simulation and maintain an AVS integrated staffing model for AIR Aerospace Engineers and AFS and AIR Aviation Safety Inspectors.

Activity Target 1:
Maintain, review, and update simulation of the AFS and AIR ASIs model with interim dates of December 31, 2012 and July 31, 2013. Due September 30, 2013

Activity Target 2:
Create and update the AIR Standards Staff prototype model using an FAA in-house database system. Due September 30, 2013

Activity Target 3:
Work with ALA to complete a gap analysis of the National Academy of Sciences recommendations. Due September 30, 2013

Core Activity: Finance and Management Investment Needs Evaluation (FAMINE)

Continue to review and create implementation plans based on AVS organizational program priorities.

Activity Target 1:
Develop a system to track AVS implementation progress against accepted FAMINE recommendations. Due February 28, 2013

Core Measure: AVS Core People and Labor

This is the repository for initiatives involving people and labor. FY2013 Target: AVS will successfully complete 80% of these initiatives.

Core Initiative: AVS Human Capital Management

Collaborate with AVS S/Os to implement effective and standardized policies in human resources, employee recognition, order and records and other employee related activities.

Core Activity: AVS Employee Safety

AVS is committed to supporting initiatives, programs, and policies that improve agency-wide performance in employee safety and health in the workplace environment.

Activity Target 1:
AVS Services and Offices will conduct an OSH program management self-evaluation using the FAA Program Management Evaluation Checklist. Measures will include Policy, Leadership, and Worker Involvement in the OSH Program; OSH Roles, Responsibilities, and Accountability; Occupational Safety and Health Training; Inspection and Abatement Programs; and Safety and Health Recordkeeping and Reporting. Due May 31, 2013

Activity Target 2:
AVS will conduct an AVS-wide OSH program management evaluation with input from each Service/Office using such measures as Policy, Leadership, and Worker Involvement in the OSH Program; OSH Roles, Responsibilities, and Accountability; Occupational Safety and Health Training; Inspection and Abatement Programs; and Safety and Health Recordkeeping and Reporting Due June 30, 2013

Activity Target 3:
For inspections that are finalized on or before July 31, 2013 by the FAA Regional Occupational Safety, Health, and Environmental Compliance Resources (ROSHERs), develop abatement plans for all hazards that are open 30 or more days from the date the facility inspection was finalized. Due September 30, 2013

Core Activity: Telework Program

Submit FY2011 AVS Telework study and support AVSMT decisions on the development of an AVS Telework Policy and Telework Program Plan.

Activity Target 1:
Coordinate with the S/Os to develop and submit proposed AVS Telework Program Procedures to the Executive Sponsor for review. Due April 15, 2013

Activity Target 2:
Submit a plan to launch and maintain a website to support the AVS Telework Program to the Executive Sponsor for review. Development is to be coordinated with S/Os, and is to provide access to useful data, job aids, training, resources, and other information deemed to support implementation of the AVS Telework Program. Due May 30, 2013

Activity Target 3:
Submit a plan to automate databases that will enable AVS to review, evaluate, and manage the effectiveness of the AVS Telework Program to the Executive Sponsor for review. Due September 15, 2013

Core Activity: AVS Training Program
AVS Training Program.

Activity Target 1:
Implement a professional development curriculum for one non-supervisory occupational for target Series A. Due March 31, 2013

Activity Target 2:
Evaluate and analyze the new AVS On-boarding program. Provide report to AQS-1. Due September 30, 2013

Activity Target 3:
Implement a professional development curriculum for one non-supervisory occupational for target series B. Due September 30, 2013

Core Activity: AVS Actions in Support of DOT FY Goal
AVS will track and report monthly on actions taken to support the Secretary of Transportation's fiscal year goal that 3% of all new hires are individuals with targeted disabilities.

Activity Target 1:
Develop and execute strategies to recruit individuals with targeted disabilities. Due August 30, 2013

Activity Target 2:
Provide at least five Persons with Disabilities and Reasonable Accommodations training sessions for AVS managers. Due September 30, 2013

Core Activity: Recruitment Strategies
Develop targeted recruitment and outreach strategies for mission critical and hard-to-fill positions.

Activity Target 1:
Develop an AVS Diversity Strategic Plan to increase diversity and inclusion in the AVS Workforce. Due October 30, 2012

Activity Target 2:
Implement second phase of the Standardized Hiring AVS Rating and Referral Program (SHARP). Due June 30, 2013

Activity Target 3:
Recruit 10% of new hires in Safety Critical positions at the GS-11 or below grade levels or equivalent pay band levels. New Hires are defined as those employees entering duty into AVS. Due September 30, 2013

Activity Target 4:
Execute FY2013 strategies identified in the Tiger Team Recruitment Action Plan. Due September 30, 2013

Activity Target 5:
Evaluate SHARP progress of the Standardized Hiring AVS Rating and Referral Program and provide recommendations for improvement. Due September 30, 2013

Activity Target 6:
Develop a quarterly graph/report showing AVS diversity data with interim dates of December 31, 2012, March 31, 2013, and June 30, 2013. Due September 30, 2013

Core Activity: Accountability Board (AB) and Equal Employment Opportunity (EEO) Cases
Submit timely processing of all AB and EEO cases.

Activity Target 1:
Conduct a trend analysis of Accountability Board cases to identify any trends, patterns or issues and present to AVSMT. Due March 31, 2013

Activity Target 2:
Conduct a trend analysis of EEO cases to identify any trends, patterns or issues and present to AVSMT. Due March 31, 2013

Activity Target 3:
Track AVS Accountability Board cases and ensure

that at least 85% are completed by the resolution date. Due September 30, 2013

Activity Target 4:
Track AVS Other Matters and ensure that at least 85% of the matters are processed by the resolution date. Due September 30, 2013

Activity Target 5:
Create an action plan based on issues identified in the Barrier Analysis conducted by ACR. Due September 30, 2013

Core Activity: AVS Workforce Plan
Submit AVS Workforce Report to Congress by January 31, 2013.

Activity Target 1:
Submit Aviation Safety Workforce Plan to AGI by January 31, 2013. Due January 31, 2013

Core Activity: AVS Workforce Plan Annual Hiring
Coordinate and report on the initiative efforts to maintain the Aviation Safety Staff within 3% on a monthly basis and 1% of the projected annual totals in the Aviation Safety Workforce Plan.

Activity Target 1:
Review and update the monthly staffing targets for (April through August) based on mid-year hiring analysis. Due March 31, 2013

Activity Target 2:
Report progress on meeting AVS Workforce Hiring monthly targets. Due September 30, 2013

Core Activity: AVS Leadership Training
Improve and sustain timely training and certification of probationary managers and participation in corporate leadership development programs (i.e., PEL, SLDP, and CME).

Activity Target 1:
Based on previous year analysis; implement changes to the AVS New Manager Course curriculum. Due June 30, 2013

Activity Target 2:
Generate quarterly reports of managers who have not completed the Continued Management Education (CME) requirements and distribute to the training points of contact. Due September 30, 2013

Activity Target 3:
Conduct an annual assessment of the effectiveness of the PEL program. Make recommendations for continuous improvement. Due September 30, 2013

Core Activity: METRIC METRIC: AVS Workforce Plan Annual Hiring
Coordinate and report on the initiative efforts in order to maintain the Aviation Safety Critical Staff within 3% on a monthly basis and 1% of the projected annual totals in the Aviation Safety Workforce Plan.

Activity Target 1:
Complete. Due September 30, 2013

Core Initiative: AVS Strategic Communications
Develop, coordinate and implement plans associated with internal and external strategic communications. These activities include but not limited to conferences, town hall meetings, ceremonies, field visits, written communication, social media and electronic communications.

Core Activity: AVS Strategic Communications Program
Develop, coordinate and implement plans associated with internal and external strategic communications (i.e., town hall meetings, ceremonies, field visits, media, electronic, etc.).

Activity Target 1:
Stand up a redesigned AVS Employee website within 30 days of AOC successfully building and testing the AVS-specific design. Due February 28, 2013

Activity Target 2:
Look for opportunities to conduct visits to AVS field offices in conjunction with other scheduled travel, and explore alternative means to interact with field offices (e.g., video teleconferences). Due September 30, 2013

Activity Target 3:
Conduct at least 12 executive-level employee engagement activities. This can include Town Halls, Brown Bag Lunches, VTC events, and video recordings. Due September 30, 2013

Activity Target 4:
Compare past results to those for the new site. Continue to measure site traffic and employee content needs and implement site improvements as appropriate to drive a consistent and

sustainable increase in traffic. Due September 30, 2013

Core Measure: AVS Service/Office Core Business - Workplace of Choice

This is the repository for AVS Core Business which is carried below the strategic and core levels in business plan builder.

Core Initiative: AVS Service/Office Core Business - Organizational Excellence

This is the repository of AVS Core Business which is carried below strategic and core in the business plan builder.

Core Activity: AQS Core Business - Organizational Excellence

This is the repository for the everyday AQS core business that is carried below strategic and core in the business plan builder.

Activity Target 1:
This is the repository for the everyday AQS core business that is carried below strategic and core in the business plan builder. Due September 30, 2013

Core Measure: Congressional Correspondence FAA Milestones

Per direction of the Secretary of Transportation, all Congressional letters sent directly to the FAA must be answered within 30 calendar days of entry into the FAA Correspondence Control Management System (CCMS). DOT Congressional letters assigned to the FAA for response must be returned back to the Secretary of Transportation within 5 business days. 90% of all Congressional letters sent directly to the FAA must be responded to within 10 business days.

Core Initiative: FAA Congressional Correspondence Response

Per direction of the Secretary of Transportation, all Congressional letters sent to DOT must be answered within 30 calendar days.

Core Activity: Response to Congressional Letters

Per direction of the Secretary of Transportation, all Congressional letters sent directly to the FAA must be

answered within 30 days of entry into the FAA Correspondence Control Management System (CCMS).

Activity Target 1:
Respond to 90% of assigned Congressional letters sent directly to the FAA within 30 calendar days of entry into CCMS. Due September 30, 2013

Core Measure: Manage EEO Training

Assist agency efforts to prevent discrimination by training 60% of management and 10% of employees on EEO responsibilities and appropriate behaviors; ensuring that all FAA employees complete the NO FEAR Training that is required by OPM; and providing training to 75% of all new Air Traffic Student hires.

Core Initiative: Prevent Discrimination through EEO Training

Assist agency efforts to prevent discrimination by training 60% of management and 10% of employees on EEO responsibilities and appropriate behaviors. Additionally, ACR will ensure that all FAA employees complete the NO FEAR Training that is required by OPM.

Core Activity: Prevent Discrimination through EEO Training

Assist agency efforts to create a FAA culture in which managers and employees each understand their role in creating and maintaining an inclusive workplace, by promoting diversity and equal employment opportunity, consistent with merit principles and applicable law.

Activity Target 1:
Ensure that employees complete the NO FEAR Training to meet the OPM requirement. Due November 23, 2012

Activity Target 2:
Promote and support agency's efforts to prevent discrimination by ensuring that 60% of management and 10% of employees receive EEO training. Due September 30, 2013

Core Measure: Small Business and Corporate Citizenship

Award at least 25% of the total direct procurement dollars to small businesses, thereby promoting small business development and good corporate citizenship

Core Initiative: Award Procurement Dollars

Award at least 25% of the total direct procurement dollars to small businesses, thereby promoting small business development and good corporate citizenship.

Core Activity: Awarding of procurement dollars.

Special emphasis on small, disadvantaged and women-owned, and service-disabled veteran-owned businesses.

Activity Target 1:
Participate in one outreach event or program. Due September 30, 2013

Activity Target 2:
Award at least 25% of AVS' procurement dollars to Small Businesses. Due September 30, 2013

Core Measure: Financial and Human Resources Management - ATO Core Work

Achieve a 90% success rate in the areas of financial management and human resources management: o Receive annual Unqualified Audits with no material weaknesses. o Maintain the competitive status of all FAA employees within the federal personnel system. o Improve the ""effective leadership"" index score on the OPM Employee Viewpoint Survey by 8 percent. o Improve the ""talent management"" index score on the OPM Employee Viewpoint Survey by 8 percent

Core Initiative: ATC Workforce Plan

Implement the hiring, training, staffing analysis, and management recommendations of the Air Traffic Controller Workforce Plan to support FAA's safety mission and meet external stakeholder requirements. Update and report annually on agency progress.

Core Activity: Support for ATC Hiring
Conduct and complete medical testing.

Activity Target 1:
Process all ATCS drug tests within 7 business days of receiving all verifying information from the drug test laboratory and DOT. Due September 30, 2013

Activity Target 2:
AAM Regional Medical Offices will process medical exams within 20 days of receipt of a complete medical file. (AAM Regions) Due September 30, 2013

Core Measure: EEO Action Committee

ACR in coordination with LOB/SOs will host a minimum of five (5) meetings to identify recommendations and strategies regarding EEO and diversity within the FAA Workplace.

Core Initiative: EEO Action Committee Meetings

ACR in coordination with LOB/SOs will host a minimum of five (5) meetings to identify recommendations and strategies regarding EEO and diversity within the FAA Workplace.

Core Activity: EEO Action Committee Meetings

Attend a minimum of five (5) EEO Action Committee Meetings held by ACR to identify recommendations and strategies regarding EEO and diversity within the FAA Workplace.

Activity Target 1:
Attend EEO Action Committee Meetings scheduled by ACR. Due September 30, 2013

Activity Target 2:
Present demographics profiles for AVS at the EEO Action Committee and discuss strategies for improving in areas with low participation. Due September 30, 2013

Activity Target 3:
Analyze AVS statistical demographic data and identify programs, recommendations, actions regarding EEO and diversity within the FAA workplace. Due September 30, 2013

Sustain our Future

The Assistant Administrator for Policy, International Affairs, and Environment (APL) oversees a majority of the activities for this goal area. AVS and other FAA organizations provide important support roles, often directed by APL.

AVS' business plan supports the Unleaded Aviation Gasoline and General Replacement Fuel initiative in D2025.

Strategic Measure: GA Replacement Fuel

A replacement fuel for leaded aviation gasoline is available by 2018 that is usable by most general aviation aircraft. FY13 Target: Complete FY13 milestones in

accordance with the approved Unleaded Avgas Transition plan

Strategic Initiative: Research and Development

Conduct research and development to investigate new methods, processes and materials that can increase safety and efficiency.

Strategic Activity: Avgas Transition

Transition to unleaded avgas.

Activity Target 1:
AIR signs Unleaded Avgas Transition (UAT) Action Plan by March 29, 2013. Due March 29, 2013

Core Measure: FAA Environmental Management System (EMS)

APL is leading the FAA in maintaining an effective Environmental Management System pursuant to Executive Orders 13423/13514 and developing the NextGen environmental framework. APL is providing technical direction, oversight and support to the FAA in meeting these EO and NextGen environmental goals. The FAA EMS Steering Committee is led by AEE and is composed of the appropriate LOB's and staff offices. AEE will provide support to LOBs and staff offices in meetings, targets, developing FAA-wide training, and coordinating EMS performance reporting.

Core Initiative: FAA Environmental Management Systems (EMS)

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Core Activity: AVS Support for EMS

AVS is committed to achieving and maintaining excellence and leadership in protecting the environment. AVS seeks to achieve its mission to promote aviation safety by developing effective means to sustain the highest level of aviation safety while incorporating environmental consciousness into its policy-making processes.

Activity Target 1:
Work with AEE to identify Greening Initiatives and NextGen-related environmental objectives that can be integrated into Environmental Management Plans, as appropriate. Due September 30, 2013

Activity Target 2:
Conduct five internal EMS audits and one management review, report status to AEE. Due August 31, 2013