



# Comprehensive Strategic Plan *for* AIR Transformation

First Edition, July 2018



**Federal Aviation  
Administration**



The Federal Aviation Administration's Aircraft Certification Service (AIR) is transforming to become a more agile, efficient, and effective organization that can better respond to the dynamic aviation environment and continue to serve our stakeholders. The *Blueprint for AIR Transformation* (March 2017) presented AIR's strategic vision of our transformed state. This *Comprehensive Strategic Plan* (CSP) translates that vision into a set of 10 initiatives and supporting actions that will guide our work. It also defines expected outputs of the initiatives.

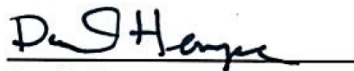
Historically, AIR has used a bottom-up approach to planning. While this approach resulted in many innovative concepts and successful process improvements, it did not allow us to connect those ideas across the service or transform our system in a coordinated manner. This new approach to strategic planning will allow us to better leverage the great ideas across our organization and speed our progress toward Transformation. The CSP provides the framework by which AIR will identify and prioritize actions to advance our organization and processes. These actions will be captured in and coordinated through an Integrated Implementation Plan (IIP).

The CSP represents our first step in a longer journey toward a stronger strategic planning capability. As we continue to learn and mature our planning processes and metrics, we will assess and evolve the CSP initiatives and the supporting IIP.

Our collective success depends on active engagement and insight from within AIR and from our many stakeholders. We encourage your inputs and ideas. Please provide your thoughts and feedback at [NATL-AVS-AIR-Communications@faa.gov](mailto:NATL-AVS-AIR-Communications@faa.gov).



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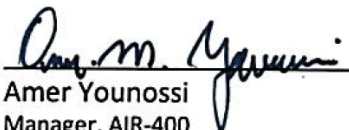
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## INTRODUCTION

From drones, to commercial space, to supersonic flight, aviation as we know it is changing rapidly. These changes present challenges and opportunities to those committed to making aviation safe, both in government and in the private sector. The Aircraft Certification Service (AIR) is undergoing a transformation to become more efficient and effective in this changing environment.

AIR's long-term vision of the transformed system is described in *A Blueprint for AIR Transformation*.<sup>1</sup> The Blueprint characterizes Transformation in terms of eight interdependent Vision Elements that will collectively advance AIR's safety mission and related outcomes (see *Figure 1: The Eight Vision Elements in the Blueprint*). This document, the Comprehensive Strategic Plan (CSP), translates that vision into a set of initiatives<sup>2</sup> that will increase the efficiency and effectiveness of the Aircraft Certification Safety System. The initiatives touch every aspect of the system, from regulations and standards to how the Federal Aviation Administration (FAA) and Industry interact.

### Intended Uses of the Comprehensive Strategic Plan

This plan provides valuable information to support continued dialogue and inform the efforts of several stakeholders of Transformation.

The CSP will be a tool for:

- **AIR employees**, from front line staff to senior executives, to understand how they contribute to our public service mission<sup>3</sup> and to align their work with the goals of Transformation.
- **AIR leadership** to communicate strategic priorities to guide the prioritization, planning, and execution of initiatives; coordinate with other FAA lines of business and bilateral partners; and encourage participation by Industry.
- **Industry** to inform complementary activities and behaviors that are necessary to reap the benefits of Transformation and provide valuable feedback on the strategy.
- **Congress, the Government Accountability Office, and the Office of Inspector General** to understand AIR's strategic priorities and monitor AIR's progress in achieving Transformation outcomes.
- **Foreign Civil Aviation Authorities** to understand AIR's strategic priorities and inform how they collaborate with AIR.

The CSP is a living document that will be updated periodically by AIR to report on progress and adjust the strategy.



Figure 1: The Eight Vision Elements in the Blueprint

<sup>1</sup>A *Blueprint for AIR Transformation*, Federal Aviation Administration, March 1, 2017.

[https://www.faa.gov/about/office\\_org/headquarters\\_offices/avs/offices/air/transformation/blueprint/media/AIR\\_Blueprint.pdf](https://www.faa.gov/about/office_org/headquarters_offices/avs/offices/air/transformation/blueprint/media/AIR_Blueprint.pdf).

<sup>2</sup> The Blueprint proposed a set of Transformation Initiatives as a launching point for the development of the CSP. The initiatives in this CSP replace the Transformation Initiatives on pages 11 and 12 of the Blueprint, to reflect the maturation of the Transformation strategy.

<sup>3</sup> Our mission is described in the next section: "Our Commitment – Assuring the Safety of Aviation Products".

### Our Commitment—Assuring the Safety of Aviation Products

From its early days, the health of the aviation industry has been tied to its safety record. Since its inception, FAA has served as the principal steward of safety in the National Airspace System (NAS) and as a leader in promoting aviation safety abroad. FAA's mission is to provide the safest, most efficient aerospace system in the world. AIR supports this mission by assuring aircraft that operate in the NAS meet safety standards and society's expectations for safety. These expectations vary across the broad range of aviation products, in what is commonly known as the *Safety Continuum*.<sup>4</sup> AIR establishes the regulations, policy, and supporting guidance that administer the design, production, airworthiness and Continued Operational Safety (COS)<sup>5</sup> of aircraft in accordance with the Safety Continuum. AIR also determines (or finds) compliance to these standards and issues certificates and other approvals accordingly. After issuing certificates, AIR continues to monitor the airworthiness of products in service.<sup>6</sup>

In addition to assuring safety, AIR impacts the efficiency of the Aircraft Certification Safety System. The certification process is among the many factors that affect the time it takes for products to reach market. It can also impact the predictability of product development schedules. These impacts affect the competitiveness of this important sector of the U.S. economy. Consequently, increasing efficiencies in these areas can lead to more safety-enhancing innovations through market forces. Resulting increases in productivity can also improve AIR's ability to accommodate the expected growth and technological innovation in the industry without proportional increases in resources.

*"Efficiency is doing things right; effectiveness is doing the right things."*

*— Peter Drucker*

### Operations in the Transformed Aircraft Certification Safety System

The future Aircraft Certification Safety System will be fundamentally different than it is today. AIR will operate under a systems approach that considers how decisions and information across the product lifecycle impact safety risks. This approach will be supported by rigorous practices to assess risks and provide feedback on the Aircraft Certification Safety System's performance. AIR will assure compliance to regulations by methodically leveraging stakeholders' certification and compliance assurance systems where warranted. This will be enabled by early, collaborative engagement among AIR and our stakeholders and through oversight of applicants' compliance assurance systems.

The level of oversight will be based on AIR's confidence in applicant/holders' management of risk including compliance assurance systems, as determined by a consistent and transparent risk-assessment governance. Where AIR has higher levels of confidence in organizations' systems, organizations will earn greater control over the certification process. Applicants will understand the set of options corresponding to different levels of assessed risk and the benefits of advancing along this maturity spectrum. Both Industry's and AIR's responsibilities for a given path to compliance will be documented for reference and accountability. This philosophy will extend to the international arena, where FAA and foreign Civil Aviation Authorities (CAA) will establish and recognize mutual confidence in their safety systems, reducing the need for technical involvement in validation activities. AIR will assure the compliance of manufacturers' systems by conducting oversight over the product lifecycle. Any product deficiencies discovered through oversight will inform mitigations across the lifecycle. Such product-specific discoveries will also be used to identify and address hazards that may be systemic in nature. Additionally,

<sup>4</sup> For information on the Safety Continuum, see <https://www.regulations.gov/document?D=FAA-2015-1621-0018>.

<sup>5</sup> Product lifecycle is used to refer to design, production, airworthiness, and COS throughout the CSP.

<sup>6</sup> To learn more about AIR, see [https://www.faa.gov/about/office\\_org/headquarters\\_offices/avs/offices/air/](https://www.faa.gov/about/office_org/headquarters_offices/avs/offices/air/).

AIR will promote collaboration among foreign CAAs to develop consistent and globally accepted oversight approaches.

By engaging in dialogue early, AIR and applicants/holders will more efficiently accommodate new products and systems, and identify gaps in existing regulations and policy. This early engagement will consider implications on global operations through close coordination with FAA's Flight Standards Service (Flight Standards) and foreign CAAs. Comprehensive libraries of acceptable means of compliance will be used to streamline certification planning. A more agile and responsive regulatory and policy framework will accommodate innovation through selectively developed performance-based regulations and policy. Regulations and policy will be tailored to society's expectations of safety by aviation product, per the Safety Continuum. The Innovation Center concept will provide a single-entry point for emerging technologies, production methods, and business models into the Aircraft Certification Safety System. It will also provide a forum for FAA and stakeholders to engage on such innovations and explore the need for new regulations and policy. FAA will work with stakeholders to develop consensus standards and foster a collective understanding of the implications of new policy.

These operations will be supported by an AIR workforce that is empowered with the knowledge, tools, and authority to make informed decisions under this systems approach. Employees will collaborate extensively to draw from the expertise across AIR and stakeholders. They will be supported by training and career opportunities that foster growth, promote engagement, and drive the success of Transformation.

### Transformation Outcomes

The Transformation strategy is aligned with four outcomes that collectively define success in terms of impact on the Aircraft Certification Safety System.<sup>7</sup> The transformed system will:



**Manage operational safety risk** across the Safety Continuum: it will maintain and improve safety across the system by establishing confidence in certification and compliance assurance systems and focusing AIR involvement in the areas of highest risk.



**Reduce the time for approval decisions:** it will use more efficient methods for making approval decisions.



**Increase the schedule predictability of approval decisions:** it will adhere to project time commitments.



**Increase AIR's productivity:** it will complete more approvals/certificates and limit duplication of effort to meet increasing global demand.

AIR expects that any improvements in terms of efficiency or productivity will translate to more effectively managing risk in the Aircraft Certification Safety System. AIR will monitor and manage progress toward these high-level outcomes through a set of performance metrics.<sup>8</sup>

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<sup>7</sup> These Outcomes and the strategy presented in this plan support the strategic goals of the U.S. Department of Transportation (DOT), as adopted by FAA's Office of Aviation Safety (AVS). The DOT goals address transportation safety, infrastructure, innovation, and accountability by federal agencies. For more information, see <https://www.transportation.gov/dot-strategic-plan>.

<sup>8</sup> More details are included in supplemental resources, which can be found at [https://www.faa.gov/about/office\\_org/headquarters\\_offices/avs/offices/air/transformation/blueprint/](https://www.faa.gov/about/office_org/headquarters_offices/avs/offices/air/transformation/blueprint/).



## THE STRATEGY FOR AIR TRANSFORMATION

AIR's strategy for achieving the envisioned Transformation consists of major changes in five distinct, but interdependent strategic areas – three pillars supported by two foundational, crosscutting elements<sup>9</sup> (see *Figure 2: Framework for AIR Transformation*). The pillars of this framework include refreshing the certification strategy, investing in management systems to improve performance, and improving our organization and investing in our people. Success in these areas will require strong Industry commitment and the systematic application of change management practices. This framework underscores the broad scope of Transformation and assists with the organization of initiatives.

This plan proposes a set of 10 initiatives to achieve Transformation and its related outcomes. The strategy for Transformation recognizes the many interdependencies within the Aircraft Certification Safety System. As such, initiatives support multiple Vision Elements and outcomes. *Figure 3: The Strategy for AIR Transformation* illustrates the relationships between these elements of the strategy. Initiatives are grouped by the strategic area that best describes them; they are mapped to their most directly impacted Vision Elements and outcomes. The ordering of initiatives does not imply priority or sequence; rather, AIR will focus on a subset of initiatives each year, balancing strategic work with daily operations.

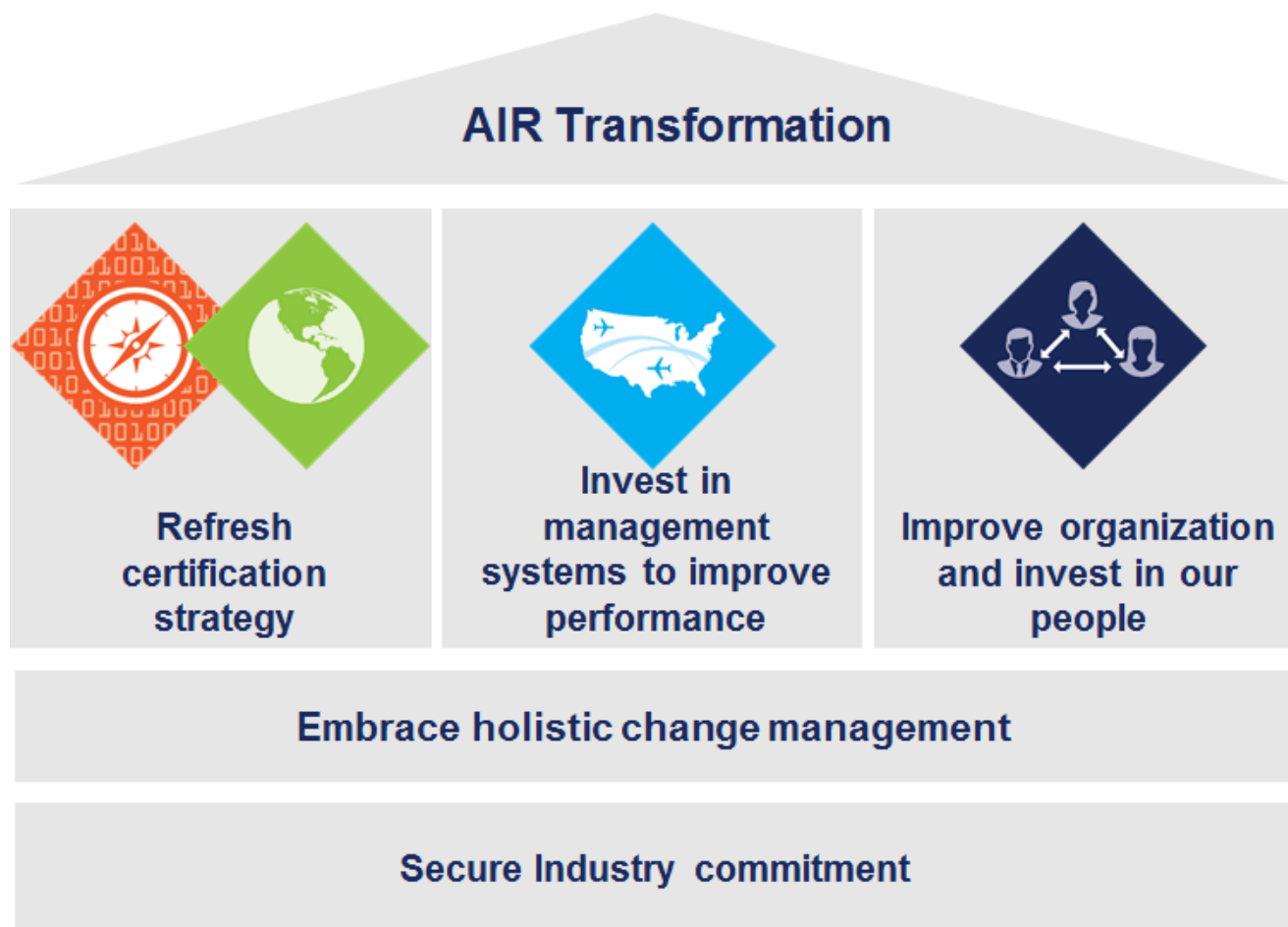


Figure 2: Framework for AIR Transformation

<sup>9</sup> The “House” strategic framework was introduced to the AIR workforce in *A Blueprint for AIR Transformation*, 2017.

### Embrace Change Management

Change management is essential to ensure that the initiatives in this strategic plan are implemented successfully. Effective change management creates awareness and understanding about change efforts, improves employee engagement, and decreases stress and fatigue. This helps stakeholders embrace, adopt, and become proficient in executing the implemented changes in their day-to-day work.

As change management must be applied throughout AIR's Transformation, no specific initiative falls within this foundational piece of the strategy. Instead, change management will be proactively integrated and communicated across implementation plans to identify and manage the people side of change efforts. The following foundational action is necessary to support the implementation of the strategy.

#### *Foundational Action*

**Develop an enterprise change management program.** This includes implementing a scalable change management methodology. It also includes identifying and developing organizational change management capabilities and competencies to improve results and outcomes of initiatives.

### How the Initiatives are Structured

The following sections describe the initiatives in AIR's Transformation strategy. The descriptions are intended to provide sufficient clarity to develop or refine specific implementation activities, without overly constraining possibilities. Each initiative is structured as follows:

- **Initiative Title:** provides a brief description of the initiative.
- **Why it Matters:** describes the role of the initiative in the context of the overall Transformation.
- **Output of this Initiative:** describes what we expect the initiative to achieve and how it is linked to the Transformation outcomes. Detailed information on how we will monitor the outputs can be found on AIR's strategy website<sup>10</sup>.
- **Actions to Achieve this Initiative:** describes each action that AIR must take to achieve the initiative. These actions will inform the development of more specific Implementation Plans<sup>11</sup>.
- **Complementary Stakeholder Actions:** lists supporting actions identified by AIR and stakeholders to maximize the impact of each initiative. The Aircraft Certification Safety System includes multiple stakeholders internal and external to FAA. AIR is committed to engaging these stakeholders as we transform the system.

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<sup>10</sup> See: [https://www.faa.gov/about/office\\_org/headquarters\\_offices/avs/offices/air/transformation/blueprint/](https://www.faa.gov/about/office_org/headquarters_offices/avs/offices/air/transformation/blueprint/).

<sup>11</sup> See the section titled "Managing the Implementation" for more information.

## The Strategy for AIR Transformation



Figure 3: The Strategy for AIR Transformation



## Initiative 1. Implement clear roles and responsibilities for Industry's compliance assurance systems.

This initiative establishes the means to recognize organizations that demonstrate mature compliance capabilities, including those that employ Safety Management Systems (SMS). It requires clear and consistent engagement between AIR, designees (including organizations), applicants, design and production approval holders, and other Industry organizations.

### Why it Matters

AIR must recognize and leverage Industry's compliance assurance capabilities in order to keep pace with Industry growth and innovation. That recognition allows AIR to adapt our retained responsibility according to our confidence in Industry's risk management capabilities. It enables AIR to move to risk-based system oversight and away from transactional involvement in projects (see Initiative 2).

### Output of this Initiative



Companies that demonstrate compliance maturity have more control over the certification process



AIR involvement targets areas of highest safety risk across the lifecycle

### Actions to Achieve this Initiative

- A. **Establish a model that prescribes AIR's retention of responsibilities as a function of demonstrated applicant/holder capabilities (maturity model).** Standardize practices and responsibilities across the product lifecycle based on demonstrated accountability and confidence in an organization's systems. The model must consider the wide breadth of organizational capabilities and maturity. It should also address the roles of designees (including organizations) and bilateral partners.
- B. **Incorporate applicant/holder maturity assessments and corresponding responsibilities in working agreements with AIR.** Use the risk analysis governance (see Initiative 7) and maturity model to determine AIR's level of involvement and oversight. Establish the scope of responsibilities and decision-making authority of each stakeholder. Clearly communicate maturity requirements and the benefits of demonstrated maturity.
- C. **Establish expectations for collaboration and feedback.** Use collaboration and feedback to help organizations mature their systems and continuously improve relationships among stakeholders. This requires the open and transparent sharing of data. Hold stakeholders (including FAA) accountable to agreed upon expectations.

### Complementary Stakeholder Actions

- Industry leadership prioritizes engagement in these roles, responsibilities, and practices within their organizations.
- Industry shares responsibility by proactively demonstrating commitment to safety through compliance.
- Industry establishes consistent and robust practices and systems to ensure compliance across the product lifecycle.
- Industry utilizes and expands the compliance library to build AIR's confidence in the proposed certification basis.
- Industry monitors safety performance to assess the effectiveness of risk and safety controls throughout the product lifecycle.



## Initiative 2. Establish **system oversight** of compliance assurance systems.

System oversight considers the safety implications of actions across the product lifecycle. It encompasses certificate management and supervision functions of designees and other entities such as design and production approval holders and bilateral partners. For products certified by a foreign CAA, “oversight” translates to maintenance of confidence in the foreign CAA’s safety system. This initiative establishes standard practices to conduct system oversight, including: assessing regulatory compliance; confirming system outputs; informing corrective actions for safety issues and noncompliances; and verifying the implementation and effectiveness of corrective actions.

### *Why it Matters*

Oversight of Industry compliance assurance systems and bilateral partner safety systems is essential to inform AIR’s confidence in those systems. As confidence increases, so does AIR’s reliance on these systems. This ultimately translates to greater Industry autonomy and increased global competitiveness from more efficient foreign validations.

### *Output of this Initiative*



AIR involvement focuses on design related activities outside of the critical path



AIR engagement with bilateral partners is focused on increasing confidence, resulting in reduced validation effort

### *Actions to Achieve this Initiative*

- A. **Create a system oversight model that integrates AIR’s domestic and international processes.** This informs AIR’s level of domestic Industry oversight and level of confidence in foreign CAAs. The system oversight model must account for various levels of applicant/holder maturity and demonstrated competencies of bilateral partners. The model must also account for various systems, including those used for design approval, production approval, and designees (including organizations). Establish criteria to determine confidence based on the understanding of the organization’s or foreign CAA’s safety system, performance, product history, and areas that would benefit from AIR involvement. It should consider the integration of globally acceptable policy, processes, and practices with bilateral partners. Refine AIR’s organizational structure and functional responsibilities to support this capability.
- B. **Conduct system oversight.** Provide periodic review of the organization’s compliance assurance systems. The resulting insights inform AIR’s oversight activities and necessary stakeholder actions. Perform a data analysis of the results to further strategic oversight planning. While AIR does not conduct oversight of bilateral partners, we must continually assess our confidence in partner safety systems through the use of confidence maintenance systems.
- C. **Coordinate the identification and mitigation of corrective actions between appropriate stakeholders.** Create means for the transparent, global reporting of problems, identification of trends, and coordination of corrective actions. When corrective actions are required, such as for quality escapes and system or product noncompliances, they are uniformly adopted without regard to where the product is built, regulated, registered, or operated. This coordination must occur across AIR, Flight Standards, foreign CAAs, Industry, and all other stakeholders.

### *Complementary Stakeholder Actions*

- Industry develops compliance assurance systems and the supporting performance monitoring programs to ensure continued airworthiness of products.
- Industry continues to demonstrate commitment to safety through compliance.
- Industry continuously matures compliance assurance practices.
- Industry and bilateral partners demonstrate accountability to commitments documented in working agreements with AIR.
- Industry and bilateral partners share safety data and collaborate on COS.



### Initiative 3. Cultivate a just culture.

A just culture is one in which AIR and our stakeholders hold each other accountable without fear of reprisal. The Compliance Philosophy<sup>12</sup> embraces the self-disclosure and correction of safety issues and noncompliances, increasing AIR's confidence in organizations' systems.

#### *Why it Matters*

All stakeholders of the Aircraft Certification Safety System have an obligation to support the development, production, and maintenance of safe, compliant products. A just culture promotes continuous improvement of safety systems and outcomes.

#### *Output of this Initiative*



Organizations proactively demonstrate compliance with regulations



Industry is collectively more committed to compliance, self-correction, and voluntary disclosure

#### *Actions to Achieve this Initiative*

- A. **Formalize expectations for Industry self-correction and voluntary disclosure.** AIR will identify and document expectations and commitments, and AIR and stakeholders will monitor performance against these.
- B. **Monitor and improve system safety and performance.** AIR and stakeholders mutually identify and develop safety and performance data. Investigate and address early indicators of potential unsafe conditions and noncompliances. Use the data and continuous feedback as a basis for accountability.
- C. **Incorporate the Compliance Philosophy into international agreements.** Include principles from the Compliance Philosophy into international agreements. Assist bilateral partners to recognize the value of embracing a just culture.

#### *Complementary Stakeholder Actions*

- Industry is transparent and systematic in disclosing and correcting safety issues and noncompliances.
- Industry monitors system and safety performance to identify risks and assess the effectiveness of safety controls throughout the product lifecycle.
- Industry continuously matures their systems.

<sup>12</sup> The Compliance Philosophy is an FAA-wide effort to embrace a just culture as described in this initiative. See <https://www.faa.gov/about/initiatives/cp/> for more information.





#### Initiative 4. Establish **early engagement** between AIR and stakeholders.

This initiative creates a more welcoming environment for potential applicants and existing holders through a process that enables and promotes early (pre-application) engagement. Because innovations are not limited to new products and can apply to previously approved products and systems the scope of this initiative spans the lifecycle. It also provides a mechanism for engaging other stakeholders, such as bilateral partners and their applicants.

##### *Why it Matters*

Engagement between AIR and potential applicants prior to formal application helps create a shared understanding of the product or concept, associated risks, and available methods of compliance based on applicant maturity. This increases the likelihood of successful applications, and reduces unnecessary delays and schedule uncertainty. Engagement between AIR and foreign CAAs supports seamless global acceptance of new technologies, production methods, and business models.

##### *Output of this Initiative*



Project schedules are more predictable



Approvals of compliance assurance systems are more timely

##### *Actions to Achieve this Initiative*

- A. **Establish a process for applicant engagement with AIR well in advance of application.** The process should enable the timely exchange of content, discoveries, and questions while strengthening existing safeguards for intellectual property. Include a process for Industry to identify where existing regulations and policy do not provide a viable means of compliance for new ideas, concepts, and production methods. The process should also address pre-application engagement with bilateral partners and capture the need to coordinate with other lines of businesses in FAA, such as Flight Standards and the Air Traffic Organization (ATO). Refine AIR's organizational structure, processes, and functional responsibilities to provide clear entry points for applicants that wish to engage FAA early.
- B. **Create and implement a compliance library.** A compliance library will allow applicants and AIR to more quickly identify viable means of compliance (or regulatory gaps) based on established precedent. Define the design requirements for the compliance library, including provisions to protect proprietary information, and describe its use to streamline the pre-application and certification process.
- C. **Encourage early engagement by new entrants.** Establish the means to assess new entrants' capabilities and needs related to future applications, and educate or advise new entrants accordingly. This will strengthen the safety systems of organizations with no experience in the certification process. Refine AIR's organizational structure and functional responsibilities to provide clear points of entry for organizations that are new to aviation.
- D. **Engage stakeholders to identify areas of innovation.** Create forums for frequent engagements with aviation and other communities to anticipate potential regulatory and policy needs in emerging areas. This will position AIR to accommodate innovations more timely and efficiently.
- E. **Develop a process to manage the risks from innovations across the product lifecycle.** Define AIR and applicant responsibilities for each phase of the product lifecycle.

##### *Complementary Stakeholder Actions*

- Industry shares knowledge about their compliance assurance systems, product lifecycle risks, and the effectiveness of safety controls.
- Industry leverages early engagement mechanisms.
- Industry uses the compliance library to conduct regulatory gap analyses and shares results with AIR.



### Initiative 5. Shift toward **performance-based regulations and policy** where practical.

Effective performance-based regulations and policy strengthen the connection between compliance and safety performance. The Safety Continuum provides a foundation for establishing regulations and policy that are applicable over a broad range of product types and operations and align with society's expectations of safety.

#### *Why it Matters*

Performance-based regulations and policy can more readily accommodate rapidly evolving design and manufacturing processes. This reduces the need for special conditions and exemptions and provides the flexibility for new methods of compliance, ultimately allowing more timely and predictable certification schedules.

#### *Output of this Initiative*



The regulatory framework takes less time to accommodate innovations

#### *Actions to Achieve this Initiative*

- A. **Incorporate the principles of systems thinking in the prioritization of rulemaking and policy development.** Implement a prioritization scheme that considers the system-wide implications of rulemaking and policy development. Include considerations for the potential to enhance safety and foster innovation. Leverage the risk analysis governance (see Initiative 7). The scheme should conform to the administrative rulemaking procedures.
- B. **Catalog opportunities to apply performance-based regulations and policy.** With stakeholder input, identify which existing regulations and policy that restrict innovation are the most pressing. Assess whether the regulations and policy meet their performance objectives. This will inform the prioritization of regulation and policy revisions.
- C. **Revise regulations and policy to performance-based standards, where practical.** Consider the applicability of the regulations and policy to changing technologies and business models. Enable the integration of innovations that is scalable across product types and product lifecycle. Ensure those who are responsible for executing policy have the opportunity to provide inputs on revisions. Coordinate with bilateral partners to promote globally acceptable levels of safety while respecting variations among state regulations, policies, and methods of compliance.

#### *Complementary Stakeholder Actions*

- Industry supports and advises efforts to revise Parts 21, 25, 26, 27, 29, 31, 33, 34, and 35 to performance-based regulatory frameworks where appropriate.
- Industry identifies emerging technologies and practices that can inform future needs for regulations and policy.
- Industry resources the development of consensus standards in new areas.
- Industry and AIR engage outside of projects on broad areas of innovation to build AIR knowledge and inform the evolution of regulations and policy.





## Initiative 6. Actively promote partnerships among international stakeholders.

AIR will promote collaboration among international stakeholders to develop common methods for establishing and maintaining confidence in safety systems; to promote consistency in international oversight and safety management systems; and to develop standards and policy that produce equivalent safety outcomes. AIR will cultivate an organizational culture that considers the international implications of our policies and decisions.

### *Why it Matters*

Partnership is necessary to coordinate certification policies and ensure the safe and seamless transfer of aviation products between States. Engagement with the International Civil Aviation Organization (ICAO) ensures that this collaboration results in the adoption of safe and efficient international standards and recommended practices.

### *Output of this Initiative*



Duplication of international certification work is reduced

### *Actions to Achieve this Initiative*

- A. **Establish common practices among bilateral partners for assessing confidence in safety systems.** This confidence building framework will be scaled to the capabilities and experience of foreign CAAs and applicants. It will foster a shared understanding of product technology through transparency, ensure effective safety risk management internationally, and promote the efficient coordination of risk controls and mandatory continuing airworthiness information (MCAI).
- B. **Engage foreign CAAs to develop globally acceptable standards, policies, and methods of compliance.** Foreign CAAs will collaborate on common strategies for regulating new technologies, business practices, and manufacturing methods. AIR will leverage foreign CAA strengths to ensure that new standards and policies are performance-based wherever practical, resulting in globally acceptable levels of safety and accommodate emerging technologies and business practices.
- C. **Enhance the oversight capabilities of foreign CAAs.** AIR will provide targeted technical assistance to willing foreign CAAs in order to enhance their capabilities, leverage their safety systems, and promote aviation safety globally.
- D. **Maximize the recognition of bilateral partners' safety systems to reduce duplicative certification activities.** AIR will strategically expand the number and scope of our bilateral partnerships to better leverage bilateral partners' systems and focus AIR's limited resources on areas of highest risk. The resulting reduction of duplicative efforts must take place within FAA and among our bilateral partners. This also includes maximizing the mutual acceptance of certified products.
- E. **Promote the acceptance of safety and efficiency enhancing standards and best practices within ICAO.** Through AIR's proactive engagement with ICAO, the international aviation community will benefit from safety and efficiency improvements developed by AIR in cooperation with other experienced bilateral partners. This will encourage the global adoption of a systems approach to managing risks and promote the sharing of aviation safety information and expertise.
- F. **Demonstrate commitment to FAA and AIR's international strategies and goals.** Manage AIR international activities to promote consistency throughout the organization and with foreign CAAs. Ensure alignment with Aviation Safety (AVS), the Office of the Administrator (AOA), and broader U.S. international policy. Refine AIR's organizational structure and processes to support international activities.



### *Complementary Stakeholder Actions*

- Bilateral partners adhere to agreements and associated roadmaps.
- ICAO supports the issuance of coordinated and universally applicable standards and recommended practices.
- Industry collaborates with foreign CAAs, standards bodies, and ICAO to support the development and coordination of standards and practices.

## Initiative 7. Implement a consistent **risk analysis governance** over the product lifecycle.

Develop a common governance to characterize system, organizational, and product risk consistent with the Safety Continuum and internationally accepted ICAO standards. The governance will accommodate stakeholder input and will be implemented with transparency to promote a shared understanding of decision-making rationale.

### *Why it Matters*

A shared understanding of systemic risks provides the foundation for consistent decision making across the system. It informs how AIR and Industry establish risk controls and allocates resources. It also fosters AIR's confidence in safety systems and informs where corrective actions are needed. Ultimately, a shared understanding of risk enables AIR to move to system oversight and away from transactional involvement.

### *Output of this Initiative*



Consistent decisions based on a transparent, documented approach informed by systems thinking



Regulations and policy better reflect safety risk assessments and insights on the effectiveness of safety controls



The consistent, global application of the risk analysis governance reduces regulatory costs



Resources are allocated consistently across the product lifecycle

### *Actions to Achieve this Initiative*

- A. **Create a governance that integrates risk analyses across the product lifecycle.** Include risks associated with design, production, product, organization, and safety systems. Ensure a common understanding of this governance across AIR and stakeholders.
- B. **Partner with industry in the development and application of the risk analysis governance.** Conduct joint development and training with stakeholders to promote a shared understanding of the risk analysis governance.
- C. **Encourage stakeholders to voluntarily share data and analyses pertaining to safety.** Establish mechanisms for Industry to share data and analyses without fear of retribution (see Initiative 8). Analyze risk factors in conjunction with other FAA stakeholders (including Flight Standards) to assess the effectiveness of safety controls. Include considerations around safeguards for intellectual property.
- D. **Apply the risk analysis governance to proactively manage product and system risks.** Identify and apply risk mitigations and controls consistently across the product lifecycle, including in the development of regulations and policy. Enhance and promote voluntary mitigation of risk.
- E. **Establish processes to allocate resources across the product lifecycle consistent with the risk analysis governance.** Ensure that risk factors identified in one phase of the product lifecycle are considered in other phases and risk controls are applied accordingly.

### *Complementary Stakeholder Actions*

- Industry and bilateral partners align with the risk analysis governance to promote transparency and engage in meaningful dialogue with AIR.
- Industry and bilateral partners align with the risk analysis governance to reach decisions with an understanding of AIR decision-making criteria.
- Industry and bilateral partners manage risk holistically across the product lifecycle.
- Industry and bilateral partners voluntarily share data and support the analysis of safety risks, controls, and system performance.
- Industry and bilateral partners participate in the development and training of the risk analysis governance.



### Initiative 8. Make relevant **information accessible** to decision makers.

Establish an adaptive information management framework, predicated on sound data management, that ensures information is accessible, understandable, and trusted. This will provide centralized and secure access to information needed to support informed decision making.

#### *Why it Matters*

Access to comprehensive information about product and system performance is critical for effective risk-based decision making. This will promote efficiency, consistency, and objectivity in the decision-making processes of AIR and our stakeholders.

#### *Output of this Initiative*



Better-informed decisions enabled by greater access to information



Knowledge management adapts quickly to evolving needs

#### *Actions to Achieve this Initiative*

- A. **Establish governance to actively manage knowledge and information.** Identify data needs, sources, interdependencies, sharing requirements, and limitations on use. Include considerations around safeguards for intellectual property. Set up standard practices to actively manage data access and exchange of information according to stakeholder needs. Consider language differences to promote consistent understanding across foreign CAAs. Data may be owned and managed by stakeholders.
- B. **Establish agile and efficient acquisition processes for information management tools.** This process should allocate information management resources in accordance with AIR's business needs. Information management tools must support decision making across the system. Draw on AIR's workforce for innovative solutions.
- C. **Provide information management solutions that maximize efficiency and eliminate redundancy.** Promote collaborative solutions that allow AIR and stakeholders to efficiently exchange information independently of the geographic location of users. Consolidate information management systems to reduce redundancy.
- D. **Capture knowledge continuously to enhance workforce development, succession planning and mentoring.** Establish the means to gather and routinely update knowledge and lessons across AIR. AIR's refined organizational structure and functional responsibilities will better inform this action.

#### *Complementary Stakeholder Actions*

- Industry engages AIR to explore data sharing needs, requirements, and stipulations.
- Bilateral partners collaborate on global data sharing capabilities.



### Initiative 9. Create a **framework to enhance collaboration** internally and externally.

AIR and stakeholders must collaborate effectively to realize the full potential of a systems approach to risk management. This initiative establishes collaboration as a core competency and enabler of the knowledge sharing and innovative thinking that will be critical to the success of the transformed system.

#### *Why it matters*

Collaboration improves operational efficiency by promoting the flow of consistent information across the product lifecycle. It fosters an understanding of how the complex system is interconnected and stimulates diverse and creative thinking that can lead to better outcomes across the lifecycle.

#### *Output of this Initiative*



The work environment promotes appropriate authority, inclusion, and learning



The roles and expectations for stakeholder engagements are clear

#### *Actions to Achieve this Initiative*

- A. **Incorporate the principles of systems thinking in training and policy development.** Ensure that processes, policy, and guidance incorporate the principles of systems thinking. This includes considering lifecycle and global implications of individual decisions.
- B. **Identify collaboration opportunities and formalize expectations for collaboration with stakeholders, including academia.** Support this through refinement to AIR's organizational structure and functional responsibilities. Collaboration touch-points across the system include other lines of business within FAA and external stakeholders.
- C. **Develop effective collaboration as a core workforce competency.** Educate the workforce about the training and tools at their disposal. Prepare the workforce to collaborate effectively across AIR's stakeholders.
- D. **Incorporate collaboration and knowledge sharing expectations in employee performance management.** Conduct gap analyses to inform training and hiring strategies. Resource training programs according to greatest need.
- E. **Establish crosscutting communities to foster mutual learning.** Develop communities of management and technical staff both within FAA and with stakeholders such as Industry, bilateral partners, and academia. Leverage early engagement to support effective oversight and continual learning within AIR. Refine AIR's organizational structure and functional responsibilities to better support collaboration across the system.

#### *Complementary Stakeholder Actions*

- Initiate collaboration in anticipation of needs.
- Conduct joint training with AIR leveraging academia.



### Initiative 10. Empower our people with the resources necessary to effectively perform their roles.

As used in the CSP, empowerment refers to individuals' sense of ownership of responsibilities entrusted to them. Because AIR employees will have wide-ranging discretion over decisions that will drive outcomes, empowerment will be especially important in the future Aircraft Certification Safety System. AIR employees are empowered when they clearly understand the extent of their decision-making authority and have the supporting knowledge, skills, and tools to successfully exercise that authority. This initiative fosters a workplace environment that promotes employee empowerment.

#### *Why it matters*

The transformed Aircraft Certification Safety System will place different demands on how AIR employees make decisions. In particular, it will require that AIR employees employ their wide-ranging discretion over decisions that will drive outcomes. We must empower AIR employees to maximize their impact. Empowered employees are more engaged, have higher rates of retention, benefit more from development programs, and are ultimately more effective in executing their responsibilities.

#### *Output of this Initiative*



The work environment promotes appropriate authority, inclusion, and learning



The AIR workforce is empowered, capable, and knowledgeable about the most recent technological advances in the aviation industry

#### *Actions to Achieve this Initiative*

- A. **Develop policy, processes, and tools to support decision making at the appropriate level.** This helps decision makers understand how to appropriately exercise their authority and ensures that decisions are made consistently across AIR. Stakeholders use established decision review processes<sup>13</sup> to resolve disputes in a timely manner and include employees in the resolution process. Include expectations and guidance for supervisors to empower and display confidence in their employees' demonstrated skills.
- B. **Develop AIR's leadership capability.** Leadership must provide the safe and respectful culture that encourages exploration, innovation, and learning from mistakes. Provide leadership development opportunities for employees at all levels of the organization. Support the development of business skills and acumen through training, managerial success profiles, coaching, and mentorship. Require that all supervisors participate in leadership development. Reinforce desired leadership behaviors through continuous feedback.
- C. **Institutionalize continuous feedback and After Action Reviews (AAR).** Create a practice of conducting AARs after major efforts and incorporating lessons learned for future use. This includes sharing the justification of overturned decisions to support employee development.
- D. **Create a comprehensive employee development program.** Identify the core curriculum necessary to develop the workforce's ability to see the implications of individual decisions across the system. Include business/management skills (e.g., portfolio, project, and change management). Define career paths across employee types and functions, unconstrained by geographic location. Use these career paths to inform the curriculum of the development programs. Proactively develop employees in anticipation of staffing needs. Extend development opportunities to FAA designees as warranted.

<sup>13</sup> AVS's Consistency and Standardization Initiative (CSI) is an example of this for external stakeholders. See [https://www.faa.gov/about/office\\_org/headquarters\\_offices/avs/consistency\\_standardization/](https://www.faa.gov/about/office_org/headquarters_offices/avs/consistency_standardization/) for information on this program.



- E. **Refine AIR's organizational structure and processes.** Assess AIR's current organizational structure and processes in relation to the desired transformation. Systematically refine AIR's organizational structure and processes to support efficient and effective operations. Ensure that changes to the organizational structure establish clear decision-making responsibilities and align personnel with related functions. Inform changes with workforce input and feedback. Coordinate changes across all divisions.

*Complementary Stakeholder Actions*

- Industry follows the CSI process to question or dispute AIR decisions.
- Stakeholders participate in AARs after major projects.

# MANAGING THE IMPLEMENTATION

## Developing Implementation Plans

As described in the Blueprint, AIR and stakeholder project teams will use the CSP to inform the development of Implementation Plans that define business level activities. Multiple plans may be required to fully achieve each initiative. These Implementation Plans will specify planning elements such as resources, timelines, and outputs. Select aspects of the Implementation Plans will be tracked in a single Integrated Implementation Plan (IIP) which AIR will use to manage the overall Transformation.

## AIR's Business Architecture

While the CSP presents a plan for achieving AIR Transformation, a thorough understanding of how AIR will operate in the transformed state is necessary to implement the plan. AIR is developing a Business Architecture to describe how the organization will operate in the transformed state in terms of four Core Functions<sup>14</sup>:

- Strategic Planning;
- Policy Implementation (Domestically and through International agreements);
- Approvals (Product and Article, Airworthiness, Production, Designations); and
- Assurance (Product and Article, Organizational, Designee).

Across these functions, the Business Architecture will describe future interactions within AIR and among our stakeholders, including other FAA lines of business, U.S. government agencies, foreign governments, and Industry. This information will provide the operational context to inform the development of Implementation Plans. In conjunction with the CSP, it will enable AIR to fulfill the vision of Transformation.

## Continuing AIR – Industry Engagement

Transformation requires commitment to change from all parties. This strategic plan reflects the perspectives of leadership and subject matter experts throughout AIR as well as U.S. Industry. Continued engagement between AIR and Industry is critical to ensure the successful development and implementation of a thorough, well-reasoned strategy. The Safety Oversight and Certification Aviation Rulemaking Committee (SOC-ARC) was formed in January 2018 to establish a channel for this engagement.

The initiatives in the CSP identify stakeholder complementary actions that are integral to Transformation. Joint implementation of the initiatives in this plan will, in many areas, require research and experimentation through limited pilot projects. The SOC-ARC will coordinate those activities, collecting lessons learned that can be employed in the next round of experimentation and contribute to recommendations for regulations and policy. Additionally, the SOC-ARC will spearhead Industry's collaboration with AIR to develop shared performance metrics and support the collection and analysis of Industry data under appropriate safeguards. The SOC-ARC will provide a channel for necessary dialogue to support coordination between AIR and Industry.

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<sup>14</sup> The Business Architecture team is in the process of developing these Core Functions. This list is current as of the publication of this document.







## Monitoring Performance

This section contains high level, preliminary information on how AIR intends to monitor progress. More detailed information will be captured in a variety of supplementary documents, which will be updated as the practice is matured over time. These documents can be found online at:

[https://www.faa.gov/about/office\\_org/headquarters\\_offices/avs/offices/air/transformation/blueprint/](https://www.faa.gov/about/office_org/headquarters_offices/avs/offices/air/transformation/blueprint/).

The CSP presents the strategy to fulfill the vision of Transformation. To inform whether we are succeeding in achieving the vision, AIR identified a set of changes – or Transformation outcomes – that are key indicators of impact in the areas most important to us and our stakeholders. These outcomes will serve as a constant benchmark for assessing progress toward the initiatives. AIR and Industry will monitor the outcomes through the following set of metrics. Both the method and metrics for monitoring progress toward the Transformation Outcomes will mature over time.

AIR Transformation Outcome	Outcome Metric Description
 Manage operational safety risk across the Safety Continuum	<b>Safety Performance:</b> Early resolution of noncompliance and potential unsafe conditions
	<b>Safety Confidence:</b> Maturity level of Industry safety systems
	<b>Safety Resource Allocation:</b> Alignment to risk
 Reduce the time for approval decisions	<b>Timely Project Approval:</b> Time from initial application submission to application approval
	<b>Interim Milestone Completion Time:</b> Time from initial application submission to project milestone
 Increase the schedule predictability of approval decisions	<b>Schedule predictability:</b> Variance for product approvals based on estimated completion date
	<b>Approval Predictability:</b> Variance for each kind of product approval
 Increase AIR's productivity	<b>Approval Productivity:</b> Hours per AIR approval
	<b>Overall Productivity:</b> Approvals issued per Full Time Equivalent

The desired outcomes will be attained through assumed cause-and-effect relationships with supporting initiatives, as illustrated in *Figure 4: The Connection between Initiatives, Outputs, and Outcomes*. Initiatives produce outputs that ultimately lead to measurable outcomes.

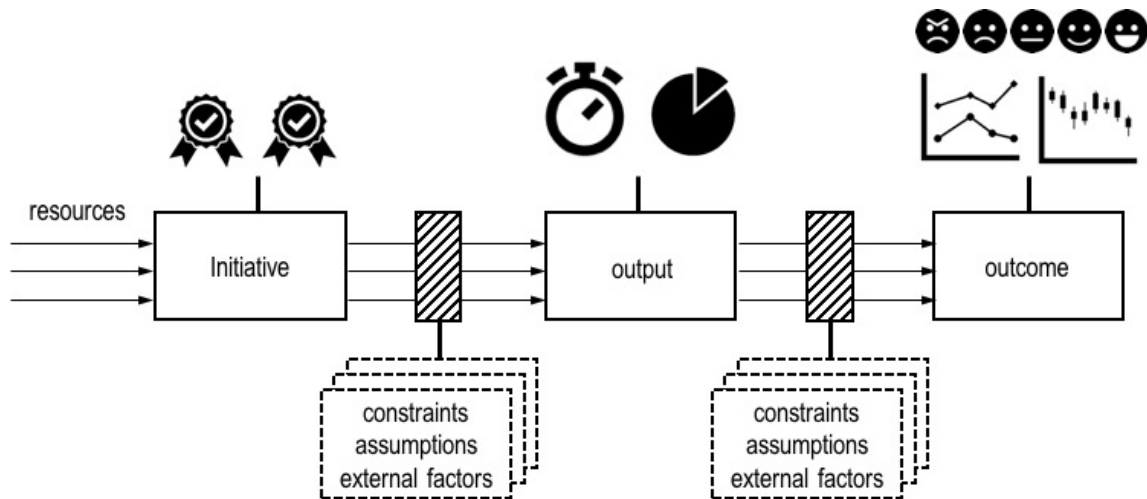


Figure 4: The Connection between Initiatives, Outputs, and Outcomes

Accordingly, AIR will measure the initiatives' outputs to assess progress towards the outcomes. We will monitor the constraints and external factors that may also impact our outputs to ensure that we properly interpret the data collected by our workforce and Industry partners; validate our assumptions; and check for unintended consequences.

Transformation outcomes will impact everyday operations across AIR and routine interactions with Industry. AIR's performance across all of our day-to-day activities will be monitored through the Organizational Health Monitoring (OHM)<sup>15</sup> program. The goal of this program is to create insights that help AIR allocate resources more efficiently, improve performance, and reduce safety risks in the NAS. The OHM program will allow us to monitor changes in these day-to-day activities to gauge progress toward the Transformation outcomes.

AIR and stakeholders will monitor progress in the implementation of the initiatives in the CSP and will use critical insights to make strategic course corrections as warranted. Industry plays an important part in monitoring performance given their stake in the Transformation and role in implementing supporting actions. AIR and Industry recognize the importance of accountability for performance expectations; measuring performance toward agreed upon outputs is an important tool for promoting mutual accountability. Given the importance of a just culture in the future Aircraft Certification Safety System, care should be taken to ensure that insights from monitoring performance are not used for punitive purposes, but rather to inform improvements to the system.

<sup>15</sup> More information on this program can be found at [https://www.faa.gov/about/office\\_org/headquarters\\_offices/avs/offices/air/hq/organizational\\_performance\\_air300/ohm/](https://www.faa.gov/about/office_org/headquarters_offices/avs/offices/air/hq/organizational_performance_air300/ohm/).

## APPENDIX A: KEY CONCEPTS IN THE CSP

*Note: The following descriptions are valid at the time of writing and may change in the future.*

**Aircraft Certification Safety System:** This term is described in *A Blueprint for AIR Transformation: Key Concepts*.

**AIR Transformation:** This term is described in *A Blueprint for AIR Transformation: Key Concepts*.

**Bilateral Partners:** Regulatory agencies with a formal agreement with FAA for recognizing their safety system. Though they differ in the specific negotiation techniques (e.g., bilateral agreements, Implementation Procedures for Airworthiness), they structure a formal relationship to leverage one another's systems.

**Career Development Framework:** This term is described in *A Blueprint for AIR Transformation: Key Concepts*.

**Change Management:** This term is described in *A Blueprint for AIR Transformation: Key Concepts*.

**Compliance Assurance System:** A system for showing compliance that is recognized by AIR with a commensurate oversight system. This is analogous to quality systems at a manufacturing facility or repair station.

**Compliance Library:** This term is described in *A Blueprint for AIR Transformation: Key Concepts*.

**Compliance Philosophy:** This term is described in *A Blueprint for AIR Transformation: Key Concepts*.

**Consistency:** Similar circumstances should lead to similar decisions, outcomes, and policies over time and across the organization. Differences in decisions, outcomes, and policies are explained by differences in relevant factors.

**Continued Operational Safety (COS):** This term is described in *A Blueprint for AIR Transformation: Key Concepts*.

**Critical Path:** The designated portion of the agreed-to project schedule with time critical constraints, such that AIR has a specific commitment to respond in a timely manner.

**Designee:** This term is defined in FAA Order 8000.95, Designee Management Policy.

**Early Engagement:** Activities to gauge and reduce project risk prior to application. This can include collaborating to explore new or novel technology, new manufacturing processes, working to identify the path to certification, or educating applicants on regulations applicability for their specific project. It includes both engineering and manufacturing considerations, e.g. intent to manufacture outside county and general education on the process.

**Foreign Civil Aviation Authority (CAA):** The regulator of civil aviation for foreign states or jurisdictions; the foreign equivalent to FAA.

**Innovation:** A new method, approach, technology or product that is not supported or addressed by the current procedural, airworthiness, and operational regulations (Parts 21, 23, 25, 27, 91, 121, etc.), Advisory Circulars (AC), policies, or other known methods of compliance.

**Innovation Center:** This term is described in *A Blueprint for AIR Transformation: Key Concepts*.

**International Agreement:** A formal arrangement between the U.S. and foreign CAAs to facilitate equivalent levels of safety and reciprocal certification of civil aviation products between the signatories.

**Just Culture:** A culture in which AIR and our stakeholders hold each other accountable for safety without fear of reprisal. It allows for due consideration of honest mistakes and focuses on ensuring that underlying safety issues are fixed in all cases.

**Level of Confidence:** The degree to which FAA understands and accepts the capability of a bilateral partner to consistently achieve defined outcomes.

**Maturity:** Demonstrated applicant/holder capabilities. Maturity will be assessed based on size and scope of the applicant/holder's activities, operational complexity, safety culture, business model and processes, safety history, criticality of products and recent performance.

**Maturity Model:** A model that prescribes AIR's retention of responsibilities as a function of demonstrated maturity and risk.

**New Entrants:** New applicants that have not yet gone through a certification process with FAA.

**Organizational Health Monitoring (OHM):** This program monitors AIR's day-to-day operations to create insights that help AIR allocate resources more efficiently, improve performance, and reduce safety risks in the NAS.

**Performance-Based Regulations and Policy:** Regulations and policy that establish a required level of performance, in terms of measurable outcomes, for a design, process, or system, rather than providing prescriptive processes, techniques, or procedures. This approach provides industry with the option to utilize FAA-accepted, consensus-based means of compliance or develop their own to show compliance to rules.

**Product Lifecycle:** Refers to all phases of a product: design, production, airworthiness, and COS.

**Regulatory Framework:** The body of regulations and policy that govern the systems and practices for assuring the compliance and airworthiness of products.

**Regulatory Gap:** The degree to which a (usually novel) product has an existing means of compliance available.

**Retention:** FAA's discretionary withholding of delegation of responsibilities to another entity.

**Risk Analysis Governance:** The means to provide a consistent understanding and application of risk assessment throughout the system and product lifecycle.

**Risk-Based Decision Making (RBDM):** This term is described in *A Blueprint for AIR Transformation: Key Concepts*.

**Safety Continuum:** This term is described in *A Blueprint for AIR Transformation: Key Concepts*.

**Self-Correction:** The ability of an organization to independently identify non-compliances with their systems and products and effectively take action to address and prevent them from occurring in the future.

**Stakeholder:** This term is described in *A Blueprint for AIR Transformation: Key Concepts*.

**System Oversight:** This term is described in *A Blueprint for AIR Transformation: Key Concepts*.

**System Performance:** This term is described in *A Blueprint for AIR Transformation: Key Concepts*.

**Transformation Outcomes:** Four changes that collectively define success in terms of our impact on the system.

**Voluntary Disclosure:** The process wherein an organization notifies FAA of the apparent non-compliance or violation immediately after detecting it and before the Agency has learned of it by other means

## APPENDIX B: PRIORITY ACTIVITIES

This appendix lists the activities AIR has deemed priorities for the upcoming fiscal year. Each activity is structured as follows:

- **Activity Title:** provides a brief description of the scope of the activity.
- **Activity Lead:** identifies the organization(s) leading the implementation of the activity.
- **Activity Sponsor:** identifies the sponsor of the activity.
- **Relationship to the CSP:** provides a description of how the activity supports initiative(s) in the CSP.

The Fiscal Year 2019 activities are:

- Invest in Our People
- Refinement of Enterprise Operations (EO) Division
- AIR Integrated Oversight (AIO)
- Maintenance of Confidence (MxOC)
- The FAA and Industry Guide to Product Certification (CPG)
- Applicant Showing Only (ASO)
- Innovation Center
- Refinement of International Division

### Invest in Our People

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This activity standardizes the management of positions within the organization. This includes equity in grade structure for similar work and standardized expectations. Position management will also allow for and encourage knowledge sharing and the development of the workforce. This activity includes five projects:

- Standardize J/K frontline managers;
- Standardize expectations for administrative and technical support;
- Create rotational job opportunities;
- Implement a “workforce development” concept; and
- Establish grade-level parity/succession planning.

#### *Activity Lead*

AIR-900, Gwynne O’Connell

#### *Activity Sponsor*

AIR-900, Suzanne Chandler

#### *Relationship to the CSP*

This activity supports Initiative 9, Actions C and D, and Initiative 10, Actions B and D. It helps to create clear roles and responsibilities, supports an inclusive learning environment, and develops the workforce.

### Refinement of Enterprise Operations (EO) Division

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This activity creates a functionally aligned EO Division to partner with other AIR divisions in determining and providing resources and services in support of the AIR mission. As the division matures, additional capabilities and service offerings will be developed to further its support mission and continue optimizing support to the service.

#### *Activity Lead*

AIR-900, Gwynne O’Connell

#### *Activity Sponsor*

AIR-900, Suzanne Chandler

#### *Relationship to the CSP*

This activity supports Initiative 10, Action E. It systematically refines EO’s organizational structure and better organizes AIR’s resource management and personnel functions.

### AIR Integrated Oversight (AIO)

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AIR Integrated Oversight establishes a systems level, risk-based, data-informed, oversight program. It enhances AIR’s ability to make oversight decisions that account for a system’s compliance, organizational factors, and safety performance.

#### *Activity Lead*

AIR-600, Hillary Heintz

#### *Activity Sponsor*

AIR-2, Dave Hempe

#### *Relationship to the CSP*

This activity supports Initiative 2, Action A. It accounts for various systems and levels of applicant/holder maturity. It evolves AIR’s oversight process to align with the future AIR organizational structure, which requires a more data-driven, system level oversight approach.

## Maintenance of Confidence (MxOC)

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This activity establishes a process that conducts periodic evaluations of FAA and foreign CAAs' ability to perform regulatory functions, based on equivalency or compatibility of standards, policies, procedures and technical competence of each authority. This informs FAA of the level of confidence in agreements with partners.

### *Activity Lead*

AIR-400, Joe Simeone

### *Activity Sponsor*

AIR-400, Amer Younossi

### *Relationship to the CSP*

This activity supports Initiative 6, Action A and Initiative 2, Actions A and B. It establishes baseline and ongoing levels of confidence in foreign CAAs' technical components. This allows for the reduction of duplicative international certification work.

## The FAA and Industry Guide to Product Certification (CPG)

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CPG Implementation focuses on broadly applying the principles of the guide in a consistent and sustainable manner within FAA and Industry. It educates FAA and Industry on the benefits of the CPG, reinforces the education through follow-up activities, and measures how effectively the CPG has been applied. The implementation also includes the creation of a process to regularly update the CPG to ensure its continued relevancy.

### *Activity Lead*

AIR-700, Christina Underwood & Kevin Dickert

### *Activity Sponsor*

AIR-700, Lance Gant

### *Relationship to the CSP*

This activity supports Initiative 1, Initiative 4, and Initiative 7, Action C. It allows companies that demonstrate competence to have more control over the certification process, supports effective teaming between FAA and Industry, supports more predictable schedules, and provides transparency in decision making.

## Applicant Showing Only (ASO)

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This activity conducts a root cause assessment of the current ASO policy to identify the reasons for low industry adoption of the program. It will deliver a recommendation on whether to continue ASO development and how the program aligns with AIR's future state, specifically in the area of refreshing the certification strategy.

### *Activity Lead*

AIR-700, Tom Sciortino  
AIR-600, Mike Reinert

### *Activity Sponsor*

AIR-700, Scott Horn

### *Relationship to the CSP*

This activity supports Initiative 1, Action A and Initiative 7, Action A. It supports clarity in Industry and FAA roles in the certification process. It also supports moving toward a systems approach to safety, targeting AIR's involvement to the areas of highest safety risk and reducing AIR involvement in the certification process where Industry demonstrates competence.

Innovation Center

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This creates the AIR Innovation Center, an AIR-600 organization and process that facilitates development of new standards and guidance and promotes the safe and efficient adoption of emerging technology and processes for aviation applicants.

*Activity Lead*

AIR-600, Bill Schinstock & Karen Grant

*Activity Sponsor*

AIR-600, Mike Romanowski

*Relationship to the CSP*

This activity supports Initiative 4. It establishes a process for early engagement and reduces uncertainty in certifying new technology and processes.

Refinement of International Division

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Refinement of the International Division supports a cohesive and consistent approach to international activity within AIR. It examines the International Division’s responsibilities (policy, processes, and functions) and transfers responsibility where appropriate to other functional divisions. Specialized international activities will be managed by staff with international expertise. This includes: managing AIR’s bilateral relationships, leading assessments of AIR’s bilateral partners, leading Implementation Procedures for Airworthiness (IPA) negotiations and management, leading international outreach to promote U.S. priorities, engaging with and leading AIR’s ICAO interactions, and acting as a linkage to all other entities involved in international activities.

*Activity Lead*

AIR-400, Dave Higginbotham

*Activity Sponsor*

AIR-400, Amer Younossi

*Relationship to the CSP*

This activity supports Initiative 6 and Initiative 10, Action E. It determines how best to organize international efforts in AIR’s functionally aligned state. It establishes clear roles and responsibilities in order to efficiently and effectively execute international work to achieve desired outcome.



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