

Aircraft Certification Service

Strategic Plan

“The roadmap to our future”

A Message From the Aircraft Certification Service Director

The pace and texture of change facing those of us involved in planning our Aviation Safety mission is astonishing. Numerous challenges confront us in the not too distant future and in order to prepare for these challenges, the Service has strategically mapped our path to the year 2007.

Some of the key challenges that lie ahead include:

- The blurring of national borders as the aviation industry becomes global
- The explosion of information technology and the unlimited potential this holds for aviation safety applications
- The instantaneous access to information anywhere in the world

This strategic plan was crafted after information sharing sessions with aviation experts and interviews with leaders of aerospace giants. The FAA listened to their concerns and shared their ideas and ideals. From these meetings, a new *Vision* for *AIR* evolved. We have also rewritten our *Mission Statement* and added a *Value Statement* that emphasizes our commitment to each of you.

We will use these to charter our course to the future. Our four Strategic Goals are:

- Safety Management
- Organizational Effectiveness & Efficiency
- Innovation and Technology
- Globalization

We believe that the strategic innovations planned for these four areas will meet the ever-evolving needs of our workforce and customers for many years to come.

We welcome the challenges the future holds for us and accept the responsibilities that making aviation the safest form of transportation present.



Introduction

The Aircraft Certification Service has used strategic planning to set our long-term organizational priorities since 1987. In July 1998, the ACMT formally tasked a revision of the existing AIR Strategic Plan. We used a deliberate process with a formal interview/survey to gain feedback from industry, other FAA lines-of-business, and stakeholders.

Our newly revised AIR Strategic Plan will now guide us to the year 2007. In developing the plan, we examined the DOT Strategic Plan and have aligned our revised strategic plan with FAA and AVR Strategic goals. The AIR Strategic Plan's focus is to transform AIR, while our day-to-day mission is captured in the annual AIR Business Plan.

Our AIR Vision articulates our intent and resolve for the future. Based on our Vision, this plan spells out the strategies that will enable AIR to meet the technical, global, and resource challenges of the future.

Although it's difficult to forecast the future, we must take bold steps to anticipate and address our impending challenges. The world of 2007 will likely be different than today's aviation environment. We eagerly seek to meet the challenges of this new setting.

Each year we will review the Strategic Plan and update it as necessary to keep pace with our rapidly changing world. We are also transitioning to multi-year business plans which support our Strategic Plan.

AIR has a proud history and a highly competent workforce. We owe every member of AIR a sound projection of our future, as well as specific, timely strategies for getting us there. Our Strategic Plan then is our driver for planning and resource forecasting and a method for checking our success in achieving our AIR Vision.

Vision Statement

A world-class organization advancing aircraft safety throughout the global aviation system.

Value Statement

We value the well-being of fellow employees and are fully committed to creating a positive work environment that cultivates a responsible, competent, empowered, and diverse workforce.

We are also committed to the success (for safety) of AIR customers through constructive collaboration, enabling safety compliance, stakeholder respect and delivering quality products on time.

Mission Statement

To promote aviation safety, we:

- *Work with aviation authorities, manufacturers, and other stakeholders to help them successfully improve the safety of the international air transportation system.*
- *Provide a safety management system to ensure continued operational safety of aircraft.*
- *Administer safety standards governing the design, production, and airworthiness of civil aeronautical products.*
- *Oversee design, production, and airworthiness certification programs to ensure compliance with the prescribed safety standards.*

Safety Continuum

Safety standards and the methods we use to apply them must continually evolve due to advances in technology and demand for higher levels of safety. Thus, AIR takes a systems approach to Safety—looking at all the parts as a whole and applying what we learn to make improvements throughout the product life cycle.

- Standards
- Certification
- Continued Operational Safety

The success of the entire continuum is dependent on effective Safety Management in each and every phase.

Information and experience derived from each phase is systemically applied to subsequent phases throughout the continuum.

Each function within the continuum is an integral part of Safety Management.

Safety Management

Goal: *Safety Management* - Enhance aviation safety by applying structured risk management and oversight methodologies throughout the product life cycle.

- **Risk Management:** Establish disciplined risk management methods within the organization to include:
 - Precursor awareness,
 - Integrated certificate management,
 - Risk-based discretionary participation, and
 - Safer Skies methodologies.
- **Delegation:** Institutionalize risk-based, designee oversight by enhancing oversight skills and functions, and maximizing delegation of non-critical functions.
- **Integrated Solutions:** Proactively interface with Flight Standards Service and Industry to identify and mitigate safety risks with seamless, comprehensive solutions.
- **Lessons Learned:** Use information and corporate experience gained during our safety management activities to improve safety throughout the product's life cycle.

Safety Management (Cont.)

Indicators of Success

- A comprehensive Safety Management oversight process is in place, across product lines, that assures integration of safety activities.
- Risk management and systems thinking are applied to all functions of the Safety Continuum to:
 - determine emphasis and requirements within each standard;
 - drive delegation decisions for appropriate AIR involvement and minimize safety risks; and
 - develop and implement timely, objective, prioritized responses to unsafe conditions.
- Information and experience from all phases of Safety Management are used to:
 - continuously improve our standards;
 - validate design assumptions and decisions;
 - identify precursors and mitigate risk in safety-related decision-making; and
 - correct underlying sources of problems system-wide.
- An integrated certificate management process is established that provides a risk mitigation framework specific to each applicant.
- An appropriate level of organizational delegation is used to leverage limited FAA resources in overseeing compliance to critical safety requirements.
- Critical design safety information is identified and applied for in-service decision-making.
- Communication and collaboration between Aircraft Certification Service and Flight Standards Service result in an effective, unified, FAA response to safety concerns.

Organizational Effectiveness & Efficiency

Goal: *Organizational Effectiveness and Efficiency* - Strengthen our aviation safety service function to employ best business practices and build and sustain a supportive infrastructure to reflect the commitment to the AIR Value statement.

- **Process/Organizational Change:** Develop innovative and efficient business practices to balance customer needs, resource limitations, and industry growth.
- **Leadership:** Institute leadership identification, development, and growth initiatives.
- **Information Technology:** Promote and integrate information technology into business practices to achieve the AIR safety mission.
- **Professional Environment:** Foster a productive and hospitable environment that cultivates a diverse workforce with responsible, competent, and empowered employees.
- **Labor Relations:** Develop positive Labor Union relationships.

Organizational Effectiveness & Efficiency (Cont.)

Indicators of Success

- Compliance with all established timelines.
- The gap between demand for services and available resources is minimized.
- AIR has successfully acquired FAA funds to support new and critical information technology tools.
- A workforce planning program exists, coupled with professional development.
- A performance management approach is institutionalized with clear success criteria for employee compensation, recognition, and awards.
- The Information Technology Strategic Plan is fully implemented.
- The Technical Training Strategic Plan is accomplished.
- AIR has embraced and implemented Knowledge Management Principles.
- The principles of Certification Process Improvement are instituted for key business practices.

Innovation and Technology

Goal: *Innovation and Technology* - Enable early engagement and maximize innovation in response to new aviation concepts and technology.

- **Organizational Responsiveness:** Ensure that our organizational processes and structure facilitates early decision making and builds technical competency related to new product technology.
- **Partnerships/Alliances:** Leverage partnerships and alliances with other government and industry stakeholders to ensure open communication and early AIR involvement in emerging technology.
- **Break-through Thinking:** Exploit innovative thinking to improve organizational performance and productivity.

Innovation and Technology

(Cont.)

Indicators of Success

- A process that identifies key emerging technologies, with civil application, is implemented.
- Collaborative and cooperative relationships are in place that enable AIR to prioritize its response to emerging technology.
- Employees are better able to respond to new product technology through education and experiential opportunities.
- Rewards, recognition, and incentives are in place to encourage and value a culture of break-through thinking that results in innovation and process improvement.

Globalization

Goal: *Globalization* - In a leadership role, enhance aircraft safety and security globally by working in partnership with the international community.

- Lead by example in moving towards mutually acceptable global safety standards and procedures.
- Broaden the network of partner civil aviation authorities.
- Encourage global adoption of safety and security initiatives/interventions.
- Address the challenges of expanded global aircraft design and manufacturing.

Globalization (Cont.)

Indicators of Success

- FAA and others have fully implemented a streamlined familiarization/validation process for import products.
- Bilateral implementation procedures are in place with 20 partners.
- Training partnerships are in place with Asia and Latin America to routinely provide selected AIR technical training courses at international base locations.
- Air Carriers have implemented Commercial Aviation Safety Team (CAST) interventions in their global operations and a safety culture to reduce air carrier accidents is in place.
- International supplier surveillance is appropriately delegated to bilateral partners for manufacturers under their jurisdiction.
- U.S. companies are operating consistent with bilateral and other international agreements.
- Alliances between FAA and other government agencies are in place to respond to the safety challenges posed by trade-safety organizations.

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