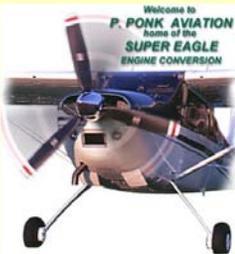
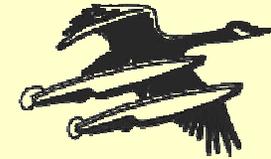


# SACO Organizational Changes



# Meeting Objectives

- Share details of SACO organizational change
  - Why
  - When
  - How
  - Benefits, etc.
- Address concerns voiced by Industry
- Q & A
- Enlist your support in the future



# Agenda

- What is the Transport Airplane Directorate?
- Why are we making the change and what are its benefits?
- What preparations have been made so far?
- What remains to be done?
- How will it work?
- How will we measure our success?
- Benefits of the change
- Acknowledgement of Concerns
- Questions



# What is the TAD?

- The Transport Airplane Directorate (TAD) includes aircraft certification offices (ACO) in Seattle, Los Angeles and Denver.
- In part, the TAD has certification responsibility and/or oversight of all Transport Airplanes certified in the United States.
- Since 1981 when the TAD was formed, it also certifies all aviation products (Parts 23 - 35) in a 11-state region: Washington, Oregon, Idaho, Montana, Wyoming, Nevada, California, Arizona and Colorado, Utah and Hawaii.



# Who is the TAD (cont)?

- At present, the Seattle ACO consists of 7 branches:
  - (ANM-100S) Program Management; (ANM-102S) Administrative; (ANM-120S) Structures; (ANM-130S) Systems; (ANM-140S) Propulsion; (ANM-160S) Flight Test; (ANM-190S) Special Certification.
  - The 190S Branch works with both the (ANM-160S) Flight Test Branch, and the Seattle Manufacturing Inspection Office (ANM-108S) on certification projects.
  - The 190S Branch on occasion works with other branches, mainly Systems and Propulsion on GA.



# Why are we making the change?

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# Why are we making the change?

- Position the SACO organization to be responsive to changes in the GA industry and align with AIR's Strategic direction (standardized processes (in terms of oversight, visibility, office tracking), etc.)
- Enhance service to GA customers through additional resource availability & metrics to measure success
- Better utilize SACO resources
- Standardize SACO focus on program management (PM) by having all PM's report directly to the office manager
- Provide a broader aviation/certification perspective to engineers via projects spanning both transport and GA categories
- Standardize the two largest ACO's (Seattle and LA) within the TAD



# What is the change?

- PM's (including small airplane [Jeff Morfitt] and newly created rotorcraft position [Jean Newton]) report directly to SACO manager
- Mike Pasion assumes role of the Manager of the ANM-140S Propulsion Branch
- Dorothy Lundy, Della Swartz and John Shelden join the Airframe Branch
- Vince Massey joins the Systems Branch
- Dick Simonson and Rich McCauley join the Propulsion Branch
- Additional SACO employees are assigned to GA-support positions



# Benefits of changes to GA

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# Benefits of Change for GA

- More available GA resources (“16+” vs. 8)
- Additional assistance “paths” due to added focals
- Addition of metrics/feedback to measure FAA success
- Contacts and relationships between FAA and GA remain constant for existing projects and companies
- 190S processes that worked well will continue to be used



# Benefits to GA (cont.)

- Buffers loss in service to GA due to promotion/transfer of FAA certification specialists
- SACO's commitment to improve upon 190S performance
- Facilitate incorporation of GA-related safety innovations into the marketplace
- Opportunity for periodic “how goes it?” check-in meetings



# Change at the Office Level

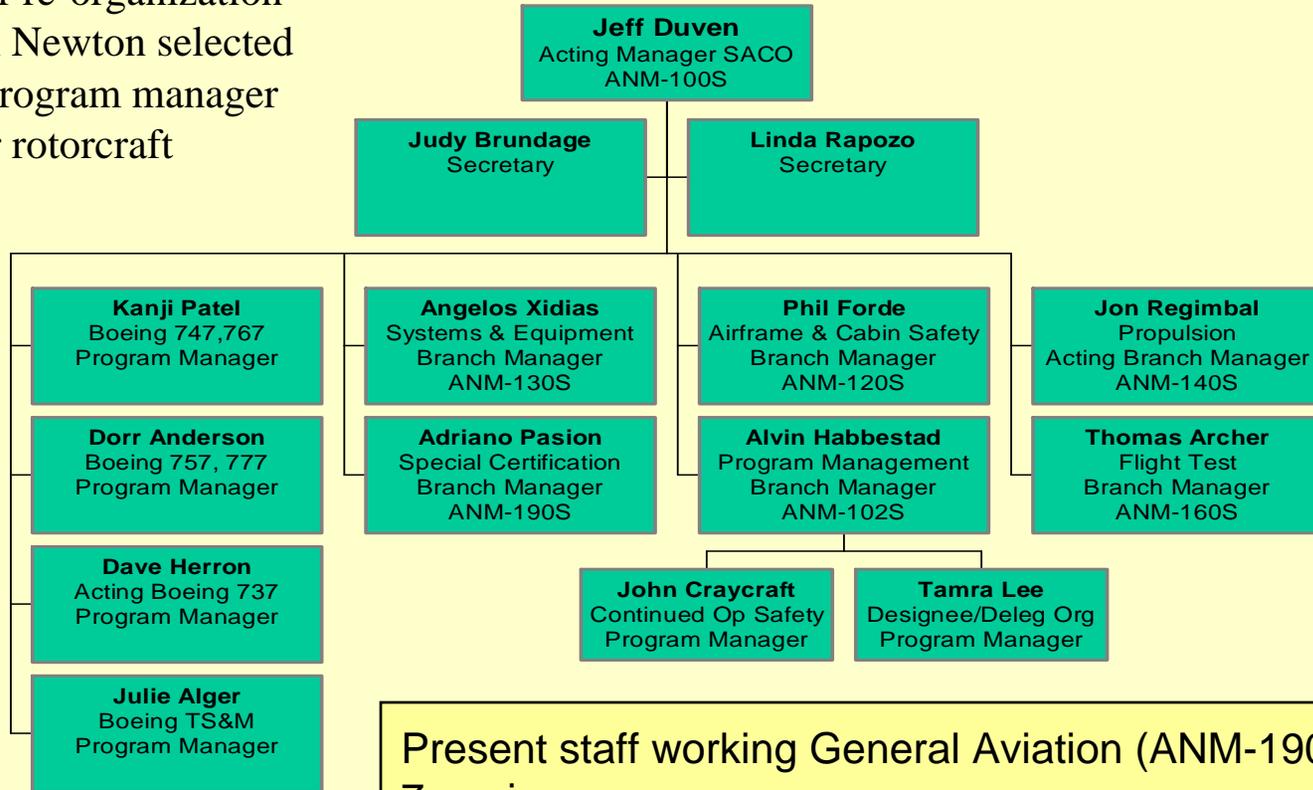
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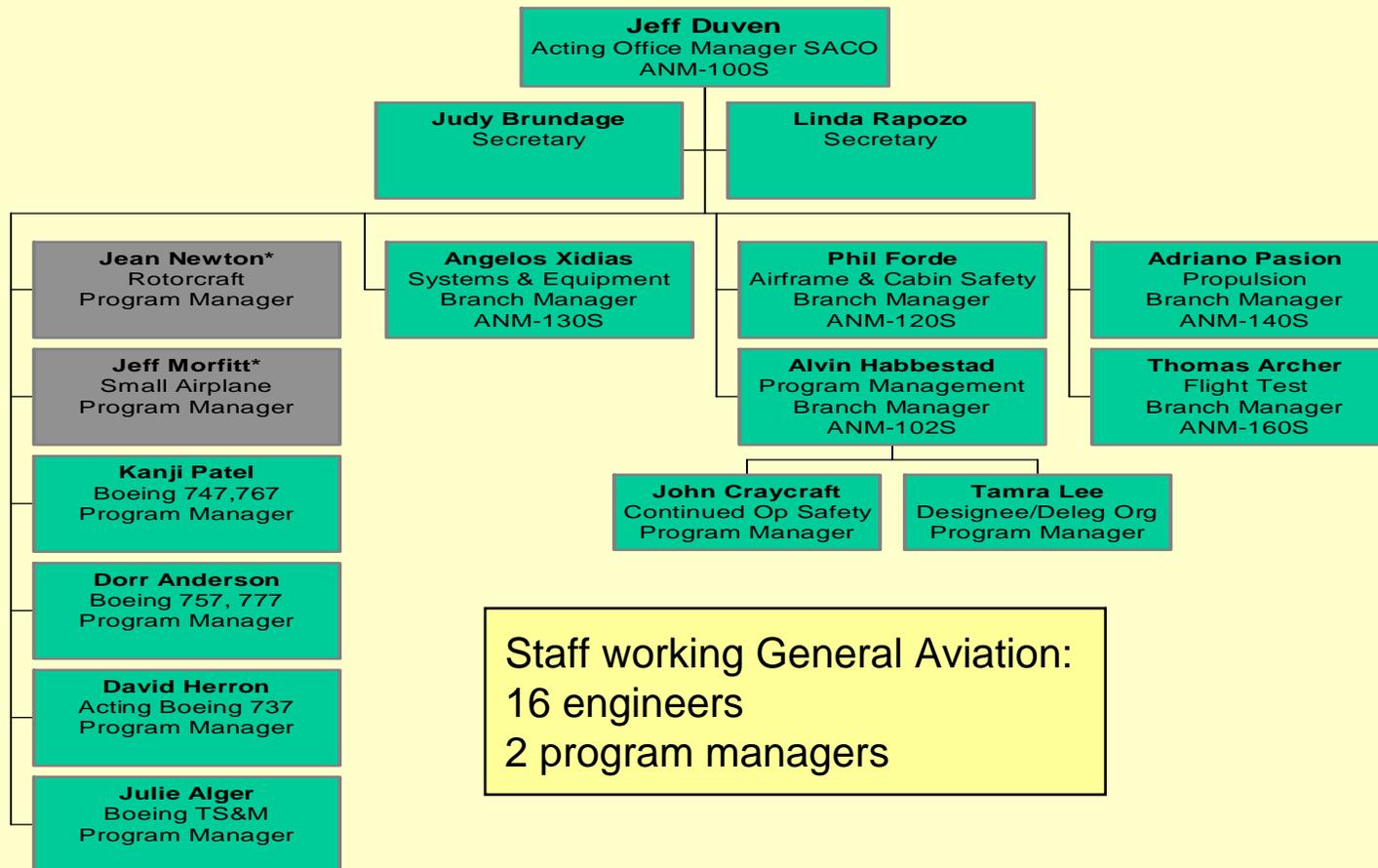
# SEATTLE AIRCRAFT CERTIFICATION OFFICE ANM-100S Present

As part of re-organization plan, Jean Newton selected as 2nd program manager for rotorcraft



# SEATTLE AIRCRAFT CERTIFICATION OFFICE

## ANM-100S January 2003



\* Heritage 190S



# Office Level Preparation Details

- Added additional senior engineer positions in Airframe and Flight Test (Scott Fung (ANM-120S), Steve O'Neal (ANM-160S))
- Created new Rotorcraft PM position (Jean Newton)
- Re-aligned Small Airplane PM and Rotorcraft PM to report directly to SACO Manager



# Office Level Preparation (cont.)

- Several SACO “all-hands” meetings to explain the changes, benefits and answer employee questions
- Several site-visits to Industry and FSDO’s
- January 8, 2003 - SACO Management and additional GA employees met with 190S, including Jeff and Jean to discuss roles, responsibilities and work flows



# Change at the Branch Level

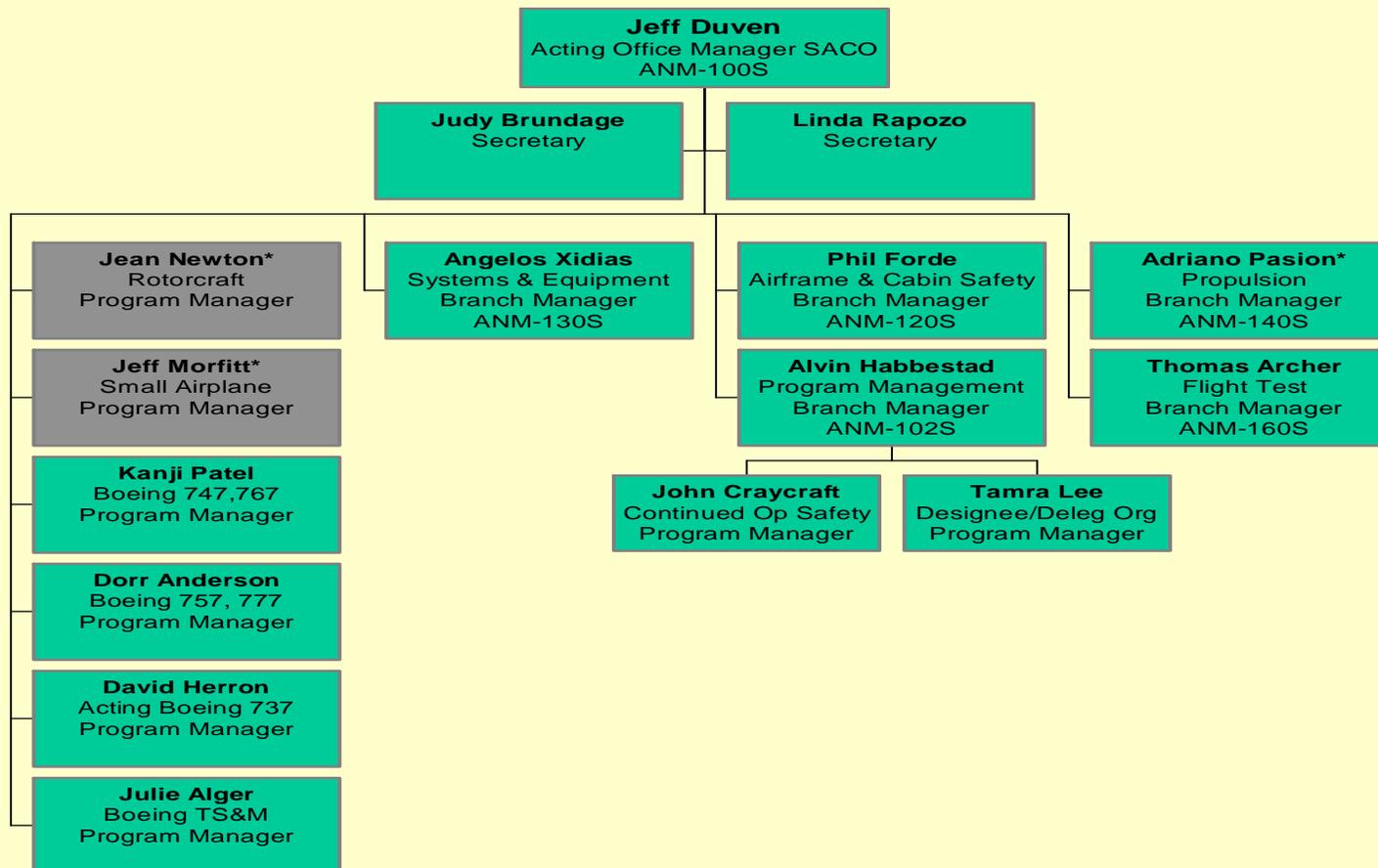
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# SEATTLE AIRCRAFT CERTIFICATION OFFICE

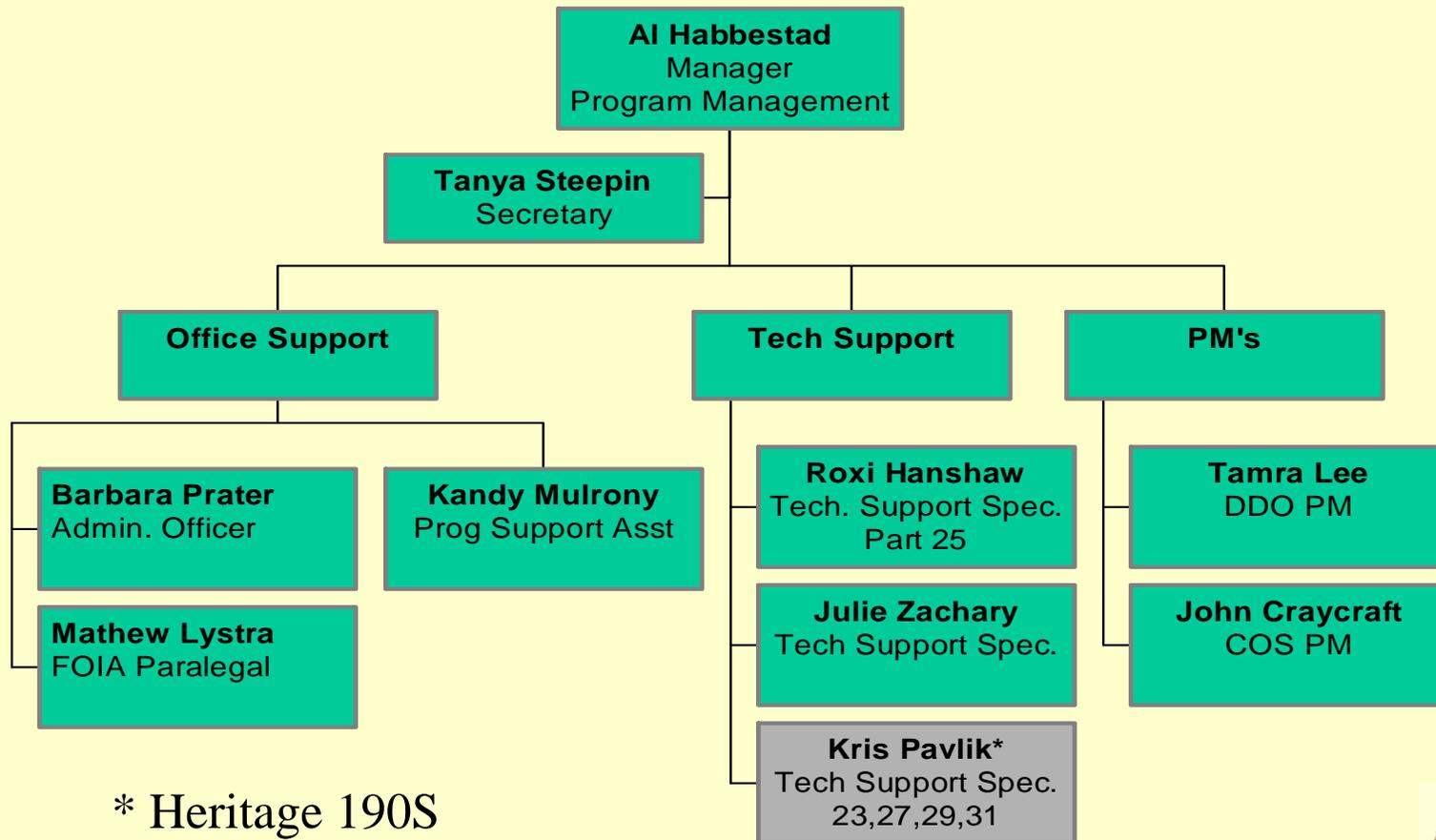
## ANM-100S January 2003



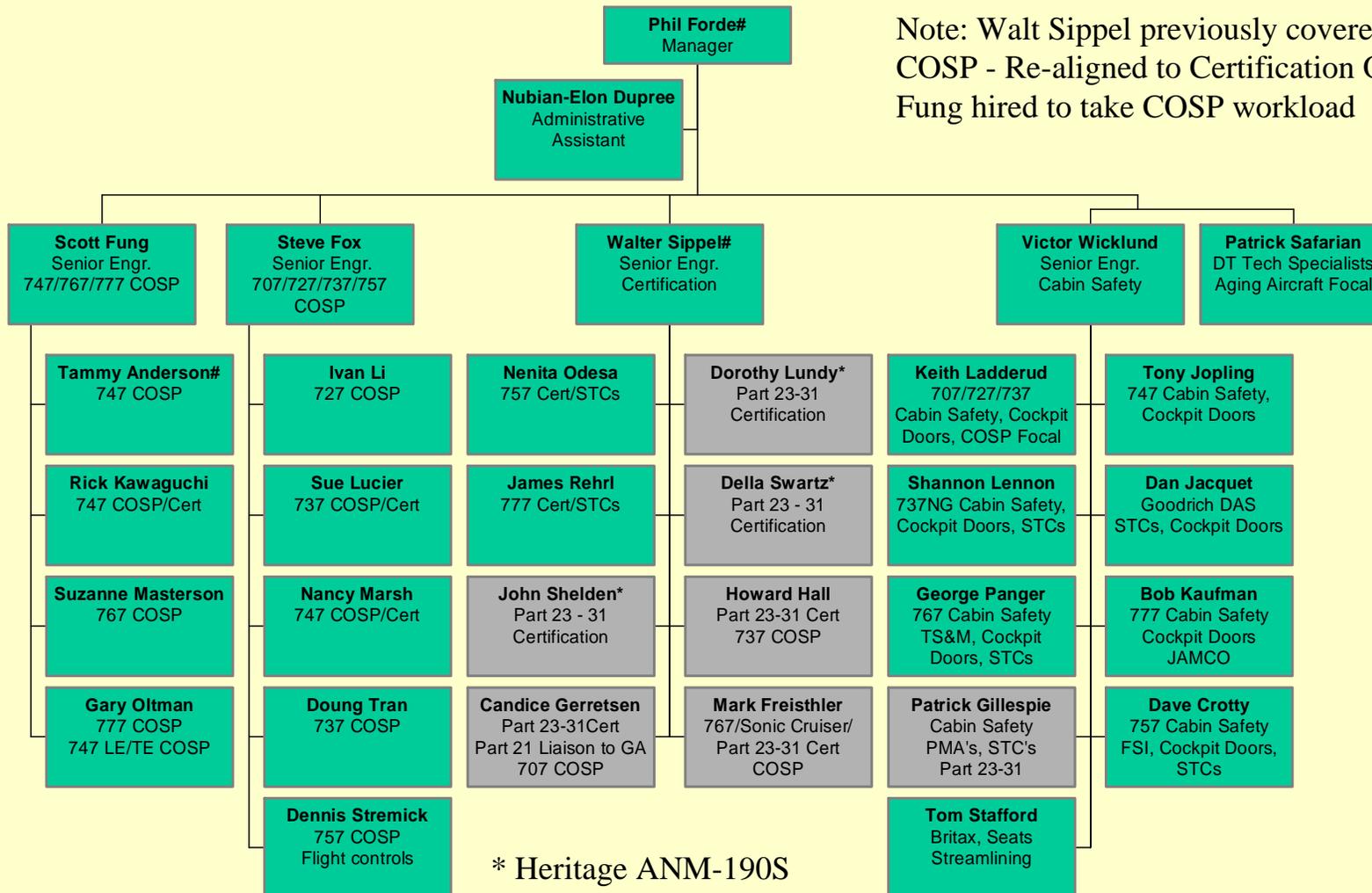
\* Heritage 190S



# PROGRAM MANAGEMENT BRANCH ANM-102S



# Airframe Branch ANM-120S



Note: Walt Sippel previously covered Cert. and COSP - Re-aligned to Certification Only. Scott Fung hired to take COSP workload

\* Heritage ANM-190S

# Part 23-29 Experience



# 120S Delegation Letter



U.S. Department  
of Transportation  
**Federal Aviation  
Administration**

## Memorandum

Subject: **ACTION:** Delegation of Signature Authority

Date: *December 13, 2002*

From: Manager, Airframe Branch ANM-120S

Reply to  
Attn. of: 120S-02-1171

To: Staff, Airframe Branch, ANM-120S

In keeping with the Federal Aviation Administration's Strategic Goal for Organizational Efficiency, the following ANM-120S manager-to-staff delegation list is provided:

**Use of the SACO "Action Stamp"** - Please follow the SACO action stamp procedure with the following change: I leave it to the judgement of the engineer as to whether the stamped document should be routed to the senior engineer or manager for approval. I choose to rely on your judgement rather than attempt to provide a complete explicit listing of these items. Let common sense prevail, with the following guidance provided: if it's non-routine, novel, or controversial to the extent that you consider that a senior engineer or I should look at it, route it. Otherwise, please write "NR" in the manager block of the stamp.

**Other Documents** - Generally I would like to sign most letters & memorandums (it gives me some idea of what is happening in the office). In my absence, the applicable branch senior engineer (Cabin Safety vs. Structures) may sign routine letters; letters on contentious subjects are to be signed by the acting branch manager. See below for exceptions.

**1) Unless contentious, the following document-types are always delegated to the senior engineer level:**

- *AMOC's to AD's* (Steve Fox for 707, 727, 737, 757; Scott Fung for 747, 767, 777; Victor Wicklund for Cabin Safety, Walt Sippel for general aviation)
- *AD worksheets and AD grids* (I would like to see all telegraphic worksheets, and IAR's for transports; and all general aviation - again primarily for my awareness)
- *DER test witnessing in foreign countries*
- *DER application acknowledgment/advisor assignment letters*
- *DER termination letters (for change-of-employment, retirement, etc.)*
- *Records of meetings and conversations*

**2) STC project initiation and DER Evaluation Board meetings:** always delegated to the Engineer or Secretarial level.

**3) General Aviation:** Effective January 2003 - engineers Dorothy Lundy, John Sheldon and Della Swartz have signature delegation on routine, non-contentious project letters related to general aviation (FAR parts 23, 27, 29, 31). As discussed above, similarly to the use of the "action stamp," please use judgement as to the need for visibility at the senior/manager level.

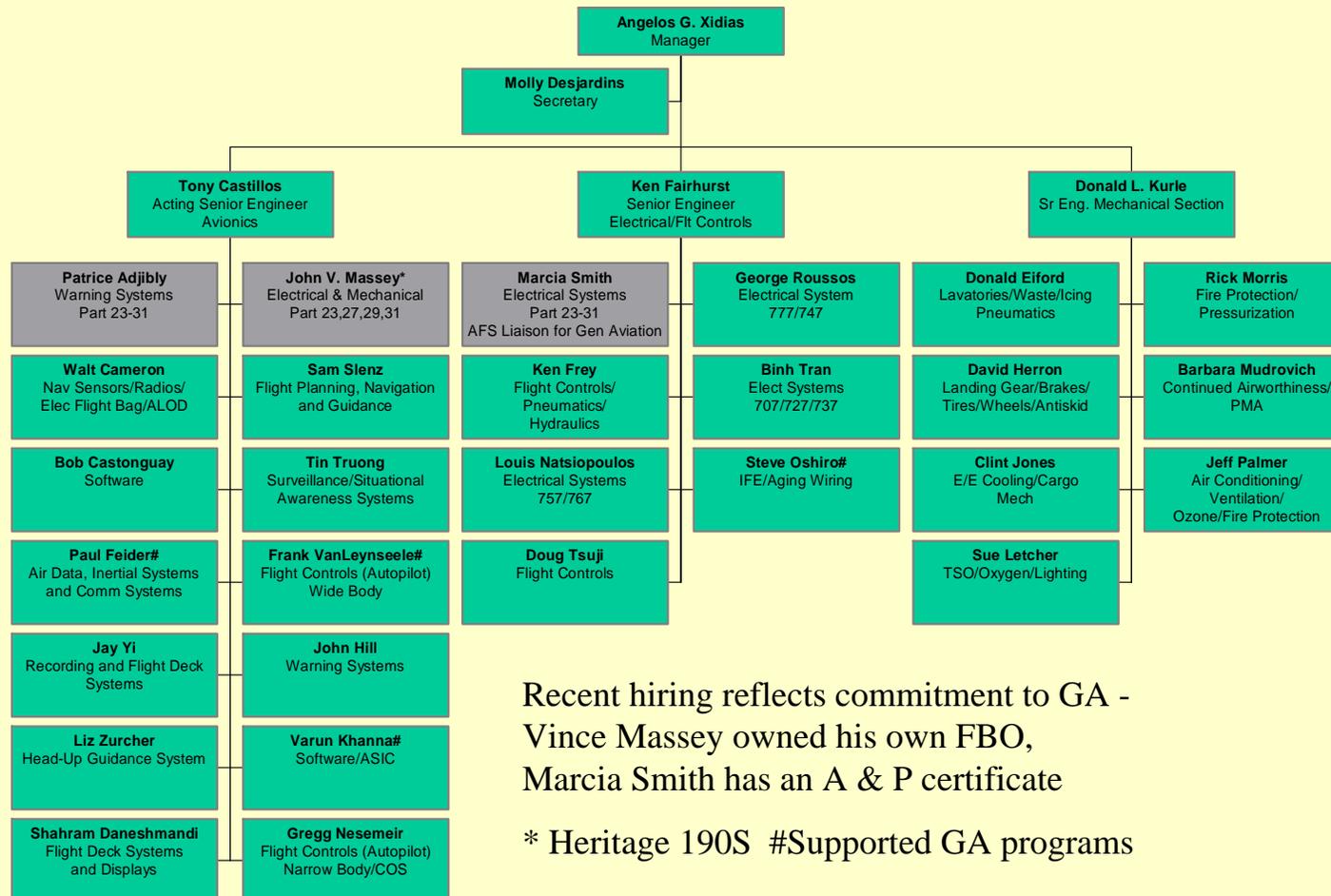
Philip L. Forde



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# Systems & Equipment Branch ANM-130S

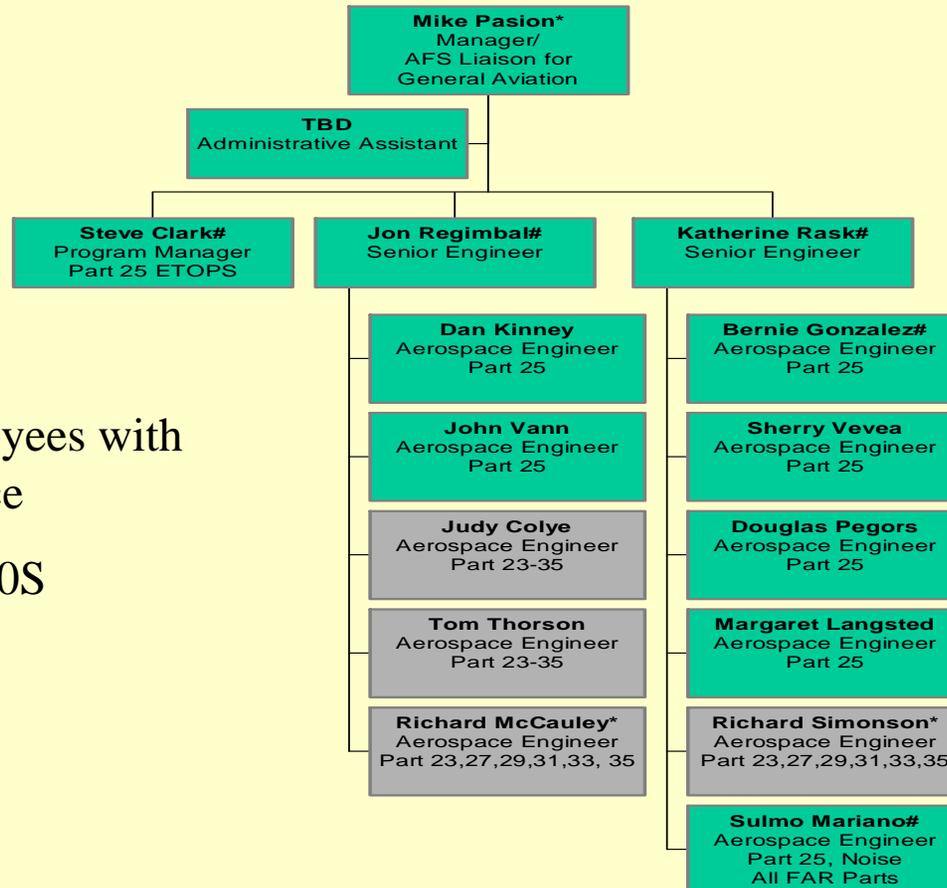


Recent hiring reflects commitment to GA -  
Vince Massey owned his own FBO,  
Marcia Smith has an A & P certificate

\* Heritage 190S #Supported GA programs



# Propulsion Branch ANM-140S

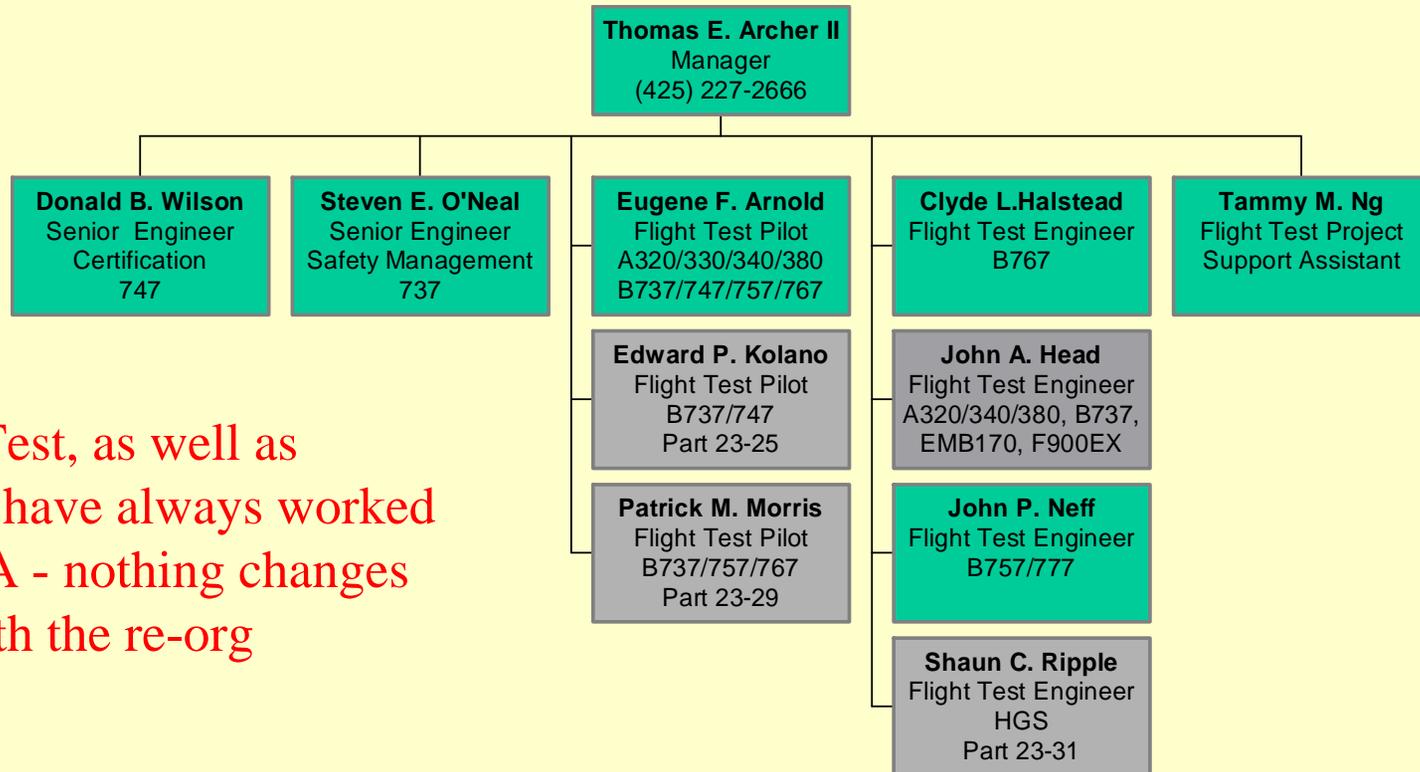


# 140S employees with  
GA experience

\* Heritage 190S



# Flight Test Branch ANM-160S



Flight Test, as well as MIDO, have always worked with GA - nothing changes here with the re-org

All but Shaun Ripple have GA experience



# What Remains to be Done ?

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# Remaining Tasks

- Physical move of SACO to adjacent “Wizards” office building (Target Date: January 21, 2003)
  - Heritage 190S employees seating in technical branches has been planned, logistics arranged
- Plan, Do, Check, Act to refine SACO organizational changes once transition is complete
  - Follow up “how goes it” meetings planned with GA starting in March 2003
  - Requesting GA Industry to provide feedback



# Remaining Tasks (cont.)

- TAD Website will be enhanced to provide GA community with easy access to information/assistance regarding organizational change (ECD January 24, 2003)
- <http://www.faa.gov/certification/aircraft/index-tad.htm>



# How will it Work?

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# Responsibilities of Program Managers

- New part 23 TC applications will be assigned to Small Airplane PM (Jeff Morfitt)
- New Part 27/29 TC applications will be assigned Rotorcraft PM (Jean Newton)
- Jeff and Jean will report directly to SACO manager
- Primary responsibility for TC programs and larger STC programs
- Will also be advocate for resources for GA programs with ACO Branch managers.
- Will have visibility of GA programs in the office via Certification Project Notification (CPN) to appropriate Directorate
- For TC's/major STC's PM's will establish certification team, as needed by scope of application



# Additional focal points established for GA

- Two new contacts/focal points for GA have been established:
  - Certification processes - Candice Gerretsen
    - Will work closely with Jeff and Jean to facilitate availability of procedural information to the applicants
  - AFS liaison - Marcia Smith
    - Will work closely with Mike Pasion, and will assist him in working AFM approvals, and coordinated field approvals.



# Assignment of Work

- All existing projects assigned to ANM-190S personnel will remain with that person in their new branch
- Organizational charts for the branches reflect the employees primary task.
- FAA/applicant matrix for GA will be primary tool for assignment of work following re-organization
  - Reflects the project manager (PM) for the applicant - PM's will determine size and scope of project team, if one is needed
- New applicants (not presently identified on the FAA/applicant matrix) for part 23/27/29/31/33 or 35 STC, TSO, PMA projects will be distributed to the appropriate branch based on description of the modification
  - Branch manager will assign work to the GA personnel in their branch.



# FAA/GA applicant Matrix - Example

	Lundy	McCauley	Morfitt	Newton	Sheldon	Simonson	Swartz
Aero Air, Inc					X		
Aero-Jet Trading				X			
Aeromods						X	
AG-AIR Systems				X		X	
AI Strickfaden	X				X		X
Alaskan Bushwheel					X		
Akrotech Aviation			X				
American Blimp Corp.						X	
Columbia Helicopters, Inc.							
Composite Solutions Corp							
Consultco International							
Croman, Corp		X		X			
Electronics International, Inc.		X					
Enflite		X					
Erickson Air Crane Co.		X		X			
Evergreen International Airlines					X		
Heli Conversions, Inc.				X			
Helicopter Transport Services					X		
Heli-Trade				X			
Isolair	X		X				
LifePort, Inc.							X
Morrow Aircraft Corp			X				
OnBoard Weighing Systems					X		
Oregon Aircraft Design			X				
Precise Flight, Inc.					X		
ROSEN				X			
Steve's Aircraft			X				
Volant Technica					X		X

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# Current 190S GA Project Distribution Procedures

- Incoming correspondence logged-in the SACO Work Tracking System by mail clerk
- All GA correspondence sent to manager of 190S
- 190S manager reviews correspondence and assigns/distributes correspondence to the appropriate engineer in the Branch



# Revised GA Project Distribution Procedures

- Incoming correspondence logged-in the SACO Work Tracking System by mail clerk
  - Using the GA Company/Engineer matrix, mail clerk assigns correspondence to GA engineer
- For companies not on the matrix, the correspondence will be distributed to the Branch dealing with the main subject matter
  - Branch manager will assign project to member of their GA staff



# Revised GA Project Distribution Procedures

- Any questions on the distribution of the GA correspondence can be answered by the GA engineer, GA program managers, senior engineer, or branch manager.
- SACO correspondence tracking system allows access by all employees



# Project Initiation Process Before & After

- When correspondence for an STC, PMA or Field Approval is received, the engineer:
  - Obtain a Project number from the Tech Support Specialist (Kris Pavlik)
  - The Tech Support Specialists will assign the appropriate project number and return the correspondence with the project folder to the engineer.



# Project Initiation Process Before & After (cont.)

- Within 10 working days after issuing a project number the Tech Specialist will:
  - Respond to the applicant via letter with the project number and assigned project engineer
  - Send the completed CPN form to the appropriate Directorate & the GA Program Manager
- On 12/17/02 PNAA requested advance notification by email or phone to enhance timeliness (to be incorporated)



# Project Completion Process Before & After

- After the Approval has been signed, the project folder will be returned to the Tech Support Specialist for filing.
- A copy of the STC or Amended STC will be filed in the GA STC books by the Tech Support Specialist



# GA Project Files Before & After

- GA STC project files will be kept separate from the general SACO files
- GA STC books will be kept separate from the SACO STC books
- 190S DER advisors will maintain their current DERs and the DER files will reside in the advisor's new branch.
- The project files and STC books will be the responsibility of and maintained by the GA Tech Support Specialist



# Miscellaneous Before & After

- The ACO manager will distribute all GA related policy and guidance materials to the identified GA engineers and their managers.
- For GA AD's, the COS processes used by the Small Airplane or the Rotorcraft Directorates will be utilized.
- Issue Papers, Exemptions, ELOS processes developed by the SAD or the Rotorcraft Directorates will be used.



# Details

- Address correspondence to:
  - ACO Manager
    - Attention: Project Engineer
    - **!!! Please include email address !!!**
- Questions about project or status:
  - Call GA Project Engineer, GA Program Manager, Applicable Senior Engineer or Branch Manager



# Details (cont.)

- For concerns, issues, disagreements contact:
  - GA Program Manager (Jeff or Jean)
  - Project Engineer's Manager (Angelos Xidias, Phil Forde, Mike Pasion, Tom Archer)
  - SACO Manager (Jeff Duven)



# Phone List

## ■ PM's

- Jeff Morfitt (425) 917-6405
- Jean Newton (425) 917-6406

## ■ Focals

- Candice Gerretsen (425) 917-6428
- Marcia Smith (425) 917-6484

## ■ Managers

- Angelos Xidias (425) 917-6493
- Phil Forde (425) 917-6424
- Mike Pasion (425) 917-6503
- Tom Archer (425) 917-6515
- Jeff Duven (425) 917-6400



# How will we Measure our Success?

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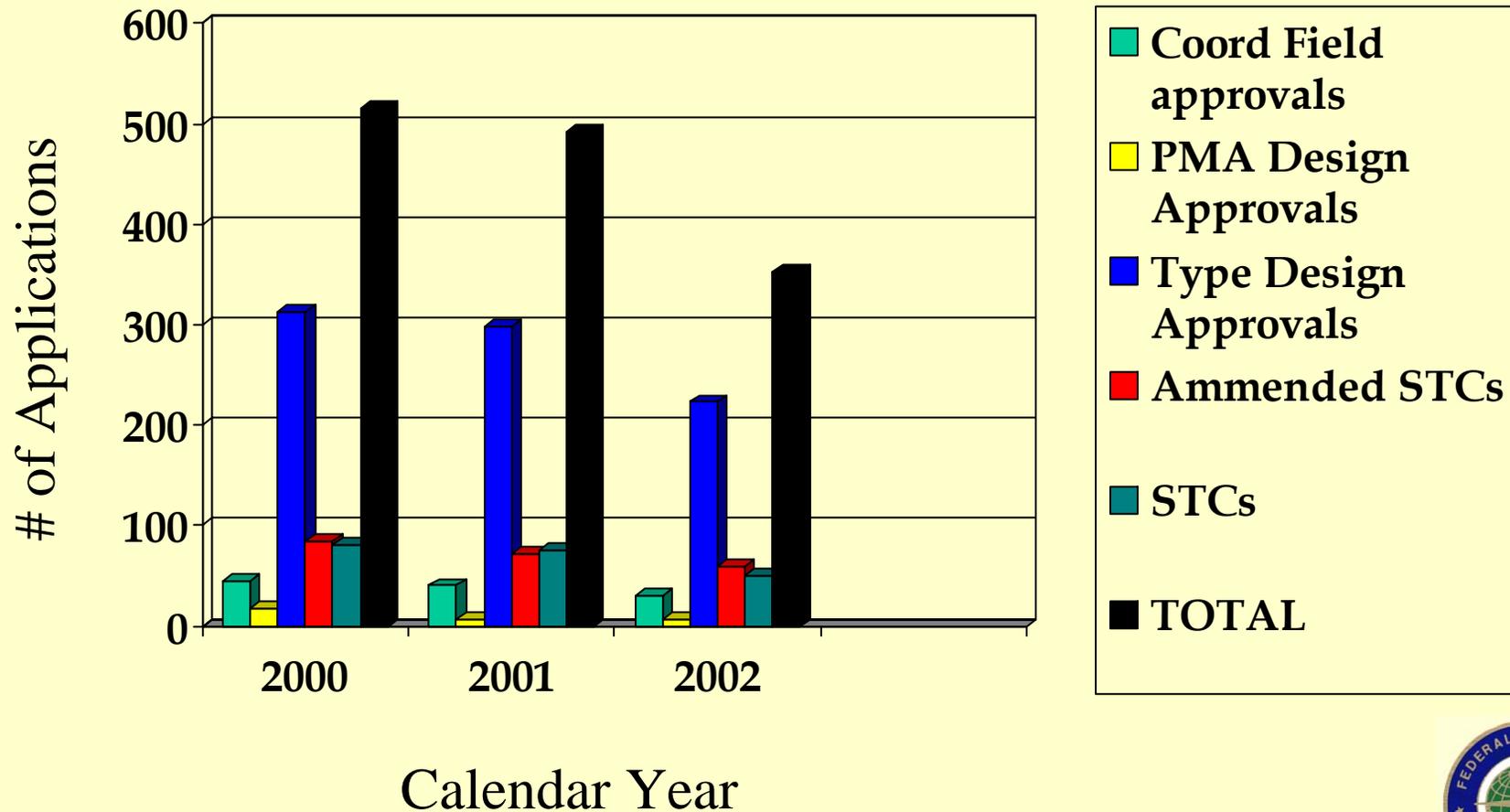


# Metrics to Measure Effectiveness of the SACO Organizational Changes

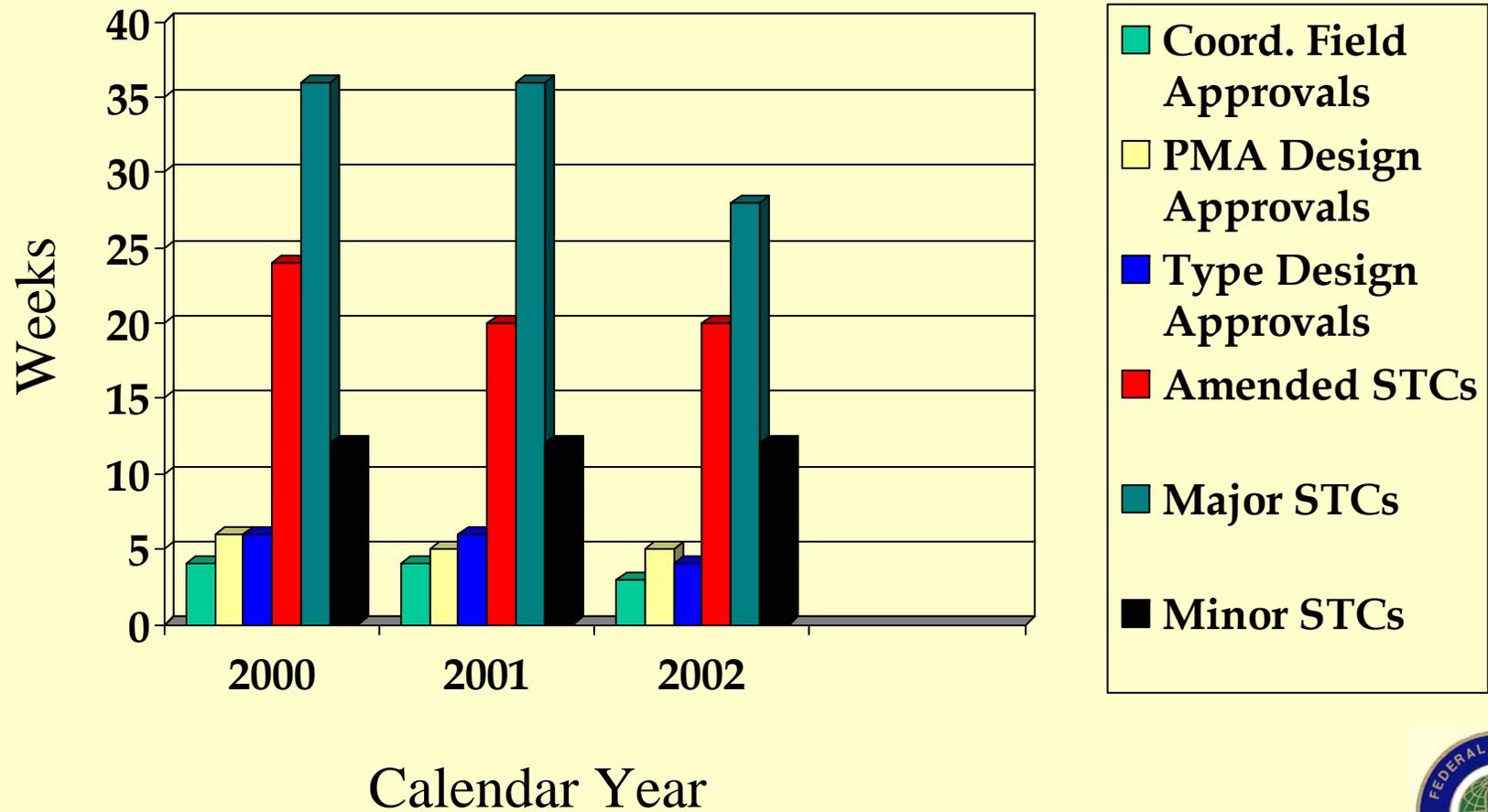
- Reviewed the design data files for three consecutive years - 2000 to 2002
- Project Application Rate
  - decrease of 20% from 2001 to 2002
- Average Approval Rate
  - Trends over the 3 years have been similar



# Metrics - GA Application rate



# Metrics - Average GA Approval Time Rates



# Reorganization - Next Steps

- Continue to monitor that application rate and the average approval rate
- Business Plan Item to be added to SACO 2003 BP to place continued focus on GA service and timeliness
- Will continue to work with our GA applicants to assure process improvements are made where and when necessary
  - Plan for GA March/April 2003 “How goes it? - Meeting”
  - Quarterly “get-togethers” for first year/beyond 2003? - we are looking for Industry input on how best to keep in communication



# Benefits of the changes

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# Benefits of Change for GA Customers

- More available GA resources (“16+” vs. 8)
- Additional assistance “paths” due to added focals
- Addition of metrics/feedback to measure FAA success
- Contacts and relationships between FAA and GA remain constant for existing projects and companies
- 190S processes that worked well will continue to be used



# Benefits to GA (cont.)

- Buffers loss in service to GA due to promotion/transfer of FAA certification specialists
- SACO's commitment to improve upon 190S performance
- Facilitate incorporation of GA-related safety innovations into the marketplace
- Opportunity for periodic “how goes it?” check-in meetings



# Benefits of Change for FAA

- Aligns SACO with its goals for organizational efficiency and addresses challenges in executing the AIR Strategic Plan
- Adds workforce flexibility - as Heritage GA and Part 25 employees **have time**, they can “cross-work” projects - better use of resources given ups and downs of industry and projects
- Allows employees to have global view of safety/aviation - not “stovepiped” to large or small airplane products, giving better perspective on oversight and delegation
- More promotion paths for former Heritage 190S employees



# Acknowledgement of Concerns

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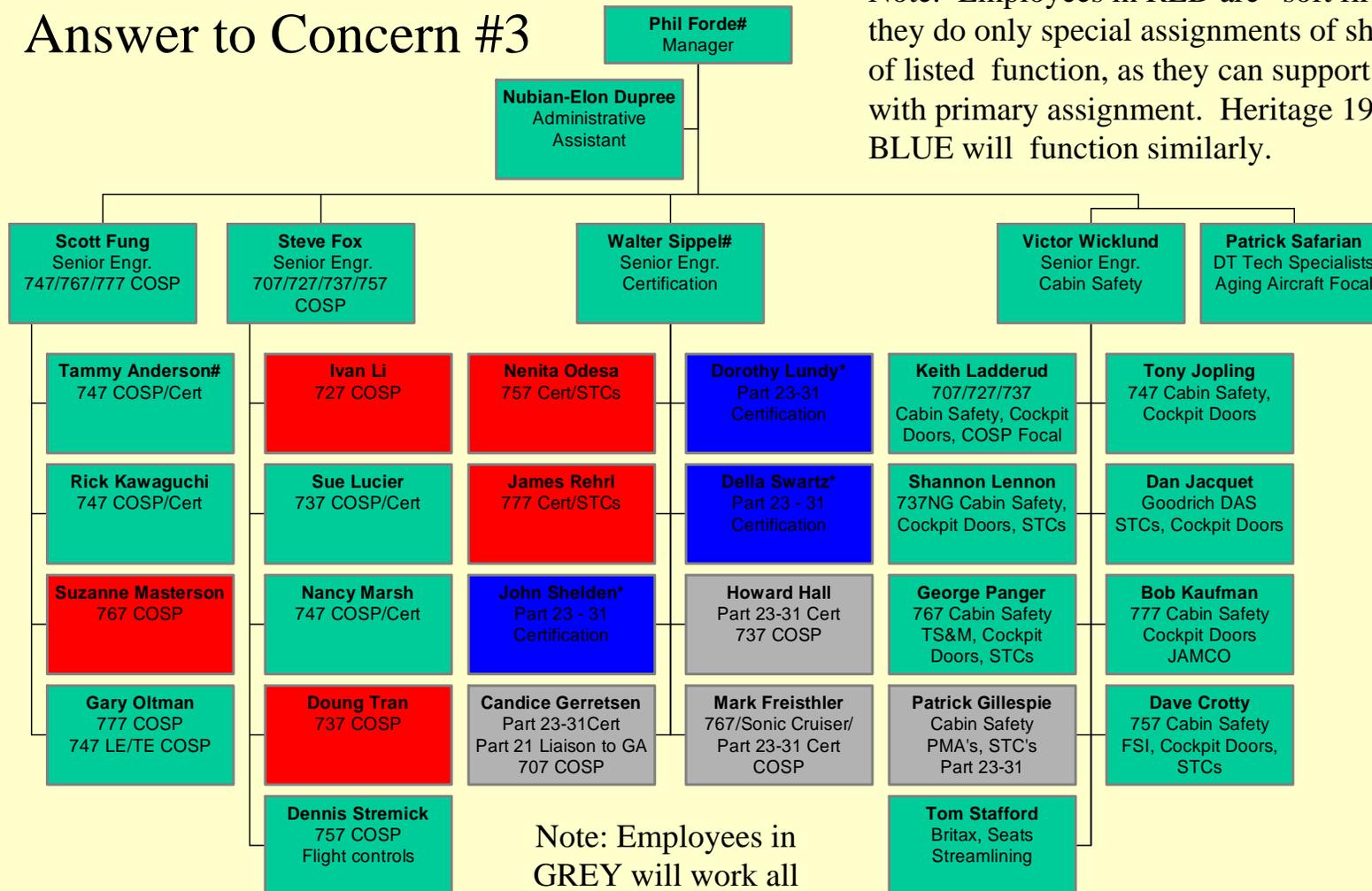
# Acknowledgement of Concerns

- Concern 1: LA ACO is organizationally different - GA customers concerned that SACO reorganization will duplicate LA ACO, and are concerned over less timely support
- Concern 2: 190S was originally formed 20 years ago to provide dedicated resources, and hence improved service. Now we are going back to an organization that structurally didn't work
- Concern 3: How will GA projects not lose priority to transport projects?



# Example - Airframe Branch ANM-120S

## Answer to Concern #3



# Summary

- Major details of reorganization have been addressed
- TAD & SACO management team is committed to the success of the organizational changes
- We need GA's help
  - Define other possible data-driven ways to measure progress
  - Feedback
  - Support us in the process - you can step on our fingers, or lend us a hand ... we prefer the latter



# Questions ?

We are interested in hearing from you:

- What questions do you have?
- What input can you provide to help us manage this change successfully?



**End**

