Aviation Safety Strategic Plan

FY20-FY24

April 2019

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A Letter from the Federal Aviation Administration's Associate Administrator for Aviation Safety

"Safety is our passion." These words ring true. I have personally witnessed this passion across the Aviation Safety organization (AVS) and within our stakeholder community. Every service and office of AVS works every day with our industry partners and other stakeholders and is genuinely committed to safety. It is not just a job; it is ingrained in our very being. It is who we are. *We are* aviation safety.

Ali Bahrami

Our passion for safety is a driver for our change. We can no longer be satisfied with our domestic safety record, but must extend our concern to the global landscape, where the world of aviation is changing at a rapid pace. We are already witnessing growth in autonomous flight operations and the commercial space enterprise. Research and development continues into hypersonic flight, Urban Air Mobility vehicles, and flying car concepts. The creative minds of Hollywood may not be that far removed from what the future may hold.

No matter what comes next, we must be ready. The aviation safety community envisions a future that enables increased flexibility, faster time to market for aviation products, and solutions that are expertly tailored to specific needs. Increased demands and the promise of new entrants, technologies, and designs necessitate that we adapt our approach if we are to continue to deliver on our safety mission. As the regulator of the nation's airspace, our organization has to plot a course for the future that aligns with community expectations. We must have a vision and associated strategy for execution.

I can already see the impact to our organization and our team due to the changing aviation safety landscape. The pace of change has increased, demands have increased, and resources are limited. Changing demands on aviation safety professionals require new or enhanced skills. The amount of available data and information is growing, and we need to work to ensure effective data management with consistent and appropriate access. Integration across the organization is more important than ever, as solutions to new problems often have multiple touchpoints across the agency. Operating as "One AVS," we will foster that integration and seamless operation for the broader FAA. The opportunity is ripe for making key changes to position ourselves for success.

Successful transition to our desired future state is a shared responsibility. Meeting the expected demands of the evolving aviation safety system will take the coordinated efforts of the entire aviation safety community. Industry must match our commitment to change. While the future vision described in this document encompasses the broader aviation stakeholder community—government, industry, and the flying public—the AVS Strategic Plan reflects the specific commitments and actions of the AVS organization for achieving that vision.

In the face of rapid global change, our safety mission is steadfast. We will continue to base our approach to safety on robust, data-driven safety oversight. In working to achieve our mission goals, this organization will embrace transformative change in how we conduct our work. Our passion will drive us to this transformation, to be the best we can possibly be, enabling aviation to reach new heights. As our Acting Administrator Dan Elwell has said:[1]

"We can't—we won't—stop reaching."

Ali Bahrami
Associate Administrator for Aviation Safety

1 "Pillars of Safety," speech by Daniel K. Elwell. August 2, 2018, Washington, D.C.

Foreword

In 1903, two enterprising visionaries dared to turn an ageless dream into reality and gave the world a glimpse into the future. More than a century later, the impact of the industry spawned by the Wright Brothers is almost impossible to overstate. Powered flight continues to deliver on its promise to bring us together, conquering frontiers that we didn't even realize existed and leading us to casually take for granted what was deemed fantasy only a few generations ago. Today, new breakthroughs are redefining both our understanding of what is possible and our expectations of what is normal. From drones, to commercial space, to supersonic flight, aviation as we have known it is in the midst of a revolution. These dramatic changes present a challenge and an opportunity to those committed, both in government and the private sector, to providing for the safety of air transportation.

This Strategic Plan presents a vision of the United States' aviation safety system, reflecting key elements that will position the Federal Aviation Administration's (FAA) Aviation Safety organization (AVS) to enhance aviation safety while meeting stakeholders' needs in this ever-changing environment. It includes strategic themes, supported by initiatives and specific activities, that will guide AVS in achieving our vision.

The Impact of Aviation

Aviation is vital to America's security and prosperity. It is woven into our society. Aviation accounts for more than five percent of our gross domestic product, contributing $1.6 trillion in total economic activity, and supporting nearly 11 million jobs.[2] What's more, aviation manufacturing leads the way as the nation's top net export. This remarkable impact is largely due to concerted efforts by the FAA, its stakeholders, and partners to improve safety in both commercial and general aviation, domestically and globally. Moreover, as novel products and operations present new economic growth opportunities, we need to adapt to the changing world if we want to keep the entire aviation enterprise safe, robust, and expanding. We must strive to ensure safety by creating a regulatory framework that is agile and enabling.

The Rapidly Changing World

"Change" is a hallmark of aviation. Today, several converging trends promise to accelerate the rate of change and place greater demands on AVS:

A more globally connected system	Aviation is an increasingly global enterprise, driven by diverse suppliers and service providers operating under increasingly complex and decentralized business models. We have to be vigilant in looking out for new safety hazards that may require different approaches and more agile responses to rapid technological change.
Growing aviation demand and diversity	The projected growth in demand and diversity from conventional customers as well as new entrants in non-traditional areas will challenge the FAA's ability to provide responsive and consistent service to our stakeholders. This resource challenge could inhibit innovation, a key driver of long-term improvements in aviation safety.
Ever-increasing safety expectations	The public is accustomed to exceptional levels of aviation safety. We must strive to uphold this fundamental standard through transparency and accountability, irrespective of the challenges posed by the more complex, diverse, and dynamic aviation environment.

The environment will continue to change rapidly, driven by new technologies and complex business models. Today's challenges include safely accommodating the full scope of new entrants and capabilities into the National Airspace System (NAS), including urban air mobility, the commercialization of space operations, and a return to supersonic passenger flight. Although research investments give us insight, it is unknown what tomorrow will bring. Our commitment to meeting the public's expectations for safety in the face of this dynamic environment will challenge how we carry out our responsibilities—setting safety standards, certifying products and operators, and conducting necessary oversight. We have to continue to be agile and innovative to deliver on our mission.

2 "The Economic Impact of Civil Aviation on the U.S. Economy," Federal Aviation Administration, November 2016.

The Mission

As history has demonstrated, aviation's potential rests on the public's confidence in the safety of air transportation. Since 1958, the FAA has proudly served our nation as the principal steward of safety in the NAS and as a leader in promoting aviation safety abroad. The FAA's continuing public service mission is to provide the safest, most efficient aerospace system in the world. We will deliver on the FAA mission through a data-driven, risk-based, systems approach for standards, certification, and oversight. It is important, therefore, that our mission reflect these functions. AVS's mission statement highlights both our contributions to the FAA safety mission and how we intend to deliver those contributions to our stakeholders.

AVS Mission: *"To provide the safest, most efficient aerospace system in the world through a data-driven, risk-based, systems approach for standards, certification, and oversight."*

A Vision for the Future

With so much at stake, the rapidly changing environment calls for a different approach to serving our safety mission while meeting stakeholders' expectations. We envision a future in which we are an innovative organization that achieves excellence and assures safety in the global aerospace system. We will realize this vision by focusing on improvements in key areas of our organization's skills, processes, systems, behaviors, and relationships. These changes will help us better anticipate and respond to the dynamic aviation environment.

AVS Vision: *"We are an innovative organization that achieves excellence and assures safety in the global aerospace system."*

Our Values

We commit to and embrace our long-standing and well-tested core values: Safety, Excellence, Integrity, People, and Innovation. We commit to demonstrating these values in every aspect of our efforts to carry out the AVS mission.

Safety:

Safety is our passion. We make every decision with a safety-first mindset.

Excellence:

Excellence is our promise. We seek results that embody professionalism, transparency, and accountability.

Integrity:

Integrity is our touchstone. We perform our duties honestly, with moral soundness, and with the highest level of ethics.

People:

People are our strength. Our success depends on the respect, diversity, collaboration, and commitment of our workforce.

Innovation:

Innovation is our signature. We foster creativity and vision to provide solutions beyond today's boundaries.

The six key elements that best define the future of AVS are:

Works as One:

One AVS.

Our common safety mission draws on many disciplines and functions that must be aligned seamlessly to enhance organizational effectiveness. This calls for a culture that promotes a unified approach to managing safety risks and conducting safety oversight, thereby enhancing our impact on stakeholders and partner organizations at home and abroad. The foundation of our "One AVS" culture is shared leadership and integrated efforts across AVS. A broader perspective and widespread engagement by our workforce will promote greater consistency in our services while maximizing our efficiency and effectiveness.

Is agile:

We will execute our responsibilities with greater agility to meet the needs presented by the changing environment. We will employ smarter tools and mine rich data sets to anticipate and proactively address safety risks before they manifest as accidents or incidents. Performance-based safety regulations, policies, and procedures will provide the flexibility necessary to accommodate a diverse set of users along with the ability to adapt at a faster pace. We will continuously learn from our experiences, our stakeholders and partners, and the environment to further enhance our responsiveness.

Is accountable and responsive to stakeholders:

We will consistently uphold the highest standards in meeting our stakeholders' expectations, honoring our commitments through shared accountability. We will employ and promote the adoption of state-of-the-art safety management practices domestically and internationally, including Safety Management Systems (SMS), performance-based standards, and safety oversight models.

Makes data-driven decisions:

We will harness the power of data and predictive analytics to identify and manage emerging risks through objective, well-understood criteria. Widely available, accurate data will form the backbone of a systems approach to risk management that will enable consistent, outcome-based decisions.

Collaborates with transparency:

We will embrace collaboration with our stakeholders and partners in striving to ensure global aviation safety. We will engage in open and transparent communications—with partners and stakeholders and within our own organization—in which everyone is comfortable in putting safety first without fear of reprisal.

Promotes organizational health:

Our workplace will be defined by a positive, highly engaged workforce. Just-in-time training and leadership development will ensure that employees have the right skills at the right time to meet the system's needs. AVS employees will better understand how their decisions impact stakeholders and partners, as well as those beyond their immediate sphere of influence. AVS managers will support increased decision-making autonomy by fostering confidence in employees, encouraging cross-organizational collaboration, and promoting awareness of the interconnected nature of decisions. We will embrace perceived failures as opportunities to promote individual growth and organizational learning. Additionally, we will continuously track and measure our performance against organizational goals and modify our activities as necessary to improve.

Connecting the Dots

Having defined our new vision, we can focus on an accompanying strategy that will drive business decisions and planning to realize our vision. We are adopting a five-year strategy around a set of strategic themes accompanied by initiatives and activities that will receive priority funding over the five-year period. Annual business decisions will be driven by how well the proposed activities contribute to the achievement of the desired state. We will measure progress against our strategic themes through a set of composite indicators, each reflecting a suite of metrics that assess progress for the efforts in the respective areas. Annually, we will revisit the strategy, assess our progress in achieving its goals, and determine if any changes are necessary to keep the organization on target for achieving the vision.

The AVS approach depends on our entire workforce contributing to our collective success by providing ideas and initiatives, consistent with our strategic direction, to advance safety and innovation, improve our infrastructure, and ensure accountability.
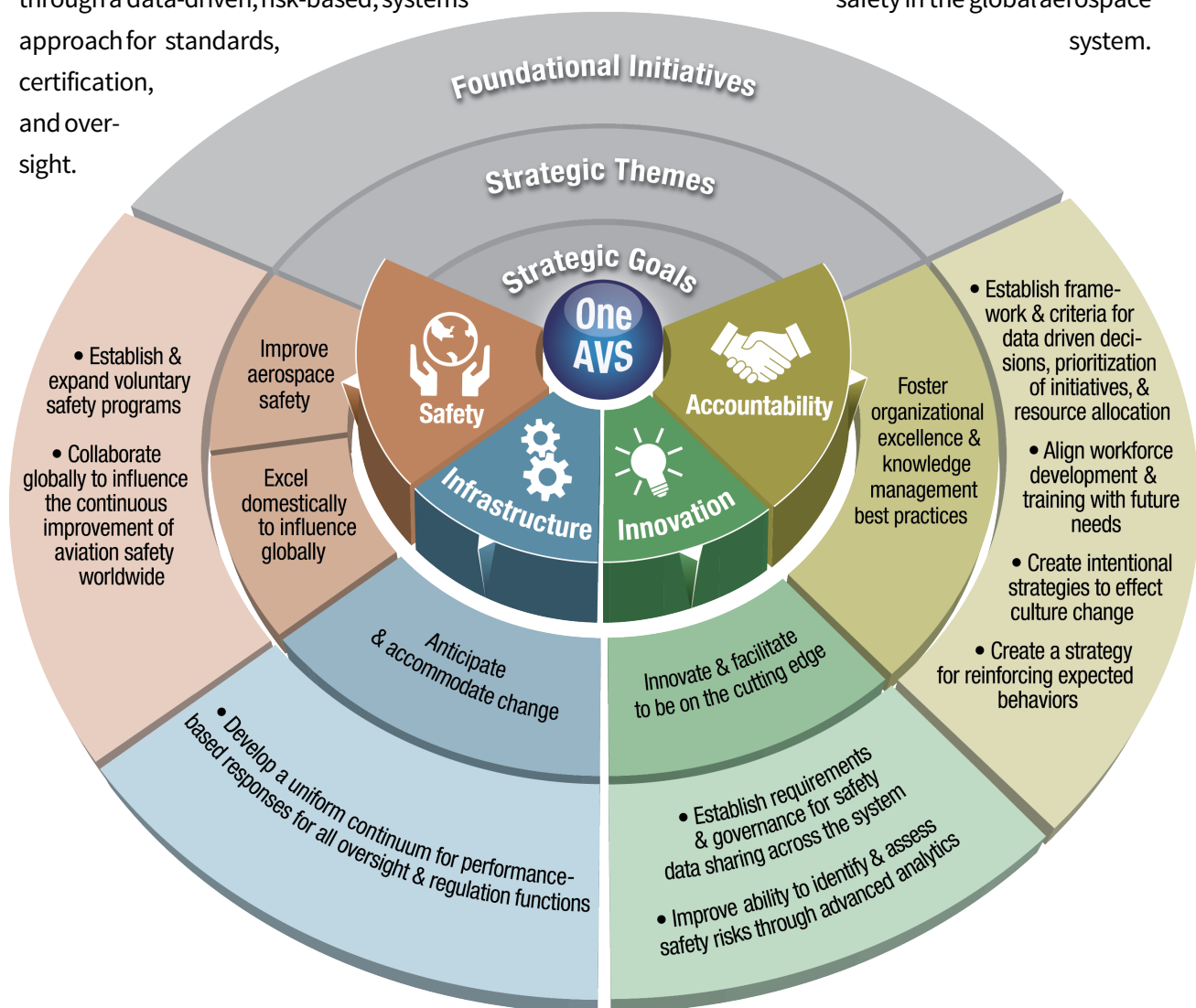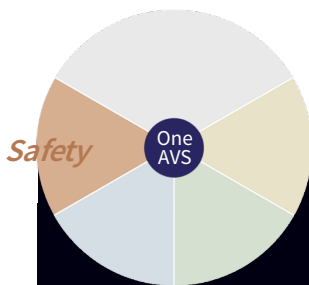
Strategic Components

This strategic plan is constructed to anticipate our stakeholders' needs and to prepare us to effectively and efficiently meet those needs. From a foundation of Department of Transportation goals, we developed five AVS strategic themes, pictured in the diagram below, each with one or more initiatives and a set of associated activities. These will prepare AVS to meet stakeholders' needs over the next five years and position us to achieve our vision. In the following paragraphs, we have also described the desired outcome for each initiative to be pursued in the FY20-24 timeframe.

The AVS Strategy

Mission: To provide the safest, most efficient aerospace system in the world through a data-driven, risk-based, systems approach for standards, certification, and over-sight.
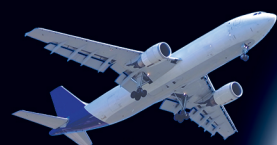
Vision: We are an innovative organization that achieves excellence and assures safety in the global aerospace system.

Foundational Initiatives

Strategic Themes

Strategic Goals

One AVS

Safety

Accountability

Infrastructure

Innovation

- Establish & expand voluntary safety programs
- Collaborate globally to influence the continuous improvement of aviation safety worldwide

Improve aerospace safety

Excel domestically to influence globally

Anticipate & accommodate change

- Develop a uniform continuum for performance-based responses for all oversight & regulation functions

Innovate & facilitate to be on the cutting edge

- Establish requirements & governance for safety data sharing across the system
- Improve ability to identify & assess safety risks through advanced analytics

Foster organizational excellence & knowledge management best practices

- Establish framework & criteria for data driven decisions, prioritization of initiatives, & resource allocation
- Align workforce development & training with future needs
- Create intentional strategies to effect culture change
- Create a strategy for reinforcing expected behaviors

Goal: Safety

Reduce aviation-related fatalities and serious injuries.

Americans can take pride that domestic commercial aviation accident rates have been low during the last 20 years. Using entities such as the Commercial Aviation Safety Team, acting with large amounts of operational safety data coupled with strong analytic capabilities, the FAA and commercial industry have contributed to that success. While General Aviation (GA) is experiencing a historic reduction in fatal accidents, experience suggests that the expansion of voluntary safety and reporting programs and increased collaboration and data sharing may generate additional improvements.

Recently, new business models and technologies have been moving the world toward intelligent, autonomous systems. As new entrants, such as

unmanned aircraft systems (UAS), begin to operate within the same airspace as GA and commercial operators, the challenges to keeping airspace safe will increase. The expansion of voluntary data collection and collaboration across international boundaries will provide the increased depth and breadth of knowledge needed for improved identification and mitigation of potential safety risks. Considering these factors, plus the flying public's growing desire to travel to every corner of the globe and even into space, we have the responsibility to operate as a global partner to affect continued safe aerospace travel. Within the aerospace safety arena, we will focus on two strategic themes and initiatives aimed at improving safety levels, both domestically and abroad.

Strategic Theme—*Improve aerospace safety*

Initiative—Establish and expand voluntary safety programs

Desired Outcome:

Primary responsibility for safety assurance rests with designers, manufacturers, operators, and other certificate holders, with the FAA continuing to provide regulatory oversight. For these groups, data sharing is the norm, and all parties inform each other about safety insights. This results from all parties sharing an open, trusting culture characterized by a commitment to compliance, self-correction, and voluntary disclosure and to operating with a safety-first mindset that enables greater autonomy. This culture increases awareness of safety concerns, voluntary adoption of best practices, and mutual trust in the safe handling and appropriate use of raw data and information. Safety is enhanced through the integration of data across the enterprise, enabling improved insight and well-designed tools and processes to facilitate data analysis and the sharing of findings. In addition, the attention to infrastructure and governance enables safety data reporting and analysis for new entrants and expanded communities.

FY20-24 Activities:

1. Develop a shared understanding of roles and responsibilities related to voluntary safety programs across the FAA. Identify and develop necessary data interfaces and shared engagement strategies to mature our safety culture and capability.

2. Expand collaboration among operators of UAS, operators of manned aircraft, and commercial space operators.

3. Promote voluntary safety programs and establish sources for best practices, lessons learned, innovation strategies, and measures of performance. These programs provide mutual benefit, are non-punitive, and promote self-identification, disclosure, and correction.

4. Conduct a baseline assessment, benchmarking SMS-compliant organizations to support transitioning beyond a transactional approach. Sharing best practices, identifying potential barriers, and enhancing reporting tools will aid in the development of an environment of mutual trust, self-correction, and information sharing.

Strategic Theme—*Excel domestically to influence globally*

Initiative—Collaborate globally to influence the continuous improvement of aviation safety worldwide

Desired Outcome:

We are known globally as a resource for aviation safety expertise and as an innovator solving complex challenges and safely integrating new technologies. We collaborate internally and externally to ensure that we are consistently present and influential at international forums, where we clearly articulate a coordinated message with the right people in the right places. We are widely recognized for our open data sharing and our development and distribution of best practices to align safety metrics and support global risk management. Countries embrace our concepts, rules, and procedures as foundational principles.

FY20-24 Activities:

1. Use new and innovative approaches in AVS certification and operations, rules, and procedures to enable the safe introduction of new products into the NAS, which are then recognized and adopted globally.

2. Define a coordinated, sustainable AVS international engagement plan that is based on AVS insights into regional safety needs and that leverages strategic partnerships.

3. Target AVS resources, in accordance with the "One AVS" operating norm, for effective international engagement and influence, consistent with the AVS international engagement plan.

4. Educate the AVS leadership and workforce to integrate international considerations into AVS' daily domestic decision-making.
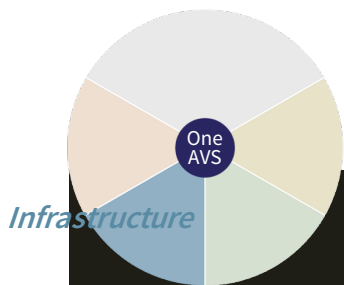
# Goal: **Infrastructure**

Infrastructure

Invest in infrastructure to ensure safety, mobility, and accessibility and to stimulate economic growth, productivity, and competitiveness for American workers and businesses.

In the world of transportation, infrastructure brings to mind roads and bridges. In aviation, we think of airports and runways. In the world of AVS, infrastructure is intangible. The infrastructure that allows us to operate includes components such as our systems, processes, models, rules, regulations, and policies. These components reflect the infrastructure network that allows us to move through the aviation safety system. The advent of new user business models coupled with technological advances require the FAA to safely integrate new types of user capabilities into an expanding airspace. As we accommodate new services, we must understand how best to modernize the aerospace infrastructure components to keep pace with demand.

As the diversity of aerospace users and systems grows, we need to be responsive to a broader list of stakeholders. While traditional aircraft manufacturers operate under well-understood norms for safety design, inspection, and approval, potential market expansion to include non-traditional companies will bring about new relationships, expectations, and learning curves. To keep up with this new growth, we need to enhance the methods by which designers, owners, and operators participate in the safety management process. Similarly, safety decision-making has to become more agile and dependent on risk-based decisions borne from public exposure concerns. Within the aerospace infrastructure arena, we will focus on one strategic theme and initiative aimed at improving oversight and regulation functions.
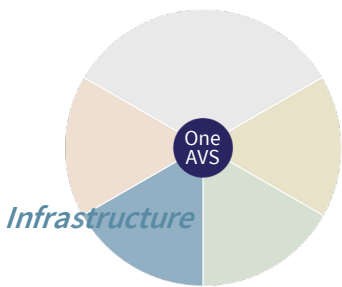
Strategic Theme—*Anticipate and accommodate change*

Safety Continuum:

The key to safety lies in effectively managing risk. The successful approach to risk management is not one-size-fits-all. Too little rigor and oversight can leave the system exposed to safety risks that would require mitigation. Too much rigor and oversight can tax resources and stifle safety-enhancing innovations. The optimum real-world level of safety is achieved by applying the right level of rigor at the right time and place for any given situation—a tailored approach. The safety continuum is a data-driven model that informs this balance.
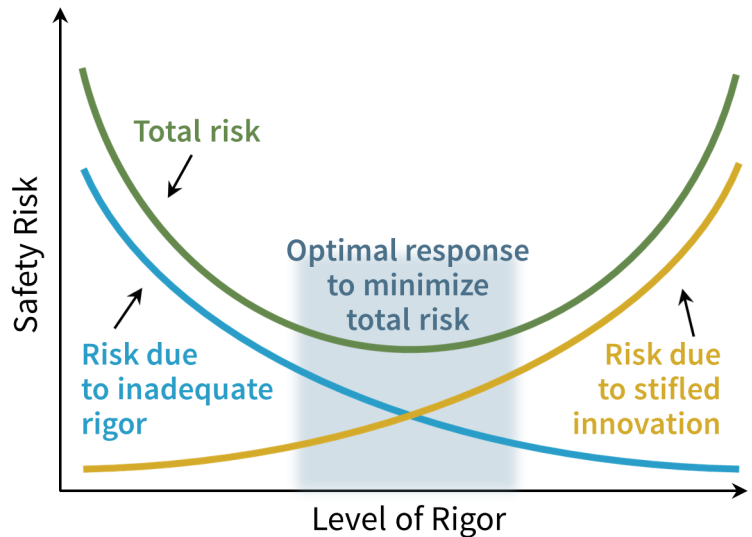
Initiative—Develop a uniform continuum for performance-based responses for all oversight and regulation functions

Desired Outcome:

We have a commonly understood, single-safety-continuum framework based on the level of risk exposure; resources are allocated based on that level. Employees and the public embrace the safety continuum approach, as they understand that it achieves the greatest overall level of safety for society. Regulators and those regulated collaborate proactively. As this framework is implemented, observations on the effectiveness of solutions and findings from risk assessments based on operational data inform policy and regulation. This increases the level of clarity on what is needed in order to be compliant with safety requirements. Standardized processes lead to efficient regulation and oversight.

FY20-24 Activities:

1. Create a common, AVS-wide safety continuum framework.

2. Develop and implement guidance on how AVS services and offices should apply that framework.

3. Develop specific data requirements for creating and using the safety continuum to guide AVS programmatic and resource allocation decisions.
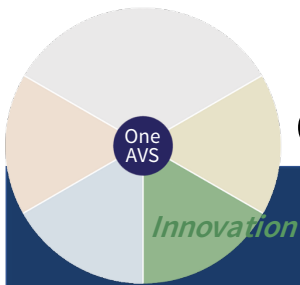
Goal: Innovation

Lead in the development and deployment of innovative practices and technologies that improve the safety and performance of the nation's Air Transportation System.

With the advent of new aerospace technologies generating a wealth of data, there is significant potential to further improve levels of safety. Realizing this potential for safety improvements hinges on our ability to innovate in gathering, managing, and analyzing the full extent of this data. The application of data analytics in novel ways to expanding data sets is already improving our ability to evaluate risks, identify precursors, and develop effective mitigations. To expand this, the FAA and industry need to lay the groundwork to organize, govern, process, store, and share data and analysis capabilities appropriately. Within the aerospace innovation arena, we will focus on one strategic theme and two initiatives. These efforts will improve capabilities to share safety data and develop the advanced analytics that leverage that data to improve identification of accident precursors for proactive mitigation of systemic risks.

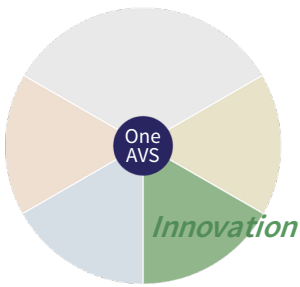## Strategic Theme—*Innovate and facilitate to be on the cutting edge*

Initiative—Establish requirements and governance for safety data sharing across the enterprise

Desired Outcome:

Safety data access and sharing across the FAA enterprise is expanded through effective governance. This is enabled through well-designed tools and processes that ensure data integrity, protection, and usability. There is increased awareness of available data sources and an enterprise-level baseline of all safety databases, systems, and tools. Data and data owners are easily discoverable. Knowledge management processes, infrastructure design, and tools enable cross-enterprise access and data protection. Transparency, trust, and stewardship are recognized as foundational to success.

FY20-24 Activities:

1. Identify and document current safety databases, systems, and tools, along with corresponding governance.

2. Develop requirements for data governance to ensure data integrity, protection, operationalization, and usability.

3. Create and implement high-level guidance for data governance, including guidance for processes on sharing and accessing data.

Strategic Theme—*Innovate and facilitate to be on the cutting edge*

Initiative—Improve the ability to identify and assess safety risks through advanced analytics

Desired Outcome:

Well-designed tools and techniques for capturing and analyzing safety data are effectively baselined and widely used. These capabilities are driven by cross-AVS needs and priorities, and in turn drive the requirement for sharing safety data. The analytic capabilities enable near-time risk prediction, driving dynamic risk reduction solutions for a broad range of users and situations. Additionally, advanced analytics improve the routine conduct of trend analyses to identify emerging safety issues and develop systemic solutions. Standard, repeatable processes are in place for leveraging risk data, sharing risk analysis findings, informing decisions, and measuring solution effectiveness. Stakeholders have appropriate access to an AVS catalog of known safety risks and enterprise methods for monitoring and tracking safety risks and mitigations/controls that cross lines of business.

FY20-24 Activities:

1. Build an organizational infrastructure and skilled employee base to apply advanced analytic tools and interpret results in order to improve the identification and assessment of safety risks. Ensure employees have the knowledge and capability to understand and implement data analysis techniques and tools needed to perform their duties.

2. Analyze the current state of oversight data to determine if it meets oversight analysis requirements, capabilities, and effectiveness in order to identify desired tools for modeling and advanced analytics.

3. Develop processes for providing safety data and analysis requirements to enterprise and system owners and for implementing these requirements across AVS.

4. Implement processes to ensure the data quality necessary for advanced analysis methods and provide the tools and training needed for desired analysis capabilities.
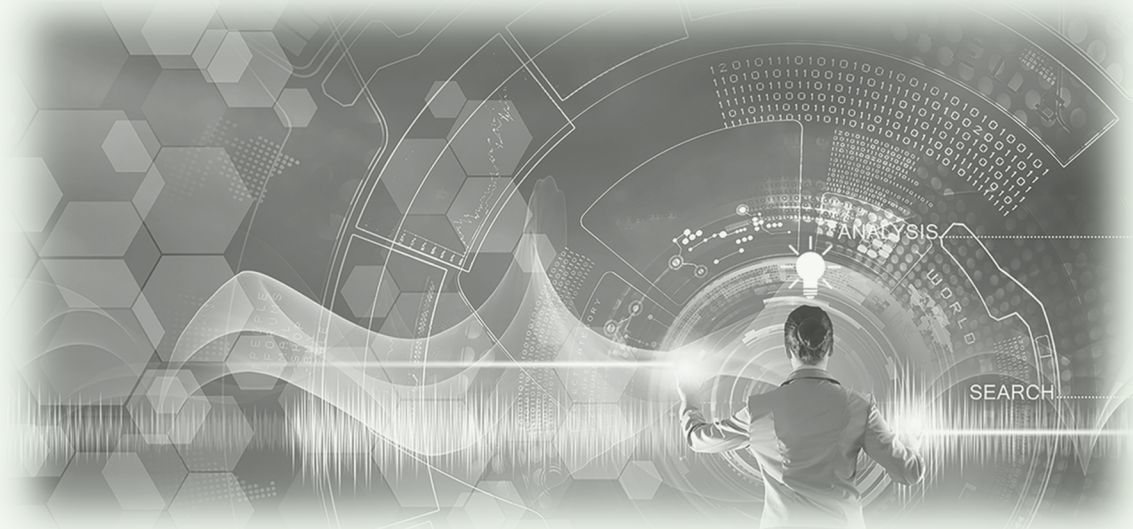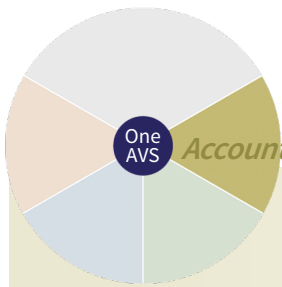
Goal: Accountability

Serve the nation with reduced regulatory burden and greater efficiency, effectiveness, and accountability.

As we strive to achieve our vision of excellence and ensure global aerospace safety, we will need to embrace a culture of accountability and awareness. We need to continuously monitor ourselves to ensure that we are "doing the right things" and "doing those things right." In evolving our organization, we must align our workforce and systems with future needs by ensuring employee skills continue to meet projected needs, prioritizing demands, and allocating resources accordingly. Most importantly, our path to change has to be driven by intent, not by reactive response. Within the aerospace accountability arena, we will focus on one strategic theme and four initiatives aimed at improving decision making and positioning the organization for success.

Foundational to the initiatives within the accountability goal are our operating norms and behaviors.

Our Operating Norms and Behaviors

Our employees are critical to the successful realization of our vision. A highly skilled workforce—supported by robust tools, processes, and data—is necessary but not sufficient to achieve our vision of the future. A set of operating norms is needed to guide how we work together as "One AVS" to achieve our vision and deliver on our mission. We are committed to upholding the following operating norms:

Assume Positive Intent and Set the Tone: We work to serve our stakeholders in good faith, encouraging constructive dialogue by resisting negativity and uninformed assumptions.

Collaborate and Build Connections: We are attuned to the needs and issues across FAA organizations and stakeholders; we model collaboration by engaging those organizations and stakeholders proactively.

Promote Opportunity: We embrace innovation as the driver of progress; we embrace our role in enabling it and the challenges it presents.

Explain the "Why" and Be Transparent: We strive for openness and clarity in understanding problems and apply creativity in exploring bold and effective solutions.

Acknowledge Successes: We recognize everyday excellence in our workforce and celebrate extraordinary efforts across the FAA.

Model Cooperation: We collaborate and engage on priorities across the entire Agency; we strive for collective success.

Seek to Improve: We are passionate about growing as individuals and together as "One AVS." We are committed to continuous improvement through testing, learning, and responsible risk-taking.

One AVS

AVS

Strategic Theme—*Foster organizational excellence and knowledge management best practices*

Initiative—Establish a framework and criteria for data-driven decisions, priority ranking of initiatives, and resource allocation

Desired Outcome:

Standard, clear processes are in place across AVS at all levels to enable solid decisions and resource allocation. These decisions are informed by clearly understood objective data and are aimed at achieving high-priority outcomes. The consistency and effectiveness of these decisions are routinely measured; the results are used to improve the processes for decision-making. Transparent and open communication of decisions is the norm, resulting in unified efforts across the organization.

FY20-24 Activities:

1. Develop a model for decision-making that ensures consistency across all decision domains and AVS entities.

2. Develop and coordinate a sustainable engagement plan for all levels of AVS to integrate the decision-making model into all AVS business activities.

3. Implement a corporate AVS plan to apply, refine, and improve the model across all decision domains.

## Initiative—Align workforce development and training with future needs

Desired Outcome:

We operate strategically in accomplishing the AVS vision. As new required skills and competencies are periodically identified, the needed staff and training resources are located or developed. Understanding that the role of the regulator is to manage risk and provide safety oversight, we provide and maintain a well-trained workforce that aligns with enterprise needs. An environment that supports learning, diversity, and inclusion allows the workforce to adapt rapidly to emerging needs. Career opportunities that promote organizational health are encouraged. As a result, workforce members are empowered, embrace change, and operate with confidence in their ability to meet the evolving needs of the safety system.

FY20-24 Activities:

1. Identify AVS core positions, assess position development and training requirements, and give priority to positions according to organizational objectives.

2. Evaluate the AVS learning program to determine each program's strengths and weaknesses and to guide subsequent improvements.

3. Develop a coordinated, sustainable, high-level AVS learning strategy and tactical plan to target direction, resource requirements, and success metrics; revisit and refine the plan annually.

4. Identify, develop, and implement efficiency and effectiveness measures and metrics to track the cost and impact of training.
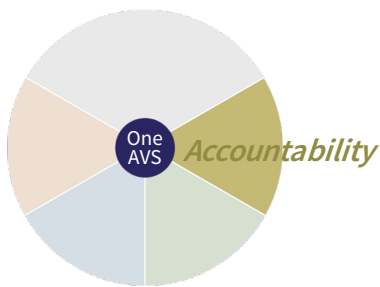
One AVS *Accountability*

Strategic Theme—*Foster organizational excellence and knowledge management best practices*

Initiative—Create intentional strategies to effect culture change

Desired Outcome:

We are an intentionally agile, learning organization that expects and embraces change and achieves its mission by responding to change with efficiency, innovation, and accountability. AVS leaders practice transformational leadership as they: promote employee engagement by leading at the appropriate level, reinforce expected behaviors and competencies, articulate organizational intent, align activities with FAA strategic initiatives, and measure the effectiveness of work. At every level, AVS employees practice collaboration, critical thinking, and expectations management. They are constantly on the lookout for opportunities to enhance, improve, and innovate how we do business.

FY20-24 Activities:

1. Define and model the desired "One AVS" operational norm at the AVS Management Team level. Clearly articulate the gap between the current and the desired culture, communicate the case for change, and prepare top AVS leaders to model and sponsor the desired change.

2. Support transformational leadership at all levels of the AVS organization. Define, create, and sustain a support structure that gives AVS leaders the resources and tools to practice transformational leadership, promote organizational agility, and foster a culture of continual improvement.

3. Enhance the AVS' ability to anticipate and respond to change by applying enterprise change management tools to project management, people management, sponsorship, communications, and data utilization. This will enable AVS leaders to effectively lead employees through change and prepare AVS employees to embrace continual change.

4. Establish a culture of accountability to self, peers, leadership, and organizational goals. Establish a common understanding of accountability and help leaders instill these expectations. Reinforce and recognize desired behaviors in performance plans, award systems, agreed-upon behaviors for team effectiveness, etc.

One
AVS *Accountability*

Strategic Theme—*Foster organizational excellence and knowledge management best practices*

Initiative—Create a strategy for reinforcing expected behaviors

Desired Outcome:

As a regulator, we achieve operational success through a strategy that aligns organizational needs with expected behaviors. As a result of collaboration with leadership, effective performance management, and the promotion of desired behaviors by all AVS employees at all levels, employees have a clear understanding of the behaviors that drive success within AVS. A performance management system promotes clear and frequent engagement between employees and supervisors around well-defined expectations. Professional growth opportunities are aligned with demonstrated excellence against these expectations. As a result, AVS experiences a measurable shift toward the desired behaviors.

FY20-24 Activities:

1. Conduct an assessment to identify workplace behaviors we want to continue. Identify common behaviors that encourage desired and expected behaviors as well as deviations that discourage them. Assess the workforce's current willingness to adopt and sustain change.

2. Develop a Road Map/Sponsorship Diagram to demonstrate senior-level commitment within AVS, identify and align employees in building coalitions, and openly communicate common views on expected behaviors, particularly after early adoption of change.

3. Provide opportunities to increase employee engagement and reinforce expected behaviors including collaboration, critical thinking, and expectation management. Cultivate ownership to ensure successful employee adoption of expected behaviors in support of AVS culture change.

4. Ensure successful sustainment of expected behaviors once they have been adopted. Ensure that expected behaviors are reinforced and sustained by removing barriers. Make certain that employees understand how behavior contributes positively to the "One AVS" model and remind employees that positive behavior and its impact on the AVS workforce are appreciated. Ongoing assessment of the AVS environment will ensure that any adjustments are based on the changing needs of both the organization and its employees.

Measuring Progress

We will track progress against our strategic themes through a comprehensive set of metrics, grouped into areas of measure under each of the strategic themes. For each area of measure, the metrics form an index with a composite score. We will use each index to record our performance and inform adjustments, while reporting progress using the composite score.

Areas of Measure for Strategic Themes

Safety

Infrastructure

Improve aerospace safety

- **Accident and fatality rate:** Metrics demonstrate improvements in accident and incident rates as well as in the survivability of accidents and incidents.

- **Accident prevention:** Metrics demonstrate advances in efforts to reduce the rate of accident and incident precursor occurrences as well as the extent of damage. As data and analytics progress, it may be possible for us to attribute specific actions to an absence of accidents and incidents.

Excel domestically to influence globally

- **Path to approval:** Metrics demonstrate effectiveness and efficiency in certifying systems, aircraft, and personnel.

- **Global impact:** Metrics demonstrate the extent of AVS' influence on aviation safety globally. Evidence of influence may include the adoption of safety standards, regulation, and policies based on AVS concepts; the reciprocal acceptance of FAA certificates; and the development and tracking of safety enhancements.

Anticipate and accommodate change

- **Forecasting change:** Metrics demonstrate how accurately AVS identifies emerging demands, assesses risks, and uses its assessment to inform investment decisions that accommodate demand.

- **Meeting user service demand:** Metrics demonstrate AVS' agility in responding to anticipated change. This includes measures of both the internal process and procedure changes and the ability of stakeholders and partners to leverage those changes.

Innovation

Accountability

Innovate and facilitate to be on the cutting edge

- **Safety-enabling technology:** Metrics demonstrate the identification, approval, and fielding of technologies and/or advancements.

- **Analytical capabilities:** Metrics demonstrate improved knowledge, tools, applications, and underlying data that enable advancements in safety analytics.

Foster organizational excellence and knowledge management best practices

- **Quality of decisions:** Metrics answer the question, "Are we doing the right things?" This includes identifying which problems to address and assessing the impact of the selected solutions.

- **Quality of practices:** Metrics answer the question, "Are we doing things right (correctly)?" This includes evaluating the investments (time, labor, infrastructure, etc.) needed to achieve the desired outcome.

- **Workforce skills:** Metrics demonstrate hiring and/or training to the needed skill sets.

- **Skills application:** Metrics demonstrate the extent to which the right skills are in the right place at the right time to ensure the success of both the individual and the mission. This includes adopting, utilizing, and demonstrating proficiency in the desired behaviors.

- **Culture:** Metrics demonstrate the ability to create organizational intent and clarity and to promote behaviors appropriate to "One AVS." This includes measuring progress toward becoming a healthy learning organization.

Realizing the Vision

Realizing our vision will require significant changes to how we do business as AVS. The process begins with a common recognition that continuous change is needed to meet the challenges of tomorrow, a shared vision of what success looks like, and a collective understanding of how we will realize it. Only then can we secure the necessary commitment from all who must ultimately act to implement meaningful change. This is merely the point of departure on a long journey that will demand investment from our leaders, engagement and commitment from our workforce, adoption by the broader community, and patience by all as we internalize lessons and manage the change along the way. Effective collaboration among all stakeholders will be key, built on the clear, open, and candid communication that forms the foundation of trust.

We will apply change management best practices and pace ourselves to ensure that the initiatives in this strategic plan are implemented successfully. Effective change management—coupled with proactive communication—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 AVS, no specific initiative addresses this key piece of the strategy. Instead, it will be proactively integrated into implementation plans to account for the people side of change so vital to its success.

A Call to Action

The world of aviation is changing, and its rate of change seems to increase almost daily. We are witnessing the evolution of existing—and the emergence of new—products, technologies, and innovations. This growth of the aviation industry, which hinges on safe operations, plays a vital role in our country's economic and social well-being. In the face of diverse and growing demand, our safety mission is steadfast.

Successfully delivering against our mission, however, requires that we find new and innovative ways to accomplish our daily work. This AVS Strategic Plan is intended to do just that. It is crafted to reflect the vision of all the impacted stakeholders. It was created with ideas and commitments garnered from across the entire AVS organization and at all levels. It is a living document, and it will continue to evolve as we challenge ourselves to learn, adapt, and improve. The success of this plan depends on all of us recognizing our roles and committing our unified efforts as One AVS to accomplish the activities that will fulfill our AVS mission and help us realize our future vision.

We *Are* Aviation Safety.

WE ARE AVIATION SAFETY

It's our mission. It's our passion.

ONE**AVS**