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# **FAA AIR Transformation Update**



**Presented to: EASA 2017 STC Workshop**

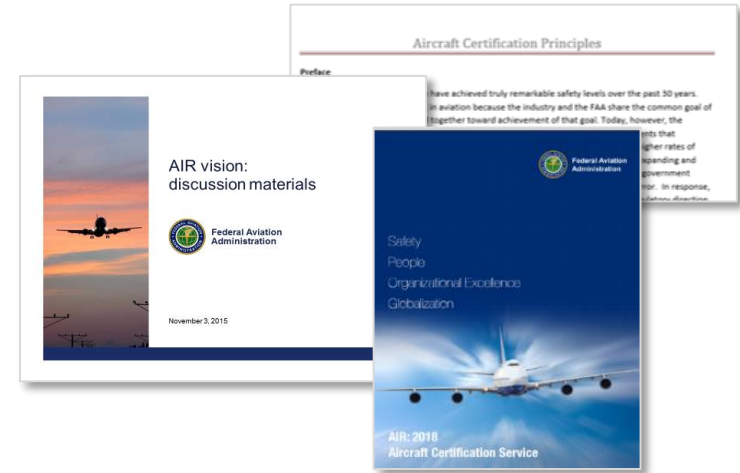
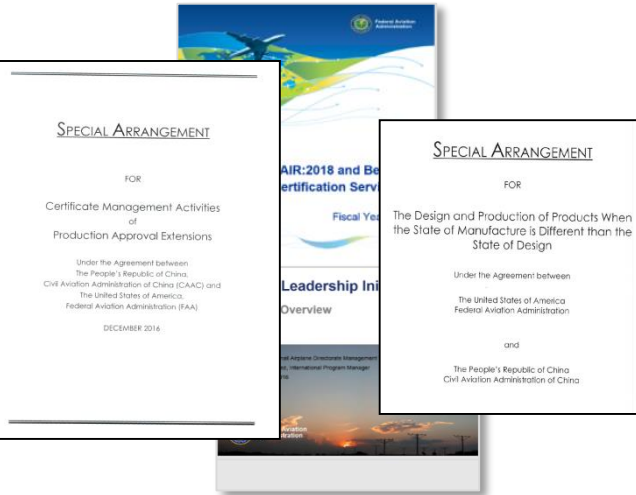
**By: Fred Guerin, FAA International Division (AIR-400)**

**Date: May 17, 2017**

# Drivers of Change for AIR

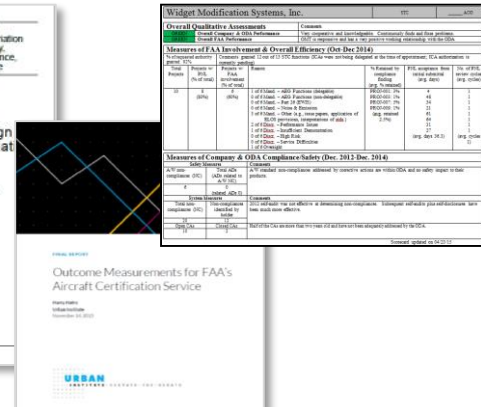
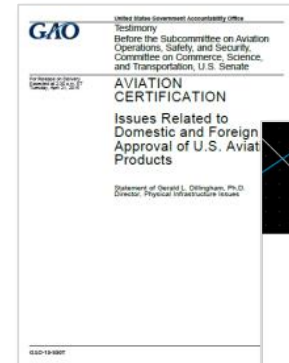
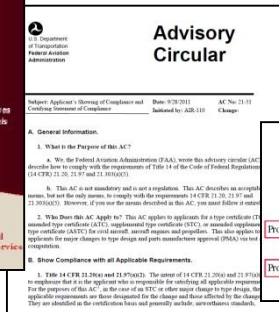
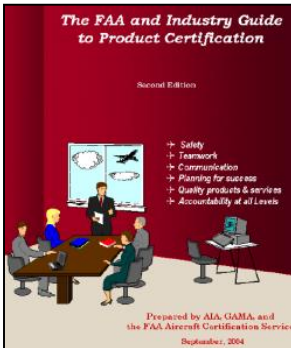
## Globalization of Aviation

## Velocity of Change



## Industry Growth

## Heightened Expectations



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# AIR Transformation Overview

## AIR Transformation



### Refresh certification strategy

- Ensure appropriate support of standards activities
- Minimize unnecessary involvement in critical path
- Implement risk-based systems oversight



### Invest in management systems to improve performance

- Measure performance with goals and targets
- Improve governance and operating norms
- Invest in new tools and infrastructure



### Improve organization and invest in our people

- Adapt organization to execute on certification strategy
- Invest in people and build skills to empower the workforce of the future

### Change management

- Help organization embrace holistic transformation by creating clear communication channels with our people

### Industry commitment

- Embrace systems safety with a compliance culture, engage FAA early on innovation, and work with FAA on performance management

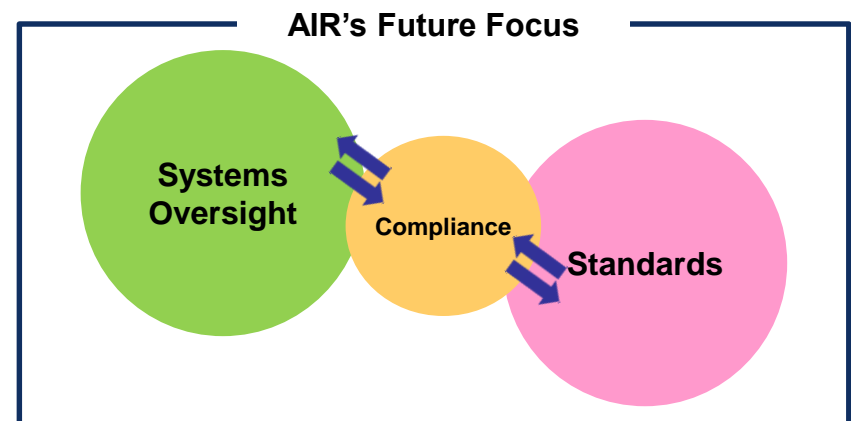
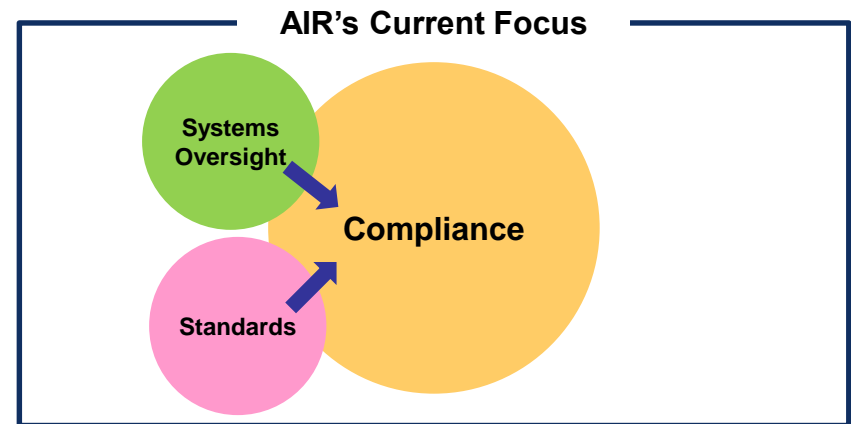
Additional information is available on the [AIR Transformation Website](#).



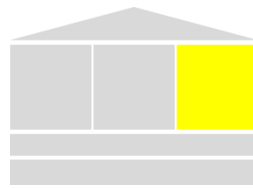
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# Benefits of AIR Transformation

- Encourages thorough understanding of partner certification system & continuous maintenance of confidence supported by risk-based principles to **eliminate barriers** due to unnecessary FAA involvement during validation
- Improves **safety knowledge sharing** and promotes **harmonization of systems** by establishing single functional lines for 1) certification, 2) standards and 3) system oversight
- Fosters **innovation** by engaging early to understand new concepts and ensure viable path to compliance
- Provides **agility and adaptability** to meet the challenges of the dynamic global aviation industry
- Establishes business practices for utilizing metrics for determining efficacy, contributing to **continuous maintenance of confidence in support of a systems approach**



# Improve Our Organization



AIR is undergoing a phased implementation of the functional organization with realignment the first visible step, which will have a measurable impact on bilateral partners and industry.



AIR plans on realigning the organization in 2017 to begin to institutionalize the process improvements that are currently in progress.



Realignment moves AIR's existing local offices (ACOs, MIDOs, etc.) to align with AIR's functional divisions.



During realignment AIR's existing POCs will be retained to ensure seamless relationship management and to facilitate contact with the appropriate AIR employee.



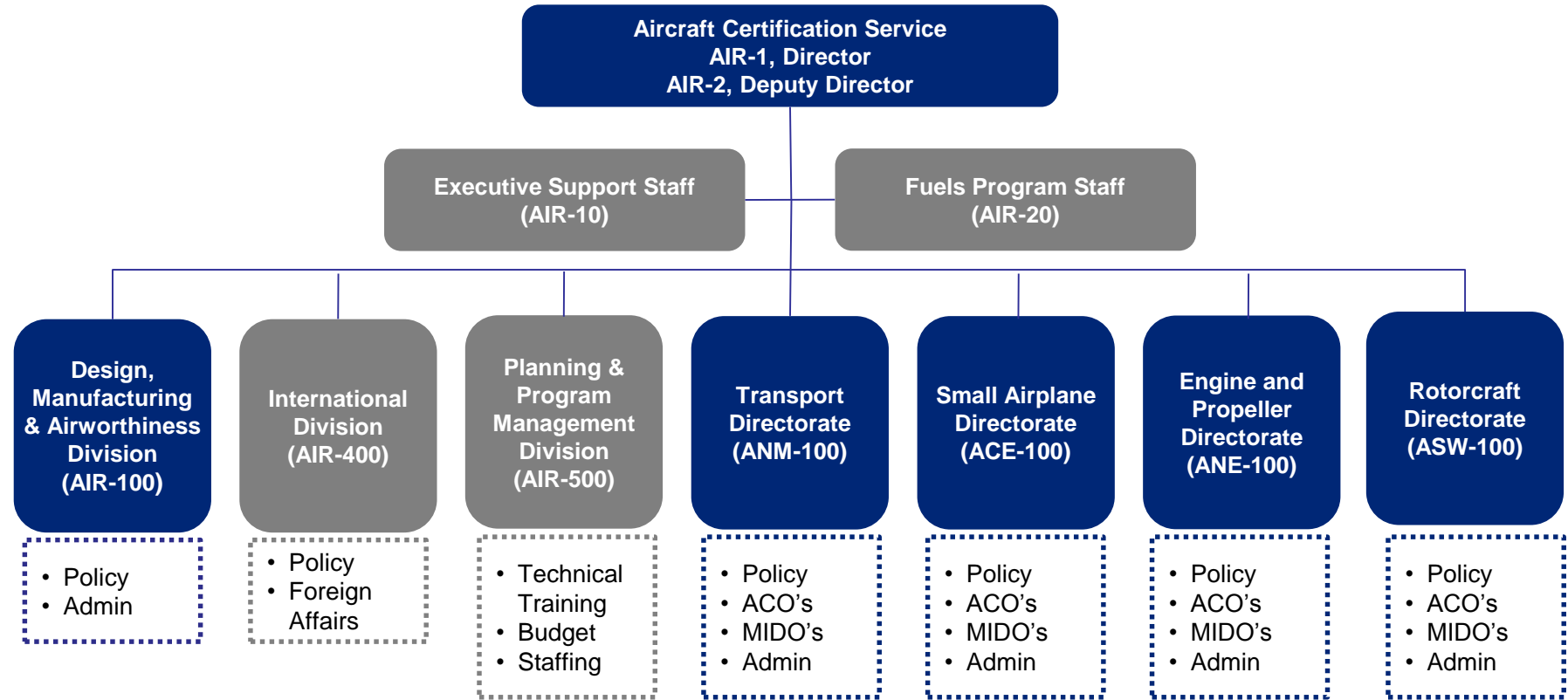
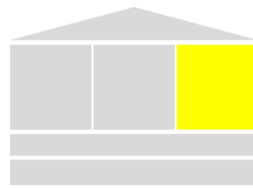
AIR will continue to brief bilateral partners and industry stakeholders on implementation status and to solicit feedback.



As an outcome of realignment, AIR's directorate structure will cease to exist.

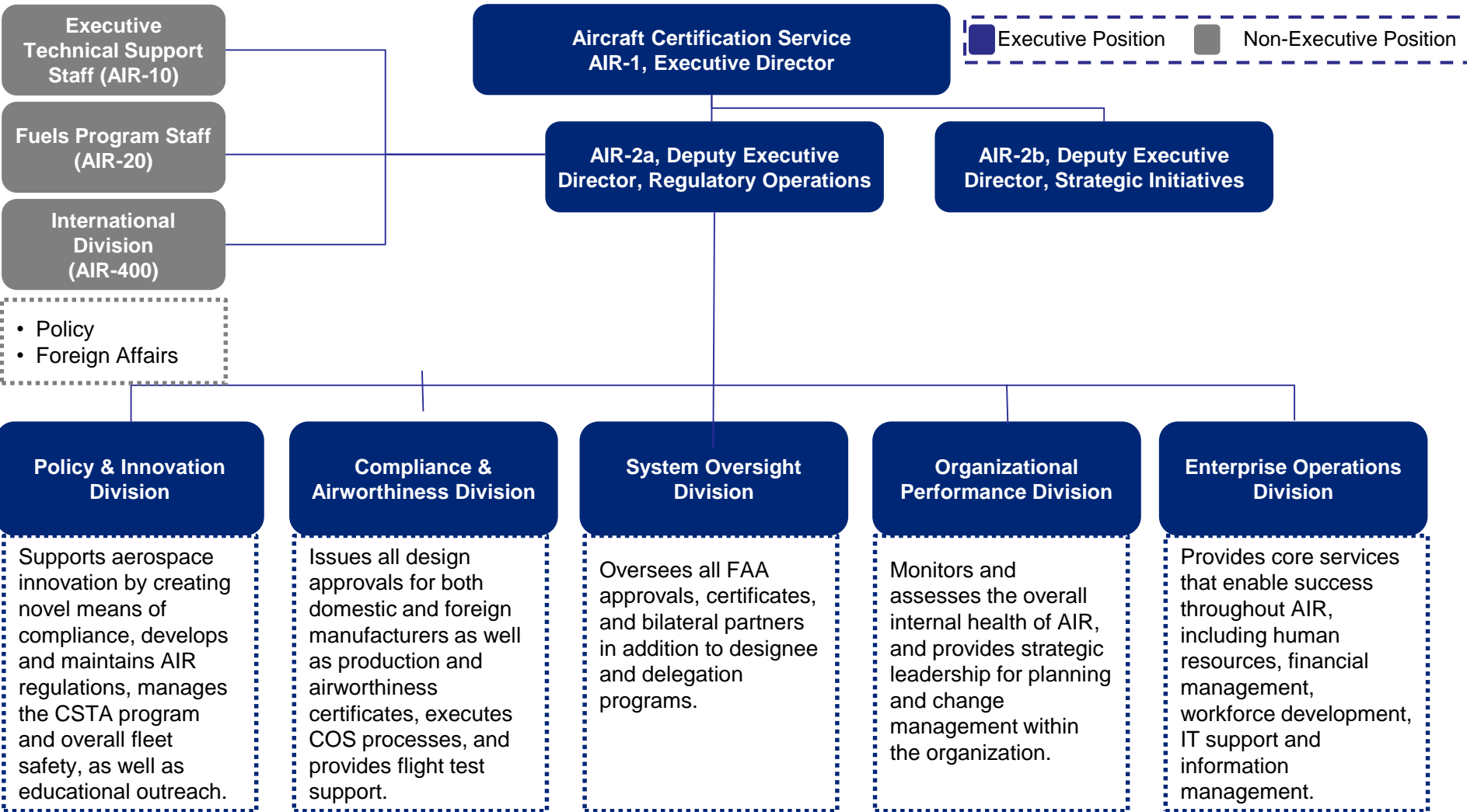
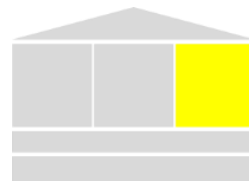


# Current State AIR Organization



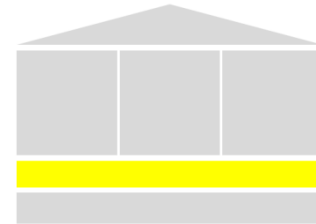
# Realignment (Interim State)

First step: Realign existing local offices (e.g. ACO's, MIDO's, etc.) to functional divisions.



# Change Management

## “AIR Transformation” External Website



The screenshot displays the FAA's external website for the AIR Transformation initiative. The header includes the FAA logo, navigation links (FAA Home, Jobs, News, About FAA, A-Z Index, FAA for You...), and a search bar. The main navigation bar lists various FAA services: Aircraft, Airports, Air Traffic, Data & Research, Licenses & Certificates, Regulations & Policies, and Training & Testing. The left sidebar shows the 'Aircraft Certification' section with links to Consistency & Standardization Initiative, Directorates & Field Offices, Headquarters Offices, and Responsibilities. The main content area is titled 'Aircraft Certification Service (AIR) Transformation' and includes a brief description of the AIR Transformation approach. Below this is a diagram titled 'AIR Transformation' showing three main pillars: Refresh certification strategy, Invest in management systems to improve performance, and Improve organization and invest in our people. Each pillar has a list of specific actions. At the bottom, there are sections for 'Change management' and 'Industry commitments', followed by a list of outcomes and foundational elements.

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**Aircraft Certification**

Consistency & Standardization Initiative

Directorates & Field Offices

Headquarters Offices

Responsibilities

FAA Home > Offices > Aviation Safety > Offices > Aircraft Certification

### Aircraft Certification Service (AIR) Transformation

AIR Transformation is the Aircraft Certification Service's (AIR) holistic approach to becoming more efficient and effective.

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#### AIR Transformation

<b>Refresh certification strategy</b> <ul style="list-style-type: none"><li>Ensure appropriate support of standards activities</li><li>Minimize unnecessary involvement in critical path</li><li>Implement risk-based systems oversight</li></ul>	<b>Invest in management systems to improve performance</b> <ul style="list-style-type: none"><li>Measure performance with goals and targets</li><li>Improve governance and operating norms</li><li>Invest in new tools and infrastructure</li></ul>	<b>Improve organization and invest in our people</b> <ul style="list-style-type: none"><li>Adapt organization to execute on certification strategy</li><li>Invest in people and build skills to empower the workforce of the future</li></ul>
<b>Change management</b> Help organization embrace holistic transformation by creating clear communication channels with our people		
<b>Industry commitments</b> Embrace systems safety with a compliance culture, engage FAA early on innovation, and work with FAA on performance management		

To achieve the [future vision \(PDF\)](#), AIR is:

- Refreshing the [certification strategy](#)
- Investing in [management systems](#) to improve performance
- Improving our [organization](#) and investing in our people

These outcomes must be supported by two key foundational elements:

- Leading effective change management**
  - [AIR's Quarterly Newsletter](#)
  - [AIR Transformation Videos](#)
- Reinforcing industry commitments**

[www.faa.gov/go/AIRTransformation](http://www.faa.gov/go/AIRTransformation)



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# Questions?

