NOTICE

U.S. DEPARTMENT OF TRANSPORTATION
FEDERAL AVIATION ADMINISTRATION

National Policy

N 1100.311

Effective Date:
April 19, 2007

Cancellation Date:
April 18, 2008

SUBJ: Air Traffic Organization

1. Purpose of this Notice. This notice describes the Air Traffic Organization and its mission, responsibilities, supplemental relationships, and lines of succession at the service unit level.

2. Audience. This notice applies in general to the FAA and specifically to ATO employees and supervisors.

3. Where I Can Find This Notice. You can find this notice on the My FAA website: https://employees.faa.gov/tools_resources/orders_notices/

4. What this Notice cancels. FAA Order 1100.163 dated July 12, 2005.

5. Explanation of Policy Change. On August 8, 2006, the Deputy Administrator approved the organizational structure of the ATO as reflected in this notice. Implementation of this organizational structure was completed in January 2007 and is reflected in FPPS and DELPHI. This notice serves as the organizational baseline for the ATO and will be followed by an internal ATO directive which will describe the current structure of the organization at the office level.

Marion C. Blakey
Administrator

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Chapter 1 - Air Traffic Organization

1. Mission. The mission of the Air Traffic Organization (ATO) is to provide the safest, securest, and most efficient air traffic services in the world.

2. Organizational Standards.

a. Official ATO organizational charts will identify only organizational structures that are formally approved, have allocated permanent staffing and resources, and have assigned routing and expenditure codes. Other types of organizations, such as management committees and ad hoc or temporary positions, will not be identified on organizational charts. Formal relationships with committees and other organizations that fall within the responsibility of a position are considered supplemental relationships and are not shown on the organizational chart.

b. The Chief Operating Officer will approve any change to organizational structures included in this order which affects one management level below the vice president level (i.e., at the director office level).

c. Service units will use a matrix management methodology that emphasizes horizontal integration of operating and support functions to execute the ATO mission. In carrying out their responsibilities, service units will coordinate and collaborate with other affected service units to ensure their actions or products are congruent and integrated across the ATO. Service units will also coordinate with affected external organizations.

d. Service units will effectively apply the capabilities of their workforce and their physical and fiscal resources available to them to continually increase the value of ATO services over time while meeting the ATO mission, goals and objectives, external customer service targets, and internal operating targets.

e. The following service units are considered staff service units: Acquisition and Business Services; Communications Services; Finance Services; Operations Planning Services; and Safety Services.

f. The following service units are considered operating service units: En Route and Oceanic Services, System Operations Services, Technical Operations Services, and Terminal Services.

g. The relationship of a staff service unit to an operating service unit is that of supplier to customer. The staff service unit will provide services to meet requirements that originate with or are requested by the operating service unit. In some cases, an operating service unit may be considered an internal supplier to the other operating service units. For instance, Technical Operations Services supplies maintenance services to En Route and Oceanic Services and Terminal Services.

h. Staff service units will set external customer and internal operating and efficiency target levels of performance. The staff service units will measure, monitor, forecast, and report on ATO business performance in terms of measurable goals or other specified requirements.

i. Operating service units will ensure internal requirements for delivery of air traffic services are established. This includes mission needs, plans, strategies, policies, processes, procedures, infrastructure, and the workforce to meet the external customer performance targets, i.e. target level of safety (TLS) and target level of efficiency (TLE), as well as internal operating and efficiency targets.

3. Responsibilities. The Chief Operating Officer:

a. Leads the ATO and is responsible to the FAA Administrator for successful mission accomplishment and ensuring compliance with the long-term strategy defined in the FAA Flight Plan.

b. Delivers air traffic services that meet target levels of safety and efficiency.

c. Establishes and maintains an organization that is an effective steward of public funds.

d. Implements procedures and technologies that deliver safe, targeted capacity increases to support economic growth.

e. Assures sustainable and affordable air traffic systems for the future.

f. As the chairperson of the ATO Executive Council, ensures that ATO goals, budgets, and priorities are established.

g. Provides management oversight of the Next Generation Joint Planning and Development Office (JPDO) as it relates to the future conduct of air traffic control services in the National Airspace System (NAS).

4. Supplemental Relationships.

a. Represents the ATO as a member of the FAA Administrator's Senior Management Team.

b. Represents the ATO as a member of the FAA Joint Resources Council (JRC).

c. Serves as elected member of the Civil Air Navigation Services Organization's Executive Committee, an international group representing the interests of air navigation service providers worldwide.

d. Serves as Designated Federal Official on the Air Traffic Procedures Advisory Committee which reviews existing air traffic control procedures and practices.

e. Serves as Designated Federal Official on the RTCA, Inc., a Federal advisory committee that seeks solutions to problems involving application of electronics, computers, and telecommunications to aeronautical operations.

5. Order of Succession. In the following order:

a. Senior Vice President, Finance Services

b. Vice President, System Operations Services

c. Vice President, Terminal Services

d. Vice President, En Route and Oceanic Services

e. Vice President, Technical Operations Services

f. Vice President, Operations Planning Services

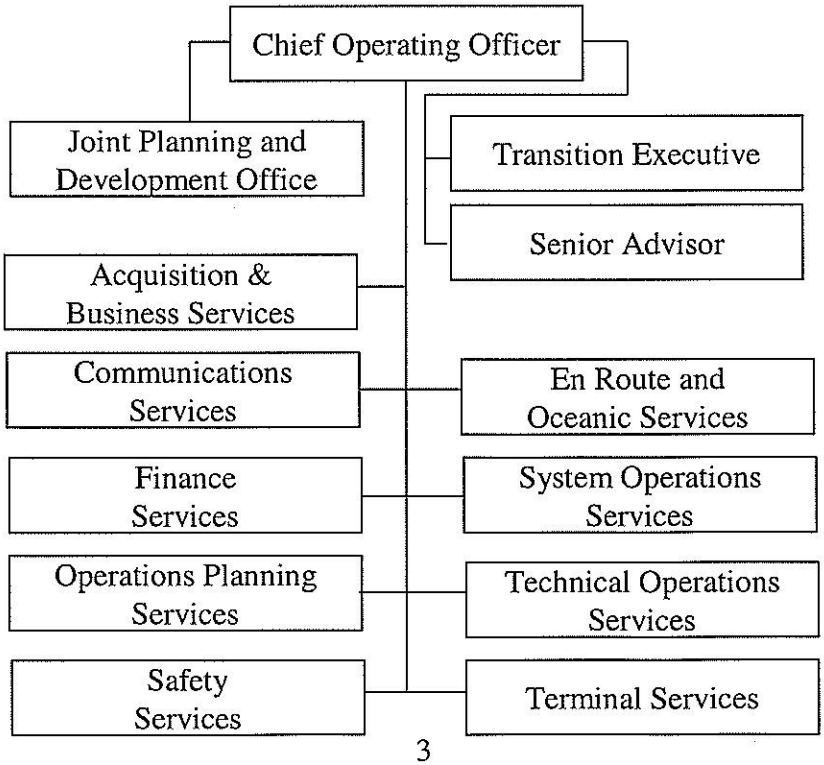
g. Vice President, Safety Services

h. Vice President, Acquisition and Business Services

i. Vice President, Communications Services

6. Organizational Chart. Figure 1-1 shows the Air Traffic Organization at the service unit level.

Figure 1-1 – Air Traffic Organization



Chapter 2 - Acquisition and Business Services

1. Mission. The Acquisition and Business Services provides a variety of services and products in the areas of information technology and security; workforce management; and acquisitions and contracting to support the ATO and the FAA in meeting customer target levels of safety, efficiency, and internal performance targets.

2. Responsibilities. The Vice President, Acquisition and Business Services:

a. Executes the mission of the FAA and ATO; and as a member of the ATO Executive Council, sets ATO goals, budgets, and priorities to ensure the ATO meets it customer target levels of safety and efficiency and internal operating and efficiency targets.

b. Executes the mission of Acquisition and Business Services ensuring its directorates establish service unit goals, budgets, and priorities; meet internal performance targets; and supply services as requested to meet the requirements of the ATO service units.

c. Provides information technology support services that are available, secure, and cost effective to meet the needs of the ATO service units, as well as other FAA organizations.

d. Provides consultation services and issues guidance on personnel and performance management policies to the ATO service units.

e. Provides training services to support ATO service units in developing and maintaining a qualified workforce capable of meeting the ATO performance goals for safety and efficiency.

f. Provides policy, guidance, tools, and workforce to execute and manage the FAA's Acquisition Management System to meet the needs of ATO service units and other FAA lines of business. Awards and administers all contracts and interagency agreements for FAA Headquarters. Provides Quality Reliability Officers for major National Airspace System programs.

g. Provides policy and guidance to execute and manage the FAA's Small Business Utilization Program to meet agency annual goals and program objectives.

h. Provides consultation services, training, and guidance to execute and manage the ATO's Model Workplace and Diversity Program to meet FAA goals and program objectives and to implement ATO Executive Council initiatives.

3. Supplemental Relationships.

a. Serves as the FAA Acquisition Executive.

b. Chairs the FAA Joint Resources Council.

c. Serves as the ATO member on the Information Technology Executive Board.

d. Represents the ATO on the workgroup addressing the Homeland Security Presidential Directive-12 (HSPD-12) initiative.

e. Serves as the FAA's Small Business Advocate.

4. Line of Succession. In the following order:

a. Director, Acquisition Policy and Contracting Office

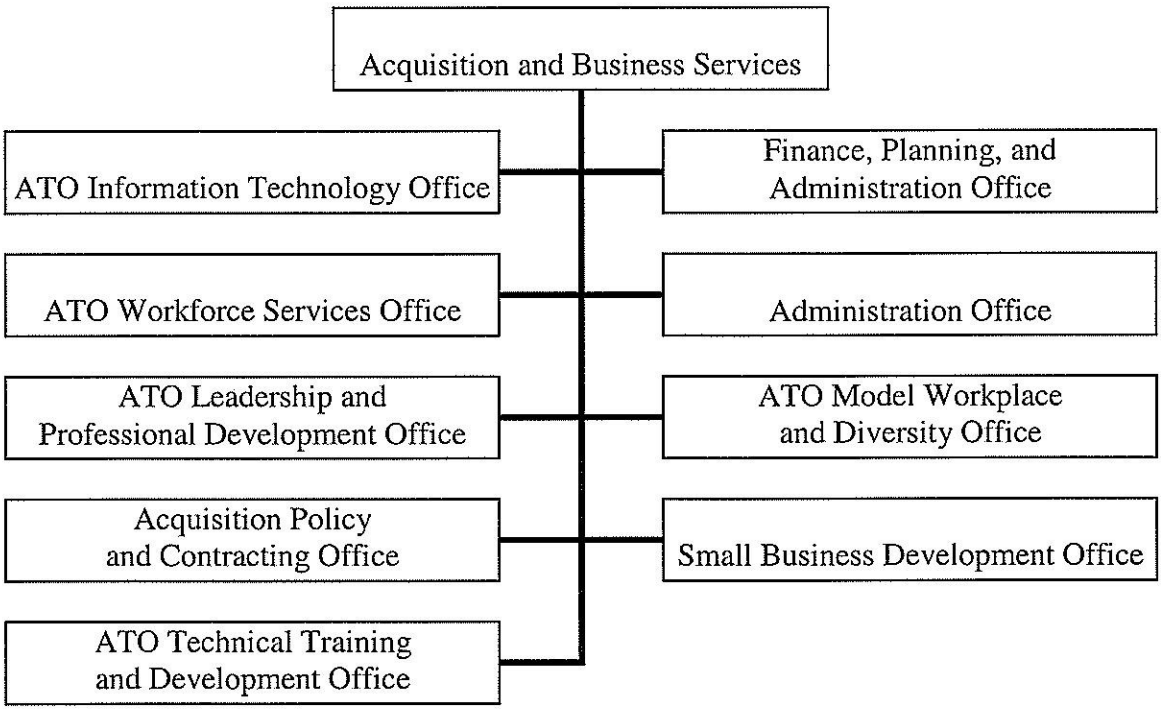
b. Director, ATO Information Technology Office

c. Director, ATO Technical Training and Development Office

d. Director, ATO Leadership and Professional Development Office.

5. Organizational Chart. Figure 2-1 shows the Acquisition and Business Services organization at the office level.

Figure 2-1 – Acquisition and Business Services



Chapter 3 - Communications Services

1. Mission. The Communications Services provides timely, relevant information to all ATO audiences, while maintaining open communications channels that keep employees and customers informed and supportive of the objectives and programs of the ATO.

2. Responsibilities. The Vice President, Communications Services:

a. Executes the mission of the FAA and ATO; and as a member of the ATO Executive Council, sets ATO goals, budgets, and priorities to ensure the ATO meets its customer target levels of safety and efficiency and internal operating and efficiency targets.

b. Executes the mission of Communications Services ensuring its directorates establish service unit goals, budgets, and priorities; meet internal performance targets; and supply services as requested to meet the requirements of the ATO service units.

c. Provides communications products and services to meet the requirements of the ATO service units to deliver timely and appropriate messages to targeted audiences and maintain effective communications with the ATO workforce and external stakeholders.

3. Supplemental Relationships. Serves as the ATO liaison to the FAA's Office of Government and Industry Affairs and the Office of Communications.

4. Line of Succession. In the following order:

a. Director, Communications Office

b. Manager, Technology Information Office

c. Manager, Internal Communications Office

d. Manager, Congressional Communications Office

e. Manager, External Communications Office

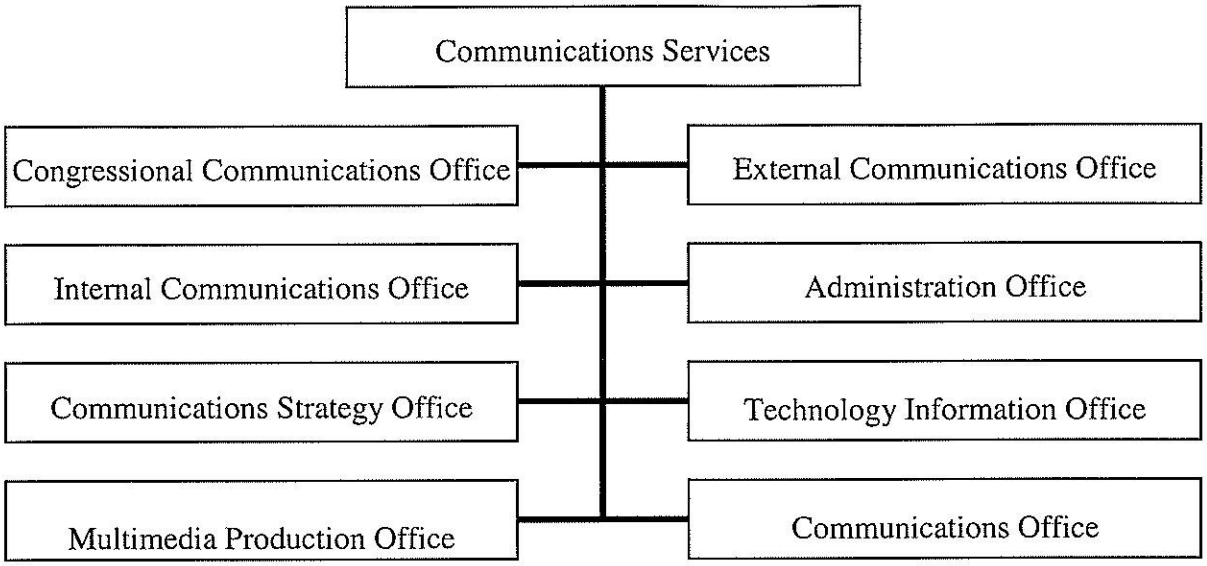
f. Manager, Administration Office

g. Manager, Communications Strategy Office

h. Manager, Multimedia Production Office

5. Organizational Chart. Figure 3-1 shows the Communications Services organizational structure at the office level.

Figure 3-1 - Communications Services



Chapter 4 - En Route and Oceanic Services

1. Mission. The En Route and Oceanic Services provides safe, secure, and efficient air traffic services to ATO customers operating in the National Airspace System as well as international airspace assigned to United States control.

2. Responsibilities. The Vice President, En Route and Oceanic Services:

a. Executes the mission of the FAA and ATO; and as a member of the ATO Executive Council, sets ATO goals, budgets, and priorities to ensure the ATO meets it customer target levels of safety and efficiency and internal operating and efficiency targets.

b. Executes the mission of the En Route and Oceanic Services, ensuring its directorates establish service unit goals, budgets and priorities; meet internal performance targets; and supply services as requested to meet the requirements of its customers and the NAS.

c. Creates validated operations and programmatic requirements for En Route and Oceanic air traffic services that provide for the safe, secure, and efficient use of navigable airspace.

d. Establishes and maintains policies, standards, and procedures to enable safe, secure, and efficient En Route and Oceanic operations.

e. Reports on operational performance metrics and conducts trend analysis.

3. Supplemental Relationships.

a. Represents the United States as the member for the ICAO North Atlantic Systems Planning Group (NAT SPG).

b. Represents the United States on the NAT Implementation Management Group (NAT IMG), and its subordinate work groups and task forces such as the Air Traffic Managers Group (ATMG) and Future Air Navigation Systems (FANS) Implementation Group (FIG).

c. Represents the United States at the Trans-East and Polar ATS Providers Working Group--which FAA hosts.

d. Co-chairs (with other State representatives) non-ICAO air traffic bilateral and multilateral work groups in the ICAO Asia/Pacific Region such as the Informal Pacific ATC Group (IPACG), the Informal South Pacific ATS Coordination Group (ISPACG), and the Pacific Future Air Navigation Systems (FANS) Implementation Team (FIT).

e. Represents the US at various Asia/Pacific Planning and Implementation Regional Group (APANPIRG) subgroups and task forces such as the ATS Interfacility Data Communication (AIDC) Task Force.

f. Chairs the Pacific Operations Work Group (OWG).

g. Chairs the primary interface for FAA intra-agency Oceanic Separation Reduction Work Group.

h. Co-leads with NavCanada the bilateral Automation Systems Interface Group.

4. **Line of Succession**. In the following order:

a. Director, Safety and Operations Support Office

b. Director, Finance and Planning Office

c. Director, En Route Program Operations Office

d. Director, Oceanic and Offshore Services Office

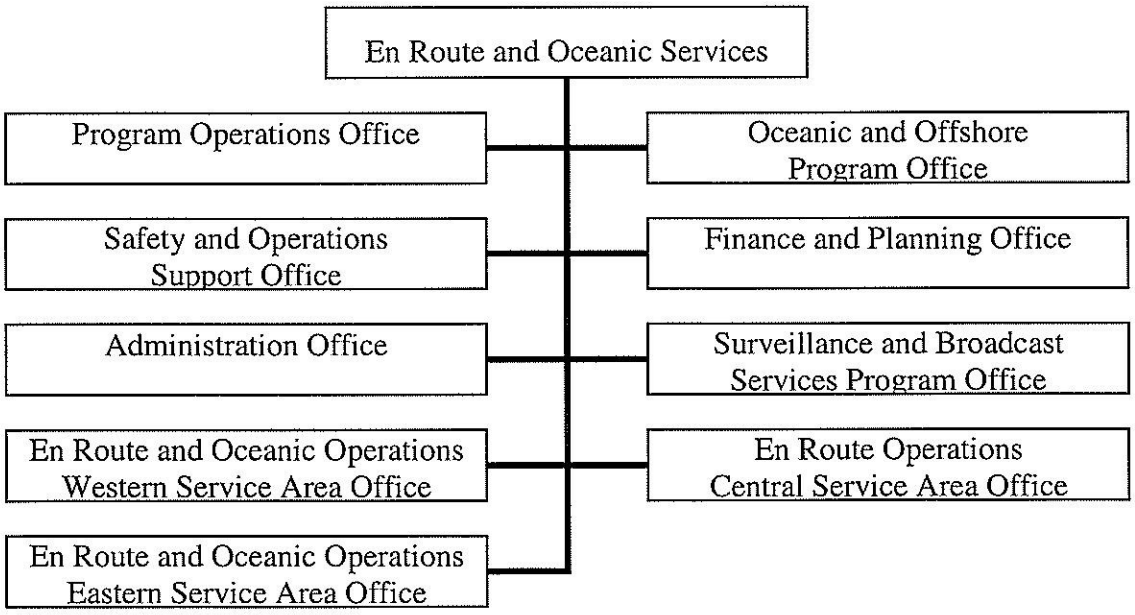
e. Director, En Route and Oceanic Operations Eastern Service Area Office

f. Director, En Route Operations Central Service Area Office

g. Director, En Route and Oceanic Operations Western Service Area Office

5. Organizational Chart. Figure 4-1 shows the En Route and Oceanic Services organization at the office level.

Figure 4-1 – En Route and Oceanic Services



Chapter 5 - Finance Services

1. Mission. The mission of Finance Services is to provide timely financial consulting, products and services that support the achievement of the ATO performance goals, cost efficient operations, and FAA leadership in global aviation.

2. Responsibilities. The Senior Vice President, Finance Services:

a. Executes the mission of the FAA and the ATO, and as a member of the ATO Executive Council, sets ATO goals, budgets, and priorities to ensure the ATO meets its customer goals for safety and efficiency.

b. Executes the mission of Finance Services ensuring its directorates establish service unit goals, budgets, investments and priorities; meet internal performance targets; and supply services to meet the requirements of the ATO service units.

c. Establishes service unit target levels of efficiency for the ATO and evaluates and reports on ATO organizational performance goals.

d. Provides financial reports and evaluates financial system performance to achieve cost efficient ATO operations.

e. Provides policies and operations to support ATO Finance and FAA requirements.

f. Aligns and integrates investments with long and short term FAA and ATO goals, objectives, and plans.

g. Develops ATO budget requests for the FAA's Chief Financial Officer.

h. Supports agency capitalization processes by providing supporting documentation and capital program information.

3. Supplemental Relationships.

a. Serves as the ATO primary interface and financial representative to the FAA's Chief Financial Officer.

b. Serves as the FAA lead for the Civil Air Navigation Services Organization's Global Benchmarking Workgroup to develop international aviation performance measures and policies.

c. Serves as member of the FAA Joint Resources Council (JRC) to ensure investments are aligned and integrated with long- and short-term FAA and ATO goals, objectives, and plans.

4. Line of Succession. In the following order:

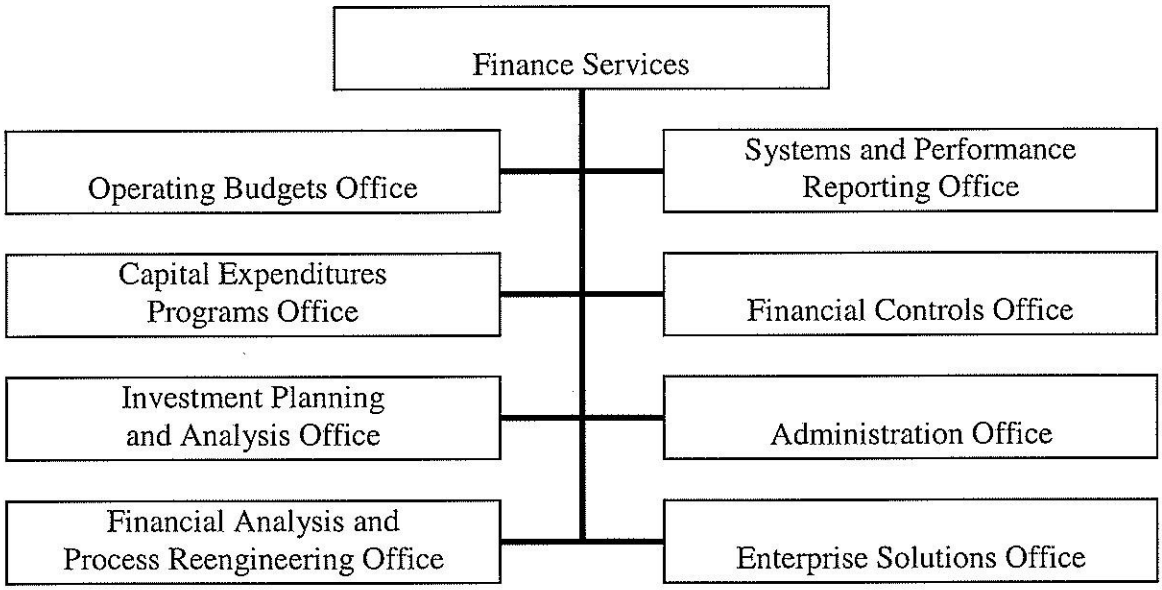
a. Director, Operating Budgets Office

b. Director, Financial Analysis and Process Reengineering Office

c. Director, Capital Expenditures Programs Office

5. Organizational Chart. Figure 5-1 shows the Finance Services organization at the office level.

Figure 5-1 – Finance Services



Chapter 6 - Operations Planning Services

1. Mission. The mission of the Operations Planning Services is to realize the future vision of aviation by providing integrated strategies and solutions to achieve national and international goals.

2. Responsibilities. The Vice President, Operations Planning Services:

a. Executes the mission of the FAA and ATO; and as a member of the ATO Executive Council, sets ATO goals, budgets, and priorities to ensure the ATO meets its customer target levels of safety and efficiency and internal operation and efficiency targets.

b. Executes the mission of the Operations Planning Services to ensure its directorates establish service unit goals, budgets and priorities; meet internal performance targets; and supply services as requested to meet the requirements of operating service units.

c. Delivers detailed demand forecasts at the Service Delivery Point level to assure accurate and consistent workload planning and NAS modeling for investment analyses.

d. Establishes and executes an effective business planning process that fully integrates safety, operational, and financial requirements, to deliver comprehensive operating plans that enable ATO service units to meet their internal and customer target levels of performance.

e. Executes effective systems engineering processes to establish and manage the National Airspace System architecture that meets the current and future demands of ATO customers and operating service units.

f. Delivers research, development, and capital planning services necessary to improve and evolve the NAS enterprise architecture to meet future customer and owner demands, implement concepts and technologies identified in the Next Generation Air Transportation System plan, and integrate with international air traffic management services.

3. Supplemental Relationships.

a. Serves as the ATO primary liaison with the FAA Assistant Administrator for International Aviation.

b. Serves as the FAA observer to the European Commission Single European Sky Industry Consultation Body.

c. Serves as Executive Director of the Research, Engineering and Development Advisory Committee.

d. Serves as the Department of Transportation representative on the Federal Committee for Meteorological Science and Support Research (FCMSR).

4. Line of Succession: In the following order:

a. Director, Systems Engineering Office

b. Director, Aviation Research and Development Office

c. Director, Strategy Office

d. Director, Technology Development Office

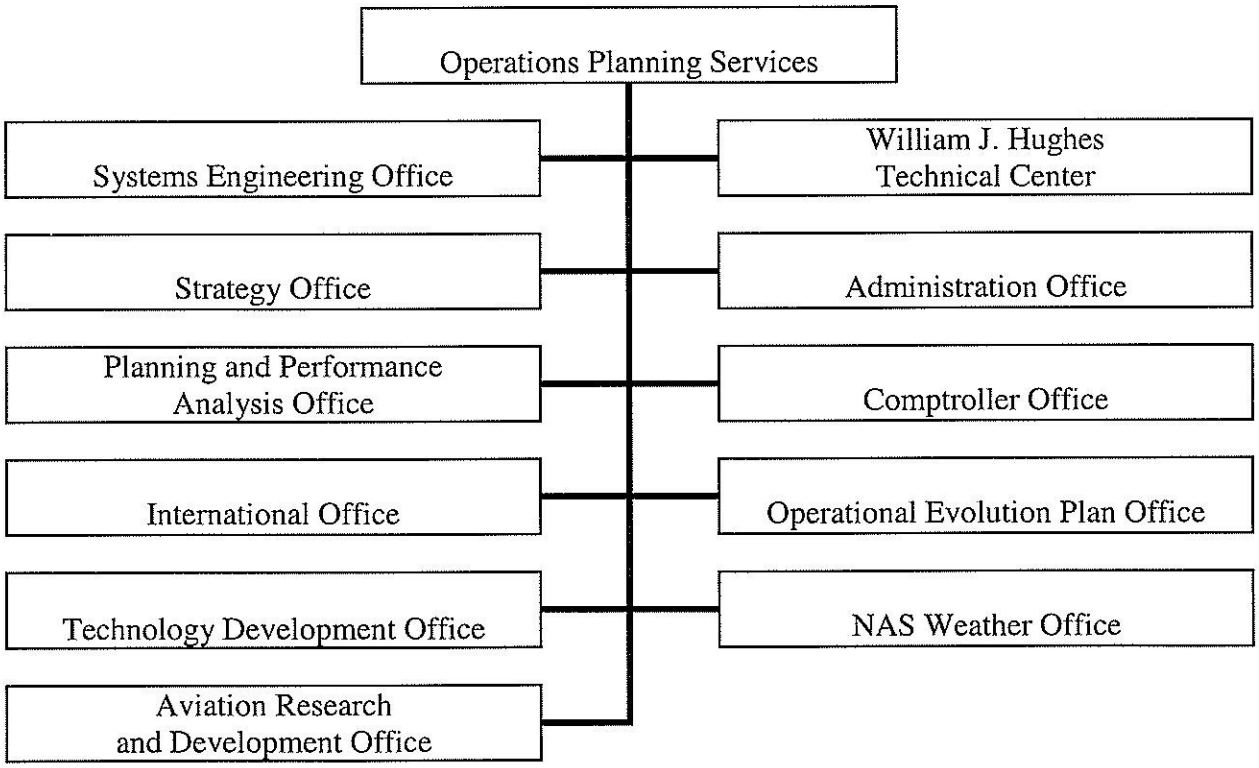
e. Director, William J Hughes Technical Center

f. Director, International Office

g. Director, Operational Evolution Plan Office

5. Organizational Chart. Figure 6-1 shows the organizational structure of the Operations Planning Services at the office level.

Figure 6-1 – Operations Planning Services



Chapter 7 - Safety Services

1. Mission. The Safety Services leads an effective safety management program throughout the ATO. The Safety Services sets the customer target level of safety for the ATO and tracks and reports performance against the target. The Safety Services supports operating service units in meeting the target level of safety and mitigating operational safety risks.

2. Responsibilities. The Vice President, Safety Services:

a. Executes the mission of the FAA and the ATO; and as a member of the ATO Executive Council, sets ATO goals, budgets, and priorities to ensure the ATO meets its customer target level of safety and internal operating and efficiency targets.

b. Executes the mission of Safety Services ensuring its directorates establish service unit goals, budgets, and priorities; meet its internal performance targets; and supply services as requested to meet the requirements of operating service units.

c. Establishes target level of safety for the ATO. Evaluates and reports on organizational performance against the target level of safety.

d. Conducts independent operational testing and evaluation of new and existing systems used for air traffic services as directed by the Joint Resource Council.

e. Provides policies, plans, processes, training, and audits to develop and mature the ATO safety culture, reduce operational errors, achieve the target level of safety, and improve operational performance.

f. Reports on airport runway safety risks and recommendations for operating service units, the pilot community, and airport operators.

g. Reports on operational service performance indicators and recommends risk mitigation actions to reduce operational errors and to support operating service units in meeting the target level of safety and improving operational performance.

3. Supplemental Relationship. Serves as the primary interface between ATO and the Associate Administrator for Aviation Safety, Air Traffic Safety Oversight Service.

4. Line of Succession. In the following order:

a. Director, Safety Investigations and Evaluations Office

b. Director, Operational Services Office

c. Director, Safety Management System and Safety Risk Management Office

d. Director, Finance, Planning, and Administration Office

e. Director, Special Projects Office

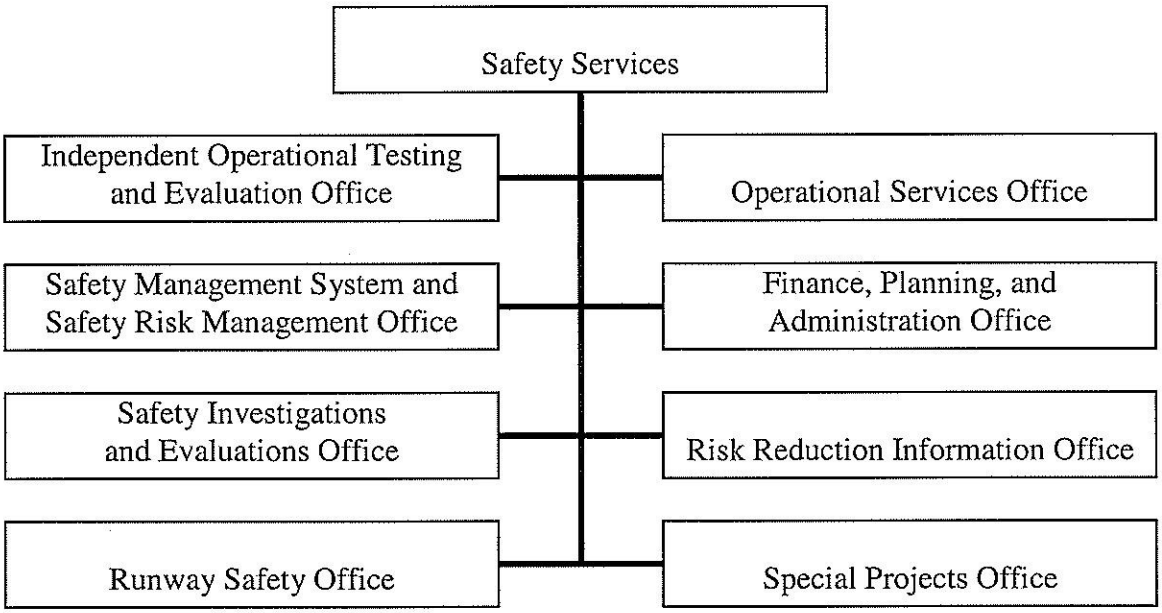
f. Director, Risk Reduction Information Office

g. Director, Runway Safety Office

h. Director, Independent Operational Testing and Evaluation Office.

5. Organizational Chart. Figure 7-1 shows the organization structure of Safety Services at the office level.

Figure 7-1 – Safety Services



Chapter 8 - System Operations Services

1. Mission. System Operations provides safe, secure and efficient air traffic management services to ATO customers, is the focal point in ATO for operational air transportation security issues; airspace and aeronautical information management, litigation; and Area Navigation/Route Navigation Program (RNAV/RNP) criteria and procedure development.

2. Responsibilities. The Vice President, System Operations Services:

a. Executes the mission of the FAA and the ATO; and as a member of the ATO Executive Council, sets ATO goals, budgets, and priorities to ensure the ATO meets its customer target levels of safety and efficiency and internal operating and efficiency targets.

b. Executes the mission of System Operations Services ensuring its directorates establish service unit goals, budgets, and priorities; meets internal performance targets, and supplies services as requested to meet the requirements of operating service units.

c. Provides policies, standards, and procedures covering air traffic flow management, airspace management, and aeronautical information management to support the safe, secure, and efficient use of navigable airspace by ATO customers.

d. Provides national operational security policy and procedures for the ATO service units and external stakeholders.

e. Provides program directives, policies, standards, strategies, plans, and management methods to support the operational demands (current and future) of national and international flight service operations.

3. Supplemental Relationships.

a. Chairs the Air Traffic Procedures Advisory Committee.

b. Chairs the Collaborative Decision Making (CDM) Working Group.

c. Represents the Department of Transportation on the Homeland Security Council's Aviation Sub-Policy Coordination Committee (Sub PCC).

d. Serves as primary FAA liaison to the Department of Defense, Federal, State, and local law enforcement agencies, and the Department of Homeland Security for operational issues.

e. Serves as the Department of Transportation lead for the aviation portion of Emergency Support Function One of the National Response Plan (NRP).

f. Represents the FAA as a member of the Interagency Airspace Protection Working Group (IAPWG).

g. Represents the FAA as a member of the Critical Incident Management Group (CIMG).

h. Serves as the Department of Transportation representative to the Federal Emergency Management Administration during times of national emergency because of terrorist actions or national/man-made disasters.

i. Co-chairs the Space and Air Traffic Executive Board and Working Council.

j. Participates as a member of the Aviation Rulemaking Advisory Committee.

k. Represents the FAA as a member of the Performance-based Aviation Rulemaking Committee.

l. Participates as a member of the Joint Planning and Development Office Environmental Integrated Product Team.

m. Consultant to the FAA's Office of the Chief Counsel and the Department of Justice in litigating aircraft accident and incident cases and activities related to the National Transportation Safety Board.

n. Coordinates ATO responses to requests under the Freedom of Information Act (FOIA) with the FOIA staff in the Office of the Assistant Administrator for Regions and Center Operations.

4. Line of Succession. In the following order:

a. Director, System Operations Security Office

b. Director, System Operations Airspace and Aeronautical Information Management Office

c. Director, System Operations Office

d. Director, Flight Services Program Operations Office

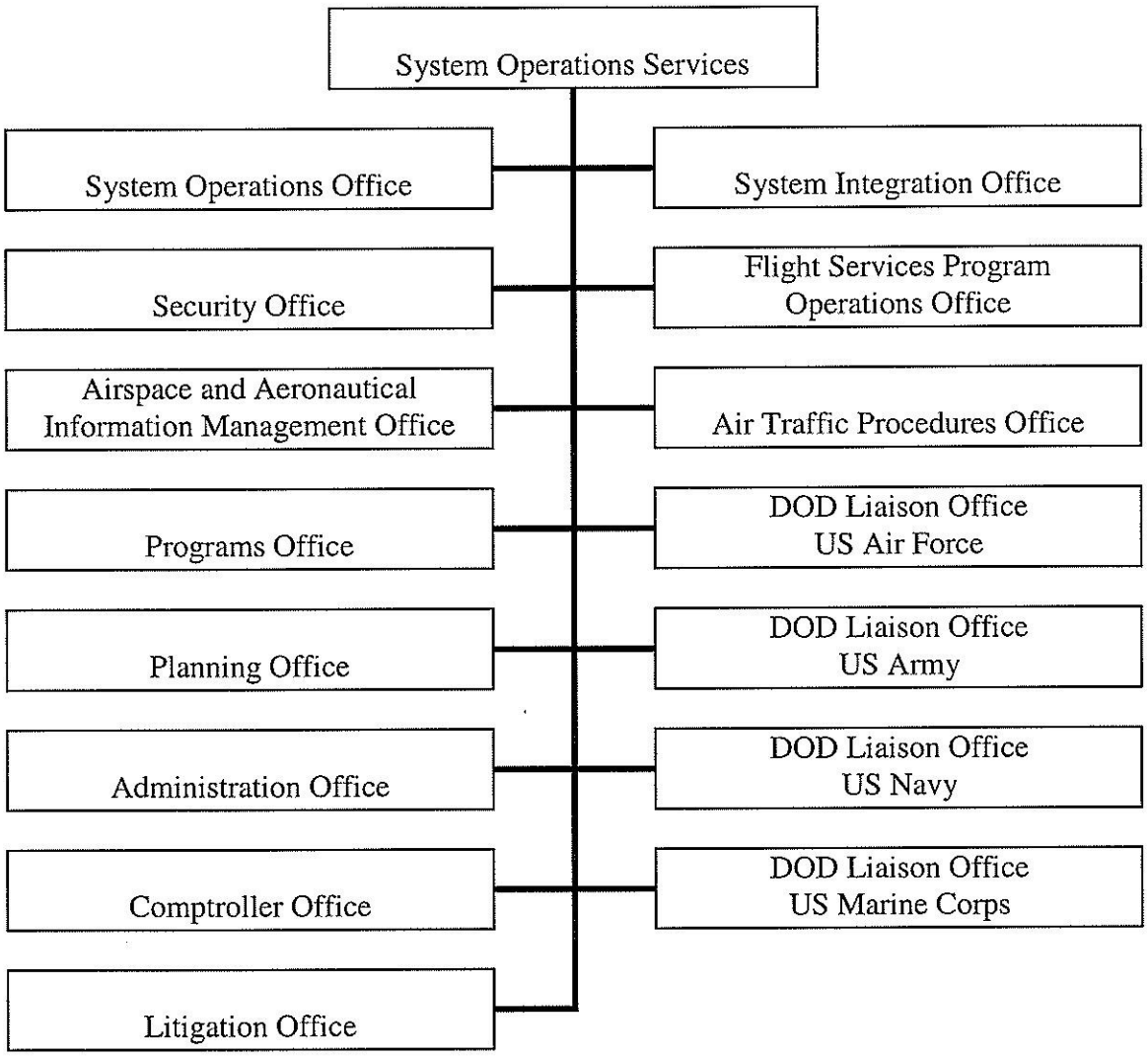
e. Director, System Operations Integration Office

f. Vice President, En Route and Oceanic Services

g. Vice President, Terminal Services

5. Organizational Chart. Figure 8-1 shows the organizational structure of the System Operations Services at the office level.

Figure 8-1 – System Operations Services



Chapter 9 - Technical Operations Services

1. Mission. The Technical Operations Services provides a variety of technical and engineering services to sustain the National Airspace System (NAS) infrastructure for the operating service units.

2. Responsibilities. The Vice President, Technical Operations Services:

a. Executes the mission of the FAA and ATO; and, as a member of the ATO Executive Council, sets ATO goals, budgets, and priorities and ensures the ATO meets its customer target levels of safety and efficiency and internal operating and efficiency targets.

b. Executes the mission of Technical Operations Services ensuring its directorates establish service unit goals, budgets, and priorities; meet internal performance targets; and supply services as requested to meet the requirements of the operating service units.

c. Provides maintenance, engineering, and related services to sustain the NAS, including the physical infrastructure.

d. Provides policies, processes, and procedures covering NAS maintenance, configuration management, supply support, and FAA personal property to ensure safety and operational availability of the NAS.

e. Develops, evaluates, and certifies airspace systems and instrument flight procedures, and manages the aeronautical chart service program to meet the needs of aviation customers.

f. Provides safe, cost effective navigation services to meet the needs of aviation customers.

g. Provides communications and telecommunications services consistent with ICAO standards required for air traffic control within the NAS.

h. Reports on NAS operational performance and performs trend analysis for the operating service units.

i. Supports Agency capitalization processes by providing supporting documentation for agency assets.

3. Supplemental Relationships. None.

4. Line of Succession. In the following order:

a. Director, Safety and Operations Support Office

b. Director, Air Traffic Control Facilities Office

c. Director, Technical Operations Eastern Service Area Office

d. Director, Technical Operations Central Service Area Office

e. Director, Technical Operations Western Service Area Office

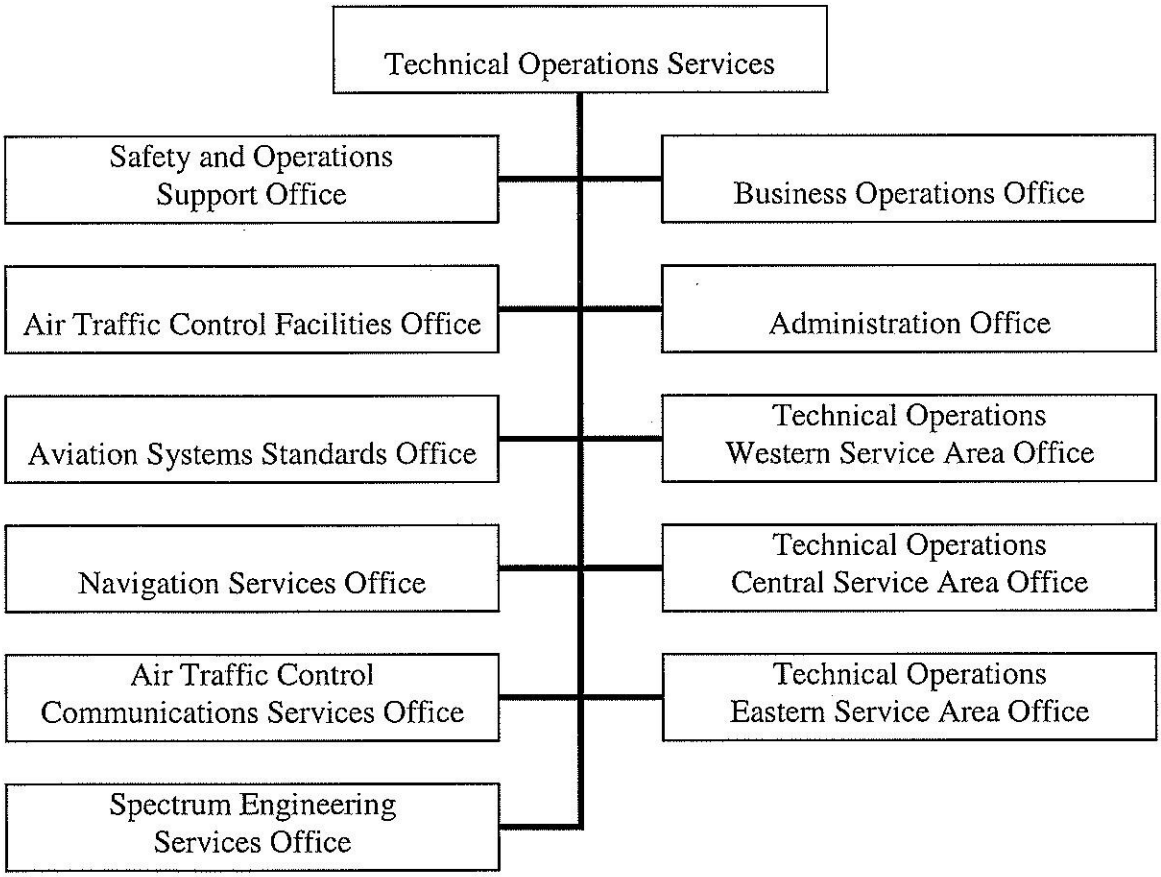
f. Director, Navigation Services Office

g. Director, Air Traffic Control Communications Services Office

h. Director, Aviation Systems Standards Office

5. Organizational Chart. Figure 9-1 shows the organizational structure of the Technical Operations Services at the office level.

Figure 9-1 – Technical Operations Services



Chapter 10 - Terminal Services

1. Mission. The Terminal Services provides safe, secure, and efficient, air traffic services to ATO customers operating in the National Airspace System (NAS).

2. Responsibilities. The Vice President, Terminal Services:

a. Executes the mission of the FAA and ATO; and as a member of the ATO Executive Council, sets ATO goals, budgets, and priorities; and ensures the ATO meets its customer target levels of safety and efficiency and internal operating and efficiency targets.

b. Executes the mission of Terminal Services ensuring its directorates establish service unit goals, budgets, and priorities, meet internal performance targets, and supply services as requested to meet requirements of its customers and the NAS.

c. Creates validated operations and programmatic requirements for Terminal air traffic services that provide for the safe, secure, and efficient use of navigable airspace.

d. Provides policies, standards, and procedures to enable safe, secure, and efficient Terminal operations.

3. Supplemental Relationships. None.

4. Line of Succession

a. Director, Safety and Operations Support Office

b. Director, Planning Office

c. Director, Finance Office

d. Director, Program Operations Office

5. Organization Chart. Figure 10-1 shows the organizational structure of the Terminal Services at the office level.

Figure 10-1 – Terminal Services

