Federal Aviation Administration

Memorandum

Date: SEP 16 2009

To: Senior Vice Presidents and Vice Presidents, Air Traffic Organization (ATO)

From: John L. Pipes, Senior Vice President, Strategy and Performance, AJG-0

Subject: N JO 1100.326: Air Traffic Organization

Attached is the latest version of the ATO Notice JO 1100.326, the document that officially describes our organizational structure and responsibilities. This Notice is an interim document that represents a snapshot of the ATO as of June 30, 2009.

Hundreds of comments regarding this Notice were received from various ATO organizations during the coordination process. Many of the issues raised in the comments remained unresolved when the Notice was signed. There are many offices whose functional responsibilities overlap with other offices and many whose office duties are described as activities rather than functional responsibilities. In some cases, there are disagreements among offices regarding their respective roles. All of these unresolved issues will be addressed completely prior to publication of the next version of the document in 2010. Each organization will receive a copy of the comments they submitted regarding this document including a description of how the comments were handled in the next few weeks.

The release date for the next version of this Notice is July 30, 2010. All organizational change requests must be completed and submitted to the Strategy and Performance Business Unit no later than February 26, 2010. Changes submitted after the deadline will be held for processing in the following change cycle.

Should you have questions, contact Nelson Hines on ext. 57541 or Tonya Trice on ext. 57559.

NOTICE

U.S. DEPARTMENT OF TRANSPORTATION
FEDERAL AVIATION ADMINISTRATION

Air Traffic Organization Policy

N JO 1100.326

Effective Date:
9/14/2009

Cancellation Date:
9/14/ 2010

SUBJ: Air Traffic Organization

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

2. Audience. This notice applies in general to the Federal Aviation Administration (FAA) and specifically to all ATO employees.

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

4. Explanation of Policy Change. This notice reflects the organizational structure, roles and responsibilities for the Business Units and support offices of the ATO as of June 30, 2009. This notice provides a revised organizational structure that optimizes the ATO performance based business model.

Organizational change submissions for the next version of this document must be submitted to the Director, Comptroller, Planning and Business, AJG-5 no later than February 28, 2010. An order outlining the ATO organizational change process, roles, responsibilities, and timetables is under development.

Hank P. Krakowski
Chief Operating Officer
Air Traffic Organization

Distribution:

Initiated by: AJG-0

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Appendix A. List of Acronyms A-1

Chapter 1. Air Traffic Organization

1. Purpose. The FAA ATO was established in 2003 as a performance-based organization by Executive Order 13180 to provide safe, secure and cost-effective air traffic management services while being responsive to customers and accountable to the public.

2. Delegation. The ATO is delegated the responsibility and authority necessary to accomplish the mission of the ATO as directed by the Secretary of Transportation and the FAA Administrator. The ATO Business Units are equivalent in authority to individual FAA lines of business.

3. Organizational Standards.

a. The ATO is structured around four core functions that are organized into business units. These Business units are led by Senior Vice Presidents who report to the Chief Operating Officer (COO). The ATO Business Units are Operations, Next Generation Air Transportation System (NextGen) and Operations Planning, Strategy and Performance, and Finance. There are two additional ATO support offices aligned under the Chief Operating Officer: the Office of Safety and Office of Acquisition and Business. The largest ATO Business Unit, Operations, directs four service units that deliver and maintain air traffic management services: En Route and Oceanic, System Operations, Technical Operations and Terminal. The Operations Business Unit also directs two support offices: Office of Technical Training and Office of the Service Center.

b. Administrative and Mission support functions must be provided using cross functional methodologies, such as centralized or shared services, where efficiencies may be gained or organizational service value is increased. Service value is increased when ATO costs are reduced and productivity is enhanced. The internal structure of the organization will be routinely assessed to identify opportunities to improve the organization's efficiency and effectiveness, increase ATO service value and response to industry dynamics.

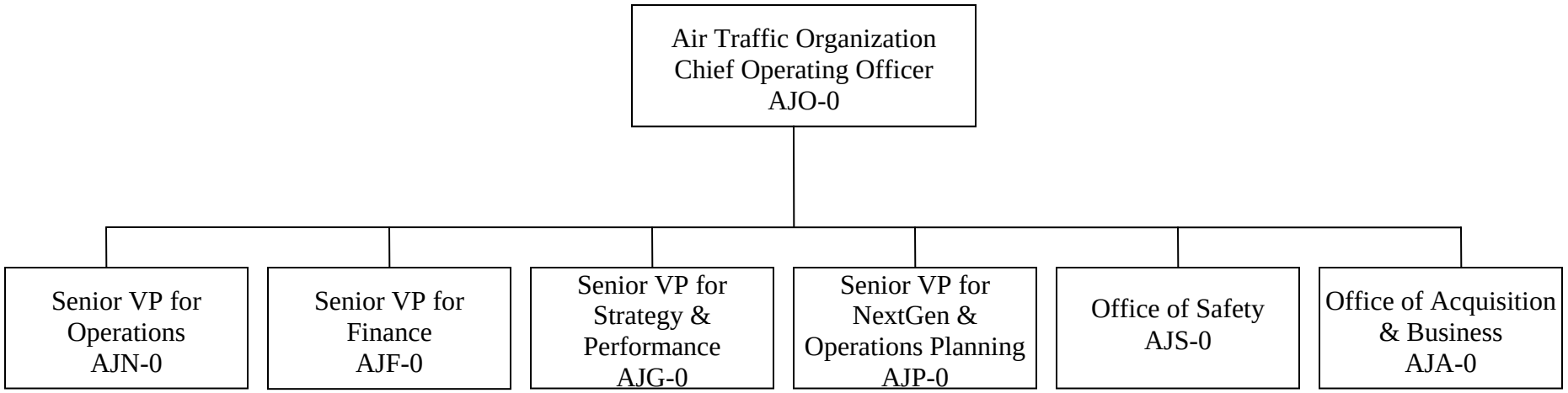
c. The ATO must use inclusive matrix strategies in work relationships and processes, to ensure that operations, business and support strategies are fully integrated horizontally and vertically throughout the ATO. In carrying out their responsibilities, Business/Office/Service Units must ensure their plans and activities are coordinated and congruent with other Business/Offices/Service Units who may be affected or impacted.

d. The organizational levels are described in descending order using the following titles: COO, Senior Vice President, Vice President, and Director/Manager. Directors are at the K band level or higher, have a staff, and report directly to a Vice President, Senior Vice President, or the Chief Operating Officer. Please note not every level/title is present in every organizational hierarchy.

e. Official ATO nomenclature and organizational charts will identify only those organizational structures and positions 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, ad hoc or temporary positions, are not identified in this Order. Formal designations of relationships or memberships of permanent committees and groups on behalf of the ATO, FAA or with other external organizations are considered supplemental relationships and are not shown on organizational charts.

f. Changes to organizational structures, titles and responsibilities delineated in this order which affect director levels and above require approval of the COO. This responsibility may not be delegated.

4. Organizational Chart. Figure 1.1 shows the Air Traffic Organization.



Chapter 2. Office of the Chief Operating Officer

1. Mission. Provide the leadership, direction, and strategic vision to deliver the safest, most secure, and efficient air traffic management services in the world.

2. Responsibilities.

a. Chief Operating Officer

(1) Executes the mission of the FAA and ATO; and as the chairperson of the Executive Council (EC), ensures system safety and security, establishes ATO goals, long-term strategies, budgets, priorities and resource allocations that support continuous improvement of service value, and ensures achievement of performance targets.

(2) Directs the ATO as a performance-based organization to deliver aviation community-focused air traffic management services, measured against standards and performance targets to provide safe and efficient services to stakeholders and customers.

(3) Ensures ATO documents policies, standards and procedures; implements technologies that meet mission requirements, and increases the efficiency and capacity in the National Airspace System (NAS); and provides sustainable and affordable Air Traffic management services. Ensures environmental stewardship is consistent throughout the ATO.

(4) Ensures the continuity of air traffic management services while supporting national defense and national homeland security activities and goals.

(5) Represents the FAA with system users, national/international government agencies, global air navigation service providers, industry partners and other interested stakeholders regarding air traffic management services, and the development and advancement of air transportation capabilities and services.

(6) Represents the ATO on strategy and performance plans supporting the FAA, Department of Transportation (DOT), Congress, Office of Management and Budget (OMB), other key stakeholders, and the media.

(7) Responsible for ATO union negotiation strategies.

b. Senior Advisor

(1) Provides executive leadership and guidance for integration of federal aviation policies in the ATO.

(2) Serves as liaison between the Office of the COO, the FAA Administrator and Deputy Administrator on the day-to-day management of the ATO.

3. Supplemental Relationships.

a. Member, Administrator's Senior Management Team

b. Member, FAA Joint Resources Council (JRC)

c. Member, Civil Air Navigation Services Organization's Executive Committee(CANSO)

d. Member, Designated Federal official on the Air Traffic Procedures Advisory Committee.

e. Member, Designated Federal official member in Radio Technical Committee and Aeronautics (RTCA), Inc.

f. Chair, ATO Executive Council

g. Member, Mitre Federal Executive Board

h. Air Traffic Management Advisory Committee (ATMAC)

i. Member**,** Space Committee

4. Line of Succession. In the following order:

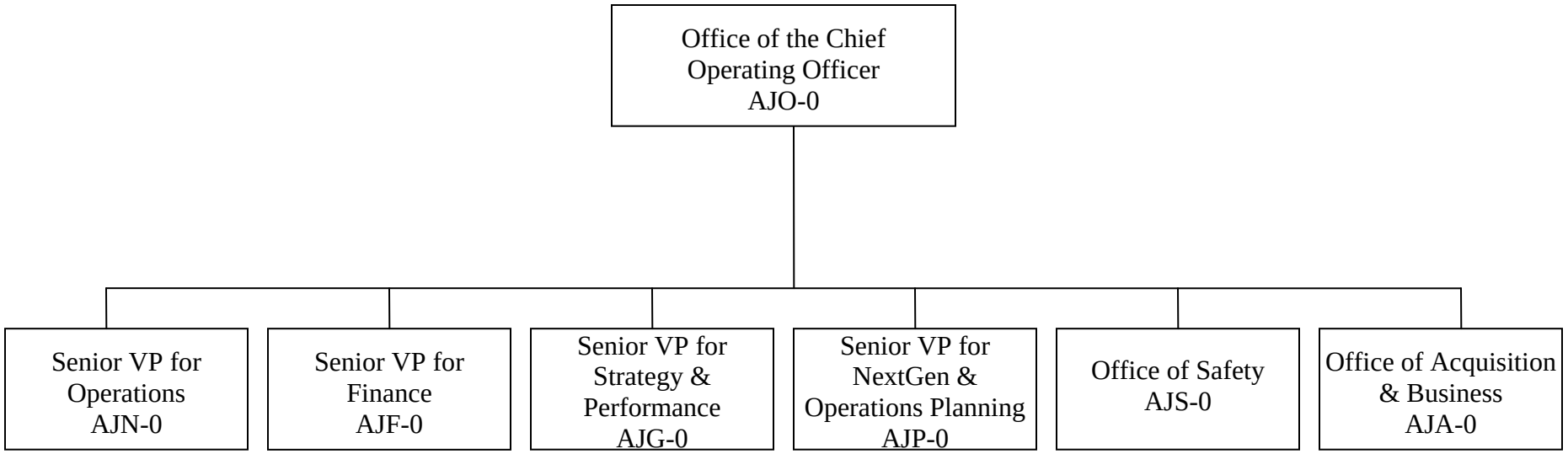
a. Senior Vice President for Operations

b. Senior Vice President for Finance

c. Senior Vice President for Strategy and Performance

d. Senior Vice President for NextGen and Operations Planning

5. Organizational Chart. Figure 2.1 shows the Office of the Chief Operating Officer.



Chapter 3. Senior Vice President for Operations

1. Mission. The Operations Business Unit delivers safe, secure, and efficient air traffic management services and aeronautical information to ATO customers operating in the NAS, as well as international airspace assigned to United States control.

2. Responsibilities.

a. Senior Vice President

(1) Executes the mission of the FAA and ATO and, as a member of the Executive Council, establishes ATO goals, system safety, efficiency, security (support supplied through air traffic and airspace management), long-term strategies, budgets, priorities and resource allocations that support continuous improvement of service value, and achievement of performance targets.

(2) Ensures the service units establish near term goals, budgets and priorities, allocate/manage resources, and meet ATO performance targets.

(3) Provides oversight and accountability for the safety, efficiency, security (support supplied through air traffic and airspace management) and performance of air traffic management system operations, mission support, and infrastructure and promotes environmental stewardship.

(4) Directs the establishment and retention of standardized and documented policies, processes and procedures for Operations including; air traffic management systems, airspace management, NAS infrastructure and maintenance, configuration management, quality control and aeronautical information management.

(5) Ensures that the service units work in collaboration supporting each other and integrating their activities towards achieving the overall goals and mission of the ATO and FAA.

(6) Provides current industry standard technical training programs that meet established business unit requirements. Directs measurement of program performance against specific outcomes ensuring requirements are met.

(7) Ensures that the service center provides cost effective administrative and mission support services, capabilities and skills that meet identified requirements and established performance criteria. Ensures service units use shared services in area offices as their primary means of staff support, minimizing resource redundancies and duplicate services among service units.

(8) Ensures risks are appropriately managed and mitigated for any operational change affecting the NAS.

(9) Executes labor policy in accordance with corporate strategy and applicable labor agreements promoting constructive relationships.

b. Senior Advisor. Provides executive leadership and guidance for standardization and integration of ATO operations.

3. Supplemental Relationships.

a. Member of the FAA JRC

b. Chairperson of the ATO Operations Council

c. Executive Council

d. Surveillance and Broadcast Services (SBS) Stakeholders Meeting

e. Officers Meeting

f. SVP Ops Staff Meeting

4. Line of Succession. In the following order:

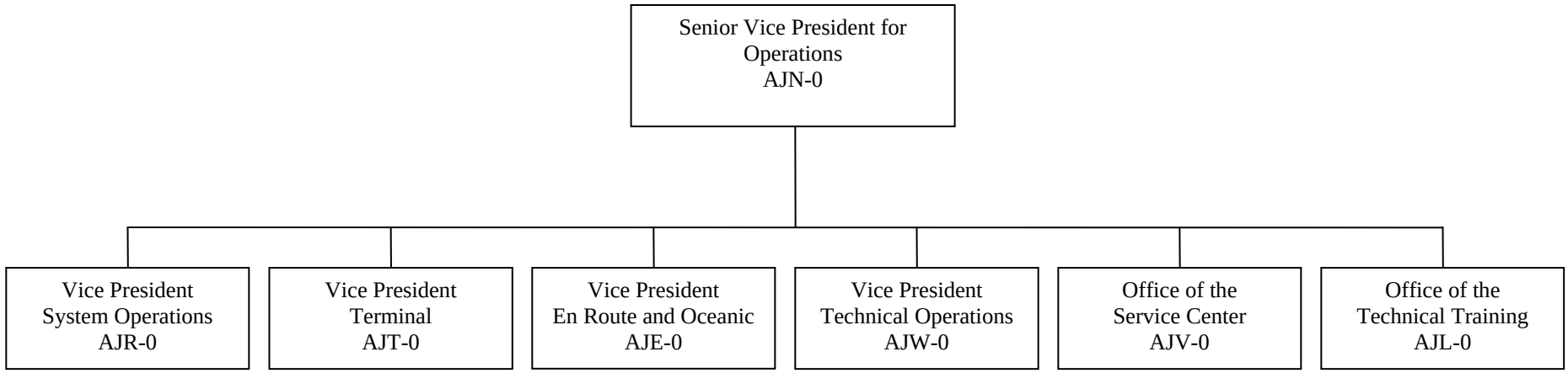
a. Vice President, System Operations

b. Vice President, En Route and Oceanic

c. Vice President, Terminal

d. Vice President, Technical Operations

5. Organizational Chart. Figure 3.1 shows Operations at the Vice President level.



Section 1. Vice President, System Operations

1. Mission. The mission of the System Operations Service Unit is to provide a safe and efficient customer-focused air transportation system that serves the Nation, supports the global aviation community, and is environmentally responsible. The organization acts as a collaborative service provider for traffic flow management, tactical operations, and flight services; emergency operations and security efforts; traffic flow management technologies: airspace and aeronautical information management; safety risk management; litigation support; Freedom of Information Act (FOIA) coordination; and air traffic procedures development.

2. Responsibilities.

a. Vice President

(1) Executes the mission of the FAA and ATO and, as a member of the Executive Council, establishes ATO goals, strategies, budgets, priorities, resource allocations, and programs for safety and security that support the mission, continuous improvement of service value, and achievement of performance targets.

(2) Executes the mission of System Operations Services, ensuring its' Offices establish service unit goals, budgets and priorities, to allocate and manage resources, that meet ATO performance targets, and supplying services to meet aviation community requirements.

(3) Establishes service unit target levels of efficiency for the ATO, evaluates and reports on ATO organizational performance against the target levels.

(4) Ensures service unit activities (such as operations, occupational, and programmatic) are safe with risks appropriately managed and/or mitigated.

(5) Establishes policies, standards, and procedures covering air traffic flow management, airspace management, and aeronautical information management to support the safe and efficient use of navigable airspace.

(6) Develops organizational operations security policy and procedures and serves as the ATO representative with external stakeholders.

(7) Establishes program directives, policies, standards, strategies, plans, and management methods to support the operational requirements (current and future) of national and international flight services operations.

b. Director, System Operations

(1) Executes the mission of System Operations Service Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services to meet aviation community requirements.

(2) Establishes policies, standards, and procedures regarding air traffic flow management, airspace management, and aeronautical information management to support the safe, secure, and efficient use of navigable airspace.

(3) Develops operational reports on system capacity, efficiency, and delays; including trend analysis and safety risk analysis, to ensure a safety culture for System Operations.

(4) Directs the real-time management of NAS to ensure safe and efficient use of available airspace, equipment and workforce resources.

(5) Collaborates with other lines of business/service units to develop, maintain system wide metrics that measure the condition and performance of the NAS.

(6) Participates in formal customer groups such as Collaborative Decision Making (CDM), Summer Flight Initiative and Air Traffic Management Advisory Committee(ATMAC) in a leadership status to ensure NAS efficiency and safety issues are identified and prioritized on behalf of the ATO for appropriate action.

(7) Works in collaboration with the Director of Programs to identify traffic flow management equipment priorities and requirements.

(8) Works in conjunction with the Regional Administrator Team and ATO Operations Business Unit to identify appropriate delay mitigation strategies for those areas considered to be "congested areas."

(9) Activates a Crisis Management Center (CMC) to ensure continuity of operations when significant natural or man-made events are expected to impact the NAS.

(10) Coordinates and acts as the liaison with the military for release of special use airspace.

(11) Establishes and leads a cross organizational team when a System Efficiency Assessment Team (SEAT) is determined to be necessary.

(12) Supports the Service Area Leadership Council (SALC) by providing appropriate level participation on the team to set service center performance targets, establish service center priorities and resolve conflicts among service units.

(13) Partners with other countries, the International Civil Aviation Organization (ICAO), the Civil Air Navigation Services Organization (CANSO), EUROCONTROL, SENEAM, NAV CANADA and other organizations to assist in establishing standards and technologies that help harmonize air traffic procedures and develop a seamless and fully interoperable global air traffic management system for all users.

(14) Establishes the procedures, requirements and responsibilities regarding the development and implementation of operational contingency plans.

(15) Partners with FAA Lines of Business and ATO Service Units in the advancement of the Next Generation Air Transportation System (NextGen) technologies, procedures and requirements.

(16) Manages the NAS-wide Notice to Airman system.

c. Director, Security

(1) Executes the mission of System Operations Service Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services to meet aviation community requirements.

(2) Directs the use of ATO's Air Traffic Management (ATM) capabilities to deter, detect, respond to, defeat, mitigate, and recover from threats, such as: hostile aircraft involving the Air Domain. This function ranges from daily real-time tactical operations using the office's Domestic Events Network (DEN) to the application of airspace restrictions (e.g., TFRs) to protect at-risk events, locations, and operations

(3) Manages the mitigation of impact caused by the above threats and associated response measures on the safety and efficiency of the NAS to include the issuance of Temporary Flight Restrictions (TFRs) and waivers and the negotiation of impact reductions with other agencies.

((4)) Manages the ATO's emergency operations activities such as Continuity of Operations (COOP) and pandemic influenza preparedness to ensure that essential air navigation services are sustained in the face of major incidents, including terrorist attacks and natural disasters.

(5) Serves as the primary ATO interface on national defense, homeland security, law enforcement, and emergency operations related matters with internal and external stakeholders, including other FAA offices and counterpart agencies in the Federal, State, local, and international arenas to effectively advocate ATO and broaden FAA interests in these mission areas.

(6) Establishes policies, plans, and procedures that enable effective ATO national defense, homeland security, law enforcement, and emergency operations efforts, as well as supporting functions such as ATO's Communications Security (COMSEC) program.

(7) Collects and analyzes NAS related security data to identify performance indicators, risks, system efficiency impacts, and other information critical to maintaining and further improving the effectiveness of ATO's security programs.

(8) Manages ATO's National Response Framework (NRF) related efforts, including crisis management support of the agency's leadership; coordination and execution of national ATO emergency operations; the development of interagency contingency plans; and the deployment of ATO personnel to key crisis management nodes such as State Emergency Operations Centers and Federal Government Joint Field Offices.

(9) Plans and executes ATO's participation in national defense, homeland security, law enforcement, and emergency operations related exercises, including internal events such as annual agency COOP exercises, tactical Department of Defense exercises involving live-fly activities, and interagency National Exercise Program (NEP) exercises.

(10) Leads ATO participation in the internal and interagency development and implementation of Air Domain security and emergency operations policies (e.g., Presidential directives), plans, standards, and procedures such as the National Strategy for Aviation Security (NSAS).

(11) Manages ATO support of sensitive and classified national defense, homeland security, and emergency operations related missions involving the Air Domain.

(12) Serves as ATO's interface to intelligence sources. Operationalizes Air Domain pertinent intelligence.

d. Director, Airspace and Aeronautical Information Management (AIM)

(1) Executes the mission of System Operations Service Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services to meet aviation community requirements.

(2) Develops the rules, policy and standards for airspace allocation, manages the airspace's route and sectorization design; develops Area Navigation (RNAV) Required Navigation Performance (RNP) standards and procedures; manages environmental analysis of proposed changes and ensures compliance with Agency and National Environmental Policy Act (NEPA); manages Unmanned Aircraft System authorizations to operate in the NAS.

(3) Manages the maintenance, publication and distribution of flight information publications and operational handbooks, manages collection and dissemination of aeronautical information including charting, obstruction analysis and maintenance of operational flight track and air traffic management information.

e. Director, Programs

(1) Executes the mission of System Operations Service Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services to meet aviation community requirements.

(2) Conducts and manages acquisition efforts for development, implementation, and sustainment of traffic flow management (TFM) systems to meet the FAA and ATO Safety Management System (SMS) process, capacity, and efficiency goals.

(3) Implements NAS programs in accordance with approved NAS architecture and NextGen implementation plans that would ensure safe and efficient operations.

(4) Develops air traffic control procedures for En Route and Oceanic, Terminal, DoD, Department of Homeland Security (DHS) and System Operations Services, with the approval of the appropriate ATO operational service unit(s).

f. Director, Planning and Procedures

(1) Executes the mission of System Operations Service Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services to meet aviation community requirements.

(2) Ensures alignment of planning goals and technical system integration with ATO planning organizations and other stakeholders. Integrates technologies, procedures, policies, planning, and allocation of functions across business/service units. Ensures consistency across System Operations activities and the longer term goals, objectives, and vision.

(3) Develops and projects performance metrics that support future requirements.

(4) Develops air traffic control procedures for En Route and Oceanic, Terminal, and System Operations Services, in coordination with the ATO service units.

(5) Develops the System Operations strategy in alignment with the FAA Flight Plan, the Joint Planning and Development Office (JPDO) Integrated Work Plan, ATO Strategic Plan, ATO Strategy 2013, and the NextGen Implementation Plan.

(6) Coordinates strategic direction for System Operations, including weather initiatives, with other ATO business/service units, both domestic and international aviation community stakeholders.

g. Director, Administration

(1) Executes the mission of System Operations; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services to meet System Operations requirements.

(2) Develops, distributes, and maintains internal System Operations communications for System Operations employees in support of ATO performance goals.

(3) Ensures internal administrative, business, and logistical processes are established when necessary; implemented; maintained; and adhere to ATO policy; to support the efficient and effective operation of System Operations.

(4) Ensures the development of performance management plans for System Operations employees that promote and support FAA, ATO, and System Operations goals, missions and strategies.

(5) Provides input to in support of human capital, succession, and technical training plans and requirements to support the leadership and mission of the ATO.

(6) Prepares and reviews special reports, projects, and presentations for System Operations leadership. Serves as the System Operations focal point for and tracks briefing papers, testimony, reports, and responses to Congress, the Office of the Inspector General (OIG), and the Administrator.

(7) Ensures horizontal integration with the service center and consistent implementation of policy across service area operations.

h. Director, Comptroller

(1) Executes the mission of System Operations Service Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services to meet aviation community requirements.

(2) Provides timely data, analyses, plans, justifications, and reports for the System Operations budget in support of performance metrics, strategic plans, financial plans, budget reviews, and other activities that promote performance and cost-efficient financial management in the ATO.

(3) Communicates financial policies, processes, and requirements from within System Operations.

i. Director, Litigation

(1) Executes the mission of System Operations Service Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services to meet aviation community requirements.

(2) Provides logistical support and subject matter expertise in the Office of Special Counsel (AGC) investigations and the Department of Justice for litigation involving personal injury and/or wrongful death resulting from aircraft/air traffic accidents/incidents, where allegations of negligence were made, in whole or part, involving employees of the ATO.

(3) Provides the AGC and the ATO with logistical support and subject matter expertise in enforcement actions where air traffic services were provided.

(4) Provides the AGC and the ATO with logistical support, subject matter expertise in the Office of Special Counsel (OSC) investigations, and class action litigation involving the ATO.

(5) Administers FAA Order 8020.16, ATO: *Aircraft Accident and Incident Notification, Investigation and Reporting*, which dictates the parameters for the Accident Package Generator.

(6) Receives all Headquarters ATO FOIA requests and coordinates responses and oversees consistent application of the FOIA for the ATO FOIA coordinators.

j. Director, Flight Services Program Operations

(1) Executes the mission of System Operations Service Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services to meet aviation community requirements.

(2) Conducts flight planning, weather briefings, search and rescue initiation, aeronautical information processing, and safety related activities. Provides air traffic procedures development, quality assurance, oversight of contract operations, in-service asset management, and business operations management of office activities and field elements.

(3) Provides meteorological and aeronautical information services to pilots and air traffic controllers across the NAS, with a focus on general aviation and business aircraft operations. These services are provided to meet FAA safety goals, distribution of accurate aeronautical information, and to meet aviation public service requirements.

k. Director, Safety Management

(1) Executes the mission of System Operations Service Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services to meet aviation community requirements.

(2) Implements, directs and manages the SMS nationally across the System Operations service unit; ensures NAS safety by meeting the requirements, strategies and goals of the FAA and the ATO.

(3) Maintains and adheres to FAA directives, manuals and orders that document the specifications, processes and procedures used to operate and maintain the NAS. Develops guidance throughout the System Operations service unit by conducting various outreaches and training activities that ensure the service unit satisfies FAA safety performance requirements.

(4) Adheres to the SMS policies and procedures by leading and validating the design, development and establishment of plans, processes and training for the implementation of an effective SMS that ensure an acceptable level of a safety risk prior to operational deployment of any changes to the NAS. Conducts audits/reviews of the System Operations SMS to ensure continued compliance is maintained.

(5) Ensures that management is held accountable for the safety performance of all elements of the NAS within their areas of responsibility. Guides the System Operations service unit in developing and implementing safety risk management plans and mitigation strategies across all System Operations Service Unit areas; ensures NAS changes have been assessed and analyzed for safety risks and that all risks are properly managed, mitigated, monitored and tracked at the appropriate management level.

(6) Provides approval authority for certain System Operations service unit safety standards, associated Safety Risk Management Documents (SRMD) and Safety Risk Management Decision Memos (SRMDM). Ensures that all personnel comply with established safety standards, the SMS and any safety directives issued by the Service Units, ATO Safety Services and/or Office of Air Traffic Oversight (AOV) within their areas of responsibility.

(7) Conducts certain safety reviews, audits, assessments, data analyses, trend analyses and safety assurance. Activities to ensure continuity in air traffic management services decision-making. Ensures the workforce is competent to perform safety related duties.

(8) Assigns functions of Safety Director, Safety Manager and Safety Engineer. Establishes and maintains a positive safety culture within the System Operations service unit.

3. Supplemental Relationships.

a. Chairs, Air Traffic Procedures Advisory Committee.

b. Chairs, the Collaborative Decision Making Working Group.

c. Represents the DOT on the Homeland Security Council's Aviation Sub-Policy Coordination Committee.

d. Serves as primary FAA liaison to the DoD, Federal, State, and local law enforcement agencies, and the DHS for operational issues.

e. Serves as the DOT lead for the aviation portion of Emergency Support Function One of the National Response Plan.

f. Member, Interagency Airspace Protection Working Group.

g. Member, Critical Incident Management Group.

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

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

j. Member, Aviation Rulemaking Advisory Committee.

k. Member, Performance-based Aviation Rulemaking Committee.

l. Participates as a member of the JPDO for Environmental.

m. Represents the DOT on the National Search and Rescue Council.

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

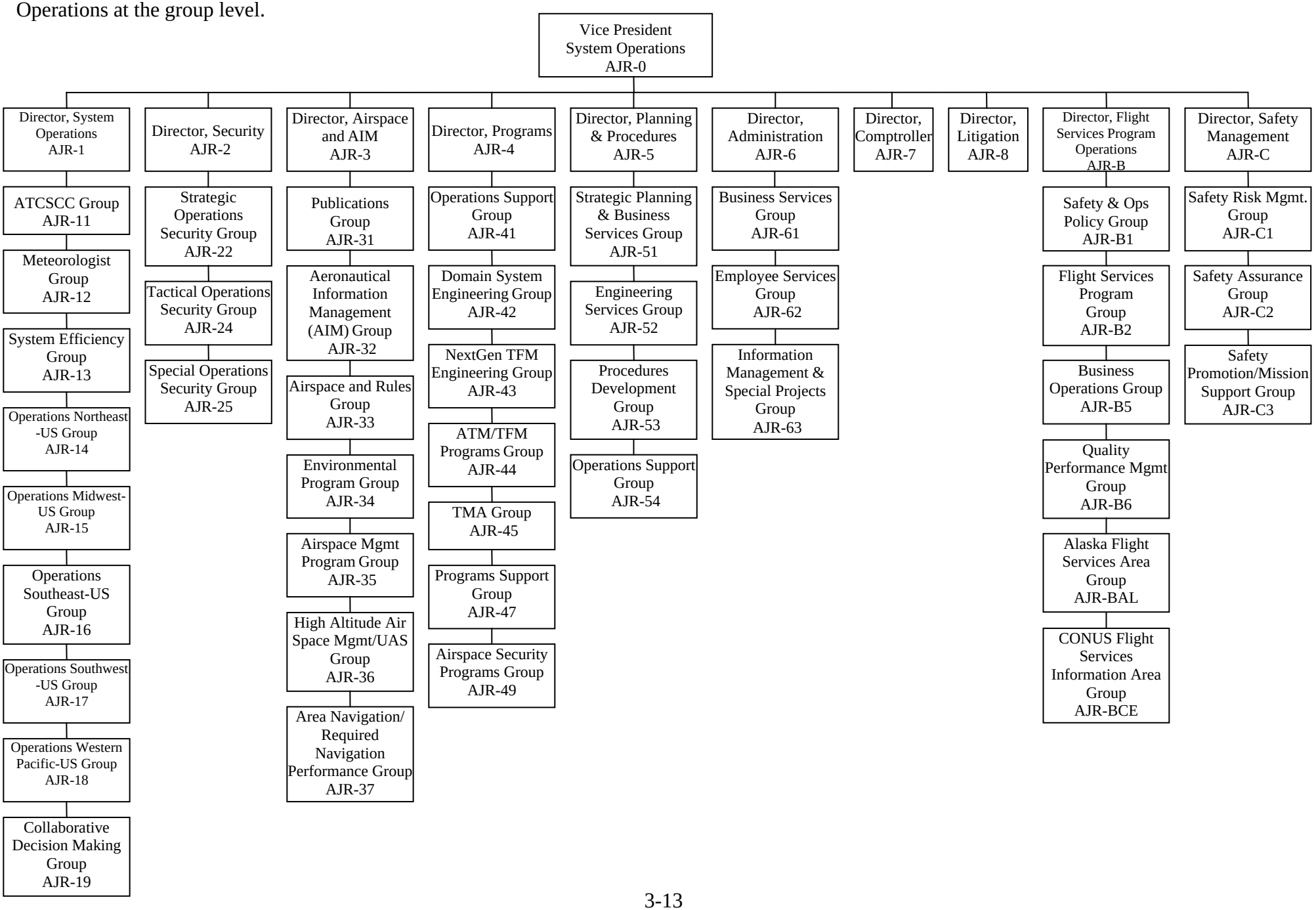
a. Director, Airspace and Aeronautical Information Management

b. Director, Security

c. Director, Flight Services Program Operations

d. Director, Programs

5. Organizational Chart. Figure 3.2 shows System Operations at the group level.



Section 2. Vice President, En Route and Oceanic

1. Mission. The mission of the En Route and Oceanic Service Unit is to provide safe, secure and efficient air traffic services to ATO customers operating in the NAS, as well as international airspace assigned to United States control.

2. Responsibilities.

a. Vice President

(1) Executes the mission of the FAA and ATO and, as a member of the Executive Council, establishes ATO goals, strategies, budgets, priorities, resource allocations, and programs for safety and security that support the mission, continuous improvement of service value, and achievement of performance targets.

(2) Executes the mission of En Route and Oceanic Services, establishes service unit goals, budgets and priorities; allocate and manage resources; meet ATO performance targets; and supply services to meet aviation community requirements.

(3) Ensures service unit activities (such as operations, occupational, programmatic, and airspace management) are safe with risks appropriately managed and/or mitigated and ensures the continuity in air traffic management services.

(4) Creates validated operations and programmatic requirements (such as airspace, procedures, facilities, and equipment availability) for En Route and Oceanic air traffic management services.

(5) Provides and maintains policies, standards, and programs to ensure safe and efficient En Route and Oceanic operations.

(6) Reports on operational performance activity.

b. Director, Program Operations

(1) Executes the mission of En Route and Oceanic Service Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services to meet aviation community requirements.

(2) Implements NAS programs in accordance with approved NAS architecture and NextGen implementation plans, ensuring safe and efficient operations.

(3) Provides En Route and Oceanic Service Unit with automation tools and technologies and modernization of facilities needed to provide integrated en route and oceanic air traffic control to meet ATO goals and objectives.

(4) Maximizes performance, improves operational efficiency, and migrates future systems to meet ATO goals by collaborating with other ATO business/service units to support air traffic operations within en route and oceanic domains.

(5) Analyzes and coordinates user requested changes to existing automation systems and facilities to ensure they are aligned with and support ATO objectives.

(6) Sustains En Route and Oceanic Air Traffic Control automation systems in accordance with performance goals established in the ATO Business Plan and Strategy 2013.

(7) Develops business cases, independent government cost estimates, integrated schedules, and other planning and programmatic documentation necessary for the effective management of programs within the En Route and Oceanic Service Unit

c. Director, Safety and Operations Support

(1) Executes the mission of En Route and Oceanic Service Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services to meet aviation community requirements.

(2) Implements, directs and manages the SMS nationally across the En Route and Oceanic Service Unit; ensures NAS safety by meeting the requirements, strategies and goals of the FAA and the ATO.

(3) Maintains and adheres to FAA directives, manuals and orders that document the specifications, processes and procedures used to operate and maintain the NAS. Develops guidance throughout the En Route and Oceanic Service Unit by conducting various outreach and training activities that ensure the service unit satisfies FAA safety performance requirements.

(4) Adheres to the SMS policies and procedures by leading and validating the design, development and establishment of plans, processes and training for the implementation of an effective SMS that ensure an acceptable level of a safety risk prior to operational deployment of any changes to the NAS. Conducts audits/reviews of the En Route and Oceanic SMS to ensure continued compliance is maintained.

(5) Develops and implements safety risk management plans and mitigation strategies across all En Route and Oceanic Service Unit areas; ensures NAS changes have been assessed and analyzed for safety risk and that all risks are properly managed, mitigated, monitored and tracked at the appropriate management level.

(6) Provides approval authority for certain En Route and Oceanic Service Unit safety standards, associated Safety Risk Management Documents (SRMD) and Safety Risk Management Decision Memos (SRMDM). Makes certain that all personnel comply

with established safety standards, the SMS and any safety directives issued by the Service Units, ATO Safety Services and/or AOV within their areas of responsibility.

(7) Conducts certain safety reviews, audits, assessments, data analyses, trend analyses and safety assurance. Activities to ensure continuity in air traffic management services decision-making. Ensures the workforce is competent to perform safety related duties.

(8) Assigns functions of Safety Director, Safety Manager and Safety Engineer. Establishes and maintains a positive safety culture within the En Route and Oceanic Service Unit.

(9) Supports the management of civil and military air traffic in En Route and Oceanic navigable airspace by developing, recommending, and approving national policies and establishing national programs, standards, and procedures.

(10) Develops and coordinates U.S policies, standards, and procedures related to international air traffic.

(11) Exercises operational and technical oversight, leadership, and management of the En Route and Oceanic air traffic control system and day-to-day En Route and Oceanic operations.

(12) Develops air traffic control operational plans, programs, and requirements and identifies aviation and air traffic weather and operational telecommunications requirements to support the En Route and Oceanic air traffic control system.

(13) Assess current programs and proposed planning requirements based on agency planning standards, guidelines, and recommended priorities, and develops and recommends plans and requirements for the provision of En Route and Oceanic air traffic services in the National Airspace System.

(14) Establishes requirements for ATC operational and associated support software for En Route and Oceanic automation systems.

(15) Establishes requirements for the NEXTGEN air transportation system as it pertains to en route and oceanic air traffic control systems. Collaborates in this functional area with Terminal, Systems Operations, and Tech Ops.

(16) Supports the operational implementation of new technologies, surveillance systems, and equipment in the NAS including the establishment and approval of standards, policies and procedures for En Route and Oceanic air traffic control facilities.

(17) Provides oversight management, leadership, and support for national En Route and Oceanic technical training for controllers and serves as the operational

interface for policy, budget, resource, initial certification, proficiency, refresher, and remedial training issues.

d. Director, Comptroller and Planning

(1) Executes the mission of En Route and Oceanic Service Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services to meet aviation community requirements.

(2) Provides timely data analyses, plans, and budget justifications for the service unit to support performance metrics, strategic plans, financial plans, budget reviews, and other relevant activities.

(3) Ensures financial policies, processes, and requirements are effectively communicated and implemented within the Service Unit for efficient management of NAS programs to support business operations in the ATO.

(4) Develops plans for sustainment and modernization of the service unit air traffic facilities; provides analyses to support transitions of future facility buildings and equipment configurations in support of the ATO.

(5) Prepares the En Route and Oceanic strategic plan outlining initiatives and activities and identifying service unit strategic priorities to ensure agency goals are met.

e. Director, Administration

(1) Executes the mission of En Route and Oceanic Service Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services to meet En Route and Oceanic requirements.

(2) Develops, distributes, and maintains internal En Route and Oceanic communications for En Route and Oceanic employees in support of ATO performance goals.

(3) Ensures internal administrative, business, and logistical processes are established when necessary; implemented; maintained; and adhere to ATO policy; to support the efficient and effective operation of En Route and Oceanic.

(4) Ensures the development of performance management plans for En Route and Oceanic employees that promote and support FAA, ATO, and En Route and Oceanic goals, missions and strategies.

(5) Provides input to and support of human capital, succession, and technical training plans and requirements to support the leadership and mission of the ATO.

(6) Prepares and reviews special reports, projects, and presentations for En Route and Oceanic leadership. Serves as the En Route and Oceanic focal point for and tracks briefing papers, testimony, reports, and responses to Congress, the OIG, and the Administrator.

(7) Ensures horizontal integration with the service center and consistent implementation of policy across service area operations.

f. Director, Surveillance and Broadcast Services

(1) Executes the mission of En Route and Oceanic Service Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services to meet aviation community requirements.

(2) Implements Surveillance and Broadcast Services (SBS), including Automatic Dependent Surveillance - Broadcast (ADS-B) and associated broadcast message services, throughout the NAS to provide safe, secure, and efficient air traffic services for the future.

(3) Sets program goals and performance measures to ensure that each program aligns with the strategic plans for ATO Strategy 2013 and the FAA's Flight Plan initiatives pertaining to increasing NAS capacity and ensuring it has a viable future.

(4) Identifies and integrates services and benefits with the customers' SBS needs by collaborating with industry partners to garner support for NAS wide implementation of ADS-B, the rulemaking effort, acceptance and use of avionics, and benefits for NAS users.

(5) Manages the SBS service contract to ensure services are aligned to FAA and NAS users requirements, optimize and adjust services to fit the evolving demands, ensure system performance compliance through the use of technical and business performance metrics, and ensure NAS compatibility through the service lifecycle through configuration management.

g. Director, Mission Support

(1) Executes the mission of En Route and Oceanic Service Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services to meet aviation community requirements.

(2) Provides tactical requirements for the En Route Service Unit. Represents the DOT/FAA positions with respect to En Route air traffic issues in formal and informal meetings with key officials.

h. Director of Operations, En Route and Oceanic (Eastern, Central, and Western) Service Areas

(1) Executes the mission of En Route and Oceanic Service Units; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services to meet aviation community requirements.

(2) Directs all subordinate En Route facility operations to ensure safe, orderly, and expeditious flow of air traffic in the service area.

(3) Directs all subordinate organizations responsible for developing programs and standards associated with Air Route Traffic Control Center (ARTCC) management.

(4) Conducts reviews and evaluations of En Route and Oceanic Service Unit for improvements to air traffic services for external customers (e.g. air carriers).

(5) Ensures En Route and Oceanic compliance with Aircraft Accident and Incident Notification, Investigation and Reporting and takes corrective actions after accidents/incident investigations to improve aviation safety.

(6) Ensures En Route and Oceanic facilities safety and security risks are appropriately managed and mitigated to ensure the continuity in air traffic management services. Ensures corrective action plans mitigate risk to an acceptable level.

(7) Collaborates across service areas to ensure successful delivery of operational support through the service center and ensures mission support activities align with those of other service units.

(8) Serves on the SALC to set service center performance targets, establish Service Center priorities, and resolve conflicts among service units for shared staff resources.

3. Supplemental Relationships.

a. Member, Joint Resources Council

b. Member, Operations Support Group (OSG)

c. Member, International Civil Aviation Organization

d. Member, NextGen Review Board

e. Member, NextGen Management Board

4. Line of Succession. In the following order:

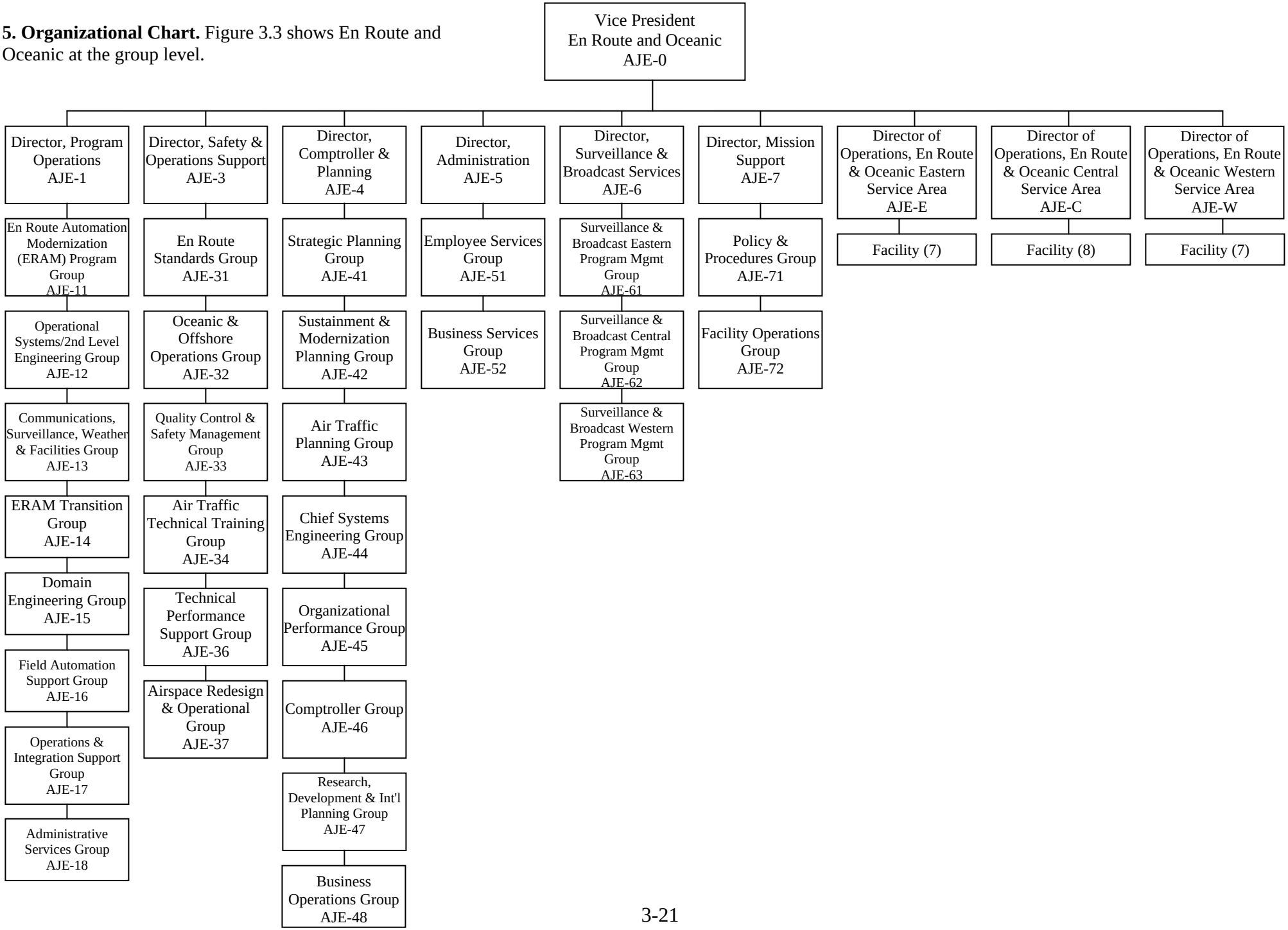
a. Director, Safety and Operations Support Office

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

c. Director, En Route and Oceanic Operations Central Service Area Office

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

5. Organizational Chart. Figure 3.3 shows En Route and Oceanic at the group level.



Section 3. Vice President, Terminal

1. Mission. The mission of the Terminal Service Unit is to provide safe, secure, and efficient air traffic management to ATO customers operating in the NAS.

2. Responsibilities.

a. Vice President.

(1) Executes the mission of the FAA and ATO and, as a member of the Executive Council, establishes ATO goals, strategies, budgets, priorities, resource allocations, and programs for safety and security that support the mission, continuous improvement of service value, and achievement of performance targets.

(2) Executes the mission of Terminal Services, ensuring its Offices establish service unit goals, strategies, budgets and priorities; allocate and manage resources; meet performance targets; and supply services to meet aviation community requirements.

(3) Ensures service unit activities (such as operations, occupational, programmatic, and airspace management) are safe with risks appropriately managed and/or mitigated and ensures the continuity in air traffic management services.

(4) Creates validated operations and programmatic requirements (such as airspace, procedures, facilities, and equipment availability) for Terminal air traffic management services.

(5) Provides policies, standards, and programs to ensure safe and efficient Terminal operations and provides ATO surveillance services.

(6) Reports on operational performance.

b. Director, Program Operations

(1) Executes the mission of the Terminal Service Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services to meet aviation community requirements.

(2) Manages development, acquisition, and delivery of all terminal surveillance, automation, weather technologies and facilities to meet current and future NAS requirements.

(3) Ensures second-level hardware and software engineering support at NAS facilities for the sustainment, maintenance and implementation of new functionality for terminal automation systems.

(4) Implements NAS programs in accordance with approved NAS architecture and NextGen implementation plans, ensuring safe and efficient operations.

c. Director, Safety and Operations Support

(1) Executes the mission of the Terminal Service Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services to meet aviation community requirements.

(2) Implements, directs and manages the SMS nationally across the Terminal Service Unit; ensures NAS safety by meeting the requirements, strategies and goals of the FAA and the ATO.

(3) Establishes national policies and standards. Validates operations and programmatic requirements for the Terminal Service Unit [such as airspace, procedures, facilities (including contract towers and weather services),] equipment availability, that provide for the safe, secure, and efficient use of navigable airspace.

(4) Develops and promulgates safety and quality control policies, guidance, procedures and standards to Terminal Services. Ensures technical air traffic training programs meet FAA operational and safety performance requirements. Ensures that all supervisors and managers must be held accountable for the safety performance of all elements of the NAS within their areas of responsibility. Guides the Terminal Service Unit in developing and implementing safety risk management plans and mitigation strategies across all Terminal Service Unit areas; ensures NAS changes have been assessed and analyzed for safety risk and that all risks are properly managed, mitigated, monitored and tracked at the appropriate management level.

(5) Airspace focal for Terminal airspace: Identifies, defines, and initiates activities associated with airspace changes as needed by new policies and programs such as NextGen. Develops and implements criteria, programs, and procedures for NAS airspace actions.

(6) Develops, documents, conducts, and maintains programs that evaluate and analyze: overall air traffic control system performance; resource allocation and utilization; adequacy of policies, standards, procedures, and programs. Ensures that Quality Assurance is maintained during the implementation, training and daily employment of all products impacting the NAS. Develops nationally distributed refresher training that addresses national performance trends. Primary functions are assessing risk events, causal factors, trends and addressing them via a variety of initiatives that include MBIs, posters, media presentations and classroom courses.

(7) ATO focal for terminal ATC operations needs. Develops, coordinates, implements and revises terminal operations and procedures. Serves as focal point on procedural issues. Provides input on terminal needs to NAS Architecture and to development of operational concepts.

(8) Acts as AJT focal point for terminal operational requirement needs and provides input to NAS Architecture and to the development of operational concepts.

Acts as the AJT focal point on sustainment issues for communications, navigational, power supply, and other terminal equipment. Coordinates day-to-day operational requirements and outages issues in the NAS that cross multiple geographic/Service Centers, projects and programs, of functional and technical areas. Develops and coordinates solutions to operations system outages. Establishes criteria and standards for implementation of terminal systems.

(9) Serves as AJT focal on all procedures related to NextGen and strategic air traffic operations.

(10) Serves as the technical and programmatic focal point for the coordination of the FAA Contract Tower (FCT) and Weather Programs. Establishes processes and standards for FCT and Weather Programs operational policy and procedures. Provides and validates site evaluations in FCT and Contract Weather facilities. Conducts on-site reviews to assure contract compliance.

d. Director, Planning

(1) Executes the mission of the Terminal Service Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services to meet aviation community requirements.

(2) Defines, coordinates, documents, and ensures implementation of operations and business plans; monitors and assesses overall performance of the Terminal Service Unit, according to plans; interacts with other organizational elements within the ATO to ensure integration of planning efforts. Provides analysis and recommendations for best business practices, cost savings and efficiencies.

(3) Maintains Systems Engineering Management Plan and NAS Terminal architecture for current and future state. Provides concept, system engineering, and technical liaison for NextGen activities. Validates business cases, conducts economic analysis, and analyzes proposed engineering policies. Develops initial cost, schedule and performance requirements baselines.

(4) Supports Facility Planning in performing strategic analysis by service delivery point. Supports service area planning groups in developing alternative analysis, requirement documents and business cases for Terminal facilities. Develops Facility Master Plans and access criteria for facility classifications. Interacts with other organizational elements of FAA to ensure integration of planning efforts between Terminal Service Unit and ATO.

e. Director, Comptroller

(1) Executes the mission of the Terminal Service Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services to meet aviation community requirements.

(2) Provides timely data, analysis, plans, and budget justifications and reports for the service unit to support performance metrics, strategic plans, financial plans, budget reviews, and other relevant activities.

(3) Develops technical support contract requirements and assists in drafting applicable task orders for support contracts. Serves as Contracting Officer's Technical Representative (COTR) on support contracts in support of contracting officer(s).

(4) Ensures financial policies, processes, and requirements are effectively communicated and implemented within the service unit for efficient management of NAS programs to support business like operations in the ATO.

f. Director, Administration

(1) Executes the mission of Terminal Service Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services to meet Terminal Service Unit requirements.

(2) Develops, distributes, and maintains internal Terminal Service Unit communications for Terminal Service Unit employees in support of ATO performance goals.

(3) Ensures internal administrative, business, and logistical processes are established when necessary; implemented; maintained; and adhere to ATO policy; to support the efficient and effective operation of Terminal Service Unit.

(4) Ensures the development of performance management plans for Terminal Service Unit employees that promote and support FAA, ATO, and Terminal Service Unit goals, missions and strategies.

(5) Provides input to and support of human capital, succession, and non-technical and management training plans and requirements to support the leadership and mission of the ATO.

(6) Prepares and reviews special reports, projects, and presentations for Terminal Service Unit leadership.

(7) Ensures horizontal integration with the service center and consistent implementation of policy across service area operations.

g. Director, Mission Support

(1) Executes the mission of the Terminal Service Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services to meet aviation community requirements.

(2) Provides tactical requirements for the Terminal Service Unit.

(3) Represents the DOT/FAA positions with respect to Terminal air traffic issues in formal and informal meetings with key officials.

(4) Serves as the Service Unit focal point, and tracks briefing papers, testimony, reports and responses to Congress, the OIG, and the Administrator.

h. Director of Operations, Terminal (Eastern, Central, and Western) Service Areas

(1) Executes the mission of Terminal Service Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services to meet aviation community requirements.

(2) Directs all subordinate terminal facility operations within the Service Area to ensure safe, orderly, and expeditious flow of air traffic in the service area.

(3) Directs all subordinate organizations responsible for developing programs and standards associated with terminal air traffic management.

(4) Conducts reviews and evaluations of terminal air traffic services to improve terminal air traffic services for external customers for example air carriers.

(5) Ensures Terminal compliance with Aircraft Accident and Incident Notification, Investigation, and Reporting, and takes corrective actions after accidents/incident investigations to improve aviation safety.

(6) Ensures terminal facilities' safety and security risks are appropriately managed and mitigated to ensure the continuity of air traffic management services. Ensures corrective action plans mitigate risk to an acceptable level.

(7) Collaborates across service units to ensure successful delivery of operational support through the service center and ensures mission support activities align with those of other service units.

(8) Serves on the SALC; sets service center performance targets, establishes Service Center priorities, and resolves conflicts among service units for shared staff resources.

3. Supplemental Relationships. None

4. Line of Succession. In the following order:

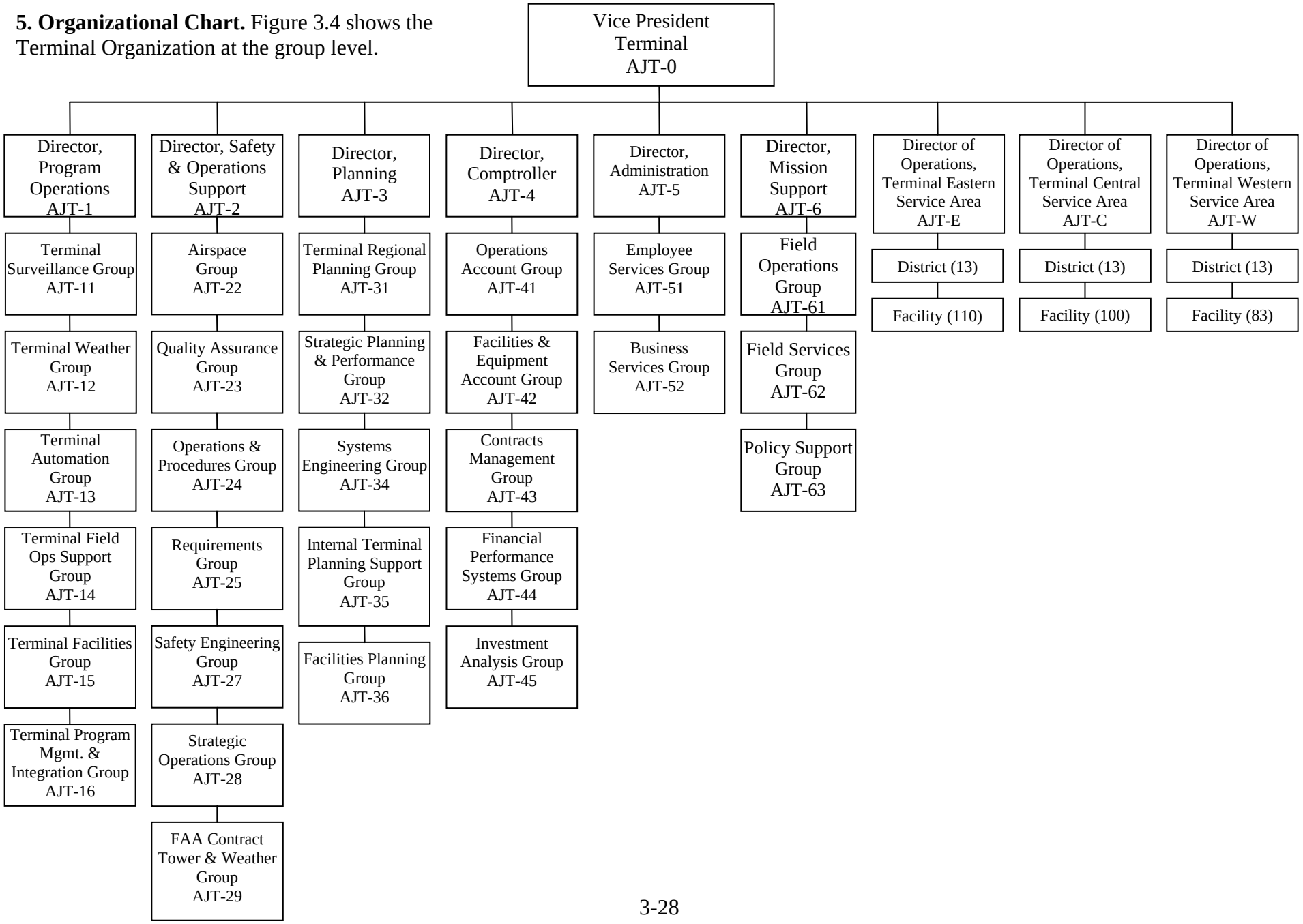
a. Director, Safety and Operations Support

b. Director, Program Operations

c. Director, Planning

d. Director, Mission Support

5. Organizational Chart. Figure 3.4 shows the Terminal Organization at the group level.



Section 4. Vice President, Technical Operations

1. Mission. The mission of the Technical Operations Service Unit is to provide varied technical and engineering services to support the delivery of safe and efficient flight services to customers through cost effective improvement and maintenance to sustain the NAS.

2. Responsibilities.

a. Vice President

(1) Executes the mission of the FAA and ATO and, as a member of the Executive Council, establishes ATO goals, strategies, budgets, priorities, resource allocations, and programs for safety and security that support the mission, continuous improvement of service value, and achievement of performance targets.

(2) Executes the mission of Technical Operations Services, ensuring its Offices establishes service unit goals, budgets and priorities; allocate and manage resources; meet ATO performance targets; and supply services, as requested, to meet the requirements of the service units.

(3) Ensures service unit activities (such as operations, occupational, and programmatic) are safe with risks appropriately managed and/or mitigated.

(4) Provides maintenance, engineering, and related services to sustain the NAS physical infrastructure.

(5) Provides policies, processes, and procedures covering the NAS infrastructure, configuration management, supply support, and FAA personal property to ensure safety and operational availability.

(6) Ensures compliance with the Federal Information Systems Management Act to maintain the integrity and security of NAS operational and mission support systems.

(7) Develops, evaluates, and certifies airspace systems and instrument flight procedures, and publishes and distributes aeronautical charts and digital aeronautical data.

(8) Provides safe, cost effective navigation capabilities.

(9) Executes the radio frequency spectrum program to ensure NAS communications, navigation and surveillance systems can operate safely.

(10) Provides communications and telecommunications services consistent with ICAO standards required for air traffic management services within the NAS.

(11) Reports on the NAS infrastructure operational performance.

(12) Supports Agency capitalization processes by providing supporting documentation for agency assets.

b. Director, Safety and Operations Support

(1) Executes the mission of the Technical Operations Service Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services to meet requirements.

(2) Implements, directs and manages the SMS nationally across the Technical Operations Service Unit; ensures NAS safety by meeting the requirements, strategies and goals of the FAA and the ATO.

(3) Maintains and adheres to FAA directives, manuals and orders that document the specifications, processes and procedures used to operate and maintain the NAS. Develops guidance throughout the Technical Operations Service Unit by conducting various outreach and training activities that ensure the service unit satisfies FAA safety performance requirements.

(4) Adheres to the SMS policies and procedures by leading and validating the design, development and establishment of plans, processes and training for the implementation of an effective SMS that ensure an acceptable level of a safety risk prior to operational deployment of any changes to the NAS. Conducts audits/reviews of the Technical Operations SMS to ensure continued compliance is maintained.

(5) Ensures that all supervisors and managers must be held accountable for the safety performance of all elements of the NAS within their areas of responsibility. Guides the Technical Operations Service Unit in developing and implementing safety risk management plans and mitigation strategies across all Technical Operations Service Unit areas; ensures NAS changes have been assessed and analyzed for safety risk and that all risks are properly managed, mitigated, monitored and tracked at the appropriate management level.

(6) Provides approval authority for certain Technical Operations Service Unit safety standards, associated Safety Risk Management Documents (SRMD) and Safety Risk Management Decision Memos (SRMDM). Makes certain that all personnel comply with established safety standards, the SMS and any safety directives issued by the Service Units, ATO Safety Services and/or AOV within their areas of responsibility.

(7) Conducts certain safety reviews, audits, assessments, data analyses, trend analyses and safety assurance. Activities to ensure continuity in air traffic management services decision-making. Ensures the workforce is competent to perform safety related duties.

(8) Assigns functions of Safety Director, Safety Manager and Safety Engineer. Establishes and maintains a positive safety culture within the Technical Operations Service Unit.

(9) Oversees and manages the official NAS performance data, ensuring its integrity when used for performance reporting and metric development and tracking. Provides reports on all aspects of NAS performance.

(10) Executes the National Defense Program for FAA/DoD and provides coordination among FAA, DoD, DHS, and other stakeholders with respect to the implementation of NAS facilities and services.

(11) Maintains the integrity and security of the NAS operational and Mission Support systems. Ensures compliance with Federal Information Systems Management Act (FISMA) requirements/goals, and is responsible for NAS information security incident response management, the NAS and Mission Support Information Systems Security Manager (ISSM), and the ATO Information Systems Security (ISS) Program.

(12) Provides, maintains, and manages direct NAS engineering support to field service areas for maintenance on-site restorations and telephonic support, 24 hours a day, 7 days a week. Executes the Technical Operations national maintenance reengineering program by developing system hardware and software modifications, adaptations, and engineering studies.

(13) Provides ATO-wide Capital Investment Plan (CIP) program management process improvement consulting and facilitation to assist ATO program offices in meeting Government Accounting Office (GAO) process audits and requirements.

(14) Serves as the FAA Property Management Officer. Develops and implements policy, standards, systems, training requirements and performance measures for personal property excluding Government Furnished Personal Property.

(15) Establishes FAA-wide policy on logistics and inventory/asset management. Manages the Government Vehicle Program. Executes the ATO store credit program with the FAA Logistics Center. Establishes asset identification standards and procedures for bar-coding assets.

(16) Plans and coordinates response to emergencies for all of Technical Operations. Provides 24 hour a day, 7 days a week oversight, report, and coordination for field maintenance and restoration activities."

(17) Provides sole agency operations and maintenance advocacy for the Wide Area Augmentation Service (WAAS). Provides for system engineering support to the field NAS components, including modifications, technical documentation, and maintenance handbook changes. Provides for technical direction and tactical control coordination and represents the WAAS service operations and engineering interests

within the acquisition and planning community. Provides oversight of Technical Operations Services aircraft accident policy as the principle staff element."

(18) Provides guidance and implementation support to Technical Operations organizations in support of the ATO SMS.

(19) Coordinates and ensures compliance with safety audit findings and issues findings and actions in response to audits that are developed by the Safety and Operations Support Office. Serves as the Technical Operations liaison with the Office of Safety.

(20) Develops and promulgates safety and quality control policies, guidance, and standards within Technical Operations. Ensures technical training programs meet FAA operational and safety performance requirements.

(21) Optimize distribution and manage national test equipment inventory, calibrate test equipment as required and replace test equipment when unsupportable to sustain a safe and reliable NAS with maximum availability of services to the users.

(22) Develop, implement and manage NAS Operations and Maintenance (O&M) policy including certification, restoration, non-federal facilities, NAS data release, and maintenance logging policies.

c. Director, Air Traffic Control (ATC) Facilities

(1) Executes the mission of the Technical Operations Service Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services, as requested, to meet requirements.

(2) Provides program management to support the NAS facilities infrastructure. Programs include: physical security, energy conservation, seismic risk mitigation, unstaffed facilities maintenance, NAS power systems, and environmental and occupational safety and health.

(3) Serves as the primary point of contact with DoD concerning relinquished DoD navigational equipment and/or airspace. Coordinates modernization of essential DoD equipment and airspace assumption to meet FAA navigational standards and safe airspace services to the flying public.

(4) Provides management and execution of international policy agreements between the FAA and the Bermuda government.

(5) Oversees, manages, and directs FAA-wide configuration management policies and procedures for both NAS and non-NAS configuration items.

(6) Manages the Facilities Accessibility Program to ensure that FAA-occupied facilities are accessible to all employees, applicants, and the public.

(7) Develops national implementation strategies including problem-solving, best-practices, and engineering solutions for capital expenditure programs to effectively modernize the NAS. Ensures that implementation and maintainability issues are addressed during the acquisition of new systems and facilities.

(8) Manages corporate contracts that provide implementation, integration, and transition engineering services for the FAA and other aviation-related customers.

(9) Provides program management for standardization of FAA computer-aided design, engineering, and configuration management software tools used for drafting, engineering analysis, and electronic drawing to maximize cost effectiveness.

(10) Oversees ATO's Capitalization Management Program activities.

d. Director, Aviation System Standards

(1) Executes the mission of the Technical Operations Service Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services, as requested, to meet the requirements.

(2) Formulates and implements the Aviation System Standards Flight Safety Program; provides an independent evaluation process for management to evaluate key program areas; and ensures compliance with Federal laws, regulations and internal policy and directives. Formulates and implements the Aviation System Standards, Environmental Occupational Safety and Health (EOSH) Program.

(3) Approves Aviation System Standards SMS, and associated SRMD, and SRMDM.

(4) Leads the FAA’s Regional Airspace Procedures Teams (RAPT), ensuring the Instrument Flight Procedures (IFP’s) are coordinated and integrated into the NAS. Designs, develops, protects for, and provides continuous maintenance of IFP’s to ensure compliance with Flight Standards Service’s criteria. Ensures IFP's provide for a safe operation of aircraft.

(5) Conducts airborne inspection of electronic signals-in-space from ground based navigational aids that support aircraft departure, en route and arrival flight procedures. Evaluates flight procedures for accuracy and human factors flyability, and obstacle clearance. Performs flight validation of instrument procedures that are based upon Global Navigation Satellite Systems (GNSS) and aircraft flight management systems; and assesses performance of regional/local augmentation systems (e.g., WAAS, LASS, DME/DME). Provides airborne performance and coverage evaluation of surveillance radars, Precision Runway Monitoring (PRM) systems, and NextGen technologies such as ADS-B and ASDE-X.

(6) Provides scheduled and unscheduled maintenance; service bulletins; airworthiness directives and modifications; and service life extension programs, to ensure airworthy, safe, and reliable aircraft for FAA's flight inspection fleet. Designs, develops, and installs complex automated flight inspection systems that are continuously upgraded as new navigation systems are introduced into the NAS. Ensures flight inspection system sustainment and supports the development of new navigation systems to enable the flight inspection of the latest navigational technology in the NAS.

(7) Serves as FAA's aeronautical charting authority to ensure the publication of aeronautical charts and maps necessary for the safe and efficient movement of aircraft in the NAS. Collects and verifies aeronautical information; Plans and directs the construction and maintenance of aeronautical charts and publications to meet the operational requirements of civil/military aviation and FAA NAS management. Directs an integrated production facility for the reproduction of aeronautical, nautical, and miscellaneous maps, charts, and publications. Manages the sale, distribution, and revenue collection for FAA, National Oceanic and Atmospheric Administration (NOAA), and military charts and related publications.

(8) Represents the FAA on the International Committee for Airspace Standards and Calibration (ICASC) and works with the ICAO's Instrument Flight Procedures Panel (IFPP) to defend ATO positions on international standards for instrument flight procedures.

e. Director, Navigation Services

(1) Executes the mission of the Technical Operations Service Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services, as requested, to meet requirements.

(2) Provides safe, cost effective position, navigation, and timing services to meet the needs of aviation customers.

(3) Provides precision, non-precision, and missed approach and landing capability to runway ends in the NAS.

(4) Provides navigation capability for aircraft flying in the NAS.

(5) Supports the operational availability of navigation services/systems in the NAS.

f. Director, Air Traffic Control (ATC) Communications Services

(1) Executes the mission of the Technical Operations Service Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services, as requested, to meet requirements.

(2) Develops, acquires, and supports telecommunications services for the FAA to directly enable surveillance, navigation, and air-ground voice communications services. Provides the FAA with the ability to migrate to new communications technologies to meet the evolving needs of the NAS, mission support, and administrative systems. Manages the operations of the Network Enterprise Management Centers (NEMC).

(3) Develops, acquires, and supports voice switches and recorders throughout the lifecycle for all air traffic operational domains. Develops modification of operating communications systems to maintain the availability and reliability of the existing systems through technological updates.

(4) Develops, acquires, and supports two-way data communications services in the NAS for all air traffic operational domains. Supports both ground and airborne systems development and implementation to ensure the end-to-end capability with respect to required communications performance, including security, safety, and human factors activities.

(5) Develops, acquires, and supports radio equipment for all air traffic operational domains. Manages schedules, funding, evaluation, and prioritization of proposed service area projects for a variety of radio, radio control, and airport fiber optic system modernizations.

(6) Provides technology and standards that enable the NAS transition to net-centric operations for system wide information management. Leads the governance development and implementation for the FAA Service-Oriented Architecture (SOA). Fosters approaches that align system integration processes with business objectives based on common information needs.

g. Director, Air Traffic Control (ATC) Spectrum Engineering Services

(1) Executes the mission of Technical Operations Service Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services, as requested, to meet requirements.

(2) Establishes policy and manages the use of the NAS aeronautical radio frequency spectrum.

(3) Represents FAA nationally and internationally, on all matters related to spectrum engineering policy and system standards development. Develops the United States spectrum positions on all civil aviation spectrum issues and coordinates with our national and international partners.

(4) Locates sources and resolves radio frequency interference impacting NAS facilities.

(5) Provides radio spectrum frequency resources for all NAS communication, navigation, and surveillance systems including aeronautical spectrum resources needed to support other federal and non-federal customers.

(6) Performs tests and evaluates the electromagnetic impact of proposed changes in the NAS facilities.

h. Director, Comptroller and Planning

(1) Executes the mission of the Technical Operations Service Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services, as requested, to meet requirements.

(2) Provides timely data, analyses, plans, justifications, and reports to for the Technical Operations Service Unit budget in support of performance metrics, strategic plans, financial plans, budget reviews, and other activities that promote cost efficient financial management in the ATO.

(3) Ensures financial policies, processes, and requirements are effectively communicated and implemented within the Technical Operations Service Unit for efficient management of NAS to support business-like operations in the ATO. Provides staffing allocations and monitors compliance.

i. Director, Administration

(1) Executes the mission of Technical Operations Service Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services to meet requirements.

(2) Develops, distributes, and maintains internal Technical Operations communications for Technical Operations employees in support of ATO performance goals.

(3) Ensures internal administrative, business, and logistical processes are established when necessary; implemented; maintained; and adhere to ATO policy; to support the efficient and effective operation of Technical Operations.

(4) Ensures the development of performance management plans for Technical Operations employees that promote and support FAA, ATO, and Technical Operations goals, missions and strategies.

(5) Provides input to and support of human capital, succession, and technical training plans and requirements to support the leadership and mission of the ATO.

(6) Prepares and reviews special reports, projects, and presentations for Technical Operations leadership. Serves as the Technical Operations focal point for and tracks

briefing papers, testimony, reports, and responses to Congress, the OIG, and the Administrator.

(7) Ensures horizontal integration with the service center and consistent implementation of policy across service area operations.

j. Director of Operations, Technical Operations (Eastern, Central, and Western) Service Areas

(1) Executes the mission of the Technical Operations Service Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services, as requested, to meet requirements.

(2) Directs, manages, and administers the maintenance, modification, and certification of existing NAS facilities.

(3) Implements NAS programs in accordance with approved NAS architecture and NextGen implementation plans, ensuring safe and efficient operations; implements the service areas' NAS expansion and modernization program.

(4) Directs, manages, and administers the operational and administrative telecommunications program, the spectrum engineering program, and the non-federal facilities program.

(5) Provides engineering services for the design, integration, construction, and installation of NAS hardware, software, and firmware.

(6) Provides emergency planning and response; event and outage tracking; and manages restoration activities for NAS facilities.

(7)Serves on the SALC to set service center performance targets, establishes service center priorities, and resolves conflicts among Service Units for shared staff resources.

(8) Ensures facility safety and security in compliance with all requirements and codes.

(9) Conducts evaluations to determine program effectiveness and directs follow-up actions to correct deficiencies. Collaborates across service units to ensure successful delivery of operational support through the service center and ensures mission support activities align with those of other Service Units.

(10) Ensures Technical Operations’ safety and security risks are appropriately managed or mitigated to ensure the continuity in air traffic management services.

(11) Manages the delivery of engineering services to other Service Units.

(12) Ensures compliance with FAA procedures for proper accountability of all FAA property, plants and equipment to ensure clean audit.

3. Supplemental Relationships.

a. NextGen Management Review Board

b. Acquisition Executive Board

c. Acquisition Workforce Council

4. Line of Succession. In the following order:

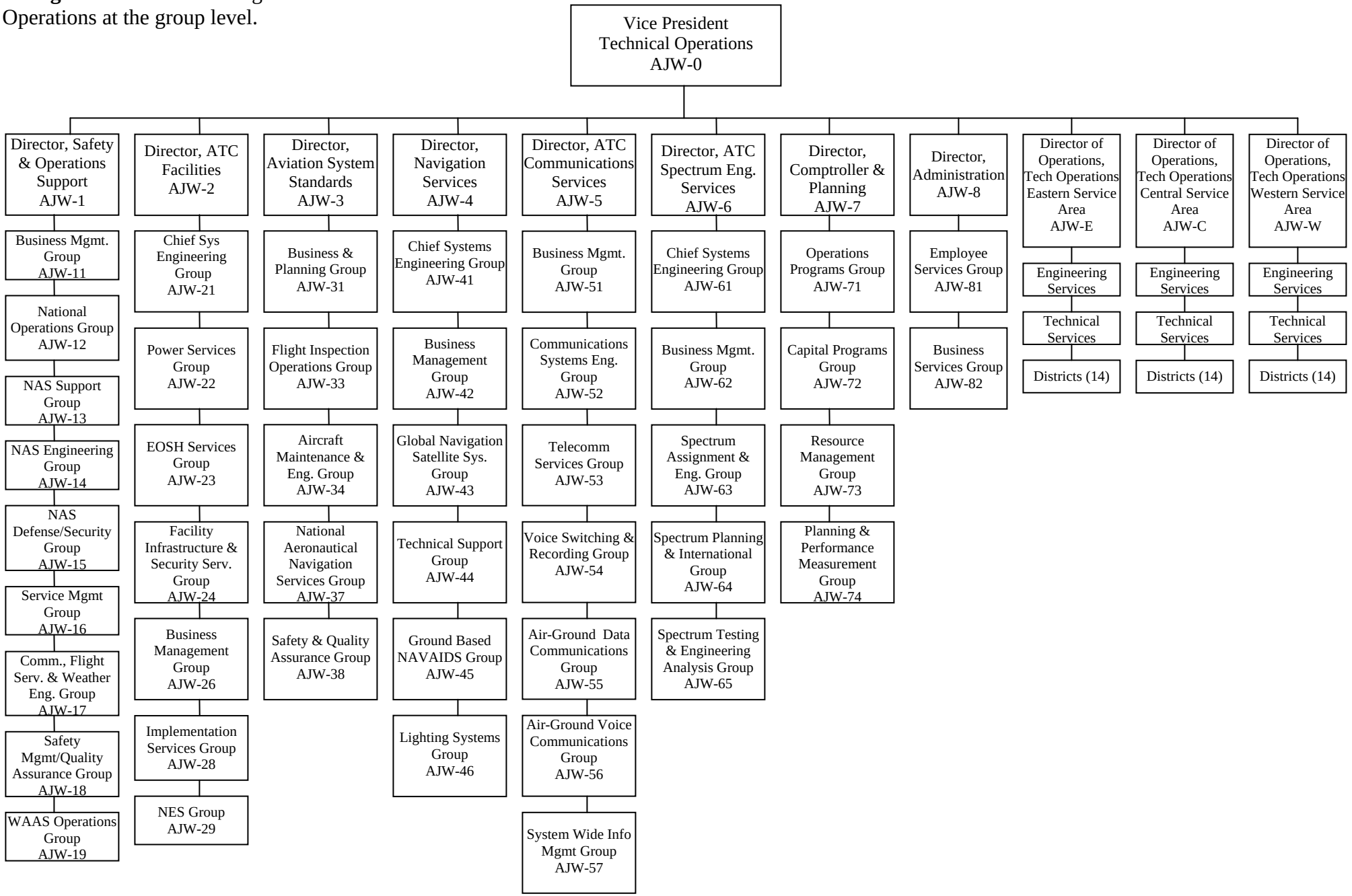
a. Director, Safety and Operations Support Office

b. Director, Air Traffic Control Facilities Office

c. Director, Technical Operations Eastern Service Area Office

d. Director, Technical Operations Central Service Area Office

5. Organizational Chart. Figure 3.5 shows Technical Operations at the group level.



Section 5. Office of the Service Center

1. Mission. The mission of the Office of the Service Center is to provide shared services which promote standardization of processes, efficiency, and effectiveness which achieve results for the Service Units: En Route and Oceanic, Technical Operations, Terminal and System Operations.

2. Responsibilities.

a. Vice President

(1) Executes the mission of the FAA and ATO and, as a member of the Operations Council, establishes ATO goals, strategies, budgets, priorities, resource allocations, and programs for safety and security that support the mission, continuous improvement of service value, and achievement of performance targets.

(2) Plans, organizes, evaluates, manages, and directs the various activities of the Western, Central and Eastern Service Centers. Assures that the Centers efficiently and effectively carry out their assigned functions and that those programs, policies, procedures and standards, for which the Service Centers are responsible, are clear, concise, and consistent with ATO and FAA Objectives. Coordinates Service Center activities with appropriate ATO Service Units, Administrative and NAS Mission Support Offices, other agency Offices/Services, and with other governmental agencies and industry groups.

(3) Builds alliances with organizations in the ATO and throughout the agency to ensure the integration of shared services strategies that will optimize resources, improve problem-solving and promote process efficiencies.

(4) Directs the development of outcome metrics and reports the effectiveness of shared services support to the Senior Vice President for Operations and the COO.

(5) Provides direction and assures the adequacy and effectiveness of Service Center efforts as they relate to compliance with agency policies, guidelines and instructions. Provides executive direction and oversight to policy guidance in administering and enforcing such policies and procedures.

(6) Defines and establishes the relationships and policies that govern control cooperation and collaboration between the Service Center Offices and the Administrative and NAS Mission Support Offices. Responsible for ensuring horizontal integration, in the form of process and procedure standardization, across the Service Center Offices and between the Service Units' Administration Offices.

(7) Represents the Service Center on interagency committees and national groups that develop, monitor and evaluate programs relative to shared services. Initiates and recommends continuous process improvement programs, including the use of metrics and

business reengineering analysis; and directs, manages and evaluates the programs throughout their lifecycle.

(8) Is responsible for the formulation and execution of the budget for the programs of the Service Centers.

(9) Provides standardized administrative support service to effectively manage the service area's administrative responsibilities. Serves as a liaison to other ATO entities and FAA Lines of Business (LOBs).

(10) Provides financial, materiel, procurement, and logistical support services to ATO Service Units and other FAA organizations, as requested. Ensures proper stewardship of allocated resources through internal control programs.

(11) Provides integrated planning, requirements management, and program implementation management support to Service Units and other FAA organizations as requested.

(12) Provides oversight and support for NAS procedures and changes which affect operations and special activities within the NAS for Service Units and other FAA organizations, as requested.

(13) Provides inspections, evaluations, safety risk management, accident and incident information gathering and reporting services, and safety initiatives to Service Units and other FAA organizations as requested.

b. Director, Service Center (Eastern, Central, Western)

(1) Ensures the mission of the Office of the Service Center; establishes goals, strategies, budgets and priorities; allocates and manages resources; meets performance targets; and supplies services to meet requirements.

(2) Collaborates across Service Units and other FAA LOBs to ensure successful delivery of operational support.

(3**)** Manages costs and increases value by aligning like services and eliminating duplicate support services.

(4) Provides standardized administrative support service to effectively manage the service area's administrative responsibilities. Serves as a liaison to other ATO entities and FAA LOBs.

(5) Provides financial, materiel, procurement, and logistical support services to ATO Service Units and other FAA organizations, as requested. Ensures proper stewardship of allocated resources through internal control programs.

(6) Provides integrated planning, requirements management, and program implementation management support to service units and other FAA organizations as requested.

(7) Provides oversight and support for NAS procedures and changes which affect operations and special activities within the NAS for service units and other FAA organizations, as requested.

(8) Provides inspections, evaluations, safety risk management, accident and incident information gathering and reporting services, and safety initiatives to service units and other FAA organizations as requested.

3. Supplemental Relationship. None

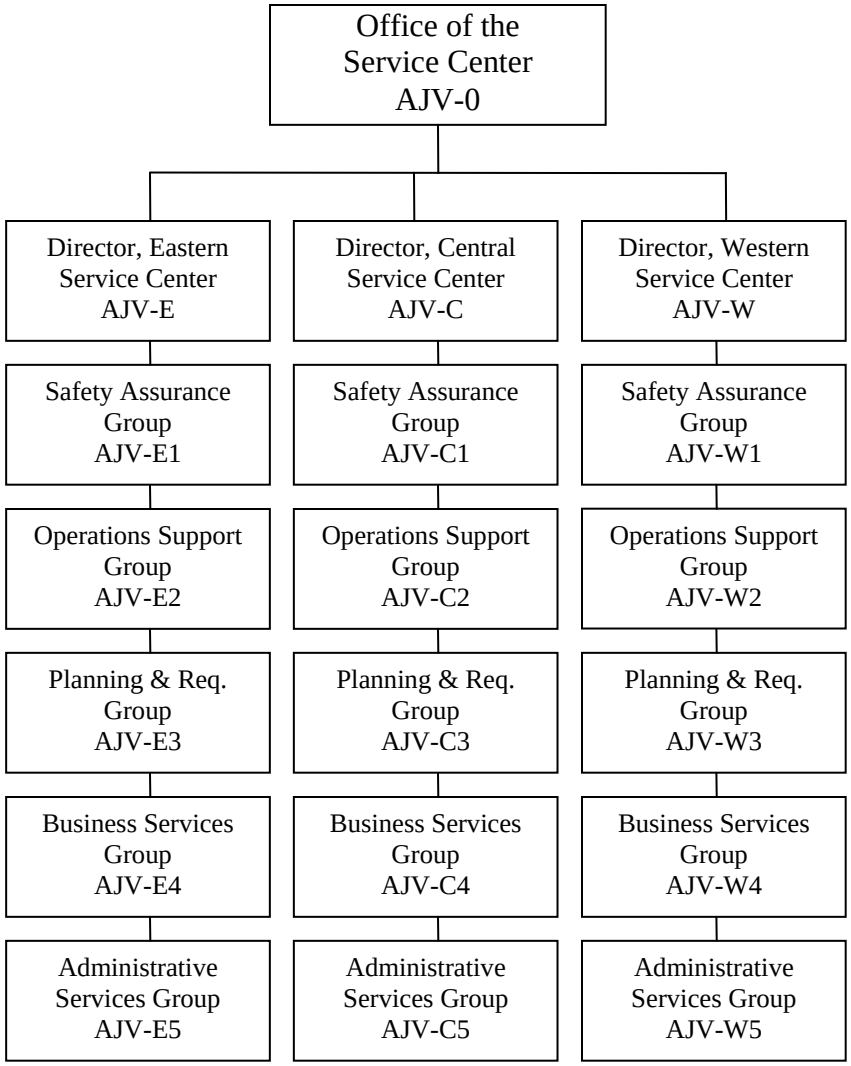
4. Line of Succession. In the following order:

a. Director, Eastern Service Center

b. Director, Central Service Center

c. Director, Western Service Center

5. Organizational Chart. Figure 3.6 shows the Service Center at the group level.



Section 6. Office of Technical Training

1. Mission. The mission of the Office of Technical Training is to provide a technical training environment that fulfills human capital needs by employing cost-effective, comprehensive training systems and architecture that meet the requirements of the ATO.

2. Responsibilities.

a. Vice President

(1) Executes the mission of the FAA and ATO and, as a member of the Operations Council, establishes ATO goals, strategies, budgets, priorities, resource allocations, and programs for safety and security that support the mission, continuous improvement of service value, and achievement of performance targets.

(2) Provides executive leadership, direction and guidance to the overall design, management and delivery of an integrated technical training strategy that addresses short and long-term training needs including initial certification, refresher, proficiency, skills and remedial training throughout the ATO.

(3) Transforms strategic initiatives for direct mission support technical training into concrete, high-impact programs that directly drive improvements in organizational and individual performance.

(4) Builds alliances with organizations throughout the agency to ensure the integration of technical training strategies that will optimize resources, improve problem-solving and eliminate redundancies.

(5) Provides executive leadership and strategic direction for the development of policies and standards for ATO technical training activities and ensures that policies are consistent with overall organizational strategy.

(6) Directs the methods, means and technology to fully satisfy core and programmatic mission requirements to new hires, on-the-job-training, certification, refresher, remedial and new technology courses.

(7) Sets policy direction for ATO's direct mission support technical training programs/policies and developing outcome metrics; provides continuous oversight and accountability of the systems. Reports on the effectiveness of the training programs to the Senior Vice President for Operations and the COO.

(8) Liaison to other Federal agencies and training organizations; acts as the key agency spokesperson to external stakeholders such as CST, OMB and Congressional inquiries on matters pertaining to ATO technical training.

(9) Approves positions and sets ATO policy for staffing and resources that

support technical training, including the formulation of budgets to support centrally funded controller training functions and programs for both centralized and decentralized training delivery.

(10) Actively supports ATO's commitment to an inclusive work environment where cultural and ethnic diversity is valued and encouraged. Seeks to promote diversity within the workforce. Encourages fellow employees to pursue continuous professional development and provides guidance, assistance and mentoring. Assures that employees are treated fairly and equitably without regard to race, color, religion, national origin, sex, age, physical and/or mental handicap, marital or parental status, sexual preference, or political or employee organization affiliation.

(11) Responsible for the creation and maintenance of an atmosphere which promotes positive human relations and open communication between and among employees and their supervisors. Assures that employees can effectively contribute to the accomplishment of ATO and FAA objectives. Assures that employees are given an opportunity to influence their work environment by participating in discussions related to the methods of work accomplishment.

(12) Responsible for the efficient management and safeguarding of resources and assures internal controls meet agency standards. Practices and applies activity based management in planning, controlling and improving labor and overhead costs.

b. Director, ATO Technical Training and Development

(1) Executes the mission of the Office of Technical Training; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services, as requested, to meet requirements.

(2) Designs, develops and delivers innovative programs, support and services to provide comprehensive technical training and professional development for all air traffic controllers (ATCs) and system specialists. Utilizes this training to elevate ATC and system specialist potential to accomplish the ATO mission safely, effectively and efficiently as well as prepare them to meet future NAS needs.

(3) Creates, manages, and supports ATO instructional architecture.

c. Director, Comptroller, Business Operations, and Planning

(1) Executes the mission of the Office of Technical Training; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services, as requested, to meet requirements.

(2) Communicates financial policies, processes and requirements from ATO Finance within the Office of Technical Training and the Office of the Service Center.

(3) Ensures effective and timely communication of training support through various mediums for industry customers and FAA employees.

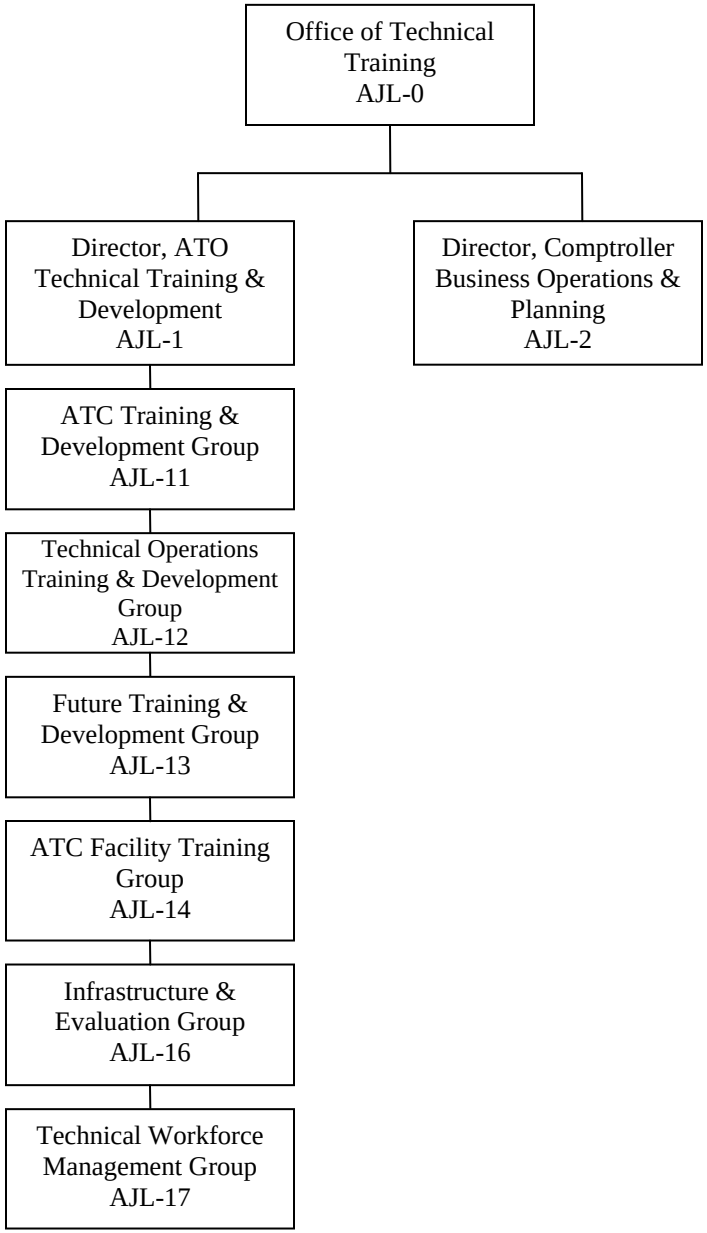
(4) Ensures administrative, business, and logistical processes and procedures are established, implemented and maintained to support the efficient and effective operation of Technical Training.

3. Supplemental Relationships. None

4. Line of Succession. In the following order:

a. Director, ATO Technical Training and Development

5. Organizational Chart. Figure 3.7 shows Technical Training at the group level.



Chapter 4. Senior Vice President for Finance

1. Mission. The mission of the Finance Business Unit 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.

a. Senior Vice President

(1) Executes the mission of the FAA and ATO and, as a member of the Executive Council, establishes ATO goals, system safety and security, long-term strategies, budgets, priorities and resource allocations that support continuous improvement of service value, and achievement of performance targets.

(2). Executes the mission of Finance, ensuring its offices establish goals, budgets and priorities; allocate and manage resources; meet ATO performance targets; and supply services, as requested, to meet the requirements of the ATO.

(3) Establishes cost and financial efficiency targets for ATO and evaluates and reports on ATO organizational performance against target levels.

(4) Provides financial reports and evaluates financial performance to achieve cost efficient ATO operations.

(5) Provides ATO financial and information technology policies, standard procedures and operations to support ATO and FAA requirements.

(6) Aligns and integrates investments with long and short-term FAA and ATO goals, objectives, and plans.

(7) Develops budget and overall staffing submissions on behalf of the ATO for the FAA's Chief Financial Officer (CFO).

(8) Supports agency capitalization processes by providing supporting documentation and capital program information.

(9) Establishes and maintains information technology applications and services that are available, secure, efficient and cost effective, applying industry best practices to support ATO and FAA operations.

(10) Establishes business relationships with industry, national and international government agencies, and global air navigation service providers that leverage FAA core competencies to promote global cost effectiveness and operational efficiency.

(11) Provides investment planning and analysis for capital and operating review programs.

(12) Produces Controller Workforce Plan and Corporate Work Plan.

(13) Provides analytical review of employee contracts including negotiations.

b. Director, Operating Budgets

(1) Executes the mission of the Finance Business Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services, as requested, to meet requirements.

(2) Ensures operational account financial policies, processes, and requirements from ATO Finance are effectively established, implemented, and communicated within the ATO for efficient management of NAS.

(3) Prepares consolidated operating account budget documents; long and short term financial plans; and allocations for the Business/Service Unit in the ATO to support financial accountability in meeting ATO performance goals.

(4) Certifies, executes, and formulates ATO operating account budget requests for the ATO to support the Business/Service Units with efficient financial planning.

(5) Provides timely data, analyses, plans, justification, and reports to ATO Finance for the Finance Business Units and the Chief Operating Officer's budgets in support of performance metrics, strategic plans, financial plans, budget reviews, and other activities that promote cost efficient financial management in the ATO.

(6) Provides responses to inquiries from the FAA CFO, the Office of the Secretary of Transportation, the Office of Management and Budget, Congress, and others to support annual operating budget submissions for the benefit of the Business/Service Units.

(7) Manages and secures sufficient operating account resources to promote and maintain the efficient operation of the NAS.

(8) Promotes compliance of ATO with OST, OIG, GAO, OMB, and Congressional requirements, audits and requests by developing, implementing and standardizing ATO financial policies and procedures that ensure effective fiscal management.

(9) Provides Business/Service Units timely access to consistent financial information and guidance that ensures efficient financial operations in the ATO.

(10) Develops and maintains cost effective management solutions for the ATO real estate portfolio to support the efficient financial management of the ATO and the future viability of the FAA.

(11) Conducts periodic internal reviews of financial processes and establishes controls for corrective action to ensure cost efficient operations.

c. Director, Capital Budgets

(1) Executes the mission of the Finance Business Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services, as requested, to meet requirements.

(2) Establishes short and long term capital and research program financial plans for the ATO business/service units to support cost efficiency and Flight Plan acquisition goals.

(3) Establishes, reviews, prioritizes and reports on NAS requirements, investments, programs, schedules and performance baselines to ensure regulatory compliance and integration with FAA and ATO goals, objectives and plans.

(4) Provides analysis and responses to inquiries from the FAA CFO, OST, OMB, Congress and others to support annual capital and research budget submissions, ensures consistent and timely information for ATO customers and owners, and to benefit the Business/Service Units.

(5) Certifies, executes, and formulates ATO capital and research budget requests for the FAA CFO to support the Business/Service Units and ensure efficient financial management.

(6) Maintains and implements accurate asset management and reporting to support cost efficient capitalization processes in the service units, GAO clean audit opinions, and program performance.

(7) Manages and secures sufficient capital and research account resources to promote and maintain the efficient operation of the NAS.

(8) Supports agency capitalization processes by providing supporting documentation and capital program information.

d. Director, Investment Planning and Analysis

(1) Executes the mission of the Finance Business Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services, as requested, to meet requirements.

(2) Ensures that new, proposed, and existing NAS investments meet established business case and economic criteria, including schedule and risk assessments to support efficient planning and management of NAS operations.

(3) Validates the business justification for NAS programs to ensure viable and efficient operations in the FAA.

(4) Ensures business case and investment analysis policies, procedures, standards, and training are established and maintained to support ATO performance goals and ensure efficiency in the FAA.

(5) Ensures the future viability of the ATO by evaluating new business concepts and practices through economic studies, operations research and other analyses to support new investment decisions.

e. Director, Financial Analysis

(1) Executes the mission of the Finance Business Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services, as requested, to meet requirements.

(2) Conducts and develops benchmarking, plans, and analyses for labor related data to support bargaining unit negotiations and cost efficiency in the FAA.

(3) Develops and applies policies, objectives, standards and models to support and validate Business/Service Units staffing requirements and workload assessments in collaboration with FAA field facilities to support efficient operations in the ATO.

(4) Implements and monitors performance based business solutions, acquisitions and concepts to promote cost efficient management of FAA products and services.

(5) Institutionalizes optimum business solutions to ensure the future viability and leadership of the ATO.

(6) Conducts financial modeling and analyses to evaluate the costs of internal ATO strategic opportunities that more efficiently manage the resources of the ATO.

(7) Conducts agency-wide business case analyses of existing FAA services to determine opportunities for more efficient resource management, business solutions and strategic sourcing alternatives.

f. Director, Finance Business Systems

(1) Executes the mission of the Finance Business Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services, as requested, to meet requirements.

(2) Integrates core financial, labor reporting, and decision support systems to create effective financial, performance, and productivity reports for Business/Service Units that promote efficient financial management and ensure timely delivery of financial information and services.

(3) Develops, implements, and communicates cost accounting policy, guidance, and methodology in the ATO; promotes data integrity, compliance, quality control, and effective financial management in the service units.

(4) Develops and maintains financial budget planning and reporting systems, producing information and reports on financial performance against plans for the ATO to ensure performance based information and reporting.

(5) Implements policy, security, and emergency restoration capability in support of timely, uninterrupted delivery of financial information and reports to ensure reliability of all ATO financial systems.

(6) Continuously improves financial system capabilities and tools through review of requirements, existing capability and identification of viable long and short term financial solutions that promote efficient management of the ATO.

g. Director, Administration

(1) Executes the mission of Finance; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services to meet Finance requirements.

(2) Develops, distributes, and maintains internal Finance communications for Finance employees in support of ATO performance goals.

(3) Ensures internal administrative, business, and logistical processes are established when necessary; implemented; maintained; and adhere to ATO policy; to support the efficient and effective operation of Finance.

(4) Ensures the development of performance management plans for Finance employees that promote and support FAA, ATO, and Finance goals, missions and strategies.

(5) Provides input to and support of human capital, succession, and technical training plans and requirements to support the leadership and mission of the ATO.

(6) Prepares and reviews special reports, projects, and presentations for Finance leadership. Serves as the Finance focal point for and tracks briefing papers, testimony, reports, and responses to Congress, the Office of the Inspector General, and the Administrator.

(7) Ensures improved customer service metrics to include statistical analysis of trends and quality perceptions to support performance metrics and efficient business management in the FAA.

h. Director, Planning and Business Process Reengineering

(1) Executes the mission of the Finance Business Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services, as requested, to meet requirements.

(2) Conducts business process re-engineering to support efficient operations in the ATO.

(3) Develops and implements strategic plans for ATO Finance to ensure enhanced financial discipline and clear performance goals.

(4) Creates international benchmark financial performance indicators in support of the efficient operation of the ATO and global leadership of the FAA.

(5) Establishes financial performance indicators for the ATO to support financial accountability and strategic leadership in the FAA.

i. Director, ATO Information Technology

(1) Executes the mission of the Finance Business Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services, as requested, to meet requirements.

(2) Maintains and operates a highly available infrastructure and an efficient user support capability that includes applications, services, a data center, and the enterprise architecture to facilitate the exchange of ATO electronic information.

(3) Provides information assurance security services to ATO systems to ensure that ATO security vulnerabilities and risks are mitigated in a cost beneficial manner, supporting ATO real-time security incident decision making.

(4) Develops and manages business and technical systems to facilitate alignment of information technology (IT) services with agency business goals. Implements and enforces enterprise standards and processes to maximize IT cost efficiencies.

(5) Supports the FAA’s goals of safety and organizational excellence by collecting, analyzing, and reporting aviation and management data to ensure safety and efficiency throughout the NAS.

j. Director, Business Development

(1) Executes the mission of the Finance Business Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services, as requested, to meet requirements.

(2) Conducts analyses of ATO business best practices to determine candidates for potential interagency implementation.

(3) Develops and implements strategies for global interoperability through a defined, centralized, and collaborated process model.

(4) Promotes FAA and ATO best practices for use in establishing international operational standards and metrics, ensuring full cost recovery for the portfolio of ATO products and services.

(5) Conducts research and analysis of business practices in international and national industry organizations for possible implementation in the FAA and ATO.

(6) Ensures that ATO financial products and services meet the highest standards of quality, usability, and accuracy; defining guidelines for recapturing investment costs in FAA and ATO services.

(7) Defines, evaluates and recommends funding initiatives that provide adequate future revenue streams for the ATO to ensure a viable future for the FAA.

3. Supplemental Relationships.

a. ATO primary interface, representing the COO, for Administrative Spaceholder's Management Council.

b. ATO primary interface and financial representative to the FAA CFO.

c. FAA lead for the Civil Air Navigation Services Organization's Global Benchmarking Workgroup.

d. Member, of the FAA Joint Resources Council.

e. FAA lead for CANSO Global Benchmark Working Group (GBWG.)

f. The ATO member on the Information Technology Executive Board.

g. Member, of the Research, Engineering and Development Advisory.

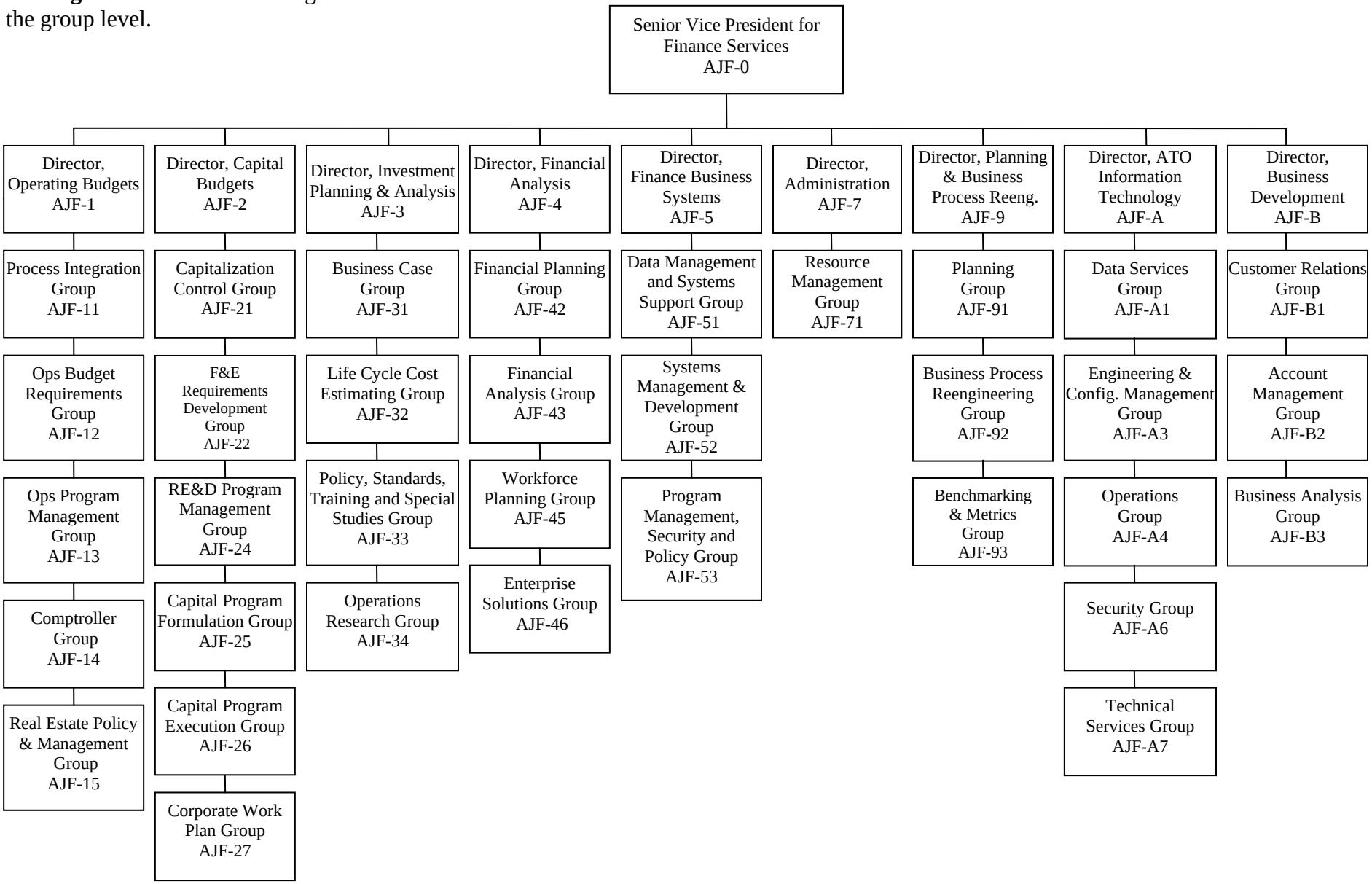
4. Line of Succession. In the following order:

a. Director, Operating Budgets

b. Director, Financial Analysis

c. Director, Capital Budgets

5. Organizational Chart. Figure 4.1 shows Finance at the group level.



Chapter 5. Senior Vice President for Strategy and Performance

1. Mission. The mission of the Strategy and Performance Business Unit is to provide a strategic framework for executing and integrating plans, programs and activities of the ATO to enable sustained organizational performance.

2. Responsibilities.

a. Senior Vice President

(1) Executes the mission of the FAA and ATO and, as a member of the Executive Council, establishes ATO goals, system safety and security, long-term strategies, budgets, priorities and resource allocations that support continuous improvement of service value and achievement of performance targets.

(2) Executes the mission of Strategy and Performance, ensuring its offices establish near-term goals, budgets and priorities; allocates and manages resources; meets ATO performance targets; and supplies services, as requested, to meet the requirements of the ATO.

(3) Provides development of communication strategies for ATO plans and programs, and provides oversight of other ATO resources engaged in Communications activities. Supports ATO requirements, activities and inquiries of ATO Offices and business units with integrated messaging, tools and products for both internal and external application.

(4) Directs and facilitates the ATO corporate framework for development of strategic plans and objectives, in conjunction with ATO Offices and Business Units, including air traffic management systems, employee and stakeholder relations, human capital management, professional training, workforce and leadership development, infrastructure and other key activities.

(5) Provides the primary interface for the ATO for coordinating and integrating strategic initiatives across the ATO and with FAA and external stakeholders. Ensures proactive outreach for strategic and tactical initiatives to communities, legislators and other interested parties.

(6) Maintains the ATO Five Year Strategic Plan ensuring periodic comprehensive reviews and reports on progress and accomplishments; also facilitates modifications.

(7) Coordinates and collaborates on broad reaching and impactful ATO strategies and plans with FAA and external stakeholders including industry partners, national and international agencies and interested organizations. Supports FAA international efforts to promote global understanding of the FAA mission, operations and modernization efforts.

(8) Provides framework for consolidated ATO corporate metrics, conducts performance metric modeling and analysis, and provides oversight of ATO performance reporting system(s). Collects strategic plan and program data from business units and reports on progress and performance relative to corporate goals and strategic initiatives. Develops and reports on performance of Service Agreements with FAA lines of business.

(9) Establishes and maintains documented policies and procedures for the administration of the ATO including organizational standards for structure, nomenclature, positions, directives, correspondence, and coordination. Analyzes and reports on ATO organizational status such as staffing, series, grades and supervisory ratios. Ensures standardize classifications of ATO positions.

(10) Provides the policies, procedures and oversight for ATO communication, strategic planning, performance metrics and non-technical training activities.

(11) Designs and executes comprehensive leadership, professional development opportunities, succession management, organizational culture alignment activities, and programs for ATO leadership.

(12) Directs and facilitates activities to optimize organizational performance and standardization.

b. Director, Organizational Effectiveness

(1) Executes the mission of the Strategy and Performance Business Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services, as requested, to meet requirements.

(2) Serves as a primary advisor to the COO on issues related to horizontal integration, organizational effectiveness and efficiency for the ATO. Ensures policies and programs relating to organizational effectiveness are aligned with long and short term FAA goals, objectives and plans. Assigned responsibility for evaluating the ATO structure to identify and facilitate enhancements that maximize effectiveness, efficiency and minimizes redundancies.

(3) In collaboration with the Executive Council, executes planning, program development, and establishment of ATO organizational components and operating policies.

(4) Represents the ATO with a variety of external organizations for organizational effectiveness related issues. Reviews ATO and FAA activities to ensure they support common goals and are consistent with the priorities of the Administrator and the COO.

(5) Ensures operational policies and programs of ATO components directly support the mission of the ATO and are integrated and coordinated with supporting Business/Service Units objectives and milestones relating to achieving efficiencies and

the goals of the ATO. Serves as the point of contact in logistics coordination efforts required to support organizational effectiveness.

(6) Reviews, evaluates, corrects deficiencies and reports on performance to keep the EC apprised of the Organizational Effectiveness office's goals and progress.

(7) Provides support for organizational transformation. Leads activities including restructuring, shared services implementation, change management and re-engineering of support mechanisms and business processes as they relate to creating a high performing performance-based organization. Assists in overcoming internal cultural challenges through a thorough approach to change management.

(8) Develops performance management and tracking capability for the ATO to determine what factors should be included in performance metrics. After making the determination, develops or finds tools to monitor and report on these factors. Identifies information technology requirements to fully realize efficiency gains.

(9) Develops primary change management strategy focused at transitioning the ATO into a performance-based culture; works with all levels of FAA leadership and across organizational lines to successfully implement change management initiatives.

c. Director, Administration

(1) Executes the mission of Strategy and Performance; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services to meet Strategy and Performance requirements.

(2) Develops, distributes, and maintains internal Strategy and Performance communications for Strategy and Performance employees in support of ATO performance goals.

(3) Ensures internal administrative, business and logistical processes are established when necessary; implemented; maintained; and adhere to ATO policy; to support the efficient and effective operation of Strategy and Performance.

(4) Ensures the development of performance management plans for Strategy and Performance employees that promote and support FAA, ATO and Strategy and Performance goals, missions and strategies.

(5) Provides input in support of human capital, succession and technical training plans and requirements to support the leadership and mission of the ATO.

(6) Prepares and reviews special reports, projects and presentations for Strategy and Performance leadership. Serves as the Strategy and Performance focal point for and tracks briefing papers, testimony, reports, and responses to Congress, the Office of the Inspector General and the Administrator.

d. Director, ATO Liaison and Business Development

(1) Executes the mission of the Strategy and Performance Business Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services, as requested, to meet requirements.

(2) Serves as a liaison between the ATO and other organizations, both internal and external to the FAA, whose support is needed to effectively and efficiently operate the ATO.

(3) Works with Congress, industry, unions, stakeholders, FAA, IG and other POCs for the ATO in developing and implementing ATO future planning activities.

(4) Conducts analyses of ATO business best practices to determine candidates for potential interagency implementation.

(5) Develops and implements strategies for global interoperability through a defined, centralized, and collaborated process model.

(6) Promotes FAA and ATO best practices for use in establishing international operational standards and metrics, ensuring full cost recovery for the portfolio of ATO products and services.

(7) Conducts research and analysis of business practices in international and national industry organizations for possible implementation in the FAA and ATO.

(8) Ensures that ATO financial products and services meet the highest standards of quality, usability, and accuracy; defining guidelines for recapturing investment costs in FAA and ATO services.

(9) Defines, evaluates and recommends funding initiatives that provide adequate future revenue streams for the ATO to ensure a viable future for the FAA.

Note: Director directly supports and reports to Senior Vice President, ATO Finance for Business Development activities.

e. Director, International

(1) Executes the mission of the Strategy and Performance Business Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services, as requested, to meet requirements.

(2) Coordinates FAA/ATO international efforts with other governments and air navigation service providers, and international organizations such as ICAO and CANSO

to support global understanding and acceptance of the FAA mission, operations, and ATO modernization efforts.

(3) Leads the JPDO Global Harmonization Work Group; coordinates the planning, development and implementation of the NextGen with the international aviation community, ensuring acceptable alignment of global, regional, cross-border plans, activities and positions with U.S. air traffic modernization strategies.

(4) Coordinates and processes ATO international travel, bilateral agreements and the Interagency Group on International Aviation clearances to advocate the adoption of U.S. standards, procedures and technology in support of a cohesive global air transportation system, today and in the future.

(5) Manages the coordination and interaction between the FAA Office of International Aviation (API) and ATO service and business units that are engaged in international activities and initiatives.

f. Director, Comptroller, Planning, and Business

(1) Executes the mission of the Strategy and Performance Business Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services, as requested, to meet requirements.

(2) Ensures compliance with ATO policies, processes and requirements from ATO Finance within Strategy and Performance.

(3) Provides policy, guidance, tools and training to support ATO activities involved in creating, coordinating, implementing and managing directives.

(4) Provides policy, guidance, tools, and training to support ATO administrative and business procedures and practices. Serves as the ATO focal point for records management.

(5) Provides timely data, analyses, plans, justifications and reports to ATO Finance for the Strategy and Performance Business Unit budget in support of performance metrics, strategic plans, financial plans and budget reviews that promote cost-efficient financial management in the ATO.

g. Director, Performance Analysis and Strategy

(1) Executes the mission of the Strategy and Performance Business Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services, as requested, to meet requirements.

(2) Generates seasonally adjusted traffic forecasts to support Service Delivery Point staffing requirements, budgeting, workload planning and analysis. Serves as the

official source for NAS trajectory schedules to foster consistency in investment analysis and performance modeling.

(3) Conducts economic modeling and analysis to quantify the impact of aviation on the national economy and report these findings in the annual Economic Impact Report.

(4) Formulates best value and low risk strategies with data driven research, analysis and planning to support the introduction of new capabilities to improve NAS performance.

(5) Leads the Strategic and Business Planning Process, integration of the ATO Business Plan with the FAA Flight Plan and facilitation of goals and performance measures by ATO Business/Service Units.

(6) Delivers independent research and data to facilitate the development of ATO performance metrics that enable business/service units to measure performance and progress toward agency and ATO goals.

(7) Develops, enhances and validates ATO modeling tools to simulate and analyze airport/airspace capacities and overall NAS performance. Serves as the official source for certifying ATO NAS-wide modeling activities and results.

(8) Conducts reviews of the Strategic and Business Plans with the EC. Develops, monitors and reports ATO performance metrics to the Operations and EC. Serves as the official source for ATO domestic and international performance metrics and analysis.

h. Director, ATO Diversity

(1) Executes the mission of the Strategy and Performance Business Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services, as requested, to meet requirements.

(2) Designs initiatives that align FAA objectives to create a model workplace by transitioning FAA organizational goals to action plans that are consistent with developing model workplace and diversity principles throughout the ATO.

(3) Coordinates ATO responses to Offices of Civil Rights, Chief Counsel, and the Accountability Board on workforce dispute issues.

(4) Provides leadership, direction, support and guidance to ATO management in coordinating and handling of workforce issues and concerns of a confidential and sensitive nature.

(5) In support of the ATO Business/Service Units, delivers model workplace training programs and coordinates model workplace intervention.

(6) Develops outreach strategies and initiatives to promote education and public awareness of aviation occupations and other critical hiring needs within the ATO.

i. Director, ATO Communications

(1) Executes the mission of the Strategy and Performance Business Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services, as requested, to meet requirements.

(2) Produces strategic communications planning and outreach programs to connect ATO customers and stakeholders, and measures effectiveness of tactical communication campaigns.

(3) Produces communication products that provide corporate information to all ATO employees. Uses a broad array of professional formats (to include electronic, print, and broadcast), to produce a wide variety of products including internal newsletters, photography, speeches, videos, reports, presentations, web-based communications, and specialized publications.

(4) Provides policy processes for development content guidance to ensure ATO external and internal web presence is accurate and timely and complies with FAA web and branding orders.

(5) Chairs the ATO Communications Council, composed of representatives from each ATO business/service unit, to ensure a collaborative communications strategy is implemented to support the mission, vision and goals of the ATO.

j. Director, ATO Administration and Talent Management

(1) Executes the mission of the Strategy and Performance Business Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services, as requested, to meet requirements.

(2) Develops and ensures consistent application of ATO workforce processes and policies.

(3) Provides ATO human capital planning and analysis to sustain and improve workforce capability to meet current and future mission and business strategies.

(4) Administers personnel authorities delegated to the ATO, develops administrative policies, processes and guidance to headquarters and field offices.

(5) Provides oversight, guidance and tools to support ATO managers and supervisors with performance management and recognition responsibilities.

(6) Analyzes ATO organizational status such as staffing, workforce planning, succession management, series, grades and supervisory ratios.

(7) Manages the delivery and evaluation of leadership and professional (non-operational) training programs for the ATO workforce.

(8) Leads a network of training representatives linked to service units for a range of training administration and customer service functions for leadership and professional training and development programs.

(9) Provides integrated policy, automated systems, tools, processes and guidance to support leadership and professional (non-operational) training.

(10) Provides leadership for all training and development related to FAA specialists who perform research, development, acquisition and management services for the implementation of key capital investment programs that sustain the NAS, including certifications for selected acquisition personnel in compliance with OMB policy.

(11) Provides career path and succession planning strategies.

(12) Manages national hiring programs and processes to ensure the FAA has the ATO Technical Workforce needed to operate and maintain the NAS.

k. Director, Labor Technical Liaison

(1) Executes the mission of the Strategy and Performance Business Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services, as requested, to meet requirements.

(2) Provides executive direction and leadership to the organizations and service units of the ATO for a wide range of strategic and tactical activities that involve the development, integration, management and execution of technical labor liaison support to the ATO.

(3) Develops and implements the application of a standardized approach to national policy regarding technical liaison functions.

(4) Leads, directs and monitors all activities related to the implementation, improvement and operation of ATO workforce management processes and procedures regarding ATO technical labor liaison policies. Provides strategic guidance and advice to the ATO Directors of Administration, Directors of Operation, Service Center Directors and other ATO elements to ensure consistent implementation and application of a wide range of management initiatives around technical labor liaison services which affect and impact the entire workforce in the ATO.

(5) Provides executive oversight, implementation direction and ATO-wide guidance on technical labor liaison functions to ensure consistency, integration and the elimination of redundancy across the ATO regarding the relationships with the associated bargaining units.

(6) Serves as the liaison between the AHR organization and ATO units and provides AHR with a centralized and focused point of contact for technical information.

(7) Achieves high level goals both under the FAA Flight Plan and the ATO 5-year Strategic Goals, particularly with respect to ATO Goal 2.0 People-Driven Service Excellence.

(8) Responsible for developing and implementing an integrated strategy in managing labor relationships and liaison activities across the many ATO organizations and bargaining units.

(9) Standardize policy processes for ATO labor strategies.

3. Supplemental Relationships.

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

b. ATO primary liaison with FAA Human Resources.

c. ATO primary liaison with FAA Aviation Policy and Plans.

d. Member, Core Compensation Committee.

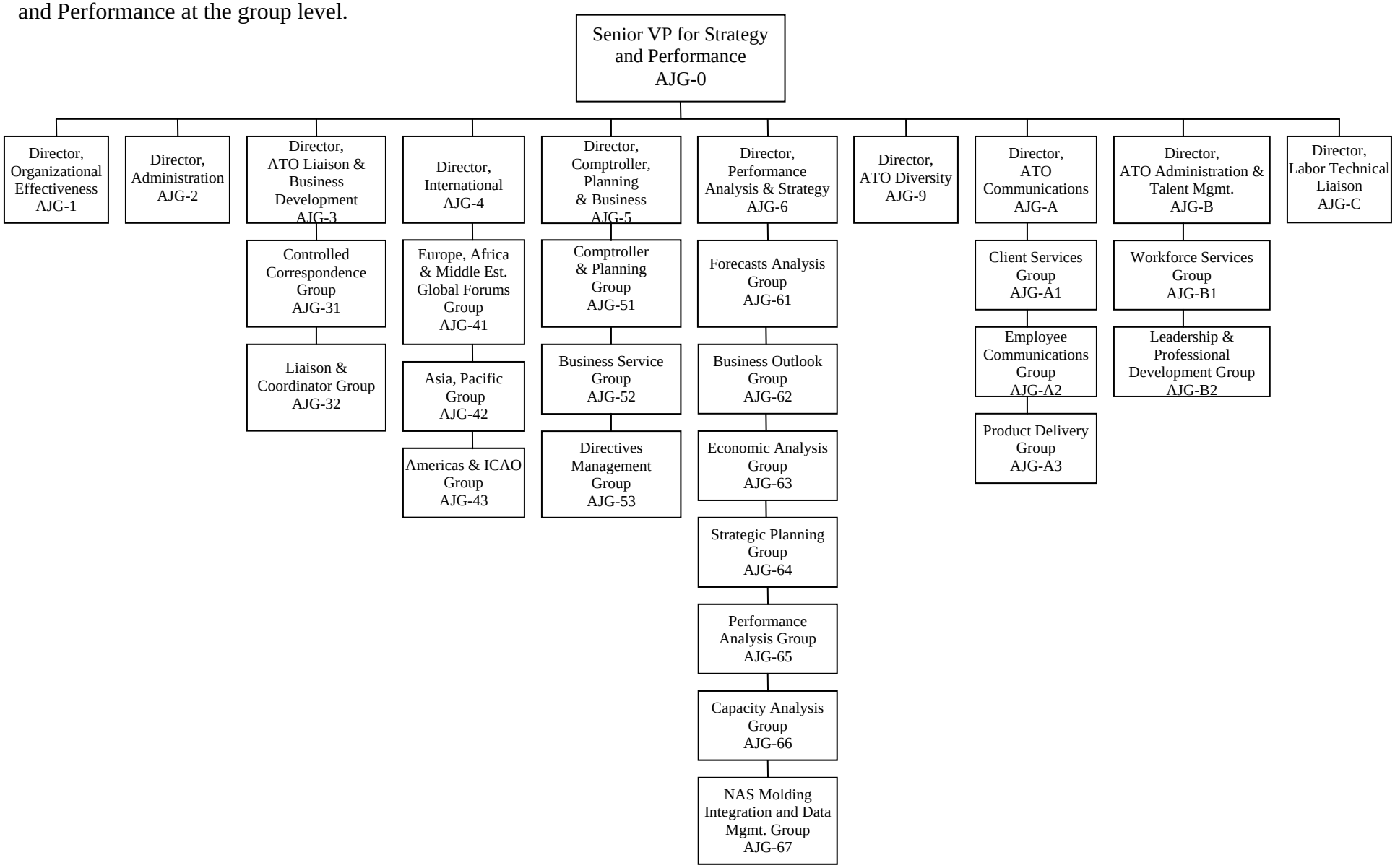
e. DOT lead for Global Harmonization Working Group of the JPDO.

4. Line of Succession. In the following order:

a. Director, ATO Administration and Talent Management

b. Director, International

5. Organizational Chart. Figure 5.1 shows Strategy and Performance at the group level.



Chapter 6. Senior Vice President for NextGen and Operations Planning

1. Mission. The mission of Next Generation Air Transportation System (NextGen) and Operations Planning Business Unit is to realize the future vision of aviation by providing integrated strategies and solutions that achieve national and international goals.

2. Responsibilities.

a. Senior Vice President

(1) Executes the mission of the FAA and ATO and, as a member of the Executive Council, establishes ATO goals, system safety and security, long-term strategies, budgets, priorities and resource allocations that support continuous improvement of service value, and achievement of performance targets.

(2) Executes the mission of NextGen and Operations Planning, ensuring its offices establish near-term goals, budgets and priorities; allocate and manage resources; meet ATO performance targets; and supply services, as requested, to meet the requirements of the ATO.

(3) Transfers technology from research programs to federal agencies with operational responsibilities and to the private sector in order to optimize safety, capacity, and security, and reduce negative environmental impacts.

(4) Maintains the NextGen Implementation Plan and develops planning documentation for member agencies. Keeps internal and external customers of the FAA aware of NextGen status.

(5) Establishes and manages the NAS architecture to ensure that it meets current and future service requirements.

(6) Delivers research and technical development necessary to improve and evolve the NAS Enterprise Architecture (EA) to meet requirements and implement technologies identified in the NextGen Implementation Plan to transition the NAS to meet forecasted demand.

(7) Delivers and monitors the execution of the FAA plan to integrate initiatives, activities and capabilities necessary for the implementation of the NAS of the future via the NextGen Integration and Implementation office.

(8) Conducts planning, analyses, research, advanced concept development, new technology development and prototyping and systems engineering to support initial and final investment decisions.

(9) Executes the corporate research, engineering and development planning, and budget process for the Administrator.

(10) Ensures that the laboratories, facilities and support services of the William J. Hughes Technical Center are available and appropriate to meet the requirements of the ATO and external customers.

(11) Ensures that NAS systems and new acquisitions receive test, evaluation, verification and validation services, as appropriate, throughout their lifecycle.

(12) Ensures that ATO planning activities are synchronized with internal and external partners that support future organizational requirements.

(13) Develops, enhances and validates fast-time modeling tools to simulate and analyze airport/airspace capacities and overall NAS performance.

(14) Manages and oversees the agency's research and development flight program.

b. Director, Systems Engineering and Safety

(1) Executes the mission of the NextGen and Operations Planning Business Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services, as requested, to meet requirements.

(2) Ensures a viable future for air transportation and achievement of national and international safety goals for all NAS systems through comprehensive safety analysis.

(3) Provides integrated safety strategies which ensure that strategic investments and developments reduce the potential for accidents and incidents while maintaining the safety and integrity of the NAS.

(4) Creates FAA policy and guidelines for the Concepts and Requirements Definition (CRD) phase of the Acquisition Management System (AMS); coordinates proposals with ATO business/service units and FAA lines of business and delivers the policy and guidelines to the FAA Acquisition Executive for approval. This activity results in approved FAA policy and guidance for the CRD phase of the AMS.

(5) Develops and maintains the "NAS System Requirements," and manages the allocation of NAS level requirements to service units and systems in support of the NAS EA.

(6) Executes effective system engineering processes to establish and manage the NAS EA that meet the current and future demands of ATO customers and NAS service providers. Ensures that the NAS EA complies with OMB requirements.

(7) Develops functional analysis, functional architecture, and operational requirements for NAS systems.

(8) Develops security risk assessments, security requirements, security architecture, and supports security certification and accreditation planning.

(9) Provides systems engineering support for future NAS facilities planning, ensuring business continuity, operational improvements, and cost efficiencies.

(10) Ensures that system engineering practices are integrated into all ATO development by overseeing the System Engineering Manual and providing training and guidance in its use.

(11) Provides all administrative, funding, and coordination of FAA based RTCA activities to support agency goals and activities.

c. Director, Research and Technology Development

(1) Executes the mission of the NextGen and Operations Planning Business Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services, as requested, to meet requirements.

(2) Formulates, manages, and coordinates the FAA's research and development program, to include: strategic planning and direction; policy formulation; program assessment and development; and acquisition.

(3) Produces the National Aviation Research Plan (NARP) on behalf of the Administrator for submission to Congress. Aligns research programs with the FAA Flight Plan, the NextGen Implementation Plan and the JPDO Integrated Plan.

(4) Develops technologies, test methods and procedures, analytical tools and models, and technical data and criteria for use by the Associate Administrator for Aviation Safety (AVS) and the Associate Administrator for Airports (ARP). Develops rules for aircraft, airport certification and operation, the associated advisory materials and means of compliance. Products are aimed at elimination of accident causal factors and mitigation of hazard severity; thereby reducing accident, fatality, and injury rates.

(5) Coordinates aviation research investment priorities with other agencies, advisory boards, and international organizations to identify research gaps, reduce duplication of efforts, leverage available resources, and maintain US leadership. Collaborates with research organizations, industry, and academia to evaluate advanced concepts and proposed solutions through joint research and development projects supporting NextGen and other FAA goals.

(6) Establishes, maintains, and configures ground and airborne test beds. Applies simulation and modeling techniques to evaluate enabling NextGen technologies and applicable operational procedures to support evolution of the NAS EA.

(7) Delivers research and technical development services necessary to cultivate the NAS EA to meet future customer and owner demands; integrates with international air traffic management services; and implements concepts and technologies identified in the NextGen Implementation Plan that enable transition of the NAS to NextGen.

(8) Conducts air traffic system concept development, prototyping, demonstration, and validation activities for new technology; assesses technology readiness and maturity for transitions of technologies and applications from development to implementation; validates system requirements; provides recommendations to support key decision points outlined in the EA roadmaps; and supports the development of domestic and international specifications and standards.

(9) Manages, directs, and coordinates the agency's human factors research and engineering program. This provides the research foundation for FAA guidelines, handbooks, advisory circulars, rules, and regulations that help to ensure the safety and efficiency of aircraft, airport, and air traffic control operations. Develops human performance information used in reducing human error and in improving pilot, inspector, maintenance technician, air traffic controller, and system technician task performance.

(10) Establishes and coordinates strategic direction for weather initiatives within the ATO, between FAA lines-of-business, and with the domestic and international aviation community to enhance NAS weather capabilities in mitigating the impact of weather to NAS users.

(11) Plans and conducts research, development and prototyping of new weather capabilities and technologies to meet current and future aviation needs. Evaluates suitability and utility of existing, new, or improved weather products, systems, and capabilities for NAS users. Facilitates the integration of aviation weather capabilities into the national airspace to enhance safety and capacity.

d. Director, William J. Hughes Technical Center

(1) Executes the mission of the NextGen and Operations Planning Business Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services, as requested, to meet requirements.

(2) Conducts test, evaluation, verification and validation of NAS components, services, and procedures through the solution implementation phase of the acquisition lifecycle. Continues these activities and the monitoring of performance during other phases of the lifecycle as appropriate.

(3) Manages, operates, maintains, and provides engineering services within the FAA's NAS laboratories to support research, development, testing, upgrades, and second-level field support of new, potential, and existing NAS systems.

(4) Manages and oversees the agency's research and development flight program.

(5) Provides facility maintenance and engineering support for all properties located at the William J. Hughes Technical Center including land, buildings and infrastructure.

(6) Provides support services that efficiently and effectively meet the requirements of organizations residing within the William J. Hughes Technical Center Campus.

(7) Maintains an operational balance between requirements and available resources to facilitate meeting program objectives with minimal costs and maximum efficiency.

(8) Provides the strategic direction for the William J. Hughes Technical Center in alignment with the FAA Flight Plan, the ATO strategic plan, and FAA's NextGen Implementation Plan.

(9) Develops partnerships with academia, industry, and government agencies as well as with professional societies to effectively transfer technology in a timely and cost effective manner.

(10) Maintains and enhances a modeling and simulation infrastructure required to adequately validate operational concepts, procedures, and technologies.

e. Director, Administration

(1) Executes the mission of NextGen and Operations Planning; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services to meet NextGen and Operations Planning requirements.

(2) Develops, distributes, and maintains internal NextGen and Operations Planning communications for NextGen and Operations Planning employees in support of ATO performance goals.

(3) Ensures internal administrative, business, and logistical processes are established when necessary; implemented; maintained; and adhere to ATO policy; to support the efficient and effective operation of NextGen and Operations Planning.

(4) Ensures the development of performance management plans for NextGen and Operations Planning employees that promote and support FAA, ATO, and NextGen and Operations Planning goals, missions and strategies.

(5) Provides input to and support of human capital, succession, and technical training plans and requirements to support the leadership and mission of the ATO.

(6) Prepares and reviews special reports, projects, and presentations for NextGen and Operations Planning leadership. Serves as the NextGen and Operations Planning focal point for and tracks briefing papers, testimony, reports, responses to Congress, the Office of the Inspector General, and the Administrator.

f. Director, Financial Operations and Planning

(1) Executes the mission of the NextGen and Operations Planning Business Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services, as requested, to meet requirements.

(2) Provides timely data, analyses, plans, justifications, and reports to ATO Finance for the NextGen and Operations Planning budget in support of performance metrics, strategic plans, financial plans, budget reviews, and other activities that promote cost efficient financial management in the ATO.

(3) Communicates financial policies, processes, and requirements from ATO Finance within the NextGen and Operations Planning Business Unit.

(4) Provides technical contract services through the Systems Engineering and Technical Assistance (SETA) II and technical services through the Center for Advanced Aviation System Development (CAASD), in performing studies, analysis, and concept formulation for the modernization of NextGen.

g. Director, NextGen Integration and Implementation

(1) Executes the mission of the NextGen and Operations Planning Business Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services, as requested, to meet requirements.

(2) Guides the transformation to NextGen by providing analysis and planning support for the FAA’s implementation of the NextGen vision.

(3) Provides an integrated, agency view of the capabilities, initiatives, projects, systems and procedures that are critical to NextGen by coordinating, developing, producing, and updating the FAA NextGen Implementation Plan. Tracks commitments and status of milestones to provide global overview to the aviation community.

(4) Collaborates with internal and external stakeholders on integration and implementation plans involving NextGen.

(5) Ensures that appropriate integration of systems, capabilities, and programs occurs across and within FAA lines of business in support of NextGen. If required, establishes service level agreements with research partners and Agency lines of business to conduct NextGen Implementation Plan activities and deliver required products.

(6) Budgets and monitors all NextGen programs ensuring their execution is congruent with NextGen implementation plans and approved NAS EA.

h. Director, Joint Planning and Development Office (JPDO)

(1) Executes the mission of the NextGen and Operations Planning Business Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services, as requested, to meet requirements.

(2) Maintains the multi-agency NextGen enterprise vision.

(3) Ensures alignment between partner government agencies and other stakeholders that contribute to the multi-agency NextGen effort.

(4) Facilitates multi-agency transfers of technology from research programs to federal agencies with operational responsibilities and to the private sector to optimize safety, capacity, and security; and reduce negative environmental impacts.

(5) Ensures federal agency aviation-related environmental and safety programs are aligned; makes recommendations to stakeholders for reducing exposure of noise and emissions pollution and reduction of fuel consumption.

(6) Coordinates aviation and aeronautics research across NextGen partner agencies to achieve more effective and directed programs that will result in applicable research.

(7) Leads inter-agency planning and coordination for multi-agency NextGen integrated plans.

(8) Prepares progress reports on JPDO products for transmission to congressional representatives.

(9) Manages interagency policy and strategies for NextGen network-centric information sharing and coordinates investment and development of network-enhancing capabilities.

(10) Manages high level inter-agency initiatives that require collaboration and extensive analysis and facilitates resolution of strategic policy issues.

i. Director, NextGen Systems Analysis

(1) Executes the mission of NextGen and Operations Planning Business Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services, as requested, to meet requirements.

(2) Analyzes the impact of NextGen technologies, procedures, and infrastructure on overall NAS performance using simulation tools and techniques.

(3) Coordinates with the Office of Environment and Energy to evaluate the environmental impact of NextGen technologies, procedures, and infrastructure.

(4) Performs pre-implementation operational analyses of NextGen technologies, procedures, and infrastructure.

(5) Develops integrated business cases for NextGen programs; develops life-cycle cost estimates, economic benefits estimates, and quantitative risk estimates.

(6) Develops mathematical models with which to analyze the future operational performance of NextGen and the NAS.

3. Supplemental Relationships.

a. Executive Director of the Research, Engineering and Development Advisory Committee.

b. Representative for Department of Transportation on the Federal Committee for Meteorological Science and Support Research.

c. Chair, NextGen Review Board.

d. Member, NextGen Management Board.

e. Member, the Joint Resource Council.

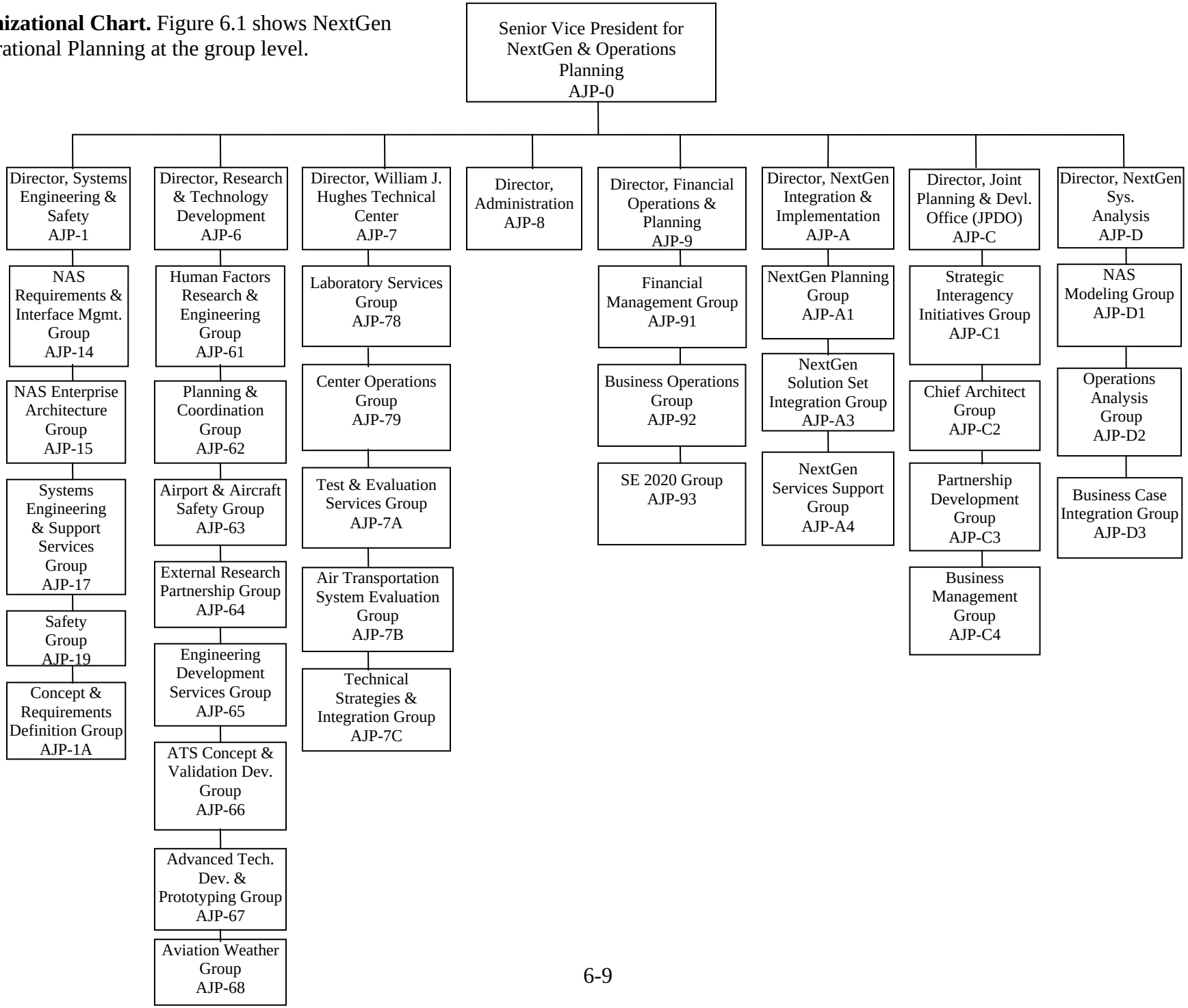
4. Line of Succession. In the following order:

a. Director, NextGen Integration and Implementation

b. Director, William J. Hughes Technical Center

c. Director, Systems Engineering and Safety

5. Organizational Chart. Figure 6.1 shows NextGen and Operational Planning at the group level.



Chapter 7. Office of Acquisition and Business

1. Mission. The mission of the Office of Acquisition and Business Service Unit is to support the ATO and FAA in the areas of acquisition and contracting; small business advocate, acquisition policy, workforce development and evaluation. Develops agency-wide policy, guidance and tools to manage and support the Acquisition Management System (AMS) for the FAA.

2. Responsibilities.

a. Vice President

(1) Ensures its offices establish near-term goals, budgets and priorities. Allocates and manage resources, meets FAA performance targets, and supplies services, as requested, to meet FAA requirements.

(2) Provides the policy, guidance and tools to manage the FAA Small Business Development Program to meet FAA and ATO strategies, goals and priorities.

(3**)** Provides the policy, guidance, and tools to execute and manage the FAA Acquisition Management System to meet the needs of ATO business units and FAA lines of business.

(4**)** Serves as the FAA Federal Acquisition Executive, chairs the Joint Resources Council and works with the FAA Chief Financial Officer to award and administer all contracts and interagency agreements for FAA Headquarters.

(5) Works through the Office of the Assistant Administrator for Regions and Centers to provide appropriate and effective procurement management oversight of Region and field acquisition activities.

b. Director, Acquisition and Contracting

(1) Executes the mission of the Office of Acquisition and Business Service Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services, as requested, to meet requirements.

(2) Develops and administers an acquisition program in support of the procurement of material, equipment, and services for the NAS and interagency and international programs.

(3) Serves as procurement experts in acquisition life cycle planning, and administers all contracts and interagency agreements awarded by FAA Headquarters.

(4) Provides quality reliability officers for major NAS programs; and maintains and reports on quality assurance programs associated with the NAS.

(5) Develops and administers the audit program for Government Furnished Property (GFP) and Contractor Acquired Property (CAP) on contracts awarded by FAA Headquarters.

(6) Develop transportation policy and provide assistance to contracts awarded by FAA Headquarters.

c. Director, Small Business

(1) Executes the mission of the Office of Acquisition and Business Service Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services, as requested, to meet requirements.

(2) Establishes annual FAA-wide small business development program goals and mechanisms for monitoring/evaluating goal accomplishment and program effectiveness.

(3) Supports all FAA lines of business by implementing new and innovative approaches, as FAA's Small Business Subject Matter Expert (SME), capitalizing on best practices of small businesses (that is socially and economically disadvantaged businesses; women-owned businesses; and service disabled veteran-owned businesses).

d. Director, Acquisition Policy, Workforce Development and Evaluation

(1) Executes the mission of the Office of Acquisition and Business Service Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services, as requested, to meet requirements.

(2) Develops agency-wide acquisition policy, guidance and tools and manages the agency’s AMS.

(3) Manages FAA's investment decision-making process and provides leadership for the Joint Resource Council (JRC) secretariat.

(4) Provides lead interface for the FAA with Government Accounting Office (GAO), Office of Management and Budget (OMB), and Inspector General (IG) on matters related to FAA’s acquisition policy and acquisition workforce.

(5) Serves as the FAA’s Acquisition Career Manager. Chairs a cross-organization, executive-level Acquisition Workforce Council, and serves as liaison to the FAA’s Acquisition Executive Board.

(6) Ensures integration between AMS policy, acquisition workforce programs, and the National Acquisition Evaluation Program. Develops and tracks acquisition, Flight Plan, and business plan goals.

(7) Provides agency-wide direction and management oversight for the agency’s Purchase Card Program.

(8) Manages the National Acquisition Evaluation Program.

(9) Provides leadership for workforce planning, development, and certification of FAA's acquisition workforce; to include specialists performing research and engineering, program management, business and financial management, contracting, and other acquisition related disciplines in support of NAS capital investment programs.

e. Director, Acquisition Business and Financial Management

(1) Execute the mission of the Office of Acquisition and Business Service Unit; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services to meet acquisition and business requirements.

(2) Develops, distributes and maintains internal communications to employees in support of the Office of Acquisition and Business ATO performance goals.

(3) Ensures necessary internal administrative, business and logistics processes, consistent with ATO policies, are established, implemented, maintained and followed to support the efficient and effective operation of the Office of Acquisition and Business.

(4) Ensures performance management plans are developed for the Office of Acquisition and Business to support FAA, ATO and business unit goals.

(5) Provides input to and support of human capital, succession, and technical training plans and requirements to support the leadership and mission of the ATO.

(6) Prepares and reviews special reports, projects, and presentations for the Office of Acquisition and Business leadership. Serves as the Office of Acquisition and Business focal point for and tracks briefing papers, testimony, reports, and responses to Congress, the Office of the Inspector General, and the Administrator.

(7) Provides policy, guidance and tools for the Office of Acquisition and Business to ATO Finance to support the AJA budget activities.

(8) Collects data analysis to ensure scorecard metrics reported to ATO Finance.

3. Supplemental Relationships.

a. Member (Ad hoc), Executive Council for issues involving acquisitions

b. Chair, FAA Joint Resources Council

c. Member**,** FAA Small Business Advocate

d. Member, Information Technology Executive Board

e. Member, NextGen Executive Management Board

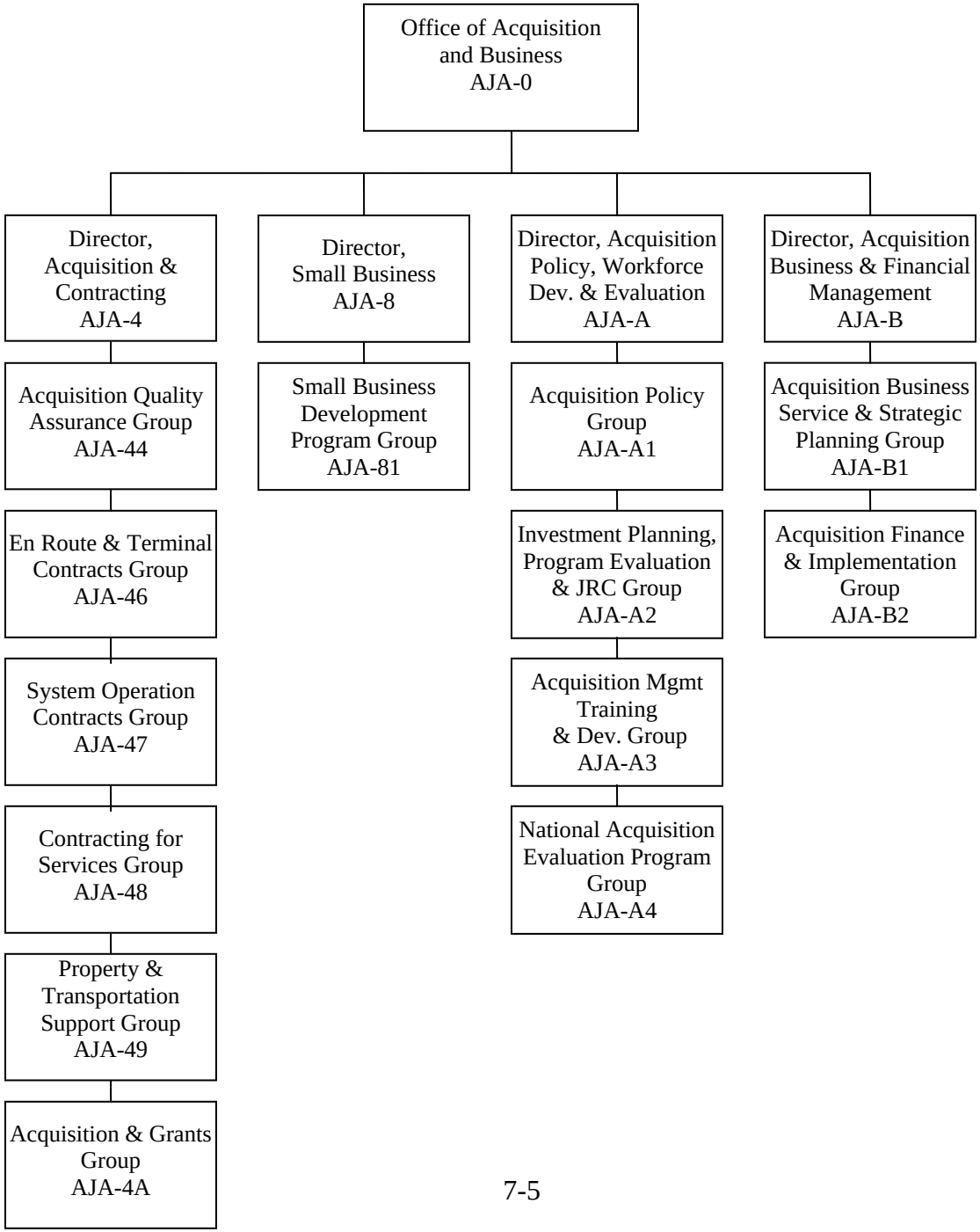
f. Chair, FAA Federal Acquisition Executive Board

4. Line of Succession. In the following order:

a. Director, Acquisition and Contracting

b. Director, Acquisition Policy, Workforce Development and Evaluation

5. Organizational Chart. Figure 7.1 shows the Office of Acquisition and Business at the group level.



Chapter 8. Office of Safety

1. Mission. The mission of the Office of Safety is to ensure the safety and success of the ATO by managing risks, assuring quality standards, instilling an open culture of disclosure, educating employees, and promoting continuous improvement.

2. Responsibilities.

a. Vice President

(1) Ensures its offices establish near-term goals, budgets and priorities; allocate and manage resources; meet ATO performance targets; and supply services, as requested, to meet ATO requirements.

(2) Establishes ATO target levels of safety and evaluates and reports on ATO organizational performance against target levels.

(3) Ensures, as the ATO safety authority, organizational compliance with safety-related laws, regulations, orders, policies and quality control programs. Ensures safety programs are consistent and effective.

(4) Identifies and analyzes trends and reports on risks, compliance and safety in the ATO, including air traffic management services, infrastructure, maintenance and occupational safety and makes recommendations for enhancements, technology and innovations.

(5) Establishes ATO policies, standards and procedures for safety.

(6) Provides independent safety, risk and compliance assurance assessments and process verification reviews.

(7) Provides education on safety, risk management, and quality assurance, and promotes a culture that encourages and supports disclosure of risk factors and organizational learning.

(8) Supports business units with ensuring changes affecting the ATO mission are safe, with risks appropriately mitigated.

(9) Fosters early integration and life-cycle implementation of safety, reliability, maintainability, and quality control into programs and operations.

b. Director, Safety Management System

(1) Executes the mission of the Office of Safety; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services, as requested, to meet requirements.

(2) Designs, develops, and establishes policies, plans, processes, training, and audits to manage the implementation of an effective SMS for the ATO.

(3) Conducts NAS-level safety assurance activities, such as safety reviews, assessments, data analyses, and trend analyses, to identify safety risks in the NAS.

(4) Conducts independent safety assessments to identify hazards and verify safety risk mitigations associated with new or existing NAS systems, processes and procedures.

(5) Adheres to the SMS policies and procedures by leading and validating the design, development and establishment of plans, processes and training for the implementation of an effective SMS that ensure an acceptable level of a safety risk prior to operational deployment of any changes to the NAS. Conducts audits/reviews of the ATO SMS to ensure continued compliance is maintained.

(6) Reviews proposed changes to the NAS and waivers to existing safety standards, and approves associated Safety Risk Management Documents (SRMD) per FAA Orders and policy, ATO SMS guidance and processes.

(7) Promotes the SMS implementation through training and other communication media to ensure standardization across the FAA Lines of Business, and harmonization with ICAO standards and international Air Navigation Service Providers.

c. Director, Quality Assurance

(1) Executes the mission of the Office of Safety; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services, as requested, to meet requirements.

(2) Ensures accurate reporting, data collection, and analysis of ATO involvement in airborne and surface incidents and accidents, equipment failures, and any other events which may potentially impact the safety of the NAS.

(3) Ensure safety related efforts of other ATO Business/ Service Units are conducted effectively.

d. Director, Runway Safety

(1) Executes the mission of the Office of Safety; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services, as requested, to meet requirements.

(2) Reduces the collision risks associated with runway incursions and surface incidents involving the runway environment.

(3) Initiates runway safety outreach activities, such as participation in pilot seminars, air shows, Regional meetings with the aviation community, Regional Runway Safety Action Team meetings, and State aviation conferences.

(4) Identifies, coordinates, and initiates activities to improve runway safety with emphasis on those activities that cross the responsibilities of two or more FAA organizations.

e. Director, Operational Services

(1) Executes the mission of the Office of Safety; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services, as requested, to meet requirements.

(2) Recommends risk mitigation strategies and actions to Terminal and En Route Directors of Safety and Operations Support for reducing operational errors and runway incursions.

(3) Develops and markets informational and training products to aid in improving the safety performance of flight line drivers, pilots and controllers.

f. Director, Comptroller, Planning and Analysis

(1) Executes the mission of the Office of Safety; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services, as requested, to meet requirements.

(2) Develops and projects safety performance metrics that support future requirements.

(3) Provides timely data, analyses, plans, justifications, and reports to ATO Finance for the Office of Safety budget in support of performance metrics, strategic plans, financial plans, budget reviews, and other activities that promote cost efficient financial management in the ATO.

(4) Communicates financial policies, processes, and requirements from ATO Finance within the Office of Safety.

(5) Produces the safety portion of the strategic plan progress and performance metrics scorecard.

(6) Assists the service unit directorates by ensuring the proper integration of safety-related technologies, procedures, policies, planning, and allocation of functions.

(7) Collects data analysis to ensure metrics are reported to/for FAA, ATO, and other government agencies (that is National Transportation Safety Board and Office of Management and Budget.)

(8) Collects data and reports to Vice President and Directors of the Office of Safety and other ATO service units in providing updated data on runway incursions and operational errors for other ATO Organizations.

(9) Maintains and implements field versions of the Facility Safety Assessment (FSAS) database and Business Objects program.

g. Director, Special Projects

(1) Executes the mission of the Office of Safety; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services, as requested, to meet requirements.

(2) Conducts special safety assessments when efficiency is considered to be at risk.

(3) Provides information to the Air Traffic Safety Oversight Service (AOV) to ensure ATO compliance with FAA Order 8000.86: “Air Traffic Oversight Compliance Process.”

(4) Provides safety messages and responds to media inquiries and Congressional requests for safety information to ensure consistent safety information across internal and external offices.

(5) Provides ad-hoc analysis of traffic and safety data to support the Office of Safety and Executive Council decision-making.

h. Director, Administration

(1) Executes the mission of Office of Safety; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services to meet Office of Safety requirements.

(2) Develops, distributes, and maintains internal Office of Safety communications for Office of Safety employees in support of ATO performance goals.

(3) Ensures internal administrative, business, and logistical processes are established when necessary; implemented; maintained; and adhere to ATO policy; to support the efficient and effective operation of Office of Safety.

(4) Ensures the development of performance management plans for Office of Safety employees that promote and support FAA, ATO, and Office of Safety goals, missions and strategies.

(5) Provides input to and support of human capital, succession, and technical training plans and requirements to support the leadership and mission of the ATO.

(6) Prepares and reviews special reports, projects, and presentations for Office of Safety leadership. Serves as the AJS focal point for and tracks briefing papers, testimony, reports, and responses to Congress, the Office of the Inspector General, and the Administrator.

i. Director, Safety Programs

(1) Executes the mission of the Office of Safety; establishes goals, strategies, budgets, and priorities; allocates and manages resources; meets performance targets; and supplies services, as requested, to meet requirements.

(2) Identifies and reports trends affecting risks, and service quality associated with ground safety.

(3) Develops a fatigue risk management system to manage fatigue risks within the ATO.

(4) Implements safety culture processes and develops strategies to improve safety reporting of air traffic and ground safety.

(5) Manages safety risks and reduction strategies of human factors within the ATO.

3. Supplemental Relationships.

a. Member**, (**Ad hoc), Operations Council.

b. Primary ATO representative and point-of-contact for safety issues with external organizations.

4. Line of Succession. In the following order:

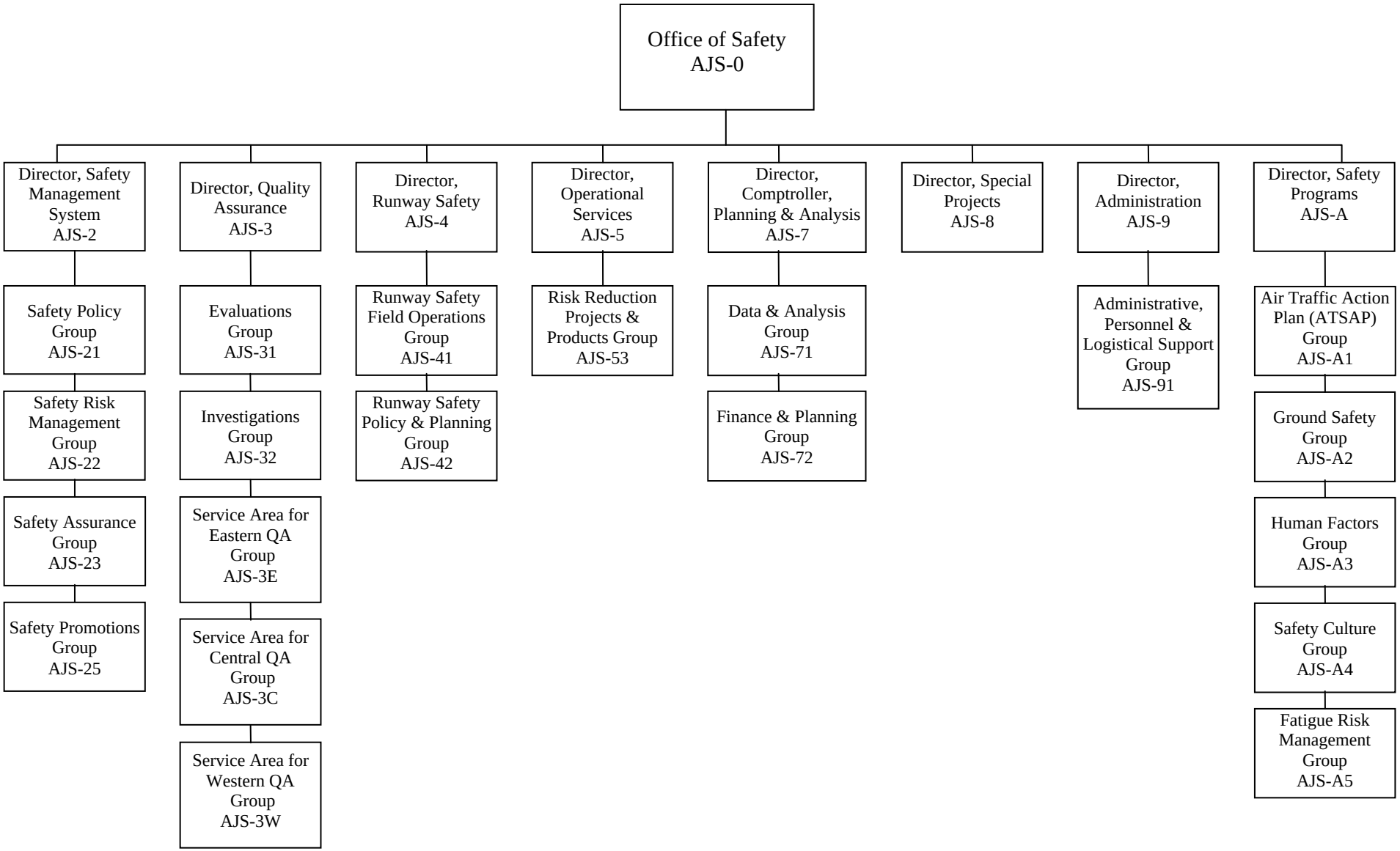
a. Director, Safety Programs

b. Director, Runway Safety

c. Director, Safety Management System

d. Director, Quality Assurance

5. Organizational Chart. Figure 8.1 shows the Office of Safety at the group level.



Appendix A. Acronyms

ADS-B	Automatic Dependent Surveillance- Broadcast
AGC	Office of the Chief Counsel
ANSP	Air Navigation Service Providers
AMS	Acquisition Management System
AOV	Office of Air Traffic Safety Oversight Service
APG	Accident Package Generation
ARP	Associate Administrator for Airports
ARTCC	Air Route Traffic Control Center
ATC	Air Traffic Control
ATMAC	Air Traffic Management Advisory Committee
ATO	Air Traffic Organization
ATPAC	Air Traffic Procedures Advisory Committee
AVS	Associate Administrator for Aviation Safety
CAP	Contractor Acquired Property
CAASD	Center for Advanced Aviation System Development
CANSO	Civil Air Navigation Services Organization
CDM	Collaborative Decision Making
CFIT	Controlled Flight Into Terrain
CFO	Chief Financial Officer
CIP	Capital Investment Plan
CMC	Crisis Management Center
CO	Contracting Officer
COG	Continuity of Government
COMSEC	Communication Security
CONOPS	Concept of Operations
COO	Chief Operating Officer
COOP	Continuity of Operations Plan
COTR	Contracting Officer’s Technical Representative
CRD	Concepts and Requirements Definition
DEN	Domestic Events Network
DHS	Department of Homeland Security
DoD	Department of Defense
DOT	Department of Transportation
EA	Enterprise Architecture
EC	Executive Council
EOSH	Employee Occupational Safety and Health
FAA	Federal Aviation Administration
FISMA	Federal Information Systems Management Act of 2002
FOIA	Freedom of Information Act

Appendix A. Acronyms

FSAS	Facility Safety Assessment System
GAO	Government Accounting Offices
GFP	Government Furnished Property
GNSS	Global Navigation Satellite Systems
ICAO	International Civil Aviation Organization
IFP	Instrument Flight Procedures
IG	Inspector General
IGIA	Interagency Group on International Aviation Coordination
IWP	Integrated Work Plan
JEP	Joint Exercise Program
JPDO	Joint Planning and Development Office
JRC	Joint Resource Council
LOB	Lines of Business
NAS	National Airspace System
NARP	National Aviation Research Plan
NCR	National Capitol Region
NEP	National Exercise Program
NEPA	National Environmental Policy Act
NEXTGEN	Next Generation Air Transportation System
NMAC	Near Mid-Air Collision
NRF	National Response Framework
NSAS	National Strategy for Aviation Security
NTSB	National Transportation Safety Board
OE/OD	Operational Error / Deviation
OFCM	Office of the Federal Coordinator for Meteorology
OIG	Office of the Inspector General
OMB	Offices of Management and Budget
OSC	Office of Special Counsel
OST	Office of The Secretary of Transportation
PRM	Precision Runway Monitoring Systems
R&D	Research & Development
RAPT	Regional Airspace Procedures Team
RNAV	Area Navigation
RNP	Required Navigation Performance
RTCA	Radio Technical Commission of Aeronautics
SALC	Service Area Leadership Council
SBS	Surveillance Broadcast Services
SDP	Service Delivery Point
SEAT	System Efficiency Assessment Team

Appendix A. Acronyms

SETA II	System Engineering and Technical Assistance
SME	Subject Matter Expert
SMP	Strategic Management Process
SMS	Safety Management System
SOA	Services Oriented Architecture
SRMD	Safety Risk Management Documents
SRMDM	Safety Risk Management Decision Memo
TFM	Traffic Flow Management
TFMM	Traffic Flow Management Modernization
TFR	Temporary Flight Restriction
WAAS	Wide Area Augmentation System