Future of Flight Standards – Update

Prepared for: NBAA 2017
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History of Change

Consistency and Standardization ARC

**FFS Executive Team** – (developed functional model)

**FFS Work Group** (validated a need for change)
- 110+ around Cultural Changes
- 60+ around Organizational Changes

**FFS Implementation Team** – (proposed structural model)
- Enable a small group of leaders to manage AFS
- Increase the *functional focus* for each leader
- Reduce functional duplication and overlap
- Move from Regional Model to Functional Model
- No Geographic Boundaries
- Employ and model *interdependence* and *critical thinking*
- Align standards and assurance
- Improve *consistency*
- Address 60+ improvement areas identified
Awareness: What Does AFS Need to Do Better?

We need to position Flight Standards – *culturally and structurally* – for:

**Accountability to Flying Public, Stakeholders**
- Meet the needs of a constantly & rapidly changing industry
- Fix/prevent issues (real and perceived) with consistency and standardization in regulatory interpretation

**Budget Constraints**
- Balance allocation of resources
- Increase efficient use of personnel and travel funds
- Reduce redundancy in regions

**Change Readiness to Meet Constant Stream of New Challenges**
- Operational efficiency & effectiveness
- Organizational agility
- Consistent service and performance

**Decision-Making – e.g., Risk-Based Decision-Making Strategic Initiative**
- Culture must be ready to understand and implement all aspects of risk-based decision-making, including Compliance Philosophy
Awareness: What Does AFS Need to Do Better?

“Provide the safest, most efficient aerospace system in the world”

Consequences if we do not change

AFS internal challenges
- Communication barriers inhibit success
- Organizational barriers prevent flexible allocation of resources
- Inability to recruit, hire and retain quality candidates
- Lack of empowerment at local level and poor accountability at all levels
- Ineffective leveraging of technology

Decline in quality of safety oversight
- Inability to keep pace with industry changes
- Safety could be compromised

Mandated to change by Congress
- Reduced funding and more Congressional mandates

Relevancy is lost
- AFS' position as the international leader of aviation safety is diminished
Future of Flight Standards

*FFS = Organizational Change in Two Key Areas*

**Cultural Change**
- Develop individual competencies in:
  - Interdependence, Critical Thinking - Consistency
  - Mindset / Skillset / Toolset

**Management Change**
- Develop enterprise competencies in:
  - Leadership Development
  - Change Management
  - Coach Approach
  - Mutual Learning

**Individual Change** + **Enterprise Change** + **Structural Change**

**Result = Organizational Health:**
- Agility, Efficiency, Consistency to meet challenges of:
- Accountability, Budget, Change-Readiness, Decision-Making (e.g., compliance)
Case for Change: Current Organizational Model
Flight Standards Service
Proposed Structure
Contacting the Rapid Response Team

• FlightStandardsRRT@faa.gov

• Internal Phone: 202-267-7010

• External Phone: 1-888-283-8944

• Online SharePoint Form
Questions?