Aug 14th, 11:45 AM - 1:00 PM

Lunch Keynote Speaker — FAA’s Pilot Training Initiatives and Flight Standard’s Reorganization

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FAA’s Pilot Training Initiatives and Flight Standard’s Reorganization

NTAS
Daytona Beach, FL
August 14, 2017

Robert Burke, Manager
Air Carrier Training Systems and Voluntary Safety Programs, AFS-280
Overview

• AFS-280
  – An overview

• Rulemaking
  – PPD (Mentoring)

• Inspector Training, preparing for UPRT
  – An open invitation

• ACT ARC
  – FAA/Industry Partnership

• Flight Standards Reorganization
AFS-280 General Responsibilities

AFS-280 is responsible for all regulations and guidance pertaining to part 121, 135, and 142:

- Pilot, Flight Attendant, and Dispatcher Training Programs
- ATP Certification Training Program (ATP CTP)
- Advanced Qualification Programs (AQP)
- Flight Operational Quality Assurance Programs (FOQA)
- Aviation Safety Action Programs (ASAP)
- Voluntary Disclosure Reporting Programs (VDRP)
- Aviation Safety Reporting Systems (ASRS)
- Internal Evaluation Programs (IEP)
- Line Operations Safety Audit Programs (LOSA)
Projects

- Air Carrier Training ARC
- Inspector Stall and Upset Training
- PPD (Mentoring) Final Rule
- AQP AC, Change B
- Ops Spec Approval Training Programs
- FSB Report Template
- FAA/EASA/TC/ANAC Aircraft Evaluation BASA
Rulemaking – Part 121

Pilot Professional Development (Mentoring) Notice of Proposed Rulemaking (Final Rule)

• Estimated publication date is June, 2018
• Will consider:
  − Leadership and mentoring training for part 121 flight crewmembers
  − Establishment of flight crewmember professional development programs
Rulemaking – Part 121

Qualification, Service, and Use of Crewmembers and Aircraft Dispatchers Final Rule

• Published on November 12, 2013 with 5 years to implement most provisions (March 2019)
• Amends certain regulations for part 121 training programs
• Requires pilot training for:
  – Recognizing, avoiding, and recovering from stalls;
  – Recognizing and avoiding aircraft upset;
  – Manual flying skills;
  – Crosswind maneuvers including wind gusts;
  – Pilot monitoring; and
  – Runway safety procedures.
• Requires remedial training programs for pilots who have demonstrated performance deficiencies
Rulemaking - Part 60

Change 2 and FSTD Directive #2

- Initiated to address simulator fidelity
- Codified:
  - Full stall simulator evaluation criteria
  - Upset prevention and recovery training IOS enhancements
  - Enhanced airborne icing modeling
- Published March 2016
- Effective March 2019
Inspector UPRT

Academics (5 hrs)  Simulator exercises (2 hrs)
Industry UPRT

Academics (5 hrs)  Simulator exercises (2 hrs)

[Image of classroom and simulator]
It takes a village

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Director of Training
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Air Carrier Training Aviation Rulemaking Committee (ACT ARC)

**Inputs**
- CAST Safety Enhancements
- PARC Recs
- NTSB Recs
- Previous ARC Recs
- FAA Input
- Industry Input

**ACT ARC**

**Outputs**
- Advisory Circulars
- InFOs
- SAFOs
- Inspector Guidance
- Regulations
Air Carrier Training Aviation Rulemaking Committee (ACT ARC)

FAA Designated Federal Official / Industry Chair

Air Carrier and Contract Training Workgroup
Training for the Unexpected Workgroup
High Energy Fire Training Workgroup
Flight Path Management Workgroup
Issues at Stake and Future Plans

• Keeping pilots engaged—
  • Pilot monitoring training & procedures (AC 120-71)

• Maintaining pilot manual handling skills—
  • Targeted skill development during training
  • Skill retention during flight operations (SAFO 13002, SAFO 17XXX)
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
- AFS’ position as the international leader of aviation safety is diminished

Relevancy is lost
Develop individual competencies in:
- Interdependence, Critical Thinking - Consistency
- Mindset / Skillset / Toolset

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

Streamline AFS structure to:
- Enable a small group of leaders to manage AFS
- Increase functional focus for each leader
- Reduce functional duplication/overlap
- Align standards and implementation

Result = Organizational Health:
Agility, Efficiency, Consistency to meet challenges of:
Accountability, Budget, Change-Readiness, Decision-Making (e.g., compliance)
Approach to FFS Change

- Leadership Development
- ADKAR
- Coach Approach
- Improved communication through Mutual Learning

Organizational Health

- Interdependence, Critical Thinking, Consistency
- Managed change
- Mindset/ Skillset/ Toolset

Culture Change

- Streamlined for efficiency
- Avoids multiple interfaces
- Specialized technical staff
- integrated Surveillance

FFS (Structural Change)
Flight Standards Service
Proposed Structure
Air Carrier
Standards

Operations

Maintenance

400
Flight Standards

Air Carrier

General Aviation

Standards

Foundational Business
## Interdependence Rubric

<table>
<thead>
<tr>
<th>Risk</th>
<th>Who</th>
<th>How</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>All Sources and brief Supervisor</td>
<td>Brief up</td>
</tr>
<tr>
<td>Medium</td>
<td>Peer, Standards and Supervisor</td>
<td>&quot;I intend to&quot;</td>
</tr>
<tr>
<td>Low</td>
<td>As needed, peers and Standards</td>
<td>Take Action</td>
</tr>
</tbody>
</table>
Thank you

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*Air Carrier Training Systems and Voluntary Safety Programs*

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