National Training Aircraft Symposium (NTAS) 2017 - Training Pilots of the Future: Techniques & Technology

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

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

Robert Burke
Manager - Air Carrier Training Systems and Voluntary Safety Programs, Federal Aviation Administration (FAA), robert.burke@faa.gov

Follow this and additional works at: https://commons.erau.edu/ntas

https://commons.erau.edu/ntas/2017/monday-august-14/11

This Presentation is brought to you for free and open access by the Conferences at Scholarly Commons. It has been accepted for inclusion in National Training Aircraft Symposium (NTAS) by an authorized administrator of Scholarly Commons. For more information, please contact commons@erau.edu.
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
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)
It takes a village

Capt. Jon Tovani
Managing Director, Flight Training
Jon.Tovani@delta.com

Capt. Scott Day
Director of Training
Scott.Day@alaskaair.com
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)
Future of Flight Standards – Update

By: Robert H Burke, AFS-280
Date: August 14, 2017
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
Future of Flight Standards

**FFS = Organizational Change in Two Key Areas**

**Cultural Change**

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

**Enterprise Change**

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

**Structural Change**

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)**
Case for Change: Current Organizational Model

Flight Standards Service

John Duncan
Director, Flight Standards Service, AFS-1

John Barbagallo
Dep. Director, Flight Standards Policy
Oversight, AFS-2P

Julie Lynch
Business Systems Program Manager
AFS-3

Robert (Rico) Carthy
Special Assistant
AFS-3P

Leisha Bell
Management & Program Assistant
AFS-1

John Linsenmeyer
Aviation Safety Inspector
AFS-4

Organizational Chart

Susan Parson
Special Assistant
AFS-3A

Mark Barker
Air Mobility Command Liaison
AFS-5

Chris MacWhorter
Technical Advisor
AFS-8

Mike Zenkovich
Deputy Director, Flight Standards, Field Operations, AFS-2F

Jennifer Todd (A)
Special Assistant
AFS-3F

AFS-900
Manager
Tim D. Miller
Deputy
Greg Kirkland
Elizabeth Kearns

AFS-1000
Manager
Augusto Casado
Deputy
Dale Donegan

ACE
Manager
Rick Domingo
Deputy
William Bossert
Tim L. Miller
Alan D. Stephens

AAL
Manager
Clint Wease
Deputy
Wes Moopy

AEA
Manager
Larry Fields
Deputy
Edward Reinecker
Beth Babb

ASO
Manager
Thomas Winston
Deputy
Tom Stochiew

AGL
Manager
James E. Gardner
Deputy
George Wadsworth
Angelia Mack

ANM
Manager
Rick Domingo
Deputy
Wayne Fry
Jody Radcliffe

ASW
Manager
Nick Reyes
Deputy
Jackie L. Black
Jennifer Todd
General Aviation
Foundational Business

- Business Standards
- Workforce Development
- Civil Aviation Registry
- Safety Risk Management
- Resource Management A
- Resource Management B

Federal Aviation Administration
Flight Standards
## 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

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

robert.burke@faa.gov