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)
It takes a village

Capt. Jon Tovani
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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

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

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

**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)
Approach to FFS Change

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

Organizational Health

Culture Change

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

FFS (Structural Change)

- Streamlined for efficiency
- Avoids multiple interfaces
- Specialized technical staff
- integrated Surveillance
Case for Change: Current Organizational Model

Flight Standards Service

John Duncan
Director, Flight Standards Service, AFS-1

Susan Parson
Special Assistant, AFS-3A

Mark Barker
Air Mobility Command Liaison, AFS-5

Chris MacWhorter
Technical Advisor, AFS-8

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

Robert (Rico) Carty
Special Assistant, AFS-3P

Leisha Boll
Management & Program Assistant, AFS-1

John Linsenmeyer
Aviation Safety Inspector, AFS-4

Organizational Chart

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

Jennifer Todd (A)
Special Assistant, AFS-3F

AFS-6
Laurie Camilien-Pietrak
JRC

AFS-10
Manager
George Blair (A)
Deputy

AFS-40
Manager
Gianna DeMoore (A)
Deputy

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

AFS-1000
Manager
Augusto Casado
Deputy
Dale Donegan

AFS-50
Manager
Rob Ruiz
Deputy
Emily White

AFS-100
Manager
Mark Hopkins (A)
Deputy
Regenia Ramsey-Scott (A)

AFS-200
Manager
Jodi Baker (A)

AFS-300
Manager
Tam Shaver
Deputy
Rolands Lazaris
Murray Huling (A)

AFS-400
Manager
Bruce DeCleene
Deputy
Mark Steinbicker

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

AAL
Manager
Clint Wease
Deputy
Wes Moote

AEP
Manager
Larry Fields
Deputy
Edward Reinecker
Beth Babb

AES
Manager
Thomas Winston
Deputy
Tom Stachiew

AFS-800
Manager
Jim Viola
Deputy
Brad Palmer (A)
Vince Fagan

ANM
Manager
Rick Domingo
Deputy
Wayne Fry
Jody Radcliffe

AGL
Manager
James E. Gardner
Deputy
George Wadsworth
Angelina Mack

ASW
Manager
Nick Reyes
Deputy
Jackie L. Black
Jennifer Todd
Flight Standards Service Proposed Structure
Air Carrier
Standards
Foundational Business

- Resource Management A
- Workforce Development
- Safety Risk Management
- Business Standards
- Civil Aviation Registry
- Resource Management B
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><strong>High</strong></td>
<td>All Sources and brief Supervisor</td>
<td>Brief up</td>
</tr>
<tr>
<td><strong>Medium</strong></td>
<td>Peer, Standards and Supervisor</td>
<td>&quot;I intend to&quot;</td>
</tr>
<tr>
<td><strong>Low</strong></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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