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Chapter 1 : Catalog Record: The transition from the Federal Aviation | Hathi Trust Digital Library

the transition from the federal aviation administration to contractor-operated flight service sta- () hearing before the subcommittee on aviation of the.

He was sworn-in to office on January 7, for a five year term. Administrator Huerta was confirmed by the United States U. On January 1, , the U. Huerta for a 5-year term as FAA Administrator. Administrator Huerta is responsible for the safety and efficiency of the largest aerospace system in the world. Background Administrator Huerta is an experienced transportation official who has held key positions across the country. His reputation for managing complex transportation challenges led him to the international stage when Mr. The Olympics drew 2, athletes from 78 countries to Salt Lake City. Huerta was critical in the planning and construction of a variety of Olympic transportation facilities, as well as the development of a highly successful travel demand management system that insured the transportation system operated safely and efficiently. Before joining the FAA, Mr. He also held senior positions in the U. Transportation Department in Washington, D. Background Wassmer has more than 20 years of experience in establishing and leading high-profile organizations and programs in both public and private industry. In late , under her leadership, the agency consolidated its corporate support functions under a forward-thinking, shared services operating model. Wassmer also instituted an agency-wide initiative to reduce and eliminate information technology costs, including the move to state-of-the-art cloud computing for the administrative systems used by 60, FAA employees and contractors. Previously, Wassmer served as Vice President of Administration and Finance at the Millennium Challenge Corporation from , a federal agency that works with developing countries to reduce poverty through economic growth. In her role, she is responsible for ensuring the safety, efficiency and security of air traffic operations across the entire National Airspace System NAS. She provides leadership and direction for all ATO service units. Bristol has consistently assumed positions of increasing responsibility while establishing an extensive foundation of experience leading, directing, and managing throughout the ATO. She served as Deputy COO of the ATO from to where she focused on the operation of and assumed greater responsibility for international air navigation services. Bristol also held the position of Vice President of Technical Operations Services, where she was responsible for the delivery of maintenance, monitoring and engineering services in the NAS. She was also responsible for providing Spectrum and Telecommunication services, and worldwide flight inspection services for the NAS and the Department of Defense, which included combat and contingency support. She led a workforce of more than 10, employees who ensured that more than 65, pieces of equipment and systems were operational 24 hours a day, days-a-year, at more than 6, facilities. The mission of the Office of Airports is to provide leadership in planning and developing a safe and efficient national airport system. The office has responsibility for all programs related to airport safety and inspections, and standards for airport design, construction and operations including international harmonization of airport standards. The office is also responsible for national airport planning, as well as environmental and social requirements. The office establishes policies related to airport rates and charges, compliance with grant assurances and airport privatization. She has a commercial pilot certificate with an instrument rating and held a Certified Flight Instructor Certificate. Gilligan leads the organization responsible for setting, overseeing, and enforcing safety standards for all parts of the aviation industry “ airlines, manufacturers, repair stations, pilots, mechanics, air traffic controllers, flight attendants, and any person or product that operates in aviation. These programs have a direct impact on every facet of domestic and international civil aviation safety. AVS programs are carried out by a work force of more than 7, employees located throughout the world. Background Prior to her current position, Ms. In June , Ms. Gilligan received the L. In October , she accepted the Roger W. Jones Award for Executive Leadership. The annual award is

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given to two Federal senior executives who have shown exceptional leadership while devoting themselves to a career of public service. In May, Ms. Gilligan and her industry co-chair accepted the Robert J. Collier Trophy in recognition of the CAST work in developing an integrated data-driven strategy that reduced aviation fatalities in the United States by 83 percent over 10 years. The annual award recognizes the extraordinary accomplishments of individuals and teams in aviation, aerospace, and defense. In this role, Dr. Nield provides strategic leadership and direction to ensure the protection of the public, property, and the national security and foreign policy interests of the United States. Dr. Nield has over 30 years of aerospace experience in both the public and private sectors. Prior to coming to FAA, Dr. He has dedicated close to four decades to security and safety of the flying public in the United States. Background Throughout his distinguished career, Mr. In these positions, he was responsible for overseeing, leading, and directing national security, emergency planning and response and intelligence operations programs. In addition, he served as the Assistant Administrator for Intelligence with the Transportation Security Administration and in a number of other security-related domestic and overseas positions. Manno retired from the USAF after 23 years of service. Its primary mission is to serve as an objective venue for the oversight and evaluation of all FAA safety programs, policies, and regulatory compliance, thereby avoiding conflicts of interest by providing independent oversight. It is also the investigative unit for the handling of referrals from the U. Office of Special Counsel. Foushee has extensive government, corporate, and airline experience. Oberstar immediately before joining the FAA. Prior to that, he was a consultant on aviation safety and operations. The AGC-1 office provides legal advice in support of the FAA Administrator and all agency operations at headquarters, regions, and centers. Govan has a diverse legal practice background as a corporate counsel, litigator, and legislative counsel. Prior to joining the FAA, he served as Managing Associate General Counsel of Freddie Mac, where he managed the employment law function and provided advice and counsel in support of a broad range of strategic business initiatives pertaining to regulatory compliance, systemic risk mitigation, workforce restructuring, compensation, diversity, succession planning and employee retention. Govan served as Counsel to Chairmen Augustus H. Hawkins and William D. Ford of the United States Senate Committee on the Judiciary, where he had lead staff responsibility for matters related to the confirmation of federal judges and Department of Justice officials as well as for legislation affecting the administration of justice. Court of Appeals for Sixth Circuit. Govan is the author of several professional journal and law review articles. He lives in the District of Columbia. In this capacity, she is the principal advisor to the FAA Administrator on civil rights, equal employment opportunity, diversity, and affirmative action. In addition, she manages agency efforts to ensure the elimination of unlawful discrimination in federally-operated and -assisted FAA transportation programs at airports. Her entire career is dedicated to ensuring accessibility, opportunity, and advancement for everyone. She led and integrated the FAA logistics initiatives and provided solutions for real property management issues. During her career, Ms. Mallory has received numerous awards for outstanding agency and community contributions, including: Mallory Education and Scholarship Foundation. Jones has a broad range of experience in management, marketing, finance and communications strategy. Prior to that, Ms. Murrow Award from the Overseas Press Club. She was an associate producer on an Emmy-winning documentary series titled "20th Century Project with Peter Jennings". She has completed numerous other award-winning documentaries including the Emmy-nominated "Frederick Douglass. Kennedy School of Government. She was selected and sponsored by the South African Government as one of seven U. Amereihn manages the entire IT enterprise and has day to day responsibility for all IT aspects including information delivery, infrastructure, operations, security, privacy, innovation, business partnership management, and performance management. Amereihn joined the FAA as a program analyst in a temporary summer position. Over her career, she worked as a computer specialist in various lines of business, in both field and headquarters positions, progressing in her career into management and executive positions. Howard collaborates with FAA

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leadership, congressional staff, Senate and House Committees of jurisdiction and aviation industry stakeholders in order to communicate Agency priorities to Members of Congress. Her office serves as a point of contact for Members of Congress and industry seeking information about FAA policies and programs. Howard served as Deputy Chief of Staff to Senator Nelson prior to his retirement and as a senior adviser to Senators Udall and Schatz on a range of policy issues including surface transportation, aviation, budget and appropriations. A native of Lincoln, Nebraska, Ms. Howard graduated from the University of Nebraska-Lincoln with a B. She is responsible for strategic partnership with FAA leadership and human resource HR services for more than 46, workforce personnel. Andrews provides executive leadership for HR programs and policies, operations, employee and labor relations, corporate learning and development, employee safety, and workers compensation. Background After a year career in the Navy, in September , Ms. Andrews retired at the Flag Rank of Rear Admiral. Andrews brings a wealth of HR knowledge and expertise to the role of Assistant Administrator for Human Resource Management, and possesses an extensive background in personnel management, recruitment and training. In her most recent military assignment, Ms. Andrews served as the Commander, Navy Recruiting Command. The NextGen Organization is responsible for leading the modernization of the National Airspace System NAS , the move to a smarter, satellite-based system with digital technologies and advanced procedures that will ensure safe and efficient air travel for decades to come. Eck has worked acquisition programs since joining the FAA in In addition to program development and execution, he has been active in leading acquisition management policy and workforce development.

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Chapter 2 : FAA Key Personnel | US Department of Transportation

I want to welcome everyone to our Aviation Subcommittee hearing on the Transition from FAA to Contractor-Operated Flight Service Stations: Lessons Learned. The FAA awarded Lockheed Martin a \$ billion privatization contract to consolidate 58 flight service stations nationwide into 18 including 3 new hubs and maintain and manage the system.

As you know, the FAA and our contract partner, Lockheed Martin, are working together to provide the customer with the best, most efficient and cost effective system of flight service stations possible. Let me also state that efficiency and cost savings are not the first priority for the FAA and Lockheed Martin. The first priority is, and always will be, the safety of the aviation system, no matter the size of the aircraft or the number of persons on board. Let me take a moment here to quickly review the history of the Automated Flight Service Station contract. The contract was awarded following a month A study begun in Prior to the modernization effort, pilots could telephone, and in some cases visit, a flight service station in their area to receive weather information for their region and along their planned route, file a flight plan, and learn about flight restrictions and hazards along their route and at their destination airport. During a flight, pilots could also radio the nearest flight service station to receive updated weather and hazard information, and receive emergency services, as conditions changed. These reports helped drive the A process which resulted in the contract award to Lockheed Martin. As part of the bid, Lockheed Martin is expected to make improvements through the introduction of new processes and systems. A new suite of equipment, Flight Services 21 FS21 , has been installed, providing information to specialists and pilots using this service. There are plans for significantly more effective use of the Internet. For the first time, internet users and pilot weather briefers will be able to see the same information while talking to each other. On October 4, , Lockheed Martin initiated the delivery of flight services to the flying public. Lockheed Martin staffed all the AFSSs with incumbent employees and continued to provide flight services following the same policies and procedures used by the FAA on October 3, From an existing FAA AFSS workforce of approximately 2, specialists, approximately 1, incumbent personnel accepted job offers from Lockheed Martin for day one of operations. Currently, Lockheed Martin has almost completed its consolidation to 3 new hubs and 15 refurbished facilities. The refurbished facilities have FS21 console equipment and other improvements. The Flight Services program requirements were conveyed to the contractor via a Performance Work Statement PWS which contained approximately explicit service requirements in four high level categories Preflight Services, Inflight Services, Operational Services and Special Services. The contract also incorporated by reference all relevant policies, orders, methodologies, procedures and regulations that govern how Flight Services are to be rendered by the FAA to the flying public. The PWS explicitly gave the contractor the flexibility to meet these service requirements using any reasonable and realistic system architecture and staffing approach. The performance basis for the contract was set in a Performance Requirement Summary PRS which contains 21 service level metrics that define acceptable performance levels APLs , enabling the government to measure contract performance and ensure the quality of service. These metrics were designed to reflect the overall service delivered by the FAA before the transition to a performance-based contract. FS21 includes all the system tools required for Lockheed Martin flight service specialists to provide services required by the FAA including weather briefings, flight planning, and air-to-ground services to the flying community. Air-to-ground services include providing weather updates and aeronautical data, enroute flight advisory service, airport advisory service at select locations, activating and canceling flight plans, lost aircraft and emergency assistance. As with the deployment of any new system or any consolidation, some issues have developed. Many of these problems were anticipated and mitigations put in place prior to the start of transition; however some exceeded the anticipated level of service degradation. In April of , pilots began reporting excessive call wait times,

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dropped calls, lost flight plans, and specialists unfamiliar with expanded area knowledge. During the same time period, reports of problems with issuing, disseminating and coordinating Notices to Airmen Notams were also initially identified. The Federal Aviation Administration has taken timely action in response to these problems. Lockheed Martin has and continues to execute a corrective action plan that outlines the steps to be taken in each of these areas and is attacking these problems aggressively. The FAA reviews recordings of air to ground radio and telephone communications between pilots and flight service personnel to validate performance data submitted by Lockheed Martin. FAA quality assurance evaluators perform site inspections at Lockheed Martin flight service stations. This is done through facility visits and phone audits. Between and , the QAEs have conducted 2, quality assurance calls to Lockheed Martin facilities, completing in and year-to-date in . By the end of , the QAEs will have also completed 66 facility visits over the past two years, with 38 in and 28 22 completed and 6 left to do in . The two most common complaints heard from GA pilots have been long call wait times and dropped flight plans. FAA is working with Lockheed Martin to fix these problems, and Lockheed Martin has taken a number of steps to reduce or eliminate the problems. Dropped calls and long call wait times, impact the ability to obtain weather briefings and clearance delivery requests prior to flying and close out or cancel flight plans once completed. Dropped calls and long wait times for pilot weather briefings is frustrating and inconvenient; however, the aircraft has not yet departed and is still assimilating information and planning the flight, and therefore is not in jeopardy. Dropped calls and long call wait times for clearance requests could affect safety if a pilot chooses to depart in undesirable conditions without a flight plan or briefing. The primary impact is inconvenience to the pilots and their customers, economic impact of unnecessarily burning fuel and possibly having to refuel, and a possible increase in workload for the terminal or enroute controller. Software changes were implemented on May 18, and July 19, that have significantly decreased the number of abandoned calls. The abandoned call rate reached a peak during the week of May 6th, at . Call hold times have also decreased over the past several weeks. While pilots may still experience longer waits during peak periods, the average call wait time is now consistently below forty-five seconds, down from the peak times experienced in mid-May of approximately eight minutes. Lockheed Martin has rehired employees to supplement staffing during transition and adjusts staffing to meet the call volume by day and hour of the day. Fifteen facilities have reopened, providing additional resources to help meet the workload. All but two facilities have consolidated allowing specialists to become more familiar with FS21 resulting in decreased call handle times. Dropped flight plans present more of a technology problem than a staffing problem. Lockheed Martin made several software changes to FS21 including one that forces a specialist to select the type of flight. This has reduced the number of errors specialists are making. Also, as of July 5, , the ARTCC Host computer have been adapted to respond to and process flight plans from FS21 addresses, further reducing the number of dropped or lost flight plans. In many cases, flight plans for those airports should be transmitted to ARTCCs other than the one the airport is geographically located in. Lockheed Martin made an adaptation change on September 10, for those airports. This should resolve the majority of remaining lost flight plans. As of September 10, operational staffing was full performance level specialists. While Lockheed Martin has taken some steps to manage staffing fluctuations, including increased hiring of developmental specialists, use of temporary employees, and extensive use of overtime, the FAA is concerned with ensuring Lockheed Martin maintain operational staffing levels capable of meeting current and forecasted demand for services. To this end, the FAA and Lockheed Martin have engaged in a management effort to establish metrics and take appropriate actions. This approach will support more refined and appropriate staffing levels for future operations. Complaints received by Lockheed Martin have dropped off sharply, from a high of the week ending May 13 down to 99 the week ending September 30 – a decline of more than 69 percent. FAA believes that continuing to monitor Lockheed Martin operational performance through FAA-internal evaluations, external evaluations by the Office of Inspector General, validation of

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Lockheed Martin evaluations, feedback from AOPA and the FAA complaint process, and holding Lockheed Martin accountable to performance with monetary credits and awards tied to 21 metrics defining quality service, will yield the results we sought to achieve when awarding the AFSS contract. Although transition costs at the beginning of the contract have varied or shifted, the FAA continues to be on track toward achieving its originally estimated savings and cost avoidance. We are conducting appropriate oversight; we know about the problems through our own monitoring and audits, and through complaints from AOPA and directly to the FAA complaint line; and we are taking appropriate actions under the contract. FAA is also working with Lockheed Martin to fix the problems, so that together we can provide the proper service to the customer. Chairman, the FAA believes that through its oversight of the contract, and through working with Lockheed Martin and AOPA to address and remedy the identified service problems and delays, we will be able to achieve the safe and efficient AFSS system envisioned when the contract was awarded to Lockheed Martin, while realizing the cost savings to the taxpayer that validate the decision to contract for these services through a performance based contract vehicle. I thank the Subcommittee for the opportunity to discuss this important issue. This concludes my testimony, and I would be happy to answer any questions.

Chapter 3 : Lockheed takes over FAA flight service -- FCW

*The Transition From The Federal Aviation Administration To Contractor- Operated Flight Service Stations: Lessons Learned [United States Congress House of Represen] on www.nxgvision.com *FREE* shipping on qualifying offers.*

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the transition from faa to contractor-operator flight service stations: lessons learned October 10, Good Morning, Chairman Costello, Congressman Petri, I welcome the opportunity to appear before this Subcommittee, and discuss an important issue; the transition from the FAA to a contractor operated system of Automated Flight Service Stations.

Chapter 5 : Catalog Record: NextGen : the Federal Aviation | Hathi Trust Digital Library

The transition from the Federal Aviation Administration to contractor-operated flight service stations: lessons learned: hearing before the Subcommittee on Aviation of the Committee on Transportation and Infrastructure, House of Representatives, One Hundred Tenth Congress, first session, October 10,