

Flight Standards Service Transition

飞行标准服务部门的变革

Rick Domingo, Executive Director, Flight Standards
Service

Rick Domingo, 飞行标准服务部门执行总监

Federal Aviation Administration
美国联邦航空局



Federal Aviation
Administration
美国联邦航空局



Topics 主题



Flight Standards Service Mission 飞行标准服务部门的使命



Flight Standards Service Transition 飞行标准服务部门的变革

What We Do

我们的工作

Our Aviation Safety Mission

我们的航空安全使命

Flight Standards is responsible for:

飞行标准服务部门负责:

Setting regulations and standards for airmen, air operators, air agencies, and designees

为飞行员、航空运营商、航空机构和指定人员制定条例和标准

Conducting oversight of certificate holders to assure that certification requirements are continually maintained

对证书持有人进行监督，以确保持续符合认证要求



Determining applicants' compliance with the standards and issue certificates on the basis of that compliance

确定申请人是否符合标准，并据此签发证书

Topics 主题



Flight Standards Service Mission
飞行标准服务部门的使命



Flight Standards Service Transition
飞行标准服务部门的变革

History of Change

变革历史

Consistency and Standardization ARC

一致性和标准化ARC

FFS Executive Team – (developed functional model)

FFS执行团队——（已成熟的职能模型）

FFS Work Group (validated a need for change)

FFS工作组（已确认需要更改）

- 110+ around Cultural Changes
- 110+次文化变革
- 60+ around Organizational Changes
- 60+次组织变革

FFS Implementation Team – (proposed structural model)

FFS实施小组——（建议的结构模型）

- Enable a small group of leaders to manage AFS
- 使一小部分领导能够管理AFS
- Increase the **functional focus** for each leader
- 增加每位领导的**职能重点**
- Reduce functional duplication and overlap
- 减少职能重复和重叠
- Move from Regional Model to Functional Model
- 从区域模型转变为职能模型
- No Geographic Boundaries
- 无地域限制
- Employ and model **interdependence** and **critical thinking**
- 运用和塑造**相互依赖性**和**批判性思维**
- Align standards and assurance
- 统一标准和保证
- Improve **consistency**
- 提高**一致性**
- Address 60+ improvement areas identified
- 解决已确定的60多项改进领域



Awareness: What Do We Need to Do Better?

意识：我们如何做得更好？

We needed to position Flight Standards – *culturally and structurally* – for:
我们需要从文化和结构方面定位飞行标准：

Accountability to Flying Public, Stakeholders

对飞行公众、利益相关者的责任

- Meet the needs of a constantly & rapidly changing industry
- 满足瞬息万变的行业需求
- Fix/prevent issues (real and perceived) with consistency and standardization in regulatory interpretation
- 在监管解释中，以一致性和标准化的方式来解决/预防（实际和感知）问题

Budget Constraints

预算限制

- Balance allocation of resources
- 平衡资源分配
- Increase efficient use of personnel and travel funds
- 提高人员和差旅资金的有效利用
- Reduce redundancy in regions
- 减少区域冗余

Change Readiness to Meet Constant Stream of New Challenges

能够应对不断出现的新挑战的应变能力

- Operational efficiency & effectiveness
- 运营效率与效益
- Organizational agility
- 组织敏捷度
- Consistent service and performance
- 一致的服务和表现

Decision-Making – e.g., Risk-Based Decision-Making Strategic Initiative

决策——例如，基于风险的决策战略计划

- Culture must be ready to understand and implement all aspects of risk-based decision-making, including Compliance Philosophy
- 在文化方面，必须理解和实施基于风险的决策的各个方面，包括合规理念



Future of Flight Standards

飞行标准的未来

Organizational Health

组织健康



Culture Change + Structural Realignment
文化变革+结构调整

Result = Organizational Health:

结果=组织健康:

Agility, Efficiency, Consistency to meet challenges of
敏捷、高效、一致地应对

Accountability, Budget, Change-Readiness, Decision-Making
责任、预算、应变能力、决策的挑战

Where We're Going

我们的未来

Future of Flight Standards = NOW

飞行标准的未来= NOW

Characteristics of a healthy organization include *agility, efficiency, and consistency*.
健康组织的特征包括敏捷性、高效性和一致性。

What it looks like:

其包括:

Agile:

敏捷:

- The ability to keep pace with changes in the aviation industry.
- 跟上航空业变化步伐的能力。

Efficient:

高效:

- The ability to derive maximum benefit from the fixed resources provided by Congress.
- 从国会提供的固定资源中获得最大利益的能力。

Consistent:

一致:

- The ability to interpret regulations and policy consistently across the organization.
- 在整个组织内协调一致地解释条例和政策的能力。
- The ability to deliver the right answer, based on regulation and expected safety norms.
- 根据条例和预期安全规范给出正确答案的能力。
- The ability to deliver an answer that is uniformly consistent with regulations, policies, and guidance but properly tailored to the specific circumstances of each stakeholder.
- 提供与条例、政策和指导方针一致的答案，并针对每个利益相关者的特定情况进行适当调整的能力。

Consistent outcomes arise from organizational culture in which employees use *interdependence and critical thinking*.

一致的结果产生于员工具有相互依赖性和批判性思维的组织文化。

What it looks like:

其包括:

Interdependence:

相互依赖性:

- Communicating and collaborating up, down, and across the organization to solve problems in creative & innovative ways.
- 在整个组织上下进行沟通和协作，以创新的方式解决问题。
- Asking for help, advice, from leaders, peers, & employees
- 向领导、同事和员工寻求帮助和建议

Critical thinking:

批判性思维:

- Using interdependence to develop understanding of facts, desired outcomes, & possible solutions.
- 利用相互依赖性来加深对事实、期望结果和可能解决方案的理解。
- Making judgments based on specific pattern of facts, recognizing that operators can comply in different ways.
- 根据特定的事实模式做出判断，认识到运营商可以以不同的方式遵守标准。
- Explaining how specific facts, desired outcomes, & possible solutions are consistent with regulations and interpretations.
- 解释具体事实、预期结果和可能的解决方案与条例和解释的一致性。

Consistency:

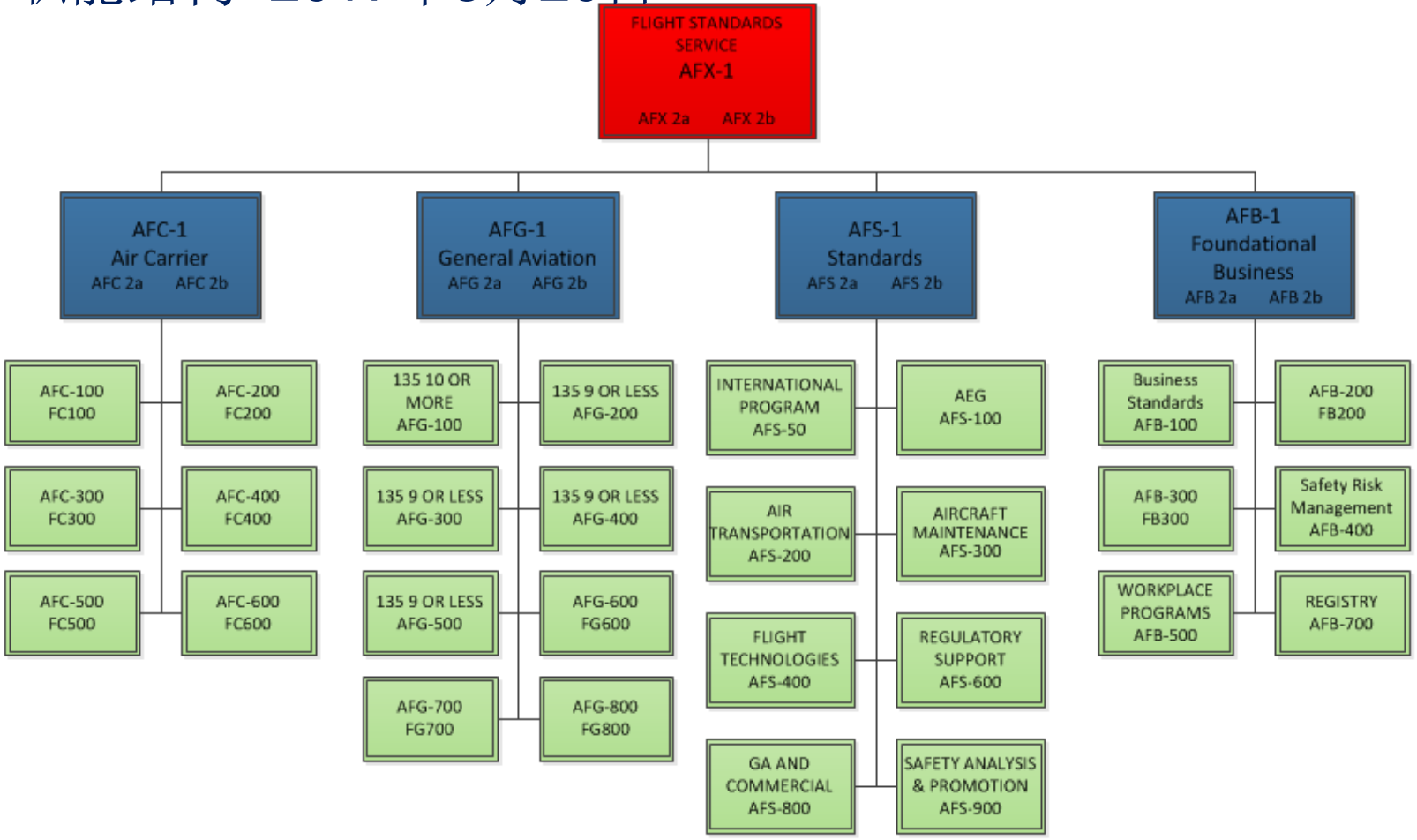
一致性:

- Using interdependence and critical thinking to make decisions consistent with those of colleagues: would another ASI be able to reach similar decision with same set of facts?
- 利用相互依赖性和批判性思维做出与同事一致的决策：另一ASI是否能够用同样的事实做出类似的决策？
- For each set of discrete facts, providing “right” answers that are anchored in rule and consistent with interpretation.
- 对于每组离散的事实，提供基于规则并与解释一致的“正确”答案。



Flight Standards Service Functional Structure – 20 August 2017

飞行标准服务部门
职能结构-2017年8月20日



Questions?
欢迎提问?

