## Drivers of Change

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Industry growth</td>
<td>Industry expands and contracts much faster than the FAA in its current structure can manage</td>
</tr>
<tr>
<td>Globalization of aviation</td>
<td>Industry is made up of an international web of networks and complex business arrangements that are challenging our traditional regulatory model</td>
</tr>
<tr>
<td>Heightened expectations</td>
<td>The public, industry and government entities continue to increase their expectations of us to do things faster and without error</td>
</tr>
<tr>
<td>Velocity of change</td>
<td>Technological advances and business model changes are precipitating higher rates of change and increasing the need for organizational agility and adaptability as our environment changes</td>
</tr>
</tbody>
</table>
AIR Transformation
Improving Efficiency and Effectiveness

Additional information can be found on the AIR Transformation website: [www.faa.gov/go/AIRTransformation](http://www.faa.gov/go/AIRTransformation).
**Benefits of AIR Transformation**

- Encourages early industry engagement and risk-based system surveillance to **eliminate barriers** from unnecessary FAA involvement during certification.

- Improves **consistency and standardization** by establishing single functional lines for 1) certification, 2) standards and 3) system oversight.

- Fosters **innovation** by engaging industry applicants early to understand new concepts and ensure viable path to compliance.

- Provides **agility and adaptability** to meet the challenges of the dynamic global aviation industry.

- Establishes business practices for utilizing **metrics for determining efficacy** of Industry/FAA associated with compliance/safety and time to market.
Strategy for AIR Transformation

- Blueprint: Strategic Vision
  - High level messaging for broad audiences internal and external to the AIR Safety System

- Comprehensive Strategic Plan
  - Detailed requirements for achieving transformational change across all components of the future Aircraft Certification Safety System

- Integrated Implementation Plan
  - Detailed plans for ensuring successful implementations

Collaboration with stakeholders to identify requirements, including actions & timeframes
Improving Our Organization

Former State

- Design, Manufacturing & Airworthiness Division (AIR-100)
  - Policy
  - Admin

- International Division (AIR-400)
  - Policy
  - Foreign Affairs

- Planning & Program Management Division (AIR-500)
  - Technical Training
  - Budget
  - Staffing

- Transport Directorate (ANM-100)
  - Policy
  - ACO’s
  - MIDO’s
  - Admin

- Small Airplane Directorate (ACE-100)
  - Policy
  - ACO’s
  - MIDO’s
  - Admin

- Engine and Propeller Directorate (ANE-100)
  - Policy
  - ACO’s
  - MIDO’s
  - Admin

- Rotorcraft Directorate (ASW-100)
  - Policy
  - ACO’s
  - MIDO’s
  - Admin

Aircraft Certification Service
AIR-1, Director
AIR-2, Deputy Director

Executive Support Staff (AIR-10)

Fuels Program Staff (AIR-20)
Improving our Organization

Realignment (As of July 23)

Aircraft Certification Service
AIR-1, Executive Director
Dorenda Baker

AIR-2, Deputy Executive Director, Regulatory Operations
David Hempe

AIR-3, Deputy Executive Director, Strategic Initiatives
Chris Carter, Acting

Executive Technical Support Staff
(AIR-10)
Brian Morris

Alternative Fuels Program Staff
(AIR-20)
Peter White

Organizational Performance Division (AIR-300)
Colleen D'Alessandro
  - AIR-300 Staff (Stood up on October 30, 2016)

International Division (AIR-400)
Sarbhpreet Sawhney, Acting
  - Policy
  - Foreign Affairs

Policy & Innovation Division (AIR-600)
Mike Kaszycki, Acting
  - Policy

Compliance & Airworthiness Division (AIR-700)
Lance Gant
  - ACOs
  - DSCO

System Oversight Division (AIR-800)
Jeff Duven
  - MIDOs
  - MIOs
  - BASOO

Enterprise Operations Division (AIR-900)
Mike Linegang, Acting
  - Enterprise-wide Technical and Administrative Support

Policy • ACOs • DSCO

ACOs • MIOs • BASOO
Learn more on the public AIR Transformation website:
www.faa.gov/go/AIRTransformation
Questions?