



**Federal Aviation
Administration**



Communications
Fiscal Year 2009 Business Plan

800 Independence Avenue, SW
Washington, DC 20591

www.faa.gov

2009 AOC Business Plan

The Office of Communications (AOC) is responsible for the development, executive direction and overall management of the Agency's national external and internal communications programs. In addition, the office manages the corporate web management and brand identity programs.

For external communications, the office works with the news media to provide the public with accurate, timely, useful and important information about the agency's goals, policies, activities and operations. As part of that mission, Communications actively promotes FAA activities that deal with Safety, Capacity, International Leadership and Organizational Excellence.

For internal communications, the office works to provide employees with timely, accurate and useful information about agency activities and their jobs. The office publishes FocusFAA, the employee newsletter, maintains the employee web homepage, and uses other communications methods to keep employees apprised of news and other information relevant to their jobs.

In addition, the office provides corporate communications services, including graphics and media and manages the FAA web management and corporate identity (branding) programs.

Increased Safety

AOC will actively promote positive media coverage of important FAA safety initiatives through press conferences, media briefings, roundtables, direct outreach to reporters, press releases, web postings and other available tools.

Core Business Measure: Positive outreach for safety initiatives.

Ensure that at least seven articles, news stories or editorials on separate issues appear in national publications or TV coverage that positively highlight agency safety initiatives and when appropriate, incorporate the FAA's safety messages in responses to day-to-day media inquiries.

Core Business Function: Media Coverage

Improve positive media coverage that positively highlights agency safety initiatives.

Core Activity: Media roundtables.

Hold media roundtables to highlight FAA safety initiatives.

Activity Target 1:

Hold two or more media roundtables focused on safety with three or more national print and television outlets in attendance. Due September 30, 2009

Core Activity: Positive outreach for the runway safety program.

Use a variety of tools to educate and inform reporters about the ongoing work and accomplishments of the runway safety program, including press briefings, roundtables, individual interviews and demonstrations.

Activity Target 1:

Provide information to reporters to enhance their ability to place at least one article, news story, or editorial in national publications or television coverage that advances runway safety or highlights runway safety improvements in each quarter of the Fiscal Year. Due September 30, 2009

Core Activity: Incorporate agency message when responding to press calls.

Reinforces the FAA's safety messages when responding to day-to-day media inquiries (when appropriate.)

Activity Target 1:

Respond to media calls about the FAA's safety messages within 24 hours when they inquire about any type of safety issue. Due September 30, 2009

Greater Capacity

AOC will actively promote positive media coverage of FAA initiatives to improve capacity and efficiency in the National Airspace System through press conferences, media briefings, roundtables, direct outreach to reporters, press releases, web postings and other available tools. We will maximize media coverage of planned new runway openings and new technology and procedures that improve capacity, highlighting the FAA's role in reducing delays for the traveling public.

Core Business Measure: Positive outreach for efficiency and capacity enhancements.

Ensure that at least seven articles, news stories or editorials on separate issues appear in national publications or television coverage that positively highlight agency technology or procedural advances that increase capacity and/or efficiency and when appropriate, incorporate the FAA's capacity and efficiency messages in responses to day-to-day media inquiries.

Core Business Function: Media Coverage.

Improve positive media coverage of FAA efficiency and capacity enhancements.

Core Activity: Media roundtables.

Hold media roundtables on capacity and efficiency issues to give reporters solid background on the FAA's accomplishments.

Activity Target 1:

Hold 2 or more media roundtables on capacity and/or efficiency with at least 3 or more national or print media outlets during the Fiscal Year. Due September 30, 2009

Core Activity: Maximize media coverage of new runway openings.

Maximize media coverage of new runway openings.

Activity Target 1:

Work with at least 2 airport operators to publicize new runway openings. Due September 30, 2009

Core Activity: Incorporate agency message when responding to press calls.

Reinforce the FAA's capacity and efficiency messages when responding to day-to-day media inquiries (when appropriate.)

Activity Target 1:

Respond to media calls about the FAA's capacity and efficiency messages within 24 hours when they inquire about any type of airspace or air traffic issue. Due September 30, 2009

International Leadership

AOC will actively promote positive media coverage of the FAA's role in leading international aviation issues through press conferences, media briefings, roundtables, direct outreach to reporters, press releases, web postings and other available tools. We will conduct media briefings with

US and foreign reporters about planned international missions and the resulting agreements or progress.

Core Business Measure: Media Coverage

Ensure that at least four articles, news stories or editorials on separate topics appear in national publications or television coverage that positively highlight agency international leadership initiatives and when appropriate, communicate the FAA's role as a world leader on aviation issues in responses to day-to-day media inquiries.

Core Business Function: Improve Media Coverage

Improve positive media coverage of FAA international leadership initiatives.

Core Activity: Hold media roundtables.

Hold media roundtables to educate reporters about international leadership initiatives.

Activity Target 1:

Hold at least two media briefings on international leadership initiatives during the Fiscal Year. Due September 30, 2009

Core Activity: International Outreach

Conduct outreach to international publications and TV stations.

Activity Target 1:

Develop a media plan to increase international media coverage. Due May 31, 2009

Activity Target 2:

Begin implementing the international media coverage plan. Due June 30, 2009

Core Activity: Incorporate the International leadership message when responding to press calls.

Reinforce the FAA's role as the world leader on aviation issues when responding to day-to-day media inquiries (when appropriate.)

Activity Target 1:

Respond to media calls about the FAA's role as the world leader on aviation issues within 24 hours when responding to media questions about international trips by senior executives or any other press calls related to international issues. Due September 30, 2009

Organizational Excellence

AOC will continue making improvements to the FAA websites to increase our customer satisfactions scores. AOC will continue refining the frequently asked questions knowledge base to help visitors quickly find answers to common questions.

AOC will use all available media tools to promote positive media coverage of savings and improve the public's perception of FAA organizational excellence initiatives.

AOC will work to improve FocusFAA, update the employee web homepage and communicate with all employees using a variety of methods.

AOC will work internally to improve Employee Attitude Survey scores in management effectiveness and accountability and reduce sick leave usage. Finally, we will continue to link Flight Plan goals to Performance, Strategic and Business Plans.

Flight Plan Target: Leadership and Accountability

(Objective) Make the organization more effective with stronger leadership, a results-oriented, high performance workforce, and a culture of accountability.

Strategic Initiative: Conflict Management

Undertake a timely and effective corporate approach to conflict management.

(LEAD is Center for Early Dispute Resolution - CEDR)

Strategic Activity: AOC Conflict Management Training

Increase employee awareness of CEDR services by attendance at CEDR briefings, participation in conflict management training, and use of CEDR services as needed.

Activity Target 1:

Identify what has been done to encourage employee and manager attendance at semi-annual Center briefings or other participation in conflict management training. Due March 30, 2009

Activity Target 2:

Identify what has been done to encourage employee and manager attendance at semi-annual Center briefings or other participation in conflict management training. Due September 30, 2009

Strategic Initiative: Leadership Development

Each LOB/SO will track and report quarterly on their compliance with corporate leadership development policies and initiatives.

Strategic Activity: AOC Leadership Development Compliance

Each FAA organization will track and report quarterly in pbviews on their compliance with leadership development policies and initiatives in the areas of mandatory probationary manager training, probationary manager certification, Continuing Management Education, and steps taken to improve compliance rates.

Activity Target 1:

Report quarterly the percentage of probationary managers who completed mandatory training (FMC-1, FMC-2, and FMC-3) due during the previous quarter within prescribed timeframes. Due September 30, 2009

Activity Target 2:

Report quarterly the percentage of probationary managers completing their probation period during the previous quarter who were formally certified. Due September 30, 2009

Activity Target 3:

Report quarterly on steps taken to improve or sustain timely completion of probationary training and certification. Due September 30, 2009

Activity Target 4:

Report quarterly on steps taken to meet Continuing Management Education requirements for incumbent managers. Due September 30, 2009

Strategic Initiative: Communicating the Agency's Performance

Improve communication of strategic direction, operational challenges, key programs, and significant accomplishments.

Strategic Activity: Communicating the Agency's Performance

Improve communication of strategic direction, operational challenges, key programs, and significant accomplishments.

Activity Target 1:

Publish the FAA Flight Plan summary on MyFAA website monthly Due September 30, 2009

Activity Target 2:

Publish in FocusFAA stories about Flight Plan goals quarterly Due December 30, 2008

Activity Target 3:

Publish in FocusFAA stories about Flight Plan goals quarterly Due March 30, 2009

Activity Target 4:

Publish in FocusFAA stories about Flight Plan goals quarterly Due June 30, 2009

Activity Target 5:

Publish in FocusFAA stories about Flight Plan goals quarterly Due September 30, 2009

Activity Target 6:

Communicate annually performance accomplishments and Flight Plan goals. Report year end accomplishments and new initiatives targets. Due September 30, 2009

Strategic Initiative: Harassment, Reprisal, and Retaliation Free Workplace

Each FAA organization will track and report quarterly on LOB/SO actions to foster a workplace free of harassment, reprisal, and retaliation.

Strategic Activity: AOC Harassment- and Retaliation-Free Workplace Training

Each FAA organization will track and report quarterly in pbviews on their compliance with this initiative in terms of the numbers of people trained.

Activity Target 1:

Report quarterly the number of new managers who have completed mandatory training (FMC-1) during the previous quarter. Due September 30, 2009

Activity Target 2:

Report quarterly the number of managers who have completed eLMS course #FAA30200134 (Accountability Board Training for FAA Managers) during the previous quarter. Due September 30, 2009

Activity Target 3:

Report quarterly the number of employees who have completed in-person training sessions provided by the Accountability Board or by Accountability Board Human Resources Points of Contact during the previous quarter. (Ref. eLMS Course #05012, or # as assigned, Other Accountability Board Training.) Due September 30, 2009

Activity Target 4:

Report quarterly the number of employees who have completed any other training sessions on workplace harassment or reprisal during the previous quarter. Due September 30, 2009

Strategic Initiative: New Hires with Targeted Disabilities

Each FAA organization will track and report quarterly on actions taken in support of the Secretary of Transportation's fiscal year goal that 3 percent of all new hires are individuals with targeted (severe) disabilities.

Strategic Activity: AOC actions in support of DOT FY goal that 3% of all new hires are individuals with targeted disabilities

AOC will track and report monthly on actions taken to support the Secretary of Transportation's fiscal year goal that 3 percent of all new hires are individuals with targeted (severe) disabilities.

Activity Target 1:

AHR will provide to ACR a standard monthly report outlining actions taken to increase their workforce percentage of individuals with targeted disabilities. Due September 30, 2009

Flight Plan Target: Cost Control

Organizations throughout the agency will continue to implement cost efficiency initiatives such as:
 10-15 percent savings for strategic sourcing for selected products and services;
 By the end of FY 2009, reduce leased space for Automated Flight Service Stations from approximately 510,000 square feet to approximately 150,000 square feet;
 Annual reduction of \$15 million in Information Technology operating costs;
 By FY 2010, reduce overhead costs 5-10 percent through automation of invoice processing. FY 2009 Target: 90% of targeted savings

Strategic Initiative: Reduce Information Technology Operating Costs

Achieve an annual reduction of \$15 million in Information Technology operating costs.

Strategic Activity: AOC Consolidation of Printers.

The Office of Communication will consolidate the use of printers to increase the overall cost savings associated with maintaining this equipment.

Activity Target 1:

Track and report status monthly to ABA. Proposed as agreed upon activity per approved cost control activity template. Due September 30, 2009

Activity Target 2:

Submit an FY 2010 cost control activity to ABA within 30 days after the FY 2010 Cost Control Kickoff. Due September 1, 2009

Flight Plan Target: Information Security Program

Achieve zero cyber security events that disable or significantly degrade FAA services. FY 2009 Target: 0

Strategic Initiative: Enterprise Architecture Conformance

Enable enterprise-wide conformance to information technology enterprise architecture.

Strategic Activity: Non-NAS information technology

AOC will work with AIO to update the infrastructure and application inventories and coordinate technical standards for non-NAS hardware and software where there are common requirements.

Activity Target 1:

AOC will update its infrastructure and application inventory. Due December 31, 2008

Flight Plan Target: Customer Satisfaction

Maintain the annual average of FAA surveys on the American Customer Satisfaction Index at or above the average Federal Regulatory Agency score. FY 2009 Target: Government Regulatory Average

Strategic Initiative: Customer Requirements Review

Review customer requirements annually and measure customer satisfaction more broadly for FAA services.

Strategic Activity: AOC ACSI FAA website survey

Continue to survey FAA website users for their levels of satisfaction with FAA website using the American Customer Satisfaction Index (ACSI) survey instrument.

Activity Target 1:

Provide monthly survey results to the AOC management team. Due September 30, 2009

Strategic Activity: AOC Action Plan for ACSI FAA Web survey

Develop an action plan to sustain the overall score on the Web Customer Satisfaction Index to 72 or better.

Activity Target 1:

Maintain an average overall score on the web customer satisfaction index of 72 or greater for FY2009. Due September 30, 2009

Strategic Initiative: Standardize FAA Websites

Standardize FAA websites making them more useful for exchanging information and conducting business.

Strategic Activity: Standardize FAA Website

Standardize FAA websites making them more useful for exchanging information and conducting business.

Activity Target 1:

Update LOB and Staff Office web strategies and action plans in writing to the FAA Web Manager and brief FAA Web Council on the LOB and staff office plans on or before January 30, 2009. Due January 30, 2009

Activity Target 2:

Submit web progress report to the FAA Web Managers on or before March 31, 2009. Due March 31, 2009

Activity Target 3:

Submit web progress reports to the FAA Web Managers on or before June 30, 2009. Due June 30, 2009

Activity Target 4:

Certify to the Administrator on or before September 30, 2009 that 90 percent or more of their web pages comply with FAA web standards, policies, and requirements. Due September 30, 2009

Flight Plan Target: Reduce Workplace Injuries

Reduce the total workplace injury and illness case rate to no more than 2.44 per 100 employees by the end of FY 2011, and maintain through FY 2013. FY 2009 Target: 2.60 per 100 employees

Strategic Initiative: Reduce Workplace Injuries

Reduce workplace injuries through employee safety program evaluations and OSHA Voluntary Protection Program measures.

Strategic Activity: AOC Support for Employee Safety Program

AOC will provide guidance and assistance for distributing employee safety information in a variety of formats.

Activity Target 1:

AOC will use interviews, employee web site enhancements, broadcast messages, Focus FAA, etc., to enhance safety awareness. Due April 26, 2009

Core Business Measure: Improve Public Perception.

Ensure that at least three articles, news stories or editorials on separate topics appear in national publications or television coverage that positively highlight agency organizational excellence initiatives.

Core Business Function: Media Outreach on FAA Savings

AOC will work with the Administrator and the Lines of Business to communicate to the public any savings realized by the Agency during the Fiscal Year.

Core Activity: Highlight cost savings initiatives

Actively promote any and all organizational excellence initiatives to the media

Activity Target 1:

As a result of positive outreach, ensure that at least two articles, news stories or editorials appear in national press, trade press or TV coverage that positively highlight agency cost savings initiatives. Due September 30, 2009

Core Business Measure: Improve Internal Communication

Use a variety of internal communications vehicles each week to increase employee understanding of agency programs and activities.

Core Business Function: Internal Communication

Using on-line text, audio and video vehicles to deliver employee news and information to increase employee understanding of agency programs and activities.

Core Activity: FOCUS FAA

Publish agency news daily, in real time.

Activity Target 1:

Publish on monthly bases no fewer than 3 People stories; 3 Opinion/editorial; 2 Highlights and 10 News stories. Due September 30, 2009

Activity Target 2:

Read and evaluate all employees' feedback and respond to feedback within 24 hours. Due September 30, 2009

Core Activity: Web cast Interviews

Conduct monthly web cast interviews with FAA managers and employees.

Activity Target 1:

Conduct at least 12 web cast interviews during the Fiscal Year. Due September 30, 2009

Core Activity: Employee Website

Update the employee homepage regularly.

Activity Target 1:

Post news updates to the homepage at least 3 times a week throughout the Fiscal Year. Due September 30, 2009

Core Business Measure: AOC Corporate Assessment

Provide support for Corporate Assessments

Core Business Function: Corporate Assessments

Corporate Assessments

Core Activity: Corporate Assessments

AOC's corporate assessments \$40,000

Activity Target 1:

Provide Corporate Assessments support Due October 1, 2008