

GOVERNMENT AND INDUSTRY AFFAIRS

FEDERAL AVIATION ADMINISTRATION
Fiscal Year 2004 Business Plan



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INTRODUCTION

The first impression, and indeed, in some cases, the only contact Members of Congress and their staff have with the Federal Aviation Administration is with the Office of Government and Industry Affairs. This customer-oriented office, small by comparison to most every other organization in the FAA, works directly for the Administrator, and is the principal linkage between the agency and the legislative branch of government.

AGI works with other staff organizations to coordinate and present the FAA's legislative message. It is AGI that must work with other organizations within the FAA to facilitate

their relations with Congress. And it is AGI that must consistently monitor and gauge the interest and needs of the members and leadership on Capitol Hill. This relationship also extends to coordinating our legislative initiatives and responses with the Department of Transportation.

This kind of vigorous outreach is not limited to Congress. AGI also serves as the principal liaison with the aviation industry, from manufacturers to carriers, and with other aviation related organizations. Additionally AGI also serves as the principal point of contact for state and local governments.

ORGANIZATIONAL EXCELLENCE



OVERVIEW

AGI, its staff and its management is committed to excellence in everything we do – in the management of our organization, in our relations with Congress, in our responsiveness to our customers, in the development of our people and in our commitment to the mission of the FAA.

To do this, the AGI Business Plan commits the organization to initiatives aimed at helping us better meet the needs of the organization and the FAA. These initiatives include improving our responsiveness to our customers, improving our outreach to the Congress and Industry, improving the way we work with the lines of business and enhancing our staff development.

But most noteworthy, it follows the basic guidance laid out by President Bush. Namely that to effect change, you have to be able to measure it. And with that in mind our plan establishes feedback mechanisms to assess our organizational performance.

This Office contributes to the following strategic Organizational Excellence Objectives outlined in the FAA 2004-2008 Flight Plan:

ORGANIZATIONAL EXCELLENCE OBJECTIVES

1. Make the organization more effective with stronger leadership, increased commitment of individual workers to fulfill organization-wide goals, and a better prepared, better trained, diverse workforce.
2. Make decisions based on reliable data to improve our overall performance and customer satisfaction.

A more detailed description of each Objective, including its supporting Initiatives and Performance Targets follows.

FLIGHT PLAN OBJECTIVE 1: MAKE THE ORGANIZATION MORE EFFECTIVE WITH STRONGER LEADERSHIP, INCREASED COMMITMENT OF INDIVIDUAL WORKERS TO FULFILL ORGANIZATION-WIDE GOALS, AND A BETTER PREPARED, BETTER TRAINED, DIVERSE WORKFORCE.

FY04 PERFORMANCE TARGETS

- Directly relate 80% of all employee performance plans to FAA strategic goals and their organization's performance plans.
- Reduce the time it takes to hire mission critical positions by 3% over FY2003 baseline.

Flight Plan Initiative 1 (FP2).

Put in place a management workforce planning and development program.

AGI Activity

- A. By June of 2004 the Office of Government and Industry Affairs will implement the AGI Staff Management Plan. This will be a new approach to the management of the AGI workforce. Along with cross training, and some revision of issue portfolios internally (to achieve a balanced issue portfolio for all staff members) and where appropriate plans for detailee assignments from other LOBs to AGI, as well as developmental assignments for our own permanent staff to other parts of the FAA and DOT organization. The objective will be to enhance the depth of capability and expertise within the AGI staff, as well as with staff outside of the AGI organization.

Performance Target: Implement at least one cross training opportunity internally

Performance Target: Have at least one detailee assigned to the office during the first six months of implementation.

Flight Plan Initiative 2 (FP5).

Implement the new Performance Management System for all employees.

AGI Activity

- A. AGI management will conduct initial discussions with AGI employees on their performance targets and objectives. Employees will be asked to make significant contributions to these discussions. The second phase of this activity will be to establish agreement on critical and non-critical performance targets. Phase III will be the implementation of the new performance management system. The final phase of implementing the new PMS will be to establish a series of regular coaching sessions, for each employee, with their manager or supervisor that will take place on a regular basis throughout the year.

Performance Target: 100% implementation of the new PMS system by the required date.

Flight Plan Initiative 3 (FP8)

Put in place a corporate and employee training and development program.

AGI Activity

- A. AGI's corporate and employee training program will be a part of the AGI Staff Development Plan, that along with long term issues of workforce management discussed above, will outline our initiatives to provide continuing development of our employees. As a part of this initiative, each employee will have a current "individual development plan" (IDP). A requirement of this initiative will be that each employee must take part in at least one developmental course or program each calendar year.

Performance Target: Ensure all employees have an up-to-date employee development plan within one month of the approval of the AGI Staff Development Plan and by the end of the first year, ensure each employee has taken a course or participated in a developmental program.

FLIGHT PLAN OBJECTIVE 2: MAKE DECISIONS BASED ON RELIABLE DATA TO IMPROVE OUR OVERALL PERFORMANCE AND CUSTOMER SATISFACTION (FP OBJECTIVE 3).

FY04 PERFORMANCE TARGETS

- Secure 10% of the unfunded portion of the strategic plan through budget requests, reprioritization, and cost savings.
- Complete the closeout of 100% (FY2001 baseline) of cost reimbursable contracts by end of FY2004 and maintain timely closure of future contracts.

Flight Plan Initiative 1 (FP5).

Develop a process to measure customer satisfaction for a wider range of customer segments.

AGI Activity

- A. As a part of its new information Inquiry /Issue and Contact Tracking System, the Office of Government and Industry Affairs will implement a regular informal questionnaire of its customer base as a measure of our organization's performance.

The model for this tracking and feedback tool will be similar to automated surveys used for Web sites. However, in the case of AGI, the inquiry will be generated after a Congressional office has had some repeated interaction with AGI. Say, two or three contacts, or more in the past six weeks. The Congressional office will be sent a short, automatic e-mail questionnaire and asked to indicate our effectiveness in such areas as professionalism and responsiveness.

While this tool could be used to develop input into an organizational performance target, its initial application will be focused internally – seeking input on how well we are satisfying our key customer base. The tool could be expanded to include offices internal to the FAA as well.

Performance Target: The establishment of a baseline within six months of implementation of the Inquiry/Issue and Contact Tracking System. Assuming a 10 point rating scale, the performance target will be an average score of no less than 8 within one year of establishing the baseline.

AGI Initiative 1.

Maintain AGI's high standard of responsiveness to Congressional questions and requests for assistance.

AGI Activity

- A. Answering questions and dealing with inquiries from Capitol Hill is a critical part of AGI's mission. Indeed, responsiveness to questions and our success in doing so are a key element of that "first impression" mentioned in the introduction.

- a. *AGI Inquiry /Issue and Contact Tracking System*
The AGI organization will implement an automated information tracking and retrieval system (similar to systems such as Quorum or Aristotle that are used on Capitol Hill) for meetings, and telephonic contacts. The procurement process for obtaining this system is already underway. One of the principal benefits to this system will be providing an automated backup to each legislative analyst to insure consistent continuity of service. The system will:
- Provide an on-line record and informational retrieval capability (notes and where appropriate copies of correspondence) for all inquiries, telephone messages and personal contacts between AGI in a readily accessible manner. Some interface with the FAA's current correspondence tracking system will probably be required.
 - Sort, at the users request, the contact and background information by issue, by committee, by member, and by member interest.
 - Generate lists, mailings, and contact information.
 - Generate e-mails, to include the aforementioned questionnaire on office performance.
 - Interface with the Web site.
 - Provide statistical information on contacts and responses.

The AGI inquiry/issue and contact tracking system will prove extremely helpful in meeting the FAA's Congressional response performance target. Further, it will provide the Administrator and her staff with a valuable tool in preparing for meetings, testimony and presentations.

b. The AGI Web Site

The AGI Web site is another matter of critical concern and is directly related to our goal of improving our effectiveness in dealing with our customer base. Questions, inquiries, and general information should be readily available at the AGI site. This can include frequently asked questions, program contacts, information papers, copies of reports, and useful information on upcoming events.

Performance Target: Return all e-mails or calls generated by the website from members' offices within four hours of receiving the call or e-mail.

Performance Target: Accurately respond to 80% of the questions within one day.

Performance Target: When the Congress is in session, guarantee that the site is updated at least once a week.

AGI Initiative 2.

Coordinate with external audiences.

AGI Activities

- A. Continue to develop a proactive approach to FAA Congressional Outreach that in addition to responding to inquiries provides regular and timely briefings on current policy issues, visits to FAA facilities, and demonstrations of new equipment and procedures. This kind of outreach will be a regular component of the way the FAA relates to its key Congressional stakeholders.
- B. Provide a weekly e-mail of important FAA announcements, testimony and speeches that are of likely interest to key congressional personnel.

- C. Assign individual members of Congress, on a person-by-person basis, to members of the AGI staff. This will be the basis of a continuing relationship. This process has already begun.
- D. Maintain a continuing liaison with external audiences and aviation organizations. This outreach to external organizations will include a regular series of meetings and informal visits between AGI and representatives of the various aviation organizations.
- E. Provide timely and useful information, based on staff contacts and other sources, on the needs and concerns of our external customers, in regular reports to the Administrator.

Performance Target: Increase the number of external e-mail releases, updates and contacts during the upcoming year by at least fifty percent.

AGI Initiative 3.

Coordinate with internal audiences.

AGI Activity

- A. The Lines of Business are a critical customer base for AGI. AGI assigns specific organizations and issue areas to its respective analysts. These individuals work with their LOBs in responding to Congressional inquiries, developing briefings and assisting in testimony.

Performance Target: Continue to provide the daily and weekly AGI update on Congressional Activities

Performance Target: Weekly "stand up" meeting with all of the LOB's.