

Organizational Success Increase (OSI) Results, FY 2000

SAFETY: Reduce the fatal aviation accident rate.

Goal was met. The FY 2000 commercial fatal accident rate was .022 per 100,000 flight hours, 40 percent below the FY 1994-96 baseline of .037. There were 4 fatal accidents over 18 million flight hours. The Alaska Airlines crash resulted in 88 of the 102 fatalities.

FAA employees achieved safety enhancements in FY 2000. In March FAA issued the final rule requiring a Terrain Awareness and Warning System (TAWS) in commercial aircraft cockpits, reducing controlled flight into terrain (CFIT). FAA published the CFIT Advisory Circular August 14. FAA issued the Aviation Safety Action Program (ASAP) Advisory Circular to protect and share information to prevent accidents. FAA signed information sharing MOUs with 3 airlines' pilots and is working with 10 more.

In addition, FAA issued guidance to help the Air Transportation Oversight System (ATOS) focus air transport operator safety oversight where it will do the most good. FAA has trained all members of its Certification Management Teams (CMT) and held listening sessions at U.S. Airways, Delta, and American.

FAA sponsored a Runway Safety Summit in June. FAA announced it would equip 25 mid-sized and smaller airports with Airport Surface Detection Equipment (ASDE-X). FAA also announced a "top ten" priority list of efforts. On July 15, FAA conducted its first live flight demonstration of the Airport Movement Area Safety System (AMASS) in San Francisco. There were 402 runway incursions in FY 2000; the goal was 248.

On June 14 and 15, FAA hosted the 4th international Global Aviation Information Network (GAIN) meeting, co-hosted by Air France and Airbus. As envisioned, primary responsibility for GAIN is shifting to the airlines.

At the June World Radionavigation Conference in Istanbul, FAA preserved frequencies for GPS. The FY 2000 appropriation, however, did not fund the 2nd and 3rd frequencies.

Finally, FAA submitted to the Federal Register the NPRM providing safety requirements for launch of expendable space vehicles. FAA completed all key FY 2000 milestones on 13 of 15 safety projects in the Administrator's Performance Agreement.

SECURITY: Zero security incidents in the aviation system.

Goal was met. There were no security incidents in FY 2000. The attempted hijacking in New York was not considered an incident because the security system worked as designed; the weapon was identified at the check point and law enforcement was called in and arrested the perpetrator without a hijacking, injury, or loss of life.

FAA employees made security improvements in FY 2000. FAA has installed a total of 112 Explosive Detection Systems (EDS) and deployed a total of 616 Explosive Trace Detection Devices, 21 Advanced Technology (AT) explosive detection devices, and 30 advanced Threat Image Projection (TIP) x-ray devices. FAA published the Certification of Screening Companies NPRM January 5. FAA held three public hearings on the NPRM, and comments closed May 4. In June/July, FAA and the U.S. Customs Service undertook Operation Clear Sky. Agents searched inbound and outbound checked and carry-on baggage and cargo shipments to interdict undeclared hazmat shipments at

different locations. FAA published Order 1370.82, Information System Security Programs, which contained the FAA Information Security Concept of Operations. FAA achieved FY 2000 milestones on all 6 projects in the FY 2000 Performance Agreement.

SYSTEM EFFICIENCY: Decrease FAA-imposed commercial airline ground-stop minutes.

OSI goal was barely met. Commercial airline ground-stop minutes were 2.085 million minutes in FY 2000, down just .4 percent from 2.093 million minutes in FY 1999.

FAA and aviation have taken a number of actions to reduce delays. On March 10, the President announced the joint aviation community/FAA Spring/Summer Delay Reduction Plan that was implemented this summer. Results are being evaluated.

Free Flight gives pilots more freedom to choose routes. The Surface Movement Advisor (SMA) is now up at 6 airports. The passive Final Approach Spacing Tool (pFAST), to help direct aircraft into airports at "rush hours", is being developed at the Minneapolis Center. Collaborative Decision Making (CDM) began initial full operation in July at the Air Route Traffic Control Centers (ARTCC), larger Terminal Radar Control Facilities (TRACON), and operations centers of major airlines. The Traffic Management Advisor (TMA) went into initial use at the Minneapolis ARTCC in June, ahead of schedule. FAA reduced preferential routes 9 percent from 1997 in FY 2000, over the 7 percent goal.

All FY 2000 milestones of the rebaselined STARS program were met. The first and second Early Display Configuration (EDC) lifecycle maintenance software builds are installed and operational. FAA achieved Initial System Capability of the DOD full service level system at Eglin AFB on June 26. Live operations began with the Multi-service Operational Test and Evaluation (MOT&E) Phase II.

The Display System Replacement (DSR) was completed. The last site, the Washington ARTCC, completed its Operational Readiness Demonstration May 31. FAA achieved FY 2000 milestones on 13 of 14 projects in the Performance Agreement.

CUSTOMER SATISFACTION: Positive feedback from stakeholders (Congress, industry, media, and public).

Goal was met. In August 1999, the National Partnership for Reinventing Government surveyed customers of 30 Federal agencies to develop the American Customer Satisfaction Index. Commercial pilots found FAA below average compared to private and other Federal agencies, but the press praised FAA for having the courage to ask one of our most knowledgeable customers how we are doing. FAA gained high scores for its air traffic services, but lower scores on plain language in written communications. In response, FAA set up a task force and developed an aggressive plan to incorporate plain language widely. FAA conducted focus group meetings with aircraft pilots and aircraft maintenance technicians. Commercial pilots were surveyed again in August 2000.

The Pew Charitable Trust surveyed commercial and general aviation pilots, frequent flyers, airline officials, aviation mechanics, and air traffic controllers were surveyed. FAA was among the highest of the five Federal agencies surveyed in satisfaction levels.

FAA also directly identified and addressed customer needs. In November 1999, FAA held its annual Challenger Session with Aerospace. Members of the aerospace community interacted directly with the Administrator and senior FAA management on aerospace needs and how well FAA is meeting those needs. In the session, FAA made 3 commitments: 1) brief the aerospace community on the FY 2001 budget request; 2) work with the aerospace community to develop a plan to address summer 2000 delays; and 3) develop a business plan that will allow FAA to provide the services Aerospace requires more efficiently. FAA has met 2 of those commitments. It briefed the FY 2001 budget request on February 16, and on March 10, the President announced the Spring/Summer Delay Plan. FAA's business planning is well underway.

FINANCIAL RESPONSIBILITY: Achieve a clean financial audit.

Goal was met. CLEAN AUDIT RECEIVED: In March 2000, the Inspector General (IG) gave FAA an unqualified audit opinion based on its audit on FAA's Consolidated Financial Statement and associated statements. Attaining the goal greatly enhances FAA's financial credibility with the financial community, the aviation industry, and Congress. It took a heroic effort last fall and winter in headquarters, the regions, and centers to get the Work in Progress account and the agency property inventory in good order.

COST ACCOUNTING: FAA has made substantial progress on its new Cost Accounting System (CAS). CAS produced the FAA Statement of Net Cost for the clean audit effort. It also processed accounting data for Air Traffic Services Enroute and Oceanic Services. CAS has expanded to Flight Service Stations and is working on terminal services. Most recently, FAA has initiated a Cost and Performance Management (CPM) effort to use CAS and other tools to improve FAA performance, and a formal program to define and collect actual data on Labor Distribution.

OVERFLIGHT FEES: FAA published the Interim Final Rule and began collecting overflight fees August 1. CAS data are the basis for developing credible fees for airlines for flying over the United States. The IG has been complimentary of FAA's efforts.

PEOPLE: Implement a model work environment.

Goal was met. FAA continued to build a model work environment in FY 2000.

HARASSMENT - To support its commitment to eliminate employee harassment, FAA expanded the scope of the Accountability Board in July 2000. The Board now oversees all allegations of verbal, written, graphic, or physical harassment, and other misconduct that creates an intimidating, hostile, or offensive work environment based on race, color, religion, gender, sexual orientation, national origin, age, or disability. Previously, board oversight focused on sexual harassment.

EEO MEDIATION - FAA made more extensive use of alternative dispute resolution mediation rather than litigation for EEO complaints. FAA now offers mediation services for EEO cases, sometimes using commercial and other Federal agency mediators. MOUs were negotiated with the unions ensuring EEO mediation is available to all employees. FAA produced a video and materials for use in mediation awareness briefings. FAA exceeded its goal by briefing over 39 percent of management officials during FY 2000. FAA took aggressive steps to resolve existing EEO cases and prevent the need for further

EEO cases. All organizations convened Matrix teams to review EEO cases for possible resolution. The Matrix teams consisted of senior management and organizational support staff with consultation as needed from Legal, Civil Rights, and Human Resource staffs.

WORK ENVIRONMENT IMPROVEMENT INITIATIVE - FAA convened a work group to design a methodology to describe how employees conduct FAA business. A prototype in the Southern Region was scheduled to begin to refine the methodology and begin the process. The methodology will include a document and historical review, leadership and employee interviews, an information synthesis integrating the review and interview data, and a prioritized action plan for improving the work environment.

EMPLOYEE SATISFACTION - A sampling of FAA employees responded to the 1999 Employee Survey sponsored by the National Partnership for Reinventing Government and the U.S. Office of Personnel Management. FAA's overall employee satisfaction was 63 percent. Employees are satisfied with work, jobs, diversity, and family support issues, but less satisfied with recognition, performance management, merit-based compensation, and communication. As a result, FAA management developed an improvement strategy and action plan. Management also held 11 executive listening sessions with employees around the country to hear and react to employee concerns and issues. FAA conducted its own Employee Attitude Survey in September 2000, with results due in February 2001. It contains a significant section on measuring employee satisfaction.

EMPLOYEE COMMUNICATIONS - FAA established the Virtual Organization for Internal Communications Excellence (VOICE). VOICE developed the weekly "Administrators Highlights" e-mail, established a weekly toll-free broadcast to reach employees without e-mail, created a VOICE web site on the FAA Intranet, and published a 20-page "Communications Guide" and a 2-page "Communications at a Glance".

EMPLOYEE COMPENSATION - During the past year, FAA has implemented new, performance-based compensation plans for all non-bargaining unit employees (Core Compensation), FAA executives, and employees covered by the Professional Airway System Specialists - Airway Facilities (PASS-AF) bargaining unit. FAA had previously negotiated a performance-based compensation system for NATCA. Many FAA employees have chosen to become members of bargaining units, so Core Compensation only covers about 6,000 employees, mostly first- and second-level supervisors.

LABOR-MANAGEMENT PARTNERSHIP - The National Partnership Council developed a model work environment initiative and a performance planning and recognition system that is now being implemented.