

FY 2020 ASH Business Plan



Safety

Reduce Aviation and Commercial Space Transportation-Related Fatalities and Serious Injuries in Commercial and General Aviation.

Systemic Safety Approach

Mitigate risks and encourage infrastructure and behavior change by using a data-driven systemic safety approach to identify risks, enhance standards and programs, and evaluate effectiveness.

Initiative: Potential/Emerging Safety Issues

Improve the ability to identify and assess safety risks through advanced analytics.

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Activity: Potential/Emerging Safety Issues

Facilitate potential/emerging safety issues through the FAA Safety Issue Identification and Management Process.

Target: Potential/Emerging Safety Issues (ASH)

The FAA SMS Committee will facilitate at least three FAA safety risk assessments, with support from the stakeholder FAA Lines of Business, and document the progress of the assessments in the Hazard Identification Risk Management, and Tracking (HIRMT) tool. Specific support request: Attend bi-monthly meetings and comply with FAA Safety Issues Identification Process.

Initiative: Cargo Safety Risks

Mitigate safety risks introduced by the carriage of air cargo through collaboration, data collection, industry risk-based decision making, and adoption of industry policy and guidance.

Activity: Coordinated approach to research and standards.

Implement the FY19 research plan for providing tangible information related to fire risks aboard aircraft.

Target: Coordinated approach to research and standards. (Cargo Safety Risk OSI)

Complete the FY20 milestones in the Fire Risk Reduction Framework, for testing on safe handling of personal electronic device (PED) incidents in the flight deck, safe limits for lithium battery powered equipment as cargo, and cabin fire suppression agents for PED fires. Release two videos on the safe handling of PEDs and fire-risk reduction in the cabin and flight deck.

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Initiative: Integrated Oversight Policy

Evolve the FAA safety oversight methodology to provide a system approach to managing risk, analyzing data, and conducting oversight. This is a multi-year plan.

Activity: FY20 Integrated Oversight Policy Activities

Upon completion of the identified FY20 business plan items, foundational elements for evolving our oversight systems and implementing the IOP will be established. Development of the Risk Methodology for Oversight will improve consistency and standardization in how LOBs/SOs manage risk across common product/service providers. The establishment of an Oversight Data Strategy will provide guiding principles for how data needs are identified and addressed for oversight. Finally, better integration of oversight activities will help evolve conducting oversight in a more standardized and systematic way.

Target: Oversight Risk Methodology (ASH)

Obtain AOA concurrence of an FAA Risk Methodology for Safety Oversight, which will include, common risk characteristics for Oversight Risk Profiles, and processes for ensuring identified risks are shared across LOB/SOs.

Target: Oversight Data Improvement (ASH)

Finalize an Oversight Data Improvement strategy which will establish a set of principles to enable the seamless flow, identification, and access of timely, reliable, and relevant oversight information/data

Target: Integrated/Collaborative Oversight (ASH)

Provide applicable LOB/SO policy offices, policy changes/language for a minimum of 50% of the recommendations found in the RBDM c3 Reduction Duplicative Activity and Integrated Oversight Report.

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Initiative: Intelligence Evaluations

The Intelligence and Threat Analysis Division (ITAD) serves as the FAA's lead on all security threats to the National Airspace System, FAA mission areas, FAA regulated air carrier/operator flights, FAA certificated airmen, and the flying public, both domestically and in international locations. ITAD provides intelligence support to the FAA Administrator, Executive Leadership Team, Lines of Business and Staff Offices, Crisis Response Working Group/Crisis Response Steering Group, ASH security directors/managers/regional offices, and to FAA employees assigned to or traveling within high-threat countries. ITAD works in concert with the Special Activities and Law Enforcement Support Division and the Department of Transportation in conducting liaison to the Intelligence Community (IC) and national-level Law Enforcement (LE) Community, and provides these agencies with aviation intelligence expertise and analysis. Within ITAD is the Current Intelligence Threat Evaluation Watch (CITE Watch). The CITE Watch provides intelligence support to the 24/7 Washington Operations Center Complex/Domestic Events Network (WOCC/DEN) through threat identification, warning and assessment, and constant liaison with IC/LE agencies. The CITE Watch evaluates both classified and open source intelligence to provide tailored intelligence support to FAA leadership and the WOCC /DEN during aviation security/safety threats, incidents and National Special Security Events, and direct support to FAA's air traffic system operations security programs and ASH security investigations. It serves as the FAA's focal point for interactions with TSA's Secure Flight program and the FBI's Terrorist Screening Center, and maintains contact with the Counterterrorism Community through multiple daily secure video teleconferences.

Activity: Intelligence Analysis, Coordination and Facilitation

Monitor, assess and coordinate intelligence reporting and aviation security event information to provide timely and tailored intelligence and security support to FAA senior leadership, lines of business, program offices, ASH joint office directors, and overseas representatives.

Target: Internal Requirements

Support 95% of FAA internal coordination, policy planning, and information requirements for senior leadership, lines of business, joint/field offices, and international representatives to inform and support situational awareness, contingency preparedness, personnel security, safety/security initiatives, and incident response.

Target: Intelligence Update

Provide at least one intelligence update daily to WOCC/DEN staff with relevant information on aviation and homeland threat concerns for situational awareness, contingency preparedness, and incident response. Interact daily with USG stakeholders such as Transportation Security Administration and Terrorist Screening Center for Secure Flight activity to support WOCC/DEN requirements.

Target: Crisis Response Working Group (CRWG)

Support 95% of Crisis Response Working Group (CRWG) meetings and Crisis Response Steering Group (CRSG) meetings with relevant threat intelligence information, develop intelligence threat assessments validated by the intelligence community to inform CRWG/CRSG deliberation, and contribute to associated document coordination requirements to enable timely and pro-active risk mitigation for US civil aviation.

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Target: Threat Brief

Provide FAA senior leadership one executive level intelligence briefing weekly for 50 weeks of the fiscal year, and provide additional intelligence briefings as requested by FAA executives, Lines of Business, staff offices, regional offices, and/or international representatives, or as required by developing events to provide situational awareness and inform leadership for planning and decision-making considerations.

Target: Intelligence Products/Support

Provide 50 weeks of intelligence products/support to OST/S60, through JWICS, HSDN, telcons, or in-person support on transportation sector threat information to provide situational awareness, and inform the Secretary, Deputy Secretary and senior leadership in the Office of the Secretary for planning and decision-making considerations.

Target: FAA Representation

Represent FAA in at least 50 aviation community meetings or forums to engage interagency and/or foreign partners with information on aviation threat concerns to enhance shared awareness, improve collaboration, and contribute to risk mitigation planning.

Target: Aviation Threat Briefs

Present at least 50 briefings on aviation threat concerns to U.S. and foreign aviation industry partners on aviation threat concerns to enhance shared awareness, improve collaboration, and contribute to risk mitigation planning.

Activity: Cyber Intelligence Support

Provide the agency with intelligence on cyber threats to the NAS, mission, and administrative systems and networks.

Target: Cyber Threats Intelligence

Provide FAA decision makers with intelligence on cyber threats to the NAS, mission, and administrative systems and networks by providing quarterly updates to AIT, AIS, and other FAA Executives.

Initiative: Regulatory Investigations

The Regulatory Investigations Program and Operations Divisions (AXE-700, 800, and 900) initiates and conducts investigations on FAA certificated aircraft and airman suspected of violating various FAA orders and regulations. The types of investigations include Administrative, Regulatory, and other Special Inquiries. It also develops and implements policy, as required, for the FAA's Regulatory Investigations and Law Enforcement Assistance (LEA) Programs and serves as the investigative authority over agency airmen/aircraft regulatory action.

Activity: Regulatory Investigations Division

AXE will conduct regulatory investigations on FAA-certificated airmen regarding alcohol or drug related motor vehicle actions.

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Target: Preliminary Regulatory Investigations

Initiate preliminary regulatory investigations of airmen when information is received or made available alleging noncompliance with reporting requirements pertaining to alcohol-related motor vehicle actions within five business days, 95% of the time.

Target: Formal Investigations

Conduct formal investigations in a manner consistent with agency policy to promote safety of the NAS with no more than 10% of legal enforcement actions closed due to lack of due diligence or returned due to critical technical errors.

Activity: Law Enforcement Assistance Unit

AXE will support local, state, federal, tribal law enforcement and our regional counterparts by providing technical assistance and conducting or referring investigations on airmen and aircraft involved in illegal drug activity or who threaten National Security by using the National Airspace System to commit criminal acts.

Target: Initial Response

Ensure initial response to inquiries from federal, state, local and tribal law enforcement, international aviation authorities in addition to ASH headquarters and field elements within 24 hours of request, 95% of the time.

Target: Flagged Files

Review annually all flagged files (airman, aircraft and medical) to re-validate requests.

Target: Stolen Aircraft Data

Coordinate and review stolen aircraft data with the El Paso Intelligence Center (EPIC) on a monthly basis to ensure accuracy of the stolen list and associated aircraft file.

Activity: Enforcement Standards and Policy Division

AXE will ensure compliance and consistency with FAA Orders, Policy, and internal guidance; ensure monthly business plan updates are comprehensive and submitted in a timely manner; coordinate response to laser/UAS incidents in the DC Flight Restricted Zone; coordinate/facilitate or attend applicable laser/UAS working groups in the National Capital Area; and support the Civil Aviation Registry and Civil Aerospace Medical Institute by conducting preliminary investigations and assigning to LEAP or flight standards as appropriate.

Target: FAA Regulatory Orders and Policy Review

Coordinate review of FAA Regulatory Orders and Policy with applicable staff and/or stakeholders in order for ASH-1 to provide a summary of feedback to the originating office within the prescribed timeframe 95% of the time.

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Target: Internal Policy, Guidance, and Job Aids

Author, maintain, and distribute internal policy, guidance, and job aids for AXE regulatory programs to ensure transparency and consistency with policy, expectations, and performance within prescribed timeframes 95% of the time.

Target: Quality Control

Conduct quality control on a minimum of 10% of all enforcement work products for AXE to ensure compliance with FAA Orders etc., and consistency within the AXE organization.

Target: UAS/Laser Events

Coordinate, track and respond to all UAS/Laser events occurring within the DC Flight Restricted Zone within 5 days 95% of the time.

Target: UAS/Laser Working Group Meetings

Coordinate, facilitate and/or attend UAS/Laser working group meetings in furtherance of UAS/Laser education or mitigation.

Target: Civil Aviation Registry and Civil Aerospace Medical Institute Support

Support the Civil Aviation Registry and Civil Aerospace Medical Institute, located at the Aeronautical Center, by conducting preliminary investigations upon request. If applicable, coordinate and transfer the investigation to the applicable ASH or Flight Standards District Office for further investigation. Preliminary investigations and/or referrals to the appropriate office will be accomplished within 10 business days of receipt, 95% of the time.

Activity: Law Enforcement Assistance Program (LEAP) Division

AXE will conduct regulatory investigations on all airmen and aircraft involved in illegal drug activity or in threatening National Security by using the National Airspace System to commit criminal acts.

Target: Airmen Regulatory Investigations

Initiate regulatory investigations on 95% of all airmen involved in sale or distribution of illegal drugs within 72 hours (or as soon as practicable) of knowledge of a conviction or notification by law enforcement.

Target: Aircraft Regulatory Investigations

Initiate regulatory investigations on 95% of all aircraft involved in illegal activity within 72 hours (or as soon as practicable) of knowledge of that activity.

Target: LEAP Training

Provide LEAP training, assistance and briefings to Federal, state and local law enforcement agencies as requested. Provide assistance to other agencies as appropriate.

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Target: Ramp Inspections

Conduct a minimum of two (2) ramp inspections quarterly at GA airports and/or GA portions of commercial airports, per LEAP Agent, within the assigned geographical areas of responsibility to validate aircraft certificates, airman certificates, and aircraft registration to deny access to the National Airspace System to individuals and aircraft using it to commit criminal acts or activity that threatens national security.

Target: UAS and Laser Incidents

Track all UAS and laser incidents in ITS requiring LEAP support in the Investigations Tracking System (ITS) and assist law enforcement agencies and Flight Standards conducting investigations into such incidents.

Target: Airspace Awareness and Detection System (AADS)

Utilize the Airspace Awareness and Detection System (AADS) to assist in reducing the occurrence of registration violations. In addition, identify and track aircraft of interest for law enforcement as requested.

Initiative: National Security Support and Intelligence Evaluations

The Special Activities and Law Enforcement Support Division (AXE-300) coordinates and supports US Government National Security initiatives and operations as they pertain to the Federal Aviation Administration. The Division serves as the FAA focal point for matters involving the Department of Defense, Intelligence Community and National/State and local level Law Enforcement and is the responsible agent for providing operational support to sensitive national defense and sensitive law enforcement operations. AXE-300 is also responsible for the implementation and management of FAA's SCI Program, which includes the nomination, adjudication, and indoctrination of personnel for SCI access, oversight for all construction, certification, and management of SCI facilities within FAA and managing and protecting FAA's SCI programs, including networks, circuits, JWICS access, telecommunications and data.

Activity: Support to Special Projects

Provide operational support to sensitive national defense and sensitive national, state and local law enforcement operations, as well as support to the El Paso Intelligence Center (EPIC).

Target: Operational Support

Respond to 100% of requests for operational support from external customers within four business days.

Target: Quarterly Liaison Visits

Conduct quarterly liaison visits with relevant external customers or Intelligence Community members. Make at least one visit to the EPIC to validate the requirement for AADS

Target: Customer Support Meetings

Represent FAA in six customer support meetings or working groups, either internal to FAA or with external customers during the fiscal year.

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Initiative: UAS Security Policy and Plans Development

This initiative will surface security issues associated with the integration of Unmanned Aircraft Systems (UAS) into the National Airspace System, and subsequently develop policies and plans to help mitigate the security issues created as a result of UAS operating in the NAS.

Activity: Support UAS Security (C-UAS) Policy, and Plans (CONOPs, JSOPs, etc.) development with Interagency Partners

This activity supports UAS Security (C-UAS) Policy, and Plans (CONOPs, JSOPs, etc.) development with Interagency Partners. Recent congressional legislation authorized both DOD and DOE to execute counter-UAS activities, and stipulated these Departments to collaborate with FAA to develop CONOPs / Standard operating procedures.

Target: Policy and Plans Development

Support policy and plans development as needed, ensuring FAA responses are provided prior to the deadline requested.

Initiative: Interagency C-UAS Development

This initiative will surface safety and security issues associated with the integration of counter-Unmanned Aircraft Systems (C-UAS) into the NAS to provide defense of areas of National Security Interest, or as directed by Congressional legislation.

Activity: Engage with F/S/L/T/T Interagency partners on UAS Security Concerns including C-UAS

This activity will require engagement with Federal, State, Local, Territorial and Tribal (F/S/L/T/T) Governmental Interagency partners to discuss and identify UAS Security Concerns to include the development, implementation and usage of C-UAS equipment.

Target: FSLTT Partnership

Meet with FSLTT partners at least quarterly to discuss UAS security concerns, as well as discuss C-UAS integration actions.

Initiative: Assure the agency's ability to respond to emergencies.

The Command and Control Communications (C3) Division (AXE-400) provides the FAA with survivable, secure, and redundant command and control communications that assure the agency's ability to respond to emergencies, to assist in the minimum essential restoration of the NAS, facilitates the continuity of FAA Operations; provides emergency communications during disasters when common-carrier communications are interrupted; and provides the FAA with classified national security communications. Communications activation levels, as identified in the Federal Continuity Directive (FCD) Annex H, by 5 percent.

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Activity: ASH efforts to Provide Contingency Communications, Collaborative Information Sharing, and Classified Communications for the FAA.

ASH Efforts to Develop Emergency Operation Information Sharing. The Emergency Operations Network (EON) team will enhance and promote its core capabilities while researching additional technologies to understand and provide data.

Target: EON Promotion

Promote the use of EON to internal and external stakeholders to foster quarterly collaborative initiatives and innovations in the areas of: Training, Data Enrichment, Geospatial capabilities, Data Sharing, and the EON Dashboard.

Activity: Maintain Communications Support Team (CST) Readiness

Maintain CST proficiency through training, maintenance, and readiness exercises.

Target: CST System Test

Complete a monthly system set up and communications test of a major CST system to ensure system functionality and proficiency of core team members.

Target: Operational Readiness Rating

Maintain an annual operational readiness rating of 90% for the Emergency Response Vehicle excepting unexpected events such as unavoidable operational damage or unpredicted major mechanical issues.

Activity: Maintain Readiness of Communications

Conduct regular capabilities exercises of alternate (secure and/or emergency) communications equipment.

Target: National Secure Facsimile Exercises

Conduct quarterly national secure facsimile exercises with a minimum participation rate of 85% to ensure continued system viability and to identify maintenance issues.

Target: Satellite Communications Exercises

Conduct an ongoing exercise program that allows every fixed or mobile satellite terminal an opportunity to test and train every 60 days, with a minimum participation rate of 65% (annual average of six bimonthly exercises).

Activity: Communications Security and Management

Maintain accountability and control over COMSEC materials in accordance with NSA, USAF, and FAA policies and operational doctrine.

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Target: COMSEC Annual Security Assessment and Reviews in the National Capital Region

Conduct annual COMSEC security assessments for ten (10) HQ/National Capitol Region local elements (facility/LOB/SO) that have an appointed COMSEC Responsible Officer and annotate the findings within the Facility Security Reporting System (FSRS).

Target: COMSEC Semi-Annual Accounting Inventory

Conduct a nationwide COMSEC semi-annual accounting inventory for accountability and control of all FAA COMSEC material items.

Target: COMSEC Annual Security Assessments/Reviews Nationwide

Review and approve COMSEC Security Assessments/Reviews of field Local Elements (facilities) conducted by Servicing Security Elements/field personnel within 30 days of completion in FSRS.

Activity: SATCOM Infrastructure

Expand the deployment of the SATCOM fixed based terminals.

Target: Improve FAA's emergency voice communications capability

Improve FAA's emergency voice communications capability by completing the procurement, installation, and testing of 21 fixed-base satellite terminals in the western US as follows: fourteen terminals in Hawaii, four terminals in Alaska, and three terminals in California (ZLA, SCT, and NCT). Additionally, complete the equipment ordering, testing, and delivery of three portable enhanced satellite phone kits to Columbia, Los Angeles, and Hawaii AJW TechOps Districts.

Activity: Microwave Network

Complete the stand-up of Site 22.

Target: Site Prep and Installation

Complete the site prep and equipment installation to establish two new microwave links from Site 22 and improve overall network resiliency.

Activity: VHF/FM Infrastructure in Miami and Houston District

Complete the VHF/FM TechRefresh in the TechOps Miami and Houston Districts.

Target: VHF/FM Equipment Refresh – Miami District

Complete the requirements gathering, design, engineering, and equipment installation for the technical refresh of the legacy VHF/FM equipment in the Miami District.

Target: VHF/FM Equipment Refresh – Houston District

Conduct site surveys of the Houston District and identify the requirements for the technical refresh of the legacy VHF/FM equipment deployed therein.

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Initiative: Facility and Information Security

The ASH Office of Infrastructure Protection supervises nation-wide security program areas and provides program policy guidance, oversight and evaluations, and establishes activity targets. The Office conducts assessments at FAA facilities to determine status of the Facility Security Management Program and compliance with FAA Order 1600.69 and Interagency Security Committee (ISC) standards. Additionally, the Office conducts sensitive information reviews and classified information inspections at FAA facilities to determine their compliance with FAA Orders 1600.2, 1600.75 and other NARA directives.

Activity: Facility Security

AXF will conduct facility security assessments, classified information safeguarding inspections. COMSEC inspections, incident review, and formal outreach at FAA staffed facilities and conduct controlled unclassified information and contract sensitivity reviews.

Target: Facility Security Assessments

Conduct facility security assessments at FAA facilities as required by the AXF work plan. Conduct assessments at facilities as required by FAA Order 1600.69 and the associated risk assessment tool as scheduled in the Facility Security Reporting System. This activity will be measured against the completion of all assessments by the due date unless otherwise deferred or waived due to factors outside of AXF control and approved by the respective division manager.

Target: Classified Information Inspections

Conduct classified information inspections at FAA facilities/elements as required by the AXF work plan. Conduct inspections at facilities as required by FAA Order 1600.2 and the associated risk assessment tool as scheduled in the Facility Security Reporting System. This activity target will be measured against the completion of all classified information inspections by the due date unless otherwise deferred or waived due to factors outside of AXF control and approved by the respective division manager.

Target: Communication Security (COMSEC) Program Inspections

Conduct Communication Security (COMSEC) program inspections at FAA facilities/elements as required by the AXF work plan. Conduct inspections at facilities as required by FAA Order 1600.8 and the associated risk assessment tool as scheduled in the Facility Security Reporting System. This activity target will be measured against the completion of all COMSEC inspections by the due date unless otherwise deferred or waived due to factors outside of AXF control and approved by the respective division manager.

Target: Security Incidents

Review submitted security incidents and take appropriate follow-on action within five (5) calendar days of incident notification to ASH, 90% of the time.

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Target: Formal Outreach Activities

Conduct formal outreach activities at 95% of staffed FAA facilities not scheduled for a facility assessment in FY20 unless otherwise deferred or waived due to factors outside of AXF control and approved by the responsible AXF Division Manager. Document issues and recommendations discussed during the formal outreach activity in the Facility Security Reporting System.

Target: Requests for Controlled Unclassified Information Sensitivity and/or Contract Review

Respond to requests for controlled unclassified information sensitivity and/or contract review including those associated with FOIA requests within 14 calendar days of the request unless otherwise deferred or waived due to factors outside of AXF control and approved by the responsible AXF Division Manager. Generate a quarterly report that summarizes activities completed.

Activity: Facility and Information Security Program Improvement

AXF will evaluate FAA facility and information security policy, guidance, and processes to improve program performance and services provided to stakeholders.

Target: Implement Agency Risk Management Process for Infrastructure Protection

Integrate the improved risk assessment tool into the FSRS and assessment process.

Target: Revise FAA Order 1600.69

Coordinate revised FAA Order 1600.69 with LOB and labor stakeholders. Integrate adjustments into an updated draft of the policy.

Target: Active Shooter - Training, Planning and Guidance

Distribute updated training, planning, and exercise guidance that improves the agency's preparedness in reacting to an Active Shooter event.

Target: Improved Program Metrics

Develop improved program metrics that distinguish levels of program success and maturity and provide data for informed program investment.

Target: Improved Program Training

In collaboration and coordination with AXM, Identify program core competencies and develop an Infrastructure Protection Specialist (IPS) training course that can be delivered through computer-based training modules and in a classroom setting.

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Initiative: Safety

New technologies and business models, such as unmanned aircraft systems, pose new hazards for the National Airspace System (NAS), requiring more collaborative, data-informed, and risk-based safety management approaches to emerging safety risks. To keep pace with the rapid development of the aviation and dangerous goods sectors, AXH must provide leadership to reimagine existing regulations and develop flexible regulations that do not create unnecessary barriers or costs while promoting safe and efficient deployment of private transportation services. AXH, along with other FAA LOBs, is putting in place the tools and processes to proactively address emerging safety risks using consistent, data-informed approaches to support system-level, risk-based decisions. For example, the expansion of voluntary data collection and collaboration across international boundaries will provide the increased depth and breadth of knowledge needed for improved identification and mitigation of potential safety risks. To continue to keep pace, AXH will adopt a Safety Management System (SMS) that embraces the U.S. State Safety Program and provides the structure to fulfill its mission of increasing safety in air transportation by managing risk.

Activity: Safety Promotion

Safety Promotion is a combination of training and communication of safety information to support the implementation and operation of an SMS in an organization.

Target: Workforce Communication

AXH will generate a bi-weekly newsletter to serve as a medium to disseminate information, announce upcoming events and organizational updates, motivate performance, promote unity, and supplement other industry information related to aviation safety.

Target: AXH Strategic Plan

Provides strategic direction for AXH through FY 2025 with an AXH strategic plan. The plan shall align with the DOT, FAA, and AVS strategic plans. In addition, the plan will be organized with four focus areas of Safety, Infrastructure, Innovation, and Accountability.

Activity: Safety Policy

Safety Policy is the organization's documented commitment to safety, which defines its safety objectives and the accountabilities and responsibilities of its employees with regard to safety. Specifically, Safety Policy includes the requirements, standards, guidance, methods, and processes used to establish, execute, and improve the SMS and promote a positive safety culture.

Target: Establish AXH Safety Policy

Issue an Order to establish the SMS as the framework for developing and implementing dangerous goods safety policies and processes in the Office of Hazardous Materials Safety (AXH). Define the scope, requirements, and applications of the SMS in AXH and assign the responsibility for owning and executing the SMS to all employees at all levels, from the Associate Administrator of ASH to the individual Hazardous Materials Aviation Safety Inspectors (HMASIs) conducting inspections and surveillance.

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Target: Dangerous Goods Safety Regulations

Support rulemaking and other initiatives related to transport of dangerous goods by air, in partnership with PHMSA, other FAA lines of business, and other government agencies as required and within established timelines. Activities include, but are not limited to, conducting studies, performing research, collecting data, providing technical expertise on the transport of dangerous goods by air, reviewing interpretations, drafting FAA interpretations, and assisting with other rulemaking activities (i.e., setting the dangerous goods regulatory agenda, developing regulatory impact assessments, evaluating petitions for rulemaking).

Target: Guide Workforce on Special Permits and Competent Authority Approval Process

Establish guidelines for AXH staff that review Special Permit (SP) and Competent Authority Approvals (CAAs) to ensure consistency in risk evaluation and documented responses to PHMSA. Rely on established regulations and guidelines for completing SP and CAA reviews and fitness determinations.

Activity: Safety Assurance

Safety Assurance includes processes within the SMS that function systematically to ensure the acceptable safety performance and the effectiveness of safety risk controls. Safety performance is monitored and measured through the collection, analysis, and assessment of data and information identification of adverse safety trends using operational data collection and analysis and through the auditing of SMS performance, compliance, and processes.

Target: Effective and Efficient Safety Assurance

Continue the Part 145 repair station pilot study initiated in FY19 to enhance the effectiveness and efficiency of safety assurance within AXH. AXH will continue to explore opportunities to decrease the risk associated with Part 145 repair stations. AXH will continue to work to identify potential improvements to data gathering on Part 145 repair stations to ensure that AXH/AFX data is representative of the evolving risks. Upon completion of the repair station pilot study, produce a report that presents the most efficient and effective ways for FAA to engage Part 145 repair stations, the methodology and recommendations on how to properly identify Part 145 repair stations that do, or are likely to, work with dangerous good, and list those Part 145 repair stations.

Activity: Safety Risk Management (SRM)

SRM is a process within the SMS used to identify hazards, analyze and assess the associated risks, implement safety risk mitigations, and control risk.

Target: Document AXH Approach to SRM

Establish controls that govern how AXH will identify hazards and manage safety risks, which include the requirements, specific operating procedures and alignment with SRM and Safety Assurance functions. AXH Divisions Managers must provide a report to AXH-1 documenting the application of SRM and process for tracking hazards, their associated risk, and related safety risk mitigations within their divisions. The report must account for the SRM requirements in the current version of FAA Order 8040.4.

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Initiative: Personnel Security

The personnel security work initiative is responsible for initiating and adjudicating all employee and contractor background investigations. Personnel security specialists are responsible for processing all required initial and re-investigations for persons occupying national security and public trust positions, adjudicating the results of those investigations and for providing national security indoctrination briefings and debriefings to employees approved for security clearances and access to classified information. The office develops policy, procedures, and guidance used within the FAA's Personnel Security Program.

Activity: Background Investigations

AXP will initiate and adjudicate initial and recurring background investigations on FAA employees and contractors in accordance with OPM and ODNI published policy and guidelines.

Target: All Background Investigations - Initiation

Initiate the fastest 90% of all background investigations and reinvestigations within 14 calendar days, on average, of e-QIP pending review date.

Target: Initiate National Security Background Investigations - Adjudication

Adjudicate, or refer, the fastest 90% of initial national security investigations within 20 calendar days, on average, of receipt date of final report of investigation.

Target: Periodic National Security Background Investigations - Adjudication

Adjudicate, or refer, the fastest 90% of periodic national security investigations within 30 calendar days, on average, of receipt date of OPM's final report of investigation.

Target: All Public Trust Background Investigations

Adjudicate, or refer for suitability review, the fastest 90% of all public trust investigations and reinvestigations within 60 calendar days, on average, of receipt date of OPM's final report of investigation.

Target: Fingerprinting Pilot for Moderate Risk Investigations

Develop a plan on capturing appropriate fingerprints for the Moderate Risk Investigations. Document the process to be used for future fingerprinting of all the other Moderate Risk Investigations. Complete the following procedures during this fiscal year:

- Develop a listing of all non-bargaining unit Mod-Risk employees.
- Configure and test mobile configuration to be used at the sites.
- Develop a power point presentation to AXP management team outlining the procedures and guidelines in performing the moderate risk fingerprinting.
- Develop a step-by-step guidance document on performing the fingerprinting.

Activity: Personnel Security Program Improvement

ASH will evaluate FAA personnel security policy, guidance and processes to improve program performance and services provided to stakeholders.

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Target: QART

Reporting averages monthly, achieve for the entire FY: Enter a random 5% sample of investigations into QART.

Target: Targeted Investigation Feedback

Reporting averages monthly, achieve for the entire FY: Provide targeted feedback via QART on any investigation that does not meet the quality assessment standards.

Target: Informational Briefings

At least three informational briefings will be conducted and recorded. Those among the targeted audience not attending the sessions will watch the videos later.

Target: FAA Credentialing Programs

Conduct an inspection of one of the current FAA Credentialing Programs.

Initiative: Common Identification Standards (CIS)

The Common Identification Standard (CIS) Program covers the spectrum of activities to comply with and take maximum advantage of the new federal CIS. Implementing guidance from OMB and technical specifications issued by the National Institute of Standards and Technology (NIST), pursuant to HSPD-12, require both the creation of new technical systems and changes in business practice for all elements of the FAA with respect to: (1) employee and contractor identity verification; (2) increased and standardized background investigations criteria; (3) significantly greater emphasis on maintaining the integrity of the initial employee identification and investigation process; (4) development and deployment of a system to utilize advanced "smart card" technology to create and deliver new standardized identification media (cards); (5) provisioning cards to make possible improvements in protection of personal privacy information, facility security and cyber security, as well as achieve cost savings through automation of security control processes and efficiency gains.

Activity: ID Media

ASH will provide program guidance and oversight and, where required, issue FAA identification media in accordance with federal and DOT policy.

Target: Initiate, Process, or Enroll Applicants

Reporting averages monthly, achieve for the entire FY: Initiate, process, or enroll applicant into the ID Media System upon request from an applicant or sponsor within 1 business day, 90% of the time.

Target: ID Media Card Issuance

Reporting averages monthly, achieve for the entire FY: Issue an ID Media Card within 1 business day upon receipt of the card and availability of applicant, 90% of the time.

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Target: ID Media Card Destruction

Reporting averages monthly, achieve for the entire FY: Perform Card Destruction and annotate that destruction within the MyID system within 1 business day after receiving the canceled identification card, 90% of the time.

Target: Technical Assistance

Reporting averages monthly, achieve for the entire FY: Provide technical assistance, guidance, and troubleshooting for any ID media issue upon request from a customer within two business days, 90% of the time.

Target: Lifecycle Walk-through of the SSC (Security Service Center)

Reporting averages monthly, achieve for the entire FY: Perform a monthly lifecycle walk-through of the SSC (Security Service Center) using the AXP-200 provided self-assessment checklist and guidance document.

Target: Trusted Agent

Reporting averages monthly, achieve for the entire FY: Update the trusted agent list on a monthly basis.

Activity: ID Media Program Improvement

ASH will evaluate FAA identification media policy, guidance and processes to improve program performance and services provided to stakeholders.

Target: Review and Update NIST 800-79-2

Review, and update as necessary, PIV-issuance standard operating procedures as recommended by NIST 800-79-2, Guidelines for the Accreditation of Personal Identity Verification Card Issuers.

Target: NIST 800-79-2 Compliance

Perform a life-cycle walk-through of 20 percent of ASH PIV issuing offices to ensure compliance with NIST 800-79-2, Guidelines for the Accreditation of Personal Identity Verification Card Issuers.

Target: Registration Authority (RA) and Key Recovery (KR) Audit

The Federal PKI Policy Authority instituted a requirement for all CAs offering services under the Federal Policy for Shared Service Providers (SSP) to submit evidence of the annual Compliance Audit of the Registration Authority (RA) and Key Recovery (KR) function.

Target: Annual Credential Inventory

Complete the ASH annual credential inventory.

FY 2020 ASH Business Plan



Initiative: Promote UAS Compliance through Safety Oversight and Enforcement

This initiative will establish a pilot program utilizing available remote detection or identification technologies for safety oversight from which potential investigations can be developed to enable FAA enforcement cases or educational outreach for operators violating FAA regulations.

Activity: Promote UAS Compliance through Safety Oversight and Enforcement

This activity will develop a mechanism for the public as well as FSLTT to report operations of unmanned aircraft suspected of violating applicable federal laws and regulations with data collection activities to occur initially in three locations.

Target: Establish a Pilot Program

Establish a pilot program using available UAS remote detection or identification technologies for safety oversight.

Infrastructure

Invest in Infrastructure to Ensure Safety, Mobility, and Accessibility and to Stimulate Economic Growth, Productivity and Competitiveness for American Workers and Businesses.

System Operations and Performance

Enhance reliable and efficient movement of people and goods by promoting effective management and ensuring leadership in securing data and in sharing information across the transportation system.

Initiative: Infrastructure

Fortify the systems, processes, models, rules, regulations, and policies that allow us to fulfill our mission. AXH invests resources in targeted programs and projects to ensure our information infrastructure is constantly updated and able to address new user business models coupled with technological advances. This approach ensures that the FAA is able to safely integrate new types of user capabilities into an expanding airspace.

Activity: Program Administration

Address the managerial and leadership functions related to planning, implementing, evaluating, and improving AXH to carry out the organization's mission.

Target: AXH Program Management Maturity (PMM) Assessment

Realize a 10% increase in AXH's average September 2020 Program Management Maturity (PMM) Assessment score relative to the average AXH PMM score in September 2019.

FY 2020 ASH Business Plan



Target: Workforce Development

AXH will continue to evolve the Hazardous Materials Aviation Safety Inspector (HMASI) skill set to promote a systems-level approach to safety. The FAA's ability to effectively and efficiently inspect, investigate, and engage entities introducing and transporting hazardous materials in the NAS is highly dependent on the work of HMASIs. To meet the challenges of overseeing a complex and evolving aviation transportation system, AXH will continue to broaden the HMASI skillset. Our workforce must be equally comfortable with both traditional oversight of technically complex and prescriptive regulatory requirements and with applying systems thinking, analysis, collaborative engagement, and risk management principles in the aviation environment. We will meet this challenge through a combination of changes to how we train, develop, and recruit the HMASI workforce. AXH will implement the FY19 multi-year training plan to continue building the workforce of tomorrow.

Activity: New Entrants

Develop a process for applying current regulations on the transportation of dangerous goods by air to new entrants and for proactive hazard identification.

Target: Framework for Voluntary SMS

Expand the use of voluntary safety programs in air transportation of dangerous goods. Promote the use of voluntary safety programs and analyze data to drive decisions for stakeholder engagement activities. Develop a framework to expand industry implementation of voluntary SMS for non-certificated other regulated entities (OREs), and through AXH's international influence, drive improved safety worldwide.

Target: Integrate New Entrants

Emerging technologies, such as UAS and next-generation vertical take-off and landing vehicles, represent the next push in aviation and air-delivery solutions. Since April 2019, these technologies have been used to transport organs for medical purposes in Baltimore, as well as tested for a variety of air-mode delivery systems for commerce, medical, and emergency uses. As pilot projects around the world expand, it is imperative that AXH stay ahead of the curve and ensure that new entrants are safely and efficiently integrated into the national airspace--particularly when it comes to dangerous goods. AXH will develop a process for applying current regulations on the transportation of dangerous goods to new entrants, and for proactive hazard identification.

Innovation

Lead in the Development and Deployment of Innovative Practices and Technologies that improve the Safety and Performance of the Nation's Aviation System.

Development of Innovation

Encourage, coordinate, facilitate, and foster world-class research and development to enhance the safety, security, and performance of the Nation's transportation system.

FY 2020 ASH Business Plan



Initiative: Data Access and Management

Effective management of enterprise data will enable the seamless flow and access of timely, reliable, and relevant information, which supports evidence-based decision-making and innovation for the FAA workforce and aviation stakeholders.

Activity: Improve access to, and quality of, FAA data assets.

Formalize data stewardship and data standards within the FAA. In alignment with principles and practices outlined in OMB M-19-18 and under the guidance of the EIM Steering Committee, collaborate with data stewardship communities of practice (SCoP) and other FAA stakeholders to adopt best practices in data management and access.

Target: Update to FAA Order 1375.1 (ASH)

Submit from AIT for LOB and SO coordination, an update to FAA Order 1375.1 that reflects OMB guidance on data management and is in compliance with the Open Government Data Act of 2019. In addition to streamlining data access per Open Government Data Act and OMB M-19-18, the Order has to fill gaps in existing FAA policies regarding the use of data.

Initiative: Remote Identification

Facilitate more advance operations for UAS through remote identification

Activity: Remote Identification (Request for Information)

Provide UAS Remote Identification to manned pilots for situational awareness.

Target: ASH Support for Remote ID RFI

Support Request: Participate in development, review, and Communicating with Federal Security Partners.

Target: Issue a Request for Information (RFI) that would solicit input from the low-altitude manned aviation (agriculture and helicopters) community on how they could participate in the Remote Identification USS structure, as described in the 2018 RFI, to provide UAS Remote Identification to manned pilots for situational awareness.

Initiative: Data Access and Management

Effective management of enterprise data will enable the seamless flow and access of timely, reliable and relevant information, which supports evidence-based decision-making and innovation for the ASH workforce and stakeholders.

Activity: Improve access to, and quality of FAA and ASH Data assets.

Collaborate with data stewardship communities of practice (SCoP) to baseline and catalog existing data assets within the respective domains to improve data access and expand data sharing. Identify data gaps, if any, and develop a roadmap and plan of action to address data shortfalls to improve data quality and evidence-based decision making throughout ASH.

FY 2020 ASH Business Plan



Target: Increase ASH engagement and collaboration.

ASH will increase and sustain program office engagement and collaboration within FAA Communities of Practice (CoP) or other applicable CoP, participating to baseline and understand data assets and exchanges within the respective domains to improve data access and expand data sharing.

Target: Expanding the quality of data assets

Research, develop and stand-up an ASH Data Analytics Community of Practice (CoP) to improve data access and expand understanding of data analytics. This group will facilitate the development of a graphic and plan of action to improve the application of applied data analytics in coordination with the six ASH Program Offices.

Target: Applying data as a strategic asset

Leveraging Labor Distribution Reporting (LDR) data as a strategic asset, address workforce challenges with an emphasis on improving policies, programs, and systems through a corporate and collaborative approach that reduces organizational redundancies and uses capable and cost-effective information technology systems.

Activity: Provide enterprise capabilities to enable rapid development.

Provide enterprise data platforms, technology, and training to ASH employees for rapid development of business solutions. Provide user guidelines, resources and training for information management and data analytic capabilities in order to grow ASH data literacy and decision-making.

Target: ASH Data Literacy

In partnership with AXM, develop an approach (and curriculum) for composing a webinar series on relevant topics associated with strategic management to include measures for focus grouping during development and customer feedback (during initial launch) as a means to incorporate continual improvement. Topics will include ASH Strategic Planning, Program Management Maturity Model (PM3), Performance Measurement, Basic Data Analytics and ASH User Cases.

Target: Innovative Solutions

ASH will develop and apply data visualization tools to improve ten work products/services (one for each Program Office and two for the SMP) as a means to bring about novel solutions to expanding ASH-wide access and understanding of data products.

Initiative: Innovation

Enable analytic self-service, where strategic and operational information is in the hands of decision-makers at all levels. Support a culture of analysis throughout the workforce. Encourage employees to ask questions and think critically about how operations and processes affect outcomes.

FY 2020 ASH Business Plan



Activity: Promote System Level Analytics

Improve the ability to identify and assess safety risks through advanced analytics and a systemic safety approach.

Target: Integrated Oversight Philosophy (IOP) Implementation Plan

Lead the IOP Agency Implementation Plan for ASH-1 to ensure oversight programs share oversight data, identify shared risks, reduce duplicative oversight, and approach aviation safety from a systems perspective. Support the AXH IOP implementation team to promote better collaboration, both internally and externally, to ensure that the AXH IOP implementation is aligned with FAA's approach to safety oversight. The AXH IOP implementation team will support the Agency Implementation Plan by participating in Executive level meetings and supporting the following IOP Sub-Groups:

1. Risk Based Oversight;
2. Data Improvement; and
3. Reduce Duplicative Activities.

Target: AXH Certificate Holder Risk Index

Continue to leverage the knowledge and investment that FS made in SAS to provide the AXH workforce with the oversight tools to drive risk-based decisions at the system level. Strengthen the existing risk model that FS has created, to account for the risk of dangerous goods transported by aircraft. Refine AXH risk methodologies for Safety Oversight, to include common risk characteristics for Certificate Holder Oversight Risk Profiles. Enhance oversight decisions at the system level by working with FS to integrate dangerous goods oversight data with FS' Certificate Holder Risk Model, as appropriate. Document the methodologies through policies, processes, and procedures related to FAA's dangerous goods safety oversight program.

Target: Actionable Airline Passenger Dangerous Goods Discrepancy Reports

Implement a passenger module in the Safety Assurance System (SAS) and update the protocol for addressing suspected passenger non-compliance of Dangerous Goods Regulations.

Initiative: e-Discovery

The ability to provide the preservation, collection, processing, and review of electronically stored information in a review platform played a critical role in the Boeing 737 Max Congressional requests in 2019 which AXI has developed. AXI will continue to mature this effort through support to AFN and AGC in their discovery requests. The Office of Investigations (AXI) electronic discovery (e-Discovery) supports the FAA through consistent, repeatable, and defensible processes to support the e-Discovery needs and processing of electronically stored information (ESI).

Activity: e-Discovery Program Support

Develop an e-Discovery program that can service the discovery requirements of ESI.

FY 2020 ASH Business Plan



Target: Draft e-Discovery Program Documentation

Develop an e-Discovery program that can service the discovery requirements of ESI. Develop program documentation, and respond to e-Discovery requests from all sources based upon established guidelines.

Accountability

Serve the Nation with Reduced Regulatory Burden and Greater Efficiency, Effectiveness and Accountability.

Regulatory Reform

Reduce current regulatory burdens and bureaucracy to ensure a safe, efficient, accessible, and convenient transportation system for people and commerce.

Initiative: EEO/Diversity and Inclusion Action Committee (EAC)

Utilize the EEO Action Committee (EAC) to collaborate and support a diverse and inclusive workplace with existing employee workgroups, LOBs/SO, to create an inclusive work environment.

Activity: ASH Ensure a Diverse and Inclusive Workforce

- ASH will complete activities that will foster a diverse and inclusive workplace and improve the Reasonable Accommodation interactive process.
- Assist in development of a diverse workforce at all levels. Increase the representation of Persons with Targeted Disabilities (PWTD), Hispanics, and Women in the workforce as compared to the civilian labor workforce (CLF).
- Provide EEO training to managers and employees.
- Managers engage in the mediation/facilitation process.

Target: Reasonable Accommodations

Ensure 90% of (LOB/SO) reasonable accommodation requests are processed within 25 business days or less.

Target: Improve Participation/Outreach

Develop strategies to improve the representation of Persons with Targeted Disabilities (PWTD), Hispanics, and Women by providing resources and data analysis to LOB/SOs to increase the workforce as compared to the civilian labor workforce (CLF) and/or MD-715, Part J). These strategies will address hiring, training, career progression opportunities and will be deployed and tracked through the EAC Workgroups.

Target: EEO Training

Monitor the delivery of EEO training to 70% of (LOB/SO) managers and 20% of (LOB/SO) employees.

Target: Mediation

Ensure that 75% of all (LOB/SO) managers engage in mediation when requested by employees.

FY 2020 ASH Business Plan



Mission Efficiency and Support

Support mission requirements by efficiency and effectively planning for and managing human capital, finances, procurement, sustainable operations, information technology, emergency preparedness, and other mission support services.

Initiative: Crisis Response and Notification

The Washington Operations Center (WOC) operates 24/7 and is structured to support all FAA Lines of Business (LOB) and Staff Offices (SO). The WOC collects information, provides decision support, coordinates activities essential to the daily conduct of the FAA mission, and serves as an action center for concentrated and accelerated agency efforts in times of national emergencies, natural disasters, and major incidents/ accidents. The WOC monitors national and global events that impact the aviation domain, coordinates and disseminates real time information with government operation centers including the Department of Transportation, the White House, the State Department, the Department of Homeland Security, the Department of Defense, and the NTSB. The WOC has multi-faceted operational capability and leverages portable assets in order to maintain continuity of operations should disruptive events require relocation to alternate facilities. Additionally, the WOC staff supplements the Continuity of Operations (COOP) Cadre Team and provides COOP cadre and management notifications.

Activity: Crisis Response and Notification Requirements

The crisis response and notification capabilities consist of the collection of systems and processes that work in synchronization to provide consistency in distributing information and facilitating command and control internal and external to the FAA. Intra-agency: Collaboration performed through regular liaison with FAA-centric ROCs, LOBs, and Staff Offices ensuring integration with formal communication and notification networks. Inter-agency: Collaboration with federal, state and local agency partners ensuring integration with formal and informal networks and associations.

Target: Biweekly Reviews

Conduct biweekly reviews of the following: ENS notifications, Administrators Daily Alert Bulletin (ADAB), and WOC Incident Summary Reports (WISR), review for 95% accuracy and error-free messaging, and published in accordance with the WOC notification requirements and standard operating procedures, to include a summary of significant or noteworthy incidents, a graphical depiction of data, and statistics on WOC notifications.

Target: Intra- and Inter-Agency Networks

Establish and maintain intra- and inter-agency networks and associations with nine constructive engagements conducted and documented quarterly (for a total of 36 engagements in FY20); to leverage the value of having exchanged best practices, lessons-learned, new techniques and processes by collaboration through qualitative, information sharing, or empirical improvement.

FY 2020 ASH Business Plan



Target: Field Exercises

Conduct or participate in tests, drills, tabletop, limited or full-scale field exercises at a rate of two monthly (for a total of 24 activities in FY20) in accordance with the Homeland Security Exercise & Evaluation Program to target, track, and report improvements to AXE-100 readiness and continuity capabilities. WOCC exercises will identify both capability gaps and areas for improvement for all WOCC entities.

Target: Standardized Operating Protocols and Processes

Conduct the review and updating of 25 internal controls, requirements, standardized operating protocols and processes to facilitate consistency in the delivery of services in accordance with the AXE-100 Internal Process Improvements, Requirements & Standards (IPIRS) Program Performance Plan.

Target: Workforce Engagement, Planning, Learning & Development (WEPLD)

Ensure the division complies with annual eLMS training as scheduled, with a 98% target. A formal training curriculum developed and implemented by Q3 of FY20. Recurrent training for all Operations Officers and Supervisor completed annually.

Initiative: Incident Preparedness and Response

Through an integrated system of policy, procedures, personnel, facilities, communications and exercises, the Preparedness and Response Division (AXE-500) ensures FAA officials have timely, decision-quality information to plan and then direct essential operations in times of crisis -- both natural and manmade. It also issues policy and guidance for Continuity planning and COOP implementation.

Activity: Preparedness and Response for Serious or Catastrophic Incidents

ASH will ensure national incident preparedness and response policy guidance and structure exist to support national and regional operations during any serious or catastrophic incidents (natural or technological disasters, terrorism incidents, wide-spread communications outages, etc.) and National Special Security Events.

(NSSE). ASH will also provide national-level management of National Exercise Program exercises and other appropriate exercises that might require FAA-wide coordination.

Target: Emergency Incident Coordinator Duties

Perform Emergency Incident Coordinator duties, including producing Spot and Situation Report as needed, in accordance with FAA Order 1900.1, as amended.

Target: Headquarters/Regional Incident Response Exercise

Plan and conduct an annual Headquarters/Regional incident response exercise in support of exercises under the National Exercise Program, such as the National Level Exercise, Ardent Sentry, and/or the Eagle Horizon Federal Executive Branch Continuity Series, and produce after-action reports as needed.

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Target: Incident Preparedness

Manage the FAA's preparedness to respond to any incident by ensuring the synchronization of Headquarters and Region training and exercise plans and developing and executing training to prepare Emergency Planners, DOT Transportation Operations Center Cadre, and other designated incident response personnel to support the FAA's role in the National Response Framework (NRF).

Target: FAA Order 1900.1

Review and Update FAA Order 1900.1 (FAA Emergency Management Program) based on FAA organizational restructure as well as updates to Federal Policy guidance. Ensure the draft 1900.1 Order is coordinated across all FAA LOB/SOs.

Activity: Continuity of Operations

ASH will ensure that viable continuity of operations facilities and procedures, to include communications and logistics, are continually available and regularly exercised through readiness exercises and training, maintaining continual facility operational capability, and continuity cadre management.

Target: Activation Contact Information

Verify and update activation contact information of continuity cadre members quarterly.

Target: Continuity Communications Tests

Participate in secure continuity communications tests as required.

Initiative: Aviation Insurance Program Management

Provide non-premium insurance and reduce U.S. air carrier financial exposure to war risks for U.S. Government-sponsored mobilizations in support of national security and defense, as requested by DOD and other Federal agencies.

Activity: Aviation Insurance Program Management

Provide non-premium insurance and reduce U.S. air carrier financial exposure to war risks for U.S. Government-sponsored mobilizations in support of national security and defense, as requested by DOD and other Federal agencies.

Target: Non-Premium Insurance Policies

Issue all non-premium insurance policies requested by DOD before the effective date of the policies, thereby ensuring there is no gap in coverage.

Target: Claims Adjuster Services

Ensure contracted claims adjuster services remain available to respond to a covered and valid war risk occurrence within 24 hours.

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Target: Payments on Valid Claims

Ensure the average time to initiate payments on valid claims against non-premium insurance policies does not exceed 90 calendar days from the date of receipt of a complete Proof of Loss.

Target: Reimbursement

Ensure reimbursement is requested within 30 business days from the date a valid non-premium claim is paid, for 100% of non-premium claims paid on behalf of the DOD or other Federal agencies.

Initiative: ASH Training Function

Analyze, design, develop, deliver, evaluate, and manage ASH workforce development, as well as ASH training requirements for the FAA-wide workforce.

Activity: ASH Workforce Development

Manage and provide leadership and workforce development programs and technical training for the ASH workforce.

Target: Leadership Development Initiatives

Evaluate and support leadership development initiatives for ASH leaders at all levels.

Target: Technical Training

Manage and deliver technical training to the ASH workforce.

Activity: FAA-Wide ASH Training Requirements

Develop and manage ASH training requirements for the FAA workforce.

Target: ASH Training Requirements

Manage and deliver ASH training requirements to the FAA-wide workforce.

Initiative: ASH Onboarding and Orientation

ASH requires a robust orientation/on-boarding program to assist new hires with their transition as they enter the ASH organization and provide an overview of program areas within ASH, our mission, vision, and guiding principles.

Activity: Revise Online Onboarding Program

Provide newly hired ASH personnel information that speaks to the ASH mission, vision and skills that support the ASH organization.

Target: On-boarding Program Revision

Update ASH online onboarding program to align with ASH's current organizational program structure.

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Initiative: Improve ASH's OSHA Presence

The ASH Occupational Safety & Health Management program protects employees from workplace hazards by integrating safety and health programs across the organization. Procedures, processes, guidance and instructions will be developed and utilized to reduce risk of employee injury and illness, increase operational efficiency, meet or exceed regulatory compliance and continually improve Occupational Safety & Health (OSH) performance. Continuous improvement is achieved by instituting a high level of management and non-management employee participation in the processes addressed herein. Work Groups and Safety Committees are empowered to execute those processes.

Activity: Implement ASH Occupational Safety and Health Management System (OSHMS) Manual

Through implementation of the ASH OSHMS Manual, Security and Hazardous Materials Safety, Office of Business and Mission Services, in coordination with the FAA DASHO Support Office, AJW-25, will increase understanding and awareness of OSHA rules and responsibilities. The enhanced outreach will improve program participation and increase agency compliance.

Target: Cross Organizational Training

Collaborate with AXM-200 and the DASHO to identify and/or develop cross-organizational training for proper use of Personal Protective Equipment (PPE).

Initiative: ASH Awards and Recognition Program

The ASH National Awards and Recognition Program acknowledges employees for their superior achievement. Inclusive recognition sustains and improves performance through cost savings, efficiency, and exceptional customer service, which increases morale, recruitment, and retention.

Activity: Revise ASH Awards and Recognition Program

Revise the ASH Awards and Recognition Program to align with ASH's current organizational structure.

Target: Update ASH National Awards and Recognition Program

Update the ASH Awards and Recognition Program based on 2019 workgroup recommendations.

Target: ASH Award Nominations

Collaborate with ASH Program Offices to submit quarterly award nominations that align with OPM's Guidance on Awards for Employees and Agency Workforce Fund Plan.

FY 2020 ASH Business Plan



Initiative: Organizational Effectiveness

ASH's Organizational Effectiveness Team is the tactical bridge between ASH's technical Programs' delivery and the information sharing and strategies to maximize individual and team engagement, and performance. The team works for and with employees to integrate strategies that maximize individual and team engagement and performance. This is done by enhancing service delivery and an organizational culture that ensures the most effective mission accomplishment through: • Communications • Organizational Change & Development • Employee Engagement • FedView • IdeaHub • WorkLife and Wellness

Activity: Facilitate Employee Engagement

ASH's Organizational Effectiveness Team administers, implements, evaluates the OPM FedView survey and also collaborates with ASH Program Offices on quarterly engagement activities.

Target: FedView Communication Plan

Implement FedView communication plan to help meet or exceed DOT's and FAA's established goals.

Target: Quarterly Employee Engagement Activities

Implement quarterly activities (i.e. ASH Veterans Day Pictorial, Employee Spotlight, Functional Perspectives, Wellness Wednesday, and ASH News Feed) to help improve employee engagement within ASH.

Target: ASH FedView Action Plan

Monitor ASH FedView Action Plan on quarterly basis to evaluate alignment with identified engagement activities. (i.e. engage with ASH employee engagement advisory groups, increase learning and development communication, expand executive field visits beyond Program office, and increase ASH SharePoint usage).

Target: Program Office Engagement

Engage with representatives from ASH Program Offices quarterly to gain an understanding of organizational effectiveness activities and identify recommendations for ASH-wide engagement best practices.

Activity: Coordinate ASH-Wide Communications

ASH's Organizational Effectiveness Team collaborates with ASH Senior Leadership to develop and coordinate communications that help employees connect leadership decisions and direction with the organization's mission.

Target: Best Practices via SharePoint

Utilize ASH SharePoint Portals to communicate best practices on a quarterly basis.

Target: Strategic Communication Alignment and Messaging

Collaborate with ASH Senior Management Team to draft consistent communications that align with strategic messaging (i.e. videos, scripts, emails, etc.).

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Activity: Change Management Coordination and Support

ASH's Organizational Effectiveness Team serves in a consultant role for change management initiatives to help coordinate joint decisions action, continuous improvement, and increased aperture for ASH mission success resulting in greater efficiency.

Target: Change Management

Provide change management advice and develop resources to help ASH employees adapt to change.

Initiative: Business Services & Security Solutions

The Business Services and Security Solutions Division will support the ASH mission requirements by providing centralized business services, security solutions development services, and security application support services.

Activity: Business Services: Program Support Services

Coordinate mobility changes with National Wireless Program office to meet ASH needs.

Target: Business Services: Mobility Services Coordination

Work with National Wireless Program Office to transition all ASH mobility devices to AT&T Firstnet.

Activity: Business Services: Facility Relocation Assistance

Facilitate ASH non-prospectus moves to meet ASH needs or APM requirements.

Target: Office Changes

Coordinate office changes with APM to meet ASH needs. Provide ASH staffing and space requirements requested by APM pertaining to facilities with leases expiring in 2020.

Activity: Business Services: Property Management Facilitation

Facilitate property management for ASH.

Target: ASH Property Custodians and Delegates Quarterly Meeting

Close and archive ASH legacy cost centers that still have assets that need to be transferred, excessed, archived or reported as lost/stolen. Ensure ASH property custodians/delegates complete the required asset management training. Hold quarterly meetings with ASH property custodians and delegates.

Activity: Security Solutions Development: Security Solutions

Develop new security solutions or enhance existing solutions to meet new or changed business needs of ASH program offices.

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Target: Security Solution Deployment

Deploy security solutions to meet ASH program office business requirements.

Activity: Security Solutions Development: Automate Testing

Implement comprehensive system testing based on the automation of continuous application and hosting test scripts.

Target: Functional Testing

Automate functional testing using TFS and Selenium (or similar products) for 6 AXM web applications.

Activity: Security Applications Support: Security Compliance

ASH will provide a secure hosting platform for AXM systems.

Target: Certification and Authorization Process

Ensure AXM systems complete the Certification and Authorization process.

Target: Privacy Compliance

Facilitate update of privacy documents and agreements for ASH Systems in accordance with AIS or DOT requirements.

Target: PII Data

Remediate all PII data found during scan within 30 days of discovery or notification.

Activity: Security Applications Support: Mission Support

Coordinate deployment and delivery of key systems and/or services to support ASH mission and programs.

Target: Cloud Transition

Work with FAA Cloud Services Program Office and Cloud vendor to implement Phase 1 of AXM Cloud Deployment Plan.

Target: VTC Installation Coordination

Coordinate upgrade of VTC and audio-visual systems in ASH offices with AIT and FAVES VTC vendor.

Target: Fingerprints Transmission Support

Coordinate with AXP, AIT, Enterprise Service Center, and Defense Counterintelligence Security Agency (DCSA) to upgrade fingerprints collection and transmission system in ASH PIV card issuing centers.

FY 2020 ASH Business Plan



Initiative: Contracting Opportunities for Small Businesses

Support small businesses and job creation by providing opportunities for small businesses to attain FAA contracts and purchase orders, with special emphasis on procurement opportunities for socially and economically disadvantaged small businesses (including 8(a) certified firms), service-disabled veteran-owned small businesses, and women owned small businesses.

Activity: Contracting with Small Businesses

Utilize market analysis and acquisition strategies to provide opportunities for small businesses to compete for and attain FAA contracts and purchase orders, with special emphasis on procurement opportunities for socially and economically disadvantaged small businesses (including 8(a) certified firms), service-disabled veteran-owned small businesses, and women owned small businesses.

Target: AXM - Support ACQ's Small Business efforts

Support ACQ's efforts to ensure 25% of the Agency's total direct procurement dollars are awarded to small businesses.

Initiative: Investigations

The Office of Investigations (AXI) receives, evaluates allegations, plans, conducts, documents, and distributes investigations of FAA employees and contractors, suspected of violating various FAA orders, policies, and regulations.

Activity: Investigations

ASH will investigate all allegations of misconduct by FAA employees, contractors, and non-employees suspected of violating various FAA orders, regulations and policy.

Target: Conduct Investigations

Evaluate and respond to investigation requests from all sources based upon established guidelines, ensuring the safety of the National Air Space and flying public is not effected by employee misconduct, or other matters that distract Lines of Business from accomplishing their safety missions. Increase the AXI depth of service by creating a plan to track trends across the FAA and analyze those trends to identify ways AXI can assist the agency to address emerging issues and threats to aviation safety.

Initiative: Threat Assessment

The Office of Investigations (AXI) receives and evaluates information; plans, conducts and coordinates risk assessments of FAA employees and contractors, programs, systems, and information to minimize threats.

Activity: Threat Assessment

AXI will engage in activities, briefings, and assessments of potential threats involving FAA employees, contractors, and non-employees.

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Target: Threat Assessment Panels

Participate in requested Threat Assessment Panels based upon established guidelines. Increase the AXI depth of service by creating a plan to track trends across the FAA to identify ways AXI can assist the agency to address emerging issues and threats to the safety of FAA facilities and employees.

Initiative: Investigations Standards and Policy

The Office of Investigations (AXI) develops, implements and ensures consistency with professional Investigative Standards and Policy through program reviews and assessments; develops and implements an AXI Investigations Training Program; maintains a comprehensive resource library; implements investigative data management improvements by overseeing the conversion of the current Investigations Module in ITS to an activity based Case Management System. Increase the AXI depth of service by creating a plan to track trends across the FAA and analyze those trends to identify ways AXI can assist the agency to address emerging issues and threats to aviation safety.

Activity: Investigative Program Review/Assessment

Ensure consistency with AXI Standards, Policy and Procedure.

Target: Review & Assessment Program

The Office of Investigations (AXI) develops, implements and ensures consistency with professional Investigative Standards and Policy through program reviews and assessments; develops and implements an AXI Investigations Training Program; maintains a comprehensive resource library; implements investigative data management improvements by overseeing the conversion of the current Investigations Module in ITS to an activity based Case Management System. Increase the AXI depth of service by creating a plan to track trends across the FAA and analyze those trends to identify ways AXI can assist the agency to address emerging issues and threats to aviation safety.

Initiative: Cyber Investigations

The Office of Investigations (AXI) conducts cyber investigations in support of investigations, insider threat, and defensive counterintelligence by performing cyber analysis of FAA systems through enterprise and digital media forensics analysis

Activity: Cyber Investigations Support

Provide cyber investigations support to FAA through the use of digital forensics tools, techniques, and procedures. Evaluate, conduct, complete, and distribute cyber investigations requests from all sources based upon established guidelines.

Target: Cyber Investigation Requests

Provide cyber investigations support to FAA through the use of digital forensics tools, techniques, and procedures. Evaluate, conduct, complete, and distribute cyber investigations requests from all sources based upon established guidelines in support of investigative matters that could affect the safety of the National Air Space by employee misconduct or other matters that distract Lines of Business from accomplishing their missions.

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Initiative: Defensive Counterintelligence Program

The Office of Investigations (AXI) Defensive Counterintelligence protects the FAA against the malicious actions conducted by foreign entities and trusted insiders that could damage U.S. national security or economic competitiveness. The DCIP is designed following the principles laid forth by the Office of the Director of National Intelligence and the National Counterintelligence and Security Center (NCSC) for non-Intelligence Community defensive counterintelligence programs.

Activity: Defensive Counterintelligence Program Support

Provide Defensive Counterintelligence investigations support to FAA through detection, deterrence, and denial of illicit human and technical intelligence collection activities and other national security concerns against the FAA, its personnel, facilities, equipment, systems, networks, operations, and information.

Target: Defensive Counterintelligence Program

Provide Defensive Counterintelligence investigations support to FAA through detection, deterrence, and denial of illicit human and technical intelligence collection activities and other national security concerns against the FAA, its personnel, facilities, equipment, systems, networks, operations, and information.

Target: International Travel Security Program Support

DCIP prepares employees who travel internationally with timely and pertinent information concerning the risks they may encounter while abroad; ensuring FAA international travel security training is accurate, up-to-date, and complies with applicable FAA, DOT, and national policies and law; and monitoring security concerns that could impact employees traveling internationally on official FAA business and advising them appropriately.

Initiative: AIT Key Operational and Project Management Activities

This initiative represents key activities and projects performed by AIT which are not clearly aligned under other AFN Initiatives and serves as a repository for short term incentives for AIT Executives.

Initiative: AXM Process Improvement

AXM collaborates with ASH Program Offices to develop, implement, and evaluate processes, procedures, and guidance that result in efficient program management throughout ASH.

Activity: Develop ASH Implementing Guidance

AXM develops implementing guidance in alignment with FAA corporate policy, to ensure consistent execution of directives, processes and practices across the ASH organization.

Target: ASH Implementing Guidance

Develop at least seven ASH Implementing Guidance and coordinate review to ensure compliance with FAA policy and ASH requirements. Developed guidance topics include Travel (Including Foreign Travel), IAAs and Requisitions, Fund Certification, ASH Training Program, Conference Attendance, Cross Functional Assignments & Developmental Opportunities, Change in Official Duty Station, Alternate Work Schedules, and Non-Competitive Hiring.

FY 2020 ASH Business Plan



Initiative: Productivity and Financial Metrics

Each FAA organization will develop, track, and report quarterly on a comprehensive measure of its operating efficiency or financial performance. These measures will include: ATO cost per operation, overhead rates, and cost per accounting transaction.

Activity: Corporate Leadership for Efficiency Activities

As the agency lead for all cost control/efficiency efforts, ABA will provide leadership and guidance in the development of efficiency and financial metrics that can be used to track the efficiency and financial performance of each organization within the agency.

Target: ASH Efficiency Goal: Program Management Maturity Index- Annual Check/Update

Provide or check updated FY 2021 measure template with changes as needed.

Activity: FY2020 Quarterly Data Consolidated and Reporting

Consolidate LOB/SO efficiency of financial and productivity metrics and report quarterly. Due 60 days after the end of each quarter.

Target: ASH Efficiency Goal: Program Management Maturity Index- Quarterly Submission

Report quarterly results and comments to ABA on the Program Management Maturity Index. Due 30 days after the end of each quarter.

Initiative: Accountability

Build transparency, trust, and stewardship through consistency and effectiveness of decisions. Share information and data with stakeholders to continuously improve the processes for decision-making.

Activity: Foster a Culture of Engagement

Provide transparent and open communication of information and decisions.

Target: International Aviation Safety and Regulatory Responsibilities

Provide leadership for all AXH processes and obligations related to International Standards development that leads aviation safety at a global level, with emphasis on ICAO coordination throughout FAA. Remain current with all requirements for international objectives through processes and policies from DOT, FAA, and AXH obligations.

Target: International Committees and Panels

Following AXH's participation in ICAO DGP meetings and UN subcommittee meetings on the transportation of dangerous goods, submit an executive summary to ASH executive leadership within 45 days from the end of the meeting. Pre-meeting coordination with applicable FAA LOBs must take place at least 10 days prior to these meetings.

FY 2020 ASH Business Plan



Target: Airline Passenger and Cargo Safety Messaging

Promote airline passenger and cargo safety by providing information through social media that educates passengers on the risks of dangerous goods in baggage. Include seasonal safety messaging and risk-based messaging when hazards are identified.

Target: Responsiveness to Web Inquiries

Respond to a minimum 90% of inquiries to FAA's Dangerous Goods website through the PackSafe, OperateSafe, and SafeCargo platforms within 2 business days of receipt. Provide frequently asked questions and answers on the ASH public-facing website.

Target: Stakeholder Engagement

Conduct a quarterly review of Dangerous Goods stakeholder engagement materials and update the HMSP SharePoint and websites to ensure relevance, as appropriate. This includes printed or electronically accessible information such as posters, screen displays, slide presentations, videos, tool kits, and general dangerous goods safety information on the ASH public-facing website.

Target: International Aviation Safety for Aircraft Cargo, Including Dangerous Goods - ICAO Support & Engagement

Remain continuously engaged in all activities that may involve or support AXH international objectives, briefing to AXH-1 quarterly. This includes, supporting the ICAO Continuous Monitoring System as it applies to Annex 18 requirements through coordination with API reviews conducted biannually. It also includes, attend FAA internal planning meetings for international engagement, such as, the Global Leadership Initiative International Steering Committee (ISC); International Advisory Board (IAB) and ICAO Assembly meetings.

Target: Engage Cargo Safety Stakeholders Through Technology

Utilize a variety of technologies, such as social media platforms, videos, electronic messaging, apps, interactive media, and outreach events, to more effectively and efficiently engage with a wider variety of stakeholders. Expand social media and GovDelivery lists to include industry influencers for commonly undeclared dangerous goods. Enhance the FAA's dissemination of information to improve stakeholders' understanding of pertinent air travel and air cargo safety-related issues, increasing stakeholder engagement by at least 10% over FY2019 baseline levels.

Initiative: ASH - Productivity and Financial Metrics

The Office of Security and Hazardous Materials Safety (ASH) will develop, track, and report quarterly on a comprehensive measure of its operating efficiency and financial performance.

Activity: Program Management Maturity Index

ASH will apply the Program Management Maturity Model framework throughout all its program activities to demonstrate continual, focused improvement as a part of the FAA Efficiency Measure Program.

FY 2020 ASH Business Plan



Target: Quarterly Submission

Applying the ASH Program Management Maturity Model (PM3) in quarterly ASH-wide assessments, demonstrate a 12-point improvement in the aggregate ASH PM3 Index Measurement Score by the close of FY2020.

Target: Data Validation

The Strategic Management Program (SMP) will collaborate with ASH program offices to develop a formal, standardized data validation checklist to be applied during data validation audits. Using that checklist, perform three program audits with results made transparent and best practices made available as a means for continual process improvement in the pursuit of maturation in the delivery of ASH products and services.

Initiative: Insider Threat Detection and Mitigation

The Office of Investigations (AXI) Insider Threat Detection and Mitigation Program deters, detects, and mitigates actions by employees and contractors who may, wittingly or unwittingly represent an insider threat to FAA information, resources, and/or national security. Executive Order 13587 directed all federal departments and agencies that operate or access classified computer networks, to implement an insider threat detection and prevention program consistent with the guidance and standards developed by the National Insider Threat Task Force (NITTF). DOT Order 1642.1 directed the FAA to develop, implement, manage, and operate an FAA Insider Threat Program.

Activity: Insider Threat Detection and Mitigation Program Support

Provide Insider Threat Detection and Mitigation support to FAA.

Target: Insider Threat Detection and Mitigation Program Support

Provide Insider Threat Detection and Mitigation support to FAA within the guidelines and standards set by NITTF and DOT and ensure that the safety of the National Air Space is not affected by matters that distract Lines of Business from accomplishing their missions. Identify and collaborate with stakeholders to enhance program development and maturity to assess insider risks and threats.