



**Federal Aviation
Administration**

COMMUNICATIONS

Federal Aviation Administration

Fiscal Year 2007 Business Plan



2007 AOC Business Plan

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2007 AOC Business Plan

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

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

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

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

Increased Safety

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

Core Business Measure:

Positive outreach for safety initiatives.

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

Core Business Function: Media Coverage

Improve positive media coverage that positively highlights agency safety initiatives.

Core Business Activity: Media roundtables.

Hold media roundtables to highlight FAA safety initiatives.

Targets:

Activity Target 1: Hold two or more media roundtables focused on safety with three or more national print and television outlets in attendance.

Core Business Activity: Positive outreach for the safety program.

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

Targets:

Activity Target 1: Provide press information to reporters to enhance their ability to place at least one article, news story, or editorial in national publications or television coverage that highlights aviation safety related improvements each quarter of FY07.

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

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

Targets:

Activity Target 1: Communicate the FAA's safety messages to at least 10 reporters per month when they inquire about any type of safety issue.

Greater Capacity

AOC will actively promote positive media coverage of FAA initiatives to improve capacity and efficiency in the National Airspace System through press conferences, media briefings, roundtables, direct outreach to reporters, press releases, web postings and other available tools. We will maximize media coverage of planned new runway

openings and new technology and procedures that improve capacity, highlighting the FAA's role in reducing delays for the traveling public.

Core Business Measure:

Positive outreach for efficiency and capacity enhancements.

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

Core Business Function: Media Coverage.

Improve positive media coverage of FAA efficiency and capacity enhancements.

Core Business Activity: Media roundtables.

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

Targets:

Activity Target 1: Hold 2 or more media roundtables on capacity and/or efficiency with at least 3 or more national or print media outlets during FY2007.

Core Business Activity: Maximize media coverage.

Maximize media coverage of new runway openings.

Targets:

Activity Target 1: Work with at least 2 airport operators to publicize new runway openings.

Core Business Activity: Incorporate Capacity message when responding to press calls.

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

Targets:

Activity Target 1: Communicate the FAA's

capacity and efficiency messages to at least 10 reporters per month when they inquire about any type of airspace or air traffic issue.

International Leadership

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

Core Business Measure:

Media Coverage

Positive outreach for agency international leadership initiatives.

Core Business Function: Media Coverage

Promote at least four news media events that highlight agency safety initiatives.

Core Business Activity: Hold media roundtables.

Hold media roundtables to educate reporters about international leadership initiatives.

Targets:

Activity Target 1: Hold at least two media briefings on international leadership initiatives during FY07.

Core Business Activity: International Outreach

Conduct outreach to international publications and TV stations.

Targets:

Activity Target 1: Develop a media plan to increase international media coverage by May 31, 2007.

Activity Target 2: Begin implementation of the media plan by June 30, 2007.

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

Reinforce the FAA's international leadership messages when responding to day-to-day media inquiries (when appropriate).

Targets:

Activity Target 1: Emphasize the FAA's role as the world leader on aviation issues to at least five reporters per month when responding to media questions about international trips by senior executives or any other press calls related to international issues.

Organizational Excellence

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

AOC will use all available media tools to promote positive media coverage of any FY 2007 savings and improve the public's perception of FAA organizational excellence initiatives.

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

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

Flight Plan Performance Target:

Employee Attitude Survey

Increase the score of the Employee Attitude Survey measure for the areas of management effectiveness and accountability by at least 5 percent, over the 2003 baseline of 35 percent by FY 2010. FY07 Target: 38%

Strategic Initiative: Conflict Management

Undertake a timely and effective corporate

approach to conflict management. (LEAD is Center for Early Dispute Resolution - CEDR)

Strategic Activity: Expansion of Early Dispute Resolution & ATO Mediation Services

Undertake a timely and effective approach to conflict management.

Targets:

Activity Target 1: Continue support outlined in the guidance provided in January 2006.

Activity Target 2: Continue to provide internal/external communications support during FY07.

Activity Target 3: Expand web-based activities as requested.

Activity Target 4: Publicize Center's plans for expansion to Regions as requested.

Activity Target 5: Send managers to Conflict Management Training provided by Center and CMEL.

Strategic Activity: EDRC & ATO Mediation Services

Provide communication support to the Early Dispute Resolution Center.

Targets:

Activity Target 1: Conduct employee outreach to publicize the EDRC and ATO Mediation service through internal communication systems at least two times during FY 2007.

Flight Plan Performance Target:

Cost Control

Organizations throughout the agency will continue to implement cost efficiency initiatives including, but not limited to: 10-15% savings for strategic sourcing for selected products and services; Consolidating facilities and services, such as service areas, real property management, and web services; 3% reduction in help desk operating costs through consolidations; Eliminating or reducing obsolete technology; and \$15 million reduction in Information Technology operating costs. FY07 Target: 1 activity per organization and targeted savings.

Strategic Initiative: Cost Data Tools and Training

Provide training to all current executives and managers on using FAA cost data, as derived from FAA's acquisition, cost accounting, accounting, payroll and personnel systems, to make management decisions. Based on the FY 2006 training assessment of what financial training is needed in the agency, a role-based training model has been developed. ABA will work with AHR and ARC on curriculum development and the use of e-LMS to put in place courses that will build the financial skill and acumen of executives, managers, and staff. ABA will also partner with ATO on their training implementation work to ensure ATO courses reinforce corporate financial needs.

Strategic Activity: Cost Data Tools and Training

Implement labor distribution reporting to track time by project.

Targets:

Activity Target 1: Work with AEP and ABA to develop LDR implementation plan for AOC by March 30, 2007.

Activity Target 2: Implement LDR in AOC by August 30, 2007

Strategic Initiative: Cost Control Program

Implement line of business cost efficiency initiatives to reduce costs or improve productivity.

Strategic Activity: Media Outreach on FAA Savings

AOC will work with the Administrator and Lines of Business to communicate to the public any savings realized by the Agency during FY 2007.

Targets:

Activity Target 1: As a result of positive outreach, ensure that at least two articles, news stories or editorials appear in national press, trade press or television coverage that positively highlights agency costs saving initiatives.

Strategic Activity: Media Training for Executives

Develop the capability to provide media

training for executives using FAA resources.

Targets:

Activity Target 1: Utilize media studio to simulate and record media interviews for FAA executives. (Support media training for 5 executives by end of FY07).

Strategic 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: Cost per controlled flight; Research, Engineering, and Development (RE&D); Management Staff Efficiency Measure; Grant Administration Efficiency Measure.

Strategic Activity: Exhibits and Events

Improve FAA presence at exhibits and events.

Targets:

Activity Target 1: Coordinate and consolidate FAA presence at 5 major events in FY07.

Activity Target 2: Achieve savings in the overall cost of FAA expenditures on exhibit space through consolidating FAA exhibits.

Activity Target 3: Achieve 90% compliance with FAA branding at all major events and exhibits.

Strategic Activity: Develop FY07 Efficiency Measures

AOC will develop, track, and report quarterly on a comprehensive measure of its operating efficiency.

Targets:

Activity Target 1: Develop a measure by first quarter FY 2007.

Activity Target 2: Report quarterly starting with the end of the second quarter FY 2007.

Strategic Activity: Develop FY07 Efficiency Measures

AOC will develop, track, and report quarterly on a comprehensive measure of its operating efficiency.

Targets:

Activity Target 1: Develop a measure by first quarter FY 2007.

Activity Target 2: Report quarterly starting with the end of the second quarter FY 2007.

Flight Plan Performance Target:

Information Security

Achieve zero cyber security events that significantly disable or degrade FAA services.
FY07 Target: 0

Strategic Initiative: Enterprise Architecture Conformance

Enable enterprise-wide conformance to information technology enterprise architecture.

Strategic Activity: NAS and non-NAS information technology

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

Targets:

Activity Target 1: AOC will update its infrastructure and application inventory by December 31, 2006.

Core Business Function: Cyber-Security Plan

Improve how AOC protect the FAA's information infrastructure

Core Business Activity: Cyber-Security Plan

Ensure that all laptop computers are encrypted with software.

Targets:

Activity Target 1: Encrypt 20 AOC mobile laptop hard drives distributed to Headquarters and Regional Communications staff with "SafeBoot" by February 28, 2007.

Core Business Activity: Security Incidents

Report any cyber security incidents to the FAA CSIRC.

Targets:

Activity Target 1: Cyber security events are reported as soon as detected.

Core Business Activity: Security Awareness Training

Provide security awareness training for all AOC employees annually.

Targets:

Activity Target 1: 100% of AOC employees and onsite contractors complete security awareness training by September 30, 2007.

Flight Plan Performance Target:

Customer Satisfaction

Increase agency scores on the American Customer Satisfaction Index, which surveys commercial pilots. FY07 Target: 66

Strategic Initiative: Customer Requirements Review

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

Strategic Activity: Customer satisfaction on Websites

Develop and implement LOB strategies and action plans.

Targets:

Activity Target 1: Submit plans in writing to the web manager by November 30, 2006.

Activity Target 2: Brief FAA Web Council by January 30, 2007.

Activity Target 3: Provide written progress reports by March 30 and June 30, 2007.

Activity Target 4: LOB and staff offices certify in writing to the Administrator that the webpages for their organization comply with FAA web policies and standards by September 30, 2007.

Strategic Activity: FAA website Customer Satisfaction

Continue to improve the FAA web for the public and increase customer satisfaction.

Targets:

Activity Target 1: Improve the overall score on the Web Customer Satisfaction Index for FAA public websites to 72 by

September 30, 2007.

Strategic Initiative: Standardize FAA Websites

Standardize FAA websites making them more useful for exchanging information and conducting business. Web Management order signed by the Administrator in August 2004 requires an annual certification on compliance with FAA web policies and standards, from the head of each LOB and Staff Offices by September 30 of each year. FAA Brand Identity Program signed by the Administrator September 2006. External mandates include the President's Management Agenda to Expand E-Government and Office of Management and Budget guidance, Policies for Federal Government Public Websites. The objective of this initiative is to make FAA's websites for the public and employees useful and have a consistent look and navigation.

Strategic Activity: Web Information and educate

Effectively use FAA web resources to provide information and educate stakeholders, the public and elected officials on key FAA priorities: * Aviation financing system reform proposal and benefits (AEP) * Interagency initiative to develop a Next Generation air transportation system (ATO) * Running FAA like a business (ABA)

Targets:

Activity Target 1: AEP, ATO and ABA include specific activities for providing content on assigned FAA priorities in their respective web action plans by November 30, 2006

Activity Target 2: AEP, ATO and ABA provide initial content on assigned priorities by December 30 and update information at least quarterly.

Strategic Activity: Improve Response to Public Inquiry

Increase the number of questions answered by the FAQ system; and respond promptly to email questions sent to FAA experts for response.

Targets:

Activity Target 1: Ensure that the database has the relevant information to answer 95% of the questions through self service.

Activity Target 2: Answer 100% of questions sent to FAA experts within 30 days.

Activity Target 3: Answer 85% of questions sent to FAA experts in 15 days.

Strategic Activity: Public website

Continue to make improvements www.faa.gov to improve usability.

Targets:

Activity Target 1: Conduct usability test of proposed redesign by January 30, 2007.

Activity Target 2: Launch redesign homepage for www.faa.gov by April 30, 2007.

Strategic Activity: Employee website.

Update the employee homepage regularly and increase employee use and satisfaction with the employee website. Continue to improve the employee web to make it a useful tool to exchange information and conduct business.

Targets:

Activity Target 1: Update the employee homepage each work day

Activity Target 2: Launch a redesign of the employee homepage by February 29, 2007.

Activity Target 3: Assist and advise LOB and Staff Offices in creating maintaining web pages for employees and public websites.

Flight Plan Performance Target:

Strategic Plan

Achieve 90 percent of all performance targets in the Flight Plan.

Core Business Function: Communications Services

Improve the delivery of graphics and media services

Core Business Activity: Graphics and Media Services

Improve the delivery of graphics and media services.

Targets:

Activity Target 1: Make requests for

communications services available to employees online.

Activity Target 2: Compete and award contract for graphics and media support services by June 30, 2007.

Flight Plan Performance Target:

Reduce Workplace Injuries

Reduce the total workplace injury and illness case rate to no more than 2.44 per 100 employees by the end of FY 2011, representing a cumulative 3 percent annual reduction from the FY 2003 baseline (3.12) set in the Safety, Health and Return to Employment (SHARE) Presidential Initiative. FY07 Target: 2.76

Strategic Initiative: Employee Safety and Health Program

Reduce workplace injuries to enhance FAA worker safety.

Strategic Activity: Reduce Workplace injuries

AOC will provide guidance and assistance for distributing employee safety information in a variety of formats, including webcast interviews, employee website, broadcast messages, FocusFAA, and other methods.

Targets:

Activity Target 1: AOC will communicate employee safety information quarterly, beginning in January 30, 2007

Core Business Measure:

Improve Internal Communication

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

Core Business Function: Internal Communication

Improve communication with all employees. Track users by visits, time on line and other appropriate metrics quarterly. Evaluate employees response with quick readership polling and monthly. Evaluate reader satisfaction through telephone polls quarterly.

Core Business Activity: Focus FAA

Increase frequency of magazine to weekly and then daily feature post with pictures.

Targets:

Activity Target 1: Begin offering daily news, features, and commentary during 2nd quarter of 2007

Activity Target 2: Track usage and content satisfaction quarterly.

Activity Target 3: Evaluate employee feedback quarterly and make appropriate adjustments.

Activity Target 4: Measure staff output (number and quality of posts.)

Core Business Activity: Webcast Interviews.

Conduct interviews with FAA managers and employees.

Targets:

Activity Target 1: Conduct at least three (3) webcast interviews during each quarter of FY2007.

Core Business Function: 1-800-FAANEWS telephone

Telephone news recordings for call-ins by employees.

Core Business Activity: 1-800-FAA-NEWS

Increase frequency of telephone news update and promote usage through other electronic means.

Targets:

Activity Target 1: Provide monthly usage reports by the 30th of each month.

Core Business Function: Audio Broadcasts (MP3 media)

Audio Broadcasts news programs.

Core Business Activity: Audio Broadcasts (MP3 media)

Take steps to offer Audio Broadcasts of topical interest for employees to download via MP3 device or listen on computer.

Targets:

Activity Target 1: Produce no fewer than

10 programs during FY07.

Core Business Function: Orientation for New Employees on Internal Communications

Develop a module for new employee orientation describing agency's communication tools that can be disseminated in all orientation sessions.

Core Business Activity: Orientation for new employees on Internal Communications

Create materials to promote employee communications during new employee orientation sessions.

Targets:

Activity Target 1: Develop content and materials to promote internal communications. Deliverables by 3rd quarter of 2007.

Activity Target 2: Milestone develop during 1st quarter, disseminate fully by 2nd quarter.

Core Business Measure:

Cost Control

Contribute at least one significant and measurable cost control and/or productivity improvement activity in FY07.

Core Business Function: Manage FAA/AOC Resources

Manage FAA and Office of Communication resources effectively.

Core Business Activity: Facilitate reduction in FAA sick leave usage.

Bring AOC sick leave usage more in line with Government-wide average of 9.43 days/year.

Targets:

Activity Target 1: Brief employees on appropriate use of sick leave and Agency initiative to bring FAA sick leave usage more in line with federal government average.

Activity Target 2: Distribute monthly sick leave usage reports to managers for their employees.

Activity Target 3: AOC managers report to their leadership on a quarterly basis the status of sick leave usage.

Core Business Activity: Implement Labor Distribution Reporting

Implement LDR so that time is tracked by project.

Targets:

Activity Target 1: Work with AEP and ABA to develop LDR implementation plan for AOC by March 30, 2007.

Activity Target 2: Implement LDR in AOC by August 30, 2007.

Core Business Measure:

Employee Attitude Survey

Increase AOC participation in the EAS

Core Business Function: EAS

Increase AOC participation in the EAS

Core Business Activity: Employee Attitude Survey

Increase AOC participation in the EAS

Targets:

Activity Target 1: Establish baseline employee attitude score for AOC.

Activity Target 2: Increase AOC score by 6% by 2011.

Core Business Measure:

Make Strategic People Investment

Make strategic people investments and provide a professional, safe and secure work environment to attract, acquire and retain a highly skilled workforce.

Core Business Function: Make Strategic People Investment

Make strategic people investments, and provide a professional, safe and secure work environment to attract, acquire, and retain a high skilled workforce.

Core Business Activity: Training

Establish training plans for all communications service employees.

Targets:

Activity Target 1: Each employee attends at least two training/educational sessions in FY07.

Activity Target 2: Each communications services employee has a training and development plan, updated annually, by November 30, 2006.

Core Business Measure:

AOC Emergency Situations

Develop and exercise plans for emergency situations.

Core Business Function: Crisis Responses

Enhance our ability to rapidly and effectively respond to crisis, including security related threats and natural disasters.

Core Business Activity: Crisis Response

Take action to support and exercise AOC plans for emergency situations.

Targets:

Activity Target 1: Brief AOC headquarters employees on using AOC Knowledge Sharing Network (KSN) by November 30, 2007.

Activity Target 2: Conduct two emergency exercises during FY2007 to assess effectiveness of web and communications services support in emergency situations.

Activity Target 3: Update Communications Services emergency response plans by September 30, 2007.

Activity Target 4: Update Communications Services contact information quarterly.

Core Business Measure:

AOC Reliable data

Make decisions based on reliable data

Core Business Function: Reliable data

Make decisions based on reliable data.

Core Business Activity: FAA website performance

Provide data on FAA website performance and use.

Targets:

Activity Target 1: Analyze web metrics and visitor feedback and provide monthly reports by the 10th day of each month.

Core Business Activity: Performance data for graphics and media services

Develop and report performance data for graphics and media services and corporate communications tools.

Targets:

Activity Target 1: Provide monthly performance reports by the 10th day of the month.

Core Business Measure:

Results Oriented Workforce

Provide webcast, web, video, graphics and other multi-media and communications services for FAA training, exhibits and events.

Core Business Function: AOC Results Oriented Workforce

Provide webcast, web, video, graphics and other multi-media and communications services for FAA training, exhibits and events.

Core Business Activity: Results Oriented Workforce

Provide webcast, web, video, graphic and other multi-media and communications services for FAA training, exhibits and events.

Targets:

Activity Target 1: Provide webcast, video and graphics services for all corporate training, media and other events in FAA headquarters.

Activity Target 2: Assist and advise employee in following FAA brand and website policies and standards.

Activity Target 3: Respond to requests for communications services within 1 business day

Core Business Measure:

Improve Public Perception

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

Core Business Function: Media Outreach

Work with the Administrator and Lines of Business to communicate to the public.

Core Business Activity: Media outreach on FAA savings.

AOC will work with the Administrator and the Lines of Business to communicate to the public any savings realized by the Agency during FY2007.

Targets:

Activity Target 1: As a result of positive outreach, ensure that at least two articles, news stories and editorials appear in national press, trade press or TV coverage that positively highlight agency cost savings initiatives.