



---

---

# Memorandum

Date: October 24, 2024

To: Michael Whitaker, Administrator

From: Laurence Wildgoose, Assistant Administrator, Office of Policy, International Affairs, and Environment **Laurence S.S. Wildgoose, II**  
Digitally signed by Laurence S.S. Wildgoose, II  
Date: 2024.10.25 11:49:40 -04'00'

Prepared by: Natasha A. Durkins, Director, Office of Aviation Policy and Plans

Subject: Fiscal Year 2025 and 2026 Corporate Short-Term Incentives

---

---

## ACTION REQUESTED

Obtain the FAA Administrator's approval of recommended measures for the FY25/FY26 Corporate Short-Term Incentive (CSTI) program.

## SUMMARY

The Office of Policy, International Affairs and Environment (APL) working closely with the Office of the Administrator (AOA) recommends the attached lists of corporate short-term incentives measures for FY 2025 and FY 2026. The recommended metrics are stretch goals that boldly outline the most important building blocks towards long-term FAA success. These CSTIs are composed of the high-level initiatives and milestones we need our executive leaders to step up to the plate and champion, to lead the agency across the finish line through their dedication and teamwork.

## BACKGROUND

In developing these goals, we focused on the goals that you have prioritized as key touchstones of your vision for our agency's future as communicated through your townhall addresses, executive leadership offsites and policy implementations. The CSTIs are designed to equip our executive leaders with a window to what is next. As such, the goals capture the spirit of your strategic focus to *Navigate* the agency forward by developing new skills and a culture of continuous improvement, adapting to new technologies and trends, and leading from the front in fostering an environment of safe integration for new entrants. For FY 2025 and FY 2026, we plan to safely navigate the agency to stronger cybersecurity safeguards, successful implementation of our Reauthorization responsibilities, continue expansion of SMS to include Safety Culture and risk-based analyses for regulation as well as the actualization of the NAS 2040 AAM transformation plan.

Based on your guidance, we have transitioned from one-year to two-year corporate goal cycles this year. This new focus recognizes that keeping safety as our North Star is a journey, not a destination. The two-year goals challenge agency leaders to *Navigate* and approach their work with a strategic mindset. Many of the FAA’s greatest historic accomplishments required a long-term vision and years of careful planning towards defined objectives to achieve. With the ever-evolving complexity of the challenges we face, we know our future success will require a careful alignment between articulating the great promise of Aerospace in the decades to come and upholding steadfast excellence in daily execution and decision making. These longer-term CSTIs represent our best efforts to identify the point where these two focuses align; to provide our leaders with a shared definition of success that enables both short-term progress and long-term safety impact.

Upon your approval, these goals will be published to the FAA’s internal website, and we will work with the Office of Communication to develop additional messaging. Active governance of our CSTIs will take place quarterly throughout FY 2025 at the Deputies Meeting to ensure proper oversight and performance reporting is maintained through to completion.

**RECOMMENDATION**

I recommend that you approve the FY25/26 CSTI list.

Attachments:

- FY25/26 CSTI List

The Administrator

APPROVED: 

DISAPPROVED: \_\_\_\_\_

COMMENTS \_\_\_\_\_

DATE: 11/1/2024



## FY2025-FY2026 Corporate Short-Term Incentives

#	Goal Area	Title	Objective Description	Lead Org	Support Org
1	Safety	Increase Capacity for Near-Term Operations of Advanced Air Mobility Operations	<p>This activity will allow the FAA to take steps to increase capacity to allow AAM operations in the near-term. The activity will also address the preparatory activities that need to be initiated now in order to be prepared for more mature AAM operations in the future.</p> <p><b>FY2025</b>  <b>Target 1:</b> Complete update to Engineering Brief #105 Vertiport Guidance. Due 6/30/2025  <b>Target 2:</b> Develop Gap Analysis report on existing Code of Federal Regulations (CFR) to identify needs for operations with increasing levels of autonomy. Due 9/30/2025</p> <p><b>FY2026</b>  <b>Target 1:</b> Complete "Fly It!" kickoff meeting for first AAM key site in support of the development of a tactical Integrated Master Schedule detailing the activities required to integrate AAM operations at that location. Due 9/30/2026  <b>Target 2:</b> Complete an assessment of powered-lift type certification projects in process, including any type certification decisions that have been made to date. Due 9/30/2026</p> <p>Improve FAA's ability to respond to a major incident by developing and implementing preparedness capabilities across the FAA to protect against, respond to, and recover from significant threats and hazards.</p> <p><b>FY2025</b>  <b>Target 1:</b> Work across FAA Lines of Business (LOBs) and Staff Offices (SOs) to establish an executive notification process for high-visibility incidents, including defining the term "high-visibility incident" for the FAA. Executive notifications would occur within 15 minutes of a high-visibility incident being reported to the Washington Operations Center (WOC); provide the Administrator (AOA-1), Deputy Administrator (ADA-1), and relevant Associate Administrators (Dash-1s) with a telephonic notification containing preliminary information related to the incident; identify the FAA organization leading the response; and make the determination on whether a virtual or in-person meeting is required. Due 12/31/2024  <b>Target 2:</b> In conjunction with all LOB/SOs, conduct a planning workshop to develop the FAA's multi-year training and exercise (T&amp;E) plan to support the agency's preparedness cycle and ensure familiarity with LOB/SO roles and responsibilities when managing significant incidents. Due 3/31/2025  <b>Target 3:</b> (Beginning Hurricane Season) Work with LOB/SOs to develop critical plans necessary to support the ability of the FAA to implement the improved Crisis/Incident Response Process. As part of the process, identify and develop response procedures and protocols to assist FAA incident response stakeholders with supporting the implementation of the improved Crisis/Incident Response Process. Due 5/30/2025  <b>Target 4:</b> Improve FAA data governance through the resolution of preliminary incident information reported by the WOC. Work with ASH's Office of Hazardous Materials Safety (AXH) to deconflict initial and final incident data related to hazardous materials incidents reported to the WOC to ensure that relevant incident data shared by the WOC is consistent with the incident details and findings captured by AXH. This effort would serve as a model for ASH to coordinate with LOBs and SOs to improve data governance, resolve data discrepancies between preliminary and final incident reports, and monitor safety actions related to significant incidents. Due 9/30/2025</p> <p><b>FY2026</b>  <b>Target 1:</b> (After Hurricane Season) Working with all LOB/SOs, conduct an end of year after-action workshop to identify gaps and successes in implementation of the improved Crisis/Incident Response Process. Document findings in an after-action report to be shared with LOB/SOs. Due 12/31/2025  <b>Target 2:</b> Work with LOB/SOs to develop and deliver discussion-based exercises focused on newly developed plans and to support training delivered under the multi-year T&amp;E plan. Due 3/31/2026  <b>Target 3:</b> (Beginning Hurricane Season) Conduct an operations-based exercise to test the devolution capabilities of the FAA and ensure the continued ability of the agency to implement the Crisis/Incident Response Process. Due 5/30/2026  <b>Target 4:</b> Develop an after-action report to document the implementation of the multi-year T&amp;E program and codify a path forward for permanent implementation or improvement of activities for presentation to the Management Board. Due 9/30/2026</p>	AVS	ANG
2	Safety	Implement the Improved Crisis/Incident Response Process	<p>Improve FAA's ability to respond to a major incident by developing and implementing preparedness capabilities across the FAA to protect against, respond to, and recover from significant threats and hazards.</p> <p><b>FY2025</b>  <b>Target 1:</b> Work across FAA Lines of Business (LOBs) and Staff Offices (SOs) to establish an executive notification process for high-visibility incidents, including defining the term "high-visibility incident" for the FAA. Executive notifications would occur within 15 minutes of a high-visibility incident being reported to the Washington Operations Center (WOC); provide the Administrator (AOA-1), Deputy Administrator (ADA-1), and relevant Associate Administrators (Dash-1s) with a telephonic notification containing preliminary information related to the incident; identify the FAA organization leading the response; and make the determination on whether a virtual or in-person meeting is required. Due 12/31/2024  <b>Target 2:</b> In conjunction with all LOB/SOs, conduct a planning workshop to develop the FAA's multi-year training and exercise (T&amp;E) plan to support the agency's preparedness cycle and ensure familiarity with LOB/SO roles and responsibilities when managing significant incidents. Due 3/31/2025  <b>Target 3:</b> (Beginning Hurricane Season) Work with LOB/SOs to develop critical plans necessary to support the ability of the FAA to implement the improved Crisis/Incident Response Process. As part of the process, identify and develop response procedures and protocols to assist FAA incident response stakeholders with supporting the implementation of the improved Crisis/Incident Response Process. Due 5/30/2025  <b>Target 4:</b> Improve FAA data governance through the resolution of preliminary incident information reported by the WOC. Work with ASH's Office of Hazardous Materials Safety (AXH) to deconflict initial and final incident data related to hazardous materials incidents reported to the WOC to ensure that relevant incident data shared by the WOC is consistent with the incident details and findings captured by AXH. This effort would serve as a model for ASH to coordinate with LOBs and SOs to improve data governance, resolve data discrepancies between preliminary and final incident reports, and monitor safety actions related to significant incidents. Due 9/30/2025</p> <p><b>FY2026</b>  <b>Target 1:</b> (After Hurricane Season) Working with all LOB/SOs, conduct an end of year after-action workshop to identify gaps and successes in implementation of the improved Crisis/Incident Response Process. Document findings in an after-action report to be shared with LOB/SOs. Due 12/31/2025  <b>Target 2:</b> Work with LOB/SOs to develop and deliver discussion-based exercises focused on newly developed plans and to support training delivered under the multi-year T&amp;E plan. Due 3/31/2026  <b>Target 3:</b> (Beginning Hurricane Season) Conduct an operations-based exercise to test the devolution capabilities of the FAA and ensure the continued ability of the agency to implement the Crisis/Incident Response Process. Due 5/30/2026  <b>Target 4:</b> Develop an after-action report to document the implementation of the multi-year T&amp;E program and codify a path forward for permanent implementation or improvement of activities for presentation to the Management Board. Due 9/30/2026</p>	ASH	AVS/ATO



## FY2025-FY2026 Corporate Short-Term Incentives

#	Goal Area	Title	Objective Description	Lead Org	Support Org
3	Safety	Continue to Expand SMS to Include Safety Culture Focus and Expand Transparency of Aircraft Certification Process and Operational Safety Risks	<p><b>FY 2025</b>  <b>Target 1:</b> Publish the FAA Order 8120.25 Oversight of Safety Management Systems for Design and Production Approval Holders. Due 9/30/2025  <b>Target 2:</b> Publish the FAA Advisory Circular on Powered-lift. Due 9/30/2025  <b>Target 3:</b> Publish FAA Order 8120.22B, Production Approval Procedures. Due 9/30/2025</p> <p><b>FY 2026</b>  <b>Target 1:</b> Publish FAA Order 8120.23B, Certificate Management of Production Approval Holders. Due 9/30/2026</p>	AVS	ATO
4	Safety	Cybersecurity	<p><b>FY2025</b>  <b>Target 1:</b> in coordination with the Cybersecurity Steering Committee (CSC), deliver the Cybersecurity Taskforce final "Report of Recommendations for Enhancements" to AIT-1. Brief AOA-1. Due 1/31/2025  <b>Target 2:</b> Convene a Civil Aviation Cybersecurity Rulemaking Committee within 1 year on civil aircraft cybersecurity. Due 5/15/2025</p> <p><b>FY2026</b>  <b>Target 1:</b> Complete the implementation of those Cybersecurity Taskforce recommendations that were accepted and scheduled for FY26. Due 9/30/2026  <b>Target 2:</b> Cybersecurity Lead briefing to Congress, as required in Sec 217 of FAA Reauthorization Act of 2024. Due 9/30/2026</p> <p><b>FY2025</b>  <b>Target 1:</b> Strategic Workforce Planning: Prepare and engage agency practitioners, action officers, decision-makers, and leaders to formulate agency-wide Strategic Workforce Planning (SWP) capability. Standardize SWP practices and methods across FAA LOB/SOs. Due 6/30/2025  <b>Target 2:</b> Corporate Recruitment: Continue to advance comprehensive corporate recruiting strategies, including rebranding to support a "One FAA" image and the use of direct hire authority as directed by FAA Reauthorization Section 428. Due 3/31/2025  <b>Target 3:</b> Air Traffic Controller Hiring: Map current Air Traffic Control Specialist recruitment, hiring, and clearance processes in alignment with ATC Executive Steering Committee decisions and FAA Reauthorization requirements (Sections 416, 437, and 439) in collaboration with LOB/SO partners. Utilizing data and business process improvement best practices, identify at least five areas for process reengineering. Due 3/31/2025  <b>Target 4:</b> Air Traffic Controller Hiring: Through partnerships, FAA continues to identify and realize efficiencies in the controller hiring process to meet FAA's FY25 air traffic controller hiring goal of 2,000. Due 9/30/2025</p>	AFN	ASH (ALL)
5	People	Strengthen FAA talent management capabilities and advance critical hiring targets, including Air Traffic Control Specialists	<p><b>FY2026</b>  <b>Target 1:</b> Strategic Workforce Planning: Finalize project plan for completing agency-wide report; develop a strategy for integrating SWP into FAA processes. Disseminate/publish SWP deliverables such as data reports, snapshot, training playbook, and toolkit. Due 9/30/2026  <b>Target 2:</b> Corporate Recruitment: Mature strategies to attract skilled talent that reflects the diversity of the nation and use data to measure ROI and drive future corporate recruitment strategies. Use data to measure ROI and drive future recruitment strategies. Due 6/30/2026  <b>Target 3:</b> Total Rewards: Review existing programs and identify enhancements to FAA's total rewards, compensation, and benefits packages; continue to market availability of programs and support increased utilization. Due 3/31/2026  <b>Target 4:</b> Air Traffic Controller Hiring: Through partnerships, FAA continues to identify and realize efficiencies in the controller hiring process to meet FAA's FY26 air traffic controller hiring goals. Due 9/30/2026  <b>Target 5:</b> Skill Gaps and Succession Planning: Partner across all LOB/SOs to mature agency-wide career development programs at all levels of the organization, including implementing standing cross-organizational selection panels for flagship programs to ensure competitive balance and minimize barriers to participation. Due 9/30/2026</p>	AHR	ATO/AVS AOC/ACR



## FY2025-FY2026 Corporate Short-Term Incentives

#	Goal Area	Title	Objective Description	Lead Org	Support Org
6	Operational Excellence	Leverage Modern Technology and Data to Solve Problems and Minimize Risk	<p><b>FY2025</b>  <b>Target 1:</b> Establish an intake process for FAA business partners to request dedicated large language model (LLM) instances and citizen developed AI Chatbots via the MyIT Service Catalog. Due 3/31/2025  <b>Target 2:</b> Accredited United States-based college and university undergraduate and graduate students will present an abstract describing the details of the project to be evaluated by a panel of subject matter experts who will judge their submissions and select the winners. Due 5/30/2025</p> <p><b>FY2026</b>  <b>Target 1:</b> Leverage a FY25 Administrator's Safety Data Challenge winner as input to improve a safety metric. Due 9/30/2026  <b>Target 2:</b> Implement one or more LLM instances. Due 9/30/2026</p>	AFN	ATO/ AVS
7	People	Establish the Bessie Coleman Woman in Aviation (BCWIA) Initiative	<p>Develop, and begin implementation of Bessie Coleman Women in Aviation Advisory Committee and FAA internal women in aviation recommendations by September 30, 2026.</p> <p><b>FY2025</b>  <b>Target 1:</b> Complete Reauth Requirement Sec. 403(a) to establish the BCWAAAC. Due 1/31/2025  <b>Target 2:</b> Complete Reauth Requirement Sec. 403(e)(5). FAA will review and recommend appointments for the membership of the BCWAAAC. Due 4/30/2025  <b>Target 3:</b> Develop a communication plan and begin implementing broad awareness about Women in Aviation outreach efforts. Due 3/31/2025  <b>Target 4:</b> Support internal Work Groups to identify top focus areas and develop a draft workplan, which may include recommendations from the WIAAB. Due 6/30/2025  <b>Target 5:</b> Finalize for concurrence by the Deputies and Management Board activities to address near-term internal recommendations. Due 9/30/2025</p> <p><b>FY2026</b>  <b>Target 1:</b> The Steering Committee shall support the BCWAAAC to develop and submit annual reports to DOT/FAA and Congress as per Sec. 403(j). Due 4/30/2026  <b>Target 2:</b> Steering Committee reviews recommendations from BCWAAAC and Work Groups to draft an internal implementation plan. Due 6/30/2026  <b>Target 3:</b> Gain Deputies and Management Board approval for internal implementation plan. Due 7/31/2026  <b>Target 4:</b> Begin implementation of approved recommendation. Due 9/30/2026</p>	APL	All
8	Operational Excellence	Long-term Stable and Sufficient Capital Funding (Reauthorization and Appropriation)	<p>Outreach on the Mandatory Funding Proposal: In FY 2024, the FAA proposed a new mandatory account that provides funding needed to re-capitalize NAS facilities and radars. The FAA will develop and implement a comprehensive strategy for conducting outreach activities on the proposal, informing stakeholders about the need for additional funding and what the FAA can accomplish if the proposal is enacted.</p> <p><b>FY2025</b>  <b>Target 1:</b> Develop a comprehensive engagement plan for conducting outreach activities to NAS stakeholders, Members of Congress, and congressional staff. Due 3/31/2025  <b>Target 2:</b> Organize at least 2 facility visits for participation from NAS stakeholders, Members of Congress, or congressional staff. Due 6/30/2025  <b>Target 3:</b> Organize at least 2 facility visits for participation from NAS stakeholders, Members of Congress, or congressional staff. Due 9/30/2025</p> <p><b>FY2026</b>  <b>Target 1:</b> Reevaluate the outreach strategy and modify as appropriate for the new fiscal year. Due by 12/30/2025  Implement multi-year FAA Reauthorization Act of 2024 requirements and report on ATO and Agency progress.</p>	AFN	APL
9	Operational Excellence	Implement FAA Reauthorization Requirements	<p><b>FY2025</b>  <b>Target 1:</b> Complete at least 90% of the ATO Reauthorization deliverables within the Agency's control which are applicable to FY25. Due 9/30/2025</p> <p><b>FY2026</b>  <b>Target 2:</b> Complete at least 90% of the ATO Reauthorization deliverables within the Agency's control which are applicable to FY26. Due 9/30/2026</p>	ATO	AVS



## FY2025-FY2026 Corporate Short-Term Incentives

#	Goal Area	Title	Objective Description	Lead Org	Support Org
10	Global Leadership	<b>Advance Global Aviation Partnerships</b>	<p>Strengthen the FAA's global leadership standing by reinvigorating existing partnerships and establishing new alliances to enable FAA international priorities and collaborate in the delivery of technical assistance.</p> <p><b>FY2025</b>  <b>Target 1:</b> Executive Engagement with Key International Counterparts - Conduct at least three senior leadership meetings between the FAA and civil aviation authorities or international organizations to strengthen collaboration on areas of mutual interest and promote alignment of aviation priorities. Due 9/30/2025  <b>Target 2:</b> Advance Aviation Safety Partnerships - Strengthen the partnership with the European Union Aviation Safety Agency (EASA) on aviation safety priorities and perspectives through collaboration in at least three (3) areas such as safety regulation, certification cooperation, and capacity development. Due 9/30/2025</p> <p><b>FY2026</b>  <b>Target 1:</b> Executive Engagement with Key International Counterparts - Conduct at least three senior leadership meetings between the FAA and civil aviation authorities or international organizations to strengthen collaboration on areas of mutual interest and promote alignment of aviation priorities. Due 9/30/2026  <b>Target 2:</b> Advance Aviation Safety Partnerships - Strengthen the partnership with the European Union Aviation Safety Agency (EASA) on aviation safety priorities and perspectives through collaboration in at least three (3) areas such as safety regulation, certification cooperation, and capacity development. Due 9/30/2026</p>	APL	APL