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: 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.
Develop a research plan for providing tangible information related to fire risks aboard aircraft.

Target: Coordinated approach to research and standards. (Cargo Safety Risk OSI)
Establish a documented program to provide a coordinated, FAA approach to cargo fire research and related standards, guidance and information for the public. Provide a framework to ensure a coordinated approach to research and standards development across FAA LOBs, as applicable.

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

Evaluate intelligence and aviation security event information, and provide direct 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 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 and contribute to associated document coordination requirements to enable timely and proactive risk reduction for civil aviation.

Target: Threat Brief

Provide FAA Executives one threat briefing weekly for 50 weeks of the fiscal year, and provide additional intelligence briefings as requested by FAA Executives, or as required by developing events to 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, or in-person support, on transportation sector information to assist the preparation of intelligence briefings and updates to the Secretary, Deputy Secretary and senior leadership in the Office of the Secretary.

Target: FAA Representation

Represent FAA in 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 mitigation planning.

Target: Aviation Threat Briefs

Present 20 briefings on aviation threat concerns to U.S. and foreign aviation industry partners on threat concerns to enable shared awareness and risk mitigation planning.
Target: National Counterterrorism Center Secure Video Conferences
Participate in minimum of 400 National Counterterrorism Center Secure Video Conferences for FAA collaboration with interagency partners on threat reporting to provide aviation-associated inputs.

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.

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 5% of legal enforcement actions closed due to lack of due diligence.

Target: Outreach Activities
Conduct a minimum of six outreach activities to educate the aviation community about the reporting requirements of alcohol-related motor vehicle actions.

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.

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 LEAP or Flight Standards District Office for further investigation. Preliminary investigations and/or referrals to LEAP or Flight Standards will be accomplished within 10 business days of receipt, 95% of the time.

Activity: Enforcement Standards and Policy Division
AXE will ensure compliance and consistency with FAA Orders, Policy, and internal guidance; coordinate and respond to FOIA inquiries; ensure monthly business plan updates are comprehensive and submitted in a timely manner; and (input UAS/Laser if applicable) ...

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.

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: FOIA Requests
Coordinate, track, and respond to all FOIA requests for AXE in accordance with the assigned FOIA suspense date 95% of the time, notwithstanding circumstances beyond our control.

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.
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 30 days 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 30 days 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.

Target: Ramp Inspections
Conduct a minimum of 10 ramp inspections 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.

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 also conducts technical assessments to identify and analyze cyber based advanced security threats in relation to risk and prescribes technical or administrative countermeasures to mitigate vulnerabilities. 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: 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.

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.

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: Support IPP’s
This initiative will surface security issues associated with the integration of Unmanned Aircraft Systems (UAS) into the National Airspace System; the Integration Pilot Program will demonstrate the potential uses of UAS for such actions as package delivery or pipeline inspection or border security.

Activity: Support IPP activities, ensuring UAS security concerns are identified, and where practical, demonstrations include mitigation actions
Provide subject-matter-expertise and insights to support the ten (10) Integrated Pilot Projects (IPPs), with focus on the UAS security concerns associated with the various and sundry UAS activities demonstrated by the IPPs.

Target: IPP Steering Committee Meeting Attendance
Ensure ASH subject-matter-expertise is engaged at 90% of the externally scheduled IPP Steering Committee meetings.

Target: IPP Flight Demonstration CONOPS Comments
Within 14 days to any IPP Flight Demonstration Concept of Operations (CONOPS), provide expert review and comment on the effectiveness of proposals and other relevant security matters.

Target: Flight Demonstrations Attendance
Extended ASH expert representation to 20% of the externally scheduled flight demonstrations, consistent with work plans and resource allocations, in order to achieve improved understanding of UAS capabilities and system management.

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.

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: Emergency Operations Network (EON)

EON will promote and integrate its core function of the emergency operations network; research additional data toolsets; and develop new capabilities.

Target: DRA 2.0 Phase II Development

EON will complete the development of the new DRA 2.0 Phase II capabilities and features.

Target: WOC Ops Page Development

EON will complete the development and enhancement of the WOC Ops Page.

Target: Geographic Information System (GIS) Upgrade

EON will develop and upgrade the geographic information system (GIS) capabilities in the areas of DHS GII data, imagery enhancements, and DRA facility search upgrades.

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 Secure Voice and Fax Communications
Conduct regular capabilities exercises of VIPer secure phones and secure facsimile machines.

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.

Activity: Communications Security and INFOSEC Management
Maintain accountability and control over COMSEC materials in accordance with NSA, USAF, and FAA policies and operational doctrine.

Target: COMSEC Semi-Annual Accounting Inventory and Audit
Conduct COMSEC semi-annual accounting inventory and annual security reviews at each HQ facility local element (LE) that has an appointed COMSEC.

Target: COMSEC Semi-Annual Accounting Inventory and Audit LE Security Records
Conduct COMSEC semi-annual accounting inventory and audit of associated LE security records (i.e., six-part folder) for accountability and accuracy.

Target: COMSEC Inspections/Security Reviews
Review and approve COMSEC inspections/security reviews of field CRO/LEs conducted by Servicing Security Elements/field personnel within 30 days of completion in FSRS.

Activity: Maintain Emergency Satellite Systems
Conduct regular capabilities exercises of fixed and mobile emergency satellite telephone systems.

Target: Ongoing Exercise Program
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: Maintain Operational Readiness of Emergency Facilities
Maintain Operational Readiness of the FAA’s Emergency Operations Center (EOC).

Target: EOC Readiness Checklist
Collaborate and develop a viable checklist used to conduct quarterly testing of the EOC readiness to support a real world activation.
Target: Conduct Full Tests
During this first year, conduct at least two full tests utilizing this new checklist and evaluate results. If found to be of benefit, revise checklist as necessary and determine a more extensive testing schedule for FY'20.

Activity: SATCOM Infrastructure
Complete the site surveys, preparation and equipment acquisition for 21 sites requesting FAA SATCOM fixed-based terminals.

Target: SATCOM Infrastructure Review
Review and assess the NAS Recovery Communications (RCOM) SATCOM infrastructure at 16 sites throughout the Hawaiian Islands and Alaska. In addition, coordinate with AJW to select five (5) new locations where TechOps Emergency Operations Centers (EOCs) need to sustain mission critical operations for a total of 21 sites requiring SATCOM voice capabilities.

Target: Fixed-Based Satellite Terminal Order, Preparation, and Installation
Complete site surveys at the five newly selected sites in order to define and prioritize site-specific technical and operational requirements (SATCOM equipment, wiring, and peripherals); Coordinate and complete the physical site preparation at each of the five selected locations; Prepare the required acquisition package for SATCOM equipment, wiring and peripherals, based upon technical and operational requirements as identified during the site surveys. Finalize the complete SATCOM fixed-based terminal installation with full testing at two of the five new sites.

Activity: Microwave Network
Complete the stand-up of Site 22.

Target: Site Prep and Installation
Complete the site prep and equipment installation of two new microwave links to establish Site 22.

Activity: VHF/FM Infrastructure in Miami District
Complete the VHF/FM TechRefresh in the TechOps Miami District.

Target: Design and Engineering Analysis
Conduct design and engineering analysis to identify gaps in VHF/FM coverage. Formulate a plan to improve VHF/FM coverage and service for the Miami District.

Target: VHF/FM Equipment Refresh
Conduct a technical refresh of the legacy VHF/FM equipment in the Miami District.
**Initiative: Facility 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 and outreach at FAA staffed facilities.

**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 AXF-1.

**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 AXF-1.

**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 AXF-1.

**Target: Security Incidents**

Ensure security incidents are reviewed for adverse facility security trends and are documented in the appropriate database within 2 business days of incident notification to ASH, 90% of the time.
Target: Outreach Activities
Conduct outreach activities at 60% of staffed FAA facilities not scheduled for a facility assessment in FY 19 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 outreach activity in the Facility Security Reporting System.

Target: Security Support Requests
As scheduling and resources permit, participate in meetings and review and comment on documentation for all construction projects, lease awards, and/or lease renewals referred to AXF for security support to ensure consistency with agency security requirements.

Target: Active Shooter Table Top Exercises
Track the completion of facility-level active shooter table top exercises and document that completion in the Facility Security Reporting System. Generate bi-monthly status reports on facility completion of active shooter table top exercises.

Target: Active Shooter Preparedness
Conduct active shooter preparedness awareness briefings when requested by facility managers and as budget, schedule, and staffing permits as determined by the responsible AXF Division Manager. Generate a quarterly report detailing briefings provided.

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: Develop Agency Risk Management Process for Infrastructure Protection
Complete development of a formal Risk Management Approach for infrastructure protection throughout the FAA, including the research, development and testing of an empirical-based, standardized Risk Assessment Tool at twenty-five (25) FAA facilities scheduled for an assessment in FY19. This will ensure consistency and quality control along with ensuring compliance with the Interagency Security Committee’s Risk Management Standard in safeguarding Federal Facilities.

Target: Revise FAA Order 1600.69
Complete the revisions of FAA Order 1600.69 - FAA Facility Security Management Program, with proposed changes coordinated with internal stakeholders to improve implementation consistency, efficiency and effectiveness agency-wide.

Target: Active Shooter - Training, Planning and Guidance
Research, develop, and distribute updated training, planning, and exercise guidance that measurably improves the agency’s preparedness in reacting to an Active Shooter event.
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 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.

Initiative: Hazardous Materials Safety

Improve the safety of transporting hazardous materials by air.

Activity: Hazardous Materials Safety Regulations

AXH will implement strategic safety initiatives for the transport of hazardous materials in aviation by initiating studies, rulemakings and other documentation, and in partnership with other FAA lines of business, FAA offices, PHMSA, and other government agencies as required, assist with rulemaking.

Target: Hazardous Materials Safety Regulations

Support rulemaking and other initiatives related to transport of hazardous materials by air, in partnership with PHMSA, other FAA lines of business, and other government agencies as required and within established timelines. Support activities include, but are not limited to, conducting studies, performing research, collecting data, providing technical expertise on the transport of hazardous materials by air, reviewing PHMSA interpretations, drafting FAA interpretations, and assisting with other rulemaking activities.

Initiative: Safe Transport of Hazardous Materials

The Office of Hazardous Materials Safety (AXH) plans, develops, issues, and manages safety policies for implementing hazardous materials regulations within the United States, and conducts safety oversight activities over air carriers, shippers, freight forwarders, repair stations, and other entities that offer or transport hazardous materials by air, including airlines passengers who carry hazardous materials in checked or carry-on baggage. AXH collaborates with internal and external stakeholders from the entire supply chain, including other FAA Lines of Business, DOT Modal Administrations, Federal Agencies, airlines, industry groups, shippers, and other regulators to identify, analyze, and manage safety risks. AXH collects safety information during field operations that are used to systematically assess the performance and effectiveness of safety risk controls in support of risk-based decision making. Internationally, AXH provides global leadership among Civil Aviation Authorities to coordinate the oversight of hazardous materials regulations and develop safety standards and requirements through active participation on the International Civil Aviation Organization (ICAO) Dangerous Goods Panel, Cargo Safety Group, and various ICAO Work Groups and initiatives; United Nations Subcommittee of Experts on Transport of Dangerous Goods; and the Dangerous Goods European Liaison Group (DGELG). In addition, AXH manages FAA’s hazardous materials safety rulemaking efforts and coordinates national and international safety promotion and stakeholder engagement.
Activity: Improve Safety in the NAS through Interagency and Intra-Agency Partnerships, Advisory Committees, and Cooperative Research

Participate in inter- and intra-agency collaborations and provide leadership on advisory committees to enhance safe transportation of hazardous materials.

**Target: Framework for the Certification of UAS Operators to Transport Cargo**

Support the development of a framework for the certification of UAS operators to transport cargo (including HazMat) for commercial purposes.

Activity: Hazardous Materials Safety Risk Management and Safety Assurance

AXH will identify, analyze, and assess hazardous materials transportation safety hazards risks so that mitigation strategies can be developed. These activities will be documented in the Hazard Identification, Risk Management & Tracking (HIRMIT) Tool. AXH will partner with others FAA Lines of Business (LOBs) to complete analysis and assessments on cross-cutting hazards as needed and participate in various work groups and teams under the SMS Committee structure. AXH will also conduct internal and external data analyses, audits, or evaluations to support data quality, continuous improvement of internal operations, and risk-based decision making for hazardous materials safety oversight program.

**Target: Oversee and Promote a Transformation in the HazMat Aviation Safety Inspector Skill Set**

Oversee and promote a transformation in the HazMat Aviation Safety Inspector skill set. The FAA's ability to effectively and efficiently inspect, investigate, and engage entities introducing and transporting HazMat in the NAS is only as good as our HazMat-Aviation Safety Inspector (HM-ASI) workforce. To meet the challenges of overseeing a complex and evolving aviation transportation system, the skillset of HM-ASIs must continue to broaden. Our workforce must be equally comfortable with traditional oversight of technically complex and prescriptive regulatory requirements as they are 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 HM-ASI workforce. A formal, multi-year plan will be submitted to ASH-1, ASH-2, and AXM-1. This plan will include requirements that can be subsequently codified in internal orders as well as a mechanism to continuously reassess and update requirements.

**Target: Cargo Safety Group Collaboration**

Continue to collaborate with AVP and other offices in AVS as applicable on an ongoing Cargo Safety Group that brings together different perspectives on various aspects of cargo safety and begin development of protocols for a systems approach to analyze, evaluate and mitigate risk presented through the transport of any type of cargo which may cause a change in the effectiveness of aircraft systems.
Target: Effectiveness and Efficiency of HazMat-related Oversight

To enhance the effectiveness and efficiency of HazMat-related oversight, conduct a pilot study focusing on air carrier oversight of repair stations. The pilot study will explore opportunities to decrease risk in what has long been recognized as a complex, challenging, and potentially high-risk safety interface. With a focus on HazMat functions, the pilot will assess:

• Baseline needs of future hazmat oversight in this area. The structure can be developed through identified gaps with respect to HazMat (i.e., is the current FAA framework sufficient and if not, how can it be improved?),
• The baseline of air carrier oversight of and safety promotion activities with respect to HazMat,
• The need for new or revised guidance to air carriers or repair stations on hazmat related functions, and
• The need to conduct focused engagement with either air carriers or repair stations or other FAA LOBs on this interface.

The pilot study will identify potential improvements in data gathering on Part 145 repair stations to ensure AXH/AFS is getting relevant information on which repair stations touch hazmat. AXH will validate its methodology to ID Part 145 repair stations; produce a list of those repair stations most likely to work with hazmat and validate, when possible, through documented site visits and/or interviews. Following completion of the study, AXH will produce a report in FY2020.

Activity: Hazardous Materials Safety Program Communication, Coordination, and Collaboration

Initiate efforts to increase communication, coordination, and collaboration to advance a Safety Management Systems (SMS) culture and risk-based decision making (RBDM), to disseminate information, to respond to questions, and to foster understanding and consistency.

Target: Research and Identify Gaps in ASH/AXH Orders related to the HMSP

Establish an internal working group to research and identify gaps in ASH/AXH Orders related to the HMSP. The group will list what gaps exist, prioritize which orders should be drafted/revised first, and begin work on the highest priority orders.

Target: AXH Program Management Maturity (PMM) Assessment

Realize a 15% increase in AXH's average September 2019 Program Management Maturity (PMM) Assessment score relative to the average AXH PMM score in September 2018.

Activity: National and International Safety Promotion and Stakeholder Engagement Program

AXH will conduct national and international safety promotion and stakeholder engagement in order to increase awareness of the dangers of hazardous materials transport on aircraft. This includes implementing a comprehensive global communications strategy to conduct safety stakeholder engagement on the risks of lithium batteries in air cargo and passenger baggage.
Target: Airline Passenger and Cargo Safety Promotion
Promote airline passenger and cargo safety by providing information through social media to better educate passengers on the applicability of HazMat regulations to both seasonal and emerging trends and technologies.

Target: FAA’s PackSafe and Safe Cargo Inquiries
Respond to 90% of inquiries on FAA’s PackSafe and Safe Cargo websites within 2 business days of receipt.

Target: Actionable Airline Passenger Hazmat Discrepancy Reports
Respond through automated outreach to 80% of all actionable airline passenger hazmat discrepancy reports within 45 days of receipt of the data, to increase the flying public's understanding and future compliance with the Hazardous Materials Regulations.

Target: HazMat Stakeholder Engagement
Conduct a quarterly review of HazMat stakeholder engagement materials and update the HMSP SharePoint and websites, as appropriate. This includes printed or electronically accessible information such as posters, screen displays, slide presentations, and general hazardous materials safety information on the ASH public-facing website.

Activity: Safety Policies and Methodologies for National Inspections and Investigations
The Office of Hazardous Materials Safety (AXH) is responsible for maintaining and updating all policies, processes, and procedures that are related to the hazardous materials safety oversight program when transportation is by air, including surveillance operations (inspections), compliance and enforcement activities, and program operations in general. These policies, processes, and procedures will be consolidated to reduce duplication and to facilitate training and understanding to ensure that hazardous materials safety oversight activities are conducted consistently across the program. Consolidation of hazardous materials safety policies, processes, and procedures may include partnering with AFS to integrate them into FAA Order 8900.1, Flight Standards Information System (FSIMS), and/or updating, maintaining, issuing other policies, processes, orders, or guidance as needed.

Target: IOP Implementation Plan

Target: Part 135 Operator Oversight
Draft and submit a proposal to AVS on potential processes to leverage each office's workforce in conducting oversight of small or remotely based Part 135 operators. The proposal will be transmitted to AVS by September 30.
Activity: Transition Certificate Holders to the FAA Safety Management System (SMS)

AXH, the Hazardous Materials Safety Program (HMSP), implements the oversight of SMS to ensure that the HMSP oversight of FAR Part 121 air carriers is consistent with FAA and ICAO obligations. This includes Certificate Holders that are voluntarily implementing an SMS. AXH Principal Hazardous Materials Inspectors (PHIs) will directly support SMS implementation through coordination and collaboration with internal and external stakeholders and serve as risk management focal points for certain assigned Part 121 Certificate Holder systems.

Target: SAS

Establish terms of reference for one or more SAS support teams to address continuous improvements in SAS modules utilized by the HMSP.

Initiative: Provide Global Leadership through International Committees and Panels and Stakeholder Engagement on HazMat Safety

Increase aviation safety by influencing development of regulations, standards, requirements, and other policies to reflect the position of the United States, DOT, and FAA through active participation on International Committees and Panels related to hazardous materials.

Activity: Hazardous Materials Safety Program Communication, Coordination, and Collaboration

Initiate efforts to increase communication, coordination, and collaboration to advance a Safety Management Systems (SMS) culture and risk-based decision making (RBDM), to disseminate information, to respond to questions, and to foster understanding and consistency.

Target: International Committees and Panels

Following AXH's participation in ICAO Dangerous Goods Panel 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.

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: National Security Background Investigations - Initiation
Initiate ALL initial background investigations within 15 calendar days, on average, of eQIP pending review date.

Target: National Security Background Investigations - Adjudication
Adjudicate, or refer, 85% of initial national security investigations within 20 calendar days of receipt date of final report of investigation.

Target: Periodic National Security Background Investigations - Initiation
Initiate ALL periodic background investigations within 16 calendar days, on average, of eQIP pending review date.

Target: Periodic National Security Background Investigations - Adjudication
Adjudicate, or refer, 85% of periodic national security investigations within 30 calendar days of receipt date of OPM's final report of investigation.

Target: Public Trust Background Investigations
Adjudicate, or refer for suitability review, 80% of initial public trust investigations within 30 calendar days of receipt date of OPM's final report of investigation.

Target: Periodic Public Trust Investigations
Adjudicate, or refer for suitability review, 80% of periodic public trust investigations within 45 days of receipt date of final report of investigation from OPM.

Activity: Personnel Security Program Improvement
ASH will evaluate FAA personnel security policy, guidance and processes to improve program performance and services provided to stakeholders.

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: Personnel Security SOPs
Personnel Security SOPs will be uploaded to AXP SharePoint page.

Target: Updating and Uploading Personnel Security SOPs Policy
A policy/procedure for updating and uploading Personnel Security SOPs will be developed.
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: Recorded Informational Briefings
All briefing sessions will be recorded and made available on AXP's SharePoint page.

Target: Personnel Security SOP - Best Practices
Research and update 90% of AXP's centralized policy documents to incorporate "best-practices" for improving efficiency and effectiveness, identified during analysis and data collection in FY18.

Target: Security Executive Agent Directive -3 Implementation - Quality Control Audit
Develop AXP criteria for quality assurance/quality control, to be applied during an audit assessing the extent of agency adoption and implementation of Security Executive Agent Directive -3 (Reporting Requirements for Personnel with Access to Classified Information or Who Hold a Sensitive Position), with a Report of Findings provided to ASH senior leadership.

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.

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

Target: Annual Credential Inventory
Complete the ASH annual credential inventory.
Initiative: PIV EOD Pilot
ASH will apply AHR data, leveraging AFN systems to provide the capability for all new hires to be able to receive a fully enabled PIV card on their Enter on Duty (EOD) date.

Activity: PIV EOD Pilot
ASH will develop, evaluate, and pilot a new approach by issuing a PIV (Personal Identify Verification) credential for all new hires on their Enter on Duty (EOD) date thereby reducing the time for each new employee to achieve full access to logical and physical access systems yet, sustain compliance with Federal Information Processing Standards (Publication 201). Historically, PIV credential issuance could take weeks.

Target: Headquarters Pilot Implementation
AXP will plan and implement a pilot to validate the phased approach and identify baseline measures associated with issuing PIV credentials to new employees at the FAA Headquarters.

Target: Regional Office Pilot Implementation
AXP will expand the PIV pilot project to two Regional Offices, further testing the viability, reducing risk, and identifying deficiencies before substantial resources are committed.

Target: PIV Pilot - Satellite Sites
AXP will further expand the PIV pilot project to 55% (or 300) of the current 540 FAA satellite sites that issue PIV credentials.

Initiative: Commercial Surveillance
Conduct routine surveillance activities to identify weaknesses, analyze root causes of system deficiencies, examine safety trends, regulatory deficiencies and safety management development in order to become more proactive in our approach to safety in Commercial Aircraft.

Activity: ASH: NTSB Recommendations
AVS will continue to coordinate with other lines of business and lead ongoing agency efforts to effectively address NTSB safety recommendations issued to the FAA.

Target: ASH: NTSB Recommendations
Program offices will provide AVP a response memo for 59 of the 117 open NTSB Recommendations that have not received an update since October 1, 2017.

Activity: ASH: FAA Safety Recommendations
AVS will continue to coordinate with other lines of business and lead ongoing agency efforts to effectively address internal FAA safety recommendations and safety recommendations issued to the FAA by foreign aviation authorities.
Target: ASH: FAA Safety Recommendations
Provide an update memo or a final response for 58 of the 80 FAA Safety Recommendations that were issued before January 1, 2016. This is dependent upon program offices, across the FAA, providing responses by September 1, 2019.

Target: ASH: FAA Safety Recommendations
Program Offices will ensure that AVP receives an initial response memo within 90 days of issuance (85% of the time).

Initiative: Safety Management System
Build on safety management principles to proactively address emerging safety risk by using consistent, data-informed approaches to make smarter, system-level, risk-based decisions.

Activity: ASH: Potential/Emerging Safety Issues
Facilitate potential safety/emerging issues through the appropriate FAA Safety Risk Management process.

Target: ASH: Potential/Emerging Safety Issues
Facilitate at least three FAA safety risk assessments and document the progress of the assessments in the Hazard Identification Risk Management, and Tracking (HIRMT) tool.

Activity: ASH: U.S. State Safety Program Update
Revise the U.S. State Safety Program to align with International Civil Aviation Organization (ICAO) requirements outlined in Annex 19.

Target: ASH: U.S. State Safety Program Update
Finalize the State Safety Program (SSP) and deliver to the FAA Safety Management System (SMS) Committee in preparation for external and internal coordination with appropriate stakeholders.

Activity: ASH: Integrated Oversight Policy Implementation
Implement FAA Integrated Oversight Order, by evolving safety oversight models to become risk-based, inter-operable, and data-driven.

Target: ASH: Integrated Oversight Policy Implementation
Finalize Integrated Oversight Policy (IOP) implementation plan by September 30, 2019

Target: ASH: Integrated Oversight Policy Implementation
Finalize Integrated Oversight Policy (IOP) implementation plan by September 30, 2019

Target: Integrated Oversight Policy (IOP) Implementation Dashboard
Develop IOP implementation dashboard with measures and metrics to track and report progress, and start implementation tasks by September 30, 2019.
Initiative: Data Standardization

Improve the collection, management, and integration of safety data on transportation-related fatalities and serious injuries, and their precursors, to enhance safety analysis across the agency.

Activity: ASH: Aviation Safety Data Governance Standardization Team

Establish agency-wide, aviation safety data governance requirements.

Target: ASH: Aviation Safety Data Governance Standardization Team

Deliver an agency-wide assessment of safety data governance standards and requirements to the FAA Safety Data and Analysis Team (SDAT) and the FAA Safety Management System (SMS) Executive Council.

Activity: ASH: Hazard Library Tactical Team

Provide the agency a centralized point of reference for hazard identification information and safety-related work products.

Target: ASH: Hazard Library Tactical Team

Release Hazard Library, populated with 14 CFR Part 121 hazard data and information, to the FAA Safety Data and Analysis Team (SDAT) and the FAA Safety Management System (SMS) Executive Council.

Initiative: PIV EOD Pilot

ASH will apply AHR data, leveraging AFN systems to provide the capability for all new hires to be able to receive a fully enabled PIV card on their Enter on Duty (EOD) date.

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: Process in place to carry cargo

Develop tools and information to enable operators to evaluate their cargo operations for known and anticipated risks.

Target: Draft Guidance

Release draft guidance to the Cargo Safety Executive Team that outlines a systems approach to analyzing, evaluating and mitigating risks presented through the transport of any type of cargo that may cause a change in the effectiveness of aircraft systems.

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.

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 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.

Target: Increase ASH engagement and collaboration.

Increase ASH engagement and collaboration with two SCoPs 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.

Activity: Provide enterprise capabilities to enable rapid development.

Provide enterprise data platforms and technology, and training for FAA employees for rapid development of business solutions.

Target: ASH Data Literacy

Provide user guidelines and training materials for the EIM and data science capabilities in order to grow ASH data literacy.

Target: Innovative Solutions

Accelerate adoption of advanced analytical methods, machine learning and artificial intelligence, to bring innovative solutions to business problems throughout the FAA and ASH.

Initiative: UAS and Integrated Pilot Program (Coordination)

The FAA will enable the safe and secure integration of Unmanned Aircraft Systems (UAS) into the National Airspace System (NAS).

Activity: ASH: UAS Integration Pilot Program

Through the UAS Integration Pilot Program (UAS IPP), the FAA will partner with state, local, and tribal governments to undertake projects that will provide the necessary data to inform future rulemaking activities, processes and procedures.
Target: Part 135 Certificate Approval
Issue Approval for Part 135 Certificate.

Target: Advanced UAS Operations Capability
Demonstrate capability for advanced UAS operations by enabling 5 distinct Beyond Visual Line of Sight operations and 3 distinct Operations Over People operations. Due September 30, 2019

Target: IPP Strategic Communications Plan
Develop a strategic communications plan for the IPP by February 15, 2019 and use it to amplify at least 20 FY2019 milestones, public/media events and community engagements of the 10 Lead Participants by September 30, 2019.

Accountability
Serve that 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/Diversity and Inclusion Action Committee (EAC) to create, oversee and support a diverse and inclusive workplace.

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 (RA)/Reasonable Accommodations Management System (RAMS) Training
Ninety percent (90%) of all new managers and supervisors must complete Reasonable Accommodations (RA) and Reasonable Accommodations Management System (RAMS) training within one year of newly appointed supervisory position. This goal will be tracked on a bi-monthly basis through the EEO Action Committee (EAC) for Diversity and Inclusion.
**Target: Reasonable Accommodations**
Ensure ninety percent (90%) of ASH 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 ASH managers and 20% of ASH employees.

**Target: Mediation**
Ensure that 75% of all ASH managers engage in mediation when requested by employees.

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**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.

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**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: ASH Efficiency Goal: 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.

**Target: Annual Check/Update**
Provide updated FY 2020 measure template for review and approval.

**Target: Quarterly Submission**
Applying the ASH Program Management Maturity (PMM) Model, demonstrate a 10 point improvement in the aggregated ASH PMM Index Measurement Score.
Initiative: Crisis Response and Notification

The WOCC facility operates 24/7 and is structured to support all FAA Lines of Business (LOB) and Staff Offices (SO). The WOCC monitors national and global events that impact the aviation domain, coordinates and disseminates this 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 WOCC maintains multi-faceted operational capability and leverages portable assets in order to provide continuity of operations should disruptive events require relocation to alternate facilities. Additionally, the WOCC staff supplements the Continuity of Operations (COOP) Team, provides COOP cadre and management notifications, and participates as the FAA point of contact in the Federal government's national security emergency preparedness activities.

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 LOBs, ROCs, 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 two constructive engagements conducted and documented monthly (for a total of 24 engagements in FY19); to leverage the value of having exchanged best practices, lessons-learned, new techniques and processes by collaboration through qualitative, information sharing, or empirical improvement.

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 FY19) 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 (EPLD)
Workforce Engagement, Planning, Learning & Development (EPLD), encompasses a wide sweeping program to capture and manage tasks required to promote a more engaged, capable team of professionals; an organization that learns and adapts, and the continual broadening of capabilities to provide efficient and effective delivery of services.

- Ensure weekly training evaluations are completed on new hires
- Compliance with eLMS
- Reinforce new hire training with biweekly practical exams
- Develop and implement a recurrent training program.

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
Conduct an annual Headquarters/Regional incident response exercise in support of the National Exercise Program Capstone series and/or the Eagle Horizon Federal Executive Branch Continuity Series.

Target: Interagency Exercises
Participate in appropriate interagency exercises as scheduled by DHS, DOD, or other governmental agencies, as resources permit, and produce after-action reports as needed.
Target: FAA Order 1900.1


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.

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: Improve ASH's Fiscal Accountability
The Office of Security and Hazardous Materials Safety, Office of Business and Mission Services will work collaboratively with the Office of Finance and Management to develop Financial Integrated Tools for six ASH organizations. The tools will provide better transparency and visibility internally and externally to ASH, and improve ASH's fiscal accountability and efficiencies at all levels.

Activity: Improve ASH's Fiscal Accountability
The Office of Security and Hazardous Materials Safety, Office of Business and Mission Services with the aid of the Office of Finance and Management will work with ASH programs to increase understanding and awareness of what the Financial Integrated Tools offer (e.g., creating dashboards). The increased outreach will improve participation and move the programs towards the goal of independently managing their own Financial Integrated Tools. Increased independence will provide efficiencies and improve ASH's fiscal accountability at all levels.

Target: LDR Dictionary Dashboard
Collaborate across ASH program offices to research, create and publish an LDR Dictionary Dashboard targeting improved consistency of work categorization, better tracking of labor costs and generation of more accurate data for inclusion in budget decisions.

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: Workforce of the Future**
ASH requires a robust orientation/on-boarding program to assist new hires with their transition as they enter the ASH organization.

**Activity: New Employee Orientation Video**
Develop a program to ensure that newly hired ASH personnel are provided information that speaks to the ASH mission, vision and skills that support the ASH organization.

**Target: On-boarding Orientation Program**
Revamp the On-boarding Orientation Program to correspond with the ASH realignment by fourth quarter.

**Target: On-boarding Orientation Program Information**
Collaborate with ASH program offices to ensure that new hires receive onboarding - orientation program information within 30 days of hire.

**Initiative: Improve ASH's OSHA Presence**
The ASH Occupational Safety & Health Management program protects employees from workplace hazards by integrating safety and health programs into all aspects of 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: Stand up ASH's OSHA program**
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 increased outreach will improve program participation and increase agency compliance.

**Target: ASH OSHMS Manual**
Finalize and publish the ASH OSHMS manual. Brief senior management team and identify ASH program POCs.

**Initiative: Awards and Recognition**
Implement an ASH National Awards program to recognize the work and efforts of the ASH workforce.
Activity: Workforce Planning
Implement the ASH awards recognition program. Provide ASH workforce guidance on the ASH awards nomination process to coincide with Corporate FAA and DOT awards.

Target: ASH National Awards and Recognition Implementing Guidance
Update the current ASH National Awards and Recognition Implementing Guidance.

Target: ASH National Awards and Recognition Ceremony
Host the ASH National Awards and Recognition ceremony.

Initiative: Organizational Effectiveness
ASH's Organizational Effectiveness Team works for and with employees to integrate strategies that maximize individual and team engagement and performance. We do this 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: FedView Administration, Implementation, and Analysis
ASH's Organizational Effectiveness Team is responsible for the administration, implementation, and evaluation of the OPM FedView survey.

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

Activity: Organizational Effectiveness and Efficiency
ASH's Organizational Effectiveness Team works to implement timely and effective communications that drive strategies and activities for program partnering, joint decision actions, continuous improvement, and increased aperture for ASH mission success. The Organizational Effectiveness Team plays an important role in ASH-wide employee communication. Employees communication will include but not limited to ASH priorities (i.e. ASH strategic plan, Unmanned Aircraft System (UAS) implementation, and managing change).

Target: Quarterly Employee Engagement Activities
Implement quarterly activities to help improve employee engagement within ASH.

Target: Management Teams Engagement
Engage with management teams from each of the six ASH Program Offices (minimum of two per quarter) in order to gain understanding of organizational effectiveness activities and alignment with Program Area strategic goals.
Initiative: Organizational Effectiveness
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
Establish a new procurement support services contract to support ASH programs.

  Target: Program Support Services Contract
  Establish a new procurement support services contract.

Activity: Business Services: Facilitation 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.

Activity: Business Services: Property Management Facilitation
Facilitate property management for ASH.

  Target: ASH Property Custodians and Delegates Quarterly Meeting
  Hold quarterly meetings with ASH property custodians and delegates.

Activity: Security Solutions Development: Requirements Management
Streamline Requirements Management - create single points of contact to centralize task prioritization and provide increased visibility.

  Target: Web Applications POCs
  Create and publish single POC's from ASH and contractor for all AXM web applications.

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 2 AXM web applications.

Activity: BSSS: Security Applications Support
ASH will provide a secure hosting platform for AXM systems.
Target: MyAccess Solution
Implement the MyAccess solution for external users to PIV-enable the ASH External Web Portals system.

Target: Certification and Authorization Process
Ensure AXM systems complete the Certification and Authorization process.

Target: System of Record Notices
Facilitate update of System of Record Notices (SORN) 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.

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: Awarding of Procurement Dollars (AXM)
Award procurement dollars to small businesses, with special emphasis on procurement opportunities for socially and economically disadvantaged small businesses (including 8(a) certified firms), women owned small businesses, and service-disabled veteran-owned small businesses.

Target: Awarding of Procurement Dollars
Award at least 25 percent of the total ASH direct procurement dollars 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: Investigation Requests
Evaluate and respond to 100% investigation requests from all sources based upon established guidelines.
Target: Accepted Investigations
Conduct and complete 100% of all accepted investigation requests from all sources based upon established guidelines.

Target: Completed Investigations
Distribute 100% of all completed investigations based upon established guidelines.

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.

Target: Threat Assessment Panels
Participate in 100% of all requested Threat Assessment Panels based upon established guidelines.

Target: Counterintelligence Travel Briefings
Respond to 100% of requests for defensive counterintelligence travel briefings and informational support for FAA employees.

Target: Counterintelligence Community
Collaborate and develop relationships with members of the U.S. Counterintelligence Community and other Federal partner agencies.

Target: Counterintelligence Assessment Requests
Conduct and complete 100% of all accepted Insider Threat/ Defensive Counter intelligence Assessment requests from all sources based upon established guidelines.

Target: Cyber Threat Assessments
Provide cyber threat assessments to identify threats, provide referrals, mitigation actions, and enhancements.

Initiative: Investigations Standards and Policy
The Office of Investigations (AXI) develops and implements Investigative Standards and Policy to ensure AXI investigations are in compliance with Standards & Policy.

Activity: Standards and Policy Development
Develop and implement Investigations Standards and Policy
Target: Professional Investigations Standards
Define and publish professional Investigations Standards.

Target: Standards Education
Educate AXI staff and customers on standards.

Target: Interagency Agreements
Develop, draft, and execute three (3) interagency agreements, detailing roles, responsibilities and clarifying engagement processes between AXI, the FAA and DOT Stakeholders, thereby supporting AXI's strategic plan to measurably strengthen communication, increase collaboration, and establish efficiencies associated with the provisioning of insider threat and internal investigative services.

Activity: Standards and Policy Design
Design and deploy new Investigations Tracking System.

Target: New Requirements
Identify new requirements and work flows by Q1 FY19.

Target: ITS Phased Approach
Collaborate with AXM developers on a phased approach to new ITS implementation.

Target: ITS Implementation
Implement phased approach to new ITS implementation.

Target: Review Program
Design and implement a Review program, including assessment tools, to effectively conduct reviews of AXI Program areas and Closed Case/Closed Inquiry reviews.

Target: Investigation Tracking System (ITS) Improvement
Achieve 95% of the project plan’s phased milestones (scope and schedule) accomplished through collaboration with AXM to research, create and implement new requirements, capabilities and associated workflow processes for the first two phases of a two-year project to improve the FAA’s current Investigation Tracking System (ITS) offering more efficient applications, increased processing capability, better data processing, storage and retrieval. Phase One shall result in the development of a new investigations-intake process that includes quality controls that will reduce duplication of work by the LOB’s and ASH and increased accountability of information. Phase Two shall encompass the redesign of the information tracking system into an “activity based” case management system allowing for improvement in workload planning by developing the ability to track and internally maintain investigative activity such as interview results, written statements, document analysis, and other evidence files.
Activity: Standards and Policy Review/Assessment
Develop Review/Assessment Program.

Target: Review Program
Design and implement a Review program, including assessment tools, to effectively conduct reviews of AXI Program areas and Closed Case/Closed Inquiry reviews.

Activity: Standards and Policy Review/Assessment Reporting Program
Develop Review/Assessment Reporting Program

Target: Review/Assessment Report
Develop and deploy a Review/Assessment Report to AXI leadership that identifies gaps in AXI investigative practices and Standards & Policy, including collaborative mitigation strategies to reduce those gaps.

Initiative: Cyber Investigations
The Office of Investigations (AXI) conducts cyber investigations in support of investigations, insider threat, and defensive counterintelligence.

Activity: Cyber Investigations Support
Provide cyber investigations support to FAA.

Target: Centralized Analysis Virtual Environment (CAVE)
Collaborate and improve the Centralized Analysis Virtual Environment (CAVE) and initiate the Security Assessment process.

Target: National Airspace System Relationships
Collaborate and develop relationships with National Airspace System Cyber Operations.

Initiative: Defensive Counterintelligence Evaluations
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.

Activity: Defensive Counterintelligence Program Support
Provide Defensive Counterintelligence investigations support to FAA.

Target: Diplomatic Security High Threat Security Overseas Seminar (HTSOS) Training
Obtain authority to research, design and implement the Diplomatic Security High Threat Security Overseas Seminar (HTSOS) training into FAA's eLMS offering improved access and portability in the delivery of this Department of State required training for security clearance holders traveling overseas.
Target: Executive Intelligence Brief (EIB)
Conduct Executive Intelligence Brief (EIB) briefings.

Initiative: 2: Workforce Transformation - Talent Management
AHR will ensure that the skills of our workforce evolve as the technologies, operating models or strategic priorities of the organization change. AHR will ensure FAA has the human resources needed to accomplish its safety mission through enhancement of strategic workforce planning, leadership development and succession planning initiatives that promote a high-performing workforce, identify and close senior manager skill gaps and implement and maintain programs to attract, acquire, develop, promote, and retain quality and diverse talent. (HCOP)

Activity: Succession Planning [AHR STI - Activity]
Promote the use of succession planning principles to assist LOB/SOs in developing strategies to strengthen the FAA talent pool, starting at the executive level.

Target: Actionable Plans - AXM (ASH)
Provide participating LOBs with actionable plans based on an organizational analysis of the data obtained through the succession planning process for filling executive positions most likely to experience attrition. (AHD) [FY19 Priority] (ASH, AVS)