

FY 2020 AFN Business Plan



Infrastructure

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

System Operations and Performance

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

Initiative: Cybersecurity in the Aviation Ecosystem

The FAA will develop strong relationships with external commercial and Government partners to enable a more informed threat and defense capability, and leverage information and defense actions needed to protect FAA systems and networks.

Activity: Cybersecurity in the Aviation Ecosystem

Collaborate with external Aviation Cyber Initiative (ACI) partners in DOD and DHS to develop unified messaging and communication across the government, along with external Aviation Ecosystem stakeholders including Aircraft Manufacturers, Airlines, Airports, and others on cybersecurity vulnerability identification and risk reduction for aviation. In support of this collaboration, AIT must achieve at least 2 of the following targets.

Target: Aviation Ecosystem Strategy

Develop a 1-year, 3-year, and 5-year strategy with associated goals and objectives for FAA cybersecurity stakeholder engagement within the Aviation Ecosystem.

Target: Aviation Ecosystem feasibility study

Conduct a feasibility study on FAA information sharing within the Aviation Ecosystem. Deliver results of the study to AIS-1 and the FAA Cybersecurity Steering Committee.

Target: Formalize FAA roles and responsibilities to support ACI Communication Plan

Formalize FAA roles and responsibilities to support the ACI Communication Plan. Brief the FAA Cybersecurity Steering Committee on FAA roles and responsibilities to be incorporated into the ACI Communication Plan.

Initiative: Vulnerability Management Processes

Evolve mitigation strategies to safely secure FAA infrastructure to reduce cybersecurity risks by determining the likelihood of a security breach and potential impacts to networks and systems.

Activity: Vulnerability Management Processes

Protect and defend FAA information, information systems and networks to mitigate risks to the FAA mission and services.

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Target: Address 80% of IP based high value risks

Address 80% of Internet Protocol (IP) based high value risks within 30 days. Continue to provide information to the Cybersecurity Steering Committee to assure consistent risk acceptance decisions (OSI).

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 aviation stakeholders.

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

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

Target: Update to FAA Order 1375.1

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

Target: Improve the quality of FAA's data inventory

Improve the quality of FAA's data inventory and ensure data is easily discoverable via FAA's Data Governance Portal. Ensure verified metadata exists and has been captured in the portal for 50 or more critical enterprise data assets.

Target: Initiate Cataloging Data Assets

Enable data inventory for all FAA data assets. All LOBs and SOs will initiate cataloging of their data assets.

Activity: Enable adoption of Enterprise Information Management Data Platform (EIMDP)

The EIMDP deployed in FY19 is a strategic asset. Broader adoption of the platform by major programs, data scientists and analysts will help FAA unlock the power of data more efficiently and improve the speed of execution.

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Target: Training, on boarding process, and starter kits

Develop training, on boarding process and starter kits for machine learning use cases, and awareness materials for the EIMDP.

Target: Identify two or more additional JRC Programs

In addition to OARS, DVARS, and OPSNET-R, identify two or more additional JRC programs that can leverage EIMDP working in conjunction with ATO (AJM-3) and AVS.

Activity: Accelerate adoption of transformational technologies to enhance innovation.

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

Target: Increase Agency Data Literacy and Advanced Data Analytics Skills

Develop a plan to increase agency data literacy and advanced data analytics skills and provide to CDO.

Target: Revamped portal for external data access

Deploy a revamped data.faa.gov portal for external data access that spurs innovation by providing consistent API access to API enabled data sets. Prepare a plan to align existing data.faa.gov material and related initiatives, with the future vision embodied in the revamped site.

Initiative: Remote Identification

Facilitate more advance operations for UAS through remote identification

Activity: Remote Identification (Request for Information)

Provide UAS Remote Identification to manned pilots for situational awareness.

Target: ACQ Support for Remote ID RFI

Support Request: Manage coordination and issuance of the RFI.

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

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Initiative: FAA Enterprise Electronic Records Management System (ERMS) Solution

AFN is committed to identifying and implementing an innovative FAA enterprise ERMS solution. The solution will maintain, track and manage all of FAA's record assets in an electronic format and comply with electronic records management standards and protocols established by the National Archives and Records Administration (NARA), the Office of Management and Budget (OMB), and the Federal Records Act. ERMS solution will be based on specific business requirements supporting FAA information governance programs (i.e., Records Management, FOIA, Privacy and eDiscovery) and protect the FAA from significant risk and liability by centrally managing records assets via an automated system. The development of an ERMS will improve the FAA's ability to manage the National Airspace System and regulate the aviation community as mandated by law. The fully implemented ERMS will support the identification, capture, storage, management, and transfer of information and records, which is a key foundation component of a well-functioning organization. The deployment of a robust enterprise ERMS will enable the FAA's data and information assets to be accessed and used in a timely manner, enhancing informed decision-making across the agency from a single centralized information repository. Finally, the ERMS will support the FAA in meeting its legal mandates under the Federal Records Act, the Freedom of Information Act, and the Privacy Act, with furthering the FAA's Enterprise Information Management (EIM) goals.

Activity: Select ERMS solution for Implementation

Finalize and Approve ERMS Requirements, Acquire ERMS Solution, Develop Records Management Governance Structure, and Plan Proof of Concept of ERMS.

Target: Finalize and Approve ERMS Requirements T1

AFN-3, ESC, and AIT will collaborate to complete, validate, and approve ERMS requirements (inclusive of business and technical requirements) with FAA stakeholders for use in the ERMS solicitation document.

Target: Collaborate and Complete ERMS Acquisition T2

AFN-3, AIT, ESC, and AAQ will collaborate to conduct and complete the acquisition of the ERMS solution for implementation FAA wide.

Target: ERMS Governance Structure T3

AFN-3 will collaborate with FAA stakeholders to develop the governance structure for the ERMS.

Target: Plan a Pilot of the ERMS T4

AFN-3 will develop a plan in collaboration with AIT, AAQ, and ESC to implement a pilot of the ERMS solution initially within AFN.

Activity: FAA Records Management Maturity Initiative

FAA Records Management Maturity Initiative

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Target: Perform Records Inventory and Create File Plans T1

AFN-3 will Identify five (5) sites to visit to build upon the work completed in FY19 to continue maturing the Records & Information Management program by conducting FAA site and field assist visits to perform records inventories, build out file plans and address record schedule needs.

Target: Develop a plan to deploy Records Management Training to all FAA employees T2

AFN-3 will collaborate with AIT and AMA to develop a plan to deploy Records & Information Management Training in eLMS for all FAA employees (inclusive of ERMS end user training).

Target: AFN-3 Drafts Revised Records and Information Management Program policies T3

AFN-3 will draft the revised Records Management Order and Operational Procedural Manual to memorialize best operating practices and establish policy to the national RIM program.

Initiative: Data Access and Management (90% goal)

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

Activity: 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: 3PAO Security Assessments - T1

Complete security design, prepare security assessment package and, initiate 3rd Party (3PAO) Security Assessments for Final Operating Capability (FOC) of the EIM Data Platform.

Deployment of Innovation

Accelerate and expand the deployment of new technologies and practices by reducing barriers to innovation and actively promoting innovations that enhance the safety and performance of the Nation's transportation system.

Initiative: Technical Training Solutions

The FAA Academy (AMA) will leverage new technology, pursue new delivery methods, and implement other streamlined training approaches to improve throughput and provide more cost effective technical training without compromising quality of training delivered.

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Activity: FAA Academy Strategic Training Organizational Risk Management System (STORMS)

The FAA Academy will continue to improve and mature its Organizational Risk Management program via the Strategic Training Organization Risk Management System (STORMS) process to enhance core business processes. Data from STORMS will be a direct feed into the Quality Management System as areas of risk that require attention. Additionally, these data points will be shared with the FAA Academy's strategic partners.

Target: Evaluate and Baseline Courses T1

The FAA Academy will conduct course evaluations to mature our Strategic Training Organization Risk Management System (STORMS) process. Identification of hazards related to course delivery provides for enhanced communication and transparency with the FAA Academy's strategic partners. Evaluate and baseline 100% of instructor led courses delivered at the FAA Academy through STORMS

Target: AMA Instructor Evaluations STORMS T2

The Academy will perform Instructor Evaluations on 40% of instructional staff through our Strategic Training Organization Risk Management System (STORMS) process

Target: STORMS Risk Management BoardT3

The Academy will fully implement an organization-wide Risk Management Review Board to conduct quarterly Analysis of Data meetings, document risks to the organization, and identify opportunities to mature processes to sustain a Learning Organizational Culture

Accountability

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

Regulatory Reform

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

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

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

Activity: AFN Ensure a Diverse and Inclusive Workforce

- AFN 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.

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Target: Reasonable Accommodations T1

Ensure 90% of AFN reasonable accommodation requests are processed within 25 business days or less.

Target: Improve Participation/Outreach T2

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 T3

Monitor the delivery of EEO training to 70% of AFN managers and 20% of AFN employees.

Target: Mediation T4

Ensure that 75% of all AFN managers engage in mediation when requested by employees.

Mission Efficiency and Support

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

Initiative: Major System Investments

Monitor the Implementation of consistent program and baseline management standard practices to keep programs within 10% of their cost, schedule and performance baseline.

Activity: Major System Investments Performance Monitoring

Major System Investment programs will implement consistent program and baseline management standard practices to remain within 10% of their acquisition cost, schedule and performance baseline.

Target: Major System Investment Performance

90% of major baselined acquisition programs must be maintained within 10% of their current acquisition cost, schedule and performance baseline as of the end of fiscal year 2020.

Activity: Critical Acquisitions on Schedule Monitoring

90% of the critical acquisition selected annual milestones are achieved by their scheduled due dates.

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Target: Critical Acquisitions on Schedule

90% of the critical acquisition selected annual milestones are achieved by their scheduled due dates.

Initiative: Enhance Workforce Planning

Improve centralized workforce planning by developing and applying policies, objectives, standards and models to validate staffing requirements and provide workload assessments that support efficient operation.

Activity: Air Traffic Controller Workforce Plan

Lead in the development of the Air Traffic Controller Workforce Plan to advance FAA's mission and meet external stakeholder requirements.

Target: Air Traffic Controller Workforce Plan Document

Complete updates to the Air Traffic Controller Workforce Plan, and prepare for the FAA Administrator's signature, no later than 60 days after the submission of the budget request.

Target: Air Traffic Controller Staffing Monthly Tracking

Update the attrition forecast monthly. Monitor hiring, losses, overtime, time-on-position, trainee ratios, etc. by facility.

Activity: AVS Workforce Plan

Support the development of the Aviation Safety Workforce Plan to advance FAA's mission and meet external stakeholder requirements.

Target: AVS Workforce Plan Document

Complete updates to the Aviation Safety (AVS) Workforce Plan, and prepare for the FAA Administrator's signature, no later than 60 days after the submission of the budget request.

Target: AVS Staffing Monthly Tracking

Update the attrition forecast monthly. Monitor hiring, losses, overtime, time-on-position, trainee ratios, etc. by facility.

Activity: Labor Cost Analysis

Provide labor cost analysis in support of term negotiations.

Target: Labor Negotiation Support

Perform labor cost analyses, forecasting, and monitoring to support on-going labor negotiation for FAA.

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Target: Labor Cost Analysis Support

Perform labor cost modeling and analysis to support new and ongoing FAA business case, policy, and budget related initiatives.

Initiative: Unmodified Audit Opinion

Obtain an unmodified audit opinion on the FAA's FY 2020 financial statements identified by external independent auditors.

Activity: Unmodified Audit Opinion

Obtain an unmodified audit opinion on the FAA's FY 2020 financial statements identified by external independent auditors.

Target: Obtain Unmodified Audit

Obtain an unmodified audit opinion on the FAA's FY 2020 financial statements identified by external independent auditors.

Activity: Capitalization of Assets

Ensure timely capitalization of agency assets.

Target: Capitalization Assets Timely

Capitalize new assets within 65 days of being placed in service 93% of the time. Provide quarterly reports within one month after each quarter ends (i.e., January 31, April 30, July 31, and draft EOY report on September 30).

Target: Timely Process Capitalization Packages

90% of the time, support the timely and accurate processing of FAA's capitalization packages within 30 days.

Initiative: Cost Control Program

Implement line of business-specific as well as agency wide cost efficiency and strategic initiatives to reduce costs or improve productivity. Achieve documented cost savings and cost avoidance in FY 2020.

Activity: Corporate Leadership for Cost Efficiency Activities

ABA will lead an agency-wide initiative to control and reduce the cost of operations.

Target: FY2020 End of Year Cost Savings (STI)

Achieve 95% of the projected cost savings and cost avoidance of \$44.99 Million in FY 2020. Target: \$42.74 Million

Target: SAVES FY20 Target

Achieve the FY 2020 FAA Cost Control Target for SAVES established collaboratively between SAVES and the FAA Chief Financial Officer (CFO).

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Target: National Wireless Program Cost Avoidance

The Enterprise Services Center will achieve \$2.2 million in documented National Wireless Program cost avoidance in FY20.

Target: FY2020 End of Year Cost Savings (OSI)

Achieve 90% of the projected cost savings and cost avoidance of \$44.99 Million in FY 2020. Target: \$40.49 Million.

Initiative: Drive the activities of Franchise Fund Finance Working Group (FWG) to provide independent financial oversight and support for the Franchise Fund

AFN will provide independent financial oversight through the FWG to support the Franchise Fund Service Providers with financial reporting at the Franchise Fund council semi-annual meetings along with in-depth financial analysis on special projects as assigned by the council.

Activity: Franchise Fund Support

AFA will support the Franchise Fund Council with financial analysis and review of Franchise Fund Service Organization reports in preparation for the semi-annual Franchise Fund Council meetings.

Target: Franchise Fund Council Meeting Support

AFA will complete review and analysis of financial documents in preparation for December and June FY 2020 Franchise Fund Council meeting.

Activity: Support Ad-Hoc Franchise Fund Council Data Analysis Requests

AFA will review financials and support Franchise Fund Council Executive requests for deep dives as needed.

Target: Support Ad-Hoc Franchise Fund Council Data Analysis Requests

AFA will support Franchise Fund Service Providers with deep dives and analysis of Franchise Fund Financial data as requested by Council members

Initiative: Driving Federal Shared Services

This initiative reflects integration efforts under way in the Mike Monroney Aeronautical Center (AMC) and the Enterprise Services Center (ESC) to improve delivery and compliance of federal shared services including: integrated financial and procurement systems, financial and travel services, information technology and security, print/media, and cellular devices. As a designated Shared Service Provider, ESC will continue work with partners to streamline, standardize and automate processes across government, and consolidate/retire legacy systems to reduce the cost of administrative services and give back to partner core missions. Similarly, AMC will work toward driving overall improvement in delivery of shared services to all customers in all AMC functions.

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Activity: Enterprise Services Center Successful Audit Opinions

As a shared service provider, the Enterprise Services Center is required to provide its user organizations with an independent audit report on the design and effectiveness of its internal controls. The annual audit is performed in accordance with the American Institute of Certified Public Accountants' Statement on Standards for Attestation Engagements Number 18 (SSAE 18), Reporting on Controls at Service Organizations. This audit tests the service organization controls ESC has in place over Delphi, as well as other critical financial management systems (i.e. ESC PRISM). In order to provide assurance to their customers, the ESC must maintain proper controls and obtain successful audit opinions.

Target: ESC Audit Opinions - SSAE/SOC T1

The Enterprise Services Center will obtain a successful audit opinion, with no unmitigated or failed controls, on the Standards for Attestation Engagement (SSAE18) Service Organization Control (SOC1) audit.

Activity: Vendor Invoicing (e-Invoicing) System

The Enterprise Services Center will continue modernizing and enhancing the eInvoicing solution in FY20. ESC will support its Customers in their iSupplier deployments, transitioning vendors to input invoices into Delphi's eInvoicing internet portal. ESC will also lead the continued enhancement of System for Award Management (SAM) integration with Delphi vendor data.

Target: ESC Invoice Approval Workflow T1

The FAA is continuing to deploy eInvoicing components. The Enterprise Services Center, in conjunction with AAQ, will deploy the Invoice Approval Workflow to Headquarters and all Service Areas. This deployment, along with the previous deployment to the Aeronautical Center and Technical Center, will standardize invoice approvals across the FAA into a single system of record.

Target: ESC System for Award Management (SAM) T2

The Enterprise Services Center will support data standardization initiatives and Federal policies with enhanced SAM integration. As downstream systems and interfaces are modified to accept enhanced supplier data, ESC will synchronize eligible vendor fields with automatic updates of System for Award Management (SAM) data. Synchronization will be completed once supplier maintenance documents are updated, supplier team training is conducted, and the supplier team has synched at least one vendor per updated procedures

Activity: Enterprise Services Center Targeted Cost Savings

The Enterprise Services Center will implement cost/pricing baselines and processes that can be used to drive savings and encourage fiduciary behaviors that recognize cost-effective results for FY20.

In the area of Maintenance and Operations, The Enterprise Services Center will reduce cost while maintaining Customer Agreement Service Level Targets.

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Target: ESC Cost Savings/Avoidance MMAC 20/20 contribution T1

The Enterprise Services Center will establish cost savings initiatives and cost avoidance targets that will result in a \$4M accumulated FY19-FY20 cost savings that contributes to the MMAC \$20M by 2020 overall Cost Savings Goal.

Initiative: Contracting Opportunities for Small Businesses

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

Activity: Contracting with Small Businesses

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

Target: Ensure at least 25% of the Agency's total direct procurement dollars are awarded to small businesses. T1

Ensure at least 25% of the Agency's total direct procurement dollars are awarded to small businesses.

Initiative: Strong Acquisition Workforce

Ensure FAA has the staffing and skill mix to successfully manage NextGen and other major acquisitions by implementing training, developing and certifying personnel in key acquisition professions.

Activity: Train and Certify FAA's Acquisition Workforce

Attain and maintain certification requirements of program managers (PMs) and contracting officers.

Target: 90% of Program Managers are certified T1

Attain and maintain certification requirements: 90% of program managers (PMs) on Office of Management and Budget (OMB) major acquisition programs attain/maintain certification requirements for their positions.

Target: 90% of Contracting Specialists are certified T2

At least 90% of contracting specialists are certified.

Target: 90% of Real Estate Contracting Officer/Specialist (RECO/S) are certified T3

At least 90% of Real Estate Contracting Officer/Specialist (RECO/S) are certified.

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Initiative: AFN Employee Engagement

AFN is committed to raising the level of employee engagement within the AFN organizations. AFN will create an environment where employee engagement is a priority, the engagement level is high, and there is a continuous commitment throughout the organization to sustain high levels of engagement.

Activity: AFN Monthly Newsletter

Reach, engage, and inform all of AFN with the publication of the AFN monthly newsletter. The newsletter will incorporate informative articles to keep AFN aware of any FAA updates, but will also include human-interest articles to further employee engagement.

Target: Timely Publication T1

Ensure the publication of the AFN Monthly Newsletter. Must achieve this eleven out of twelve months to meet this goal, except in the case of a government shutdown, furlough or government closed status.

Target: Newsletter Metrics T2

Increase the average click through rate on newsletter articles by .25% from the FY19 baseline. Baseline determined by averaging the click through rate over 11 months (excluding Jan. 2019) by September 30, 2019.

Target: Metrics and Lessons Learned T3

Create and provide quarterly FY20 Newsletter metrics, lessons learned from the previous quarter, and any recommendations for improvement in a one-pager to AFN-3.

Activity: Driving Employee Engagement in AFN

This activity will focus on creating an environment where employee engagement is a priority and there is a continuous commitment throughout the organization to sustain high levels of engagement. Timely Topics are an opportunity where employees are able to interact with AFN leadership and ask questions about some of the big topics affecting AFN and the agency.

Target: Timely Topics T1

AFN-200 will ensure delivery of at least two Timely Topics sessions and document processes to promote consistency.

Activity: Up-to-Date AFN Email Lists

Work towards ensuring that email lists for AFN-wide outreach and Functional Area-wide outreach are orderly and up-to-date. Oversee and consult on the manual process for updating the email lists.

Target: Standardized Processes T1

Develop and implement a standard process for updating the AFN email lists in Microsoft Outlook and GovDelivery.

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Target: How To Update MyProfile Deliverable T2

Create step-by-step instructions on how to update an AFN employee's MyProfile.

Target: Awareness of MyProfile T3

Utilize the AFN-200 resources (e.g. Newsletter or AFN-3 website) to increase the awareness of MyProfile's usages and importance.

Target: AFN Manager and AFN Executive Lists

Update the AFN Managers and AFN Executives email lists monthly to ensure the list is accurate.

Initiative: Procurement Performance Metrics (ACQ)

ACQ strives to build stronger partnerships with FAA Lines of Business and Staff Offices by meeting metrics in alignment with the expectations outlined in AMS.

Activity: ACQ Procurement Commitment Metrics

Meet or exceed procurement commitment metrics.

Target: 90% of Purchase Orders (POs) awarded T1

90% of Purchase Orders (POs) are awarded in 60 days or fewer after Purchase Request (PR) release date.

Target: 90% of contracts awarded T2

90% of contracts are awarded in 180 days or fewer after receipt of a complete package.

Target: 80% of Task and Delivery Orders awarded T3

80% of Task and Delivery Orders are awarded in 60 days or fewer after PR release date.

Target: Competition Rate for total contract dollars obligated T4

Maintain a Competition Rate for total contract dollars obligated that is at least 80%.

Initiative: Property Workforce Training & Certification

Enhance the skills, knowledge, and certification of property practitioners.

Activity: Train and Certify APM Project Management Workforce

Attain and maintain certification of Project Managers in the Project Management Division

Target: FAC/PPM Level 1 Certification T1

50% of the combined staff of APM-310 and APM-320 as of October 1, 2019 will attain FAC/PPM Level certification.

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Target: FAC/PPM Level II certification T2

10% of the combined staff of APM-310 and APM-320 as of October 1, 2019 will attain FAC/PPM Level II certification.

Initiative: Real Estate and Personal Property System

Replace the legacy Real Estate Management System (REMS) and personal property Automated Inventory Tracking System (AITS) with a solution or solutions that provide scalability, robust reporting capability, enhanced workflow and a user-friendly interface. New systems will be evaluated that meet the strategic requirements of ACQ, potential reduced maintenance expenses and cost-effective system upgrades, while enhancing our ability to meet stakeholder needs.

Activity: Obtain OGB Investment Decision for a quality real estate portfolio/lease administration management system and personal property inventory tracking system.

Building on requirements and market analysis conducted in FY19, ACQ will collaborate with AIT and the Acquisition Readiness Team (ART) to obtain an Investment Commitment Decision by the Operations Governance Board (OGB) to replace the legacy REMS system and personal property AITS system with quality system(s) that provide reduced maintenance expenses, cost-effective upgrades, and strong stakeholder support. To remain cost effective over the product lifecycle, the product must support FAA/DOT business functions.

Target: OGB Investment Decision for REMS T1

Obtain OGB Investment Commitment Decision(s) for REMS replacement system(s).

Target: OGB Investment Decision for AITS T2

Obtain OGB Investment Commitment Decision(s) for AITS replacement system(s).

Initiative: Operations Support Pathway

We will work with stakeholder organizations across the agency to continue to implement the new streamlined investment decision making process for operations funded capital investments.

Activity: Streamlining Investment Decision Making for Ops Governance

Work with stakeholder organizations across the agency to continue to implement the new streamlined investment decision making process for operations funded capital investments.

Target: National Acquisition Evaluation Program (NAEP) post-decision evaluations T1

Complete at least two National Acquisition Evaluation Program (NAEP) post-decision evaluations for Operations Support Pathway investments.

Initiative: FAA FOIA Program

Ensure FOIA requests from the general public are processed within statutory timeframes and improve management of FOIA program.

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Activity: Processing FOIA Request with Statutory Timeframes

Manage the FAA FOIA Program in accordance with FOIA Improvement Act of 2016 and ensure FOIA request from the general public are processed within statutory time frames.

Target: On-Time Processing T1

Ensure FOIA requests from the general public are processed within statutory time frames by maintaining an agency on-time response rate for initial FOIA requests of 75% or higher.

Activity: FAA FOIA Backlog Reduction

Renew focus on closing FOIA requests pending without response beyond the statutory time limit of 20 working days, reassess steps needed to close the requests, identify any barriers to closing them, and develop solutions that will allow for the processing to be completed by the end of the fiscal year.

Target: Reduce FAA FOIA Backlog T1

Reduce FAA FOIA backlog by 10 percent from AFN overdue backlog levels as of October 1, 2019.

Target: FAA FOIA Backlog Reduction Plan T2

In collaboration with Lines of Business and Staff Offices, develop a plan to reduce the total FAA FOIA backlog by 10 percent from overdue backlog levels as of October 1, 2019.

Target: 10 Oldest Pending FAA FOIA Requests T3

Close 50% of the FAA's 10 Oldest Initial FOIA Requests reported to the Department of Justice as of October 1, 2019.

Activity: FOIA Policy and Guidance

Provide resources that establish proper procedures and provide practical guidance on processing FOIAs in accordance with the FOIA Improvement Act of 2016, DOT regulations, and FAA policy.

Target: FOIA Toolkit Content Review Schedule and Restructuring Plan T1

Create a schedule to review the existing Toolkit content and restructure the current FOIA Toolkit

Target: FOIA Toolkit Content Inventory T2

Develop a site map to determine relationships between pages and components within the current FOIA Toolkit; and inventory the current content in the FOIA Toolkit identifying outdated content, policies and procedures.

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Target: FOIA Toolkit Content Review and Optimization T3

Review relevant FOIA Toolkit content, updating as appropriate and create a plan to restructure the content.

Target: FOIA Toolkit Website Re-design Strategy T4

Develop a strategy to address the FOIA Toolkit's current architecture and rewrite the existing gateway pages (i.e., homepage and other landing pages) of the website, optimizing them with a cohesive site theme, simple interfaces and logical titles to facilitate navigation of the content to the enduser/visitor.

Initiative: Program Improvement & Workforce Planning

Streamline AFNs administrative processes update and/or create new criteria for AFNs formal awards program and new employee orientation to reinforce AFNs mission, vision, values and goals.

Activity: Workforce Planning

Workforce Planning

Target: Conduct a Pilot Program for the New Employee Orientation Curriculum & Evaluate the Results T1

Implement six-month pilot program to evaluate the New Employee Orientation course on the eLMS.

Target: Evaluation Results T2

Evaluate results; make any necessary updates and/or improvements.

Initiative: AIT Key Operational and Project Management Activities

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

Activity: Deployment of Windows 10

Continue Windows 10 deployment to AIT managed clients.

Target: Windows 10 Waivers - T1

75% of the Windows 10 waivers have completed their remediation efforts and their computers have been upgraded or are ready for upgrade.

Target: Deploy Windows 10 to at least 80% of AIT Supported Clients -T2

Deploy Windows 10 to at least 35,000 of AIT Supported Clients.

Target: AJW Windows 10 Plan -T4

AJW and AIT will develop a plan for the remaining Windows 7 based MDT/SLE computers to upgrade to Windows 10.

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Activity: Deploy Office 365 Services

Deploy additional O365 services to FAA employees

Target: Establish the Wave 2 Deployment Plan- T1

Have an approved O365 Wave 2 Deployment Plan that includes a minimum of three new products and/or capabilities. Seek approval of the ITMT.

Target: Make 40% Progress on Wave 2 Deployment - T2

Complete 40% of Wave 2 Deployment Plan milestones.

Target: 80% of Wave 2 - T3

Complete 80% of Wave 2 Deployment Plan milestones.

Activity: Cybersecurity Workforce Assessment Act

Collaborate to implement the approved Agency approach to meet requirements of the Cybersecurity Workforce Assessment Act.

Target: Document NICE OPM codes for 90% of FAA PIV-issued contractors - T1

Identify and document the appropriate NICE OPM codes for 90% of FAA PIV-issued contractors. Submit updated Cybersecurity Workforce Assessment report containing contractor data to DOT.

Target: Document cybersecurity roles -T2

Document the cybersecurity roles of critical need and roles with skill shortages to inform the agency's Cybersecurity Workforce Assessment. Brief the Cybersecurity Steering Committee on the findings.

Target: Update FAA cybersecurity Job Analysis Tools (JATs) - T3

Update FAA cybersecurity Job Analysis Tools (JATs) and position descriptions to align with KSAs from the NICE framework.

Initiative: Regulation and Certification Infrastructure for System Safety (RCISS)

Regulation and Certification Infrastructure for System Safety (RCISS) is an identified program tracked in ABA with FY18 CIP milestones.

Activity: Safety Workforce Device Deployment

Regulation and Certification Infrastructure for System Safety (RCISS) has FY20 Capital Investment Plan (CIP) milestones that must be met according to ABA's goal to meet 90% of approved milestones.

Target: Deploy 13.0% of Safety Critical Workforce Equipment

13.0% of safety critical workforce equipment will be deployed in accordance with the Regulation and Certification Infrastructure for System Safety (RCISS) plan.

FY 2020 AFN Business Plan



Initiative: Program Improvement & Workforce

Establish program improvements that model a streamlined AFN recruitment and staffing program. Enhance workforce planning activities to attract, develop and retain employees with skills and competencies that align to the FAA's workforce goals.

Activity: Program Performance

Program Effectiveness: Improve staffing and recruitment program by streamlining AFN's internal processes for filling vacancies.

Target: Program Effectiveness: Improve staffing and recruitment program by streamlining AFN's internal processes for filling vacancies T1

Enhance the recruitment and staffing program by establishing the framework for an internal system to facilitate automated workflow processes that include electronic routing and approval of recruitment, staffing and personnel action documentation.

Activity: Shared Services

AFN will work internally and in collaboration with other AFN functional areas on efforts to establish a process model for the delivery of improved administrative processes.

Target: System Requirements and Contract Language T2

Collaborate to develop the system requirements and contract language for the Automated Workflow Process project.

Target: Procurement Package T3

AFN submits a complete procurement package to include system requirements / SOW, IGCE, and PR to ACQ. ACQ will support the Workflow Process project by developing contractual language to acquire the prototype system.

Target: Project Plan T1

Create a project plan that outlines the key steps for an automated document workflow process.

Initiative: AFN Headquarters Program Compliance

Ensure AFN is compliant with Occupational, Safety, and Health (OSH) in accordance with Department of Labor (DOL), Department of Transportation (DOT), FAA requirements, and National Archives and Records Administration (NARA).

Activity: Records Management

Ensure AFN is in compliance with Department of Transportation (DOT) records management program.

FY 2020 AFN Business Plan



Target: Records Management Review T1

Develop an annual formal review of the records management program, record classification scheme and Official File List to validate that structure is consistent, accurate, and appropriate and reflects any changes in business.

Target: Records Management Monthly Updates T2

Regularly review and approve records retention schedules and ensure, with assistance from FAA Records and Information Management Program Office Records Officer, that all records created by AFN offices are appropriately scheduled. Identify each offices' vital records and make staff aware of their existence and location. Report records management discrepancies, and provide a report to Functional Area Manager as required.

Target: Records Management Awareness T3

Collaborate on ways to improve records and Information management awareness within HQ AFN offices. Assist the agency Records Officer and staff in providing Records and Information Training to AFN Staff.

Initiative: Real Property Council

Establish a Real Property Council that provides governance and guidance for all FAA Real Property Activities which includes consolidations, closures, and relocations as well as conference room allocations and other policy matters.

Activity: Establish Real Property Council

Establish a Real Property Council that provides governance and guidance for all FAA Real Property Activities which includes consolidations, closures, and relocations as well as conference room allocations and other policy matters

Target: Develop and sign a Charter for the Real Estate Property Council. T1

Develop and Sign a Charter for the Real Estate Property Council.

Target: Quarterly Real Property Council Meetings. T2

APM will hold 4 Real Property Council meetings, one per fiscal quarter, in FY20.

Initiative: Collaborative Support of AFN-3 Projects

Provide identified support throughout AFN-3 and its divisions.

Activity: Supporting Awards Ceremonies

Provide communications support for the AFN award ceremonies throughout the fiscal year.

Target: AFN-200: Award Ceremony - Lessons Learned T2

Hold a meeting after any awards ceremony to consolidate and document any lessons learned. Provide recommendations to AFN-3.

FY 2020 AFN Business Plan



Target: AFN-100: Award Ceremony - Lessons Learned

Hold a meeting after any awards ceremony to consolidate and document any lessons learned. Provide recommendations to AFN-3.

Activity: ERMS Website Creation

Build and maintain a new MyFAA.gov website as a clearinghouse for ERMS information for FAA employees in conjunction with the RIM Team.

Target: ERMS Website Creation T1

Publish the new MyFAA.gov ERMS information website after receiving web-ready content from the RIM Team.

Activity: New Employee Orientation Guide

Update the New Employee Orientation Guide to provide new employees with accurate and up-to-date information about AFN.

Target: AFN-200's Update of the NEO Guide T1

Complete an annual update of the AFN Overview portion (first half) of the New Employee Orientation Guide.

Target: AFN-100's Update of the NEO Guide T2

Complete an annual update of the "Tools and Resources" portion of the New Employee Orientation Guide.

Activity: AFN-3 Website Support and Maintenance

Provide website support and maintain the current AFN-3 website.

Target: AFN-3 Carousel T1

Update the carousel with new articles, every two months, after receiving web-ready content.

Target: From the Director's Desk Message T2

Write a "From the Director's Desk" message every two months to keep the messaging fresh.

Target: AFN-3 Branding for Divisions T3

Apply the AFN-3 branding to the division level websites.

Target: Update "I Fuel AFN" Article T4

Create and publish a new "I Fuel AFN" article to highlight an AFN employee. Must achieve six out of twelve months to keep the messaging fresh and to meet this goal, except in the case of a government shutdown, furlough or government closed status.

FY 2020 AFN Business Plan



Initiative: Productivity and Financial Metrics

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

Activity: Corporate Leadership for Efficiency Activities

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

Target: FY 2020 Efficiency Measure Initiative

Initiate FY 2021 efficiency program.

Activity: FY2020 Quarterly Data Consolidated and Reporting

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

Target: FY2020 Quarterly Data Review and Validation

Review and validate proposed efficiency measures, making a determination as to the suitability for the Productivity and Financial Metrics program within 45 business days of receipt by ABA.

Initiative: Change Management

Conduct outreach events with potential customers to better understand their needs and increase understanding of the concept of Change Management (CM).

Activity: Improving Change Management Awareness across AFN

Conduct outreach events with potential customers to better understand their needs and increase understanding of the concept of Change Management (CM). As a result, we will increase the number of customers that are ready, knowledgeable, and genuinely in need of AFN-200's CM support.

Target: Conduct Executive Roadshows T1

Hold at least one roadshow for targeted executive customers to identify CM needs and increase the knowledge of CM support AFN-200 can provide.

Activity: Develop CM Continuous Learning Opportunities for AFN-200 Staff

Create continuous learning opportunities for the AFN-200 staff to expand CM knowledge and improve ability to provide CM support.

Target: Change Management Kick-Off T1

Conduct annual CM kickoff with the AFN-200 team to outline the AFN CM operational plan, identify CM best practices, and discuss feedback from Executive Roadshows.

FY 2020 AFN Business Plan



Target: CM Toolkit for AFN-200 staff T2

Create a CM toolkit to reinforce the PROSCI methodology in the AFN CM offerings.

Initiative: Develop an Individual Development Plan (IDP) Online Course for AFN Employees

Develop an Individual Development Plan (IDP) online course for AFN employees and managers. Course will be accessible through the agency's LMS.

Activity: IDP Online Course

Create an online course accessible through the LMS.

Target: Establish Learning Objectives T1

Establish the key learning objectives needed for employees to create an IDP.

Target: Design Course T2

Design and develop an online course for creating an IDP.

Target: Publish Course T3

Publish the IDP online course to the LMS.

Initiative: Administrative Directives

The Human Resources Policy Manual (HRPM) contains agency wide human resource policies and guidance and is the vehicle for issuing HR policies in support of the FAA.

Activity: Policies, orders, letters, and memorandums cancellations and/or updates.

Legacy policies, FAA orders, FAA personnel manual letters, and interpretive memoranda will continue to be listed and maintained until cancelled and/or updated in the HRPM. When new and updated administrative directive is released, AFN-100 will prepare a summary document to outline and explain key provisions or procedural changes.

Target: Prepare summary document to explain key provisions or changes T1

When a new or updated directive is released, provide talking points to AFN-3 for the SMT meetings.

Target: Staff Meeting Briefs T2

Schedule and brief functional area executives and managers on new and updated policies.

FY 2020 AFN Business Plan



Initiative: Priority NAS Training

Properly trained personnel across the Air Traffic Organization, both air traffic controllers and field maintenance technicians, form the foundation of a safe and efficient national air space system. The collective training enterprise including Air Traffic (ATO) Technical Operations (AJW), ATO Technical Training (AJI) and ATO Air Traffic Services (AJT) the Aeronautical Center leadership (AMC) and the FAA Academy (AMA) have formed the "A5" Committee to collectively manage the strategic direction of and optimize delivery of FAA Technical training to create a mission ready workforce ready and capable to ensure. Activities under this initiative reflect decisions made by the A5 Committee to enhance and optimize training of the technical work force that operates and maintains the NAS.

Activity: FY 20 Top 15 NAS Technical Training Priorities

ATO Technical Operations (AJW), ATO Technical Training (AJI) and Aeronautical Center leadership (AMC and AMA) have collectively prioritized the Top Tech Ops training requirements for FY2020. Achieving the FY 20 training plan will require creative and innovative measures for success to include (but not limited to): course content adjustment, instructor cross-training for enhance utilization, curriculum modification, creative class/lab use optimization, field scheduling commitments, and potentially field instructor augmentation, and finally delivery of training. This is an all-in stretch goal for the entire training enterprise to rally around for FY2020.

Target: Priority 0 FY 20 Technical Training (T1)

In collaboration with AJI and AJW, the FAA Academy will deliver priority 0 courses to train 100% of the student quota in accordance with the joint memorandum dated 20 Sep 2019 defining FY2020 priority quota requirements approved by AJW, AJI, and AMC

Target: Priority 1 FY 20 Technical Training (T2)

In collaboration with AJI and AJW, the FAA Academy will deliver priority 1 courses to train 90% of the student quota in accordance with the joint memorandum dated 20 Sep 2019 defining FY2020 priority quota requirements approved by AJW, AJI, and AMC."

Target: Priority 2 FY 20 Technical Training (T3)

In collaboration with AJI and AJW, the FAA Academy will deliver priority 2 courses to train 80% of the student quota in accordance with the joint memorandum dated 20 Sep 2019 defining FY2020 priority quota requirements approved by AJW, AJI, and AMC.

Initiative: AFN-3 Employee Engagement for 100s Teams

AFN is committed to raising the level of employee engagement in AFN organizations.

Activity: Employee Engagement Sessions

AFN-100 will assess the overall climate of the workforce, by hosting events and/or engagement sessions for AFN-3 to solicit employees' opinions and feedback.

FY 2020 AFN Business Plan



Target: Employee Engagement Sessions or Events T1

Hold at least one employee engagement session or event for AFN-3 employees.

Target: Employee Climate Survey T2

Conduct climate survey to measure the impact of the events hosted.

Initiative: Communications Support

AFN-200 will provide communications support with broad awareness messaging to enhance the visibility of the RPA and EIM efforts agency-wide.

Activity: Communications Support of RPA and EIM

AFN-200 will promote the RPA and EIM initiatives with broad awareness messaging through newsletter articles, webpage updates, and other collateral and communications channels to enhance the visibility of these efforts agency-wide.

Target: Web-ready RPA Content T2

Post web-ready content on the RPA web page as received.

Target: Promote EIM Awareness T1

Develop a briefing to promote senior executive level awareness about EIM across the agency.