



## Safety

Oversee and operate the safest aerospace system in the world, all with a culture of continuous improvement

### 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.

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#### **Initiative: Educate and Inform the Public**

Conduct proactive outreach activities aimed at providing the public with accurate and timely access to information needed to operate in the NAS safely and to obtain other aviation safety related information.

#### **Activity: Media Coverage**

Increase digital media coverage that positively highlights agency safety initiatives.

#### **Target: Activity Target 1**

Respond to media requests and/or acknowledge receipt of media inquiries within 1 hour and coordinate with the digital teams for accurate and timely responses.

# Operational Excellence Infrastructure

Operate the world's most efficient aerospace system through daily execution, continuous improvement and infrastructure investment (maps to infrastructure, innovation and accountability)

## 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.

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### Initiative: Educate and Inform the Public

Conduct proactive outreach activities aimed at providing the public with accurate and timely access to information needed to operate in the NAS safely and to obtain other aviation safety related information.

#### Activity: Media Coverage

Increase positive digital media coverage of FAA efficiency and capacity enhancements.

##### Target: Activity Target 1

Respond to media requests and/or acknowledge receipt of media inquiries within 1 hour and coordinate with the digital teams for accurate and timely responses.

##### Target: Activity Target 2

Implement strategies to successfully launch 25 public education campaigns, 15 of which will be related to New Entrants (UAS and Commercial Space), to inform the public.

##### Target: Activity Target 3

Provide customer service on a daily basis through timely and accurate responses by answering questions from the media, public, and key stakeholders.

#### Activity: Validate FAA.gov Content

Work with LOB and Staff office web liaisons to validate 90% of faa.gov web content is reviewed and updated annually.

##### Target: Effectively communicate as "one FAA": Establish consistent and unified messaging from the top down across all lines of business (OSI)

Implement a content management system (CMS) for FAA.gov.

### Initiative: Proactively Inform the Public and Stakeholders

Conduct proactive outreach activities to provide the public with accurate and timely access to information needed to operate in the NAS safely and to obtain other aviation safety related information.

#### Activity: Social Media Coverage

Increase awareness on social media platforms about safety initiatives and how to operate safety in the National Airspace System.

**Target: Activity Target 1**

Respond to social media requests and/or acknowledge receipt of social media requests daily and coordinate with public affairs to ensure accurate and timely responses.

**Target: Activity Target 2**

Partner with individuals and offices to develop 35 strategies to successfully launch public awareness campaigns to educate and inform the public.

**Target: Activity Target 3**

Provide customer service no less than 365 times in one year, through timely and accurate responses by answering questions from the media, public, and key stakeholders.

**Target: Improved Quality of Applications (AOC) for UAS Waivers and Authorizations**

Through education and outreach based on trending data provided through the FAA DroneZone to AOC, increase the approval rate of operational waiver and airspace authorization applications, and decrease processing time and agency assessment burden by 10-15%.

**Target: Use modern, open technologies to communicate and help the public and FAA employees operate safely and make informed decisions**

Increase user satisfaction by 25% from FY20 by making more information and data available to a wider and non-traditional audience by routinely webcasting public meetings and safety summits, deploying tools that work on mobile devices, and providing data outside of the FAA's network through modern platforms such as application programming interfaces (APIs) and geographic information systems (GIS) and data visualizations.

# Innovation

Lead in the development of innovative aerospace capabilities that improve the safety and performance of our nation's aerospace 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.

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### **Initiative: Support Open Government Initiative**

Support the Open Government Initiative to Streamline Service Delivery, Improve Customer Service (EO 13571), and leverage technology to increase productive collaboration with citizens, stakeholders and other government agencies by creating a new information architecture for FAA.gov, and using FAA Social Media channels to promote at least 5 FAA Safety related activities and initiatives.

#### **Activity: Support Open Government Initiative**

Support the Open Government Initiative, the President's Executive Order on Streamlining Service Delivery and Improving Customer Service (EO 13571) and the 21st Century Digital Government directive by leveraging technology to make data available, improve web service efficiencies and increase productive collaboration with citizens, stakeholders and other government agencies while reducing duplicative efforts.

#### **Target: Activity Target 1**

Ensure FAA's website exceeds DOT's Section 508 compliance rates for FY19 and FY20. (With monthly reporting.)

### **Initiative: Improve Internal Communication**

Use a variety of internal communications vehicles to publish at least 3 news stories and/or broadcast messages each week to increase employee understanding of agency programs and activities. Using on-line print, audio and video vehicles to deliver employees news and information to increase employees understanding of agency programs and activities. Will use interactive media (Web 2.) to engage employees (Your Two Cents feedback, Blogs and/or other social media).

#### **Activity: FocusFAA**

Publish agency news in FocusFAA daily during Fiscal Year.

#### **Target: Activity Target 1**

Publish daily news items during the Fiscal Year.

#### **Target: Activity Target 2**

Read and evaluate all employees feedback and respond to feedback within 24 hours.

**Target: Increase Employee Understanding of Agency Programs (Employee Engagement)**

Increase employee understanding of agency programs and activities and/or highlight employee innovations and ideas by 33% from FY20 levels. Communications items may leverage videos, graphics, audio and written story formats to deliver news/information and engage employee audiences.

**Activity: Employee Interviews**

Produce one monthly written interview profile featuring FAA managers and employees.

**Target: Activity Target 1**

Conduct a series of employee interviews (no fewer than 52) each year with executives, managers, program specialists, and other employees.

**Activity: Employee Website**

Update the employee homepage every business day.

**Target: Activity Target 1**

Update the employee homepage every business day.

**Activity: Communicate Strategic Initiatives**

Communicate the goals of Strategic Initiatives to the FAA employees and aerospace community and gain feedback that helps the FAA meet their needs.

**Target: Activity Target 1**

Regularly share information on Strategic Initiatives to FAA employees and the aerospace community.

**Activity: Communications Working Group**

Ensure cross-agency collaboration on communications issues and projects through the Communications Working Group.

**Target: Activity Target 1**

Chair monthly meetings of Communications Working Group and ensure active collection of data on communications activities from all LOBs/SOs. Share data with AOA.

**Activity: Innovation Culture**

AOC will work closely with other AOC staff, FAA executive bodies, DOT and other relevant stakeholders to enable and encourage a robust culture of innovative problem solving at the FAA.

**Target: Activity Target 1**

Increase employee engagement through the solicitation of specific ideas/information from the workforce that benefit agency programs and activities. Host a minimum of one 'idea challenge' or 'request for innovation' that results in at least 20 unique employee responses, and provide individualized feedback to each responder. Engagement topics must have a nexus to the FAA Strategic Goals/Initiatives.

### **Initiative: Creative Services**

Use creative communications products (graphics/video/live events) in support of improving internal communications.

#### **Activity: Creative Services**

Use creative communications products (graphics/video/live events) in support of improving internal communications.

#### **Target: Activity Target 1**

Produce 15 creative communications products (graphics/video/live events) in support of improving internal communications.

### **Initiative: AOC ACSI FAA Web Survey**

Maintain the annual average of FAA surveys on the American Customer Satisfaction Index (ACSI) at or above the average Federal Regulatory Agency score. Review customer requirements annually and measure customer satisfaction more broadly for FAA service.

#### **Activity: AOC ACSI FAA Web Survey**

Continue to survey FAA website users for their levels of satisfaction with FAA website using the American Customer Satisfaction Index (ACSI) survey instrument.

#### **Target: Activity Target 1**

Review customer feedback and provide monthly reporting to management with actionable steps taken on iterative improvements. (With monthly reporting.)

#### **Activity: AOC Action Plan for ACSI FAA Web survey**

Sustain the overall score on the Web Customer Satisfaction Index to 74 or better.

#### **Target: Activity Target 1**

Sustain the annual overall score on the web customer satisfaction index to 74 or better. (With monthly reporting.)

#### **Target: Activity Target 2**

Maintain the annual average of FAA surveys on the ACSI at or above the average federal regulatory agency score. (With quarterly reporting.)

#### **Activity: Validate FAA.gov Content**

Work with LOB and Staff office web liaisons to validate 90% of faa.gov web content is reviewed and updated annually.

#### **Target: Validate FAA.gov Content**

Work with LOB and Staff Office Web Liaisons to validated 90% of faa.gov web content is reviewed and updated annually.

### **Initiative: Remote Identification**

Facilitate more advance operations for UAS through remote identification.

### **Activity: Remote Identification (Outreach and Engagement)**

Conduct enterprise-level outreach and engagement for UAS Remote Identification.

#### **Target: Remote Identification (Outreach and Engagement)**

Once the Remote ID rule is published, facilitate early adoption of Remote ID technology by conducting six enterprise-level outreach and engagement. Target Milestones:

- o Establish cross-agency working-level enterprise-wide outreach and engagement team
- o Develop detailed other external media plan with AOC
- o Develop detailed social media plan with AOC
- o With appropriate internal and external stakeholders, develop a series of virtual informational events (content/schedule/vehicle)
- o Develop educational materials for FAA/DOT employees
- o Partner with services and offices and lines of business to ensure consistent RID messaging

## **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.

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### **Initiative: Security Governance**

Ensure that security strategies align with business objectives, adhere to policies and internal controls, and are consistent with applicable laws and regulations.

#### **Activity: Policy, Training & Customer Liaison**

Develop and update FAA IT Security policies and interpret policy and other regulatory requirements related to cybersecurity; assist with developing standard operating procedures and policy; and oversee annual Security and Privacy Awareness Training, Information Security System (ISS) key personnel role based training, and other information security and privacy training as needed.

#### **Target: FAA Order 1370.121A Restructure**

Provide a complete draft restructure of FAA Order 1370.121A into more manageable documents utilizing a cross-organizational working group consisting of representatives from the Cybersecurity Steering Committee (CSC) Working Group (WG) to specify the organization, structure and content of the FAA Cybersecurity and Privacy Policy.

# People Accountability

Strengthen our current and future aviation workforce by holding ourselves accountable, developing our people and planning for the aviation workforce of the future

## Regulatory Reform

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

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### **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 and LOBs/SOs to create an inclusive work environment.

#### **Activity: AOC Ensure a Diverse and Inclusive Workforce**

- AOC in collaboration with the LOB/SO's will complete activities that will foster a diverse and inclusive workplace and improve the Reasonable Accommodation interactive process.
- Assist in the 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).
- Managers engage in the mediation/facilitation process.

#### **Target: Improve Participation/Outreach**

Support ACR in the development of strategies to improve the representation of Persons with Targeted Disabilities (PWTD), Hispanics, and Women by providing resources and data analysis 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: Mediation**

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

#### **Target: Reasonable Accommodations**

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

## 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: 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: AOC - Support ACQ's Small Business efforts**

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

## **Initiative: Educate and Inform the Public**

Conduct proactive outreach activities to provide the public with accurate and timely access to information needed to operate in the NAS safely and to obtain other aviation safety related information.

### **Activity: Media Coverage**

Communicate the FAA's role in using an integrated, data-informed approach that shapes global standards and enhances collaboration and harmonization.

#### **Target: Activity Target 1**

Respond to media requests and/or acknowledge receipt of media inquiries within 1 hour and coordinate with the digital teams for accurate and timely responses.

#### **Target: Activity Target 2**

Implement strategies to successfully launch 15 public awareness campaigns to educate and inform the public.

#### **Target: Activity Target 3**

Provide customer service on a daily basis through timely and accurate responses by answering questions from the media, public, and key stakeholders

### **Activity: Public Education of NAS Safety Initiatives**

Increase public, congressional, industry and pilot education and understanding of the National Air System initiatives.

#### **Target: Increase awareness on digital media platforms**

Increase public, Congressional, Industry and pilot awareness by 50% from FY20 levels on various digital media platforms about safety initiatives and how to operate safely in the National Airspace System.

**Target: Increase live digital events**

Exceed number of live digital events hosted in FY20 by 35% through FY21 to provide the general public and key stakeholders with safety information and opportunity to engage with FAA subject matter experts.