



Federal Aviation Administration

Memorandum

Date: December 23, 2020

To: Steve Dickson, Administrator

From: Chris Rocheleau, Deputy Assistant Administrator for Policy,
International Affairs, and Environment CHRISTOPHER
J ROCHELEAU Digitally signed by
CHRISTOPHER J ROCHELEAU
Date: 2020.12.08 15:24:16 -05'00'

Prepared by: Leslie Higgins, Manager Strategic Planning Division

Subject: Fiscal Year 2021 Organizational Success Increase / Organizational
Success Measures Outcomes

ACTION REQUIRED

Establish measures and targets for the Fiscal Year (FY) 2021 Organizational Success Increase (OSI) / Organizational Success Measures (OSM) program.

SUMMARY

The FAA Deputies and Performance Committee have agreed on the attached list of performance measures and targets for the FY 2021 OSI/OSM program. The recommended OSI/OSMs are measurable and aggressive, but also achievable. The OSI/OSMs are intended to give employees a line of sight between their work activities and the agency's major goals.

BACKGROUND

In developing the OSI/OSMs for FY 2021, we worked across agency lines of business and staff offices to facilitate discussions, recommendations and feedback through the Performance Committee, and in collaboration with FAA Deputies to identify and include activities related to key FAA priority areas.

As OSI/OSM goals reflect important ongoing work occurring across the agency, a number of the proposed items on the FY 2021 list are a continuation of items from FY 2020 OSI/OSM activities. The attached OSI/OSM list also includes DOT Modal Goals and FAA Agency Priority Goals tracked by the Office of Management and Budget. Finally, the FY 2021 list contains important new work that the FAA is committed to, ensuring that we are properly focused on the future vision for the agency.

This list was reviewed and recommended for approval by the Deputy's Meeting and the

Performance Committee.

Upon your approval, the OSI/OSMs will be published to FAA's internal website, and we will work with the Office of Communications on any additional communications.

Governance of OSI/OSMs will take place throughout FY 2021 at monthly Performance Committee meetings and biannually during the Deputy's Meeting. This will ensure that proper tracking and reporting of performance is maintained through completion of stated goals.

RECOMMENDATION

I recommend that you approve the FY 2021 OSI/OSM list.

Attachment
FY 2021 FAA OSI/OSM Final List 12-1-20

The Administrator

APPROVED:



DISAPPROVED:

COMMENTS:

DATE:

12/24/2020

FY2021 Organizational Success Increase/Measure (OSI/M)		Lead
Safety		
1	Commercial Air Carrier Fatality Rate: Reduce the commercial air carrier fatalities per 100 million persons on board U.S. carriers by 50% over 18-year period - FY 2008-2025. Target for FY 2021 is 5.4. Due September 30, 2021	AVS
2	General Aviation Fatal Accident Rate: Reduce the general aviation fatal accident rate to no more than 0.89 fatal accidents per 100,000 flight hours by 2028. 2021 Target: .96 Due September 30, 2021	AVS
3	Commercial Space Launch and Reentry Accidents: No fatalities, serious injuries, or significant property damage to the uninvolved public during licensed or permitted space launch and reentry activities. Due September 30, 2021	AST
4	Commercial and Non Commercial Surface Safety Risk Index: Commercial: Maintain the weighted surface safety risk index at or below 0.35 per million operations for Commercial Aviation. Due September 30, 2021 Non-Commercial: Maintain the weighted surface safety risk index at or below 0.60 per million operations for Non-Commercial Aviation. Due September 30, 2021	ATO
5	TOP 5 Safety Risks: The Top 5 Safety Risks are a quantifiable list of hazards that contribute to the highest risk in the national airspace system. It is the culmination of the ATO's proactive safety management activities — valuing input from the frontline employees, deploying technology to gather data, improving analysis to identify risk and embracing correction to implement risk mitigations. FY 2020 goals included: Target: Implement 85% of approved mitigation activities in association with ATO's Top Five (5) identified trending safety issues in the National Airspace System (NAS). Due September 30, 2021	ATO
6	Alaskan Safety Initiative: Collaborate with Alaska aviation stakeholders and system users to evaluate FAA recommendations developed in Target 1 and develop prioritized proposals based on a combination of greatest impact and reasonable ability to implement programs/projects identified by the collaborative team. Shared with the industry the prioritized plan to move forward. Due September 30, 2021	APL/AGC
People (Accountability)		
7	Increase FAA STEM AVSED program outreach capabilities: Identify committed members of the STEM AVSED EB and SC from all FAA organizations that are involved in STEM AVSED engagement initiatives. Due March 31, 2021	APL
8	Critical Acquisition Milestones on Schedule: 90% of the critical acquisitions selected annual milestones are achieved by their scheduled dates. Due September 30, 2021	AFN
9	Unmodified Audit Opinion: Obtain an unmodified audit opinion on the FAA's FY 2021 financial statements identified by external independent auditors. Due September 30, 2021	AFN
10	Technology Innovation: Develop a plan to expand and communicate the use of the SAP Successfactors technology (known internally as PMAS) for FAA performance programs. Plan is to include a configuration and implementation plan, a communication and training plan, and contract completion contingent upon the ability to secure funding, for FY22 configuration and FY23 implementation. Target 1: A configuration and implementation plan will be drafted and provided to AHR-1 by July 30, 2021 Target 2: A communication and training plan will be provided to AHR-1 by September 30, 2021 . Plan will include communications prior to go-live to get managers accustomed to seeing screen shots and process flow.	AHR
11	Environmental Efficiency and Emissions: Continue FAA leadership in improving environmental efficiency and addressing carbon emissions from aviation through domestic implementation of ICAO airplane carbon dioxide standard and continued domestic implementation of the Carbon Offsetting and Reduction Scheme for International Aviation ("CORSA"). Target 1: Secure AOA signature on Notice of Proposed Rulemaking for FAA airplane carbon dioxide standard. Due September 30, 2021. Target 2: Submit monitoring, reporting, and verification information for 2019 emissions from U.S. operators to ICAO in accordance with the FAA CORSA MRV Program. Due December 31, 2020	APL

FY2021 Organizational Success Increase/Measure (OSI/M)		Lead
12	<p>FAA Corporate Diversity and Inclusion Strategic Plan (ACR and AHR) : The Office of Civil Rights (ACR) will collaborate with the Office of Human Resource Management (AHR) to develop and design a Five-Year Diversity and Inclusion Strategic Plan that will provide the FAA workforce with relevant, strategies, goals and tools needed to create an inclusive, discrimination free workplace where all members of, will have the opportunity to reach his or her full potential.</p> <p>Target 1: Complete the Diversity and Inclusion Strategic Plan and send to FAA Administrators Office for final approval and signature. Due December 9, 2020</p> <p>Target 2: Market and provide awareness to FAA employees about the Diversity and Inclusion Strategic Plan by conducting 10 webinar and informational sessions to include a taped message from the Administrator, throughout FY2021. Due August 31, 2021</p>	ACR/AHR
13	<p>Effectively communicate as “one FAA”:</p> <p>Establish consistent and unified messaging from the top down across all lines of business.</p> <p>Target: Implement a content management system (CMS) for FAA.gov. Due September 30, 2021</p>	AOC
Global Leadership		
14	<p>Implement FAA International Strategy and enhance ICAO work:</p> <p>Proposed OSI Goal: Contribute to the development of the U.S. government position regarding the ICAO Secretary General Election in March 2021 and qualified U.S. citizens for ICAO’s senior technical and regional positions in order to have a direct and continuous influence at the U.N. technical agency. (APL/API Lead)</p> <p>Target 1: Evaluate the technical capabilities and familiarity with managing complex civil aviation matters of each Secretary General candidate, and provide FAA recommendations to the Department of State. API Lead, Support Org ASH, ATO, AVS-5, ARP, ANG, AST; Due March 31, 2021.</p> <p>Target 2: Conduct outreach to States and Regional Organizations in support of U.S. Government positions for the election. API Lead, Support Org ASH, ATO, AVS-5, ARP, ANG, AST; Due March 31, 2021.</p> <p>Target 3: Establish an ICAO Succession Planning strategy to identify and support highly qualified U.S. candidates for selected ICAO Director-level positions that have a direct impact on FAA’s strategic priorities. API Lead, Support Org ASH, ATO, AVS-5, ARP, ANG, AST; Due September 30, 2021.</p>	APL
15	<p>Promote International Safety and U.S. Interests interests: Influence the development of international approaches to ensure the safe and sustainable recovery of the aviation sector after the global health emergency.</p> <p>Target 1: Develop global health emergency risk mitigation measures for passenger and aviation professionals in alignment with U.S. best practices in the ICAO Council Aviation Recovery Task Force (CART). API Lead, Support Org ASH, ATO, FS, AAM, ARP; Due September 30, 2021</p> <p>Target 2: Develop, maintain and actively promote an FAA policy position in support of CART implementation measures in at least three (3) bilateral and multilateral venues, to include ICAO regional engagement. API Lead, Support Org ASH, ATO, FS, AAM, ARP; Due September 30, 2021</p>	APL
Operational Excellence (Infrastructure)		
16	<p>Community Engagement and Noise: As the public sees us as “one FAA,” develop a series of informational tools (presentations, talking points, infographics, webpages) that can be used by the FAA to educate and inform Airport sponsors and Community Roundtables as well as local elected officials.</p> <p>Target 1: Work with the existing regional Community Engagement matrix teams to develop informational tools on FAA’s efforts to safely and efficiently integrate new entrant vehicles to the national airspace, including; UAS, Urban Air Mobility, and Commercial Space operations. (ATO) Due September 30, 2021</p> <p>Target 2: Work with the existing regional Community Engagement matrix teams to develop informational tools on the FAA’s aircraft noise research programs including efforts to better understand potential community impacts from aircraft noise and ways to address them. (APL) Due September 30, 2021</p>	ATO/APL
17	<p>Runway Pavement:</p> <p>Maintain runway pavement in excellent, good, or fair condition for 93% of the paved runways in the National Plan of Integrated Airport Systems. Due September 30, 2021</p>	ARP
18	<p>Cybersecurity in the Aviation Ecosystem / Cyber Security:</p> <p>Strengthen compliance of risk management programs in the stakeholder community.</p> <p>Target: Address 80% of the FAA’s Internet accessible high value assets with critical and high vulnerabilities in accordance with DHS BOD 19-02. Provide monthly updates to the Cybersecurity Steering Committee. Due September 30, 2021</p>	AFN

	<i>FY2021 Organizational Success Increase/Measure (OSI/M)</i>	<i>Lead</i>
19	<p><u>Infrastructure – Align FAA investments in airport infrastructure and FAA-owned facilities:</u> Develop a coordinated FAA national infrastructure strategy to help define, prioritize, align where possible AIP and F&E infrastructure investments, and inform future budget requests. Must complete both targets.</p> <p>Target 1: Develop a process to ensure appropriate cross-LOB coordination and approval of infrastructure investments. Due June 30, 2021.</p> <p>Target 2: Develop an implementation plan for a national airport strategy to provide a top-down framework for AIP investments in airport infrastructure, including resiliency, UAS, and spaceport integration. Due September 30, 2021.</p>	ARP/ATO
20	<p><u>C-UAS Research:</u> Support testing and evaluation of C-UAS technologies under Section 383 of the 2018 FAA Reauthorization.</p> <p>Target 1: Begin the testing and evaluation of at least three (3) UAS detection and mitigation technologies at one airport (Atlantic City International Airport). Due September 30, 2021</p> <p>Target 2: Establishment of an Aviation Rulemaking Committee (ARC) under Section 383 of the 2018 FAA Reauthorization” deliverable: develop a draft charter that has been approved by ARM, a rough outline of the structure for the ARC, and a potential membership list that has been coordinated across FAA. Due September 30, 2021</p>	ASH/ARP/ATO
21	<p><u>Develop and issue products to assist in fully implementing Part 450, Streamlined Launch and Reentry Rule (SLR2):</u> The Office of Commercial Space Transportation will provide the necessary support and Information to the commercial space industry necessary to fully implement the SLR2. Develop guidance to assist potential licensees in meeting public safety regulatory requirements where no means of compliance exist in current regulations.</p> <p>Target 1: AST will provide industry-wide SLR2 implementation educations by a virtual three day Workshop for current and potential users of Part 450 DUE: September 30, 2021</p> <p>Target 2: AST will publish ten (10) Advisory Circulars (ACs) which provide implementation guidance and examples for meeting the requirements of the performance-based requirements contained in Part 450. DUE: September 30, 2021</p>	AST
22	<p><u>Use modern, open technologies to communicate and help the public and FAA employees operate safely and make informed decisions.</u> 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. Due September 30, 2020</p>	AOC
23	<p><u>NAS Vision 2035:</u> Charting Aviation’s Future includes documenting the vision and high level concept of operations for an information-centric NAS. These activities will describe how technology advances will enable changes to the future environment in the areas of operations, integrated safety management, and infrastructure that modernize the NAS and facilitate the integration of new entrants. These activities are anticipated to deliver benefits for air traffic management in terms of efficiency, flexibility, throughput, safety, predictability, and access for new entrants.</p> <p>Target 1: Develop a vision document that describes the opportunities afforded by technology advances enabling changes to the future environment and the anticipated changes in the areas of operations, integrated safety management, and infrastructure. Due May 31, 2021</p> <p>Target 2: Develop a preliminary level 1 Concept of Operations for an info-centric NAS that describes the processes, technologies and services that align with the on-going Charting the FAA’s Future Strategic Framework. Due September 30, 2021</p>	ANG
<i>Innovation (Global Engagement)</i>		
24	<p><u>UAS Remote ID Next Steps:</u> Once the remote ID rule is published, facilitate early adoption of remote ID technology by conducting enterprise-level outreach and engagement. Due: September 30, 2021.</p>	AVS

	FY2021 Organizational Success Increase/Measure (OSI/M)	Lead
25	<p><u>UAS Waivers and Authorizations:</u></p> <p><u>Authorizations (ATO):</u> Process 95% of manual Part 107 Airspace Authorizations within the 90-day timeline mandated by Congress. Due September 30, 2021</p> <p><u>Waivers (Operational) (AVS):</u> Develop industry and inspector guidance to adapt to part 107 waiver provisions to improve UAS waiver (operational) processing time (approve or deny). Due September 30, 2021</p>	ATO / AVS
26	<p><u>Integrating Commercial Space Transportation into the NAS Through time-Based Launch/Reentry Procedures and Windows:</u> Develop and implement Time-Based Launch/Reentry Procedures (TBLP) and Dynamic Launch/Reentry Windows (DLRW) for integrating Cape Canaveral Air Force Station/Kennedy Space Center (CCAFS/KSC) launch complex commercial space launch and reentry operations into the National Airspace System (NAS). Target: The Federal Aviation Administration (FAA) will develop and implement TBLP/DLRW procedures at two additional U.S. launch/reentry sites, further integrating commercial space launches and reentries into the NAS, using lessons learned in FY 2020 CCAFS/KSC pilot project. Due September 30, 2021</p>	ATO
27	<p><u>Remote Towers:</u> Work with ATO Technical Operations and Air Traffic Services to: 1) develop a strategy for long term Remote Tower integration into the NAS and 2) develop a documented process to achieve the approval to integrate Remote Tower systems as an option especially for smaller rural communities. Target 1: Describe the dependencies between outstanding FAA documentation and submittal and review of type certification deliverables by the Leesburg Remote Tower vendor. Outstanding FAA documentation includes a signed Operational Safety Assessment (OSA), finalized Technical Requirements, signed Operational Visual Requirements (OVRs), final Operational Viability Decision by AJT, and completed Remote Towers Advisory Circular. Due January 31, 2021 Target 2: Finalize the Remote Towers Operational Safety Assessment (OSA) for a generic system providing Class D services in a Visual Flight Rules environment. Due March 31, 2021 Target 3: Complete Version 2 of the Remote Towers Draft Technical Requirements document. This update will require input from other FAA stakeholders in order to assure all initial user requirements are captured. Due June 30, 2021 Target 4: Leesburg: Render agency decision on the level of service the Remote Tower system could provide in an environment similar to that of Leesburg Executive Airport (JYO). This decision will allow the agency to focus on integration process documents going forward. Issue FAA Decision Memo on operational viability of Leesburg vendor's Remote Tower system. Due September 30, 2021 Target 5: Establish initial cost benefit model, including draft strategy to evaluate safety and efficiency benefits vs. cost, to apply Remote Tower technology at FCT airports operating in a VFR environment. Deliver initial Business Case document for Remote Tower systems at FCT airports. Due September 30, 2021</p>	ANG
28	<p><u>EIM (Digital Transformation - Big Data):</u> Conduct a data challenge to identify use cases for data integration. Due September 30, 2021</p>	AFN
29	<p><u>National On-Airport Policy, Processes, and Procedures for UAS:</u> ATO service units are working collaboratively to enable the national use of UAS on and/or near airports for a variety of mission types. In FY21, ATO will develop required processes and procedures for agency-wide use of commercial UAS vendors for flight inspections and facility maintenance inspections/surveillance of FAA towers, radars, buildings, and other assets. ATO is to leverage the development of a national on-airports policy to accomplish this strategic priority. When fully developed, the policy will provide clear guidance for safely allowing on and near airport UAS operations for multiple uses, including aircraft inspections and maintenance parts delivery. Due September 30, 2021</p>	ATO