



**Federal Aviation  
Administration**



**Communications**  
***Fiscal Year 2011 Business Plan***

# 2011 AOC Business Plan

The Office of Communications (AOC) is responsible for the development, executive direction and overall management of the Agency's national external and internal communications programs. In addition, the office manages the corporate web management and brand identity programs.

For external communications, the office works with the news media to provide the public with accurate, timely, useful and important information about the agency's goals, policies, activities and operations. As part of that mission, Communications actively promotes FAA activities that deal with Safety, Capacity, International Leadership and Organizational Excellence.

For internal communications, the office works to provide employees with timely, accurate and useful information about agency activities and their jobs. The office publishes FocusFAA, the employee newsletter, maintains the employee web homepage, and uses other communications methods to keep employees apprised of news and other information relevant to their jobs.

In addition, the office provides corporate communications services, including graphics and media and manages the FAA web management and corporate identity (branding) programs.

## Increased Safety

AOC will actively promote positive media coverage of important FAA safety initiatives through press conferences, media briefings, roundtables, direct outreach to reporters, press releases, web postings and other available tools.

### **Core Business Target: Positive outreach for safety initiatives.**

Ensure that at least seven articles, news stories or editorials on separate issues appear in national publications or TV coverage that positively highlight agency safety initiatives and when appropriate, incorporate the FAA's safety messages in responses to day-to-day media inquiries.

### **Core Business Initiative: Media Coverage**

Improve media coverage that positively highlights agency safety initiatives.

#### **Core Activity: Media roundtables.**

Hold media roundtables or press briefings to highlight FAA safety initiatives.

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

Hold two or more media roundtables focused on safety with three or more national print and television outlets in attendance. Due September 30, 2011

### **Core Activity: Incorporate agency message when responding to press calls.**

Reinforces the FAA's safety messages when responding to day-to-day media inquiries (when appropriate.)

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

Respond to media calls about the FAA's safety messages within 24 hours when they inquire about any type of safety issue. Due September 30, 2011

## Greater Capacity

AOC will actively promote positive media coverage of FAA initiatives to improve capacity and efficiency in the National Airspace System through press conferences, media briefings, roundtables, direct outreach to reporters, press releases, web postings and other available tools. We will maximize media coverage of planned new runway openings and new technology and procedures that improve capacity, highlighting the FAA's role in reducing delays for the traveling public.

### **Core Business Target: Positive outreach for NextGen.**

Ensure that at least seven articles, news stories or editorials on separate issues appear in national publications or television coverage that positively highlight agency technology or procedural advances that will enable NextGen, incorporate the FAA's NextGen messages in responses to day-to-day media inquiries.

### **Core Business Initiative: Media Coverage.**

Improve positive media coverage of FAA efficiency and capacity enhancements.

#### **Core Activity: Media roundtables.**

Hold media roundtables on NextGen issues to give reporters solid background on the FAA's accomplishments.

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

Hold 2 or more media roundtables on NextGen with at least 3 or more national or print media outlets during the Fiscal Year. Due September 30, 2011

**Core Activity: Incorporate agency message when responding to press calls.**

Reinforce the FAA's capacity and efficiency messages when responding to day-to-day media inquiries (when appropriate.)

**Activity Target 1:**

Respond to media calls about the FAA's NextGen messages within 24 hours when they inquire about any type of airspace or air traffic issue. Due September 30, 2011

## International Leadership

AOC will actively promote positive media coverage of the FAA's role in leading international aviation issues through press conferences, media briefings, roundtables, direct outreach to reporters, press releases, web postings and other available tools. We will conduct media briefings with US and foreign reporters about planned international missions and the resulting agreements or progress.

**Core Business Target: Media Coverage**

Ensure that at least four articles, news stories or editorials on separate topics appear in national publications or television coverage that positively highlight agency international leadership initiatives and when appropriate, communicate the FAA's role as a world leader on aviation issues in responses to day-to-day media inquiries.

**Core Business Initiative: Improve Media Coverage**

Improve positive media coverage of FAA international leadership initiatives.

**Core Activity: Incorporate the International leadership message when responding to press calls.**

Reinforce the FAA's role as the world leader on aviation issues when responding to day-to-day media inquiries (when appropriate.)

**Activity Target 1:**

Respond to media calls about international trips by senior executives or any other press calls related to international issues within 24 hours. Due September 30, 2011

## Organizational Excellence

AOC will continue making improvements to the FAA websites to increase our customer satisfactions scores. AOC will continue refining the frequently asked questions knowledge base to help visitors quickly find answers to common questions.

AOC will use all available media tools to promote positive media coverage of savings and improve the public's

perception of FAA organizational excellence initiatives.

AOC will work to improve FocusFAA, update the employee web homepage and communicate with all employees using a variety of methods.

AOC will work internally to improve Employee Attitude Survey scores in management effectiveness and accountability and reduce sick leave usage. Finally, we will continue to link Flight Plan goals to Performance, Strategic and Business Plans.

## Flight Plan Target: Leadership and Accountability

(Objective) Make the organization more effective with stronger leadership, a results-oriented, high performance workforce, and a culture of accountability.

### Strategic Initiative: Leadership Development

Each LOB/SO will track and report quarterly on their compliance with corporate leadership development policies and initiatives.

**Strategic Activity: AOC Leadership Development Compliance**

Each FAA organization will report quarterly in pbviews on steps taken to improve or sustain timely training and certification of probationary managers, participation in corporate leadership development programs such as PEL and SLDP, and maintenance of Continuing Management Education hours.

**Activity Target 1:**

Report on steps taken to improve or sustain timely completion of probationary training and certification. Reports are due quarterly starting December 31, 2010. Due September 30, 2011

**Activity Target 2:**

Report quarterly on steps taken to meet Continuing Management Education requirements for incumbent managers. Reports are due quarterly starting December 31, 2010. Due September 30, 2011

### Strategic Initiative: Harassment, Reprisal, and Retaliation Free Workplace

Each FAA organization will track and report quarterly on LOB/SO actions to foster a workplace free of harassment, reprisal, and retaliation.

**Strategic Activity: AOC Harassment- and Retaliation-Free Workplace Training**

Each FAA organization will track and report quarterly in pbviews on their compliance with this initiative in terms of the numbers of people trained.

**Activity Target 1:**

Report quarterly the number of new managers who have completed Frontline Managers training,

eLMS Course #FAA30200099 - Frontline Managers Course - Phase 1. Due September 30, 2011

**Activity Target 2:**

Report quarterly the number of managers who have completed eLMS course #FAA30200134 - Accountability Board Training for FAA Managers. Due September 30, 2011

**Activity Target 3:**

Report quarterly the number of employees who have completed in-person training sessions provided by the Accountability Board or by Accountability Board Human Resources Points of Contact. (eLMS Course #FAA30200174 - Supervisory Skills Training, Accountability Board Training for FAA Managers; or eLMS Course #FAA30200177 - Instructor-Led Accountability Board Training for All Employees. Due September 30, 2011

**Activity Target 4:**

Report quarterly the number of employees who have completed any other training sessions that addressed harassment, retaliation, or reprisal in the workplace. (Your training coordinators should enter this data into eLMS with the appropriate course number or as an "External Event".) Due September 30, 2011

## Strategic Initiative: New Hires with Targeted Disabilities

Each FAA organization will track and report quarterly on actions taken in support of the Secretary of Transportation's fiscal year goal that 3 percent of all new hires are individuals with targeted (severe) disabilities.

### Strategic Activity: ACR actions in support of DOT FY goal that 3% of all new hires are individuals with targeted disabilities

Each FAA organization will track and report quarterly on actions taken in support of the Secretary of Transportation's fiscal year goal that 3 percent of all new hires are individuals with targeted (severe) disabilities.

**Activity Target 1:**

AOC will track and report quarterly on actions taken to support the Secretary of Transportation's fiscal year goal that 3 percent of all new hires are individuals with targeted (severe) disabilities. Due September 30, 2011

## Flight Plan Target: Cost Control

Organizations throughout the agency will continue to implement cost efficiency initiatives in 2011 such as: \$20 million in savings for strategic sourcing for selected products and services and a reduction of \$30 million in Information Technology operating costs. FY 2011 Target: 90% of targeted savings.

## Strategic Initiative: Reduce Information Technology Operating Costs

Achieve an annual reduction of \$30 million in Information Technology operating costs.

### Strategic Activity: SAVES IT HW/SW

AOC will participate in the SAVES program.

**Activity Target 1:**

Participate in the SAVES program. Due September 30, 2011

## Flight Plan Target: Information Security Program

Achieve zero cyber security events that disable or significantly degrade FAA mission critical Line of Business systems. FY 2011 Target: 0

## Strategic Initiative: Enterprise Architecture Conformance

Enable enterprise-wide conformance to information technology enterprise architecture.

### Strategic Activity: Non-NAS Information Technology.

AOC will work with AIO to update the infrastructure and application inventories.

**Activity Target 1:**

AOC will update its infrastructure and application inventory. Due December 31, 2010

## Strategic Initiative: Unauthorized Disclosure

Protect FAA-sensitive and individual privacy information from unauthorized disclosure.

### Strategic Activity: Stabilize Information Assurance/Privacy Operations

Protect FAA-sensitive and individual privacy information from unauthorized disclosure.

**Activity Target 1:**

Complete 100% of all PTAs and PIAs as required by the C&A anniversary date. Ensure PTA/PIA approval is obtained from Privacy Officer. Due September 30, 2011

**Activity Target 2:**

Support 100% of all Privacy Compliance activities conducted by the Privacy Office. Develop and implement compliance remediation plans for all identified findings. Due September 30, 2011

**Activity Target 3:**

Report 100% of all privacy breaches to the CSMC as they occur and take required remediation action in accordance with the FAA Privacy Order. Due September 30, 2011

**Activity Target 4:**

Reduce or eliminate personally identifiable information (PII) in FAA Systems. Percentage to

be determined after enterprise-wide plan is complete. Due September 30, 2011

**Activity Target 5:**

Develop a plan that is approved by the Privacy Office to remediate PII vulnerabilities identified during DLP/Security scanning and Privacy compliance reviews and then implement remediation according to the plan. Due September 30, 2011

**Activity Target 6:**

Encrypt all PII systems for data in transit and data at rest. Due September 30, 2011

## Flight Plan Target: Reduce Workplace Injuries

Reduce the total workplace injury and illness case rate to no more than 2.44 per 100 employees by the end of FY 2011, and maintain through FY 2013. FY 2011 Target: 2.44 per 100 employees

### Strategic Initiative: Reduce Workplace Injuries

Reduce workplace injuries through employee safety program evaluations and OSHA Voluntary Protection Program measures.

#### Strategic Activity: AOC OSH Support

AOC will provide guidance and assistance for distributing employee safety information in a variety of formats.

**Activity Target 1:**

AOC will use available formats within FocusFAA and will provide graphic support to communicate safety awareness to various audiences internally. Due April 30, 2011

## Core Business Target: Improve Public Perception.

Ensure that at least three articles, or news stories on separate topics appear in news stories or television coverage that positively highlight agency organizational excellence initiatives.

### Core Business Initiative: Media Outreach on FAA Savings

AOC will work with the Administrator and the Lines of Business to communicate to the public any savings realized by the Agency during the Fiscal Year.

#### Core Activity: Highlight cost savings initiatives

Actively promote any and all organizational excellence initiatives to the media

**Activity Target 1:**

As a result of positive outreach, ensure that at least two articles, news stories or editorials appear in print press, blog wire, or TV coverage that positively highlight agency cost savings initiatives. Due September 30, 2011

## Core Business Target: Improve Internal Communication

Use a variety of internal communications vehicles each week to increase employee understanding of agency programs and activities.

### Core Business Initiative: Internal Communication

Using on-line print, audio and video vehicles to deliver employee news and information to increase employee understanding of agency programs and activities. Will use interactive media (Web 2.0) to engage employees (Your Two Cents feedback, Blogs and/or other social media.

#### Core Activity: FOCUS FAA

Publish agency news in FOCUSFAA daily during Fiscal Year.

**Activity Target 1:**

Publish daily news items during the Fiscal Year. Due September 30, 2011

**Activity Target 2:**

Read and evaluate all employees feedback and respond to feedback within 24 hours. Due September 30, 2011

#### Core Activity: Webcast Interviews

Conduct monthly webcast interviews with FAA managers and employees.

**Activity Target 1:**

Conduct a series of webcast interviews (no fewer than 12) each year with executives, managers, program specialists, and other employees. Due September 30, 2011

#### Core Activity: Employee Website

Update the employee homepage regularly.

**Activity Target 1:**

Post news updates to the homepage daily a week throughout the Fiscal Year. Due September 30, 2011

### Core Activity: Communicate the Flight Plan

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

**Activity Target 1:**

Regularly share information on the Flight Plan to FAA employees and the aerospace community. Due September 30, 2011

## Core Business Target: Conduct EEO Training

Assist agency efforts to prevent discrimination by increasing management and employee awareness with regard to EEO responsibilities and appropriate behaviors by training three percent (3%) of the FAA

workforce and provide training to 50% of all new Air Traffic Student hires. Develop new EEO training course that will meet agency needs and create a library of EEO materials.

---

### **Core Business Initiative: Prevent Discrimination through EEO Training**

Assist agency efforts to prevent discrimination by increasing management and employee awareness in EEO through training.

#### **Core Activity: Conduct EEO Training and Briefings to include the mandatory No FEAR Training**

Conduct EEO training with regards to EEO responsibilities and appropriate behaviors to 3% of the FAA workforce. Additionally, FAA must comply with OPM requirement to administer the NO FEAR training to 100% of all FAA employees.

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

Each LOB/SO will partner with the Office of Civil Rights to provide training to at least 1.5% of the FAA workforce. Due March 31, 2011

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

Each LOB/SO will partner with the Office of Civil Rights to provide training to an additional 1.5% of the FAA workforce for a total of 3%. Due September 30, 2011

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

Each LOB/SO will ensure that 100% of all FAA employees complete the OPM mandated NO FEAR Training. Due December 30, 2010

### **Core Business Target: Small Business Goal and Corporate Citizenship**

Award at least 25% of the total direct procurement dollars to Small Businesses.

---

### **Core Business Initiative: FAA Small Business Program**

Support the FAA Major Procurement Program Goals

#### **Core Activity: FAA Small Business Goal and Good Corporate Citizenship**

Participate in the agency's outreach and training to small business with special emphasis on disadvantaged, women-owned and service-disabled veteran-owned businesses. Also, assign a Small Business Liaison Representative to assist in identifying procurement opportunities suitable for set-aside.

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

Help to promote the Annual FAA National Small Business Procurement Opportunities Training Conference and Trade Show during June or July

of each fiscal year. Due July 30, 2011

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

Look for opportunities to award at least 25% of the total direct procurement dollars to small business. Due September 30, 2011

### **Core Business Target: Reduce EEO Complainant Ratio**

Preventing discrimination before it occurs is the best way to implement a Model EEO Program. FAA will eradicate discrimination in the workplace by reducing the current "FAA complainant to total FAA total employment" ratio of 0.58% to "at or below" a 0.54%.

---

### **Core Business Initiative: Reduce EEO Complainant Ratio**

Preventing discrimination before it occurs is the best way to implement a Model EEO Program. FAA will eradicate discrimination in the workplace by reducing the current "FAA complainant to total FAA total employment" ratio of 0.58% to "at or below" a 0.54%.

#### **Core Activity: Reduce EEO Complainant Ratio**

Each LOB/SO will work with ACR to reduce the current "FAA complainant to total FAA total employment" ratio of 0.58% to "at or below" a 0.54%.

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

LOB/SO's will engage in efforts to assist ACR, to reduce the current "FAA complainant to total FAA total employment" ratio of 0.58% to "at or below" a 0.54% by encouraging the use of facilitation, mediation, and consulting services during the EEO pre-complaint process. Due September 30, 2011

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

LOB/SO's will ensure that 35% of all EEO pre-complaints are mediated if the employee is willing to mediate. Due September 30, 2011

### **Core Business Target: Customer Satisfaction - 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 services.

---

### **Core Business Initiative: 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.

### **Core 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

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

Provide monthly survey results to the AOC management team. Due September 30, 2011

### **Core Activity: AOC Action Plan for ACSI FAA Web Survey**

Sustain the overall score on the Web Customer Satisfaction Index to 73 or better.

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

Sustain the overall score on the Web Customer Satisfaction Index to 73 or better. Due September 30, 2011

## **Core Business Target: Support Open Government Initiative - AOC**

Support Open Government Initiative to make data available and improve on-line services and increase collaboration with citizens, stakeholders and government agencies.

---

### **Core Business Initiative: Support Open Government Initiative**

Support Open Government Initiative to make data available and improve on-line services and increase collaboration with citizens, stakeholders and government agencies.

#### **Core Activity: Support Open Government Initiative - AOC**

Support Open Government Initiative to make data available and improve on-line services and increase collaboration with citizens, stakeholders and government agencies.

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

Update LOB /SO web strategies and action plans in writing to the FAA Web Manager and brief Web Council on the LOB and Staff Office plans by January 29, 2011. Due January 29, 2011

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

Submit quarterly web progress reports to the FAA Web Manager. Due March 30, 2011

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

Submit quarterly web progress reports to the FAA Web Manager. Due June 30, 2011

#### **Activity Target 4:**

LOB/SO certify to the Administrator that 95 percent or more of their web pages comply with FAA web standards, policies, and requirements including those outlined in the FY-2011 Web Strategy and Action Plan. Due September 30,

2011

#### **Activity Target 5:**

In support of DOT/FAA IdeaHub social media programs, generate at least 500 ideas. Due September 30, 2011