



**Federal Aviation  
Administration**



**Security and Hazardous Materials**  
*Fiscal Year 2009 Business Plan*

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Washington, DC 20591

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# 2009 ASH Business Plan

The Security and Hazardous Materials (ASH) Mission is to provide quality services to ensure and promote aviation safety in support of national security and the national aerospace system. The ASH Vision is to be recognized as the global leader having maximum impact on enhancing national security and aviation safety. To succeed in our Mission, ASH believes in the following guiding principles. Mission, people, and their families come first. Loyalty is a two-way street. Simple is good. Integrity is non-negotiable. Disagreement does not equal disrespect. Everyone will be treated with respect and dignity. We can learn from our mistakes. Flexibility is the hallmark of a high-performing organization. All employees are accountable. We can overcome all challenges. Communication is critical to success. We must define, measure, and analyze to achieve desired results.

ASH has the primary responsibility for critical infrastructure protection, emergency operations, contingency planning, and the safe transportation of hazardous materials in air commerce. ASH has four major program areas and staff offices that assist in carrying out these functions which are vital to both its mission, and to the FAA's mission. These are the Office of Hazardous Materials, the Office of Internal Security, the Office of Field Operations, and the Office of Emergency Operations, Communications and Investigations.

The protection of FAA's critical infrastructure is a national and homeland security concern that continues to receive a high level of attention. In recognition of the impact that the National Airspace System (NAS) has on our country's transportation infrastructure, ASH develops and implements policy to protect FAA employees, contractors, facilities, and assets. ASH conducts assessments and inspections at FAA facilities to determine compliance with facility security, communications security, and classified information orders and directives. ASH manages the ID media program for the agency, conducts suitability investigations of employees and contractors, and investigations of employees, non-employees, contractors and airmen suspected of violating FAA orders and regulations. Additionally, ASH is responsible for developing and implementing national policy on hazardous materials through inspections, training, and outreach to those involved in the hazardous materials industry worldwide. The Washington Operations Center Complex (WOCC) is located in ASH, as well as the Emergency Operations Division, which provides crisis management support, including fielding contingency communications and classified messaging equipment, and Continuity of

Operations (COOP) planning and implementation. ASH also supports the national security responsibilities of the FAA through the National Security Coordination Division.

## Increased Safety

Security and Hazardous Materials is committed to supporting the FAA's vision of continuously improving the safety and efficiency of flight. We continue to work with all of our partners to focus our experience, expertise, and new technology in order to ensure a safer and more secure global airspace. A description of the activities and performance targets ASH will complete in support of the FAA Flight Plan goal of Increased Safety is listed below.

### Flight Plan Target: Commercial Air Carrier Fatality Rate

Cut the rate of fatalities per 100 million persons on board in half by FY 2025. FY 2009 Target: 8.4

### Strategic Initiative: NTSB Safety Issues

Address the National Transportation Safety Board's identified issues.

#### Strategic Activity: National Transportation Safety Board (NTSB) Safety Recommendations

Address the National Transportation Safety Board (NTSB) identified issues.

##### Activity Target 1:

Provide responses to all HAZMAT-related NTSB recommendations received by August 30th 2009, in support of the agency's efforts to effectively address NTSB safety recommendations. Due September 30, 2009

### Strategic Initiative: Hazardous Materials Safety

Improve the safety of transporting hazardous materials by air.

#### Strategic Activity: Strategic Plan with PHMSA

ASH will enforce the hazardous materials regulations issued by the Department of Transportation's (DOT's) Pipeline and Hazardous Materials Safety Administration (PHMSA) and implement a strategic plan with PHMSA to

strengthen those regulations.

**Activity Target 1:**

Continue implementation of the multi-year Strategic Plan with PHMSA to provide support, including assistance in the initiation of studies, rulemaking and other documentation, to accomplish the following priorities; and in partnership with PHMSA, adjust prioritization when necessary for: a) Lithium batteries (rulemaking); b) Electric storage batteries (rulemaking); c) Increasing accessibility in air travel for individuals dependent on medical oxygen (monitor Department of Transportation/Office of the Secretary (DOT/OST) rulemaking effort); c) Flammable aerosols (data under review, future rulemaking); e) Air-specific hazmat packaging (rulemaking); f) Harmonization of the Hazardous Materials (HMR) with international requirements (rulemaking). Due September 30, 2009

**Core Business Measure:  
Regulatory, Programmatic and  
Technical Oversight**

ASH will implement the following performance measures to assess its success in meeting its Regulatory, Programmatic and Technical Oversight core business measure.

Performance Measure, Internal Security: Improve the Facility Security Assessment/Inspection methodology by reducing the number of new "Other Findings" by 5%.

Performance Measure, Personnel Security: Initiate and adjudicate background investigations, and reinvestigate employees and contractors for suitability between 5 days and 30 days depending on circumstances, through the electronic questionnaire investigative process (eQUIP), as outlined in Personnel Security activities.

Performance Measure, Investigations: Investigate individuals suspected of violating FAA orders and regulations within 30 days 95% of the time, and conduct 2 program quality assurance reviews.

Performance Measure, Common Identification Standard (CIS): Issue PIV cards to at least 80% of the federal employees and a substantial number of eligible contractor employees at 80% of the locations involved by end of second quarter; issue cards to more than 80% of the remaining federal employees and to a substantial number of contractor employees at 80% or more of the duty stations in AEA, ANE, ASO, ATC by the end of third quarter; issue cards to more than 80% of the FAA federal employees and substantial number of contractor employees by the end of fourth quarter.

Performance Measure, Hazardous Materials: Ensure that hazmat priorities are current and relevant by conducting a quarterly evaluation of the Strategic Plan with PHMSA. Adjust plan within 90 days when the quarterly evaluation calls for changes.

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**Core Business Function: Internal Security**

The Internal Security Function is comprised of the Facility Security Management Program (FSMP), the Communications Security (COMSEC) Program, the Classified and Sensitive Unclassified Information (C/SUI) Protection Program, the Technical Surveillance Countermeasures (TSCM) Program and the Credentialing Program. The FSMP defines security processes and standards applicable to all FAA facilities. The program uses a threat-based formula that uses the facility's population and criticality to the National Airspace System (NAS) to assign a security level, which in turn defines baseline protective measures at each facility. These protective measures are then communicated, established, and verified through a system of assessments, inspections, and accreditation. The results are sound security practices that enhance the security and safety of FAA employees and assets, and by extension, the air-traveling public. The COMSEC program provides safeguarding procedures for U.S. classified cryptographic material and equipment used to dispatch and receive classified information over secure systems. The COMSEC program supports the FAA mission in maintaining a secure information environment for the many sensitive missions traversing the NAS that support the work of several government agencies, including the United States Air Force and National Security Agency. The C/SUI Protection program develops standards and programmatic controls over all aspects of securing classified national security and sensitive unclassified information from inadvertent or unauthorized disclosure. It provides agency guidelines on the creation, storage, accountability, dissemination and destruction of classified and sensitive unclassified information. It directly supports the FAA mission by protecting information that, if released to unauthorized persons, could damage the effectiveness and security of FAA personnel and resources and jeopardize the safety of the traveling public dependent on the NAS. The TSCM program supports the Classified and Sensitive Unclassified Information Protection Program by utilizing techniques and measures that detect and neutralize hostile technologies that surreptitiously attempt to gain access to this information through optical, electro-optical, electromagnetic, fluidic, and acoustic means as well as modification to equipment

or building components for direct transmission of information. The TSCM program employs methods that protect telephones and telephone systems, equipment, conference rooms, and office areas that are used for classified and sensitive information processing. The Credentialing Program provides the necessary standards and programmatic controls over all aspects of FAA special agent and job specific credentials. Information security (INFOSEC) deals with the protection of all types of information, regardless of form. Information requiring protection includes classified national security information, controlled unclassified information, privacy information, internal agency personnel and procurement sensitive information, or any other specific types of information with access and handling requirements specified through laws, Executive Orders, Federal regulations and directives and agency regulations or orders. An INFOSEC Program consists of a Classified/National Security Information (C/NSI) Program, a Controlled Unclassified Information (CUI) Program, a Communications Security (COMSEC) Program and a Technical Surveillance Countermeasure (TSCM) Program. An INFOSEC Program encompasses the development, implementation and oversight of agency standards for the protection of C/NSI, CUI (including Sensitive Security Information (SSI) and Personal Identifiable Information (PII)), and the Export Controlled Information (ECI) in aural, documentary or electronic form. This includes the certification, accreditation and continuing oversight of National Security Systems processing C/NSI. INFOSEC also integrates security disciplines and countermeasures involving physical, personnel, identification and management of classified and controlled unclassified information, initial and recurring security education and threat awareness indoctrinations/briefings, systematic review and declassification program, classified national security systems, international programs, and U.S. export controls. INFOSEC requirements are directed in Executive Orders (E.O) 12958, 12968, 12829 and Committee on National Security Systems (CNSS) Policies. Protection of controlled/sensitive unclassified information is required under E.O. 13388 (Further Strengthening the Sharing of Terrorism Information to Protect Americans), Title 5 of U.S.C., Sections 552 and 552a "Freedom of Information Act" and "Privacy Act of 1975," Requirements governing the disclosure of export controlled technology, classified military information and defense articles is governed by Title 50 U.S.C. "The Export Administration Act of 1979, as amended"; Title 22 U.S.C. Section 2751 "Arms Export Control Act" and Title 22, C.F.R. Parts 120-130, International Traffic in

Regulations. The FAA's INFOSEC Program implementations of the legislative and executive policies are contained in FAA Orders 1600.1, 1600.2, 1600.8, 1600.12, 1600.75, and 1600.72. Additional protective measures for privacy act data and the release of information under the Freedom of Information Act are also contained with FAA Orders 1270.1 and 1280.1.

### **Core Activity: Facility Security Management Program**

ASH will conduct formal reviews of the Servicing Security Element's (SSE's) implementation of their Facility Security Management Program (FSMP). ASH will work with ATO/AJW-2500 (formerly ATO-W) during the process of implementing protective measures at FAA facilities. ASH will identify new security measures for implementation as a result of conducting trend analyses on FAA reported incidents.

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

Conduct three regional program evaluations of facility security programs. Due September 30, 2009

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

Implement a web-based incident reporting system for use by FAA personnel. Due September 30, 2009

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

Conduct trend analysis of incidents in the Facility Security Reporting System (FSRS) database. Prepare recommendations for security improvements based on trend analysis and submit to ASH senior management for approval. Due June 30, 2009

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

Conduct an Internal Security Conference. Due June 30, 2009

### **Core Activity: IG and other Audit Action Items**

ASH will track the progress of Inspector General (IG) and other audit action items identified as a result of audits involving the FAA Facility Security Management Program.

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

Track progress of ATO/ASH security improvement action items in response to the weaknesses identified by DOT IG or other audits. Develop a corrective plan of action within 30 days of notification that an improvement action item requires modification or a change to the scheduled implementation. Due September 30, 2009

### **Core Activity: Information Security - COMSEC and Classified/National Security Information/Controlled Unclassified Information (C/NSI/CUI)**

The needed security measures and oversight will be implemented for the ever growing expansion within the FAA of processing C/NSI and CUI information in electronic form and an electronic keying environment for COMSEC. This also includes the required certification and accreditation of National Security Systems.

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

Publish a migration plan to transition the FAA's COMSEC program to full electronic key management. Due December 31, 2008

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

Develop the draft policies, procedures, guidelines, instructions and standards needed to control and monitor the release of FAA information to including incident reporting and suspicious contact reporting. Due June 30, 2009

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

Develop the draft policies, procedures, guidelines, instructions and standards needed to implement certification and accreditation of National Security Systems within the FAA. Due June 30, 2009

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

Update the existing Classified/Sensitive Unclassified Information FAA Order to reflect the needed protection and safeguarding of information in an electronic environment. Due September 30, 2009

### **Core Activity: TSCM Surveys and Inspections**

ASH will conduct Technical Surveillance Countermeasures surveys and inspections to determine compliance with FAA Order 1600.12.

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

Conduct 3 TSCM surveys or inspections. Due September 30, 2009

### **Core Activity: Credentialing**

ASH Headquarters will conduct program evaluations and inspections on the implementation of each credentialing program within the FAA to determine their compliance with FAA Orders 1600.25 and 1600.69, DOT Order 1680.3, and specific credential program orders.

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

Conduct 2 inspections of current FAA Credentialing Programs. Due July 31, 2009

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

Begin re-issuance of all ASH credentials to reflect a 5 year expiration date. Due September 30, 2009

### **Core Business Function: Personnel Security**

The Personnel Security program develops and implements policy, as required, for the FAA's Personnel Security Program, Contractor and Industrial Security Program, Visitor Program, and ID Media Issuance Program. These programs support the agency by initiating and adjudicating all employee and contractor suitability and security requests. AIN is responsible for processing all required reinvestigations for persons occupying national security and high risk positions and for providing national security indoctrination briefings and debriefings to employees approved for security clearances and access to classified information. AIN serves as the adjudicative authority over all agency security clearance denials and revocations. AIN ensures visit requests received for foreign nationals and other visitors are processed in accordance with current agency policy. AIN serves as the technical advisor to the HSPD-12 program manager in leading the national PIV card issue deployment. AIN develops updated policies and interim guidance on the use of ID media and penalties for loss and theft.

### **Core Activity: Program Evaluations and QA Reviews**

ASH will conduct personnel security program and investigations program evaluations and quality assurance reviews.

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

Conduct two regional personnel security program evaluations. Due September 30, 2009

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

Conduct two personnel security program quality assurance reviews. Due September 30, 2009

### **Core Activity: Background Investigations**

AIN will conduct background investigations on FAA employees and contractors using the electronic Questionnaire for Investigation Processes (e-QIP) for contractor investigations (SF 85P), which is the questionnaire for public trust positions.

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

Contractor fingerprints will be adjudicated, on average, within 10 days of receipt of the fingerprint results. Due September 30, 2009

**Activity Target 2:**

Contractor background investigations will be adjudicated, on average, within 30 days of the closing date of the OPM investigation. Due September 30, 2009

**Activity Target 3:**

Employee fingerprints will be adjudicated, on average, within 10 days of receipt of the fingerprint results. Due September 30, 2009

**Activity Target 4:**

ASH will establish an FY09 target that positions AIN to comply with the OPM mandate that 80% of Employee national security background investigations will be adjudicated within 30 days of the closing date of the OPM investigation. Due September 30, 2009

**Activity Target 5:**

Name checks on all foreign visitors will be initiated by AIN, on average, within 5 days of receipt from API. Due September 30, 2009

**Activity Target 6:**

ASH will establish a baseline to implement e-Gov initiative to process all security background investigations through use of the OPM eQIP system with 95% completion. Due September 30, 2009

## **Core Business Function: Investigations**

Title 49, United States Code, Sections 106, 40113, 40114, 46101, and 46104 confers to the FAA Administrator the administrative and regulatory investigative functions, powers and duties of the Secretary, Department of Transportation (DOT) as they pertain to aviation safety. ASH performs this function on behalf of the FAA Administrator. SSEs initiate and conduct investigations on FAA employees, contractors, non-employees and certificated airman suspected of violating various FAA orders and regulations. The types of investigations include Administrative, Civil, Regulatory and other Special Inquiries. AIN develops and implements policy, as required, for the FAA's Investigations Program and serves as the investigative authority over agency employee misconduct and applicable airmen revocations. The Law Enforcement Assistance Program (LEAP consists of investigative and operational activities which support Federal, State, and local agencies by denying access to the National Airspace System to any person(s) who would threaten national security by committing criminal acts. The support provided involves taking regulatory enforcement actions and, as appropriate, providing aviation related support to law enforcement agencies.

Agents also provide training to law enforcement officers in aviation smuggling techniques and FAA resources. The Driving Under the Influence and Driving While Intoxicated (DUI/DWI) Investigations Program ensures the safety and security in air commerce and, if necessary, removes from navigable airspace those pilots who demonstrate an unwillingness to comply with certain safety regulations.

### **Core Activity: Allegations of Misconduct**

ASH will investigate all allegations of misconduct by FAA employees and contractors.

**Activity Target 1:**

Complete 95% of investigations with a potential impact on safety within 30 work days, excluding those prolonged for reasons beyond the investigator's control. Due September 30, 2009

**Activity Target 2:**

Complete 95% of Accountability Board investigations within 30 work days, excluding those prolonged for reasons beyond the investigator's control. Due September 30, 2009

**Activity Target 3:**

Complete 95% of investigations based upon Department of Transportation, Office of Inspector General Hotline complaints, Safety Hotline complaints and Administrator's Hotline complaints within 30 work days, excluding those prolonged for reasons beyond the investigator's control. Due September 30, 2009

### **Core Activity: Quality Assurance Reviews**

ASH will conduct investigations program quality assurance reviews.

**Activity Target 1:**

Conduct two regional investigations program quality assurance reviews. Due September 30, 2009

## **Core Business Function: Common Identification Standard (CIS) Program**

The Common Identification Standard (CIS) Program covers the spectrum of activities to comply with and take maximum advantage of the new federal CIS. By Presidential Order (HSPD-12) the federal government is adopting a government-wide CIS. Implementing guidance from OMB and technical specifications issued by the National Institute of Standards and Technology (NIST), pursuant to the Presidential Order require both the creation of new technical systems

and changes in business practice for all elements of the FAA with respect to: (1) Verifying employee and contractor identity; (2) Increased and standardized criteria for background investigations on all employees and contractor personnel; (3) A significantly greater emphasis on maintaining the integrity of the initial employee identification and investigation process, requiring additional information being provided by the affected individuals and more direct contact between contractors and employees, on one hand, and professional security specialists on the other; (4) Development and deployment of a system to create and deliver new standardized identification media (cards) embodying advanced "smart card" technology to recipients; (5) Provisioning of these cards to make possible improvements in protection of personal privacy information, more effective and efficient physical facility security and data system cyber security, and potentially to achieve cost savings through automation of security control processes and efficiency gains through improved ability to use the new cards to allow the authorized cardholders to more easily access required data systems while at the same time restricting access to the facilities and systems to which the individuals require access.

### **Core Activity: ID Media**

ASH shall continue to deploy the new HSPD-12 Personal Identity Verification (PIV) Card system agency-wide. ASH shall provide guidance and oversight on the issuance and appropriate use of all FAA credentials to include the PIV card.

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

Complete deployment of PIV enrollment and issuance capability to all Regional Offices, Aeronautical Center and Technical Center as well as within Headquarters FAA. Due March 31, 2009

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

Conduct and complete the first pilot project on PIV satellite station enrollment and issuing and identify lessons learned applicable to establishment of satellite stations at larger FAA field facilities. Due January 30, 2009

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

Achieve issuance of new PIV cards to 80% of eligible federal employee card holders and 30% of eligible contractor card holders at 80% of the sites under Phase I and II of the deployment plan. Due September 30, 2009

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

Begin enrollment and issuance of PIV cards at 5 satellite stations. Due September 30, 2009

## **Core Business Function: Hazardous Materials**

The Office of Hazardous Materials (ADG) has three major programs. a. Technical Leadership and National Guidance for Inspectional Workforce. The Office of Hazardous Materials (ADG) directs the operational and regulatory work of subordinate headquarters staff. ADG develops the hazardous materials strategic goals and annual work plan targets for the nation and serves as the principal technical liaison to the inspectional workforce. ADG also serves as the principal hazardous materials advisor to the Security and Hazardous Materials Training Staff. b. Hazardous Materials Support and Coordination. ADG provides support or coordination in the following areas: Certification, review, and approval of air carrier hazardous materials training programs; Certification, review, and approval of air carrier hazardous materials and operations manuals; Coordination of national surveillance efforts of airlines, shippers and aviation repair stations; Coordination and review of airport emergency plans; Support of National Transportation Safety Board investigations and coordination of recommendations; Coordination of legal enforcement activities having national impact; Coordination of press release information; and, - Coordination of international dangerous goods issues affecting aviation. In addition, ADG provides support to FAA's Office of Flight Standards, Office of Airport Safety and Standards, Office of Chief Counsel, Office of International Aviation, the Office of Accident Investigations, the Department of Transportation, and the National Transportation Safety Board in a number of areas involving the safe transportation of hazardous materials. c. Regulatory and Policy Development. The Office of Hazardous Materials serves as the principal aviation policy advisor to the DOT Pipeline and Hazardous Materials Safety Administration (PHMSA) and is responsible for managing FAA's hazmat rulemaking efforts. ADG represents FAA as an advisor to the US delegation to the International Civil Aviation Organization (ICAO) Dangerous Goods Panel of experts. ADG also serves as the principal liaison to the International Air Transport Association's Dangerous Goods Committee. This office ensures policy coordination regarding air transportation issues with the United States Postal Service and the Department of Defense and serves as a member of the Michigan State University's Packaging Consortium and coordinates policy guidance with the American Society of Testing Materials.

### **Core Activity: Automated Outreach**

Airlines provide to ADG information (actionable airline passenger hazmat discrepancy reports) about hazardous materials found in passenger baggage. ADG then generates letters to these passengers found with non-critical (least dangerous) hazmat informing and educating them about the materials found.

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

Monitor regional compliance with goal of responding to 80% of actionable airline passenger hazmat discrepancy reports through automated outreach. Due September 30, 2009

### **Core Activity: Coordination with Transportation Security Administration (TSA)**

ADG will build a stronger relationship with the TSA to assist in gathering data for trend analysis in order to target our activities for inspections, outreach and enforcement.

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

Develop a MOA/MOU with TSA outlining procedures and processes for information exchange needs. Due June 30, 2009

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

Continue collaboration with TSA throughout the year in order to develop coordinated safety efforts and meet procedures established in the MOA/MOU. Due September 30, 2009

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

Develop enhanced procedures for dealing with undeclared hazardous materials offered by passengers at airport screening checkpoints. Due June 30, 2009

### **Core Activity: National Investigations Manual (NIM) and National Assessment Manual (NAM)**

ADG will ensure the completion, currency, dissemination and use of the NIM and NAM.

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

Ensure dissemination of the approved NIM and NAM to all hazardous materials field agents. Due January 31, 2009

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

Monitor the use of the NIM and NAM to ensure consistency in conducting investigations and assessments. Due September 30, 2009

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

Work with the ASH Training and Workforce Resources staff to develop training of the NIM and NAM thus providing specific operational

guidance to all hazardous materials field agents.

Due May 31, 2009

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

Continuously evaluate both documents and provide updates as necessary. Due September 30, 2009

### **Core Activity: Trend Analyses**

ADG will conduct qualitative and quantitative analyses of all hazardous materials being transported by air. This will enhance ADG's trend analyses in identifying risk based commodities. Information developed will provide a baseline prediction for the identification of safety risks and enable more precise targeted enforcement initiatives.

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

Evaluate enforcement and assessment platforms quarterly and adjust as necessary, to ensure the needed information is obtainable, and to make better use of information that is developed. Due September 30, 2009

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

Analyze historical data and develop trend analyses according to ADG's mission. Due July 31, 2009

### **Core Activity: Public Service Announcements**

ADG will develop "public service announcements" for use at airports identifying the safety ramifications of transporting undeclared hazardous materials in air transportation.

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

Develop public service announcements and pursue their use at all domestic airports. Due January 31, 2009

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

Develop signage and pursue placement at strategic locations at all domestic airports. Due January 31, 2009

### **Core Activity: National/International Outreach Program**

ADG will develop and initiate an enhanced National/International Outreach Program plan in order to increase awareness of the dangers of hazardous materials transported on domestic and international passenger and cargo aircraft. The plan will include outreach activities concerning critical commodities (Oxygen generators, flammable gas torches/lighters, gasoline-powered devices, fireworks, lithium batteries) and other selected high profile commodities.

**Activity Target 1:**

Conduct on a multimodal basis, a coordinated outreach activity to educate the public, industry, and air carriers in the safe transportation of hazardous materials. Due March 31, 2009

**Activity Target 2:**

Conduct on a multimodal basis, a coordinated outreach activity to educate the public, industry, and air carriers in the safe transportation of hazardous materials. Due September 30, 2009

**Activity Target 3:**

Provide five (5) National or International Outreach presentations to aviation industry associations. Due September 30, 2009

**Activity Target 4:**

Through the National Workplan, ensure the initiation and coordination of a Special Emphasis Assessment (SEA) focusing on Lithium Batteries. This multimodal SEA will feature assessments, outreach and enforcement on a national scale. Due June 30, 2009

### **Core Activity: Hazardous Materials Inspection Priorities**

Develop hazardous materials inspection priorities for the national hazardous materials program based on risk and trend analyses initiated by the Office of Hazardous Materials.

**Activity Target 1:**

Finalize the development of hazardous material inspection priorities for the hazardous materials national program to be implemented by AHS hazardous materials special agents for each fiscal year. Due September 15, 2009

## **Core Business Measure: Crisis Management and Contingency Planning**

ASH will maintain a vigorous crisis management program to support the FAA, by updating LOB changes to notification requirements within 10 days; conducting quarterly relocation exercises; ensuring WOCC personnel have 2 familiarization tours of area operation centers; and conducting one incident review with each Operations Officer for quality assurance.

### **Core Business Function: Crisis Management and Contingency Planning Function**

The Office of Emergency Operations Communications and Investigations (AEO) consists of five divisions, each with specified major program areas.

1. Washington Operations Center Complex (WOCC). The WOCC's responsibilities include maintaining command, control and communications (C3) for the Administrator, Deputy Administrator, senior FAA management, and the entire agency 24 hours a day/seven days per week, and during emergency operations. The WOCC performs a myriad of functions utilizing multiple redundant systems to ensure the Administrator maintains continuity of operations and control. AEO maintains lines of communications with multiple government agencies and industry in order to ensure smooth operation of the national airspace system.

The WOCC staff accomplishes its duties through the use of computer-based paging systems, telephonic systems, computer based teleconferencing systems, a national Very High Frequency/Frequency Modulated (VHF/FM) radio network, the Automatic Digital Network (AUTODIN), the Defense Messaging System (DMS), FAA Emergency Satellite Telephone Network equipment, secure telephone and secure facsimile equipment, Command and Control cellular telephones, and the national High Frequency (HF) radio network. The WOCC possesses flexible operational capability and maintains portable assets in order to maintain continuity of operations should events require evacuation of the FAA Headquarters building. Additionally, the WOCC staff supplements the Continuity of Operations (COOP) Team and provides COOP cadre management, notifications and training, along with providing COOP guidance to FAA regional facilities.

2. Emergency Operations Division. The Emergency Operations Division provides emergency planning and crisis management support by employing an integrated system of policy, procedures, personnel, facilities, and communications ensuring FAA senior staff have timely and adequate information to plan, direct, and control all aspects of FAA essential operations and functions during emergency situations. The Emergency Operations Division consists of five teams with specific responsibilities.

a. Planning, Exercises and Response Team. The Planning, Exercises and Response Team is responsible for providing national-level policy guidance regarding emergency preparedness and response. This is accomplished through the publication of national directives, regular educational and planning sessions with Headquarters Emergency Planning personnel, participation in exercises simulating emergency conditions, and liaison with the

emergency preparedness and response community outside the FAA. Additionally, the Planning Exercises and Response Team prepares situation reports (SITREPS) to advise senior management and emergency planning personnel of any significant events that may have an adverse impact on the National Airspace System (NAS). The Team also provides support to the Washington Operations Center Complex and the Regional Emergency Transportation Coordinators/Regional Emergency Transportation Representatives (RETCOs/RETREPs).

b. Continuity of Operations (COOP) Team. The COOP Team is responsible for providing national-level policy guidance regarding FAA COOP through the publication of national directives. The COOP team provides COOP cadre management, notifications and training, along with providing COOP guidance to FAA regional facilities. The COOP team supports Continuity of Government (COG) activities, develops headquarters devolution planning, and facilitates Civil Reserve Air Fleet (CRAF) operations.

c. Specialized Planning and Support Team. The Specialized Planning and Support team is responsible for FAA-wide pandemic influenza planning, MANPADS coordination and updating the Crisis Management Handbook (and the Standard Operating Guidelines contained within). The Team also manages the Crisis Management Center (CMC) cadre and the Wireless Priority Service (WPS). Other responsibilities include issuing Government Emergency Telephone Service (GETS) cards and the maintenance of AEO-200 vital records.

d. Business Management/COMSEC/Security Team. The Emergency Operations Division's Business Management/COMSEC/Security (BCS) team is responsible for COMSEC Management and Operations within the Division, including establishing policy, providing training and ensuring continued maintenance on all secure telephone and secure facsimile equipment nation-wide. The small purchase credit card program and the national bi-monthly satellite exercise program are also responsibilities of the BCS. The team also manages internal technical support contracts, the AEO operations budget, all office functions, and administrative cellular telephones, pagers and keys. Additionally, the BCS team coordinates AEO training requirements, human resource issues, and personnel security.

e. Site Management Team. The Site Management team provides COOP facility management, to include non-secure and secure communications to ensure

command and control over the FAA, and sufficient logistical support to sustain operations at the Level 3 facility for over 30 days. The Site Management team also develops facility operating policies and procedures, provides telecoms, and supports LOBs/SOs with vital record storage.

3. National Security Coordination Division. The National Security Coordination Division (NSCD) performs functions which directly support the national security responsibilities of the FAA. This office is given primary responsibility by the Administrator's office to serve as the focal point for all federal, state and local agency requests for FAA support to National Command Authority (NCA) and counternarcotics missions. The NSCD approves, coordinates and oversees FAA support of overt, covert and clandestine counterterrorism, counternarcotics and counterintelligence activities conducted by intelligence community (IC), Department of Defense (DOD) and law enforcement (LE) agencies. This office oversees the construction and certification of Sensitive Compartmented Information Facilities (SCIF) within the FAA, as well as the use, storage and handling of Sensitive Compartmented Information, other intelligence products, and sensitive information over which special access controls are exercised. Additionally, the NSCD serves as the liaison for technical requests from IC and LE agencies for NAS data, as well as oversees the participation by FAA in the El Paso Intelligence Center (EPIC) to insure that FAA (Air Traffic and Flight Standards) supplied data is provided efficiently and effectively to both LE and IC entities and other approved recipients. The NSCD also provides SCIF space, logistical and classified telecommunications systems support to the Department of Transportation's Office of Intelligence & Security.

4. Command and Control Communications (C3) Division. The C3 division is responsible for planning, purchasing, testing and fielding all contingency communications equipment and classified messaging equipment for use by FAA personnel. The C3 division has the overall responsibility for the national Very High Frequency/Frequency Modulated (VHF/FM) radio network, the transition from the Automatic Digital Network (AUTODIN) to the Defense Message System (DMS), upgrading the current FAA Emergency Satellite Telephone Network equipment, Command and Control cellular telephones, the national High Frequency (HF) radio network, and the Communications Support Teams (CST), including technical training on these systems. C3 provides technical expertise to FAA's national COOP facilities,

and maintains response vehicles for the Emergency Operations Division.

5. Investigations Division. Title 49, United States Code, Sections 106, 40113, 40114, 46101, and 46104 confers to the FAA Administrator the administrative and regulatory investigative functions, powers and duties of the Secretary, Department of Transportation (DOT) as they pertain to aviation safety. ASH performs this function on behalf of the FAA Administrator. ASN initiates and conducts investigations on FAA employees, contractors, non-employees and certificated airman suspected of violating various FAA orders and regulations. The types of investigations include Administrative, Civil, Regulatory and other Special Inquiries. ASN develops and implements policy, as required, for the FAA's Investigations Program and serves as the investigative authority over agency employee misconduct and applicable airmen revocations.

**Core Activity: AEO - Planning, Preparation and Response for Incidents of National Significance**

ASH will ensure a national emergency operations plan and structure exists to support national and regional operations during any Incidents of National Significance (natural or technological disasters, terrorism incidents, wide-spread communications outages, etc.) and to provide national level management, training, exercises and policy guidance regarding emergency preparedness and response.

**Activity Target 1:**

Perform Emergency Event Coordinator duties as required in accordance with FAA Order 1900.1, as amended. Due September 30, 2009

**Activity Target 2:**

Participate in interagency exercises as scheduled by DOD, DHS, or other governmental agencies. Due September 30, 2009

**Activity Target 3:**

Ensure Situation Reports are published during significant events that actually or potentially impact the NAS. Due September 30, 2009

**Activity Target 4:**

Provide overall management and train cadre members and provide adequate appropriately cleared staffing for a 24/7 on-call schedule for the Department of Transportation's Crisis Management Center. Begin notification of FAA cadre members within 30 minutes of initial request for deployment. Due September 30, 2009

**Core Activity: AEO - Crisis Response and Notification Requirements**

ASH will conduct a revalidation of the Lines of Business (LOB) crises response and notification requirements and will support Agency LOBs in responding to Incidents of National Significance and major events affecting the FAA and the NAS.

**Activity Target 1:**

Poll all LOBs quarterly for changes to notification requirements. All requested updates will be made within 10 calendar days. Due September 30, 2009

**Core Activity: AEO - Washington Operations Center Complex (WOCC)**

In support of the Administrator, Deputy Administrator, senior FAA management, and the entire agency, 24 hours a day/seven days per week and during emergency operations, the WOCC will conduct the following activities during FY 2008:

**Activity Target 1:**

Conduct a relocation exercise each quarter to improve response time and ensure continuity of operations in the WOCC functions at the relocation facilities. Exercises will include the transfer of communications to the WOCC back up facility, ASW ROC. One exercise will include the transfer of communications to a Cornerstone Regional Operations Center (C-ROC) (other than ASW ROC) to act as the WOCC back-up facility. Due September 30, 2009

**Activity Target 2:**

WOCC personnel will visit at least two area operations centers for familiarization tours; and the WOC will provide briefings and tours to representatives of two area operation centers. A visit or tour will be conducted each quarter. Due September 30, 2009

**Activity Target 3:**

Conduct one-on-one "Incident Reviews" with employees for complaints from customers; mishandling of an event; or an unusual event requiring special handling 100% of the time, to ensure operational readiness and operational proficiency are maintained. Due September 30, 2009

**Core Activity: AEO - Command and Control Communications**

ASH will ensure the availability of command and control communications support to the Washington Operations Center Complex and regional entities, by planning, procuring, engineering, designing, testing, implementing/fielding command and control

communications, including classified messaging equipment, FAA-wide. Funding identified for these activities does not include non administrative C3 operational budget. In FY09, this amount is estimated to be \$1.2M.

**Activity Target 1:**

Provide National Communications System (NCS) Government Emergency Telecommunications Service (GETS) cards and training to FAA Headquarters Senior Executives and to persons identified with emergency essential functions. Process applications for GETS cards within 2 business days of request. Due September 30, 2009

**Activity Target 2:**

Conduct national bi-monthly satellite exercises to ensure continued system viability, and arrange for maintenance and repair as required. Due September 30, 2009

**Activity Target 3:**

Continue to maintain the National Communications System (NCS) Wireless Priority Service (WPS) cellular system within FAA. Process applications for WPS within 2 business days. Due September 30, 2009

**Activity Target 4:**

Participate in secure communications tests monthly, as scheduled by the Department of Transportation (DOT). Due September 30, 2009

**Core Activity: AEO - Continuity of Operations**

ASH will ensure that viable continuity of operations facilities and procedures, to include communications and logistics, are continually available and regularly exercised through readiness exercises and training, maintaining continual facility operational capability, and COOP Cadre management.

**Activity Target 1:**

Verify and update contact information of COOP cadre members quarterly. Due September 30, 2009

**Activity Target 2:**

Conduct quarterly training meetings or exercises at FAA Headquarters or at the relocation facility. Due September 30, 2009

**Core Activity: AEO - Communications Security and INFOSEC Management**

ASH will ensure that Division and supporting personnel have adequate access to and training in the operation of secure communications equipment by providing national level management, training

and policy guidance on the FAA-wide secure voice and facsimile program, and support various classified programs.

**Activity Target 1:**

Conduct quarterly national secure facsimile exercises, to ensure continued system viability and to identify maintenance issues. Due September 30, 2009

**Core Business Measure: Field Operations**

ASH will accomplish 100% of the targets of key hazmat and internal workplan activities by September 30, 2009.

**Core Business Function: Hazardous Materials Regional Implementation**

Hazardous materials agents assigned to Regional Security Divisions conduct inspections of shippers of hazardous materials that were identified during routine air carrier assessments; shippers of hazardous materials by air that have been prioritized into risk-based categories using information shared with all DOT modal administrations; air carriers and repair stations that ship hazardous materials by air.

**Core Activity: Hazardous Materials - Inspection Efforts**

ASH will conduct inspections of:

Shippers of Hazardous Materials that were identified during routine air carrier assessments; Shippers of hazardous materials by air that have been prioritized into risk-based categories using information shared with all DOT modal administrations; Air carriers that ship hazardous materials; and, Repair stations that ship hazardous materials by air.

**Activity Target 1:**

Conduct shipper and repair station assessments as identified in the regional Hazardous Materials Workplan. Shipper assessments include those against prioritized shippers, airfreight forwarders, and indirect air carriers as well as those identified based on actual cargo that has been accepted and/or transported. Repair station assessments are planned based on information collected from air carriers during a comprehensive assessment. This activity target shall be measured against the completion of all shipper and repair stations by the target date. However, an evaluation will be conducted at the end of each quarter and compared against interim milestones published in the Hazardous Materials Workplan. Due September 30, 2009

**Activity Target 2:**

Conduct air carrier station inspections as identified in the regional Hazardous Materials Workplan. This also includes off-airport assessments where the 375 day file has been reviewed. This activity target shall be measured against the completion of all air carrier station inspections by the target date. However, an evaluation will be conducted at the end of each quarter and compared against interim milestones published in the Hazardous Materials Workplan. Due September 30, 2009

### **Core Activity: Hazardous Materials - Outreach Efforts - Critical Commodities**

ASH will better educate the public, industry, and air carriers in the safe transportation of Hazardous Materials by air.

**Activity Target 1:**

Each Regional Division Manager shall submit an outreach plan. The plan will include regional outreach activities concerning the five national and two regional critical commodities and AVSED support. These are: Oxygen generators, flammable gas torches/lighters, all types of batteries, all types of gasoline-powered devices, fireworks, and at least two regionally selected commodities. Due November 1, 2008

**Activity Target 2:**

Conduct outreach activities to shippers of critical hazmat commodities as required by the Region Outreach Plan. This activity target shall be measured against the completion of all air carrier station inspections by the target date. However, an evaluation will be conducted at the end of each quarter and compared against interim milestones contained in the Outreach Plan. Due September 30, 2009

### **Core Business Function: Internal Security and Investigations Regional Implementation**

The Office of Field Operations provides internal security services including facility security inspections, assessments and liaison, personnel security suitability and background investigations, and administrative investigations to regional management officials.

#### **Core Activity: Field Operations - Facility Security Management Program**

Regional and Center SSEs will conduct facility security assessments and inspections at FAA staffed facilities to determine status of the facility security management program and compliance with FAA Order 1600.69.

**Activity Target 1:**

Conduct facility security assessments at FAA facilities as required by the Region/Center workplan. This activity target shall be measured against the completion of all facility security assessments by the target date. However, an evaluation will be conducted at the end of each quarter and compared against interim milestones published in the workplan. Due September 30, 2009

**Activity Target 2:**

Conduct facility security inspections at FAA facilities as required by the Region/Center workplan. This activity target shall be measured against the completion of all facility security inspections by the target date. However, an evaluation will be conducted at the end of each quarter and compared against interim milestones published in the workplan. Due September 30, 2009

### **Core Activity: Internal Security - COMSEC and Classified Program Inspections**

AHS Regional Security Agents will conduct Communications Security (COMSEC) inspections at FAA facilities to determine their compliance with FAA Order 1600.8E, and National Security Agency (NSA)/United States Air Force (USAF) directives. AHS Regional Security Agents will also inspect all areas that store classified national security information to determine compliance with FAA Order 1600.2 and other applicable directives.

**Activity Target 1:**

Conduct COMSEC inspections at FAA facilities as required by the Region/Center workplan. This activity target shall be measured against the completion of all COMSEC inspections by the target date. However, an evaluation will be conducted at the end of each quarter and compared against interim milestones contained in the workplan. Due September 30, 2009

**Activity Target 2:**

Conduct classified information inspections at FAA facilities as required by the Region/Center workplan. This activity target shall be measured against the completion of all Classified Information Program inspections by the target date. However, an evaluation will be conducted at the end of each quarter and compared against interim milestones contained in the workplan. Due September 30, 2009

### **Core Activity: Investigations - Voluntary Compliance of Pilots with DUI Rule**

AHS Regional Security Agents will conduct outreach activities and awareness briefings in conjunction with the FAA Registry to educate the pilot community on the DUI program.

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

Conduct ten briefings on the Driving Under the Influence (DUI) program. Due September 30, 2009

### **Core Activity: Investigations - Background Investigations**

AHS Regional Security Agents will conduct background investigations on FAA employees and contractors using the electronic Questionnaire for Investigation Processes (e-QIP) for contractor investigations (SF 85P), which is the questionnaire for public trust positions.

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

Contractor fingerprints will be adjudicated, on average, within 10 days of receipt of the fingerprint results. Due September 30, 2009

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

Contractor background investigations will be adjudicated, on average, within 30 days of the closing date of the OPM investigation. Due September 30, 2009

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

Employee fingerprints will be adjudicated, on average, within 10 days of receipt of the fingerprint results. Due September 30, 2009

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

80% of Employee background investigations will be adjudicated within 30 days of the closing date of OPM investigation. Due September 30, 2009

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

Employee background investigations will be initiated in 14 days. Due September 30, 2009

#### **Activity Target 6:**

ASH will establish a baseline to implement e-Gov initiative to process all security background investigations through use of the OPM eQIP system with 95% completion. Due September 30, 2009

### **Core Activity: Investigations - Allegations of Misconduct**

ASH will investigate all allegations of misconduct by FAA employees and contractors.

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

Complete 95% of all investigations with a potential impact on safety within 30 work days,

excluding those prolonged for reasons beyond the investigator's control. Due September 30, 2009

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

Complete 95% of all Accountability Board investigations within 30 work days, excluding those prolonged for reasons beyond the investigator's control. Due September 30, 2009

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

Complete 95% of all investigations based upon Department of Transportation, Office of Inspector General Hotline complaints, Safety Hotline complaints and Administrator's Hotline complaints within 30 work days, excluding those prolonged for reasons beyond the investigator's control. Due September 30, 2009

### **Core Activity: Investigations - Airmen and Aircraft Investigations**

ASH will conduct regulatory investigations on all airmen and aircraft involved in illegal drug activity or in threatening National Security by using the National Airspace System to commit criminal acts.

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

Initiate regulatory investigations on 95% of all airmen involved in sale or distribution of illegal drugs within 30 days of knowledge of a conviction or notification by law enforcement. Due September 30, 2009

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

Initiate regulatory investigations on 95% of all aircraft involved in illegal activity within 30 days of knowledge of that activity. Due September 30, 2009

## **International Leadership**

As stated in the FAA Flight Plan, the FAA is the largest contributor of technical and financial support to the International Civil Aviation Organization (ICAO), which represents 188 of the world's civil aviation authorities. The Office of Security and Hazardous Materials is committed to providing intellectual support in the form of technical expertise in the areas of safety and security. We are committed to working with our international partners to focus our experience, expertise, and new technology in order to create a safer and more secure global airspace.

A description of the activities and performance targets ASH will complete in support of the FAA Flight Plan goal of International Leadership is listed below.

## Flight Plan Target: CAST Safety Enhancements

Work with the Chinese aviation authorities and industry to adopt 27 proven Commercial Aviation Safety Team (CAST) safety enhancements by FY 2011. This supports China's efforts to reduce commercial fatal accidents to a rate of 0.030 fatal accidents per 100,000 departures by FY 2012. FY 2009 Target: 5 CAST Safety Enhancements

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### Strategic Initiative: Aviation Safety Oversight Relationships

Identify and provide technical assistance and training and strengthen mutually beneficial partnerships with key civil aviation authorities in Africa, the Americas, Asia, Europe and the Middle East.

#### Strategic Activity: International Dangerous Goods Courses

ASH will deliver international dangerous goods courses on regulations of shipping hazardous materials by air transportation.

##### Activity Target 1:

Deliver international dangerous goods courses when requested by API and a sufficient number of students are enrolled. Due September 30, 2009

## Core Business Measure: Support for International Committees, Panels, and Programs on Hazardous Materials

ADG will support US DOT interests by participating in two United Nations (UN) Subcommittee meetings and one International Civil Aviation Organization (ICAO) Dangerous Goods Panel meeting. ADG will promote and coordinate US proposals for submission to each meeting by established deadlines.

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### Core Business Function: ADG Support for International Committees, Panels and Programs

ADG Support for International Committees and Panels

#### Core Activity: International Committees, Panels and Programs

ADG will support DOT's participation in two United Nations (UN) subcommittee meetings on the transportation of dangerous goods, will serve as aviation advisor to two ICAO dangerous goods

panels, and will support the Universal Safety Oversight Program (USOAP) as and when requested by the International Civil Aviation Organization (ICAO).

##### Activity Target 1:

Participate in two UN subcommittee meetings on the transportation of dangerous goods. Due September 30, 2009

##### Activity Target 2:

Participate in two ICAO dangerous goods panels. Due September 30, 2009

##### Activity Target 3:

Support USOAP as and when requested by ICAO. Due September 30, 2009

### Core Activity: International Civil Aviation Organization (ICAO) - Annex 6

ADG will initiate an Annex 6 operational specification study. Annex 6 states that the operation of aircraft engaged in international air transport must be as standardized as possible to ensure the highest levels of safety and efficiency.

##### Activity Target 1:

Begin the development of procedures and guidelines for the study. Due September 30, 2009

## Organizational Excellence

To achieve the ambitious goals outlined in the Flight Plan, the FAA must become nothing less than a world-class organization. This will require strong leadership, performance-based management, and improved fiscal responsibility.

As we accomplish our mission, providing quality service that is responsive to our customers within the FAA and industry will be our standard. Our organization will continue to operate with integrity while being mission-focused, high-performing, and extremely dedicated. We are proud to be a part of the FAA family and will strive to ensure the FAA and the ASH organization are successful in accomplishing its mission.

The Security and Hazardous Materials organization is the lead for the Security Measures initiative under the Organizational Excellence goal. We also have supporting roles for several other initiatives. All of these are described below.

## 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.

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## **Strategic Initiative: Conflict Management**

Undertake a timely and effective corporate approach to conflict management.

(LEAD is Center for Early Dispute Resolution - CEDR)

### **Strategic Activity: ASH Conflict Management Training**

Increase employee awareness of CEDR services by attendance at CEDR briefings, participation in conflict management training, and use of CEDR services as needed.

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

Identify what has been done to encourage employee and manager attendance at semi-annual Center briefings or other participation in conflict management training. Due March 30, 2009

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

Identify what has been done to encourage employee and manager attendance at semi-annual Center briefings or other participation in conflict management training. Due September 30, 2009

## **Strategic Initiative: Organizational Excellence Action Plans**

Develop and implement Corporate and LOB/SO Organizational Excellence Action Plans that address employee feedback and engagement, and improve organizational effectiveness, accountability and performance.

### **Strategic Activity: ASH Organizational Excellence Plan**

Development and implementation LOB/SO Organizational Excellence (OE) Action Plans that address employee feedback and engagement, and improve organizational effectiveness, accountability and performance.

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

LOB/SOs will meet with AHR on guidance for action plans. Due December 30, 2008

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

LOB/SOs will identify and implement methods (e.g., results from surveys, focus groups, interviews, meetings, etc.) that will be used to solicit employee feedback for organizational improvement. Due March 30, 2009

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

LOB/SOs will develop Organizational Excellence (OE) Action Plans that address their employees' feedback, input, issues and concerns that were identified by employee feedback methods. Due June 30, 2009

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

LOB/SOs will communicate the results of their analyses of employee feedback and their resulting OE Action Plan to their workforce and implement their plan. Due September 30, 2009

## **Strategic Initiative: Leadership Development**

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

### **Strategic Activity: ASH Leadership Development Compliance**

Each FAA organization will track and report quarterly in pbviews on their compliance with leadership development policies and initiatives in the areas of mandatory probationary manager training, probationary manager certification, Continuing Management Education, and steps taken to improve compliance rates.

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

Report quarterly the percentage of probationary managers who completed mandatory training (FMC-1, FMC-2, and FMC-3) due during the previous quarter within prescribed timeframes. Due September 30, 2009

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

Report quarterly the percentage of probationary managers completing their probation period during the previous quarter who were formally certified. Due September 30, 2009

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

Report quarterly on steps taken to improve or sustain timely completion of probationary training and certification. Due September 30, 2009

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

Report quarterly on steps taken to meet Continuing Management Education requirements for incumbent managers. Due September 30, 2009

## **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: ASH 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 mandatory training (FMC-1) during the previous quarter. Due September 30, 2009

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

Report quarterly the number of managers who have completed eLMS course #FAA30200134 (Accountability Board Training for FAA Managers) during the previous quarter. Due September 30, 2009

#### **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 during the previous quarter. (Ref. eLMS Course #05012, or # as assigned, Other Accountability Board Training.) Due September 30, 2009

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

Report quarterly the number of employees who have completed any other training sessions on workplace harassment or reprisal during the previous quarter. Due September 30, 2009

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

ASH will track and report monthly 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.

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

ASH will provide to ACR a standard monthly report outlining actions taken to increase their workforce percentage of individuals with targeted disabilities. Due September 30, 2009

### **Flight Plan Target: Cost Control**

Organizations throughout the agency will continue to implement cost efficiency initiatives such as:  
10-15 percent savings for strategic sourcing for selected products and services;  
By the end of FY 2009, reduce leased space for Automated Flight Service Stations from approximately 510,000 square feet to approximately 150,000 square feet;  
Annual reduction of \$15 million in Information Technology operating costs;  
By FY 2010, reduce overhead costs 5-10 percent through automation of invoice processing. FY 2009 Target: 90% of targeted savings

### **Strategic Initiative: Cost Control Program**

Implement line of business-specific cost efficiency as well as agency-wide initiatives to reduce costs or improve productivity.

#### **Strategic Activity: ASH OPM Electronic Questionnaire**

ASH will use the OPM Electronic Questionnaire to obtain missing information, correct errors, reduce postage costs and reduce processing time for 95% of contractor security forms in FY09.

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

Track and report status monthly to ABA. Due September 30, 2009

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

Submit an FY 2010 cost control activity to ABA within 30 days after the FY 2010 Cost Control Kickoff. Due September 1, 2009

### **Strategic 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: Cost per flight controlled, Research, Engineering, and Development (RE&D) Management Staff Efficiency Measure, Grant Administration Efficiency Measure, Direct labor costs of certification of foreign and domestic repair stations, Direct labor costs of surveillance of foreign and domestic repair stations.

#### **Strategic Activity: ASH Efficiency Measure: Time to Process Enforcement Investigation Reports (EIR).**

ASH will continue to track and monitor a comprehensive efficiency measure that is indicative of ASH mission requirements. The efficiency

measure for FY09 includes the average number of days to process Enforcement Investigation Reports (EIR).

**Activity Target 1:**

Report to ABA quarterly the average time to process EIRs. Target for all regions combined is 90 days. Those regions that failed to meet the 90-day goal in FY2008 will improve their efficiency by 10 percent or to the 90-day goal, as applicable. Due January 31, 2009

**Activity Target 2:**

Report to ABA quarterly the average time to process EIRs. Target for all regions combined is 90 days. Those regions that failed to meet the 90-day goal in FY2008 will improve their efficiency by 10 percent or to the 90-day goal, as applicable. Due April 30, 2009

**Activity Target 3:**

Report to ABA quarterly the average time to process EIRs. Target for all regions combined is 90 days. Those regions that failed to meet the 90-day goal in FY2008 will improve their efficiency by 10 percent or to the 90-day goal, as applicable. Due July 31, 2009

## **Strategic Initiative: Reduce Leased Space for Automated Flight Service Stations**

In FY 2009, reduce leased space for Automated Flight Service Stations from approximately 510,000 square feet to approximately 150,000 square feet.

**Strategic Activity: ASH Security Vetting**

Expedite security review and approval.

**Activity Target 1:**

Review and provide comments to or approve any modified security plans for AFSS sites within 30 days of request. Due September 30, 2009

## **Flight Plan Target: Information Security Program**

Achieve zero cyber security events that disable or significantly degrade FAA services. FY 2009 Target: 0

### **Strategic Initiative: Enterprise Architecture Conformance**

Enable enterprise-wide conformance to information technology enterprise architecture.

**Strategic Activity: Enable enterprise-wide conformance to IT Enterprise Architecture**

ASH will work with AIO to update the infrastructure

and application inventories and coordinate technical standards for non-NAS hardware and software where there are common requirements.

**Activity Target 1:**

ASH will update its infrastructure and application inventory. Due June 30, 2009

## **Flight Plan Target: Customer Satisfaction**

Maintain the annual average of FAA surveys on the American Customer Satisfaction Index at or above the average Federal Regulatory Agency score. FY 2009 Target: Government Regulatory Average

### **Strategic Initiative: Standardize FAA Websites**

Standardize FAA websites making them more useful for exchanging information and conducting business.

**Strategic Activity: ASH Standardization of Web Sites**

ASH will begin to migrate web site templates to the national standard.

**Activity Target 1:**

Update ASH web strategies and action plans in writing to the FAA Web Manager and brief FAA Web Council on ASH office plans. Due January 30, 2009

**Activity Target 2:**

Submit ASH web progress report to the FAA Web Managers. Due March 31, 2009

**Activity Target 3:**

Submit ASH web progress report to the FAA Web Managers. Due June 30, 2009

**Activity Target 4:**

Certify to the Administrator on or before September 30, 2009 that 90 percent or more of ASH web pages comply with FAA web standards, policies, and requirements. Due September 30, 2009

## **Flight Plan Target: OPM Hiring Standard**

By FY 2010, 80 percent of FAA external hires will be filled within OPM's 45-day standard for government-wide hiring. FY 2009 Target: 65%

### **Strategic Initiative: External Recruiting**

In external recruitment efforts, implement corporate strategies that expand the applicant pool to ensure equal opportunity to all applicants and result in

attracting high quality candidates to the FAA.

### **Strategic Activity: ASH Mission-Critical Hiring Plans**

Identify mission-critical external hires.

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

Update and submit mission-critical external hiring goals/plans for FY09, and FY10 hiring projections. Due January 30, 2009

## **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 2009 Target: 2.60 per 100 employees

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### **Strategic Initiative: Reduce Workplace Injuries**

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

#### **Strategic Activity: ASH Employee Safety**

ASH managers will continue to distribute to and discuss with employees information prepared and provided by the Office of Environment and Energy (AEE) concerning the importance of safety in the workplace. To the degree that the information provided by AEE mentions opportunities for safety training, managers will continue to encourage appropriate staff, including appropriate managers, to participate in such training, provided the training is local and required no travel; on-line, computer-based instruction is preferred. To the degree that the information provided by AHP mentions the need to report all mishaps in the Safety Management Information System (SMIS), managers will fully acquaint themselves with the requirements of SMIS and take future action commensurate with those requirements.

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

Continue the ASH action plan that places emphasis on safety training, accountability for unsafe actions, timely reporting of mishaps/incidents in SMIS, timely and accurate filing of injury and illness claim forms to AHR, and workplace safety inspections. Due April 30, 2009

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

ASH managers will complete assigned tasks within 60 days of ASH receipt of AHP materials. Due September 30, 2009

## **Flight Plan Target: ATC Positions Workforce Plan**

Maintain the air traffic controller workforce at, or up to 2 percent above, the projected annual totals in the Air Traffic Controller Workforce Plan. FY 2009 Target: at or up to 2% above projected total totals

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### **Strategic Initiative: ATC Workforce Plan**

Implement the hiring, training, staffing analysis, and management recommendations of the Air Traffic Controller Workforce Plan to support FAA's safety mission and meet external stakeholder requirements. Update and report annually on agency progress.

#### **Strategic Activity: ASH Support of ATC Workforce Plan**

Initiate suitability and background investigations as required.

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

Initiate suitability and background investigations within 5 working days of submission by applicant of E-QIP information. Due September 30, 2009

## **Flight Plan Target: Continuity of Operations**

Exceed Federal Emergency Management Agency continuity readiness levels by 5 percent. FY 2009 Target: 5%

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### **Strategic Initiative: Security Measures**

Provide our employees with a secure environment by identifying measures to protect our employees, our facilities, and our critical infrastructure.

#### **Strategic Activity: Facility Security Accreditation**

ASH will issue accreditation certification to facilities that have met the security requirements contained in FAA Order 1600.69, Facility Security Management Program.

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

Validate the implementation of security measures at FAA facilities and accredit 90% of facilities within 15 days of all findings being verified as closed. Due September 30, 2009

### **Strategic Initiative: Web-Based Emergency Operations Tools**

Develop web-based emergency operation information-sharing tools that create a common operational picture and support effective decision making.

The 9/11 attacks, recent natural disasters (e.g., Hurricane Katrina in 2005), and security events in National Airspace System (NAS) have provided lessons-learned that continue to drive the FAA's efforts to further strengthen its crisis management capabilities. Core areas of focus include:

- The need to develop and implement improved automation tools, which support enhanced real-time operational coordination; real-time, integrated use of sensor and flight data, as well as other pertinent data sources; and establishment of a common operational picture useful for crisis management.

- The need to develop and implement improved automation tools, which leverage web portal and enterprise caliber database technologies, to enable improved sharing and analysis of data needed to maintain situational awareness and support effective, rapid decision-making.

### **Strategic Activity: ASH Efforts to Develop Emergency Operation Information Sharing**

ASH will build upon Emergency Operations Network (EON) successes by maturing into an enterprise knowledge management and data processing system. The EON platform will transform its data storage to a more powerful, scalable XML-based warehouse engine. Data mining and trend analysis tools will be built upon this new platform to finally allow an end user to obtain the collective knowledge of the FAA input.

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

EON data will be fully copied or transferred from Oracle and SQL databases into the XML. Due September 1, 2009

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

Identify all data flows and business processes necessary for building XML warehouse. Define requirements for XML warehouse solution. Due November 1, 2008

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

Begin migration/copy of data from Oracle and SQL to XML warehouse. Due June 1, 2009

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

Develop a prototype of advanced query, data mining, and trend analysis tools. Due July 15, 2009

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

Enable EON workflow and notifications to automatically alert all groups that are being

notified via another electronic method such as fax or e-mail. Due August 1, 2009

#### **Activity Target 6:**

Gather business rules and requirements for workflow and notifications. Due March 1, 2009

## **Strategic Initiative: Improve Operational and Corporate Crisis Response Structures**

Improve the use and functionality of operational and corporate crises response structures such as specialized hurricane coordination cells and continuity of operations programs.

### **Strategic Activity: ASH Improvement of Corporate Crisis Response Structures**

ASH will demonstrate FAA's ability to perform essential functions during a pandemic influenza.

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

Make web-based training available for all FAA employees to enhance their preparedness to work and continue essential functions during a pandemic influenza. Due August 31, 2009

## **Strategic Initiative: Emergency Operations and Crisis Management Integration**

Integrate agency-wide emergency operations and crisis management by improving information flow among FAA Lines of Business and staff offices.

### **Strategic Activity: Emergency Operations Conferences and Exercises**

ASH will initialize planning for annual Emergency Operations conferences with AEO, LOB Emergency Planners and ROC Managers; and begin FAA HQ/Regional exercises.

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

Conduct an annual emergency operations conference with emergency planners and CROC/ROC managers. Due July 31, 2009

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

Complete two HQ/Regional exercises. Due September 30, 2009

### **Strategic Activity: Emergency Operations Strategic Plan**

ASH will analyze performance measures developed in FY 2008 and use this analysis to develop an FAA-wide Emergency Operations Strategic Plan.

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

ASH will develop an FAA-wide Emergency Operations Strategic Vision addressing emergency readiness, effective decision making,

and effective response to emergencies. Due September 30, 2009

## **Core Business Measure: ASH Human Resources Management**

ASH will ensure that people with the necessary skills are available to support the mission by updating organizational workforce plans for mission critical positions, in accordance with the schedule established by AHR.

### **Core Business Function: ASH Human Resources Management Function**

The Training and Workforce Resources Staff provides human resource guidance and procedures specific to Security and Hazardous Materials. Our goal is to ensure that the right people are in the right place at the right time with the skill and knowledge to support the ASH mission. The staff oversees implementation of human resources policies within ASH, conducts workforce planning, and consults on reorganizations, recruitment and selection, pay administration, performance management, awards and recognition, conduct and discipline issues, work schedules, and leave management. The staff is also liaison with the Office of Civil Rights (ACR) for implementation of model EEO programs within ASH.

#### **Core Activity: Human Resource Management - Workforce Plans**

ASH will complete workforce plans for mission critical positions, in accordance with the schedule established by AHR.

**Activity Target 1:**  
Complete the assessment of the FY 2008 plan.  
Due June 30, 2009

**Activity Target 2:**  
Update organizational workforce plans for mission critical positions. Due September 30, 2009

## **Core Business Measure: ASH Training**

ASH will ensure that people with the necessary skills are available to support the mission by marketing professional development training quarterly to the workforce.

### **Core Business Function: ASH Training Function**

The Training and Workforce Resources Staff is responsible for providing training and development for

the ASH workforce, including technical training, professional development, and management development to supplement FAA corporate training programs from managers. Our goal is to ensure that the right people are in the right place at the right time with the skill and knowledge to support the ASH mission. The staff designs, develops, and delivers technical training, provides access to training opportunities from non-FAA sources, manages the ASH training budget, and is responsible for management development programs within ASH. ASH-20 also provides training to all FAA organizations in Communications Security (COMSEC) and Secure Telephone Equipment (STE). Technical courses maintained for ASH employees include personnel security, facility security, investigations, and regulation of transportation of hazardous materials by air.

#### **Core Activity: Training - Organization Development**

ASH will provide professional development for the ASH workforce.

**Activity Target 1:**  
Communicate to the ASH workforce the opportunity for non-technical training within 5 business days of receipt of the non-technical training. Due September 30, 2009

**Activity Target 2:**  
Provide non-technical training to ASH Workforce (i.e. Situational Leadership, Conflict Management, Communication Skills, or interpersonal skills). Due September 30, 2009

**Activity Target 3:**  
Develop non-managerial employees for future management positions in accordance with AHR Emerging Leaders Program. Due September 30, 2009

#### **Core Activity: Training - Management Development**

ASH Training and Workforce Resources will provide training opportunities to enhance managerial workforce skills.

**Activity Target 1:**  
In addition to assuring ASH managers are enrolled in Center for Management and Executive Leadership (CMEL) course in accordance with corporate requirements, ASH will market recommended courses to ASH managers to encourage enrollment. Due September 30, 2009

**Activity Target 2:**  
Develop a program for ASH managers to assess and enhance leadership skills. Due September 30, 2009

**Activity Target 3:**

Provide an annual reminder to managers regarding the requirement to fulfill 40 hours of recurrent training. Due June 30, 2009

**Core Activity: Training - Technical Training**

ASH Training and Workforce Resources will deliver technical training for the ASH safety and security workforce.

**Activity Target 1:**

Provide technical training as needed to develop ASH workforce knowledge and skills in: hazardous materials, investigations, personnel security, and facility security programs. Due September 30, 2009

**Activity Target 2:**

Collaborate with AHR to develop competency maps for technical skill areas. Due June 30, 2009

**Activity Target 3:**

Establish metrics to assess the effectiveness of technical training. Due June 30, 2009

**Activity Target 4:**

Deliver COMSEC and STE training for FAA based on the requirements of the program office. Due September 30, 2009

**Activity Target 5:**

Provide access to FAA/ATO and NTSB courses for AEO specialists. Due September 30, 2009

**Activity Target 6:**

Provide access to Federal Law Enforcement Training Center (FLETC) courses related to ASH technical requirements. Due September 30, 2009

**Activity Target 7:**

Provide logistical arrangements and course management for all training held in the ASH Technical Training Center located at the FAA Academy. Due September 30, 2009

**Core Business Measure: ASH Information Resource Management (IRM)**

ASH will achieve an average of 90% "Good" or "Excellent" ratings on ASH Help Desk Customer Satisfaction Surveys received in FY09.

**Core Business Function: ASH Information Resource Management (IRM) Function**

The main objective of the IRM staff is to provide cost effective, secure enabling technology to support the

ASH mission. AIN-500 has developed a state of the art web-based platform for hosting all of its data driven applications, effectively capturing, disseminating, and analyzing safety and security data. Program managers, hazmat inspectors, security investigators, facility inspectors, and support personnel are using integrated systems for planning, scheduling, capturing and tracking work programs, investigation results, and safety and security information. The ASH platform delivers anytime, anywhere access for all of its agents and employees whether they are at their desks, at home or on travel. This access is entirely secure from point to point and delivers data and reports in real-time. This platform has enabled ASH to become much more efficient in its operations as work loads can be spread around and it allows the individual employees to become more productive.

**Core Activity: IRM - Desktop Support**

ASH will establish standard base of performance for desktop support based on industry best practices.

**Activity Target 1:**

Establish a standard desktop configuration. Due March 31, 2009

**Activity Target 2:**

Replace 100% of outdated equipment that falls within the 4-year life cycle. Due September 30, 2009

**Activity Target 3:**

Adopt all standards established by the Office of the Chief Information Officer (AIO). Due September 30, 2009

**Core Activity: IRM - Requirements Gathering**

ASH will determine the requirements and feasibility of systems.

**Activity Target 1:**

Ensure 100% of requirements accepted are technically feasible and within budget. Due September 30, 2009

**Activity Target 2:**

Ensure 100% of accepted requirements are documented in the required tracking system. Due September 30, 2009

**Activity Target 3:**

Conduct a review with applications customers. Due December 31, 2008

**Activity Target 4:**

Conduct a review with applications customers. Due March 31, 2009

**Activity Target 5:**

Conduct a review with applications customers. Due June 30, 2009

**Activity Target 6:**

Conduct a review with applications customers.  
Due September 30, 2009

### **Core Activity: IRM - Networking Function**

AIN-500 will provide external connectivity to the ASH desktop.

**Activity Target 1:**

Maintain 99% availability of network and resources during regular business hours. Due September 30, 2009

**Activity Target 2:**

Ensure all ASH networks are fully consolidated to the national standard. Due June 30, 2009

### **Core Activity: IRM - IT Asset Management**

AIN-500 will work to maximize the return on IT investments.

**Activity Target 1:**

ASH will complete a cost effectiveness vs. return on investment analysis on all major acquisitions. Due September 30, 2009

### **Core Activity: IRM - Computer/Digital Forensics**

AIN-500 will administer a computer/digital forensics program.

**Activity Target 1:**

ASH will complete all accepted for support for computer/digital forensics within 20 days except those prolonged for reasons beyond the computer forensics specialist's control. Due September 30, 2009

**Activity Target 2:**

ASH will provide monthly reporting to the Investigations Division on the status of computer/digital forensics requests. Due September 30, 2009

### **Core Activity: IRM - Developing Applications**

The Information Resource Management Division will support the ASH mission requirements and provide application development services.

**Activity Target 1:**

Ensure that all operational applications have a 99% or higher availability. Due September 30, 2009

**Activity Target 2:**

Ensure all new web applications are developed in the ".net" environment. Due September 30, 2009

**Activity Target 3:**

Ensure consolidated lists of requirements for applications are shared with customers. Due December 31, 2008

**Activity Target 4:**

Ensure consolidated lists of requirements for applications are shared with customers. Due March 31, 2009

**Activity Target 5:**

Ensure consolidated lists of requirements for applications are shared with customers. Due June 30, 2009

**Activity Target 6:**

Ensure consolidated lists of requirements for applications are shared with customers. Due September 30, 2009

### **Core Activity: IRM - Host National Applications**

ASH will provide a secure hosting platform for national systems.

**Activity Target 1:**

ASH will move real-time failover to Oklahoma City, OK. Due March 31, 2009

**Activity Target 2:**

ASH will provide system availability report to system owners. Due December 31, 2008

**Activity Target 3:**

ASH will provide system availability report to system owners. Due March 31, 2009

**Activity Target 4:**

ASH will provide system availability report to system owners. Due June 30, 2009

**Activity Target 5:**

ASH will provide system availability report to system owners. Due September 30, 2009

## **Core Business Measure: ASH Strategic Planning and Evaluations**

ASH will review two program evaluations and formulate plans for necessary updates.

### **Core Business Function: ASH Strategic Planning and Evaluations Function**

Evaluation of the progress and effectiveness of security activities within Security & Hazardous Materials has become increasingly important to stakeholders and decision makers who need to know how funded activities are contributing to the agency's

critical mission and also to employees and managers who seek to continually improve processes to obtain better results. The Strategic Planning and Evaluation Staff conducts evaluations of ASH programs and the results are used to develop and enhance strategic planning efforts to assure the highest quality of service and commitment FAA makes to achieving results.

**Core Activity: Evaluations - National Assessment and Strategic Planning Staff**

ASH will annually review our customers' requirements to better align products and services.

**Activity Target 1:**

Conduct a complete evaluation of one major program area to better align our products and services. Due September 30, 2009

**Core Business Measure:  
Corporate Assessments**

Provide support for corporate assessments.

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**Core Business Function: Corporate Assessments**

Corporate Assessments

**Core Activity: Corporate Assessments**

Corporate Assessments

**Activity Target 1:**

Provide Corporate Assessments support. Due October 1, 2008