



# Federal Aviation Administration

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## Memorandum

Date: March 26, 2024

To: Michael G. Whitaker, Administrator

From: Laurence Wildgoose, Assistant Administrator, Office of Policy, International Affairs, and Environment

Prepared by: Danny Blum, Acting Director, Office of Aviation Policy and Plans

Subject: Fiscal Year 2024 Corporate Short-Term Incentives

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### ACTION REQUESTED

Approve the attached measures as the FY 2024 Corporate Short-Term Incentives (CSTI).

### SUMMARY

The Office of Policy, International Affairs and Environment (APL), working in concert with the lines of business and staff offices (LOB/SOs) across the agency, recommends the attached list of goals be the corporate short-term incentives for FY 2024. The recommended metrics are specific, measurable, and ambitious goals designed to challenge FAA executives to think dynamically, collaborate across LOB/SOs and keep the agency's future at the center of their collective focus.

### BACKGROUND

In developing these goals, we concentrated on priorities that most align with your long-term vision for the agency through items such as continual improvement in safety, air traffic controller hiring, and advanced air mobility integration. These goals also highlight FAA responsiveness and include measures around the implementation of the NAS Safety Review Team report recommendations, pursuing certification reform, and preparing for priority engagements with the International Civil Aviation Organization. They also build on your framing of *aviate, navigate, communicate*.

You provided initial agreement with this goal set in February, and at your direction the LOB/SOs have finalized specific wording. Upon your approval, these goals will be published in the USA Performance system, and we will work with the Offices of Human Resource Management and Office of Communications to develop additional messaging, as needed. Active governance of our CSTIs will take place quarterly throughout FY 2024 at the deputies board meeting to ensure proper accountability and performance reporting.

**RECOMMENDATION**

I recommend that you approve the FY 2024 CSTI list.

Attachments:

- FY 2024 CSTI List

The Administrator

APPROVED: 

DISAPPROVED: \_\_\_\_\_

COMMENTS: \_\_\_\_\_

DATE: 4/9/2024

Last updated 4-10-24

	Goal Area	Title	Measure Description	LOB/SO
1	Safety	<b>Ensure Safe and Secure Integration of Near-Term Advanced Air Mobility (AAM) Operations</b>	<p>The AAM implementation plan incorporates an Integrated Master Schedule (IMS), to facilitate AAM operations at a designated site to advancing the AAM ecosystem:</p> <p>Target 1. Complete development of the Initial Integrated Master Schedule (IMS) for one AAM operator. Due Date 1/31/2024</p> <p>Target 2. Conduct broad interagency coordination with the DOT-lead AAM Interagency Working Group (IWG) on FAA perspectives. Due Date 3/30/2024</p> <p>Target 3. Share and receive industry feedback on AAM Implementation Plan v1.0. Due Date 4/30/2024</p> <p>Target 4. Complete initial assessment of the digital infrastructure business rules for the Urban Air Mobility (UAM) ecosystem. Due Date 5/31/2024</p> <p>Target 5. Draft the Urban Air Mobility (UAM) Airspace Management Demonstration Report. Due Date 9/30/2024</p>	ANG
2	Safety	<b>Implement SRT Recommendations</b>	<p>Follow-up on the report issued by the independent Safety Review Team (SRT) in November 2023 and advance the implementation of the recommendations across Agency LOB/SOs. Deliver quarterly briefing on progress to Congress.</p> <p>Target 1: Develop work plan to revise/change/update FAA directives, guidance, and policy documents identified after the review is completed that align with AOA-1 Delegation of Authority Memo. Due Date 5/31/2024</p> <p>Target 2: ATO/Technical Operations and Mission Support will deliver a report to the Administrator that defines a safety and efficiency risk level for all NAS systems that includes the explanation of the risk for each. Due Date 7/31/2024.</p> <p>Target 3: Congressional Submission: Submit a budget request to Congress that includes capital funding exempt from the discretionary budget caps. Due Date 6/30/2024</p>	ATO/AVS/AFN

3	Safety	<p><b>Address Gaps Between the Aircraft Certification Process and Operational Safety Risks.</b></p>	<p>Drive greater transparency, collaboration, and accountability across the regulating and regulated communities, with a primary focus on: strengthening corporate safety culture to improve safety risk management and performance through mandated and voluntary action, and advancing system-level safety management through better integration of the certification and operational approval processes:</p> <p>Target 1: Update 14 CFR part 21 (design and production) to require that manufacturers that hold both a type certificate and a production certificate to meet the SMS requirements codified in 14 CFR part 5. Due Date 9/30/2024</p> <p>Target 2: Publish Draft FAA Order 8100.15, Organization Designation Authorization Procedures, Revision C, for public comment. Due Date 9/30/2024</p> <p>Target 3: Stand up Change Product Rule (CPR) Aviation Rulemaking Committee (ARC). Due Date 9/30/2024</p> <p>Target 4: Strengthen Oversight of Air Carrier Cargo Safety Risk Management (SRM) Decisions. Evaluate the internal control process for Air Carrier Cargo SRM decisions, review the governance strategy and management plan and formulate an action and decision log to align policy, training, reduce conflicts and enhance consistency. Due Date 9/30/2024</p> <p>Target 5: Address the Increasing Number of Lithium Battery Fires in Aircraft Cabins. Complete a risk control assessment for the Cargo Safety Executive Committee. Review FAA guidance, safety alerts, incident reports, and inspection findings related to lithium battery heat, smoke, or fire events in the aircraft cabin. Measure and assess the effectiveness of established safety risk controls to include those developed because of product/service providers' SRM processes and determine the need for additional safety risk controls or changes to existing controls. Due Date 9/30/2024</p> <p>Target 6: Draft Specification for Lithium Battery Thermal Event Simulator. Compile data from previous lithium battery tests and identify gaps that require further testing. Perform lithium battery characterization tests and analyze the data collected. Develop a draft specification for the lithium battery thermal event simulator as part of a performance standard for evaluating fire-resistant cargo containers and fire containment covers. Circulate the draft specification for review to government and industry partners. Collect feedback and refine specifications, as necessary. Due Date 9/30/2024.</p>	AVS/ASH/ANG
4	Safety	<p><b>Mitigate Human Space Flight Risk</b></p>	<p>Develop strategies to identify and mitigate major systematic risks after the learning period sunsets.</p> <p>Target 1: Identify and document major systematic risks to space flight occupants. Due Date 8/1/2024</p> <p>Target 2: Collaborate with interagency partners to identify recommended systemic risks to be mitigated through regulation. Due Date 9/30/2024</p>	AST

5	People	<b>Develop Workforce Recruitment Strategy to include ATC hiring</b>	<p>Leverage effective talent management strategies to invigorate and sustain FAA’s employees throughout their employment lifecycle.</p> <p>Target 1: Finalize plans to develop an agency-wide multi-year workforce planning framework that will help ensure FAA has the right skillsets identified to meet our current and future mission. Due Date 9/30/2024</p> <p>Target 2: Develop and implement a comprehensive corporate recruitment strategy that addresses the full spectrum of FAA talent needs, reflects FAA’s commitment to DEIA, and outlines criteria and methodologies for capturing return on investment. Due Date 9/30/2024</p> <p>Target 3: Provide training for 80% of the FAA’s hiring managers to increase awareness and broaden the use of FAA’s unique personnel hiring authorities and flexibilities to attract and retain diverse and talented candidates. Due Date 9/30/2024</p> <p>Target 4: Conduct a review and assessment of FAA’s total rewards compensation and benefits packages for targeted Mission Critical Occupations; including, their alignment to staffing and recruiting efforts and competitiveness with the market to ensure FAA can effectively attract and retain the unique talent needed to meet current and future mission needs. Due Date 9/30/2024</p> <p>Target 5: Through partnerships, continue to identify and realize efficiencies in the hiring process to meet FAA’s FY24 air traffic controller hiring goal of 1,800. Due Date 9/30/2024</p>	AHR/ATO
6	Operational Excellence	<b>Leverage Modern Technology and Data to Solve Problems and Minimize Risk</b>	<p>Implement Advanced Analytics Platform(s) (AAP) for enterprise use to evaluate safety hazards and risk which will create a safer NAS capable of evolving in the 21st century:</p> <p>Target 1: Complete integration and deployment of a software-as-a-service platform that provides low-code/no-code integrated analytics and application/visualization functionality on the Enterprise Information Management Data Platform (EIMDP). Due Date 9/30/2024</p>	AFN/ATO/AVS
7	Operational Excellence	<b>Surface Situational Awareness Technology Sprints</b>	<p>The Technology Sprints represented in the Surface Safety Portfolio seek to deploy agile, efficient and effective surface situational awareness solutions across the National Airspace System (NAS).</p> <p>Target 1: Ensure ten (10) sites have Approach Runway Verification (ARV) available for operational use. Due Date 9/30/2024</p> <p>Target 2: Runway Incursion Device (RID): Complete Test Readiness Review and begin execution of developmental test procedures. Due Date: 6/30/2024</p>	ATO
8	Operational Excellence	<b>Long-Term Stable and Sufficient Capital Funding</b>	<p>Creative Funding Proposal:</p> <p>The Bipartisan Infrastructure Law funding of \$5.0 billion from FY22-FY26 provides an opportunity to begin replacing and modernizing air traffic towers. To capitalize on this down payment on the nation’s aviation infrastructure and ensure the highest level of safety and integrity of our national airspace system, the FAA will advance creative financing proposals that provide funding needed to re-capitalize NAS facilities and equipment.</p> <p>Target 1: Fiscal Year 2025 President’s Budget: FAA will work with stakeholders to ensure that a capital funding proposal not subject to annual discretionary caps representing at least \$1 billion per year for at least three years will be included in the FY2025 President’s budget. Due Date: 6/30/2024</p> <p>Target 2: Fiscal Year 2026 Departmental Budget Submission: FAA will submit a capital budget proposal for FY2026 to the Department of Transportation that will include a capital funding proposal for additional non-traditional funding. Due Date: 9/30/2024</p>	AFN

9	Operational Excellence	<b>Sustain NAS Operations</b>	<p>Aviation Industry Outreach: Leverage existing or ad hoc venues to engage with NAS customers to ensure agency streamlining efforts achieve airspace efficiencies by reducing reliance on and divesting from legacy NAS systems and procedures and moving to a reliance on a more modernized NAS-based environment.</p> <p>Target 1: Identify opportunities for the removal of existing and infrequently used Instrument Flight Procedures (IFPs). Provide a report of IFPs recommended for cancellation. Due Date: September 30, 2024</p>	ATO
10	Operational Excellence	<b>Sustainability (SAF)</b>	<p>Promoting sustainable aviation fuel (SAF) is a critical step towards reducing the aviation sector's sizable carbon footprint. SAF offers a tangible way to reduce greenhouse gas emissions, ensuring both the health of our planet and the sustainability of the aviation industry. As the global spotlight intensifies on climate change, embracing SAF becomes an essential and strategic move for a cleaner future:</p> <p>Target 1: Support government-wide initiative to meet the near-term goal of 3 billion gallons per year of SAF by 2030 and place the U.S. on a trajectory to meeting 100% of aviation's fuel needs by 2050 (an estimated 35 billion gallons per year). Due Date: 9/30/2024</p>	APL
11	Global Leadership	<b>Strengthen FAA Global Leadership and Influence</b>	<p>Strengthen the FAA's global leadership standing by ensuring that priority engagements with ICAO are appropriately supported and resourced; best practices are appropriately shared between international partners to enable success of FAA international priorities, and global partnerships are explored to advance technical assistance to developing regions:</p> <p>Target 1: Executive Support for the ICAO Universal Safety Oversight Audit Programme (USOAP) Audit of the United States - Secure support from FAA top leadership to provide necessary personnel and resources in preparation for the ICAO USOAP audit of the United States in July 2024, and direct post-audit activities through regular briefings to FAA executive groups on the status of FAA preparedness and audit findings. Due Date: 9/30/2024</p> <p>Target 2: ICAO 14th Air Navigation Conference - Promote and advance U.S. priorities by performing extensive preparation and interagency coordination to advance at least one (1) working paper and participating in the 14th Air Navigation Conference. Due Date: 9/30/2024</p> <p>Target 3: Advance Aviation Safety Partnerships - Strengthen the partnership through collaboration with the European Union Aviation Safety Agency (EASA) on aviation safety priorities and perspectives in at least three (3) areas such as safety regulation, certification cooperation, and capacity development. Due Date: 9/30/2024</p> <p>Target 4: Advance Technical Assistance to Developing Regions - Plan at least two (2) workshops or training events, potentially in coordination with global partners, for priority developing regions such as Africa, the Pacific Islands, the Caribbean, Central America, and Southeast Asia, to address identified needs for overall aviation safety and efficiency improvements. Due Date: 9/30/2024</p>	APL/AVS