Federal Aviation Administration

Memorandum

Date: January 10, 2022

To: Steve Dickson, Administrator

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

Subject: Fiscal Year 2022 Organizational Success Increase/Measure and Corporate Short
             Term Incentive Programs.

ACTION REQUESTED

Obtain the FAA Administrator's approval of recommended measures and targets for the
Fiscal Year (FY) 2022 Organizational Success Increase/Measure (OSI/OSM), and Corporate
Short Term Incentive (CSTI) programs.

SUMMARY

The Deputy Associate and Assistant Administrators from all FAA Lines of Business and Staff
Offices (LOB/SOs) and the Performance Committee recommend the attached lists of corporate
performance measures and targets for FY 2022. The recommended metrics are measurable and
aggressive goals, but are achievable. The OSI/OSMs are intended to give employees a line of
sight between their work activities and the agency's major goals, while the CSTIs are intended to
reinforce the need for FAA executives to collaborate and share accountability for key agency
priorities.

BACKGROUND

In developing these goals, we worked collaboratively with various entities across agency lines of
business and staff offices. We collected recommendations and feedback from Deputy Associate
and Assistant Administrators from all LOB/SOs, as well as their Chiefs of Staff, the Performance
Committee, and our Flight Plan 21 Pillar Champions and Initiative Leads to establish activities
related to key FAA priority areas.

The OSI/OSM and CSTI goals reflect important ongoing work across the agency (carried forward from last year), as well as new key priorities sourced from the Flight Plan 21 strategic framework to ensure alignment with the future vision for the agency and the Department.

Upon your approval, they will be published to the FAA's internal website, and we will work with the Office of Communication on additional messaging. Active governance of our corporate goals will take place throughout FY 2022 at monthly Performance Committee meetings and biannually during the ADA Deputies Meeting to ensure proper tracking and performance reporting is maintained through to completion.
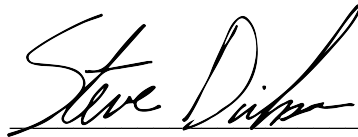
RECOMMENDATION

I recommend that you approve the FY 2022 OSI/OSM and CSTI lists.

Attachments:
- FY22 OSI/OSM List
- FY22 CSTI List

The Administrator

APPROVED: _____

DISAPPROVED: _____

COMMENTS: _____

DATE: 1/20/2022_____

FY22 Organizational Success Increases/Measures (OSI/M)	Lead
Deputies approved 11-5-21	
Safety	
1 **Commercial Air Carrier Fatality Rate.** Reduce the commercial air carrier fatalities per 100 million persons on board U.S. carriers by 50% over 18-year period - FY 2008-2025. Target for FY22 is 5.2. Due September 30, 2022	AVS
2 **General Aviation Fatal Accident Rate.** Reduce the general aviation fatal accident rate to no more than 0.89 fatal accidents per 100,000 flight hours by 2028. Target for FY22 is .95. Due September 30, 2022	AVS
3 **Commercial Space Launch and Reentry Accidents.** No fatalities, serious injuries, or significant property damage to the uninvolved public during licensed or permitted space launch and reentry activities. Due September 30, 2022	AST
4 **Commercial and Non-Commercial Surface Safety** **Commercial Surface Safety:** Maintain the weighted surface safety risk index at or below 0.35 per million operations for Commercial Aviation. Due September 30, 2022 **Non-Commercial Surface Safety:** Maintain the weighted surface safety risk index at or below 0.60 per million operations for Non-Commercial Aviation. Due September 30, 2022	ATO
5 **TOP 5 Safety Risks.** The Top 5 Safety Risks are a quantifiable list of hazards that contribute to the highest risk in the national airspace system. It is the culmination of the ATO's proactive safety management activities — valuing input from the frontline employees, deploying technology to gather data, improving analysis to identify risk and embracing correction to implement risk mitigations. **Target.** Implement 85% of approved mitigation activities in association with ATO's Top Five (5) identified trending safety issues in the National Airspace System (NAS). Due September 30, 2022	ATO
6 **FAA Alaska Aviation Safety Initiative (FAASI).** Reduce the fatal and serious accident rate in the State of Alaska with emphasis on Part 135 air carrier accidents. **Target.** Tiger team will develop a roadmap to address the recommendations in the FAASI Final Report focusing on balancing greatest impact to aviation safety and ability to quickly integrate in the NAS. Due February 15, 2022	APL
7 **Define an enterprise-level process utilizing data for determining and re-evaluating safety measures for a 21st century NAS.** Define a transparent and repeatable process to determine enterprise-level safety measures using a holistic approach that considers potential risks and hazards not previously prioritized as contributing to safety. **Target.** Document the acceptance criteria for an enterprise-level safety measure. Due September 30, 2022	AVS
8 **Establish a cross-agency team to transform and support an Enterprise Safety Culture program.** Provide a forum to connect, coordinate, and collaborate on Safety Culture activities currently happening in isolation across the agency, and integrate best practices from other agencies, international organizations, industry, and academia. Establish user-centric tools and practices to identify and access the information, services, and resources needed to accomplish the mission. **Target.** Establish a governance structure, roles and responsibilities and future activities for the Enterprise Safety Culture Team. Due September 30, 2022	ATO

9	**Strengthen the Safe Integration of Dangerous Goods into UAS Operations.** Advance the integration for the safe carriage of dangerous goods in UAS operations and aircraft design through regulatory reform. **Target 1.** Identify the research necessary to evaluate the safety performance of existing dangerous goods packaging in a UAS environment. Develop a research plan that covers UAS operational conditions specific to the carriage of dangerous goods and the corresponding hazards, safety performance of existing packaging, and appropriate risk mitigations. Due September 30, 2022 **Target 2.** Develop recommendations for a regulatory structure that provides criteria for the integration of dangerous goods into the design of unmanned aircraft. Due September 30, 2022	ASH
10	**Enabling Beyond Visual Line of Sight (BVLOS) Operations.** **Target.** Develop an *Application for Rulemaking* for Rulemaking Management Council (RMC) concurrence within four months of receipt of the UAS Beyond Visual Line of Sight (BVLOS) Aviation Rulemaking Committee report. The *Application for Rulemaking* will outline the expected schedule for transmittal of the Notice of Proposed Rulemaking to the Department of Transportation in Fiscal Year 2023. Due September 30, 2022	AVS
11	**FAA UAS Engine Ingestion Test Preparation.** **Target.** Validate and approve the Navy/Naval Air Warfare Center (NAWC) Test Plan for the FAA's UAS Engine Ingestion Test with FAA/Aircraft Certification (AIR) and FAA/NextGen (ANG). Due September 30, 2022	AVS
	People	
12	**STEM Adopt-A-School Program.** Support the FAA STEM AVSED corporate program by encouraging and enabling employees to participate, as STEM AVSED Outreach Representatives, in the Adopt-a-School Program, by establishing and providing standardized lesson plans for 100% of the schools in the program. Due September 30, 2022	APL
13	**Hiring Persons with Disabilities (PWD)/Persons with Targeted Disabilities (PWTD).** ACR will lead collaboration between all LOB/SOs to increase the representation of PWD/PWTD in the FAA workforce by 1% each year for the next three years. **Target 1.** Each LOB/SO will increase PWD/PWTD awareness and accountability by issuing a memorandum directing their managers to promote the PWD/PWTD 1% goal. Due February 28, 2022. **Target 2.** In collaboration with all LOB/SOs, ACR will ensure that 75% of FAA managers with hiring authority participate in an information session held by ACR's National People with Disabilities Program Manager to establish hiring initiatives. Due April 30, 2022. **Target 3.** Each LOB/SO will report their progress towards the 1% PWD/PWTD goal during the bi-monthly EAC meetings. Due August 31, 2022.	ACR
14	**DEI&A Gender-Inclusive Policy Development.** To ensure a diverse, equitable, and inclusive environment, adopt a gender-neutral language policy to be implemented across the agency. **Target 1.** Conduct research to identify gender-specific terminology used in FAA policies and programs. Identify alternate terms to be used that align with diverse, equitable, and inclusive practices. Due November 30, 2021 **Target 2.** Working in collaboration with all LOB/SOs, refine draft order to utilize gender-neutral language references as appropriate in agency documents. Due September 30, 2022	APL/ACR
15	**Contracting with Small Disadvantaged Businesses (SDB)** **Target.** Ensure at least 12% of the Agency's total direct procurement dollars are awarded to Small Disadvantaged Businesses (SDB). Due September 30, 2022	AFN
16	**Operationalize Flexible Workplace Arrangements.** Strengthen the implementation of flexible work arrangements. **Target** Develop remote/telework office protocol guidance. Due September 30, 2022	AHR

	Global Leadership	
17	**OneFAA Approach to International Training.** Design, develop and deliver internal coordination processes to ensure and sustain a consistent, corporate approach to international training. **Target.** Develop internal coordination processes and procedures to ensure a OneFAA approach to international training and outreach. Due March 31, 2022	APL
18	**Plan for the Implementation of a Global Safety Information Management Platform (GSIMP).** Identify existing platform options and create a plan to build international consensus for a Global Safety Information Management Platform (GSIMP). **Target 1.** Identify what global information sharing environments and platforms already exist, the data contained within each platform, and create an inventory of databases. Due January 31, 2022 **Target 2.** Finalize plan for building international consensus and support for the GSIMP. Due September 30, 2022	AVS
19	**ICAO Global Aviation Safety Plan (GASP) Target--U.S. National Aviation Safety Plan (NASP).** The ICAO GASP encourages States to develop a NASP by 2024 presenting the State's strategic direction for the management of aviation safety. The United States intends to produce a U.S. NASP prior to the 41st Assembly in October 2022 so that it can be shared with the global community. **Target.** Coordinate first draft of U.S. NASP content with stakeholders and publish on FAA.gov or other agreed web location. Due September 30, 2022	AVS
	Operational Excellence	
20	**Critical Acquisition Milestones on Schedule.** 90% of the critical acquisition milestones are achieved by their scheduled due dates. Due September 30, 2022.	AFN
21	**Unmodified Audit Opinion.** Obtain an unmodified audit opinion on the FAA`s FY 2022 financial statements identified by external independent auditors. Due September 30, 2022	AFN
22	**Global Leadership on Aviation and Climate Change.** Demonstrate renewed global leadership on climate change through international engagement, action at the International Civil Aviation Organization, and preparation of a U.S. Aviation Climate Action Plan. **Target 1.** Incorporate interagency feedback received on the draft United States Aviation Climate Action Plan and brief OST leadership. Due November 30, 2021 **Target 2.** Publish a revised United States Aviation Climate Action Plan. Due March 31, 2022	APL
23	**Aircraft Noise.** Lead efforts in collaboration with aviation stakeholders to address aircraft noise in the United States and ensure up-to-date and effective noise policies. **Target 1.** Initiate public and stakeholder engagement in the FAA noise policy review process. Due May 31, 2022 **Target 2.** Complete initial noise policy review and identify potential policy options. Due September 30, 2022	APL
24	**Runway Pavement.** Maintain eligible runway pavement in excellent, good, or fair condition for 93% of the paved runways in the National Plan of Integrated Airport Systems. Due September 30, 2022	ARP
25	**Increased Data Accessibility.** Use modern, open technologies to communicate and help the public and FAA employees operate safely and make informed decisions. **Target.** Increase user satisfaction by 25% from FY21 by making more information and data available to a wider and non-traditional audience by routinely webcasting public meetings and safety summits, deploying tools that work on mobile devices, and providing data outside of the FAA's network through modern platforms such as application programming interfaces (API) and geographic information systems (GIS) and data visualizations. Due September 30, 2022	AOC

26	**Align FAA investments in airport infrastructure and FAA-owned facilities.** Develop a coordinated FAA national infrastructure strategy to help define, prioritize, align where possible AIP and F&E infrastructure investments, and inform future budget requests. **Target 1.** Implement ARP/ATO/APL Memorandum of Understanding (MOU) approved in FY2021 and process the MOU for publication as an Order. Due March 31, 2022 **Target 2.** Develop performance-based national airport system strategic goals, objectives, and a Plan of Actions and Milestones (POAM) designed to inform, shape, and align where possible AIP and F&E infrastructure investments. Due September 30, 2022	ARP/ATO
27	**Average Daily Capacity.** Maintain an Average Daily Airport capacity of at least 58,962 arrivals and departures at Core airports. Due September 30, 2022	ATO
28	**FAA Data Strategy and Action Plans.** The diverse mission space of FAA offices demands that LOB/SOs develop and own data action plans to drive continuous improvement in alignment with their mission, and in support of the data strategy. Data Champions within LOB/SOs serve a critical role in leading the effort of building the plan and promoting alignment. **Target.** Data Champions within LOB/SOs will lead the effort of building a data plan through collaboration across their organization. Must complete 3 plans. Due September 30, 2022	AFN
29	**Operational Performance Reporting Roadmap.** Develop an Operational Performance Reporting Roadmap to better align various reporting mechanisms. **Target.** Develop a roadmap to success that includes documenting and validating current efforts, identifying gaps and critical milestones in the evolution of Operational Performance Reporting. Due March 31, 2022	ATO
30	**Initial Service Level Analysis.** Develop a common definition for NAS services that allows for better analysis of the varying levels of demand. **Target.** Identify existing Service Levels, System Services, and related criteria to develop a common definition for NAS services. Due June 30, 2022	ATO

FY22 Corporate Short-Term Incentives (CSTI)	Lead
Deputies approved 11-5-21	
Safety	
1 **FAA Alaska Aviation Safety Initiative (FAASI).** Reduce the fatal and serious accident rate in the State of Alaska with emphasis on Part 135 air carrier accidents. **Target 1.** Establish a cross-organization tiger-team that will develop the Alaska Safety Roadmap. Due November 15, 2021 **Target 2.** Tiger team will develop a roadmap to address the recommendations in the FAASI Final Report focusing on balancing greatest impact to aviation safety and ability to quickly integrate in the NAS. Due February 15, 2022 **Target 3.** Roadmap will be presented to the external stakeholders and tiger team engages stakeholders to receive feedback on roadmap. Due May 30, 2022 **Target 4.** Tiger team will incorporate stakeholder feedback into a FAASI progress report released to the stakeholders. Due September 30, 2022	APL
2 **Beyond Visual Line of Sight (BVLOS) UAS Policymaking.** **Target.** Host two public meetings to socialize the recommendations from the BVLOS Aviation Rulemaking Committee. Due September 30, 2022	AVS
3 **Establish a cross-agency team to transform and support an Enterprise Safety Culture program.** Provide a forum to connect, coordinate, and collaborate on Safety Culture activities currently happening in isolation across the agency, and integrate best practices from other agencies, international organizations, industry, and academia. Establish user-centric tools and practices to identify and access the information, services, and resources needed to accomplish the mission. **Target 1.** Establish a cross-LOB/SO team to support collaboration; oversee the capture and sharing of information; and the management, evaluation, and gap analysis of Safety Culture activities across the agency. Due January 31, 2022 **Target 2.** Establish a governance structure, roles, and responsibilities and future activities for the Enterprise Safety Culture Team. Due September 30, 2022 **Target 3.** Recommend a set of desired Safety Culture Behaviors to Safety Culture Steering Committee. Due September 30, 2022	ATO
4 **Certification Reform.** Improve the certification process by enhancing current and future safety, accountability, and identification of best practices during the manufacturing of passenger and transport aircraft. **Target 1.** Establish an expert panel for review of organization designation authorizations for transport airplanes. Due April 30, 2022. **Target 2.** Publish memoranda on Organization Delegation Authority unit member appointment and unit member advisors. Due June 30, 2022. **Target 3.** Provide three quarterly briefings to Congressional Committees of Record on Certification & Oversight Reform. Due September 30, 2022.	AVS

People		
5	**Increasing Equity in Science, Technology, Engineering, and Math (STEM) Aviation and Space Education (AVSED) Outreach.** Develop methods to ensure that all students, including those in underrepresented and/or underserved populations, have access to events and learning activities aimed at introducing them to aerospace concepts and career pathways. **Target 1.** Define and identify planned FAA organizationally-sponsored outreach that should be targeted for initial STEM AVSED equitable outreach assessment. Due November 30, 2021 **Target 2.** Create and begin to implement equity assessment criteria to be used when planning STEM AVSED outreach events. Due January 31, 2022 **Target 3.** Conduct training with FAA staff on how to use STEM AVSED equity assessment and ensure initial implementation. Due March 30, 2022 **Target 4.** Identify appropriate IT-platform to house STEM AVSED equity assessment, allowing for broader implementation in FY23. Due September 30, 2022 **Target 5.** Provide summary of STEM AVSED equity assessment results from FY22 activities to STEM AVSED Executive Board and the Administrator/Deputy Administrator. Due September 30, 2022	APL
6	**DEIA Scorecard.** FAA will establish a DEIA Score Card relevant to recruiting, retaining, development and promotion of traditionally underrepresented groups. **Target 1.** ACR will develop, distribute and implement score card template and metrics. Due January 31, 2022 **Target 2.** LOB/SOs will submit the initial scorecard report covering the first two quarters of FY22 to ACR for review. Due April 30, 2022 **Target 3.** The heads of each LOB/SO will report and discuss their results at a Management Board meeting, LOB/SO heads will be expected to discuss plans on addressing deficiencies that may exist. Due May 31, 2022 **Target 4.** LOB/SOs will submit their 3rd quarter score card to ACR for review. Due July 31, 2022. **Target 5.** The heads of each LOB/SO will report and discuss their results at a Management Board meeting, LOB/SO heads will be expected to discuss plans on addressing deficiencies that may exist. Due August 31, 2022	ACR
Global Leadership		
7	**Revise FAA international governance structure.** Revise FAA international governance structure to improve senior-level agency visibility and involvement on corporate decisions involving the FAA's international engagement. **Target 1.** Propose an international governance structure for leadership review. Due January 31, 2022 **Target 2.** Determine membership and leadership of the new structure. Due June 30, 2022 **Target 3.** Draft establishing documents for the new governance structure and provide for leadership review. Due September 30, 2022	APL
Operational Excellence		
8	**Cybersecurity.** Vulnerability Management provides services related to monitoring and tracking vulnerabilities within the FAA's Federal Information Security Management Act (FISMA) reportable systems, monitor and track Plan of Action & Milestones (POA&Ms), manage vulnerability mitigation and remediation, and coordinate the scheduling and remediation of vulnerabilities for all FISMA reportable systems. **Target.** To comply with DHS BOD 19-02, remediate 90% of critical and high vulnerabilities detected on Internet accessible systems or complete the required remediation plan with the concurrence of the Cybersecurity Steering Committee. Due September 30, 2022	AFN

9	**Data Access & Digital Transformation – Big Data** Improving FAA data infrastructure, technical and staff capabilities is crucial to supporting key strategic initiatives. Big data and advanced analytics can support all LOB and SO initiatives. **Target 1.** Advanced Analytics & Data Integration. Use the Enterprise Information Management platform for two use cases involving advanced analytics by completing data integrations that support the safety, operational excellence and global leadership mission. Due September 30, 2022 **Target 2.** FAA Data Strategy and Action Plans. The diverse mission space of FAA offices demands that LOB/SOs develop and own data action plans to drive continuous improvement in alignment with their mission, and in support of the data strategy. Data Champions within LOB/SOs serve a critical role in leading the effort of building the plan and promoting alignment. Data Champions within LOB/SOs will lead the effort of building a data plan through collaboration across their organization. Must complete 3 plans. Due September 30, 2022	AFN
10	**Sustainability – FAA Facilities and Operations.** Demonstrate leadership on climate and sustainability by increasing the energy efficiency of FAA facilities and reduce the overall carbon footprint of the FAA. **Target 1.** Include all new construction/modernization projects impacting more than 25k square feet at FAA facilities in the Sustainability Report and Implementation Plan. Due May 31, 2022 **Target 2.** Designate at least 2 FAA facilities and 42,000 square-feet as Sustainable Federal Buildings. Due September 30, 2022 **Target 3.** Assess five FAA facilities for "ISO 50001 Ready" certification pursuant to the Energy Act of 2020. Due September 30, 2022	APL