

	<b><i>FY 2021 Corporate Short Term Incentives (CSTI)</i></b>	<b><i>Final Outcome</i></b>
	<b><i>Safety</i></b>	
<b>1</b>	<p><b><u>Alaskan Safety Initiative:</u></b></p> <p><b>Target 1:</b> Conduct Safety Program inventory of existing programs and research and near future plans within ATO, AVS, ANG, and ARP to include written recommendations on actions needed to reduce FSI. Complete post- safety program inventory analysis and establish prioritized list. Due April 15, 2021</p> <p><b>Target 2:</b> Collaborate with Alaska aviation stakeholders and system users to evaluate FAA recommendations developed in Target 1 and develop prioritized proposals based on a combination of greatest impact and reasonable ability to implement programs/projects identified by the collaborative team. Share with the industry the prioritized plan to move forward. Due September 30, 2021</p>	<p>COMPLETED. The FAA conducted outreach with stakeholders from May through July using a series of 12 one-on-one virtual meetings. Work was completed and incorporated stakeholder comments into the final document. The final FAASI document was released to stakeholders on September 30, and a public virtual meeting was held. Development of prioritized proposals was finalized after outreach sessions and targets for FY22 were established.</p>
<b>2</b>	<p><b><u>Partner to advance FAA position internationally for safety and security:</u></b> Improve information sharing on conflict zones with foreign states to improve risk mitigation capabilities to protect civil aviation in or near conflict zones.</p> <p><b>Target 1:</b> Share best practices on risk mitigation planning with at least (2) key counterparts by engaging in international initiatives such as the Safer Skies Consultative Committee (SSCC) to promote risk mitigation practices in and near conflict zones. Due September 30, 2021</p> <p><b>Target 2:</b> Lead Crisis Response Working Group (CRWG) in proactive NOTAM/SFAR mitigation planning and inform collaboration with foreign partners. Participate in foreign partner information sharing sessions at least four times. Due September 30, 2021</p>	<p>COMPLETED. The Office of National Security Programs and Incident Response (AXE) improved information sharing in conflict zones with foreign states to improve risk mitigation capabilities by planning, organizing, and delivering five formal SSCC meetings and three Expert Group on Risk Information Overflying Conflict Zones (EGRICZ) sessions in FY21. FAA also led working group efforts for SSCC and EGRICZ conflict zone initiatives, including five classified information-sharing forums. Along with IATA, FAA co-led an SSCC initiative to enable more rapid alerting/notification of conflict zone NOTAMs and ongoing information sharing to raise the overall baseline awareness of conflict zone risks. AXE also supported the FAA's CRWG assessment and recommendations on emerging and ongoing threats to civil aviation in/near conflict zones. Many nations, such as Armenia, Canada, Israel, and Spain, followed the FAA in releasing NOTAMs, while AXE worked directly with Australian, Dutch, and Spanish civil aviation authorities to evaluate and improve their threat reporting, review, and action programs.</p>
<b>3</b>	<p><b><u>Expand Safety Management System (SMS) in Industry:</u></b> Pursue expansion of SMS in industry. Achieve target to obtain preliminary team concurrence of the SMS Rule NPRM and to provide support to OST to facilitate approval of Part 139 SMS.</p> <p><b>Target 1.</b> SMS Rule NPRM - Obtain preliminary team concurrence of the SMS Rule NPRM. Due September 30, 2021</p> <p><b>Target 2.</b> In coordination with ARM, APL, AGC and AVS, provide support to OST to facilitate their approval of the Part 139 SMS Rule. Due September 30, 2021</p>	<p>COMPLETED. The rulemaking team has completed the tasks needed for preliminary team concurrence (MS-1) in accordance with the FAA rulemaking process. The FAA has worked collaboratively to provide support to OST to facilitate approval of the Part 139 SMS Rule. AOA has approved the rule and it is currently going through a DOT mandated additional public comment. The rule is currently with DOT.</p>

<b>People (Accountability)</b>		
4	<p><b><u>Workforce of the Future Science, Technology, Engineering, and Math (STEM) Aviation and Space Education (AVSED) Program:</u></b> Fully implement the cross-Agency STEM AVSED governance structure, to include the STEM AVSED Executive Board (EB) and the STEM AVSED Steering Committee (SC). Must complete all 3 targets.</p> <p><b>Target 1:</b> Identify committed members of the STEM AVSED EB and SC from all FAA organizations that are involved in STEM AVSED engagement initiatives. Due March 31, 2021</p> <p><b>Target 2:</b> Establish recurring meetings and develop charters for STEM AVSED EB and SC. Due June 30, 2021</p> <p><b>Target 3:</b> Implement oversight procedures for cross-Agency STEM AVSED engagement initiatives, to include development of annual Agency business plan goals and activities for FY22 and identification of resources to support those goals. Due September 30, 2021</p>	<p>COMPLETED. All members from all lines of businesses/staff offices (LOBs/SOs) were identified for participation on the Executive Board (EB) and Steering Committee (SC) in support of STEM AVSED. The first EB/SC meeting was held on June 16. The first individual SC meeting was held on June 25. Recurring meetings were conducted in July, August, and September in FY21 for the SC. The EB held its quarterly meetings for FY21 in June (Q3) and August (Q4). Charters have been finalized and signed. The STEM AVSED Executive Board approved the proposed corporate goal for FY22 on August 25.</p>
5	<p><b><u>Complete next phase of FAA Strategic Workforce Planning to include Workforce Development:</u></b> Working through all of the LOB/SOs, develop an enterprise-wide strategic workforce planning policy that outlines roles, responsibilities, governance structure, reporting requirements, and key metrics to measure attainment of agency workforce goals. Obtain policy approval from the Agency Deputies (Dash-2 Board). Due September 30, 2021</p>	<p>COMPLETED. The final policy was socialized with FAA Deputies in July, and signed by the Human Resources Policy and Compliance Division on July 23.</p>
<b>Global Leadership</b>		
6	<p><b><u>Promote International Safety and U.S. Interests:</u></b> Influence the development of international approaches to ensure the safe and sustainable recovery of the aviation sector after the global health emergency.</p> <p><b>Target 1:</b> Develop global health emergency risk mitigation measures for passenger and aviation professionals in alignment with U.S. best practices in the ICAO Council Aviation Recovery Task Force (CART). Due September 30, 2021</p> <p><b>Target 2:</b> Develop, maintain and actively promote an FAA policy position in support of CART implementation measures in at least three (3) bilateral and multilateral venues, to include ICAO regional engagement. Due September 30, 2021</p>	<p>COMPLETED. The ICAO Council Aviation Recovery Task Force (CART) was responsible for publishing two documents aimed at facilitating the continued recovery of air travel--Testing and Cross-Border Risk Management Measures Manual and the Take-Off Guidance Document. Combined, these materials form the basis for harmonizing the world's pandemic response in the context of air travel. The United States played a key leadership role both in the development of these materials, and their promotion and use throughout the world. The FAA was also the focal point for the development of the U.S. High Level Conference on COVID-19 working paper that recommends ICAO pursue the creation of a more formalized and well-defined crisis response plan.</p>

Operational Excellence (Infrastructure)		
7	<p><b><u>Return of our aviation system post COVID impacts:</u></b> Sustain and improve critical FAA cross-cutting support functions in response to global health pandemic.</p> <p><b>Target 1:</b> Identify key FAA cross-cutting functions, challenges, and opportunities, especially those requiring collaboration across the agency. Due March 15, 2021</p> <p><b>Target 2:</b> Develop lessons learned, processes, and mechanisms to encourage best practices. Due June 15, 2021</p> <p><b>Target 3:</b> Develop a strategy to enhance cross-cutting support functions in order to enable FAA safety and efficiency operations to remain intact [in case of another global pandemic emergency]. Strategy document to be approved by Management Board. Due September 30, 2021</p>	<p>COMPLETED. The IMT has reviewed all line of business/staff office (LOB/SO) phased recovery plans compiled and consolidated key risks, challenges, and opportunities; led cross-agency efforts to develop and refine a recovery plan that meets all FAA mission requirements; and drafted a comprehensive pandemic response strategy which identifies proposed FAA pandemic response actions integrated within the WHO and CDC's Pandemic Response framework.</p>
8	<p><b><u>UAS Integration:</u></b></p> <p><b>Target 1:</b> Develop a cross-LOB strategy to respond to and address, as appropriate, security issues related to UAS integration that interagency participants identify as a part of the National Security Council UAS Security Policy Coordinating Committee process. Due September 30, 2021</p> <p><b>Target 2:</b> Document best practice for UAS flight operations under a UAS Flight program for DOT-wide use when commissioning UAS vendors for facility, infrastructure, modal-specific inspections, or other needed activities as approved by each mode. Due September 30, 2021</p>	<p>COMPLETED. The FAA developed a cross U.S. Government roadmap laying out a strategy to address the ongoing security challenges related to drone technology and its integration into the National Airspace Systems. The roadmap was sent to the UAS Executive Working Group (EWG) on September 17. In addition, the FAA incorporated the substance of the roadmap into the security conversations that have taken place as part of the UAS Beyond Visual Line of Sight (BVLOS) Aviation Rulemaking Committee (ARC). The BVLOS ARC recommendations will also help inform the cross-LOB strategy moving forward.</p>
Innovation (Global Engagement)		
9	<p><b><u>Cyber Security:</u></b> Strengthen compliance of risk management programs in the stakeholder community.</p> <p><b>Target:</b> Address 90% of the FAA's Internet accessible high value assets with critical and high vulnerabilities in accordance with DHS BOD 19-02. Provide monthly updates to the Cybersecurity Steering Committee. Due September 30, 2021</p>	<p>COMPLETED. This target focuses on remediating identified cyber vulnerabilities on FAA's external assets as provided through the Department of Homeland Security (DHS) Cyber Hygiene scans. For FY21, there were 66 Cyber Hygiene incidents on High Value Assets. FAA addressed 100% in accordance with BOD 19-02 within required timeframes.</p>
10	<p><b><u>EIM (Digital Transformation - Big Data):</u></b> Define training path for data science and machine learning. Implement pilot training programs. Must complete 3 of 4 targets. Due September 30, 2021</p> <p><b>Target 1:</b> Conduct a data challenge to identify use cases for data integration.</p> <p><b>Target 2:</b> Implement a training program for advanced analytics.</p> <p><b>Target 3:</b> Complete a data integration initiative that supports the safety mission.</p> <p><b>Target 4:</b> Create a cross-agency Center of Excellence for advanced analytics.</p>	<p>COMPLETED. Data Challenge, "A Case for Innovation," concluded on May 6, with a final, live judging event that drew over 300 attendees. The Data and Analytics Resource and Training (DART) hub was launched and is a SharePoint site where employees can access training, data tips, articles, and more. For the Data Integration Initiative, the Chief Data Office completed and validated operational connections between the Enterprise Information Management-Data Platform (EIM-DP) and the Aviation Safety (AVS) PALANTIR systems in August. Lastly, the Center of Excellence (COE) received the Enterprise Information Management</p>

		(EIM) Steering Committee approval on July 26, and will be renamed to Center for Enablement (C4E). The C4E will focus on training, innovation, and tools and resources for developers.
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