



## Safety

Oversee and operate the safest aerospace system in the world, all with a culture of continuous improvement

### Safety Culture Commitment

Reinforce and promote “Safety Culture” across FAA and industry that integrates all aspects of Safety Culture (i.e., Just Culture, Reporting Culture, Learning Culture, Flexible Culture, and Informed Culture) to improve safety performance throughout the NAS. Safety culture commitment promotes safety policy, manages resources and invests in safety training, safety systems, and safety solutions; documents processes and procedures, and ensures accountability for safety.

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#### **Initiative: Expand Safety Culture - Safety Culture Campaign across the FAA and Industry**

Expand the Safety Culture Campaign across FAA and industry that integrates all aspects of Safety Culture (i.e., Just Culture, Reporting Culture, Learning Culture, Flexible Culture, and Informed Culture) to improve safety performance throughout NAS. A Safety Culture Campaign builds an environment where safety data and information are shared to ensure the organization understands its strengths and challenges, and empowers its members to proactively address emerging risks.

#### **Activity: Safety Culture – Outreach and Engage**

Lead and coordinate activities to raise awareness of Safety Culture as it relates to safety as a core value at all levels of the enterprise and beyond. Make the Safety Culture concept tangible and accessible to the entire workforce. The Enterprise Safety Culture Team will provide review and input into all facets of this work to ensure consistent messaging across the agency.

#### **Target: Incorporate Safety Culture Elements and Behaviors information into communications from FAA Executives and Managers**

Incorporate SC content into FAA Executives and Managers presentations at Summits, Conferences, Workshops and Meetings, that foster improved understanding and appreciation of Safety Culture principles amongst the target audiences.

#### **Target: Safety Culture Stories Series**

Review articles and provide input to call out the Safety Culture component. Help employees to view themselves in the broader operational context. The stories are also an opportunity to draw the connection between Safety Culture, data, SMS, and collaboration across the agency. All members of the Enterprise Safety Culture Team will be invited review planned stories to identify the SC component related to their LOB/SO.

## Safety and Security Risk Management

Ensure a formalized and proactive approach to aviation safety by identifying, monitoring, assessing, and managing safety and security risks through enhanced access to data and analytics, informed risk-based decision making, improved safety metrics and security measures, and increased system safety awareness and performance.

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**Initiative: Plan and Execute Proactive Communications Activities**

Plan and execute proactive communications activities.

**Activity: Educate and Inform the Public**

Provide NAS users, stakeholders and the traveling public with accurate and timely information needed to operate in the NAS safely and to obtain aviation safety related information.

**Target: Build a Proactive Atmosphere**

Build a proactive atmosphere by working with the media relations team to establish contacts with journalists through introductory and check in meetings and to maintain those relationships. Guide the team on how to successfully pitch story ideas to journalists, and ensure they are pitching ideas to the media the number of times per month required in each team member's performance plan. Execute at least 25 safety education campaigns to inform the public about FAA's priorities and programs.

**Target: Earned Media Coverage**

Identify and execute monthly initiatives and opportunities for earned media coverage to highlight agency safety initiatives.

# People

Strengthen our current and future aviation workforce by holding ourselves accountable, developing our people and planning for the aviation workforce of the future

## Diversity, Equity, Inclusion, and Accessibility

Ensure a more conscious and inclusive culture that embraces the diverse talents of employees, ensures fair and equitable treatment, and advances broader gains in diversity, equity, inclusion, and accessibility.

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### Initiative: EEO/Diversity and Inclusion Action Committee (EAC)

Utilize the EEO Action Committee (EAC) to enhance, collaborate and support a diverse and inclusive workplace with existing employee workgroups and LOBs/SO. Collaborate with AHR's Corporate Recruitment Council to develop an annual outreach plan, targeting underrepresented groups within the agency.

#### Activity: Ensure a Diverse and Inclusive Workforce - Reasonable Accommodations

Ensure 90% of all reasonable accommodation requests are processed within 25 business days or less.

#### Target: AOC - Reasonable Accommodations

Ensure that at least 90% of reasonable accommodation requests are processed within 25 business days or less.

#### Activity: Ensure a Diverse and Inclusive Workforce - Mediation

Managers engage in the mediation/facilitation process when requested.

#### Target: AOC - Mediation

Ensure that 70% of managers engage in mediation when requested by employees.

### Initiative: Train Managers and Employees across the Agency in Diversity, Equity, Inclusion, and Accessibility (DEIA)

ACR will lead collaboration with LOBs/SOs to train managers and employees in DEIA.

#### Activity: ACR will Lead Collaboration with LOBs/SOs to Train Managers and Employees in DEIA.

Ensure at least 75% of managers and 25% of employees from each LOB/SO attend a minimum of one training course from a menu of DEIA training courses approved by ACR.

#### Target: AOC - Train Managers and Non-Managerial Employees in a Minimum of One DEIA Training Course

Ensure at least 75% of managers and 25% of employees attend a minimum of one training course from a menu of DEIA training courses.

## Human Capital Management

Enhance FAA's human capital management capabilities to support innovation and collaboration that will empower a synergistic, data-driven workplace. Leverage data and technology to continuously identify and address human capital management opportunities and efficiencies. Position the FAA as an employer of choice by promoting career opportunities to attract the workforce of the future, while maintaining a culture that enhances employee engagement and accountability. Ensure that the FAA retains a diverse and high performing workforce by providing varied learning opportunities and workplace flexibilities.

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### **Initiative: Small Business Opportunities**

Support small businesses and job creation by providing opportunities for small businesses to attain FAA contracts and purchase orders, with special emphasis on procurement opportunities for socially and economically disadvantaged small businesses (including 8(a) certified firms), service-disabled veteran-owned small businesses, and women-owned small businesses.

#### **Activity: Contracting with Small Businesses**

Utilize market analysis and acquisition strategies to provide opportunities for small businesses to compete for, and attain FAA contracts and purchase orders, with special emphasis on procurement opportunities for socially and economically disadvantaged small businesses (including 8(a) certified firms), service-disabled veteran-owned small businesses, and women-owned small businesses, economically disadvantaged women-owned small businesses, and historically underutilized business zone small businesses.

#### **Target: AOC - Support ACQ's Small Business efforts**

Support ACQ's efforts to ensure 25% of the Agency's total direct procurement dollars are awarded to small businesses.

#### **Activity: Contracting with Small Disadvantaged Business (SDB)**

Utilize market analysis and acquisition strategies to provide opportunities for Small Disadvantaged Businesses (SDB) to compete for and attain FAA contracts and purchase orders.

#### **Target: AOC - Support ACQ's Small Disadvantaged Business efforts**

Ensure at least 13% of the Agency's total direct procurement dollars are awarded to Small Disadvantaged Businesses (SDB).

### **Initiative: Science, Technology, Engineering, and Math (STEM) Aviation and Space Education (AVSED) Program**

Execute STEM AVSED Airport Design Challenge and develop a scalability plan for broader Adopt-a-School Program implementation.

#### **Activity: STEM AVSED Communications**

Implement integrated communication strategy to advance the goals of STEM AVSED.

#### **Target: Revise [faa.gov/education](https://faa.gov/education) Website (AOC)**

Collaborate with AOC to continue implementing revisions to [faa.gov/education](https://faa.gov/education) website to include ensuring existing information on site is accurate, creating and implementing a new look and feel for the website to make it more engaging and better organized and developing additional content.

**Target: STEM AVSED Focused Social Media Outreach Plan (AOC)**

Develop and implement a STEM AVSED focused social media outreach plan.

**Target: STEM AVSED Programs Awareness (AOC)**

Develop and implement activities aimed at carrying out the areas within the STEM AVSED Communications Strategy focused on increasing the awareness and knowledge of STEM AVSED programs among organizations and employees within the FAA.

**Initiative: Improve Internal Communication**

Use a variety of internal communications vehicles to publish at least 5 news stories and/or broadcast messages each week to increase employee understanding of agency programs and activities. Will use multimedia content vehicles to deliver FAA corporate news and increase employee engagement and understanding of agency programs and activities.

**Activity: FocusFAA**

Publish agency news in FocusFAA daily during Fiscal Year.

**Target: Activity Target 1**

Publish daily news items during the Fiscal Year.

**Target: Activity Target 2**

Read and evaluate all employees feedback and respond to feedback within 24 hours.

**Target: Activity Target 3**

Increase the quantity of communications products distributed to employee audiences by 10% over FY22 figures.

**Activity: Employee Interviews**

Produce one monthly written interview profile featuring FAA managers and employees.

**Target: Activity Target 1**

Conduct a series of employee interviews (no fewer than 52) each year with executives, managers, program specialists, and other employees.

**Activity: Employee Website**

Update the employee homepage every business day.

**Target: Activity Target 1**

Update the employee homepage every business day.

**Activity: Communicate Strategic Initiatives**

Communicate the goals of Strategic Initiatives to the FAA employees and gain feedback that helps the FAA meet their needs.

**Target: Activity Target 1**

Regularly share information on Strategic Initiatives to FAA employees.

**Activity: Communications Working Group**

Ensure cross-agency collaboration on communications issues and projects through the Communications Working Group.

**Target: Activity Target 1**

Chair monthly meetings of Communications Working Group and ensure active collection of data on communications activities from all LOBs/SOs. Share data with AOA.

# Operational Excellence

Operate the world's most efficient aerospace system through daily execution, continuous improvement and infrastructure investment.

## Mission Efficiency and Support

Optimize efficiency and support mission requirements through daily execution, continuous improvement, planning, infrastructure resiliency, and investment. Effectively plan for and manage finances, procurement, information technology, and other mission support services.

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### Initiative: AOC ACSI FAA Web Survey

Maintain the annual average of FAA surveys on the American Customer Satisfaction Index (ACSI) at or above the average Federal Regulatory Agency score. Review customer requirements annually and measure customer satisfaction more broadly for FAA service.

#### Activity: AOC ACSI FAA Web Survey

Continue to survey FAA website users for their levels of satisfaction with FAA website using the American Customer Satisfaction Index (ACSI) survey instrument.

##### Target: Activity Target 1

Review customer feedback and provide monthly reporting to management with actionable steps taken on iterative improvements. (With monthly reporting).

##### Target: Activity Target 2

Implement new survey questionnaire and measures to more accurately reflect the performance of FAA.gov and increase survey response rates.

##### Target: Activity Target 3

Measure faa.gov task completion rates and ensure FAA.gov performs as well or better than similar regulatory agencies.

### Initiative: Creative Services

Use creative communications products (graphics/video/live events) in support of improving external communications.

#### Activity: Creative Services

Use digital communications products to improve education and outreach about the NAS.

##### Target: Activity Target 1

Produce 15 creative communications products (graphics/video/live events) in support of improving external communications.

### Initiative: Educate and Inform the Public

Plan and execute proactive communications activities to provide agency stakeholders and the traveling public with accurate and timely information.

#### Activity: Public Information

Increase positive media coverage of FAA efficiency and capacity enhancements.

**Target: Activity Target 1**

Respond to media requests and/or acknowledge receipt of media inquiries within 1 hour and coordinate accurate and timely responses.

**Target: Activity Target 2**

Advise agency leadership on strategies to effectively and creatively communicate with the public. Coordinate agency-wide projects to ensure that information delivered to the public are consistent agency-wide and that public events are transparent and inclusive.

**Activity: Public Education of NAS Safety Initiatives**

Increase public, congressional, media, industry and pilot education and understanding of National Air System initiatives by providing them with safety information and the opportunity to directly engage with FAA subject matter experts.

**Target: Increase Engagement for Digital Communications**

Increase public, Congressional, Industry and pilot awareness by 25% from FY22 levels on various digital media platforms about safety initiatives and how to operate safely in the National Airspace System.

**Target: Increase Engagement for Live Events**

Exceed user participation and engagement via questions and comments for live digital events hosted in FY22 by 15% through FY23 to provide the general public and key stakeholders with safety information and opportunity to engage with FAA subject matter experts.

**Target: Increase Awareness of National Air System Initiatives**

Exceed user participation and engagement by measuring participation and engagement metrics for live digital events hosted in FY22 by 15% through FY23.

**Initiative: Support Open Government Initiative**

Support the Open Government Initiative, the President's Executive Order on Streamlining Service Delivery and Improving Customer Service (EO 13571) and the 21st Century Digital Government directive by leveraging technology to make data available, improve web service efficiencies and increase productive collaboration with citizens, stakeholders and other government agencies while reducing duplicative efforts.

**Activity: Effectively communicate as “one FAA”**

Establish consistent and unified messaging from the top down across all lines of business.

**Target: Activity Target 1**

Modernize and stabilize MyFAA.gov platform. Working with AIT, complete migration from CQ5 to AEM.

**Target: Activity Target 2**

Work with LOB and Staff office web liaisons to validate 90% of faa.gov web content is reviewed and updated annually.



**Activity: Content Management Modernization: Modernize www.FAA.gov content management**

Modernize www.FAA.gov content management

**Target: Activity Target 1**

In collaboration with AIT, identify remaining Adobe ColdFusion complex content/applications on FAA.gov to be migrated to CMS. Establish migration plan and targets for each area.

**Target: Activity Target 2**

Implement Search.gov on FAA.gov.

**Target: Activity Target 3**

Develop a SEO analytics program for FAA.gov with monthly reporting including a baseline of SEO performance for future goal setting.

**Initiative: Proactively Inform the Public and Stakeholders**

Conduct proactive outreach activities to provide the public with accurate and timely access to information needed to operate in the NAS safely and to obtain other aviation safety related information.

**Activity: Social Media Coverage**

Increase awareness on social media platforms about safety initiatives and how to operate safety in the National Airspace System.

**Target: Activity Target 1**

Respond to social media requests and/or acknowledge receipt of social media requests daily and coordinate with public affairs to ensure accurate and timely responses.

**Target: Activity Target 2**

Manage and develop a minimum of 15 communications strategies, plans and campaigns to deliver safety information to the public that deliver a positive return on investment. Strategies will be based on agency priorities, news judgment and public interest according to stakeholder metrics/data.

**Target: Activity Target 3**

Provide customer service no less than 365 times in one year, through timely and accurate responses by answering questions from the media, public, and key stakeholders.

**Target: Improved Quality of Applications (AOC) for UAS Waivers and Authorizations**

Through education and outreach provide drone pilots tips and information to increase public engagement by 10% from FY22 on social media and live events.

**Activity: 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**

Increase user satisfaction by 30% from FY22 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.

**Initiative: Increase Awareness for Airspace Efficiency**

Support Executive level initiatives and orders on improving customer service and digital government by leveraging technology to make data available

**Activity: Increase Data Awareness**

Support Executive level initiatives and orders on improving customer service and digital government by leveraging technology to make data available, improve web service efficiencies and increase productive collaboration with citizens, stakeholders and other government agencies while reducing duplicative efforts.

**Target: Activity Target 1**

Develop new data visualizations to support the FAA data culture and better connect stakeholders with information they can use.