



Federal Aviation Administration

Memorandum

Date: November 18, 2022

To: Billy Nolen, Acting Administrator

From: Laurence Wildgoose, Assistant Administrator, Office of Policy, International Affairs, and Environment (APL-1) **LAURENCE S S WILDGOOSE II**
Digitally signed by LAURENCE S S WILDGOOSE II
Date: 2022.11.18 18:32:41 -05'00'

Prepared by: Karlin Toner, Acting Executive Director, Office of Aviation Policy and Plans (APO-1)

Subject: Fiscal Year 2023 Corporate Goals for Organizational Success Increase/Measures and Corporate Short Term Incentive Goals

ACTION REQUESTED

Approve the recommended measures for the Fiscal Year (FY) 2023 corporate goals for organizational success increase/measures (OSI/OSMs), 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 2023. The recommended metrics are quantifiable, aggressive and accomplishable goals. The OSI/OSMs are intended to provide employees with a line of sight between their work tasks and the agency's major goals, while the CSTIs are designed to prioritize collaboration and accountability among FAA executives for key agency priorities.

BACKGROUND

In developing these goals, we worked in collaboration with numerous entities across agency lines of business and staff offices. We collected recommendations and feedback from deputy associate and assistant administrators from all LOB/SOs, all chiefs of staff, the Performance Committee, and our Flight Plan 21 pillar champions and initiative leads to develop activities related to key FAA priority areas. The corporate goal lists were circulated for final validation and approval with the FAA administrator, deputy administrator and associate and assistant administrators.

These measures reflect important ongoing work across the agency (work that is carried forward from last year), as well as new key goals from the Flight Plan 21 strategic plan to ensure alignment with the future vision for the agency and the Department of Transportation.

Upon your approval, the Office of Policy, International Affairs and Environment will publish these goals on the FAA's internal website and will work with the Office of Communications to develop additional messaging. Active governance of our corporate goals will take place throughout FY 2023 at deputies meetings to ensure proper oversight and performance reporting is maintained through to completion.

RECOMMENDATION

I recommend that you approve the FY 2023 corporate goal lists.

Attachments:

- Final FY23 OSI-M and CSTI Corporate Goal List

The Administrator

APPROVED:

Billy Nolen Digitally signed by Billy Nolen
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DISAPPROVED:

COMMENTS:

DATE:

	<i>FY2023 Organizational Success Increases/Measures (OSI/M)</i>	<i>Lead/ Support</i>
	<i>Final as of 10-18-2022</i>	
	<i>Safety</i>	
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 FY23 is 4.9. Due September 30, 2023	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 FY23 is .94. Due September 30, 2023	AVS
3	Commercial and Non-Commercial Surface Safety Target 1. Commercial Surface Safety: Maintain the weighted surface safety risk index at or below 0.38 per million operations for Commercial Aviation. Due September 30, 2023 Target 2. Non-Commercial Surface Safety: Maintain the weighted surface safety risk index at or below 1.39 per million operations for Non-Commercial Aviation. Due September 30, 2023	ATO
4	TOP 5 Safety Risks Implement approved mitigation activities in association with ATO's Top Five (5) identified trending safety issues in the National Airspace System (NAS). 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, 2023	ATO
5	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 research and automation. Target 1: Evaluate the safety risks associated with existing dangerous goods packaging requirements in a UAS operational environment. Submit to the FAA UAS/AAM Research Roundtable Principals a finalized statement of work for research activities on UAS dangerous goods packaging requirements that account for safety risks in the UAS operational environment. Due September 30, 2023. Target 2: Expand on the FY21 advanced data analytics activities that integrates our workforce, process, and products: The Aircraft Certification Service (AIR) will collaborate with the Office of Hazardous Materials Safety (AXH) in the Security and Hazardous Materials Safety Organization (ASH) to capitalize on common data platform, data access and safety oversight business workflow needs. AIR-700, Compliance and Airworthiness Division, and AXH will leverage existing AIR data systems that support our common Continued Operational Safety (COS) mission to include ASH's dangerous goods data and other UAS centric incidents/accidents information sources. This effort will result in a shared data ecosystem that includes, wherever practical, integrated business work flows to socialize common insight among our respective Subject Matter Experts (SME). This expansion of the ecosystem will target testing and survivability of certain hazards associated with products, cargo, and goods (e.g., installed lithium batteries, parachute recovery system, cylinders, air bags, deicing equipment, etc.) that will inform FAA SMEs and leadership decisions related to product airworthiness and the carriage of dangerous goods. Due September 30, 2023.	ASH

	<i>FY2023 Organizational Success Increases/Measures (OSI/M)</i>	<i>Lead/ Support</i>
6	Risk-Based Inspection Criteria for Space Launch Operations Modify risk-based inspection criteria to allow for established launch operations to be on-going without a safety inspector on site for operations. Due September 30, 2023	AST
7	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. Identify and execute monthly initiatives and opportunities for earned media coverage to highlight agency safety initiatives. Due September 30, 2023	AOC
8	UAS Detection Test and evaluate at least 3 UAS detection and mitigation technologies as required under Section 383 of the 2018 FAA Reauthorization. Due September 30, 2023	ARP
9	FAA Safety Issue Identification and Management Process Screen potential/emerging safety issues through the FAA Safety Issue Identification and Management Process and submit an annual FAA safety issue screening report to the FAA SMS Executive Council. Due September 30, 2023.	ARP
10	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, 2023	AST
	<i>People</i>	
11	DEI&A Inclusive Language Implementation To ensure a diverse, equitable, and inclusive environment, the agency must implement its inclusive language policy and order. Target 1. Create and implement a communications/marketing plan and materials (posters, links to info, email blasts, signature blocks, articles, How To Guide, etc.) using content provided by ACR to be distributed with tips and best practices for visual reinforcement and reminders. Due April 30, 2023 Target 2. Research and produce a cost analysis for an artificial intelligence (AI) tool to be used in reviewing FAA official documents which can identify biases around age, ability, gender, sexual orientation, religion, ethnic or racial slurs, etc., as well as outdated or sensitive references. Due June 30, 2023 Target 3. Create and begin implementation of DEIA training on best practices for inclusive language for managers and employees. August 31, 2023	ACR
12	Contracting with Small Disadvantaged Businesses (SDB) Target. Ensure at least 13% of the agency's total direct procurement dollars are awarded to Small Disadvantaged Businesses (SDB). Due September 30, 2023	AFN

	<i>FY2023 Organizational Success Increases/Measures (OSI/M)</i>	<i>Lead/Support</i>
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 April 30, 2023 Target 2: In collaboration with all LOB/SOs, ACR's National People with Disabilities Program Manager will host four agency-wide information sessions for hiring managers on effective ways to hire people with disabilities. Due August 31, 2023 Target 3: Each LOB/SO will report their progress towards the 1% PWD/PWTD goal during the bi-monthly EAC meetings. Due August 31, 2023 Target 4: Develop a communications/awareness campaign to encourage employee self-identification of disabilities to ensure accurate understanding of current representation. Due September 30, 2023	ACR
	<i>Global Leadership</i>	
14	FAA Commercial Space Transportation Regulation Adoption Encourage the international adoption of FAA commercial space transportation regulations by conducting at least 2 multi-country international regulatory workshops, attending at least one international forum, and present at least one paper on US Commercial Space Transportation regulations at an international conference/symposium. Due September 30, 2023.	AST APL
15	Reassert FAA Global Leadership through Global Outreach & Training (GOaT) Target. Assess Regional Training & Outreach Needs. Develop an FAA-wide, annual process that validates global outreach and training needs and identifies solutions to fill those needs. Due June 30, 2023	APL
16	ICAO USOAP Audit Conduct a self-assessment in preparation for an ICAO Universal Safety Oversight Audit Programme (USOAP) Audit anticipated in FY24. Due September 30, 2023.	APL
	<i>Operational Excellence</i>	
17	Global Leadership on Aviation and Climate Change Demonstrate continued global leadership on climate change through international engagement, action at the International Civil Aviation Organization, and execution of the U.S. Aviation Climate Action Plan. Target 1. Implement elements of Sustainable Aviation Fuel Grand Challenge Roadmap and initiate ballot for American Society for Testing and Materials specification for 100% Sustainable Aviation Fuels by July 31, 2023. Target 2. Support ICAO environmental capacity-building initiatives in at least 3 ICAO regions by participating in: ICAO's Assistance, Capacity-Building and Training (ACT) for Sustainable Aviation Fuels (SAF) (ACT-SAF) program, regional environmental conferences, and/or international research projects or partnerships. Due September 30, 2023.	APL
18	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 education and stakeholder engagement on noise metrics and the Noise Policy Review policy options under consideration. Due January 31, 2023. Target 2. Propose draft policy recommendations. Due September 30, 2023.	APL

	<i>FY2023 Organizational Success Increases/Measures (OSI/M)</i>	<i>Lead/Support</i>
19	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 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. Due September 30, 2023	AOC
20	Increase Awareness of National Air System 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. Exceed user participation and engagement by measuring participation and engagement metrics for live digital events hosted in FY22 by 15% through FY23. Due September 30, 2023	AOC
21	Operational Performance Reporting Target. Using WILBUR for Instrument Flight Rules (IFR) flight counts and cancellation identification for the morning reports. Two key operational metrics that are tracked and reported are IFR flight identification/counts and flight cancellations. Due June 30, 2023.	ATO
22	Timely Licensing Determinations for Commercial Space Complete thorough well-documented licensing determinations for launch and reentry vehicle and site operations within statutory deadlines for all new authorization applications received. Due September 30, 2023	AST
23	Unmanned Aircraft System Traffic Management Field Test The Office of NextGen will <u>execute Unmanned Aircraft System (UAS) Traffic Management (UTM) Field Test</u> in collaboration with industry partners. UTM Field Test will conduct live flight test activities to test updates to UTM technology and validate UTM data exchanges and operations based on proposed standards to support routine Beyond Visual Line of Sight (BVLOS) operations. <u>Upon completion of the Field Test, UTM Field Test Report and Lessons Learned Package will be produced.</u> The package will include detailed record of Field Test results including those from testing of technical functionalities, validation of the proposed standards, and lessons learned from the perspective of industry partners. Due September 30, 2023	ANG
24	Urban Air Mobility Airspace Management Demonstration Under the umbrella of the advanced air mobility (AAM), the Office of NextGen will focus on the Urban Air Mobility (UAM) airspace management. This research will showcase and validate the concepts described in the UAM Concept of Operation document leveraging the efforts of previous and concurrent research. This project, in collaboration with the industry partners, will exhibit <u>the creation and management of UAM corridors and architecture components that support information exchanges in the ecosystem.</u> Upon completion of the project and demonstration, a UAM Demonstration Architecture document will be developed. This document will define how the systems are integrated. It will also identify technologies that will be used to develop a detailed technical architecture design document. <u>The architecture design document will guide the setup of an integrated prototype with all the required components, software, and Service Suppliers.</u> Due September 30, 2023	ANG
25	Initial Service Level Analysis Target. Apply initial framework and criteria to at least one FAA real world operational example of a change in service level to validate the framework leading to more consistent, data driven decisions. Due September 30, 2023	ATO

	<i>FY2023 Organizational Success Increases/Measures (OSI/M)</i>	<i>Lead/ Support</i>
26	Average Daily Capacity Maintain an Average Daily Airport capacity of at least 59,706 arrivals and departures at Core airports. Due September 30, 2023	ATO
27	Critical Acquisition Milestones on Schedule 90% of the critical acquisition milestones are achieved by their scheduled due dates. Due September 30, 2023.	AFN
28	Unmodified Audit Opinion Obtain an unmodified audit opinion on the FAA's FY 2023 financial statements identified by external independent auditors. Due September 30, 2023	AFN
29	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, 2023	ARP
30	NextGen Advisory Board (NAC) Recommendations In FY23, Wake Recategorization will be implemented at two geographic districts. Due September 30, 2023	ATO

	<i>FY2023 Corporate Short Term Incentives (CSTI)</i>	<i>Lead/ Support</i>
	<i>Final as of 11-10-2022</i>	
	<i>Safety</i>	
1	Create a global framework to harmonize Advanced Air Mobility (AAM) certification standards with the National Aviation Authorities (NAA) Network. Target 1: Present the FAA Airworthiness Criteria for one appropriate AAM company to the NAA Network. Target Date: July 31, 2023 Target 2: Define the differences between Federal Aviation Administration (FAA) and UK's airworthiness criteria and share with the NAA Network. Target Date: July 31, 2023 Target 3: Complete an initial set of Common Standards and Differences between the two frameworks to share among the five civil aviation authorities. Target Date: September 30, 2023 Target 4: Complete a FAA draft of the proposed AAM roadmap to include identification of phases of convergence on AAM Standards and Certification. Target Date: September 30, 2023	AVS
2	Develop a singular AAM implementation Plan to enable services in the NAS Develop a singular implementation plan that incorporates all of the agency work streams that must be completed in order to enable initial Advanced Air Mobility (AAM) services in the National Airspace System. Due: May 31, 2023 Target 1. Updated Operational Use Case Report Develop a report illustrating specific examples of operational use cases that highlight Advanced Air Mobility (AAM) Beyond Visual Line of Sight (BVLOS) National Airspace System (NAS) Evaluation (BNE) Phase 2 flight operations and the required capabilities and operations in live and simulated flights. This report will consider existing and emerging capabilities to formulate operational use cases. Further, this report will capture the impacts of a new platform, new test site, and extended live flight evaluation period on the previous Use Case Report and expand upon the operations, capabilities, and interactions to be exhibited during the evaluations Due: January 31, 2023 Target 2. Advanced Air Mobility (AAM) Leadership and Working Group Development Finalize membership of leadership and working groups to include: Advanced Air Mobility (AAM) Leadership Team consisting of FAA management/directors and Innovation Teams (iTeams) consisting of FAA subject matter experts as well as interagency and industry members as needed. Due: February 28, 2023 Target 3. Draft Implementation Plan Develop a draft Advanced Air Mobility (AAM) implementation plan to outline the roles and responsibilities of AAM stakeholders, as well as describe the infrastructure and capabilities needed to enable AAM operations alongside other air traffic within the NAS in the 2028 timeframe. This living document will mature as the FAA works with stakeholders to refine the strategy for implementation. Due: May 31,	ANG
3	Publicize guidance, adopt, and implement a Target Level of Safety (TLS) for drone operations. Target 1. Publicize (e.g., communication to AAAC, FAA website, social media and industry events) the initial Target Level of Safety (TLS) with guidance on how to use the metric. Due September 30, 2023 Target 2. Identify the safety data needed and establish and adopt at least two precursor safety event metrics. Due September 30, 2023	AVS

	<i>FY2023 Corporate Short Term Incentives (CSTI)</i>	<i>Lead/ Support</i>
4	Establish collaborative research and training initiative to advance aircraft cargo safety. Target 1. Establish and deliver multi-disciplinary collaborative research and training to connect global air cargo safety initiatives through risk-hazard data collection, identification, and safety enhancements. Provide the FAA Cargo Safety Executive Committee with cargo safety-related information to communicate roles and responsibilities to FAA safety inspectors specific to the guidance outlined in FAA Advisory Circular 120-121. Due September 30, 2023 Develop a Standardized Test of Cargo Containers to Withstand Fires Target 1. Coordinate research with industry groups. Determine typical shipments of lithium batteries in cargo compartments for characterization testing. Due April 30, 2023 Target 2. Characterize fires created by various lithium battery fires. Perform tests to characterize fire severity and evolved flammable gases from lithium batteries. Due July 31, 2023 Target 3. Analysis of test data. Analyze data to derive pertinent information, such as total heat flux, resulting in the development of a test method. Due September 30, 2023	ASH
	<i>People</i>	
5	Develop an agency-wide workforce planning and engagement strategy, including implementation of new DEIA plan, to support the FAA's mission. Develop an FAA-wide vision and strategy to reimagine, recruit, and retain a diverse workforce and that enhances succession planning and employee engagement in support of the agency's mission and implement the DEIA plan to create a workforce built on equity and inclusion and integrate DEIA principles into the FAA decision-making process. Target 1. (AHR) Succession Planning: Using workforce demographic data and information gained through strategic workforce planning efforts, identify positions where lines of succession need to be established to address future needs. Due September 30, 2023 Target 2. (AHR) Employee Engagement: Develop corporate and LOB/SO-specific employee engagement action plans with quarterly reporting. Due March 30, 2023 Target 3. (AHR) Talent Acquisition: Conduct analysis of the use of FAA-wide workplace flexibilities and recruitment incentives to ensure usage supports recruiting a skilled and diverse workforce. Due September 30, 2023 Target 4. (ATO) Air Traffic Controller Specialist (ATCS) Hiring: Consistent with Air Traffic Controller Workforce Plan, hire at least 1,500 air traffic controllers in FY2023. Due September 30, 2023 Target 5. (ACR) Conduct benchmarking analysis, identify resources, and explore the creation of a Chief Diversity Officer position to oversee DEIA efforts across FAA. Due June 30, 2023 Target 6. (ACR) Finalize a communications plan to raise awareness of the agency's overarching DEIA efforts, encompass leadership modeling, and foster a DEIA culture across FAA. Due March 30, 2023 Target 7. (ACR) Identify a measurement tool and create plans to perform an agency-wide climate assessment on DEIA Implementation to identify target areas for improvement by LOBs/SOs. Due September 30, 2023	AHR/ATO/ ACR

	<i>FY2023 Corporate Short Term Incentives (CSTI)</i>	<i>Lead/ Support</i>
	<i>Global Leadership</i>	
6	Improve the FAA’s process for developing and coordinating international technical assistance agreements. Improve the FAA’s Process for Developing and Coordinating International Technical Assistance Agreements. Target 1. Improve Processes for Technical Assistance Agreements. Develop agency-wide technical assistance agreement coordination process and submit for agency coordination. Due September 30, 2023 Target 2. Implement Risk-Based Liability Language. Conclude one technical assistance agreement utilizing the new risk-based liability language. Due September 30, 2023	APL
7	Increase engagement with Mexico to create one-level of aviation safety Engage with Mexico's aviation entities on initiatives to improve aviation safety, efficiency and sustainability. Target 1. Mexico Strategic Portfolio: Develop a portfolio of strategic collaboration areas based on engagement with AFAC, SENEAM and other stakeholders to enhance safety and operational performance. Due March 31, 2023 Target 2. Mexico Technical Cooperation: Implement at least three (3) portfolio activities during FY23. Due September 30, 2023	APL
	<i>Operational Excellence</i>	
8	Streamline the delivery of NAS services through divestiture of NAS assets. Target 1. Remove two (2) radar sites from service. Due September 30, 2023 Target 2. Complete the discontinuance of at least 22 Very High Frequency Omni-Directional Range Systems (VORs). Due September 30, 2023	ATO
9	Focus \$19.4 billion in BIL funds to support completion of 20 terminals and 400 New or rehabilitated pavement projects by 2030. Target. Announce the intent to award grants to five terminal projects and award grants to 85 new/ rehabilitation pavement projects. Due September 30, 2023	ARP
10	Sustainability – Increase the efficiency of FAA facilities and operations, while reducing the carbon footprint. Demonstrate leadership on climate and sustainability by increasing the energy efficiency of FAA facilities and reduce the overall carbon footprint of the FAA. Target. Identify New Buildings Entering the Design Phase in FY 2023 and Ensure the Guiding Principles for Sustainable Federal Buildings are Included in the Design for Applicable Facilities. Due September 30, 2023	APL