



Safety

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

Systemic Safety Approach

Mitigate risks and encourage infrastructure and behavior change by using a data-driven systemic safety approach to identify risks, enhance standards and programs, and evaluate effectiveness.

Initiative: Technical Training Solutions

The FAA Academy (AMA) will leverage new technology, pursue new delivery methods, and implement other streamlined training approaches to improve throughput and provide more cost effective technical training without compromising quality of training delivered.

Activity: FAA Academy Strategic Training Organizational Risk Management System (STORMS)

The FAA Academy will mature its Organizational Risk Management program via the Strategic Training Organization Risk Management System (STORMS) process to enhance core business processes. The FAA Academy will continue to enhance business analytics and continually improve our quality management system by capitalizing on insights gathered through text analysis of our Academy Evaluation System (AES) comments and extract potential risks.

Target: Business Process Text Analytics T1

Develop and update business processes to integrate text analytics into our risk management approach.

Target: Key Performance Indicators Text Analytics T2

Enhance organizational risk management (ORM) through the development and implementation of Key Performance Indicators (KPIs) related to text analytics\STORMS.

Target: Text Analytics in AOD T3

Incorporate the developed KPIs in regards to text analytics/STORMS back into our Business Management System.

Operational Excellence Infrastructure

Operate the world's most efficient aerospace system through daily execution, continuous improvement and infrastructure investment (maps to infrastructure, innovation and accountability)

System Operations and Performance

Enhance reliable and efficient movement of people and goods by promoting effective management and ensuring leadership in securing data and in sharing information across the transportation system.

Initiative: Cybersecurity in the Aviation Ecosystem

The FAA will develop strong relationships with external commercial and Government partners to enable a more informed threat and defense capability, and leverage information and defense actions needed to protect FAA systems and networks.

Activity: Cybersecurity in the Aviation Ecosystem

Collaborate with external Aviation Cyber Initiative (ACI) partners in DOD and DHS to develop unified messaging and communication across the government, along with external Aviation Ecosystem stakeholders including Aircraft Manufacturers, Airlines, Airports, and others on cybersecurity vulnerability identification and risk reduction for aviation.

Target: Aviation Ecosystem Study

Engage with FAA's Lines of Business and the Aviation Cybersecurity Initiative (ACI) Community of Interest (COI) to identify a prioritized list of information sharing needs and develop a plan for addressing the top three needs. Deliver this plan to the FAA Cybersecurity Steering Committee (CSC).

Initiative: Security Compliance

Ensure that security strategies align with business objectives, adhere to policies and internal controls, and are consistent with applicable laws and regulations.

Activity: Vulnerability Management Processes

Provide services related to monitoring and tracking vulnerabilities within the FAA's 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: Address 90% of High Value Vulnerabilities (HVV)

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. (CSTI)

Target: Remediate 80% of High Value Vulnerabilities (HVV)

Remediate 80% of High Value Vulnerabilities (HVV) on internet-accessible systems, as identified in Cyber Hygiene reports issued by the Cybersecurity and Infrastructure Security Agency (CISA), within 30 calendar days of initial detection. (OSI)

Innovation

Lead in the development of innovative aerospace capabilities that improve the safety and performance of our nation's aerospace system

Development of Innovation

Encourage, coordinate, facilitate, and foster world-class research and development to enhance the safety, security, and performance of the Nation's transportation system.

Initiative: Data Access and Management

Integrated data analysis across FAA to drive safety and efficiency mission. Make data easy to access, understand and use. Make tools and training available across a broad spectrum of use cases to speed up adoption of advanced analytics to derive business insights.

Activity: Improve access to, and quality of, FAA data assets.

Formalize data stewardship and data standards within the FAA. In alignment with principles and practices outlined in OMB M-19-18 and under the guidance of the EIM Steering Committee, collaborate with data stewardship communities of practice (SCoP) and other FAA stakeholders to adopt best practices in data management and access.

Target: EIM Steering Committee Charter

To ensure the EIM Steering Committee Charter aligns with the Administrators strategic goals, it will be reviewed and revised by the EIM Steering Committee with signature approval.

Target: Improve external data access

Deploy api.faa.gov portal to support external data access that spurs innovation by providing consistent API access.

Activity: Digital Transformation - Big Data

Define training path for data science and machine learning. Implement pilot training programs. Must complete 3 of 4 identified targets below.

Target: Data Challenge

Conduct a data challenge to identify use cases for data integration

Target: Pilot Training

Implement a training program for advanced analytics.

Target: Data Integration

Complete a data integration initiative that supports the safety mission.

Target: Center of Excellence

Create a cross-agency Center of Excellence for advanced analytics.

Deployment of Innovation

Accelerate and expand the deployment of new technologies and practices by reducing barriers to innovation and actively promoting innovations that enhance the safety and performance of the Nation's transportation system.

Initiative: Security Governance

Ensure that security strategies align with business objectives, adhere to policies and internal controls, and are consistent with applicable laws and regulations.

Activity: Policy, Training & Customer Liaison

Develop and update FAA IT Security policies and interpret policy and other regulatory requirements related to cybersecurity; assist with developing standard operating procedures and policy; and oversee annual Security and Privacy Awareness Training, Information Security System (ISS) key personnel role based training, and other information security and privacy training as needed.

Target: FAA Order 1370.121A Restructure

Provide a complete draft restructure of FAA Order 1370.121A into more manageable documents utilizing a cross-organizational working group consisting of representatives from the Cybersecurity Steering Committee (CSC) Working Group (WG) to specify the organization, structure and content of the FAA Cybersecurity and Privacy Policy.

People Accountability

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

Regulatory Reform

Reduce current regulatory burdens and bureaucracy to ensure a safe, efficient, accessible, and convenient transportation system for people and commerce.

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

Utilize the EEO Action Committee (EAC) to collaborate and support a diverse and inclusive workplace with existing employee workgroups and LOBs/SOs to create an inclusive work environment.

Activity: AFN Ensure a Diverse and Inclusive Workforce

- AFN will complete activities that will foster a diverse and inclusive workplace and improve the Reasonable Accommodation interactive process.
- Assist in development of a diverse workforce at all levels. Increase the representation of Persons with Targeted Disabilities (PWTD), Hispanics, and Women in the workforce as compared to the civilian labor workforce (CLF).
- Managers engage in the mediation/facilitation process.

Target: Reasonable Accommodations T1

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

Target: Improve Participation/Outreach T2

Support ACR in the development of strategies to improve the representation of Persons with Targeted Disabilities (PWTD), Hispanics, and Women by providing resources and data analysis to increase the workforce as compared to the civilian labor workforce (CLF) and/or MD-715, Part J). These strategies will address hiring, training, career progression opportunities and will be deployed and tracked through the EAC Workgroups.

Mission Efficiency and Support

Support mission requirements by efficiency and effectively planning for and managing human capital, finances, procurement, sustainable operations, information technology, emergency preparedness, and other mission support services.

Initiative: Major System Investments

Monitor the Implementation of consistent program and baseline management standard practices to keep programs within 10% of their cost, schedule and performance baseline.

Activity: Major System Investments Performance Monitoring

Major System Investment programs will implement consistent program and baseline management standard practices to remain within 10% of their acquisition cost, schedule and performance baseline.

Target: Major System Investments Performance

90% of major baselined acquisition programs must be maintained within 10% of their current acquisition cost, schedule and performance baseline as of the end of fiscal year 2021.

Activity: Critical Acquisition Milestones on Schedule Monitoring

90% of the critical acquisition selected annual milestones are achieved by their scheduled due dates.

Target: Critical Acquisition Milestones on Schedule

90% of the critical acquisition selected annual milestones are achieved by their scheduled due dates.

Initiative: Enhance Workforce Planning

Improve centralized workforce planning by developing and applying policies, objectives, standards and models to validate staffing requirements and provide workload assessments that support efficient operation.

Activity: Air Traffic Controller Workforce Plan

Lead in the development of the Air Traffic Controller Workforce Plan to advance FAA's mission and meet external stakeholder requirements.

Target: Air Traffic Controller Workforce Plan Document

Complete updates to the Air Traffic Controller Workforce Plan, and prepare for the FAA Administrator's signature, no later than 60 days after the submission of the budget request.

Target: Air Traffic Controller Staffing Monthly Tracking

Update the attrition forecast monthly. Monitor hiring, losses, overtime, time-on-position, trainee ratios, etc. by facility.

Activity: AVS Workforce Plan

Support the development of the Aviation Safety Workforce Plan to advance FAA's mission and meet external stakeholder requirements.

Target: AVS Workforce Plan Document

Complete updates to the Aviation Safety (AVS) Workforce Plan, and prepare for the FAA Administrator's signature, no later than 60 days after the submission of the budget request.

Target: AVS Staffing Monthly Tracking

Update the attrition forecast monthly. Monitor hiring, losses, overtime, and other key indicators by work group.

Activity: Labor Cost Analysis

Provide labor cost analysis in support of term negotiations.

Target: Labor Negotiation Support

Perform labor cost analyses, forecasting, and monitoring to support on-going labor negotiation for FAA.

Target: Labor Cost Analysis Support

Perform labor cost modeling and analysis to support new and ongoing FAA business case, policy, and budget related initiatives.

Initiative: Unmodified Audit Opinion

Obtain an unmodified audit opinion on the FAA's FY 2021 financial statements identified by external independent auditors.

Activity: Unmodified Audit Opinion

Obtain an unmodified audit opinion on the FAA's FY 2021 financial statements identified by external independent auditors.

Target: Obtain Unmodified Audit

Obtain an unmodified audit opinion on the FAA's FY 2021 financial statements identified by external independent auditors.

Activity: Capitalization of Assets

Ensure timely capitalization of agency assets.

Target: Capitalization Assets Timely

Capitalize new assets within 65 days of being placed in service 93% of the time. Provide quarterly reports within one month after each quarter ends (i.e., January 31, April 30, July 31, and draft EOY report on September 30).

Target: Timely Process Capitalization Packages

90% of the time, support the timely and accurate processing of FAA's capitalization packages within 30 days.

Initiative: Cost Control Program

Implement line of business-specific as well as agency wide cost efficiency and strategic initiatives to reduce costs or improve productivity. Achieve documented cost savings and cost avoidance in FY 2021.

Activity: Corporate Leadership for Cost Efficiency Activities

ABA will lead an agency-wide initiative to control and reduce the cost of operations.

Target: FY2021 End of Year Cost Savings

Achieve 90% of the projected cost savings and cost avoidance of \$64.44 Million in FY 2021. Target: \$57.99 Million.

Target: SAVES FY 2021 Target

Achieve the FY 2021 FAA Cost Control Target for SAVES established collaboratively between SAVES and the FAA Chief Financial Officer (CFO).

Target: National Wireless Program Cost Avoidance Target

The Enterprise Services Center will achieve \$2.1 million in documented National Wireless Program cost avoidance in FY 2021.

Target: E-Invoicing FY 2021 Cost Control Target

The Enterprise Services Center will achieve \$249,869 in E-Invoicing cost reduction for FY2021.

Target: Enterprise Services Center Software Licensing FY 2021 Cost Control Target

The Enterprise Services Center will achieve \$150,000 in documented license reduction for FY2021.

Initiative: Driving Federal Shared Services

This initiative reflects integration efforts under way in the Mike Monroney Aeronautical Center (AMC) and the Enterprise Services Center (ESC) to improve delivery and compliance of federal shared services including: integrated financial and procurement systems, financial and travel services, information technology and security, print/media, and cellular devices. As a designated Shared Service Provider, ESC will continue work with partners to streamline, standardize and automate processes across government, and consolidate/retire legacy systems to reduce the cost of administrative services and give back to partner core missions. Similarly, AMC will work toward driving overall improvement in delivery of shared services to all customers in all AMC functions.

Activity: Enterprise Services Center Successful Audit Opinions

As a shared service provider, the Enterprise Services Center is required to provide its user organizations with an independent audit report on the design and effectiveness of its internal controls. The annual audit is performed in accordance with the American Institute of Certified Public Accountants' Statement on Standards for Attestation Engagements Number 18 (SSAE 18), Reporting on Controls at Service Organizations. This audit tests the service organization controls ESC has in place over Delphi, as well as other critical financial management systems (i.e. ESC PRISM). In order to provide assurance to their customers, the ESC must maintain proper controls and obtain successful audit opinions.

Target: ESC Audit Opinions - SSAE/SOC T1

The Enterprise Services Center will obtain a successful audit opinion, with no unmitigated or failed controls, on the Standards for Attestation Engagement (SSAE18) Service Organization Control (SOC1) audit.

Activity: Enterprise Services Center Targeted Cost Savings

The Enterprise Services Center will implement cost/pricing baselines and processes that can be used to drive savings and encourage fiduciary behaviors that recognize cost-effective results for FY21.

In the area of Maintenance and Operations, The Enterprise Services Center will reduce cost while maintaining Customer Agreement Service Level Targets.

Target: ESC Cost Savings/Avoidance MMAC 125 by 2025 contribution T1

The Enterprise Services Center will establish cost savings initiatives and cost avoidance targets that will result in a \$4M accumulated cost savings in FY21 that contributes to the MMAC \$125M by 2025 overall Cost Savings Goal.

Activity: Robotic Process Automation (RPA)

Robotic Process Automation is the technology that allows for the configuration of computer software, or a “robot” to emulate and integrate the actions of a human interacting within digital systems to execute a business process. The Enterprise Services Center is working toward creating RPA applications in our financial system by building a collection of automated processes in an effort to reduce manual repetitive tasks, reduce errors, and increase productivity; thereby, allowing employees to perform higher value work.

Target: RPA Robotic Operations Center T1

Establish Intelligent Automation Center per the Robotics Operations Center definition.

Target: RPA Service Desk T2

Establish Robotic Process Automation Service Desk, following the defined process.

Target: RPA Automations T3

Release a minimum of 5 Robotic Process Automation Automations to production.

Initiative: Contracting Opportunities for Small Businesses

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.

Target: Ensure at least 25% of the Agency's total direct procurement dollars are awarded to small businesses. T1

Ensure at least 25% of the Agency's total direct procurement dollars are awarded to small businesses.

Initiative: Strong Acquisition Workforce

Ensure FAA has the staffing and skill mix to successfully manage NextGen and other major acquisitions by implementing training, developing and certifying personnel in key acquisition professions.

Activity: Train and Certify FAA's Acquisition Workforce

Attain and maintain certification requirements of program managers (PMs) and contracting officers.

Target: 90% of Program Managers are certified T1

Attain and maintain certification requirements: 90% of program managers (PMs) on Office of Management and Budget (OMB) major acquisition programs attain/maintain certification requirements for their positions.

Target: 90% of Contracting Specialists are certified T2

At least 90% of contracting specialists are certified.

Target: 90% of Real Estate Contracting Officer/Specialist (RECO/S) are certified T3

At least 90% of Real Estate Contracting Officer/Specialist (RECO/S) are certified.

Initiative: Procurement Performance Metrics (ACQ)

ACQ strives to build stronger partnerships with FAA Lines of Business and Staff Offices by meeting metrics in alignment with the expectations outlined in AMS.

Activity: ACQ Procurement Commitment Metrics

Meet or exceed procurement commitment metrics.

Target: 90% of Purchase Orders (POs) awarded T1

90% of Purchase Orders (POs) are awarded in 60 days or fewer after Purchase Request (PR) release date.

Target: 90% of contracts awarded T2

90% of contracts are awarded in 180 days or fewer after receipt of a complete package.

Target: 80% of Task and Delivery Orders awarded T3

80% of Task and Delivery Orders are awarded in 60 days or fewer after PR release date.

Target: Competition Rate for total contract dollars obligated T4

Maintain a Competition Rate for total contract dollars obligated that is at least 80%.

Initiative: Property Workforce Training & Certification

Enhance the skills, knowledge, and certification of property practitioners.

Activity: Maintain Certification of Project Management Workforce in the Project Management Division

Maintain certification of Project Managers in the Project Management Division

Target: FAC/PPM Level 1 Certification T1

50% of the combined staff of APM-310 and APM-320 as of October 1, 2020 will attain FAC/PPM Level certification.

Target: FAC/PPM Level II certification T2

10% of the combined staff of APM-310 and APM-320 as of October 1, 2020 will attain FAC/PPM Level II certification.

Initiative: Real Estate and Asset Management Enterprise System (FRAMES)

FRAMES will modernize REMS and AITS into a potential integrated workplace management system (IWMS). The new system will reduce data redundancy and technical complexity, employ new technologies, provide enhanced tools and decrease non-value added data burdens on the workforce.

Activity: ACQ will begin the implementation phase of a new COTS Integrated Workplace Management System

ACQ will begin the implementation phase of a new COTS Integrated Workplace Management System

Target: Identify and isolate (from the data to be transferred to FRAMES) obsolete and unneeded data elements in at least 90% of the existing REMS and AITS databases. T1

Identify and isolate (from the data to be transferred to FRAMES) obsolete and unneeded data elements in at least 90% of the existing REMS and AITS databases.

Target: Prepare operations data translation tables, for data to be imported into FRAMES, from at least 5 non-APM databases. T2

Prepare operations data translation tables, for data to be imported into FRAMES, from at least 5 non-APM databases.

Target: Develop implementation plan for new COTS solution. T3

Develop implementation plan for new COTS solution

Initiative: Operations Support Pathway

We will work with stakeholder organizations across the agency to continue to implement the new streamlined investment decision making process for operations funded capital investments.

Activity: Streamlining Investment Decision Making for Ops Governance

Work with stakeholder organizations across the agency to continue to implement the new streamlined investment decision making process for operations funded capital investments.

Target: National Acquisition Evaluation Program (NAEP) post-decision evaluations T1

Complete at least two National Acquisition Evaluation Program (NAEP) post-decision evaluations for Operations Support Pathway investments.

Initiative: FAA FOIA Program

Ensure FOIA requests from the general public are processed within statutory timeframes and improve management of FOIA program.

Activity: Processing FOIA Request with Statutory Timeframes

Manage the FAA FOIA Program in accordance with FOIA Improvement Act of 2016 and ensure FOIA requests from the general public are processed within statutory time frames.

Target: On-Time Processing T1

Ensure FOIA requests from the general public are processed within statutory time frames by maintaining an agency on-time response rate for initial FOIA requests of 75% or higher.

Activity: FOIA Backlog Reduction

Renew focus on closing FOIA requests pending without response beyond the statutory time limit of 20 working days, reassess steps needed to close the requests, identify any barriers to closing them, and develop solutions that will allow for the processing to be completed by the end of the fiscal year.

Target: Reduce FAA FOIA Backlog T1

Reduce FAA FOIA backlog not to exceed a total count of 900 from overdue backlog levels of 1,027 as of October 1, 2020.

Target: AFN - Reduce FAA FOIA Backlog T2

Reduce AFN FOIA backlog by 10 percent from overdue backlog levels as of October 1, 2020.

Activity: 10 Oldest Pending FAA FOIA Requests Activity

Close 50% of the FAA's 10 Oldest Initial FOIA Requests reported to the Department of Justice as of October 1, 2020.

Target: 10 Oldest Pending FAA FOIA Requests T1

Close 50% of the FAA's 10 Oldest Initial FOIA Requests reported to the Department of Justice as of October 1, 2020.

Initiative: Program Improvement & Workforce Planning

New Employee Orientation (NEO) course and Virtual Cohort Program.

Activity: NEO Course

Fully implement and maintain the New Employee Orientation (NEO) LMS Course; add to new AFN employees' profile.

Target: T 1 NEO Course Maintenance

On a quarterly basis, monitor the NEO participant program to evaluate survey results and make necessary updates and improvements.

Activity: AFN New Employee Virtual Cohort Program

Develop a high quality and sustainable virtual AFN New Employee Cohort Program that welcomes, engages, inspires and brings together new employees across the functional areas.

Target: Best Practices for Virtual Cohort Program T1

Research best practices across FAA to develop draft framework to create a new employee virtual cohort program; present to AFN senior leadership for approval.

Target: Implement AFN New Employee Cohort 2021 T2

Implement first AFN New Employee Cohort 2021-1 with new employees hired between October, 2020 and March, 2021.

Target: Quarterly Virtual Cohort Sessions T3

After the initial kick-off cohort, schedule and conduct quarterly virtual Cohort sessions to enable AFN new employee socialization and cross-functional area collaboration via structured interactive activities.

Initiative: Robotics

AAQ will work with the AFN Intelligent Automation Working Group to establish the contract vehicles needed to enable Robotic Process Automation solutions. AAQ will collaborate with AIT to develop the ordering process for applications.

Activity: Establish contract vehicles for Robotics .

Work with AFN Intelligent Automation Working Group to establish the contract vehicles needed to enable Robotic Process Automation solutions.

Target: Collaborate with AIT to develop the ordering process for applications. T1

Collaborate with AIT to develop the ordering process for applications.

Target: Document and apply lessons learned for ordering process. T2

Document and apply lessons learned for ordering process.

Target: Collaborate with AIT to develop long term integrator Acquisition Strategy. T3

Collaborate with AIT to develop long term integrator Acquisition Strategy

Initiative: Productivity and Financial Metrics

Each FAA organization will develop, track, and report quarterly on a comprehensive measure of its operating efficiency or financial performance. These measures will include: ATO cost per operation, overhead rates, and cost per accounting transaction.

Activity: Corporate Leadership for Efficiency Activities

As the agency lead for all cost control/efficiency efforts, ABA will provide leadership and guidance in the development of efficiency and financial metrics that can be used to track the efficiency and financial performance of each organization within the agency.

Target: FY 2021 Efficiency Measure Initiative

Initiate FY 2022 efficiency program.

Activity: FY 2021 Quarterly Data Consolidated and Reporting

Consolidate LOB/SO efficiency of financial and productivity metrics and report quarterly. Due 60 days after the end of each quarter.

Target: FY2021 Quarterly Data Review and Validation

Review and validate proposed efficiency measures, making a determination as to the suitability for the Productivity and Financial Metrics program within 45 business days of receipt by ABA.

Initiative: Human Capital

In support of the AFN organizational excellence commitment to attract and retain the right talent, the AFN Enterprise Operations (AFN-100) will focus on analysis to determine its Human Capital needs.

Activity: Succession Planning

Update Career Development Resource Guide with new and revised information to educate and inform AFN employees on the wide range of career development opportunities.

Target: T1 Update AFN Career Development Resource Guide

Gather new information from Functional Areas for inclusion in Updated Resource Guide.

Target: T2 AFN Career Development Resource Guide

Distribute AFN wide the revised career development guide that provides AFN employees information on FAA career development programs and opportunities.

Activity: Implement AFN-100 Phase 2 RPA Enhancement and Expansion Opportunities

Organize vendor and analyst teams to further define, implement, and expand RPA enhancements across AFN-100 business processes following Phase 1 achievements. These activities will apply to Automation 1 (the "Master Form"), and Executive Recruitment personnel action processes.

Target: Define Automation 1 (Master Form) Enhancements T1

Review AFN-100 RPA Change Management (CM) Pilot outcomes and report enhancement opportunities to AFN-3 via RPA design documentation for the optimization of the Master Form.

Target: Conduct Automation 1 User Acceptance Sessions T2

Test and deploy enhanced functionality of the Master Form, confirming user acceptance and sustainment needs.

Target: Report Automation 1 Enhancement Post-deployment Progress T3

Socialize AFN-100 Phase 2 RPA updates with AFN-1 via progress report.

Target: Assess Expansion Opportunity for Executive Recruitment T4

Research, gather information, and provide current/future state recommendations (including level of effort, projected ROI, and associated costs) to AFN-3 to innovate Executive Recruitment processes.

Initiative: Academy Training Solutions

The FAA Academy will establish a corporate solutions strategy to provide the best possible training solutions to all government agencies, including development of instructor skills, creation of virtual training community of practice, and strategic communication approach.

Activity: Virtual Training - Community of Practice

The FAA Academy along with our strategic training stakeholders will establish a Community of Practice (CoP) to address the unique challenges delivering training via virtual platforms. The current environment has forced learning and development professionals across the government to move traditional face to face learning to an online format, including virtual learning. Through collaboration via the Community of Practice, the FAA Academy will create an inclusive and diverse cadre of training professionals across government agencies to address the challenges related to virtual training.

Target: Virtual Training CoP T1

Establish a Community of Practice to include members of the training enterprise community that will leverage each other's experiences in regards to delivering and developing virtual training

Target: Virtual Training Report T2

Deliver presentations and publications documenting best practices regarding virtual training delivery to members of the community.

Initiative: Robotic Process Automation (RPA)

Enable FAA to leverage automation capabilities to replace manual tasks.

Activity: Optimize RPA Reporting & Security

Support FAA's opportunity for process optimization, standardization, and compliance with RPA technology.

Target: Establish RPA Self Reporting Dashboard - T1

To monitor RPA adoption across FAA, establish a self reporting dashboard to graphically report the total number of bots in production across the agency.

Target: Socialize RPA Self Reporting Dashboard - T2

Collaborate with AFN to socialize the RPA self reporting dashboard. Brief AFN RPA team.

Target: Implement RPA Non-Person Entity (NPE) Credentials - T3

Implement Non-Person Entity (NPE) credentials to ensure RPA unattended bots adhere to HSPD 12 and NIST guidelines.

Initiative: ASP Key Operational and Project Management Activities

This initiative represents key activities and projects performed by ASP which are not clearly aligned under other AFN Initiatives and serves as a repository for short term incentives for AIT Executives.

Activity: AIT Workforce Development Initiative, Workforce Transformation, Efficiency/Support

In preparation for the changing landscape of technology, AIT requires a workforce that is highly engaged, appropriately skilled and prepared for the future. AIT's Strategic Workforce Planning Process will enable AIT to identify people with the requisite knowledge and skills to deliver technology that meets our client's needs. This process includes both strategic and operational planning processes and tools to accomplish both the long and short term goals of the organization, in alignment with AIT's business strategy.

Target: AIT Talent Development Program -T1

In alignment with AIT's Strategic Workforce Plan, prepare a plan to develop mission critical talent within AIT which may include elements such as job shadowing, talent exchange programs or knowledge swaps.

Target: AIT Talent Development Plan Pilot -T2

Pilot the plan and/or elements of it to determine the feasibility of broader, long-term implementation. (Situational Talent Exchange Program - STEP).

Target: AIT Strategic Workforce Plan -T3

Finalize AIT Succession Plan in accordance with the AIT Strategic Workforce Plan.

Initiative: Deployment of Windows 10

Continue Windows 10 deployment to AIT managed clients.

Activity: Deployment of Windows 10

Continue Windows 10 deployment to AIT managed clients.

Initiative: AIS Key Operational and Project Management Activities

This initiative represents key activities and projects performed by AIS which are not clearly aligned under other AFN Initiatives and serves as a repository for short term incentives for AIT Executives.

Activity: Cybersecurity Workforce Assessment Act

Collaborate to implement the approved Agency approach to meet requirements of the Cybersecurity Workforce Assessment Act.

Target: Report to Congress: National Academy of Sciences Cybersecurity Workforce Study

Coordinate with Cybersecurity Steering Committee (CSC) representatives to review the results of the National Academy of Sciences cybersecurity workforce study, develop an implementation plan, and prepare a report to Congress. Submit to AFN-1 for review and comments.

Initiative: Deploy Video Teleconferencing Solution

AIT, in collaboration with ATO/AJM and APM; design, develop identify, deploy, and provide support for a modern cloud-based Video teleconferencing solution/option to replace FAA's current aging on-premise solutions.

Activity: Deploy Video Teleconferencing Solution

AIT, in collaboration with ATO/AJM and APM; design, develop identify, deploy, and provide support for a modern cloud-based Video teleconferencing solution/option to replace FAA's current aging on-premise solutions.

Target: Establish a formal Videoteleconferencing Special Program Management Office (SPMO) - T1

Develop and execute a charter signed by APM-1, AIF-1 and AJM-3, for a formal Video teleconferencing Special Program Management Office (SPMO) who is charged with overseeing the delivery, support and modernization of Video teleconferencing service moving forward.

Target: Develop, document and implement fulfillment and support processes - T2

Develop, document and implement efficient and effective fulfillment and support processes for video teleconference room request(s).

Target: Develop and present LOB/SO specific inventory for modernization - T3

Develop and present to the ITSSC for approval, LOB/SO-specific video teleconference room candidates (conference room inventory) to assist in the development of their out-year modernization plans.

Initiative: Expenditure of Resources on NavAids

Identify ways to better support mission requirements and facilitate expanded infrastructure development, modernization and construction. Currently the FAA expends significant resources in terms of both human capital and cost to install and maintain navigational aids and other physical assets associated with the National Airspace System (NAS). Yet the existing processes limit infrastructure development, modernization and construction, as evidenced by historical backlogs. Many projects faced exceptionally long delays because they simply are not a high priority for the agency. This indicates that the FAA has determined they either offer very low risk to the NAS, do not provide a benefit that justifies the cost, or both. A limited review of non-federal reimbursable agreements for FY2018 & 2019 indicates that the agency entered into 360 agreements, at a cost of \$125M. Approximately 58 percent of these agreements were funded through AIP and the data does not include projects funded by a means other than a non-federal reimbursable agreement, indicating that the loss of efficiency is not limited to any one type of agreement. The backlog to install or relocate NavAids in FY2018 & 2019 is difficult to quantify. However, the balance of outstanding non-Federal projects as of 30 Sept 2019 is \$135M, indicating the FAA is running into substantial delays in finishing projects covered by reimbursable agreements. Data for FY2020 will be significantly worse because the current processes do not contemplate FAA personnel being unavailable to exercise oversight. The plan described in the "activity" write-up below should provide senior agency management with a plan that is ready for implementation, although it may take between three and five years to fully realize, depending on the types of changes to existing processes and procedures.

Activity: Expenditure of Resources on NavAids

Develop and present an executable plan to the Management Board that addresses FAA oversight of physical airfield assets associated with the efficiency of the NAS. Plan will establish a multi-year road map to modify the existing mechanisms for procurement and support of navigational aids and other physical assets associated with the efficiency of the NAS.

In order to effectuate meaningful changes to existing processes and procedures, the agency must identify inefficiencies and then develop possible approaches to address them. Such solutions may require changes to not only existing practices, but also to existing agency orders, regulations and agreements. Approaches to resolve inefficiencies should be data-driven and -based on both safety risk assessments and cost benefit analyses and will evaluate the impact of possible changes on all affected LOB/SOs.

Target: Identify Team Members (AFN) - T1

Identify team members from ARA, ATO (Tech Ops, Engineering Services, Mission Support), ARP, AFN, AGC and APO with the authority and obligation to represent and consult with their respective LOB/SO.

Target: Development of Draft Plan (AFN) - T2

Develop a draft plan for review and concurrence by each LOB/SO listed in Target 1.

Target: Finalize Plan (AFN)- T3

Finalize plan based on input from LOB/SO review identified in Target 2.

Target: Present Plan to FAA's Management Board/JRC (AFN) - T4

Present plan to Management Board/JRC

Initiative: Regulation and Certification Infrastructure for System Safety (RCISS)

Regulation and Certification Infrastructure for System Safety (RCISS) is an identified program tracked in ABA with FY21 CIP milestones.

Activity: Safety Workforce Device Deployment

Regulation and Certification Infrastructure for System Safety (RCISS) has FY21 Capital Investment Plan (CIP) milestones that must be met according to ABA's goal to meet 90% of approved milestones.

Target: Deploy 25% of Safety Critical Workforce Equipment - T1

25% of safety critical workforce equipment will be deployed in accordance with the Regulation and Certification Infrastructure for System Safety (RCISS) plan.

Initiative: AFN Employee Communications

The AFN Strategic Communications Team is committed to informing employees of important information, news, features, and other content that highlights the accomplishments of AFN's mission.

Activity: AFN Monthly Newsletter

Reach, engage, and inform all of AFN with the publication of the AFN monthly newsletter. The newsletter will convey important AFN updates, personal interest stories about AFN employees, featured news and other items of interest to employees.

Target: Timely Publication T1

Ensure the publication of the AFN Monthly Newsletter, except in the case of a government shutdown or furlough.

Target: Newsletter Metric Goal T2

For FY21, the Strategic Communications Team will test innovative strategies for increasing engagement. The yearly average unique click-through rate for the AFN Newsletter will be no less than 10%, with the stretch goal of 12.1%.

Activity: Up-to-Date AFN Email Lists

Ensure email lists for AFN-wide outreach and functional area-wide outreach are orderly and up-to-date. Oversee and consult on the manual process for updating the email lists.

Target: Training on AFN Email Lists T1

Crosstrain additional AFN Strategic Communications Team employees on how to update the AFN email lists in Microsoft Outlook and GovDelivery.

Target: AFN Manager and AFN Executive Lists

Update the AFN Managers and AFN Executives email lists monthly to ensure the list is accurate.

Initiative: Communications Support Initiative

The AFN Strategic Communications group will provide communications support with broad awareness messaging to enhance the visibility of AFN efforts.

Activity: Communications Support Activity

The AFN Strategic Communications Team will promote AFN priorities, including agency response to crises, RPA, EIM, FedView, awards programs and other initiatives with broad awareness messaging through newsletter articles, webpage updates, direct emails and other collateral and communications channels to enhance the visibility of these AFN efforts.

Target: Deliverables Metric T1

The AFN Strategic Communications Team will support AFN priorities by creating or collaborating on at least three communications deliverables per month.

Target: Communications Support T2

The AFN Strategic Communications will provide communications support in the form of scripts, blast emails, graphics, remarks, letters, promotional materials and speeches.

Activity: Website Support and Maintenance

Provide website support and maintenance.

Target: AFN Web Liaison Updates T2

Update the FOIA, RPA, and EIM websites after receiving web ready content.

Target: Validate AFN Content T3

Annually , validate that 90% of AFN's faa.gov web content is reviewed and current.

Target: AFN ACSI T4

Remediate any AFN ACSI (American Customer Satisfaction Index) customer feedback on FAA.gov pages and provide AOC the actionable steps taken on iterative improvements.

Target: AFN-1 Carousel T5

Add a carousel to the top of the main AFN landing page. Update with new articles, every two months, after receiving web-ready content.

Target: 508 Compliance Rates T6

Ensure that AFN's website exceeds DOT's Section 508 compliance rates.

Initiative: AFN Enterprise Standardization

Lead the establishment of an enterprise standardization program by working in collaboration with all functional areas to review Administrative processes for process improvement and to determine standardization feasibility across AFN.

Activity: AFN Enterprise Standardization Activity

The AFN-120 Branch will lead the activities associated with standardizing administrative processes on behalf of the Office of Enterprise Operations.

Target: AFN Administrative SOPs Review T1

Create a cross functional workgroup to inventory existing AFN Administrative Standard Operating Procedures (SOP), review each SOP relevance, and document a prioritized list of identified SOPs to be updated.

Target: Prioritization List of Processes T2

For administrative processes with no SOP documented, lead workgroup to explore and review these administrative processes for standardization consideration. Document a priority list of new processes to be standardized.

Target: Submit Two SOPs for Approval T3

Route and Submit at least two administrative documents for final approval.

Global Leadership

Advance global aviation safety, operational excellence and innovation by leading and collaborating with aviation authorities globally

Enhance Collaboration in Support of International Engagement

Increased engagement, collaboration and assistance globally can increase the acceptance of U.S. standards and products.

Initiative: Academy International Program Support

The FAA Academy provides critical safety related training to international entities to support the safety of air travel across the Globe, and build partnerships with international entities.

Activity: Global Leadership and International Engagement

The FAA Academy through collaboration with the Office of International Affairs (API) will support of the FAA Global Leadership goal by developing and delivering training to advance global aviation safety and achieve operational excellence. Conversion of a traditional face to face training course to virtual delivery will address international regional priorities that have been identified by API.

Target: Develop EDTO Virtual Course T1

Complete development of Extended Diversion Time Operations (EDTO) course in a virtual delivery format.

Target: Deliver Virtual EDTO Course T2

Deliver First Course Conduct of revised Extended Diversion Time Operations (EDTO) course.

Target: Publish EDTO Course in FAA Catalog T3

In partnership with the Office of International Affairs (API), identify and publish the date to deliver the new EDTO virtual course to international customers in the FAA International course catalog.