



## 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: Facility and Information Security**

The ASH Office of Infrastructure Protection supervises nation-wide security program areas and provides program policy guidance, oversight and evaluations, and establishes activity targets. The Office conducts assessments at FAA facilities to determine status of the Facility Security Management Program and compliance with FAA Order 1600.69 and Interagency Security Committee (ISC) standards. Additionally, the Office conducts sensitive information reviews and classified information inspections at FAA facilities to determine their compliance with FAA Orders 1600.2, 1600.75 and other NARA directives.

#### **Activity: Facility Security**

AXF will conduct facility security assessments, classified information safeguarding inspections, COMSEC inspections, incident review, and formal outreach at FAA staffed facilities and conduct controlled unclassified information and contract sensitivity reviews.

#### **Target: Facility Security Assessments**

Conduct facility security assessments at FAA facilities as required by the AXF work plan. Conduct assessments at facilities as required by FAA Order 1600.69 and the associated risk assessment tool as scheduled in the Facility Security Reporting System. This activity will be measured against the completion of all assessments by the due date unless otherwise deferred or waived due to factors outside of AXF control and approved by the respective division manager.

#### **Target: Classified Information Inspections**

Conduct classified information inspections at FAA facilities/elements as required by the AXF work plan. Conduct inspections at facilities as required by FAA Order 1600.2 and the associated risk assessment tool as scheduled in the Facility Security Reporting System. This activity target will be measured against the completion of all classified information inspections by the due date unless otherwise deferred or waived due to factors outside of AXF control and approved by the respective division manager.

### **Target: Communication Security (COMSEC) Program Inspections**

Conduct Communication Security (COMSEC) program inspections at FAA facilities/elements as required by the AXF work plan. Conduct inspections at facilities as required by FAA Order 1600.8 and the associated risk assessment tool as scheduled in the Facility Security Reporting System. This activity target will be measured against the completion of all COMSEC inspections by the due date unless otherwise deferred or waived due to factors outside of AXF control and approved by the respective division manager.

### **Target: Security Incidents**

Review submitted security incidents and take appropriate follow-on action within five (5) calendar days of incident notification to ASH, 90% of the time.

### **Target: Formal Outreach Activities**

Conduct formal outreach activities at 95% of staffed FAA facilities not scheduled for a facility assessment or remote security evaluation in FY21 unless otherwise deferred or waived due to factors outside of AXF control and approved by the responsible AXF Branch or Division Manager. Document issues and recommendations discussed during the formal outreach activity in the Facility Security Reporting System.

### **Target: Requests for Controlled Unclassified Information Sensitivity and/or Contract Review**

Respond to requests for controlled unclassified information sensitivity and/or contract review including those associated with FOIA requests within 14 calendar days of the request unless otherwise deferred or waived due to factors outside of AXF control and approved by the responsible AXF Division Manager.

### **Target: Remote or Virtual Facility Security Assessments**

Implement an alternative to an in-person, on-site facility security assessment process and evaluate its effectiveness for formal inclusion as a component of the program's risk mitigation strategies.

### **Activity: Facility and Information Security Program Improvement**

AXF will evaluate FAA facility and information security policy, guidance, and processes to improve program performance and services provided to stakeholders.

### **Target: Implement Agency Risk Management Process for Infrastructure Protection**

Deploy an improved facility security assessment process that incorporates enhanced risk evaluation and acceptance criteria to assist the agency in making data-driven and efficient security investment decisions.

### **Target: Revise Facility Security Policy and Process Documents**

Develop, coordinate, and issue changes to program policy and process documents as necessary to institutionalize the deployment of an improved facility security assessment and risk evaluation methodology.

### **Target: Active Shooter Preparedness**

Complete development of an information video that improves the agency's preparedness in reacting to an Active Shooter event.

### **Target: Improved Program Performance**

Expand, improve, and communicate advanced program data and metrics that distinguish levels of program success and maturity and provide for informed program investment.

### **Target: Improved Program Training**

In collaboration and coordination with AXM, develop a training strategy that enables employees to succeed in implementing an improved facility security assessment and risk mitigation framework.

### **Target: Virtual Learning**

In collaboration and coordination with AXM, develop strategies to transition existing classroom based Classified Information Security Manager course to a virtual learning environment.

### **Target: Program and Organizational Design Evaluation**

Review continuing lessons-learned from COVID-19 response and recovery activities as well as maturing security and risk mitigation principles as they apply to the current and future FAA critical and administrative infrastructure to determine process and structure alignments that better position the office to successfully and efficiently adapt to new mission demands.

## **Initiative: Safety**

New technologies and business models, such as unmanned aircraft systems, pose new hazards for the National Airspace System (NAS), requiring more collaborative, data-informed, and risk-based safety management approaches to emerging safety risks. To keep pace with the rapid development of the aviation and dangerous goods sectors, AXH must provide leadership to reimagine existing regulations and develop flexible regulations that do not create unnecessary barriers or costs while promoting safe and efficient deployment of private transportation services. AXH, along with other FAA LOBs, is putting in place the tools and processes to proactively address emerging safety risks using consistent, data-informed approaches to support system-level, risk-based decisions. For example, the expansion of voluntary data collection and collaboration across international boundaries will provide the increased depth and breadth of knowledge needed for improved identification and mitigation of potential safety risks. To continue to keep pace, AXH will adopt a Safety Management System (SMS) that embraces the U.S. State Safety Program and provides the structure to fulfill its mission of increasing safety in air transportation by managing risk.

### **Activity: Safety Promotion**

Safety Promotion is a combination of training and communication of safety information to support the implementation and operation of an SMS in an organization.

### **Target: Foster a Culture of Engagement within AXH**

Provide transparent and open communication of information and decisions. Foster the use of interdependence to embrace AXH's sense of community and free communication laterally across the organization. Strengthen cohesive teams to drive continual improvement and innovative practices to enable decision-making at appropriate levels of the organization.

## **Target: Workplace Communication**

AXH will generate regularly scheduled newsletters and SharePoint updates to serve as a medium to disseminate information, announce upcoming events and organizational updates, motivate performance, promote unity, and supplement other industry information related to aviation safety. Adhere to AXH processes to ensure content is accurate, up-to-date, and coordinated appropriately.

## **Activity: Safety Policy**

Safety Policy is the organization's documented commitment to safety, which defines its safety objectives and the accountabilities and responsibilities of its employees with regard to safety. Specifically, Safety Policy includes the requirements, standards, guidance, methods, and processes used to establish, execute, and improve the SMS and promote a positive safety culture.

### **Target: Establish AXH Safety Policy**

Develop and/or update AXH safety policies implementing AXH SMS based on the ASH Order 8000.9.

### **Target: Dangerous Goods Safety Regulations**

Support rulemaking and other initiatives related to transport of dangerous goods by air, in partnership with PHMSA, other FAA lines of business, and other government agencies as required and within established timelines.

### **Target: Guide Workforce on Special Permits and Competent Authority Approval Process**

Adhere to established DOT, FAA and AXH regulations, processes, procedures, timelines and policies for Special Permit (SP) and Competent Authority Approvals (CAAs) reviews and fitness determinations.

### **Target: International Aviation Regulatory Responsibilities**

Engage in international standards and regulatory development activities involving the safe transport of cargo and hazardous materials by air. AXH will ensure that any necessary pre-meeting coordination with applicable FAA LOBs will be accomplished. Provide summaries for ICAO DGP and UN Subcommittee meetings on the transportation of hazardous materials to AXH executive leadership within 45 days of AXH participation.

## **Activity: Safety Assurance**

Safety Assurance includes processes within the SMS that function systematically to ensure the acceptable safety performance and the effectiveness of safety risk controls. Safety performance is monitored and measured through the collection, analysis, and assessment of data and information identification of adverse safety trends using operational data collection and analysis and through the auditing of SMS performance, compliance, and processes.

## **Target: Partner with Flight Standards to advance FAA's international system safety goals.**

Support system level safety within the FAA by collaborating with Flight Standards (FS) on operational oversight of foreign operations to, from and within the United States. Share lessons learned and best practices with FS international field offices from AXH's experience utilizing the FAA Safety Assurance System (SAS) for risk based oversight of foreign operators.

## **Target: Use SAS to Measure the Accumulation of Hazardous Materials Risk**

Rely on the AXH Certificate Holder Assessment Tool (CHAT) and Risk Profile Assessment Tool (AXH RPAT) in SAS to provide visibility into safety risks. Leverage outputs from the CHAT and AXH RPAT to identify the accumulation of safety risk and priority resourcing.

### **Activity: Safety Risk Management (SRM)**

SRM is a process within the SMS used to identify hazards, analyze and assess the associated risks, implement safety risk mitigations, and control risk.

## **Target: Document AXH Approach to SRM**

Establish controls that govern how AXH will identify hazards and manage safety risks, which include the requirements, specific operating procedures and alignment with SRM and Safety Assurance functions. AXH Divisions Managers must provide a report to AXH-1 documenting the application of SRM and process for tracking hazards, their associated risk, and related safety risk mitigations within their divisions. The report must account for the SRM requirements in the current version of FAA Order 8040.4.

### **Initiative: Personnel Security**

The personnel security work initiative is responsible for initiating and adjudicating all employee and contractor background investigations. Personnel security specialists are responsible for processing all required initial and re-investigations for persons occupying national security and public trust positions, adjudicating the results of those investigations and for providing national security indoctrination briefings and debriefings to employees approved for security clearances and access to classified information. The office develops policy, procedures, and guidance used within the FAA's Personnel Security Program.

### **Activity: Background Investigations**

The Office of Personnel Security (AXP) will initiate and adjudicate initial and recurring background investigations on FAA employees and contractors in accordance with Office of Personnel Management (OPM) and Office of Director National Intelligence (ODNI) published policy and guidelines.

## **Target: All Background Investigations - Initiation**

Initiate the fastest 90% of all background investigations and reinvestigations within 14 calendar days, on average, of e-QIP certification date.

## **Target: Initiate National Security Background Investigations - Adjudication**

Adjudicate, or refer, the fastest 90% of initial national security investigations within 20 calendar days, on average, of receipt date of final report of investigation inclusive of fingerprint results.

## **Target: Periodic National Security Background Investigations - Adjudication**

Adjudicate, or refer, the fastest 90% of periodic national security investigations within 30 calendar days, on average, of receipt date of Defense Counterintelligence and Security Agency's (DCSA) final report of investigation inclusive of fingerprint results.

## **Target: All National Security Background Investigations**

Adjudicate, or refer, the fastest 90% of periodic national security investigations within 30 calendar days, on average, of receipt date of Defense Counterintelligence and Security Agency's (DCSA) final report of investigation inclusive of fingerprint results.

## **Target: Fingerprinting Pilot for Moderate Risk Investigations**

Dependent on agency travel policy, pilot the fingerprinting for the Moderate Risk Investigations outside of a regional office or HQ. Document the process to be used for future fingerprinting of all the other Moderate Risk Investigations. Maintain a listing of all non-bargaining unit Mod-Risk employees. The listing will include if the employee has fingerprints on-file. • Coordinate with a pilot site to perform the fingerprinting for needed employees at the specific site. The site chosen will be a TRACON, ARTCC or FSDO. • Schedule with site to provide on-site the necessary fingerprinting. • Provide on-site training to Trusted Agents on capturing wet fingerprints to allow the site to capture fingerprints. • Provide comprehensive email to affected employees. • Develop Procedures/Guidance documenting all of the above.

## **Target: Moderate Risk Re-Investigations**

Working within budget constraints, move toward compliance with the 2012 Federal Investigative Standards by initiating 2,500 moderate risk reinvestigations for FAA employees past due for a background investigation.

## **Target: Annual Credential Inventory**

Complete the ASH annual credential inventory. When credentials cannot be accessed due to social distancing protocols (e.g., fulltime telework) this will not be a reason to consider the inventory incomplete. Such instances will be noted and tracked.

## **Target: TSA PreCheck Enrollment**

A. Dependent on Transportation Security Administration infrastructure and point of contact (POC) availability, ASH (Personnel Security and Business and Mission Services) will pilot TSA PreCheck enrollment with FAA employees at the Top Secret/Sensitive Compartmentalized Information (TS-SCI) level. (TSA has extended the offer of PreCheck to all federal employee SCI holders.) TS-SCI employees will receive an opt-in notification from ASH inviting them to enroll in TSA's PreCheck program. Those accepting will then receive a unique Known Traveler Number (KTN) from ASH based on PIV card data.  
B. ASH will use a secure file transfer to share the data and KTNs of those who opt-in with TSA.  
C. ASH will work with AOC to include TSA PreCheck FAQs on the ASH/AXP intranet pages.

## **Activity: Personnel Security Program Improvement**

ASH will evaluate FAA personnel security policy, guidance and processes to improve program performance and services provided to stakeholders.

### **Target: QART**

Reporting averages monthly, achieve for the entire FY: Enter a random 5% sample of investigations into the ODNI Quality Assessment Reporting Tool (QART). This target is dependent on QART access and interoperability from ODNI which manages the program.

### **Target: Quality Assurance Data Evaluation**

ASH will evaluate the quality of adjudicative data and determinations utilizing available methods, including TS2, DCSA, and ODNI reports and the program evaluation guide.

### **Target: Quality Assurance Audit**

ASH will complete an audit of two personnel security branches by reviewing a sample of PSS work products utilizing the AXP Program Evaluation Guide, and provide results and recommendations to the responsible division managers and AXP-1.

### **Target: Informational Briefings**

At least three informational briefings will be conducted. Sessions will be made available using virtual multi-media services.

### **Target: FAA Credentialing Programs**

Conduct an inspection of one of the current FAA Credentialing Programs.

## **Initiative: Common Identification Standards (CIS)**

The Common Identification Standard (CIS) Program covers the spectrum of activities to comply with and take maximum advantage of the new federal CIS. Implementing guidance from the Office of Management and Budget (OMB) and technical specifications issued by the National Institute of Standards and Technology (NIST), pursuant to HSPD-12, require both the creation of new technical systems and changes in business practice for all elements of the FAA with respect to: (1) employee and contractor identity verification; (2) increased and standardized background investigations criteria; (3) significantly greater emphasis on maintaining the integrity of the initial employee identification and investigation process; (4) development and deployment of a system to utilize advanced "smart card" technology to create and deliver new standardized identification media (cards); (5) provisioning cards to make possible improvements in protection of personal privacy information, facility security and cyber security, as well as achieve cost savings through automation of security control processes and efficiency gains.

### **Activity: ID Media**

ASH will provide program guidance and oversight and, where required, issue FAA identification media in accordance with federal and DOT policy.

### **Target: Initiate, Process, or Enroll Applicants**

Reporting averages monthly, achieve for the entire FY: Initiate, process, or enroll applicant into the ID Media System upon request from an applicant or sponsor within 1 business day, 90% of the time.

### **Target: ID Media Card Issuance**

Reporting averages monthly, achieve for the entire FY: Issue an ID Media Card within 1 business day upon receipt of the card and availability of applicant, 90% of the time.

### **Target: ID Media Card Destruction**

Reporting averages monthly, achieve for the entire FY: Perform Card Destruction and annotate that destruction within the MyID system within 1 business day after receiving the canceled identification card, 90% of the time.

### **Target: Technical Assistance**

Reporting averages monthly, achieve for the entire FY: Provide technical assistance, guidance, and troubleshooting for any ID media issue upon request from a customer within two business days, 90% of the time.

### **Target: Lifecycle Walk-through of the SSC (Security Service Center)**

Reporting averages monthly, achieve for the entire FY: Perform a monthly lifecycle walk-through of the SSC (Security Service Center) using the AXP-200 provided self-assessment checklist and guidance document.

### **Target: Trusted Agent**

Reporting averages monthly, achieve for the entire FY: Update the trusted agent list on a monthly basis.

## **Activity: ID Media Program Improvement**

ASH will evaluate FAA identification media policy, guidance and processes to improve program performance and services provided to stakeholders.

### **Target: Review and Update NIST 800-79-2**

Review, and update as necessary, PIV-issuance standard operating procedures as recommended by NIST 800-79-2, Guidelines for the Accreditation of Personal Identity Verification Card Issuers.

### **Target: NIST 800-79-2 Compliance**

Perform a life-cycle walk-through of 20 percent of ASH PIV issuing offices to ensure compliance with NIST 800-79-2, Guidelines for the Accreditation of Personal Identity Verification Card Issuers.

### **Target: Registration Authority (RA) and Key Recovery (KR) Audit**

The Federal Public Key Infrastructure Policy Authority (FPKIPA) instituted a requirement for all CAs offering services under the Federal Policy for Shared Service Providers (SSP) to submit evidence of the annual Compliance Audit of the Registration Authority (RA) and Key Recovery (KR) function.

### **Target: NIST 800-79-2 Audit**

Assess the reliability of FAA issuance of PIV Cards. PIV Card issuers store personal information and issue credentials based on OMB policies and on the standards published in response to HSPD-12 and therefore are the primary target of the assessment and authorization under this guideline. The reliability of an issuer is of utmost importance when one organization (e.g., a Federal agency) is required to trust the identity credentials of individuals that were created and issued by another Federal agency. This trust will only exist if organizations relying on the credentials issued by a given organization have the necessary level of assurance that the reliability of the issuing organization has been established through a formal authorization process.

This specific audit is required to be performed every 3 years and will require a 3rd party vendor to perform the audit and will require travel to various sites.

### **Initiative: Promote intra/interagency transparency regarding risks to the NAS.**

Promote intra/interagency transparency regarding risks to the NAS and opportunities to advocate effective and timely policy, regulatory, resourcing, and operational response decision-making.

#### **Activity: Intelligence support for executive-level decision making, policy development, and network infrastructure protection.**

Continually deliver relevant aviation risk information to inform FAA executives of ongoing and/or emerging threat concerns to shape planning, policy, community messaging and decision-making that mitigates risk to aviation in the National Airspace System (NAS) and overseas.

#### **Target: Executive-level intelligence support.**

Deliver relevant information to inform FAA and OST executives of ongoing and/or emerging threat concerns to inform decision-making for mitigating risk to aviation in the NAS and overseas. Provide regular presentations and products.

#### **Target: Intelligence support for policy development.**

Deliver relevant aviation risk information to inform proactive planning, policy development, and associated messaging for ongoing situational awareness for internal and/or external stakeholders to safeguard the NAS and civil aviation worldwide. Provide products and support for Agency processes, DOT initiatives, interagency and industry/foreign partner policy and strategy efforts.

#### **Target: Intelligence support of network infrastructure protection.**

Provide ongoing cyber intelligence support on aviation ecosystem vulnerability and threat concerns affecting Agency network infrastructure to inform proactive planning, policy development, and associated messaging for internal and/or external stakeholders to enable safety and resiliency of the NAS. Provide products and support for Agency processes, DOT initiatives, interagency and industry/foreign partner efforts.

### **Initiative: Develop proactive strategies to mitigate aviation risk and respond to crises.**

Develop proactive strategies to assess and mitigate risk and effectively respond to crises for safeguarding the National Airspace System and civil aviation worldwide.

### **Activity: Intelligence support to incident response.**

Continually deliver timely and relevant intelligence support to enable effective Agency preparedness for, mitigation of, and responses to threat concerns affecting the NAS and civil aviation worldwide.

#### **Target: Intelligence support to Washington Operations Center (WOC).**

Provide 24/7 Intelligence Watch operations to ensure continual monitoring, analysis, notification, reporting, and support for WOC incident response of aviation safety/security concerns, hostile attacks, accidents and natural disasters impacting FAA, the NAS, and/or civil aviation operations. Provide regular products and services to answer customer requirements.

#### **Target: Intelligence support for CRWG/CRSG requirements.**

Deliver relevant information to inform proactive risk mitigation planning, process development, threat assessments, and associated messaging to support risk mitigation initiatives and timely incident response for internal and/or external stakeholders. Provide products and support for CRWG/CRSG processes, DOT initiatives, interagency and industry/foreign partner efforts.

#### **Target: Intelligence support of network resiliency.**

Provide timely cyber intelligence support to inform operational decisions by the Agency and aviation stakeholders to address ecosystem vulnerability, risk, and incidents affecting network infrastructure to inform mitigation measures and resiliency actions to protect NAS operations.

### **Initiative: Engage aviation community stakeholders.**

Engage aviation community stakeholders to broaden awareness of, support for, and implementation of regulatory, safety and security measures to safeguard aviation.

#### **Activity: Active engagement with mission partners.**

Actively engage across the interagency and with international and industry partners to improve information sharing and facilitate risk mitigation planning across the aviation domain to raise the baseline of aviation security.

#### **Target: Collaborate with U.S. interagency partners.**

Continually engage with interagency and intelligence community partners for timely information sharing, collaboration, and reporting on aviation safety/security risk concerns to safeguard the NAS and civil aviation. Serve as Agency lead with the National Security Council coordination as well as the Agency lead for interagency coordination on intelligence matters to establish intelligence requirements, analysis and production on civil aviation risk concerns.

#### **Target: Collaborate with international partners.**

Continually engage with international partners for timely information sharing, collaboration, and reporting on aviation safety/security risk concerns to promote shared awareness and mitigation planning to safeguard civil aviation worldwide. Support international collaborative initiatives for overflight and conflict zone aviation risks. Serve as Agency lead for coordination on intelligence matters.

**Target: Collaborate with industry partners.**

Continually engage with aviation industry partners for timely information sharing, collaboration, and reporting on aviation safety/security risk concerns to promote shared awareness and mitigation planning to safeguard civil aviation worldwide. Support industry collaborative initiatives for overflight and conflict zone aviation risks. Serve as Agency lead for coordination on intelligence matters.

**Activity: Promote unmanned aircraft systems (UAS) compliance through safety oversight and enforcement.**

Establish a pilot program utilizing available UAS detection or identification technologies for safety oversight to support regulatory compliance through identification of violations to enable educational outreach and/or investigations for potential enforcement cases. This will develop a refined functional mechanism for the public as well as Federal, State, Local, Territory and Tribal (F/S/L/T/T) elements to report suspected operations of UAS violating applicable Federal laws and regulations.

**Target: Development of prototype reporting mechanism.**

Lead development of a plan to collect data for a refined functional prototype reporting mechanism, in coordination with other FAA LOBs/SOs, to support identification of potentially suspicious or hazardous UAS activity. The plan will identify at least three locations to perform data collection based on reports of suspicious or hazardous UAS activity, along with other potential sources of data.

**Target: Develop plan for data collection.**

Lead development of a plan to collect data for a refined functional prototype reporting mechanism, in coordination with other FAA LOBs/SOs, to support identification of potentially suspicious or hazardous UAS activity. The plan will identify at least three locations to perform data collection based on reports of suspicious or hazardous UAS activity, along with other potential sources of data.

**Initiative: Sustain and expand a culture of innovation.**

Ensure national incident preparedness and response policy guidance and structure exist to support national and regional operations during any serious or catastrophic incidents (natural or technological disasters, terrorism incidents, widespread communications outages, etc.) and National Special Security Events. (NSSE). Provide national-level management of National Exercise Program exercises and other appropriate exercises that might require FAA-wide coordination.

**Activity: Crisis response and notification.**

Serve as the hub of the FAA's national network of operations centers to monitor, provide notification, coordinate on, and support timely decision-making for operational requirements and incident response. This consists of orchestrating Agency systems and processes for synchronization and consistency in distributing information and facilitating command and control internal and external decision-making. Intra-agency: Collaboration performed through regular liaison with LOBs, SOs, and ROCs, and ensuring integration with formal communication and notification networks. Inter-agency: Collaboration with federal, state and local agency partners ensuring integration with formal and informal networks and associations.

### **Target: WOC reporting and quality control.**

Deliver relevant aviation safety and security information on a timely basis to inform executive-level and LOB/SO decision-making to support NAS operational requirements and incident response. Implement iterative quality control process to ensure WOC products satisfy Agency information and incident response needs. Monitor, measure, and eliminate product defects to ensure that products and services adhere to a defined set of quality standards. Conduct biweekly reviews of the notifications for the Emergency Notification System (ENS) and the Administrator's Daily Alert Bulletin (ADAB), reviewing for 95% accuracy and error-free messaging, and published in accordance with the AXE-100 Quality Control Program (QCP).

### **Target: Innovative information sharing.**

Continually collaborate with internal and external stakeholders for lessons learned and best practices to develop innovative solutions for sharing information to improve situational awareness. Establish and maintain intra- and inter-agency networks and outreach with two constructive engagements conducted and documented monthly (for a total of 24 engagements in FY21).

### **Target: Continuity of Operations preparedness.**

Maintain and exercise Continuity of Operations (COOP) capabilities and processes to ensure readiness in responding to emergency situations for Agency resilience. Ensure WOC personnel are trained on COOP capabilities and processes and conduct periodic tests, drills, tabletops, limited or full-scale field exercises (24 annually) in accordance with the Homeland Security Exercise & Evaluation Program and the National Incident Management System.

### **Target: Washington Operation Center (WOC)**

Maintain policies, processes, and protocols to ensure efficient and effective delivery of mission critical functions to satisfy Agency safety and security requirements. Conduct periodic review and update of 25 WOC internal controls, requirements, and standard operating procedures for mission critical functions, in accordance with AXE-100 Internal Process Improvements, Requirements & Standards (IPIRS) Program Performance Plan.

### **Target: WOC Training Program**

Promote a culture of professionalism, innovation, and continual improvement that ensures operational success through ongoing training and skill development. Manage training programs and task assignment to promote a more engaged, and capable team of professionals to broaden capabilities to ensure the efficient and effective delivery of WOC services. All operations staff must successfully complete recurrent training annually and all developmental Operations Officers must complete proficiency testing in accordance with the AXE-100 Workforce Planning Learning and Development Program (WPLD).

### **Activity: Support to special projects.**

Actively engage with internal and external stakeholders in an iterative process that assesses needs; delivers timely and effective support of customers' sensitive national defense and law enforcement, national security, and other operational requirements; and reviews the quality of Agency support for further improvement.

**Target: Provide operational support.**

Deliver ongoing operational support to satisfy sensitive national defense and sensitive federal, state and local law enforcement requirements. This includes support to the El Paso Intelligence Center (EPIC).

**Target: Satisfy customer requests.**

Provide timely and effective responses to satisfy customer requests for support of national security operations.

**Target: Community engagement.**

Continually engage with relevant external customers and Intelligence Community members for information sharing and collaboration on national security and sensitive operational matters. This includes quarterly liaison visits and at least one visit to the EPIC to validate the requirement for AADS.

**Target: Requirements and support review process.**

Collaborate with internal and external customers to review, assess, and make adjustments in FAA support to ensure national security mission requirements are satisfied.

**Activity: CST satellite capabilities.**

Sustain satellite communications capabilities to support emergency response and national security requirements.

**Target: Evaluate costs and benefits of CST satellite dish capabilities.**

Determine the annual costs and operational benefits of maintaining Satellite Dish capabilities for CST and provide a report to AXE-400 to include the recommendation to maintain, change providers, or sunset this capability.

**Activity: Preparedness and response for serious or catastrophic incidents.**

Ensure national incident preparedness and response policy guidance and structure exist to support national and regional operations during any serious or catastrophic incidents (natural or technological disasters, terrorism incidents, wide-spread communications outages, etc.) and National Special Security Events. (NSSE). Provide national-level management of National Exercise Program exercises and other appropriate exercises that might require FAA-wide coordination.

### **Target: Emergency Incident Coordinator (EIC).**

Serve as Emergency Incident Coordinator (EIC) for the FAA to coordinate cross-Agency incident response activities. This includes producing Spot and Situation Report as needed, in accordance with FAA Order 1900.1, as amended. The EIC monitors significant events such as the Super Bowl, State of the Union Addresses, and Presidential Inaugurations. In addition, the EIC responds to incidents such as Hurricanes, Public Health Emergencies (PHE) and accidents that impact the NAS by providing support to FAA leadership, Lines of Business (LOBs), Staff Offices (SOs), intra-agency partners, and industry stakeholders. The EIC conducts Crisis Response Working Groups (CRWGs), Operations Coordination Calls, and facilitates Crisis Response Steering Groups (CRSGs). AXE-500 also provides an Emergency Coordinator to liaise with DOT Transportation Operations Center (TOC) and FEMA Emergency Support Function for Transportation (ESF-1) representative.

### **Target: Headquarters/Regional incident response exercises.**

Plan and conduct Headquarters/Regional incident response exercises on periodic basis to ensure staff familiarization, readiness, and competence in responding to emergency scenarios. Arrange for exercises under the National Exercise Program, such as the National Level Exercise, Ardent Sentry, and/or the Eagle Horizon Federal Executive Branch Continuity Series, and produce after-action reports as needed.

### **Target: Incident preparedness.**

Manage the FAA's preparedness program through coordinated training and exercises to ensure the Agency's readiness to respond to any incident. Synchronize Headquarters and Region training and exercise plans and develop and execute training to prepare Emergency Planners (EPs), DOT Transportation Operations Center (TOC) Cadre, and other designated incident response personnel to support the FAA's role in the National Response Framework (NRF).

### **Target: FAA Order 1900.1**

Update FAA incident management to reflect current structures, processes, and federal policy guidance to better position the Agency for emergency response and eventual application for Emergency Management Accreditation Program review. Ensure all updated documents, to potentially include FAA Orders, policies, and plans, are developed in coordination with FAA LOB/SOs.

### **Activity: Continuity of Operations**

Lead Agency planning and preparedness efforts to ensure the FAA continues operation of essential functions under all-hazard emergencies. Ensure viable continuity of operations facilities and procedures, to include communications and logistics, are continually operational and available through readiness exercises and continuity cadre management.

### **Target: Activation contact information.**

Periodically update activation contact information for continuity cadre members to ensure accuracy and responsiveness.

### **Target: Continuity communications tests.**

Support periodic secure continuity communications tests to ensure system readiness and functionality.

**Target: Continuity telework exercise.**

Conduct an annual COOP telework exercise to ensure cadre members are capable of maintaining communications as a critical COOP function. This includes using GETS and WPS while teleworking and involves responding to WOC messages and emails, collecting data on reliability of telework tools and equipment, and use of the Emergency Network System (ENS).

**Initiative: Assure communications systems and emergency relocation capabilities.**

Assure communications systems and emergency relocation capabilities are fully operational and ready to support FAA's safety and security mission.

**Activity: Communications capabilities.**

Ensure FAA communications and information sharing capabilities are able to support and respond to natural disasters, other incidents, Continuity of Operations requirements.

**Target: SATCOM**

Improve FAA's emergency voice communications capability by completing the procurement, installation, and testing of 14 fixed-base satellite terminals in Hawaii.

**Target: Emergency Operations Network (EON).**

Deliver customer-requested (i.e. from the WOC, Administrator, etc.) collaborative initiatives and innovations by agreed to delivery dates 90% of the time.

**Target: P1**

Complete the site prep and equipment installation to establish the technical refresh microwave links from Site 7 and Site 8 and improve overall network resiliency.

**Target: VHF/FM**

Complete the VHF/FM Tech Refresh or new installation in one TechOps District and conduct site surveys for a Tech Refresh or new installation in one TechOps District to facilitate installation in FY22.

**Initiative: Enable safety and security through regulatory compliance.**

Promote safety of the NAS through support of regulatory compliance for airmen.

**Activity: Regulatory investigations.**

Conduct regulatory investigations on airmen with alcohol or drug related motor vehicle actions and provide outreach to the aviation community to promote compliance with regulations and to enhance safety.

**Target: Regulatory investigations.**

Promote compliance with applicable policies identifying delays or quality control issues with regulatory work products to increase consistency of deliverables for internal stakeholders to make sound decisions.

**Target: Stakeholder engagement.**

Enhance safety of the NAS through internal and external stakeholder engagement to promote compliance and provide pertinent resources to the aviation community.

**Activity: Law enforcement assistance.**

Support federal, state, local and tribal law enforcement and regional counterparts with technical assistance and by conducting or referring investigations on airmen and aircraft involved in illicit activity or threatening national security in the NAS.

**Target: Coordinate on inquiries.**

Provide timely coordination on inquiries from internal and external regarding illicit activity or national security threats.

**Target: Revalidate flagged files**

Review and assess all flagged files (airman, aircraft and medical) to re-validate requests.

**Target: Collaborate on stolen aircraft data.**

Regularly collaborate with the El Paso Intelligence Center (EPIC) on stolen aircraft data to ensure accuracy of the stolen list and associated aircraft file to facilitate domestic and international investigative initiatives.

**Activity: Law enforcement investigations.**

Conduct regulatory investigations on airmen and aircraft involved in illicit activity or threatening National Security in the National Airspace System.

**Target: Airmen regulatory investigations.**

Initiate regulatory investigations on airmen involved in sale or distribution of illegal drugs on a timely basis, per policy, following knowledge of a conviction or notification by law enforcement for operational safety in the NAS. This includes ongoing investigative support or joint investigations with law enforcement (LE) or internal stakeholders.

**Target: Aircraft regulatory investigations.**

Initiate regulatory investigations on aircraft involved in illegal activity on a timely basis, per policy, following knowledge of that activity for operational safety in the NAS. This includes ongoing investigative support or joint investigations with LE or internal stakeholders.

**Target: LEAP support and training.**

Provide LEAP training, investigative assistance and briefings to Federal, state and local law enforcement agencies and internal stakeholders to advance collaboration and aviation safety in the NAS. This includes LEAP training, investigative assistance and briefings to international partners in collaboration with other USG stakeholders to advance collaboration and aviation safety. Additionally, this includes special event support.

**Target: Ramp inspections.**

Conduct regular ramp inspections of general aviation (GA) airports and/or GA portions of commercial airports to validate FAA issued certificates and/or registrations in support of investigate efforts to deny access to the NAS by individuals and aircraft conducting illicit activity or threatening national security.

**Target: UAS and laser incidents.**

Track UAS and laser incidents in the Investigations Tracking System (ITS) and assist law enforcement agencies and Flight Standards conducting investigations on the incidents.

**Target: Airspace Awareness and Detection System (AADS).**

Employ AADS data to assist in identifying and reducing registration violations and satisfy law enforcement requests to identify and track aircraft of interest.

**Activity: Enforcement Standards and Policy.**

Promote enhanced safety of the NAS through programs that ensure compliance and consistency with FAA Orders, Policy, and internal guidance in support of FAA regulatory programs.

**Target: FAA regulatory orders and policy review.**

Collaborate with internal stakeholders to ensure regulatory elements within AXE have relevant policy, guidance, and training curricula to enhance sound decision-making and consistency in the performance of their duties.

**Target: Quality control.**

Promote compliance with applicable policies through ongoing quality control to identify anomalies within regulatory work products and increase consistency of deliverables to internal stakeholders.

**Target: UAS and laser incidents.**

Ensure UAS and Laser incidents and/or activities within the DC Flight Restricted Zone are appropriately addressed and coordinated with internal and/or external stakeholders to mitigate risks to the National Capital Region (NCR).

**Target: Intake, assignment, and tracking of airman and aircraft investigation referrals.**

Support internal and external stakeholder equities by vetting, assigning, and tracking investigation referrals to promote safety of the NAS.

**Initiative: Support optimization of the agency's regulatory framework.**

Support optimization of the agency's regulatory framework to further safety and security while enabling efficiency and effectiveness and supporting new capabilities in the NAS and for operations overseas.

## **Activity: Support the development of UAS regulations for UAS operating in the NAS.**

Provide leadership on UAS security issues as part of FAA's work on establishing performance-based regulations that keep pace with the rapid development of technology and do not create unnecessary barriers or costs while promoting safe and efficient use of UAS in the National Airspace System (NAS). This activity supports the development of regulations for UAS operating in the NAS, such as drafting regulations and rulemaking text, and reviewing and responding to comments to a Notice of Proposed Rulemaking (NPRM).

### **Target: Development of UAS regulations for UAS operating in the NAS.**

Support UAS rulemaking activities, in coordination with other FAA Lines of Business/Staff Offices (LOBs/SOs), by providing leadership on UAS security issues and ensuring ASH responses are timely and relevant.

## **Activity: Support the development of UAS security policies and plans for UAS operating in the NAS.**

Address UAS security issues associated with the integration of UAS into the NAS, and provide support to the development of policies and plans to help mitigate security issues created by UAS operating in the NAS. This includes timely responses to Congress on various UAS security-related items, and supporting development of UAS security policies and plans for UAS operating in the NAS.

### **Target: Development of UAS security policy and plans.**

Support the development of UAS security policies and plans in a timely manner that addresses the concerns of FAA LOBs/SOs and Interagency and Federal, State, Local, Territorial and Tribal (F/S/L/T/T) Law Enforcement partners.

## **Activity: Support the development of UAS security-related responses to Congress.**

Support the development of UAS security-related responses to address various Congressional requests, such as Reports to Congress, legislative Technical Assists (TAs), and Congressional Hearings.

### **Target: Development of UAS security-related responses to Congress.**

Support the development of UAS security-related responses, in coordination with FAA LOBs/SOs, in a timely manner that satisfactorily addresses Congressional requests.

## **Activity: C-UAS Research**

Support testing and evaluation of C-UAS technologies under Section 383 of the 2018 FAA Reauthorization.

### **Target: Testing and Evaluation**

Begin the testing and evaluation of at least three (3) UAS detection and mitigation technologies at one airport (Atlantic City International Airport).

### **Target: Establishment of an Aviation Rulemaking Committee (ARC)**

Establishment of an Aviation Rulemaking Committee (ARC) under Section 383 of the 2018 FAA Reauthorization" deliverable: develop a draft charter that has been approved by ARM, a rough outline of the structure for the ARC, and a potential membership list that has been coordinated across FAA.

## **Initiative: Maintain accountability for resource management.**

Maintain standard of workforce excellence for agency and community leadership through compliance with and accountability for personnel and resource management.

### **Activity: Non-premium war risk insurance.**

Effectively manage the Agency's non-premium war risk insurance program in support of the Department of Defense (DOD) contract carrier operations to ensure program efficacy and efficiency.

#### **Target: Continuous insurance coverage.**

Ensure the average time to initiate payments on valid claims against non-premium insurance policies does not exceed 90 calendar days from the date of receipt of a complete Proof of Loss.

## **Initiative: Cargo Safety Risks**

Mitigate safety risks introduced by the carriage of air cargo through collaboration, research, data collection, industry risk-based decision making, and adoption of industry policy and guidance.

### **Activity: Process in place to enhance cargo safety.**

Provide tools and information to enable operators to evaluate aircraft capabilities related to known and anticipated cargo risks.

#### **Target: Process in place to ensure AIR and ASH have an R&D funding request methodology in support of cargo safety research.**

Develop a methodology to ensure there is a formalized research and development (R&D) funding process for research and testing needed to further cargo safety and promote a coordinated approach to research and standards. The methodology will allow FAA to better prioritize, plan, and request research and testing projects that aid in evaluating risks presented through the transport of any type of cargo onboard aircraft that may cause a change in the effectiveness of aircraft systems.

### **Activity: Develop a cargo safety guidance website.**

Develop a cargo safety guidance website to better inform industry on risks and mitigation of various aspects of air cargo.

#### **Target: Develop a cargo safety research, data and safety information website.**

Develop a cargo safety website to better inform industry on risks and support the mitigation of air cargo risks. The website will provide data, resources, videos, FAA-funded R&D results, and related information to support industry in ensuring air cargo safety.

## **Initiative: Potential/Emerging Safety Issues**

Improve the ability to identify and assess safety risks through advanced analytics.

### **Activity: Potential/Emerging Safety Issues**

Screen potential/emerging safety issues through the FAA Safety Issue Identification and Management Process.

## **Target: Potential/Emerging Safety Issues (AXH)**

Submit an annual FAA safety issue screening report to the FAA SMS Executive Council by September 30, 2021.

### **Initiative: Aviation Safety and Security**

Raise the international baseline of aviation safety and security for operations in or near conflict zones.

Establish a multi-year engagement plan to raise the international baseline of aviation safety and security for flight operations in or near conflict zones. Partner with internal and external stakeholders in a series of collaborative actions to improve information sharing on conflict zones risks, share best practices for mitigating conflict zone risks with foreign states and multilateral organizations, and improve regional capabilities for theater-wide approach to plan for, respond to, and mitigate emerging aviation risk concerns in or near conflict zones.

#### **Activity: Partner to advance FAA position internationally for safety and security.**

Improve information sharing on conflict zones with foreign states to improve risk mitigation capabilities to protect civil aviation in or near conflict zones.

#### **Target: Risk Mitigation Planning**

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.

#### **Target: NOTAM/SFAR Mitigation Planning**

Lead the 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.

# 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.

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### Initiative: Infrastructure

Fortify the systems, processes, models, rules, regulations, and policies that allow us to fulfill our mission. AXH invests resources in targeted programs and projects to ensure our information infrastructure is constantly updated and able to address new user business models coupled with technological advances. This approach ensures that the FAA is able to safely integrate new types of user capabilities into an expanding airspace.

#### Activity: Program Administration

Address the managerial and leadership functions related to planning, implementing, evaluating, and improving AXH to carry out the organization's mission.

##### Target: AXH Program Management Maturity (PMM) Assessment

Realize a 5% increase in AXH's average September 2021 Program Management Maturity (PMM) Assessment score relative to the average AXH PMM score in September 2020.

##### Target: Workforce Development

AXH will continue to evolve the Hazardous Materials Aviation Safety Inspector (HMASI) skill set to promote a systems-level approach to safety. The FAA's ability to effectively and efficiently inspect, investigate, and engage entities introducing and transporting hazardous materials in the NAS is highly dependent on the work of HMASIs. To meet the challenges of overseeing a complex and evolving aviation transportation system, AXH will continue to broaden the HMASI skillset. Our workforce must be equally comfortable with both traditional oversight of technically complex and prescriptive regulatory requirements and with applying systems thinking, analysis, collaborative engagement, and risk management principles in the aviation environment. We will meet this challenge through a combination of changes to how we train, develop, and recruit the HMASI workforce. AXH will implement the FY19 multi-year training plan to continue building the workforce of tomorrow.

##### Target: Implement Document Management Program

Assign resources identified in AXH Policy for Document Management Program to complete first phase implementing document control and maintenance processes.

#### Activity: New Entrants

Implement a process for applying current regulations on the transportation of dangerous goods by air to new entrants and for proactive hazard identification.

### **Target: Framework for Voluntary SMS**

Expand the use of voluntary safety programs in air transportation of dangerous goods. Promote the use of voluntary safety programs and analyze data to drive decisions for stakeholder engagement activities. Implement a framework to expand industry implementation of voluntary SMS for non-certificated other regulated entities (OREs) for AXH Nationally Coordinated Oversight (NCO), and through AXH's international influence, drive improved safety worldwide.

### **Target: Integrate New Entrants**

Emerging technologies, such as UAS and next-generation vertical take-off and landing vehicles, represent the next push in aviation and air-delivery solutions. AXH will identify automation needs and a process for conducting surveillance that promotes compliance with current regulations on the transportation of dangerous goods and proactive hazard identification.

### **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: 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.

### **Initiative: Build a Comprehensive Organizational Strategy applying Evidence-Based Management (EBMgt)**

Evidence-informed, strategic decision-making is not only a well-established approach for making decision outcomes more effective, but also as a means to solve problems, reallocate resources and prioritize activities more quickly. Federal law (2018 Evidence Act; 2018 Program Management Improvement Accountability Act; President's Management Agenda) and departmental requirements means the use of evidence and evaluation is not an option.

#### **Activity: Facilitate Strategic Decision Making**

Moderate the strategic, managerial decision-making process using the evidence-based management (EBMgt) framework to ensure conscientious, critical appraisal to ensure the best available data can serve as evidence from multiple sources. It is the Ascent to Evidence-Based Decision-Making Initiative. The Initiative intends to integrate on-going strategic initiatives to expand data literacy using EBMgt while applying mutual learning behaviors. It is an 18-month plan (August 2020 – April 2022).

### **Target: Readiness Assessment**

Conduct a management-level survey to measure the collective readiness to adopt an improved strategic decision-making process applying the EBMgt approach, recognizing the data-informed understanding of our current state of readiness makes considerable difference in how we proceed with organizational strategy building.

### **Target: Data Processing and Analysis**

Informed by survey data and other analysis, compose and execute a phased organizational strategy document (applying EBMgt principles and practices)

### **Target: Comprehensive Organizational Strategy**

Present a draft Comprehensive Organizational Strategy to Senior Leadership for approval.

### **Target: Organizational Strategy Execution**

ASH will collaborate with its six program offices to promote and implement an Organizational Strategy under the auspices of the Strategic Management Program (SMP), supported by a Strategic Resource Team (SRT) and contracted expertise.

## **Initiative: Pandemic Preparedness**

Establish a pandemic preparedness framework that supports all critical business functions and cross functional areas containing procedural and substantive tools to guide decision-making.

### **Activity: Return of our aviation system post COVID impacts:**

Sustain and improve critical FAA cross-cutting support functions in response to global health pandemic.

### **Target: Identify key FAA cross-cutting functions, challenges, and opportunities**

Identify key FAA cross-cutting functions, challenges, and opportunities, especially those requiring collaboration across the agency.

### **Target: Develop lessons learned, processes, and mechanisms**

Develop lessons learned, processes, and mechanisms to encourage best practices.

### **Target: Strategy Development**

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].

# 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.

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### **Initiative: Data Access and Management**

Effective management of enterprise data will enable the seamless flow and access of timely, reliable and relevant information, which supports evidence-based decision-making and innovation for the ASH workforce and stakeholders.

#### **Activity: Improve access to, and quality of FAA and ASH Data assets.**

Collaborate with data stewardship communities of practice (SCoP) to baseline and catalog existing data assets within the respective domains to improve data access and expand data sharing. Identify data gaps, if any, and develop a roadmap and plan of action to address data shortfalls to improve data quality and evidence-based decision making throughout ASH.

#### **Target: Increase ASH engagement and collaboration.**

ASH will increase and sustain program office engagement and collaboration within FAA Communities of Practice (CoP) or other applicable CoP, with each Program Office participating to improve understanding of data management and expanded use of data as evidence to improve operations and strategic decision-making.

#### **Target: Expanding the quality of data assets**

Research, develop and stand-up an ASH Data Analytics Community of Practice (CoP) to improve data access and expand understanding of data analytics. This group will facilitate the development of a graphic and plan of action to improve the application of applied data analytics in coordination with the six ASH Program Offices.

#### **Target: Applying data as a strategic asset**

Leveraging Labor Distribution Reporting (LDR) data as a strategic asset, address workforce challenges with an emphasis on improving policies, programs, and systems through a corporate and collaborative approach that reduces organizational redundancies and uses capable and cost-effective information technology systems.

#### **Activity: Provide enterprise capabilities to enable rapid development.**

Provide enterprise data platforms, technology, and training to ASH employees for rapid development of business solutions. Provide user guidelines, resources, and training for information management and data analytic capabilities in order to grow ASH data literacy and decision-making.

## **Target: ASH Data Literacy Competencies**

Expand ASH data literacy competencies by providing recommendations for training and informational materials for relevant topics associated with strategic management, program management, big data, and stakeholder engagement. Topics will include ASH Strategic Planning, Program Management Maturity Model (PM3), Performance Measurement, Basic Data Analytics, and ASH Use Cases.

## **Initiative: Innovation**

Enable analytic self-service, where strategic and operational information is in the hands of decision-makers at all levels. Support a culture of analysis throughout the workforce. Encourage employees to ask questions and think critically about how operations and processes affect outcomes.

### **Activity: Promote System Level Analytics**

Improve the ability to identify and assess safety risks through advanced analytics and a systemic safety approach.

#### **Target: AXH Certificate Holder Risk Index**

Continue to leverage the knowledge and investment that FS made in SAS to provide the AXH workforce with the oversight tools to drive risk-based decisions at the system level. Strengthen the existing risk model that FS has created, to account for the risk of dangerous goods transported by aircraft. Refine AXH risk methodologies for Safety Oversight, to include common risk characteristics for Certificate Holder Oversight Risk Profiles. Enhance oversight decisions at the system level by working with FS to integrate dangerous goods oversight data with FS' Certificate Holder Risk Model, as appropriate. Document the methodologies through policies, processes, and procedures related to FAA's dangerous goods safety oversight program.

#### **Target: Actionable Airline Passenger Dangerous Goods Discrepancy Reports**

Enable functionality in SAS to enable air carriers to upload suspected passenger non-compliance of Dangerous Goods Regulations.

### **Activity: Cargo Safety and Fire Mitigation Research**

Collaborate with the Tech Center on fire mitigation research and video creation.

#### **Target: Conduct Research on Safe Carriage Limits for PEDs/batteries/flammables.**

Deliver report and vital data regarding safe limits for PEDs/batteries/flammables that are currently allowed in passengers' checked baggage. The focus of the report will be on checked bags, whether from curbside, ticket counter, or gate area.

#### **Target: Airline Passenger Safety Messaging**

Develop a formal messaging plan (including storyboard) for an educational video pertaining to risks posed by PEDs/batteries/flammables offered in baggage by passengers based on research and test results.

### **Target: Safety Messaging**

Develop and implement communication plan to promote awareness of FAA PED Fire Training Flight Deck and Cabin videos by applicable stakeholders.

Communications plan due December 31, 2020.

Begin implementation by September 30, 2021.

### **Initiative: e-Discovery**

The ability to provide the preservation, collection, processing, and review of electronically stored information in a review platform played a critical role in the Boeing 737 Max Congressional requests in 2019 which AXI has developed. AXI will continue to mature this effort through support to AFN and AGC in their discovery requests. The Office of Investigations (AXI) electronic discovery (e-Discovery) supports the FAA through consistent, repeatable, and defensible processes to support the e-Discovery needs and processing of electronically stored information (ESI).

#### **Activity: e-Discovery Program Support**

Develop an e-Discovery program that can service the discovery requirements of ESI.

#### **Target: Draft e-Discovery Program Documentation**

Develop program and governing documentation that can service the discovery requirements of ESI.

#### **Target: e-Discovery Requests**

Respond to e-Discovery requests from all sources based upon established guidelines. This includes requests to collect, search, cull, review, and produce e-Discovery requests assigned to AXI-400.

### **Initiative: Unmanned Aircraft System (UAS) Digital Investigations Program**

The ability to provide the preservation, collection, processing, review, and report of digital information acquired from UASs. To become the primary option for customers seeking reliable, timely, and thorough service in-pursuit of maintaining a safe National Airspace System (NAS). Provide comprehensive UAS digital investigation data supporting FAA regulatory investigations by enhancing regulatory investigations with detail not readily available during the course of traditional investigatory methods. By providing UAS digital investigative support, in the form of technical assistance, to criminal justice agencies pursuing criminal action, to strengthen the fabric protecting the NAS and reinforcing the FAA commitment to support those who prioritize the safety of the flying public.

#### **Activity: UAS Digital Investigations**

Develop a UAS Digital Investigations program that services regulatory (primary customer) and criminal investigations (secondary customer).

#### **Target: UAS Digital Investigations**

Develop and implement a plan for a sustainable UAS digital investigations program, becoming the primary option for customers seeking reliable, timely, and thorough UAS digital investigation services.

## 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.

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### **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.

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### 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: ASH Ensure a Diverse and Inclusive Workforce

- ASH in collaboration with the LOB/SO's will complete activities that will foster a diverse and inclusive workplace and improve the Reasonable Accommodation interactive process.
- Assist in the 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

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

#### Target: Improve Participation/Outreach

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.

#### Target: Mediation

Ensure that 75% of all ASH managers engage in mediation when requested by employees.

## 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.

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### Initiative: ASH Training Function

Analyze, design, develop, deliver, evaluate, and manage ASH workforce development, as well as ASH training requirements for the FAA-wide workforce.

## **Activity: ASH Workforce Development**

Manage and provide leadership and workforce development programs and technical training for the ASH workforce.

### **Target: Leadership Development Initiatives**

Provide support for leadership development activities for ASH leaders at all levels.

### **Target: Technical Training**

Manage and deliver technical training to the ASH workforce.

## **Activity: FAA-Wide ASH Training Requirements**

Develop and manage ASH training requirements for the FAA workforce.

### **Target: ASH Training Requirements**

Manage and deliver ASH training requirements to the FAA-wide workforce.

## **Initiative: ASH Strategic Workforce Plan**

AXM and AHR will develop a strategy that projects occupations, competencies and resources needed to achieve the mission, strategic priorities and plans, program performance goals and objectives through workforce segmentation, prioritization, and future state focus groups.

## **Activity: Implement ASH Strategic Workforce Plan**

AXM and AHR will assess the current state of the ASH workforce demographics and competency analysis, and analyze the availability of relevant resources in the external labor market. Identify potential shortfalls and address gaps between the workforce of today and the human capital strategies of the future.

### **Target: ASH Workforce Plan and Analysis**

ASH will develop and implement an ASH Workforce Strategy through collaboration with the Office of Human Resource Management.

## **Initiative: Improve ASH's OSHA Presence**

The ASH Occupational Safety & Health Management program protects employees from workplace hazards by integrating safety and health programs across the organization. Procedures, processes, guidance and instructions will be developed and utilized to reduce risk of employee injury and illness, increase operational efficiency, meet or exceed regulatory compliance and continually improve Occupational Safety & Health (OSH) performance. Continuous improvement is achieved by instituting a high level of management and non-management employee participation in the processes addressed herein. Work Groups and Safety Committees are empowered to execute those processes.

## **Activity: ASH Occupational Safety and Health Program**

Through implementation of the ASH OSHMS Manual, Security and Hazardous Materials Safety, Office of Business and Mission Services, in coordination with the FAA DASHO Support Office, AJW-25, will increase understanding and awareness of OSHA rules and responsibilities. The enhanced outreach will improve program participation and increase agency compliance.

### **Target: Annual OSHA Training**

Collaborate with Learning and Talent Development, AXM-200 to identify and implement annual OSHA training for the ASH workforce.

### **Initiative: ASH Awards and Recognition Program**

The ASH National Awards and Recognition Program acknowledges employees for their superior achievement. Inclusive recognition sustains and improves performance through cost savings, efficiency, and exceptional customer service, which increases morale, recruitment, and retention.

#### **Activity: ASH Awards and Recognition Program**

Revise the ASH Awards and Recognition Program to align with ASH's current organizational structure.

#### **Target: ASH Award Nominations**

Collaborate with ASH Program Offices to submit quarterly award nominations that align with OPM's Guidance on Awards for Employees and Agency Workforce Fund Plan.

### **Initiative: Organizational Effectiveness**

ASH's Organizational Effectiveness Team is the tactical bridge between ASH's technical Programs' delivery and the information sharing and strategies to maximize individual and team engagement, and performance. The team works for and with employees to integrate strategies that maximize individual and team engagement and performance. This is done by enhancing service delivery and an organizational culture that ensures the most effective mission accomplishment through: • Communications • Organizational Change & Development • Employee Engagement • FedView • IdeaHub • WorkLife and Wellness

#### **Activity: Facilitate Employee Engagement**

ASH's Organizational Effectiveness Team administers, implements, evaluates the OPM FedView survey and also collaborates with ASH Program Offices on quarterly engagement activities.

#### **Target: FedView Communication Plan**

Implement FedView communication plan to help meet or exceed DOT's and FAA's established goals.

#### **Target: Quarterly Employee Engagement Activities**

Implement quarterly activities (i.e. ASH Veterans Day Pictorial, Employee Spotlight, Functional Perspectives and ASH News Feed) to help improve employee engagement within ASH.

#### **Target: ASH FedView Action Plan**

Monitor ASH FedView Action Plan on quarterly basis to evaluate alignment with identified engagement activities. (i.e. engage with ASH employee engagement advisory groups, increase learning and development communication, expand executive field visits beyond Program office, and increase ASH SharePoint usage).

### **Target: Program Office Engagement**

Engage with representatives from ASH Program Offices quarterly to gain an understanding of organizational effectiveness activities and identify recommendations for ASH-wide engagement best practices.

### **Target: Stay Interview Oversight**

Provide oversight of ASH stay interview engagement activity.

### **Target: Quarterly Informational Videos**

Collaborate with FAA Executives to develop quarterly “LOB in Three” – Three minute videos or articles to help inform ASH workforce regarding safety and security activities to support the National Airspace System (NAS).

### **Target: Employee Advisory Council (EAC)**

Assist ASH-1, ASH-2, and Employee Advisory Council (EAC) with implementation and oversight.

## **Activity: Coordinate ASH-Wide Communications**

ASH's Organizational Effectiveness Team collaborates with ASH Senior Leadership to develop and coordinate communications that help employees connect leadership decisions and direction with the organization's mission.

### **Target: Best Practices via SharePoint**

Utilize ASH SharePoint Portals to communicate best practices on a quarterly basis.

### **Target: Strategic Communication Alignment and Messaging**

Collaborate with ASH Senior Management Team to draft consistent communications that align with strategic messaging (i.e. videos, scripts, emails, etc.).

## **Activity: Employee Outreach Data Management**

ASH's Organizational Effectiveness Team conducts surveys to help assess the organizational environment and identify recommendations and strategies to continue to improve the workplace.

### **Target: Employee Outreach Data Management Analysis**

Conduct quarterly Employee Outreach Data Management Analysis to help promote accountability across ASH.

## **Initiative: Business Services & Security Solutions**

The Business Services and Security Solutions Division will support the ASH mission requirements by providing centralized business services, security solutions development services, and security application support services.

### **Activity: Business Services: Program Support Services**

Coordinate mobility changes with National Wireless Program office to meet ASH needs.

**Target: Business Services: Mobility Services Coordination**

Work with National Wireless Program Office to support ASH mobility needs.

**Activity: Business Services: Facility Relocation Assistance**

Facilitate ASH non-prospectus moves to meet ASH needs or APM requirements.

**Target: Office Changes**

Coordinate office changes with APM to meet ASH needs. Provide ASH staffing and space requirements requested by APM in accordance with FAA Real Estate Portfolio Review.

**Activity: Business Services: Property Management Facilitation**

Facilitate property management for ASH.

**Target: ASH Property Custodians and Delegates Quarterly Meeting**

Support new APM initiative to automate property transfer.

**Activity: Security Solutions Development: Security Solutions**

Develop new security solutions or enhance existing solutions to meet new or changed business needs of ASH program offices.

**Target: Security Solution Deployment**

Deploy security solutions to meet ASH program office business requirements.

**Activity: Security Solutions Development: Automate Testing**

Implement comprehensive system testing based on the automation of continuous application and hosting test scripts.

**Target: Functional Testing**

Automate functional testing using Selenium (or similar products) for six (6) AXM web applications.

**Activity: Security Applications Support: Mission Support**

Coordinate deployment and delivery of key systems and/or services to support ASH mission and programs.

**Target: Cloud Transition**

Work with FAA Cloud Services Program Office and Cloud vendor to implement Phase 2 of AXM Cloud Deployment Plan.

**Target: VTC Installation Coordination**

Coordinate upgrade of VTC and audio-visual systems in ASH offices with AIT and FAVES VTC vendor.

## **Activity: Security Applications Support: Security Compliance**

ASH will provide a secure hosting platform for AXM systems.

### **Target: Certification and Authorization Process**

Ensure AXM systems complete the Certification and Authorization process.

### **Target: PII Data**

Remediate all PII data found during scan within 30 days of discovery or notification.

## **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: AXM - 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.

## **Initiative: Investigations**

The Office of Investigations (AXI) receives, evaluates allegations, plans, conducts, documents, and distributes investigations of FAA employees and contractors, suspected of violating various FAA orders, policies, and procedures.

### **Activity: Investigations**

ASH will investigate all allegations of misconduct by FAA employees, contractors, and non-employees suspected of violating various FAA orders, regulations and policy.

### **Target: Conduct Investigations**

Evaluate and respond to investigation requests from all sources based upon established guidelines, ensuring the safety of the National Air Space and flying public is not effected by employee misconduct, or other matters that distract Lines of Business from accomplishing their safety missions. Distribute completed investigations to supported Lines of Business and Staff Offices on an average of 45 working days, enhancing stakeholder effectiveness in mitigating risks to aviation and workplace safety.

### **Target: Trend Analysis**

Expand case management data in existing systems and conduct risk management briefings to external stakeholders using the new data to reduce trends that impact aviation safety, through the use of a pilot analysis program.

## **Initiative: Threat Assessment**

The Office of Investigations (AXI) receives and evaluates information in support of risk assessments of FAA employees and contractors, programs, systems, and information to minimize threats.

### **Activity: Threat Assessment**

AXI will engage in activities, briefings, and assessments of potential threats involving FAA employees, contractors, and non-employees.

#### **Target: Threat Assessment Panels**

Participate in requested Threat Assessment Panels based upon established guidelines. Increase the AXI depth of service by collecting data to identify ways AXI can assist the agency to address emerging issues and threats to the safety of FAA facilities and employees.

## **Initiative: Investigations Standards and Policy**

The Office of Investigations (AXI) develops, implements and ensures consistency with professional Investigative Standards and Policy through program reviews, spot reviews, and assessments; develops and implements an AXI Investigations Training Program; maintains a comprehensive almanac and resource library; oversees and manages all AXI communication and collaboration platforms.

### **Activity: Investigative Program Review/Assessment**

Ensure consistency with AXI Standards, Policy and Procedure. Develop, write, edit and recommend approval of relevant AXI program governing documents.

#### **Target: Review & Assessment Program**

Conduct reviews and/or assessments of AXI programs to ensure compliance with applicable governing documents, Quality Standards for Investigations and Code of Ethics and Conduct. Conduct and lead highly sensitive investigations as directed by AXI leadership.

#### **Target: Quality Control**

Identify gaps in compliance with governing documents, Quality Standards for Investigations and Code of Ethics and Conduct and report those gaps to senior AXI management along with recommendations for corrective actions. Develop, write, edit and/or recommend approval of relevant AXI program governing document.

## **Initiative: Cyber Investigations**

The Office of Investigations (AXI) conducts cyber investigations in support of investigations, insider threat, and defensive counterintelligence by performing cyber analysis of FAA systems through enterprise and digital media forensics analysis

### **Activity: Cyber Investigations Support**

Provide cyber investigations support to FAA through the use of digital forensics tools, techniques, and procedures. Evaluate, conduct, complete, and distribute cyber investigations requests from all sources based upon established guidelines.

### **Target: Cyber Investigation Requests**

Provide cyber investigations support to FAA through the use of digital forensics tools, techniques, and procedures. Identify, collect, preserve, analyze, and report digital evidence in response to cyber investigations requests from all sources based upon established guidelines in support of investigative matters that could affect the safety of the National Air Space by employee misconduct or other matters that distract Lines of Business from accomplishing their missions.

### **Target: Cyber Investigations Maturity**

Mature processes to streamline organizational effectiveness of the Cyber Investigations program. Identify standards that increase the efficiency of the program and develop governing documents for business processes and workforce development.

### **Activity: Cyber Analysis Virtual Environment**

Maturity of cloud based investigation systems to identify, collect, preserve, analyze, and report digital evidence in support of collection of electronic discovery and internal investigation efforts.

### **Target: Cyber Analysis Virtual Environment Maturity**

Conduct research, development, testing, and implementation activities in support of the maturity efforts of the Cyber Analysis Virtual Environment to enhance the reliability and efficiency.

### **Initiative: AXM Process Improvement**

AXM collaborates with ASH Program Offices to develop, implement, and evaluate processes, procedures, and guidance that result in efficient program management throughout ASH.

### **Activity: Develop ASH Implementing Guidance**

AXM develops implementing guidance in alignment with FAA corporate policy, to ensure consistent execution of directives, processes and practices across the ASH organization.

### **Target: ASH Implementing Guidance**

Develop at least four ASH Implementing Guidance materials and coordinate review to ensure compliance with FAA policy and ASH requirements. Developed guidance topics include IAAs, PC&B, Telework, Government Furnished Equipment, and Pay Setting.

### **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: ASH Efficiency Goal: Program Management Maturity Index- Annual Check/Update**

Provide or check updated FY 2022 measure template with changes as needed.

**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: ASH Efficiency Goal: Program Management Maturity Index- Quarterly Submission**

Report quarterly results and comments to ABA on the Program Management Maturity Index. Due 30 days after the end of each quarter.

**Initiative: ASH - Productivity and Financial Metrics**

The Office of Security and Hazardous Materials Safety (ASH) will develop, track, and report quarterly on a comprehensive measure of its operating efficiency and financial performance.

**Activity: Program Management Maturity Index**

ASH will apply the Program Management Maturity Model framework throughout all its program activities to demonstrate continual, focused improvement as a part of the FAA Efficiency Measure Program.

**Target: Quarterly Submission**

Applying the ASH Program Management Maturity Model (PM3) in quarterly ASH-wide assessments, demonstrate a 12-point improvement in the aggregate ASH PM3 Index Measurement Score by the close of FY2021.

**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: Defensive Counterintelligence Branch**

The Office of Investigations (AXI) Defensive Counterintelligence Branch protects the FAA against the malicious actions conducted by foreign entities and trusted insiders that could damage U.S. national security or economic competitiveness. The DCIP is designed following the principles laid forth by the Office of the Director of National Intelligence and the National Counterintelligence and Security Center (NCSC) for non-Intelligence Community defensive counterintelligence programs.

### **Activity: Defensive Counterintelligence Branch**

Provide Defensive Counterintelligence support to FAA through detection, deterrence, and denial of illicit human and technical intelligence collection activities and other national security concerns against the FAA, its personnel, facilities, equipment, systems, networks, operations, and information.

### **Target: Defensive Counterintelligence Branch**

Provide Defensive Counterintelligence support to FAA through conducting investigations, inquiries, assessments, responding to requests, conducting briefings, engage in outreach and partnerships with internal and external stakeholders.

### **Initiative: Insider Threat Detection and Mitigation Branch**

The Office of Investigations (AXI) Insider Threat Detection and Mitigation Branch detects and mitigates actions by employees and contractors who may, wittingly or unwittingly represent an insider threat to FAA information, resources, and/or national security. Executive Order 13587 directed all federal departments and agencies that operate or access classified computer networks, to implement an insider threat detection and prevention program consistent with the guidance and standards developed by the National Insider Threat Task Force (NITTF). DOT Order 1642.1 directed the FAA to develop, implement, manage, and operate an FAA Insider Threat Program.

### **Activity: Insider Threat Detection and Mitigation Branch**

Provide Insider Threat Detection and Mitigation support to FAA within the guidelines and standards set by NITTF and DOT and ensure that the safety of the National Air Space is not affected by matters that distract Lines of Business from accomplishing their missions. Identify and collaborate with stakeholders to enhance program development and maturity to assess insider risks and threats.

### **Target: Insider Threat Detection and Mitigation Branch**

Provide Insider Threat Detection and Mitigation support to FAA through the conduct of assessments, inquiries, analysis, monitoring, and responses to referrals/requests for information, reviews, liaison, partnerships and internal and external outreach activities.

### **Target: Data Processing**

AXI will work with key internal and external stakeholders to create an agency wide plan to process data collected by the threat assessment panels, making it suitable for further analysis, as a means to address emerging issues and threats to the safety of FAA infrastructure and workforce.

### **Initiative: Accountability**

Build transparency, trust, and stewardship through consistency and effectiveness of decisions. Share information and data with stakeholders to continuously improve the processes for decision-making.

## **Activity: Airline Passenger and Cargo Safety Messaging**

Develop and implement strategy to promote airline passenger and cargo safety by providing information that educates stakeholders on the risks of dangerous goods in baggage and cargo through development of multimedia materials, such as social media content web content, videos, electronic messaging, apps, interactive media, and presentations for outreach events. Include seasonal safety messaging and risk-based messaging when hazards are identified.

### **Target: International Aviation Safety and Regulatory Responsibilities**

Collaborate with international stakeholders, and provide leadership in the development and maintenance of AXH international processes. Adhere to established DOT, FAA and AXH processes, procedures, and timelines. Distinguish FAA / AXH as a leader in safety and risk management in the transportation of hazardous materials by air at a global level.

### **Target: Engage Cargo Safety Stakeholders through Technology**

Enhance the FAA's dissemination of information to improve stakeholders' understanding of pertinent air travel and air cargo safety-related issues utilizing a variety of technologies, such as social media platforms, website, electronic messaging, apps, outreach events, etc. Work with AOC to develop and implement strategy to ensure stakeholder engagement messaging reaches targeted audience, such as expanding social media and GovDelivery lists to include industry influencers, or direct participation with stakeholders.

### **Target: Responsiveness to Web Inquiries**

Respond to a minimum 90% of inquiries to FAA's Dangerous Goods website through the PackSafe, OperateSafe, and SafeCargo platforms within 2 business days of receipt. Identify frequently asked questions and answers on monthly basis to inform safety messaging.

### **Target: Stakeholder Engagement**

Conduct annual audit of Dangerous Goods stakeholder engagement materials to ensure relevance and update as appropriate. This includes printed or electronically accessible information such as posters, screen displays, slide presentations, videos, tool kits, and general dangerous goods safety information on the ASH public-facing website.

### **Target: International Aviation Safety for Aircraft Cargo, Including Dangerous Goods - ICAO Support & Engagement**

Remain continuously engaged in all activities that may involve or support AXH international objectives, briefing to AXH-1 quarterly. This includes, supporting the ICAO Continuous Monitoring System as it applies to Annex 18 requirements through coordination with API reviews conducted biannually. It also includes, attend FAA internal planning meetings for international engagement, such as, the Global Leadership Initiative International Steering Committee (ISC); International Advisory Board (IAB) and ICAO Assembly meetings.

### **Target: Advance FAA position internationally.**

Develop and begin implementation of a dangerous goods safety communication plan to further promote FAA's global aviation leadership and share best practices with international stakeholders.

## **Initiative: ASH Telework Program**

To implement guidance that clarifies expectations for Security and Hazardous Materials Safety (ASH) managers and employees to apply FAA telework policy in a fair and consistent manner.

### **Activity: Telework Guidance Implementation**

Assist leadership with implementing ASH Telework Guidance.

### **Target: Telework Guidance Feedback**

Implement revised ASH Telework guidance based on employee survey feedback.

## **Initiative: Budget Execution and Formulation Processes**

Ensure completeness and accuracy of data used in ASH's budget execution and formulation processes.

### **Activity: ASH Regional Information System (REGIS) Compliance**

Ensure ASH cuff records data in REGIS meet or exceed Agency REGIS compliance levels through monitoring of data and collaboration with programs to improve performance.

### **Target: ASH Regional Information System (REGIS) Compliance**

Maintain or exceed an overall ASH REGIS cuff system compliance percentage of average 95%.

### **Activity: ASH Labor Distribution Reporting (LDR) Compliance Rate**

Work with ASH programs to maintain or exceed LDR usage compliance.

### **Target: ASH Labor Distribution Reporting (LDR) Compliance Rate**

: Maintain or exceed an ASH overall LDR compliance rate at 98% or higher.

# 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.

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### **Initiative: International Travel Security**

Internal Activity: prepare employees who travel internationally with timely and pertinent information concerning the risks they may encounter while abroad; ensuring FAA international travel security training is accurate, up-to-date, and complies with applicable FAA, DOT, and national policies and law; and monitoring security concerns that could impact employees traveling internationally on official FAA business and advising them appropriately.

### **Activity: International Travel Security Support**

Provide International Travel Security support to FAA through activities involving research of general and location specific travel risks and hazards, providing travel risk briefings based on research, reviewing country clearance communications, and engage in enhanced outreach, collaboration, and partnerships with internal and external stakeholders.

### **Target: International Travel Security Support**

ITSB prepares employees who travel internationally with timely and pertinent information concerning the risks they may encounter while abroad; ensuring FAA international travel security training is accurate, up-to-date, and complies with applicable FAA, DOT, and national policies and law; and monitoring security concerns that could impact employees traveling internationally on official FAA business and advising them appropriately.