



Federal Aviation Administration

Memorandum

Date: December 23, 2020

To: Steve Dickson, Administrator

From: Chris Rocheleau, Deputy Assistant Administrator for Policy, International Affairs and Environment

Thru: Abigail Smith, Executive Director, Aviation Policy and Plans

Prepared by: Leslie Higgins, Manager, Strategic Planning Division

Subject: FY 2021 Corporate Short Term Incentives

ACTION REQUIRED

Establish measures and targets for the Fiscal Year (FY) 2021 Corporate Short Term Incentives (CSTI) program.

SUMMARY

The Deputy's Meeting and Performance Committee have agreed on the attached list of performance measures and targets for the FY 2021 Corporate Short Term Incentives (CSTI) program. The recommended CSTIs are measurable and aggressive stretch goals, but also achievable. The CSTIs are intended to reinforce the need for FAA executives to collaborate and share accountability for key agency priorities.

BACKGROUND

In developing the CSTIs for FY 2021, we worked with all FAA Deputies and the Planning Community across agency lines of business and staff offices. We collected recommendations and feedback from the Performance Committee and at Deputy's Meetings to establish and include activities related to key FAA priority areas.

As CSTI goals reflect important ongoing work occurring across the agency, a number of the proposed items on the FY 2021 list are a continuation of items from the FY 2020 CSTI list.

Finally, the attached FY 2021 list contains important new work that the FAA is committed to, ensuring that we are properly focused on the future vision for the Agency.

This list has been recommended for approval by the Deputy Management Board and the Performance Committee.


Upon your approval, the CSTIs will be published to FAA’s internal website, and we will work with the Office of Communications on any additional communications.

Governance of CSTIs will take place throughout FY 2021 at monthly Performance Committee meetings and biannually during the Deputy’s Meeting, ensuring that proper tracking and reporting of performance is maintained through completion of the stated goals.

RECOMMENDATION

I recommend that you approve the FY 2021 CSTI list.

Attachment
FY 2021 FAA CSTI Goals Final

The Administrator 

APPROVED: _____

DISAPPROVED: _____

COMMENTS: _____

DATE: 12/24/2020

FY2021 Corporate Short Term Incentives (CSTI)		Lead
Safety		
1	<p><u>Alaskan Safety Initiative:</u></p> <p>Target 1: Conduct Safety Program inventory of existing programs and research and near future plans within ATO, AVS, ANG, and ARP to include written recommendations on actions needed to reduce FSI. Complete post- safety program inventory analysis and establish prioritized list. Due April 15, 2021</p> <p>Target 2: Collaborate with Alaska aviation stakeholders and system users to evaluate FAA recommendations developed in Target 1 and develop prioritized proposals based on a combination of greatest impact and reasonable ability to implement programs/projects identified by the collaborative team. Share with the industry the prioritized plan to move forward. Due September 30, 2021</p>	APL/AGC
2	<p><u>Partner to advance FAA position internationally for safety and security:</u></p> <p>Improve information sharing on conflict zones with foreign states to improve risk mitigation capabilities to protect civil aviation in or near conflict zones.</p> <p>Target 1: Share best practices on risk mitigation planning with at least (2) key counterparts by engaging in international initiatives such as the Safer Skies Consultative Committee (SSCC) to promote risk mitigation practices in and near conflict zones. Due September 30, 2021</p> <p>Target 2: Lead Crisis Response Working Group (CRWG) in proactive NOTAM/SFAR mitigation planning and inform collaboration with foreign partners. Participate in foreign partner information sharing sessions at least four times. Due September 30, 2021</p>	ASH/APL
3	<p><u>Expand Safety Management System (SMS) in Industry:</u></p> <p>Pursue expansion of SMS in industry. Achieve target to obtain preliminary team concurrence of the SMS Rule NPRM and to provide support to OST to facilitate approval of Part 139 SMS.</p> <p>Target 1. SMS Rule NPRM - Obtain preliminary team concurrence of the SMS Rule NPRM. Due September 30, 2021 Lead: AVS Support: APO / AGC</p> <p>Target 2. In coordination with ARM, APL, AGC and AVS, provide support to OST to facilitate their approval of the Part 139 SMS Rule. Lead: ARP September 30, 2021</p>	AVS/ARP/ AGC

FY2021 Corporate Short Term Incentives (CSTI)		Lead
People (Accountability)		
4	<p><u>Workforce of the Future Science, Technology, Engineering, and Math (STEM) Aviation and Space Education (AVSED) Program:</u> Fully implement the cross-Agency STEM AVSED governance structure, to include the STEM AVSED Executive Board (EB) and the STEM AVSED Steering Committee. Must complete all 3 targets.</p> <p>Target 1: Identify committed members of the STEM AVSED EB and SC from all FAA organizations that are involved in STEM AVSED engagement initiatives. Due March 31, 2021</p> <p>Target 2: Establish recurring meetings and develop charters for STEM AVSED EB and SC. Due June 30, 2021</p> <p>Target 3: Implement oversight procedures for cross-Agency STEM AVSED engagement initiatives, to include development of annual Agency business plan goals and activities for FY22 and identification of resources to support those goals. Due September 30, 2021</p>	APL
5	<p><u>Complete next phase of FAA Strategic Workforce Planning to include Workforce Development:</u> Working through all of the LOB/SOs, develop an enterprise-wide strategic workforce planning policy that outlines roles, responsibilities, governance structure, reporting requirements, and key metrics to measure attainment of agency workforce goals. Obtain policy approval from the Agency Deputies (Dash-2 Board). Due September 30, 2021</p>	AHR
Global Leadership		
6	<p><u>Promote International Safety and U.S. Interests:</u> Influence the development of international approaches to ensure the safe and sustainable recovery of the aviation sector after the global health emergency.</p> <p>Target 1: Develop global health emergency risk mitigation measures for passenger and aviation professionals in alignment with U.S. best practices in the ICAO Council Aviation Recovery Task Force (CART). Due September 30, 2021.</p> <p>Target 2: Develop, maintain and actively promote an FAA policy position in support of CART implementation measures in at least three (3) bilateral and multilateral venues, to include ICAO regional engagement. Due September 30, 2021.</p>	APL
Operational Excellence (Infrastructure)		
7	<p><u>Return of our aviation system post COVID impacts:</u> Sustain and improve critical FAA cross-cutting support functions in response to global health pandemic.</p> <p>Target 1: Identify key FAA cross-cutting functions, challenges, and opportunities, especially those requiring collaboration across the agency. Due March 15, 2021 (notional date)</p> <p>Target 2: Develop lessons learned, processes, and mechanisms to encourage best practices. Due June 15, 2021 (notional date)</p> <p>Target 3: Develop a strategy to enhance cross-cutting support functions in order to enable FAA safety and efficiency operations to remain intact [in case of another global pandemic emergency]. Strategy document to be approved by Management Board. Due September 30, 2021</p>	ASH/All

FY2021 Corporate Short Term Incentives (CSTI)		Lead
8	<p><u>UAS Integration:</u> Target 1: Develop a cross-LOB strategy to respond to and address, as appropriate, security issues related to UAS integration that interagency participants identify as a part of the National Security Council UAS Security Policy Coordinating Committee process. Due September 30, 2021 Target 2: Document best practice for UAS flight operations under a UAS Flight program for DOT-wide use when commissioning UAS vendors for facility, infrastructure, modal-specific inspections, or other needed activities as approved by each mode. Due September 30, 2021</p>	AVS/ATO
<i>Innovation (Global Engagement)</i>		
9	<p><u>Cyber Security:</u> Strengthen compliance of risk management programs in the stakeholder community. Target: Address 90% of the FAA's Internet accessible high value assets with critical and high vulnerabilities in accordance with DHS BOD 19-02. Provide monthly updates to the Cybersecurity Steering Committee. Due September 30, 2021</p>	AFN
10	<p><u>EIM (Digital Transformation - Big Data):</u> Define training path for data science and machine learning. Implement pilot training programs. Must complete 3 of 4 targets Target 1: Conduct a data challenge to identify use cases for data integration. Target 2: Implement a training program for advanced analytics. Target 3: Complete a data integration initiative that supports the safety mission. Target 4: Create a cross-agency Center of Excellence for advanced analytics. Due September 30, 2021</p>	AFN