

# National Transportation Safety Board Operating Plan Fiscal Year 2014



October 2013



**National  
Transportation  
Safety Board**

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## Foreword

Best practices have been implemented each year via the creation of performance targets and measures established through the agency's annual operating plan. The 2013-2016 NTSB Strategic Plan specifies four strategic goals to which all NTSB activities are aligned and individual office contributions are made: (1) Conduct effective accident investigations, (2) Recommend and advocate actions to improve transportation safety, (3) Conduct fair and expeditious adjudication of airman and mariners appeals from the Federal Aviation Administration and the U.S. Coast Guard enforcement actions and certificate denials, and (4) Provide outstanding mission support. These goals cascade into 9 associated strategic objectives and a number of performance measures associated with them that indicate successful target levels to be achieved.

Performance measures are part of each agency's strategic plan, indicating how progress toward agency goals and objectives is measured and help focus agency efforts on achieving priority goals and objectives. The performance measures indicated in this report have been selected for their direct relationship to the agency's mission, goals, and strategic objectives. In FY 2014, the agency continues to move toward the concept of emphasizing a smaller group of performance measures demonstrating more accurate indicators of agency success.

Performance measure definitions have been included in this report to provide both an explanation of each measure and the methodology for its calculation. It is important that the definition contain enough pertinent information to be clearly understood and the description of its calculation be detailed enough to allow replication.

Over the past several fiscal years, this performance-based culture has remained a focus of agency management and staff; it will continue to be enhanced during fiscal year 2014, as the performance measures and target levels are updated and evaluated throughout the year. The NTSB is optimistic that its results-oriented culture will continue to evolve and promote better governance in the future, leading to further improvements in transportation safety.

# NTSB Goals and Strategic Objectives

Performance Measure Type	Measure Name	Office	FY12 Results	FY13 Target Level	FY13 Results	FY14 Target Level
<b>Strategic Goal #1 Conduct effective accident investigations</b>						
<b>Objective 1.1 Select and scale an appropriate response to accident investigations and incidents</b>						
Output	Number of products adopted by the Board	AS	22	17	25	21
		HS	9	7	11	4
		MS	4	3	5	4
		RE	2	2	4	2
		RPH	13	4	12	6
Efficiency	Average time (in months) to complete Board adopted products	AS	3.64	18	13	16
		HS	8	18	7.5	16
		MS	10.3	18	13	15
		RE	9	18	13	18
		RPH	12	18	8	16
<b>Objective 1.2 Increase the recognition of the NTSB's role for investigating international aviation accidents</b>						
Output	Number of aviation international cooperative activities completed	AS	N/A	8	13	8
<b>Objective 1.3 Continue to effectively coordinate and deliver Transportation Disaster Assistance (TDA) to accident victims</b>						
Output	Percent of transportation disaster assistance support provided to major aviation and rail accident investigations as legislated	OC	N/A	100%	100%	100%
<b>Objective 1.4 Engage in outreach with transportation community to improve awareness of lessons learned from accident investigations nationally and internationally</b>						
Outcome	Number of outcome-oriented safety results (legislation, federal rule, industry symposium or lessons learned) involving industry or government stakeholders following outreach efforts	AS	20	12	12	12
		HS	6	4	12	4
		MS	2	2	2	2
		RE	4	2	3	2
		RPH	5	4	12	4

Performance Measure Type	Measure Name	Office	FY12 Results	FY13 Target Level	FY13 Results	FY14 Target Level
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**Strategic Goal #2  
Recommend and advocate actions to improve transportation safety**

**Objective 2.1 Identify new and creative ways to advocate safety recommendations and other safety actions**

Output	Number of safety recommendations adopted over the last five years	MD	N/A	Baseline	159	110
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**Objective 2.2 Maintain and advocate items on the Most Wanted List**

Output	Percent of Most Wanted list issue areas that are new to the list	OC	N/A	Baseline	60%	50%
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**Strategic Goal #3  
Conduct fair and expeditious adjudication of airman and mariners appeals from the Federal Aviation Administration and the U.S. Coast Guard enforcement actions and certificate denials**

**Objective 3.1 Effectively manage the appeals process and appropriately protect the rights of airmen and mariners seeking the NTSB's review while balancing their interests with considerations of aviation and marine safety**

Outcome	Percentage of total cases disposed of during the fiscal year	ALJ	75%	70%	70%	70%
Output	Total number of non-emergency enforcement backlog cases on hand	GC	14	30	14	30

**Strategic Goal #4  
Provide outstanding mission support**

**Objective 4.1 Maintain efficiency in utilizing agency resources**

Outcome	Obtain audit opinion on financial statements to ensure records are maintained to the highest level of integrity	CFO	Yes	Yes	Yes	Yes
Efficiency	Increase integration of IT solutions into the NTSB's mission and administrative processes	CIO	13	10	14	7

Performance Measure Type	Measure Name	Office	FY12 Results	FY13 Target Level	FY13 Results	FY14 Target Level
Outcome	Obtain positive response to FISMA, FOIA and other oversight body reports	CIO	Yes	Yes	Yes	Yes
Outcome	Implement the NTSB Safety and Occupational Health Program	AD	Developed Phase 1	Implement Phase 1	Implemented Phase 1	Implement Phase 2
<b>Objective 4.2 Align and improve human capital planning and diversity</b>						
Outcome	Develop and implement a Strategic Hiring Plan	AD	Developed Plan	Implement Plan	Implemented Plan	Develop FY15 Hiring Plan
Outcome	Increase the percentage of employee participation in formal and informal development programs	AD/ EEODI/ MD	N/A	Baseline	35	40
Outcome	Implement diversity and inclusion organizational development activities	EEODI	N/A	Baseline	15	20

## Performance Measure Definitions

Title	Number of Products adopted by the Board
<b>Objective</b>	1.1 Select and scale an appropriate response to accident investigations and incidents
<b>Definition</b>	This measure counts the number of products that each investigative office delivers to the Board for adoption, either at a Board Meeting or by vote on a Notation item. A product is defined as a completed report, safety study, safety report, accident brief, response to proposed rulemaking, as well as any public hearings or forums held.
<b>Data Source</b>	Data will be collected from the Correspondence, Notation, & Safety Recommendations Database (CNS) and each product presented to the Board for their adoption at a Board meeting or by vote on a Notation item.
<b>Calculation</b>	A count of the number of products adopted either at a Board Meeting or by vote on a Notation item and the number of public hearings/forums held.
<b>Limitations</b>	There is no difficulty in collecting the measurement data, but factors beyond our control such as higher-priority issues that Congress must deal with may prevent them from taking action on aviation safety issues.
<b>Measure Type:</b> Output	
<b>New:</b> No	

Title	Average time (in months) to completed Board adopted products
<b>Objective</b>	1.1 Select and scale an appropriate response to accident investigations and incidents
<b>Definition</b>	<p>This measure captures the average time that it takes an investigative Office to deliver NTSB products to the Board for adoption, either at a Board Meeting or by vote on a Notation item. A product is defined as a completed report, safety study, safety report, accident brief, response to proposed rulemaking, as well as any public hearings or forums held. Adoption date normally is defined as adoption by Board Members at a Board Meeting. However, for some notation items which are not scheduled for a board meeting, 30 days will be added to the date in which the product goes on notation. Timeliness is established when all votes are recorded, or the end of the 30 day period, whichever comes first.</p> <p>Each fiscal year, each office may select one accident investigation to be completed and presented to the Board within one year. If this investigation affects other products and resources, the office will not be penalized for the delay. An adjustment of the delay will be used in calculating this measure.</p>
<b>Data Source</b>	Data, including the date of the accident, approval of the safety study topic and public hearings and forums by the Board, and safety report begin date and the date that the Board adopted the product will be collected from the Correspondence, Notation, and Safety Recommendations Database (CNS).
<b>Calculation</b>	<p>A count of the number of months between the accident date, approval of the safety study topic and public hearings and forums by the Board, safety report begin date and the Board adoption date will be determined for each product and an average will be calculated. If a product has been delayed due to the selection of the accident investigation designated for completion within one year, the time of delay can be subtracted from the other products completion dates.</p> <p><i>Example: If during the fiscal year, the designated investigation pushes resources back 6 months, then 6 months can be subtracted from the overall products average time.</i></p>
<b>Limitations</b>	Factors beyond our control such as major launch activity or limited Board Meeting date availability may restrict the number of reports adopted at Board Meetings. The agency strives to achieve completion of investigative products within 18 months of the date of the accident. To accomplish this, we assess the complexity of the investigations and staff workload to set the target level as appropriate.
<b>Measure Type:</b> Efficiency	
<b>New:</b> No	

<b>Title</b>	Number of aviation international cooperative activities completed	
<b>Objective</b>	1.2 Increase the recognition of the NTSB's role for investigating international aviation accidents	
<b>Definition</b>	This measure will count the number of aviation international cooperative activities completed. The offices' count will include the following actions: (1) international launches to participate in the on-scene phase of international investigations, (2) significant travel (domestic or international) to support international aviation accident /serious incident investigations, and/or (3) U.S. team comments to draft ICAO reports where significant U.S. resources have been applied.	
<b>Data Source</b>	A log of the number of applicable international cooperative activities will be kept either electronically or manually.	
<b>Calculation</b>	An electronic or manual count of the number of activities.	
<b>Limitations</b>	Factors beyond our control such as the number of international accidents that warrant a launch or limited staff resources due to domestic workload priorities may restrict the number of activities the office completes.	
<b>Measure Type:</b>	Output	<b>New:</b> Yes

<b>Title</b>	Percent of transportation disaster assistance support provided to major aviation and rail accident investigations as legislated	
<b>Objective</b>	1.3 Continue to effectively coordinate and deliver Transportation Disaster Assistance (TDA) to accident victims	
<b>Definition</b>	This performance measure tracks the Transportation Disaster Assistance Division's (TDA's) ability to be responsive to internal requests for support from the modal investigative divisions. It reports the percentage of requests for which TDA provides support when asked by the investigator in charge or air safety investigator. TDA staff coordinates the resources of the Federal Government, state and local government, volunteer organizations and the operator to meet the needs of transportation disaster victims and their families, while also providing support for NTSB investigative activities.	
<b>Data Source</b>	The total number of requests for which TDA provided support, and any requests TDA was unable to support.	
<b>Calculation</b>	Requests are tracked by a spreadsheet. To calculate the percentage, divide the total number of investigations where TDA provided support (numerator) by the total number of requests for those services (denominator), then multiply by one hundred. This is a manual calculation.	
<b>Limitations</b>	Multiple simultaneous accidents could affect TDA's ability to provide support.	
<b>Measure Type:</b>	Outcome	<b>New:</b> No



<b>Title</b>	Number of outcome-oriented safety results involving industry or government stakeholders following outreach efforts (e.g. legislation, federal rule, industry symposium or lessons learned)
<b>Objective</b>	1.4 Engage in outreach with transportation community to improve awareness of lessons learned from accident investigations nationally and internationally
<b>Definition</b>	The Offices of Aviation, Highway, Marine Safety, Research & Engineering, and Rail, Pipeline & Hazardous Materials Investigations will provide advice and information on a wide range of topics that affect transportation safety. Congress may take actions such as holding hearings, proposing legislation, or other actions to improve transportation safety. The offices' count will include the following actions: (1) standards or rulemaking committees actively working to address safety recommendations, (2) standards or regulations that are drafted through rulemaking or industry processes, (3) final rules, industry standards, or operating procedures that are adopted, (4) the number of times that lessons learned from accident investigations and recommended actions for safety improvements are included on agendas at national conferences and at highly visible public events, (5) legislative action that requires recommended safety improvements to be implemented, (6) industry symposium(s) held and/or lesson learned.
<b>Data Source</b>	A log of the number of applicable safety results will be kept.
<b>Calculation</b>	A manual count of the applicable safety results will be kept.
<b>Limitations</b>	There is no difficulty in collecting the measurement data, but factors beyond our control such as higher-priority issues that Congress must deal with may prevent the agency from taking action on aviation safety issues.
<b>Measure Type:</b> Output	
<b>New:</b> No	

<b>Title</b>	Number of safety recommendations adopted over the last five years
<b>Objective</b>	2.1 Identify new and creative ways to advocate safety recommendations and other safety actions
<b>Definition</b>	This measure indicates performance on implementation of safety recommendations—the heart of the agency's mission. This measure will count the number of recommendations closed acceptably (successfully implemented) over the last five years. Board Order 70B Section 4 defines a safety recommendation. The following designations of a closed status will be used in the calculation of this measure: CEX= Closed–Exceeds Recommended Action; CAA= Closed–Acceptable Action; CAAA= Closed–Acceptable Alternate Action; CUA= Closed–Unacceptable Action; CUAS= Closed–Unacceptable Action/Superseded; CR= Closed–Reconsidered; CNLA= Closed–No Longer Applicable; CS= Closed–Superseded. The only closed statuses that considered “acceptable” and successfully implemented are CEX (Closed—Exceeds Recommended Action), CAA (Closed—Acceptable Action), and CAAA (Closed—Acceptable Alternate Action).
<b>Data Source</b>	This information is tracked in the Correspondence, Notation, and Safety Recommendations Database (CNS).
<b>Calculation</b>	Data are compiled by the Office of the Managing Director's Safety Recommendations and Quality Assurance Division on the number of safety recommendations adopted over the past 5 fiscal years (e.g. 2008 through 2012).
<b>Limitations</b>	Implementation of safety recommendations is entirely outside of staff control and depends on more factors than can be listed such as economic conditions, funding levels, and the current political climate.
<b>Measure Type:</b> Outcome	
<b>New:</b> Yes	

<b>Title</b>	Percent of Most Wanted list issue areas that are new to the list	
<b>Objective</b>	2.2 Maintain and advocate items on the Most Wanted List	
<b>Definition</b>	<p>The NTSB's Most Wanted List (MWL) represents the NTSB's advocacy priorities. It is designed to increase awareness of, and support for, the most critical changes needed to reduce transportation accidents and save lives. The NTSB will update the MWL annually, selecting issues based on the level of progress made and whether the impetus exists for change.</p> <p>This performance measure tracks new issue areas added to the MWL. The NTSB will review the entire MWL annually through the written notation process, in accordance with Board Order 4. Changes to the MWL will be announced and issue areas highlighted as appropriate at an annual press conference.</p>	
<b>Data Source</b>	The Most Wanted List	
<b>Calculation</b>	A manual count of new issue areas added to the list.	
<b>Limitations</b>	None.	
<b>Measure Type:</b>	Outcome	New: Yes

<b>Title</b>	Percentage of total cases disposed of during the fiscal year	
<b>Objective</b>	3.1 Effectively manage the appeals process and appropriately protect the rights of airmen and mariners seeking the NTSB's review while balancing their interests with considerations of aviation and marine safety	
<b>Definition</b>	The measurement is intended to demonstrate the expeditious disposition of cases by the Office of Administrative Law Judges (ALJ).	
<b>Data Source</b>	The Office of Administrative Law Judges database	
<b>Calculation</b>	For internal control purposes, a manual verification of the total number of cases pending will be conducted at the beginning of each fiscal year. To calculate the measure, an inquiry will be made of the ALJ database to generate the number of cases received and the number of cases closed during the fiscal year. The denominator is the number of pending cases plus the total number of cases received during the reporting period. The numerator is the total number of cases closed during the reporting period. Divide the two numbers to generate the percent of total cases disposed of during the fiscal year.	
<b>Limitations</b>	The following are possible reasons why a case cannot be scheduled for disposition: pending criminal actions involving the same airman stemming from the same matter; the pendency of a case on appeal before the Board that is likely to result in precedent dispositional of the subject case; extensive discovery considerations; legitimate scheduling conflicts with the parties and other witnesses; lack of courtroom space; spike in incoming cases or emergency cases that tax the availability of Judges to hear cases; planned and unexpected unavailability of judge(s), e.g., retirement, extended sick leave, training, and vacation; and multiple sessions of a case. In addition, cases will carry over from one fiscal year to another due to the premature nature of the case for hearing.	
<b>Measure Type:</b>	Outcome	New: No

<b>Title</b>	Total number of non-emergency enforcement backlog cases on hand	
<b>Objective</b>	3.1 Effectively manage the appeals process and appropriately protect the rights of airmen and mariners seeking the NTSB's review while balancing their interests with considerations of aviation and marine safety	
<b>Definition</b>	This measure reports the number of non-emergency enforcement cases pending in the Office of General Counsel inventory. Non-Emergency draft opinions and orders are defined as the enforcement cases where the Administrator of the Federal Agency Aviation Administration (FAA) or the Commandant of the Coast Guard has not immediately revoked or suspended an airman's or mariner's certificate, and as a consequence, the case has no statutorily imposed deadline as in emergency enforcement cases. However, because the affected airman or mariner may still be in possession of his or her license or certificate, undue delay in achieving a final decision by the Board may potentially affect transportation safety. The office's responsibility is to ensure action by the full Board within a reasonable period of time.	
<b>Data Source</b>	A database will be maintained by the paralegal manager of the enforcement program within the Office of General Counsel showing all processing dates for each enforcement case.	
<b>Calculation</b>	Open enforcement cases will be tallied and tracked on a monthly basis, and the backlogged actively managed accordingly. Every effort will be made to continue to drive the backlog to as close to zero cases pending Board action once fully briefed by the parties to the enforcement action. Total open cases will be aggregated at the end of the evaluation period. This will be a manual calculation.	
<b>Limitations</b>	None.	
<b>Measure Type:</b>	Output	<b>New:</b> No

<b>Title</b>	Obtain audit opinion on financial statements to ensure records are maintained to the highest level of integrity	
<b>Objective</b>	4.1 Maintain efficiency in utilizing agency resources	
<b>Definition</b>	This measure indicates the Office of the Chief Financial Officer's (CFO) efforts to ensure the financial integrity of the NTSB, as well as, ensure external stakeholders that the agency takes its fiduciary responsibility seriously. An audit is conducted annual by Department of Transportation Inspector General (DOTIG) and authorized agents usually from April to November. The CFO must receive an audit opinion for the financial information before submission to external stakeholders.	
<b>Data Source</b>	Auditable financial records include, but not limited to, general ledger transactions, budget allocations, payroll records, Momentum, Department of Interior's National Business Center, and other financial documents as required.	
<b>Calculation</b>	A series of spreadsheets and/or reports are used in the collection of data and submitted to DOTIG. To maintain auditable financial information, the CFO uses the following: internal controls as required by OMB-Circular A-123 (Management and Accountability); monthly financial statements; daily review of financial information as early warning indicators should the financial information need to be corrected before submission. This measure will be considered achieved and designated GREEN when a clean or unqualified audit opinion has been received from DOTIG.	
<b>Limitations</b>	None	
<b>Measure Type:</b>	Outcome	<b>New:</b> No

<b>Title</b>	Increase integration of IT solutions into the NTSB's mission and administrative processes
<b>Objective</b>	<b>4.1 Maintain efficiency in utilizing agency resources</b>
<b>Definition</b>	<p>This measure tracks the implementation of a number of IT projects that will improve the overall internal and external experience in accessing and using NTSB products and services to include:</p> <p>(1) Implementing tools to enhance the capability of NTSB staff operating in a mobile environment (e.g. replacement of existing blackberry devices with a smartphone; deploying up to 200 tablet devices and a secure container solution to support email, calendar and contact functions on mobile devices; pilot and implement a virtual desktop environment; and deploy of a new tool [Accellion] to support large, secure file transfer);</p> <p>(2) Implementing accident portals for surface modes by integrating a digital asset management solution to facilitate centralized storage and management of photos, audio files, etc.;</p> <p>(3) Deploying a new application designed to support the early phases of accident launches;</p> <p>(4) Initiate projects that support the implementation of a new DMS solution and the electronic processing of ALJ appeals;</p> <p>(5) Implementing the Staff Entry/Exit System (SEES), a SharePoint-based application that will provide workflows/tracking to HR and supporting offices;</p> <p>(6) Updating infrastructure components such as laptops and implementing a new VOIP based phone system;</p> <p>(7) Enhancing the experience of FOIA requestors by providing a mechanism to check FOIA request status online; and migrating the public website to the cloud and re-platform the website to MS SharePoint 2010.</p> <p>(8) Providing support for initiatives lead by other Offices such as upgrading the e-ADMS application.</p>
<b>Data Source</b>	OCIO IT Projects
<b>Calculation</b>	Manual count the number of implementations, enhancement and/or upgrades
<b>Limitations</b>	The total number of implementations, enhancements and upgrades may be impacted by budget and personnel resources as well as specific customer driven requirements.
<b>Measure Type:</b>	Outcome
<b>New:</b>	Yes

<b>Title</b>	Obtain positive response to FISMA, FOIA and other oversight body reports	
<b>Objective</b>	4.1 Maintain efficiency in utilizing agency resources	
<b>Definition</b>	<p>This measure tracks the completion and submission of requisite annual reports in the areas of IT Security and Freedom of Information Act (FOIA) compliance by the NTSB. These reports are required to be completed on an annual basis and provide insight into agency compliance with the Federal Information Security Management Act of 2002 and the Freedom of Information Act.</p> <p>The Department of Justice (DOJ) serves as the oversight authority for FOIA activities and after the NTSB's annual FOIA report is approved it is posted to the NTSB's public website. Specific data related to the NTSB's FOIA performance, and its relation to other FOIA programs across the Government can be found at <a href="http://www.foia.gov/index.html">http://www.foia.gov/index.html</a>.</p> <p>The Office of Management and Budget (OMB) serves as the oversight authority for FISMA reporting. Annual FISMA reports are filed with OMB and once approved are distributed to appropriate Congressional committees.</p> <p>The goal of both reports is to demonstrate substantial compliance with Government best practices to leverage this data to better understand and mitigate risks with either the NTSB's IT Security or FOIA programs.</p>	
<b>Data Source</b>	Annual reports submitted in accordance with reporting standards as defined by OMB for FISMA and DOJ for FOIA.	
<b>Calculation</b>	Submit annual reports	
<b>Limitations</b>	None.	
<b>Measure Type:</b>	Outcome	<b>New:</b> Yes

<b>Title</b>	Implement the NTSB Safety and Occupational Health Program	
<b>Objective</b>	4.1 Maintain efficiency in utilizing agency resources	
<b>Definition</b>	<p>The measure reports the development and implementation of the Safety and Occupational Health Program (SOHP).</p> <p>The SOHP is defined as an active, written process designed to seek and identify those hazards or hazardous conditions present in the workplace that may potentially harm/injure employees, damage/destroy equipment, or otherwise disrupt/halt operations and mitigate the associated risks to an acceptable level to ensure the agency can complete its mission.</p> <p>The intent of the program is to assure, as possible, safe and healthful working conditions for all personnel by providing advice, information, training and education, and research.</p> <p>Full implementation of the SOHP is a three-phase, three-year process: Phase 1 – Assessment; Phase 2 – Development and Implementation; and Phase 3 – Performance. A fully viable SOHP includes the following: Policy, Risk Management, Assurance, Promotion and Allocation of Resources (Human, Fiscal, Equipment).</p> <p>FY 2013 planning includes: developing a written SOHP which includes incorporating all aspects of a safety management system, initiating review and approval process, and integrating suggested and approved changes.</p>	
<b>Data Source</b>	Occupational Safety and Health Act, Public Law 91-596, or 84 STAT. 1590, December 29, 1970; Executive Order 12196, February 26, 1980; 29 CFR Part 1960, Elements for Federal employee Occupational Safety and Health Programs	
<b>Calculation</b>	Develop and implement program	
<b>Limitations</b>	Development programs may be impacted by budget and personnel resources constraints.	
<b>Measure Type:</b>	Outcome	<b>New:</b> Yes

<b>Title</b>	Develop and Implement a Strategic Hiring Plan	
<b>Objective</b>	4.2 Align and improve human capital planning and diversity	
<b>Definition</b>	<p>The Strategic Hiring Plan (SHP) is a sub-element of the Strategic Human Capital Plan and a companion to the Strategic Training and Development Plan.</p> <p>The intent of the SHP is to describe the agency’s process to strategically plan recruitment and hiring for mission-critical occupations, implementing that process, and evaluating the effectiveness of the approach.</p> <p>Implementation or deployment of the SHP includes developing the recruitment strategy, streamlining the hiring process, and improving the onboarding of new hires into the NTSB workforce.</p>	
<b>Data Source</b>	Strategic Human Capital Plan and HR activities to include recruitment and hiring.	
<b>Calculation</b>	Develop and implement Plan in alignment with Strategic Plan and Strategic Human Capital Plan	
<b>Limitations</b>	Initial focus is on mission-critical positions as defined in the Strategic Human Capital Plan due to availability of resources.	
<b>Measure Type:</b>	Outcome	<b>New:</b> Yes

<b>Title</b>	Increase the number of formal and informal development programs/events	
<b>Objective</b>	4.2 Align and improve human capital planning and diversity	
<b>Definition</b>	<p>This measure reports the number of formal and informal development programs opportunities at the agency. These types of programs provide learning opportunities within frameworks designed to build competencies that are important for career and personal success. The main goal of these types of programs is provide employees with an opportunity to gain additional knowledge, skills and tools to help them achieve their career goals.</p> <p>Formal and informal development programs may include the following: temporary assignments through details and rotations, employee development programs (i.e. leadership development program, professional development program, Upward Mobility, Summer Intern Program; mentoring) and any other program designed to facilitate professional and personal growth.</p>	
<b>Data Source</b>	NTSB formal/informal development programs	
<b>Calculation</b>	Implement strategies and actions to increase future participation in formal and informal development programs.	
<b>Limitations</b>	Development programs may be impacted by budget and personnel resources constraints.	
<b>Measure Type:</b>	Outcome	<b>New:</b> Yes

<b>Title</b>	Implement diversity and inclusion organizational development activities
<b>Objective</b>	4.2 Align and improve human capital planning and diversity
<b>Definition</b>	<p>Diversity refers to differences in race, ethnicity, sex, religion, sexual orientation, gender identity, culture, cognitive and physical ability, age, and nationality.</p> <p>Inclusion can be defined as cultivating a culture that connects each employee to the organization; encourages collaboration, flexibility and fairness; and leverages diversity throughout the organization so that all individuals are enabled to participate and contribute to their full potential.</p> <p>The Diversity and Inclusion (D&amp;I) Strategic Plan is comprised of three strategic goals: Workforce Diversity; Workplace Inclusion; and Sustainability. We will recruit from a diverse, qualified group of potential applicants; cultivate a culture that encourages collaboration, flexibility, and fairness to enable individuals to contribute to their full potential and to further retention; and, develop structures and strategies to equip leaders with the ability to manage diversity.</p> <p>This measure identifies strategies and actions to implement organizational developmental activities which align with the D&amp;I strategic plan goals. Organizational developmental activities include but not limited to staff participation in career development and career enhancement programs; D&amp;I brown bags, workshops, training and/or any other D&amp;I learning activities including activities and events initiated or sponsored by Senior leaders, Office Directors, and supervisors/managers.</p>
<b>Data Source</b>	Diversity and Inclusion Strategic Plan; Diversity Assessment Survey data; Diversity Action Plan; Human Resources race, national origin data on career development programs; EEODI activities; agency career management programs
<b>Calculation</b>	Count the number of diversity and inclusion organizational development activities implemented during the year.
<b>Limitations</b>	Budgetary constraints may affect external recruitment activities as well as funding in support of classes and/or other developmental opportunities.
<b>Measure Type:</b> Outcome	<b>New:</b> Yes