

National Transportation Safety Board
Annual Strategic Performance Report
Fiscal Year 2018



*Making Transportation Safer
Yesterday, Today, Tomorrow*

November 2018



NATIONAL TRANSPORTATION SAFETY BOARD

FY 2018 ANNUAL STRATEGIC PERFORMANCE REPORT

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Executive Summary

The National Transportation Safety Board's (NTSB's) Fiscal Year (FY) 2018 Annual Performance Report (APR) outlines our strategies to achieve agency priorities, promote organizational change, and improve agency performance. The FY 2018 APR provides stakeholders—the traveling public, the transportation industry, government agencies, and Congress—with a comprehensive view of our goals and objectives for the fiscal year. In addition, this APR will discuss our strategic performance goals by drawing a clear line from our mission to our goals, objectives, and key performance indicators, through performance metrics and targets. The APR is guided by our [FY 2018–2022 Strategic Plan](#) and complies with the [Government Performance and Results Modernization Act of 2010](#) (GPRA Modernization Act) and the Office of Management and Budget's ([OMB's Circular A-11](#)).

As we reflected on the agency's successes of the past 50 years, the coming challenges posed by the evolving transportation world were put into sharp relief, and we have refocused on enhancing our expertise and credibility, which were key to our past successes. Over the last 3 years, we have improved strategic management, planning, and performance reporting to support organizational change. Senior leadership challenged agency staff to improve current agency products, processes, technology, and communication. Based on internal and external environmental assessments, we created two task forces, which provided valuable recommendations on performance data analysis, strategic thinking, continuous process improvement, and innovative solutions to achieve organizational goals and objectives. Senior leadership has engaged with staff through listening sessions to understand their concerns and suggestions, and we are working to implement the associated lessons learned.

This APR includes three priority goals supported by six strategic objectives, five strategic performance goals, six key performance indicators, and fourteen performance metrics.

The FY 2018 strategic priority goals are as follows:

1. **Safety Leadership:** Serve as a global leader in conducting independent accident investigations, producing studies, and creating products essential to transportation safety.
2. **Engagement:** Engage external stakeholders to advance transportation safety.
3. **Synergy:** Promote employee teamwork, innovation, and engagement to optimize operations.

This FY 2018 APR addresses our key challenges and leverages agency strengths. One significant challenge we face is capturing valuable institutional knowledge as we continue to lose staff to retirement. These losses require us to focus even more on staff and leadership development. At the same time, our greatest strength continues to be our dedicated, knowledgeable, and professional staff. This APR also captures the full spectrum of our activities to accomplish national priorities in all modes of transportation. This report is divided into the following sections:



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NTSB at a Glance summarizes how the agency is organized, governed, and managed. This section includes a discussion of the agency's history and our role in transportation safety.

Strategic Performance Management at NTSB summarizes the agency's approach to performance management, strategic planning, and performance reporting, as well as how the agency uses data, evidence, evaluations, and reporting to manage performance.

Performance Management and Reporting organizes the APR by strategic goal, strategic objective, and performance goal, reflecting up to 3 years of historical performance. This presentation provides a unique glimpse into performance trends across multiple years within a program and helps us understand the links between multiyear performance goals, their annual components, and how these performance metrics support strategic objectives.



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NTSB at a Glance

About the National Transportation Safety Board

The NTSB is an independent federal agency charged by Congress with investigating every civil aviation accident in the United States and significant accidents in other modes of transportation—railroad, highway, marine, and pipeline. We determine the probable cause of the accidents we investigate and issue safety recommendations aimed at preventing future accidents. In addition, we conduct special transportation safety studies and coordinate the resources of the federal government and other organizations to assist victims and their family members who have been impacted by major transportation disasters. Additionally, we serve as the appellate authority for enforcement actions involving aviation and mariner certificates issued by the Federal Aviation Administration (FAA) and US Coast Guard, and we adjudicate appeals of civil penalty actions taken by the FAA.

History

The NTSB originated in the Air Commerce Act of 1926, in which the US Congress charged the US Department of Commerce with investigating the causes of aircraft accidents. That responsibility was transferred to the Civil Aeronautics Board's Bureau of Aviation Safety when it was created in 1940. In 1967, Congress consolidated all US transportation agencies into a new US Department of Transportation (DOT), within which the NTSB was established as an independent agency. In creating the NTSB, Congress envisioned that a single organization with a clearly defined mission could more effectively promote a higher level of safety in the transportation system than could the individual modal agencies working separately. Since 1967, the NTSB has investigated accidents in the aviation, highway, marine, pipeline, railroad, and public transportation modes, as well as accidents related to the transportation of hazardous materials.

In 1974, Congress reestablished the NTSB as a separate entity outside of the DOT, reasoning that “no federal agency can properly perform such (investigatory) functions unless it is totally separate and independent from any other . . . agency of the United States.” Because the DOT has broad operational and regulatory responsibilities that affect the safety, adequacy, and efficiency of the transportation system, and transportation accidents may suggest deficiencies in that system, the NTSB's complete independence was deemed necessary. The NTSB, which has no authority to regulate, fund, or be directly involved in the operation of any mode of transportation, strives for objectivity in its investigations and recommendations.

Role in Transportation Safety

Since our inception in 1967, we have investigated more than 146,000 aviation accidents and thousands of surface transportation accidents. On call 24 hours a day, 365 days a year, our investigators travel throughout the country and to every corner of the world in response to transportation disasters.

We investigate accidents to determine the probable cause, examine safety issues, and devise recommendations to prevent recurrence. We have issued more than 14,800 safety recommendations to more than 2,400 recipients in all transportation modes, 82% of which have been implemented.



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Since 1990, we have compiled and published an annual (until 2017, when we switched to a biennial release schedule) *Most Wanted List* of transportation safety improvements, which increases awareness of, and support for, the most critical recommendations needed to reduce transportation accidents and save lives.

Mission, Legislative Mandate, and Core Values

Table 1: NTSB Mission, Legislative Mandate, & Core Values

Mission	Making transportation safer by conducting independent accident investigations, advocating for safety improvements, and deciding pilots' and mariners' certification appeals.
Legislative Mandate	<i>Maintaining</i> our congressionally mandated independence and objectivity <i>Conducting</i> objective, precise accident investigations and safety studies <i>Performing</i> fair and objective pilot and mariner certification appeals <i>Advocating</i> for and <i>promoting</i> safety recommendations <i>Assisting</i> victims of transportation accidents and their families
Core Values	Integrity * Transparency * Independence * Excellence



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Our organizational structure is designed around sound business and management principles. We have five *Board Members*, each nominated by the President and confirmed by the Senate to serve 5-year terms. One member is designated by the President as Chairman and another as Vice Chairman, each for a 2-year term. The chairmanship requires separate Senate confirmation. When there is no designated Chairman, the Vice Chairman serves as Acting Chairman. Figure 1 shows our organizational structure. For more information about our offices and their functions, visit our [organization page](#).



Figure 1: NTSB Board Members

The NTSB is headquartered in Washington, DC, and has staff working remotely throughout the country and in regional offices in Ashburn, Virginia; Denver, Colorado; Anchorage, Alaska; and Federal Way, Washington (Figure 2 shows the NTSB’s US regional presence).

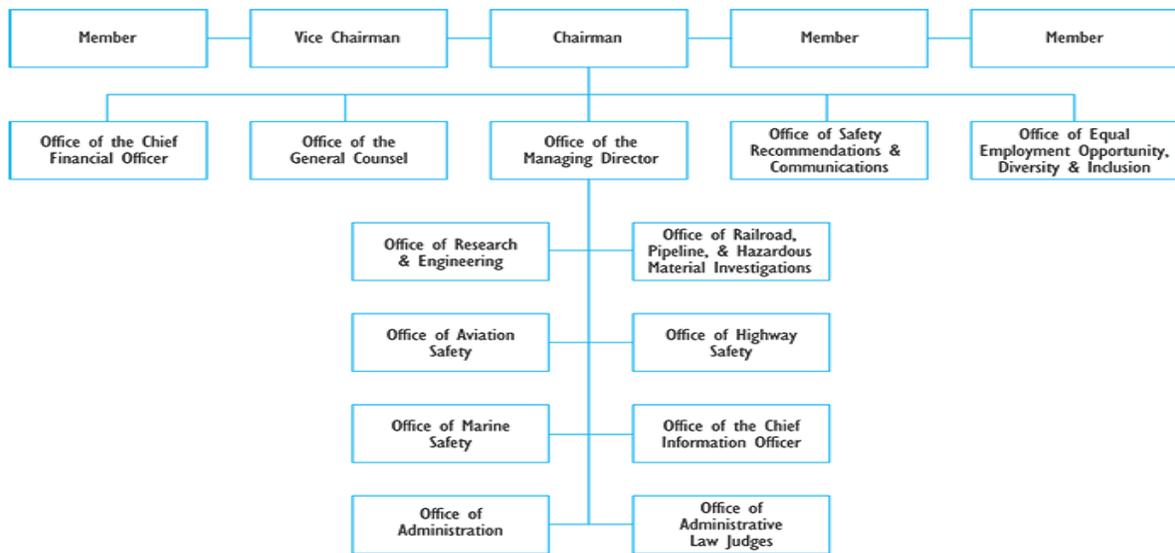
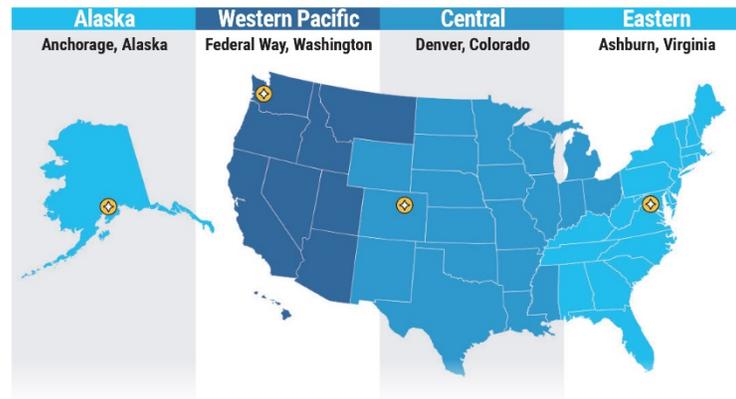


Figure 2: NTSB Organization Chart



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Regional Offices



ANC: Alaska Region	WPR: Western Pacific Region	CEN: Central Region	ERA: Eastern Region	
Alaska	Arizona California Hawaii Idaho Montana Nevada Oregon Washington ... American Samoa Guam Northern Mariana Islands	Arkansas Colorado Indiana Illinois Iowa Kansas Louisiana Michigan Minnesota	Missouri Nebraska New Mexico North Dakota Ohio Oklahoma South Dakota Texas Wisconsin Wyoming	Alabama Connecticut Delaware Florida Georgia Kentucky Maine Maryland Massachusetts Mississippi North Carolina New Hampshire
			New Jersey New York Pennsylvania Rhode Island South Carolina Tennessee Vermont Virginia Washington, DC West Virginia ... Puerto Rico US Virgin Islands	

Figure 3: NTSB Regional Presence



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Strategic Performance Management

In accordance with the *GPRA Modernization Act of 2010*, the NTSB’s strategic management process and performance framework begins with the agency’s strategic plan. Our strategic plan allows us to establish long-term priorities and develop performance goals, objectives, and metrics by which we can gauge our success. As prescribed by our senior leadership, this new process helps us demonstrate progress toward our performance goals and priorities, which will be measured using data analysis and by holding quarterly strategic performance reviews for future decision-making. This focus promotes active management and staff engagement across the agency. Figure 3 depicts a cyclical process map of how we measure success.

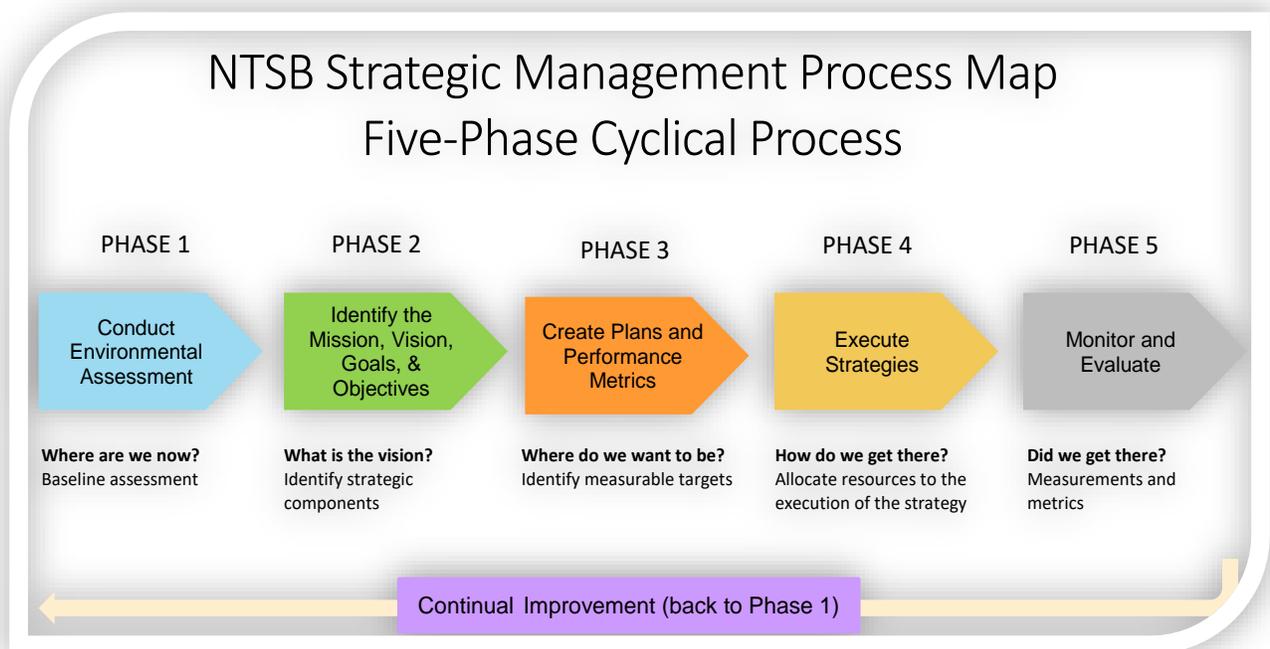


Figure 4. NTSB Strategic Management Process Map

We annually define our performance goals, key performance indicators, and metrics, and evaluate our progress toward achieving them. These items advance an effective, efficient, and productive government. We regularly collect and analyze performance metric data to inform decisions. Our staff constantly strives to make meaningful progress and to find ways to achieve positive impacts.

This performance-based culture has remained a focus of agency management and staff over the past several fiscal years, and it continues to be enhanced as we develop and evaluate our performance metrics and target levels each year. As we continually improve this process, we are able to demonstrate more mission-related performance results and make the best use of the resources



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entrusted to the agency. Our results-oriented culture will continue to evolve and promote better governance in the future, leading to further improvements in transportation safety.

Strategic Goals Overview

We developed a new strategic plan in 2017 to encompass FYs 2018 to 2022. This plan identifies three priority strategic goals and six related objectives that influence the day-to-day work at the NTSB. The three priority strategic goals are shown in Figure 4.



Figure 5: NTSB Priority Goals

FY 2017 to FY 2018 Performance Metric Changes

We have updated our performance metrics to reflect our new priority goals, creating new measures and deleting or revising others to enhance our activities and priorities for FY 2018. Several FY 2017 metrics were substantially revised to accommodate these changes, which affected our targets from previous years onward. Some previous activities were moved or created as separate metrics, and we have adjusted our targets to better reflect these changes. Additional information on metrics changes between the fiscal years can be found in [Appendix B: Changes to Performance Metrics](#). The table below summarizes the metrics' differences between the 2 years. Performance metric definitions can be found in [Appendix C: Performance Metric Definitions](#).



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Table 2: Performance Metric Changes Summary

FY 2017	FY 2018
Total metrics: 17	Total metrics: 14
Deleted: 11	New: 8
	Revised: 5
	No changes: 1

Management Review

The NTSB uses a quarterly, data-driven, strategic review process. Performance goals and metrics are assigned to a goal leader to ensure success. Each goal leader is responsible for tracking the goal’s progress, reporting the results, and making operational adjustments. The Office of the Managing Director (MD) coordinates these quarterly reviews, reviews and analyzes data, and provides reports to senior leadership at various intervals throughout the year.

Data Management and Reliability

Data management and reliability are important to determine performance outcomes. Currently, the data are reviewed and verified by the Strategic Management Program Manager and finalized with the MD. In 2017, we implemented a new strategic management communication tool to streamline the performance reporting process: a web portal where each office can enter its data to track performance metrics. This tool validates and verifies the reported metrics, and the process supports reasonable reliability assurances of all the performance metric data in this report.

Reporting on Progress

Continuous improvement rests on ongoing cycles of assessing performance, examining data, and employing lessons learned. Creating a culture of continuous improvement¹ is at the heart of our efforts to achieve better performance results overall. Our new strategic management performance portal (SMPP) supports our goal of determining valid, reliable performance measures.

Assessment: Rating Scales and Success Criteria

We evaluate our progress toward achieving our performance metrics with success criteria based on milestone achievement, combined with explanations of the performance and sources provided by program officials, to review and validate each metric’s results and ratings.

Key Factors Affecting Strategic Goal Achievement

Our ability to achieve our strategic goals may be influenced by the changing balance of industry operations; other federal, state, and local government activities; national priorities; market forces; and resource availability. The following factors may affect strategic goal achievement for FY 2018:

- Advances in new technologies in all modes of transportation
- Effectively managing pilots’ and mariners’ appeals

¹ Edward Deming; PDCA (plan–do–check–act) is an iterative four-step management method used in business for the control and continual improvement of processes and products)



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- Effectively issuing and closing safety recommendations
- Recruiting, retaining, and developing staff
- Budgetary constraints, including fluctuations in appropriations

Addressing the Challenges to Goal Achievement

We address these challenges through effective long-range planning, open communication, and improved employee engagement. Long-range planning in human capital management and core operations ensures that we are ready to deal with future investigative needs. Effective communication at all levels of the organization improves planning and process. We devote time and resources to thinking strategically, promoting employee engagement, and encouraging staff development. To achieve our long-term vision, we must effectively plan and communicate while maintaining our primary commitment to improve transportation safety. We believe that the initiatives in place will provide the balance necessary to foster the success of these strategic goals and priorities.

Summary of Goals and Objectives

Goal 1: Safety Leadership

Serve as a global leader in conducting independent accident investigations, producing studies, and creating products essential to transportation safety.

- Objective 1.1, Evolving Technology: Increase agency focus on awareness of emerging technologies.
- Objective 1.2, Data Analytics: Broaden the use of data and analysis to improve decision-making.
- Objective 1.3, Improve Transportation Safety: Promote transportation safety through response, products, recommendations, outreach, and proactive approaches and actions to remain resilient and effective.

Strategic Goal 2: Engagement

Engage external stakeholders to advance transportation safety by

- Objective 2.1 Stakeholder Engagement: Optimize outreach and build consensus with stakeholders.

Strategic Goal 3: Synergy

Promote employee teamwork, innovation, and engagement to optimize operations.

- Objective 3.1, Empowerment: Cultivate creativity and innovation across the agency through effective leadership.
- Objective 3.2, Inclusive and Engaged Workforce: Promote an inclusive and engaged workforce and eliminate barriers to equal employment opportunity.



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Performance Management and Reporting

Our strategic objectives support and complement our strategic goals. Each objective consists of performance goals and key performance indicators with measurable metrics and targets. Performance metrics use available data to determine if we are meeting our goals and objectives in the proposed time frame. Targets establish a line of sight toward achievement. We review performance metrics and targets to assess a program's effectiveness and consider how risks and opportunities impact our ability to achieve our strategic goals and objectives. This assessment allows the agency to adjust and improve performance throughout each year, as well as to re-evaluate the agency's strategic plan objectives and metrics, if necessary.

Performance Metric FY 2018 Results Highlights

FY 2018 was a transitional year for our new strategic plan, which allowed us to set baseline targets for most of the new metrics. We met **13 of the 14 (93%)** metrics with available data. Below are highlights of our FY 2018 performance results. Table 3 provides more detailed information on these highlights.

- **75** products were adopted by the Board, compared to a target of **41**. This measure includes accident reports, investigative hearings, safety forums, and safety alerts. We also issued **713** non-Board-adopted products to improve transportation safety, compared to our target of **514**, such as videos, newsletters, safety accomplishments, and safety results.
- Our offices conducted **116** international cooperative outreach activities, which surpassed our target of **56**. Increased launches and requests for our expertise from international counterparts helped the offices achieve their goals. In addition, in this fiscal year, our international outreach data included the number of international visitors who came to our facilities for lab and lessons-learned tours, as well as interagency exchange agreements for knowledge sharing.
- We conducted **1,089** outreach efforts with industry and stakeholders, more than doubling the target of **576**. This dramatic increase is due to the addition of new offices that provide stakeholders with expertise that was not previously captured.
- The Office of Administrative Law Judges (ALJ) reported on two revised efficiency metrics for emergency and nonemergency cases closed. The office successfully met its emergency case completed goal of no more than **27** days **100%** of time. Nonemergency cases were completed at a rate of **75%** within in 180 days slightly under the target of **80%**.
- Management successfully implemented **30** efficiencies/tools to increase innovation and collaboration, compared to a target of **13**.
- Offices and management successfully implemented **64** employee engagement & EEO/Diversity outreach initiatives, compared to a target of **13**.



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Table 3: FY 2018 Performance Metrics Results at a Glance

Measure Type	Measure Name	Office	FY 2016 Result	FY 2017 Result	FY 2018 Target	FY 2018 Result	Met or Exceeded
Objective 1.1 Existing and Evolving Technology: Increase agency focus on state-of-the-art technologies.							
Outcome	Define an emerging technology capability for use in decision-making	Multiple offices	N/A	N/A	5	35	700%
Objective 1.2 Data Analytics: Broaden the use of data and analytics to improve decision-making.							
Outcome	Define a data analytics capability for use in decision-making	Multiple offices	N/A	N/A	5	18	360%
Outcome	Develop a digital transformation action plan resulting in increased efficiency and effectiveness	Agency	N/A	N/A	Action plan approved	Yes	100%
Objective 1.3 Improve Transportation Safety: Promote transportation safety through response, products, recommendations, outreach, and proactive approaches and actions to remain resilient and effective.							
Output	Number of products adopted by the Board	Multiple offices	62	70	41	75	183%
Output	Number of products to improve transportation safety	Multiple offices	655	1160	514	713	139%
Output	Number of delegated briefs conducted	Multiple offices	N/A	N/A	1023	1004	98%
Output	Number of international cooperative activities completed	Multiple offices	27	21	56	116	207%
Efficiency	Percentage of emergency hearings convened within 30 days	ALJ	N/A	N/A	100%	100%	100%
Efficiency	Percentage of nonemergency cases closed within 180 days	ALJ	N/A	N/A	80%	75%	94%
Objective 2.1 Optimize outreach and build consensus with stakeholders.							
Outcome	Number of outcome-oriented safety results	Multiple offices	563	250	576	1089	189%
Outcome	Number of stakeholder engagements implemented		N/A	N/A	15	37	247%
Objective 3.1 Empowerment: Cultivate creativity and innovation across the agency through effective leadership.							
Output	Number of efficiencies or tools implemented to increase innovation and collaboration	Agency	N/A	N/A	13	30	231%
Objective 3.2 Promote an inclusive and engaged workforce to eliminate barriers to equal employment opportunities.							
Output	Number of employee engagement & EEO/Diversity outreach initiatives implemented	Agency	N/A	N/A	13	64	492%
Outcome	Implement an agency rotational program	MD	N/A	N/A	Action plan approved	Yes	100%



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Strategic Goal Performance Analysis

Setting goals and measuring achievements is vital to success. Each performance goal and metric of our FY 2018 plan was measured based on the plan's strategic goals and objectives. Our analysis features key strategies, progress updates, risks, and challenges we have addressed in relation to each goal. The key strategies support each objective, and every office that contributed to a metric evaluated that goal's performance results (tables are provided for each office under each goal). Taken together, this information provides both a retrospective and prospective view of the NTSB's performance.

Goal 1: Safety Leadership

Serve as a global leader in conducting independent accident investigations, producing studies, and creating products essential to transportation safety.

Goal 1 represents our objective to remain a globally recognized leader in transportation safety. To be at the forefront of transportation system advances, enterprise risk management, and other industry influences, we must gain knowledge and use data to foster a culture of continuous process improvement and to enhance our products for greater global understanding of transportation safety changes.

Our concentration on emerging technology and data analytics demonstrates our commitment to increased effectiveness and transparency.² By leveraging information and data from our investigations and working with Congress, other government agencies, and industry groups, we actively lead efforts to create a safer transportation system.

To better inform decision-making, during FY 2018, we focused on evaluating and exploring emerging technologies in order to train staff in these technologies and apply what we learned to our processes.

Objective 1.1 Evolving Technology: Increase agency focus on awareness of emerging technologies.

- *Performance Goal: Strengthen and Increase our expertise*
- *Key Performance Indicator: Awareness in new technologies*

Progress Update

In FY 2018, we took steps to help us understand new and emerging technologies in transportation safety. Our offices met with various external stakeholders to gather as much information as possible, then applied it to investigations, developed new processes, and implemented tools to effectively improve our data sets and to analyze current data. We hope the following steps will create better internal and external agency efficiency.

² The NTSB data analytics program is defined as the "use of data, presented in a timely and easily understood manner, to improve predictions and draw conclusions to enable informed decision making."



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- Provide new products, such as illustrated digests, videos, blogs, and newsletters, to reach a wider audience
- Train staff in the use of cutting-edge transportation technology
- Explore innovative safety solutions for emerging technology
- Develop and apply innovative and efficient investigative tools to better inform stakeholders and improve agency efficiency

Objective 1.2 Data Analytics: Broaden the use of data and analysis to improve decision-making.

- *Performance Goal: Strengthen and increase our expertise*
- *Key Performance Indicator: Expand the agency's data analytics program*

Progress Update

We took the following steps in FY 2018 to ensure we understood how to use data to enrich our organization and to improve the types of information we provide to our stakeholders.

- Improved organizational efficiency and effectiveness by expanding two agency programs: data analytics and digital transformation (for example, we improved or developed databases, datasets, and performance dashboards)
- Developed an operational analytics and management strategy to inform decision-making. Following organizational assessments and data analytics program review, improved processes based on identified risks, strengths, weaknesses, opportunities, and threats
- Created better datasets for use in analysis and decision-making
- Ensured processes and databases are accessible internally and externally to monitor trends

Objective 1.3 Improve Transportation Safety: Promote transportation safety through response, products, recommendations, outreach, and proactive approaches and actions to remain resilient and effective.

- *Performance Goal: Demonstrate our impact on improving transportation safety*
- *Key Performance Indicator: Contribution to transportation safety*

Progress Update

We took the following steps in FY 2018 to ensure we provided products that continue to advance and increase awareness of our transportation safety initiatives.

- Demonstrated how we improve transportation safety through a variety of products (for example, documents summarizing detailed information, such as our *El Faro Illustrated Digest* the corresponding video and various other videos and blog posts)



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- Continued to advance our role in international accident investigations and cooperative activities with foreign stakeholders. We updated our current measurement of international cooperation to include activities undertaken by several offices who hadn't participated in reporting on this metric. We also counted instances in which we provided assistance to foreign partners within the United States. Reevaluating our measurement parameters allowed us to more accurately reflect our international cooperative activities (see Figure 4)
- Increased advocacy and outreach efforts regarding emerging safety issues and safety recommendations through ongoing dialogue with stakeholders

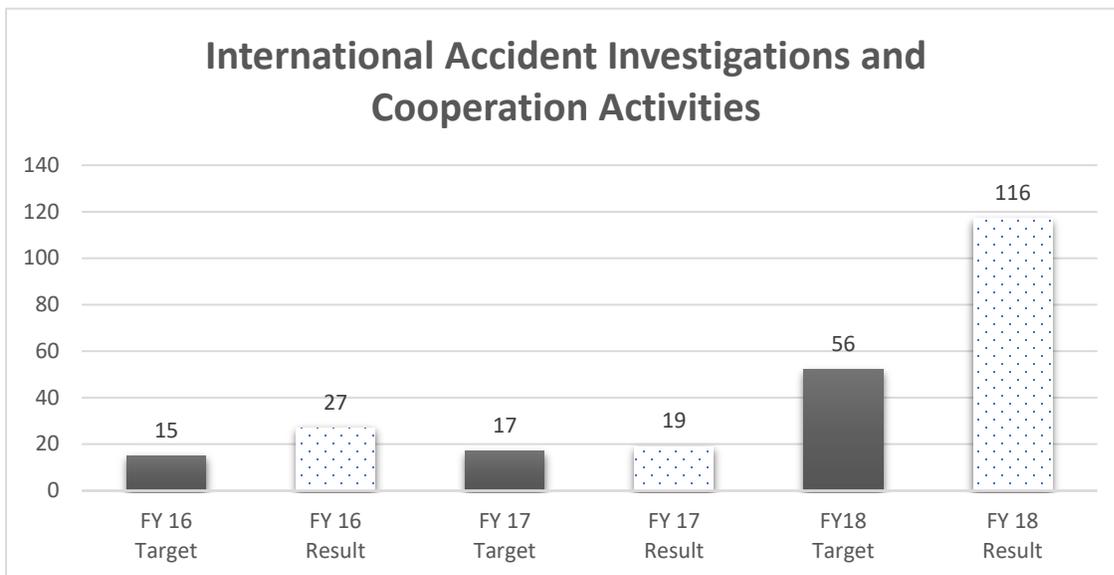


Figure 6: Number of international activities completed in 3-year metric history



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Table 4: Office of Aviation Safety Goal 1 Performance Metrics, 3-Year History

Performance Measure Type	Measure Name	2016 Results	2017 Results	2018 Target	2018 Results
Objective 1.1 Evolving Technology: Increase agency focus on awareness of emerging technologies					
Outcome	Define an emerging technology capability for use in decision-making	N/A	N/A	1 capability	2
Objective 1.2 Data Analytics: Broaden the use of data and analysis to improve decision-making.					
Outcome	Define a data analytics capability for use in decision-making	N/A	N/A	1 capability	4
Objective 1.3 Improve Transportation Safety: Promote transportation safety through response, products, recommendations, outreach, and proactive approaches and actions to remain resilient and effective.					
Output	Number of products adopted by the Board	25	33	15	19
Output	Number of products to improve transportation safety	321	318	100	144
Output	Number delegated briefs	N/A	N/A	1000	973
Output	Number of international investigations or cooperative activities completed	22	15	16	21

Table 5: Office of Highway Safety Goal 1 Performance Metrics, 3-Year History

Performance Measure Type	Measure Name	2016 Results	2017 Results	2018 Target	2018 Results
Objective 1.1 Evolving Technology: Increase agency focus on awareness of emerging technologies					
Outcome	Define an emerging technology capability for use in decision-making	N/A	N/A	1 capability	10
Objective 1.2 Data Analytics: Broaden the use of data and analysis to improve decision-making					
Outcome	Define a data analytics capability for use in decision-making	N/A	N/A	1 capability	7
Objective 1.3 Improve Transportation Safety: Promote transportation safety through response, products, recommendations, outreach, and proactive approaches and actions to remain resilient and effective.					
Output	Number of products adopted by the Board	20	13	9	25
Output	Number of products to Improve Transportation Safety	8	20	7	15
Output	Number delegated briefs	N/A	N/A	1	1



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Table 6: Office of the Managing Director Goal 1 Performance Metrics, 3-Year History

Performance Measure Type	Measure Name	2016 Results	2017 Results	2018 Target	2018 Results
Objective 1.3 Improve Transportation Safety: Promote transportation safety through response, products, recommendations, outreach, and proactive approaches and actions to remain resilient and effective.					
Output	Number of international investigations or cooperative activities completed	N/A	N/A	6	8

Table 7: Office of Marine Safety Goal 1 Performance Metrics, 3-Year History

Performance Measure Type	Measure Name	2016 Results	2017 Results	2018 Target	2018 Results
Objective 1.1 Evolving Technology: Increase agency focus on awareness of emerging technologies					
Outcome	Define an emerging technology capability for use in decision-making	N/A	N/A	1 capability	3
Objective 1.2 Data Analytics: Broaden the use of data and analysis to improve decision-making					
Outcome	Define a data analytics capability for use in decision-making	N/A	N/A	1 capability	2
Objective 1.3 Improve Transportation Safety: Promote transportation safety through response, products, recommendations, outreach, and proactive approaches and actions to remain resilient and effective.					
Output	Number of products adopted by the Board	5	8	5	6
Output	Number of products to improve transportation safety	22	35	1	4
Output	Number delegated briefs	N/A	N/A	20	26
Output	Number of international investigations or cooperative activities completed	5	4	8	10



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Table 8: Office of Railroad, Pipeline & Hazardous Materials Investigations Goal 1 Performance Metrics, 3-Year History

Performance Measure Type	Measure Name	2016 Results	2017 Results	2018 Target	2018 Results
Objective 1.1 Evolving Technology: Increase agency focus on awareness of emerging technologies.					
Outcome	Define an emerging technology capability for use in decision-making	N/A	N/A	1 capability	17
Objective 1.2 Data Analytics: Broaden the use of data and analysis to improve decision-making.					
Outcome	Define a data analytics capability for use in decision-making	N/A	N/A	1 capability	1
Objective 1.3 Improve Transportation Safety: Promote transportation safety through response, products, recommendations, outreach, and proactive approaches and actions to remain resilient and effective.					
Output	Number of products adopted by the Board	11	12	10	21
Output	Number of products to improve transportation safety	8	14	6	31
Output	Number delegated briefs conducted	N/A	N/A	2	4
Output	Number of international investigations or cooperative activities completed	N/A	N/A	1	7

Table 9: Office of Research and Engineering Goal 1 Performance Metrics, 3-Year History

Performance Measure Type	Measure Name	2016 Results	2017 Results	2018 Target	2018 Results
Objective 1.1 Evolving Technology: Increase agency focus on awareness of emerging technologies					
Outcome	Define an emerging technology capability for use in decision-making	N/A	N/A	1 capability	3
Objective 1.2 Data Analytics: Broaden the use of data and analysis to improve decision-making					
Outcome	Define a data analytics capability for use in decision-making	N/A	N/A	1 capability	4
Objective 1.3 Improve Transportation Safety: Promote transportation safety through response, products, recommendations, outreach, and proactive approaches and actions to remain resilient and effective.					
Output	Number of products adopted by the Board	8	4	2	4
Output	Number of international investigations or cooperative activities completed	N/A	N/A	19	57



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Table 10: Office of Safety Recommendations and Communications Goal 1 Performance Metrics, 3-Year History

Performance Measure Type	Measure Name	2016 Results	2017 Results	2018 Target	2018 Results
Objective 1.3 Improve Transportation Safety: Promote transportation safety through response, products, recommendations, outreach, and proactive approaches and actions to remain resilient and effective.					
Output	Number of products to improve transportation safety	296	773	400	519
Output	Number of international investigations or cooperative activities completed	N/A	N/A	6	13

Table 11: NTSB Goal 1 Performance Metrics, 3-Year History

Performance Measure Type	Measure Name	2016 Results	2017 Results	2018 Target	2018 Results
Objective 1.2 Data Analytics: Broaden the use of data and analysis to improve decision-making					
Outcome	Develop a digital transformation action plan resulting in increased efficiency and effectiveness	N/A	N/A	Approved agency action plan	Yes

Table 12: Office of Administrative Law Judges Goal 1 Performance Metrics 3-Year History

Performance Measure Type	Measure Name	2016 Results	2017 Results	2018 Target	2018 Results
Objective 1.3 Improve Transportation Safety: Promote transportation safety through response, products, recommendations, outreach, and proactive approaches and actions to remain resilient and effective.					
Outcome	Percentage of emergency hearing convened within 30 days	N/A	N/A	100%	100%
Outcome	Percentage of non-emergency cases closed within 180 days	N/A	N/A	80%	75%



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Goal 2: Engagement

Engage external stakeholders to advance transportation safety.

Goal 2 challenges us to effectively engage our external stakeholders who are interested in transportation safety. To meet this goal, we focused on increasing awareness of our Most Wanted List of transportation safety improvements, but also on developing outreach and other activities to ensure stakeholders stay abreast of our findings and focus areas.

For FY 2018, the focus of our key strategies was to collaborate with stakeholders and increase access to our safety information by leveraging current and new tools. By communicating more effectively, we hope all stakeholders recognize our impact on transportation safety and take steps to implement improvements.

Objective 2.1 Stakeholder Engagement: Optimize outreach and build consensus with stakeholders.

- *Performance Goal: Enhance external stakeholder engagement*
- *Key Performance Indicator: Stakeholder management*

Progress Update

We took the following steps in FY 2018 to ensure we leveraged our communication effectively with our external stakeholders.

- Engaged stakeholders through strong partnerships and collaborations to increase public understanding of lessons learned and transportation safety improvements
- Increased our access to and use of voluntarily provided safety information from industry stakeholders to support consensus-building on the issues most relevant to reducing safety risks in the transportation sectors we investigate
- Leveraged social media and other online tools to communicate more effectively with external stakeholders

Figure 5 shows that our outcome-oriented safety results doubled from FY 2017 to FY 2018. We modified this metric's definition to include additional offices that had not been previously provided information for this metric.



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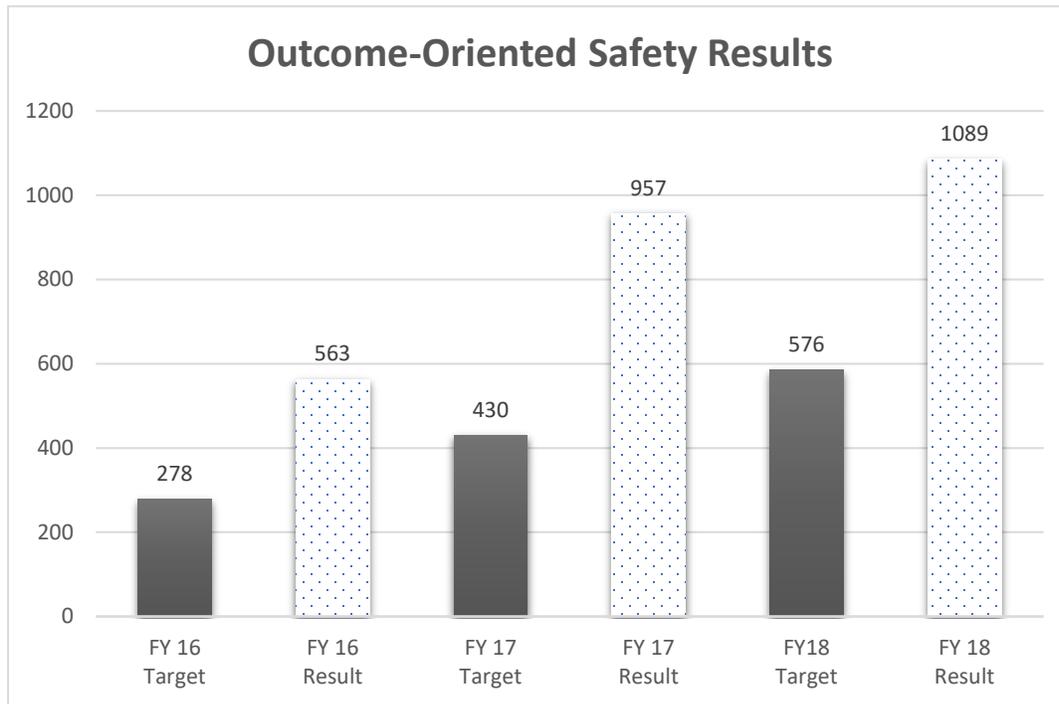


Figure 7: Number of outcome-oriented safety results, 3-year metric history

Table 13: Office of Administrative Law Judges Goal 2 Performance Metrics, 3-Year History

Performance Measure Type	Measure Name	2016 Results	2017 Results	2018 Target	2018 Results
Objective 2.1 Stakeholder Engagement: Optimize outreach and build consensus with stakeholders					
Outcome	Number of outcome-oriented safety results and outreach activities provided to transportation safety stakeholders	N/A	4	2	3



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Table 14: Office of Aviation Safety Goal 2 Performance Metrics, 3-Year History

Performance Measure Type	Measure Name	2016 Results	2017 Results	2018 Target	2018 Results
Objective 2.1 Stakeholder Engagement: Optimize outreach and build consensus with stakeholders					
Outcome	Number of outcome-oriented safety results and outreach activities provided to transportation safety stakeholders	78	88	75	77
Outcome	Number of stakeholder engagements implemented	N/A	N/A	2	3

Table 15: Office of the Chief Financial Officer Goal 2 Performance Metrics, 3-Year History

Performance Measure Type	Measure Name	2016 Results	2017 Results	2018 Target	2018 Results
Objective 2.1 Stakeholder Engagement: Optimize outreach and build consensus with stakeholders					
Outcome	Number of outcome-oriented safety results and outreach activities provided to transportation safety stakeholders	N/A	N/A	1	1

Table 16: Office of Highway Safety Goal 2 Performance Metrics, 3-Year History

Performance Measure Type	Measure Name	2016 Results	2017 Results	2018 Target	2018 Results
Objective 2.1 Stakeholder Engagement: Optimize outreach and build consensus with stakeholders					
Outcome	Number of outcome-oriented safety results and outreach activities provided to transportation safety stakeholders	29	30	20	31
Outcome	Number of stakeholder engagements implemented	N/A	N/A	1	5

Table 17: Office of the Managing Director Goal 2 Performance Metrics, 3-Year History

Performance Measure Type	Measure Name	2016 Results	2017 Results	2018 Target	2018 Results
Objective 2.1 Stakeholder Engagement: Optimize outreach and build consensus with stakeholders					
Outcome	Number of outcome-oriented safety results and outreach activities provided to transportation safety stakeholders	N/A	N/A	23	25



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Table 18: Office of Marine Safety Goal 2 Performance Metrics, 3-Year History

Performance Measure Type	Measure Name	2016 Results	2017 Results	2018 Target	2018 Results
Objective 2.1 Stakeholder Engagement: Optimize outreach and build consensus with stakeholders					
Outcome	Number of outcome-oriented safety results and outreach activities provided to transportation safety stakeholders	15	26	12	22
Outcome	Number of stakeholder engagements implemented	N/A	N/A	3	3

Table 19: Office of Railroad, Pipeline, and Hazardous Materials Investigations Goal 2 Performance Metrics, 3-Year History

Performance Measure Type	Measure Name	2016 Results	2017 Results	2018 Target	2018 Results
Objective 2.1 Stakeholder Engagement: Optimize outreach and build consensus with stakeholders					
Outcome	Number of outcome-oriented safety results and outreach activities provided to transportation safety stakeholders	46	33	25	31
Outcome	Number of stakeholder engagements implemented	N/A	N/A	1	8

Table 20: Office of Research and Engineering Goal 2 Performance Metrics, 3-Year History

Performance Measure Type	Measure Name	2016 Results	2017 Results	2018 Target	2018 Results
Objective 2.1 Stakeholder Engagement: Optimize outreach and build consensus with stakeholders					
Outcome	Number of outcome-oriented safety results and outreach activities provided to transportation safety stakeholders	56	64	18	53



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Table 21: Office of Safety Recommendations and Communications Goal 2 Performance Metrics, 3-Year History

Performance Measure Type	Measure Name	2016 Results	2017 Results	2018 Target	2018 Results
Objective 2.1 Stakeholder Engagement: Optimize outreach and build consensus with stakeholders					
Outcome	Number of outcome-oriented safety results and outreach activities provided to transportation safety stakeholders	339	716	400	846
Outcome	Number of stakeholder engagements implemented	N/A	N/A	8	18



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Goal 3: Synergy

Promote employee teamwork, innovation, and engagement to optimize operations.

Goal 3 focuses on our efforts to ensure our agency can retain staff by providing a positive work environment. We continue to strive to improve how we do business and how we remain relevant and effective in transportation safety. Our staff are key contributors to our success.

Objective 3.1 Empowerment: Cultivate creativity and innovation across the agency through effective leadership.

- *Performance Goal: Improve agency efficiency and effectiveness*
- *Key Performance Indicator: Employee contribution to process improvement and innovation*

Progress Update

We took the following steps in FY 2018 to promote innovative ideas among our highly sophisticated and educated staff to ensure they were engaged and efficient.

- Communicated consistently within the agency to increase the transparency of strategic activities, which increased trust, empowerment, collaboration, and efficiency
- Taught and promoted risk-management principles at all levels of the organization to promote resilience to changing environments. Conducted internal organizational assessments, identifying priority agency risks and evaluating our core values to improve collaboration, efficiency, effectiveness, and outreach
- Evaluated and redesigned processes to promote efficiency. Through internal and external collaboration and benchmarking, we reviewed processes, procedures, and tools that may improve how we do business

Objective 3.2 Inclusive and Engaged Workforce: Promote an inclusive and engaged workforce to eliminate barriers to equal employment opportunity.

- *Performance Goal: Enhance staff engagement and inclusiveness*
- *Key Performance Indicator: Employee participation and engagement*

Progress Update

Our staff is dedicated to improving how the agency remains consistent and relevant in the evolving transportation environment. We looked at lessons learned from accident investigations as well as at input from staff to improve internally, conducting listening sessions, reviewing Federal Employee Viewpoint Survey (FEVS) results, and increasing transparency. We strive to create a culture of creativity and engagement to motivate and engage employees. We took the following steps in FY 2018 to ensure an inclusive and engaged workforce.



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- Encouraged cooperation and collaboration within the agency to enhance employee engagement and inclusiveness. Our Chairman and senior leadership worked together to provide activities that promote effective communication throughout the agency. Innovative staff were recognized to show how our they are utilizing their expertise to improve the agency
- Ensured senior leadership engages with employees through effective communication, coaching, mentoring, appropriate conflict-resolution strategies, and staff development opportunities. A workgroup made up of participants from each office developed an agency-wide cross-training program to be implemented in FY 2019. In addition, we are reviewing annual FEVS results for recommendations on how we can improve certain categories. We are developing action plans to address specific FEVS questions for FY 2019
- Developed strategies to improve the virtual workspace for remote and teleworking staff to increase their connection to their peers, supervisors, and senior leaders

Table 22: NTSB Goal 3 Objective 3.1 Performance Metrics, 3-Year History

Performance Measure Type	Measure Name	2016 Results	2017 Results	2018 Target	2018 Results
Objective 3.1 Empowerment: Cultivate creativity and innovation across the agency through effective leadership					
Outcome	Number of efficiencies or tools implemented to increase innovation and collaboration	N/A	N/A	13 (1 improvement per office)	30

Table 23: NTSB Goal 3 Objective 3.2 Performance Metrics, 3-Year History

Performance Measure Type	Measure Name	2016 Results	2017 Results	2018 Target	2018 Results
Objective 3.2 Inclusive and Engaged Workforce: Promote an inclusive and engaged					
Outcome	Number of employee engagement & EEO/Diversity outreach initiatives implemented	N/A	N/A	13 (1 initiative per office)	64

Table 24: MD Goal 3 Performance Metrics, 3-Year History

Performance Measure Type	Measure Name	2016 Results	2017 Results	2018 Target	2018 Results
Objective 3.2 Inclusive and Engaged Workforce: Promote an inclusive and engaged					
Outcome	Implement an agency rotational program	N/A	N/A	Action Plan Approved	Yes



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Appendix A: Agency Strategic Goals, Objectives and Strategies

Goal 1: Safety Leadership

Serve as a global leader in providing conducting independent accident investigations, producing studies and creating products essential to transportation safety.

To maintain our status as a globally recognized leader in transportation accident investigations and relevant safety studies, we must gain knowledge on transportation system advances and use that knowledge to create products that meet the needs of our stakeholders. Effective decision-making, continuous process improvements, and improved products will require greater use of data analysis and a global understanding of emerging technologies in transportation.

Objective 1.1 Evolving Technology: Increase agency focus on awareness of emerging technologies

Technological advances are transforming transportation at an astonishing rate. These advances are a harbinger of dramatic improvements in transportation safety, but they also pose new challenges for manufacturers and operators of transportation conveyances and the traveling public. Despite challenges with the safe implementation of new technologies in transportation, technology advances are dramatically improving the tools available to investigate the causes of transportation accidents.

It is critical that we remain aligned with changing trends in transportation technology. Recent innovations in transportation, such as autonomous vehicles, commercial space transportation, hyper-speed rail, solar-powered airplanes, and new recording technologies, make it increasingly important to remain up to date on emerging developments and techniques for mitigating, preventing, and investigating transportation accidents.

We strive to understand and use the most advanced tools and latest technologies to analyze transportation accidents, to enhance safety, and to prevent future accidents. Our ability to conduct comprehensive investigations requires the continuing development of staff expertise and the acquisition of essential tools and equipment necessary to understand these advanced systems and technologies.

To achieve this objective, we apply the following strategies:

- Training staff in emerging technologies and segments of transportation safety.
- Evaluating initiatives to explore innovative safety solutions for emerging technologies.
- Developing and applying innovative and efficient investigative tools to better inform risk management and decision-making.



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Objective 1.2 Data Analytics: Broaden the use of data and analysis to improve decision-making

We look to increase transparency and effectiveness by reinforcing the agency’s focus on data and the quality of data analysis. We strive to improve agency efficiency through two programs, Data Analytics³ and Digital Transformation, to gain opportunities to collaborate, evaluate processes and products, as well as create techniques to assist us in accomplishing our mission.

By leveraging data gathered in our investigations and from other transportation stakeholders, industry and academia, we add value to the existing body of research in transportation safety. Informed, methodologically sound data analyses will help us better understand emerging threats to safety, assess the scope and scale of critical safety issues identified in our investigations and studies, issue the most relevant safety recommendations, and improve agency strategy development and decision-making.

To achieve this objective, we apply the following strategies:

- Improving organization efficiency and effectiveness through the expansion of two agency programs, Data Analytics and Digital Transformation.
- Developing an operational analytics and management strategy to inform decision-making.
- Ensuring processes and databases are accessible internally and externally for monitoring trends.

Objective 1.3 Improve Transportation Safety: Promote transportation safety through response, products, recommendations, outreach, and proactive approaches and actions to remain resilient and effective.

Conducting independent accident investigations, developing relevant recommendations, and sharing lessons learned are critical components of our mission. They are accomplished with integrity transparency, and excellence, which are NTSB’s core values. A key challenge is to identify incidents in aviation and accidents in each transportation mode that represent the most important targets of safety improvement opportunity, determining the scope and scale of the resulting investigations, and conducting safety studies to help prevent similar accidents from occurring in the future.

To achieve this objective, we apply the following strategies:

- Demonstrating how we improve transportation safety through the variety of products we produce.
- Continuing to advance our role in international accident investigations and cooperative activities through collaborations with foreign stakeholders.

³ The NTSB data analytics program is defined as the “use of data, presented in a timely and easily understood manner, to improve predictions and draw conclusions to enable informed decision making.”



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- Increasing advocacy and outreach efforts on emerging safety issues and safety recommendations through ongoing dialogue with all our stakeholders.

Strategic Goal 2: Engagement

Engage external stakeholders to advance transportation safety

Effective engagement with the range of stakeholders interested in transportation safety is an important ingredient for agency success. Communication, advocacy, outreach, and partnerships enhance and foster collaboration with stakeholders.

This goal also emphasizes the importance of promoting our *Most Wanted List*, which is designed to increase awareness of, and support for, the most critical safety enhancements needed to reduce transportation accidents and save lives. By engaging, collaborating, and partnering with stakeholders, we can increase the potential for implementation our recommendations and strengthen our impact on improving transportation safety.

Objective 2.1 Stakeholder Engagement: Optimize outreach and build consensus with stakeholders

Collaboration with government agencies, the transportation industry, and advocacy organizations helps to identify and develop effective ways to advocate for and improve safety. Stakeholder outreach and consultations enable us to develop more concise recommendations that are likely to be enacted successfully. Additionally, stakeholder support of agency initiatives will support our efforts to promote safety of the entire transportation system.

To achieve this objective, we apply the following strategies:

- Engaging the public and stakeholders through strong partnerships and collaborations to increase public understanding of lessons learned and transportation safety improvements.
- Increasing our access to and use of voluntarily provided safety information from industry stakeholders to support consensus-building on the issues most relevant to reducing safety risks in the transportation sectors we investigate.
- Leveraging social media and other online tools to communicate more effectively with external stakeholders.

Strategic Goal 3: Synergy

Promote employee teamwork, innovation and engagement to optimize operations.

We foster a culture of leadership, diversity, and accountability that enables decision-making while promoting teamwork and collaboration. We strive to meet challenges with innovation and urgency. Collectively, these efforts support our goal of being a synergistic organization. Our employees can be most effective when they are motivated, engaged, and trained. We continue to ensure our staff are ready and equipped with the necessary skills to support the mission daily.



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Being a forward-thinking agency drives synergy and creativity within the agency. To foster efficiency in an evolving transportation environment, we must be innovative at all organizational levels. We build important strategic links among planning, program management, budgeting, human resources, and technology to ensure the agency is operating cohesively.

Objective 3.1 Empowerment: Cultivate creativity and innovation across the agency through effective leadership

We support a transparent and collaborative decision-making process and will seek to continuously align organizational goals with daily actions. We promote teamwork and innovation across our offices by empowering, enabling, and rewarding staff to seek out interdepartmental and external agency partnerships, emerging transportation technologies and safety risks, and collaborative relationships with stakeholders focused on understanding their industry trends, constraints, and opportunities involving public safety to improve our processes, optimize operations and enhance our responsiveness to stakeholders.

To achieve this objective, we apply the following strategies:

- Communicating consistently within the agency to increase transparency of strategic activities which allows for increased trust, empowerment, collaboration and efficiency.
- Teaching and promoting risk management principles at all levels of the organization to remain resilient to changing environments.
- Evaluating and redesigning processes to promote efficiency.

Objective 3.2 Inclusive and Engaged Workforce: Promote an inclusive, and engaged workforce and eliminate barriers to equal employment opportunity

Employee engagement is the employee's sense of purpose that is evident in their display of dedication, persistence, and effort in their work or overall attachment to their organization and its mission.⁴ With increased demand for innovation and creative problem solving for complex problems, a diverse and inclusive workforce is critical. We strive to create a culture that fosters creativity and engagement through the motivation of our employees.

We evaluate the Federal Employee Viewpoint Survey results; internal Inclusive Intelligence (New IQ) data; enterprise risks; and, our strategic outcomes to identify strategies to raise awareness, enhance communication, and develop a high-performing, diverse workforce.

To achieve this objective, we apply the following strategies:

- Encouraging cooperation and collaboration within the agency to enhance employee engagement and inclusiveness.

⁴ *Engaging the Federal Workforce: How to Do It and Prove It*. United States Office of Personnel Management. September 2015.



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- Ensuring senior leadership engages with employees through effective communication, coaching, mentoring, conflict resolution strategies, and staff development.
- Developing strategies for improving the virtual workspace for remote and teleworking staff to increase their connection with their peers, supervisors, and senior leaders



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Some performance metrics are carried over to the newly implemented FY 2018–2022 Strategic Plan, with revisions and updates to their definitions. The remainder were newly created with the plan.

Appendix B: Changes to Performance Metrics: FY 2017 to FY 2018

Table 25: FY 2017 to FY 2018 Performance Metric Crosswalk

FY 2017 Performance Metrics	Status	FY 2018 Performance Metrics
Goal 1: Safety Leadership Serve as a global leader in conducting independent accident investigations, producing studies, and creating products essential to transportation safety.		
Objective 1.1 Existing & Evolving Technology: Increase agency focus on awareness of emerging technologies		
<i>Performance Goal: Strengthen and increase our expertise</i>		
<i>Key Performance Indicator: Awareness of new technologies</i>		
	New metric	Define an emerging technology capability for use in decision-making (AS, HS, MS, RPH, RE)
Objective 1.2 Data Analytics: Broaden the use of data and analysis to improve decision-making		
<i>Performance Goal: Strengthen and increase our expertise</i>		
<i>Key Performance Indicator: Expand the agency’s data analytics program</i>		
	New metric	Define a data analytics capability for use in decision-making (AS, HS, MS, RPH, RE)
	New metric	Develop a digital transformation action plan resulting in increased efficiency and effectiveness (agency)



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FY 2017 Performance Metrics	Status	FY 2018 Performance Metrics
Objective 1.3 Improve Transportation Safety: Promote and enhance transportation safety through response, products, recommendations, outreach, and proactive approaches and actions to remain resilient and effective		
<i>Performance Goal: Demonstrate our impact on improving transportation safety</i>		
<i>Key Performance Indicator: Contribution to transportation safety</i>		
Number of products adopted by the Board (includes notation items, completed reports, safety studies, safety reports, accident briefs, standalone safety recommendation letters, safety alerts, safety issue/position papers, Most Wanted List items, responses to proposed rulemaking, public hearings or forums)	No change	Number of products adopted by the Board (AS, HS, MS, RPH, RE)
Number of products to improve transportation safety	Revised to highlight delegated briefs <ul style="list-style-type: none"> • Remove delegated briefs • Created new delegated brief metric 	Number of products to improve transportation safety (AS, HS, MS, RPH, SRC) (now includes only videos, newsletters, safety accomplishments or results, <i>Safer Seas</i> or journal publications, and other significant or newly created products)
	New metric Briefs removed from <i>Number of products produced to improve transportation safety</i>	Number of delegated briefs completed (AS, HS, MS, RPH)
Number of international cooperative activities completed	Revised to include MD, RPH, RE, & SRC's international activities	Number of international investigations and cooperative activities completed (AS, MD, MS, RE, RPH, SRC)



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FY 2017 Performance Metrics	Status	FY 2018 Performance Metrics
		(includes international launches to participate in the on-scene phase of international investigations, significant travel to support international aviation and marine accident/serious incident investigations, cooperative meetings and briefings, US team comments to draft ICAO and IMO reports involving significant US resources, and other international cooperative activities)
Percentage of emergency cases closed within 27 days	Revised definition & calculation	Percentage of emergency cases closed within 27 days (ALJ)
Percentage of nonemergency cases closed within 180 days	Revised definition & calculation	Percentage of nonemergency cases closed within 180 days (ALJ)
Goal 2: Engagement Engage stakeholders to advance transportation safety.		
Objective 2.1 Stakeholder Engagement: Optimize outreach and build consensus with stakeholders		
<i>Performance Goal: Enhance external stakeholder engagement</i>		
<i>Key Performance Indicator: Stakeholder management</i>		
Number of outcome-oriented safety results involving industry or government stakeholders	Revised to distinguish between NTSB-led activities vs. participation; added offices Updated title name to better reflect what is being tracked in the metric.	Number of outcome-oriented safety results and outreach activities provided to transportation safety stakeholders (ALJ AS, CFO, HS, MD, MS, RPH, RE, SRC)



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FY 2017 Performance Metrics	Status	FY 2018 Performance Metrics
	<ul style="list-style-type: none"> Remove workshops, roundtables, seminars, and create new NTSB-led metric; add other offices 	(includes standards or rulemaking committees actively working to address safety recommendations [these may span multiple years]; staff participation in committees, conferences, and other speaking engagements/briefings, including providing technical papers on safety topics in which NTSB staff are included on the agenda; legislative action that requires recommended safety improvements to be implemented; advocacy-related travel, including MWL and non-MWL items (i.e., funded by advocacy funds or office support funds); testimony provided by staff at the request of federal or state governments or officials; other significant events or activities)
	<p style="text-align: center;">New metric</p> Items removed from number of outcome-oriented safety results	<p style="text-align: center;">Number of stakeholder engagements implemented</p> (AS, HS, MS, RPH, SRC)
<p>Goal 3: Synergy Promote agency teamwork and innovation to optimize operations.</p>		
<p>Objective 3.1 Cultivate creativity and innovation across the agency through effective leadership</p>		
<p><i>Performance Goal: Improve agency efficiency and effectiveness</i></p>		
<p><i>Key Performance Indicator: Employee contribution to process improvement and innovation</i></p>		



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FY 2017 Performance Metrics	Status	FY 2018 Performance Metrics
	New metric	Number of efficiencies or tools implemented to increase innovation and collaboration (agency)
Objective 3.2 Inclusive and Engaged Workforce: Promote an inclusive and engaged workforce and eliminate barriers to equal employment opportunity		
<i>Performance Goal: Enhance staff engagement and inclusiveness</i>		
<i>Key Performance Indicator: Employee participation and engagement</i>		
	New metric	Number of employee engagement & EEO/Diversity outreach initiatives implemented (agency)
	New metric	Implement an agency rotational program (MD)

ALJ: Office of Administrative Law Judges; AS: Office of Aviation Safety; EEO: Office of Equal Employment Opportunity, Diversity, and Inclusion; HS: Office of Highway Safety; MS: Office of Marine Safety; RPH: Office of Railroad, Pipeline, and Hazardous Materials Investigations; RE: Office of Research and Engineering; SRC: Office of Safety Recommendations and Communications



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Appendix C: Performance Metric Definitions

Define an emerging technology capability for use in decision-making
Strategic Goal: Safety Leadership
Strategic Objective 1.1: Existing and Evolving Technology: Increase agency focus on state-of-the art technologies.
Performance Goal: Strengthen and increase our expertise
Key Performance Indicator: Awareness of new technologies
Performance Target: 1 capability defined or implemented
Measure Type: Outcome
Frequency: Annual
New: Yes
<p>Definition: We strive to understand and use the most advanced tools and new technologies to analyze transportation accidents, to enhance safety, and to prevent future accidents. Our ability to conduct comprehensive investigations requires the continuing development of staff expertise and the acquisition of essential tools and equipment necessary to understand these advanced systems and technologies. It is critical that we remain aligned with changing trends in transportation technology. The following offices will report on this metric: Aviation Safety (AS); Highway Safety (HS); Marine Safety (MS); Railroad, Pipeline & Hazardous Materials Investigations (RPH); and, Research & Engineering (RE).</p> <p>Emerging technology and capabilities will be defined differently by each office identified. Some examples of emerging technologies could include, but not limited to any of the following: automated vehicles commercial space transportation high-speed rail solar-powered airplanes new software or programs used to improve agency knowledge and expertise on a new technology any new emerging technology in the future.</p> <p>This metric tracks actions taken by the agency to define emerging technologies to improve decision-making for future implementation of our work.</p> <p>Examples of a capability could include, but not limited to any of the following: Direct an investigation focused on a new technology Use an emerging technology to improve a process or procedure for an office or the agency Develop an action plan or initiative to define and/or implement an emerging technology Each office will collaborate with the Office of CIO in defining and developing for implementation of any new emerging technologies identified.</p>
Standards: Green: Milestone achieved; Yellow: Milestone 30 days or less past due; Red: Milestone more than 30 days past due
Milestones: Quarter 1 (December 31): Offices define and/or implement emerging technology capability, if any Quarter 2 (March 31): Offices define and/or implement emerging technology capability, if any Quarter 3 (June 30): Offices define and/or implement emerging technology capability, if any Quarter 4 (September 30): Offices define and/or implement emerging technology capability Note: Dates for milestones will be adjusted for FY 18 due to late development of strategic plan and metrics.



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Define an emerging technology capability for use in decision-making
DATA VALIDATION AND VERIFICATION
Data Source: Office level data; agency data; external data
Calculation: Each office will track the completion of the milestones for each quarter
Validation/Verification Method: Office Director or Deputy Validation/Verification approval workflow in the Strategic Management Performance Portal (SMPP); Final MD Review or approval
Data Limitations: Factors beyond our control such as budgetary constraints (funding in support of activities/initiatives); personnel resources; approval deadlines; or time to address issues or risks identified by reviews for change.
Compensation for data limitations: Identified risks will be discussed at office and senior management levels for further mitigation. Verification of information by Director or Deputy Director.



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Define a data analytics capability for use in decision-making
Strategic Goal: Safety Leadership
Strategic Objective 1.2: Data Analytics: Broaden the use of data and analytics to improve decision-making
Performance Goal: Strengthen and increase our expertise
Key Performance Indicator: Expand the agency's data analytics program
Performance Target: 1 capability defined
Measure Type: Outcome
Frequency: Annual
New: Yes
<p>Definition: As we look to increase transparency and effectiveness, we'll focus on data and data quality assurance. We strive to improve agency efficiency through data analytics to improve data mining, descriptive and diagnostic analyses of safety and accident data, collaboration with stakeholders to supplement existing data sources, and visualization of key performance metrics to gain opportunities to collaborate, evaluate processes and products, as well as create techniques to assist us in accomplishing our mission.</p> <p>By leveraging data gathered in our own investigations, other transportation stakeholders, industry and academia, strategic performance outcomes and other areas of the agency we will add value to the existing body of research in transportation safety. Informed, methodologically sound data analyses will help us better understand emerging threats to safety, assess the scope and scale of critical safety issues identified in our investigations and studies, issue the most relevant safety recommendations, and improve agency strategy development and decision-making. The following offices will report on this metric: Aviation Safety (AS); Highway Safety (HS); Marine Safety (MS); Railroad, Pipeline & Hazardous Materials Investigations (RPH); and, Research & Engineering (RE).</p> <p>For Fiscal year 2018, the goal of the metric will be to define and/or develop a data analytic capability for offices to use in decision-making. This metric that tracks the how the agency is working to expand use data analytics by the identified offices. Data analytics is defined as the mining of various data sources to enable the understanding of factors impacting safety and accidents and the use of analytical tools and software to support informed decision making to enhance safety. Data analytics includes processes, software, data, analysis, and tools (dashboards for instance).</p> <p>Examples of a capability could include, but not limited to any of the following: Direct an investigation using the results of data derived from agency databases and/or previous investigations Develop modal databases to facilitate data analytics for use in accident investigations or special reports Increase the use of or improvement of current systems to provide more efficient data Collaborate with offices to improve and/or develop data for use in decision-making Develop an action plan or initiative to define and/or implement data analytics by an office Each office should collaborate with the Offices of AS, CIO, MD and/or RE in defining and/or using data analytics. The Office of Aviation Safety will provide a briefing on their current data analytics proof of concept project to senior leadership in demonstrating an example of how data analytics can be utilized in investigations.</p>
Standards: Green: Milestone achieved; Yellow: Milestone 30 days or less past due; Red: Milestone more than 30 days past due
Milestones:



NATIONAL TRANSPORTATION SAFETY BOARD

FY 2018 ANNUAL STRATEGIC PERFORMANCE REPORT

Define a data analytics capability for use in decision-making
Quarter 1 (December 31): Offices define and/or implement data analytics capability, if any Quarter 2 (March 31): Offices define and/or implement data analytics capability, if any Quarter 3 (June 30): Offices define and/or implement data analytics capability, if any Quarter 4 (September 30): Offices define and/or implement data analytics capability Note: Dates for milestones will be adjusted for FY 18 due to late development of strategic plan and metrics.
DATA VALIDATION AND VERIFICATION
Data Source: Office level data; agency data; external data
Calculation: Each office will track the completion of the milestones for each quarter through manual or electronic means.
Validation/Verification Method: Office Director or Deputy Validation/Verification approval workflow in Strategic Management Performance Portal (SMPP); Final MD Review or approval
Data Limitations: Factors beyond our control such as budgetary constraints (funding in support of activities or initiatives); personnel resources; approval timelines; or time to address issues/risks raised by reviewers.
Compensation for data limitations: Identified risks will be discussed at office and senior management levels for further mitigation. Verification of information by Director or Deputy Director.



NATIONAL TRANSPORTATION SAFETY BOARD

FY 2018 ANNUAL STRATEGIC PERFORMANCE REPORT

Develop a digital transformation action plan resulting in increased efficiency and effectiveness
Strategic Goal: Safety Leadership
Strategic Objective 1.2: Data Analytics: Broaden the use of data and analytics to improve decision-making
Performance Goal: Strengthen and increase our expertise
Key Performance Indicator: Expand the agency’s data analytics program
Performance Target: Approved agency action plan
Measure Type: Outcome
Frequency: Annual
New: Yes
<p>Definition: As we look to increase transparency and effectiveness, we’ll focus on data and data quality assurance. We strive to improve agency efficiency through data analytics to gain opportunities to collaborate, evaluate processes and products, as well as create techniques to assist us in accomplishing our mission.</p> <p>This measure is an agency-wide <u>annual</u> metric that tracks the how the agency is working to expand our digital transformation program over the next three years. Digital transformation for NTSB is defined as a continual evolution of business practices, primarily via use of technology, to increase efficiency and effectiveness.</p> <p>NTSB’s digital transformation program will include the following, but not be limited to: continuous evolution of agency processes resulting in new/revised business processes to greater assist in accomplishing agency mission and operational goals data analytics collaboration and technologies to harness additional opportunities for innovation, and opportunities to evaluate risks and design mitigating strategies. This program will assist the agency in delivering actionable information to the public and promote risk-based and data-driven decision-making the agency’s digital technology to aid in decision-making.</p> <p>Each office will collaborate with the Office of the Chief Information Officer (CIO) through various workgroups or sub-workgroups in defining and developing definitions; establishing baselines; determining requirements for data and products; identifying and evaluating risks and mitigation, if needed. CIO will facilitate these workgroup discussions.</p> <p>The FY ’18 workgroup goal is to develop definitions and an action plan to include but not limited to the following FY’19 performance goals. Note, these metrics may change based on FY’18 data and discussions.</p> <ul style="list-style-type: none"> • Improved time to deliver NTSB products by total of 20% (10% FY’ 19 and 1% FY’ 20). • Increased use of data analytics to inform decision making by 20% (10% FY’ 19 and 15% FY’ 20). <p>Other digital performance goals:</p> <ul style="list-style-type: none"> • Reduce HQ technical infrastructure footprint by 25% (15% FY’ 19 and 15% FY’ 20) pending cloud migration and funding for targeted upgrade to replace outdated equipment per Presidential Executive Order on (which identifies requirement to replace outdated technical infrastructure). • Increase virtualization of network, storage and computing resources to 60% by FY’ 2020.
Standards: Green: Milestone achieved; Yellow: Milestone 30 days or less past due; Red: Milestone more than 30 days past due



NATIONAL TRANSPORTATION SAFETY BOARD

FY 2018 ANNUAL STRATEGIC PERFORMANCE REPORT

Develop a digital transformation action plan resulting in increased efficiency and effectiveness
<p>Milestones: Quarter 1 (December 31): N/A Quarter 2 (March 31): N/A Quarter 3 (June 30): Workgroup meetings to define digital transformation <u>facilitated</u> by CIO; Offices define office requirements for their office; each office will enter determined requirements and/or meeting results in their spreadsheets for tracking purposes. This information will be used to contribute to the agency's action plan. Quarter 4 (September 30): Approved agency action plan by the MD or DMD. Note: Dates for milestones will be adjusted for FY 18 due to late development of strategic plan and metrics.</p>
DATA VALIDATION AND VERIFICATION
Data Source: Office level data; agency data; workgroup discussions
Calculation: Each office will track the completion of the milestones and meeting discussion results for each quarter through manual or electronic means.
Validation/Verification Method: Office Director or Deputy Validation/Verification approval workflow in SMPP; Final MD Review or approval
Data Limitations: Factors beyond our control such as budgetary constraints (funding in support of activities or initiatives); personnel resources; approval timelines; or time to address issues/risks raised by reviewers.
Compensation for data limitations: Identified risks will be discussed at office and senior management levels for further mitigation. Verification of information by Director or Deputy Director.



NATIONAL TRANSPORTATION SAFETY BOARD

FY 2018 ANNUAL STRATEGIC PERFORMANCE REPORT

Number of Board adopted products
Strategic Goal: Safety Leadership
Strategic Objective 1.3: Improve Transportation Safety: Promote and enhance transportation safety through response, products, proactive approaches and actions to remain resilient and effective to advance our mission.
Key Performance Indicator: Contribution to transportation safety
Performance Target: Varies per office
Measure Type: Output
Frequency: Quarterly
New: No
<p>Definition: To maintain our status as a globally recognized leader in transportation accident investigations and relevant safety studies, we must gain knowledge on transportation system advances and use that knowledge to create products that meet the needs of our stakeholders. Conducting independent accident investigations, developing relevant recommendations, and sharing lessons learned are critical components of our mission.</p> <p>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 the following, but not limited to:</p> <ul style="list-style-type: none"> • Completed accident reports • Investigative Hearings • Safety studies • Safety reports • Accident briefs • Standalone safety recommendation letters • Safety alerts • Most Wanted List items • Response to proposed rulemaking <p>Any other product adopted by the Board through the agency's notation process.</p> <p>The following offices will report on this metric: Aviation Safety (AS); Highway Safety (HS); Marine Safety (MS); Railroad, Pipeline & Hazardous Materials Investigations (RPH); and, Research & Engineering (RE).</p>
<p>Standards: Green: +/- 5% within target (95% or above by 9/30/18)</p> <p>Yellow: Milestone: +/- 10% within target (90% -94% by 9/30/18)</p> <p>Red: Milestone: not within 10% of milestone (less than 90% by 9/30/18)</p>
<p>Milestones:</p> <p>Quarter 1 (December 31): varies by office</p> <p>Quarter 2 (March 31): varies by office</p> <p>Quarter 3 (June 30): varies by office</p> <p>Quarter 4 (September 30): 95% or above</p> <p>Note: Dates for milestones will be adjusted for FY 18 due to late development of strategic plan and metrics.</p>
DATA VALIDATION AND VERIFICATION
Data Source: Data will be collected from the Product Management Application (PMA), office files, or other information presented to the Board for their adoption at a Board meeting or by vote on a Notation item.



NATIONAL TRANSPORTATION SAFETY BOARD FY 2018 ANNUAL STRATEGIC PERFORMANCE REPORT

Number of Board adopted products
Calculation: A count of the number of products adopted either at a Board Meeting or by vote on a Notation item in PMA or manually. Results will be entered into the Strategic Management Performance Portal database.
Validation/Verification Method: Office Director or Deputy Validation/Verification approval workflow in SMPP; Final MD Review or approval
Data Limitations: Factors beyond our control such as budgetary constraints (funding in support of activities or initiatives); personnel resources; approval timelines; or time to address issues/risks raised by reviewers.
Compensation for data limitations: Identified risks will be discussed at office and/or senior management levels for further mitigation. Verification of information by Director or Deputy Director.



NATIONAL TRANSPORTATION SAFETY BOARD

FY 2018 ANNUAL STRATEGIC PERFORMANCE REPORT

Number of Products Produced to Improve Transportation Safety
Strategic Goal: Safety Leadership
Strategic Objective 1.3: Improve Transportation Safety: Promote and enhance transportation safety through response, products, proactive approaches and actions to remain resilient and effective to advance our mission.
Performance Goal: Demonstrate our impact on improving transportation safety
Key Performance Indicator: Contribution to transportation safety
Performance Target: Varies per office
Measure Type: Output
Frequency: Quarterly
New: Revised
<p>Definition: To maintain our status as a globally recognized leader in transportation accident investigations and relevant safety studies, we must gain knowledge on transportation system advances and use that knowledge to create products that meet the needs of our stakeholders. Conducting independent accident investigations, developing relevant recommendations, and sharing lessons learned are critical components of our mission.</p> <p>This measure counts the number of transportation and safety products that each office produces to improve transportation safety or solutions that investigators develop that can be readily implemented because they do not involve significant funding or changes to regulations.</p> <p>The purpose of this measure is to track all agency work used to improve transportation safety that is in addition to those that require adoption by the Board. A product to improve transportation safety could include, but is not limited to the following:</p> <ul style="list-style-type: none"> • Videos (SRC tracks for agency) • Newsletters • Blog Posts (offices track individual blogs written; SRC includes member blogs written in SRC count) • Safety accomplishments or results as tracked by the modal offices • Safer Seas publication (MS) • Journal publications, or • Other significant or newly created products. <p>The following offices will report on this metric: Aviation Safety (AS); Highway Safety (HS); Marine Safety (MS); Railroad, Pipeline & Hazardous Materials Investigations (RPH); and Safety Recommendation & Communication (SRC).</p>
Standards: Green: +/- 5% within target (95% or above by 9/30/18)
Yellow: Milestone: +/- 10% within target (90% -94% by 9/30/18)
Red: Milestone: not within 10% of milestone (less than 90% by 9/30/18)
<p>Milestones:</p> <p>Quarter 1 (December 31): varies by office</p> <p>Quarter 2 (March 31): varies by office</p> <p>Quarter 3 (June 30): varies by office</p> <p>Quarter 4 (September 30): 95% or above</p> <p>Note: Dates for milestones will be adjusted for FY 18 due to late development of strategic plan and metrics.</p>
DATA VALIDATION AND VERIFICATION
Data Source: A log of the number of applicable products will be kept by each Office.



NATIONAL TRANSPORTATION SAFETY BOARD FY 2018 ANNUAL STRATEGIC PERFORMANCE REPORT

Number of Products Produced to Improve Transportation Safety

Calculation: Each office will track the products to improve electronically or manually. Results will be entered into the Strategic Management Performance Portal database.
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Validation/Verification Method: Office Director or Deputy Validation/Verification approval workflow in SMPP; Final MD Review or approval
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Data Limitations: Factors beyond our control such as budgetary constraints, personnel resources and timelines may affect activities as well as funding in support of activities or initiatives.

Compensation for data limitations: Identified risks will be discussed at office and/or senior management levels for further mitigation. Verification of information by Director or Deputy Director.



NATIONAL TRANSPORTATION SAFETY BOARD

FY 2018 ANNUAL STRATEGIC PERFORMANCE REPORT

Number of delegated briefs completed
Strategic Goal: Safety Leadership
Strategic Objective 1.3: Improve Transportation Safety: Promote and enhance transportation safety through response, products, proactive approaches and actions to remain resilient and effective to advance our mission.
Performance Goal: Demonstrate our impact on improving transportation safety
Key Performance Indicator: Contribution to transportation safety
Performance Target: Varies per office
Measure Type: Output
Frequency: Quarterly
New: Yes
<p>Definition: To maintain our status as a globally recognized leader in transportation accident investigations and relevant safety studies, we must gain knowledge on transportation system advances and use that knowledge to create products that meet the needs of our stakeholders. Conducting independent accident investigations, developing relevant recommendations, and sharing lessons learned are critical components of our mission.</p> <p>The following offices will report on this metric: Aviation Safety (AS); Highway Safety (HS); Marine Safety (MS); and Railroad, Pipeline & Hazardous Materials Investigations (RPH).</p> <p>This metric will track the number of delegated briefs completed. A delegated brief is defined in OPS-GEN-107 as:</p> <p>b. Brief of Accident</p> <p>(1) <i>Standard-Style (All Modes)</i></p> <p>Does not usually address issues of national public interest.</p> <p>Very short, with a limited number of subject headings. Primary purpose is to determine probable cause.</p> <p>No formal conclusions and only limited analysis, but analysis must be sufficient to support the probable cause.</p> <p>Does not include safety recommendations and should not be combined with recommendation letters related to the same accident as a single notation package (although the brief may refer to previously-issued safety recommendations).</p> <p>May be adopted by Office Director under delegated authority pursuant to 49 Code of Federal Regulations (CFR) 800.25(c).</p> <p>49 Code of Federal Regulations (CFR) 800.25(c).</p> <p>“Determine the probable cause(s) of accidents in which the determination is issued in the “Brief of Accident” format, except that the Office Director will submit the findings of the accident investigation to the Board for determination of the probable cause(s) when (1) any Board Member so requests, (2) it appears to the Office Director that, because of significant public interest, a policy issue, or a safety issue of other matter, the determination of the probable cause(s) should be made by the Board, or (3) the accident investigation will be used to support findings in a special investigation or study. Provided, that a petition for reconsideration or modification of a determination of the probable cause(s) made under §845.41 of this Chapter shall be acted on by the Board. (d) Consistent with Board resources, investigate accidents as provided under §304(a) of the Independent Safety Board Act of 1974, as amended (49 U.S.C. 1131(a)) and the Appendix to this Part.”</p>
Standards: Green: +/- 5% within target (95% or above by 9/30/18)



NATIONAL TRANSPORTATION SAFETY BOARD

FY 2018 ANNUAL STRATEGIC PERFORMANCE REPORT

Number of delegated briefs completed
Yellow: Milestone: +/- 10% within target (90% -94% by 9/30/18) Red: Milestone: not within 10% of milestone (less than 90% by 9/30/18)
Milestones: Quarter 1 (December 31): varies by office Quarter 2 (March 31): varies by office Quarter 3 (June 30): varies by office Quarter 4 (September 30): 95% or above Note: Dates for milestones will be adjusted for FY 18 due to late development of strategic plan and metrics.
DATA VALIDATION AND VERIFICATION
Data Source: A log of the number of delegated briefs will be kept by each Office.
Calculation: Each office will track the completion of the briefs each quarter. Results will be entered in the Strategic Management Performance Portal database.
Validation/Verification Method: Office Director or Deputy Validation/Verification approval workflow in SMPP; Final MD Review or approval
Data Limitations: Factors beyond our control such as budgetary constraints (funding in support of activities or initiatives); personnel resources; approval timelines; or, time to address issues/risks raised by reviewers.
Compensation for data limitations: Identified risks will be discussed at office and/or senior management levels for further mitigation. Verification of information by Director or Deputy Director.



NATIONAL TRANSPORTATION SAFETY BOARD

FY 2018 ANNUAL STRATEGIC PERFORMANCE REPORT

Number of international investigations or cooperative activities completed
Strategic Goal: Safety Leadership
Strategic Objective 1.3: Improve Transportation Safety: Promote and enhance transportation safety through response, products, proactive approaches and actions to remain resilient and effective to advance our mission.
Performance Goal: Demonstrate our impact on improving transportation safety
Key Performance Indicator: Contribution to transportation safety
Performance Target: Varies per office
Measure Type: Output
Frequency: Quarterly
New: Revised
<p>Definition: This measure will count the number international cooperative activities completed by the agency. International cooperative activities could include, but not limited to the following:</p> <ul style="list-style-type: none"> • International launches to participate in the on-scene phase of international investigations • Significant travel (domestic or international) to support international accident/serious incident investigations • International cooperative meetings, conferences and/or briefings including advocacy (staff participation in committees, conferences, and other speaking engagements including providing technical papers on safety topics in which NTSB staff are included on the agenda that are held outside the United States) • International cooperative meetings held at NTSB in which we host international visitors to provide expertise, exchange of information, training and/or safety briefings <p>Note: This metric only includes international activities. Domestic activities are being captured in other metrics.</p> <p>The following offices will report on this metric: Aviation Safety (AS); Managing Director (MD); Marine Safety (MS); Railroad, Pipeline & Hazardous Materials Investigations (RPH); Research & Engineering (RE); and, Safety Recommendations & Communication (SRC).</p>
Standards: Green: +/- 5% within target (95% or above by 9/30/18)
Yellow: Milestone: +/- 10% within target (90% -94% by 9/30/18)
Red: Milestone: not within 10% of milestone (less than 90% by 9/30/18)
<p>Milestones:</p> <p>Quarter 1 (December 31): varies by office</p> <p>Quarter 2 (March 31): varies by office</p> <p>Quarter 3 (June 30): varies by office</p> <p>Quarter 4 (September 30): 95% or above</p> <p>Note: Dates for milestones will be adjusted for FY 18 due to late development of strategic plan and metrics.</p>
DATA VALIDATION AND VERIFICATION
Data Source: An electronic log of the number of applicable international cooperative activities.
Calculation: Each office will track the completion international investigations or activities electronically or manually. Results will be entered into the Strategic Management Performance Portal database.
Validation/Verification Method: Office Director or Deputy Validation/Verification approval workflow in SMPP; Final MD Review or approval



NATIONAL TRANSPORTATION SAFETY BOARD

FY 2018 ANNUAL STRATEGIC PERFORMANCE REPORT

Number of international investigations <i>or</i> cooperative activities completed
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Data Limitations: Factors beyond our control such as budgetary constraints (funding in support of activities or initiatives); personnel resources; approval timelines; or, time to address issues/risks raised by reviewers.
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Compensation for data limitations: Identified risks will be discussed at office and/or senior management levels for further mitigation. Verification of information by Director or Deputy Director.



NATIONAL TRANSPORTATION SAFETY BOARD

FY 2018 ANNUAL STRATEGIC PERFORMANCE REPORT

Percentage of emergency hearings convened within 30 days
Strategic Goal: Safety Leadership
Strategic Objective 1.3: Improve Transportation Safety: Promote and enhance transportation safety through response, products, proactive approaches and actions to remain resilient and effective to advance our mission.
Performance Goal: Demonstrate our impact on improving transportation safety
Key Performance Indicator: Contribution to transportation safety
Performance Target: 100%
Measure Type: Outcome
Frequency: Quarterly
New: Revised
Objective 1.3: Improve Transportation Safety: Promote and enhance transportation safety through response, products and proactive approaches and actions to remain resilient and effective to advance our mission
Definition: The Administrative Law Judges (ALJ) conduct formal hearings and issue initial decisions on appeals of airmen filed with the Safety Board. The NTSB serves as the "court of appeals" for any airman, mechanic, or operator when certificate action is taken by the Federal Aviation Administration (FAA), when applications for certificates are denied, or when civil penalties are assessed by the FAA. The measurement is intended to demonstrate the expeditious disposition of emergency cases by ALJ. The measure is intended to demonstrate ALJ's compliance with the Board's Rules of Practice requiring that an expedited hearing be convened within 30 days of receipt of the appeal (pursuant to 49 CFR 821.56(a) and the statutory requirement that both appeal levels are completed within 60 days) when the FAA Administrator takes an emergency action against an airman's certificate. An enforcement action is designated as an emergency by the FAA when the Administrator determines that public interest and air safety require the immediate suspension or revocation of an airman or operator certificate, and therefore, leaves the airman or operator without use of the certificate during the pendency of the appeal.
Standards: Green: +/- 5% within target (95% or above) Yellow: Milestone: +/- 10% within target (90% -94%) Red: Milestone: not within 10% of milestone (less than 90%)
Milestones: Quarter 1 (December 31): 100% Quarter 2 (March 31): 100% Quarter 3 (June 30): 100% Quarter 4 (September 30): 100% Note: Dates for milestones will be adjusted for FY 18 due to late development of strategic plan and metrics.
DATA VALIDATION AND VERIFICATION
Data Source: The Office of Administrative Law Judges database.
Calculation: To calculate the measure, an inquiry will be made of the ALJ database to generate the number of emergency hearings convened and the date the case was received, as well as the number of emergency hearings convened during the quarter. The numerator is the total number of emergency hearings convened during the reporting period within 30 days. The denominator is the total number of emergency hearings held during the reporting period. Divide the two numbers to generate the percentage of emergency hearings convened during the reporting period. Results will be entered into the Strategic Management Performance Portal database.
Validation/Verification Method: ALJ Chief Judge or Chief Validation/Verification approval workflow in SMPP. Final MD Review or approval



NATIONAL TRANSPORTATION SAFETY BOARD

FY 2018 ANNUAL STRATEGIC PERFORMANCE REPORT

Percentage of emergency hearings convened within 30 days

Data Limitations: Some factors may prevent the closure of cases within 27 days: lack of courtroom space, spike in incoming emergency cases that tax the availability of Judges to hear cases, planned and unexpected unavailability of judges, e.g., retirement, extended sick leave, scheduled training, and scheduled vacation, multiple sessions of a case; and extraordinary circumstances beyond NTSB control.

Compensation for data limitations: Identified risks will be discussed at office and/or senior management levels for further mitigation. Verification of information by ALJ Chief Judge or Chief. Adjustments to judges' calendar if necessary.
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NATIONAL TRANSPORTATION SAFETY BOARD

FY 2018 ANNUAL STRATEGIC PERFORMANCE REPORT

Percentage of non-emergency cases closed within 180 days
Strategic Goal: Safety Leadership
Strategic Objective 1.3: Improve Transportation Safety: Promote and enhance transportation safety through response, products, proactive approaches and actions to remain resilient and effective to advance our mission.
Performance Goal: Demonstrate our impact on improving transportation safety
Key Performance Indicator: Contribution to transportation safety
Performance Target: 80%
Measure Type: Outcome
Frequency: Quarterly
New: Revised
Definition: The Administrative Law Judges (ALJ) conduct formal hearings and issue initial decisions on appeals of airmen filed with the Safety Board. The NTSB serves as the "court of appeals" for any airman, mechanic, or operator when certificate action is taken by the Federal Aviation Administration, when applications for certificates are denied, or when civil penalties are assessed by the FAA. The measure is intended to demonstrate Office of Administrative Law Judges (ALJ's) compliance with management goals of efficient processing of appeals and petitions for review.
Standards: Green: +/- 5% within target (95% or above) Yellow: Milestone: +/- 10% within target (90% -94%) Red: Milestone: not within 10% of milestone (less than 90%)
Milestones: Quarter 1 (December 31): 80% Quarter 2 (March 31): 80% Quarter 3 (June 30): 80% Quarter 4 (September 30): 80% Note: Dates for milestones will be adjusted for FY 18 due to late development of strategic plan and metrics.
DATA VALIDATION AND VERIFICATION
Data Source: The Office of Administrative Law Judges database.
Calculation: To calculate the measure, an inquiry will be made of the ALJ database to generate the number of non-emergency cases received and the date the case was received, as well as the number of non-emergency cases closed during the quarter. The numerator is the total number of non-emergency cases closed during the reporting period within 180 days. The denominator is the total number of non-emergency cases received during the reporting period. Divide the two numbers to generate the percentage of non-emergency cases closed during the reporting period. Results will be entered into the Strategic Management Performance Portal database.
Validation/Verification Method: ALJ Chief Judge or Chief Validation/Verification approval workflow in SMPP. Final MD Review or approval
Data Limitations: 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 that tax the availability of Judges to hear cases, planned and unexpected unavailability of judges, e.g., retirement, extended sick leave, scheduled training and vacation; multiple sessions of a case; and other matters beyond our control. (In some cases, the parties request delaying the disposition of the case.) Based on emergency cases caseload, resources may be re-assigned to those cases due to their expediency which may affect the timeliness of this metric.



NATIONAL TRANSPORTATION SAFETY BOARD

FY 2018 ANNUAL STRATEGIC PERFORMANCE REPORT

Percentage of non-emergency cases closed within 180 days

Compensation for data limitations: Identified risks will be discussed at office and/or senior management levels for further mitigation. Verification of information by ALJ Chief Judge or Chief. Adjustments to judges' calendar if necessary.
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NATIONAL TRANSPORTATION SAFETY BOARD

FY 2018 ANNUAL STRATEGIC PERFORMANCE REPORT

Number of outcome-oriented safety results and outreach activities provided to transportation safety stakeholders
Strategic Goal: Engagement
Strategic Objective 2.1: Stakeholder Engagement: Use our independence and impartiality to optimize outreach and to build consensus with stakeholders
Performance Goal: Enhance external stakeholder engagement
Key Performance Indicator: Stakeholder management
Performance Target: varies per office
Measure Type: Outcome
Frequency: Quarterly
New: Revised
<p>Definition: Effective engagement with the range of stakeholders interested in transportation safety is an important ingredient for agency success. Stakeholders include, but not limited to those in the industry and government in the transportation safety community. Communication, advocacy, outreach, and partnerships enhance and foster collaboration with stakeholders. By engaging, collaborating, and partnering with stakeholders, we can increase the potential for implementing our recommendations and strengthening our impact on transportation safety improvements.</p> <p>This metric tracks the agency’s domestic outreach to stakeholders to provide advice and information on a wide range of topics that affect transportation safety. An outcome-safety result or outreach activity could include, but is not limited to the following:</p> <ul style="list-style-type: none"> Standards or rulemaking committees actively working to address safety recommendations (these may span multiple years) Staff participation in committees, conferences, and other speaking engagements including providing technical papers on safety topics in which NTSB staff are included on the agenda) Legislative action that requires recommended safety improvements to be implemented Advocacy related travel, including MWL and non-MWL items (i.e. funded by Advocacy funds or Office Support Funds) Testimony provided by staff at the request of federal or state governments or officials ALJ presentations to law groups, or Other significant events or outreach may also be included. <p>In addition, Congress may take actions such as holding hearings, proposing legislation, or other actions to improve transportation safety based on NTSB investigations or recommendations.</p> <p>The following offices will report on this metric: Offices of Administrative Law Judges (ALJ); Aviation Safety; Chief Financial Officer; Highway Safety; Managing Director, Marine Safety, Railroad, Pipeline & Hazardous Materials Investigations; Research & Engineering; and, Safety Recommendations & Communication (SRC).</p>
Standards: Green: +/- 5% within target (95% or above by 9/30/18)
Yellow: Milestone: +/- 10% within target (90% -94% by 9/30/18)
Red: Milestone: not within 10% of milestone (less than 90% by 9/30/18)
<p>Milestones:</p> <ul style="list-style-type: none"> Quarter 1 (December 31): N/A Quarter 2 (March 31): varies by office; Quarter 3 (June 30): varies by office; office will supply milestone per target Quarter 4 (September 30): 95% or above <p>Note: Dates for milestones will be adjusted for FY 18 due to late development of strategic plan and metrics.</p>



NATIONAL TRANSPORTATION SAFETY BOARD

FY 2018 ANNUAL STRATEGIC PERFORMANCE REPORT

Number of outcome-oriented safety results and outreach activities provided to transportation safety stakeholders

DATA VALIDATION AND VERIFICATION

Data Source: An electronic log of the number of applicable outreach-oriented safety results, or outreach activities will be kept each office. SRC will provide the data for trips funded by advocacy funds.

Calculation: An electronic count of the number outreach-oriented safety result or outreach activity. Results will be entered into the Strategic Management Performance Portal database.

Validation/Verification Method: Office Director or Deputy Validation/Verification approval workflow in SMPP; Final MD Review or approval
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Data Limitations: 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 acting on safety issues. For ALJ, judge availability and number of cases may affect the number of outreach activities completed. In addition, development and implementation may be affected by budgetary constraints (funding in support of activities or initiatives); personnel resources; approval timelines; or, time to address issues/risks raised by reviewers.

Compensation for data limitations: Identified risks will be discussed at office and/or senior management levels for further mitigation. Verification of information by Director or Deputy Director.



NATIONAL TRANSPORTATION SAFETY BOARD

FY 2018 ANNUAL STRATEGIC PERFORMANCE REPORT

Number of stakeholder engagements implemented
Strategic Goal: Engagement
Strategic Objective 2.1: Stakeholder Engagement: Use our independence and impartiality to optimize outreach and to build consensus with stakeholders
Performance Goal: Enhance external stakeholder engagement
Key Performance Indicator: Stakeholder management
Performance Target: varies per office
Measure Type: Outcome
Frequency: Quarterly
New: Yes
<p>Definition: Effective engagement with the range of stakeholders interested in transportation safety is an important ingredient for agency success. Communication, advocacy, outreach, and partnerships enhance and foster collaboration with stakeholders. By engaging, collaborating, and partnering with stakeholders, we can increase the potential for implementation our recommendations and strengthen our impact on improving transportation safety.</p> <p>This measure tracks the aggregate number of NTSB-led engagements implemented. These engagements must be hosted by NTSB and NTSB must provide much of the leadership in putting these types of engagements on. Individual NTSB Office-led engagements may include, but not limited to the following: Roundtables, Forums, Workshops; or, Any other engagement NTSB may lead (hosted) in improving transportation safety.</p> <p>The aggregate NTSB measure will be the sum of the number of stakeholder engagements from each individual NTSB Office. The following offices will report on this metric: Aviation Safety (AS); Highway Safety (HS); Marine Safety (MS); Railroad, Pipeline & Hazardous Materials Investigations (RPH); and, Safety Recommendations & Communication (SRC).</p>
Standards: Green: +/- 5% within target (95% or above by 9/30/18) Yellow: Milestone: +/- 10% within target (90% -94% by 9/30/18) Red: Milestone: not within 10% of milestone (less than 90% by 9/30/18)
Milestones: Quarter 1 (December 31): N/A Quarter 2 (March 31): varies by office Quarter 3 (June 30): varies by office Quarter 4 (September 30): varies by office Note: Dates for milestones will be adjusted for FY 18 due to late development of strategic plan and metrics.
DATA VALIDATION AND VERIFICATION
Data Source: Data will be collected from the Product Management Application (PMA) and each product presented to the Board for their adoption at a Board meeting or by vote on a Notation item; or, an electronic log of the number of engagements implemented.
Calculation: An electronic sum of the aggregate number of engagements from each office implemented. Results will be entered into the Strategic Management Performance Portal database.
Validation/Verification Method: Office Director or Deputy Validation/Verification approval workflow in SMPP; Final MD Review or approval
Data Limitations: Factors beyond our control such as budgetary constraints, personnel resources and timelines may affect activities as well as funding in support of activities/initiatives.



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Number of stakeholder engagements implemented
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Compensation for Data Limitations: Identified risks will be discussed at office and/or senior management levels for further mitigation. Verification of information by Director or Deputy Director.



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Number of efficiencies or tools implemented to increase innovation and collaboration
Strategic Goal: Synergy
Strategic Objective 3.1: Empowerment: Cultivate creativity and innovation across the agency through effective leadership
Performance Goal: Improve agency efficiency and effectiveness
Key Performance Indicator: Employee contribution to process improvement and innovation
Performance Target: 1 per office
Measure Type: Output
Frequency: Annual
New: Yes
<p>Definition: With increased demand for innovation and creative problem solving for complex problems, the need for continuous innovation and solving complex problems requires a diverse, engaged, and inclusive skilled workforce is critical. We strive to create a culture that fosters creativity and engagement through the motivation of our employees. Being a forward-thinking agency drives synergy and creativity within the agency. To foster efficiency in an evolving transportation environment, we must be innovative at all organizational levels. We will build important strategic links among planning, program management, budgeting, human resources, and technology to ensure the agency is operating cohesively.</p> <ul style="list-style-type: none"> • Efficiencies or tools could include the following, but not limited to: • Software or tool used to streamline process; timeliness, etc. • Process improvement to streamline and improve effectiveness • Suggestions implemented from staff • Collaborations with other offices to improve agency • Any other efficiency or tool used to increase innovation and collaboration
This is an agency-wide <u>annual</u> metric which tracks how we are improving innovation and collaboration.
Standards: Green: +/- 5% within target Yellow: Milestone +/- 10% within target Red: Milestone – 15% outside target
<p>Milestones:</p> <p>Quarter 1: 1 improvement, if any</p> <p>Quarter 2: 1 improvement, if any; MD Office reviews to determine if agency is on track</p> <p>Quarter 3: 1 improvement, if any</p> <p>Quarter 4: All offices complete 1 improvement</p> <p>Note: Dates for milestones will be adjusted for FY 18 due to late development of strategic plan and metrics.</p>
DATA VALIDATION AND VERIFICATION
Data Source: An electronic log of the number of efficiencies or tools implemented.
Calculation: This is an annual metric. An electronic count of the number of efficiencies or tools implemented for the fiscal year. Results will be entered into the Strategic Management Performance Portal database.
Validation/Verification Method: Office Director or Deputy Validation/Verification approval workflow in SMPP; Final MD Review or approval
Data Limitations: Factors beyond our control such as budgetary constraints, personnel resources and timelines may affect activities as well as funding in support of activities/initiatives.
Compensation for data limitations: Identified risks will be discussed at office and/or senior management levels for further mitigation. Verification of information by Director or Deputy Director.



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Number of to employee engagement & EEO/Diversity outreach initiatives implemented
Strategic Goal: Synergy
Strategic Objective 3.2: Inclusive and Engaged Workforce: Promote an inclusive, and engaged workforce and eliminate barriers to equal employment opportunity
Performance Goal: Enhance staff engagement and inclusiveness
Key Performance Indicator: Employee participation and engagement
Performance Target: 1 initiative implemented
Measure Type: Outcome
Frequency: Annual
New: Yes
<p>Definition: Our employees can be most effective when they are motivated, engaged and trained. Therefore, we have developed a 3-year employee engagement initiative to ensure our staff are ready and equipped with the necessary skills to support the agency’s mission daily.</p> <p>Employee engagement is the employee’s sense of purpose that is evident in their display of dedication, persistence, and effort in their work or overall attachment to their organization and its mission. With increased demand for innovation and creative problem solving for complex problems, a diverse and inclusive workforce is critical. We strive to create a culture that fosters creativity and engagement through the motivation of our employees. This metric will help the agency in implementing the following strategies:</p> <p>Encouraging cooperation and collaboration within the NTSB to enhance employee engagement and empowerment.</p> <p>Ensuring senior leadership engages with employees through effective communication, coaching, mentoring, conflict resolution strategies, and staff development.</p> <p>Developing strategies for improving the virtual workspace for remote and teleworking</p> <p>This is an agency-wide <u>annual</u> metric which tracks the implementation of an employee engagement initiative which focuses on ways to increase participation, empower and engage our employees. We will identify strategies, actions, and initiatives to raise awareness, enhance communication, and develop a high-performing, diverse workforce.</p> <p>This metric will only consider if the office successfully completes an action/initiative; a business case; or, a final product decided upon by senior leadership.</p> <p>Actions and initiatives could include, but not limited to the following:</p> <ul style="list-style-type: none"> • Unite and empower employees around a single compelling leadership vision that supports one core agency mission [global satisfaction Qs#50, 69, 71] • Review New IQ Survey Questions to identify, track and celebrate creativity and innovation among team [Question #32: Creativity and innovation are rewarded] • Review FEVS results (1st Quarter) to proactively increase the number of constructive status check-ins & performance feedback sessions [New IQ; Qs#23-24: Fair, poor performers & performance feedback] • Develop employee engagement activities that will recognize specific behavior [Qs# 1, 4, 6, 11, 23] & [Q#16 accountability] • Track employee engagement and participation in career developmental (cross/rotational training) and mentoring activities



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Number of to employee engagement & EEO/Diversity outreach initiatives implemented
<ul style="list-style-type: none"> • Track senior leadership and supervisory participation of all developmental & mentoring activities (Internal and external details; shadowing; onboarding project; cross-agency mentoring) [Qs# 47, 48, 49, 51, 52] • Office specific programs or projects implemented to improve engagement, empowerment or skills [Lunch & Learns; etc.] • Promote and reward employees based upon merit [Accountability Qs# 22-25]
Standards: Green: Milestone achieved; Yellow: Milestone 30 days or less past due; Red: Milestone more than 30 days past due
Milestones: Quarter 1 (December 31): Conduct 1 initiative, if any Quarter 2 (March 31:) Conduct 1 initiative, if any Quarter 3 (June 30): Conduct 1 initiative, if any Quarter 4 (September 30): Conduct 1 initiative Note: Dates for milestones will be adjusted for FY 18 due to late development of strategic plan and metrics.
DATA VALIDATION AND VERIFICATION
Data Source: Agency action plans; FEVS Scores; New Inclusion Quotient (IQ) data; Listening session data
Calculation: Compile list of actions or initiatives electronically or manually. Results will be entered into the Strategic Management Performance Portal database.
Validation/Verification Method: Office Director or Deputy Validation/Verification approval workflow in SMPP; Final MD Review or approval
Data Limitations: Factors beyond our control such as budgetary constraints, personnel resources and timelines may affect activities as well as funding in support of activities/initiatives.
Compensation for data limitations: Identified risks will be discussed at office and/or senior management levels for further mitigation. Verification of information by Director or Deputy Director.



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Implement an agency rotational program
Strategic Goal: Synergy
Strategic Objective 3.2: Inclusive and Engaged Workforce: Promote an inclusive, and engaged workforce and eliminate barriers to equal employment opportunity
Performance Goal: Enhance staff engagement and inclusiveness
Key Performance Indicator: Employee participation and engagement
Performance Target: Cross-training action plan approved
Measure Type: Outcome
Frequency: Annual
New: Yes
<p>Definition: Our employees can be most effective when they are motivated, engaged and trained. Employee engagement is the employee’s sense of purpose that is evident in their display of dedication, persistence, and effort in their work or overall attachment to their organization and its mission. With increased demand for innovation and creative problem solving for complex problems, a diverse and inclusive workforce is critical. We strive to create a culture that fosters creativity and engagement through the motivation of our employees.</p> <p>This milestone metric tracks the implementation of an agency rotational program to improve employee engagement and knowledge through internal and external activities. This rotational program will consist of internal and external programs to facilitate cooperation and collaboration at all levels.</p> <p>For FY ’18, selected offices will participate in a pilot hosted by the MD’s office and the run by the agency’s career development advisor.</p> <p>Internal Cross-training Program</p> <p>The agency will implement a cross-training program that provides NTSB employees the opportunity to participate in cross-training experiences throughout the agency. This program has been created to assist the agency in providing knowledge management, fulfilling special projects, and filling skills gaps and developing competencies for the agency.</p> <p>Some examples of cross-training include, but not limited to:</p> <ul style="list-style-type: none"> • Modal-RPH investigator might launch to a general aviation accident site to assist with the on-scene work, and then follow up with a hands-on experience of taking a flying lesson. • Non-Modal-CIO staff would go to Capitol Hill to meet with a Senator, and then observe a Congressional Hearing. <p>The MD’s office will lead and work with the Diversity Inclusion Advisory Council (DIAC) to implement the pilot in FY’18. For the pilot, six cross training opportunities expected for the pilot (two executives or deputies), two modal, and two administrative offices.</p> <p>The MD’s office and the DIAC will be responsible for coordinating activities and accepting deliverables.</p> <p>Participants will complete two cross-training experiences and conduct a briefing to describe what they gained from the cross-training experiences. Upon successful completion, participants will receive a cross-training program graduate certificate to showcase accomplishment.</p> <ul style="list-style-type: none"> • Two cross-training experiences (1-week duration)



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Implement an agency rotational program
<ul style="list-style-type: none"> • Employee Selection (participant will solicit their own unique cross-training experience based on feedback/discussion with supervisor) • Opportunity Catalog (menu of unique and interesting cross-training opportunities developed by each Office with support by DIAC) • Special Projects (stretch assignments) <p>This metric will help the agency in implementing the following strategic plan strategies:</p> <ul style="list-style-type: none"> • Encouraging cooperation and collaboration within the NTSB to enhance employee engagement and empowerment • Ensuring senior leadership engages with employees through effective communication, coaching, mentoring, conflict resolution strategies, and staff development • Developing strategies for improving the virtual workspace for remote and teleworking staff to increase their connection with their peers, supervisors, and senior leaders.
<p>Standards: Green: Milestone achieved; Yellow: Milestone 30 days or less past due; Red: Milestone more than 30 days past due</p>
<p>Milestones: Quarter 1 (December 31): N/A Quarter 2 (March 31): Brief senior leadership; cross-training workgroup meetings; pilot cross training program initiated; charter developed Quarter 3 (June 30): Offices develop cross training opportunities and provide to MD's office Quarter 4 (September 30): Agency Cross-training action plan approved by MD. Note: Dates for milestones will be adjusted for FY 18 due to late development of strategic plan and metrics.</p>
DATA VALIDATION AND VERIFICATION
<p>Data Source: PDP; MD data; other office data; action plans; listening session data</p>
<p>Calculation: Provide activities to the DIAC or MD's office for internal and external programs. Results will be entered into the Strategic Management Performance Portal database.</p>
<p>Validation/Verification Method: Office Director or Deputy Validation/Verification approval workflow in SMPP; DIAC or MD Review; Final MD Review or approval</p>
<p>Data Limitations: Factors beyond our control such as budgetary constraints, personnel resources and timelines may affect activities as well as funding in support of activities/initiatives. To be successful, this project must have sufficient support from the managing director, directors of offices, and human resources. In addition, it is assumed that engaging and worthwhile cross training opportunities will be identified and earmarked for participants in this program. Finally, it is assumed that training which may be necessary to support participation will be funded to ensure employees are successful in this program.</p>
<p>Compensation for data limitations: Identified risks will be discussed at office and/or senior management levels for further mitigation. Verification of information by Director or Deputy Director.</p>



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Appendix E: Abbreviations

Table 26: Abbreviations used in this report

Abbreviations	Definitions
ALJ	Office of Administrative Law Judges
APR	Annual Performance Report
AS	Office of Aviation Safety
CFO	Office of the Chief Financial Officer
CIO	Office of the Chief Information Officer
DIAC	Diversity Inclusion Advisory Council
DOT	Department of Transportation
FAA	Federal Aviation Administration
FY	Fiscal Year
GPRA Modernization Act	Government Performance and Results Modernization Act of 2010
HS	Office of Highway Safety
IQ	Inclusive Intelligence Quotient
MD	Office of the Managing Director
MS	Office of Marine Safety
NTSB	National Transportation Safety Board
OMB	Office of Management and President (in the Office of the Whitehouse)
RPH	Office of Railroad, Pipeline, and Hazardous Materials Investigations
RE	Office of Research and Engineering
SMPP	Strategic Management Performance Portal
SRC	Office of Safety Recommendations and Communication