

**National Transportation Safety Board**  
Annual Strategic Performance Plan  
Fiscal Year 2019



*Making Transportation Safer  
Yesterday, Today, Tomorrow*

March 2019



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# NATIONAL TRANSPORTATION SAFETY BOARD

## FY 2019 ANNUAL STRATEGIC PERFORMANCE PLAN

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### Executive Summary

The National Transportation Safety Board’s (NTSB’s) Fiscal Year (FY) 2018 Annual Performance Plan (APP) outlines our strategies to achieve agency priorities, promote organizational change, and improve agency performance. The FY 2018 APP 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 APP draws a clear line from our mission through performance metrics and targets to our goals, objectives, and key performance indicators. The APP 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, Part 6](#).

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 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 engaged with staff through listening sessions to understand their concerns and we are working to implement the associated lessons learned.

This APP 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 APP addresses our key challenges, leverages agency strengths, and captures the full spectrum of our activities to accomplish national priorities in all modes of transportation. This report is divided into the following sections.

**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



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reporting, as well as how the agency uses data, evidence, evaluations, and reporting to manage performance.

**Performance Management and Reporting** organizes the APP 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 transportation disasters. We also 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 from 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, and railroad 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, it is necessary for the NTSB to be completely independent. We do not regulate or fund the operation of any mode of transportation, and we strive for objectivity in our 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.



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We investigate accidents to determine their 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. Since 1990, we have compiled and published an annual [Most Wanted List](#) of transportation safety improvements (in 2017, we switched to a biennial release schedule), 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**

#### **Mission**

Making transportation safer by conducting independent accident investigations, advocating for safety improvements, and deciding pilots' and mariners' certification appeals.

#### **Legislative Mandate**

*Maintaining* our congressionally mandated independence and objectivity

*Conducting* objective, precise accident investigations and safety studies

*Performing* fair and objective pilot and mariner certification appeals

*Advocating* for and *promoting* safety recommendations

*Assisting* 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 are authorized 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. Currently, we have four board members (Figure 1). Figure 2 shows our organizational structure. For more information about our offices and their functions, visit the [organization page](#) of our website.



*Honorable Robert L. Sumwalt*  
Chairman



*Honorable Bruce Landsberg*  
Vice Chairman



*Honorable Earl F. Weener*  
PhD, Member



*Honorable Jennifer Homendy*  
Member

Figure 1: NTSB Board Members

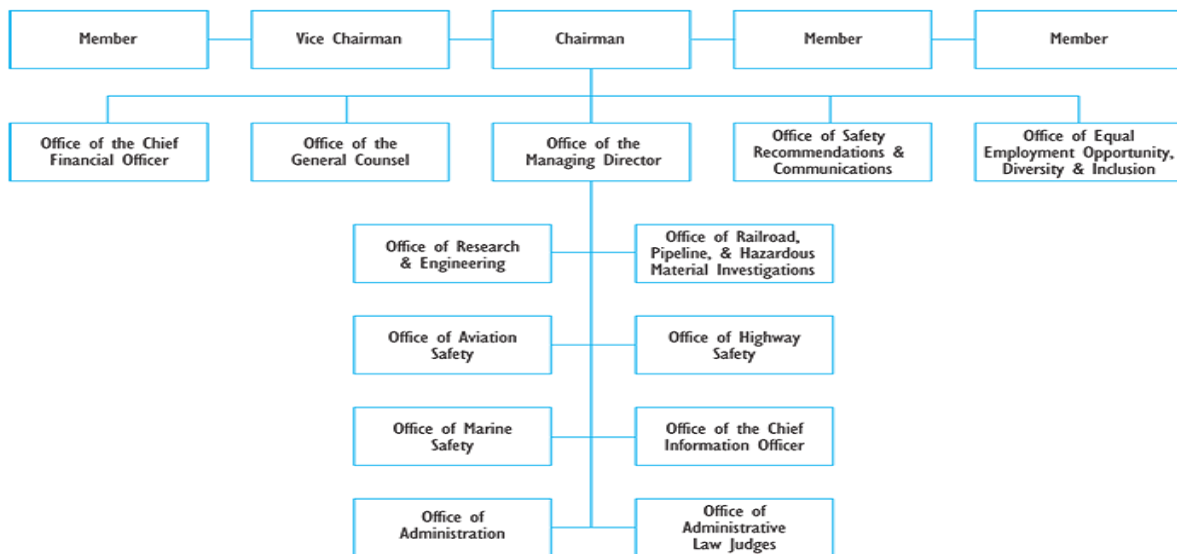


Figure 2: NTSB Organization Chart





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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 3 shows the NTSB’s US regional presence).

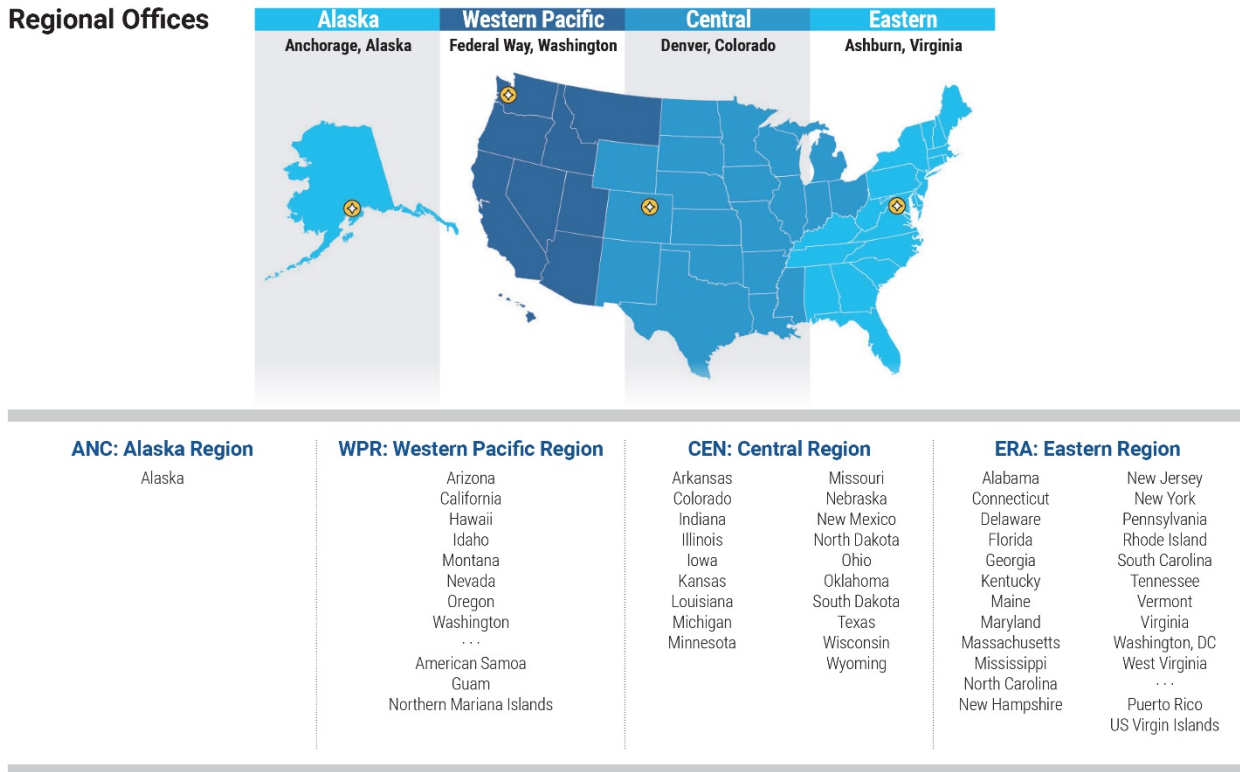


Figure 3: NTSB Regional Presence

## Strategic Performance Management

In accordance with the GPRA Modernization Act of 2010, our strategic management process and performance framework begins with a strategic plan. Our strategic plan establishes long-term priorities and defines performance goals, objectives, and metrics. As prescribed by our senior leadership, this 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. Figure 3 is a cyclical process map of the NTSB’s strategic management process.

We annually define our performance goals, key performance indicators, and metrics, and evaluate our progress toward achieving them.



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- **Strategies:** how we plan to make progress toward our strategic objectives.
- **Performance Goals:** the level of performance to be accomplished.
- **Key Performance Indicators:** measurable values that demonstrate how effectively we are achieving key business objectives.
- **Performance Metrics:** quantitative measures of our progress toward achieving a strategic objective.

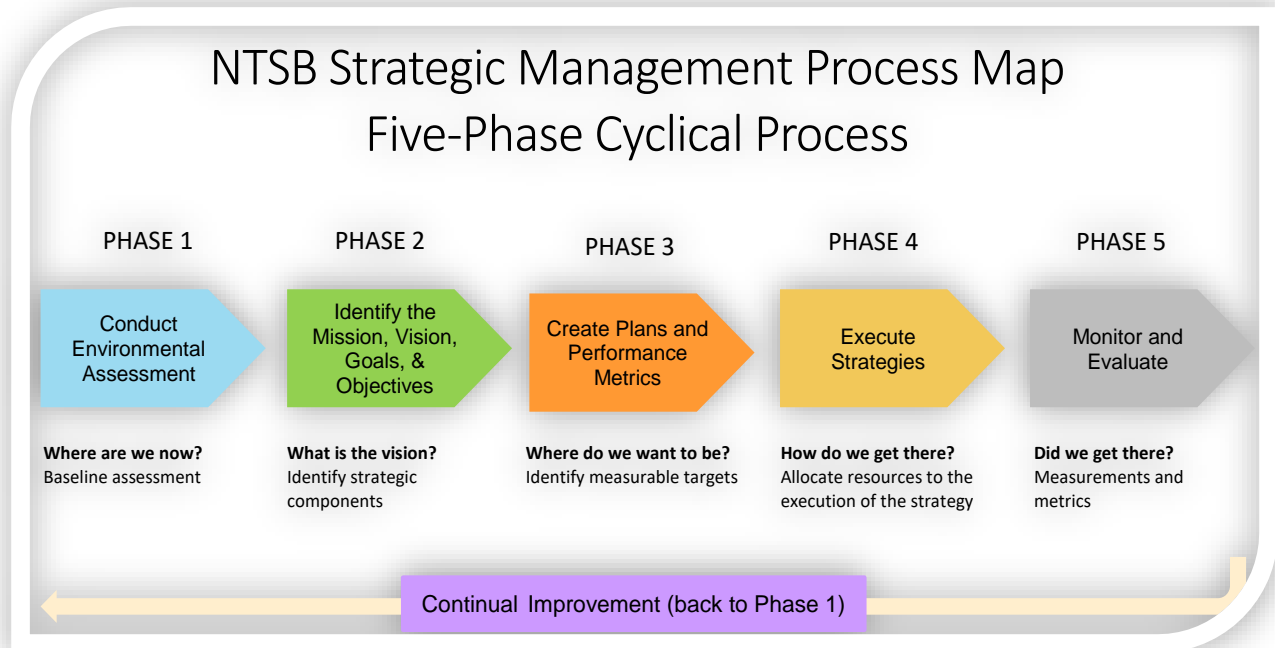


Figure 4. NTSB Strategic Management Process Map

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 can demonstrate more mission-related performance results and make the best use of the resources entrusted to us. 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 fiscal years 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 5.



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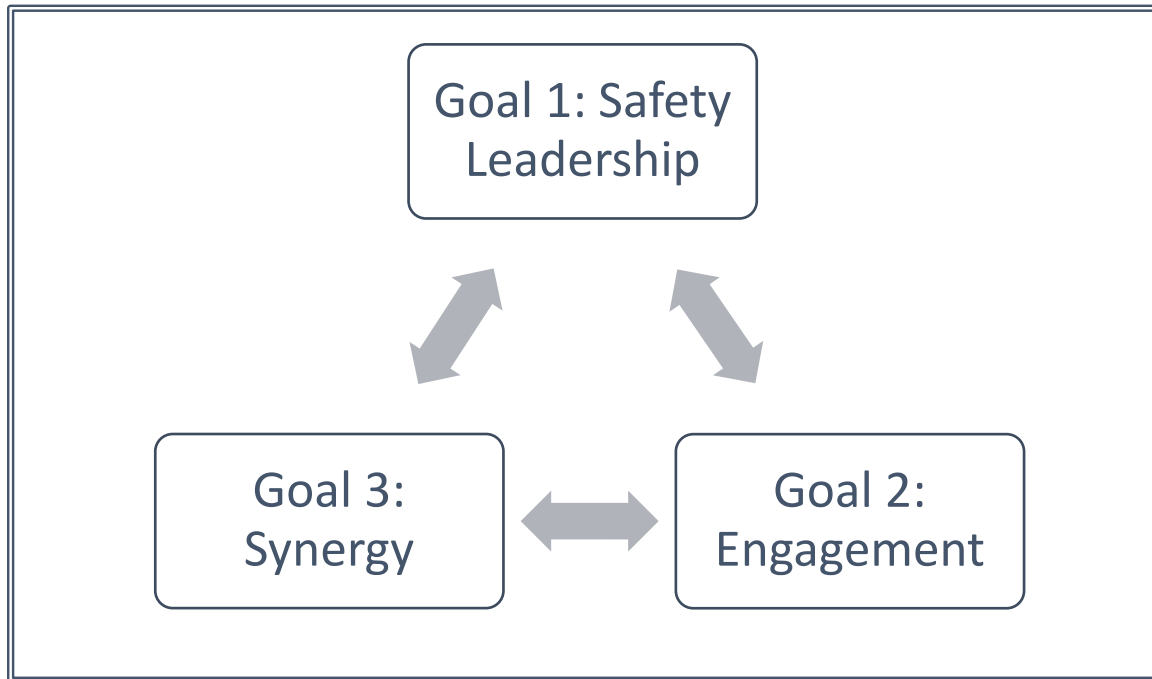


Figure 5: NTSB Priority Goals

## FY 2018 to FY 2019 Performance Metric Changes

As we continue to implement our new strategic plan, we have updated our performance metrics to reflect our new priority goals. Many measures were either created, deleted, or revised to enhance our priorities for FY 2019. Several FY 2018 metrics were substantially revised this fiscal year to accommodate these changes, which affected our targets from previous years and those going forward. Some activities were moved to other metrics or were created as separate metrics. Our target adjustments now better reflect these changes. Additional information on metrics changes between the fiscal years can be found in [Appendix A: Changes to Performance Metrics FY 2018 to FY 2019](#). The table below summarizes the difference in the metrics between the 2 years.

Table 1: Performance Metric Changes Summary Between Fiscal Years

FY 2018	FY 2019
<b>Total Metrics: 14</b>	<b>Total Metrics: 18</b>
New: 8	New: 6
Revised: 5	Revised: 8
No Changes: 1	No Changes: 4

## Management Review

We use a quarterly, data-driven, strategic review process. Performance goals and metrics are assigned to a goal leader, who is responsible for tracking the goal’s progress, reporting the results, and making operational adjustments. The Office of the Managing Director (MD)



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coordinates these quarterly reviews, analyzes the data, and 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 managing director. In FY 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 assures that the performance metric data is reasonably reliable.

### **Reporting on Progress**

Continuous improvement rests on ongoing cycles of assessing performance, examining data, and employing lessons learned. Creating a culture of continuous improvement 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 milestones, reviewing and validating 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 2019:

- Advances in new technologies in all modes of transportation and in the transportation safety industry.
- The volume and complexity of pilots' and mariners' appeals.
- The volume and complexity of accident investigation and their related safety recommendations.
- Staff recruitment, retention, and development.
- Budgetary constraints, including fluctuations in appropriations.

### **Addressing Goal Achievement Challenges**

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 improving transportation safety. We believe that the



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initiatives in place will provide the balance necessary for these strategic goals and priorities to be successful.

### **Performance Management and Reporting**

Our strategic objectives support and complement our strategic goals. Each strategic objective has performance goals and key performance indicators with measurable metrics and targets. Performance metrics use available data to determine if our goals and objectives are met in the proposed time frame. Targets keep us on track toward achievement. We review performance metrics and targets to assess program effectiveness and to consider how risks and opportunities impact achieving 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.



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### FY 2019 Performance Metrics Summary

Table 2: FY 2019 Performance Metrics at a Glance

Measure Type	Measure Name	Office	FY 2017 Result	FY 2018 Result	FY 2019 Target
Outcome Revised	Define an emerging technology capability to improve agency operations and investigations*	Multiple Offices	N/A	33*	2
Outcome New	Implement emerging technologies to improve agency operations and investigations*	Multiple Offices	N/A	4*	9
Outcome New	Implement the use of data analysis to improve agency operations and investigations*	Multiple Offices	N/A	5*	6
Output	Number of products adopted by the Board*	Multiple Offices	70	75	41
Output Revised	Number of products to improve transportation safety*	Multiple Offices	1,160	713	414
Output Revised	Number of delegated briefs issued*	Multiple Offices	1,194	1,004	1,026
Output Revised	Number of international investigations and cooperative activities completed	Multiple Offices	22	116	80
Efficiency Revised	Percentage of emergency cases closed within 27 days	ALJ	100%	100%	95%
Efficiency Revised	Percentage of emergency opinions and orders submitted on time	GC	100%	100%	100%
Efficiency	Percentage of nonemergency cases closed within 180 days	ALJ	59%	75%	75%
Efficiency Revised	Total number of nonemergency backlog cases on hand	GC	N/A	N/A	≤18
Outcome New	Develop an agency-wide risk-appetite statement	CFO/ MD Leads	N/A	N/A	Yes
Outcome Revised	Number of outcome-oriented safety results and outreach activities provided to transportation safety stakeholders*	Multiple Offices	962	1,093	698
Outcome New	Number of safety results or accomplishments*	Multiple Offices	122	175	145
Outcome	Number of stakeholder engagements implemented*	Multiple Offices	N/A	37	16
Output New	Number of engagements amplifying NTSB safety and advocacy messages	SRC Leads	N/A	N/A	Baseline
Outcome	Number of employee engagement & EEO/Diversity outreach initiatives implemented	Agency	N/A	64	34
Outcome New	Increase the number of opportunities available in the Connected Across the Board agency rotational program	Agency	N/A	Pilot Implemented	Baseline

\*Prior-year data on some metrics may include other products and activities that are now included in new metrics; therefore, final year results may be higher or lower than in previous years.



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**Goal 1: Safety Leadership.** Serve as a global leader in conducting independent accident and incident investigations, producing studies, and creating products essential to improving transportation safety.

**Objective 1.1: Evolving Technology.** Increase agency awareness and implementation of emerging technologies in agency operations and investigations.

We will increase and implement emerging technologies through 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.

**Key Performance Indicator:** Define new technologies

**Performance Metric 1.1.1:** Define an emerging technology capability to improve agency operations and investigations.

The following offices will report on this metric: Highway Safety (HS) and Marine Safety (MS).

Table 3. Performance Metric: Define an Emerging Technology Capability to Improve Agency Operations and Investigations

Office	FY 2017 Result	FY 2018 Result	FY 2019 Target
HS	N/A	2	1
MS	N/A	3	1
<b>Total</b>	<b>N/A</b>	<b>5</b>	<b>2</b>

**Key Performance Indicator:** Implement new technologies

**Performance Metric 1.1.2:** Implement emerging technologies to improve agency operations and investigations\*

The following offices will report on this metric: Aviation Safety (AS); HS; MS; Rail, Pipeline, and Hazardous Materials Investigations (RPH); and Research and Engineering (RE).

Table 4. Performance Metric: Implement Emerging Technologies to Improve Agency Operations and Investigations

Office	FY 2017 Result	FY 2018 Result	FY 2019 Target
AS	N/A	2	4
HS	N/A	2	1
MS	N/A	N/A	1
RPH	N/A	N/A	2
RE	N/A	N/A	1
<b>Total</b>	<b>N/A</b>	<b>4</b>	<b>9</b>

\*New metric in FY 2019



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**Objective 1.2: Data Analytics.** Broaden the use of data and analysis to improve agency operations and investigations.

We will strengthen and increase our expertise through the following strategies:

- Improving organization efficiency and effectiveness by expanding 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 to monitor trends.

**Key Performance Indicator:** Expand the agency’s data analytics program

**Performance Metric 1.2.1:** Implement the use of data analysis to improve agency operations and investigations\*

The following offices will report on this metric: AS, HS, MD, MS, RPH, and RE.

Table 5. Performance Metric: Implement the use of data analysis To Improve Agency Operations and Investigations

Office	FY 2017 Result	FY 2018 Result	FY 2019 Target
AS	N/A	4	2
HS	N/A	1	1
MD	N/A	N/A	1
MS	N/A	N/A	1
RE	N/A	N/A	1
<b>Total</b>	<b>N/A</b>	<b>5</b>	<b>6</b>

**Objective 1.3: Improve Transportation Safety.** Promote and enhance transportation safety through response, products, proactive approaches, and actions.

We will demonstrate our influence on improving transportation safety through the following strategies:

- Using our products to demonstrate how we improve transportation safety.
- Collaborating with foreign stakeholders to advance our role in international accident investigations and cooperative activities.
- Increasing advocacy and outreach with all our stakeholders on emerging safety issues and safety recommendations.

\*New metric in FY 2019





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**Key Performance Indicator:** Contribution to transportation safety  
**Performance Metric 1.3.1:** Number of products adopted by the Board<sup>1</sup>

The following offices will report on this metric: AS, HS, MS, RPH, and RE.

Table 6. Performance Metric: Number of Products Adopted by the Board

Office	FY 2017 Result	FY 2018 Result	FY 2019 Target
AS	33	19	15
HS	13	25	9
MS	8	6	5
RPH	12	21	10
RE	4	4	2
<b>Total</b>	<b>70</b>	<b>75</b>	<b>41</b>

**Key Performance Indicator:** Contribution to transportation safety  
**Performance Metric 1.3.2:** Number of products to improve transportation safety

The following offices will report on this metric: AS, HS, MS, RPH, RE, and Safety Recommendations and Communications (SRC).

Table 7. Performance Metric: Number of Products to Improve Transportation Safety

Office	FY 2017 Result	FY 2018 Result	FY 2019 Target
AS	318	144	5
HS	20	15	5
MS	35	4	4
SRC	773	519	400
<b>Total</b>	<b>1,146</b>	<b>682</b>	<b>414</b>

<sup>1</sup> Prior-year data include other products that are now included in new metrics; therefore, final year results may be higher than in previous years.

\*New metric in FY 2019



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**Key Performance Indicator:** Contribution to transportation safety

**Performance Metric 1.3.3:** Number of delegated briefs issued<sup>2</sup>

The following offices will report on this metric: AS, HS, MS, and RPH.

Table 8. Performance Metric: Number of Delegated Briefs Issued

Office	FY 2017 Result	FY 2018 Result	FY 2019 Target
<b>AS</b>	1,187	973	1,000
<b>HS</b>	N/A	1	2
<b>MS</b>	N/A	26	20
<b>RPH</b>	N/A	4	4
<b>Total</b>	N/A	<b>1,004</b>	<b>1,026</b>

**Key Performance Indicator:** Contribution to transportation safety

**Performance Metric 1.3.4:** Number of international investigations or cooperative activities completed

The following offices will report on this metric: AS, MD, MS, RPH, RE and SRC.

Table 9. Performance Metric: Number of International Investigations and Cooperative Activities Completed

Office	FY 2017 Result	FY 2018 Result	FY 2019 Target
<b>AS</b>	15	21	25
<b>MD</b>	2	8	2
<b>MS</b>	4	8	10
<b>RPH</b>	N/A	7	2
<b>RE</b>	N/A	57	30
<b>SRC</b>	N/A	13	6
<b>Total</b>	<b>22</b>	<b>116</b>	<b>75</b>

<sup>2</sup> Prior-year data include being a part of another metric; therefore, final year results may be lower in previous years.

\*New metric in FY 2019



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The Office of Administrative Law Judges (ALJ) will report on this metric.

**Key Performance Indicator:** Contribution to transportation safety

**Performance Metric 1.3.5:** Percentage of emergency cases closed within 27 days

Table 10. Performance Metric: Percentage of Emergency Cases Closed Within 27 Days

Office	FY 2017 Result	FY 2018 Result	FY 2019 Target
ALJ	100%	100%	95%

The Office of General Counsel (GC) will report on this metric.

**Key Performance Indicator:** Contribution to transportation safety

**Performance Metric 1.3.6:** Percentage of emergency opinions and orders submitted on time

Table 11. Performance Metric: Percentage of Emergency Hearings Closed Within 30 Days

Office	FY 2017 Result	FY 2018 Result	FY 2019 Target
GC	N/A	N/A	100%

ALJ will report on this metric.

**Key Performance Indicator:** Contribution to transportation safety

**Performance Metric 1.3.7:** Percentage of nonemergency cases closed within 180 days

Table 12. Performance Metric: Percentage of Nonemergency Cases Closed Within 180 Days

Office	FY 2017 Result	FY 2018 Result	FY 2019 Target
ALJ	58.6%	75%	75%

GC will report on this metric.

**Key Performance Indicator:** Contribution to transportation safety

**Performance Metric 1.3.8:** Total of nonemergency enforcement backlog cases on hand

Table 13. Performance Metric: Total of Nonemergency Enforcement Backlog Cases on Hand

Office	FY 2017 Result	FY 2018 Result	FY 2019 Target
GC	N/A	N/A	≤18



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**Objective 1.4: Enterprise Risk Management.** Establish an enterprise risk management (ERM) program that is integrated with strategic planning and budgeting processes to improve agency operations and investigations.

We will implement an ERM program through the following strategies:

- Establishing an ERM program framework that is integrated with our strategic and budgeting processes to enhance our internal controls and risk-management capabilities.
- Developing an agency risk-appetite statement to classify and mitigate risk when dealing with threats to our reputation, integrity, security, systems availability, and sensitive data.
- Fostering agency collaboration and expertise in ERM best practices.

The following offices will lead and report on this agency metric: the Office of the Chief Financial Officer (CFO) and MD.

**Key Performance Indicator:** Increase our enterprise risk expertise

**Performance Metric 1.4.1:** Develop an agency-wide risk-appetite statement\*

Table 14. Performance Metric: Develop Agency-Wide Risk-Appetite Statement

Office	FY 2017 Result	FY 2018 Result	FY 2019 Target
<b>Agency</b> [CFO/MD Leads]	N/A	N/A	Yes

Through our current strategies and metrics, we plan to address the following:

- Acquiring enterprise risk management knowledge and expertise.
- Risk assessment as it pertains to identifying and selecting accident investigations and continuous agency operations improvement.
- Continuous use of data and data analytics for decision-making.
- Technological advances in all modes of transportation.

**Goal 2: Engagement.** Engage external stakeholders to advance transportation safety.

**Objective 2.1: Stakeholder Engagement.** Inform and influence external stakeholders

We will work to enhance our external stakeholder engagement through 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.

\*New metric in FY 2019



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- Leveraging social media and other online tools to communicate more effectively with external stakeholders.

**Key Performance Indicator:** Stakeholder engagement

**Performance Indicator 2.1.1:** Number of outcome-oriented safety results and outreach activities provided to transportation safety stakeholders<sup>3</sup>

The following offices will report on this metric: ALJ, AS, CFO, GC, HS, MD, RPH, RE, and SRC.

Table 15. Performance Metric: Number of Outcome-Oriented Safety Results and Outreach Activities Provided to Transportation Safety Stakeholders

Office	FY 2017 Result	FY 2018 Result	FY 2019 Target
<b>ALJ</b>	4	3	4
<b>AS</b>	88	77	75
<b>CFO</b>	1	1	1
<b>GC</b>	N/A	N/A	1
<b>HS</b>	30	31	20
<b>MD</b>	N/A	29	30
<b>MS</b>	26	22	12
<b>RPH</b>	33	31	25
<b>RE</b>	64	53	30
<b>SRC</b>	716	846	500
<b>Total</b>	<b>962</b>	<b>1,093</b>	<b>698</b>

<sup>3</sup> Prior-year data include other products which are now included in new metrics; therefore, final results may be higher in previous years.

\*New metric in FY 2019



# NATIONAL TRANSPORTATION SAFETY BOARD

## FY 2019 ANNUAL STRATEGIC PERFORMANCE PLAN

**Key Performance Indicator:** Stakeholder engagement

**Performance Indicator 2.1.2:** Number of safety results or accomplishments \*

The following offices will report on this metric: AS, HS, MS, and RPH.

Table 16. Performance Metric: Number of Safety Results or Accomplishments

Office	FY 2017 Result	FY 2018 Result	FY 2019 Target
<b>AS</b>	108	144	120
<b>HS</b>	N/A	N/A	Baseline
<b>MS</b>	N/A	N/A	Baseline
<b>RPH</b>	14	31	25
<b>Total</b>	<b>122</b>	<b>175</b>	<b>145</b>

**Key Performance Indicator:** Stakeholder engagement

**Performance Indicator 2.1.3:** Number of stakeholder engagements implemented

The following offices will report on this metric: AS, HS, MS, RPH, and SRC.

Table 17. Performance Metric: Number of Stakeholder Engagements Implemented

Office	FY 2017 Result	FY 2018 Result	FY 2019 Target
<b>AS</b>	N/A	3	2
<b>HS</b>	N/A	5	1
<b>MS</b>	N/A	3	1
<b>RPH</b>	N/A	8	4
<b>SRC</b>	N/A	18	8
<b>Total</b>	<b>N/A</b>	<b>37</b>	<b>16</b>

SRC will lead and report on this agency metric.

**Key Performance Indicator:** Stakeholder engagement

**Performance Indicator 2.1.4:** Number of engagements amplifying NTSB safety and advocacy messages \*

Table 18. Performance Metric: Number of Engagements Amplifying NTSB Safety and Advocacy Messages

Office	FY 2017 Result	FY 2018 Result	FY 2019 Target
<b>Agency</b> [SRC Leads]	N/A	N/A	Baseline

\*New metric in FY 2019



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# NATIONAL TRANSPORTATION SAFETY BOARD

## FY 2019 ANNUAL STRATEGIC PERFORMANCE PLAN

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Through our current strategies and metrics, we plan to address the following:

- Providing consistent and effective outreach and engagement with all stakeholders by adding other administrative office activities.
- Establishing consensus-building and collaborations to increase access to and use of voluntary provided information from industry. Increasing benchmarking and collaborative efforts by offices to gain knowledge, as well as providing our expertise through internships, lessons-learned events, and other informational opportunities.
- Increasing stakeholder support of agency initiatives to promote transportation safety.

**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

We will improve agency efficiency and effectiveness through the following strategies:

- Communicating consistently within the agency to increase the transparency of strategic activities, allowing 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

Achieving this objective will be accomplished by enhancing staff engagement and inclusiveness through the following strategies:

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



# NATIONAL TRANSPORTATION SAFETY BOARD

## FY 2019 ANNUAL STRATEGIC PERFORMANCE PLAN

**Key Performance Indicator:** Enhance staff engagement and inclusiveness

**Performance Metric 3.2.1:** Number of employee engagement & EEO/Diversity outreach initiatives implemented

All offices will report on this agency-wide metric.

Table 19. Performance Metric: Number of employee engagement & EEO/Diversity outreach initiatives implemented

Office	FY 2017 Result	FY 2018 Result	FY 2019 Target
<b>AD</b>	N/A	4	4
<b>ALJ</b>	N/A	1	1
<b>AS</b>	N/A	4	2
<b>CFO</b>	N/A	2	2
<b>CIO</b>	N/A	3	3
<b>EEODI</b>	N/A	9	2
<b>GC</b>	N/A	1	1
<b>HS</b>	N/A	4	2
<b>MD</b>	N/A	4	2
<b>MS</b>	N/A	4	4
<b>RPH</b>	N/A	5	4
<b>RE</b>	N/A	20	5
<b>SRC</b>	N/A	3	2
<b>Total</b>	N/A	<b>64</b>	<b>34</b>

**Key Performance Indicator:** Enhance staff engagement and inclusiveness

**Performance Metric 3.2.2:** Increase the number of opportunities available in the Connected Across the Board agency rotational program\*

MD will lead and report on this agency metric. All offices will report on this metric.

Table 20. Performance Metric: Increase the number of Opportunities Available in the Connected Across the Board Agency Rotational Program

Office	FY 2017 Result	FY 2018 Result	FY 2019 Target
<b>Agency</b> [MD Leads]	N/A	Pilot Implemented	Baseline

\*New metric in FY 2019





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## NATIONAL TRANSPORTATION SAFETY BOARD FY 2019 ANNUAL STRATEGIC PERFORMANCE PLAN

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Through our current strategies and metrics, we plan to address the following:

- Recruiting, retaining, and developing staff.
- Cultivating employee development, engagement, diversity, and inclusion.
- Maintaining and enhancing internal and external collaborations to improve agency efficiency and investigations.
- Implementing innovative ideas for agency efficiency and effectiveness.



# NATIONAL TRANSPORTATION SAFETY BOARD

## FY 2019 ANNUAL STRATEGIC PERFORMANCE PLAN

Changes to the newly implemented FY 2018–2022 strategic plan resulted in a few performance metrics being carried over, with updates and revisions to their definitions. The remaining metrics were newly created with the plan.

### Appendix A: Changes to Performance Metrics—FY 2018 to FY 2019

**Table 21: FY 2018 to FY 2019 Performance Metric Crosswalk**

FY 2018 Metric	Status	FY 2019 Metric
<b>Goal 1: Safety Leadership.</b> Serve as a global leader in conducting independent accident and incident investigations, producing studies, and creating products essential to improving transportation safety		
<b>Objective 1.1: Existing and Evolving Technology.</b> Increase agency awareness and implementation of emerging technologies in agency operations and investigations.		
<b>Performance Goal: Increase expertise and implement emerging technologies</b>		
<b>Key Performance Indicator: Define new technologies</b>		
<b>Define an emerging technology capability for use in decision-making</b> [AS, HS, MS, RPH, RE]	Separated into two metrics to help offices distinguish and clarify defining (awareness, learning, training, etc.) and implementing emerging technologies	<b>Define an emerging technology capability for use in decision-making</b> [HS, MS]
	Created new performance indicator for implementing emerging technologies (see below)	
<b>Key Performance Indicator: Implement new technologies</b>		
	Created new metric for implementing emerging technologies	<b>Implement emerging technologies to improve agency operations and investigations*</b> [AS, HS, MS, RPH, RE]
<b>Objective 1.2: Data Analytics.</b> Broaden the use of data and analysis to improve agency operations and investigations		
<b>Performance Goal: Strengthen and increase our expertise</b>		

\*New metric in FY 2019



## NATIONAL TRANSPORTATION SAFETY BOARD FY 2019 ANNUAL STRATEGIC PERFORMANCE PLAN

FY 2018 Metric	Status	FY 2019 Metric
<b>Key Performance Indicator: Expand the agency's data analytics program</b>		
<b>Define a data analytics capability to improve agency operations and investigations</b> [AS, HS, MS, RPH, RE]	Created new metric for implementing data analysis and analytics	<b>Implement the use of data analysis to improve agency operations and investigations*</b> [AS, HS, MD, MS, RE]
<b>Develop a digital transformation action plan resulting in increased efficiency and effectiveness</b> [agency]	Deleted and created a metric to implement data analytics based on FY 2018 digital transformation data (see above)	
<b>Objective 1.3: Improve Transportation Safety.</b> Promote and enhance transportation safety through response, products, and proactive approaches and actions.		
<b>Performance Goal: Demonstrate our influence on improving transportation safety</b>		
<b>Key Performance Indicator: Contribution to transportation safety</b>		
<b>Number of products adopted by the Board</b> [AS, HS, MS, RPH, RE]  (includes notation items: completed report, safety study, safety report, accident brief, standalone safety recommendation letter, safety alerts, safety issue/position papers, Most Wanted List items, response to proposed rulemaking, public hearings or forums held)	Updated definition language	<b>Number of products adopted by the Board</b> [AS, HS, MS, RPH, RE]  (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, and public hearings or forums)

\*New metric in FY 2019



## NATIONAL TRANSPORTATION SAFETY BOARD FY 2019 ANNUAL STRATEGIC PERFORMANCE PLAN

FY 2018 Metric	Status	FY 2019 Metric
<p><b>Number of products to improve transportation safety</b></p> <p>(now includes only videos, newsletters, safety accomplishments or results; safer seas or journal publications and/or other significant or newly created products) [AS, HS, MS, RPH, SRC]</p> <p style="text-align: center;"><b>Revised to highlight delegated briefs</b></p> <ul style="list-style-type: none"> <li>• Remove delegated briefs</li> <li>• Created new delegated brief metric</li> </ul>	<p>Removed safety accomplishments and results to create a new metric.</p> <p>Removed RPH from 2019 metric (their products only include safety accomplishments or results).</p> <p>Updated definition language</p>	<p><b>Number of products to improve transportation safety</b> [AS, HS, MS, SRC]</p> <p>(now includes only videos, newsletters, safety accomplishments or results, <i>Safer Seas</i> or journal publications, and other significant or newly created products)</p>
<p><b>Number of delegated briefs completed</b> [AS, HS, MS, RPH]</p>	<p>Revised title to better clarify agency activities</p>	<p><b>Number of delegated briefs issued</b> [AS, HS, MS, RPH]</p>
<p><b>Number of international investigations and cooperative activities completed</b> [AS, MD, MS, RE, RPH, SRC]</p> <p>(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/or briefings; U.S. team comments to draft ICAO and IMO reports where significant U.S. resources; or other international cooperative activities)</p> <p><b>Revised to include MD, RPH, RE &amp; SRC's international activities</b></p>	<p>Updated definition and added other offices</p>	<p><b>Number of international investigations and cooperative activities completed</b> [AS, MD, MS, RE, RPH, SRC]</p> <p>(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 where significant US resources are involved; and other international cooperative activities)</p>

\*New metric in FY 2019



## NATIONAL TRANSPORTATION SAFETY BOARD FY 2019 ANNUAL STRATEGIC PERFORMANCE PLAN

FY 2018 Metric	Status	FY 2019 Metric
<b>Percentage of emergency cases closed within 27 days [ALJ]</b>	Deleted and added updated 2017 ALJ metric. Better calculation of metric and aligns better with GC metric. Showcases 60-day statutory requirement with GC	<b>Percentage of emergency cases closed within 27 days [ALJ]</b>
	Added updated GC metric. Reestablished a prior-year GC metric on backlog cases from 2014 (statutory requirement to mirror ALJ activities; reflects total agency requirement for 60 days)	<b>Percentage of emergency opinions and orders submitted on time [GC]</b>
<b>Percentage of non-emergency cases closed within 180 days [ALJ]</b>	Updated definition language	<b>Percentage of nonemergency cases closed within 180 days [ALJ]</b>
	Reestablished a prior year GC metric on backlog cases from 2017	<b>Total number of GC nonemergency enforcement backlog cases on hand [GC]</b>
	Created new objective, performance goal, and performance indicator on ERM to align with agency strategic planning and budgeting activities in support of OMB Circular A-123 (see below)	
<b>Objective 1.4: Enterprise Risk Management.</b> Establish an enterprise risk management program that is integrated with strategic planning and budgeting processes to improve agency operations and investigations		
<b>Performance Goal: Implement an enterprise risk management program</b>		
<b>Key Performance Indicator: Increase our enterprise risk expertise</b>		
	Created new ERM metric on program implementation	<b>Develop agency-wide risk-appetite statement*</b> [CFO/MD Leads]

\*New metric in FY 2019



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## NATIONAL TRANSPORTATION SAFETY BOARD FY 2019 ANNUAL STRATEGIC PERFORMANCE PLAN

FY 2018 Metric	Status	FY 2019 Metric
<b>Goal 2: Engagement.</b> Engage external stakeholders to advance transportation safety		
<b>Objective 2.1: Stakeholder Engagement.</b> Inform and influence external stakeholders		
<b>Performance Goal: Enhance external stakeholder engagement</b>		
<b>Key Performance Indicator: Stakeholder engagement</b>		



## NATIONAL TRANSPORTATION SAFETY BOARD FY 2019 ANNUAL STRATEGIC PERFORMANCE PLAN

FY 2018 Metric	Status	FY 2019 Metric
<p><b>Number of outcome-oriented safety results and outreach activities provided to transportation safety stakeholders</b> [ALJ AS, CFO, HS, MD, MS, RPH, RE, SRC]</p> <p>(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; (domestic; 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 may also be included.</p> <p><b>Revised to distinguish between NTSB led activities vs. participation; added offices. Updated title name to better reflect what is being tracked in the metric.</b></p> <ul style="list-style-type: none"> <li>Removed workshops, roundtables, seminars and create new NTSB led metric; Added other offices</li> </ul>	<p>Updated definition language and added GC to the metric</p>	<p><b>Number of outcome-oriented safety results and outreach activities provided to transportation safety stakeholders</b> [ALJ AS, CFO, GC, HS, MD, MS, RPH, RE, SRC]</p> <p>(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 [domestic]; 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>

\*New metric in FY 2019



## NATIONAL TRANSPORTATION SAFETY BOARD FY 2019 ANNUAL STRATEGIC PERFORMANCE PLAN

FY 2018 Metric	Status	FY 2019 Metric
	Created a new metric on safety results and accomplishments to demonstrate agency engagement and influence. Safety accomplishments and results were captured in another metric in prior years. Number of products to improve transportation safety	<b>Number of safety results or accomplishments*</b> [AS, HS, MS, RPH]
<b>Number of Stakeholder Engagements Implemented</b> [AS, HS, MS, RPH, SRC]  (includes NTSB-led activities; i.e. workshops, roundtables, seminars, etc.) <b>New Metric:</b> Items removed from Number of outcome-oriented safety results	Revised and updated definition to clarify agency activities	<b>Number of stakeholder engagements</b> [AS, HS, MS, RPH, SRC]  (includes NTSB-led activities, such as workshops, roundtables, and seminars)
	Created new metric on stakeholder communication and engagement	<b>Number of engagements amplifying NTSB safety and advocacy messages*</b> [SRC Leads]
<b>Goal 3: Synergy.</b> Promote agency teamwork and innovation to improve agency operations		
<b>Objective 3.2: Inclusive and Engaged Workforce.</b> Promote an inclusive and engaged workforce and eliminate barriers to equal employment opportunity		
<b>Performance Goal: Enhance staff engagement and inclusiveness</b>		
<b>Key Performance Indicator: Employee participation and engagement</b>		
<b>Number of employee engagement &amp; EEO/Diversity outreach initiatives implemented</b> [agency]	Revised and updated definition to clarify agency activities	<b>Number of employee engagement &amp; EEO/Diversity outreach initiatives implemented</b> [agency]
<b>Implement an agency rotational program</b> [MD]	Added new metric to demonstrate implementation and track the opportunities from each office per discussion with MD. Connected Across the Board pilot is ongoing in FY 2019	<b>Increase the number of opportunities available in the Connected Across the Board agency rotational program</b> [Agency, MD Leads]

\*New metric in FY 2019





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# NATIONAL TRANSPORTATION SAFETY BOARD

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# NATIONAL TRANSPORTATION SAFETY BOARD

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### Appendix C: Abbreviations

Table 22: Abbreviations used in this report

Abbreviations	Definitions
ALJ	Office of Administrative Law Judges
APP	annual performance plan
AS	Office of Aviation Safety
CFO	Office of the Chief Financial Officer
CIO	Office of the Chief Information Officer
DOT	Department of Transportation
ERM	enterprise risk management
FAA	Federal Aviation Administration
FY	fiscal year
GC	Office of the General Counsel
GPRA Modernization Act	Government Performance and Results Modernization Act of 2010
HS	Office of Highway Safety
ICAO	International Civil Aviation Organization
IMO	International Maritime Organization
MD	Office of the Managing Director
MS	Office of Marine Safety
NTSB	National Transportation Safety Board
OMB	Office of Management and Budget
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 Communications