

# NATIONAL TRANSPORTATION SAFETY BOARD

## FY 2019 PERFORMANCE MEASURE DEFINITIONS

<b>Define an emerging technology capability to improve agency operations and investigations</b>
<b>Strategic Goal:</b> Safety Leadership
<b>Strategic Objective 1.1</b> Existing and Evolving Technology: Increase agency awareness and implementation of emerging technologies in agency operations and investigations
<b>Performance Goal:</b> Increase expertise and implement emerging technologies
<b>Key Performance Indicator:</b> Define new technologies
<b>Performance Target:</b> 1 per office identified
<b>Measure Type:</b> Outcome
<b>Frequency:</b> Annual
<b>New:</b> Revised
<p><b>Definition:</b> We strive to understand and use the most advanced tools and technologies to analyze transportation accidents, enhance safety, and prevent future accidents. Our ability to conduct comprehensive investigations requires continual staff development and acquisition of essential tools and equipment. It is critical that we remain aligned with changing trends in transportation safety technology.</p> <p>Emerging technologies include a variety of technologies such as educational technology, information technology, nanotechnology, biotechnology, cognitive science, psychotechnology, robotics, and artificial intelligence.<sup>1</sup> Emerging technology and capabilities <u>will be defined differently by each office</u>. Some examples of emerging technologies include the following:</p> <ul style="list-style-type: none"> <li>• Automated vehicles</li> <li>• Commercial space transportation</li> <li>• High-speed rail</li> <li>• Drone display and usage</li> <li>• Solar-powered airplanes</li> <li>• 3D or laser displays</li> <li>• Computer generated imagery</li> <li>• Mobile collaboration and e-learning</li> <li>• New software or programs used to improve agency understanding of a new technology and to improve agency operations</li> <li>• Any future emerging technology for any agency office</li> <li>• Additional lists of emerging technologies can be found on Wikipedia at <a href="https://en.wikipedia.org/wiki/List_of_emerging_technologies">https://en.wikipedia.org/wiki/List_of_emerging_technologies</a></li> </ul> <p>This <b>annual</b> metric tracks actions taken by the agency to define emerging technologies that will improve agency our decision-making, operations and investigations.</p> <p>Examples of such a capability included the following:</p>

<sup>1</sup> [https://en.wikipedia.org/wiki/Emerging\\_technologies](https://en.wikipedia.org/wiki/Emerging_technologies)

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<b>Define an emerging technology capability to improve agency operations and investigations</b>
<ul style="list-style-type: none"> <li>• Benchmarking in the transportation safety industry to gather knowledge and understanding</li> <li>• Meetings held with agency stakeholders on a technology</li> <li>• Training staff on a new technologies</li> </ul> <p><b>The following offices will report on this metric: Highway Safety (HS) and Marine Safety (MS)</b></p> <p><b>Each office participating in this metric will collaborate with the Office of the Chief Information Officer (CIO) to define and develop new emerging technologies that it identifies.</b></p>
<p><b>Standards:</b>  Green: Milestone achieved  Yellow: Milestone 30 days or less past due  Red: Milestone more than 30 days past due</p>
<p><b>Milestones:</b>  Quarter 1 (December 31): Offices define an emerging technology capability, if any  Quarter 2 (March 31): Offices define an emerging technology capability, if any  Quarter 3 (June 30): Offices define an emerging technology capability, if any  Quarter 4 (September 30): Offices define an emerging technology capability</p>
<b>DATA VALIDATION AND VERIFICATION</b>
<b>Data Source:</b> Office-level data, agency data, external data
<b>Calculation:</b> Each office will track milestone completion each quarter
<b>Validation/Verification Method:</b> Office Director or Deputy validation/verification approval workflow in the Strategic Management Performance Portal (SMPP)
<b>Data Limitations:</b> Factors beyond our control, such as budgetary constraints (funding in support of activities or initiatives); personnel resources; approval deadlines; and time to address issues or risks raised by reviewers
<b>Compensation for Data Limitations:</b> Risks will be discussed at office and senior management levels for further mitigation. Director or Deputy Director will verify information

# NATIONAL TRANSPORTATION SAFETY BOARD

## FY 2019 PERFORMANCE MEASURE DEFINITIONS

<b>Implement emerging technologies to improve agency operations and investigations</b>
<b>Strategic Goal: Safety Leadership</b>
<b>Strategic Objective 1.1</b> Existing and Evolving Technology: Increase agency focus on awareness of emerging technologies
<b>Performance Goal:</b> Increase expertise and implement emerging technologies
<b>Key Performance Indicator:</b> Implement new technologies
<b>Performance Target:</b> 1 per office identified
<b>Measure Type:</b> Outcome
<b>Frequency:</b> Annual
<b>New:</b> Yes
<p><b>Definition:</b> We strive to understand and use the most advanced tools and technologies to analyze transportation accidents, enhance safety, and prevent future accidents. Our ability to conduct comprehensive investigations requires continual staff development and acquisition of essential tools and equipment. It is critical that we remain aligned with changing trends in transportation safety technology.</p> <p>Emerging technologies include a variety of technologies such as educational technology, information technology, nanotechnology, biotechnology, cognitive science, psychotechnology, robotics, and artificial intelligence.<sup>2</sup> Emerging technology and capabilities <u>will be defined differently by each office</u>. Some examples of emerging technologies include but not limited to the following:</p> <ul style="list-style-type: none"> <li>• Automated vehicles</li> <li>• Commercial space transportation</li> <li>• High-speed rail</li> <li>• Drone display and usage</li> <li>• Solar-powered airplanes</li> <li>• 3D or laser displays</li> <li>• Computer generated imagery</li> <li>• Mobile collaboration and e-learning</li> <li>• New software or programs used to improve agency understanding of a new technology and to improve agency operations</li> <li>• Any future emerging technology for any agency office</li> <li>• Additional lists of emerging technologies can be found on Wikipedia at <a href="https://en.wikipedia.org/wiki/List_of_emerging_technologies">https://en.wikipedia.org/wiki/List_of_emerging_technologies</a></li> </ul> <p>This <b>annual</b> metric tracks actions taken by the agency to implement emerging technologies that will improve agency our decision-making, operations and investigations.</p> <p>Examples of implementation include the following:</p>

<sup>2</sup> [https://en.wikipedia.org/wiki/Emerging\\_technologies](https://en.wikipedia.org/wiki/Emerging_technologies)

# NATIONAL TRANSPORTATION SAFETY BOARD

## FY 2019 PERFORMANCE MEASURE DEFINITIONS

<b>Implement emerging technologies to improve agency operations and investigations</b>
<ul style="list-style-type: none"> <li>• Direct an investigation focused on a new technology (self-driving shuttle Las Vegas, NV; Tesla crash, Culver City, CA)</li> <li>• Use Go-Pro cameras at an investigation site</li> <li>• sUAS-enabled camera imaging technology capability to aide in investigations</li> <li>• Any use of an emerging technology to improve agency processes, procedures or decision-making.</li> </ul> <p><b>The following offices will report on this metric: Aviation Safety (AS); HS; MS; Railroad, Pipeline &amp; Hazardous Materials Investigations (RPH) and Research and Engineering (RE).</b></p> <p><b>Each office will collaborate with the Office of CIO in to defining define and develop any new emerging technologies that it identifies.</b></p>
<p><b>Standards</b>  Green: Milestone achieved  Yellow: Milestone 30 days or less past due  Red: Milestone more than 30 days past due</p>
<p><b>Milestones</b>  Quarter 1 (December 31): Offices implement emerging technology capability, if any  Quarter 2 (March 31): Offices implement emerging technology capability, if any  Quarter 3 (June 30): Offices implement emerging technology capability, if any  Quarter 4 (September 30): Offices implement emerging technology capability</p>
<p><b>DATA VALIDATION AND VERIFICATION</b></p>
<p><b>Data Source:</b> Office-level data, agency data, external data</p>
<p><b>Calculation:</b> Each office will track milestone completion each quarter</p>
<p><b>Validation/Verification Method:</b> Office Director or Deputy validation/verification approval workflow in the SMPP).</p>
<p><b>Data Limitations:</b> Factors beyond our control, such as budgetary constraints (funding in support of activities or initiatives); personnel resources; approval deadlines; and time to address issues or risks raised by reviewers.</p>
<p><b>Compensation for Data Limitations:</b> Risks will be discussed at office and senior management levels for further mitigation. Director or Deputy Director will verify information.</p>

# NATIONAL TRANSPORTATION SAFETY BOARD

## FY 2019 PERFORMANCE MEASURE DEFINITIONS

<b>Implement the use of data analysis to improve agency operations and investigations.</b>
<b>Strategic Goal: Safety Leadership</b>
<b>Strategic Objective 1.2 Data Analytics:</b> Broaden the use of data and analytics to improve agency operations and investigations
<b>Performance Goal:</b> Strengthen and increase our expertise
<b>Key Performance Indicator:</b> Expand the agency’s data analytics program
<b>Performance Target:</b> 1 per office identified
<b>Measure Type:</b> Outcome
<b>Frequency:</b> Annual
<b>New:</b> New
<p>Definition: As we look to increase transparency and effectiveness, we’ll focus on data and data quality assurance. We will expand the use of data analytics to inform how we set priorities and focus staff resources, including developing a data management program that treats data as an agency-wide resource with appropriate data protections, enabling rigorous analysis. In today’s fast-paced, data-driven markets, it is imperative the we are able to leverage data analytics to allocate our resources most effectively in furtherance of our mission.</p> <p>At the same time, it is also imperative that the we have data management practices that appropriately reflect the sensitivity of that data. Under this initiative, the agency will advance our risk analytics and data management programs. Working collaboratively across our divisions and offices, we will invest in needed data streams, deploy new technological tools, where appropriate, and improve our enterprise data management practices and infrastructure We strive to gain opportunities to collaborate, evaluate processes and products, and create techniques to help us accomplish our mission.</p> <p>We will leverage data gathered from our investigations, transportation stakeholders, industry, and academia to add value to the existing body of transportation safety research. 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.</p> <p>This <b>annual</b> metric tracks how the we are working to expand data analytics in agency decision-making, operations and investigations. Data analytics is defined as mining various data sources to understand factors that impact safety and accidents and using analytical tools and software to support informed decision-making to enhance safety. Data analytics includes processes, software, data, analysis, and tools (for instance, dashboards).</p> <p>Examples of data usage could include any of the following:</p> <ul style="list-style-type: none"> <li>• Directing an investigation using the results of data derived from agency databases or previous investigations</li> </ul>

# NATIONAL TRANSPORTATION SAFETY BOARD

## FY 2019 PERFORMANCE MEASURE DEFINITIONS

<b>Implement the use of data analysis to improve agency operations and investigations.</b>
<ul style="list-style-type: none"> <li>○ Using of CAROL query tool (or other tool) to facilitate precise, targeted accident or incident data extraction and aggregation.</li> <li>• Developing modal databases so data analytics can be used in accident investigations or special reports (identified improvements to current databases showcasing how data improved decision-making)</li> <li>• Creating or updating current dashboards to monitor trends and recommend actions for improvement, decision-making, recommendations, etc. (SynCFusion, MS Excel, etc.)</li> <li>• Implement surface ADMS implementation into office process, etc.</li> <li>• Increasing the use of or improving current systems to provide more efficient data (CIDER recorder readouts, graphics or analysis software improvements)</li> <li>• Collaborating with offices to improve or develop data for use in decision-making</li> <li>• Developing an action plan or initiative to implement data analytics in an office.</li> </ul>
<p><b>The following offices will report on this metric: AS, HS, Office of the Managing Director (MD), MS, and RE.</b></p>
<p><b>Each office will collaborate with the Office of CIO to implement any new data analytic that it identifies and utilizes.</b></p>
<p><b>Standards:</b>  Green: Milestone achieved  Yellow: Milestone 30 days or less past due  Red: Milestone more than 30 days past due</p>
<p><b>Milestones:</b>  Quarter 1 (December 31): Offices implement data analytics, if any  Quarter 2 (March 31): Offices implement data analytics, if any  Quarter 3 (June 30): Offices implement data analytics, if any  Quarter 4 (September 30): Offices implement data analytics, if any</p>
<b>DATA VALIDATION AND VERIFICATION</b>
<p><b>Data Source:</b> Office level-data, agency data, external data</p>
<p><b>Calculation:</b> Each office will manually or electronically track milestone completion of the milestones for each quarter</p>
<p><b>Validation/Verification Method:</b> Office Director or Deputy validation/verification approval workflow in SMPP</p>
<p><b>Data Limitations:</b> Factors beyond our control, such as budgetary constraints (funding in support of activities or initiatives); personnel resources; approval timelines; or time to address issues and risks raised by reviewers</p>
<p><b>Compensation for Data Limitations:</b> Identified risks will be discussed at office and senior management levels for further mitigation. Director or Deputy Director will verify information</p>

# NATIONAL TRANSPORTATION SAFETY BOARD

## FY 2019 PERFORMANCE MEASURE DEFINITIONS

<b>Number of Board-adopted Products</b>
<b>Strategic Goal:</b> Safety Leadership
<b>Strategic Objective 1.3</b> Improve Transportation Safety: Promote and enhance transportation safety through response, products, proactive approaches and actions
<b>Performance Goal:</b> Demonstrate our influence on improving transportation safety
<b>Key Performance Indicator:</b> Contribution to transportation safety
<b>Performance Target:</b> Varies per office
<b>Measure Type:</b> Output
<b>Frequency:</b> Annual
<b>New:</b> No
<p><b>Definition:</b> 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. Products include the following:</p> <ul style="list-style-type: none"> <li>• Completed accident reports</li> <li>• Investigative hearings</li> <li>• Safety studies</li> <li>• Safety reports</li> <li>• Accident briefs</li> <li>• Standalone safety recommendation letters</li> <li>• Safety alerts</li> <li>• Most Wanted List items</li> <li>• Responses to proposed rulemaking</li> <li>• Any other product adopted by the Board through the agency’s notation process</li> </ul> <p><b>The following offices will report on this metric: AS, HS, MS, RPH, and RE.</b></p> <p><b>Note: Prior year data includes other products now included in new metrics; therefore, final results may be higher in previous years.</b></p>
<p><b>Standards</b></p> <p>Green: +/- 5% within target (95% or above by 9/30/19)</p> <p>Yellow: Milestone: +/- 10% within target (90% -94% by 9/30/19)</p> <p>Red: Milestone: not within 10% of milestone (less than 90% by 9/30/19)</p>
<p><b>Milestones:</b></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>

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**NATIONAL TRANSPORTATION SAFETY BOARD**  
**FY 2019 PERFORMANCE MEASURE DEFINITIONS**

<b>Number of Board-adopted Products</b>
<b>DATA VALIDATION AND VERIFICATION</b>
Data Source: Data will be collected from the Product Management Application (PMA) for adoption at a Board meeting or by vote on a notation item
<b>Calculation:</b> The number of products adopted at a Board meeting or by vote on a notation item, as collected from PMA. Results will be entered into the SMPP
<b>Validation/Verification Method:</b> Office Director or Deputy validation/verification approval workflow in SMPP
<b>Data Limitations:</b> Factors beyond our control, such as budgetary constraints (funding in support of activities or initiatives); personnel resources; approval timelines; and time to address issues and risks raised by reviewers
<b>Compensation for Data Limitations:</b> Identified risks will be discussed at office or senior management levels for further mitigation. Director or Deputy Director will verify information



# NATIONAL TRANSPORTATION SAFETY BOARD

## FY 2019 PERFORMANCE MEASURE DEFINITIONS

<b>Number of products produced to improve transportation safety</b>
<b>Strategic Goal:</b> Safety Leadership
<b>Strategic Objective 1.3</b> Improve Transportation Safety: Promote and enhance transportation safety through response, products, proactive approaches and actions
<b>Performance Goal:</b> Demonstrate our influence on improving transportation safety
<b>Key Performance Indicator:</b> Contribution to transportation safety
<b>Performance Target:</b> Varies per office
<b>Measure Type:</b> Output
<b>Frequency:</b> Annual
<b>New:</b> Revised
<p><b>Definition:</b> 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 and 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 to improve transportation safety that does not require adoption by the Board. These products may include the following:</p> <ul style="list-style-type: none"> <li>• Preliminary Reports</li> <li>• Videos (SRC tracks for agency)</li> <li>• Newsletters</li> <li>• Blog posts (offices track individual blogs written; SRC includes member blogs written in SRC count)</li> <li>• <i>Safer Seas</i> publication (MS)</li> <li>• Journal publications</li> <li>• Other significant or newly created products not tracked in other performance metrics</li> </ul> <p><b>The following offices will report on this metric: AS, HS, MS, and the Office of Safety Recommendations and Communication (SRC).</b></p> <p><b>Note: Prior year data includes other products which are now included in new metrics; therefore, final results may be higher in previous years.</b></p>
<p><b>Standards</b></p> <p>Green: +/- 5% within target (95% or above by 9/30/19)</p> <p>Yellow: Milestone: +/- 10% within target (90%--94% by 9/30/19)</p> <p>Red: Milestone: not within 10% of milestone (less than 90% by 9/30/19)</p>
<p><b>Milestones:</b></p> <p>Quarter 1 (December 31): varies by office</p>

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**NATIONAL TRANSPORTATION SAFETY BOARD**  
**FY 2019 PERFORMANCE MEASURE DEFINITIONS**

<b>Number of products produced to improve transportation safety</b>
Quarter 2 (March 31): varies by office Quarter 3 (June 30): varies by office Quarter 4 (September 30): 95% or above
<b>DATA VALIDATION AND VERIFICATION</b>
<b>Data Source:</b> A log of the number of applicable products will be kept by each office
<b>Calculation:</b> Each office will electronically or manually track the products. Results will be entered into the SMPP
<b>Validation/Verification Method:</b> Office Director or Deputy validation/verification approval workflow in SMPP; final MD review or approval
<b>Data Limitations:</b> Factors beyond our control, such as budgetary constraints, personnel resources, approval timelines, and funding in support of activities or initiatives
<b>Compensation for Data Limitations:</b> Identified risks will be discussed at office or senior management levels for further mitigation. Director or Deputy Director will verify information

# NATIONAL TRANSPORTATION SAFETY BOARD

## FY 2019 PERFORMANCE MEASURE DEFINITIONS

<b>Number of delegated briefs issued</b>
<b>Strategic Goal:</b> Safety Leadership
<b>Strategic Objective 1.3</b> Improve Transportation Safety: Promote and enhance transportation safety through response, products, proactive approaches and actions
<b>Performance Goal:</b> Demonstrate our influence on improving transportation safety
<b>Key Performance Indicator:</b> Contribution to transportation safety
<b>Performance Target:</b> Varies per office
<b>Measure Type:</b> Output
<b>Frequency:</b> Annual
<b>New:</b> Revised
<p><b>Definition:</b> 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 metric will track the number of delegated briefs issued. A delegated brief is defined in the agency’s internal procedure product, <b>OPS-GEN-107</b> as:</p> <p><b>b. Brief of Accident</b></p> <p>(1) <i>Standard-Style (All Modes)</i></p> <ul style="list-style-type: none"> <li>• Does not usually address issues of national public interest.</li> <li>• Very short, with a limited number of subject headings. Primary purpose is to determine probable cause.</li> <li>• No formal conclusions and only limited analysis, but analysis must be sufficient to support the probable cause.</li> <li>• 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).</li> <li>• May be adopted by Office Director under delegated authority pursuant to <a href="#">49 Code of Federal Regulations (CFR) 800.25(c)</a>.</li> </ul> <p><a href="#">49 Code of Federal Regulations (CFR) 800.25(c)</a>.</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.</p> <p>(d) Consistent with Board resources, investigate accidents as provided under §304(a) of</p>

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<b>Number of delegated briefs issued</b>
the Independent Safety Board Act of 1974, as amended (49 U.S.C. 1131(a)) and the Appendix to this Part.”
<b>The following offices will report on this metric: AS, HS, MS, and RPH.</b>
<b>Note: Prior year data includes being a part of another metric; therefore, final year results may be lower in previous years.</b>
<b>Standards</b> Green: +/- 5% within target (95% or above by 9/30/19) Yellow: Milestone: +/- 10% within target (90% -94% by 9/30/19) Red: Milestone: not within 10% of milestone (less than 90% by 9/30/19)
<b>Milestones:</b> 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
<b>DATA VALIDATION AND VERIFICATION</b>
<b>Data Source:</b> Each office will keep a log of the number of delegated briefs
<b>Calculation:</b> Each office will track the completion of the briefs each quarter. Results will be entered in the SMPP
<b>Validation/Verification Method:</b> Office Director or Deputy validation/verification approval workflow in SMPP; final MD review or approval
<b>Data Limitations:</b> Factors beyond our control, such as budgetary constraints (funding in support of activities or initiatives); personnel resources; approval timelines; and time to address issues and risks raised by reviewers
<b>Compensation for Data Limitations:</b> Identified risks will be discussed at office and/or senior management levels for further mitigation. Director or Deputy Director will verify the information.

# NATIONAL TRANSPORTATION SAFETY BOARD

## FY 2019 PERFORMANCE MEASURE DEFINITIONS

<b>Number of international investigations or cooperative activities completed</b>
<b>Strategic Goal:</b> Safety Leadership
<b>Strategic Objective 1.3</b> Improve Transportation Safety: Promote and enhance transportation safety through response, products, proactive approaches and actions
<b>Performance Goal:</b> Demonstrate our influence on improving transportation safety
<b>Key Performance Indicator:</b> Contribution to transportation safety
<b>Performance Target:</b> Varies per office
<b>Measure Type:</b> Output
<b>Frequency:</b> Annual
<b>New:</b> Revised
<p><b>Definition:</b> This measure will count the number international cooperative activities completed by the agency, such as the following (this metric only includes international activities. Domestic activities are captured in other metrics):</p> <ul style="list-style-type: none"> <li>• Launches to participate in the on-scene phase of international investigations</li> <li>• Significant travel (domestic or international) to support international accident and serious incident investigations</li> <li>• International cooperative meetings, conferences, briefings, and advocacy activities (staff participation in committees, conferences, and other speaking engagements, such as presenting technical papers at events outside the United States on safety topics in which NTSB staff participated)</li> <li>• International cooperative meetings in which we host international visitors to exchange information or provide expertise, training, or safety briefings</li> <li>• US team comments on draft ICAO and IMO reports where significant US resources have been applied.</li> </ul>
<b>The following offices will report on this metric: AS, MD, MS, RPH, RE, and SRC.</b>
<p><b>Standards</b>  Green: +/- 5% within target (95% or above by 9/30/19)  Yellow: Milestone: +/- 10% within target (90% -94% by 9/30/19)  Red: Milestone: not within 10% of milestone (less than 90% by 9/30/19)</p>
<p><b>Milestones:</b>  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</p>
<b>DATA VALIDATION AND VERIFICATION</b>
<b>Data Source:</b> An electronic log of the number of applicable international cooperative activities
<b>Calculation:</b> Each office will electronically or manually track international investigations or activities. Results will be entered into the SMPP

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**NATIONAL TRANSPORTATION SAFETY BOARD  
FY 2019 PERFORMANCE MEASURE DEFINITIONS**

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

# NATIONAL TRANSPORTATION SAFETY BOARD

## FY 2019 PERFORMANCE MEASURE DEFINITIONS

<b>Percentage of emergency cases closed within 27 days</b>
<b>Strategic Goal:</b> Safety Leadership
<b>Strategic Objective 1.3</b> Improve Transportation Safety: Promote and enhance transportation safety through response, products, proactive approaches and actions
<b>Performance Goal:</b> Demonstrate our influence on improving transportation safety
<b>Key Performance Indicator:</b> Contribution to transportation safety
<b>Performance Target:</b> 95%
<b>Measure Type:</b> Outcome
<b>Frequency:</b> Quarterly
<b>New:</b> Revised
<b>Objective 1.3:</b> 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
<b>Definition:</b> The Office of Administrative Law Judges (ALJ) conducts formal hearings and issues initial decisions on airmen appeals filed with the NTSB. The NTSB serves as the court of appeals for any pilot, mechanic, or operator when the FAA takes certificate action, denies a certificate applications, or assesses a civil penalty. This measurement is intended to show the ALJ's expeditious disposition of emergency cases, as well as its compliance with the Board's Rules of Practice, which require that an expedited hearing be convened within 30 days of receiving an 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 Federal Aviation Administration (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.
<b>Standards</b> Green: +/- 5% within target (95% or above) Yellow: Milestone: +/- 10% within target (90% -94%) Red: Milestone: not within 10% of milestone (less than 90%)
<b>Milestones:</b> Quarter 1 (December 31): 95% Quarter 2 (March 31): 95% Quarter 3 (June 30): 95% Quarter 4 (September 30): 95%
<b>DATA VALIDATION AND VERIFICATION</b>
<b>Data Source:</b> The ALJ Case Appeals Filing System (CAFS) database.
<b>Calculation:</b> The CAFS database will be used to generate the number of emergency cases received, date received, and, the number of emergency cases closed during the quarter. The numerator is the total number of emergency cases closed during the reporting period within 27 days; the denominator is the total number of emergency cases received during the reporting period; dividing the two numbers will give the percentage of emergency cases closed during the reporting period. Results will be entered into the SMPP

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**NATIONAL TRANSPORTATION SAFETY BOARD  
FY 2019 PERFORMANCE MEASURE DEFINITIONS**

**Percentage of emergency cases closed within 27 days**

**Validation/Verification Method:** ALJ Chief Judge or Chief validation/verification approval workflow in SMPP

**Data Limitations:** Some factors may prevent the closure of cases within 27 days, such as a lack of courtroom space, a 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 or senior management levels for further mitigation. ALJ Chief Judge or Chief will verify information. Judges' calendars will be adjusted, if necessary.



# NATIONAL TRANSPORTATION SAFETY BOARD

## FY 2019 PERFORMANCE MEASURE DEFINITIONS

<b>Percentage of Emergency Opinions and Orders Submitted on Time</b>
<b>Strategic Goal:</b> Safety Leadership
<b>Strategic Objective 1.3</b> Improve Transportation Safety: Promote and enhance transportation safety through response, products, proactive approaches and actions.
<b>Performance Goal:</b> Demonstrate our influence on improving transportation safety
<b>Key Performance Indicator:</b> Contribution to transportation safety
<b>Performance Target:</b> 95%
<b>Measure Type:</b> Efficiency
<b>Frequency:</b> Quarterly
<b>New:</b> Revised
<b>Definition:</b> This measure reports timely submission of emergency draft opinions and orders brought before the Board. Emergency draft opinions and orders are defined as the enforcement cases where the Administrator of the Federal Aviation Administration or the Commandant of the Coast Guard has immediately revoked or suspended an airman’s or mariner’s certificate, respectively, and as a consequence, the case must be decided in an expedited manner by statute. Deadline—The Office of General Counsel’s (GC’s) responsibility is to ensure action by the full Board within the statutorily mandated 60 days.
<b>Standards</b> Green: +/- 5% within target (95% or above by 9/30/19) Yellow: Milestone: +/- 10% within target (90% -94% by 9/30/19) Red: Milestone: not within 10% of milestone (less than 90% by 9/30/19)
<b>Milestones:</b> Quarter 1 (December 31): 95% Quarter 2 (March 31): 95% Quarter 3 (June 30): 95% Quarter 4 (September 30): 95%
<b>DATA VALIDATION AND VERIFICATION</b>
<b>Data Source:</b> An excel spreadsheet will be maintained by staff in GC showing all processing dates for each enforcement case.
<b>Calculation:</b> This will be a manual calculation. Draft opinions and orders for notation will be submitted at least 21 days from date of receipt or one week prior to the expiration of the agency’s statutory 60-day deadline, whichever occurs earliest. Count the number of emergency opinions and orders received during the reporting period (denominator) and reaching the statutory 60-day deadline. Count the number of emergency opinions and orders submitted within 21 days or alternatively at least one week prior to 60-day deadline (numerator). Divide the numerator by the denominator to generate the percentage of Emergency Opinions and Orders Submitted on Time.
<b>Validation/Verification Method:</b> A paralegal or an attorney validation/ General Counsel or designee Verification approval workflow in SMPP. Final MD Review or approval
<b>Data Limitations:</b> Some factors may prevent the closure of cases within 60 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,

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## NATIONAL TRANSPORTATION SAFETY BOARD

### FY 2019 PERFORMANCE MEASURE DEFINITIONS

<b>Percentage of Emergency Opinions and Orders Submitted on Time</b>
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scheduled training, and scheduled vacation, multiple sessions of a case; and extraordinary circumstances beyond NTSB control.
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<b>Compensation for data limitations:</b> Identified risks will be discussed at office or senior management levels for further mitigation. Verification of information by General Counsel or designee.
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# NATIONAL TRANSPORTATION SAFETY BOARD

## FY 2019 PERFORMANCE MEASURE DEFINITIONS

<b>Percentage of non-emergency cases closed within 180 days</b>
<b>Strategic Goal:</b> Safety Leadership
<b>Strategic Objective 1.3</b> Improve Transportation Safety: Promote and enhance transportation safety through response, products, and proactive approaches and actions
<b>Performance Goal:</b> Demonstrate our impact on improving transportation safety
<b>Key Performance Indicator:</b> Contribution to transportation safety
<b>Performance Target:</b> 75%
<b>Measure Type:</b> Outcome
<b>Frequency:</b> Quarterly
<b>New:</b> Revised
<b>Definition:</b> ALJ conducts formal hearings and issues 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 FAA, when applications for certificates are denied, or when civil penalties are assessed by the FAA. The measure is intended to demonstrate ALJ's compliance with management goals of efficient processing of appeals and petitions for review.
<b>Standards</b> Green: +/- 5% within target (95% or above) Yellow: Milestone: +/- 10% within target (90%–94%) Red: Milestone: not within 10% of milestone (less than 90%)
<b>Milestones:</b> Quarter 1 (December 31): 75% Quarter 2 (March 31): 75% Quarter 3 (June 30): 75% Quarter 4 (September 30): 75%
<b>DATA VALIDATION AND VERIFICATION</b>
<b>Data Source:</b> The ALJ CAFS database.
<b>Calculation:</b> The ALJ CAFS database will be used 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 SMPP.
<b>Validation/Verification Method:</b> ALJ Chief Judge or Chief validation/verification approval workflow in SMPP
<b>Data Limitations:</b> A case cannot be scheduled for disposition for the following reasons: <ul style="list-style-type: none"> <li>• pending criminal action involving the same airman stemming from the same matter</li> <li>• the pendency of a case on appeal before the Board that is likely to result in precedent dispositional of the subject case</li> <li>• extensive discovery considerations</li> <li>• legitimate scheduling conflicts with the parties and other witnesses</li> </ul>

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## NATIONAL TRANSPORTATION SAFETY BOARD

### FY 2019 PERFORMANCE MEASURE DEFINITIONS

Percentage of non-emergency cases closed within 180 days
<ul style="list-style-type: none"><li>• lack of courtroom space</li><li>• spike in incoming cases that tax the availability of Judges to hear cases</li><li>• planned and unexpected unavailability of judges (e.g., retirement, extended sick leave, scheduled training and vacation)</li><li>• multiple sessions of a case</li><li>• other matters beyond our control</li></ul> <p>(In some cases, the parties request delaying the disposition of the case.) Resources may be reassigned to emergency cases due to their expediency, which may affect the timeliness of this metric.</p> <p><b>Compensation for Data Limitations:</b> Identified risks will be discussed at office or senior management levels for further mitigation. ALJ Chief Judge or Chief will verify information. Judges' calendars may be adjusted, if necessary.</p>

# NATIONAL TRANSPORTATION SAFETY BOARD

## FY 2019 PERFORMANCE MEASURE DEFINITIONS

<b>Total number of non-emergency enforcement backlog cases on hand</b>
<b>Strategic Goal:</b> Safety Leadership
<b>Strategic Objective 1.3</b> Improve Transportation Safety: Promote and enhance transportation safety through response, products, proactive approaches and actions.
<b>Performance Goal:</b> Demonstrate our influence on improving transportation safety
<b>Key Performance Indicator:</b> Contribution to transportation safety
<b>Performance Target:</b> ≤18
<b>Measure Type:</b> Efficiency
<b>Frequency:</b> Semi-annual
<b>New:</b> Revised
<b>Definition:</b> This measure reports the number of non-emergency enforcement cases pending in GC's inventory. Non-Emergency draft opinions and orders are defined as the enforcement cases where the Administrator of the FAA or the Commandant of the Coast Guard has not immediately revoked or suspended an airman's or mariner's certificate, and as a consequence, the case has no statutorily imposed deadline as in emergency enforcement cases. However, because the affected airman or mariner may still be in possession of his or her license or certificate, undue delay in achieving a final decision by the Board may potentially affect transportation safety. The office's responsibility is to ensure action by the full Board within a reasonable period of time.
<b>Standards</b> Green: +/- 5% within target (95% or above by 9/30/19) Yellow: Milestone: +/- 10% within target (90% -94% by 9/30/19) Red: Milestone: not within 10% of milestone (less than 90% by 9/30/19)
<b>Milestones:</b> Quarter 1 (December 31): N/A Quarter 2 (March 31): 100% Quarter 3 (June 30): N/A Quarter 4 (September 30): 100%
<b>DATA VALIDATION AND VERIFICATION</b>
<b>Data Source:</b> A database will be maintained by the paralegal manager of the enforcement program within GC showing all processing dates for each enforcement case.
<b>Calculation:</b> This will be a manual calculation. Open enforcement cases will be tallied and tracked on a monthly basis, and the backlogged actively managed accordingly. Every effort will be made to continue to drive the backlog to as close to zero cases pending Board action once fully briefed by the parties to the enforcement action. Total open cases will be aggregated at the end of the evaluation period. Results will be entered into the SMPP
<b>Validation/Verification Method:</b> Paralegal or an attorney Validation/ General Counsel or designee Verification approval workflow in SMPP
<b>Data Limitations:</b> Some factors may prevent the closure of cases: 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.

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**NATIONAL TRANSPORTATION SAFETY BOARD  
FY 2019 PERFORMANCE MEASURE DEFINITIONS**

<b>Total number of non-emergency enforcement backlog cases on hand</b>
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<b>Compensation for data limitations:</b> Identified risks will be discussed at office and/or senior management levels for further mitigation. General Counsel will verify information.
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# NATIONAL TRANSPORTATION SAFETY BOARD

## FY 2019 PERFORMANCE MEASURE DEFINITIONS

<b>Develop agency-wide risk-appetite statement</b>
<b>Strategic Goal:</b> Safety Leadership
<b>Strategic Objective 1.4</b> Enterprise Risk Management (ERM): Establish a mature ERM program that is integrated with strategic planning and budgeting processes to improve agency operations and investigations.
<b>Performance Goal:</b> Implement an ERM program
<b>Key Performance Indicator:</b> Increase our enterprise risk expertise
<b>Performance Target:</b> Statement Approved
<b>Measure Type:</b> Outcome
<b>Frequency:</b> Annual
<b>New:</b> New
<p><b>Definition:</b> This measure reports on the development and completion of an agency-wide risk appetite statement to help support our implementation of an ERM program. “For the purposes of ERM, <b>Risk</b> is the effect of uncertainty on objectives. <b>Risk management</b> is a coordinated activity to direct and control challenges or threats to achieving an organization’s goals and objectives. <b>Enterprise Risk Management</b> is an effective agency-wide approach to addressing the full spectrum of the organization’s significant risks by considering the combined array of risks as an interrelated portfolio, rather than addressing risks only within silos. ERM provides an enterprise-wide, strategically-aligned portfolio view of organizational challenges that provides improved insight about how to more effectively prioritize and manage risks to mission delivery”<sup>3</sup> Consistent with The Office of Management and Budget (OMB) Circular A-123, the NTSB will develop a risk appetite statement to enhance the agency’s internal control and risk management capabilities.</p> <p>The <a href="#">Playbook: Enterprise Risk Management for the Federal Government</a> [PDF] defines risk appetite as “the amount of risk an organization is willing to accept on a broad level in pursuit of its objectives given consideration of costs and benefits.” A risk appetite statement is a management tool that provides guidance from leadership to staff on the amount of risk an agency or organization is willing to undertake in pursuit of its objectives. Risk appetite statements “help agencies make risk-informed decisions with regard to allocation of resources, management controls, and potential consequences or impacts to other parts of the organization and can reduce surprises and unexpected losses.”</p> <p>The purpose of this Risk-Appetite Statement is to provide NTSB staff with broad-based guidance on the amount and type of risk the Agency is willing to accept as it pursues various opportunities to achieve its mission and objectives. NTSB staff will be using the Risk-Appetite Statement to inform how we assess and respond to a broad range of key risks.</p> <p>Agencies should evaluate, prioritize, and manage risks to an acceptable level. Clearly expressed and well communicated risk appetite statements establishing thresholds for</p>

<sup>3</sup> The Office of Management and Budget *Circular A-11, Preparation, Submission, and Execution of the Budget, Section 270.24.*

# NATIONAL TRANSPORTATION SAFETY BOARD

## FY 2019 PERFORMANCE MEASURE DEFINITIONS

### Develop agency-wide risk-appetite statement

acceptable risk in the pursuit of objectives are important. These statements help agencies make decisions about potential consequences or impacts to other parts of the organization, limiting unexpected losses.

The Risk-Appetite Methodology will have a scale from low to medium to high. The scale will be used on the top five priority risks identified by offices and approved by the agency’s Senior Management Oversight Council (SMOC).

- **Low Risk Appetite** – Areas in which the Agency avoids risk or acts to minimize or eliminate the likelihood that the risk will occur, because we have determined the potential downside costs are intolerable. These are areas in which we typically seek to maintain a very strong control environment.
- **Medium Risk Appetite** – Areas in which the Agency must constantly strike a balance between the potential upside benefits and potential downside costs of a given decision.
- **High Risk Appetite** – Areas in which the Agency has a preference for disciplined risk-taking because we have determined the potential upside benefits outweigh the potential costs.

This Statement is a critical component in NTSB’s overall effort to achieve effective ERM, and leadership will review and update it as the ERM program matures and evolves. The risk appetite statement provides staff with broad-based, Agency-wide guidance—based on an evaluation of opportunities and threats -- regarding the amount and type of risk NTSB is willing to accept to achieve its objectives.

**The Offices of the MD and CFO will lead the agency in developing the risk-appetite statement. The SMOC will approve the risk appetite methodology and the top five agency priority risks.**

#### Standards

Green: Yes, document was completed

Yellow: Milestone: 50% Progress being made on the document

Red: Milestone: No progress or less than 50% of document not completed

#### Milestones:

Quarter 1 (December 31): N/A

Quarter 2 (March 31): CFO/MD Briefs CFO and MD

Quarter 3 (June 30): N/A

Quarter 4 (September 30): Statement completed

### DATA VALIDATION AND VERIFICATION

**Data Source:** Office Internal Control Reports; SWOT Results; Priority Risks

**Calculation:** MD and CFO will develop the risk-appetite statement using best practices. The draft statement will be provided to the SMOC for review and approval.

**Validation/Verification Method:** Office Director or Deputy validation/verification approval workflow in SMPP



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**NATIONAL TRANSPORTATION SAFETY BOARD  
FY 2019 PERFORMANCE MEASURE DEFINITIONS**

<b>Develop agency-wide risk-appetite statement</b>
<b>Data Limitations:</b> Factors beyond our control, such as budgetary constraints (funding in support of activities or initiatives); personnel resources; approval timelines; or time to address issues and risks raised by reviewers.
<b>Compensation for Data Limitations:</b> Identified risks will be discussed at office and/or senior management levels for further mitigation. The MD and CFO offices Director(s) or Deputy Director(s) will verify the information.

# NATIONAL TRANSPORTATION SAFETY BOARD

## FY 2019 PERFORMANCE MEASURE DEFINITIONS

<b>Number of outcome-oriented safety results and outreach activities provided to transportation safety stakeholders</b>
<b>Strategic Goal:</b> Engagement
<b>Strategic Objective 2.1</b> Stakeholder Engagement: Use our independence and impartiality to optimize outreach and to build consensus with stakeholders
<b>Performance Goal:</b> Enhance external stakeholder engagement
<b>Key Performance Indicator:</b> Stakeholder management
<b>Performance Target:</b> varies per office
<b>Measure Type:</b> Outcome
<b>Frequency:</b> Annual
<b>New:</b> Revised
<p><b>Definition:</b> Effective engagement with a range of stakeholders interested in transportation safety, including industry and government organizations, is important to 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 implementing our recommendations and strengthen our impact on transportation safety improvements.</p> <p>This metric tracks the agency’s efforts to advise and inform domestic stakeholders on a wide range of topics that affect transportation safety. An outcome-safety result or outreach activity could include the following:</p> <ul style="list-style-type: none"> <li>• Standards or rulemaking committees actively working to address safety recommendations (these may span multiple years)</li> <li>• Staff participation in committees, conferences, and speaking engagements, including presenting technical papers</li> <li>• Legislative action that requires that recommended safety improvements be implemented</li> <li>• Advocacy-related travel, including MWL and non-MWL items (i.e., funded by advocacy or office support funds)</li> <li>• Testimony provided by staff at the request of federal or state governments or officials</li> <li>• ALJ presentations to law groups</li> <li>• Response Operations Center Briefings to stakeholders</li> <li>• Other significant events or outreach</li> </ul> <p>In addition, Congress may take actions, such as holding hearings or proposing legislation, to improve transportation safety based on NTSB investigations or recommendations.</p> <p><b>The following offices will report on this metric: ALJ, AS, CFO, HS, MD, MS, RPH, RE, and SRC.</b></p> <p><b>Note: Prior year data includes other products now included in new metrics; therefore, final results may be higher in previous years.</b></p>

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## NATIONAL TRANSPORTATION SAFETY BOARD

### FY 2019 PERFORMANCE MEASURE DEFINITIONS

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**Standards**

Green: +/- 5% within target (95% or above by 9/30/19)

Yellow: Milestone: +/- 10% within target (90% -94% by 9/30/19)

Red: Milestone: not within 10% of milestone (less than 90% by 9/30/19)

**Milestones:**

Quarter 1 (December 31): varies by office;

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

**DATA VALIDATION AND VERIFICATION**

**Data Source:** Each office will keep an electronic log of the number of applicable outreach-oriented safety results and outreach activities. SRC will provide the data for trips funded by advocacy funds

**Calculation:** An electronic count of the number of outreach-oriented safety results or outreach activities. Results will be entered into the SMPP

**Validation/Verification Method:** Office Director or Deputy validation/verification approval workflow in SMPP

**Data Limitations:** Although it will be easy to collect the measurement data, 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 caseload may affect the number of outreach activities that an office can complete. 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 and risks raised by reviewers

**Compensation for Data Limitations:** Risks will be discussed at office or senior management levels for further mitigation. Director or Deputy Director will verify information.

# NATIONAL TRANSPORTATION SAFETY BOARD

## FY 2019 PERFORMANCE MEASURE DEFINITIONS

<b>Number of safety accomplishments and results</b>
<b>Strategic Goal:</b> Engagement
<b>Strategic Objective 2.1</b> Stakeholder Engagement: Use our independence and impartiality to optimize outreach and to build consensus with stakeholders
<b>Performance Goal:</b> Enhance external stakeholder engagement
<b>Key Performance Indicator:</b> Stakeholder management
<b>Performance Target:</b> varies per office; baseline for some offices
<b>Measure Type:</b> Outcome
<b>Frequency:</b> Annual
<b>New:</b> New
<p><b>Definition:</b> Effectively engaging with stakeholders is important for agency success. Communication, advocacy, outreach, and partnerships enhance and foster collaboration with stakeholders, and can increase the possibility that our recommendations will be implemented, therefore strengthening our impact on transportation safety. This measure tracks the aggregate number of safety accomplishments and results tracked during the investigation of accidents or incidents, researching safety studies or special investigations.</p> <p>During the investigation of accidents or incidents or in researching safety studies or special investigations, NTSB employees often observe problems and develop solutions that can be readily implemented because they do not involve significant funding or changes to regulations. Employees may uncover urgent safety issues that can be promptly corrected through informal suggestions or result from the investigation of the event. In these situations, NTSB employees are encouraged to suggest such solutions to persons or organizations that can bring about a timely change; therefore, identifying them as safety accomplishments.</p> <p>Also, NTSB employees' active investigation of the facts, conditions, and circumstances of an aviation accident/incident can cause persons or organizations to implement safety improvements on their own, without any specific efforts or suggestions by the employee that would warrant a safety recommendation proposal or accomplishment; therefore, identifying them as safety results.</p> <p><b>Safety accomplishments</b> are defined as a positive measurable change within the transportation environment that is brought about through some direct action of an NTSB employee. Such changes will be considered safety accomplishments only if the action is taken without the issuance of a formal safety recommendation by the NTSB. The change must be the result of action taken by an NTSB employee. <a href="#">AS-INT-24</a></p> <p><b>Safety results</b> are defined as a positive change within the transportation environment that is brought about by NTSB investigation of an accident/incident. The change must be measurable to be considered a safety result. Such changes will be considered safety results if the result(s) occur as a result of the interaction of the NTSB investigator with elements of the transportation environment and by virtue of direct investigation of the facts, conditions, and circumstances of the occurrence by the investigator. Enforcement actions taken by the Federal Aviation</p>

# NATIONAL TRANSPORTATION SAFETY BOARD

## FY 2019 PERFORMANCE MEASURE DEFINITIONS

<b>Number of safety accomplishments and results</b>
Administration or other regulatory agencies, negative personnel actions taken by the operator, voluntary surrendering of certificates, and similar actions will not be considered safety results. <a href="#">AS-INT-25</a>
<b>The following offices will report on this metric: AS, HS, MS, and RPH.</b>
<b>Standards</b> Green: +/- 5% within target (95% or above by 9/30/19) Yellow: +/- 10% within target (90%–94% by 9/30/19) Red: not within 10% of milestone (less than 90% by 9/30/19)
<b>Milestones:</b> 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): varies by office
<b>DATA VALIDATION AND VERIFICATION</b>
<b>Data Source:</b> Data will be collected from the Accident Data Management System (ADMS) or an electronic log of the number of safety accomplishments or results by the office.
<b>Calculation:</b> The number of safety results and accomplishments from each office will be totaled, and results will be entered into the SMPP.
<b>Validation/Verification Method:</b> Office Director or Deputy validation/verification approval workflow in SMPP
<b>Data Limitations:</b> Factors beyond our control, such as budgetary constraints, personnel resources, and timelines may affect activities, as well as funding in support of activities and initiatives
<b>Compensation for Data Limitations:</b> Identified risks will be discussed at office or senior management levels for further mitigation. Director or Deputy Director will verify the information.

# NATIONAL TRANSPORTATION SAFETY BOARD

## FY 2019 PERFORMANCE MEASURE DEFINITIONS

<b>Number of stakeholder engagements implemented</b>
<b>Strategic Goal:</b> Engagement
<b>Strategic Objective 2.1</b> Stakeholder Engagement: Use our independence and impartiality to optimize outreach and to build consensus with stakeholders
<b>Performance Goal:</b> Enhance external stakeholder engagement
<b>Key Performance Indicator:</b> Stakeholder management
<b>Performance Target:</b> varies per office
<b>Measure Type:</b> Outcome
<b>Frequency:</b> Annual
<b>New:</b> Revised
<p><b>Definition:</b> Effectively engaging with stakeholders is important for agency success. Communication, advocacy, outreach, and partnerships enhance and foster collaboration with stakeholders, and can increase the possibility that our recommendations will be implemented, therefore strengthening our impact on transportation safety.</p> <p>This measure tracks the aggregate number of engagements hosted and led by the NTSB, such as the following:</p> <ul style="list-style-type: none"> <li>• Roundtables</li> <li>• Forums</li> <li>• Workshops</li> <li>• Webinars</li> <li>• Any other NTSB lead or host transportation safety even.</li> </ul> <p><b>The following offices will report on this metric: AS, HS, MS, RPH, and SRC.</b></p>
<p><b>Standards</b>  Green: +/- 5% within target (95% or above by 9/30/19)  Yellow: +/- 10% within target (90%–94% by 9/30/19)  Red: not within 10% of milestone (less than 90% by 9/30/19)</p>
<p><b>Milestones:</b>  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): varies by office</p>
<b>DATA VALIDATION AND VERIFICATION</b>
<b>Data Source:</b> Data will be collected from PMA, products presented to the Board for adoption, notation items for vote, or an electronic log of the number of engagements
<b>Calculation:</b> The number of engagements from each office will be totaled, and results will be entered into the SMPP
<b>Validation/Verification Method:</b> Office Director or Deputy validation/verification approval workflow in SMPP

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**NATIONAL TRANSPORTATION SAFETY BOARD**  
**FY 2019 PERFORMANCE MEASURE DEFINITIONS**

<b>Number of stakeholder engagements implemented</b>
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<b>Data Limitations:</b> Factors beyond our control, such as budgetary constraints, personnel resources, and timelines may affect activities, as well as funding in support of activities and initiatives
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<b>Compensation for Data Limitations:</b> Identified risks will be discussed at office or senior management levels for further mitigation. Director or Deputy Director will verify the information.
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# NATIONAL TRANSPORTATION SAFETY BOARD

## FY 2019 PERFORMANCE MEASURE DEFINITIONS

<b>Number of engagements amplifying NTSB safety and advocacy messages</b>
<b>Strategic Goal:</b> Engagement
<b>Strategic Objective 2.1</b> Stakeholder Engagement: Use our independence and impartiality to optimize outreach and to build consensus with stakeholders
<b>Performance Goal:</b> Enhance external stakeholder engagement
<b>Key Performance Indicator:</b> Stakeholder management
<b>Performance Target:</b> Baseline
<b>Measure Type:</b> Outcome
<b>Frequency:</b> Annual
<b>New:</b> Yes
<p><b>Definition:</b> Effectively engaging with stakeholders is important for our success. Communication, advocacy, outreach, and partnerships enhance and foster collaboration with stakeholders, and can increase the possibility that our recommendations will be implemented. Our goal is to communicate useful information quickly and effectively to inform stakeholders and increase the reach of that information through social sharing. This metric tracks the aggregate number of engagements which amplify our safety and advocacy messages via email, audio-visual products and social media platforms. Engagements refer to the number of interactions (likes, shares, comments or clicking) with NTSB social media content.</p> <p>These platforms could include the following: <a href="http://NTSB.gov">NTSB.gov</a>, <a href="https://www.instagram.com/NTSB">Instagram</a>, <a href="https://www.linkedin.com/company/NTSB">LinkedIn</a>, <a href="https://www.facebook.com/NTSB">Facebook</a>, <a href="https://www.youtube.com/NTSB">YouTube</a>, <a href="https://twitter.com/NTSB">@NTSB</a> Twitter, blogs, or any other determined platform.</p> <p><b>SRC will lead the tracking of this metric.</b></p>
<p><b>Standards:</b> Green: +/- 5% within target (95% or above by 9/30/19)  Yellow: Milestone: +/- 10% within target (90%–94% by 9/30/19)  Red: Milestone: not within 10% of milestone (less than 90% by 9/30/19)</p>
<p><b>Milestones:</b>  Quarter 1 (December 31): baseline  Quarter 2 (March 31): baseline  Quarter 3 (June 30): baseline  Quarter 4 (September 30): baseline</p>
<b>DATA VALIDATION AND VERIFICATION</b>
<b>Data Source:</b> Report of engagement counts from social media platform analytics
<b>Calculation:</b> SRC will electronically or manually track the products. Results will be entered into the SMPP
<b>Validation/Verification Method:</b> Office Director or Deputy validation/verification approval workflow in SMPP; final MD review or approval
<b>Data Limitations:</b> Units of social media engagement vary among the different media platforms. The reported result is a mixture of these engagement units. Factors beyond our control, such as budgetary constraints, personnel resources, and timelines may affect activities, as well as funding in support of activities and initiatives



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**NATIONAL TRANSPORTATION SAFETY BOARD**  
**FY 2019 PERFORMANCE MEASURE DEFINITIONS**

<b>Number of engagements amplifying NTSB safety and advocacy messages</b>
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<b>Compensation for Data Limitations:</b> Identified risks will be discussed at office or senior management levels for further mitigation. The Director or Deputy Director will verify the information.
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# NATIONAL TRANSPORTATION SAFETY BOARD

## FY 2019 PERFORMANCE MEASURE DEFINITIONS

<b>Number of employee engagement &amp; EEO/Diversity outreach initiatives implemented</b>
<b>Strategic Goal:</b> Synergy
<b>Strategic Objective 3.2</b> Inclusive and Engaged Workforce: Promote an inclusive, and engaged workforce and eliminate barriers to equal employment opportunity
<b>Performance Goal:</b> Enhance staff engagement and inclusiveness
<b>Key Performance Indicator:</b> Employee participation and engagement
<b>Performance Target:</b> varies per office
<b>Measure Type:</b> Outcome
<b>Frequency:</b> Annual
<b>New:</b> No
<p><b>Definition:</b> 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 evident by the employee’s dedication, persistence, work effort, and overall attachment to an organization and its mission. A diverse and inclusive workforce is critical to addressing complex problems. We strive to create a culture that fosters creativity and engagement through employee motivation. This metric will help the agency</p> <ul style="list-style-type: none"> <li>• Encourage cooperation and collaboration within the NTSB to enhance employee engagement and empowerment.</li> <li>• Ensure senior leadership engages with employees through effective communication, coaching, mentoring, conflict resolution strategies, and staff development.</li> <li>• Develop strategies to improve the virtual workspace for remote employees and teleworking</li> </ul> <p>This is an agency-wide, annual metric tracks the implementation of an employee engagement initiative that focuses on ways to increase participation and 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>Actions and initiatives could include the following:</p> <ul style="list-style-type: none"> <li>• Uniting and empowering employees around a single compelling leadership vision that supports one core agency mission (global satisfaction Question s#50, 69, 71)</li> <li>• Reviewing New IQ survey questions to identify, track and celebrate creativity and innovation among team (question #32: Creativity and innovation are rewarded)</li> <li>• Reviewing FEVS results (1<sup>st</sup> quarter) to proactively increase the number of constructive status check-ins &amp; performance feedback sessions (New IQ; questions #23 and 24: Fair, poor performers &amp; performance feedback)</li> </ul>

# NATIONAL TRANSPORTATION SAFETY BOARD

## FY 2019 PERFORMANCE MEASURE DEFINITIONS

<b>Number of employee engagement &amp; EEO/Diversity outreach initiatives implemented</b>
<ul style="list-style-type: none"> <li>• Developing employee engagement activities that recognize specific behavior [questions # 1, 4, 6, 11, 23 and question #16 accountability)</li> <li>• Tracking employee engagement and participation in career developmental (cross/rotational training) and mentoring activities</li> <li>• Tracking senior leadership and supervisory participation of all developmental &amp; mentoring activities (Internal and external details; shadowing; onboarding project; cross-agency mentoring) (questions # 47, 48, 49, 51, 52)</li> <li>• Office specific programs or projects implemented to improve engagement, empowerment or skills (Lunch &amp; Learns, etc.)</li> <li>• Promote and reward employees based on merit (accountability questions # 22—25)</li> <li>• Science, Technology, Engineering and Mathematics activities providing knowledge and expertise to internal and external participants.</li> </ul>
<p><b>Standards</b>  Green: +/- 5% within target (95% or above by 9/30/19)  Yellow: Milestone: +/- 10% within target (90% -94% by 9/30/19)  Red: Milestone: not within 10% of milestone (less than 90% by 9/30/19)</p>
<p><b>Milestones:</b>  Quarter 1 (December 31): varies per office  Quarter 2 (March 31): varies per office  Quarter 3 (June 30): varies per office  Quarter 4 (September 30): Conduct targeted engagements; varies by office</p>
<b>DATA VALIDATION AND VERIFICATION</b>
<p><b>Data Source:</b> Agency action plans, FEVS scores, New IQ data, listening session data</p>
<p><b>Calculation:</b> Compile list of actions or initiatives electronically or manually. Results will be entered into the SMPP</p>
<p><b>Validation/Verification Method:</b> Office Director or Deputy Validation/Verification approval workflow in SMPP.</p>
<p><b>Data Limitations:</b> Factors beyond our control such as budgetary constraints, personnel resources and timelines may affect activities as well as funding in support of activities and initiatives.</p>
<p><b>Compensation for Data Limitations:</b> Identified risks will be discussed at office or senior management levels for further mitigation. Director or Deputy Director will verify information.</p>

# NATIONAL TRANSPORTATION SAFETY BOARD

## FY 2019 PERFORMANCE MEASURE DEFINITIONS

<b>Increase the number of opportunities available for participation in the Connected Across the Board agency rotational program</b>
<b>Strategic Goal:</b> Synergy
<b>Strategic Objective 3.2</b> Inclusive and Engaged Workforce: Promote an inclusive and engaged workforce and eliminate barriers to equal employment opportunity
<b>Performance Goal:</b> Enhance Staff Engagement and Inclusiveness
<b>Key Performance Indicator:</b> Employee participation and engagement
<b>Performance Target:</b> 4 Office opportunities for the pilot
<b>Measure Type:</b> Outcome
<b>Frequency:</b> Annual
<b>New:</b> New
<p><b>Definition:</b> Our employees can be most effective when they are motivated, engaged and trained. Employee engagement is evident by an employee’s dedication, persistence, work effort, and overall attachment to an organization and its mission. A diverse and inclusive workforce is critical to solving complex problems. We strive to create a culture that fosters creativity and engagement through the motivation of our employees.</p> <p>This metric continues our efforts to implement an agency rotational program to improve employee engagement and knowledge through internal and external activities. The Connected Across the Board (CAB) rotational program provides NTSB employees the opportunity to participate in cross-training experiences throughout the agency. This program will promote knowledge management, fillings skill gaps and developing competencies for the agency.</p> <p>For FY 2019, the following offices will participate in the pilot: Aviation Safety, Highway Safety, Managing Director-Training Center, and Safety Recommendations and Communications. Future implementation of the program will be based on pilot results.</p> <p>Some examples of cross-training include, but not limited to:</p> <ul style="list-style-type: none"> <li>• Modal-RPH investigator launching to a general aviation accident site to assist with the on-scene work, and then following up with the hands-on experience of taking a flying lesson.</li> <li>• CIO staff going to Capitol Hill to meet with a senator and observe a congressional hearing.</li> </ul> <p>Participants will complete 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> <p><b>Cross-Training Experiences</b> (1-2-week duration)</p> <ul style="list-style-type: none"> <li>○ Employee Selection (participant will solicit their own unique cross-training experience based on feedback and discussion with supervisor)</li> </ul>

# NATIONAL TRANSPORTATION SAFETY BOARD

## FY 2019 PERFORMANCE MEASURE DEFINITIONS

### **Increase the number of opportunities available for participation in the Connected Across the Board agency rotational program**

- Opportunity catalog (menu of unique and interesting cross-training opportunities developed by each office with DIAC support)
- Special projects (stretch assignments)

\This metric will help the agency implement the following strategic plan strategies:

- 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.

#### **Standards**

Green: +/- 5% within target (95% or above by 9/30/19)

Yellow: Milestone: +/- 10% within target (90% -94% by 9/30/19)

Red: Milestone: not within 10% of milestone (less than 90% by 9/30/19)

#### **Milestones:**

Quarter 1 (December 31): varies per office

Quarter 2 (March 31): varies per office

Quarter 3 (June 30): varies per office

Quarter 4 (September 30): 4 opportunities

### **DATA VALIDATION AND VERIFICATION**

**Data Source:** Pilot office opportunities provided for participation

**Calculation:** Compile list of opportunities electronically or manually. Results will be entered into the SMPP.

**Validation/Verification Method:** Office Director or Deputy validation/verification approval workflow in SMPP; DIAC or MD Review.

**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 and initiatives. To be successful, this project must have sufficient support from the MD, off ice directors, and human resources staff. In addition, it is assumed that engaging and worthwhile cross-training opportunities will be identified and earmarked for participants in this program. It is assumed that training necessary to support participation will be funded to ensure employees are successful in this program.

**Compensation for Data Limitations:** Identified risks will be discussed at office or senior management levels for further mitigation. Director or Deputy Director will verify information.