

# National Transportation Safety Board Operating Plan Fiscal Year 2016



February 2016



**National  
Transportation  
Safety Board**

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## Foreword

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

Performance measures are part of each agency's strategic plan, indicating how progress toward agency goals and objectives is measured and help focus agency efforts on achieving priority goals and objectives. The performance measures indicated in this report have been selected for their direct relationship to the agency's mission, goals, and strategic objectives. In FY 2016, the agency continues to move toward the concept of emphasizing a smaller group of performance measures demonstrating more accurate indicators of agency success.

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

Over the past several fiscal years, this performance-based culture has remained a focus of agency management and staff; it will continue to be enhanced during fiscal year 2016, as the performance measures and target levels are updated and evaluated throughout the year. The NTSB is optimistic that its results-oriented culture will continue to evolve and promote better governance in the future, leading to further improvements in transportation safety.

Performance Measure Type	Measure Name	Office	FY14 Results	FY15 Target Level	FY15 Results	FY16 Target Level
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**Table 1: NTSB Performance Measures At-A-Glance**

<b>Strategic Goal #1 Conduct effective accident investigations</b>						
<b>Objective 1.1 Select and Scale an Appropriate Response to Accident Investigations and Incidents</b>						
Output	Number of products Adopted by the Board	AS	29	22	25	15
		HS	10	6	18	7
		MS	4	4	5	4
		RE	5	2	10	2
		RPH	14	6	31	8
Efficiency	Average Time (in months) to Complete Board Adopted Products	AS	8.4	15	14.5	16
		HS	6	15	7	16
		MS	12	15	6.9	16
		RE	7	16	5	16
		RPH	6	16	8.1	16
Output	Number of Products Produced to Improve Transportation Safety	AS	N/A	N/A	N/A	220
		HS	N/A	N/A	N/A	12
		MS	N/A	N/A	N/A	6
		RPH	N/A	N/A	N/A	6
		SRC	N/A	N/A	N/A	150
<b>Objective 1.2 Select and Appropriately Scale the NTSB's Work on International Accidents, Incidents, and Safety Issues</b>						
Output	Number of International Cooperative Activities Completed	AS	14	9	29	11
		MS	4	N/A	3	4
<b>Objective 1.3 Continue to Effectively Coordinate and Deliver Transportation Disaster Assistance (TDA) to Accident Victims</b>						
Output	Percent of Transportation Disaster Assistance (TDA) Support Provided to Major Aviation and Rail Accident Investigations as Legislated	SRC	100%	100%	100%	100%

Performance Measure Type	Measure Name	Office	FY14 Results	FY15 Target Level	FY15 Results	FY16 Target Level
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**Objective 1.4 Engage in Outreach with Transportation Community to Improve awareness of Lessons Learned from Accident Investigations Nationally and Internationally**

Outcome	Number Outcome-Oriented Safety Results	AS	12	12	29	75
		HS	15	6	25	6
		MS	2	2	4	4
		RE	5	2	4	12
		RPH	8	4	13	6
		SRC	N/A	N/A	N/A	175

**Strategic Goal #2  
Recommend and advocate actions to improve transportation safety**

**Objective 2.1 Identify New and Creative Ways to Advocate Safety Recommendations and Other Safety Actions**

Output	Number of Safety Recommendations Closed Acceptably During the FY	SRC	159	135	110	75
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**Strategic Goal #3  
Conduct fair and expeditious adjudication of airman and mariners appeals from the Federal Aviation Administration and the U.S. Coast Guard enforcement actions and certificate denials**

**Objective 3.1 Effectively Manage the Appeals Process and Appropriately Protect the Rights of Airmen and Mariners Seeking the NTSB's Review While Balancing their interests with Considerations of Aviation and Marine Safety**

Outcome	Percentage of Total Cases Disposed of During the FY	ALJ	66%	70%	79%	70%
Output	Total Number of Non-Emergency Enforcement Backlog Cases on Hand	GC	8	<25	4	<15

Performance Measure Type	Measure Name	Office	FY14 Results	FY15 Target Level	FY15 Results	FY16 Target Level
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<b>Strategic Goal #4 Provide outstanding mission support</b>						
<b>Objective 4.1 Ensure Efficiency in Utilizing Agency Resources and Financial Data for Management Decision-making</b>						
Outcome	Obtain a modified or better opinion on financial statements	CFO	Yes	Yes	Yes	Yes
Outcome	Operate an effective management controls program	Agency-wide	Yes	N/A	Yes	Yes
Outcome	Implement IT solutions to increase innovation and collaboration	CIO	12	7	7	5
Outcome	Percentage of regulation parts updated each fiscal year	GC	N/A	N/A	N/A	20%
<b>Objective 4.2 Align and Improve Human Capital Planning and Diversity</b>						
Output	Number of activities supporting EEO and diversity outreach	Office Director & Deputy	N/A	N/A	N/A	1 activity each per Office Director & Deputy
<b>Objective 4.3 Improve Employee Engagement and Inclusion</b>						
Output	Number of employee engagement, satisfaction, and inclusion actions implemented	Senior Executives, Managers & Supervisors	N/A	N/A	N/A	2 actions implemented per office
Output	Percentage of staff trained on the New Inclusive Quotient	Agency-wide	N/A	N/A	N/A	25%

## Performance Measures Definitions

<b>Title</b>	Number of Products adopted by the Board
<b>Objective</b>	1.1 Select and scale an appropriate response to accident investigations and incidents
<b>Definition</b>	This measure counts the number of products that each investigative office delivers to the Board for adoption, either at a Board Meeting or by vote on a Notation item. A product is defined as a completed report, safety study, safety report, accident brief, standalone safety recommendation letter, safety alerts, safety issue/position papers, Most Wanted List items, response to proposed rulemaking, as well as any public hearings or forums held.
<b>Data Source</b>	Data will be collected from the Correspondence, Notation, & Safety Recommendations Database (CNS) and each product presented to the Board for their adoption at a Board meeting or by vote on a Notation item.
<b>Calculation</b>	A count of the number of products adopted either at a Board Meeting or by vote on a Notation item.
<b>Limitations</b>	Factors beyond our control such as major launch activity or limited Board Meeting date availability may restrict the number of reports adopted at Board Meetings.
<b>Measure Type:</b>	Output <b>New:</b> No

<b>Title</b>	Average time (in months) to completed Board adopted products
<b>Objective</b>	1.1 Select and scale an appropriate response to accident investigations and incidents
<b>Definition</b>	<p>This measure captures the average time that it takes an investigative Office to deliver NTSB products to the Board for adoption, either at a Board Meeting or by vote on a Notation item. A product is defined as a completed report, safety study, safety report, accident brief, response to proposed rulemaking, as well as any public hearings or forums held. Adoption date normally is defined as adoption by Board Members at a Board Meeting. However, for some notation items which are not scheduled for a board meeting, 30 days will be added to the date in which the product goes on notation. Timeliness is established when all votes are recorded, or the end of the 30 day period, whichever comes first.</p> <p>Each fiscal year, each office may select one accident investigation to be completed and presented to the Board within one year. If this investigation affects other products and resources, the office will not be penalized for the delay. An adjustment of the delay will be used in calculating this measure.</p>
<b>Data Source</b>	Data, including the date of the accident, approval of the safety study topic and public hearings and forums by the Board, and safety report begin date and the date that the Board adopted the product will be collected from the Correspondence, Notation, and Safety Recommendations Database (CNS).
<b>Calculation</b>	<p>A count of the number of months between the accident date, approval of the safety study topic and public hearings and forums by the Board, safety report begin date and the Board adoption date will be determined for each product and an average will be calculated. If a product has been delayed due to the selection of the accident investigation designated for completion within one year, the time of delay can be subtracted from the other products completion dates.</p> <p><i>Example: If during the fiscal year, the designated investigation pushes resources back 6 months, then 6 months can be subtracted from the overall products average time.</i></p>
<b>Limitations</b>	Factors beyond our control such as major launch activity or limited Board Meeting date availability may restrict the number of reports adopted at Board Meetings. The agency strives to achieve completion of investigative products within 16 months of the date of the accident. To accomplish this, we assess the complexity of the investigations and staff workload to set the target level as appropriate.
<b>Measure Type:</b>	Efficiency <b>New:</b> No

<b>Title</b>	Number of Products Produced to Improve Transportation Safety	
<b>Objective</b>	1.1 Select and scale an appropriate response to accident investigations and incidents	
<b>Definition</b>	<p>This measure counts the number of transportation and safety products that each investigative office produces to improve transportation safety or solutions that investigators develop that can be readily implemented because they do not involve significant funding or changes to regulations.</p> <p>The purpose of this measure is track all agency work used to improve transportation safety that is in addition to those that require adoption by the Board. A product to improve transportation safety could include, but is not limited to the following: delegated briefs, regional aviation briefs, videos, newsletters, safety accomplishments or results as tracked by the modal offices and other significant or newly created products.</p>	
<b>Data Source</b>	A log of the number of applicable products will be kept by the Office.	
<b>Calculation</b>	A manual or electronic count of the applicable products.	
<b>Limitations</b>	Factors beyond our control such as major launch activity may restrict the number of other products produced. Development and implementation of other products may be impacted by budget, personnel resources constraints, and timelines.	
<b>Measure Type:</b>	Output	<b>New:</b> Yes

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



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

<b>Title</b>	Number of outcome-oriented safety results involving industry or government stakeholders	
<b>Objective</b>	1.4 Engage in outreach with transportation community to improve awareness of lessons learned from accident investigations nationally and internationally	
<b>Definition</b>	The Offices of Aviation, Highway, Marine Safety, Research & Engineering, Rail, Pipeline & Hazardous Materials Investigations and Communications provide advice and information on a wide range of topics that affect transportation safety. In addition, Congress may take actions such as holding hearings, proposing legislation, or other actions to improve transportation safety based on NTSB investigations or recommendations. Each offices will count the following actions: (1) standards or rulemaking committees actively working to address safety recommendations (these may span multiple years), (2) staff participation in committees, conferences, and other speaking engagements including providing technical papers on safety topics in which NTSB staff are included on the agenda (domestic or international), (3) legislative action that requires recommended safety improvements to be implemented, (4) advocacy related travel, including MWL and non-MWL items (i.e. funded by Advocacy funds or Office Support funds); or (5) testimony provided by staff at the request of federal or state governments or officials; or (6) other significant events or activities may also be included.	
<b>Data Source</b>	A manual or electronic log of the number of applicable outreach-oriented safety results will be kept by the Office. The Office of Safety Recommendations & Communications will provide the data for trips funded by Advocacy funds.	
<b>Calculation</b>	A manual or electronic count of the applicable outreach-oriented safety results will be kept.	
<b>Limitations</b>	There is no difficulty in collecting the measurement data, but factors beyond our control such as higher-priority issues that Congress must deal with may prevent the agency from taking action on safety issues.	
<b>Measure Type:</b>	Output	<b>New:</b> Revised

<b>Title</b>	Number of safety recommendations closed acceptably during the fiscal year	
<b>Objective</b>	2.1 Identify new and creative ways to advocate safety recommendations and other safety actions	
<b>Definition</b>	This measure indicates performance on implementation of safety recommendations—the heart of the agency’s mission. This measure will count the number of recommendations closed acceptably (successfully implemented) during the fiscal year. Board Order 70B Section 4 defines a safety recommendation. The following designations of a closed status will be used in the calculation of this measure: CEX (Closed—Exceeds Recommended Action), CAA (Closed—Acceptable Action), and CAAA (Closed—Acceptable Alternate Action).	
<b>Data Source</b>	This information is tracked in the Correspondence, Notation, and Safety Recommendations Database (CNS).	
<b>Calculation</b>	Data are compiled by the Office of the Managing Director’s Safety Recommendations and Quality Assurance Division on the number of safety recommendations implemented during the fiscal year.	
<b>Limitations</b>	Implementation of safety recommendations is largely outside of staff control and depends on more factors than can be listed such as economic conditions, funding levels, and the current political climate.	
<b>Measure Type:</b>	Output	<b>New:</b> No

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

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

<b>Title</b>	Obtain a modified or better opinion on financial statements	
<b>Objective</b>	4.1 Ensure efficiency in utilizing agency resources and financial data for management decision-making	
<b>Definition</b>	This measure indicates the success of the Office of the Chief Financial Officer's (CFO) efforts to ensure the financial integrity of the NTSB, as well as, assure external stakeholders that the agency takes its fiduciary responsibility seriously. An audit is conducted annually by an independent public accounting firm under contract to the Department of Transportation Office of Inspector General (DOTIG). The audit usually runs from April to November with the audit opinion issued in November for the previous fiscal year (e.g. the opinion issued in November 2015 is for FY 2015 which ended on October 31, 2015). The CFO must receive an audit opinion on the financial information before submission to external stakeholders. <b>This measure will report on audit results from the previous fiscal year.</b>	
<b>Data Source</b>	Auditable financial records include, but are not limited to, general ledger transactions, budget allocations, payroll records, accounting system entries and records, monthly, quarterly, and annual financial statements and footnotes, mandatory external financial reports, and other financial documents.	
<b>Calculation</b>	A series of source documents, spreadsheets, narratives, and/or reports are used in the collection of data and submitted to the auditor selected by the DOTOIG. To maintain auditable financial information, the CFO relies on a complex system of internal controls which includes general fan financial internal controls as required by OMB-Circular A-123 (Management and Accountability); production and review of monthly financial statements and analytics and daily review of financial information as early warning indicators should the financial information need to be corrected. This measure will be considered achieved and designated GREEN when a clean or unqualified audit opinion has been received from the DOTOIG. This measure will be reported on an annual basis.	
<b>Limitations</b>	This measure is a lagged measure because the year-end financial statements cannot be issued and reviewed until after the close of the fiscal year.	
<b>Measure Type:</b>	Outcome	<b>New:</b> No

<b>Title</b>	Operate an effective management controls program	
<b>Objective</b>	4.1 Ensure efficiency in utilizing agency resources and financial data for management decision-making	
<b>Definition</b>	<p>The Federal Managers' Financial Integrity Act (FMFIA) requires agencies to establish internal control and financial systems that provide reasonable assurance of achieving the three objectives of internal control, which are:</p> <ul style="list-style-type: none"> <li>• Effectiveness and efficiency of operations;</li> <li>• Compliance with regulations and applicable laws; and</li> <li>• Reliability of financial reporting.</li> </ul> <p>FMFIA requires the agency head to provide an annual Statement of Assurance on whether the agency has met these requirements. This measure provides assurance the success of the NTSB's efforts to ensure the NTSB management control program is working effectively and has properly protected our resources from waste, fraud, or misuse. The Office of the Chief Financial Officer (OCFO) leads a year round program to review and test the agency management controls which culminates in the annual FMFIA Assurance Letter.</p>	
<b>Data Source</b>	Audits or reviews performed by external parties such as Government Accountability Office, Department of Transportation Office of the Inspector General, Office of Personnel Management, etc. Internal control reviews performed by OCFO or other NTSB offices. Annual FMFIA risk assessments completed by NTSB offices.	
<b>Calculation</b>	The OCFO will monitor the results of NTSB risk assessments, internal control reviews, external audits and reviews and any related corrective actions taken by NTSB offices. The CFO will consult with the Senior Management Oversight Council (SMOC) on the results of this year's process. The CFO incorporates any SMOC feedback into the draft report and will propose the content of the Annual FMFIA Assurance Letter to be signed by the Chairman. This measure will be reported on an annual basis.	
<b>Limitations</b>	None	
<b>Measure Type:</b>	Outcome	<b>New:</b> Yes

<b>Title</b>	Implement IT solutions to increase innovation and collaboration into the NTSB's mission and administrative processes	
<b>Objective</b>	4.1 Ensure efficiency in utilizing agency resources and financial data for management decision-making	
<b>Definition</b>	<p>This measure tracks the implementation of a number of IT projects that will improve and increase innovation and collaboration. These implemented projects will enhance communication and the overall internal and external experience in accessing and using NTSB products and services to include:</p> <ol style="list-style-type: none"> <li>(1) Conduct an agency assessment of its' network connectivity to develop a strategy that for improvement which may include the following, but not limited to: Wi-Fi, increase bandwidth, improved teleworking connectivity, etc.;</li> <li>(2) Conduct a requirement analysis of the ADMS system to incorporate all modes of transportation into one centralized platform based on the unique requirements per modal office</li> <li>(3) Implement Office 365, first as a pilot and 2<sup>nd</sup> base on pilot results analyze design infrastructure configuration for full O365 deployment agency-wide</li> <li>(4) Evaluate laptop replacement and include community next generation needs (e.g., mobile device, Wi-Fi and intranet access)</li> <li>(5) Redesign and implement portal upgrade with community collaboration</li> </ol>	
<b>Data Source</b>	Office of the Chief Information Officer IT Projects	
<b>Calculation</b>	Manual count the number of implementations, enhancement and/or upgrades	
<b>Limitations</b>	The total number of implementations, enhancements and upgrades may be impacted by budget and personnel resources as well as specific customer driven requirements.	
<b>Measure Type:</b>	Outcome	<b>New:</b> Revised

Title	Percentage of regulation parts updated each year		
<b>Objective</b>	4.1 Ensure efficiency in utilizing agency resources and financial data for management decision-making		
<b>Definition /Purpose</b>	<p>The purpose of this measure is to demonstrate the NTSB’s process to ensure its regulatory parts remain up-to-date and accurate. Executive Order (EO) 13579, “Regulation and Independent Regulatory Agencies,” issued July 11, 2011, directs independent regulatory agencies to review all regulations to ensure they are up-to-date and comply with the principles articulated in the order. The order states the “independent regulatory agencies should consider how best to promote retrospective analysis of rules that may be outdated, ineffective, insufficient, or excessively burdensome, and to modify, streamline, expand, or repeal them in accordance with what has been learned.”</p> <p>Although the NTSB is not an independent <i>regulatory</i> agency, it nevertheless has undertaken a retrospective review of its regulations. In the interest of transparency and ensuring its regulations accurately reflect the agency’s processes for investigations and hearings, as well as other administrative matters, such as the availability of information and the provision of deposition testimony, the NTSB has opted to review all its agency regulations and take action to update them and develop regulatory guidance to interpret regulations, where appropriate.</p> <p>This is a long-term measure that will be implemented over the next four to five years. The NTSB will take action to review and update, on average, 25 percent of its regulatory parts per year, for the next four years. Currently, the agency maintains 18 regulatory parts, all codified within title 49 of the <i>Code of Federal Regulations</i>.</p> <p>The NTSB will update various rulemaking parts in accordance with informal rulemaking procedure and solicit comments from the public. All phases can be worked on simultaneously and not in a specified order. Some regulations may surpass the four-year long-term goal, given the required comment period that must follow all notices of proposed rulemaking under the Administrative Procedure Act.</p>		
<b>Data Source</b>	NTSB Unified Regulatory Agenda; Executive Order 13579, “Regulation and Independent Regulatory Agencies” (76 FR 41587, July 14, 2011); 49 <i>Code of Regulations</i> parts 800, 801, 802, 803, 804, 805, 806, 807, 821, 825, 826, 830, 831, 835, 837, 840, 845, and 850.		
<b>Calculation</b>	The NTSB will update approximately 25 percent of its 18 regulatory parts in Fiscal Year 2016. The NTSB will compute this by a manual count of the number of parts updated for the fiscal year.		
<b>Limitations</b>	Staffing resources may hinder the NTSB’s progression of rulemaking projects. In addition, the technical nature of each rulemaking project may limit the agency’s fulfillment of its projected timeframes.		
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; padding: 2px;"><b>Measure Type:</b> Outcome</td> <td style="width: 50%; padding: 2px;"><b>New:</b> Yes</td> </tr> </table>		<b>Measure Type:</b> Outcome	<b>New:</b> Yes
<b>Measure Type:</b> Outcome	<b>New:</b> Yes		

Title	Number of activities supporting EEO and Diversity Outreach
<b>Objective</b>	4.2 Align and improve human capital planning and diversity
<b>Definition</b>	<p>The purpose of this measure is to improve the senior leadership’s (Office Directors &amp; Deputy Directors) engagement and collaborative efforts through their personal and direct participation in activities/initiatives that promote the NTSB’s Equal Employee Opportunity (EEO) and diversity outreach programs.</p> <p>Workforce diversity is defined as a collection of individual attributes that together help agencies pursue organizational objectives efficiently and effectively. These include, but are not limited to, characteristics such as national origin, language, race, color, disability, ethnicity, gender, age, religion, sexual orientation, gender identity, socioeconomic status, veteran status, and family structures. The concept also encompasses differences among people concerning where they are from and where they have lived and their differences of thought and life experiences.<sup>1</sup></p> <p>The senior leadership demonstrates a commitment to workforce diversity that values the uniqueness of individuals and their varied viewpoints by actively participating in any of the following:</p> <ul style="list-style-type: none"> <li>• Evaluates past hiring efforts that inform future outreach efforts to take positive actions to expand the pool of qualified applicants.</li> <li>• Designs and performs strategic outreach and recruitment to reach a diverse, qualified group of potential applicants to secure a high-performing workforce drawn from all segments of American society.</li> <li>• Collaborates with Human Resources Division (HRD) and the Office of Equal Employment Opportunity, Diversity and Inclusion (EEODI) regarding workforce initiatives.</li> <li>• Participates in outreach events with professional diverse organizations, employee resource groups, and other programs/activities that demonstrate a commitment to supporting the objectives of EEO and diversity programs.</li> <li>• Participates in networking and/or recruitment/outreach events at colleges and universities, including Historically Black Colleges and Universities, Hispanic Serving Institutes and Tribal Colleges and Universities to educate attendees on NTSB’s mission and our Science, Technology, Engineering, and Math (STEM) related internships and employment opportunities.</li> <li>• Partners with minority serving institutions by mentoring/coaching members/students and sharing opportunities about NTSB STEM and other careers.</li> <li>• Promotes NTSB employment/internship opportunities with a focus on STEM, targeting universities/organizations with a high concentration of minorities, women, individuals with disabilities, and/or veterans.</li> </ul>
<b>Data Source</b>	Recruitment data, training provided by the Office of EEODI, HRD activities/initiatives
<b>Calculation</b>	Manual count of activities in which Office Directors & Deputy Directors personally participated or led. Review data sources, action plans, and/or evidence of the activities/initiatives that support EEO and diversity outreach programs. This measure will be reported on an annual basis.
<b>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/initiatives.
<b>Measure Type:</b> Output	<b>New:</b> Yes

<sup>1</sup> Office of Personnel Management, <https://www.opm.gov/policy-data-oversight/diversity-and-inclusion/reports/diagencyspecificstrategicplanguidance.pdf>

<b>Title</b>	Number of employee engagement, satisfaction, and inclusion actions
<b>Objective</b>	4.3 Improve employee engagement, satisfaction, and inclusion
<b>Definition</b>	<p>The purpose of this measure is to improve NTSB’s employee engagement and inclusion to maximize their potential to contribute fully to the Agency’s mission. Effective workplace inclusion efforts promote opportunity, interaction, communication, information and decision-making to cultivate a culture that encourages collaboration, flexibility, and fairness to enable employees to contribute to their full potential and further retention. Inclusion can be defined as a culture that connects each employee to the organization; encourages collaboration, flexibility, and fairness; and leverages diversity throughout the organization so that all individuals are able to participate and contribute to their full potential<sup>2</sup>.</p> <p>Each office receives feedback regarding their engagement status based on informal or formal feedback, which may be derived from the Federal Employee Viewpoint Survey (FEVS), a tool that measures employees' perceptions of whether, and to what extent, conditions characterizing successful organizations are present in their agencies. The FEVS provides valuable insights into how employees feel about their jobs, and what their manager and agency leaders can do to increase their engagement, and make them feel more appreciated and productive.</p> <p>Each office demonstrates a commitment to workforce diversity and workplace inclusion and engagement that values the uniqueness of individuals and their varied viewpoints. Office senior executives, managers and supervisors actively engage with employees, showing respect for their diverse backgrounds, experiences, talents, abilities, thoughts, and opinions to encourage the open exchange of ideas.</p> <p>Among the actions which NTSB office senior executives, managers and supervisors may take to improve employee engagement are as follows:</p> <ul style="list-style-type: none"> <li>• Uses the results of the New IQ scan data, the FEVS, or other informal sources to gain insights into areas of focus to support a diverse and inclusive environment that fosters fairness, openness, cooperation, support, and empowerment.</li> <li>• Develops action plans and demonstrates improved employee inclusion and engagement by analyzing results of FEVS, formal or informal employee feedback, to take appropriate action.</li> <li>• Serves as mentors or coaches to develop employees to their full potential.</li> <li>• Provides employees with appropriate opportunities to learn and grow through special assignments, mentoring programs, details, workgroups, and challenging projects.</li> <li>• Communicates openly and frequently with employees to improve trust and establish an accepting environment that encourages cooperation and collaboration.</li> <li>• Recognizes, rewards, and/or promotes employees, as appropriate, for their accomplishments to show employees that their contributions are valued.</li> <li>• Partners with the EEODI office in leading Special Emphasis Programs to promote diversity within the workforce.</li> </ul>
<b>Data Source</b>	EVS results, training and development opportunities, detail/mentoring opportunities, employee feedback surveys, listening sessions, and other indicators identified appropriate for measurement.
<b>Calculation</b>	Manual count of the activities in which senior executives, managers and supervisors led to improve employee engagement, satisfaction and inclusion. Review data sources, action plans, and/or evidence of the activities/initiatives that engages employees and cultivates a high performing, motivated, and productive workforce. This measure will be reported on an annual basis.
<b>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/initiatives.
<b>Measure Type:</b>	Output
<b>New:</b>	Yes

<sup>2</sup> Office of Personnel Management. <https://www.opm.gov/policy-data-oversight/diversity-and-inclusion/reports/diagencystrategicplanguidance.pdf>

<b>Title</b>	Percentage of staff trained on the New Inclusion Quotient	
<b>Objective</b>	4.3 Improve employee engagement, satisfaction, and inclusion	
<b>Definition</b>	<p>The purpose of this measure is to improve employee engagement by evaluating and creating a more inclusive work environment by implementing the New Inclusive Quotient (IQ) derived from the Federal Employee Viewpoint Survey (FEVS). The FEVS is a tool that measures employees' perceptions of whether, and to what extent, conditions characterizing successful organizations are present in their agencies. The FEVS provides valuable insights into how employees feel about their jobs, what their manager and agency leaders can do to make them feel more engaged, more appreciated, and more productive. From the FEVS, 20 questions were taken to form the New Inclusive Quotient Perception Scan. The New IQ is synonymous with Inclusive Intelligence which can be defined as “the intentional, deliberate, and proactive acts that increase work group intelligence by making people feels they “belong” and are “uniquely” valued.”</p> <p>The New IQ is built on the concept that individual behaviors, repeated over time, form the habits that create the essential building blocks of an inclusive environment. The ideology shares a way to foster five inclusive habits: <b>fairness, openness, cooperation, support, and empowerment</b>. These behaviors can be learned, practiced, and developed into habits of inclusiveness and subsequently improve the inclusive intelligence of NTSB members.</p> <p>Implementation includes various stages and activities for completion. The NTSB’s first step in implementing this concept is to train employees on the New IQ. The goal is to leverage inclusive intelligence for engagement, innovation and collaboration. Review of the annual FEVS and the New IQ perception scan administered by the Office of EEODI will assist in gauging the agency’s perception on employee engagement and inclusiveness. Additional trainings and future implementation will be conducted based on the results of these surveys.</p>	
<b>Data Source</b>	Training provided by the Office of EEODI; FEVS: New IQ Perception Scan results	
<b>Calculation</b>	<p><b>At least 25% of staff in each office must be trained during the FY on the New IQ to count toward achievement of this measure.</b> Sign-in sheets by the Office of EEODI and/or the Office will be utilized to track attendance. To calculate the agency percentage, divide the total number of staff trained on the New IQ (numerator) by the total number of staff in the agency (denominator).</p> <p>For calculation purposes and standardization, total agency staff is 415 based on the FTE status as of 10/1/15. This measure will be reported on an annual basis.</p>	
<b>Limitations</b>	Factors beyond our control such as budgetary constraints, personnel resources, launch activity may affect training completion.	
<b>Measure Type:</b>	Outcome	<b>New:</b> Yes