National Transportation Safety Board

Fiscal Year 2023 Annual Strategic Performance Report

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Acronyms and Initialisms

AS	Office of Aviation Safety
ASPR	Annual Strategic Performance Report
CDT	Career Development and Training
CPIC	capital planning and investment control
DEIA	diversity, equity, inclusion, and accessibility
EEODI	Office of Equal Employment Opportunity, Diversity, and Inclusion
FY	fiscal year
GAO	Government Accountability Office
GC	Office of General Counsel
HCT	Office of Human Capital Planning and Training
HS	Office of Highway Safety
IT	information technology
KPI	key performance indicator
MD	Office of the Managing Director
METIWG	Multimodal Emerging Technology Investigations Working Group
NTSB	National Transportation Safety Board
OCFO	Office of the Chief Financial Officer
OCIO	Office of the Chief Information Officer
OMB	Office of Management and Budget
RE	Office of Research and Engineering
RPH	Office of Railroad, Pipeline and Hazardous Materials Investigations
SORN	system-of-records notice

Who We Are and What We Do

The NTSB is an independent federal agency charged by Congress with investigating every civil aviation accident in the United States and significant events in the other modes of transportation—railroad, transit, highway, marine, pipeline, and commercial space. We determine the probable causes of the accidents and events we investigate, and issue safety recommendations aimed at preventing future occurrences. In addition, we conduct transportation safety research studies and offer information and other assistance to family members and survivors for each accident or event we investigate. Additionally, we serve as the appellate authority for enforcement actions involving aviation and mariner certificates issued by the Federal Aviation Administration (FAA) and US Coast Guard, and we adjudicate appeals of civil penalty actions taken by the FAA.

Our Mission

Making transportation safer. We carry out our mission by—

- Maintaining our congressionally mandated independence.
- Conducting objective, thorough, and timely investigations and safety studies.
- Deciding fairly and objectively appeals of enforcement actions by the FAA and US Coast Guard and certificate denials by the FAA.
- Advocating for implementation of safety recommendations.
- Assisting victims and survivors of transportation disasters and their families.

Our Core Values
Integrity

Transparency

Independence

Excellence

Diversity and Inclusion

About this Report

The NTSB's Fiscal Year (FY) 2023 Annual Strategic Performance Report (ASPR) communicates the agency's progress towards achieving its strategic objectives and performance goals based on our FY 2023 Annual Strategic Performance Plan (which covers the FY 2023 budget execution year). The ASPR complies with the Government Performance and Results Modernization Act of 2010 and the Office of Management and Budget's (OMB's) Circular A-11, Part 6. The ASPR assesses how the NTSB's performance measures and results align with its mission and functions and provides detailed performance-related information to the president, Congress, and the American people.

This report includes three strategic goals:

- Ensuring we are prepared for investigations involving emerging transportation technologies and systems.
- Improving processes and products.
- Optimizing organizational effectiveness and efficiency.

These goals are designed to maximize the NTSB's impact on transportation safety through comprehensive, timely accident investigations enabled by exceptional operational support services. Figure 1 shows our strategic goals and objectives.

Summary of Goals and Objectives

Strategic Goal 1
Ensure our preparedness for investigations involving emerging transportation technologies and systems

Strategic Objective 1.1: Prepare the agency for new transportation technologies and systems

Strategic Goal 2
Improve processes and products

Strategic Objective 2.1: Improve enterprise data governance

Strategic Objective 2.2: Enhance enterprise risk management

Strategic Objective 2.3: Improve information technology planning

Strategic Objective 2.4: Improve the effectiveness of agency processes and products

Strategic Goal 3
Optimize organizational effectiveness and efficiency

Strategic Objective 3.1: Strengthen human capital planning

Strategic Objective 3.2: Engage, connect, and protect the workforce

Strategic Objective 3.3: Develop model supervisors and leaders

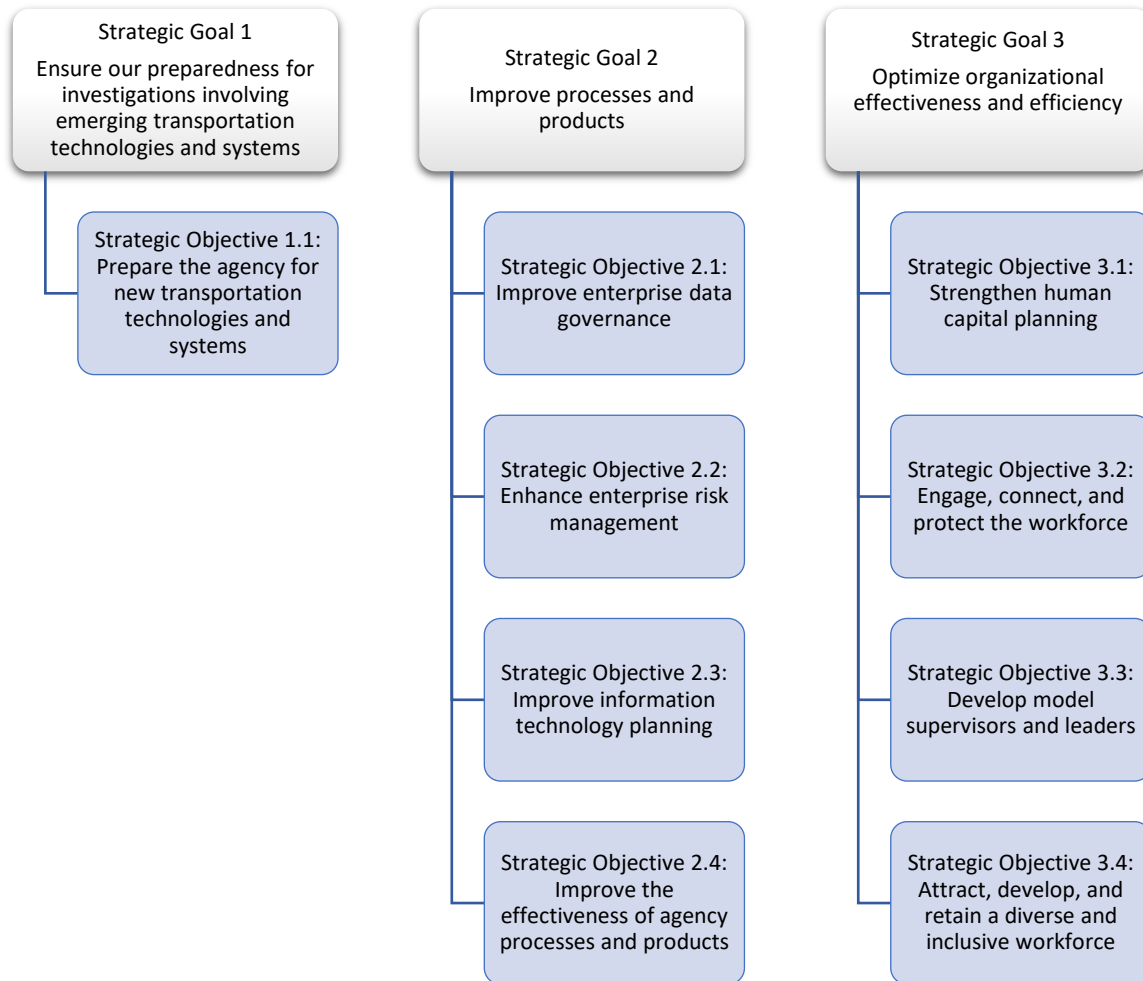**Strategic Objective 3.4:** Attract, develop, and retain a diverse and inclusive workforce

Figure 1: NTSB Strategic Goals and Objectives

Improving Strategic Performance Management

Performance and Evidence

In response to the Government Accountability Office's (GAO's) August 2023 _Report to Congressional Requesters on the NTSB_, we have taken a fresh approach to establishing and reporting on our performance outcomes and future plans to better align with the Government Performance and Results Modernization Act of 2010. The report highlighted the NTSB's management and operations needs and made six recommendations to improve our performance.[1] The GAO report found that the NTSB can do a better job of making sure that strategic plans, annual performance plans, and annual performance reports fully meet all statutory requirements.

In implementing our strategic goals and objectives, we developed performance metrics that focused not only on legislative and statutory requirements that govern what we do, but also on the operational enhancements needed to efficiently, reliably, deliver timely mission outcomes. In addition, we continued to aggressively recruit and train our staff to accomplish our goals now and into the future.

Program and Process Evaluation

The agency will incorporate a more detailed summary of mission program/process evaluation findings in future reports. We have begun using a rigorous process and data evaluation to increase our knowledge of what works and why and to ensure that more data is transparent and open to the public. We continue to evaluate our annual performance plan metrics with the leadership team on a quarterly basis. During these quarterly discussions, we review and evaluate our objectives and metrics to determine how we are progressing. These discussions have led to several updates and provide a regular forum for open dialogue and coordination between office leadership, bringing together different perspectives to set and align priorities, identify and solve problems, review agency performance goals, and drive evidence-informed decisions and results. As we continue to gather more qualitative and quantitative data, we will incorporate this evaluation process in a more standardized and formalized process. In future annual performance plans and reports, we will publish yearly performance goals to support the strategic performance goals.

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[1] Government Accountability Office. _National Transportation Safety Board: Additional Actions Needed to Improve Management and Operations_. GAO-23-105853. (Washington, DC: GAO, 2023). The six recommendations are currently in open status.

Risk Management

Planning to achieve our goals requires identifying and properly treating risks to our programs, operations, and activities. To do this, we continue to implement our enterprise risk management program by working with offices and expert staff to pinpoint conditions and events that could negatively impact mission achievement. The accuracy and reliability of our performance information reduces the risk of inaccurate data so Congress and the public can be confident in our self-assessment results. The agency strives to manage risks effectively and proactively to ensure that necessary resources are allocated for our mission-critical priorities to continue to move forward.

Using Data to Achieve Outcomes

In 2022, we welcomed a chief data scientist to the Office of the Managing Director (MD), and we are now recruiting an SES-level chief data officer to improve our use of data to inform decisions. The chief data scientist has partnered with the agency's Data Governance Board, offices, and other staff to align data use and management to achieve the goals and outcomes in our FY 2022–2026 Strategic Plan. The agency is making its data assets more available externally to the public and internally to staff, increasing data literacy across the workforce, and highlighting data used to measure strategic outcomes through an enterprise strategic management dashboard.

Key Management Challenges

Our ability to achieve our strategic goals may be influenced by changes in transportation safety, increasing complexity of systems that we investigate; other federal, state, and local government activities; national priorities; and resource availability to:

- Ensure that we understand new technologies in all modes of transportation and hire and train accordingly.
- Recruit, retain, and develop highly skilled and diverse staff, particularly when competing against the private sector.

Planned Actions to Address These Challenges

Our talented workforce is our most valued asset in meeting our mission requirements. A talented, diverse, high-performing, and knowledgeable workforce is essential to fulfilling our mission to keep the traveling public safe. As a knowledge-

based organization, we must attract and retain the top talent in an increasingly competitive job market.

The agency continues to use our Multimodal Emerging Technology Investigations Working Group (METIWG) to ensure we are equipped to conduct comprehensive investigations addressing emerging technologies in transportation. This requires continuing staff development and acquisition of the tools and equipment necessary to understand and investigate accidents involving these advanced systems and technologies. In FY 2023, we continued to assess the necessary tools and equipment in emerging transportation technologies and determined how best to approach them from a multimodal perspective. The METIWG has provided recommendations to ensure we continue to be prepared for these evolving technologies.

We obtained direct-hire authority from OMB, which has successfully aided in our recruiting efforts in mission-critical occupations at the agency. Our Safety and Employee Wellness Programs equip our employees with training and tools to safeguard their wellness at the individual and organizational levels. We use effective long-range planning, open communication with lawmakers and industry, a talent-management process that is responsive to the needs of agency human capital trends, and improved employee engagement to address these challenges. In FY 2023 and beyond, recruitment efforts will continue to focus on building entry-level capacity, addressing evolving technologies, and succession planning.

Fiscal Year 2023 Results Highlights

FY 2023 was the second year of reporting on our FY 2022–2024 strategic plan. During FY 2023, we continued some FY 2022 metrics beyond the baseline targets to showcase our continued progress in achieving our objectives. We also modified and updated some metrics to reflect current activities and the results of baseline metrics. We continued to focus on an agile approach to our metrics, using cross-agency working groups and teams to evaluate specific processes and products to support our mission.

Overall, we exceeded ten, met one, and reassessed one of the 12 metrics reported on this fiscal year.

Metric: Develop a draft workforce development plan
Metric Reassessed

Comprehensive analysis of the agency's human capital and workload data and information (evidence) was an essential prerequisite to starting the human capital development planning phase. Therefore, in FY 2023, we refocused our efforts on facilitating this human capital analysis, ensuring that we had automated access to the hiring data; working on the backlog of vacancies as requested by OMB; and obtaining and implementing direct hire authority for our mission-critical positions. Additionally, based on feedback received from the GAO audit, this metric will be streamlined, and we will refocus our strategic workforce planning efforts for 2024.

Below are highlights of our FY 2023 performance metric results. Table 1 provides more detailed information on these highlights.

- The METIWG worked with the Career Development and Training (CDT) Division to recommend and review off-the-shelf automation courses. Together, members:
  - o Evaluated off-the-shelf virtual and in-person emergent technology training courses and conferences.
  - o Developed topics and a statement of work for a dedicated automation training course for NTSB investigators.
  - o Provided seven priority recommendations to the MD for future implementation.
- We successfully recruited and hired the agency's first chief human capital officer to lead our human capital efforts. In pursuit of these efforts, we accomplished the following:
  - o Received direct-hire authority for all mission-critical occupations from OPM.
  - o Analyzed the Aviation Safety (AS) investigator positions and determined criteria and staffing levels to support our mission.
  - o Facilitated an increase in the Office of Railroad, Pipeline and Hazardous Materials Investigations (RPH) investigators to support a surge in mission-critical work, as well as identified mission-critical job series.
  - o Implemented a new branch chief organizational structure in RPH to better develop and enable staff to accomplish our mission.
- We successfully implemented and executed our customer experience improvement strategy through a formal benchmarking report and participation in the government-wide Technology Modernization Fund.
- We implemented **109** agencywide diversity, equity, inclusion, and accessibility (DEIA) strategies and actions, compared to our target of **39**.

Table 1: FY 2023 Performance Metrics Results at a Glance

Measure	Measure Name	Office	FY 2022 Result	FY 2023 Target	FY 2023 Result	Exceeded Met Reassessed
1.1.1	Implement proposed emerging transportation technologies recommendations identified by the multimodal team	Agency (AS/MD Led)	Recommendation report submitted to MD	Two recommendations implemented	Four recommendations implemented	Exceeded
2.1.1	Develop a new system-of-records notice (SORN) for agency data analytics*	Agency (MD Led w/ Office of the Chief Financial Officer [OCFO] and General Counsel [GC])	Draft SORN for data analytics submitted to Data Governance Body for review	Publish SORN to *Federal Register*	SORN received approval and finalized. Agency labor cost timecard data was added to the data analytics platform for analysis based on new SORN	Exceeded
2.1.2	Develop and publish an approved data-strategy document	Agency (MD Led)	Completed maturity assessment and a data analytics infrastructure pilot; platform implemented	Data strategy document published	Data strategy document was published ahead of schedule and the agency began execution (data skills training, hiring data-oriented staff).	Exceeded
2.1.3	Develop agency strategic and operational key performance indicators (KPIs) to assess progress	Agency (MD Led)	Not applicable	KPIs and definitions developed	KPI metric developed and KPI dashboard created	Exceeded
2.3.1	Establish a capital planning an investment control (CPIC) process	Agency (Office of the Chief Information Officer [OCIO] Led)	Revised operations bulletin submitted for approval	Revised CPIC process implemented with quarterly Information Technology (IT) Investment Review Board meetings	Implemented CPIC process on one IT investment that is pending approval; published CPIC policy and eBook	Exceeded
2.4.1	Establish a digital services customer experience improvement strategy	Agency (Office of Safety Recommendations and Communications [SRC] Led)	Not applicable	Customer experience improvement strategy developed	Customer experience improvement strategy implemented through a formal benchmarking report and NTSB's participation in the government-wide Technology Modernization Fund to execute customer experience improvement	Exceeded
2.4.2	Complete 50% of selected Product Management Application reviews on time	Agency (MD Led)	Not applicable	50% of selected PMA reviews completed on time	A minimum of 62% of reviews completed on time. Three PMA process improvement recommendations implemented	Exceeded

*This is the only metric with results in FY 2021. All other metrics were established in the new FY 2022–2026 Strategic Plan and reporting began in FY 2022. The SORN final report was submitted and approved through the *Federal Register*, and we began implementing some recommendations in FY 2021. For detailed information on FY 2021 data, please see our agency reports at https://www.ntsb.gov/about/reports/Pages/default.aspx.

Measure	Measure Name	Office	FY 2022 Result	FY 2023 Target	FY 2023 Result	Exceeded Met Reassessed
3.1.1	Develop a draft workforce development plan	Agency (Office of Human Capital Planning and Training [HCT] Led)	Not applicable	Draft workforce development plan created	Reassessed metric to prioritize hiring in FY23	Reassessed
3.1.2	Structure and grow the workforce to align with the agency's strategic direction	Agency (HCT Led)	Not applicable	Complete a restructuring action in one modal office	1 modal office restructuring action plan implemented	Exceeded
3.2.1	Develop and pilot an enhanced Accident Investigation Risk Management Worksheet for regional AS staff to improve on-scene risk identification and mitigation (metric title updated midyear)	Agency (MD/OCIO Led)	Not applicable	Pilot an enhanced online Accident Investigation Risk Management Worksheet for regional AS staff (target updated midyear)	Pilot enhanced Risk Management Worksheet drafted for AS staff and all modes. Online portion of pilot delayed by funding availability, but still anticipated to begin for regional AS staff in early November 2023	Met
3.3.1	Implement two career development roadmap enhancements	Agency (HCT/CDT Led)	Five career development roadmaps implemented	Two career development roadmap enhancements implemented	Six career development roadmap enhancements implemented	Exceeded
3.4.1	Support and implement DEIA strategic plan strategies and actions	Agency (Office of Equal Employment Opportunity Diversity and Inclusion [EEODI] Led)	Twenty DEIA trainings conducted	Three DEIA strategic plan strategies and actions per office (agency target: 39)	109 agency DEIA strategic plan strategies and actions completed	Exceeded

*This is the only metric with results in FY 2021. All other metrics were established in the new FY 2022–2026 Strategic Plan and reporting began in FY 2022. The SORN final report was submitted and approved through the *Federal Register*, and we began implementing some recommendations in FY 2021. For detailed information on FY 2021 data, please see our agency reports at https://www.ntsb.gov/about/reports/Pages/default.aspx.

Strategic Goal 1: Ensure our Preparedness for Investigations Involving Emerging Transportation Technologies and Systems

Objective 1.1: Prepare the Agency for New Transportation Technologies and Systems

<u>Strategic Objective Overview</u>

Examining the operational concepts and risks associated with emerging and evolving transportation technologies helps us understand how investigations involving these technologies will need to be conducted in the future. Our ability to conduct comprehensive investigations involving advanced systems and technologies will require continuous staff development, as well as the tools and equipment needed to document and analyze the associated investigative evidence. The METIWG provided several recommendations on staff training from a multimodal perspective that will support agency efforts to enhance preparations for the transportation challenges of the future.

<u>Progress Update</u>

Performance Metric 1.1.1: Implement proposed emerging transportation technologies recommendations identified by the multimodal team

Table 2. Performance Metric 1.1.1

Office	FY 2021 Result	FY 2022 Result	FY 2023 Target	FY 2023 Result
Agency (MD Led)	Not applicable	Recommendation report submitted to MD	Two recommendations implemented	Four recommendations implemented

Accomplishments
- Developed topics and a statement of work for dedicated automation training course with the CDT Division.
- Reviewed and recommend off-the-shelf automation training courses to the CDT Division, with 21 NTSB personnel evaluating.
- NTSB investigators attended several emerging technology conferences to gain knowledge and expertise.
- NTSB modal offices completed additional emerging technology actions in their offices based on the METIWG meetings and evaluations.

- o AS Initiated "OAS Into the Future" working group to examine AS hiring and training needs for emergent tech and to address any other technical gaps.
    - o The Office of Highway Safety (HS) organized an in-person, 1-day workshop to discuss the NTSB investigative process with Level 4 vehicle automation developers, industry stakeholders, and other federal agencies.
    - o The Office of Research and Engineering (RE) conducted a multimodal assessment of automated vehicles as a safety research topic.
    - o The Office of Marine Safety participated in the Ship Operations Cooperative Program Spring Maritime Autonomous Ship Symposium.
- The METIWG provided multiple priority recommendations to the MD for future implementation to enable staff professional development, cross-modal knowledge sharing, and collaboration with external stakeholders to further our expertise with emerging transportation technologies.

Strategic Goal 2: Improve Processes and Products

Objective 2.1: Improve Enterprise Data Governance

Strategic Objective Overview

Data is part of everything we do, from investigations to management. It is imperative that we understand and ensure that data is used effectively and efficiently to fulfill our mission. Developing a data governance plan that fits our organization gives us enterprise-level oversight of data assets, their value, and their impact on the agency's changing business operations.[2]

We focused on improving how we leverage existing data to facilitate, update, and effectively manage our work. We began integrating data-informed assessments into our organization to enhance organizational performance and decision-making by more intricately linking objectives, strategy, and risk. We began using the data maturity assessment outcomes to develop and implement a multiyear data strategy and governance plan, as prescribed by the _Federal Data Strategy, 2021 Action Plan._

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[2] A data governance plan includes the specific initiatives needed to improve agency data management quality, use, and access to support agency priority projects. See _Federal Data Strategy, 2021 Action Plan._

The Data Governance Body formed a working group in FY 2022 representing the MD, GC, OCFO, and HCT offices to identify policy and guidance needs. In FY 2023, the working group recommended expanding the task beyond creating guidance to developing a new NTSB system-of-records notice (SORN) for data analytics that will define agency use of data from combined datasets. We continued to evaluate our current capabilities to help us establish better strategic communication with leadership regarding data improvement initiatives.

Progress Update

Performance Metric 2.1.1: Develop a new system-of-records notice for agency data analytics

Table 3. Performance Metric 2.2.1

Office	FY 2021 Result	FY 2022 Result	FY 2023 Target	FY 2023 Result
Agency (MD Led)	Not applicable	Not applicable	Publish SORN to *Federal Register*	SORN received approval and finalized. Agency labor cost timecard data was added to the data analytics platform for analysis based on new SORN

Accomplishments
- The SORN submitted to the *Federal Register* cleared OMB's Office of Information and Regulatory Affairs review and was published at the *Federal Register* on June 22, 2023, and finalized.
- Agency labor cost timecard data have been added to the data analytics platform production environment and are currently available for analysis and review by agency leadership, in accordance with the new SORN.

Performance Metric 2.1.2: Develop and publish an approved data strategy document

Table 4. Performance Metric 2.1.2

Office	FY 2021 Result	FY 2022 Result	FY 2023 Target	FY 2023 Result
Agency (MD Led)	Not applicable	Completed maturity assessment and a data analytics infrastructure pilot: platform implemented	Data strategy document published	Data strategy plan was approved by the Board and published to NTSB.gov on March 30, 2023

Accomplishments
- The data strategy document was completed ahead of schedule and published to NTSB.gov.
- The agency has begun developing and defining mission and operational metrics; recommendations for implementation are pending a Data Governance Body review.

Performance Metric 2.1.3: Develop agency strategic and operational key performance indicators to assess progress

Table 5. Performance Metric 2.1.3

Office	FY 2021 Result	FY 2022 Result	FY 2023 Target	FY 2023 Result
Agency (MD Led)	Not applicable	Not applicable	KPIs and definitions developed	KPIs developed and KPI dashboard created

Accomplishments
- The KPI working group finalized KPIs for data tracking beginning in FY 2024.
- The chief data scientist developed the KPI dashboard and began analyzing current data. This KPI dashboard provides an agencywide view of the performance data being provided to senior leadership to inform agency decision-making.

Objective 2.3: Improve Information Technology Planning

Strategic Objective Overview

Maturing and aligning our agency's budgeting, acquisition, and IT processes continue to be a priority for us to improve strategic planning for our critical technology needs. We continue to project our need for technology enhancements over the next 5 years by implementing a CPIC new lifecycle process. We have begun to assess our current IT processes by developing a 5-year IT strategic roadmap to identify enhancements and address critical agency needs more strategically. The newly adopted CPIC policy ensures we systematically select, manage, and evaluate IT investments, which ensures critical data systems and data are available and accessible.

A CPIC electronic standard operating procedures (SOPs) guide (eBook) will be located on the agency's internal portal and will include guidance on the responsibilities described in the CPIC operations bulletin.

Progress Update

Performance Metric 2.3.1: Establish a capital planning and investment control process

Table 6. Performance Metric 2.3.1

Office	FY 2021 Result	FY 2022 Result	FY 2023 Target	FY 2023 Result
Agency (OCIO Led)	Not applicable	Revised operations bulletin submitted for approval	Revised CPIC process implemented with quarterly IT Investment Review Board meetings	CPIC policy and eBook published. One IT investment pending approval

Accomplishments
- CPIC operations bulletin was approved and published to the agency's internal website.
- Developed and implemented a CPIC electronic SOPs eBook to include guidance on the responsibilities described in the CPIC operations bulletin.
- Quarterly Executive Investment Review Board meetings established and held. The review board evaluated the list of upcoming IT investments, and one IT investment is pending approval.

Objective 2.4: Improve the Effectiveness of Agency Processes and Products

Strategic Objective Overview

Effective processes and products improve agency operations and our engagement with our stakeholders, which are important to successfully conduct the agency's mission. We must ensure key agency products—including our website, which enhances customers' understanding of the safety issue areas from our investigations—remain adaptable to a fast-changing transportation environment. We continue to evaluate and improve our processes and products, which promotes efficiency and responsiveness. In accordance with the Foundations for Evidence-Based Policymaking Act of 2018 (Evidence Act) and the OMB's Memorandum M-19-23, we are increasing our use of data to decide how best to allocate resources and achieve program objectives.

Our increased capability in data analytics and access to new sources of data has helped us improve our investigative and business operations and products to inform decisions. For instance, we cannot successfully improve our processes and products without real-time feedback from those who come to the NTSB for information or services, whether they are visiting our website to read our reports, seeking investigative trends via our data query tool, or using our advocacy resources to implement NTSB safety recommendations.

In addition, ensuring our internal process are streamlined and effective has provided better ways to make us more adaptable to the changing landscape and contributed to our success as an agency. Improving the efficiency of document reviews in our internal Product Management Application (PMA), beginning with developing an internal dashboard to track reviews, has helped us standardize documents and increase review timeliness. We have developed better definitions of PMA approval responses, which has increased use of the most relevant response in each approval.

Performance Metric 2.4.1: Establish a digital services customer experience improvement strategy

Table 7. Performance Metric 2.4.1

Office	FY 2021 Result	FY 2022 Result	FY 2023 Target	FY 2023 Result
Agency (SRC Led)	Not applicable	Not applicable	Customer experience improvement strategy developed	Customer experience improvement strategy implemented through a formal benchmarking report and the NTSB's participation in the government-wide TMF.

Accomplishments
- SRC created a benchmarking report on NTSB customer service processes, including recommendations for improving processes and creating a formal customer experience program.
- The NTSB's participation in the governmentwide Technology Modernization Fund was initiated to implement our customer experience improvement projects.
- The GC developed, cleared, and published a 60-day Paperwork Reduction Act notice at the *Federal Register*. GC has developed a 30-day Paperwork Reduction Act notice that is currently under Board review.
- SRC connected with the NTSB data team and regularly received feedback regarding systems such as CAROL. SRC provided usability advice regarding the proposed changes to the CAROL main landing page, which rolled out in July 2023.

Performance Metric 2.4.2: Fifty percent of selected Product Management Application reviews completed on time

Table 8. Performance Metric 2.4.2

Office	FY 2021 Result	FY 2022 Result	FY 2023 Target	FY 2023 Result
Agency (MD Led)	Not applicable	Not applicable	50% of selected PMA reviews completed on time	At least 62% of selected PMA reviews completed on time; three PMA process improvement recommendations implemented

Accomplishments

The offices saw improved approval submissions as the year progressed, and several recommendations were implemented to improve efficiency and timeliness.

- Of the one plan and two reports reported on this fiscal year, we received the following improved results:
  - FY 2022 ASPR: concurrence: 62% on time; MD approval: 100% on time.
  - FY 2023 Annual Strategic Performance Plan: feedback: 77% and 100% on time.
  - Calendar Year 2023 Annual Report to Congress: feedback, 86% on time; concurrences: 85% and 100% on time.
- Implemented three PMA recommendations, which assisted in process and timeliness improvements.
  - Developed approval category response definitions for better clarity for office response.
  - An office director legend and color-coding definitions were developed and implemented to improve timeliness.
  - A "new" indicator was added beside the "to-do" items and flagged if they were uploaded in PMA within the last 72 hours to improve efficiency and reduce errors.

Strategic Goal 3: Optimize Organizational Effectiveness and Efficiency

Objective 3.1: Strengthen Human Capital Planning

<u>Strategic Objective Overview</u>

As technological advances transform transportation products and services at an astonishing rate, we know it is critical to remain aligned with changing trends. This has created the need for the NTSB to conduct a comprehensive strategic workforce planning analysis to project future workload and assess the skill levels, competencies, structure, and number of employees necessary to conduct our mission. We continue to assess our current human capital planning processes to identify enhancements that will allow us to address staffing needs more strategically.

Our future ability to adequately staff investigations, keep pace with rapidly advancing technology, and provide sufficient support services relies on our ability to forecast workload and determine the appropriate skills and numbers of employees needed to conduct our mission. We determined that increasing our workforce staffing levels was critical to our success as an agency. We began focusing on direct-hire authority to ensure we aligned with our agency request to Congress and with the changing transportation trends and ahead. The agency's current staffing goal is 435.[3]

Progress Update

Performance Metric 3.1.1: Develop a draft workforce development plan

Table 9: Performance Metric 3.1.1

Office	FY 2021 Result	FY 2022 Result	FY 2023 Target	FY 2023 Result
Agency (HCT Led)	Not applicable	Not applicable	Draft workforce development plan developed	Metric Reassessed

Metric Reassessed

Comprehensive analysis of the agency's human capital and workload data and information (evidence) was an essential prerequisite to starting the human capital development planning phase. Therefore, in FY 2023, we refocused our efforts on facilitating this human capital analysis, ensuring that we had automated access to the hiring data; working on the backlog of vacancies as requested by OMB; and obtaining direct-hire authority for our mission-critical positions. Additionally, based on feedback received from the GAO audit, this metric will be streamlined, and we will refocus our strategic workforce planning efforts for 2024.

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[3] As of this report's publication date.

Performance Metric 3.1.2: Structure and grow the workforce to align with the agency's strategic direction

Table 10: Performance Metric 3.1.2

Office	FY 2021 Result	FY 2022 Result	FY 2023 Target	FY 2023 Result
Agency (HCT Led)	Not applicable	Not applicable	Complete a restructuring action in one modal office	One modal office restructuring action plan implemented

Accomplishments
- We successfully hired the agency's first chief human capital officer to lead our human capital efforts. Specifically, we accomplished the following:
  - Received direct-hire authority for all mission-critical occupations from OMB.
  - Analyzed AS investigator positions and determined criteria and staffing levels to support our mission.
  - Facilitated an increase in RPH investigators to support a surge in mission-critical work. We identified mission-critical job series, and finalized RPH restructuring to create four branches in the Railroad division, creating separate branches for the Pipeline and Hazardous Materials Divisions. The branch structure has helped with work distribution at the supervisor level, giving supervisors more time to focus on staff training and development needs and on work products.
- Established a new Travel Division in OCFO, staffed the division chief position, and hired two new employees to staff the branch.
- Continued enhancing our current hiring dashboard.

Objective 3.2: Engage, Connect, and Protect the Workforce

Strategic Objective Overview

We continue to empower staff with collaborative and integrated tools to optimize their contributions, fueling business process improvement and increasing our efficiency. Continued employee engagement is key to maintaining and increasing our performance. We also continue to implement security practices that enhance our preparedness for and resilience to personal and operational risks. Assessing our on-scene hazards has been critical to ensuring the safety of our employees. With the most

recent pandemic, it is necessary to review and revise these tools to keep pace with all new safety and health requirements.

Progress Update

Performance Metric 3.2.1: Develop a pilot enhanced Accident Investigation Risk Management Worksheet for Regional AS to improve on-scene risk identification and mitigation

Table 11: Performance Metric 3.2.1

Office	FY 2021 Result	FY 2022 Result	FY 2023 Target	FY 2023 Result
Agency (MD/OCIO Led)	Not applicable	Not applicable	Pilot an enhanced online Accident Investigation Risk Management Worksheet for Regional AS	Pilot enhanced Risk Management Worksheet drafted for all modes. Online portion of pilot delayed by funding availability.

Accomplishments
- The pilot enhanced Risk Management Worksheet drafted for AS and all modes. The online portion of pilot was delayed by funding availability, but still anticipate beginning for regional AS in early November.
- We reassessed the pilot plan and implementation target for the workflow pieces to instead include all modes, not just regional AS, but was delayed by availability of funds.

Objective 3.3: Develop Model Supervisors and Leaders

Strategic Objective Overview

The agency continues to develop future leaders by providing continuous learning and development opportunities. We began to define and identify our current leaders' core competencies and training needs, and we provided learning and development opportunities to meet future challenges, build capacity, and transfer knowledge through succession planning. We developed a strategic talent management approach through career development roadmaps. We continue to enhance the implementation of these roadmaps to increase our workforce's skills and competencies, especially in the increasingly complex transportation safety industry.

Progress Update

Performance Metric 3.3.1: Implement Two Career Development Roadmap Enhancements

Table 12. Performance Metric 3.3.1

Office	FY 2021 Result	FY 2022 Result	FY 2023 Target	FY 2023 Result
Agency (HCT Led)	Not applicable	Five career development roadmaps created	Two career development roadmap enhancements	Six career development roadmap enhancements implemented

Accomplishments
- Created specialized learning tracks to support the career development roadmaps. Hosted a brown bag for all employees to introduce the learning tracks.
- Planned and delivered speed mentoring in-person event and developed a plan for formal mentoring program.
- Made enhancements to the roadmaps by using a newly extended "leadership library" that was obtained in late 2022 as an extended library to our SkillSoft courses. Used newly added library to create multiple leadership tracks with emphasis on competencies at each employee level.

Objective 3.4: Attract, Develop, and Retain a Diverse and Inclusive Workforce

Strategic Objective Overview

Our diverse, multicultural, and multitalented workforce contributes a rich range of experience and expertise to the agency's mission. Our success depends on an effective, highly skilled, engaged, and inclusive workforce. To accomplish our mission objectives, our small agency must operate cohesively and be engaged and trained on new systems, technologies, and risks. We promoted diversity, awareness, inclusion, and mutual respect within our workforce so that every staff member had an equal opportunity to contribute and succeed. By implementing strategies and actions outlined in our DEIA strategic plan,[4] we remain committed to a workplace where

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[4] The DEIA strategic plan is mandated by Executive Order 14035, Advancing Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce.

people are valued, respected, and treated fairly. We continue to focus on recruiting, retaining, and training staff with the right mix of skills.

Progress Update

Performance Metric 3.4.1: Support and implement three diversity, equity, inclusion, and accessibility strategic plan strategies and actions

Table 13. Performance Metric 3.4.1

Office	FY 2021 Result	FY 2022 Result	FY 2023 Target	FY 2023 Result
Agency (EEODI Led)	Not applicable	20 DEIA trainings completed	Agency Target: 39 (three DEIA strategies and actions per office)	109 DEIA strategies and actions completed

Accomplishments
- 109 agency DEIA strategies and actions were conducted at the agency, Board, executive, and office levels for the fiscal year, including the following:

  - EEODI chief diversity officer applied, was selected, and participated in Chief Diversity Officer Boot Camp sponsored by Partnership for Public Service.
  - The MD launched an NTSB-wide telework trial to include the agency's first guidance document for use as a strategic tool to recruit and retain the most diverse workforce, regardless of location.
  - HCT, MD, HS, RE, and SRC leadership participated in the agency's first NTSB's Women History Month Speed Mentoring event.
  - Several offices have begun analyzing our most recent Federal Employee Viewpoint Survey to construct short-term and long-term recommendations related to DEIA and engagement improvements.
  - To ensure equity in work assignments, the Office of Administrative Law Judges (ALJ) undertook a complete review of the position descriptions of all support staff and cross-matched the listed duties with the actual work assignments with which they were tasked. By doing so, ALJ was able to correct substantial mismatches between the duties listed in the position descriptions and the actual assigned duties for four members of the ALJ support staff.
  - HS held its first in-person all hands meeting since returning to the office, welcoming new investigative staff.
  - OCIO provided shadow opportunities to expand and motivate staff throughout the year.

- RPH developed a new-hire course in anticipation of new employees that will be hired in FY 2023. RPH onboarded 16 new employees in FY 2023. This class will help integrate new employees into the NTSB while continuing to meet mission goals.
- RPH senior leadership traveled to regional locations to conduct listening sessions with staff.
- OCFO held a teambuilding off-site event that promoted DEIA awareness, training, and discussion.
- The Office of Marine Safety director signed the Marine Engagement Panel Charter (MEP).
    - MEP presented three to five actions to the director to improve employee engagement, diversity, and inclusion.
    - Conducted moderated listening sessions for employees to discuss MEP action items.
- An RE hiring manager found that the agency was not using a LinkedIn feature that allows the agency to push information, like vacancy announcements, out to people who had certain key words in their biographies. RE used that feature to push out our recorders specialist vacancy announcement in addition to our normal diverse marketing strategy, as well as a podcast about a day on the job with current recorders specialists. As a result, the hiring manager had multiple contacts with people who were interested in the positions.
- SRC hosted an office-wide asset inventory to help staff see how others appreciate their strengths, including a DEIA perspective. It also hosted a communications style workshop to bring awareness of DEIA attributes and strengths. SRC supports DEIA messaging by developing DEIA-specific articles and spotlighting offices and teams across the agency via our intranet. SRC also hosted a summer intern from the Chickasaw Nation.
- Many offices participated in the following DEIA training (and others):
    - Fireside Chat with Google's Chief Diversity Officer
    - Handling reasonable accommodation requests
    - Section 508 Accessibility Standards—a focus on conformance testing (part of the DEIA Inclusion, Engagement, and Retention Series)
    - EEODI monthly diversity and inclusion programs and webinars