

National Transportation Safety Board
Strategic Human Capital Plan
FY 2011 - 2016



September 30, 2011



**National
Transportation
Safety Board**

Strategic Human Capital Plan

National Transportation Safety Board Fiscal Years 2011 through 2016

Prepared and Maintained by:
Chief Human Capital Officer

September 30, 2011



**National Transportation Safety Board
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TABLE OF CONTENTS

MESSAGE FROM THE CHAIRMAN

SECTION 1: INTRODUCTION	1
1.1 THE NTSB MISSION AND STRATEGIC PLAN.....	2
1.2 HUMAN CAPITAL MANAGEMENT SYSTEMS	3
SECTION 2: THE ENVIRONMENT AND THE WORKFORCE	4
2.1 Workforce Demographic Analysis	5
2.2 Competency Gaps	10
SECTION 3: HUMAN CAPITAL STRATEGIC OBJECTIVES	12
3.1 STRATEGIC ALIGNMENT	13
3.2 ACCOUNTABILITY.....	14
SECTION 4: WORKFORCE PLAN	15
4.1 Leadership and Knowledge Management.....	17
4.2 Results-oriented Performance Culture	18
4.3 Talent Management.....	19
SECTION 5: EVALUATION AND FEEDBACK	20
SECTION 6: OTHER HUMAN CAPITAL MANAGEMENT RESOURCES	21

MESSAGE FROM THE CHAIRMAN

I am pleased to present the National Transportation Safety Board's (NTSB) Strategic Human Capital Plan for fiscal years 2011-2016. This plan is a blueprint for maintaining the quality workforce of which we are so proud. This plan will also guide the Agency in attracting and developing new staff members capable of sustaining the excellence of NTSB investigations.

The Strategic Human Capital Plan is founded upon the human capital-related strategic objectives contained in the NTSB Strategic Plan. Planning is particularly important during a period of scarce resources, increasing numbers of staff members who are eligible to retire, and increased competition for skilled staff within the transportation industry. Moreover, the competencies of our workforce must keep pace with the increasingly complex technologies of the Nation's transportation systems.

The NTSB is proud of its 44-year history of accomplishments. The credit belongs to our past and present workforce. I believe this Strategic Human Capital Plan will facilitate extending that legacy of excellence into the future.



A handwritten signature in black ink, appearing to read 'DA P. Hersman', with a long horizontal line extending to the right.

Deborah A. P. Hersman
Chairman

SECTION 1: INTRODUCTION

This Strategic Human Capital Plan reflects the importance of our staff to the successful execution of the NTSB mission. This plan addresses the human capital-related strategic objectives contained in the National Transportation Safety Board's (NTSB) Strategic Plan 2010-2015, relying on the Office of Personnel Management's (OPM) Human Capital Assessment and Accountability Framework (HCAAF) for its structure and approach. It describes the agency's leadership and workforce needs for the future and the strategies that are being implemented to ensure that those needs are met.

This Plan is built upon information gained through discussions with senior-level agency managers in each of the offices regarding the human capital challenges currently facing NTSB and for the near future. These managers reflected on their offices' needs for successors to those in leadership positions and on changes in the transportation industry that will require continuing acquisition of new knowledge and skills by accident investigators and other staff who carry out the agency's mission. Office managers are committed to working with the NTSB Chief Human Capital Officer (CHCO) and Human Resources Division (HRD) to address emerging leadership and workforce challenges.

1.1 THE NTSB MISSION AND STRATEGIC PLAN

The National Transportation Safety Board is an independent Federal agency charged by Congress with investigating every civil aviation accident in the United States and significant accidents in the railroad, highway, marine, and pipeline transportation modes, and with issuing safety recommendations designed to prevent future accidents.

The Board derives its authority from Title 49 of the United States Code, Chapter 11. The rules of the Board are available in Chapter VIII, Title 49 of the Code of Federal Regulations.

The mission of the NTSB is:

To promote transportation safety by

- maintaining our congressionally mandated independence and objectivity;
- conducting objective, precise accident investigations and safety studies;
- performing fair and objective airman and mariner certification appeals; and
- advocating and promoting NTSB safety recommendations. And

to assist victims of transportation accidents and their families.

The NTSB *Strategic Plan FY 2010 – 2015* expresses the agency's commitment to its workforce through two strategic objectives:

Strategic Goal – Organizational Excellence:

Strategic Objective: *Align and Improve Human Capital Planning, and*

Strategic Objective: *Maintain a Competent and Effective Workforce Through Targeted Training and Employee Development.*

The *NTSB Strategic Human Capital Plan FY 2011 – 2016* presents the agency's approach to addressing these objectives through a comprehensive human capital management program.

1.2 HUMAN CAPITAL MANAGEMENT SYSTEMS

The Office of Personnel Management (OPM) developed the Human Capital Assessment and Accountability Framework (HCAAF), a graphic representation that shows the relationships among the human capital management systems, which includes three major phases: planning and goal setting, implementation, and evaluation.¹

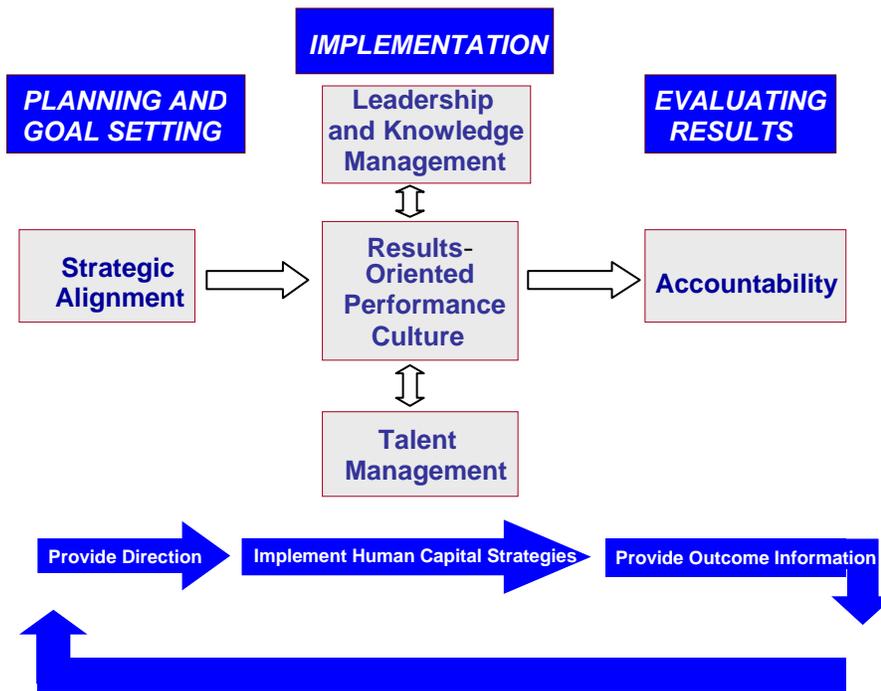


Figure 1. Human Capital Assessment and Accountability Framework (HCAAF).

The NTSB uses the HCAAF to guide its continuing efforts to plan for the future, to take short-term actions that will produce long-term results, and to evaluate the effectiveness of its actions it takes, which will be discussed in subsequent sections of this plan.

¹ *Section I: Introduction to the HCAAF Practitioners' Guide* (Washington, DC: U.S. Office of Personnel Management, September 2005). <http://www.opm.gov/hcaaf_resource_center/assets/HCAAF_1_Intro.pdf>.

SECTION 2: THE ENVIRONMENT AND THE WORKFORCE

NTSB's *Strategic Plan* articulates two objectives that drive its human capital management program:

- Align and Improve Human Capital Planning, and
- Maintain a Competent and Effective Workforce Through Targeted Training and Employee Development.

Critical to the development of strategic objectives for this human capital plan is an awareness of the internal and external factors that are likely to influence the agency over the next few years.

The agency's senior leaders maintain a current understanding of the human capital environment in which the agency competes to attract and retain individuals with leadership and investigative skills that are needed to remain "world-class." Through their active involvement with both public- and private-sector professionals, the NTSB's leaders learn about advances in technology, improvements in design, technical training and preparation, and the incentives that the transportation industry offers to attract and retain top talent.

NTSB uses a variety of recruitment sources to hire at all career levels from beginners through experienced professionals. Entry-level recruits are sought from technical programs in colleges and universities while experienced recruits mainly come from the transportation industry. Many organizations concerned with the Federal government's ability to hire graduates from science and engineering programs have noted a decline in these programs' enrollments since the mid-1990s; therefore, the competition to hire graduates from these fields is strong. Similarly, competition for the limited supply of professionals with transportation industry experience challenges organizations to offer a work environment and incentives that will attract and retain them.

While the NTSB's budgetary resources limit the agency's ability to compete financially with industry for top talent, its safety mission is one that both engages the commitment of the current workforce and attracts individuals who want to enter into public service. Results from the 2010 Employee Viewpoint Survey show that NTSB employees believe their work is important (94 percent positive response). Overall job satisfaction, as defined by responses to questions in the Job Satisfaction Index, was high (69 percent positive response). Eighty percent of respondents would recommend the NTSB as a good place to work, according to survey results.

Given the NTSB's mission, relatively high media exposure, and positive work environment, the agency has the means to attract and retain individuals with the education and skills to carry out its leadership and investigative responsibilities. Continued focus by NTSB's leaders on these factors and the use of a variety of human capital tools for recruiting, developing, and retaining the workforce will enable the organization to maintain its status as a "world class" accident investigator and advocate for transportation safety.

2.1 Workforce Demographic Analysis

This section presents the demographic data of the NTSB workforce as of September 30, 2010. Of the 371 employees (excluding political appointees), 97 percent are in full-time, permanent positions, with approximately 75 percent located in the Washington, DC, metropolitan area. Other employees are located throughout the United States, either working at one of the agency's eight regional offices or teleworking from other locations.

Table 1, below, presents key human capital indicators. Some differences between the NTSB and the Federal government as a whole, such as average age and grade, reflect the high levels of experience resident in the agency's staff. Other differences result from the agency's approach to acquiring and maintaining the unique technical skilled staff needed to achieve its mission. The table shows that NTSB's workforce has fewer females and veterans than the typical Federal agency. About 20 percent of the workforce was eligible for retirement at the end of fiscal year 2010, slightly below the Federal government average.

Table 1. Key Human Capital Indicators.

Human Capital Indicator	NTSB (FY10)	Federal Government (2010)
Average Grade	13.4	11.7 (DC area)
Average Age	49.3	46.8
Average Years of Exp	17.6	14.4
% Female	39%	43.2%
% Male	61%	56.8%
% Disability	4.7%	6.2%
% Veteran Status	13%	28.3%
% Eligible to Retire	20.5%	22.9%

The following table depicts employment levels (number and percent) of women and each racial or ethnic group in the NTSB's full-time, permanent workforce at the end of FY 2010. It also compares the percentages of each group in the workforce to their respective percentages of the civilian labor force (CLF) as reported in the 2000 Census². As can be seen, the employment level of women, Hispanics, and those who identify as two or more races is less than their respective percentages of the CLF.

² According to OPM, the relevant civilian labor force is the benchmark used to measure Federal agencies' progress toward eliminating underrepresentation of minority groups and women.

Table 2. Race and national origin distribution.

	Total	Women	White	Native American	Asian	African American	Hispanic	Two or More Races
#	361	142	265	4	14	66	8	4
%	100%	39.3%	73.0%	1.0%	4.0%	18.0%	2.0%	1.1%
CLF%	100%	46.8%	72.7%	0.6%	3.6%	10.5%	10.7%	1.7%

Table 2a shows that women hold 29.2 percent of the supervisory positions. Most supervisors, 88.9 percent, are white.

Table 2a. Race, national origin, and gender distribution by supervisory status.

	Total Number	Women	White	Native American	Asian	African American	Hispanic	Two or More Races
Non-Supervisor								
#	289	121	201	4	4	59	8	4
%	80%	41.9 %	69.6%	1.4%	4.5%	20.4%	2.8%	1.4%
Supervisor								
#	72	21	64	0	1	7	0	0
%	20%	29.2%	88.9%	0.0%	1.4%	9.7%	0.0%	0.0%

The majority of NTSB’s critical positions continue to be filled with a high proportion of individuals who are at least 50 years of age. The chart below shows that 87 percent of those filling critical leadership positions (i.e., SES and SL members), almost 60 percent of GS-15 employees, and 55 percent of investigators are at least 50 years of age.

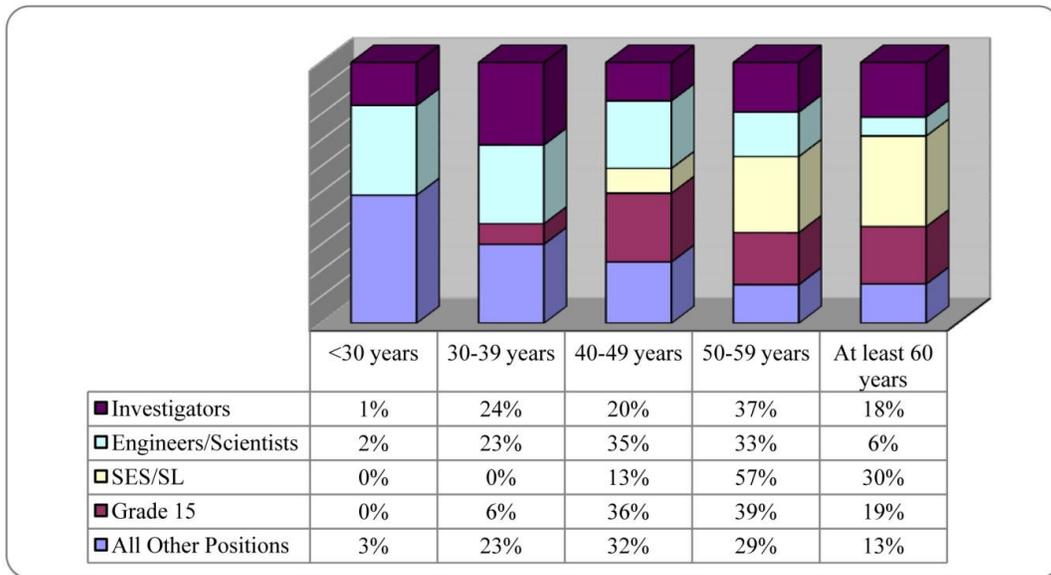


Figure 2. Workforce Age Demographics.

However, a look back at data from FY 2007 shows that NTSB has increased the proportion of younger workers in mission-critical occupations. The percent of investigators in the 30-39 age group increased from 17 percent in FY 2007 to 24 percent in FY 2010. Similarly, the percent of engineers and scientists in the 30-39 age group increased from 17 percent in FY 2007 to 23 percent in FY 2010.

Figure 2a shows that a significant number of SES/SL (43 percent) and GS-15's (30 percent) are eligible for immediate retirement. The percentage of employees holding these positions who are eligible for optional retirement continues to increase through 2014 to more than 60 percent of SES/SL and 40 percent of GS-15's. Continuing succession planning efforts such as mentoring programs and management development programs are essential to maintaining the knowledge and critical skills that will be lost by the impending retirements.

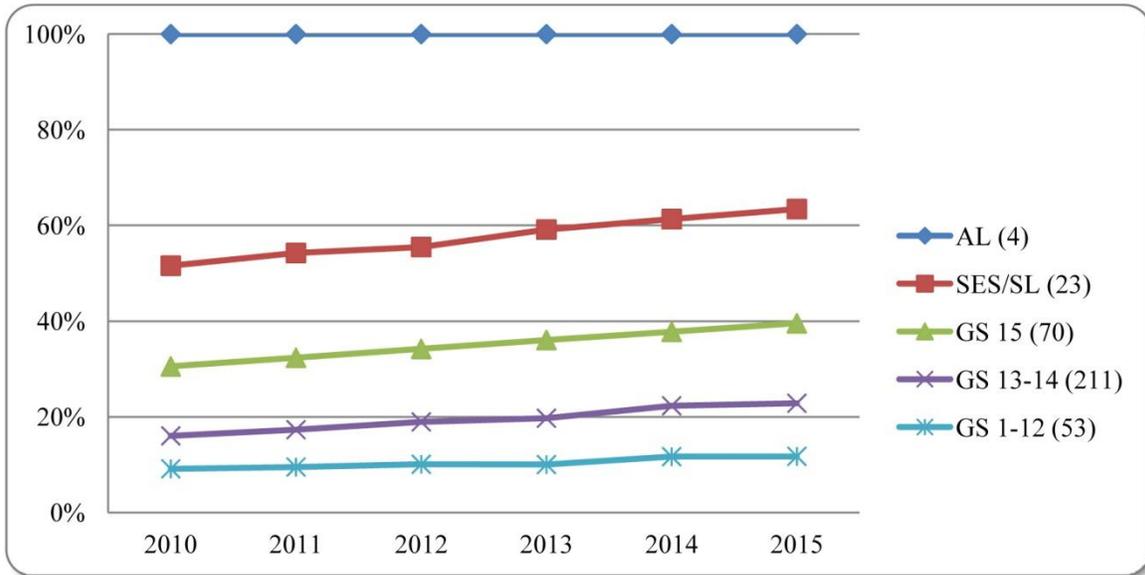


Figure 2a. Retirement eligibility by grade.

Figure 2b shows retirement eligibility by supervisory status. By 2013, the percent of supervisors who are eligible for optional retirement will have increased to 51 percent, while half this many non-supervisors will be eligible for optional retirement at this time.

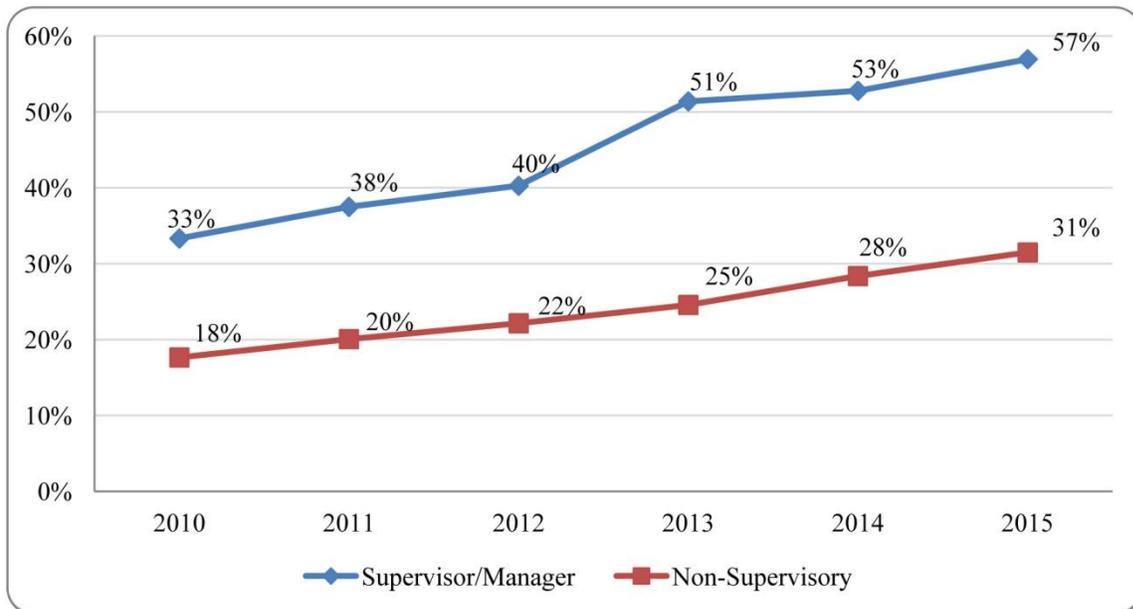


Figure 2b. Retirement eligibility by supervisory status.

Table 3 shows the employee population in mission-critical occupations, which totaled 157 (43 percent) of the full-time, permanent workforce. Among that cohort, 7 percent of positions were occupied by individuals who had the potential to advance non-competitively

to a higher grade. This proportion is similar to the workforce overall, reflecting the agency's need to hire individuals with significant work-related experience who qualify for higher-graded positions.

Table 3. Key NTSB Occupations.

Series	Series Title	Total Number of Positions (Full-Time, Perm)	Positions Filled Below Target Grade	Percent
0861	Aerospace Engineering	26	1	3.8%
1801	General Inspection, Investigation and Compliance	53	4	7.5%
1815	Air Safety Investigation	46	1	2.2%
2101	Transportation Specialist	24	4	16.7%
2121	Railroad Safety	8	1	12.5%
	Total (Selected Series)	157	11	7.0%
	Total (All Positions)	361	27	7.5%

Summary

Workforce data for FY 2010 show that NTSB has an experienced workforce, comprised of employees with public and private sector experience. The average age is higher than that of most agencies, but the percent of the workforce that is eligible for retirement is typical for the Federal government. The leadership corps is increasingly eligible for retirement at higher rates than the general workforce. While the agency has increased the number of younger workers in mission-critical occupations since FY 2007, there is a need to develop the younger workforce for leadership roles. The agency's demographic profile highlights the need to increase its efforts to attract a diverse applicant pool and to broaden employee access to leadership development opportunities.

2.2 Competency Gaps

In 2008, for the second time, individuals in supervisory, management, and leadership positions in the NTSB completed self- and supervisory assessments of the 34 competencies included in OPM's government-wide leadership competency model using the Federal Competency Assessment Tool for Managers (FCAT-M). The model covers fundamental leadership competencies, along with the executive core qualifications (Leading Change, Leading People, Results Driven, Business Acumen, and Building Coalitions). Because of OPM's renewed focus on improving performance management across the Federal government, the model also includes a set of performance management competencies.

Analysis of the results showed that most individuals considered themselves to be at least moderately proficient in all competencies. Areas that NTSB has targeted for additional development include the following:

- Developing others
- Continual learning
- Conflict management
- Performance coaching and feedback

In 2008, the NTSB also began work on defining investigative competencies for the key occupations identified in the Strategic Human Capital Plan in order to identify gaps. Information from government-wide competency studies, human resources (HR) records such as position descriptions, and training center core competencies helped define a draft competency model that was revised and completed through focus group meetings with investigators and supervisors. The competency model covers both general and technical competencies needed by accident investigators. A self-assessment of the competency proficiency levels of the investigator workforce (the "supply") was conducted using an online tool in May 2010. Investigators in the following occupations were invited to complete the assessment:

- Accident Investigation (GS-1801)
- Air Safety Investigation (GS-1815)
- Engineer (any GS-0800 series)
- Psychologist (Human Performance) (GS-0180)
- Railroad Safety Specialist (GS-2121)
- Scientist (Chemist, Metallurgist, Meteorologist) (any GS-1300 series)
- Transportation Specialist (GS-2101)

During the same timeframe, each technical office completed an online competency needs assessment (the "demand"). Analysis of the results provided a means to identify gaps in workforce competencies that NTSB will address through application of a variety of human capital tools.

The following gaps in mission-critical competencies were identified across all key investigative occupations and grade levels:

- Change Agent
- Resource Management
- External Awareness

A separate analysis by grade level across all key occupations showed two additional competency gaps for investigators:

- Meeting Management
- Survival Factors

These identified competency gaps are being considered in plans for the training and development program over the next few years. Further analyses revealed that additional training would be beneficial in the following:

- Writing
- Information Management
- Project Management

The summarized results of the competency assessment project were shared with senior leaders, with managers and supervisors in the technical offices, and with the investigator workforce, which will be utilized in establishing training and development plans for the workforce. In addition, the information is used by managers and supervisors to budget for training and development and to plan for their future hiring priorities.

SECTION 3: HUMAN CAPITAL STRATEGIC OBJECTIVES

Based on the NTSB Strategic Plan, the human capital environment both within and outside of the agency, analysis of workforce demographics and competencies, and results from the most recent annual assessment of human capital management, the NTSB has identified five human capital strategic objectives linked to the Strategic Plan:

HCAAF System	Human Capital Strategic Objective
Align and Improve Human Capital Planning	
Strategic Alignment	3.1 Integrate Workforce Planning with annual agency management processes.
Accountability	3.2 Assess the effectiveness of human capital management each year.

HCAAF System	Human Capital Strategic Objective
Maintain a Competent and Effective Workforce Through Targeted Training and Employee Development	
Leadership and Knowledge Management	4.1 Ensure the workforce has access to continuing training and development opportunities.
Results-oriented Performance Culture	4.2 Strengthen the use of the performance management system to achieve organizational goals and link rewards to performance.
Talent Management	4.3 Use a variety of human capital programs to recruit and retain a diverse, highly skilled workforce.

3.1 STRATEGIC ALIGNMENT

The Strategic Alignment human capital system includes the processes of analysis and planning that link human capital goals and strategies with the agency's strategic direction as expressed in the Strategic Plan. Inherent in the system is the partnership that exists between the agency's leadership and management corps and its supporting human resources organization.³

During FY 2011 – 2016, the NTSB will work more to fully integrate workforce planning with the budget and performance management cycle, with particular emphasis on using a data-driven approach to plan for hiring needs.

Human Capital Strategic Objective

3.1 Integrate Workforce Planning with annual agency management processes.

Key strategies include the following:

- Determine needed workforce staffing levels and competencies in alignment with the agency's strategic direction.
- Analyze workforce demographic trends and project attrition.
- Formulate ways to increase and maintain workforce capability, improve recruitment and hiring processes, and retain individuals with critical knowledge and skills.
- Align the workforce planning process with the budget planning cycle.
- Identify hiring needs and allocate staff resources across the organization.
- Monitor the implementation of the hiring plan throughout the year and make adjustments as needed.

³ *Section I: Introduction to the HCAAF Practitioners' Guide* (Washington, DC: U.S. Office of Personnel Management, September 2005). <http://www.opm.gov/hcaaf_resource_center/assets/HCAAF_1_Intro.pdf>.

3.2 ACCOUNTABILITY

The Accountability human capital system comprises the set of policies, plans, and programs that the NTSB uses to monitor, analyze, and report on human capital management effectiveness, efficiency, and compliance with merit system principles.⁴

Each year, the CHCO, with the support of HR, conducts an assessment of human capital management across the following five systems: Strategic Alignment, Leadership and Knowledge Management, Results-oriented Performance Culture, Talent Management, and Accountability and the results are documented in a Human Capital Management Report (HCMR), which is shared with NTSB leaders and provided to OPM, as required by law.

Human Capital Strategic Objective

3.2 Assess the effectiveness of human capital management each year.

Key strategies include the following:

- Update the annual implementation plan to guide the conduct of assessment activities.
- Measure the effectiveness and efficiency of human capital processes and tools.
- Assess the merit system compliance of agency actions in each of the five human capital systems.
- Document the annual assessment in a Human Capital Management Report.
- Use results of the assessment to improve agency human capital management.

The HCAAF Implementation Systems (Leadership and Knowledge Management, Results-oriented Performance Culture, and Talent Management) are discussed in the following sections. These three human capital systems serve as the high-level workforce plan. Detailed workforce planning is described in two companions to this *Strategic Human Capital Plan*, the *Strategic Hiring Plan* under development and the *Strategic Training and Development Plan*.

⁴ Section I: Introduction to the HCAAF Practitioners' Guide (Washington, DC: U.S. Office of Personnel Management, September 2005). <http://www.opm.gov/hcaaf_resource_center/assets/HCAAF_1_Intro.pdf>.

SECTION 4: WORKFORCE PLAN

NTSB uses OPM's Workforce Planning Model to guide its systematic workforce planning process. The model has six elements, as shown below:

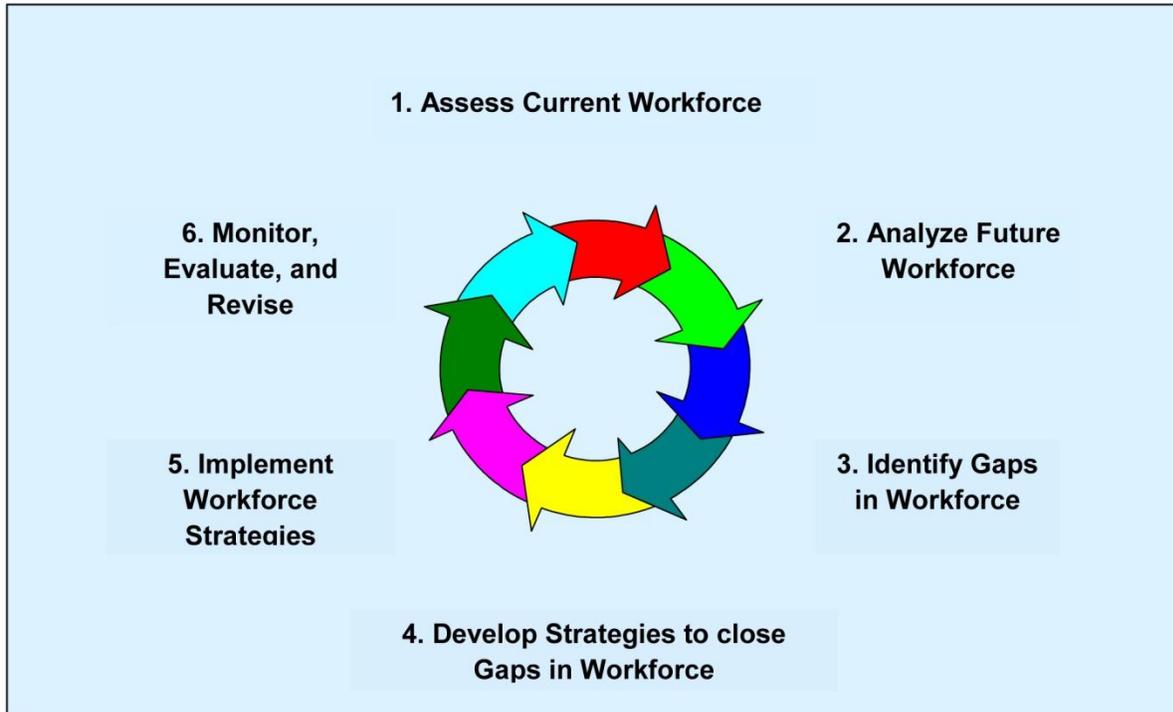


Figure 3. Workforce Planning Model.

The NTSB Workforce Plan follows OPM's workforce planning model to ensure the continuing availability of the general and technical skills needed in mission-critical occupations, such as aerospace engineering (GS-0861), accident investigation (GS-1801), air safety investigation (GS-1815), transportation specialist (GS-2101), and railroad safety (GS-2121). These occupational series comprise over 45 percent of the positions in the agency.

Each year, the agency analyzes its demographic profile, including the retirement eligibility of the leadership and management corps, the general workforce, and individuals in mission-critical occupations. Through a comparison of the supply of general and technical competencies in the workforce with the demand of the agency's workload and strategic direction, competency gaps are identified. Strategies for closing the gaps cover recruitment and hiring, training and development, and retention of the workforce.

The NTSB has established a wide variety of human capital programs and tools that are available to managers for recruiting, developing, and retaining the workforce. They are documented in agency policy documents (Operations Bulletins) and in online resources provided through the Intranet. Executives, managers, and supervisors receive briefings and training periodically to update their knowledge of the human capital programs and tools available to them.

The following sections discuss key strategies within each of the respective human capital management systems (Leadership and Knowledge Management, Results-oriented Performance Culture, and Talent Management).

4.1 Leadership and Knowledge Management

The Leadership and Knowledge Management human capital system covers the programs that enable leaders to effectively manage people and foster a culture of continuous learning and knowledge sharing. Through the implementation of a succession planning process, the competencies of leaders are developed and the continuity of leadership is maintained.⁵

The NTSB has developed a *Strategic Training and Development Plan* to describe its approach to succession management and the delivery of training and development opportunities to increase and maintain workforce competencies in support of the mission.

Human Capital Strategic Objective

4.1 Ensure the workforce has access to continuing training and development opportunities.

Key strategies from the *Strategic Training and Development Plan* include the following:

- Engage in an annual process to align the training program with the *Strategic Plan*.
- Develop workforce competencies to meet current and emerging needs.
- Promote cultural competence by increasing diversity awareness.
- Share organizational knowledge and foster a collaborative learning environment.
- Develop technical successors and current and future leaders.
- Assess training and development program effectiveness.

⁵ *Section I: Introduction to the HCAAF Practitioners' Guide* (Washington, DC: U.S. Office of Personnel Management, September 2005). <http://www.opm.gov/hcaaf_resource_center/assets/HCAAF_1_Intro.pdf>.

4.2 Results-oriented Performance Culture

The Results-oriented Performance Culture human capital system encompasses an effective performance management system that links individual and team performance with organizational results and a diverse, high performing workforce culture.⁶

The NTSB has made improvements in its employee performance management systems over the last few years and seeks to continue this progress.

Human Capital Strategic Objective

4.2 Strengthen the use of the performance management system to achieve organizational goals and link rewards to performance.

Key strategies include the following:

- Provide training and support for managers and supervisors in the use of the performance management system.
- Enhance supervisors' and managers' effectiveness in providing performance feedback.
- Analyze the results of annual employee surveys to identify trends in the Performance Culture Index.
- Compare incentive awards to performance outcomes to assure alignment.
- Foster an organizational culture that values diversity and celebrates accomplishments.

⁶ *Section I: Introduction to the HCAAF Practitioners' Guide* (Washington, DC: U.S. Office of Personnel Management, September 2005). <http://www.opm.gov/hcaaf_resource_center/assets/HCAAF_1_Intro.pdf>.

4.3 Talent Management

The Talent Management human capital system comprises efforts to identify and close competency gaps in the workforce by implementing and maintaining programs to attract, acquire, and retain individuals with the skills needed to carry out the organization's mission.⁷

NTSB has developed policies to implement a variety of recruitment, hiring, and retention tools that are available to managers and supervisors.

Human Capital Strategic Objective

4.3 Use a variety of human capital programs to recruit and retain a diverse, highly skilled workforce.

Key strategies include the following:

- Develop and implement a *Strategic Hiring Plan*.
- Train agency hiring managers on effective, efficient, and timely ways to recruit and hire well-qualified individuals.
- Expand recruitment sources to attract a diverse pool of highly qualified applicants for NTSB jobs, including veterans and individuals with disabilities.
- Assess the timeliness of the hiring process and take action to reduce the time to hire.
- Train managers in the use of retention incentives.
- Use the results of annual employee surveys to gauge employee satisfaction and address areas needing improvement.
- Publicize telework and work/life programs and look for ways to increase flexibilities that will enhance employee satisfaction and engagement.

⁷ Section I: Introduction to the HCAAF Practitioners' Guide (Washington, DC: U.S. Office of Personnel Management, September 2005). <http://www.opm.gov/hcaaf_resource_center/assets/HCAAF_1_Intro.pdf>.

SECTION 5: EVALUATION AND FEEDBACK

Accountability for strategic human capital management is a shared responsibility that involves senior leaders, the CHCO, HR, and managers and supervisors throughout the agency. To guide assessment of the effectiveness of its human capital management programs and processes, the NTSB established a formal, documented Human Capital Accountability System in 2009. The system consists of a policy (Operations Bulletin HR-GEN-004), a five-year system plan, and an annual implementation plan.

Key human capital performance measures have been developed for each of the human capital strategic objectives. These are tracked annually, along with OPM-specified metrics for each of the HCAAF systems. Staff members in HR lead the ongoing evaluation of human capital effectiveness, efficiency, and merit system compliance.

Assessments focus on the efficiency and effectiveness of human capital programs across the five systems in the HCAAF. In addition, NTSB conducts a self-audit of merit system compliance and invites an outside organization to audit its delegated examining process. NTSB also builds an assessment and evaluation step into each human capital initiative that it undertakes in any given year.

Detailed analysis of the results of the annual Federal Employee Viewpoint Survey is used to identify the strengths of the agency's human capital management programs and its performance culture, along with areas for improvement. Through a bi-annual action plan, NTSB takes steps to improve employee satisfaction and engagement.

Each year, the CHCO directs the systematic assessment of human capital management and documents the results in the HCMR. Results are presented to the Executive Staff for discussion and the report is submitted to the Office of Personnel Management. Results are also posted on the agency's external website at <http://www.nts.gov/about/reports.html>.

Findings from the annual assessment are used to make adjustments in the human capital and workforce plans for the coming year. The CHCO reviews agency progress in achieving human capital goals. Results of the annual human capital management assessment, including employee perspectives measured through the Federal Employee Viewpoint Survey, are shared and discussed with agency leaders.

Along with this feedback on the efficiency, effectiveness, and merit system compliance of NTSB's human capital programs, the CHCO reviews agency strategy for achieving its mission and identifies human capital priorities for the coming year. Working in collaboration with agency leaders and HR, the CHCO develops the annual human capital implementation plan. This document guides the actions that offices will take throughout the year to achieve the NTSB's human capital goals.

Through this annual cycle of planning, implementation, and assessment, the NTSB works to continuously improve its human capital management programs.

SECTION 6: OTHER HUMAN CAPITAL MANAGEMENT RESOURCES

- OPM Leadership Competency Model: The Office of Personnel Management has established a Leadership Competency Model that comprises 28 competencies that are needed by individuals to be effective in leading their organizations. The model is available at <http://www.opm.gov/ses/recruitment/ecq.asp>.
- OPM Human Capital Assessment and Accountability Framework
<http://www.opm.gov/hcaaf_resource_center/>
- NTSB Investigator Competency Model
- Strategic Training and Development Plan
- Strategic Hiring Plan (under development)
- Human Capital Accountability Plan