



National Transportation Safety Board

Fiscal Year 2019 Annual Strategic Performance Report



INTEGRITY ♦ TRANSPARENCY ♦ INDEPENDENCE ♦ EXCELLENCE

FY 2019 Annual Strategic Performance Report

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Abbreviations

Table 1. Abbreviations used in this report.

Abbreviations	Definitions
APR	annual performance report
AD	Office of Administration
ALJ	Office of Administrative Law Judges
AS	Office of Aviation Safety
EEODI	Office of Equal Employment Opportunity Diversity and Inclusion
FAA	Federal Aviation Administration
FY	fiscal year
HS	Office of Highway Safety
MD	Office of the Managing Director
MS	Office of Marine Safety
NTSB	National Transportation Safety Board
OCFO	Office of the Chief Financial Officer
OCIO	Office of the Chief Information Officer
RPH	Office of Railroad, Pipeline, and Hazardous Materials Investigations
SAFTI	System for Analysis of Federal Transportation Investigations
SRC	Office of Safety Recommendations and Communications

NTSB at a Glance

About the NTSB

The NTSB is an independent federal agency charged by Congress with investigating every civil aviation accident in the United States and significant accidents in other modes of transportation—railroad, highway, marine, and pipeline. We determine the probable cause of the accidents we investigate and issue safety recommendations aimed at preventing future accidents. In addition, we coordinate the resources of the federal government and other organizations to assist victims and their family members who have been impacted by major transportation disasters.

We also conduct safety studies focused on broader safety questions and topic areas. 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.

Mission

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

Legislative Mandate

Maintaining our congressionally mandated independence and objectivity.

Conducting objective accident investigations and safety studies.

Performing fair and objective pilot and mariner certification appeals.

Advocating for safety recommendations.

Assisting victims of transportation accidents and their families.



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Core Values

Our core values guide our daily actions, our internal conduct, and our relationships with our stakeholders. They provide the solid foundation upon which our hardest decisions are made. Aligning one's actions with the agency's core values is a fundamental part of being an NTSB employee.

- ❖ **Integrity:** We hold ourselves and each other to the highest ethical standards and are committed to being fair, honest, respectful, inclusive, and objective in our work and in our treatment of others.

- ❖ **Transparency:** We encourage openness, collaboration, and feedback to ensure clarity and trust.

- ❖ **Independence:** We are impartial and objective.

- ❖ **Excellence:** We are thorough, rigorous, and accurate; we continuously seek diverse perspectives in all that we do.



About this Plan

The National Transportation Safety Board's (NTSB's) Fiscal Year (FY) 2019 Annual Performance Report (APR) outlines our strategies to achieve agency priorities, promote organizational change, and improve agency performance. The FY 2019 APR provides stakeholders—the traveling public, the transportation industry, government agencies, and Congress—with a comprehensive view of our goals and objectives for the fiscal year. In addition, this APR draws a clear line from our mission through performance metrics and targets to our goals, objectives, and key performance indicators. The APR is guided by our [FY 2018–2022 Strategic Plan](#) and complies with the [Government Performance and Results Modernization Act of 2010](#) and the Office of Management and Budget's [Circular A-11, Part 6](#).

This APR includes three priority goals supported by six strategic objectives and 18 performance metrics.

The FY 2019 strategic priority goals were as follows:

1. **Safety Leadership:** Serve as a global leader in conducting independent accident investigations, producing studies, and creating products essential to transportation safety.
2. **Engagement:** Engage external stakeholders to advance transportation safety.
3. **Synergy:** Promote employee teamwork, innovation, and engagement to optimize operations.

This report is divided into the following sections.

- **Strategic Performance Management at NTSB** summarizes the agency's approach to performance management and reporting, and how the agency uses data, evidence, and reporting to manage performance.
- **Performance Management and Reporting** organizes the APR by strategic goal, strategic objective, and performance goal, reflecting 3 years of historical performance trends. The APR examines the links between multiyear performance goals, their annual components, and how these performance metrics support strategic objectives.

Strategic Performance Management

In accordance with the [Government Performance and Results Act of 2010 and the Office of Management and Budget's Circular A-11, Part 6](#), our strategic management process and performance framework starts with this strategic plan, which establishes long-term priorities and performance goals, objectives, and metrics. Over the past several fiscal years, we have cultivated a performance-based culture, which remains a focus of agency management and staff. This strategic management process helps us demonstrate progress toward our performance goals and priorities, which are measured using quarterly reviews and data analysis for future decision-making.

We are optimistic that our results-oriented culture will continue to evolve and promote better stewardship of our resources in the future, leading to further improvements in transportation safety. The figure below depicts a cyclical process map of how we measure success.

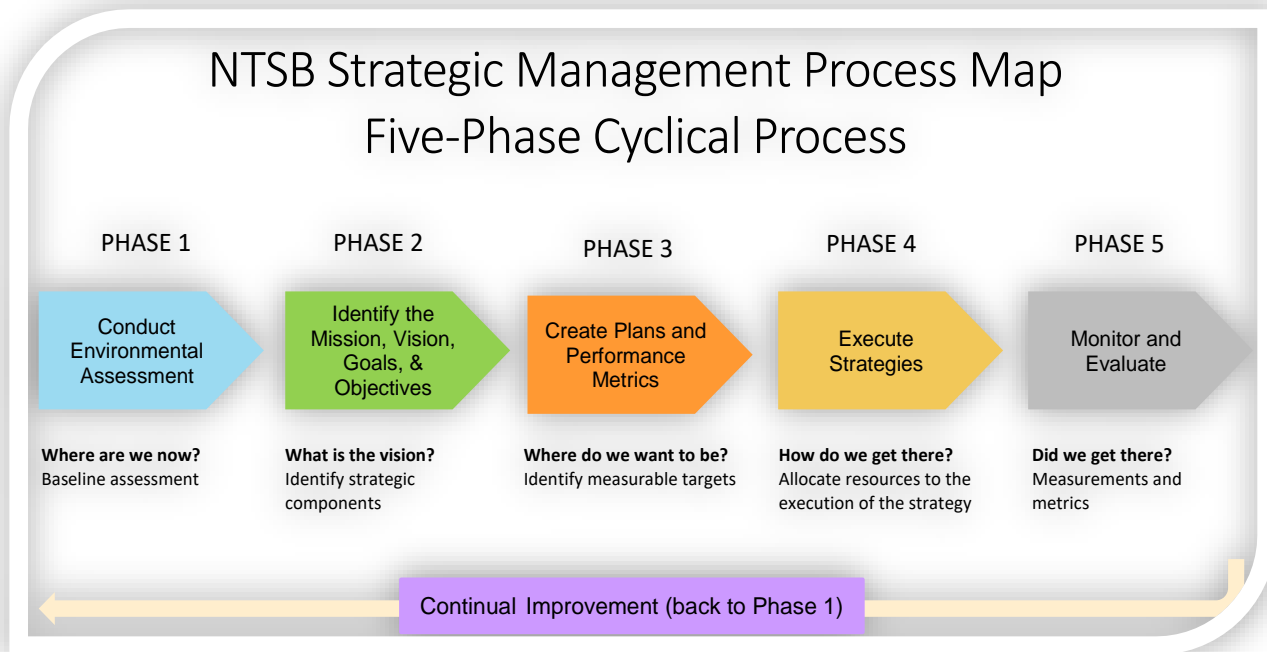


Figure 1: NTSB strategic management process map.

Management Review and Data Reliability

We use a quarterly data-driven review process. Performance goals and metrics are assigned to a goal leader, who is responsible for tracking the goal's progress, reporting the results, and making operational adjustments. Data are reviewed and verified by the strategic

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management program manager and finalized with the Office of the Managing Director (MD). The MD conducts quarterly reviews, analyzes the data, and reports to senior leadership at various intervals throughout the year.

In FY 2017, we implemented a new strategic management tool to streamline performance reporting and reliability: a web portal for offices to enter, track, validate and verify office-specific metrics. s.

Measuring Our Success

The strategic plan establishes long-term and outcome-related performance objectives which are determined by agency leadership based on prior year data and goals for the upcoming year. Performance data is collected quarterly and reviewed by agency leadership to ensure specific targets are being met. Successful achievement of these goals are part of the agency's performance-based culture, which begins with agency leadership and spreads to all staff. Every employee has a stake in achieving the annual goals, and the resulting improvements in both agency operations and transportation safety.

Key Challenges Affecting Achievement of Strategic Goals

The following challenges may affect our ability to achieve our strategic goals:

- Recruiting, retaining, and developing a highly skilled and diverse staff.
- Ensuring a thorough understanding of new technologies in all modes of transportation and hiring and training accordingly.
- Budgetary constraints, including fluctuations in appropriations.

Addressing Goal Achievement Challenges

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 are ways we hope to address the challenges noted above. Long-range planning in human capital management and core operations ensures that we are ready to deal with future investigative needs. Effective communication with lawmakers and industry helps us keep these stakeholders informed of our challenges. Thinking strategically, promoting employee engagement, and encouraging staff development will allow these strategic goals and priorities to be successful.

Performance Metric FY 2019 Results Highlights

FY 2019 was the second year for reporting on our new strategic plan. Some targets were adjusted due to the federal shutdown. We met or exceeded **16 of the 18** metrics (**89 percent**). Below are highlights of our FY 2019 performance results. Table 2 provides more detailed information on these highlights.

- **47** products were adopted by the Board, compared to a target of **38**. This measure includes accident reports, investigative hearings, safety forums, and safety alerts. We also issued **751** non-Board-adopted products to improve transportation safety—such as safety digests, blogs, videos, and newsletters—compared to our target of **410**.
- Our offices conducted **130** international cooperative outreach activities, which surpassed our target of **75**. Increased launches and requests for our expertise from international counterparts helped the offices achieve their goals. In addition, our international outreach data included the number of international visitors who came to our facilities for lab and lessons-learned tours, as well as interagency exchange agreements for knowledge sharing.
- We conducted **1,208** outreach efforts with industry and stakeholders, compared to our target of **702**. Again, this fiscal year, the increase is due to the addition of new offices that provide stakeholders with expertise that was not previously captured.
- We tracked **197** safety results and accomplishments achieved during our accident investigations, compared to our target of **145**. These safety improvements can be urgent and do not involve significant funding or changes to regulations, so they can usually be implemented during an accident investigation, rather than when the investigation is complete.
- The Office of Administrative Law Judges (ALJ) reported on two efficiency metrics for emergency and nonemergency cases closed. Due to the federal government shutdown, two emergency cases were not closed within the necessary timeframes. The office closed **92 percent** of its emergency cases within **27 days** which is slightly less than the **95 percent** target. Due to the shutdown and staffing resources, non-emergency cases were completed at a rate of **65 percent** within in 180 days as compared to a target of **75 percent**.

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- The Office of General Counsel (GC) met one of its metrics of completing emergency opinions and orders submitted on time. The GC did not meet its metric regarding the backlog of nonemergency enforcement cases; the office's backlog target was **18 cases or fewer**, but the GC ended the fiscal year with **23** backlog cases on hand. Emergency enforcement actions require that the opinion and orders be issued by the Board within 60 days of the appeals; thus, these matters take precedence over the non-emergency matters. The target backlog for non-emergency matters was not met because four additional emergency appeals were filed, for a total of eight, compared to the prior fiscal year. Furthermore, an additional emergency matter was filed in September, which also needed immediate attention but was not voted on until fiscal year 2020. If able to account for these five unanticipated opinion and orders with the non-emergency opinion and orders, the target backlog would have been met.
- Offices and management successfully implemented **67** employee engagement and Office of Equal Employment Opportunity Diversity and Inclusion (EEODI) outreach initiatives, more than doubling our target of **32**.

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Performance Management and Reporting

Our strategic objectives support and complement our strategic goals. We review performance metrics and targets to assess program effectiveness and to consider how risks and opportunities impact our ability to achieve our strategic goals and objectives. This assessment allows the agency to adjust and improve performance throughout each year, as well as to reevaluate our strategic plan objectives and metrics, if necessary.

Table 2. FY 2019 performance metrics results at a glance.

Measure Type	Measure Name	Office(s)	FY 2017 Result	FY 2018 Result	FY 2019 Target	FY 2019 Result	Percent Achieved	Met, Not Met, or Exceeded
Outcome Revised 1.1.1	Define an emerging technology capability to improve agency operations and investigations*	HS, MS	N/A	33*	2	4	200%	Exceeded
Outcome New 1.1.2	Implement emerging technologies to improve agency operations and investigations*	AS, HS, MS, RPH, RE	N/A	4*	8	17	213%	Exceeded
Outcome New 1.2.1	Implement the use of data analysis to improve agency operations and investigations*	AS, HS, MD, MS, RE	N/A	5*	6	18	300%	Exceeded
Output 1.3.1	Number of products adopted by the Board*	AS, HS, MS, RPH, RE	70	75	38	47	124%	Exceeded
Output Revised 1.3.2	Number of products to improve transportation safety*	AS, HS, MS, SRC	1,160	713	410	751	183%	Exceeded
Output Revised 1.3.3	Number of delegated briefs issued*	AS, HS, MS, RPH	1,194	1,004	931	1,078	116%	Exceeded
Output Revised 1.3.4	Number of international investigations and cooperative activities completed	AS, MD, MS, RPH, RE, SRC	22	116	75	130	173%	Exceeded
Efficiency Revised 1.3.5	Percentage of emergency cases closed within 27 days	ALJ	100%	100%	95%	92%	92%	Met
Efficiency Revised 1.3.6	Percentage of emergency opinions and orders submitted on time	GC	100%	100%	100%	100%	100%	Met
Efficiency 1.3.7	Percentage of nonemergency cases closed within 180 days	ALJ	59%	75%	75%	65%	65%	Not Met
Efficiency Revised 1.3.8	Total number of nonemergency backlog cases on hand	GC	N/A	N/A	≤18	23	78%	Not Met
Outcome New 1.4.1	Develop an agency-wide risk-appetite statement	CFO/ MD Leads	N/A	N/A	Yes	Yes	100%	Met

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

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Measure Type	Measure Name	Office(s)	FY 2017 Result	FY 2018 Result	FY 2019 Target	FY 2019 Result	Percent Achieved	Met, Not Met, or Exceeded
Outcome Revised 2.1.1	Number of outcome-oriented safety results and outreach activities provided to transportation safety stakeholders*	ALJ, AS, CFO, GC, HS, MD, MS, RPH, RE, SRC	962	1,093	702	1208	172%	Exceeded
Outcome New 2.1.2	Number of safety results or accomplishments*	AS, HS, MS, RPH	122	175	145	197	136%	Exceeded
Outcome 2.1.3	Number of stakeholder engagements implemented*	AS, HS, MS, RPH, SRC	N/A	37	12	47	392%	Exceeded
Output New 2.1.4	Number of engagements amplifying NTSB safety and advocacy messages	SRC Leads	N/A	N/A	Baseline	166,758	100%	Met
Outcome 3.2.1	Number of employee engagement & EEO/Diversity outreach initiatives implemented	Agency	N/A	64	32	70	219%	Exceeded
Outcome New 3.2.1	Increase the number of opportunities available in the Connected Across the Board agency rotational program	Agency	N/A	Pilot Implemented	Baseline	5	100%	Met

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

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

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

Progress Update

In FY 2019, we took steps to help us define and implement new and emerging technologies in transportation safety. The following are examples of activities we completed.

- Used drones and associated technology for accident site documentation.
- Developed Wi-Fi hotspot/router technology to aid investigators during on-scene remote operations.
- Trained staff in emerging transportation technology to increase awareness of potential associated safety issues.
- Developed and applied innovative investigative tools to improve efficiency.

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

Progress Update

We took the following steps in FY 2019 to ensure we applied data collection and analysis to improve organizational processes and the types of information provided to our stakeholders. The following are examples of activities we completed.

- Developed a data-driven analysis of regional aviation accident investigations to improve investigative processes, balance workload, and increase timeliness.
- Implemented a new multimodal database, the System for Analysis of Federal Transportation Investigations (SAFTI), to collect and analyze accident investigation data.
- Initiated a comprehensive database to collect and manage medical information from investigations.

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

Progress Update

We took the following steps in FY 2019 to ensure our products continue to advance and increase awareness of our transportation safety initiatives. The following are examples of activities we completed.

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- Developed a variety of products that summarize investigative findings in plain language, such as the *El Faro Illustrated Digest* and a corresponding video. Figure 2 shows a three-year trend in these products.
- Continued to promote our role in international accident investigations and cooperative activities with foreign stakeholders. Our current measurement of international cooperation was updated to include activities undertaken by several offices that had not previously reported on this metric and to include assistance to foreign partners within the United States. Reevaluating our measurement parameters allowed us to more accurately reflect our international cooperative activities (see Figure 3).

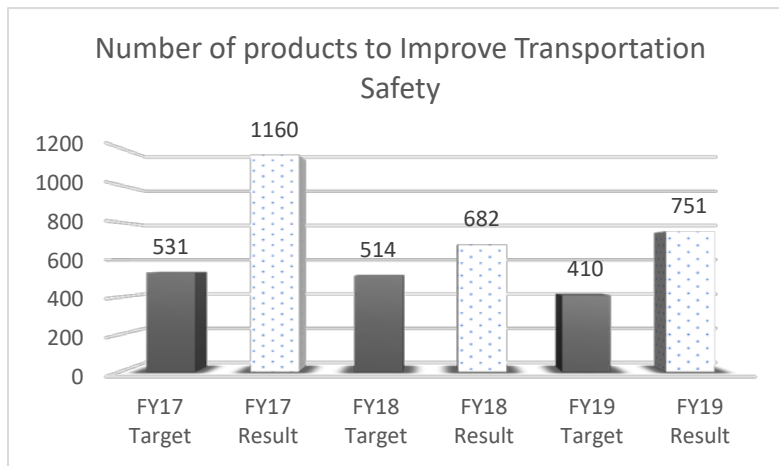


Figure 2. Number of products to improve transportation safety in 3-year metric history.

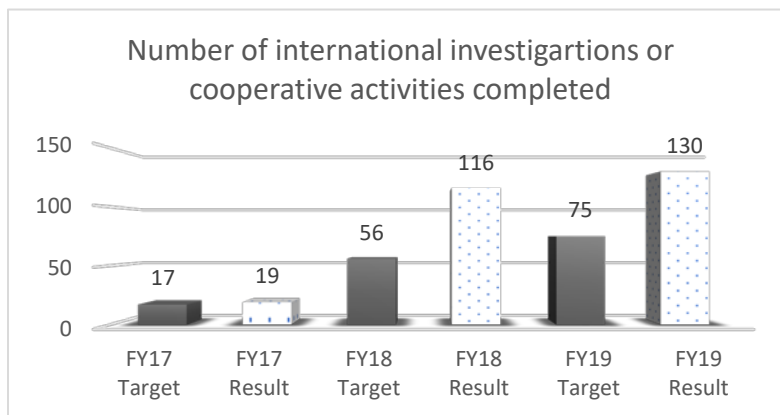


Figure 3. Number of international investigations or cooperative activities completed in 3-year metric history.

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

Progress Update

We took the following steps in FY 2019 to establish an ERM culture that is integrated with agency strategic planning and budgeting processes. The following are examples of activities we completed.

- Developed an agency risk-appetite statement to classify and mitigate risk when dealing with threats to our reputation, integrity, security, systems availability, and sensitive data.
- Fostered agency collaboration and expertise in ERM best practices.
- Acquired ERM knowledge and expertise via taking training courses and attending a Small Agency Council community of practice group to stay abreast of ongoing changes in the industry.

Table 3. Office of Aviation Safety Goal 1 performance metrics, 3-year history.

Performance Measure Type	Measure Name	2017 Results	2018 Results	2019 Target	2019 Results
Objective 1.1 Evolving Technology: Increase agency focus on awareness of emerging technologies					
Outcome 1.1.2	Implement emerging technologies to improve agency operations and investigations*	N/A	N/A	3	6
Objective 1.2 Data Analytics: Broaden the use of data and analysis to improve decision-making.					
Outcome 1.2.1	Implement the use of data analysis to improve agency operations and investigations*	N/A	4	2	5
Objective 1.3 Improve Transportation Safety: Promote transportation safety through response, products, recommendations, outreach, and proactive approaches and actions to remain resilient and effective.					
Output 1.3.1	Number of products adopted by the Board	33	19	12	11
Output 1.3.2	Number of products to improve transportation safety	318	144	4	6
Output 1.3.3	Number delegated briefs issued	1,187	973	900	1037
Output 1.3.4	Number of international investigations or cooperative activities completed	15	21	25	31

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Table 4. Office of Highway Safety Goal 1 performance metrics, 3-year history.

Performance Measure Type	Measure Name	2017 Results	2018 Results	2019 Target	2019 Results
Objective 1.1 Evolving Technology: Increase agency focus on awareness of emerging technologies					
Outcome 1.1.1	Define an emerging technology capability to improve agency operations and investigations.	N/A	N/A	1	3
Outcome 1.1.2	Implement emerging technologies to improve agency operations and investigations*	N/A	N/A	1	4
Objective 1.2 Data Analytics: Broaden the use of data and analysis to improve decision-making					
Outcome 1.2.1	Implement the use of data analysis to improve agency operations and investigations*	N/A	1	1	4
Objective 1.3 Improve Transportation Safety: Promote transportation safety through response, products, recommendations, outreach, and proactive approaches and actions to remain resilient and effective.					
Output 1.3.1	Number of products adopted by the Board	13	25	9	12
Output 1.3.2	Number of products to improve transportation safety	20	15	5	8
Output 1.3.3	Number delegated briefs issued	N/A	1	2	5

Table 5. Office of the Managing Director Goal 1 performance metrics, 3-year history.

Performance Measure Type	Measure Name	2017 Results	2018 Results	2019 Target	2019 Results
Objective 1.2 Data Analytics: Broaden the use of data and analysis to improve decision-making					
Outcome 1.2.1	Implement the use of data analysis to improve agency operations and investigations*	N/A	N/A	1	2
Objective 1.3 Improve Transportation Safety: Promote transportation safety through response, products, recommendations, outreach, and proactive approaches and actions to remain resilient and effective.					
Output 1.3.4	Number of international investigations or cooperative activities completed	2	8	2	4

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Table 6. Office of Marine Safety Goal 1 performance metrics, 3-year history.

Performance Measure Type	Measure Name	2017 Results	2018 Results	2019 Target	2019 Results
Objective 1.1 Evolving Technology: Increase agency focus on awareness of emerging technologies					
Outcome 1.1.1	Define an emerging technology capability to improve agency operations and investigations.	N/A	N/A	1	1
Outcome 1.1.2	Implement emerging technologies to improve agency operations and investigations*	N/A	N/A	1	2
Objective 1.2 Data Analytics: Broaden the use of data and analysis to improve decision-making					
Outcome 1.2.1	Implement the use of data analysis to improve agency operations and investigations*	N/A	N/A	1	3
Objective 1.3 Improve Transportation Safety: Promote transportation safety through response, products, recommendations, outreach, and proactive approaches and actions to remain resilient and effective.					
Output 1.3.1	Number of products adopted by the Board	8	6	5	6
Output 1.3.2	Number of products to improve transportation safety	35	4	1	2
Output 1.3.3	Number delegated briefs issued	N/A	26	25	31
Output 1.3.4	Number of international investigations or cooperative activities completed	4	8	10	13

Table 7. Office of Railroad, Pipeline, and Hazardous Materials Investigations Goal 1 performance metrics, 3-year history.

Performance Measure Type	Measure Name	2017 Results	2018 Results	2019 Target	2019 Results
Objective 1.1 Evolving Technology: Increase agency focus on awareness of emerging technologies.					
Outcome 1.1.2	Implement emerging technologies to improve agency operations and investigations*	N/A	N/A	2	2
Objective 1.3 Improve Transportation Safety: Promote transportation safety through response, products, recommendations, outreach, and proactive approaches and actions to remain resilient and effective.					
Output 1.3.1	Number of products adopted by the Board	12	21	10	12
Output 1.3.3	Number delegated briefs issued	N/A	4	4	5
5Output 1.3.4	Number of international investigations or cooperative activities completed	N/A	7	2	8

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Table 8. Office of Research and Engineering Goal 1 performance metrics, 3-year history.

Performance Measure Type	Measure Name	2017 Results	2018 Results	2019 Target	2019 Results
Objective 1.1 Evolving Technology: Increase agency focus on awareness of emerging technologies					
Outcome	Implement emerging technologies to improve agency operations and investigations*	N/A	N/A	1	3
Objective 1.2 Data Analytics: Broaden the use of data and analysis to improve decision-making					
Outcome	Implement the use of data analysis to improve agency operations and investigations*	N/A	N/A	1	4
Objective 1.3 Improve Transportation Safety: Promote transportation safety through response, products, recommendations, outreach, and proactive approaches and actions to remain resilient and effective.					
Output 1.3.1	Number of products adopted by the Board	4	4	2	6
Output 1.3.4	Number of international investigations or cooperative activities completed	N/A	57	30	60

Table 9. Office of Safety Recommendations and Communications Goal 1 performance metrics, 3-year history.

Performance Measure Type	Measure Name	2017 Results	2018 Results	2019 Target	2019 Results
Objective 1.3 Improve Transportation Safety: Promote transportation safety through response, products, recommendations, outreach, and proactive approaches and actions to remain resilient and effective.					
Output 1.3.2	Number of products to improve transportation safety	773	519	400	735
Output 1.3.4	Number of international investigations or cooperative activities completed	N/A	13	6	14

Table 10. Office of Administrative Law Judges Goal 1 performance metrics 3-year history.

Performance Measure Type	Measure Name	2017 Results	2018 Results	2019 Target	2019 Results
Objective 1.3 Improve Transportation Safety: Promote transportation safety through response, products, recommendations, outreach, and proactive approaches and actions to remain resilient and effective.					
Outcome 1.3.5	Percentage of emergency hearings convened within 30 days	100%	100%	95%	92%
Outcome 1.3.7	Percentage of nonemergency cases closed within 180 days	58/6%	75%	75%	65%

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Table 11. Office of General Counsel Goal 1 performance metrics 3-year history.

Performance Measure Type	Measure Name	2017 Results	2018 Results	2019 Target	2019 Results
Objective 1.3 Improve Transportation Safety: Promote transportation safety through response, products, recommendations, outreach, and proactive approaches and actions to remain resilient and effective.					
Outcome 1.3.6	Percentage of emergency hearings closed within 30 days	N/A	N/A	100%	100%
Outcome 1.3.8	Total number of nonemergency enforcement backlog cases on hand	N/A	N/A	≤18	23

Table 12. Agency Goal 1 performance metrics, 3-year history.

Performance Measure Type	Measure Name	2017 Results	2018 Results	2019 Target	2019 Results
Objective 1.4 Enterprise Risk Management: Establish an enterprise risk management program that is integrated with strategic planning and budgeting processes to improve agency operations and investigations					
Outcome 1.4.1	Develop agency-wide risk-appetite statement	N/A	N/A	Yes	Yes

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

Objective 2.1: Stakeholder Engagement. Inform and influence external stakeholders

Progress Update

We took the following steps in FY 2019 to ensure we leveraged our communication effectively with our external stakeholders (see Figure 4).

- Documented stakeholder safety accomplishments and results from ongoing investigations
- Built consensus with industry to increase our access to and use of voluntarily provided safety information.
- Provided our expertise through internships, lessons-learned events, and other informational opportunities.
- Leveraged social media and other online tools to communicate more effectively with external stakeholders.

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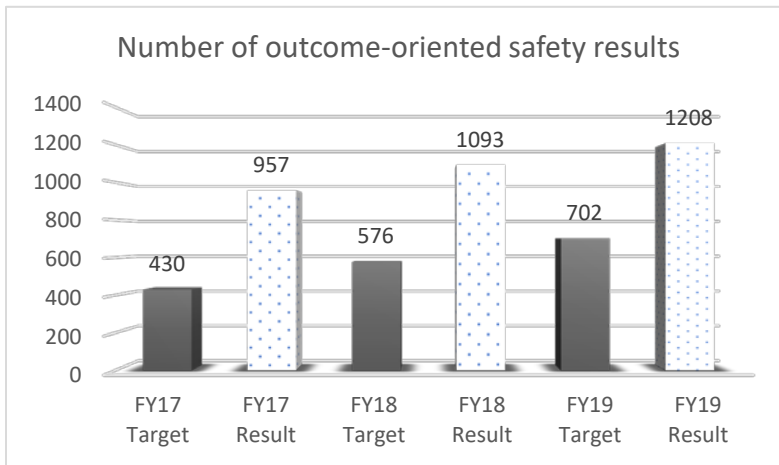


Figure 4. Number of outcome-oriented safety results, 3-year metric history.

Table 13. Office of Administrative Law Judges Goal 2 performance metrics, 3-year history.

Performance Measure Type	Measure Name	2017 Results	2018 Results	2019 Target	2019 Results
Objective 2.1 Stakeholder Engagement: Optimize outreach and build consensus with stakeholders					
Outcome 2.1.1	Number of outcome-oriented safety results and outreach activities provided to transportation safety stakeholders	4	3	4	4

Table 14. Office of Aviation Safety Goal 2 performance metrics, 3-year history.

Performance Measure Type	Measure Name	2017 Results	2018 Results	2019 Target	2019 Results
Objective 2.1 Stakeholder Engagement: Optimize outreach and build consensus with stakeholders					
Outcome 2.1.1	Number of outcome-oriented safety results and outreach activities provided to transportation safety stakeholders	88	77	65	75
Outcome 2.1.2	Number of safety accomplishments and results	108	144	120	161
Outcome 2.1.3	Number of stakeholder engagements implemented	N/A	3	1	5

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Table 15. Office of the Chief Financial Officer Goal 2 performance metrics, 3-year history.

Performance Measure Type	Measure Name	2017 Results	2018 Results	2019 Target	2019 Results
Objective 2.1 Stakeholder Engagement: Optimize outreach and build consensus with stakeholders					
Outcome 2.1.1	Number of outcome-oriented safety results and outreach activities provided to transportation safety stakeholders	1	1	1	1

Table 16. Office of the General Counsel Goal 2 performance metrics, 3-year history.

Performance Measure Type	Measure Name	2017 Results	2018 Results	2019 Target	2019 Results
Objective 2.1 Stakeholder Engagement: Optimize outreach and build consensus with stakeholders					
Outcome 2.1.1	Number of outcome-oriented safety results and outreach activities provided to transportation safety stakeholders	N/A	1	2	2

Table 17. Office of Highway Safety Goal 2 performance metrics, 3-year history.

Performance Measure Type	Measure Name	2017 Results	2018 Results	2019 Target	2019 Results
Objective 2.1 Stakeholder Engagement: Optimize outreach and build consensus with stakeholders					
Outcome 2.1.1	Number of outcome-oriented safety results and outreach activities provided to transportation safety stakeholders	30	31	20	35
Outcome 2.1.2	Number of safety accomplishments and results	N/A	N/A	Baseline	1
Outcome 2.1.3	Number of stakeholder engagements implemented	N/A	5	1	15

Table 18. Office of the Managing Director Goal 2 performance metrics, 3-year history.

Performance Measure Type	Measure Name	2017 Results	2018 Results	2019 Target	2019 Results
Objective 2.1 Stakeholder Engagement: Optimize outreach and build consensus with stakeholders					
Outcome 2.1.1	Number of outcome-oriented safety results and outreach activities provided to transportation safety stakeholders	N/A	29	30	26

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Table 19. Office of Marine Safety Goal 2 performance metrics, 3-year history.

Performance Measure Type	Measure Name	2017 Results	2018 Results	2019 Target	2019 Results
Objective 2.1 Stakeholder Engagement: Optimize outreach and build consensus with stakeholders					
Outcome 2.1.1	Number of outcome-oriented safety results and outreach activities provided to transportation safety stakeholders	26	22	25	44
Outcome 2.1.2	Number of safety accomplishments and results	N/A	N/A	Baseline	1
Outcome 2.1.3	Number of stakeholder engagements implemented	N/A	3	1	1

Table 20. Office of Railroad, Pipeline, and Hazardous Materials Investigations Goal 2 performance metrics, 3-year history.

Performance Measure Type	Measure Name	2017 Results	2018 Results	2019 Target	2019 Results
Objective 2.1 Stakeholder Engagement: Optimize outreach and build consensus with stakeholders					
Outcome 2.1.1	Number of outcome-oriented safety results and outreach activities provided to transportation safety stakeholders	33	31	25	25
Outcome 2.1.2	Number of safety accomplishments and results	14	31	25	34
Outcome 2.1.3	Number of stakeholder engagements implemented	N/A	8	1	1

Table 21. Office of Research and Engineering Goal 2 performance metrics, 3-year history.

Performance Measure Type	Measure Name	2017 Results	2018 Results	2019 Target	2019 Results
Objective 2.1 Stakeholder Engagement: Optimize outreach and build consensus with stakeholders					
Outcome 2.1.1	Number of outcome-oriented safety results and outreach activities provided to transportation safety stakeholders	64	53	30	44

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Table 22. Office of Safety Recommendations and Communications Goal 2 performance metrics, 3-year history.

Performance Measure Type	Measure Name	2017 Results	2018 Results	2019 Target	2019 Results
Objective 2.1 Stakeholder Engagement: Optimize outreach and build consensus with stakeholders					
Outcome 2.1.1	Number of outcome-oriented safety results and outreach activities provided to transportation safety stakeholders	716	846	500	952
Outcome 2.1.3	Number of stakeholder engagements implemented	N/A	18	8	25
Outcome 2.1.4	Number of engagements amplifying NTSB safety and advocacy messages	N/A	N/A	Baseline	166,758

Goal 3: Synergy. Promote employee teamwork, innovation, and engagement to optimize operations.

Objective 3.2: Inclusive and Engaged Workforce. Promote an inclusive and engaged workforce and eliminate barriers to equal employment opportunity

Progress Update

We took the following steps in FY 2019 to promote innovative ideas among our highly sophisticated and educated staff to ensure they were engaged and efficient. The following are examples of activities completed.

- Continued to promote collaboration within the agency to enhance employee engagement and inclusiveness. The Chairman and senior leadership provided activities that promoted communication throughout the agency, such as the Chat with the Chairman series, various brown bag events, and a speaker series.
- Ensured senior leadership engaged with employees through communication, coaching, mentoring, appropriate conflict-resolution strategies, and staff development opportunities.
- Piloted an agency-wide cross-office awareness program, Connected Across the Board, which increased the number of opportunities available for participation in the program.
- Developed strategies to improve the virtual workspace for remote and teleworking staff, increasing their connection with peers, supervisors, and senior leaders.
- Reviewed annual Federal Employee Viewpoint Survey results to improve engagement. Additional employee surveys were also administered. A new strategic plan was developed to emphasize more high-level agency priorities based on feedback from executive leadership meetings on employee engagement.

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Table 23. Agency Goal 2 performance metrics, 3-year history.

Performance Measure Type	Measure Name	2017 Results	2018 Results	2019 Target	2019 Results
Objective 3.2: Inclusive and Engaged Workforce. Promote an inclusive and engaged workforce and eliminate barriers to equal employment opportunity					
Outcome 3.2.1	Number of employee engagement & EEO/ODI outreach initiatives implemented				
	AD	N/A	4	4	7
	ALJ	N/A	1	4	1
	AS	N/A	4	4	6
	OCFO	N/A	2	2	2
	OCIO	N/A	3	1	3
	EEO/ODI	N/A	9	2	10
	GC	N/A	1	1	2
	HS	N/A	4	2	6
	MD	N/A	4	2	7
	MS	N/A	4	5	7
	RPH	N/A	5	1	2
	RE	N/A	20	5	10
	SRC	N/A	3	2	4
	Total	N/A	64	32	67

Table 24. Agency Goal 3 performance metrics, 3-year history

Performance Measure Type	Measure Name	2017 Results	2018 Results	2019 Target	2019 Results
Objective 3.2: Inclusive and Engaged Workforce. Promote an inclusive and engaged workforce and eliminate barriers to equal employment opportunity					
Outcome 3.2.2	Increase the number of opportunities available in the Connected Across the Board agency rotational program*	N/A	Pilot implemented	Baseline	5