

NATIONAL TRANSPORTATION SAFETY BOARD

FY 2018 PERFORMANCE MEASURE DEFINITIONS

Define an emerging technology capability for use in decision-making
Strategic Goal: Safety Leadership
Strategic Objective 1.1: Existing and Evolving Technology: Increase agency focus on state-of-the art technologies.
Performance Goal: Strengthen and increase our expertise
Key Performance Indicator: Awareness of new technologies
Performance Target: 1 capability defined or implemented
Measure Type: Outcome
Frequency: Annual
New: Yes
<p>Definition: We strive to understand and use the most advanced tools and new technologies to analyze transportation accidents, to enhance safety, and to prevent future accidents. Our ability to conduct comprehensive investigations requires the continuing development of staff expertise and the acquisition of essential tools and equipment necessary to understand these advanced systems and technologies. It is critical that we remain aligned with changing trends in transportation technology. The following offices will report on this metric: Aviation Safety (AS); Highway Safety (HS); Marine Safety (MS); Railroad, Pipeline & Hazardous Materials Investigations (RPH); and, Research & Engineering (RE).</p> <p>Emerging technology and capabilities will be defined differently by each office identified. Some examples of emerging technologies could include, but not limited to any of the following:</p> <ul style="list-style-type: none"> • automated vehicles • commercial space transportation • high-speed rail • solar-powered airplanes • new software or programs used to improve agency knowledge and expertise on a new technology • any new emerging technology in the future. <p>This metric tracks actions taken by the agency to define emerging technologies to improve decision-making for future implementation of our work.</p> <p>Examples of a capability could include, but not limited to any of the following:</p> <ul style="list-style-type: none"> • Direct an investigation focused on a new technology • Use an emerging technology to improve a process or procedure for an office or the agency • Develop an action plan or initiative to define and/or implement an emerging technology <p>Each office will collaborate with the Office of CIO in defining and developing for implementation of any new emerging technologies identified.</p>
<p>Standards: Green: Milestone achieved; Yellow: Milestone 30 days or less past due; Red: Milestone more than 30 days past due</p>

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Define an emerging technology capability for use in decision-making
<p>Milestones:</p> <p>Quarter 1 (December 31): Offices define and/or implement emerging technology capability, if any</p> <p>Quarter 2 (March 31): Offices define and/or implement emerging technology capability, if any</p> <p>Quarter 3 (June 30): Offices define and/or implement emerging technology capability, if any</p> <p>Quarter 4 (September 30): Offices define and/or implement emerging technology capability</p> <p>Note: Dates for milestones will be adjusted for FY 18 due to late development of strategic plan and metrics.</p>
DATA VALIDATION AND VERIFICATION
<p>Data Source: Office level data; agency data; external data</p>
<p>Calculation: Each office will track the completion of the milestones for each quarter</p>
<p>Validation/Verification Method: Office Director or Deputy Validation/Verification approval workflow in the Strategic Management Performance Portal (SMPP); Final MD Review or approval</p>
<p>Data Limitations: Factors beyond our control such as budgetary constraints (funding in support of activities/initiatives); personnel resources; approval deadlines; or time to address issues or risks identified by reviews for change.</p>
<p>Compensation for data limitations: Identified risks will be discussed at office and senior management levels for further mitigation. Verification of information by Director or Deputy Director.</p>

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Define a data analytics capability for use in decision-making
Strategic Goal: Safety Leadership
Strategic Objective 1.2: Data Analytics: Broaden the use of data and analytics to improve decision-making
Performance Goal: Strengthen and increase our expertise
Key Performance Indicator: Expand the agency's data analytics program
Performance Target: 1 capability defined
Measure Type: Outcome
Frequency: Annual
New: Yes
<p>Definition: As we look to increase transparency and effectiveness, we'll focus on data and data quality assurance. We strive to improve agency efficiency through data analytics to improve data mining, descriptive and diagnostic analyses of safety and accident data, collaboration with stakeholders to supplement existing data sources, and visualization of key performance metrics to gain opportunities to collaborate, evaluate processes and products, as well as create techniques to assist us in accomplishing our mission.</p> <p>By leveraging data gathered in our own investigations, other transportation stakeholders, industry and academia, strategic performance outcomes and other areas of the agency we will add value to the existing body of research in transportation safety. Informed, methodologically sound data analyses will help us better understand emerging threats to safety, assess the scope and scale of critical safety issues identified in our investigations and studies, issue the most relevant safety recommendations, and improve agency strategy development and decision-making. The following offices will report on this metric: Aviation Safety (AS); Highway Safety (HS); Marine Safety (MS); Railroad, Pipeline & Hazardous Materials Investigations (RPH); and, Research & Engineering (RE).</p> <p>For Fiscal year 2018, the goal of the metric will be to define and/or develop a data analytic capability for offices to use in decision-making. This metric that tracks the how the agency is working to expand use data analytics by the identified offices. Data analytics is defined as the mining of various data sources to enable the understanding of factors impacting safety and accidents and the use of analytical tools and software to support informed decision making to enhance safety. Data analytics includes processes, software, data, analysis, and tools (dashboards for instance).</p> <p>Examples of a capability could include, but not limited to any of the following:</p> <ul style="list-style-type: none"> • Direct an investigation using the results of data derived from agency databases and/or previous investigations • Develop modal databases to facilitate data analytics for use in accident investigations or special reports • Increase the use of or improvement of current systems to provide more efficient data • Collaborate with offices to improve and/or develop data for use in decision-making • Develop an action plan or initiative to define and/or implement data analytics by an office

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Define a data analytics capability for use in decision-making
Each office should collaborate with the Offices of AS, CIO, MD and/or RE in defining and/or using data analytics. The Office of Aviation Safety will provide a briefing on their current Data Analytics Proof of Concept project to senior leadership in demonstrating an example of how data analytics can be utilized in investigations.
Standards: Green: Milestone achieved; Yellow: Milestone 30 days or less past due; Red: Milestone more than 30 days past due
Milestones: Quarter 1 (December 31): Offices define and/or implement data analytics capability, if any Quarter 2 (March 31): Offices define and/or implement data analytics capability, if any Quarter 3 (June 30): Offices define and/or implement data analytics capability, if any Quarter 4 (September 30): Offices define and/or implement data analytics capability Note: Dates for milestones will be adjusted for FY 18 due to late development of strategic plan and metrics.
DATA VALIDATION AND VERIFICATION
Data Source: Office level data; agency data; external data
Calculation: Each office will track the completion of the milestones for each quarter through manual or electronic means.
Validation/Verification Method: Office Director or Deputy Validation/Verification approval workflow in SMPP; Final MD Review or approval
Data Limitations: Factors beyond our control such as budgetary constraints (funding in support of activities or initiatives); personnel resources; approval timelines; or time to address issues/risks raised by reviewers.
Compensation for data limitations: Identified risks will be discussed at office and senior management levels for further mitigation. Verification of information by Director or Deputy Director.

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Develop a digital transformation action plan resulting in increased efficiency and effectiveness
Strategic Goal: Safety Leadership
Strategic Objective 1.2: Data Analytics: Broaden the use of data and analytics to improve decision-making
Performance Goal: Strengthen and increase our expertise
Key Performance Indicator: Expand the agency’s data analytics program
Performance Target: Approved Agency Action Plan
Measure Type: Outcome
Frequency: Annual
New: Yes
<p>Definition: As we look to increase transparency and effectiveness, we’ll focus on data and data quality assurance. We strive to improve agency efficiency through data analytics to gain opportunities to collaborate, evaluate processes and products, as well as create techniques to assist us in accomplishing our mission.</p> <p>This measure is an agency-wide annual metric that tracks the how the agency is working to expand our digital transformation program over the next three years. Digital transformation for NTSB is defined as a continual evolution of business practices, primarily via use of technology, to increase efficiency and effectiveness.</p> <p>NTSB’s digital transformation program will include the following, but not be limited to:</p> <ul style="list-style-type: none"> • continuous evolution of agency processes resulting in new/revised business processes to greater assist in accomplishing agency mission and operational goals • data analytics • collaboration and technologies to harness additional opportunities for innovation, and • opportunities to evaluate risks and design mitigating strategies. <p>This program will assist the agency in delivering actionable information to the public and promote risk-based and data-driven decision-making the agency’s digital technology to aid in decision-making.</p> <p>Each office will collaborate with the Office of the Chief Information Officer (CIO) through various workgroups or sub-workgroups in defining and developing definitions; establishing baselines; determining requirements for data and products; identifying and evaluating risks and mitigation, if needed. CIO will facilitate these workgroup discussions.</p> <p>The FY ’18 workgroup goal is to develop definitions and an action plan to include but not limited to the following FY’19 performance goals. Note, these metrics may change based on FY’18 data and discussions.</p> <ul style="list-style-type: none"> • Improved time to deliver NTSB products by total of 20% (10% FY’ 19 and 1% FY’ 20). • Increased use of data analytics to inform decision making by 20% (10% FY’ 19 and 15% FY’ 20).

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Develop a digital transformation action plan resulting in increased efficiency and effectiveness
<p>Other digital performance goals:</p> <ul style="list-style-type: none"> • Reduce HQ technical infrastructure footprint by 25% (15% FY' 19 and 15% FY' 20) pending cloud migration and funding for targeted upgrade to replace outdated equipment per Presidential Executive Order on Strengthening the Cybersecurity of Federal Networks and Critical Infrastructure (which identifies requirement to replace outdated technical infrastructure). • Increase virtualization of network, storage and computing resources to 60% by FY' 2020.
<p>Standards: Green: Milestone achieved; Yellow: Milestone 30 days or less past due; Red: Milestone more than 30 days past due</p>
<p>Milestones: Quarter 1 (December 31): N/A Quarter 2 (March 31): N/A Quarter 3 (June 30): Workgroup meetings to define digital transformation facilitated by CIO; Offices define office requirements for their office; each office will enter determined requirements and/or meeting results in their spreadsheets for tracking purposes. This information will be used to contribute to the agency's action plan. Quarter 4 (September 30): Approved agency action plan by the MD or DMD. Note: Dates for milestones will be adjusted for FY 18 due to late development of strategic plan and metrics.</p>
DATA VALIDATION AND VERIFICATION
<p>Data Source: Office level data; agency data; workgroup discussions</p>
<p>Calculation: Each office will track the completion of the milestones and meeting discussion results for each quarter through manual or electronic means.</p>
<p>Validation/Verification Method: Office Director or Deputy Validation/Verification approval workflow in SMPP; Final MD Review or approval</p>
<p>Data Limitations: Factors beyond our control such as budgetary constraints (funding in support of activities or initiatives); personnel resources; approval timelines; or time to address issues/risks raised by reviewers.</p>
<p>Compensation for data limitations: Identified risks will be discussed at office and senior management levels for further mitigation. Verification of information by Director or Deputy Director.</p>

NATIONAL TRANSPORTATION SAFETY BOARD

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Number of Board adopted products
Strategic Goal: Safety Leadership
Strategic Objective 1.3: Improve Transportation Safety: Promote and enhance transportation safety through response, products, proactive approaches and actions to remain resilient and effective to advance our mission.
Key Performance Indicator: Contribution to transportation safety
Performance Target: Varies per office
Measure Type: Output
Frequency: Quarterly
New: No
<p>Definition: To maintain our status as a globally recognized leader in transportation accident investigations and relevant safety studies, we must gain knowledge on transportation system advances and use that knowledge to create products that meet the needs of our stakeholders. Conducting independent accident investigations, developing relevant recommendations, and sharing lessons learned are critical components of our mission.</p> <p>This measure counts the number of products that each investigative office delivers to the Board for adoption, either at a Board Meeting or by vote on a Notation item. A product is defined as the following, but not limited to:</p> <ul style="list-style-type: none"> • Completed accident reports • Investigative Hearings • Safety studies • Safety reports • Accident briefs • Standalone safety recommendation letters • Safety alerts • Most Wanted List items • Response to proposed rulemaking • Any other product adopted by the Board through the agency's notation process. <p>The following offices will report on this metric: Aviation Safety (AS); Highway Safety (HS); Marine Safety (MS); Railroad, Pipeline & Hazardous Materials Investigations (RPH); and, Research & Engineering (RE).</p>
<p>Standards: Green: +/- 5% within target (95% or above by 9/30/18) Yellow: Milestone: +/- 10% within target (90% -94% by 9/30/18) Red: Milestone: not within 10% of milestone (less than 90% by 9/30/18)</p>
<p>Milestones: Quarter 1 (December 31): varies by office Quarter 2 (March 31): varies by office Quarter 3 (June 30): varies by office Quarter 4 (September 30): 95% or above</p> <p>Note: Dates for milestones will be adjusted for FY 18 due to late development of strategic plan and metrics.</p>

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Number of Board adopted products
DATA VALIDATION AND VERIFICATION
Data Source: Data will be collected from the Product Management Application (PMA), office files, or presented to the Board for their adoption at a Board meeting or by vote on a Notation item.
Calculation: A count of the number of products adopted either at a Board Meeting or by vote on a Notation item in PMA or manually. Results will be entered into the Strategic Management Performance Portal database.
Validation/Verification Method: Office Director or Deputy Validation/Verification approval workflow in SMPP; Final MD Review or approval
Data Limitations: Factors beyond our control such as budgetary constraints (funding in support of activities or initiatives); personnel resources; approval timelines; or time to address issues/risks raised by reviewers.
Compensation for data limitations: Identified risks will be discussed at office and/or senior management levels for further mitigation. Verification of information by Director or Deputy Director.

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Number of Products Produced to Improve Transportation Safety
Strategic Goal: Safety Leadership
Strategic Objective 1.3: Improve Transportation Safety: Promote and enhance transportation safety through response, products, proactive approaches and actions to remain resilient and effective to advance our mission.
Performance Goal: Demonstrate our impact on improving transportation safety
Key Performance Indicator: Contribution to transportation safety
Performance Target: Varies per office
Measure Type: Output
Frequency: Quarterly
New: Revised
<p>Definition: To maintain our status as a globally recognized leader in transportation accident investigations and relevant safety studies, we must gain knowledge on transportation system advances and use that knowledge to create products that meet the needs of our stakeholders. Conducting independent accident investigations, developing relevant recommendations, and sharing lessons learned are critical components of our mission.</p> <p>This measure counts the number of transportation and safety products that each office produces to improve transportation safety or solutions that investigators develop that can be readily implemented because they do not involve significant funding or changes to regulations.</p> <p>The purpose of this measure is track all agency work used to improve transportation safety that is in addition to those that require adoption by the Board. A product to improve transportation safety could include, but is not limited to the following:</p> <ul style="list-style-type: none"> • Videos (SRC tracks for agency) • Newsletters • Blog Posts (offices track individual blogs written; SRC includes member blogs written in SRC count) • Safety accomplishments or results as tracked by the modal offices • Safer Seas publication (MS) • Journal publications, or • Other significant or newly created products. <p>The following offices will report on this metric: Aviation Safety (AS); Highway Safety (HS); Marine Safety (MS); Railroad, Pipeline & Hazardous Materials Investigations (RPH); and Safety Recommendation & Communication (SRC).</p>
<p>Standards: Green: +/- 5% within target (95% or above by 9/30/18) Yellow: Milestone: +/- 10% within target (90% -94% by 9/30/18) Red: Milestone: not within 10% of milestone (less than 90% by 9/30/18)</p>
<p>Milestones: Quarter 1 (December 31): varies by office Quarter 2 (March 31): varies by office Quarter 3 (June 30): varies by office</p>

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Number of Products Produced to Improve Transportation Safety
Quarter 4 (September 30): 95% or above Note: Dates for milestones will be adjusted for FY 18 due to late development of strategic plan and metrics.
DATA VALIDATION AND VERIFICATION
Data Source: A log of the number of applicable products will be kept by each Office.
Calculation: Each office will track the products to improve electronically or manually. Results will be entered into the Strategic Management Performance Portal database.
Validation/Verification Method: Office Director or Deputy Validation/Verification approval workflow in SMPP; Final MD Review or approval
Data Limitations: Factors beyond our control such as budgetary constraints, personnel resources and timelines may affect activities as well as funding in support of activities or initiatives.
Compensation for data limitations: Identified risks will be discussed at office and/or senior management levels for further mitigation. Verification of information by Director or Deputy Director.

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Number of delegated briefs completed
Strategic Goal: Safety Leadership
Strategic Objective 1.3: Improve Transportation Safety: Promote and enhance transportation safety through response, products, proactive approaches and actions to remain resilient and effective to advance our mission.
Performance Goal: Demonstrate our impact on improving transportation safety
Key Performance Indicator: Contribution to transportation safety
Performance Target: Varies per office
Measure Type: Output
Frequency: Quarterly
New: Yes
<p>Definition: To maintain our status as a globally recognized leader in transportation accident investigations and relevant safety studies, we must gain knowledge on transportation system advances and use that knowledge to create products that meet the needs of our stakeholders. Conducting independent accident investigations, developing relevant recommendations, and sharing lessons learned are critical components of our mission.</p> <p>The following offices will report on this metric: Aviation Safety (AS); Highway Safety (HS); Marine Safety (MS); and Railroad, Pipeline & Hazardous Materials Investigations (RPH).</p> <p>This metric will track the number of delegated briefs completed. A delegated brief is defined in OPS-GEN-107 as:</p> <p>b. Brief of Accident</p> <p>(1) <i>Standard-Style (All Modes)</i></p> <ul style="list-style-type: none"> • Does not usually address issues of national public interest. • Very short, with a limited number of subject headings. Primary purpose is to determine probable cause. • No formal conclusions and only limited analysis, but analysis must be sufficient to support the probable cause. • Does not include safety recommendations and should not be combined with recommendation letters related to the same accident as a single notation package (although the brief may refer to previously-issued safety recommendations). • May be adopted by Office Director under delegated authority pursuant to 49 Code of Federal Regulations (CFR) 800.25(c). <p>49 Code of Federal Regulations (CFR) 800.25(c).</p> <p>“Determine the probable cause(s) of accidents in which the determination is issued in the “Brief of Accident” format, except that the Office Director will submit the findings of the accident investigation to the Board for determination of the probable cause(s) when (1) any Board Member so requests, (2) it appears to the Office Director that, because of significant public interest, a policy issue, or a safety issue of other matter, the determination of the probable cause(s) should be made by the Board, or (3) the accident investigation will be used to support findings in a special investigation or study. Provided,</p>

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Number of delegated briefs completed
that a petition for reconsideration or modification of a determination of the probable cause(s) made under §845.41 of this Chapter shall be acted on by the Board. (d) Consistent with Board resources, investigate accidents as provided under §304(a) of the Independent Safety Board Act of 1974, as amended (49 U.S.C. 1131(a)) and the Appendix to this Part.”
Standards: Green: +/- 5% within target (95% or above by 9/30/18) Yellow: Milestone: +/- 10% within target (90% -94% by 9/30/18) Red: Milestone: not within 10% of milestone (less than 90% by 9/30/18)
Milestones: Quarter 1 (December 31): varies by office Quarter 2 (March 31): varies by office Quarter 3 (June 30): varies by office Quarter 4 (September 30): 95% or above Note: Dates for milestones will be adjusted for FY 18 due to late development of strategic plan and metrics.
DATA VALIDATION AND VERIFICATION
Data Source: A log of the number of delegated briefs will be kept by each Office.
Calculation: Each office will track the completion of the briefs each quarter. Results will be entered in the Strategic Management Performance Portal database.
Validation/Verification Method: Office Director or Deputy Validation/Verification approval workflow in SMPP; Final MD Review or approval
Data Limitations: Factors beyond our control such as budgetary constraints (funding in support of activities or initiatives); personnel resources; approval timelines; or, time to address issues/risks raised by reviewers.
Compensation for data limitations: Identified risks will be discussed at office and/or senior management levels for further mitigation. Verification of information by Director or Deputy Director.

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Number of international investigations or cooperative activities completed
Strategic Goal: Safety Leadership
Strategic Objective 1.3: Improve Transportation Safety: Promote and enhance transportation safety through response, products, proactive approaches and actions to remain resilient and effective to advance our mission.
Performance Goal: Demonstrate our impact on improving transportation safety
Key Performance Indicator: Contribution to transportation safety
Performance Target: Varies per office
Measure Type: Output
Frequency: Quarterly
New: Revised
<p>Definition: This measure will count the number international cooperative activities completed by the agency. International cooperative activities could include, but not limited to the following:</p> <ul style="list-style-type: none"> • International launches to participate in the on-scene phase of international investigations • Significant travel (domestic or international) to support international accident/serious incident investigations • International cooperative meetings, conferences and/or briefings including advocacy (staff participation in committees, conferences, and other speaking engagements including providing technical papers on safety topics in which NTSB staff are included on the agenda that are held outside the United States) • International cooperative meetings held at NTSB in which we host international visitors to provide expertise, exchange of information, training and/or safety briefings <ul style="list-style-type: none"> ○ Note: This metric only includes international activities. Domestic activities are being captured in other metrics. • U.S. team comments to draft ICAO and IMO reports where significant U.S. resources, or <p>The following offices will report on this metric: Aviation Safety (AS); Managing Director (MD); Marine Safety (MS); Railroad, Pipeline & Hazardous Materials Investigations (RPH); Research & Engineering (RE); and, Safety Recommendations & Communication (SRC).</p>
<p>Standards: Green: +/- 5% within target (95% or above by 9/30/18) Yellow: Milestone: +/- 10% within target (90% -94% by 9/30/18) Red: Milestone: not within 10% of milestone (less than 90% by 9/30/18)</p>
<p>Milestones: Quarter 1 (December 31): varies by office Quarter 2 (March 31): varies by office Quarter 3 (June 30): varies by office Quarter 4 (September 30): 95% or above</p> <p>Note: Dates for milestones will be adjusted for FY 18 due to late development of strategic plan and metrics.</p>

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Number of international investigations or cooperative activities completed
DATA VALIDATION AND VERIFICATION
Data Source: An electronic log of the number of applicable international cooperative activities.
Calculation: Each office will track the completion international investigations or activities electronically or manually. Results will be entered into the Strategic Management Performance Portal database.
Validation/Verification Method: Office Director or Deputy Validation/Verification approval workflow in SMPP; Final MD Review or approval
Data Limitations: Factors beyond our control such as budgetary constraints (funding in support of activities or initiatives); personnel resources; approval timelines; or, time to address issues/risks raised by reviewers.
Compensation for data limitations: Identified risks will be discussed at office and/or senior management levels for further mitigation. Verification of information by Director or Deputy Director.

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Percentage of emergency hearings convened within 30 days
Strategic Goal: Safety Leadership
Strategic Objective 1.3: Improve Transportation Safety: Promote and enhance transportation safety through response, products, proactive approaches and actions to remain resilient and effective to advance our mission.
Performance Goal: Demonstrate our impact on improving transportation safety
Key Performance Indicator: Contribution to transportation safety
Performance Target: 100%
Measure Type: Outcome
Frequency: Quarterly
New: Revised
Objective 1.3: Improve Transportation Safety: Promote and enhance transportation safety through response, products and proactive approaches and actions to remain resilient and effective to advance our mission
Definition: The Administrative Law Judges (ALJ) conduct formal hearings and issue initial decisions on appeals of airmen filed with the Safety Board. The NTSB serves as the "court of appeals" for any airman, mechanic, or operator when certificate action is taken by the Federal Aviation Administration (FAA), when applications for certificates are denied, or when civil penalties are assessed by the FAA. The measurement is intended to demonstrate the expeditious disposition of emergency cases by ALJ. The measure is intended to demonstrate ALJ's compliance with the Board's Rules of Practice requiring that an expedited hearing be convened within 30 days of receipt of the appeal (pursuant to 49 CFR 821.56(a) and the statutory requirement that both appeal levels are completed within 60 days) when the FAA Administrator takes an emergency action against an airman's certificate. An enforcement action is designated as an emergency by the FAA when the Administrator determines that public interest and air safety require the immediate suspension or revocation of an airman or operator certificate, and therefore, leaves the airman or operator without use of the certificate during the pendency of the appeal.
Standards: Green: +/- 5% within target (95% or above) Yellow: Milestone: +/- 10% within target (90% -94%) Red: Milestone: not within 10% of milestone (less than 90%)
Milestones: Quarter 1 (December 31): 100% Quarter 2 (March 31): 100% Quarter 3 (June 30): 100% Quarter 4 (September 30): 100%
Note: Dates for milestones will be adjusted for FY 18 due to late development of strategic plan and metrics.
DATA VALIDATION AND VERIFICATION
Data Source: The Office of Administrative Law Judges database.
Calculation: To calculate the measure, an inquiry will be made of the ALJ database to generate the number of emergency hearings convened and the date the case was received , as well as the number of emergency hearings convened during the quarter. The numerator is the total number of emergency hearings convened during the reporting period within 30 days. The denominator is the total number of emergency hearings held during the reporting period. Divide the two numbers to

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Percentage of emergency hearings convened within 30 days
generate the percentage of emergency hearings convened during the reporting period. Results will be entered into the Strategic Management Performance Portal database.
Validation/Verification Method: ALJ Chief Judge or Chief Validation/Verification approval workflow in SMPP. Final MD Review or approval
Data Limitations: Some factors may prevent the closure of cases within 27 days: lack of courtroom space, spike in incoming emergency cases that tax the availability of Judges to hear cases, planned and unexpected unavailability of judges, e.g., retirement, extended sick leave, scheduled training, and scheduled vacation, multiple sessions of a case; and extraordinary circumstances beyond NTSB control.
Compensation for data limitations: Identified risks will be discussed at office and/or senior management levels for further mitigation. Verification of information by ALJ Chief Judge or Chief. Adjustments to judges' calendar if necessary.

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Percentage of non-emergency cases closed within 180 days
Strategic Goal: Safety Leadership
Strategic Objective 1.3: Improve Transportation Safety: Promote and enhance transportation safety through response, products, proactive approaches and actions to remain resilient and effective to advance our mission.
Performance Goal: Demonstrate our impact on improving transportation safety
Key Performance Indicator: Contribution to transportation safety
Performance Target: 80%
Measure Type: Outcome
Frequency: Quarterly
New: Revised
Definition: The Administrative Law Judges (ALJ) conduct formal hearings and issue initial decisions on appeals of airmen filed with the Safety Board. The NTSB serves as the "court of appeals" for any airman, mechanic, or operator when certificate action is taken by the Federal Aviation Administration, when applications for certificates are denied, or when civil penalties are assessed by the FAA. The measure is intended to demonstrate Office of Administrative Law Judges (ALJ's) compliance with management goals of efficient processing of appeals and petitions for review.
Standards: Green: +/- 5% within target (95% or above) Yellow: Milestone: +/- 10% within target (90% -94%) Red: Milestone: not within 10% of milestone (less than 90%)
Milestones: Quarter 1 (December 31): 80% Quarter 2 (March 31): 80% Quarter 3 (June 30): 80% Quarter 4 (September 30): 80% Note: Dates for milestones will be adjusted for FY 18 due to late development of strategic plan and metrics.
DATA VALIDATION AND VERIFICATION
Data Source: The Office of Administrative Law Judges database.
Calculation: To calculate the measure, an inquiry will be made of the ALJ database to generate the number of non-emergency cases received and the date the case was received, as well as the number of non-emergency cases closed during the quarter. The numerator is the total number of non-emergency cases closed during the reporting period within 180 days. The denominator is the total number of non-emergency cases received during the reporting period. Divide the two numbers to generate the percentage of non-emergency cases closed during the reporting period. Results will be entered into the Strategic Management Performance Portal database.
Validation/Verification Method: ALJ Chief Judge or Chief Validation/Verification approval workflow in SMPP. Final MD Review or approval
Data Limitations: The following are possible reasons why a case cannot be scheduled for disposition: pending criminal actions involving the same airman stemming from the same matter; the pendency of a case on appeal before the Board that is likely to result in precedent dispositional of the subject case, extensive discovery considerations, legitimate scheduling conflicts with the parties and other witnesses, lack of courtroom space, spike in incoming cases that tax the availability of Judges to hear cases, planned and unexpected unavailability of judges, e.g., retirement, extended sick leave,

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Percentage of non-emergency cases closed within 180 days
scheduled training and vacation; multiple sessions of a case; and other matters beyond our control. (In some cases, the parties request delaying the disposition of the case.) Based on emergency cases caseload, resources may be re-assigned to those cases due to their expediency which may affect the timeliness of this metric.
Compensation for data limitations: Identified risks will be discussed at office and/or senior management levels for further mitigation. Verification of information by ALJ Chief Judge or Chief. Adjustments to judges' calendar if necessary.

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Number of outcome-oriented safety results and outreach activities provided to transportation safety stakeholders
Strategic Goal: Engagement
Strategic Objective 2.1: Stakeholder Engagement: Use our independence and impartiality to optimize outreach and to build consensus with stakeholders
Performance Goal: Enhance external stakeholder engagement
Key Performance Indicator: Stakeholder management
Performance Target: varies per office
Measure Type: Outcome
Frequency: Quarterly
New: Revised
<p>Definition: Effective engagement with the range of stakeholders interested in transportation safety is an important ingredient for agency success. Stakeholders include, but not limited to those in the industry and government in the transportation safety community. Communication, advocacy, outreach, and partnerships enhance and foster collaboration with stakeholders. By engaging, collaborating, and partnering with stakeholders, we can increase the potential for implementing our recommendations and strengthening our impact on transportation safety improvements.</p> <p>This metric tracks the agency’s domestic outreach to stakeholders to provide advice and information on a wide range of topics that affect transportation safety. An outcome-safety result or outreach activity could include, but is not limited to the following:</p> <ul style="list-style-type: none"> • Standards or rulemaking committees actively working to address safety recommendations (these may span multiple years) • Staff participation in committees, conferences, and other speaking engagements including providing technical papers on safety topics in which NTSB staff are included on the agenda) • Legislative action that requires recommended safety improvements to be implemented • Advocacy related travel, including MWL and non-MWL items (i.e. funded by Advocacy funds or Office Support Funds) • Testimony provided by staff at the request of federal or state governments or officials • ALJ presentations to law groups, or • Other significant events or outreach may also be included. <p>In addition, Congress may take actions such as holding hearings, proposing legislation, or other actions to improve transportation safety based on NTSB investigations or recommendations.</p> <p>The following offices will report on this metric: Offices of Administrative Law Judges (ALJ); Aviation Safety; Chief Financial Officer; Highway Safety; Managing Director, Marine Safety, Railroad, Pipeline & Hazardous Materials Investigations; Research & Engineering; and, Safety Recommendations & Communication (SRC).</p>
<p>Standards: Green: +/- 5% within target (95% or above by 9/30/18) Yellow: Milestone: +/- 10% within target (90% -94% by 9/30/18) Red: Milestone: not within 10% of milestone (less than 90% by 9/30/18)</p>
<p>Milestones: Quarter 1 (December 31): N/A</p>

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Number of outcome-oriented safety results and outreach activities provided to transportation safety stakeholders
<p>Quarter 2 (March 31): varies by office;</p> <p>Quarter 3 (June 30): varies by office; office will supply milestone per target</p> <p>Quarter 4 (September 30): 95% or above</p> <p>Note: Dates for milestones will be adjusted for FY 18 due to late development of strategic plan and metrics.</p>
DATA VALIDATION AND VERIFICATION
Data Source: An electronic log of the number of applicable outreach-oriented safety results, or outreach activities will be kept each office. SRC will provide the data for trips funded by advocacy funds.
Calculation: An electronic count of the number outreach-oriented safety result or outreach activity. Results will be entered into the Strategic Management Performance Portal database.
Validation/Verification Method: Office Director or Deputy Validation/Verification approval workflow in SMPP; Final MD Review or approval
Data Limitations: There is no difficulty in collecting the measurement data, but factors beyond our control such as higher-priority issues that Congress must deal with may prevent the agency from acting on safety issues. For ALJ, judge availability and number of cases may affect the number of outreach activities completed. In addition, development and implementation may be affected by budgetary constraints (funding in support of activities or initiatives); personnel resources; approval timelines; or, time to address issues/risks raised by reviewers.
Compensation for data limitations: Identified risks will be discussed at office and/or senior management levels for further mitigation. Verification of information by Director or Deputy Director.

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Number of stakeholder engagements implemented
Strategic Goal: Engagement
Strategic Objective 2.1: Stakeholder Engagement: Use our independence and impartiality to optimize outreach and to build consensus with stakeholders
Performance Goal: Enhance external stakeholder engagement
Key Performance Indicator: Stakeholder management
Performance Target: varies per office
Measure Type: Outcome
Frequency: Quarterly
New: Yes
<p>Definition: Effective engagement with the range of stakeholders interested in transportation safety is an important ingredient for agency success. Communication, advocacy, outreach, and partnerships enhance and foster collaboration with stakeholders. By engaging, collaborating, and partnering with stakeholders, we can increase the potential for implementation our recommendations and strengthen our impact on improving transportation safety.</p> <p>This measure tracks the aggregate number of NTSB-led engagements implemented. These engagements must be hosted by NTSB and NTSB must provide much of the leadership in putting these types of engagements on. Individual NTSB Office-led engagements may include, but not limited to the following:</p> <ol style="list-style-type: none"> 1. Roundtables, 2. Forums, Workshops; or, 3. Any other engagement NTSB may lead (hosted) in improving transportation safety. <p>The aggregate NTSB measure will be the sum of the number of stakeholder engagements from each individual NTSB Office. The following offices will report on this metric: Aviation Safety (AS); Highway Safety (HS); Marine Safety (MS); Railroad, Pipeline & Hazardous Materials Investigations (RPH); and, Safety Recommendations & Communication (SRC).</p>
<p>Standards: Green: +/- 5% within target (95% or above by 9/30/18) Yellow: Milestone: +/- 10% within target (90% -94% by 9/30/18) Red: Milestone: not within 10% of milestone (less than 90% by 9/30/18)</p>
<p>Milestones: Quarter 1 (December 31): N/A Quarter 2 (March 31): varies by office Quarter 3 (June 30): varies by office Quarter 4 (September 30): varies by office</p> <p>Note: Dates for milestones will be adjusted for FY 18 due to late development of strategic plan and metrics.</p>
DATA VALIDATION AND VERIFICATION
<p>Data Source: Data will be collected from the Product Management Application (PMA) and each product presented to the Board for their adoption at a Board meeting or by vote on a Notation item; or, an electronic log of the number of engagements implemented.</p>
<p>Calculation: An electronic sum of the aggregate number of engagements from each office implemented. Results will be entered into the Strategic Management Performance Portal database.</p>

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Number of stakeholder engagements implemented
Validation/Verification Method: Office Director or Deputy Validation/Verification approval workflow in SMPP; Final MD Review or approval
Data Limitations: Factors beyond our control such as budgetary constraints, personnel resources and timelines may affect activities as well as funding in support of activities/initiatives.
Compensation for Data Limitations: Identified risks will be discussed at office and/or senior management levels for further mitigation. Verification of information by Director or Deputy Director.

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Number of efficiencies or tools implemented to increase innovation and collaboration
Strategic Goal: Synergy
Strategic Objective 3.1: Empowerment: Cultivate creativity and innovation across the agency through effective leadership
Performance Goal: Improve agency efficiency and effectiveness
Key Performance Indicator: Employee contribution to process improvement and innovation
Performance Target: 1 per office
Measure Type: Output
Frequency: Annual
New: Yes
<p>Definition: With increased demand for innovation and creative problem solving for complex problems, the need for continuous innovation and solving complex problems requires a diverse, engaged, and inclusive skilled workforce is critical. We strive to create a culture that fosters creativity and engagement through the motivation of our employees. Being a forward-thinking agency drives synergy and creativity within the agency. To foster efficiency in an evolving transportation environment, we must be innovative at all organizational levels. We will build important strategic links among planning, program management, budgeting, human resources, and technology to ensure the agency is operating cohesively.</p> <p>Efficiencies or tools could include the following, but not limited to:</p> <ul style="list-style-type: none"> • Software or tool used to streamline process; timeliness, etc. • Process improvement to streamline and improve effectiveness • Suggestions implemented from staff • Collaborations with other offices to improve agency • Any other efficiency or tool used to increase innovation and collaboration <p>This is an agency-wide annual metric which tracks how we are improving innovation and collaboration.</p>
<p>Standards: Green: +/- 5% within target Yellow: Milestone +/- 10% within target Red: Milestone – 15% outside target</p>
<p>Milestones: Quarter 1: 1 improvement, if any Quarter 2: 1 improvement, if any; MD Office reviews to determine if agency is on track Quarter 3: 1 improvement, if any Quarter 4: All offices complete 1 improvement</p> <p>Note: Dates for milestones will be adjusted for FY 18 due to late development of strategic plan and metrics.</p>
DATA VALIDATION AND VERIFICATION
Data Source: An electronic log of the number of efficiencies or tools implemented.

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Number of efficiencies or tools implemented to increase innovation and collaboration
Calculation: This is an annual metric. An electronic count of the number of efficiencies or tools implemented for the fiscal year. Results will be entered into the Strategic Management Performance Portal database.
Validation/Verification Method: Office Director or Deputy Validation/Verification approval workflow in SMPP; Final MD Review or approval
Data Limitations: Factors beyond our control such as budgetary constraints, personnel resources and timelines may affect activities as well as funding in support of activities/initiatives.
Compensation for data limitations: Identified risks will be discussed at office and/or senior management levels for further mitigation. Verification of information by Director or Deputy Director.

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Number of to employee engagement & EEO/Diversity outreach initiatives implemented
Strategic Goal: Synergy
Strategic Objective 3.2: Inclusive and Engaged Workforce: Promote an inclusive, and engaged workforce and eliminate barriers to equal employment opportunity
Performance Goal: Enhance staff engagement and inclusiveness
Key Performance Indicator: Employee participation and engagement
Performance Target: 1 initiative implemented
Measure Type: Outcome
Frequency: Annual
New: Yes
<p>Definition: Our employees can be most effective when they are motivated, engaged and trained. Therefore, we have developed a 3-year employee engagement initiative to ensure our staff are ready and equipped with the necessary skills to support the agency’s mission daily.</p> <p>Employee engagement is the employee’s sense of purpose that is evident in their display of dedication, persistence, and effort in their work or overall attachment to their organization and its mission. With increased demand for innovation and creative problem solving for complex problems, a diverse and inclusive workforce is critical. We strive to create a culture that fosters creativity and engagement through the motivation of our employees. This metric will help the agency in implementing the following strategies:</p> <ul style="list-style-type: none"> • Encouraging cooperation and collaboration within the NTSB to enhance employee engagement and empowerment. • Ensuring senior leadership engages with employees through effective communication, coaching, mentoring, conflict resolution strategies, and staff development. • Developing strategies for improving the virtual workspace for remote and teleworking <p>This is an agency-wide annual metric which tracks the implementation of an employee engagement initiative which focuses on ways to increase participation, empower and engage our employees. We will identify strategies, actions, and initiatives to raise awareness, enhance communication, and develop a high-performing, diverse workforce.</p> <p>This metric will only consider if the office successfully completes an action/initiative; a business case; or, a final product decided upon by senior leadership.</p> <p>Actions and initiatives could include, but not limited to the following:</p> <ul style="list-style-type: none"> • Unite and empower employees around a single compelling leadership vision that supports one core agency mission [global satisfaction Qs#50, 69, 71] • Review New IQ Survey Questions to identify, track and celebrate creativity and innovation among team [Question #32: Creativity and innovation are rewarded]

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Number of to employee engagement & EEO/Diversity outreach initiatives implemented
<ul style="list-style-type: none"> • Review FEVS results (1st Quarter) to proactively increase the number of constructive status check-ins & performance feedback sessions [New IQ; Qs#23-24: Fair, poor performers & performance feedback] • Develop employee engagement activities that will recognize specific behavior [Qs# 1, 4, 6, 11, 23] & [Q#16 accountability] • Track employee engagement and participation in career developmental (cross/rotational training) and mentoring activities • Track senior leadership and supervisory participation of all developmental & mentoring activities (Internal and external details; shadowing; onboarding project; cross-agency mentoring) [Qs# 47, 48, 49, 51, 52] • Office specific programs or projects implemented to improve engagement, empowerment or skills [Lunch & Learns; etc.] • Promote and reward employees based upon merit [Accountability Qs# 22-25]
<p>Standards: Green: Milestone achieved; Yellow: Milestone 30 days or less past due; Red: Milestone more than 30 days past due</p>
<p>Milestones: Quarter 1 (December 31): Conduct 1 initiative, if any Quarter 2 (March 31:) Conduct 1 initiative, if any Quarter 3 (June 30): Conduct 1 initiative, if any Quarter 4 (September 30): Conduct 1 initiative Note: Dates for milestones will be adjusted for FY 18 due to late development of strategic plan and metrics.</p>
DATA VALIDATION AND VERIFICATION
<p>Data Source: Agency action plans; FEVS Scores; New Inclusion Quotient (IQ) data; Listening session data</p>
<p>Calculation: Compile list of actions or initiatives electronically or manually. Results will be entered into the Strategic Management Performance Portal database.</p>
<p>Validation/Verification Method: Office Director or Deputy Validation/Verification approval workflow in SMPP; Final MD Review or approval</p>
<p>Data Limitations: Factors beyond our control such as budgetary constraints, personnel resources and timelines may affect activities as well as funding in support of activities/initiatives.</p>
<p>Compensation for data limitations: Identified risks will be discussed at office and/or senior management levels for further mitigation. Verification of information by Director or Deputy Director.</p>

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Implement an agency rotational program
Strategic Goal: Synergy
Strategic Objective 3.2: Inclusive and Engaged Workforce: Promote an inclusive, and engaged workforce and eliminate barriers to equal employment opportunity
Performance Goal: Enhance staff engagement and inclusiveness
Key Performance Indicator: Employee participation and engagement
Performance Target: Cross-training action plan approved
Measure Type: Outcome
Frequency: Annual
New: Yes
<p>Definition: Our employees can be most effective when they are motivated, engaged and trained. Employee engagement is the employee’s sense of purpose that is evident in their display of dedication, persistence, and effort in their work or overall attachment to their organization and its mission. With increased demand for innovation and creative problem solving for complex problems, a diverse and inclusive workforce is critical. We strive to create a culture that fosters creativity and engagement through the motivation of our employees.</p> <p>This milestone metric tracks the implementation of an agency rotational program to improve employee engagement and knowledge through internal and external activities. This rotational program will consist of internal and external programs to facilitate cooperation and collaboration at all levels.</p> <p>For FY ’18, selected offices will participate in a pilot hosted by the MD’s office and the run by the agency’s Career Development Advisor.</p> <p>Internal Cross-training Program</p> <p>The agency will implement a cross-training program that provides NTSB employees the opportunity to participate in cross-training experiences throughout the agency. This program has been created to assist the agency in providing knowledge management, fulfilling special projects, and filling skills gaps and developing competencies for the agency.</p> <p>Some examples of cross-training include, but not limited to:</p> <ul style="list-style-type: none"> • Modal-RPH investigator might launch to a general aviation accident site to assist with the on-scene work, and then follow up with a hands-on experience of taking a flying lesson. • Non-Modal-CIO staff would go to Capitol Hill to meet with a Senator, and then observe a Congressional Hearing. <p>The MD’s office will lead and work with the Diversity Inclusion Advisory Council (DIAC) to implement the pilot in FY’18. For the pilot, six cross training opportunities expected for the pilot (two executives or deputies), two modal, and two administrative offices.</p> <p>The MD’s office and the DIAC will be responsible for coordinating activities and accepting deliverables.</p>

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Implement an agency rotational program
<p>Participants will complete two cross-training experiences and conduct a briefing to describe what they gained from the cross-training experiences. Upon successful completion, participants will receive a Cross-Training Program Graduate certificate to showcase accomplishment.</p> <ul style="list-style-type: none"> • Two Cross-Training Experiences (1-week duration) <ul style="list-style-type: none"> ○ Employee Selection (participant will solicit their own unique cross-training experience based on feedback/discussion with supervisor) ○ Opportunity Catalog (menu of unique and interesting cross-training opportunities developed by each Office with support by DIAC) ○ Special Projects (stretch assignments) <p>This metric will help the agency in implementing the following strategic plan strategies:</p> <ul style="list-style-type: none"> • Encouraging cooperation and collaboration within the NTSB to enhance employee engagement and empowerment • Ensuring senior leadership engages with employees through effective communication, coaching, mentoring, conflict resolution strategies, and staff development • Developing strategies for improving the virtual workspace for remote and teleworking staff to increase their connection with their peers, supervisors, and senior leaders.
<p>Standards: Green: Milestone achieved; Yellow: Milestone 30 days or less past due; Red: Milestone more than 30 days past due</p>
<p>Milestones: Quarter 1 (December 31): N/A Quarter 2 (March 31): Brief senior leadership; cross-training workgroup meetings; pilot cross training program initiated; charter developed Quarter 3 (June 30): Offices develop cross training opportunities and provide to MD's office Quarter 4 (September 30): Agency Cross-training action plan approved by MD. Note: Dates for milestones will be adjusted for FY 18 due to late development of strategic plan and metrics.</p>
DATA VALIDATION AND VERIFICATION
<p>Data Source: PDP; MD data; other office data; action plans; listening session data</p>
<p>Calculation: Provide activities to the DIAC or MD's office for internal and external programs. Results will be entered into the Strategic Management Performance Portal database.</p>
<p>Validation/Verification Method: Office Director or Deputy Validation/Verification approval workflow in SMPP; DIAC or MD Review; Final MD Review or approval</p>
<p>Data Limitations: Factors beyond our control such as budgetary constraints, personnel resources and timelines may affect activities as well as funding in support of activities/initiatives. To be successful, this project must have sufficient support from the managing director, directors of offices, and human resources. In addition, it is assumed that engaging and worthwhile cross training opportunities will be identified and earmarked for participants in this program. Finally, it is assumed that training which may be necessary to support participation will be funded to ensure employees are successful in this program.</p>

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Implement an agency rotational program
Compensation for data limitations: Identified risks will be discussed at office and/or senior management levels for further mitigation. Verification of information by Director or Deputy Director.