



National Transportation Safety Board

Fiscal Year 2023 Annual Strategic Performance Plan



INTEGRITY ◊ TRANSPARENCY ◊ INDEPENDENCE

EXCELLENCE ◊ DIVERSITY & INCLUSION

FY 2023 Annual Strategic Performance Plan

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Acronyms and Initialisms

AS	Office of Aviation Safety
ASPP	Annual Strategic Performance Plan
CDT	Career Development and Training Division
CHCO	chief human capital officer
CPIC	Capital Planning and Investment Council
DEIA	diversity, equity, inclusion, and accessibility
EEODI	Office of Equal Employment Opportunity Diversity and Inclusion
ERM	enterprise risk management
FY	fiscal year
GC	Office of General Counsel
HCT	Office of Human Capital Management and Training
IT	information technology
KPI	key performance indicator
MD	Office of the Managing Director
NTSB	National Transportation Safety Board
OCFO	Office of the Chief Financial Officer
OCIO	Office of the Chief Information Officer
OMB	Office of Management and Budget
PMA	Product Management Application
SORN	system of records notice
SRC	Office of Safety Recommendations and Communication

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The NTSB at a Glance

About the NTSB

The National Transportation Safety Board (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 conduct special studies concerning transportation safety and coordinate the resources of the federal government and other organizations to assist victims and their family members impacted by transportation disasters.

We also conduct safety research 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.

Our Mission

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

Our Core Values

Integrity

Transparency

Independence

Excellence

Diversity and Inclusion

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About this Plan

The National Transportation Safety Board's (NTSB's) Fiscal Year (FY) 2023 Annual Strategic Performance Plan (ASPP) outlines our strategies to achieve agency priorities, promote organizational change, and improve agency performance. The FY 2023 ASPP 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, the ASPP draws a clear line from our mission through performance metrics and targets to our goals, objectives, and key performance indicators (KPIs). The ASPP is guided by our [FY 2022-2026 Strategic Plan](#) and complies with the [Government Performance and Results Modernization Act of 2010](#) and the Office of Management and Budget's (OMB's) Circular A-11, Part 6, [Preparation, Submission, and Execution of the Budget](#).

This plan includes three new strategic goals:

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

These goals are designed to improve the agency's operations, from investigative to support offices. Figure 1 shows our strategic goals and objectives.

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Summary of Goals and Objectives

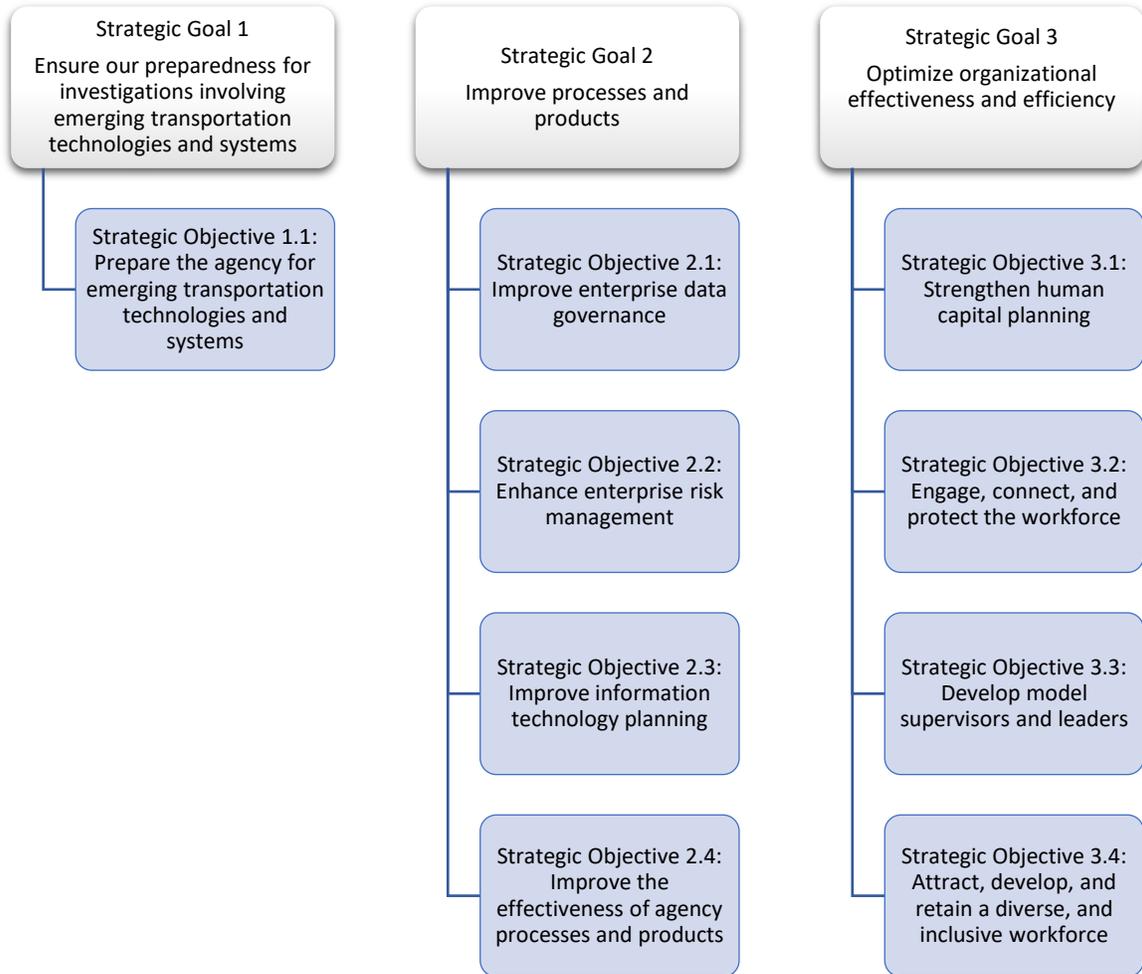


Figure 1: Summary of Goals and Objectives

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Strategic Performance Management

In accordance with the Government Performance and Results Modernization Act of 2010 and Circular A-11, Part 6, our strategic management process and performance framework started with our previous FY 2020-2024 Strategic Plan. The yearly ASPP establishes long-term priorities and develops the performance goals, objectives, and metrics that gauge our success based on our new FY 2022-2026 Strategic Plan.

We are optimistic that our results-oriented culture will continue to evolve and promote better governance in the future, leading to further improvements in transportation safety. Figure 2 depicts our cyclical process of measuring success.

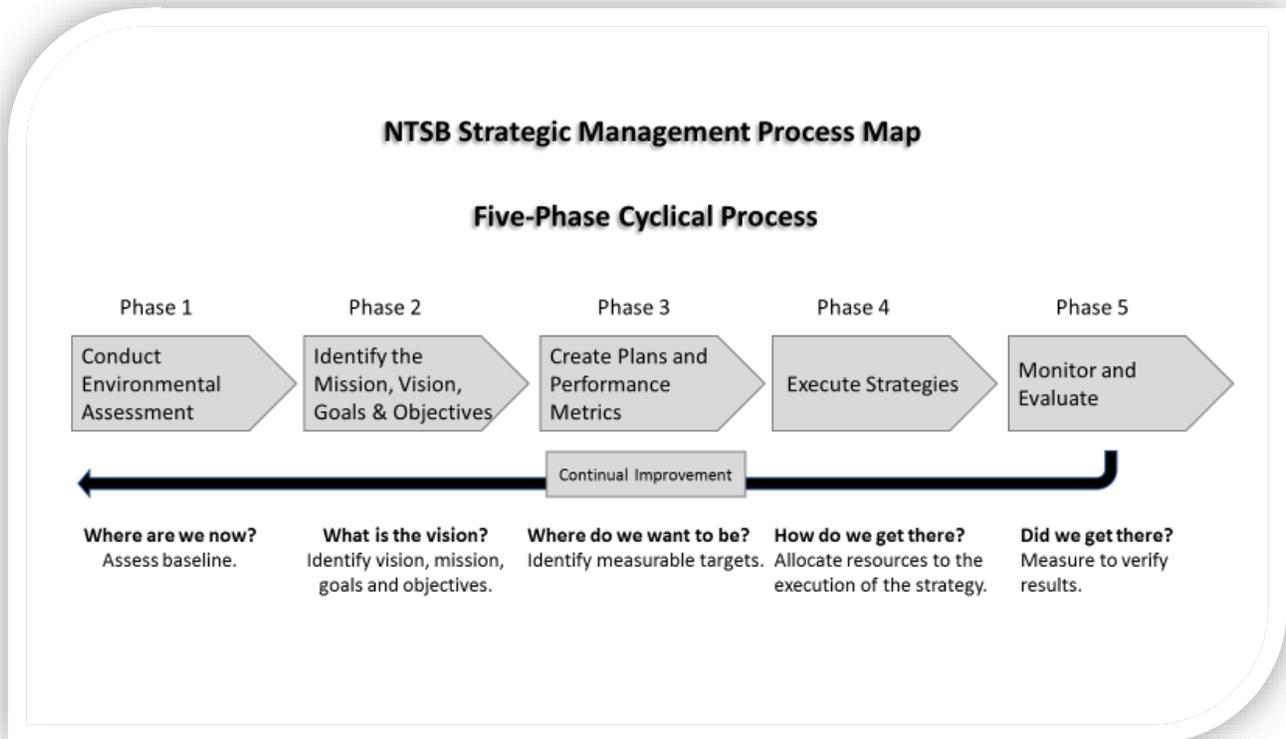


Figure 2: NTSB Strategic Management Process Map

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Management Review

We use a quarterly, data-driven, strategic review process. The Office of the Managing Director (MD) coordinates these quarterly reviews, analyzes the data, and reports to senior leadership at various intervals throughout the year.

Data Management

Data management is key to determining performance outcomes. Currently, the performance data are reviewed, verified, and finalized by the MD.

Measuring Success

We define our performance goals annually and evaluate our progress toward achieving them through performance metrics. We regularly collect and analyze performance metric data to inform decisions through quarterly reviews with senior leadership and staff. This focus promotes active management and staff engagement across the agency.

As we continuously improve this process as well as mature the agency's data program, we will be able to demonstrate more outcome-related performance results and make the best use of the resources entrusted to the agency. We believe that our results-oriented culture will continue to evolve and promote better governance in the future, leading to further improvements in transportation safety.

Key Challenges Affecting Achievement of Strategic Goals

Our ability to achieve our strategic goals may be influenced by the global pandemic changing the balance of industry; other federal, state, and local government activities; national priorities; and resource availability to:

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

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Addressing Challenges

We will use effective long-range planning, open communication with lawmakers and industry, a talent-management process that is responsive to the needs of agency human capital trends, and improved employee engagement to address the challenges noted above. Long-range planning for acquisition requirements, human capital management, and core operations ensures that we are ready and properly staffed 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 Management and Reporting

Our strategic objectives support and complement our strategic goals. Each strategic objective has performance goals and measurable metrics and targets. Performance metrics use available data to determine if our goals and objectives are met in the proposed timeframe, and targets keep us on track toward achievement. We review performance metrics and targets to assess program effectiveness and to consider how risks and opportunities may impact us achieving our goals and objectives. This assessment allows the agency to adjust and improve performance throughout the year, as well as re-evaluate the objectives and metrics, if necessary.

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Table 1. FY 2023 Performance Metrics at a Glance

Strategic Goal	Strategic Objective	Performance Metric
Goal 1: Ensure our preparedness for investigations involving emerging transportation technologies and systems	1.1: Prepare the agency for new transportation technologies and system	1.1.1 Implement proposed emerging transportation technologies recommendations identified by the multimodal team
Goal 2: Improve processes and products	2.1 Improve enterprise data governance	2.1.1 Develop a new system of records notice for agency data analytics
Goal 2: Improve processes and products	2.1 Improve enterprise data governance	2.1.2 Develop and publish an approved data strategy document
Goal 2: Improve processes and products	2.1 Improve enterprise data governance	2.1.3 Develop agency strategic and operational key performance indicators to assess progress
Goal 2: Improve processes and products	2.3 Improve information technology planning	2.3.1 Establish a capital planning and investment-control process
Goal 2: Improve processes and products	2.4 Improve the effectiveness of agency processes and products	2.4.1 Establish a digital services customer experience improvement strategy
Goal 2: Improve processes and products	2.4 Improve the effectiveness of agency processes and products	2.4.2 Fifty percent of selected Product Management Application reviews completed on time
Goal 3: Optimize organizational effectiveness and efficiency	3.1 Strengthen human capital planning	3.1.1 Develop a draft workforce development plan
Goal 3: Optimize organizational effectiveness and efficiency	3.2 Engage, connect, and protect the workforce	3.2.1 Develop and publish an enhanced Accident Investigation Risk Management Worksheet to improve on-scene risk identification and mitigation
Goal 3: Optimize organizational effectiveness and efficiency	3.3: Build model supervisors and leaders	3.3.1 Implement two career development roadmap improvements
Goal 3: Optimize organizational effectiveness and efficiency	3.4 Attract, develop, and retain a diverse and inclusive workforce	3.4.1 Support and implement three diversity, equity, inclusion, and accessibility strategic plan strategies and actions

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

Innovations in transportation, such as automated vehicles, commercial space transportation, uncrewed aircraft systems, urban air mobility, supersonic aircraft, high-speed ground transportation, and clean energy propulsion, will continually challenge us to grow and expand our investigation processes and tools. It is essential that we remain up to date as these technologies evolve and that we have the techniques and resources to investigate transportation-related accidents and make effective recommendations to prevent their recurrence.

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

Examining the operational concepts and risks associated with emerging transportation technologies will allow us to understand how investigations involving these technologies will need to be conducted in the future. Our ability to conduct comprehensive investigations requires continuing staff development and acquisition of the tools and equipment necessary to understand and investigate accidents involving these advanced systems and technologies. To develop staff and acquire the necessary tools and equipment, we must first assess emerging transportation technologies and determine how best to approach them from a multimodal perspective.

Our success in achieving this objective may be accomplished by the following strategies:

- Implementing initial recommendations from the emerging technologies multimodal team.
- Training staff on the technologies and issues impacting the safe operation of emerging transportation systems, such as autonomous vehicles, urban air mobility, and commercial space operations, as well as about the vulnerabilities in these systems.
- Establishing technology points of contact within each modal office who will share lessons learned with peers across all modes when a safety issue related to a new technology is uncovered in an investigation, such as the malfunction of an autonomous system or electric-powered vehicle.
- Collaborating with industry stakeholders to ensure that we can obtain and analyze data from future transportation systems.

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- Developing new or modified investigative procedures and tools to capture, visualize, and analyze accident data and information from new, next-generation transportation systems.
- Continuing to explore using detail opportunities for NTSB staff with associated stakeholder organizations.

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

Table 2. Performance Metric 1.1.1

Offices	FY 2021 Result	FY 2022 Result	FY 2023 Target
Agency AS & MD Led	N/A	Multimodal team established and recommendations provided	Two recommendations implemented

Strategic Goal 2: Improve Processes and Products

Evaluating and improving our processes and products promotes efficiency and responsiveness. In accordance with the [Foundations for Evidence-Based Policymaking Act of 2018 \(Evidence Act\)](#) and the [OMB’s Memorandum M-19-23](#), we are increasing our use of data to allocate resources and achieve program objectives. The Evidence Act requires agencies to invest in and focus on the “management and use of data and evidence linking spending to program outputs, delivering on mission, better managing enterprise risks, and promoting civic engagement and transparency.” Our increased capability in data analytics and access to new sources of data will help us improve our investigative and business operations and products to inform decisions.

Although we currently manage risks at various levels throughout the agency, we must apply risk management at an agencywide level, where risk and opportunity discussions are embedded in strategic planning, resource allocation, processes, and decision-making. [OMB Circular A-123](#) (A-123) provides guidance on integrating risk management into existing business activities through a formalized Enterprise Risk Management (ERM) Program. Building strong communication processes and data-reporting criteria will give us the necessary information to evaluate risks and act on opportunities.¹

¹ Chief Financial Officers Council, Performance Improvement Council. *Playbook: Enterprise Risk Management for the U.S. Federal Government*, July 29, 2016.
Revised as of February 16, 2023

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The investigative and administrative products we develop are the keystones of our work. They are critical to ensuring our relevancy and are the primary sources by which the transportation industry, government, and the public understand our mission.

Objective 2.1: Improve Enterprise Data Governance

Data is part of everything we do, from investigations to management, and we must leverage its use. It is imperative that we understand and ensure that data is used effectively and efficiently to fulfill our mission. Developing a data governance plan² and data strategy document that fits our organization gives us enterprise-level oversight of data assets, their value, and their impact on the agency's changing business operations.

We will continue to focus on improving how we leverage existing data to facilitate, update, and effectively manage our work. Integrating data-informed assessments, enterprise dashboards, and KPIs into our organization will enhance organizational performance and decision-making by more closely linking objectives, strategy, and risk. Assessing data maturity has allowed us to evaluate our current capabilities and conceptualize long-term goals, allowing us better strategic communication with leadership regarding data improvement initiatives. Finally, it provides us an opportunity to develop a common agency language and a framework to advance data-driven decision-making, assess our infrastructure, and evaluate ourselves against documented best practices, determine gaps, and identify priority areas for improvement.

Conducting the data maturity assessment has allowed us to develop and implement a multiyear data strategy and governance plan, as prescribed by the [Federal Data Strategy, 2021 Action Plan](#), which provides us with the basis to transform how we manage data and use it to create value for the agency through the assessment's identified priority actions, tracking data through strategic KPIs as well as human capital and other operational metrics. The maturity assessment results will continue to inform investment decisions and prioritize subsequent actions.

Our success in achieving this objective may be accomplished by the following strategies:

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

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- Continuing to develop an agency data governance program to advance data-driven decision-making and cross-office risk management.
- Developing a data strategy to implement priority actions in response to the agency maturity assessment results and *Federal Data Strategy* objectives.
- Implementing systems and procedures to leverage labor cost-accounting data for supporting investigation projects.
- Develop a new system of records notice (SORN) for agency data analytics.
- Develop an enterprise KPI dashboard to track strategic and operational success and efficiency.

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

Table 3. Performance Metric 2.1.1

Offices	FY 2021 Result	FY 2022 Result	FY 2023 Target
Agency MD, OCFO, GC & HCT Led	N/A	Draft SORN for data analytics submitted to Data Governance Body for review	Publish final SORN to <i>Federal Register</i>

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

Table 4. Performance Metric 2.1.2

Offices	FY 2021 Result	FY 2022 Result	FY 2023 Target
Agency MD Led	N/A	Data maturity assessment completed, and recommendations developed	Approved data strategy document published

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

Table 5. Performance Metric 2.1.3

Offices	FY 2021 Result	FY 2022 Result	FY 2023 Target
Agency MD Led	N/A	N/A	KPIs and definitions developed

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Objective 2.3: Improve Information Technology Planning

We continue to project our need for technology enhancements over the next 5 years by implementing a capital planning and investment control (CPIC) new lifecycle process. Maturing and aligning our agency’s budgeting, acquisition, and information technology (IT) processes will allow us to improve strategic planning for critical technology needs. CPIC is key to selecting, controlling, and evaluating the status of major investments. It provides the data necessary to make informed decisions on the IT investments in which the NTSB should invest and to create and analyze the associated rationale for these investments. The CPIC process will enhance transparency and allow the agency to systematically select, manage, and evaluate IT investments to ensure critical data systems and data are available and accessible.

Our success in achieving this objective may be accomplished by the following strategies:

- Fully implementing the approved CPIC lifecycle process to improve efficiency and enterprise risk management.
- Developing multiyear enterprise IT resource needs to address critical agency technology needs.
- Aligning related agency processes to enable optimal outcomes (unfunded request process, 5-year acquisition forecast, ERM, etc.).

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

Table 6. Performance Metric 2.3.1

Offices	FY 2021 Result	FY 2022 Result	FY 2023 Target
Agency OCIO Led	N/A	Revised operations bulletin submitted for approval	Revised CPIC process implemented with quarterly IT Investment Review Board meetings

Objective 2.4: Improve the Effectiveness of Agency Processes and Products

Effective processes and products improve agency operations and our engagement with our stakeholders, which are important to successfully conduct the agency’s mission. We must ensure key agency products—including our website, which enhances customers’ understanding of the agency—remain adaptable to a fast-changing transportation environment.

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We cannot successfully improve our processes and products without real-time feedback from those who come to the NTSB for information or services, whether they are visiting our website to read our reports, seeking investigative trends via our data query tool, or using our advocacy resources.

In addition, ensuring our internal process are streamlined and effective will make us more adaptable to the changing landscape and contribute to our success as an agency. Improving the efficiency of document reviews in our internal Product Management System (PMA), beginning with developing an internal dashboard to track reviews, will help us standardize documents and increase review timeliness.

Our success in achieving this objective may be accomplished by the following strategies:

- Enhancing the customer experience by collecting better analytics and, with approval, surveying stakeholders about website engagement.
- Establishing a digital services customer experience improvement strategy.
- Improving the effectiveness of stakeholder engagement on safety issues on the Most Wanted List and other areas of concern related to our modal offices.
- Improving the efficiency of our feedback and concurrence review process through PMA.

Performance Metric 2.4.1: Establish digital services customer experience improvement strategy

Table 7. Performance Metric 2.4.1

Offices	FY 2021 Result	FY 2022 Result	FY 2023 Target
Agency SRC & GC Led	N/A	N/A	Customer experience improvement strategy developed

Performance Metric 2.4.2: Fifty percent of selected product management application reviews completed on time

Table 8. Performance Metric 2.4.2

Offices	FY 2021 Result	FY 2022 Result	FY 2023 Target
Agency MD Led	N/A	N/A	50% of selected PMA reviews completed on time

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Strategic Goal 3: Optimize Organizational Effectiveness and Efficiency

We will foster a culture of leadership, diversity, and accountability that enables forward-thinking decision-making while promoting teamwork, collaboration, and creativity within the agency. We are focused on empowering our multidisciplinary workforce through continuous improvement and innovation to achieve operational excellence and deliver quality results and products, and we have developed strategies to ensure our resources are used effectively and efficiently.

Our highly skilled workforce is most effective when its members are motivated, engaged, and trained. Our work is better when we support a culture of diversity, awareness, inclusion, and mutual respect. Within our workforce, we will seek to develop future leaders, foster high levels of employee engagement, and provide continuous learning and development. We will focus on recruiting, retaining, and training staff with the skills and expertise to meet current and future challenges. Promoting diversity, inclusion, and mutual respect allows every staff member an equal opportunity to contribute and succeed.

Objective 3.1: Strengthen Human Capital Planning

As technological advances transform transportation products and services at an astonishing rate, we know it is critical to remain aligned with changing trends. This has created the need for the NTSB to conduct a comprehensive strategic workforce planning analysis to project future workload and assess the skill levels, competencies, structure, and number of employees necessary to conduct our mission. We continue to assess our current human capital planning processes to identify enhancements that will allow us to address staffing needs more strategically. Our future ability to adequately staff investigations, keep pace with rapidly advancing technology, and provide sufficient support services relies on adequate funding, as well as on our ability to forecast workload and determine the appropriate skills and numbers of employees needed to conduct our mission. This objective will provide a more robust look at our human capital needs and succession planning for the next 5 years.

Our success in achieving this objective may be accomplished by the following strategies:

- Assessing and developing a plan for future workforce needs to accomplish our mission.

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- Creating a data system to support the tracking and analysis of staffing levels and hiring actions.
- Establishing a talent pipeline for succession planning.

Performance Metric 3.1.1: Develop a draft workforce development plan

Table 9: Performance Metric 3.1.1

Offices	FY 2021 Result	FY 2022 Result	FY 2023 Target
Agency HCT Led	N/A	CHCO strategy plan implemented and CHCO hired	Draft workforce development plan developed

Objective 3.2: Engage, Connect, and Protect the Workforce

We have been recognized as one of the best places to work in the federal government for small agencies. We accomplished this by continuously empowering staff with collaborative and integrated tools to optimize their contributions, fueling business process improvement and increasing our efficiency. Continued employee engagement is key to maintaining and increasing our performance. We also continue to implement security practices that enhance our preparedness for and resilience to personal and operational risks. Assessing our on-scene hazards has been critical to ensuring the safety of our employees. With the most recent pandemic, it is necessary to review and revise these tools to keep pace with all new safety and health requirements.

Our success in achieving this objective may be accomplished by the following strategies:

- Providing process improvement tools and training to develop a more highly engaged and productive workforce.
- Identifying and implementing employee health and safety measures, like reviewing our on-scene hazards and the advancement of emerging technologies.

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Performance Metric 3.2.1: Develop and publish an enhanced Accident Investigation Risk Management Worksheet to improve on-scene risk identification and mitigation

Table 10. Performance Metric 3.2.1

Offices	FY 2021 Result	FY 2022 Result	FY 2023 Target
Agency MD & OCIO Led	N/A	Complete risk assessment list of hazards, PPE, and mitigations for AS to provide to CIO (CY22)	Publish enhanced online Accident Investigation Risk Management Worksheet

Objective 3.3: Develop Model Supervisors and Leaders

Within our workforce, we will seek to develop future leaders by providing continuous learning and development opportunities. We will define and identify our current leaders' core competencies and training needs and will provide learning and development opportunities to meet future challenges, build capacity, and transfer knowledge through succession planning. The agency uses career development roadmaps for technical and nontechnical staff to increase our workforce's skills and competencies, especially in the increasingly complex transportation safety industry.

Our success in achieving this objective may be accomplished by the following strategies:

- Building needed agency managerial competencies through career development roadmaps.
- Implementing continuity of leadership and knowledge measures through professional development.

Performance Metric 3.3.1: Implement two career development roadmap improvements

Table 11. Performance Metric 3.3.1

Offices	FY 2021 Result	FY 2022 Result	FY 2023 Target
Agency HCT Led	N/A	Career development roadmaps implemented and launched to staff	Two career development roadmap improvements implemented

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

Our diverse, multicultural, and multitalented workforce contributes a rich range of experience and expertise to the mission. Our continued success depends on an

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effective, highly skilled, engaged, and inclusive workforce. To accomplish our mission objectives, our small agency must operate cohesively and be engaged and trained on new systems, technologies, and risks. We will promote diversity, awareness, inclusion, and mutual respect within our workforce so that every staff member has an equal opportunity to contribute and succeed. As we look to strategically implement Executive Order 14035, Advancing Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce (DEIA), we are committed to a workplace where people are valued, respected, and treated fairly. We continue to focus on recruiting, retaining, and training staff with the right mix of skills.

Our success in achieving this objective may be accomplished by the following strategies:

- Developing and implementing strategies to attract diverse candidates.
- Ensuring that training knowledge and development programs build needed competencies, including incorporating sharing and mentoring.
- Promoting equity in all aspects of the employment life cycle and advancement opportunities that focus on skills required for managerial and leadership positions.

Performance Metric 3.4.1: Support and implement three diversity, equity, inclusion, and accessibility (DEIA) strategies and actions

Table 12. Performance Metric 3.4.1

Offices	FY 2021 Result	FY 2022 Result	FY 2023 Target
Agency EEODI Led	N/A	Three DEIA educational training series conducted	Three DEIA strategies, classes, or office-level, data-driven inclusion actions completed or implemented

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Performance Metric Definitions

Performance Metric 1.1.1 Implement Proposed Emerging Transportation Technologies Recommendations Identified by the Multimodal Team
Strategic Goal 1: Ensure our preparedness for investigations involving emerging transportation technologies and systems
Strategic Objective 1.1: Prepare the agency for new transportation technologies and systems
Performance Target: Two recommendations implemented
Offices: Agency (MD/AS led)
<p>Definition: This metric assesses the multimodal team’s work to evaluate new and emerging technologies in the transportation industry and recommend new or revised investigative processes, equipment, training, analytical methods, alliances, and other actions the agency must take to ensure our preparedness for investigations involving these technologies in the future. Focusing on transportation technologies that will be used now through 2030, such as commercial space transportation, autonomous vehicles, and urban/advanced air mobility, will allow us to understand how investigations involving these technologies must be conducted to build and maintain the NTSB’s influence with related transportation industry stakeholders and make effective safety recommendations to fulfill our mission.</p> <p>Our ability to conduct comprehensive investigations requires continuing staff development and recruitment, as well as acquiring the essential tools and equipment necessary to understand and investigate events involving these advanced systems and technologies and developing the appropriate processes and procedures. These tasks are key to our readiness and effectiveness in the transportation safety community. Assessing future emerging transportation technologies allows the NTSB to determine how best to approach them from multimodal and mode-specific perspectives, as well as which technologies should be trained on first.</p> <p>This metric will provide insight into the implementation of the initial recommendations related to the emerging technologies the multimodal team identified in its FY22 assessment report. As we continue to assess our needs, it is important that we begin to implement the team’s initial recommendations, such as training staff on new emerging transportation technologies to develop best practices for investigating such technologies and operational capabilities. The team will provide two or more recommendations to implement in FY23 based on the FY22 initial recommendation report.</p>
<p>Standards: Green: All recommendations have been implemented. Yellow: At least 1 recommendation has been implemented. Red: No recommendations have been implemented.</p>
<p>Milestones: Quarter 1 (December 31): Multimodal team develops emerging technology recommendation implementation plan and present to senior leadership and the MD’s office for approval. Quarter 2 (March 31): Recommendation(s) implementation.</p>

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Performance Metric 1.1.1 Implement Proposed Emerging Transportation Technologies Recommendations Identified by the Multimodal Team
Quarter 3 (June 30): Recommendation(s) implementation. Quarter 4 (September 30): Recommendations implemented.
DATA VALIDATION AND VERIFICATION
Data Sources: Multimodal team reports and other team documentation; other agency training feedback; other agency documentation or sources deemed necessary for implementation.
Calculation: Evaluate multimodal team FY22 report, data, and information. Develop implementation plan for MD approval.
Validation/Verification Method: Office director or deputy verification approval; final MD review or approval.
Data Limitations: Factors beyond our control, such as budgetary constraints (funding in support of activities or initiatives), adequate personnel, availability of training, or adequate time to address issues and risks raised by reviewers.
Compensation for Data Limitations: Office directors and senior leadership will discuss identified risks for further mitigation.

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Performance Metric 2.1.1
Develop a New System of Records Notice for Agency Data Analytics
Strategic Goal 2: Improve processes and products
Strategic Objective 2.1: Improve enterprise data governance
Performance Target: Publish final System of Records Notice (SORN) to <i>Federal Register</i>
Offices: Agency (MD/OCFO/OCIO/GC/HCT led)
<p>Definition: This metric will establish procedures and a new SORN to provide for analysis and expanded use of existing agency systems and data, such as labor cost accounting, to manage and monitor the performance of agency processes. The NTSB has established a working group to develop procedures for accessing and using data from all current and future data platforms.</p> <p>The draft SORN will be submitted to the Data Governance Body for review. The MD will approve the draft in PMA before submitting it to the Board for review and approval. The Data Governance Body chaired by the Chief Data Officer (CDO) provides enterprise guidance and direction for achieving data management objectives as defined by the NTSB’s Data Strategy, the Federal Data Strategy, and the Foundations for Evidence-Based Policymaking Act of 2018 (Evidence Act).</p> <p>The working group began developing a SORN to submit to the Office of Information and Regulatory Affairs (OIRA) in FY 2022. This may be a multiyear metric for establishing the new SORN because of the submissions and approvals needed.</p>
<p>Standards: Green: All milestones have been established. Yellow: At least 50 percent of milestones have been completed. Red: Fewer than 50 percent of milestones have been completed.</p>
<p>Milestones: Quarter 1 (December 31): Draft SORN submitted to the Board for a 30 day review and approval. Quarter 2 (March 31): Draft SORN submitted to the OIRA for review and comment. Concurrently, we will notify Congress of the SORN by letter. Quarter 3 (June 30): Draft SORN submitted to <i>Federal Register</i> for a minimum 30-day feedback and comment period. Quarter 4 (September 30): Publish final SORN to <i>Federal Register</i>.</p>
DATA VALIDATION AND VERIFICATION
Data Sources: Current NTSB SORNs, time and attendance databases, other agency databases, data platforms, documents, or policies; OIRA review and approval guidelines or procedures.
Calculation: Develop draft SORN; submit draft SORN to Governance Data Body for review and MD approval; submit to the OIRA for approval; submit for <i>Federal Register</i> comment and review; submit final SORN to <i>Federal Register</i> .

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Performance Metric 2.1.1 Develop a New System of Records Notice for Agency Data Analytics
Validation/Verification Method: Office director or deputy verification approval; final MD review or approval.
Data Limitations: Factors beyond our control, such as resolution of Board member comments; OIRA/Office of Management and Budget (OMB) comments and schedule; SORN procedures or process timelines; adequate personnel or time to address issues and risks raised by reviewers and public commenters during the <i>Federal Register</i> comment period.
Compensation for Data Limitations: Office directors and senior leadership will discuss identified risks for further mitigation.

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Performance Metric 2.1.2 Develop and Publish an Approved Data Strategy Document
Strategic Goal 2: Improve processes and products
Strategic Objective 2.1: Improve enterprise data governance
Performance Target: Data strategy document published
Offices: Agency (MD led)
<p>Definition: In accordance with the Foundations for Evidence-Based Policymaking Act of 2018 and the OMB’s Memorandum M-19-23, we are increasing our use of data to allocate resources and achieve program objectives. The Evidence Act requires agencies to invest in and focus on the “management and use of data and evidence linking spending to program outputs, delivering on mission, better managing enterprise risks, and promoting civic engagement and transparency.”</p> <p>Data is part of everything we do, from investigations to management, and we must leverage its use. It is imperative that we understand and ensure that data are used effectively and efficiently to fulfill our mission. Developing a data governance plan³, and data strategy that fits our organization gives us enterprise-level oversight of data assets, their value, and their impact on the agency’s changing business operations. Once the data strategy is adopted, we must establish goals and metrics to monitor the implementation of that strategy.</p> <p>During fiscal year 2022 we completed a data maturity assessment is to evaluate the current data analytics capabilities and needs across the agency. It provided us an opportunity to assess our infrastructure and evaluate ourselves against documented best practices, determine gaps, and identify priority areas for improvement. The results of the data maturity assessment have provided us the evidence needed to develop and implement a multiyear data strategy and governance plan, as prescribed by the Federal Data Strategy, 2021 Action Plan, to transform how we manage and use data. Through the assessment we identified priority actions, enterprise tracking of data through strategic key performance indicators, human capital and other operational metrics, the maturity assessment results continue to inform investment decisions and prioritize subsequent actions.</p> <p>During fiscal year 2023, we will develop and get approval for the data strategy document. In addition, we will define data-supported metrics and leading indicators to monitor performance against those metrics. We will define criteria for objective data measures and metrics to track agency performance in meeting our mission and strategic plan goals.</p>
<p>Standards: Green: All milestones have been established. Yellow: At least 50 percent of milestones have been completed. Red: Fewer than 50 percent of milestones have been completed.</p>

³ A data governance plan includes the specific initiatives needed to improve agency data management quality, use, and access to support agency priority projects. See [Federal Data Strategy, 2021 Action Plan](#).
Revised as of February 16, 2023

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Performance Metric 2.1.2 Develop and Publish an Approved Data Strategy Document
Milestones: Quarter 1 (December 31): Data strategy document submitted to Data Governance Body for approval. Quarter 2 (March 31): Draft data strategy document submitted for MD approval. Quarter 3 (June 30): Draft operational or mission data analytics performance metrics developed. Quarter 4 (September 30): Operational or mission data analytics performance metrics approved, and data strategy document published.
DATA VALIDATION AND VERIFICATION
Data Sources: Data maturity assessment and data governance body documents; data applications, records, or systems; operations bulletins, standard operating procedures, or other sources of information needed to conduct the assessment.
Calculation: Use data maturity assessment priority actions, other feedback to develop the data strategy document.
Validation/Verification Method: Office director or deputy verification approval; final MD review or approval.
Data Limitations: Factors beyond our control, such as budgetary constraints (funding in support of activities or initiatives), inadequate personnel or time to address issues and risks raised by reviewers.
Compensation for Data Limitations: Office directors and senior management will discuss identified risks for further mitigation.

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Performance Metric 2.1.3
Develop Agency Strategic and Operational Key Performance Indicators to Assess Progress
Strategic Goal 2: Improve processes and products
Strategic Objective 2.2: Improve enterprise data governance
Performance Target: Key performance indicators developed
Offices: Agency (MD led)
<p>Definition: This metric will assess the agency’s process of identifying strategic and operational key performance indicators (KPIs) to establish an enterprise-wide dashboard. KPIs are critical indicators of progress toward an intended result. They provide a focus for strategic and operational improvement, create an analytical basis for decision making, and help focus attention on what matters most.</p> <p>Determining KPIs—strategic and operational—improves strategic goal management, changes, issues, and performance trends at a high level. It also allows for increased collaboration at various levels for shared visibility. Strategic metrics, in addition to traditional financial or operational metrics, allow us to get a more balanced view of our performance. Strategic performance metrics and operational metrics are needed to gauge agency progress and provide a central location for standardization and tracking. Operational KPIs are a measure of performance for day-to-day work. Strategic KPIs measure how we are doing with our long-term agency objectives.</p> <p>Not only does determining the KPIs help us understand where we are, but also shows if we are truly making progress.</p>
<p>Standards: Green: All milestones have been established. Yellow: At least 50 percent of milestones have been completed. Red: Fewer than 50 percent of milestones have been completed.</p>
<p>Milestones: Quarter 1 (December 31): Working group established to discuss process for developing KPIs. Quarter 2 (March 31): TBD by KPI working group and/or provide a midterm report on progress. Quarter 3 (June 30): TBD by KPI working group. Quarter 4 (September 30): List of KPIs and definitions to establish enterprise dashboard in FY24.</p>
DATA VALIDATION AND VERIFICATION
<p>Data Sources: FY23 Annual Strategic Performance Plan (ASPP); other agency dashboards, data, or documents; budgeting documents; risk profile, risk register, or risk assessment.</p>

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Performance Metric 2.1.3 Develop Agency Strategic and Operational Key Performance Indicators to Assess Progress
Calculation: Establish KPI working group; develop process scope for developing KPIs to track. Review data and documents; develop baseline strategic and operational KPIs.
Validation/Verification Method: Office director or deputy verification approval; final MD review or approval.
Data Limitations: Factors beyond our control, such as budgetary constraints (funding in support of activities or initiatives), availability of data, inadequate personnel or time to address issues and risks raised by reviewers.
Compensation for Data Limitations: Office directors and senior leadership will discuss identified risks for further mitigation.

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Performance Metric 2.3.1 Establish a Capital Planning and Investment Control Process
Strategic Goal 2: Improve processes and products
Strategic Objective 2.3: Improve information technology
Performance Target: Revised implemented capital planning and investment control process (CPIC) process implemented with quarterly information technology (IT) investment review boards
Offices: Agency (OCIO led)
<p>Definition: This metric assesses the agency's implementation of updated Operations Bulletin 22, Capital Planning and Investment Control (CPIC), and new lifecycle processes. CIO-GEN-022 ensures that IT investments and expenditures are aligned with the agency's mission and strategic objectives. It establishes one process for reviewing and selecting IT investments and expenditures. CPIC is key to selecting, controlling, and evaluating the status of major investments. It provides the data necessary to make informed decisions on the IT investments in which the NTSB should invest and to create and analyze the associated rationale for these investments.</p> <p>We continue to project our need for technology enhancements over the next 5 years. Maturing and aligning our agency's budgeting, acquisition, and IT processes will allow us to improve strategic planning for critical technology needs. The CPIC process will enhance transparency and allow the agency to systematically select, manage, and evaluate IT investments, which is key to ensuring critical data systems and data are available and accessible.</p> <p>Our success in achieving this objective may be accomplished by the following strategies:</p> <ul style="list-style-type: none">• Fully implementing the approved CPIC lifecycle process to improve efficiency and enterprise risk management.• Developing multiyear enterprise IT resource needs to address identified critical agency technology needs.• Aligning related agency processes to enable optimal outcomes (Unfunded Request process, 5 Yr. Acquisition Forecast, ERM, etc.) <p>NTSB Executive Investment Review Board (EIRB) responsibilities include:</p> <ul style="list-style-type: none">• Selecting and prioritizing all the pending CPIC intake forms.• Monitoring a project's cost, schedule, and performance during development and deployment through the system development life cycle process.• Assessing the ability of a mature investment to continue meeting user needs and performance goals based on performance.

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Performance Metric 2.3.1
Establish a Capital Planning and Investment Control Process
<ul style="list-style-type: none"> Identifying investments that are potential candidates for modification, acceleration, replacement, or retirement. <p>IT investments proposed and selected by the NTSB Executive Investment Review Board for funding shall meet, but are not limited to, the following criteria:</p> <ul style="list-style-type: none"> Support core/priority mission functions that need to be performed by the NTSB. Be consistent with applicable federal, NTSB enterprise, and information architectures. Integrate organizational work processes and information flows with technology to achieve the NTSB’s strategic goals. Reflect the organization's technology vision. <p>A CPIC electronic standard operating procedures (SOPs) guide (eBook) will be located on the agency’s internal portal and will include guidance on the responsibilities described in the CPIC Operations Bulletin. The eBook will include an IT Investment Proposal Form where the requesting party can list pertinent information about the proposed investment, its alignment with agency goals, cost-benefit analysis, performance metrics, and risks. This intake form will then be submitted to the NTSB Executive Investment Review Board for consideration.</p>
<p>Standards: Green: All milestones have been established. Yellow: At least 50 percent of milestones have been completed. Red: Fewer than 50 percent of milestones have been completed.</p>
<p>Milestones: Quarter 1 (December 31): Operations bulletin revised; develop new intake form; develop SOP (eBook); brief staff on new process and new intake form Quarter 2 (March 31): Operations bulletin revised; develop new intake form; develop SOP (eBook); brief staff on new process and new intake form Quarter 3 (June 30): Quarterly EIRB Board meeting held. Prioritized list of agency IT investments approved. Revise and review the eBook and intake form. Quarter 4 (September 30): Final eBook published. Quarterly EIRB Board meeting held. Prioritized list of agency IT investments approved.</p>
DATA VALIDATION AND VERIFICATION
<p>Data Sources: Operations Bulletin CIO-GEN-022; other agency policies and procedures.</p>
<p>Calculation: Evaluate operations bulletin and update based on current agency processes and procedures; implement CPIC process and baseline current IT portfolio.</p>
<p>Validation/Verification Method: Senior leadership verification approval; final MD review or approval.</p>

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Performance Metric 2.3.1 Establish a Capital Planning and Investment Control Process
Data Limitations: Factors beyond our control, such as budgetary constraints (funding in support of activities or initiatives), inadequate personnel or time to address issues and risks raised by reviewers.
Compensation for Data Limitations: Office directors and senior leadership will discuss identified risks for further mitigation.

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Performance Metric 2.4.1
Establish Digital Services Customer Experience Improvement Strategy
Strategic Goal 2: Improve processes and products
Strategic Objective 2.4: Improve the effectiveness of agency processes and products
Performance Target: Customer experience improvement strategy developed
Offices: Agency (SRC/GC led)
<p>Definition: This metric will evaluate customer experience feedback regarding the agency’s digital services to establish a baseline and create a customer experience improvement strategy. We must establish specific feedback KPIs and response collection methods to use across digital services platforms to collect customer feedback. We will analyze this feedback and develop a baseline report to establish the customer experience improvement strategy for our digital services.</p> <p>Digital services affected could include the public website (ntsb.gov), data services (CAROL, dockets), and communications via social media platforms.</p> <p>We will use the feedback to adjust our communication and advocacy work, if warranted, which may include extending our reach to underserved communities.</p>
<p>Standards:</p> <p>Green: All milestones have been established. Yellow: At least 50 percent of milestones have been completed. Red: Fewer than 50 percent of milestones have been completed.</p>
<p>Milestones:</p> <p>Quarter 1 (December 31): Establish specific feedback KPIs and response collection methods to use across digital services platforms. Quarter 2 (March 31): Collect customer feedback. Quarter 3 (June 30): Collect customer feedback. Quarter 4 (September 30): Analyze feedback, prepare baseline report, and establish customer experience improvement strategy.</p>
DATA VALIDATION AND VERIFICATION
Data Sources: Stakeholder discussions, feedback form.
Calculation: Determine feedback collection methods, collect customer feedback, analyze feedback, develop baseline report, and establish strategy.
Validation/Verification Method: Office director or deputy verification approval. MD review.
Data Limitations: Factors beyond our control, such as budgetary constraints (funding in support of activities or initiatives), OMB approval, inadequate personnel or time to address issues and risks raised by reviewers during the <i>Federal Register</i> feedback process.
Compensation for Data Limitations: Office directors and senior management will discuss identified risks for further mitigation.

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Performance Metric 2.4.2 Fifty Percent of Selected Product Management Application Reviews Completed on Time
Strategic Goal 2: Improve processes and products
Strategic Objective 2.4: Improve the effectiveness of agency processes and products
Performance Target: 50% of selected Product Management Application (PMA) reviews completed on time
Offices: Agency (MD led)
Definition: This metric will measure review approval data from the PMA database to determine if strategic management documents are being reviewed efficiently and in a timely manner. The metric will capture data for the following strategic management reports: Annual Report to Congress (ARC), ASPP, and the Annual Strategic Performance Report (ASPR). Timeliness will be assessed based on completion times for responding to feedback and concurrence or other review deadlines. These reports are key to agency budgeting and performance reviews, as well as to external reporting to Congress and the OMB. Improving our timeliness and efficiency ensures we meet our deadlines.
Standards: Green: All milestones have been established. Yellow: At least 50 percent of milestones have been completed. Red: Fewer than 50 percent of milestones have been completed.
Milestones: Quarter 1 (December 31): Develop tracking mechanism or dashboard to track strategic management documents. Quarter 2 (March 31): Implement approved interim recommendations. Continue data tracking. Quarter 3 (June 30): Compile data and feedback; provide interim report to MD. Quarter 4 (September 30): Develop fourth quarter report. Submit to MD for review.
DATA VALIDATION AND VERIFICATION
Data Sources: PMA approval data (feedback and concurrence).
Calculation: Review annual reports categories for the following reports: ARC, ASPP, ASPR, and Strategic Plan (if updated)
Validation/Verification Method: MD verification and approval
Data Limitations: Factors beyond our control, such as budgetary constraints (funding in support of activities or initiatives), inadequate personnel or time to address issues or risks raised by reviewers or to adopt interim recommendations.
Compensation for Data Limitations: Office directors and senior management will discuss identified risks for further mitigation.

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Performance Metric 3.1.1 Develop a Draft Workforce Development Plan
Strategic Goal 3: Optimize organizational effectiveness and efficiency
Strategic Objective 3.1: Strengthen human capital planning
Performance Target: Draft raft workforce development plan completed
Offices: Agency (CHCO/HCT led)
<p>As technological advances transform transportation products and services at an astonishing rate, it is critical that the agency remains aligned with changing transportation trends and ahead of transportation challenges. This environment has created the need for the NTSB to assess our current human capital planning processes to identify enhancements that will allow us to address staffing needs more strategically through an agile approach to development and implementation. Our future ability to adequately staff investigations, use rapidly advancing technology, and provide sufficient support services relies on our ability to forecast workload and determine the appropriate skills and number of employees needed to conduct our mission.</p> <p>An experienced chief human capital officer (CHCO) is essential to lead our human capital efforts and align the agency's human resources policies and programs with our mission, strategic goals, and performance outcomes. The agency's newly hired CHCO will help develop an assessment and strategy for creating our long-term strategic workforce and succession plans. Review and analysis of automated staffing data will assist in providing workforce recommendations to identify workforce focus areas.</p>
<p>Standards: Green: All milestones have been established. Yellow: At least 50 percent of milestones have been completed. Red: Fewer than 50 percent of milestones have been completed.</p>
<p>Milestones: Quarter 1 (December 31) Continue enhancements to current hiring dashboard. Review USA Staffing data to analyze current staffing. Quarter 2 (March 31): Identify job series and finalize direct hire request memorandum to the Office of Personnel Management. Automate OPM/ IBC data feeds implemented to analyze workforce data. Quarter 3 (June 30): Conduct analysis of agency workforce data to develop workforce development plan focus areas. Quarter 4 (September 30): Identify two areas of focus to be outlined in draft workforce plan. Workforce development plan drafted.</p>
DATA VALIDATION AND VERIFICATION
Data Sources: Agency data, Federal Employee Viewpoint Survey (FEVS) scores, workforce plans, OPM & IBC data, and other agency feedback.
Calculation: Review and analyze workforce data to develop focus areas to be included in a draft workforce development plan.
Validation/Verification Method: MD review or approval.

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Performance Metric 3.1.1 Develop a Draft Workforce Development Plan
Data Limitations: Factors beyond our control, such as budgetary constraints (funding in support of activities or initiatives), inadequate personnel or time to address issues and risks raised by reviewers, OPM or agency delays.
Compensation for Data Limitations: CHCO, office directors, and senior leadership will discuss identified risks for further mitigation.

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Performance Metric 3.2.1
Develop and Publish an Enhanced Accident Investigation Risk Management Worksheet to Improve On-Scene Risk Identification and Mitigation
Strategic Goal 3: Optimize organizational effectiveness and efficiency
Strategic Objective 3.1: Engage, connect, and protect the workforce
Performance Target: Develop and publish enhanced on-scene safety and health risk management worksheet for all modes
Offices: Agency (MD/OCIO led)
<p>Definition: It is essential to the NTSB’s Occupational Safety and Health Division (OSH) to identify and properly mitigate the risk associated with workplace hazards. Hazards should be reported and corrected at the lowest operational level using established lines of authority and responsibility. Identifying these risks is especially important during the on-scene portion of an accident investigation. The agency uses the Accident Investigation Risk Management Worksheet (RMW) to help the investigator-in-charge (IIC) identify the hazards associated with a launch, on-scene activities, and recovery, and with developing mitigation strategies and implementing controls.</p> <p>The NTSB will use the RMW to catalog hazards, determine risks, and develop mitigation. A more robust electronic worksheet is needed to aid IICs while on scene. Updating and providing a more usable RMW is key to investigators’ safety and agency efficiency in identifying these hazards. The IIC can then implement controls to address the risks and evaluate mitigation effectiveness during all activities. An updated RMW, standardized across all modes of transportation, will also allow agency leadership and OSH staff to access data to determine trends, future safety needs, and potential opportunities for additional training or personal protective equipment (PPE). This is a multiyear project.</p>
<p>Standards: Green: All milestones have been established. Yellow: At least 50 percent of milestones have been completed. Red: Fewer than 50 percent of milestones have been completed.</p>
<p>Milestones: Quarter 1 (December 31): Finalize list of hazards and associated list of mitigations and PPE (MD-7 and modal offices). Quarter 2 (March 31): Using hazard list, convert new RMW to an online format that can pull data from multiple internal databases (CIO and MD). Quarter 3 (June 30): Conduct training with modal offices and begin piloting the RMW. Quarter 4 (September 30): Collect feedback from pilot and finalize the enhanced RMW published on InsideNTSB.</p>
DATA VALIDATION AND VERIFICATION
Data Sources: Agency data and feedback, previous accident investigation risk worksheets and assessments, agency accident investigation manual, OSH manual, other agency policies and procedures.

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Performance Metric 3.2.1 Develop and Publish an Enhanced Accident Investigation Risk Management Worksheet to Improve On-Scene Risk Identification and Mitigation
Calculation: Review and update RMW, submit to OCIO for posting to InsideNTSB, conduct training with modal offices, and pilot the RMW with several offices.
Validation/Verification Method: MD review or approval.
Data Limitations: Factors beyond our control, such as budgetary constraints (funding in support of activities or initiatives), inadequate personnel or time to address issues and risks raised by reviewers, and OPM or agency delays.
Compensation for Data Limitations: Office directors and senior leadership will discuss identified risks for further mitigation.

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Performance Metric 3.3.1 Implement Two Career Development Roadmap Enhancements
Strategic Goal 3: Optimize organizational effectiveness and efficiency
Strategic Objective 3.3: Develop model supervisors and leaders
Performance Target: Two career development roadmap improvements implemented
Offices: Agency (CHCO/Career Development and Training Division led)
<p>Within our workforce, we seek to develop future leaders by providing continuous learning and development opportunities. We will define and identify the core competencies and training needs of our current leaders. In addition, we will provide learning and development opportunities to meet future challenges, build capacity, and transfer knowledge through succession planning. We will develop a strategic talent management approach to enhance our current highly skilled knowledge-based organization, strengthening knowledge sharing and growth opportunities to increase our workforce’s skills and competencies, especially in the increasingly complex transportation safety industry.</p> <p>The metric evaluates current and external approaches to career development, allowing the agency to effectively develop future leaders. Based on this metric, we will continue to improve our newly developed strategic career development roadmap for employees that provides personalized training recommendations. Our career development roadmap provides a list of training, certifications, webinars, and other resources available to staff. Each employee level has multiple recommendations for training, though this does not exclude employees from obtaining other training that may be available. The roadmap is divided by employee level and gives staff who wish to proceed to higher employee levels guidance on particular training available to get to that level.</p>
<p>Standards: Green: All milestones have been established. Yellow: At least 50 percent of milestones have been completed. Red: Fewer than 50 percent of milestones have been completed.</p>
<p>Milestones: Quarter 1 (December 31): Train and implement career development roadmap specialized career tracks. Quarter 2 (March 31): Implement career development roadmap, other career development improvements or strategies (e.g., including but not limited to developing draft mentoring strategy implementation and gain feedback from staff). Quarter 3 (June 30): Implement career development roadmap or other career development improvements or strategies (e.g., develop mentoring recommendations from feedback). Quarter 4 (September 30): Two career development roadmap or other career development improvements implemented.</p>

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Performance Metric 3.3.1 Implement Two Career Development Roadmap Enhancements
DATA VALIDATION AND VERIFICATION
Data Sources: Career development roadmaps, programs, training feedback, or other agency documentation.
Calculation: Evaluate career development roadmaps, programs and training; survey roadmap staff; implement roadmap or career development improvements.
Validation/Verification Method: Office director or deputy verification approval, final MD review or approval.
Data Limitations: Factors beyond our control, such as budgetary constraints (funding in support of activities or initiatives), subscription services available, training availability, inadequate personnel or time to address issues and risks raised by reviewers.
Compensation for Data Limitations: Office directors and senior leadership will discuss identified risks for further mitigation.

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Performance Metric 3.4.1 Support and Implement Three Diversity, Equity, Inclusion, and Accessibility Strategic Plan Strategic and Actions
Strategic Goal 3: Optimize organizational effectiveness and efficiency
Strategic Objective 3.4: Attract, develop, and retain a diverse and inclusive workforce
Performance Target: Three diversity, equity, inclusion, and accessibility (DEIA) strategies, classes, or office-level, data-driven inclusion actions implemented.
Offices: Agency (EEO/ODI led)
<p>Definition: On June 25, 2021, President Biden signed Executive Order 14035, Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce. This executive order launched a whole-of-government initiative to cultivate a federal workforce that draws from the full diversity of the nation and that advances equitable employment opportunities.</p> <p>The NTSB is committed to providing a diverse, equitable, inclusive, and accessible work environment. With the help of our Diversity and Inclusion Advisory Council (DIAC), the NTSB has made great strides in promoting DEIA.</p> <p>Under the Executive DEIA, topics are defined as follows:</p> <ul style="list-style-type: none">• <u>Diversity</u> is the practice of including the many communities, identities, races, ethnicities, backgrounds, abilities, cultures, religions, and beliefs of the American people, including underserved communities.• <u>Equity</u> is the consistent and systemic fair, just, and impartial treatment of all individuals, including individuals who belong to underserved communities that historically have been denied such treatment.• <u>Inclusion</u> is the recognition, appreciation, and use of the talents and skills of employees of all backgrounds and beliefs.• <u>Accessibility</u> is the design, construction, development, and maintenance of facilities, information and communication technology, programs, and services so that all people, including people with disabilities, can fully and independently use them. <p>The Office of Equal Employment Opportunity, Diversity, and Inclusion (EEO/ODI) will develop DEIA educational training courses that include each of the DEIA topics above and as reflected in the Chair's FY 2021 DEIA policy and provide training to staff.</p> <p>Each office may three implement data-driven inclusion actions identified by the barrier analysis, listening sessions, cultural needs or training needs surveys, or other source surveys. Office actions will need to be documented by EEO/ODI.</p>
<p>Standards: Green: All strategies, classes, or office-level, data-driven inclusion actions completed or implemented. Yellow: Two strategies, classes, or office-level, data-driven inclusion actions completed or implemented.</p>

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Performance Metric 3.4.1 Support and Implement Three Diversity, Equity, Inclusion, and Accessibility Strategic Plan Strategic and Actions
<p>Red: One strategy, class, or office-level, data-driven inclusion action completed or implemented.</p>
<p>Milestones: Quarter 1 (December 31): Establish DEIA strategic plan strategies and office actions. Quarter 2 (March 31): Strategy, class, or office action completed or implemented. Quarter 3 (June 30): Strategy, class, or office action completed or implemented. Quarter 4 (September 30): Three strategies, classes, or office actions completed or implemented.</p>
DATA VALIDATION AND VERIFICATION
<p>Data Sources: Executive Order 14035, Chair’s DEIA Policy, FEVS, contractor barrier analysis, listening sessions, training needs and cultural needs surveys and recommendations, office-level climate assessments, any other agency data available.</p>
<p>Calculation: DEIA educational training series developed, and trainings conducted, office-level strategies or actions reviewed and implemented.</p>
<p>Validation/Verification Method: Office director or deputy verification approval, final MD review or approval.</p>
<p>Data Limitations: Factors beyond our control, such as data availability, budgetary constraints (funding in support of activities or initiatives), inadequate personnel or trainers, inadequate time to address issues or any risks raised by reviewers.</p>
<p>Compensation for Data Limitations: Office directors and senior leadership will discuss identified risks for further mitigation.</p>