

National Transportation Safety Board

Fiscal Year 2021 Annual Strategic Performance Report



INTEGRITY ♦ TRANSPARENCY ♦ INDEPENDENCE ♦

EXCELLENCE ♦ DIVERSITY AND INCLUSION

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Acronyms, Initialisms, and Abbreviations

AD	Office of Administration
ARTP	Aviation Report Timeliness Project
AS	Office of Aviation Safety
ASPR	Annual Strategic Performance Report
CAROL	Case Analysis and Reporting OnLine
D-Ramp	Delegated Report Agreement Meeting Plan
DEIA	Diversity, Equity, Inclusion, and Accessibility
DIAC	Diversity and Inclusion Advisory Council
EEODI	Office of Equal Employment Opportunity Diversity and Inclusion
FEVS	Federal Employment Viewpoint Survey
FY	fiscal year
HS	Office of Highway Safety
MD	Office of the Managing Director
MS	Office of Marine Safety
MWL	Most Wanted List
NEW IQ	New Inclusion Quotient
NTSB	National Transportation Safety Board
OCFO	Office of the Chief Financial Officer
OCIO	Office of the Chief Information Officer
RE	Office of Research and Engineering
RPH	Office of Railroad, Pipeline, and Hazardous Materials Investigations
SAFTI	System for Analysis of Federal Transportation Investigations
SRC	Office of Safety Recommendations and Communications

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. The NTSB determines the probable cause of the accidents and issues safety recommendations aimed at preventing future accidents. We 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 studies focused on broader transportation safety topic areas. Additionally, we serve as the appellate authority for enforcement actions involving aviation and mariner certificates issued by the Federal Aviation Administration and the US Coast Guard, and we adjudicate appeals of civil penalty actions taken by the Federal Aviation Administration.

Our Mission

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

Our Legislative Mandate

Maintaining our congressionally mandated independence and objectivity

Conducting objective accident investigations and safety studies

Performing fair and objective pilot and mariner certification appeals

Advocating for safety recommendations

Assisting victims of transportation accidents and their families

Our Core Values

Integrity

Transparency

Independence

Excellence

Diversity and Inclusion

About this Plan

The NTSB’s Fiscal Year (FY) 2021 Annual Strategic Performance Report (ASPR) outlines our strategies to achieve agency priorities, promote organizational change, and improve agency performance. The FY 2021 ASPR provides stakeholders—the traveling public, the transportation industry, government agencies, and Congress—with a comprehensive view of our goals and objectives for the fiscal year. In addition, this report draws a clear line from our mission through performance metrics and targets to our goals, objectives, and key performance indicators. It is guided by our [FY 2018–2022 Strategic Plan](#) and complies with the [Government Performance and Results Modernization Act of 2010](#) and the Office of Management and Budget’s [Circular A-11, Part 6](#).

This report includes three strategic goals: improving processes; improving products; and improving employee engagement, diversity, and inclusion, which are designed to improve the operations of the agency from investigative to support offices. Figure 1 below shows our strategic goals and objectives:

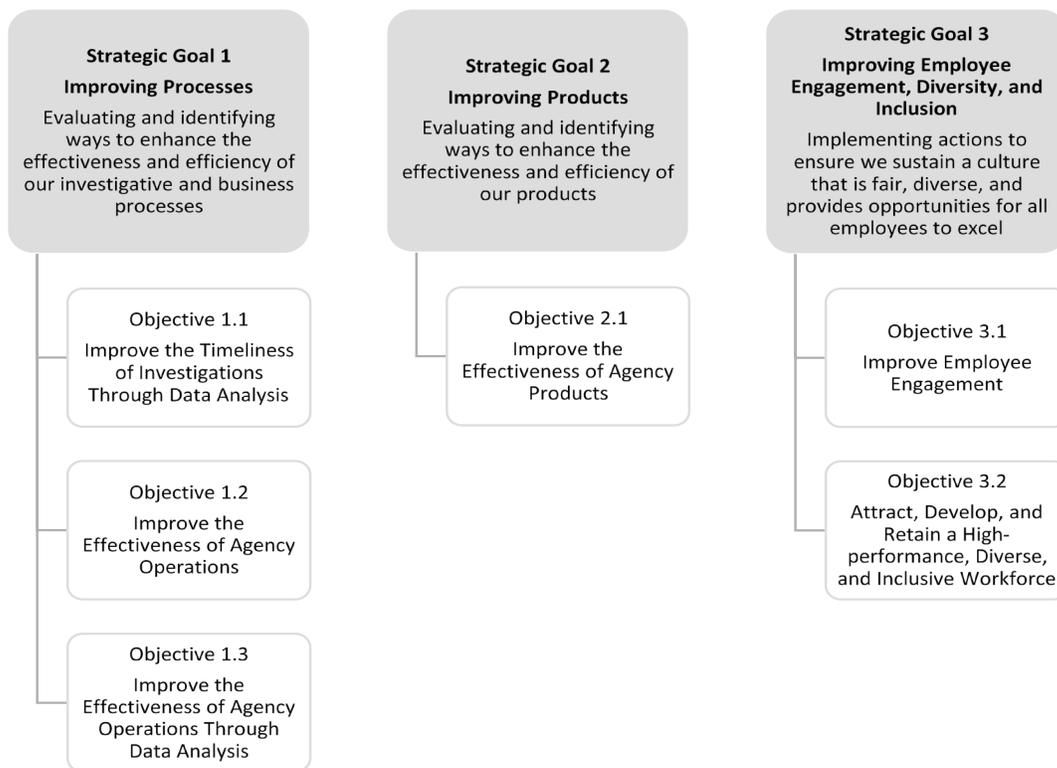


Figure 1: NTSB Strategic Goals and Objectives

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 starts with our FY 2020–2024 Strategic Plan. The annual strategic plan serves as the foundation for establishing long-term priorities and developing performance goals, objectives, and metrics that gauge our success. The strategic management process demonstrates progress toward our performance goals and priorities and is measured using quarterly reviews and data analysis.

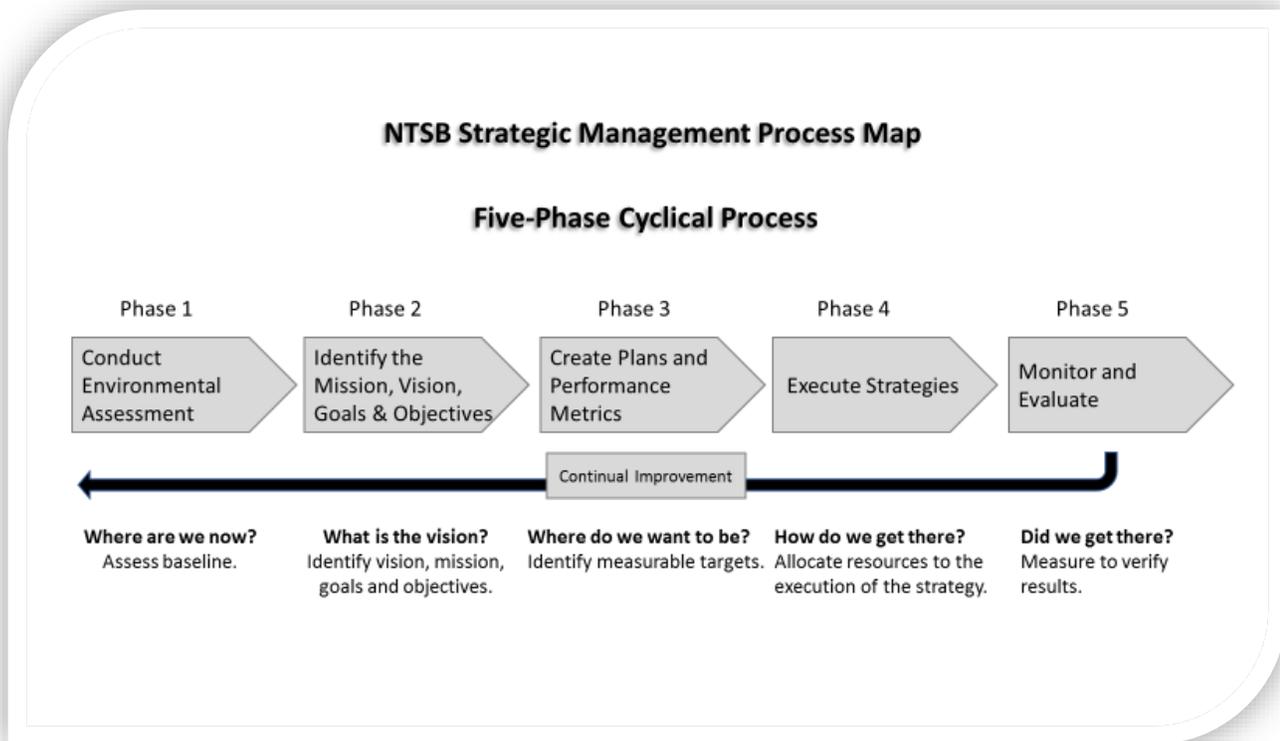


Figure 2: NTSB Strategic Management Process Map

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 data are reviewed and verified by the Office of Strategic Initiatives and are finalized with the managing director.

Measuring our Success

The FY 2021 Annual Strategic Performance Plan served as the foundation for establishing long-term and outcome-related priorities and for developing performance goals, objectives, and metrics by which we can gauge our success. We have developed a performance-based culture on which agency management and staff have focused for the past several years.

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 continually improve this process, 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 changing balance of the transportation industry; by the activities of other federal, state, and local government; by shifts in national priorities; and by the availability of resources. Recruiting, retaining, and developing highly skilled and diverse staff, particularly when competing against the private sector, remains a key focus for our agency. We continue to face challenges in responding to the COVID-19 pandemic as we work both to fulfill our mission and to protect the health and safety of our employees.

Addressing Our Challenges

We address the challenges described above through effective long-range planning, open communication, and improved employee engagement. Long-range planning in human capital management and core operations ensures that we are ready to deal with future investigative needs.

Effective communication at all levels of the organization improves planning and process. We devote time and resources to thinking strategically, promoting employee engagement, and encouraging staff development. With the creation of our new internal agency website,

InsideNTSB, we've established a broader communication tool for employees to stay informed and provide feedback to the agency.

In response to the COVID-19 pandemic, we established a COVID-19 Taskforce to develop and implement operating policies, procedures, and scenarios in response to the ongoing obstacles presented by the pandemic. We also created a COVID-19 section on our internal website to keep staff up to date and engaged in the agency's responses. Led by our managing director (MD), this diverse team of leadership, safety, human capital, communications, legal, and operations experts continually monitored the situation, advised on operating policy matters, and ensured continuity across the agency. They will continue to serve in this capacity for the duration of the pandemic.

To achieve our long-term vision, we must effectively plan and communicate while maintaining our primary commitment to improving transportation safety.

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 whether our goals and objectives are met in the proposed timeframe. 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 our ability to achieve our goals and objectives. This assessment allows the agency to adjust and improve performance throughout the year, as well as to re-evaluate the objectives and metrics, if necessary.

FY 2020 was the first year for reporting on our newly revised strategic plan. Our targets this fiscal year were developed with a baseline as we reviewed and evaluated our operations, products, process, and the impact of that review and evaluation on our employees. During FY 2021, we continued some metrics beyond the baseline targets to showcase our continued progress in achieving our objectives.

We also modified and updated some metrics to reflect current activities and the results of baseline metrics. We continued working on improvements and focusing on an agile approach to them, using cross-agency working groups and teams to evaluate specific processes and products.

We met 8 of the 9 metrics as we established future goals to improve. One metric is being reassessed due to new federal mandates and updated agency procedures.

Table 1. FY 2021 Performance Metrics Results at a Glance.

Measure	Measure Name	Office(s)	FY 2020 Result	FY 2021 Target	FY 2021 Result	Met or Not Met
1.1.1	Study and implement an improved investigation timeliness process.	HS ¹ and RPH	AS implemented ARTP; MS implemented D-Ramp.	Study and implement an improved investigation timeliness process.	HS and RPH completed their evaluation and began implementing process improvements.	Met
1.2.1	Study the effectiveness of the hiring process; identify and implement improvements.	Agency (MD and AD lead.)	N/A	Develop agency-wide hiring process recommendations.	Hiring survey completed.	Met
1.3.1	Study the collection and use of labor hour data as a tool in managing investigations; identify and implement improvements.	Agency (OCFO, MD, and RE lead.)	N/A	Implement recommendation plan.	Final report submitted; began implementation of some recommendations.	Met
2.1.1	Enhance Board meeting effectiveness as a tool to communicate and advocate for safety improvements.	Agency (MD leads.)	Operations bulletin developed and awaiting approval.	Evaluate the current measures of Board meeting effectiveness; determine whether additional measures are needed; pilot/collect those measures.	Measures of effectiveness identified, and new measures collected and piloted.	Met
2.1.2	Complete phase 2 of the external website update.	OCIO and SRC.	Phase I: search capabilities implemented.	Complete phase 2 of the external website update.	Phase 2 completed; website launched.	Met
2.1.3	Implement new Most Wanted List methodology and study its effectiveness.	Agency (SRC leads.)	N/A	Board order & operations bulletin completed.	Operations bulletin approved; Board order pending Board approval.	Met
3.1.1	Improve employee engagement as measured by employee surveys.	Agency (MD leads.)	Offices selected FEVS questions for improvement to establish baseline.	Baseline percent change in selected employee engagement score.	Agency baseline developed.	Met
3.2.1	Complete phase 2 of the Strategic Human Capital Plan.	Agency (MD leads.)	Phase I: Workforce & Business Plans Completed	Draft Plan Completed	Reassessing.	Reassessing.
3.2.2	Improve diversity and inclusion as measured by employee participation and survey feedback	Agency (EEODI leads.)	Diversity and Inclusion questions selected, and offices began evaluation	Baseline Change in Agency NEW IQ Index and Selected Diversity and Inclusion Survey Question Scores	Agency baseline developed.	Met

¹ Acronyms, initialisms, and abbreviations not previously spelled out in the body of this report but used in this table include these (in alphabetical order): AD (Office of Administration); ARTP (Aviation Report Timeliness Project); AS (Office of Administration) D-Ramp (Delegated Report Agreement Meeting Plan); EEODI (Office of Equal Employment Opportunity, Diversity, and Inclusion); FEVS (Federal Employee Viewpoint Survey); HS (Office of Highway Safety); MS (Office of Marine Safety; NEW IQ (New Inclusion Quotient); OCFO (Office of the Chief Financial Officer); OCIO (Office of the Chief Information Officer); RE (Office of Research and Engineering); RPH (Office of Railroad, Pipeline, and Hazardous Materials Investigations); and SRC (Office of Safety Recommendations and Communications).

Strategic Goal 1: Improving Processes

Evaluating and redesigning processes—whether investigative or business-related—promotes efficiency and responsiveness. In accordance with the [Foundations for Evidence-Based Policymaking Act of 2018](#) and the [Office of Management and Budget’s Memorandum M-19-23](#), we are increasing our use of data to allocate resources and achieve program objectives. Our increased capability in data analytics and access to new sources of data will help us improve our investigative and agency operations. For example, we are already seeing a positive impact on processes with our new multimodal accident database and its robust query tool. In the area of business processes, we continue to make strides in improving efficiency through the review of labor cost accounting and the hiring process.

Strategic Objective 1.1: Improve the Timeliness of Investigations

We aim to improve the timeliness of our accident investigations by applying data-driven tools and structured techniques that improve the investigative process. We evaluated current investigation processes to ensure appropriate investigation scope and remove report review bottlenecks. A data-focused review of aviation and marine investigations and the use of our new investigative case management system have aided our understanding of how to improve the timeliness of those investigations. Going forward, we will apply the lessons learned to the investigative processes in our other modal offices.

Performance Metric 1.1.1: Study and Implement an Improved Investigation Timeliness Process

Table 2. Performance Metric 1.1.1

Offices	FY 2020 Result	FY 2021 Target	FY 2021 Result
HS, RPH	AS ARTP implemented; MS D-Ramp implemented.	HS and RPH: Study and implement a timeliness improvement process.	HS and RPH evaluated and are implementing recommendations.

Accomplishments

In FY 2021, we took steps to help us identify and implement new ways to improve investigative processes for aviation and marine investigations. The following are examples of some activities that each office completed.

- HS completed their transition review process and applied their evaluation on five investigations.
 - As a result of these evaluations, HS identified multiple process improvements including better organization and tracking of investigative reports as well the addition of a scoping meeting to address safety issues prior to the work planning

meeting. An additional benefit has been improved coordination among investigative teams on overlapping safety issues.

- Following their analysis, HS reorganized their Investigations Division to improve the effectiveness and efficiency of investigative activities and products.
 - The division was broken down into two branches to improve management of and accountability for the division’s processes and products, to enhance its strategic planning capability, to create opportunity for more effective succession planning, and to better align the management of personnel resources and workload.
- RPH surveyed staff to assess core competencies, resource awareness, and process hindrances.
 - Following the survey, RPH developed a plan focused on improving investigation timelines. The plan was reviewed with RPH leadership and the deputy managing director and was adjusted to incorporate feedback.
 - RPH is currently implementing elements of the plan in preparation for full implementation in FY 2022.

Strategic Objective 1.2: Improve the Effectiveness of Agency Operations

We will continue to review the effectiveness of key agency operations, focusing this year on the hiring process. We will assess the steps involved in the current hiring process to better understand the flow and interaction between human resource specialists and hiring managers. Data is critical to the efficiency and effectiveness of our programs and provides information for decision-making. We will collect qualitative data via a series of facilitated discussions. The results of this assessment will be used to develop process improvements and targeted training and/or guidance to improve the effectiveness of the hiring process.

Performance Metric 1.2.1: Study the Effectiveness of the Hiring Process; Identify and Implement Improvements

Table 3. Performance Metric 1.2.1

Offices	FY 2020 Result	FY 2021 Target	FY 2021 Result
Agency (MD and AD lead.)	N/A	Develop agency-wide hiring process recommendations.	Hiring survey completed.

Accomplishments

- A survey of the Hiring Workgroup was conducted to determine priorities. The results of that survey are currently being tabulated. Once complete, the priorities will be coordinated with HR for further action.
- On June 25, 2021, President Biden signed Executive Order 14035, *Advancing Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce*, establishing the policy to cultivate a workforce that draws from the full diversity of the nation and advancing

equitable employment opportunities. Considering this new order and the requirement for the agency to conduct a self-assessment and benchmark and compare the current state of the NTSB workforce composition with similar sized agencies, the civilian labor force, and other population estimates, the initiative to create marketing plans for vacancies was put on hold. Once complete, the results of the self-assessment and the data and policy analysis will be used to facilitate discussion and brainstorming with the Hiring Workgroup to determine the best path forward regarding agency recruitment and the need for specific marketing plans.

Strategic Objective 1.3: Improve the Effectiveness of Agency Operations Through Data Analysis

We will continue to review the effectiveness of agency operations by evaluating our many data sources. Data is critical to the efficiency and effectiveness of our programs and provides information for decision-making. Using the data maturity model, as prescribed by the [Federal Data Action Plan](#),² we will assess agency processes and will use the results of the maturity assessment to improve the usability of our labor hour data. We will review all phases of the current processes for potential improvements.

Performance Metric 1.3.1: Study the Collection and Use of Labor Hour Data as a Tool in Managing Investigations; Identify and Implement Improvements

Table 4. Performance Metric 1.3.1

Offices	FY 2020 Result	FY 2021 Target	FY 2021 Result
Agency (OCFO, MD, and RE lead.)	N/A	Implement recommendation plan.	Recommendations approved; plan will be executed in FY 2022.

Accomplishments

- The Labor Cost Accounting Work Group completed its tasks ahead of schedule.
- The MD approved the report and recommendations.
- Recommendations will be executed in FY 2022.

Strategic Goal 2: Improving Products

The investigative and business 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 that work. One improvement we recently made in this area

² <https://strategy.data.gov/assets/docs/2020-federal-data-strategy-action-plan.pdf>

was to standardize our investigative reports, bringing consistency to our investigative products across the modes and improving the reader's experience.

Strategic Objective 2.1: Improve the effectiveness of agency products

We continue to review one of our most important means of delivering NTSB products: our public Board meetings. These meetings, conducted under the Government in the Sunshine Act, provide an opportunity for the public to see the deliberations among the Board members, informed by the investigative staff regarding a draft accident report or safety study. Board meetings also serve as an important tool for advocating for safety improvements related to the accident being examined. The availability of webcasting and the rapid pace of news prompted us to rethink how we select accidents for these meetings, as well as how we conduct them. Studying the effectiveness of Board meetings for communicating with the public, industry, and lawmakers; advocating for safety improvements; and reaching those citizens affected by the tragedies we investigate will improve our use of that platform.

To best serve the transportation industry, the public, lawmakers, and those impacted by transportation accidents, we refreshed our external agency website to provide a modern user experience, improve navigation with easier-to-find-content, and create a mobile-friendly design. The new site is more accessible, follows plain language principles, and complies with the [21st Century Integrated Digital Experience Act](#).³ This update improved users' ability to search for and analyze data. The revised website includes a new query tool that allows users access to the full spectrum of public data related to our investigations. The website shows the breadth of our work on such issues as fatigue, distraction, and impairment, as well as other factors that cross modes.

In addition, we evaluated our Most Wanted List of Transportation Safety Improvements (MWL) methodology and the procedures we use for developing this list, and provided an updated MWL and procedures. The MWL, developed in 1990 to call a greater attention to and encourage implementation of NTSB safety recommendations, identifies the top transportation safety improvements that we believe, through added focus, will prevent accidents, minimize injuries, improve survivability, and save lives in all modes of transportation. The MWL serves as our primary advocacy tool for adoption of our safety recommendations since we cannot require their implementation.

Performance Metric 2.1.1: Enhance Board meeting effectiveness as a tool to communicate and advocate for safety improvements

³ The 21st Century Integrated Digital Experience Act was signed into law in December 2018. The Act aims to improve the digital experience for government customers and reinforces existing requirements for federal public websites. [Digital.Gov](#)

Table 5. Performance Metric 2.1.1

Offices	FY 2020 Result	FY 2021 Target	FY 2021 Result
Agency (MD leads.)	Board meeting criteria developed.	Enhance Board meeting effectiveness as a tool to communicate and advocate for safety improvements.	Measures of effectiveness identified, and new measures collected and piloted.

Accomplishments

- The Board Meeting Effectiveness Work Group updated the FY 2021 target to evaluate the current measures of Board meeting effectiveness, determine whether additional measures are needed, and to pilot/collect those measures to maximize benefits.
 - The group identified data sources currently available revealing Board meeting effectiveness:
 - Implemented new data analytics of Board meeting attendance throughout the event.
 - Worked with OCFO for financial information (labor and travel costs),
 - Evaluated data from NTSB social media sites.
 - Interviewed current and recently retired Board members on their perspectives.
 - Identified modal stakeholders who may add to our understanding of effectiveness.
 - Identified opportunities for Board meeting improvements.
 - Introduced Board meeting improvement opportunities addressing—
 - Promotion.
 - Preparation.
 - Presentation.
 - Plan to pilot Board meeting improvements in FY 2022 and evaluate their effectiveness.

Performance Metric 2.1.2: Complete Phase 2 of the External Website Update

Table 6. Performance Metric 2.1.2

Offices	FY 2020 Result	FY 2021 Target	FY 2021 Result
OCIO and SRC	Phase I: search capabilities implemented.	Complete phase 2 of the external website update.	External website launched.

Accomplishments

- Developed enterprise website style guide.
- Conducted successful “soft” launch for agency and external staff feedback.

- Launched new site ahead of schedule to include our System for Analysis of Federal Transportation Investigations (SAFTI) and Case Analysis and Reporting OnLine (CAROL) search capabilities.
- Ensured website launched in compliance with numerous federal website requirements.
- Ensured new website is mobile friendly.

Performance Metric 2.1.3: Implement New MWL Methodology and Study Its Effectiveness

Table 7. Performance Metric 2.1.3

Offices	FY 2020 Result	FY 2021 Target	FY 2021 Result
Agency (SRC leads.)	N/A	Board order and operations bulletin completed.	Board order completed; operations bulletin awaiting Board approval.

Accomplishments

- MWL methodology approved by the Board in FY 2020.
 - MWL Board meeting held and new MWL released in FY 2021
 - MWL operations bulletin approved.
 - MWL Board order awaiting Board approval.

Strategic Goal 3: Improving Employee Engagement, Diversity, and Inclusion

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. Strengthening our human capital management program will attract and retain talent, especially in high-demand, high-skill areas. Within our workforce, we will seek to develop future leaders, foster high levels of employee engagement, and provide continuous learning and development. We continue to focus on recruiting, retaining, and training staff with the right mix of skills and expertise. Embracing diversity, inclusion, and mutual respect on all organizational levels allows every staff member an equal opportunity to contribute and succeed.

Strategic Objective 3.1: Improve the Engagement of Agency Staff

Employee engagement is key to becoming the very best small agency at which to work in the federal government.⁴ We gauged our success this fiscal year by using the results from various employee surveys (administered via our intranet site) and the annual FEVS. The FEVS includes questions that measure employee engagement, and the relationship employees have with their organization.

⁴ The [Best Places to Work in Federal Government](#) is administered by the Partnership for Public Service. Currently, we are listed as number 8 in the best places to work [small agency rankings](#).

Performance Metric 3.1.1: Improve Employee Engagement as Measured by Employee Surveys

Table 8. Performance Metric 3.1.1

Offices	FY 2020 Result	FY 2021 Target	FY 2021 Result
Agency (MD leads.)	Employee engagement questions selected; offices began evaluation.	Baseline percent change in selected employee engagement score.	Agency baseline developed.

Accomplishments

- The agency’s engagement index increased in FY 2020 to 81 percent from 75 percent in FY 2019.
 - Overall, thirty-two of thirty-eight questions in the survey showed a positive increase.
 - Agency managers communicated the goals of the organization.
- The agency implemented strategies to improve the virtual workspace for employees during the coronavirus pandemic, increasing their connection with peers, supervisors, and senior leaders.
- Offices conducted a variety of actions to improve engagement:
 - Held lessons-learned meetings at which staff presented improvements to addressing issues identified during engagement-related discussions.
 - Held all-hands meetings to discuss the FEVS Survey results and questions.
 - Solicited ways to improve on the questions, including employee response rates.
 - Held virtual social events and gatherings to boost employee engagement.
 - Added a FEVS engagement metric to executives’ and managers’ performance objectives.
- The MD continued to promote collaboration to enhance employee engagement and inclusiveness. Senior leadership conducted activities that promoted communication throughout the agency, such as the Chat with the Chairman series, brown bag events, and a speaker series. SRC shared these events with staff through our internal website, which also featured interviews with new employees and leadership to help staff stay engaged and connected during max telework.

Strategic Objective 3.2: Attract, Develop, and Retain a High-performing, Diverse, and Inclusive Workforce

Our main asset is our workforce, and we will focus on managing talent as well as promoting diversity, awareness, inclusion, and mutual respect.

Revising our strategic human capital plan will allow us to build and maintain the effective, highly skilled workforce that is critical to the agency's future. This revision will focus largely on improving talent management: recruiting, retaining, and training employees with the right mix of skills and expertise to successfully execute our mission. The revised plan will describe the agency's leadership and workforce needs for the future and current strategies to meet those needs.

A diverse and inclusive workforce is critical to maintaining our high level of technical and business operations. We want every staff member to have an equal opportunity to contribute and succeed. Employee surveys allow us to better understand staff perspectives on diversity and inclusion.

Performance Metric 3.2.1: Complete Phase 2 of the Strategic Human Capital Plan

Table 9. Performance Metric 3.2.1

Offices	FY 2020 Result	FY 2021 Target	FY 2021 Result
Agency (MD leads.)	Phase I: Workforce and business plans completed.	Draft plan completed	Reassessing.

Accomplishments

- The agency is reassessing the plan with the arrival of a new chair and the issuance of new guidance such as Executive Order 14035, *Advancing Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce*.

Performance Metric 3.2.2: Improve Agency NEW IQ Index and Selected Diversity and Inclusion Survey Question Scores

Table 10. Performance Metric 3.2.2

Offices	FY 2020 Result	FY 2021 Target	FY 2021 Result
Agency (EEODI leads.)	Diversity and inclusion questions selected; offices began evaluation.	Baseline change in agency NEW IQ index and selected diversity and inclusion survey question scores.	Agency baseline developed.

Accomplishments

- In FY20, of the nine FEVS questions related to the NEW IQ index, eight showed a positive increase. The Cooperative Workplace index increased by more than 10 percent.
- NEW IQ Research based strategy was developed to advance inclusive behaviors of fairness, openness, cooperativeness, supportiveness, and empowerment.⁵

⁵ US Office of Personnel Management, 2016

- The agency established baselines for two questions under the Supportive and Empowerment Categories:
 - For the question *My supervisor treats me with respect*, a baseline of 90 percent was developed.
 - For the question *My talents are used well in the workplace*, a baseline of 71 percent was developed.
- To address questions that received lower NEW IQ index ratings in the categories of Open and Empowering Workplaces, such as *At my agency, employees have a feeling of personal empowerment with respect to work processes*, leadership engaged employees to identify viable practical solutions.
- To resolve employee workplace empowerment concerns, MS conducted two NEW IQ webinars and engaged a workgroup to analyze and provide recommendations on the empowerment questions that received the lowest scores for their office as part of a NEW IQ perception scan survey, conducted on July 30th, 2021. The third workgroup meeting with MS employees generated over 100 ideas to improve employee engagement and workplace empowerment. The engagement workgroup is evaluating these ideas and will provide recommendations in FY22.
- Offices collaborated with the Diversity and Inclusion Advisory Council (DIAC) to learn about barriers to equal employment opportunity, the status of the agency's upward mobility program(s), and various tools to promote diversity and inclusion.
- Each manager participated in at least two EEODI-led and Training Center-sponsored training events. Managers encouraged staff to take agency-sponsored diversity and inclusion training that was provided in lunch-and-learn or hour-long, speaker-led sessions.