

National Transportation Safety Board

Fiscal Year 2022 Annual Strategic Performance Plan



INTEGRITY ◊ TRANSPARENCY ◊ INDEPENDENCE

EXCELLENCE ◊ DIVERSITY & INCLUSION

FY 2022 Annual Strategic Performance Plan

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Acronyms and Initialisms

ASPP	Annual Strategic Performance Plan
AD	Office of Administration
ALJ	Office of Administrative Law Judges
DEIA	Diversity, Equity, Inclusion, and Accessibility
EEODI	Office of Equal Employment Opportunity Diversity and Inclusion
FY	Fiscal Year
IT	Information Technology
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
TC	NTSB Training Center

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 carry out 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 Legislative Mandate

Maintaining our congressionally mandated independence and objectivity

Conducting objective 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

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About this Plan

The National Transportation Safety Board's (NTSB's) Fiscal Year (FY) 2022 Annual Strategic Performance Plan (ASPP) outlines our strategies to achieve agency priorities, promote organizational change, and improve agency performance. The FY 2022 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. 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 [Circular A-11, Part 6](#).

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.

Summary of Goals and Objectives

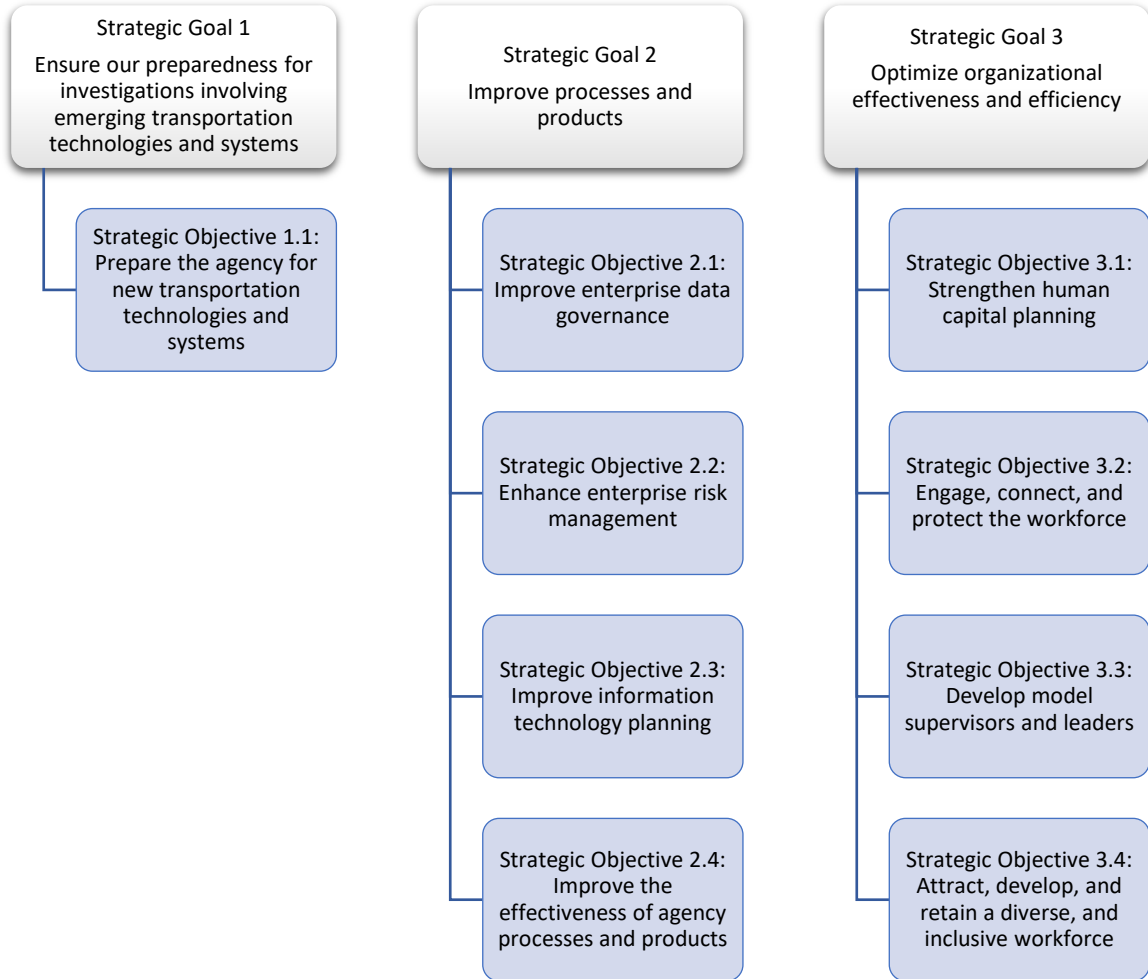


Figure 1: Summary of Goals and Objectives

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 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.

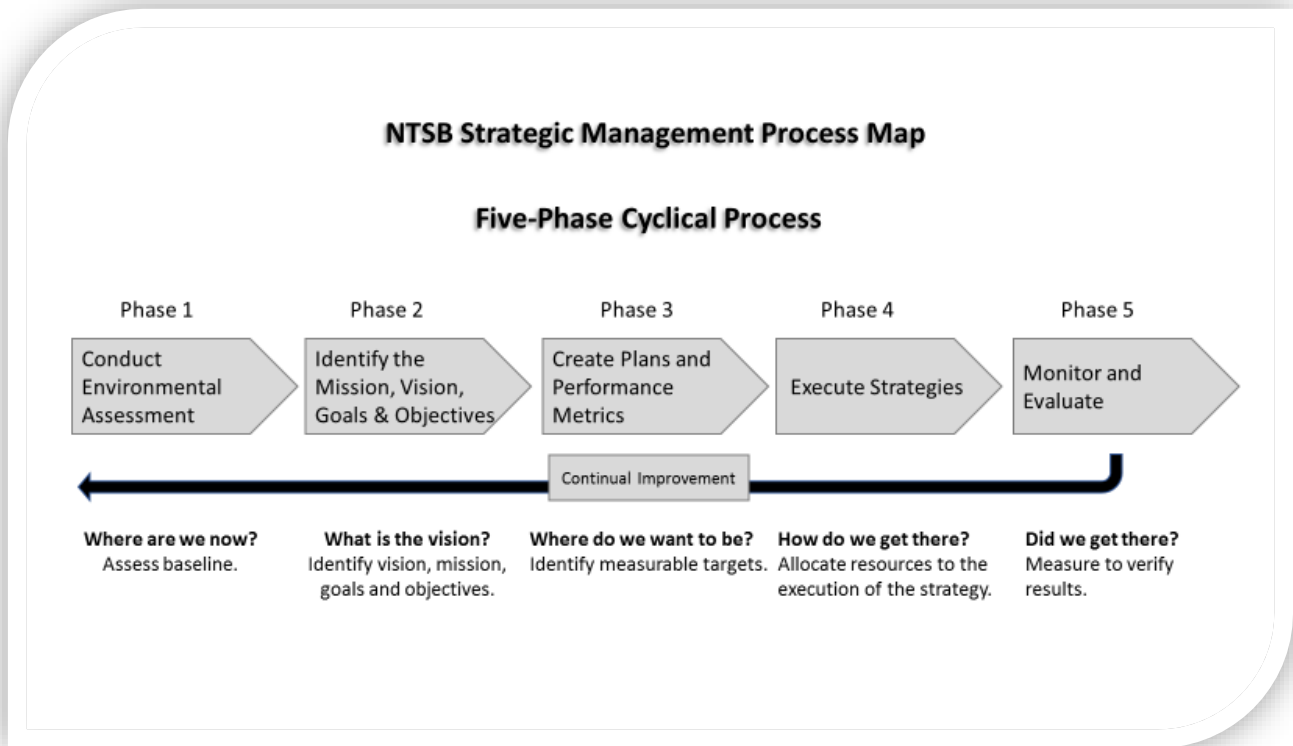


Figure 2: NTSB Strategic Management Process Map

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.

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Data Management

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

Measuring our 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 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 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.

Addressing our 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.

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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.

Table 1. FY 2022 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 systems	1.1.1 Establish a multimodal team to study emerging transportation technologies
Goal 2: Improve processes and products	2.1 Improve enterprise data governance	2.1.1 Capture expanded labor cost accounting data from new time-and-attendance platform
Goal 2: Improve processes and products	2.1 Improve enterprise data governance	2.1.2 Improve agency records management program
Goal 2: Improve processes and products	2.1 Improve enterprise data governance	2.1.3 Complete agencywide data maturity assessment
Goal 2: Improve processes and products	2.2 Enhance enterprise risk management	2.2.1 Submit agency risk profile to OMB
Goal 2: Improve processes and products	2.3 Improve information technology planning	2.3.1 Implement 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 Document new Board meeting format process
Goal 2: Improve processes and products	2.4 Improve the effectiveness of agency processes and products	2.4.2 Examine administrative law judge hearing venues
Goal 2: Improve processes and products	2.4 Improve the effectiveness of agency processes and products	2.4.3 Conduct NTSB safety summits
Goal 3: Optimize organizational effectiveness and efficiency	3.1 Strengthen human capital planning	3.1.1 Establish chief human capital officer hiring strategy
Goal 3: Optimize organizational effectiveness and efficiency	3.1 Strengthen human capital planning	3.1.2 Create a data system to support the tracking and analysis of staffing levels and hiring actions
Goal 3: Optimize organizational effectiveness and efficiency	3.1 Strengthen human capital planning	3.1.3 Establish human resources customer service feedback improvements
Goal 3: Optimize organizational effectiveness and efficiency	3.3: Build model supervisors and leaders	3.3.1 Implement strategic career development roadmap
Goal 3: Optimize organizational effectiveness and efficiency	3.4 Attract, develop, and retain a diverse and inclusive workforce	3.4.1 Implement diversity, equity, inclusion, and accessibility educational training series

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 in place 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:

- Establishing a multimodal team knowledgeable in emerging transportation technologies to develop best practices for investigating such technology.
- 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.
- Exploring the use of detail opportunities for NTSB staff with associated stakeholder organizations.

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Performance Metric 1.1.1: Establish a Multimodal Team to Study Emerging Transportation Technologies

Table 2. Performance Metric 1.1.1

Offices	FY 2020 Result	FY 2021 Result	FY 2022 Target
Agency MD Led	N/A	N/A	Recommendations to prepare for new technologies

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 program (ERM). Building strong communication processes and data-reporting criteria will give us the necessary information to evaluate risks and act on opportunities.¹

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 that fits our organization gives us enterprise-level oversight of data assets, their value, and their impact on the agency’s changing business operations.

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

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](#).
As of March 23, 2022

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We will focus on improving how we leverage existing data to facilitate, update, and effectively manage our work. Integrating data-informed assessments into our organization will enhance organizational performance and decision-making by more closely linking objectives, strategy, and risk. Using the data maturity assessment outcomes to develop and implement a multiyear data strategy and governance plan, as prescribed by the [Federal Data Strategy, 2021 Action Plan](#), will fundamentally transform how data are managed and used to create value for the agency.

Assessing data maturity allows us to evaluate our current capabilities and conceptualize long-term goals, and it allows 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. The maturity assessment results will inform investment decisions and prioritize subsequent actions.

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

- Continuing to develop an agency data governance program to advance data-driven decision-making and cross-office risk management.
- Implementing systems and procedures to leverage labor cost-accounting data that support investigation projects.
- Evaluating and improving the agency's records management system.

Performance Metric 2.1.1: Capture Expanded Labor Cost Accounting Data from New Time and Attendance Platform

Table 3. Performance Metric 2.1.1

Offices	FY 2020 Result	FY 2021 Result	FY 2022 Target
Agency MD/AD/OCIO Led	N/A	N/A	Approved project plan for access and use of expanded data

Performance Metric 2.1.2: Improve Agency Records Management Program

Table 4. Performance Metric 2.1.2

Offices	FY 2020 Result	FY 2021 Result	FY 2022 Target
Agency OCIO Led	N/A	N/A	Finalize office record management file plans

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Performance Metric 2.1.3: Complete Agencywide Data Maturity Assessment

Table 5. Performance Metric 2.1.3

Offices	FY 2020 Result	FY 2021 Result	FY 2022 Target
Agency MD Led	N/A	N/A	Maturity assessment completed

Objective 2.2: Enhance Enterprise Risk Management

Improving our current risk management process provides us with a logical and systematic process to make decisions and respond to risks and opportunities as they arise. An acceptable level of ERM maturity is essential for us to successfully address challenges in a dynamic federal environment. Establishing portfolio and project management tools to develop and apply ERM principles is key to remaining resilient in changing environments. It also provides a best-practice approach to identifying and managing potential events that may impact our agency, and provides a management structure to oversee and implement risk management activities.

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

- Advancing risk-based decision-making and risk identification by establishing a more formalized agencywide ERM program.
- Promoting risk management principles at all levels of the organization to remain resilient to changing environments.

Performance Metric 2.2.1: Submit Agency Risk Profile to OMB

Table 6. Performance Metric 2.2.1

Offices	FY 2020 Result	FY 2021 Result	FY 2022 Target
Agency MD Led	N/A	Risk Assessment Completed	Risk Profile submitted to OMB

Objective 2.3: Improve Information Technology Planning

We will project our need for technology for the next 5 years, assessing our current information technology (IT) processes to identify enhancements that will allow us to address critical agency needs more strategically. We will systematically select, manage, and evaluate IT investments, which is key to ensuring critical data systems and data are available and accessible.

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

- Developing resource and multiyear enterprise IT strategy plans to address critical agency needs.
- Evaluating our infrastructure to ensure technology resources are strategically deployed.

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Performance Metric 2.3.1: Implement Capital Planning and Investment Control Process

Table 7. Performance Metric 2.3.1

Offices	FY 2020 Result	FY 2021 Result	FY 2022 Target
Agency OCIO/OCFO Led	N/A	N/A	Implement operation bulletin & pilot new CPIC process

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 carry out the agency’s mission. We must ensure key agency products remain adaptable to a fast-changing transportation environment, including our website, which enhances customers’ understanding of the agency and its products.

We will continue to review one of our most important means of sharing our products: our public Board meetings. Board meetings are an opportunity for the public to see deliberations among the Board members regarding draft accident reports and safety studies. We will improve that process by studying the effectiveness of Board meetings to communicate with the public, industry, and lawmakers; to advocate for safety improvements; and to reach those citizens affected by the tragedies we investigate. In addition, we will assess the options (in person or virtual) for conducting enforcement proceedings in the administrative law judges’ hearings. The results of that review could then inform any policy governing hearings. We will also have an enterprise-wide information exchange and listening session with agency stakeholders on safety issues of concern.

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

- Enhancing customer experience by collecting better analytics and obtaining the authority to survey stakeholders about website engagement.
- Developing and implementing recommendations to improve Board meetings.
- Examining options for hosting administrative law judge hearings.
- Improving the effectiveness of stakeholder engagement on safety issues on the Most Wanted List and other areas of concern related to our modal offices.

Performance Metric 2.4.1: Document New Board Meeting Format Process

Table 8. Performance Metric 2.4.1

Offices	FY 2020 Result	FY 2021 Result	FY 2022 Target
Agency HS Led	Board meeting criteria developed	Measures of effectiveness identified and new measures collected and piloted	Process changes documentation approved

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Performance Metric 2.4.2: Examine Administrative Law Judges' Hearing Venues

Table 9. Performance Metric 2.4.2

Offices	FY 2020 Result	FY 2021 Result	FY 2022 Target
ALJ	N/A	N/A	Hearing guidance policy developed

Performance Metric 2.4.3: Conduct NTSB Safety Summits

Table 10. Performance Metric 2.4.3

Offices	FY 2020 Result	FY 2021 Result	FY 2022 Target
Agency SRC Led	N/A	N/A	Three safety summits conducted

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 that we 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 carry out 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 our ability to forecast workload and determine the

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appropriate skills and numbers of employees needed to carry out 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:

- Recruiting an experienced chief human capital officer to lead the creation of our human capital vision and align the agency’s human resources policies and programs with the NTSB’s mission, strategic goals, and performance outcomes.
- Assessing and developing a plan for future workforce needs to accomplish our mission.
- Creating a data system to support the tracking and analysis of staffing levels and hiring actions.
- Developing a mechanism to collect and improve human resources customer service through customer feedback.

Performance Metric 3.1.1: Establish Chief Human Capital Officer Hiring Strategy

Table 11: Performance Metric 3.1.1

Offices	FY 2020 Result	FY 2021 Result	FY 2022 Target
Agency MD/AD Led	N/A	N/A	Strategy plan implemented and recruitment efforts to hire a chief human capital officer started

Performance Metric 3.1.2: Create a Data System to Support the Tracking and Analysis of Staffing Levels and Hiring Actions

Table 12: Performance Metric 3.1.2

Offices	FY 2020 Result	FY 2021 Result	FY 2022 Target
Agency AD/MD/OCIO Led	N/A	N/A	Visual dashboard developed

Performance Metric 3.1.3: Establish Human Resources Customer Service Feedback Improvements

Table 13: Performance Metric 3.1.3

Offices	FY 2020 Result	FY 2021 Result	FY 2022 Target
Agency AD/MD Led	N/A	N/A	Two improvements implemented

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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 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. As a first step, this fiscal year, we will focus on drafting a 3-year Strategic Training and Development Plan that includes a mentorship program, leadership training for emerging talent, and executive-level training for Senior Executive Service and senior leaders.

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

- Implementing continuity of leadership and knowledge measures through succession planning and professional development.
- Building needed agency managerial competencies through training and development programs.

Performance Metric 3.3.1: Implement Strategic Career Development Roadmap

Table 14. Performance Metric 3.3.1

Offices	FY 2020 Result	FY 2021 Result	FY 2022 Target
Agency TC Led	N/A	N/A	Implement Strategic Career Development Roadmap

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

Our diverse, multicultural, and multitalented workforce offers a rich range of experience and expertise to carry out the agency's mission. Our success depends on an 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.

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- 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: Implement DEIA Educational Training Series

Table 15. Performance Metric 3.4.1

Offices	FY 2020 Result	FY 2021 Result	FY 2022 Target
Agency EEODI Led	N/A	N/A	Three DEIA educational training series conducted