



National Transportation Safety Board

Fiscal Year 2022 Annual Strategic Performance Report



**INTEGRITY ◊ TRANSPARENCY ◊ INDEPENDENCE ◊
EXCELLENCE ◊ DIVERSITY AND INCLUSION**

FY 2022 Annual Strategic Performance Report

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Acronyms and Initialisms

ALJ	Office of Administrative Law Judges
AS	Office of Aviation Safety
ASPR	Annual Strategic Performance Report
CDS	chief data scientist
CDT	Career Development and Training Division
CHCO	chief human capital officer
CPIC	Capital Planning and Investment Control
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 Planning and Training
HS	Office of Highway Safety
ISA	interconnection security agreement
IT	information technology
JHUAPL	Johns Hopkins University Applied Physics Lab
MD	Office of the Managing Director
METI	Multimodal Emerging Technology Investigations
MOU	memorandum of understanding
NARA	National Archives and Records Administration
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
SMOC	Senior Management Oversight Council
SORN	system of records notice
WG	working group

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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 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 NTSB's Fiscal Year (FY) 2022 Annual Strategic Performance Report (ASPR) outlines our strategies to achieve agency priorities, promote organizational change, and improve agency performance. The FY 2022 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, the ASPR draws a clear line from our mission through performance metrics and targets to our goals, objectives, and key performance indicators. The ASPR is guided by our FY 2022-2026 Strategic Plan and our FY 2022 Annual Strategic Performance Plan, which 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](#).

This plan includes three 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

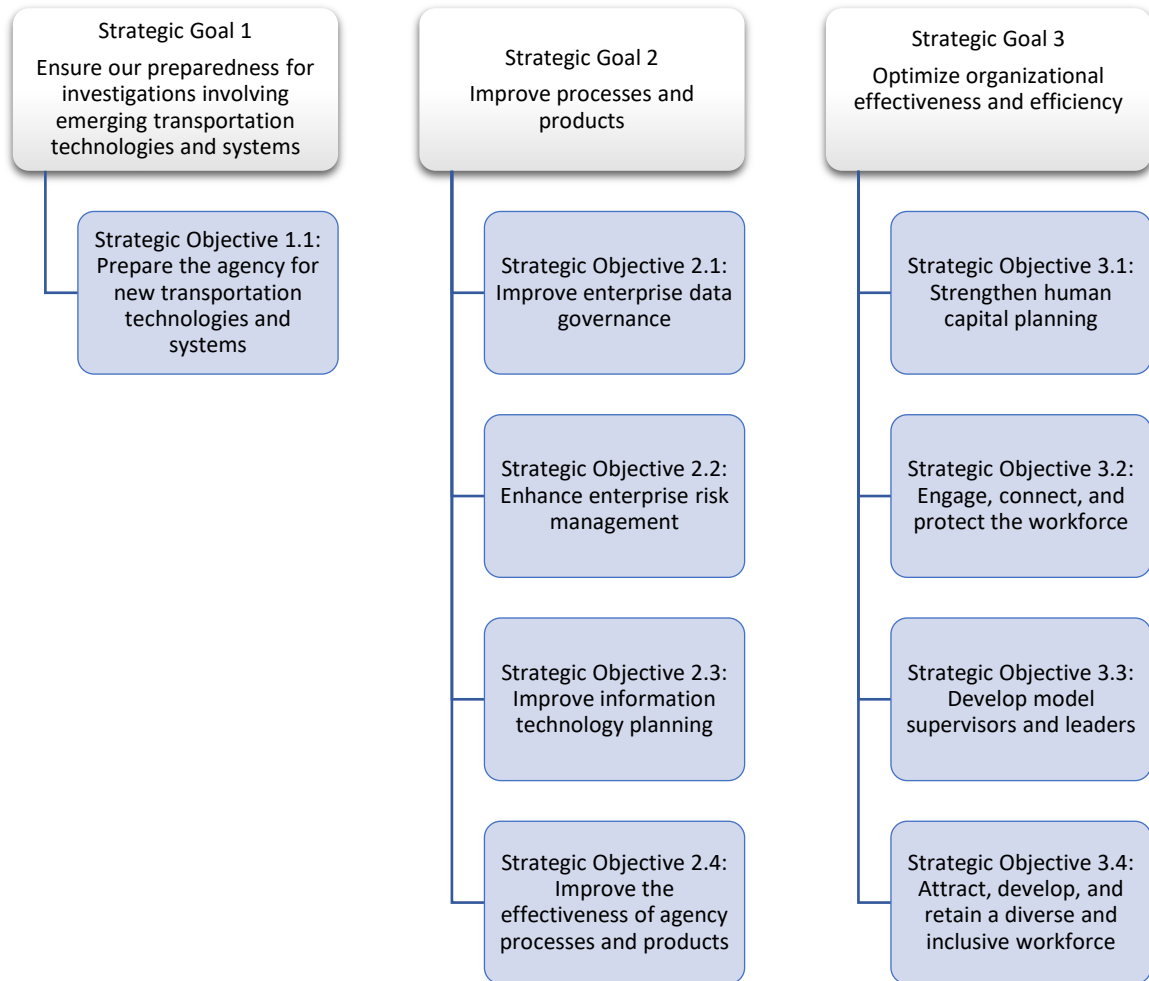


Figure 1: NTSB Strategic Goals and Objectives

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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 Annual Strategic Performance Plan establishes long-term priorities and develops the performance goals, objectives, and metrics that gauge our success based on our FY 2022-2026 Strategic Plan.

Figure 2 depicts our cyclical process of measuring success.

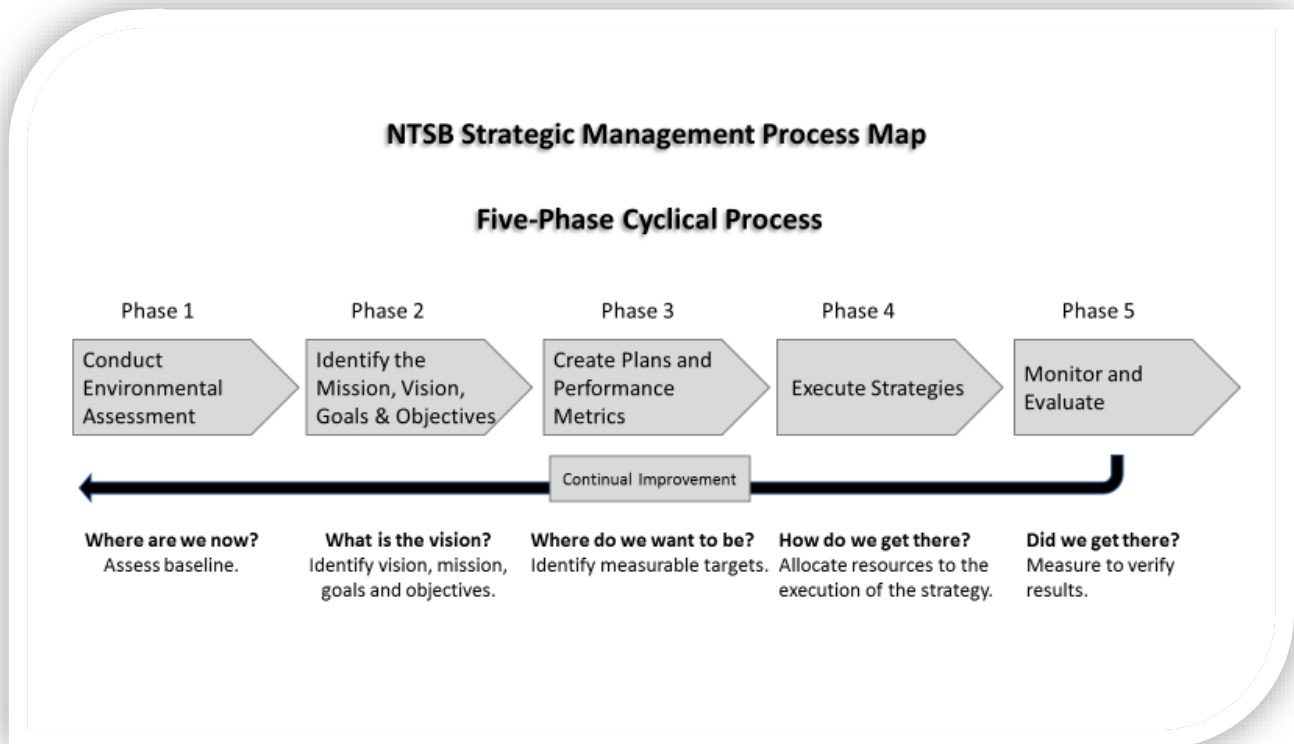


Figure 2: NTSB Strategic Management Process Map

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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. Our data is reviewed and verified by the Office of Strategic Initiatives and finalized with the Managing Director.

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, 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 evidence based, 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 were influenced by the global COVID-19 pandemic which changed the balance of industry; other federal, state, and local government activities; national priorities; and resource availability. These factors may make it difficult for us to ensure we are prepared for new technologies in all modes of transportation and hire and train accordingly, as well as to recruit, retain, and develop a highly skilled and diverse staff, particularly when competing against the private sector.

Addressing Challenges

We 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 helped to ensure that we were ready and properly staffed to address future investigative needs. Effective communication with

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lawmakers and industry helped us keep stakeholders informed of our challenges and our strategies to solve them. Thinking strategically, promoting employee engagement, and encouraging staff development allows us to be successful with these strategic goals and priorities.

Performance Metric FY 2022 Results Highlights

FY 2022 was the first year for reporting on our new FY 2022-2024 strategic plan. During FY 2022, we continued some FY 2021 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 our metrics, using cross-agency working groups and teams to evaluate specific processes and products.

We met or exceeded **12 of the 14 metrics (86 percent)**.

We reassessed two metrics to further analyze results and deliverables.

Metric: Examine Administrative Law Judges' Hearing Venues

Based on evaluation of our Administrative Law Judge's hearing venues procedures, we determined that, although we have implemented virtual hearings and will continue to do so in the future, developing the written procedures should be classified as an operational task and not a strategic one. Draft procedures were created but not finalized. We have moved this metric to an internal task to be completed in FY 2023.

Metric: Submit Agency Risk Profile to OMB

A draft risk profile was developed and submitted to the agency's Senior Management Oversight Council for review and approval in FY22. However, based on the results of the agency's data maturity assessment and the desire for the use of more structured, operational data sources to inform the risk register, agency leadership elected to defer this target until its Data Program and systems are capable enough to effectively support the risk assessment process.

Below are highlights of our FY 2022 performance results. Table 1 provides more detailed information on these highlights.

- The Multimodal Emerging Technology Investigations (METI) Working Group (WG) provided transportation emerging technology recommendations for

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implementation in FY 2023. In addition, the agency met with Johns Hopkins University Applied Physics Lab (JHUAPL) to discuss building a strategic alliance with them to assist the NTSB with consultation and training in emergent transportation technologies. Agency leadership is evaluating options for business arrangements and funding availability. The agency anticipates exploring opportunities with other, relevant University Affiliated Research Centers (UARCs) in FY23 based on the METI's work in this area.

- We completed the agency's first data maturity assessment in January 2022. The agency's Chief Data Scientist (CDS) developed a results and response plan which included developing a video introducing the agency's data strategy to staff. In addition, as result of this assessment, we implemented a new cloud-based analytics platform which is now fully operational in the NTSB's cloud environment.
- We successfully completed the Board meeting update pilot program. In addition, we created a new internal InsideNTSB page to document the improved Board meeting process.
- We successfully recruited and hired the agency's first Chief Human Capital Officer (CHCO) to lead the creation of our human capital vision. The new CHCO was onboarded early October 2022.
- We implemented **six** major human resources customer service feedback improvements compared to our target of **two**. We conducted listening sessions and a feedback survey which resulted in implementing our Hiring actions SharePoint database and Hiring actions Dashboard. The dashboard now includes predictive analytics along with detailed hiring action tracking information.
- We implemented **20** DEIA education training series compared to our target of **12**. These series included trainings and briefings at all levels of staff and board members. Several offices facilitated climate surveys with insights on employee perceptions related to diversity, equity, inclusion, and accessibility. In addition, the Cultural Competency Survey training and listening sessions provided quantitative feedback with measurable suggested actions.

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Performance Management and Reporting

Our strategic objectives support and complement our strategic goals. Each strategic objective consists of 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 reevaluate objectives and metrics, if necessary.

We exceeded 8 and met 4 of the 14 metrics. We reassessed two metrics.

Table 1: FY 2022 Performance Metrics Results at a Glance

Measure	Measure Name	Office	FY 2021 Result	FY 2022 Target	FY 2022 Result	Exceeded, Met, Not Met, Reassessed
1.1.1	Establish a multimodal team to study emerging transportation technologies	Agency (AS/MD Led)	Not applicable	Recommendations to prepare for new technologies	Recommendation report submitted to MD	Exceeded
2.1.1	Capture expanded labor cost accounting data from new time-and-attendance platform	Agency (MD/HCT/GC Led)	Final report submitted; began implementing some recommendations	Approved project plan for access and use of expanded data	Draft SORN for Data Analytics submitted to Data Governance Body for review	Exceeded
2.1.2	Publish agencywide records inventory	Agency (OCIO Led)	Not applicable	Finalize office record management file plans	Record management file plans completed and ready for submission to NARA for approval	Met
2.1.3	Complete agencywide data maturity assessment	Agency (MD Led)	Not applicable	Maturity assessment completed	Completed maturity assessment and a data analytics infrastructure pilot; platform implemented	Exceeded
2.2.1	Submit agency risk profile to OMB	Agency (MD Led)	Risk assessment completed	Risk profile submitted to OMB	Risk profile drafted and presented to executive management for approval	Reassessed

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Measure	Measure Name	Office	FY 2021 Result	FY 2022 Target	FY 2022 Result	Exceeded, Met, Not Met, Reassessed
2.3.1	Establish a CPIC	Agency (OCIO/OCFO Led)	Not applicable	Implement operations bulletin and pilot new CPIC process	Revised operations bulletin submitted for approval	Met
2.4.1	Document new Board meeting format process	Agency (HS Led)	Operations bulletin for the criteria for proposing a Board meeting completed and in use. Measures of effectiveness identified and collected. New Board meeting process developed	Process changes documentation approved	Board meeting update pilot program successfully completed. InsideNTSB page created to document improved Board meeting processes	Exceeded
2.4.2	Examine ALJ hearing venues	ALJ	Not applicable	Hearing guidance developed	Draft procedures developed	Reassessed
2.4.3	Conduct NTSB safety summits	Agency (SRC Led)	Not applicable	Three safety summits conducted	Three safety summits conducted	Met
3.1.1	Establish CHCO hiring strategy	Agency (MD/HCT Led)	Not applicable	Strategy plan implemented & recruitment efforts to hire a CHCO started	CHCO recruitment completed; CHCO hired and onboarded October 2022	Exceeded
3.1.2	Create a data system to support the tracking and analysis of staffing levels and hiring actions	Agency (HCT/MD Led)	N/A	Visual dashboard developed	Data system implemented. Data access MOU & ISA with OPM completed	Exceeded
3.1.3	Establish human resources customer service feedback improvements	Agency (HCT/MD Led)	N/A	Two improvements implemented	Six improvements implemented	Exceeded
3.3.1	Implement strategic career development roadmaps	Agency (HCT/CDT Led)	N/A	Career development roadmaps implemented	Five career development roadmaps implemented	Met
3.4.1	Implement DEIA educational training series	Agency (EEDI lead)	N/A	Twelve DEIA educational trainings conducted (three per quarter)	Twenty DEIA educational trainings conducted	Exceeded

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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 anticipate and prepare for these innovative technologies, have the techniques and resources to investigate transportation-related accidents involving them, and make effective recommendations to prevent their recurrence or mitigate the severity of an accident.

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 acquiring the expertise, tools, and equipment necessary to understand and investigate accidents involving these advanced systems and technologies. To do this, 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 in transportation accidents.
- Advancing staff expertise 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 advanced technology 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

Office	FY 2021 Result	FY 2022 Target	FY 2022 Result
Agency (MD Led)	Not applicable	Recommendations to prepare for new technologies	Recommendation report submitted to MD;

Accomplishments

- Multimodal Emerging Technology Investigations (METI) Working Group (WG) further defined the term “emergent technology” to develop specific processes and recommendations to ensure investigators are fully prepared.
- The METI WG conducted brainstorming activities to determine specific emergent technologies in the various modes. The group identified specific technologies in each mode that would be considered “emergent technology,” then that list was refined to include the expected implementation timeframe into the industry (less than 3 years, 5 years, or 10 or more years) along with the complexity of investigating each technology.
- NTSB senior leadership and staff met with Johns Hopkins University Applied Physics Lab (JHUAPL) to discuss building a relationship to assist with emergent technology issues. As a result of the meeting, there appear to be significant opportunities to provide training in automation and artificial intelligence as well as ad-hoc consultation to potentially support investigative activities. NTSB management has planned follow-on discussions to pursue formalizing a relationship with the JHAPL and will evaluate the potential for strategic alliances with other UARCs like JHUAPL.
- Submitted report to the Managing Director with recommendations for FY 2023.

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 [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

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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

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. 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.

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.

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](#).

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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 2.2.1

Office	FY 2021 Result	FY 2022 Target	FY 2022 Result
Agency (MD/HCT/OCIO Led)	Not applicable	Approved project plan for access and use of expanded data	Draft SORN submitted to Data Governance Body for review

Accomplishments

- The Data Governance Body formed a working group representing the MD, GC, CFO, and HCT offices to identify policy and guidance needs. After reviewing the existing guidance and comparisons with other agencies, the working group recommended expanding the task beyond creating guidance to developing a new NTSB system of records notice (SORN) for data analytics that will define agency use of data from combined datasets.
- Developed a draft SORN for data analytics that is currently under internal review.

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Performance Metric 2.1.2: Improve Agency Records Management Program

Table 4. Performance Metric 2.1.2

Office	FY 2021 Result	FY 2022 Target	FY 2022 Result
Agency (OCIO Led)	Not applicable	Finalize office record management file plans	Record management file plans completed and ready for submission to NARA for approval

Accomplishments

- Coordinated with senior leadership for approval of draft file plans and proposed record schedules (inventory).
- Records management file plans completed and ready for submission to the National Archives and Records Administration (NARA) for approval.

Performance Metric 2.1.3: Complete Agencywide Data Maturity Assessment

Table 5. Performance Metric 2.1.3

Office	FY 2021 Result	FY 2022 Target	FY 2022 Result
Agency (MD Led)	Not applicable	Maturity assessment completed	Completed the maturity assessment and a data analytics infrastructure pilot; platform implemented

Accomplishments

- Agency maturity assessment was completed in January 2022. The highest priority areas identified by the assessment were 1) staffing and training, 2) strategic planning, and 3) business process application.
- Briefed agency leadership and staff on the results and the response plan.
- The Chief Data Scientist (CDS) wrote an article for InsideNTSB explaining the maturity assessment results and planned response. The MD and SRC created a video introducing the NTSB data strategy.
- Successfully completed a data analytics infrastructure pilot that identified and implemented a robust, cloud-based data analytics platform, which is now fully operational in the NTSB's cloud environment.
- CIO wrote an article for InsideNTSB building on the CDS's article and expanding on the NTSB's data journey.

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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.
- Fully implementing the agency's data program to enhance the accuracy and effectiveness of the agency's risk assessment process under ERM.

Performance Metric 2.2.1: Submit Agency Risk Profile to OMB

Table 6. Performance Metric 2.2.1

Office	FY 2021 Result	FY 2022 Target	FY 2022 Result
Agency (MD Led)	Risk assessment completed	Risk profile submitted to OMB	Reassessed metric. Risk profile submitted to executive management for approval

Accomplishments

- Reassessed the metric submission to OMB pending fuller access to operational data through implementing the agency's data program and in coordination with the agency's reauthorization efforts.
- Prepared the risk profile and briefed the SMOC and MD on the risks identified.

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,

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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.

Performance Metric 2.3.1: Implement Capital Planning and Investment Control Process

Table 7. Performance Metric 2.3.1

Office	FY 2021 Result	FY 2021 Target	FY 2022 Result
Agency (OCIO/OCFO Led)	Not applicable	Implement operation bulletin and pilot new CPIC process	Revised operations bulletin submitted for approval

Accomplishments

- Briefed senior leadership on policy and communication plan.
- Revised operations bulletin sent to senior leadership for review and approval.
- Developed new FY 2023 strategic objective and associated metrics for implementing CPIC.

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—including our website, which enhances customers' understanding of the agency—remain adaptable to a fast-changing transportation environment.

We continued to review one of our most visible 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 crash and accident reports and safety studies. We looked to improve that process by studying Board meetings' effectiveness to communicate with the public, industry, lawmakers, and other stakeholders; to advocate for safety improvements; and to reach those citizens

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affected by the tragedies we investigate. In addition, we assessed 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.

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.
- Identifying and implementing process improvements to increase the effectiveness of 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

Office	FY 2021 Result	FY 2022 Target	FY 2022 Result
Agency (HS Led)	Measures of effectiveness identified, new measures collected and piloted	Process changes documentation approved	Board meeting update pilot program successfully completed. InsideNTSB page created to document improved Board meeting processes

Accomplishments

- Board meeting update pilot program successfully completed.
- InsideNTSB page (Board Meeting Resources) created to document improved Board meeting processes.

Performance Metric 2.4.2: Examine Administrative Law Judges' Hearing Venues

Table 9. Performance Metric 2.4.2

Office	FY 2021 Result	FY 2022 Target	FY 2022 Result
ALJ	Not applicable	Hearing guidance policy developed	Reassessing metric Zoom draft procedures developed

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Accomplishments

- Reassessed the metric results and deliverables. Our strategy to continue our virtual hearings was implemented and will continue in the future. This new process has streamlined the hearing procedures and provide an extra benefit to agency resources. We determined that the requirement to develop procedures was more an operational task and not strategic. Accordingly, we have moved the metric to an internal task to be tracked and completed in FY 2023.

Performance Metric 2.4.3: Conduct NTSB Safety Summits

Table 10. Performance Metric 2.4.3

Office	FY 2021 Result	FY 2022 Target	FY 2022 Result
Agency (SRC Led)	Not applicable	Three safety summits conducted	Three safety summits completed

Accomplishments

- Completed three safety summits—one each for marine, pipeline, and rail. Provided Chair attendee feedback from these summits. Analyzing feedback for future recommendations.
- Highway summit was conducted in October 2022. Aviation summit will be conducted in November 2022.

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.

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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 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 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 (CHCO) 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

Office	FY 2021 Result	FY 2022 Target	FY 2022 Result
Agency (MD/HCT) Led	Not applicable	Strategy plan implemented and recruitment efforts to hire a CHCO started	CHCO recruitment completed; CHCO hired; onboarded October 2022

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Accomplishments

- Successfully recruited an CHCO and offer accepted.
- CHCO onboarded October 2022.

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

Office	FY 2021 Result	FY 2022 Target	FY 2022 Result
Agency (AD/MD/OCIO Led)	Not applicable	Visual dashboard developed	Data system implemented. Data access MOU & ISA with OPM completed

Accomplishments

- Hiring Actions SharePoint database has been implemented and the Hiring Actions Dashboard has been deployed.
- The capabilities of the Hiring Actions SharePoint database and Hiring Actions Dashboard continue to be expanded in response to user feedback. In addition to tracking each hiring action, the dashboard now includes predictive analytics to project possible employee start dates based on data from recent hiring actions.
- Successfully negotiated and finalized a memorandum of understanding (MOU) and interconnection security agreement (ISA) with OPM for real-time access to NTSB's USASTaffing human resources data.

Performance Metric 3.1.3: Establish Human Resources Customer Service Feedback Improvements

Table 13: Performance Metric 3.1.3

Office	FY 2021 Result	FY 2022 Target	FY 2022 Result
Agency (AD/MD Led)	Not applicable	Two improvements implemented	Six improvements implemented

Accomplishments

- The Human Resources Heat Ticket System has been created. Deployment of the system has been deferred by senior leadership upon the arrival of the new CHCO.
- Based on feedback and hiring process data analysis, subject matter expert panels are now used to expedite certificates of eligibles.
- Hiring database and hiring dashboard implemented per listening session feedback.

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- Feedback from listening sessions also produced a process improvement in which we expanded use of the multiple hiring actions from a single position announcement.
- Job announcements were enhanced so that duty location could be negotiated with selectee at the time of appointment.

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.

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

Office	FY 2021 Result	FY 2022 Target	FY 2022 Result
Agency (TC Led)	Not applicable	Implement Strategic Career Development Roadmap	Five career development roadmaps developed

Accomplishments

- Five career development roadmaps were implemented. Employees can access them on InsideNTSB.
 - Executive: Leading and managing organizations
 - Manager or Equivalent: Leading and managing programs
 - Supervisor or Division Chief: Leading and managing people

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- Project or Program Manager, Team Lead, Investigators, and Administrative: Managing projects
- All Employees: Self development

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 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 implement Executive Order 14035, Advancing Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce, 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 and incorporate sharing and mentoring.
- Promoting equity in all aspects of the employment lifecycle 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

Office	FY 2021 Result	FY 2022 Target	FY 2022 Result
Agency (EEODI Led)	Not applicable	12 DEIA educational trainings conducted (3 per quarter)	20 DEIA trainings completed

Accomplishments

- Twenty DEIA trainings and briefings were conducted at the agency, Board, executive, and office levels for the fiscal year, including the following:
 - Promoting Diversity, Enforcing Protections for LGBTQ Employees
 - DEIA: ADA Return to Work Training

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- DEIA Series: Hispanic Heritage Month-Recruitment/Retention
- DEIA: Cultural Competence and Awareness

- The Office of Marine Safety requested and received facilitated climate survey sessions with multiple questions to gain important insights on employee perceptions related to diversity, equity, inclusion, and accessibility that would complement the insights uncovered in quantitative data analysis. The Cultural Competence Survey training and listening sessions resulted in quantitative feedback with measurable suggested actions. The success of this survey and sessions resulted in two other offices, GC and the Office of Research and Engineering, holding listening sessions as well.

- In addition to agency training, executive-level training was conducted on specific topics:
 - Civil Treatment for Leadership
 - Barrier Analysis Results Leadership Report Briefing