FY22–26

FLIGHT PLAN 21

The FAA Strategic Plan for the 21st Century

Safety | People | Global Leadership | Operational Excellence

Federal Aviation Administration

CONTENTS

MESSAGE FROM THE ADMINISTRATOR 2
EXECUTIVE SUMMARY 3
FAA MISSION, VISION, AND VALUES 5
OUR STRATEGIC PLAN AND PRIORITIES 7
PILLAR 1: SAFETY 7
Initiative 1: Develop a Comprehensive Strategy to Safely Enable Emerging Entrants 9
Initiative 2: Utilize Predictive Data Analytics to Proactively Identify and Take Action to Reduce Emerging Safety Risk 12
Initiative 3: Initiate Safety Culture Campaign across the FAA and Industry 13
PILLAR 2: PEOPLE 14
Initiative 1: Maximize the Benefits of Diversity, Equity, Inclusion, and Accessibility (DEIA) 16
Initiative 2: Enrich the FAA Talent Pool by Restructuring the Recruitment and Hiring Processes 19
Initiative 3: Invest in a Skilled and Engaged Workforce 20
Initiative 4: Optimize Agency Policies and Practices to Meet the Evolving Workforce Needs 21
PILLAR 3: GLOBAL LEADERSHIP 22
Initiative 1: Align and Prioritize FAA's Global Leadership Strategy at the Enterprise Level 24
Initiative 2: Reassert FAA Global Leadership through Global Outreach & Training 25
Initiative 3: Develop Global Safety Information Management Exchange 26
PILLAR 4: OPERATIONAL EXCELLENCE 27
Initiative 1: Climate Action, Improve Sustainability, and Address the Effects of Aircraft Noise 29
Initiative 2: Establish a Framework for a More Agile Structure of Services and Service Levels across the National Airspace System (NAS) 32
Initiative 3: Improve Reporting on Operational Performance of the NAS 33
LOOKING FORWARD 34
AGENCY INFORMATION 35
Figure 1, FAA Domestic Offices and Locations 35
Resource Allocation 35

MESSAGE FROM THE **ADMINISTRATOR**

Aerospace is the transportation network of choice for connecting people, goods and business, quickly and efficiently, in the neighborhood or around the globe. For more than 60 years, the Federal Aviation Administration (FAA) has worked to make sure the vehicles and operations powering the network are safe, efficient, and ever evolving. FAA continues to grow, while building from our past success. FAA has launched our FY22-26 FAA Strategic Plan, known as Flight Plan 21 (FP21). FP21 focuses on four pillars—Safety, People, Global Leadership, and Operational Excellence—to build the 21st century FAA.

The Four Pillars set a course for the future of the agency and align resources and processes to better enable the FAA to provide exceptional service to the flying public.

- **Safety:** oversee and operate the safest aerospace system in the world, all with a culture of continuous improvement.
- **People:** strengthen our current and future aviation workforce by holding ourselves accountable, developing our people and planning for the aviation workforce of the future.
- **Global Leadership:** advance global aviation safety, operational excellence and innovation by leading and collaborating with aviation authorities globally.
- **Operational Excellence:** operate the world's most efficient aerospace system through daily execution, continuous improvement and infrastructure investment.

The challenge we face for the 21st century is how to deliver increasing levels of service while maintaining the safest, most efficient aerospace system in the world. Technology and innovation present tremendous opportunities and challenges for sustainability of the aerospace system. We must accommodate opportunities for orbital and suborbital tourism, automation, drones and advanced air mobility, while managing threats like cyberattacks, the climate crisis, and global health emergencies. We must expect the unexpected and remain on guard to effectively and efficiently mitigate new challenges. And throughout all of this, we must continue to collaborate with existing and emerging industries to make sure we have an aerospace system that meets the evolving needs of our stakeholders.

Through the Safety pillar, we will enhance a strong safety management culture throughout the agency and take advantage of data and a nalytics to make risk-based decisions in the face of innovation. Under our People pillar, we will enrich our talent pool by placing a stronger emphasis on employee development, diversity, equity, inclusion, and accessibility. Through the Global Leadership pillar, we will demonstrate our leadership throughout the world, from outreach and training to information management and data sharing. Under the Operational Excellence pillar, we will continue to lead by addressing the environmental impacts of aviation, including on climate change and noise, and in improving sustainability and resilience of FAA facilities and assets. At the same time, the FAA will improve our service delivery and performance reporting to help us stay ahead of potential operational problems.

Innovation and cybersecurity are foundational to the four pillars. Emerging technologies offer innovation that will enhance the agency's ability to accomplish its safety and efficiency mission. Innovative technologies will be a contributing factor to agility, enabling the FAA to more quickly respond to changes in the aerospace industry. In addition, Cybersecurity will continue to be one of the top challenges for federal agencies for years to come. We have seen how a proliferation of cyberattacks have caused sensitive information to fall into the hands of bad actors. Every FP21 initiative considers ways to strengthen the agency's overall approach to new technologies and actively engages in preventing future cybersecurity incidents.

The strategic work described in this document continues to build on the FAA core mission to operating the safest and most efficient aerospace system in the world. The Strategic Plan is a living document—it will evolve as we continue to learn and gain experience in this dynamic operating environment. It is my sincere hope that this plan will help us to write the next great chapter in the FAA's story.

- Billy Nolen,
Acting FAA Administrator

EXECUTIVE SUMMARY

The FAA has entered a period of significant challenges and opportunities to shape both the U.S. and global aerospace sector. To identify and seize, these opportunities, FAA Leadership launched a strategic review effort in the summer of 2020 which culminated in Flight Plan 21. The plan centers on four goal areas—**Safety, People, Global Leadership, and Operational Excellence**—with innovation as an enabler of all four pillars. Key priorities in the plan include sustainability (climate change) and diversity, equity, inclusion, and accessibility.

The effort was led by FAA career executives and staff, working with the FAA Administrator, Deputy Administrator, and the senior FAA management team. The team worked together to narrow the initiative choices to the following thirteen critical areas to advance FAA's mission. Those initiatives are briefly outlined below.

Safety Pillar

The Safety Pillar will further enhance the outstanding safety record of the National Airspace System (NAS) and it begins with the agency's culture and employees. Initiating a safety culture campaign across the FAA and industry is a major driver of safety performance. Leadership sets the culture of an organization, and through this initiative emphasis will be placed on a cohesive safety culture across all FAA lines of business and staff offices. Strengthening safety management culture is a force multiplier that will improve safety outcomes across the NAS and ensure the confidence of the American public. One of the safety culture force multipliers is utilizing predictive data analytics to proactively identify and take action to reduce emerging safety risks. Predictive data analytics will transform the Agency's approach to assessing and managing systems safety performance by cultivating a 'want-to-share' culture. This informed culture of sharing data is built on trust and features open and transparent communication. Predictive data analytics will increase our system safety awareness and promote a safer NAS. Transforming the agency's approach to safety performance is critical as the number emerging entrants has expanded into the NAS in addition to other aircrafts already under development. To meet the U.S Aviation Industry and American public need, the FAA will develop a comprehensive strategy to safely enable emerging entrants into the NAS. These technologies will continue to mature, the commercial demand will continue to rise, and the FAA must keep pace with those developments while maintaining a safe and secure aerospace system that serves as a model to the world.

People Pillar

The People Pillar seeks to strengthen the agency's ability to fulfill its safety, operational excellence, and global leadership missions through an investment in our most valuable resource — a highly diverse, engaged, and skilled workforce. This pillar seeks to maximize the benefits of diversity, equity, inclusion, and accessibility by taking steps to ensure sustainable efforts are leveraged to attract and retain a diverse workforce that mirrors the diversity of the United States.

The agency will invest in a skilled and engaged workforce by restructuring onboarding, training, and employee engagement. This investment in our workforce will enable the FAA to increase its ability to attract and retain the best possible talent. As a desirable employer in the federal government, the FAA will optimize the agency's policies and practices to meet the evolving work force needs. These efforts include creating a hybrid workplace that balances the advantages of remote work with the benefits of creativity and innovation generated by in person interaction. Investing in our future includes a succession plan that enriches the FAA talent pool by restructuring the recruitment and hiring processes by identifying more opportunities for recruiting from under-represented groups. To ensure a diverse pipeline of future employees, the agency will focus resources consistently on Science Technology Engineering and Math Aviation and Space Education (STEM AVSED) and pipeline development, with the emphasis on diversity, inclusion, equity, and accessibility.

Global Leadership Pillar

The Global Leadership Pillar will allow the FAA to demonstrate its leadership to the world by enhancing our outreach and collaboration to continue influencing U.S. safety and operation standards. This includes aligning and prioritizing decision-making and accountability for FAA's global leadership strategy at the enterprise level to determine where and what investments the FAA should make internationally, and how to execute accordingly. Strategies include reasserting FAA global leadership through global outreach and training by modernizing training to meet international stakeholder needs and reflect Agency's priorities in the rapidly shifting aviation landscape.

FAA is working with key partners around the world to develop a global safety information management exchange that shares operational safety data. Developing effective governance and information management will enable the FAA to leverage data analytics together with our knowledge and expertise to assist other Civil Aviation Authorities (CAA) in their oversight. As part of its leadership approach, FAA will encourage greater participation by other States and sharing of varied data.

Operational Excellence Pillar

The Operational Excellence Pillar will establish a framework for a more agile structure of services and service levels across the NAS. This will be accomplished by developing a data driven and operationally contextualized methodology for evaluating current systems and services compared against evolving stakeholder needs. This flexible, tiered service level framework will allow the FAA to provide the right service, to the right location, at the right time to meet both governmental and industry ever-shifting needs while safely integrating services for both traditional and emerging NAS users. Improved reporting on operational performance of the NAS will support the growth of the FAA as the foremost data driven air service navigation provider by transitioning historical outcome metrics reporting from next-day to near-real-time providing FAA personnel with critical timely feedback to make operational decisions. The FAA will make data-driven decisions regarding the environmental impacts of aviation, such as climate change, sustainability, and noise. The FAA will use its leadership role to advance and advocate for sustained aviation growth while advancing efforts to minimize the environmental impacts of the aviation industry. There are three elements to this effort: climate action and reducing aviation greenhouse gas (GHG) emissions, addressing aircraft noise, and improving agency sustainability and resilience.

FAA MISSION, VISION, AND VALUES

Purpose of Strategic Plan

This strategic plan establishes the Federal Aviation Administration's strategic goals and objectives for fiscal years (FY) 2022 through 2026. It aligns with the U.S. Department of Transportation's (DOT) Strategic Plan and describes four-year goals the agency will pursue and the yearly actions that will contribute to realizing these objectives.

FAA Mission

To provide the safest, most efficient aerospace system in the world.

FAA Vision 2050

We strive to reach the next level of safety and efficiency and to demonstrate global leadership in how we safely integrate new users and technologies into our aviation system. We are accountable to the American public and our aviation stakeholders.

FAA VALUES

1

Safety is our Passion.

We work so all air and space travelers arrive safely at their destinations.

2

Excellence is our Promise.

We seek results that embody professionalism, transparency and accountability.

3

Integrity is our Touchstone.

We perform our duties honestly, with moral soundness, and with the highest level of ethics.

4

People are our Strength.

Our success depends on the respect, diversity, collaboration, and commitment of our workforce.

5

Innovation is our Signature.

We foster creativity and vision to provide solutions beyond today's boundaries.

OUR STRATEGY
PLAN AND PRIORITIES

PILLAR ONE: SAFETY

OVERSEE AND OPERATE THE SAFEST AEROSPACE SYSTEM IN THE WORLD, ALL WITH A CULTURE OF CONTINUOUS IMPROVEMENT.

BACKGROUND

The FAA, in close coordination with aerospace stakeholders, has achieved a remarkable advancement in aviation safety. Over the past two decades, commercial aviation fatalities in the U.S. have decreased significantly. Critical to this achievement has been sharing data to identify and address risks and issues in the air transportation system before accidents occur. An essential component of achieving the next level of safety is to enhance the FAA's safety culture through a cross-agency campaign.

The safety culture campaign coordinates established programs in organizations across the FAA to demonstrate leadership commitment, assist in the sharing of resources and promotion of best practices to support continuous improvement. An important part of the safety culture campaign is conducting regular assessments of organizations' safety culture to identify areas of improvement. Lastly, creating an FAA wide safety culture promotion campaign will support the kind of flexibility and sharing of information necessary to drive innovation.

Aerospace passengers expect and deserve the same level of safety wherever in the world they fly. This expectation presents an opportunity for the FAA to expand the influence of its safety standards globally. The FAA must provide the public with information about how the agency mitigates risk through certification and operational programs as well as using NAS data. The FAA will safely integrate emerging entrants within the NAS to ensure safe operations are maintained alongside the existing commercial and general aviation users. As computer systems and autonomy in civil aviation continue to grow, the FAA will develop both certification and operational approaches to address these technologies and applications to ensure safety.

INNOVATION IN SAFETY

Innovation is one of the foundations that undergirds safe operations. Innovation facilitates a safer operating environment, and the initiatives under the Safety Pillar seek to harness the latest technology to increase the safety of the NAS. A key part of the Safety Pillar initiatives is using predictive data analytics to inform our risk management and decision-making. A supporting aspect of innovation is having a robust safety culture to help make sure the agency is heading in the right direction and making informed decisions. One aspect of safety culture that enables innovation is a flexible culture where people are able to leverage information and the ideas from the full workforce to address complex issues in a rapidly changing environment, as a result of open and transparent communication and data sharing.

The approach to addressing the need to safely integrate emerging entrants, such as unmanned aircraft systems (UAS) and commercial space, into the NAS is innovative as it will encompass the entire agency and address the NAS as a whole. Similar structures and processes have been successfully implemented for large scale projects with specific geographic focus (e.g., Metroplex, O'Hare Modernization), or for nation-wide implementation of systems impacting users (e.g., Automatic Dependent Surveillance-Broadcast). The safe integration of emerging entrants into the NAS is a collaborative process that will require on-going work that encompasses a wide variety of external stakeholders.

The FAA will embrace innovation in the tools and techniques used to evaluate safety hazards and risk. New technologies combined with novel approaches will better enable the agency to holistically identify safety concerns more quickly. The result of enhancing innovation is a safer NAS capable of evolving in the 21st century.

INITIATIVE 1:
DEVELOP A COMPREHENSIVE STRATEGY TO SAFELY ENABLE EMERGING ENTRANTS

Description

Emerging entrants represent the next chapter in aerospace. They include everything from unmanned aircraft systems (UAS), Advanced Air Mobility (AAM), and Commercial Space Operations are expanding the number of operations in the NAS. Additional new entrants such as supersonic business jets, alternatively powered aircraft, high altitude long endurance unmanned balloons, and other aircraft are under development. In urban settings, the FAA envisions a safe, secure, and efficient transportation system using on-demand, highly automated or autonomous electrically powered air taxi services. These rapidly proliferating systems will be the future of the aerospace sector. The DOT and the FAA share a commitment to engage with the public while establishing a repeatable, enterprise-level process to integrate emerging entrants into the NAS and fostering innovative and competitive technologies.

Rationale

Current FAA structure and processes largely center on conventional/traditional users of the NAS. Incremental organization and process changes have occurred to address specific entrants as they have created a greater demand on the NAS (e.g. Office of Commercial Space Transportation (AST), UAS Integration Office (AUS)). As the demand for new types of users evolves the FAA will need to accommodate safe and timely integration of multiple types of emerging entrants into the NAS. The existing processes and structures are not straightforward, cohesive, sequential, which can be confusing. This has led to internal and external coordination challenges, lack of shared information, confusion, and conflicting priorities.

Table 1. Key Activities for Safety Pillar, Initiative 1

DOT Objective	DOT Strategy	FAA Key Activities
Safe Systems	• Improve safety of flight paths, ensuring the safe introduction of new entrants such as commercial space, unmanned aircraft systems, and advanced air mobility into aviation.	• Establish a repeatable enterprise-level process to integrate emerging entrants into the NAS.
Global Economic Leadership	• Foster safe innovation and global competitiveness, especially with respect to growing transportation industries such as EVs, advanced transportation technologies, and commercial space.	• Identify data needed for commercial space launch and reentry operations.
Power of Community	• Promote adaptive public engagement to ensure that all impacted communities have full and equitable opportunity to be engaged in transportation planning at every stage, including all National Environmental Policy Act (NEPA) processes, U.S. DOT rulemaking, and related processes.	• Improve decision making processes for waivers, exemptions, and authorizations.

Table 1. Key Activities for Safety Pillar, Initiative 1, Continued

DOT Objective	DOT Strategy	FAA Key Activities
Climate Justice and Environmental Justice	• Improve NEPA implementation and environmental outcomes through effective and efficient project delivery.	• Effectively communicate with external audiences and the FAA lines of business/staff offices regarding environmental review requirements for new entrants.
Collaboration and Competitiveness	• Provide technical assistance to stakeholders on emerging transportation technologies in ways that better serve their needs and match their values.	• Streamline the rulemaking process.
Flexibility and Adaptability	• Conduct research to understand the needs and implications of emerging transportation technologies, such as automation and unmanned aerial systems, for public safety, transportation system use and operations, and infrastructure design.	• Evaluate standards and amend UAS application template as appropriate.

Success Indicators

The agency will establish a repeatable process to integrate emerging entrants that includes consolidated agency responses through centralized coordination. In turn, this will offer all entrants a seamless and consistent method of entry into the NAS. The processes include detailed roles, responsibilities, and expected accountability for each of the key organizations involved in implementation and those looking to apply to use the NAS.

INITIATIVE 2:

UTILIZE PREDICTIVE DATA ANALYTICS TO PROACTIVELY IDENTIFY AND TAKE ACTION TO REDUCE EMERGING SAFETY RISK

Description

Predictive analytics – the ability to forecast future hazards based on new and historical data – will enable the FAA to more quickly and accurately discover vulnerabilities in the NAS. The goal of predictive analytics is to proactively detect risks, simulate outcomes, and focus the efforts of safety and other aerospace professionals to enhance risk-based decision-making. This goal is closely aligned with the strategies under the DOT's "Safe Systems" objective.

More importantly, predictive analytics will provide actionable insights to decision-makers in near real- time to make effective decisions that increase safety. To achieve this goal, the FAA will invest in the people, processes, and products necessary to develop, implement, and maintain solutions that result in novel and actionable insights.

Rationale

It is important that the agency migrates from siloed legacy data systems to enterprise information management to not only improve our collective system safety awareness, but also to generate resource efficiencies as well. This approach will allow the FAA to spend more time managing risk and less time 1) discovering data assets, 2) brokering access to the data, 3) building complex queries and 4) cleansing/prepping data for analysis. Further, defining a data-driven governance framework will ensure the agency prioritizes the ranking of safety initiatives for resource allocation. The FAA's effort to create data governance frameworks aligns with the DOT's strategy to strengthen data management.

Table 2. Key Activities for Safety Pillar, Initiative 2

DOT Objective	DOT Strategy	FAA Key Activities
Safe Systems	• Use data and data analytics to take proactive actions to address emerging safety risks and support compliance.	• Identify use cases for predictive analytics and supporting technologies to implement enterprise-level solutions with demonstrable value.
Global Economic Leadership	• Strengthen data management by standardizing governance policies, procedures, training, and transparency. • Identify and develop strategies to address data gaps to support safety, equity, and other priorities.	• Create data governance organizations within each LOB/SO. • Define an enterprise-level process utilizing data for determining and re-evaluating safety measures for a 21st century NAS.

Success Indicators

FAA organizations fully embrace the culture of sharing and are recognized for it. Dashboards containing data are readily available across the agency on the FAA network. Stakeholders mutually benefit from sharing data and intelligence across organizations to improve aviation. Benefits included reduced cycle time for producing safety assessments and lower data management costs. Through data fusion, stakeholders can ask questions of the data that were once thought unobtainable.

INITIATIVE 3:
INITIATE SAFETY CULTURE CAMPAIGN ACROSS THE FAA AND INDUSTRY

Description

Safety Culture is an organization's shared values and behaviors modeled by its leaders and internalized and acted upon by its members, who demonstrate a commitment to safety over competing goals and demands. A Safety Culture Campaign builds an environment where safety information is shared to ensure the entire organization understands its strengths and challenges, while empowering its members to proactively address emerging risks.

A positive safety culture requires committed leadership. The agency's leaders will have a distinct opportunity to empower a robust safety culture by promoting open communication and teamwork. This will encourage individuals, at all levels, to engage in rewarding discussions of safety risk.

Rationale

Safety Culture is a critical driver of safety performance in a Safety Management System (SMS). For this reason, the FAA is fully aligned with the DOT's strategy of supporting the adoption and maturation of safety management systems. The FAA will enhance its efforts to share, store, analyze and manage safety data and information. The agency will also leverage new tools and techniques to discover and manage risks in the system.

Since culture starts at the top, the imperative to change and sustain the agency's safety culture is the responsibility of the Administrator, the Deputy Administrator, and senior leadership across the agency to continuously support this effort. Leadership's conscious and deliberate actions will improve the FAA's safety culture and have a direct linkage to the enhancement of the safety culture with our partners throughout the aviation industry.

Table 3. Key Activities for Safety Pillar, Initiative 3

DOT Objective	DOT Strategy	FAA Key Activities
Safe Systems	• Support the adoption and maturation of safety management systems across modes, including standards and guidelines that hold industry and public agencies accountable for safety. • Set safety management systems-related standards and guidelines that hold industry and public agencies accountable for safety and establish partnerships with these entities to promote safety. • Assess, identify, and promote examples of robust safety culture practices. • Expand the use of non-punitive, close-call reporting programs and ensure just culture provisions are in place to encourage reporting.	• Enhance the agency's efforts to share, store, analyze and manage safety data and information. • Leverage new tools and techniques to discover and manage risks in the system. • Perform organization wide assessments, conduct assessments of the Safety Culture across the FAA, and implement success measurement mechanism. • Lead and coordinate activities to raise awareness of safety culture as it relates to safety as a core value at all levels of the enterprise and beyond.

Success Indicators

Each FAA line of business / staff office (LOB/SO) will conduct biennial assessments to measure improvement. The agency will also look for an improvement in the accident rate as a result of the enhancements to safety culture.

PILLAR TWO: PEOPLE

STRENGTHEN OUR CURRENT AND FUTURE AVIATION WORKFORCE BY HOLDING OURSELVES ACCOUNTABLE, DEVELOPING OUR PEOPLE AND PLANNING FOR THE AVIATION WORKFORCE OF THE FUTURE.

BACKGROUND

As diversity and evolving workforce needs rapidly change, the FAA will compete with private industry for talent, which will require adaptation to current cultural and organization norms. The future of FAA will call for reshaping the organization and adoption of new technologies that will redesign how we work in the future. These emerging technologies will equip employees with a greater capacity to collaborate and process information. The COVID-19 pandemic demonstrated the effectiveness of the newly adopted collaboration platforms which enabled access to both people and information as easily from home as from an office. This new dynamic will reshape how we envision our work schedules and how we collectively fulfill our mission as the FAA moves forward.

One emerging workforce trend is a potential shortage of skilled aviation workers. A long-term, FAA anticipated challenge in recruiting pilots and certified aircraft mechanics. However, it is significant to note that, currently, the FAA has achieved or, in some cases, exceeded staffing level targets for its top three mission-critical occupations: Air Traffic Controllers, Aviation Safety Inspectors, and Airway Transportation
Safety Specialists.

Advancements in technology present the opportunity to maximize the efficiency of the FAA's workforce. Ernst & Young (EY) has estimated that automation and Artificial Intelligence (AI) could save the FAA over a million staff hours if fully implemented. The additional human resources could be directed to higher-value tasks instead of more rote work such as data entry. FAA is also likely to need a new set of skills and capabilities among its workforce and shifts in its traditional culture. Experiments in this area are already underway as Aviation Safety (AVS) seeks to develop the necessary skills it will require to achieve the next level of safety by recruiting and training potential employees earlier in their career cycle.

INNOVATION IN PEOPLE

Innovative ideas begin with people. The FAA's employees generate the ideas that shape how the agency deploys technology to improve the National Airspace System (NAS). To attract employees with future-facing job skills, the FAA will need skills such as data analytics and drone programming to keep pace with a rapidly evolving aerospace landscape. In addition, to foster a culture of innovation, agency leadership should develop an environment where new ideas can flourish and calculated risk-taking is accepted and encouraged. With the challenge of safely regulating new and novel aviation technology, the agency must embark on a path of calculated risk-taking to promote innovative regulatory strategies and practices concerns more quickly. The result of enhancing innovation is a safer NAS capable of evolving in the 21st century.

INITIATIVE 1:
MAXIMIZE THE BENEFITS OF DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY

Description
This initiative seeks to develop and implement a comprehensive strategy to ensure a more thoughtful, robust workforce environment that embraces the unique and diverse talents of employees, ensures fair and equitable treatment amongst all employees, and advances broader gains in diversity, equity, and inclusion across the agency.

Rationale
Promoting diversity, equity, inclusion, and accessibility (DEIA) is a central commitment for the DOT. The FAA believes DEIA is imperative to providing the safest, most efficient aerospace system in the world. The FAA has committed to the principles of DEIA throughout the agency and ensure all levels of management have the knowledge, training, and tools necessary to increase DEIA in the workforce. This effort supports the DOT's strategy of promoting the Department as a model of diversity, equity, inclusion, flexibility, accessibility, and excellence.

Table 4. Key Activities for People Pillar, Initiative 1

DOT Objective	DOT Strategy	FAA Key Activities
Wealth Creation	• Provide guidance and outreach on procurement rules and opportunities to disadvantaged business enterprises and increase their access to U.S. DOT funding opportunities. • Promote equity for transportation workers and support pathways to transportation careers for workers with diverse backgrounds.	• Eliminate barriers that underserved communities and individuals may face in taking advantage of FAA's direct contracting opportunities and contracting opportunities as a result of FAA's grant programs to ensure the inclusion of disadvantaged businesses. Ensure airports have robust nondiscrimination and accessibility programs. • Communicate the principles of DEIA throughout the agency and ensure all levels of management have the knowledge, training, and tools necessary to increase DEIA in the workforce.
Power of Community	• Establish channels for diverse voices and community inclusion to identify underserved needs.	• Continue to ensure a diverse, equitable, and inclusive environment by continuing all-inclusive language in everything the FAA does.

Table 4. Key Activities for People Pillar, Initiative 1, Continued

DOT Objective	DOT Strategy	FAA Key Activities
Proactive Intervention, Planning, and Capacity Building	• Strengthen the collection, analysis, sharing, and use of equity data.	• Establish a DEIA Score Card relevant to recruiting, retaining, development and promotion of traditionally underrepresented groups.
Workforce Development	• Promote U.S. DOT as a model of diversity, equity, inclusion, flexibility, accessibility, and excellence. • Create a U.S. DOT-wide equity training plan that embraces diversity, equity, inclusion, and accessibility as its central tenets.	• Communicate the principles of DEIA throughout the agency and ensure all levels of management have the knowledge, training, and tools necessary to increase DEIA in the workforce. • Develop and publish the DEIA Implementation Plan.

Success Indicators

The FAA will further this goal by eliminating barriers that underserved communities and individuals may face in taking advantage of FAA's direct contracting programs. Additionally, the agency will strengthen its commitment to equity in the workforce by identifying and eliminating barriers to fair treatment of all employees, including disadvantaged groups, through systematic changes will ensure a more robust, thoughtful workforce.

INITIATIVE 2:
ENRICH THE FAA TALENT POOL BY RESTRUCTURING THE RECRUITMENT AND HIRING PROCESSES

Description

The FAA and the DOT are committed to maintaining a robust talent pool. The best way to achieve this goal is to recruit, develop, hire, and retain a racially and ethnically diverse workforce among new hires. The FAA will diversify its workforce by rethinking its hiring practices and capitalize on opportunities to hire people who will bring new and diverse skills to the agency and reflect the demographics of the U.S. labor force. The FAA will achieve the DOT's goal of sourcing employees from nontraditional talent pools by recruiting individuals earlier in their aerospace career, reevaluating the skills needed to support the FAA's mission, refining the interview process, engaging in effective internal and external communication, and analyzing our policies and data to identify opportunities for improvement.

Rationale

Successful execution of this initiative will mean the FAA is better-able to recruit and hire diverse, skilled, qualified, and strong candidates capable of advancing and ensuring the fulfillment of the agency's mission.

Table 5. Key Activities for People Pillar, Initiative 2

DOT Objective	DOT Strategy	FAA Key Activities
Wealth Creation	• Promote equity for transportation workers and support pathways to transportation careers for workers with diverse backgrounds.	• Enhance early outreach and recruiting to attract future generations to FAA and aerospace careers.
Workforce Development	• Enhance efforts to recruit, develop, hire, and retain a racially and ethnically diverse workforce among new hires and the Senior Executive Service, with a particular emphasis on women, people of color, and individuals with disabilities. • Increase sourcing from nontraditional talent pools and ensure the hiring process is more accessible to underrepresented groups to increase the diversity of hiring pools. • Expand the use of U.S. DOT's pathway programs to recruit, hire, develop, and retain students and recent graduates and bring early career professionals into U.S. DOT.	• Conduct data and policy analyses to determine opportunities to refine recruitment and hiring processes. • Increase thoughtful use of the Gateways Internship Program.

Success Indicators

Increase hiring through various hiring authorities. Overhaul interview processes and defining critical skills and existing gaps for targeted hiring. Internally, FAA will increase cross-LOB details, initiate a mentoring program and establish cohort groups for all new hires.

INITIATIVE 3:
INVEST IN A SKILLED AND ENGAGED WORKFORCE

Description
The FAA will intentionally define an organizational culture and behavior that supports innovation and creativity, improves employee engagement and satisfaction, and keep pace with changes in technology. This initiative will build a comprehensive OneFAA narrative. This narrative will show employees their importance to the FAA safety mission and how their work advances the future of aerospace. The OneFAA concept emphasizes the "Workforce Development" objective found in the DOT strategic plan. The FAA's professional development program is open to new and current employees who will benefit from workshops, executive insights, and mentorships.

Rationale
Engaged employees are more committed to the agency's mission and vision, more involved in their work, eager to encourage those around them. Employee engagement and productivity can be positively impacted by social cohesion, support from one's supervisor, information sharing, common goals and objectives, communication, and trust. Employees want to feel valued and respected; they want to know that their work is meaningful and their ideas are heard. Highly engaged employees are more productive and committed to the organization.

Table 6. Key Activities for People Pillar, Initiative 3

DOT Objective	DOT Strategy	FAA Key Activities
Workforce Development	• Provide a variety of professional development opportunities for all grade levels through mentoring, coaching, and formal development programs.	• Provide a consistent experience for all new and current employees through a structured program that will introduce employees to all facets of the FAA through workshops, executive in-sights, and mentorships.

Success Indicators
Success indicators include greater employee innovation/efficiency; increased productivity; decreased absenteeism/sick leave usage; decreased turnover/ retention; and reduced new employee failure rate.

INITIATIVE 4:
OPTIMIZE AGENCY POLICIES AND PRACTICES TO MEET THE EVOLVING WORKFORCE NEEDS

Description

Technological advances have changed employee expectations about how and where they will perform their work. The FAA embraces the DOT's "System Reliability and Connectivity" objective to create a new mindset to successfully attract and retain talent. The DOT objectives seeks to support telework, workplace flexibilities, and incentive programs to manage travel demand. The FAA shares these priorities and will leverage existing and future technologies to enable the best use of remote and in-person engagement, as well as enabling thoughtful decisions about physical space needs.

Rationale

A hybrid workplace model will balance the efficiencies produced by remote work with the benefits of social interactions, creativity and innovation generated by working in person with others. These tools will enable employees to create flexible work from home schedules while still having the option to enter the office to connect with colleagues on their terms leading to greater employee productivity, higher morale and talent retention. Approached in the right way, a hybrid office model can help the agency utilize talented individuals wherever they reside, while improving organizational performance culture.

Table 7. Key Activities for People Pillar, Initiative 4

DOT Objective	DOT Strategy	FAA Key Activities
System Reliability and Connectivity	• Support telework, workplace flexibilities, and incentive programs to manage travel demand.	• Re-envision on-site workspace to support a more flexible, dynamic and robust workforce. • Propose and implement technological advancements needed to maximize/ support a hybrid workforce.

Success Indicators

Post-pandemic indicators include lower employee turnover rates; a shift in foot prints of traditional offices and cubes to greater development and use collaboration areas; increased use of virtual private network (VPN) based on a pre-pandemic baseline; and higher FedView survey scores that reflect employee job satisfaction. Additionally, the impact on productivity can be measured by the accomplishment of outcome-based objectives and goals established in LOB/SO business plans.

PILLAR THREE: GLOBAL LEADERSHIP

ADVANCE GLOBAL AVIATION SAFETY, OPERATIONAL EXCELLENCE AND INNOVATION BY LEADING AND COLLABORATING WITH AVIATION AUTHORITIES GLOBALLY.

BACKGROUND

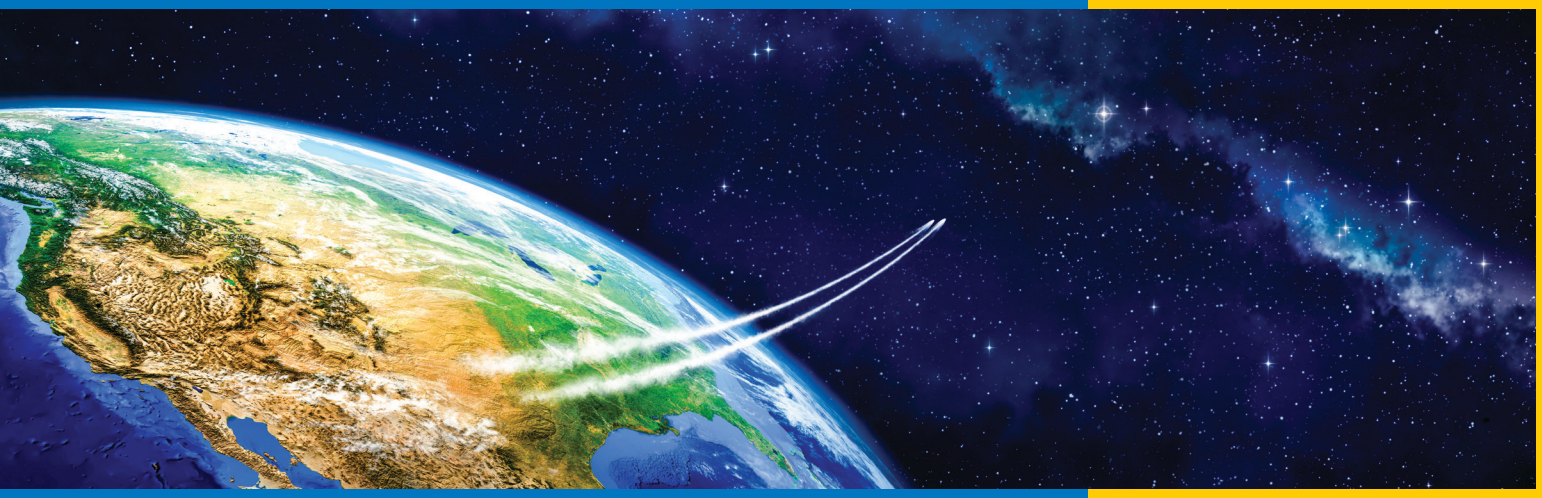
The FAA engages internationally, by collaborating with other U.S. Government agencies, U.S. industry, international organizations, such as International Civil Aviation Organization (ICAO), and bilateral and regional international partners for the exchange of aviation products, services, and information. FAA provides training and technical assistance worldwide and advances U.S. aviation objectives via international meetings, conferences, and air shows to highlight FAA programs and initiatives and share best practices.

Global trends show that many foreign markets will experience higher aviation travel rates than the U.S. with the U.S. market share of the worldwide aviation sector shrinking as other world economies' grow. Increased competition in aircraft manufacturing from Europe, Canada, Brazil, China and Japan will continue to impact U.S. aviation interests. The competition from other manufacturers and the opening of global aviation markets are shifting the traditional U.S.-Europe air travel routes and volumes to the Middle East, Africa, Asia-Pacific, and Latin America. Additionally, the expansion of low-cost carriers who previously maintained domestic focus within their countries, are now expanding into international travel, where they will impact U.S. aviation and possibly further disrupt the market.

In the last decade, DOT and FAA have reduced spending and focus on international aviation efforts, including training and technical assistance and secondments at ICAO. In contrast, spending and commitment of others (Europe and China) have increased. Without the necessary staffing and budget to promote U.S. standards and policies globally, the U.S. will face increasing challenges to shape international aviation standards that promote interoperability and harmonization and enhance safety throughout the global system. In addition to enhancing safety, the FAA needs to collaborate with the aviation industry and conduct global technical assistance across aviation technical areas.

INNOVATION IN GLOBAL LEADERSHIP

Since the birth of aviation, the FAA has demonstrated leadership to the world by advancing aeronautical innovation and cutting-edge technologies to make flying safer, more efficient, and more secure. These initiatives advance the focus on global institutions and norms and transform the process of preparing FAA employees to serve in an international context. They also focus on collaborating internationally to developing innovative technologies that improve safety and efficiency. We will advance innovative technology like predictive analytics in a global information platform that enables the sharing of safety data between states.



INITIATIVE 1:
ALIGN AND PRIORITIZE FAA'S GLOBAL LEADERSHIP STRATEGY AT THE ENTERPRISE LEVEL

Description

The FAA has begun implementing an enterprise decision-making process and governance structure at its most senior levels. This structure will help ensure alignment in the agency's investments, resources, and strategies internationally. These corporate-based decisions will include topics such as where the agency invests, where it places personnel internationally, how it leverages ICAO and other international organizations, and what major projects and programs the agency should undertake to amplify and increase its influence. To ensure the FAA remains the premier global aviation regulator and air navigation service provider, the agency will use this new corporate approach to ensure a more consistent, streamlined method to address major international programs and policies. This enterprise approach will enable the FAA to more effectively address the DOT's international goals.

Rationale

An enterprise decision-making body that oversees the agency's international work creates a single process and governance structure. A single FAA International Strategy would enable the agency to focus on streamlined international goals across the agency. By combining a single international strategy and senior level governance structure, the agency will speak with a unified voice on international topics.

Table 8. Key Activities for Global Leadership Pillar, Initiative 1

DOT Goal	DOT Strategic Objective	FAA Key Activity
Global Economic Leadership	• Engage with international partners to foster collaboration on global issues such as climate change and equitable communities.	• Revise international governance structure to improve senior-level agency visibility and involvement on corporate decisions involving the FAA's international engagement.
Climate and Sustainability	• Work with international partners to support global transportation decarbonization.	
Collaboration and Competitiveness	• Engage with strategic international standards bodies.	

Success Indicators

Countries see us as focused on investments that improve and grow safety. We are investing in opportunities in countries that garner Long-term alliances and commitments to future FAA investments and increase safety. The new governance structure will establish new corporate goals focused on specific investments, policies and programs that target and support key FAA objectives.

INITIATIVE 2:
REASSERT FAA GLOBAL LEADERSHIP THROUGH GLOBAL OUTREACH & TRAINING

Description
Training is a key aspect of technical assistance that the FAA provides to foreign civil aviation authorities (CAAs), Air Navigation Service Providers, and Regional Safety Oversight Organizations. Foreign CAA investment in FAA's technical assistance has steadily decreased. Meanwhile, other States have built civil aviation training programs and have become large, dynamic, providers of international training. Virtualization has accelerated the rise of agile competitors as other nations' civil aviation authorities have stepped forward to lead training efforts in the virtual arena. International competition has compelled the agency to develop innovative processes and strategies for delivering training globally. These new methods make the system safer and more efficient for the entire globe and bring benefits to American international passengers, cargo, and industry.

Rationale
This initiative will further the FAA's position as a global leader in aviation through a coordinated outreach and training strategy. This strategy establishes an enterprise approach to international outreach and training activities. A coordinated, corporate approach supports the DOT strategy of partnering with external domestic and international organizations to learn from each other and support collaboration across the globe. The FAA's enhanced international outreach and training efforts will increase collaboration with our global partners and improve our competitive position as the training provider of choice.

Table 9. Key Activities for Global Leadership Pillar, Initiative 2

DOT	DOT Strategy	FAA Key Activities
Collaboration and Competitiveness	• Partner with external domestic and international organizations to learn from each other and support collaboration to improve safety worldwide.	• Build and maintain an inventory of existing international training offerings and outreach activities. • Determine gaps in outreach and training activities that would meet the needs of our international partners and promote aviation safety worldwide. • Design, develop, & deliver updated international training and outreach products.

Success Indicators
In line with the FAA International Strategy, success for Global Training & Outreach will be indicated by: higher levels of safety and security globally—as aviation professionals' skills and competencies are enhanced and foreign civil aviation authorities are equipped with the knowledge and ability to increase aviation safety and security.

INITIATIVE 3:
DEVELOP GLOBAL SAFETY INFORMATION MANAGEMENT EXCHANGE

Description
The goal of this initiative is aimed at improving the FAA's global leadership by closing the operational safety gap through sharing safety intelligence information among international aviation partners. The future of safety in the digital age will leverage data and information to enable new perspectives on operational hazards. The information management exchange is intended to foster collaboration through the proactive exchange of safety data and information among international aviation stakeholders.

Rationale
Providing a mechanism and process to share information globally will further establish the FAA as a global leader in aviation. This allows for a greater volume of data sharing from international partners that will provide more accurate insights into safety issues. The initiative aligns with the DOT's strategy of providing global leadership on innovative transportation solutions. Using the power of big data to improve aviation safety outcomes is an innovation solution that will increase safety domestically and globally.

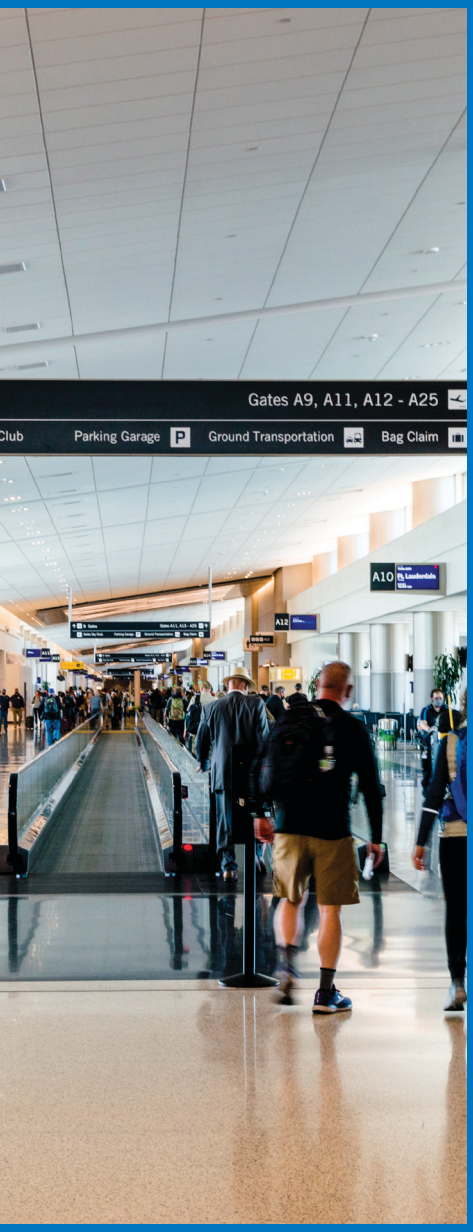
Table 10. Key Activities for Global Leadership Pillar, Initiative 3

DOT Goal	DOT Strategy	FAA Key Activities
Collaboration and Competitiveness	• Provide global leadership on innovative transportation solutions.	• Develop guidance to establish safety information exchange to promote structured and holistic safety analysis and communication. • Engage with ICAO and international partners to encourage global adoption of safety information exchange.

Success Indicators
Global information exchange will promote structured access to safety data allowing a more holistic analysis, considering international operations and, therefore, broader safety outcomes. Once we have had the opportunity to share information, participants would be able to conduct more effective and timely safety oversight with greater alignment of safety outcomes thereby improving global aviation safety.

PILLAR FOUR:
OPERATIONAL EXCELLENCE

OPERATE THE WORLD'S MOST EFFICIENT AEROSPACE SYSTEM THROUGH DAILY EXECUTION, CONTINUOUS IMPROVEMENT AND INFRASTRUCTURE INVESTMENT.



BACKGROUND

The civil aviation system is fundamental to our national economy and our way of life. The FAA's 2020 report, the Economic Impact of Civil Aviation on the U.S. Economy, highlights that airline operations represent 0.8% of U.S. GDP ($156B) and airport operations contribute 0.2% ($43.8B). In addition, airports provide vital economic opportunities to the communities in which they are located and serve. However, the civil aviation system has been facing major challenges for many years.

Airport infrastructure continues to require regular capital investment in NAS systems and services. Those systems and services include traditional weather-navigation-surveillance-communications-automation, but also efficiency and mission-critical systems and services used in Air Traffic Control Towers (ATCT), Terminal Radar Approach Control facilities (TRACONs), and Air Route Traffic Control Centers (ARTCCs).

The investment in these systems and services has lagged substantially for several reasons, including the size and scope of these systems, making large-scale holistic updates and modernization a considerable challenge. Affordable and less intrusive solutions are often the key criteria in making acquisition decisions. While this focus has led to significant updates in equipment and services, it also adds to the number of unique systems in the NAS and the complexity required to sustain them. Meanwhile, legacy systems continue to be maintained at great expense despite, in some cases, a significant reduction in their operational use. Building a business case to ensure the right systems and services are being used in the right places requires a coordinated and collaborative effort, involving data-sharing and external stakeholder engagement, as well as investment by stakeholders in newer technology.

The increasing number of systems correlates to an increasing number of data services which the FAA now has at its disposal. This increased breadth of data has been a catalyst moving the aviation industry as a whole towards more predictive and prescriptive analytics. However, before the FAA can make the most out of this data, we first need to resolve the duplicative data that these additional services provides through data governance and the formalization of authoritative data sources.

The United States is facing environmental challenges that have the potential to profoundly affect the aviation industry and the stability of the NAS. These challenges include taking action to address the climate crisis, further improving the sustainability of the NAS infrastructure, and addressing community noise concerns. Addressing these challenges is particularly important as new and emerging entrants (e.g., UAS, AAM, supersonic aircraft, and commercial space vehicles) integrate into the NAS.

INNOVATION IN OPERATIONAL EXCELLENCE

The initiatives presented in this section will enable the FAA to embrace new technology to maintain the safest and most efficient airspace in the world. UAS, commercial space vehicles, and other emerging entrants will add to a complex NAS that is currently centered on commercial aviation. The agency will need to develop innovative ways to integrate these new entrants into the NAS and ensure the continued stability of NAS infrastructure. The FAA will use the latest data collection methods to ensure that the agency can adjust service levels to match fluctuating demand across the NAS.

FAA facilities will become more sustainable and resilient, leveraging high-performance, cost-effective technologies to meet operational demands while lowering federal energy and water use. To achieve the U.S. commitment of net-zero greenhouse gas emissions from the U.S. aviation sector by 2050, FAA will work to introduce new aircraft and engine technologies to reduce the amount of fuel required to move people and goods. We also will advance the development and deployment of high integrity sustainable aviation fuels with significant life-cycle emissions reductions.

INITIATIVE 1:
CLIMATE ACTION, IMPROVE SUSTAINABILITY, AND ADDRESS THE EFFECTS OF AIRCRAFT NOISE

Description

This initiative will ensure that the FAA continues to be a leader in addressing the environmental impacts of aviation, including on climate change and noise, and in improving the sustainability and resilience of the FAA as an agency. The FAA has played a lead role, both domestically and internationally, in carrying out research and development (R&D) and developing policies to reduce the environmental impact of aviation. Through this initiative, the FAA will identify opportunities to strengthen its leadership role and ensure a coordinated agency-wide approach. There are three elements to this initiative: 1) improving agency sustainability and resilience, 2) addressing aircraft noise, and 3) climate action and reducing aviation greenhouse gas (GHG) emissions.

While the FAA has taken some actions to address many of these issues, the nature of the work and the climate crisis continues to increase in complexity, breadth, and volume. The agency must develop and implement a proactive and strategic framework to improve agency sustainability and resilience, address aircraft noise, and reduce GHG emissions.

Rationale

This initiative and its three sub-initiatives are important because they advance both the Agency's and the DOT's strategic priorities. The first sub-initiative, Improving Agency Sustainability and Resilience, is critical to responding to the climate crisis. This subinitiative will facilitate quick action by the FAA to assess the vulnerabilities of FAA facilities, assets, and operations against the impacts of climate change that are already manifest and will continue to intensify, and steps to bolster adaptability and build resilience.

Next, the Addressing Aircraft Noise sub-initiative highlights that aircraft noise and associated community concerns remain an agency priority. The FAA is initiating a policy review to assess the state of the FAA's civil aviation noise policy, the effectiveness of the agency's efforts to address noise and to identify the need for any changes to existing policy. The FAA partners with industry and academia to advance research regarding noise mitigation and has implemented enhanced community engagement efforts.

Finally, the Climate Action and Reducing Aviation GHG Emissions sub-initiative also is critical for aviation. The United States has committed to work with other countries toward reducing the aviation sector's emissions with the goal of reaching net-zero GHG emissions for the U.S. economy by 2050.

Table 11. Key Activities for Operational Excellence Pillar, Initiative 1

DOT Objective	DOT Strategic Objective	FAA Key Activities
Safe Public	• Reduce the health effects of harmful emissions especially on vulnerable and overburdened communities.	• Implement actions identified in the U.S. Climate Action Plan, which describes a whole-of-government approach to put the sector on a path toward achieving net-zero emissions by 2050 • Reduce greenhouse gas emissions from FAA facilities and vehicles.
Climate Justice and Environmental Justice	• Reduce exposure to hazardous materials and waste, harmful emissions, and noise impacts on disadvantaged and overburdened communities. • Improve environmental justice and integrate climate justice into environmental review processes. • Reduce exposure to noise pollution, criteria pollutants, and other transportation impacts on communities and ecosystems.	• Research to inform opportunities to reduce environmental impacts. • Review the FAA National Civil Aviation Noise Policy to help address the effects of aviation noise. • Achieve reductions in community noise and pollutants that degrade air quality for communities near airports and flight pathways • Continue implementing environmental review processes that include enhanced environmental justice and climate justice components.
Climate and Sustainability	• Develop a decarbonization strategy for the transportation sector and incentivize stakeholders in their efforts to reduce emissions. • Fund transportation-related climate research and clean technology development. • Support programs to reduce port and airport emissions through idle time reductions, cleaner trucks and vessels, and more efficient port/airport operations. • Develop globally acceptable environmental standards and policies that enable environmentally sustainable growth. • Support programs to facilitate sustainable aviation fuel uptake, new aircraft, and improve aviation operational efficiency.	• Implement actions identified in the U.S. Climate Action Plan, which describes a whole-of-government approach to put the sector on a path toward achieving net-zero emissions by 2050 • Support technological innovation to increase aviation fuel efficiency, reduce greenhouse emissions, and quantify, abate, and where needed, mitigate the potential for noise impacts. • Use R&D, policy measures, and coordination activities to accelerate the development and deployment of sustainable aviation fuels for commercial aviation. • Reduce greenhouse gas emissions from FAA facilities and vehicles.

Table 11. Key Activities for Operational Excellence Pillar, Initiative 1 Continued

DOT Objective	DOT Strategic Objective	FAA Key Activities
Global Economic Leadership	• Engage with international partners to foster collaboration on global issues such as climate change and equitable communities.	• Advance global collaboration via leadership in the International Civil Aviation Organization (ICAO) Committee on Aviation Environmental Protection (CAEP), bilateral and multi-lateral opportunities, and other initiatives (e.g., development and deployment of alternative jet fuels via coordination activities through the Commercial Aviation Alternative Fuels Initiative, interagency efforts, and ICAO).
Infrastructure Resilience	• Assess and mitigate the vulnerability of transportation infrastructure to climate change, sea-level rise, extreme weather, and natural disasters. • Assess the vulnerability of assets and identify novel climate adaptation and mitigation strategies.	• Increase the resiliency of critical FAA facilities and assets by assessing vulnerabilities from climate change and implementing adaptation and mitigation strategies. • Reduce impact to climate change from FAA facilities and operations by lowering agency carbon footprint.

Success Indicators

The sustainability and resilience sub-initiative succeeds by developing and implementing a strategy to bolster adaptation and increase resilience of aviation-related facilities, operations, and infrastructure against the impacts of climate change. The sub-initiative to address aircraft noise succeeds by continually improving our civil aviation policies and understanding of the effects of noise through research to further the FAA's goal of identifying new and innovative solutions to quantify, abate, and where needed, mitigate the potential for noise impacts. The climate action sub-initiative will succeed if it formulates and executes a strategy for reducing aviation's climate impact and demonstrates United States and FAA leadership internationally.

INITIATIVE 2:
ESTABLISH A FRAMEWORK FOR A MORE AGILE STRUCTURE OF SERVICES AND SERVICE LEVELS ACROSS THE NATIONAL AIRSPACE SYSTEM (MASS)

Description

As NAS stakeholder demand for services grows in diversity and complexity, we need to embrace an agile approach to delivering our services. The relatively static NAS service levels provided today are unable to respond to both the rapid evolution and business dynamics of traditional aviation operations. The MASS Initiative strives to assure the right service is provided to the right location at the right time. The goal of establishing a More Agile Service and Service level framework is to develop a data driven and operationally contextualized methodology for evaluating current systems and services compared against evolving stakeholder needs. This effort aligns with the DOT's strategy of conducting research to understand the needs and implications of emerging transportation technologies, such as automation and unmanned aerial systems. This applies to services that support crewed aviation, unmanned aerial systems, advanced air mobility, and space operations.

Rationale

This initiative will help to propel the FAA through the 21st century by shifting the Agency's approach by prioritizing resources for investment in – and sustainment of – the NAS. As a key economic driver, the NAS connects local, national, and international communities. However, static NAS service levels are unable to respond to both the rapid evolution and business dynamics of traditional aviation operations. Our current operating paradigm struggles to keep pace with the strain of introducing new entrants such as UAS, commercial space, and advanced air mobility operations.

Table 12. Key Activities for Operational Excellence Pillar, Initiative 2

DOT Objective	DOT Strategy	FAA Key Activities
Flexibility and Adaptability	• Conduct research to understand the needs and implications of emerging transportation technologies, such as automation and unmanned aerial systems, for public safety, transportation system use and operations, and infrastructure design.	• Develop data-driven methods to evaluate current systems and services compared against evolving stakeholder demands.

Success Indicators

A flexible efficient FAA that is successful integrating new, advanced, and/or non-traditional operations into the NAS safely without considerable additional funding. An established, lean, collaborative process for adjusting levels of service (up or down) based on data analysis. This approach would be supported by key stakeholders including bargaining units, Office of the Secretary (OST), Office of Management and Budget (OMB), and Congress.

INITIATIVE 3:
IMPROVE REPORTING ON OPERATIONAL PERFORMANCE OF THE NAS

Description
The FAA is already the foremost data driven air navigation service provider in the world, but opportunities exist to better harness data as we strive to advance the safest, most efficient airspace in the world. Next, the agency will integrate reporting across FAA organizations to ensure a fuller understanding of the operation. To accomplish this goal, we will move next day reporting of metrics into near real time to better inform leaders of the current state of the NAS and to give real time feedback on operational decisions.

Rationale
Improving near-real-time, post-operational, and predictive analytics is critical to sustaining and improving NAS efficiency. A more efficient NAS increases predictability, stability, and safety, while reducing fuel and greenhouse gas emissions. Advancing our data reporting and analytical capabilities will keep the FAA on the cutting edge of technology, aid integration of new and emerging entrants, and allow us to remain the world's premier regulatory authority and air navigation service provider.

Table 13. Key Activities for Operational Excellence Pillar, Initiative 3

DOT Objective	DOT Strategy	FAA Key Activities
Data-Driven Programs and Policies	• Strengthen data management by standardizing governance policies, procedures, training, and transparency. • Identify and develop strategies to address data gaps to support safety, equity, and other priorities.	• Develop a Data Governance Structure. • Develop near real-time data reporting and single operational metric database.

Success Indicators
Operational decision makers, from front line controllers to ATO executives, have ready access to the data and analytics required to make well informed decisions with a full understanding of the operational implications. The primary benefits of this integrated approach include a safer and more efficient NAS.

LOOKING FORWARD

The FAA's strategic plan provides the framework that will guide our approach to the challenges and opportunities of the future. The demands placed on the National Airspace System constantly change. In response, the FAA must proactively adopt the latest innovations in technology, people management, and strategy while remaining disciplined in safety and consistent on sustainability.

The agency will be resilient and responsive when integrating Unmanned Aircraft Systems into commercial activities. The agency will embrace the latest advances in predictive and near-real-time data reporting to ensure our service levels accurately match supply and demand. Finally, the agency will reaffirm our international partnerships and strengthen our training and educational offerings to our partners across the globe. The mission of the FAA will always remain firmly established; to provide the safest and most efficient system in the world. The pillars and initiatives that comprise the FAA Strategic Plan represent the practical steps to achieve this mission while remaining faithful to our duty to future generations of the traveling public.

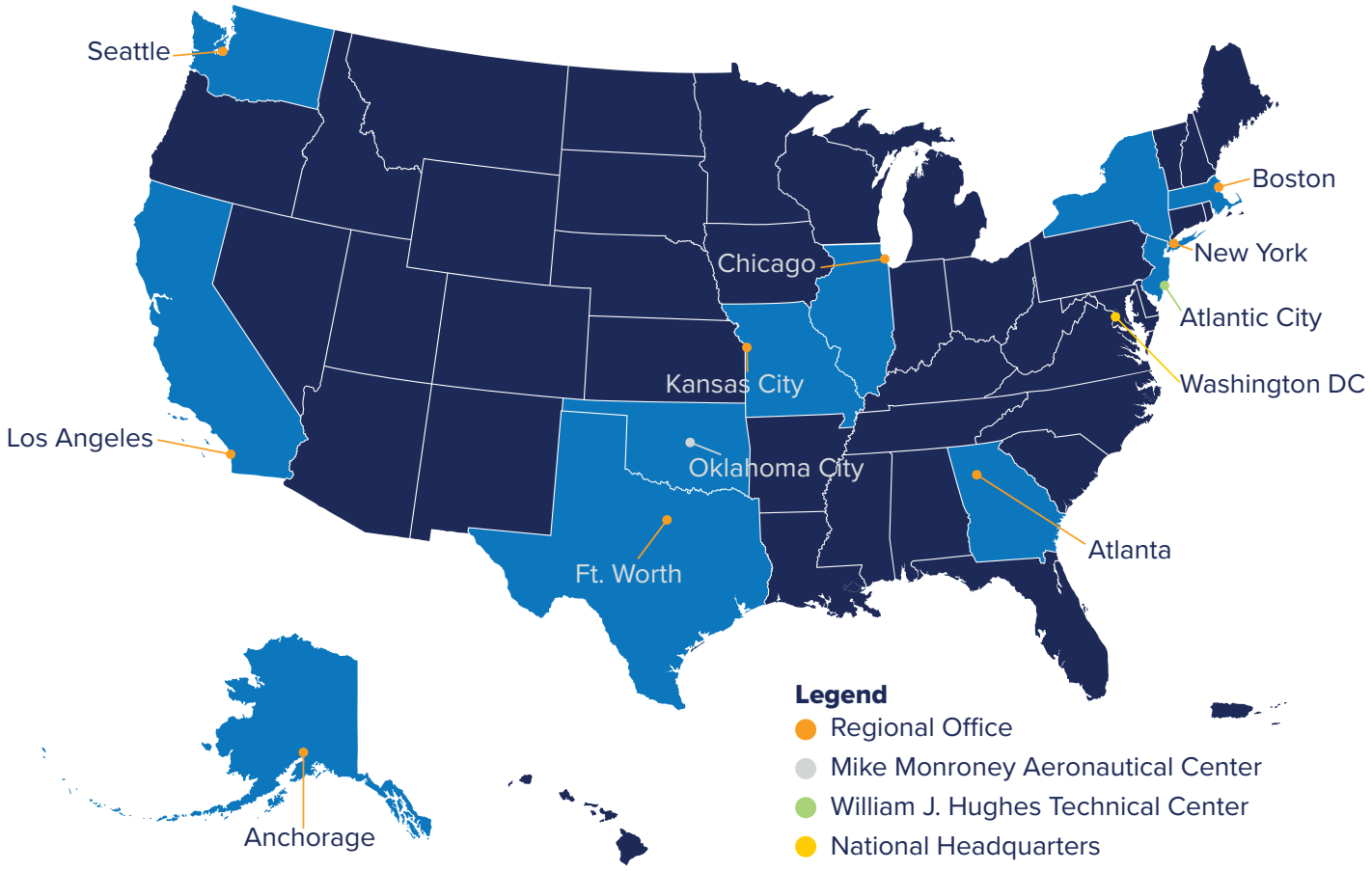
AGENCY INFORMATION

The FAA is a division of the U.S. Department of Transportation (DOT). 45,000 dedicated FAA employees guide aircraft, oversee safety, and maintain air traffic control equipment in the National Airspace System (NAS). The FAA provides daily air traffic service to more than 45,000 flights and 2.9 million airline passengers traveling across the more than 29 million square miles that comprise the NAS. For the FAA, maintaining a high level of safety and public trust is paramount.

Offices and Locations

The FAA operates from locations across the U.S. and around the world. The agency is headquartered in Washington, D.C. and maintains nine regional offices. The FAA also has Air Route Traffic Control Centers and Terminal Radar Approach Control Facilities across the nation. Other key facilities include the William J. Hughes Technical Center in Atlantic City and the Mike Monroney Aeronautical Center in Oklahoma City. In addition, the FAA maintains a presence in every major and regional airport in the United States and has several international offices around the globe.

Figure 1. FAA Domestic Offices and Locations



U.S. Department of Transportation
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Produced by Office of Communications • 2022-AOA-084