

# PUBLIC AFFAIRS

FEDERAL AVIATION ADMINISTRATION  
Fiscal Year 2004 Business Plan



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## **INTRODUCTION**

The mission of FAA Public Affairs is to provide the public with accurate, timely information about the agency's mission, policies, activities, and operations, using the news media as the principal intermediary. We are charged with actively promoting the FAA's activities as they relate to safety, capacity, international activities, and establishing a more business-like, performance based organization.

# INCREASED SAFETY



## OVERVIEW

Safety is the FAA's primary mission. It is a responsibility we have to the people of America, and our continued dedication to keeping the skies safe is also the single most important commitment we can make to help revive an economically troubled industry.

This Office contributes to the following strategic Safety Objectives outlined in the FAA 2004-2008 Flight Plan:

### BUSINESS PLAN OBJECTIVES

1. Improve positive media coverage of FAA safety initiatives

A more detailed description of each Objective, including its supporting Initiatives and Performance Targets follows.

# APA OBJECTIVE 1: IMPROVE POSITIVE MEDIA COVERAGE OF FAA SAFETY INITIATIVES

## FY04 PERFORMANCE TARGETS

As a result of positive outreach, ensure that at least seven articles, news stories or editorials on separate targets appear in national publications or television coverage that positively highlight agency safety initiatives.

### APA Initiative 1.

Hold media roundtables to highlight FAA safety initiatives.

#### APA Activity

A. Hold media roundtables.

*Performance Target Hold at least 2 media roundtables by September 30, 2004.*

### APA Initiative 2.

Provide positive outreach for the runway safety program that results in at least seven articles, news stories or editorials in national publications or television coverage that advance runway safety or highlight runway safety improvements.

#### APA Description

A. Use a variety of tools to educate and inform reporters about the ongoing work and accomplishments of the runway safety program, including press briefings, roundtables, individual interviews and demonstrations.

*Performance Target: Work with reporters to place at least two articles, news stories or editorials in national publications or television coverage that advance runway safety or highlight runway safety improvements by September 30, 2004.*

### APA Initiative 3.

Provide positive outreach for fuel inerting and other aviation safety technology.

#### APA Description

A. Use a variety of tools to educate and inform reporters about the ongoing work and accomplishments in the area of fuel inerting.

*Performance Target: Work with reporters to place at least three articles, news stories or editorials in national publications or television coverage that highlight fuel inerting or other aviation safety technology improvements.*

### APA Initiative 4.

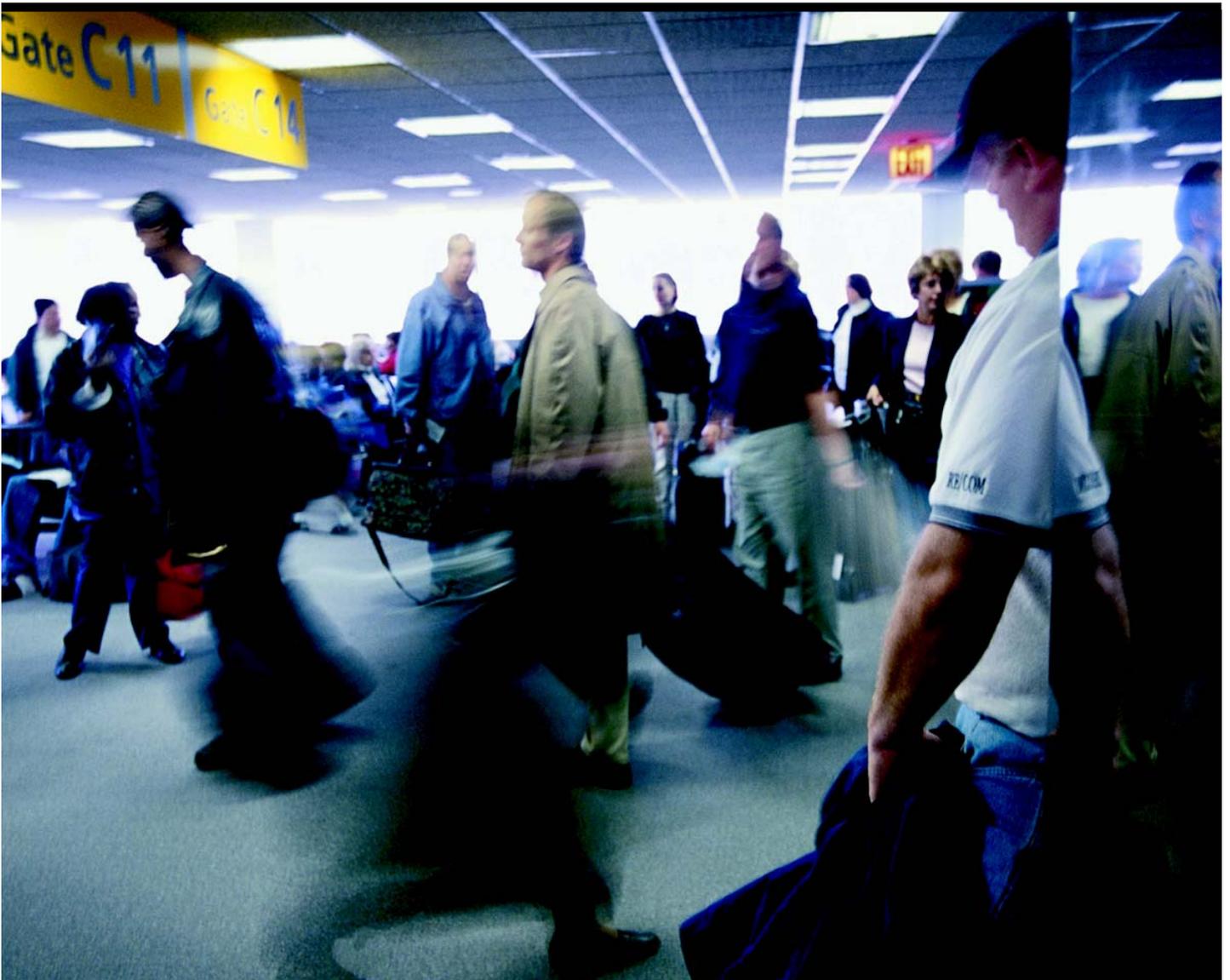
Work with Alaska region to develop a media plan to improve aviation safety in Alaska.

#### APA Activity

A. Develop a media plan and an implementation schedule and activities.

*Performance Target: Develop one media plan by March 30, 2004 and begin implementation by June 30, 2004.*

# GREATER CAPACITY



## OVERVIEW

Capacity is a priority and a necessity. Air travel will continue to grow only if the aviation system's capacity grows with it.

This Office contributes to the following strategic Greater Capacity Objectives outlined in the FAA 2004-2008 Flight Plan:

### BUSINESS PLAN OBJECTIVES

1. Improve positive media coverage of FAA efficiency and capacity enhancements.

A more detailed description of each Objective, including its supporting Initiatives and Performance Targets follows.

# APA OBJECTIVE 1: IMPROVE POSITIVE MEDIA COVERAGE OF FAA EFFICIENCY AND CAPACITY ENHANCEMENTS

## FY04 PERFORMANCE TARGETS

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- Ensure that at least seven articles, news stories or editorials on separate issues appear in national publications or television coverage that positively highlight agency technology or procedural advances that increase capacity and/or efficiency.
- Hold media roundtables to highlight capacity improvements in New York, Philadelphia, Miami, Boston, Chicago, and Washington/Baltimore, Atlanta, the LA area and San Francisco.

### APA Initiative 1.

Hold media roundtables on capacity and efficiency issues to give reporters solid background on the FAA's accomplishments.

#### APA Activity

- A. Hold media roundtables.

*Performance Target: Hold at least two national media roundtables on capacity and efficiency issues by September 30, 2004.*

### APA Initiative 2.

Maximize television, radio and news coverage of new runway openings.

#### APA Activity

- A. Hold discussions with airport operators.

*Performance Target: Hold discussions with airport operators in Houston by October 31, 2003, and airport operators in Orlando by December 31, 2003, in order to increase media coverage of new runway openings.*

### APA Initiative 3.

Work with Airports (ARP) to develop best practices for airport and airline community relations to educate and inform the public about aviation and the environment, such topics as compatible land use, noise disclosure, and FAA web site information.

#### APA Activity

- A. Conduct roundtables for airport and airline public affairs officers.

*Performance Target: Conduct roundtables for airport and airline public affairs officers to discuss best practices by September 30, 2004.*

# INTERNATIONAL LEADERSHIP



## OVERVIEW

The FAA must promote safety by broadening our international network of partnerships with civil aviation authorities around the world.

This Office contributes to the following strategic International Leadership Objectives outlined in the FAA 2004-2008 Flight Plan:

### BUSINESS PLAN OBJECTIVES

1. Improve positive media coverage of FAA international leadership initiatives.

A more detailed description of each Objective, including its supporting Initiatives and Performance Targets follows.

# APA OBJECTIVE 1: IMPROVE POSITIVE MEDIA COVERAGE OF FAA INTERNATIONAL LEADERSHIP INITIATIVES

## **FY04 PERFORMANCE TARGETS**

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As a result of positive outreach, ensure that at least two articles, news stories or editorials appear in national press or television coverage that positively highlights agency international leadership initiatives.

### **APA Initiative 1.**

Hold media roundtables to educate reporters about international leadership initiatives.

#### *APA Activity*

A. Hold media roundtables.

*Performance Target: Hold at least two media roundtables by September 30, 2004*

### **APA Initiative 2.**

Conduct outreach to international publications and television stations.

#### *APA Activity*

A. Develop a media plan and begin implementing the activities in the plan.

*Performance Target: Develop a media plan to increase international media coverage by March 30, 2004, and begin implementation by June 30, 2004.*

# ORGANIZATIONAL EXCELLENCE



## OVERVIEW

FAA must become nothing less than a world-class organization. This will require strong leadership, performance-based management, and improved fiscal responsibility.

This Office contributes to the following strategic Organizational Excellence Objectives outlined in the FAA 2004-2008 Flight Plan:

### ORGANIZATIONAL EXCELLENCE OBJECTIVES.

1. Make the organization more effective with stronger leadership, increased commitment of individual workers to fulfill organization-wide goals, and a better prepared, better trained, diverse workforce.
2. Control costs while delivering quality customer service.
3. Make decisions based on reliable data to improve our overall performance and customer satisfaction.

### BUSINESS PLAN OBJECTIVES

1. Improve the public perception of how we are working on the organizational excellence initiatives.

A more detailed description of each Objective, including its supporting Initiatives and Performance Targets follows.

# FLIGHT PLAN OBJECTIVE 1: MAKE THE ORGANIZATION MORE EFFECTIVE WITH STRONGER LEADERSHIP, INCREASED COMMITMENT OF INDIVIDUAL WORKERS TO FULFILL ORGANIZATION-WIDE GOALS, AND A BETTER PREPARED, BETTER TRAINED, DIVERSE WORKFORCE

## **FY04 PERFORMANCE TARGETS**

- Directly relate 80% of all employees performance plans to FAA strategic goals and their organization's performance plans.
- Reduce the time it takes to hire mission critical positions by 3% over FY2003 baseline.

### **Flight Plan Initiative 1. (APA Supports)**

Implement an executive development program.

#### *APA Description*

A. Our executives will help guide corporate leadership development policies, processes, and programs and will hold our senior APA managers accountable for implementation. Our executives will set an example by personally engaging in ongoing learning activities and will ensure that senior APA managers do likewise. APA executives and senior APA managers will serve as mentors, presenters, and advisors in executive development activities.

*Performance Target: With guidance from corporate leadership, APA will develop and implement an executive development program by September 30, 2004.*

### **Flight Plan Initiative 2. (APA Supports)**

Put in place a management workforce planning and development program.

#### *APA Description*

A. APA executives will help guide corporate leadership development policies, processes, and programs and will hold our senior APA managers accountable for implementation. Our executives will set an example by personally engaging in ongoing learning activities and will ensure that senior APA managers do likewise. APA executives and senior APA managers will serve as mentors, presenters, and advisors in workforce development activities.

*Performance Target: With guidance from corporate leadership, APA will develop and implement a workforce development program by September 30, 2004.*

### **Flight Plan Initiative 3. (APA Supports)**

Undertake a timely and effective approach to conflict management.

#### *APA Activity*

A. Create a conflict management plan.

*Performance Target: Development and implement a conflict management plan by March 2004.*

### **Flight Plan Initiative 4. (APA Supports)**

Use multiple channels to communicate the goals of the Flight Plan and help employees see the link between their jobs and these goals.

#### *APA Activity*

A. Communicate Flight Plan initiatives with employees.

*Performance Target: APA will distribute the Flight Plan during a staff meeting and have a group discussion no later than November 15, 2003.*

*Performance Target: Conduct at least 2 follow up discussions through multiple channels such as telcons, and face-to-face conferences to communicate the goals of the Flight Plan and help employees see the link between their jobs and these goals by September 30, 2004.*

### **Flight Plan Initiative 5. (APA Supports)**

Implement the new Performance Management System for all employees.

#### *APA Activity*

A. APA will implement PMS for all employees.

*Performance Target: Implement PMS for all employees by December 31, 2003.*

### **Flight Plan Initiative 6. (APA Supports)**

Directly link all employee performance plans to FAA strategic goals and line of business and staff office performance plans.

#### *APA Activity*

- A. Link all employee performance plans to FAA strategic goals and Line of Business and Staff Office performance plans where applicable.

*Performance Target: Directly link manager's performance plans to FAA strategic goals and to our performance plans by December 31, 2003.*

#### **Flight Plan Initiative 7. (APA Supports)**

Put in place a corporate and employee training and development program.

##### *APA Activity*

- A. APA will participate in the design and development of a corporate employee development program and link all employee performance plans to FAA strategic goals and Line of Business and Staff Office performance plans where applicable.

*Performance Target: With guidance from corporate leadership APA will develop and implement an employee training and development program by September 30, 2004.*

#### **Flight Plan Initiative 8 (APA Supports)**

Implement corporate recruitment initiatives.

##### *APA Activity*

- A. APA will participate in the design and development of a corporate employee recruitment initiative.

*Performance Target: With guidance from corporate leadership, APA will implement corporate recruitment initiatives by September 30, 2004.*

## FLIGHT PLAN OBJECTIVE 2: CONTROL COSTS WHILE DELIVERING QUALITY CUSTOMER SERVICE

### FY04 PERFORMANCE TARGETS

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- Secure 10% of unfunded portion of the strategic plan through budget requests, reprioritization, and cost savings.
- Complete the closeout of 100% (FY2001 baseline) of cost reimbursable contracts by end of FY2004 and maintain timely closure of future contracts.

#### Flight Plan Initiative 1. (APA Supports)

Put in place agency-wide cost control program using CAS and LDR, including:

- An executive-level process
- Identification of cross-organizational initiatives focused on controlling operation costs starting with information technology (IT) expenditures. Savings identified will be used to fund unfunded aspects of the Flight Plan
- A program to create incentives for FAA organizations to identify and implement cost savings initiatives

#### APA Activity

- A. APA will work with the Administrator and Lines of Business to communicate to the public any savings realized by the Agency during FY 2004.

*Performance Target: As a result of positive outreach, ensure that at least two articles, news stories or editorials appear in national press, trade press or television coverage that positively highlights agency costs saving initiatives.*

#### Flight Plan Initiative 2.

Maximize the use of available funding through the management of all phases of the APA budget process focusing on the FY04 rollout of the program.

#### APA Activity

- A. Obligate funds that have been released by the Office of the Secretary of Transportation.

*Performance Target: Obligate 100% of all funds that have been released by the Office of the Secretary of Transportation by August 31, 2004.*

*Performance Target: Reconcile APA and DELPHI records on a monthly basis so as to balance APA with DELPHI by August 31, 2004.*

## FLIGHT PLAN OBJECTIVE 3: MAKE DECISIONS BASED ON RELIABLE DATA TO IMPROVE OUR OVERALL PERFORMANCE AND CUSTOMER SATISFACTION

### FY04 PERFORMANCE TARGETS

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- Achieve 80% of the designated milestones and maintain 80% of critical program costs within 10% of the total as published in the CIP.
- Achieve 90% of all performance targets in the Flight Plan. Achieve 30 or more of the 33 performance targets in FY 2004.
- Increase customer satisfaction scores on the American Customer Satisfaction Index to 63.
- Achieve 90% of the milestones for the agency information security plan.

### Flight Plan Initiative 1. (APA Supports)

Use the Flight Plan web site as a way to communicate progress and collect feedback from internal and external customers on the initiatives contained in the plan.

#### *APA Activity*

- A. Improve the way FAA communicates with its customers.

*Performance Target: Improve the overall score on the Web Customer Satisfaction Index by at least one point from a base of 67 at the beginning of FY 04 to 68.*

*Performance Target: Improve the scores on the Web Customer Satisfaction Index by at least 2 points.*

# APA OBJECTIVE 1: IMPROVE THE PUBLIC PERCEPTION OF HOW WE ARE ON THE ORGANIZATIONAL EXCELLENCE INITIATIVES

## FY04 PERFORMANCE TARGETS

- Present a monthly award for the outstanding plain language writer of the month.
- Provide training to an additional 1,500 employees by September 30, 2004.
- Identify and revise 50% of the most frequently accessed documents using plain language.

### APA Initiative 1.

Recognize individuals that have made progress in using plain language techniques.

#### APA Activity

- A. Establish a formal plain language and communications awards program.

*Performance Target: Establish a formal plain language and communications awards program by December 1, 2003.*

- B. Select award recipients each month.

*Performance Target: Awards to be determined and presented by the 15<sup>th</sup> of the following month.*

### APA Initiative 2.

Train additional employees in basic plain language techniques.

#### APA Activity

- A. Identify five additional plain language trainers in the lines of business.

*Performance Target: Select five additional plain language trainers by December 31, 2003.*

- B. Provide training to FAA employees who have not had previous plain language training.

*Performance Target: Train at least 1,500 additional employees in basic plain language techniques by September 30, 2004.*

### APA Initiative 3.

Identify existing FAA documents, such as orders, notices, and publications, needing clarification.

#### APA Activity

- A. Conduct customer focus groups with external customers to review existing documents.

*Performance Target: Select members for focus groups by November 30, 2003 and convene first group meeting by January 15, 2004.*

- B. Identify the most frequently accessed documents, including documents on the web that we need to revise.

*Performance Target: Identify 20 most important existing documents we need to revise and make revisions to at least 5 by September 30, 2004.*

- C. Based on customer focus groups, identify categories of documents that we need to review to ensure they are in plain language.

*Performance Target: Identify by November 30, 2003, the top five documents that should have 100% review.*

- D. Review top priority documents to ensure they are in plain language.

*Performance Target: Review at least 50% of identified top priority documents to ensure they are in plain language by September 30, 2004.*

### APA Initiative 4.

Work with Lines of Business and staff offices to remove obsolete or redundant information; and rewrite up-to-date content in plain language.

#### APA Activity

- A. Conduct a review of 50% of existing web pages and identify content to eliminate or revise.

*Performance Target: Eliminate content that is obsolete or out of date by September 30, 2004.*

*Performance Target: Identify content to be revised to use plain language. Select 20 most important web documents and rewrite by September 30, 2004.*

*Performance Target: Reduce the total number of web pages by 10%.*

### APA Initiative 5.

Implement a consistent look and feel on all FAA web pages.

#### *APA Activity*

- A. Develop standard design templates and implementing guidance.

*Performance Target: Provide design templates and implementing guidance by March 30, 2004.*

*Performance Target: Provide training to 100 web staff on using the templates by June 30, 2004.*

- B. Identify existing web pages with up-to-date content to be converted to the new design standard.

*Performance Target: Identify pages to be converted by June 30, 2004.*

### APA Initiative 6.

Make it easier for the public to find information on the FAA website.

#### *APA Activities*

- A. Implement a fully integrated, web-based knowledge management and email inquiry system to respond to public inquiry through the web.

*Performance Target: Implement system by March 30, 2004.*