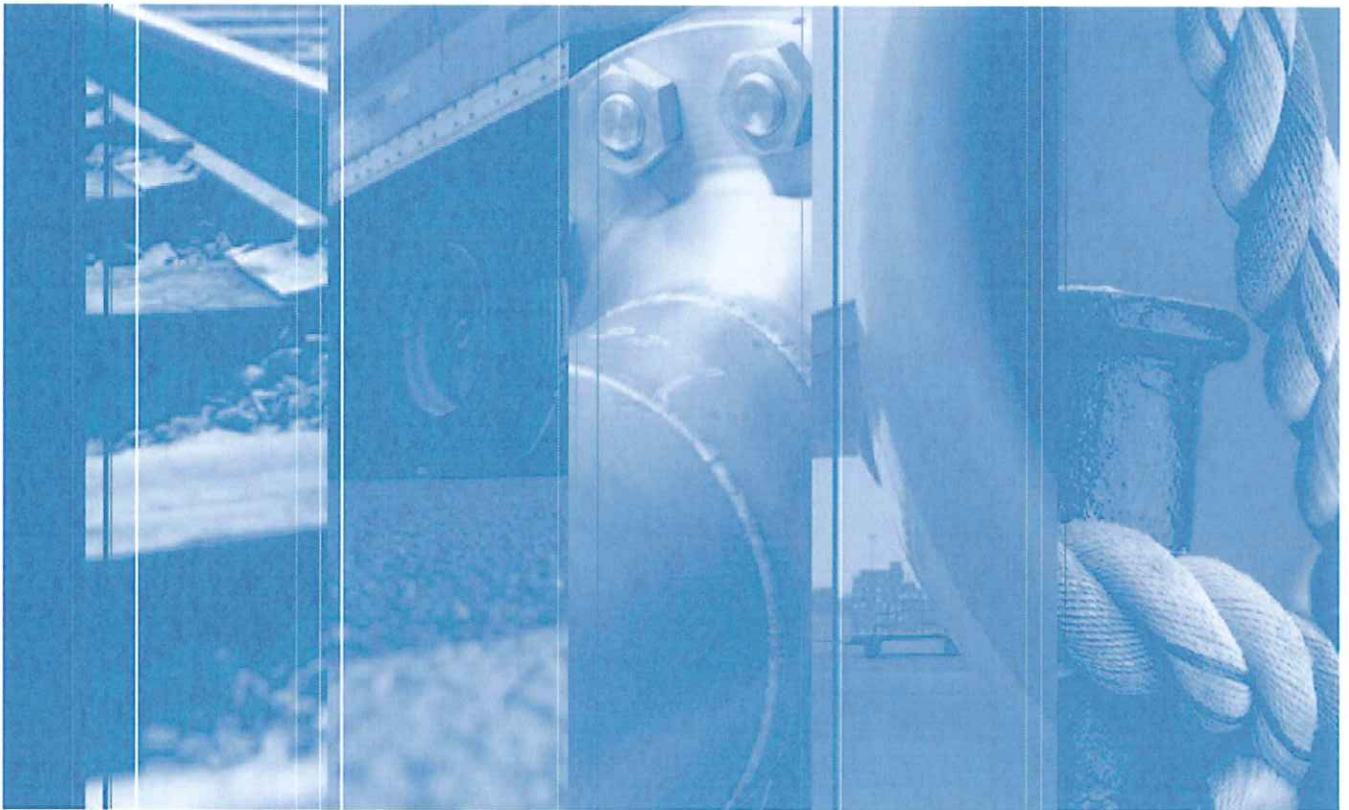


National Transportation Safety Board
Strategic Human Capital Plan
Fiscal Years 2008 through 2012



July 17, 2008



**National
Transportation
Safety Board**

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Strategic Human Capital Plan

National Transportation Safety Board Fiscal Years 2008 through 2012

Prepared and Maintained by:
Chief Human Capital Officer

July 17, 2008



**National Transportation Safety Board
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Washington, D.C. 20594**

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MESSAGE FROM THE CHAIRMAN

I am pleased to present the National Transportation Safety Board Strategic Human Capital Plan for fiscal years 2008-2012. This plan is a blueprint for maintaining the quality workforce of which we are so proud. This plan will also guide the Agency in attracting and developing new staff members capable of sustaining the excellence of NTSB investigations.

The Strategic Human Capital Plan is founded upon the human capital-related strategic goals and objectives contained in the NTSB Strategic Plan. Planning is particularly important during a period of scarce resources and increased competition for skilled staff. Moreover, the competencies of our workforce must keep pace with the increasingly complex technologies of the Nation's transportation systems.

The National Transportation Safety Board is proud of its forty-year history of accomplishments. The credit belongs to our past and present workforce. I believe this Strategic Human Capital Plan will facilitate extending that legacy of excellence into the future.



Mark V. Rosenker
Chairman

SECTION 1: INTRODUCTION

This Strategic Human Capital Plan reflects the importance of our staff to the successful execution of the NTSB mission. This Plan addresses the human capital-related strategic goals and objectives contained in the NTSB Strategic Plan for FY2007-12. It identifies responsive courses of action with responsibilities and outcomes, utilizing the Office of Personnel Management's (OPM) succession management, and human capital assessment and accountability concepts and methodology.

The Plan is supplemented with information gained through discussion with senior level agency managers on the human capital challenges facing NTSB now and in the future. It is intended to be responsive to short and long-term challenges, and will serve as a guide to the attainment of agency performance goals. This Plan depends upon NTSB executive leadership. It requires the continued commitment of those leaders and managers who are responsible and accountable for the efficient and effective management of the NTSB workforce.



1.1 THE NTSB MISSION AND STRATEGIC PLAN

The National Transportation Safety Board is an independent Federal agency charged by Congress with investigating every civil aviation accident in the United States and significant accidents in the other modes of transportation -- railroad, highway, marine and pipeline -- and issuing safety recommendations aimed at preventing future accidents.

The Board derives its authority from [Title 49 of the United States Code, Chapter 11](#). The rules of the Board are available in [Chapter VIII, Title 49 of the Code of Federal Regulations](#).

OUR MISSION IS

To promote transportation safety by:

- Maintaining our congressionally mandated independence and objectivity
- Conducting objective, precise accident investigations and safety studies
- Performing fair and objective airman and mariner certification appeals
- Advocating and promoting NTSB safety recommendations
- Assisting victims of transportation accidents and their families

Accident investigations are the core of our mission and the nature of this work requires that the NTSB staff be responsive and both tactically and technologically proficient. The NTSB Strategic Plan establishes the goals and objectives the agency plans to attain during the next five years to achieve mission success.

Of the four NTSB Strategic Plan Goals, two have objectives that drive the Strategic Human Capital Plan as highlighted in italics on the next page.

STRATEGIC GOAL #1: Accomplish Objective Investigations of Transportation Accidents to Identify Issues and Actions that Improve Transportation Safety

Strategic Objectives:

1. Make judicious selections of accidents to investigate in each transportation mode
2. Maintain a competent and effective investigative workforce
3. Appropriately scale the investigative response to accidents
4. Develop and maintain state-of-the-art investigative, analytic, and scientific tools for accident investigation
5. Constructively affect the transportation industry

STRATEGIC GOAL #2: Increase our Impact on the Safety of the Transportation System

Strategic Objectives:

1. Mission work with Congress
2. Outreach
3. List of issues
4. Advocacy

STRATEGIC GOAL #3: Outstanding Stewardship of Resources

Strategic Objectives:

1. Project planning
2. Understand and control costs
3. Deploy new information technology
4. Manage training center profitability

STRATEGIC GOAL #4: Organizational Excellence

Strategic Objectives:

1. Long-range planning
2. Align and improve the NTSB management team
3. Develop a Strategic Human Capital Plan
4. Enhance cross-office communications

Eight human capital strategic objectives were derived from the NTSB Strategic Plan, as enumerated below. They are addressed in Section 3, Human Capital Strategies, of this NTSB Strategic Human Capital Plan:

Strategic Goal 1, Objective 2

Maintain a competent and effective investigative workforce

- 1) Enhance the recruitment process for critical occupations to attract well-qualified applicants
- 2) Develop an NTSB Strategic Training Plan and ensure the workforce has access to continuing training opportunities
- 3) Provide for the continued recruitment and retention of a highly skilled diverse workforce

Strategic Goal 4, Objective 2

Align and improve the NTSB management team

- 4) Raise level of awareness of supervisory and management officials regarding leadership and management as perceived by the workforce
- 5) Strengthen the Performance Management System to align with organizational goals and objectives
- 6) Outline strategies for succession planning

Strategic Goal 4, Objective 3

Develop a Strategic Human Capital Plan

- 7) Develop an NTSB Strategic Human Capital Plan that aligns with the NTSB Strategic Plan
- 8) Monitor and evaluate the execution of human capital strategic objectives via a project plan

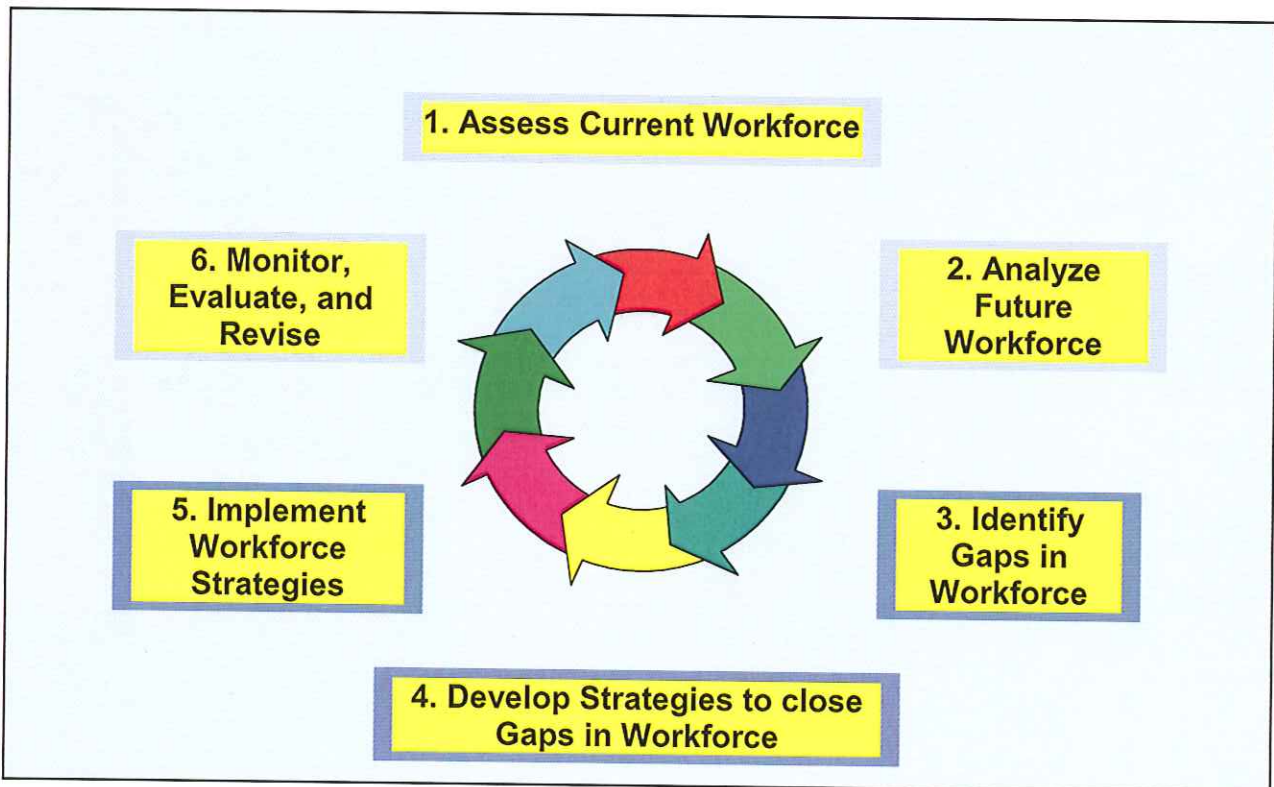
1.2 NTSB HUMAN CAPITAL FRAMEWORK

OPM provides a number of beneficial tools for identifying, planning, achieving and assessing the effectiveness of human capital management initiatives. The NTSB Strategic Human Capital Plan draws upon three of these tools: the OPM Workforce Planning Model; the OPM Succession Management Framework; and the OPM Human Capital Assessment and Accountability Framework (HCAAF).

“Strategic management of human capital requires workforce planning that properly aligns people with mission-related core competencies.”

This quotation from the NTSB Strategic Plan (p.12) emphasizes the importance of workforce planning as a foundation of strategic human capital planning. OPM’s **Workforce Planning Model** illustrates a cyclical approach for analyzing current assets and future needs, identifying gaps, developing and implementing responsive strategies, and then replicating the steps for continuous improvement.

OPM’s Workforce Planning Model



The Workforce Planning Model provides an approach to conceptualizing and engaging in assessing current employee skill sets, projecting future requirements, and monitoring strategies intended to close the gaps between

them. It is closely aligned with the OPM Succession Management Framework, which guides efforts in obtaining a continuous supply of talent through recruitment and employee development.

This framework includes five steps that follow the same path as the workforce planning model with a focus on succession rather than the broad workforce analysis:

1. Establish Strategic Alignment
2. Identify Succession Targets and Analyze Talent Pool
3. Develop Succession Management Plan
4. Implement Succession Management Plan
5. Evaluate Succession Strategies

OPM human capital consultants have worked with our human resources staff, to help identify a number of succession strategies and implementing activities that will contribute significantly to achieving the human capital-related strategic goals in the NTSB Strategic Plan. Examples of strategies, which have been incorporated into the NTSB Strategic Human Capital Plan, include leadership training, retention initiatives, and targeted recruiting strategies.

Most importantly, OPM also has developed a comprehensive **Human Capital Assessment and Accountability Framework (HCAAF)**. As OPM notes on its webpage, the HCAAF identifies five human capital systems that together provide a consistent, comprehensive representation of human capital management for the Federal Government. The HCAAF fuses human capital management to the merit system principles—a cornerstone of the American civil service—and other civil service laws, rules, and regulations. 5 CFR 250.203 establishes requirements for an agency to maintain a current human capital plan and submit to OPM an annual human capital accountability report. The HCAAF calls for the following five systems:

Strategic Alignment

A system led by senior management (typically the Chief Human Capital Officer (CHCO)) that promotes the alignment of human capital management strategies with agency mission, goals, and objectives through analysis, planning, investment, measurement, and management of human capital programs.

Leadership and Knowledge Management

A system that ensures continuity of leadership by identifying and addressing potential gaps in effective leadership and implements and maintains programs that capture organizational knowledge and promote learning.

Results-Oriented Performance Culture

A system that promotes a diverse, high-performing workforce by implementing and maintaining effective performance management systems and awards programs.

Talent Management

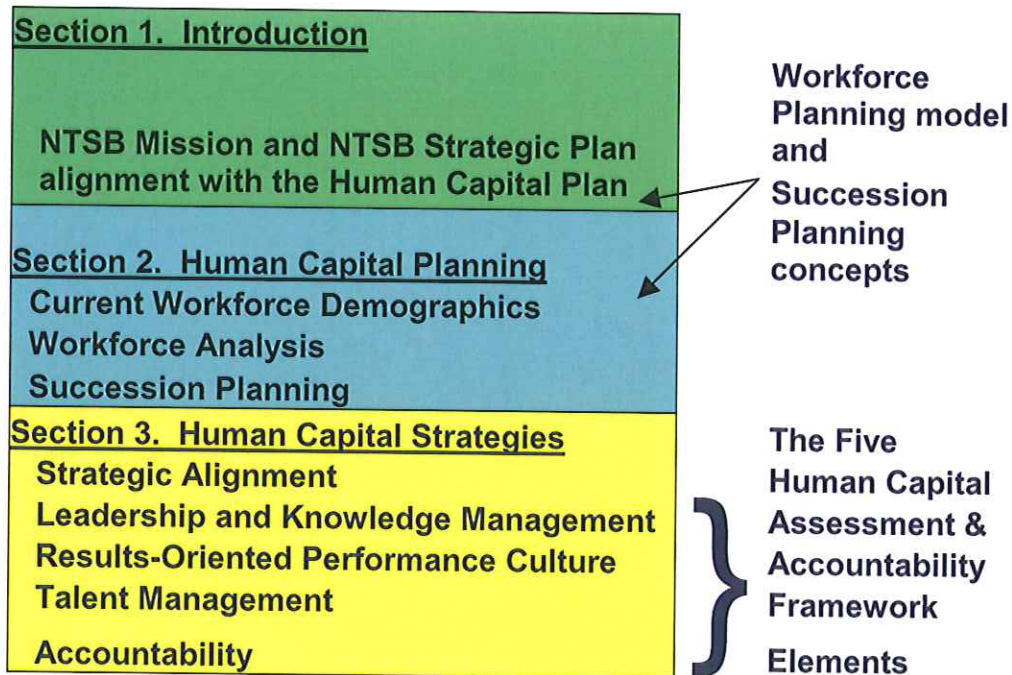
A system that addresses competency gaps, particularly in mission-critical occupations, by implementing and maintaining programs to attract, acquire, develop, promote, and retain quality talent.

Accountability

A system that contributes to agency performance by monitoring and evaluating the results of its human capital management policies, programs, and activities; by analyzing compliance with merit system principles; and by identifying and monitoring necessary improvements.

These three OPM approaches and mandates have guided the development of the NTSB Strategic Human Capital Plan. The HCAAF serves as the organizing principle for Section 3 of the NTSB Strategic Human Capital Plan. The human capital strategic objectives are organized into five categories, which correspond to the five HCAAF elements.

The NTSB Strategic Human Capital Plan blends these tools and strategies both to meet the HCAAF requirements and to blend workforce planning and succession management planning into the Human Capital Planning process as shown here:



SECTION 2: HUMAN CAPITAL PLANNING

“Strategic human capital planning is the critical element in maximizing government’s performance.”

(David M. Walker, Comptroller General of the United States)

Human capital planning, with its systems for workforce and talent management, results in an action plan that outlines how NTSB secures, develops, and organizes employees with skills needed to execute mission requirements into the future. These employees may be developed from within, utilizing succession management strategies, or may be acquired through targeted recruitment strategies. To provide a sound basis for projecting developmental and recruiting requirements, human capital planning identifies existing and future expertise required by the organization, and analyzes the gap between existing staff capabilities and the required expertise.

The Administration’s emphasis on and Congressional interest in human capital challenges, in addition to current nationwide employment trends, heighten the imperative to develop a comprehensive, integrated approach to human capital management.

NTSB Human Capital Challenges—An Environmental Scan

NTSB is recognized nationally and internationally for transportation accident investigations and safety recommendations because the workforce is world-class. Unfortunately, like many Federal agencies pursuing unique and highly technical missions, NTSB’s ability to attract and retain that outstanding workforce may become more difficult. Increased competition for technical skills from large transportation-related corporations able to outspend the agency poses additional challenges to NTSB recruitment.

Since the mid-1990s, undergraduate enrollment in engineering curricula has declined by 20 percent. During the same period, the number of engineering doctoral degrees conferred has declined 15 percent. This diminishing population of engineers and scientists, particularly in cutting edge transportation and related technologies, calls for closer review of the recruitment process and broader investigation into current and potential labor pools that support the NTSB mission. NTSB traditionally fills key technical positions from industry, getting high levels of expertise that can hit the ground running. As the labor market for this capability gets tighter in industry, the NTSB will have a harder time competing for that workforce. Lack of diversity in this same applicant pool challenges the NTSB goal of building a workforce that fully reflects the American population.

Like many Federal agencies, a significant percentage of NTSB's current workforce is, or soon will be, eligible for full retirement. As the baby boom generation nears retirement, younger workers are not finding sufficient reward or long-term growth opportunities in Federal service. In many instances, NTSB is "one deep" in those skills critical to thorough investigation and analysis of transportation accidents. A viable solution would be to fully implement a formal, structured Student Employment Program (Student Career Experience Program - SCEP – formerly "co-op"- and Student Temporary Employment Program - STEP) that NTSB has used at other times.

Emerging retirements, loss of unique skills and corporate memory, a shrinking applicant pool, and vigorous public and private sector competition for employees pose challenges that will be overcome only with thoughtful planning and development of innovative strategies. To deal with these environmental issues, human capital planning examines the current workforce, current and future skill requirements, and develops targeted succession strategies to close the gaps. This approach enables NTSB to focus on acquiring and nurturing highly capable staff, while aligning staff, policies, and business practices to support the mission and mission-derived performance goals.

2.1 CURRENT WORKFORCE DEMOGRAPHICS AND WORKFORCE ANALYSIS

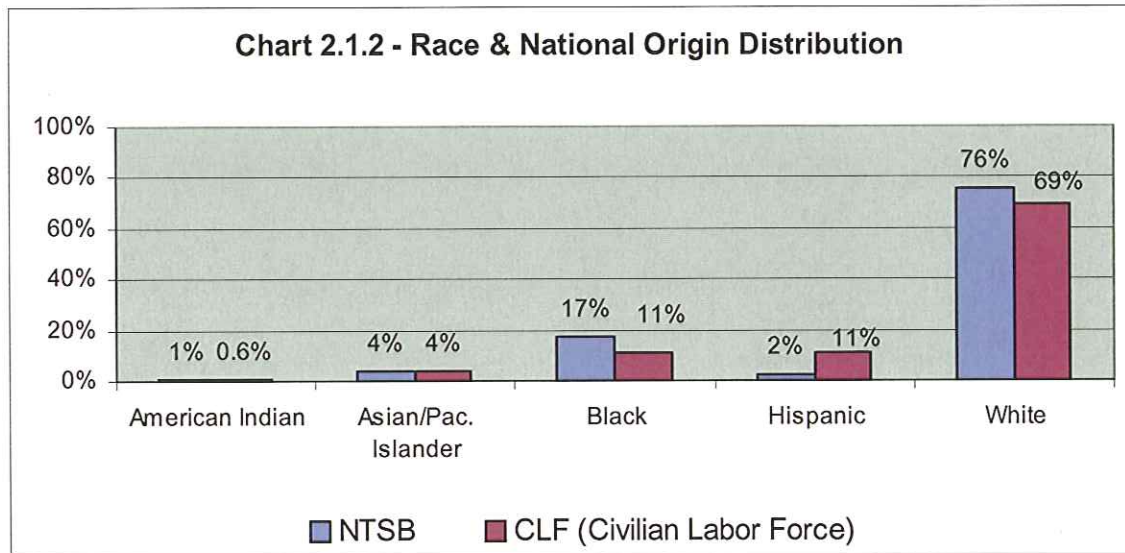
Workforce planning begins with an analysis of the composition of the current NTSB workforce. This section of the NTSB Strategic Human Capital Plan includes demographic data as of September 30, 2007. Of the 360 employees (excluding political appointees), 350 (97%) are full-time permanent appointees, with 73% located in the Washington D.C. metropolitan area. Other employees are located in the 10 regional offices situated throughout the U.S.

Chart 2.1.1 - Key Human Capital Indicators

Key Human Capital Indicators		
Human Capital Indicator	NTSB	Federal Government (2006)
Average Grade	12.3	11.7 (D.C. area)
Average Age	48.6	46.9
Average Years of Exp	17.2	16.3
% Female	36%	44.1%
% Male	64%	55.9%
% Disability	6%	6.8%
% Veteran Status	17%	22.3%
% Eligible to Retire 2007	18%	22.9%

Diversity

There is overall representation at the Board with reference to the distribution of race and national origin, with the exception of Hispanics. As shown in Chart 2.1.2, NTSB percentages for American Indians, Asian/Pacific Islanders and Blacks meet or exceed the CLF, although Hispanics are under-represented, composing 2% of the NTSB workforce, versus 11% of the CLF.



However, when we look at grade level comparisons, opportunities to increase representation become more apparent. For example, while the percentage of Blacks in the NTSB workforce exceeds the CLF percentage by 17% to 11% (Chart 2.1.2), there are no minorities among the 23 SES and SL employees (Chart 2.1.2a). Similarly, Table 2.1.3 shows that, while females constitute 83% of the GS-12 and below of the NTSB workforce, they only constitute 27% of those in Grades GS-13 and above; two (9%) of whom are in the SES. Additionally, while there are a total of 84 Hispanic, Black, Asian/Pacific Islander and Native American employees, none of them are in SES or SL positions, and only 7 (8%) are in supervisor/manager positions (Table 2.1.2b shown on the next page.).

Chart 2.1.2a - Race & National Origin Distribution by Grade

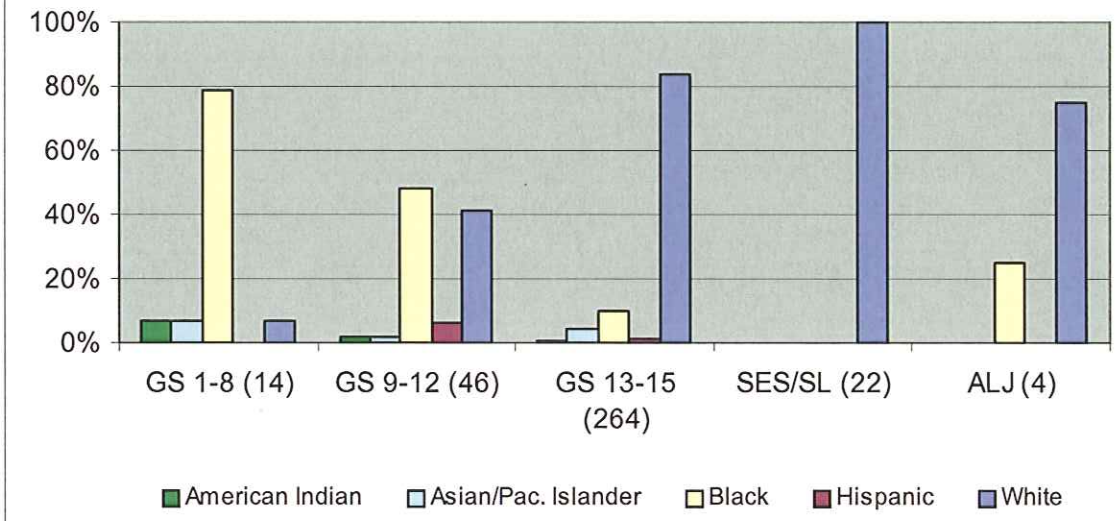


Chart 2.1.2b - Race & National Origin by Supervisory Status

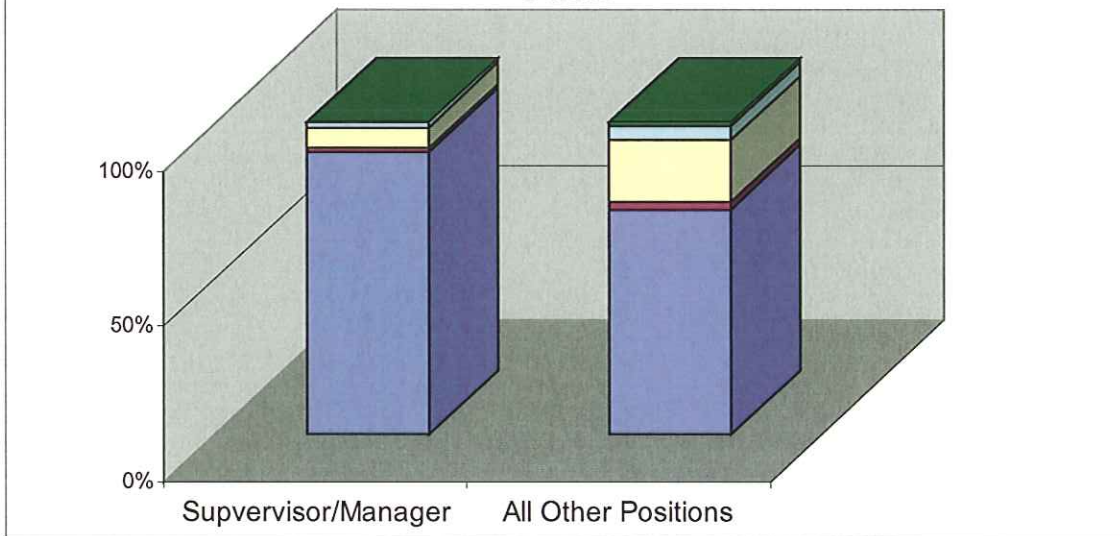


Table 2.1.2b	Supervisor/Manager		All Other Positions	
	Total Number	Percent	Total Number	Percent
American Indian	0	0%	3	1%
Asian/Pac. Islander	1	1%	13	5%
Black	5	7%	55	20%
Hispanic	1	1%	6	2%
White	65	90%	201	72%

Chart 2.1.3 - Gender Distribution by Grade

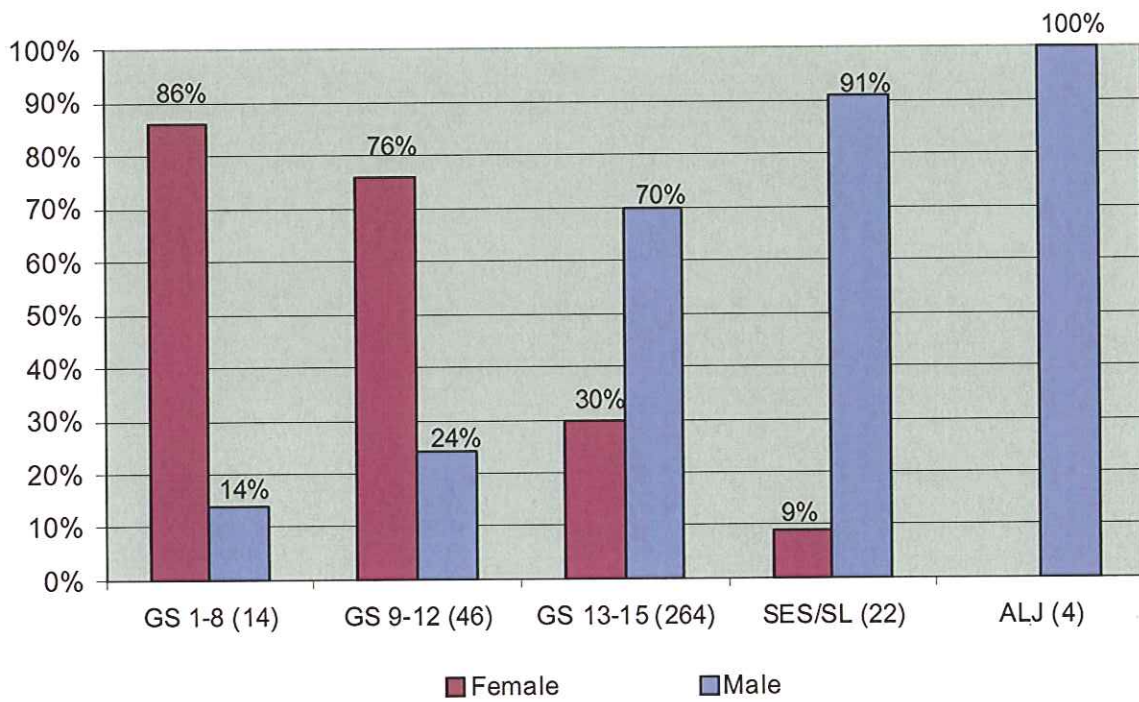
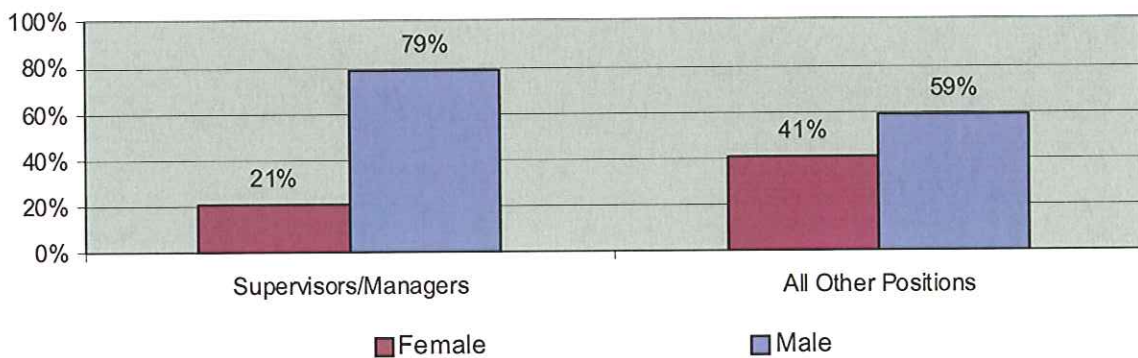


Table 2.1.3				
Grade	Female	Male	Total	% Female
GS-12 and Below	50	10	60	83%
GS-13 and Above	77	213	290	27%

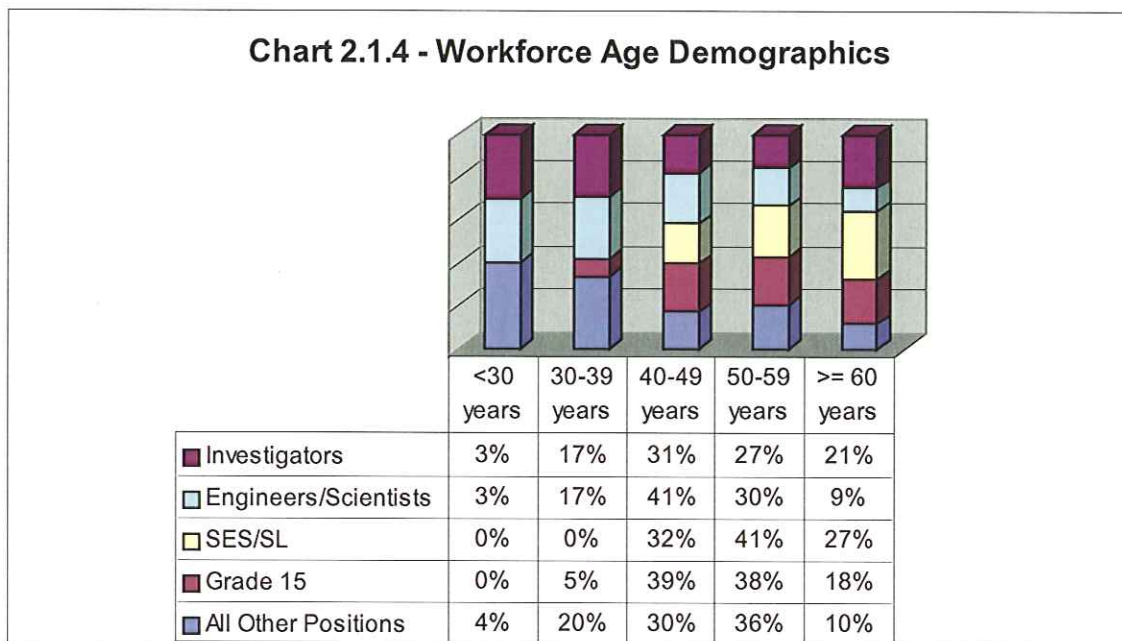
Chart 2.1.3a - Gender Distribution by Supervisory Status



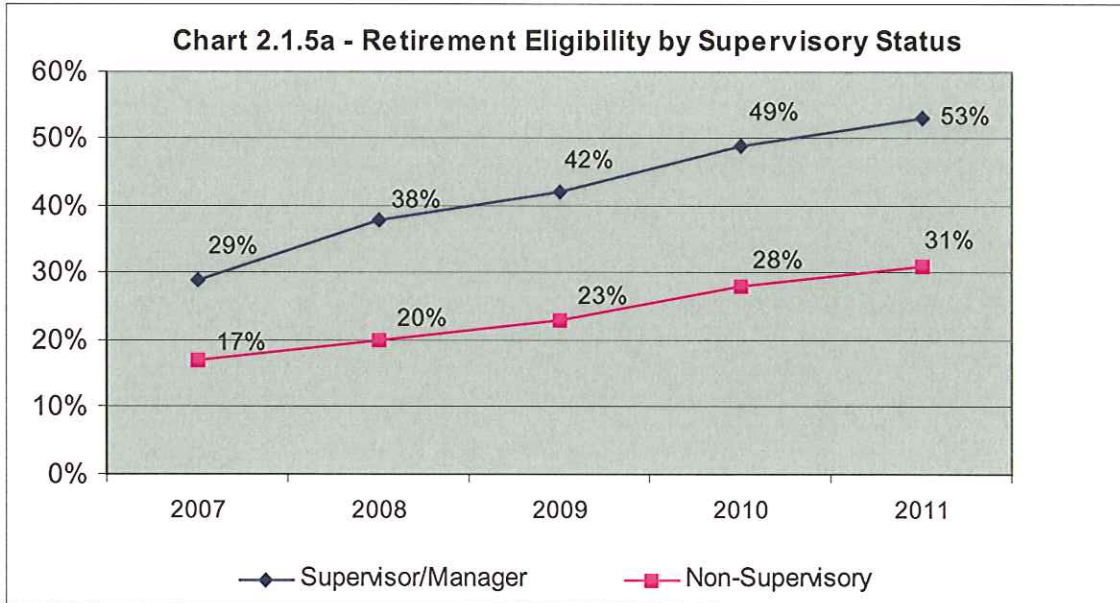
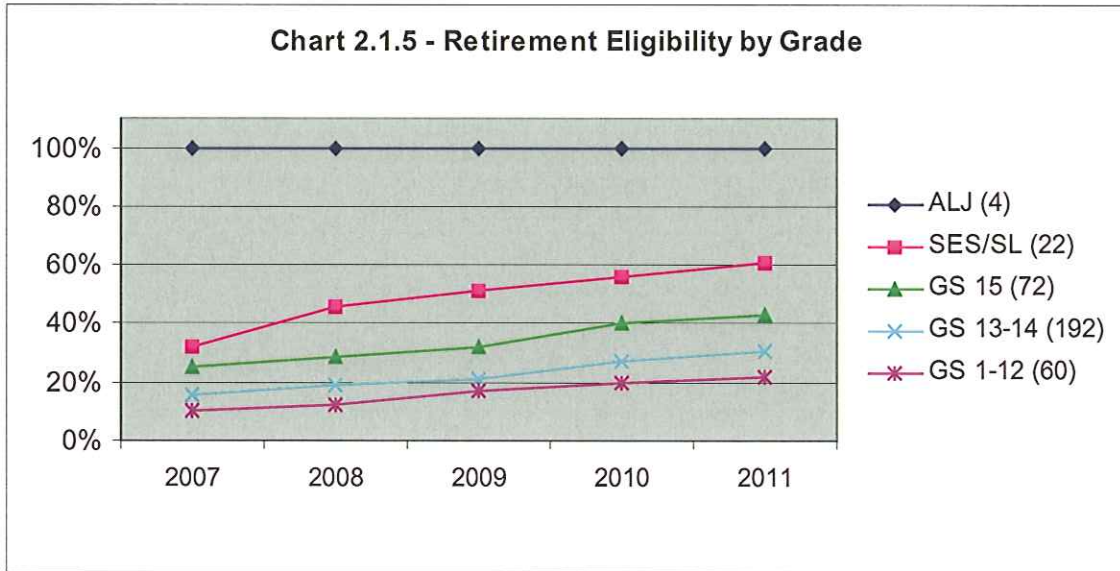
NTSB recognizes that increasing diversity to reflect the richness of the American labor force is both the right thing and smart business. Talent Management Objective 3.4.4 (see Section 3, Human Capital Strategies) specifically addresses a course of action to provide for a highly skilled *diverse* workforce. At the same time, an important resource for NTSB leadership, supervisors and employees—the NTSB Diversity Resources Guide—has been developed to (1) assist everyone in understanding why diversity is important, and (2) provide specific tools for incorporating diversity initiatives into every step of the recruitment process.

Pending Leadership Drain

In NTSB, the most critical positions are filled with an aging cadre of key leaders and managers. Chart 2.1.4 shows that 48% of the Investigators are at least 50 years of age, while 69% of those currently filling critical leadership positions (i.e., SES and SL members) are at least 50 years of age.



The necessity to share the NTSB knowledge bank and leadership capability is reinforced in light of retirement eligibility statistics. For example, *all four* Administrative Law Judges are eligible to retire now, as shown in Chart 2.1.5. By 2011, over 60% of current SES and SL members will be eligible. Further, as indicated in Chart 2.1.5, more than 40% of all GS-15's also will be eligible to retire. Moreover, Chart 2.1.5a shows that 53% of all supervisors will be eligible to retire by 2011.



Given the competition for top talent throughout the transportation sector, especially from private enterprise, it may be difficult to rely solely on recruitment to fill vacant investigator, SES/SL, and other critical positions with applicants who can step right in and perform successfully. For this reason, NTSB cannot rely on external recruitment alone to counter the pending leadership drain. We also must incorporate developmental opportunities into our succession planning initiatives to help us grow potential successors from within the existing workforce. At the same time, we must utilize knowledge management techniques to capture and retain the unique skills and knowledge possessed by our key personnel. NTSB has included a measure in its Operating Plans to promote awareness of and direct action on diversity and one that embeds *leadership and people management responsibility* into the performance evaluation plans for supervisors and managers:

- Performance Objective 4.3.2: Training, Performance, and Staffing of Human Capital.
- Performance Objective 4.3.3: Foster and Promote Workplace Diversity at NTSB.

Position Management Opportunities

NTSB has characteristically been staffed one-deep in key functions, with a very small proportion of human capital resources devoted to mission support vs. critical mission functions. While this approach has enabled NTSB to provide the nation with world-class safety investigation and outstanding contributions to increased transportation safety, it has made it increasingly difficult to counter the loss of critical personnel, make the desired gains in diversity, and build a “bench” to provide the depth of expertise needed to maintain the current level of excellence in the challenging work environment of today and tomorrow. As Chart 2.1.6 demonstrates, most positions (over 90%) in critical mission-related occupations are currently filled at the full performance level, suggesting there is a very limited internal pipeline for future leaders. If the external sources fail to continue to produce an adequate replacement supply, the question of building an internal pipeline may need to be investigated.

Chart 2.1.6 – Key NTSB Occupations: number of positions filled in FY 2007 and number filled below full performance level

Series	Series Title	Total Number of Filled Positions during FY 2007	Number of Positions Filled Below the Full Performance Level during FY 2007
0861	Aerospace Engineering	25	2
1801	General Inspection, Investigation and Compliance	47	6
1815	Air Safety Investigation	47	1
2101	Transportation Specialist	25	3
2121	Railroad Safety	9	0
	Total (Selected Series)	153	12
	Total (All Positions)	350	21

A position management review of selected organizational elements and/or key occupational groups could identify opportunities for addressing the workforce composition issues discussed above. In recent years, human resource planning and the allocation of human capital resources have been based primarily upon a "bottom-up" analysis of each office and each new vacancy. In a difficult economic climate, Office Directors have focused on the most critical positions needed for mission accomplishment within their own areas. This approach has been successful thus far, but might need to be supplemented in light of the demographic issues previously described. Consideration of implementing the actions below could enhance the NTSB's position management opportunities:

- Build into the budget request a few career ladder positions, to establish a small pool of developing technical positions for reassignment to whichever Office had an emerging need.
- Analyze nationwide labor pools for key occupations identified in Chart 2.1.6 to develop recruitment strategies for those locations/sources.
- Consider paying for relocation expenses for unique and critical recruitments.
- Develop a Federal Career Internship Program to offer flexibility for hiring at the entry level and building an internal technical capability.
- Create upward mobility positions for entry level technical and administrative support positions in an effort to retain and promote a highly skilled diverse workforce.

In many cases, position management leads to job reengineering that pays a double dividend: establishing positions that provide a more efficient and economic distribution of work, while providing enhanced opportunities for succession planning, retention of the workforce, and increasing diversity.

2.2 SUCCESSION PLANNING

In recent years, NTSB has undertaken several initiatives to help align human capital goals with the mission; inventory existing skills and project future requirements; and identify pools of talent to be targeted for recruitment. For example:

- Senior level management initiated a Human Capital Forecast process to examine recruitment actions in the context of agency-wide strategic goals.
- NTSB is now stressing the link between the performance management system and the NTSB strategic goals and objectives.
- Recognizing that the NTSB core mission requires experienced investigators, a study was initiated to identify and define investigator competencies.

NTSB also institutionalized a strategic planning process by developing an overarching NTSB Strategic Plan. The NTSB Strategic Plan, and this Strategic Human Capital Plan, are instrumental to mission accomplishment, and collectively provide a cohesive context for effective succession planning.

Succession Planning is aligned with Strategic Goal Four of the NTSB Strategic Plan: *Organizational Excellence*. The NTSB has earned a reputation for thorough and independent investigation of transportation accidents. To maintain that reputation, NTSB commits to the continuing development of managerial, leadership, and workforce skills to ensure this well-earned reputation not only continues, but improves in the future. Succession Planning can provide the following benefits:

- Greater ability to compete for talent in the increasingly difficult job market
- More effective employee development, tied to mission requirements and responsive to changing needs
- Enhanced leadership, management and supervisory skills, ensuring the ability to continually renew NTSB's leadership ranks

NTSB also has taken advantage of several assessment tools, as described below:

Feedback from Assessments and Surveys

NTSB has applied the OPM Federal Competency Assessment Tool-Management (FCAT-M). The FCAT-M is a web-based instrument for assessing the proficiency levels of management officials in leadership and performance management competencies. The FCAT-M assesses individuals against 34 competencies, derived from OPM's Senior Executive Service Executive Core Qualification competencies and performance management competencies.

For most competencies, NTSB responses (NTSB Assessment Average) were equal to or better than OPM's Recommended Proficiency level. Identified gaps were routinely small except in competencies significant for Leadership and Knowledge. Based on FCAT-M results, the following competencies have been targeted for special emphasis through the management development curriculum and the Individual Development Plan process: Developing others; goal setting; continual learning; and conflict management.

In addition to the FCAT-M survey, NTSB also has utilized the OPM Federal Human Capital Survey and the Annual Employee Survey to assess general workforce responses in the areas of talent management, performance culture, leadership, learning and job satisfaction. Opportunities for improvement in leadership were identified, specifically, (1) better aligning leadership performance plans with mission objectives, and (2) enhancing leadership and management skills, both of which are reflected in the NTSB Strategic Plan and Strategic Human Capital Plan.

In addition to the results from administration of assessment tools, *NTSB asked senior managers for input concerning this Human Capital Plan.* In discussing "leadership and knowledge management," a majority of respondents stated a desire for a formal program of training in management skills for new supervisors and managers. These seasoned leaders acknowledged their belief that they would have been better managers in the Federal system more quickly with such a program. These findings reinforced those from the Federal Human Capital Survey, and also demonstrated that NTSB senior managers *want* to take advantage of targeted leadership and management training.

Recruiting Strategies – External Sources

NTSB utilizes a wide range of recruiting strategies, via both Delegated Examining Unit (DEU) and Merit Promotion announcements. Announcements are posted on USAJobs and also are listed on the NTSB Internet home page. NTSB participates in job fairs, seeks advertising venues such as professional associations and EEO groups, and utilizes student volunteer, intern and other programs to introduce potential staff members to the NTSB mission and organization. We may consider hiring students under the OPM Student Career Employment Program as we have several times in the past. Exploring the use of paid advertising in areas with large labor pools also may prove useful.

To ensure continuity of leadership, it is essential to have an adequate source of qualified candidates readily available to fill critical vacancies. NTSB is in the process of identifying critical occupational and other position categories, and researching best sources of highly qualified internal and/or external talent pools from which they can be filled. Once sources of specific skill sets are identified,

specific outreach strategies can be developed to utilize them effectively. The following table identifies an initial set of such pools for a few selected critical position categories:

TALENT POOL	Investigators	Engineers	Managers	Executives	Other
Student Career Employment Program (formerly Co-op)	X	X			X
NTSB Student Volunteer Program	X				X
National Professional/ International Development Organizations/Associations	X				X
Executive Potential and Executive Leadership Potential Program Participants			X	X	X
Other Federal Executive and Legislative Agencies (e.g., FBI, NASA, DOT, DHS)	X	X	X	X	X
Academic Communities – Outreach programs with University Recruitment Centers, local universities	X	X			
Private Sector (Airlines, Contractors-Boeing)	X	X	X		
Law Enforcement Agencies	X	X			
Internal Sources (e.g., Upward Mobility, mid-level career employees)	X	X	X	X	X

Developmental Strategies—Internal Sources:

The NTSB Training Center is the NTSB training facility. The Training Center provides training for NTSB investigators and others from the transportation community to improve their practice of accident investigation techniques. The curriculum promotes independent, objective, and technically advanced accident

investigations that will enhance the safety of all modes of transportation. The Training Center offers a wide variety of interdisciplinary courses including hands-on practical training, and its curriculum has been expanded to include leadership and executive development training courses. In its effort to meet the training needs of those in other areas of the government and the transportation and emergency response communities, the Training Center has formed relationships with other Federal agencies and private sector organizations.

The NTSB Strategic Training Plan will support the developmental aspects of the NTSB Strategic Plan and this Strategic Human Capital Plan. It stresses the importance of stakeholder identification of areas requiring training to address performance, growth, development or opportunity gaps. In addition, the Plan embodies the Upward Mobility Program and the Executive Leadership and Management Development Programs that are key elements in meeting the NTSB future workforce and leadership goals. The NTSB Strategic Training Plan is a collaborative effort of NTSB management and the Training Center staff, and reflects feedback from performance reviews, self-assessments and employee surveys.

Developmental opportunities also include and support the NTSB focus on technical training for professional engineering staff through participation in high level academic and industrial training opportunities and engagement with professional colleagues at conferences and meetings. Rotational assignments foster professional and mission-related development across the organization as well and may be expanded to further develop NTSB professional and technical bench strength. The following Table identifies some typical NTSB developmental strategies:

Typical Developmental Strategies

<p>Interdisciplinary courses, including Leadership and Executive Development The Training Center offers a wide variety of interdisciplinary courses including hands-on practical training. The curriculum has been expanded to include leadership and executive development training courses.</p>
<p>Leadership Training NTSB uses Federal training programs such as USDA Graduate School, Department of the Interior University, and professional training conferences and workshops through the NTSB Training Center.</p>
<p>Individual Development Plan Jointly developed plan by the employee and manager identifying individual goals for employee growth in the context of organizational mission. Operations Bulletin TC-TRN-003, Individual Development Plan, provides the policy for the development of the plan by staff and managers.</p>
<p>Job rotations (formal) Individuals can temporarily move laterally into an established position to broaden their skills and knowledge across different business processes of the organization.</p>
<p>Mentoring (formal and informal) Senior leaders provide both formal and informal oversight of an employee's development, clarify career goals, understand the organizations, and build support networks.</p>

Typical Developmental Strategies

Coaching and Counseling (formal and informal)

Managers and supervisors provide learning assistance to employees through listening, observing, and providing feedback.

Learning Groups

Quarterly brown bag sessions are held with managers and staff to exchange knowledge and experiences about various work related topics (e.g., management information briefings, timekeeper sessions and Administrative Council meetings).

Shadowing (informal)

Employees in any position can shadow and observe investigators and engineers to learn about the job in a real world situation such as accident investigations.

Workforce Development

Employees are able to take advantage of workforce development classes at the Training Center such as project management, time management, supervisory and leadership skills, etc.

SECTION 3: HUMAN CAPITAL STRATEGIES

As discussed in Section 1.2 above, NTSB has utilized several OPM tools in its human capital strategic planning process, in order to address the eight human capital strategic objectives generated by the NTSB Strategic Plan. OPM's comprehensive **Human Capital Assessment and Accountability Framework (HCAAF)** identifies five human capital systems that together provide a consistent, comprehensive representation of human capital management for the Federal Government: Strategic Alignment, Leadership and Knowledge Management, Results-Oriented Performance Culture, Talent Management, and Accountability.

The eight NTSB human capital strategic objectives align with three of the NTSB Strategic Plan objectives and the five elements of the OPM Human Capital Assessment and Accountability Framework (HCAAF) as follows:

NTSB Strategic Plan Goals and Objectives	NTSB Human Capital Strategic Objectives	OPM HCAAF Elements aligned with NTSB Human Capital Strategic Objectives (from p. 4) and the NTSB Strategic Plan Goals and Objectives (from p. 3)
Strategic Plan Goal 4, Obj 3	7	Strategic Alignment 3.1. Develop a Strategic Human Capital Plan that aligns with the NTSB Strategic Plan and is incorporated into the Agency's Operating Plan
Strategic Plan Goal 4, Obj 2	4	Leadership/Knowledge Management 3.2. Raise level of awareness of supervisory and management officials regarding leadership and management practices as perceived by the workforce
Strategic Plan Goal 4, Obj 2	5	Results-Oriented Performance Culture 3.3. Strengthen the Performance Management System to align with organizational goals and objectives
Strategic Plan Goal 1, Obj 2	1	Talent Management 3.4.1. Enhance the recruitment process for critical occupations to attract well-qualified applicants 3.4.2. Develop an NTSB Strategic Training Plan and ensure the workforce has access to continuing training opportunities 3.4.3. Outline strategies for succession management planning 3.4.4. Provide for the continued recruitment and retention of a highly skilled diverse workforce
Strategic Plan Goal 1, Obj 2	2	
Strategic Plan Goal 4, Obj 2	6	
Strategic Plan Goal 1, Obj 2	3	
Strategic Plan Goal 4, Obj 3	8	Accountability 3.5. Monitor and evaluate the execution of human capital strategic objectives via a project plan

To ensure effective coordination of human capital initiatives at all management levels within NTSB, the human capital strategic planning and succession planning processes have been fully integrated into the overall NTSB strategic planning and performance management process and will operate under an overall project plan that incorporates evaluation of it. Execution of these human capital strategic objectives will be monitored in the context of the overall NTSB Strategic Plan. As the strategic planning cycle continues to move forward, these human capital objectives will be refined and reflected in (1) commensurate refinements to the NTSB Strategic Plan itself, as well as (2) leadership and management objectives and targets in NTSB FY 2009 Operating Plans and Performance Plans. Where resources are required for execution of specific human capital strategic objectives, specific steps are identified in the action plan, section 3 of the SHCP.

A special premium is placed on enhancing human capital-related communications throughout NTSB. It is implicit in all of the Strategic Human Capital Plan goals and objectives. The importance of communication to mentoring and succession planning is also reflected by emphasizing the involvement, in a collaborative and/or advisory role, of the Administrative Council, Executive Staff, and Performance Review Board in various strategic objectives, as well as in the mandated individual development plans.

3.1 STRATEGIC ALIGNMENT

The Strategic Alignment System is led by senior management, and promotes the alignment of human capital management strategies with agency mission, goals, and objectives through analysis, planning, investment, measurement, and management of human capital programs. This first Strategic Human Capital Plan has been developed by the Office of Human Resources in collaboration with NTSB Office Directors and Senior Staff with an emphasis on NTSB-wide efforts to get the Strategic Human Capital Plan organized and implemented. Future plans will focus more on the specific efforts by the Offices to initiate and implement human capital initiatives, as well as the development of a project plan and evaluation of their implementation.

Strategic Alignment Human Capital Goal:

Align NTSB Human Capital strategic planning with: The NTSB mission, NTSB strategic goals and objectives, Office Operating Plans, performance plans; and the budget and financial reporting processes (including the Performance Accountability Reports).

Strategic Alignment Objective 3.1: Develop a Strategic Human Capital Plan that aligns with the NTSB Strategic Plan.

Course of Action:

1. Obtain and utilize OPM assistance in initial plan development
2. Review current demographic data; conduct workforce analysis
3. Develop the NTSB Strategic Human Capital Plan

Responsibilities:

Action	Lead	Support	Outcomes
1	CHCO	OPM	OPM Workforce Planning Model, Succession Management Framework and Human Capital Assessment and Accountability Framework adapted for NTSB Strategic Human Capital Plan
2	CHCO	HR	Current demographic data and workforce analysis included in Plan
3	CHCO	Office Directors and MD staff as appropriate	Strategic Human Capital Plan issued

3.2 LEADERSHIP AND KNOWLEDGE MANAGEMENT

The Leadership and Knowledge Management System is defined as ensuring continuity of leadership by identifying and addressing potential gaps in effective leadership, and implementing and maintaining programs that capture organizational knowledge and promote learning.

Leadership and Knowledge Management Human Capital Goal:

Build leadership and management skills for the long term, and develop the means to identify and capture critical organization knowledge.

Leadership and Knowledge Management Objective 3.2: Raise level of awareness of supervisory and management officials regarding leadership and management practices as perceived by the workforce.

Course of Action:

1. Participate in Federal Human Capital Survey, OPM/NTSB Annual Employee Survey, and NTSB Communications Survey
2. Distribute results to all supervisors and managers
3. Incorporate training requirement results from the surveys into leadership training, including mentoring

Responsibilities:

Action	Lead	Support	Outcomes
1	HR, Associate MD for Strategic Management	Office Directors	Organization fully participates; results are analyzed and incorporated into Office Operating Plans
2	HR, Associate MD for Strategic Management		Summary of findings distributed to all supervisors and managers
3	Training Center	HR	Leadership training addresses findings from the three surveys

3.3 RESULTS-ORIENTED PERFORMANCE CULTURE

A system that promotes a diverse, high-performing workforce by implementing and maintaining effective performance management systems and awards programs.

Results-Oriented Performance Culture Goal:

Maintain a diverse, results-oriented, high performing workforce and utilize a performance management system that effectively differentiates between high and low performance, linking individual/team/unit performance to organizational goals and desired results.

Results-oriented Performance Culture Objective 3.3: Strengthen the Performance Management System to align with organization goals and objectives.

Course of Action:

1. Modify the Performance Management System to require Leadership and People Management Responsibility as critical elements in all supervisors and managers' plans
2. Monitor performance plans to ensure alignment of goals and objectives with the NTSB strategic and operating plans
3. Develop and implement Performance Management Program policy and procedures for general schedule positions

Responsibilities:

Action	Lead	Support	Outcomes
1	HR/Chief Human Capital Officer		Supervisors' and managers' performance evaluation plans are modified and implemented in FY 08 plans
2	Performance Review Board, MD/Senior Performance Official		FY08 plans reviewed for alignment of elements with strategic and operating plans and FY09 plans are adjusted as necessary
3	HR		The Performance Management Program is negotiated and implemented for all GS supervisory and non-supervisory positions

3.4 TALENT MANAGEMENT

A system that addresses competency gaps, particularly in mission-critical occupations, by implementing and maintaining programs to attract, acquire, develop, promote, and retain quality talent.

Talent Management Goal:

Identify and address critical competency gaps; recruit, hire and retain employees with the skills necessary for mission accomplishment; and continue to strive for a diverse workforce that reflects the variety of American culture.

Talent Management Objective 3.4.1: Recruitment – Enhance the recruitment process for critical occupations to attract well-qualified applicants.

Course of Action:

1. Survey the Office Directors every two years (odd years) to determine future skill and knowledge requirements and to identify the gaps between existing capabilities and future needs
2. Identify major labor pools nationwide for key occupations and develop recruitment strategies for current and future skill requirements to enhance the quality of the applicant pool
3. Refine the job analysis process and develop templates for KSAs, selective factors and vacancy announcements for critical positions and occupations
4. Explore the implementation of alternative recruitment sources, such as the Student Employment Program

Responsibilities:

Action	Lead	Support	Outcomes
1	CHCO	HR, Training Center, Office Directors	Survey of Office Directors on future skill and knowledge requirements conducted; coordinated with the training needs survey results; aggregate gaps identified
2	HR, Training Center	Office Directors, EEO	External recruitment sources are reviewed and modified to increase the number of well-qualified applicants for critical positions
3	HR	CIO	The tools and strategies for recruitment process are enhanced and standardized
4	HR	Office Directors	Strategies defined on alternative recruitment activities, such as a SCEP program

Talent Management Objective 3.4.2: Training – Develop a Strategic Training Plan and ensure the workforce has access to continuing training opportunities.

Course of Action:

1. Develop the Strategic Training Plan
2. Develop and issue Individual Development Plan Operations Bulletin
3. Conduct competency and training needs assessment for NTSB employees
4. Continue building and communicating training opportunities that meet the organization’s needs for competency development and continuous learning

Responsibilities:

Action	Lead	Support	Outcomes
1	Training Center		Individual Development Plan Operations Bulletin Issued
2	Training Center	HR, Office Directors	Training needs assessment completed
3	Training Center	Administrative Council	Training opportunities disseminated on the intranet and announcements as appropriate
4	Supervisors, Employees	Training Center	Training and developmental opportunities, including mentoring, are being incorporated in Individual Development Plans

Talent Management Objective 3.4.3: Succession planning – Outline strategies for succession planning.

Course of Action:

1. Survey the Office Directors every two years (odd years) to determine future skill and knowledge requirements and to identify the gaps between existing capabilities and future needs
2. Update and assess impact of retirement eligibility data annually in the Human Capital Plan
3. Implement the new Operations Bulletins HR-EXE-001 on Executive Leadership and Management Development and TC-TRN-003 on Individual Development Plans Operations Bulletin
4. Plan and budget for a formal program of management training for new supervisors and managers

Responsibilities:

Action	Lead	Support	Outcomes
1	CHCO, HR	Office Directors	Incorporate in the SHCP updated information about future skills needs and competency gaps
2	HR	EEOO	Retirement eligibility data updated annually
3	HR, Training Center		Implementation complete and assessed as part of the SCHP and STP update
4	Training Center	CFO	Training program for new managers and supervisors budgeted and being developed and implemented

Talent Management Objective 3.4.4: Recruitment – Provide for the continued recruitment and retention of a highly skilled diverse workforce.

Course of Action:

1. Review demographics in comparison to civilian labor force statistics, organization structure, and recruitment activities; conduct barrier analysis
2. Develop NTSB Federal Equal Opportunity Recruitment Program (FEORP) Plan annually
3. Utilize NTSB Diversity Resources Guide, develop/implement mentoring program, and other internal development and retention tools, such as the Upward Mobility Program
4. Develop budget estimates for diversity initiatives
5. Prepare annual NTSB Targeted Recruitment Plan
6. Incorporate diversity objectives in Operating Plans

Responsibilities:

Action	Lead	Support	Outcomes
1	EEOO	CHCO	Strategies to remove diversity impediments identified
2	HR	EEOO	FEORP plan issued annually
3	Office Directors, Supervisors	EEOO, HR	Diversity Resources Guide issued; other internal diversity retention tools identified
4	Office Directors, EEOO	CFO	Diversity-related position management and recruitment and retention strategies incorporated in budget submission
5	EEOO	HR, Office Directors	NTSB Targeted Recruitment Plan issued annually
6	Office Directors	EEOO	Operating Plans are reviewed for inclusion of diversity objectives and found compliant

3.5 ACCOUNTABILITY

A system that contributes to agency performance by monitoring and evaluating the results of its human capital management policies, programs, and activities; by analyzing compliance with merit system principles; and by identifying and monitoring necessary improvements.

Accountability Goal:

Ensure there is effective human capital management in support of the NTSB Strategic Plan.

Accountability Objective 3.5: Monitor and evaluate the execution of human capital strategic objectives via a project plan.

Course of Action:

1. Provide annual report on status of Strategic Human Capital Plan implementation; update plan for the next year; and submit copy of Annual Accountability report to OPM
2. Provide annual report on status of Strategic Training Plan implementation; update plan for the next year based on evaluation
3. Address and solicit input from the Executive Staff on emerging issues relating to the execution of strategic human capital initiatives
4. Conduct annual assessment of human capital management and compliance

Responsibilities:

Action	Lead	Support	Outcomes
1	CHCO	HR, Training Center, EEOO, Office Directors	Annual report provided to Executive Staff on status of Strategic Human Capital Plan implementation, evaluation and update; submit copy of Annual Accountability report to OPM
2	Training Center	CHCO, HR, EEOO, Office Directors	Annual report provided to Executive Staff on status of Strategic Training Plan implementation, evaluation and update
3	CHCO	HR, Training Center	Executive Staff briefed on emerging human capital issues as required
4	CHCO	HR, Training Center, EEOO, Office Directors	Results provided to Executive Staff; identify any improvements