



**Federal Aviation
Administration**

Communications

Fiscal Year 2012 Business Plan



FY2012 AOC Business Plan

The Office of Communications (AOC) is responsible for the development, executive direction and overall management of the Agency's national external and internal communications programs. In addition, the office manages the corporate web management and brand identity programs.

For external communications, the office works with the news media to provide the public with accurate, timely, useful and important information about the agency's goals, policies, activities and operations. As part of that mission, Communications actively promotes FAA activities that deal with Safety, Aviation Access, Global Collaboration, Workplace of Choice and Sustain Our Future initiatives.

For internal communications, the office works to provide employees with timely, accurate and useful information about agency activities and their jobs. The office publishes FocusFAA, the employee newsletter, maintains the employee web homepage, and uses other communications methods to keep employees apprised of news and other information relevant to their jobs. The IdeaHub Program leverages social media to inform, engage, and solicit employee views and innovative solutions. IdeaHub promotes integrity, fairness, diversity, accountability, safety, and innovation; it is a key part of FAA's strategy to become a workplace of choice in government.

In addition, the office provides corporate communications services, including graphics and media and manages the FAA web management and corporate identity (branding) programs.

Next Level of Safety

AOC will actively promote positive media coverage of important FAA safety initiatives through press conferences, media briefings, roundtables, direct outreach to reporters, press releases, web postings and other available tools.

Strategic Measure: Information Systems Security

Ensure no cyber security event significantly degrades or disables a mission-critical FAA system. FY 2012 Target: 0

Strategic Initiative: FAA Privacy Program

Protect FAA sensitive and individual privacy information from unauthorized disclosure.

Strategic Activity: Stabilize Information Assurance/Privacy Operations

Mature the Data Loss Prevention program and reduce the PII vulnerabilities throughout the FAA.

Activity Target 1:

Participate in remediation efforts with the Privacy office to monitor, track, and report remediation of personally identifiable information (PII) vulnerabilities identified during Data Loss Prevention (DLP)/Security scanning to ensure reduction rate occurs within risk defined by the CIO. Interim report dates are January 20, 2012, March 3, 2012, May 12, 2012, July 2, 2012, September 8, 2012. Due September 30, 2012

Activity Target 2:

Implement LOB/SO data lifecycle reviews (e.g. reviewing the flow of PII from collection through destruction) of functions/sub-functions determined to be high risk due to a number of criteria including volume and sensitivity of PII held. Report status of milestone activities to the Privacy office. Interim dates are March 31, 2012, June 30, 2012. Due September 30, 2012

Activity Target 3:

Report status of enterprise activities to Reduce/Eliminate Social Security Numbers (SSNs) as detailed in the SSN Reduction/Elimination Plan. Due September 30, 2012

Strategic Activity: Ensure Privacy Program Compliance

Develop Privacy Program plans and controls and assess compliance.

Activity Target 1:

Participate in privacy compliance reviews of PII systems in accordance with approved plan. Develop a schedule to remediate identified vulnerabilities and ensure remediation activities are completed according to schedule. Report LOB/SO progress against schedule monthly to the FAA Privacy Compliance Officer. Due September 30, 2012

Activity Target 2:

Participate in third party privacy controls evaluations for LOB/SO contractor operated systems in accordance with approved plan. Develop a schedule to remediate identified vulnerabilities and ensure remediation activities

are completed according to schedule. Report progress against schedule monthly to the FAA Privacy Compliance Officer. Due September 30, 2012

Activity Target 3:

Complete 100% of all PTAs, PIAs and SORNs as required. Ensure PTA/PIA and SORNs are reviewed by the Privacy Office. Due September 30, 2012

Core Measure: Positive outreach for safety initiatives

Ensure that at least seven articles, news stories or editorials on separate issues appear in national publications or TV coverage that positively highlight agency safety initiatives and when appropriate, incorporate the FAA's safety messages in responses to day-to-day media inquiries.

Core Initiative: Media Coverage

Improve media coverage that positively highlights agency safety initiatives.

Core Activity: Media roundtables.

Hold media roundtables or press briefings to highlight FAA safety initiatives.

Activity Target 1:

Hold two or more media roundtables focused on safety with three or more national print and television outlets in attendance. Due September 30, 2012

Core Activity: Incorporate agency message when responding to press calls.

Reinforces the FAA's safety messages when responding to day-to-day media inquiries (when appropriate.)

Activity Target 1:

Respond to media calls about the FAA's safety messages within 24 hours when they inquire about any type of safety issue. Due September 30, 2012

Aviation Access

AOC will actively promote positive media coverage of FAA initiatives to improve capacity and efficiency in the National Airspace System through press conferences, media briefings, roundtables, direct outreach to reporters, press releases, web postings and other available tools. We will maximize media coverage of planned new runway openings and new technology and procedures that

improve capacity, highlighting the FAA's role in reducing delays for the traveling public.

Core Measure: Positive outreach for NextGen

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 will enable NextGen, incorporate the FAA's NextGen messages in responses to day-to-day media inquiries.

Core Initiative: Media Coverage.

Improve positive media coverage of FAA NextGen enhancements.

Core Activity: Media roundtables.

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

Activity Target 1:

Hold 2 or more media roundtables on capacity and/or efficiency with at least 3 or more national or print media outlets during the Fiscal Year. Due September 30, 2012

Core Activity: Maximize media coverage of new runway openings.

Maximize media coverage of new runway openings.

Activity Target 1:

Work with at least 2 airport operators to publicize new runway openings. Due September 30, 2012

Core Activity: Incorporate agency message when responding to press calls.

Reinforce the FAA's NextGen messages when responding to day-to-day media inquiries (when appropriate.)

Activity Target 1:

Respond to media calls about the FAA's NextGen messages within 24 hours when they inquire about any type of airspace or air traffic issue. Due September 30, 2012

Core Measure: Enterprise Architecture and Technology Insertion

Implement and manage Enterprise Architecture and eGov technology insertion to meet FAA, DOT, and OMB requirements. In FY2012 update and submit the FAA

Enterprise Architecture Roadmap to OMB and meet all special project IPv6 requirements and targets by August 31, 2012.

Core Initiative: Enterprise Architecture Conformance

Promote and manage enterprise architecture development and governance.

Core Activity: Enterprise Architecture (EA) Compliance

Enhance the FAA Enterprise Architecture to support IT Investment Management and Portfolio Management. Coordinate NAS and Non-NAS EA alignment where possible with common policy, procedures and tools.

Activity Target 1:

Provide Monthly review of LOB/SO EA repository/compliance questionnaire response and artifacts, as applicable or required. Due September 30, 2012

Activity Target 2:

Provide assistance to load LOB/SO investment teams EA artifacts in the EA repository at each EA roadmap decision point. Due September 30, 2012

Core Activity: Enterprise Architecture (EA) Governance

Provide a Non-NAS Governance model and operational support for the development of architecture, configuration management, IT standards, and investment artifacts.

Activity Target 1:

Provide Quarterly Status of all investments for JRC program review packages at least three weeks prior to JRC schedule, as applicable. Due September 30, 2012

Global Collaboration

AOC will actively promote positive media coverage of the FAA's role in leading international and environmental aviation issues through press conferences, media briefings, roundtables, direct outreach to reporters, press releases, web postings and other available tools. We will conduct media briefings with US and foreign reporters about planned international missions and the resulting agreements or progress.

Core Measure: Media Coverage

Ensure that at least four articles, news stories or editorials on separate topics appear in national publications or

television coverage that positively highlight agency environmental initiatives and when appropriate incorporate the FAA's environmental messages responses to day-to-day media inquiries.

Core Initiative: Improve Media Coverage

Improve positive media coverage of FAA environmental initiatives.

Core Activity: Hold media roundtables.

Hold media roundtables to educate reporters about environmental initiatives.

Activity Target 1:

Hold at least two media briefings on environmental initiatives during the Fiscal Year. Due September 30, 2012

Core Activity: Environmental Outreach

Conduct outreach to environmental publications and TV stations.

Activity Target 1:

Develop a media plan to increase environmental media coverage. Due September 30, 2012

Activity Target 2:

Begin implementing the environmental media coverage plan. Due September 30, 2012

Core Activity: Incorporate the Environmental Initiative message when responding to press calls.

Reinforce the FAA's role on the environmental initiatives as related to aviation issues when responding to day-to-day media inquiries (when appropriate.)

Activity Target 1:

Respond to media calls about environmental initiatives trips by senior executives or any other press calls related to environmental initiatives or issues within 24 hours. Due September 30, 2012

Workplace of Choice

AOC will continue making improvements to the FAA websites to increase our customer satisfactions scores. AOC will continue refining the frequently asked questions knowledge base to help visitors quickly find answers to common questions.

AOC will use all available media tools to promote positive media coverage of savings and improve the public's

perception of FAA organizational excellence initiatives.

AOC will work to improve FocusFAA, update the employee web homepage and communicate with all employees using a variety of methods. The IdeaHub Program leverages social media to inform, engage, and solicit employee views and innovative solutions. IdeaHub promotes integrity, fairness, diversity, accountability, safety, and innovation; it is a key part of FAA's strategy to become a workplace of choice in government.

AOC will work internally to improve Employee Attitude Survey scores in management effectiveness and accountability and reduce sick leave usage. Finally, we will continue to link Destination 2025 goals to Performance, Strategic and Business Plans.

Strategic Measure: FAA Ratings by Employees

The FAA is rated in the top 25 percent of places to work in the federal government by employees. FY 2012 Target: 71%

Strategic Initiative: Enable Innovation and Collaboration

Empower FAA employees to build new ideas, participate in conversations about their ideas and the ideas of others through online communities that enable innovation and collaboration.

Strategic Activity: FAA Idea Challenges

Launch, publish and communicate at least one corporately sponsored FAA Idea Challenge.

Activity Target 1:

Ensure 100% of the five identified LOB/SOs responsible for hosting Idea Challenges launch and publish/communicate results per the business plan. Due September 30, 2012

Strategic Activity: FAA Idea Hub Program Marketing and Communication

The FAA IdeaHub Program must establish and maintain a robust communications and outreach program which includes stakeholder, promotional, and user communication elements.

Activity Target 1:

FAA IdeaHub Program Office presence at least 6 special events (conferences, leadership sponsored presentations, demonstrations). Due September 30, 2012

Activity Target 2:

FAA IdeaHub Program Office will develop direct

marketing tools for on-boarding employees. Due March 30, 2012

Activity Target 3:

FAA IdeaHub Program Office will publish at least 12 "Idea Spotlight" articles in HubBub. Due September 30, 2012

Activity Target 4:

FAA IdeaHub Program Office will publish twelve executive-level talking point papers about IdeaHub activities. Due September 30, 2012

Activity Target 5:

Ensure each LOB/SO will include IdeaHub as a topic for at least two town hall meetings, all-hands, or similarly structured meetings at the Associate or Assistant Administrator level (or equivalent) at FAA headquarters, and Regional Administrator or Service Center Director level for field facilities. Due September 30, 2012

Activity Target 6:

FAA IdeaHub Program Office will provide process/operational guidance and communicate support to all Idea Challenge sponsors. Due September 30, 2012

Core Measure: Improve Public Perception.

Ensure that at least three articles or news stories on separate topics appear in news stories or television coverage that positively highlight agency organizational excellence initiatives.

Core Initiative: Media Outreach on FAA Savings

AOC will work with the Administrator and the Lines of Business to communicate to the public any savings realized by the Agency during the Fiscal Year.

Core Activity: Highlight cost savings initiatives

Actively promote any and all organizational excellence initiatives to the media

Activity Target 1:

As a result of positive outreach, ensure that at least two articles, news stories or editorials appear in press, or TV coverage that positively highlight agency cost savings initiatives. Due September 30, 2012

Core Measure: Improve Internal Communication

Publish at least five news article features per week in FocusFAA to enhance employee understanding of FAA programs, policies or personnel activities.

Core Initiative: Internal Communication

Publish the FAA Broadcast Email every business day to include at least one National Broadcast item to inform employees of FAA.

Core Activity: FOCUS FAA

Respond to all employee submitted FocusFAA feedback requests within 24 hours of receipt.

Activity Target 1:

Publish daily news items during the Fiscal Year. Due September 30, 2012

Activity Target 2:

Read and evaluate all employees' feedback and respond to feedback within 24 hours. Due September 30, 2012

Core Activity: Webcast Interviews

Produce, direct, edit and publish at least 12 unique pieces of video content directed toward employee audiences for distribution through MyFAA TV.

Activity Target 1:

Conduct a series of webcast interviews (no fewer than 12) each year with executives, managers, program specialists, and other employees. Due September 30, 2012

Core Activity: Employee Website

Re-purpose a selection of at least 3 news media articles for employee consumption, every business day.

Activity Target 1:

Post news updates to the homepage daily throughout the Fiscal Year. Due September 30, 2012

Core Activity: Communicate the D2025

Communicate the goals of Destination 2025 (D2025) to the FAA employees and aerospace community and gain feedback that helps the FAA meet their needs. Re-purpose a selection of at least 3 news media articles for employee consumption, every business day.

Activity Target 1:

Regularly share information on D2025 to FAA employees and the aerospace community. Due September 30, 2012

Core Measure: Small Business Goal and Corporate Citizenship

Award at least 25% of the total direct procurement dollars to small businesses, thereby promoting small business development and good corporate citizenship.

Core Initiative: FAA Small Business Program (CIP#:X01.00-00)

Support the FAA FY 2012 Small Business Goals.

Core Activity: FAA Small Business Goal and Good Corporate Citizenship

Participate in the agency's outreach and training to small business with special emphasis on disadvantaged, women-owned and service-disabled veteran-owned businesses. Also, assign a Small Business Liaison Representative to assist in identifying procurement opportunities suitable for set-aside.

Activity Target 1:

Help to promote the Annual FAA National Small Business Procurement Opportunities Training Conference and Trade Show during June or July of each fiscal year. Due July 30, 2012

Activity Target 2:

Look for opportunities to award at least 25% of the total direct procurement dollars to small business. Due September 30, 2012

Core Measure: FAA IdeaHub Program

In FY2010, under the direction of the FAA administrator and the Secretary of DOT, FAA implemented the DOT wide Idea Hub social media employee engagement program. IdeaHub is an employee engagement program spearheaded by the FAA and implemented DOT wide. IdeaHub is an online community that enables innovation and collaboration within the FAA and DOT. It empowers all FAA employees to build new ideas, participate in conversations about their ideas and the ideas of others. Benefits to the program are measured by the number of good ideas that are implemented as well as the positive impact on overall employee morale.

Core Initiative: FAA IdeaHub Program

IdeaHub is an online community that enables innovation and collaboration within the FAA and DOT. IdeaHub empowers all FAA employees to build new ideas, participate in conversations about their ideas and the ideas of others, read the most recent comments and ideas posted, rate other employee's ideas, and see the best ideas acted upon in a transparent forum. The IdeaHub program provides a conduit for great ideas and fresh perspectives to move upstream to ultimately help FAA and DOT accomplish their mission. Benefits to the program are measured by the number of good ideas that are implemented as well as the positive impact on overall employee morale.

Core Activity: FAA IdeaHub Program

The FAA IdeaHub Program must establish and maintain a robust communications and outreach program which includes, stakeholder, promotional, and user communication elements.

Activity Target 1:

Implement at least one idea into the IdeaHub Program every 4 months. Due September 30, 2012

Core Measure: New Hires with Targeted Disabilities

Each FAA organization will track and report quarterly on actions taken in support of the Secretary of Transportation's fiscal year goal that 3 percent of all new hires are individuals with targeted (severe) disabilities.

Core Initiative: People with Targeted Disabilities Hires

Each FAA organization will track and report quarterly on actions taken in support of the Secretary of Transportation's fiscal year goal that 3 percent of all new hires are individuals with targeted (severe) disabilities.

Core Activity: People with Targeted Disabilities Hiring

Each FAA organization will track and report quarterly on actions taken in support of the Secretary of Transportation's fiscal year goal that 3 percent of all new hires are individuals with targeted (severe) disabilities.

Activity Target 1:

Report to ACR quarterly outlining actions taken to increase the workforce percentage of individuals with targeted disabilities. Due September 30, 2012

Activity Target 2:

AOC will work with ACR to develop a recruitment strategy plan that will increase the candidate pool

of people with targeted disabilities. The plan will provide training for managers and employees on how to sponsor targeted outreach events, recruit, hire and accommodate people with disabilities. Due September 30, 2012

Activity Target 3:

AOC will sponsor targeted outreach to news media about the FAA's recruitment efforts and success in hiring people with disabilities. Due September 30, 2012

Core Measure: Cost Control

Organizations throughout the agency will continue to implement cost efficiency initiatives in FY 2012. The FY 2012 Target: 90 percent of targeted savings.

Core Initiative: Reduce Information Technology Operating Costs

Achieve an annual reduction of \$35 million in Information Technology operating costs.

Core Activity: AOC Printer Reduction

AOC will relinquish the monthly services contract of \$1,646.34 on 2 Sharp digital laser copier/printers.

Activity Target 1:

Achieve 90% of the projected \$14,817 year end savings. Due September 30, 2012

Core Measure: Support Open Government Initiative

Support the Open Government Initiative to Streamline Service Delivery, Improve Customer Service (EO 13571), and leverage technology to increase productive collaboration with citizens, stakeholders and other government agencies by launching FAA.gov/mobile, including IdeaHub as a topic in at least two Town Hall or all-hands meetings, and using Twitter and Facebook to promote at least 3 FAA Safety related initiatives.

Core Initiative: Support Open Government Initiative

Support Open Government Initiative to make data available, improve on-line services and increase collaboration with citizens, stakeholders and government agencies by launching at least 2 data sets and/or social media sites to the public.

Core Activity: Support Open Government Initiative

Support the Open Government Initiative, the President's Executive Order on Customer Service and

OMB's memo on Streamlining Service Delivery and Improving Customer Service in leveraging technology to make data available, improve web services efficiencies and increase collaboration with citizens, stakeholders and government agencies while reducing duplicative efforts.

Activity Target 1:

Update web strategy and action plans in writing to the FAA Web Manager and brief Web Council on the office plans. Due November 30, 2011

Activity Target 2:

Submit quarterly web progress reports to the FAA Web Manager. Due December 31, 2011

Activity Target 3:

Submit quarterly web progress reports to the FAA Web Manager. Due March 31, 2012

Activity Target 4:

Submit quarterly web progress reports to the FAA Web Manager. Due June 30, 2012

Activity Target 5:

Submit quarterly web progress reports to the FAA Web Manager. Due September 30, 2012

Activity Target 6:

Certify to the Administrator in writing that 95 percent or more of web pages comply with FAA web standards, policies, and requirements including those outlined in the FY-2012 Web Strategy and Action Plan. Due September 30, 2012

Activity Target 7:

Provide training, create and publish to Web Management plain language guidelines for FAA.gov description content creation Due January 31, 2012

Activity Target 8:

Based on guidelines submitted by AOC, create short description content for each owned 2nd-level web page at faa.gov. Due September 30, 2012

Activity Target 9:

Identify and submit to AOC Web Management at least 1 areas of existing "evergreen" content, or timely content, that could be used in external or internal social media channel publication. Due March 31, 2012

Activity Target 10:

Identify and submit to AOC Web Management at least 1 areas of existing "evergreen" content, or

timely content, that could be used in external or internal social media channel publication. Due September 30, 2012

Activity Target 11:

Provide to the Web Council, monthly traffic and usage reports, including social media, for faa.gov and MyFAA. (i.e. visitor usage, email subscriptions, downloads, and customer satisfaction for that month). Due September 30, 2012

Activity Target 12:

In support of DOT/FAA IdeaHub social media programs, market IdeaHub to help generate at least 500 ideas. Due September 30, 2012

Core Measure: Customer Satisfaction

Maintain the annual average of FAA surveys on the American Customer Satisfaction Index (ACSI) at or above the average Federal Regulatory Agency score. Review customers' requirements annually and measure customer satisfaction more broadly for FAA services.

Core Initiative: ACSI FAA Web Survey

Continue to survey FAA website users for their levels of satisfaction with FAA website using the American Customer Satisfaction Index (ACSI) survey instrument.

Core Activity: ACSI FAA Web Survey

Continue to survey FAA website users for their levels of satisfaction with FAA website using the American Customer Satisfaction Index (ACSI) survey instrument.

Activity Target 1:

Provide monthly survey results to the AOC management team. Due September 30, 2012

Core Activity: Action Plan for ACSI FAA Web Survey

Sustain the overall score on the Web Customer Satisfaction Index to 73 or better.

Activity Target 1:

Sustain the overall score on the Web Customer Satisfaction Index to 73 or better. Due September 30, 2012

Core Measure: Alternative Dispute Resolution (ADR) Engagement

ACR in coordination with LOB/SO, will ensure that 30% of all EEO pre-complaint cases engage in the ADR process to reduce the number of formal EEO complaints.

Core Initiative: Alternative Dispute Resolution (ADR) Engagement

ACR in coordination with LOB/SOs will ensure that 30% of all EEO pre-complaint cases engage in the ADR process as a means by which to reduce FAA formal EEO complaints.

Core Activity: Alternative Dispute Resolution (ADR) Engagement

ACR in coordination with LOB/SOs will ensure that 30% of all EEO pre-complaint cases engage in the ADR process as a means by which to reduce FAA formal EEO complaints.

Activity Target 1:

AOC will ensure that 30% of all EEO pre-complaint cases engage in the ADR process as a means by which to reduce FAA formal EEO complaints. Due September 30, 2012