

# National Transportation Safety Board

## Fiscal Year 2024 Annual Performance Report



INTEGRITY ♦ TRANSPARENCY ♦ INDEPENDENCE ♦ EXCELLENCE

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**NATIONAL TRANSPORTATION SAFETY BOARD**  
**FY 2024 ANNUAL PERFORMANCE REPORT**

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### Abbreviations, Acronyms, and Initialisms

Table 1: Abbreviations and Acronyms Used in This Report

<b>Abbreviation</b>	<b>Items spelled out</b>
<b>AS</b>	Office of Aviation Safety
<b>APR</b>	annual performance report
<b>CDO</b>	chief data officer
<b>CPIC</b>	capital planning and investment control
<b>FAA</b>	Federal Aviation Administration
<b>FY</b>	fiscal year
<b>GAO</b>	Government Accountability Office
<b>GPRAMA</b>	Government Performance and Results Modernization Act of 2010
<b>IT</b>	information technology
<b>MD</b>	Office of the Managing Director
<b>NTSB</b>	National Transportation Safety Board
<b>OMB</b>	Office of Management and Budget

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### Who We Are and What We Do

The National Transportation Safety Board (NTSB) is an independent federal agency charged by Congress with investigating every civil aviation accident in the United States and significant events in the other modes of transportation—railroad, transit, highway, marine, pipeline, and commercial space. We determine the probable causes of the accidents and events we investigate, and issue safety recommendations aimed at preventing future occurrences. In addition, we conduct transportation safety research studies and offer information and other assistance to family members and survivors for each accident or event we investigate. We also serve as the appellate authority for enforcement actions involving aviation and mariner certificates issued by the Federal Aviation Administration (FAA) and US Coast Guard, and we adjudicate appeals of civil penalty actions taken by the FAA.

### Our Mission

Making transportation safer. We carry out our mission by—

- Maintaining our congressionally mandated independence.
- Conducting objective, thorough, and timely investigations and safety studies.
- Deciding, fairly and objectively, appeals of enforcement actions by the FAA and US Coast Guard and certificate denials by the FAA.
- Advocating for implementation of our safety recommendations.
- Assisting victims and survivors of transportation disasters and their families.

### Our Core Values

Integrity

Transparency

Independence

Excellence

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### Organizational Structure

The NTSB has five Board Members, each nominated by the President and confirmed by the Senate to serve 5-year terms. The President designates a Board Member as Chairman and another as Vice Chairman for 3-year terms. The Chairman requires separate Senate confirmation. When there is no designated Chairman, the Vice Chairman serves in an acting capacity.

Please visit the "[Organization](#)" page of our website for specific details on agency offices.



Figure 1: NTSB Board

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### About this Report

The NTSB's Fiscal Year (FY) 2024 Annual Performance Report (APR) describes the agency's progress toward achieving its strategic objectives and performance goals based on our FY 2024–FY 2025 Annual Performance Plan (which covers FY 2024 and FY 2025 budget execution years)<sup>1</sup>. This APR complies with the [Government Performance and Results Modernization Act of 2010](#) and the Office of Management and Budget's (OMB's) [Circular A-11, Part 6](#). The APR assesses how the NTSB's performance measures and results align with its mission and functions and provides detailed performance-related information to the president, Congress, and the American people.

In general, the APR's purpose is to:

- Provide a detailed, comprehensive organizational performance report, comparing actual performance achieved against goals and objectives established.
- Describe the performance improvement strategies and metrics achieved.

This report includes three strategic goals:

- Ensuring we are prepared for investigations involving emerging transportation technologies and systems.
- Improving processes and products.
- Optimizing organizational effectiveness and efficiency.

These goals are designed to maximize the NTSB's impact on transportation safety through comprehensive, timely accident investigations enabled by exceptional operational support services. Figure 2 shows our strategic goals and objectives.

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<sup>1</sup> This APR has been updated from the FY24–25 Annual Performance Plan in response to recent Executive Orders. Certain objectives and performance measures under Goal 3 have been rescinded.  
As of 4/30/2025

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## Strategic Goals and Objectives Summary

### Strategic Goal 1: Ensure our Preparedness for Investigations Involving Emerging Transportation Technologies and Systems

- Objective 1.1. Prepare the agency for new transportation technologies and systems

### Strategic Goal 2: Improve Processes and Products

- Objective 2.1. Improve enterprise data governance
- Objective 2.2. Enhance enterprise risk management
- Objective 2.3. Improve information technology planning
- Objective 2.4. Improve the effectiveness of agency processes and products

### Strategic Goal 3: Optimize Organizational Effectiveness and Efficiency

- Objective 3.1. Strengthen human capital planning
- Objective 3.2. Engage, connect, and protect the workforce
- Objective 3.3. Develop model supervisors and leaders

Figure 2: Summary of Strategic Goals and Objectives

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### How to Use This Document

This document is organized by the strategic goals and strategic objectives. Each section under the strategic objective includes the following:

- Identification and description of achievements in the strategic objective, including:
  - **Annual performance goals:** Customer-focused outcome goals that identify how the stakeholder benefits from our efforts.
  - **Performance measures:** Measurements of progress toward the performance goal with annual targets for the next two fiscal years. Performance measure targets are set based on requested funding levels in the budget justifications, the expectation that strategic actions will be successful, and considering enterprise risks to the strategic goals, strategic objectives, or performance goals.
    - Each performance measure typically consists of a hierarchical structure that helps identify its context within an organization's goals, objectives, and strategies. For instance, 1.1.1.1 represents goal 1, objective 1, strategy 1, and performance measure 1.
    - **Baseline:** When a new measure is being evaluated as a potential indicator for agency performance, measure data is sampled during the first year to help determine a starting point, or "baseline," from which future agency performance targets will be set and measured.
    - **N/A:** Some target data is not available because the measure is new, has been baselined, or will not be counted until the following fiscal year.

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### Improving Performance Management

We continued to improve our strategic performance management program by:

- Maintaining performance measure discussions with our senior leadership team. These pivotal discussions served as a platform for assessing our objectives and gauging our progress.
- Working to better align our mission-related activities with the Government Performance and Results Modernization Act of 2010 (GPRAMA), as requested in the most recent Government Accountability Office's (GAO's) August 2023 audit, *NTSB: Additional Actions Needed to Improve Management and Operations* ([GAO-23-105853](#)). The report made six recommendations to improve our performance; all are currently in open status, and we have provided updates to these recommendations in [Appendix A](#).
- Strengthening our evidence and evaluation activities by establishing a formal program evaluation process after assessing other federal agencies' evaluation methods. We continue to evaluate our current data to better understand what works well and why. In February 2024, we hired our first Senior Executive Service-level chief data officer (CDO) to improve how we use data to inform agency decisions.

### Key Management Challenges Addressed

One challenge we face is identifying and assessing multiple risks that can affect our ability to achieve our strategic goals, such as regulatory shifts, technological advancements, and emerging risks. We continue to adapt to the increasing complexity of the transportation systems we investigate and the tools we use to conduct those investigations, whether those systems or tools involve automation, complex data analytics, operational policies, technological innovations, vehicle designs, or infrastructure. Understanding and addressing complexity in these systems remains paramount to our mission.

Having adequate resources—financial, human, and technological—is vital to achieving our goals. Allocating and using these resources efficiently is critical to our success. Table 2 shows how we worked to overcome these challenges during this past fiscal year and will continue to do so in the future.

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Table 2: Management Challenges and Planned Actions to Address Them

Key Management Challenges	Actions to Address Challenges
Variable or insufficient resources, including staff, budgetary fluctuations in the amount and timing of appropriations, and resource allocation and use.	<ul style="list-style-type: none"> <li>• <b>Executed a new strategy</b> to pursue Technology Modernization Fund assets (strategy 2.1.2) aimed at achieving essential improvements in customer service and experience; developed a baseline for customer satisfaction.</li> <li>• <b>Implemented a pilot</b> for the agency’s capital planning and investment control (CPIC) lifecycle process to better prioritize and plan around limited resources.</li> </ul>
Rapid implementation of emerging transportation technologies that outpaces our ability to train and equip our workforce and establish relevant policies to effectively achieve our mission.	<ul style="list-style-type: none"> <li>• <b>Continued leveraging our Multimodal Emerging Technology Investigations Working Group and the Career Development Division</b> to audit potential training courses for agencywide implementation (e.g., SAE course).</li> <li>• <b>Provided training for newly hired investigative staff</b> (1.1.1.1) on agency protocols and procedures.</li> <li>• Chief Data Officer <b>continued developing artificial intelligence and evidence guidance</b> for staff use.</li> <li>• Laid preliminary groundwork with Federally Funded Research and Development Centers and other Federal partners to provide expertise on-demand for investigative needs.</li> </ul>
Competition with the private sector in recruiting, retaining, and developing skilled staff.	<ul style="list-style-type: none"> <li>• <u>Capacity building and succession planning</u>: <b>Focused on recruitment efforts on candidates with evolving and advanced technologies skills to ensure that our workforce remained relevant and adaptable.</b> This strategic foresight allows us to retain talent by preparing staff for future challenges. In the evolving transportation safety industry, staying up to date with the latest qualifications is crucial for maintaining our relevance and ensuring job security for our employees. By actively recruiting staff with new qualifications and investing in continuous upskilling, we help our employees remain at the forefront of their field. This approach not only enhances their skills but also makes them feel secure in their roles, as they are recognized as valuable assets with the current expertise that the agency needs to stay competitive.</li> <li>• <u>Innovative Hiring Practices</u>: <b>Explored methods such as direct hire authority</b>, which streamlined recruitment processes and made them more agile and competitive compared to private sector practices.</li> <li>• <u>Strategic Listening Sessions</u>: <b>Held sessions to gather feedback on agency priorities</b>, indicating a willingness to adapt and evolve based on employee input. This step helps us enhance collaboration and engagement, contributing to a more productive work environment.</li> </ul>

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### Fiscal Year 2024 Results Highlights

**Overall, we exceeded 11 and met 2 of the 13 metrics reported on this fiscal year.<sup>2</sup>**

Below are highlights of our FY 2024 performance metric results. Table 3 provides more detailed information on these highlights.

- We successfully recruited and hired the agency's first CDO, who is also the chief risk officer, to integrate data governance, performance improvement, program evaluation, and risk management. We drafted the agency's first program evaluation benchmarking report, which provided recommendations for implementing a standardized evaluation process.
- Hosted an agencywide demonstration of the new NTSB Data Analytics Platform, which resulted in improved performance measurement and data governance. As an example, for the first time, the agency was able to establish a measure to track investigative timelines. In doing so the agency was able to proactively monitor its performance against a target of 365 days and actually outperform the target, reaching an average investigation age of 245 days.
- All surface mode investigations were completed in less than two years and all, but four aviation investigations were completed in less than two years by the Office of Aviation Safety (AS).
- We successfully implemented and executed our customer experience improvement strategy through a formal benchmarking report and participation in the governmentwide Technology Modernization Fund.
- Drafted the agency's first Section 508 compliance operations bulletin and developed and launched the agency's internal Section 508 compliance page.<sup>3</sup>

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<sup>2</sup> The metric count and overall performance have been adjusted in response to recent Executive Orders.

<sup>3</sup> An internal agency document used for administrative or operational policies and procedures.

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## FY 2024 ANNUAL PERFORMANCE REPORT

Table 3: FY 2024 Performance Metrics Results Summary

Measure Number <sup>4</sup>	Measure Name	Primary (P) Secondary (S)	FY 2023 Result	FY 2024 Target	FY 2024 Result	Exceeded, Met, or Not Met
1.1.1.1	Percent of new investigative staff in all modal offices trained in NTSB methods and investigative protocols	Brian Curtis (P) Veronica Marshall (S)	N/A	25% of new investigative staff trained	Trained 19 of 22 investigative staff (86%)	Exceeded
2.1.1.1	Evaluate and implement tools to measure user interaction with agency content	Jen Adler (P) Michael Anthony (S)	N/A	Implement one tool	Implemented Microsoft Forms for two customer experience surveys	Met
2.1.1.2a	Conduct customer experience satisfaction survey	Jen Adler (P) Tom McMurry (S)	N/A	Establish a customer experience satisfaction baseline	Established baseline of satisfaction for investigation pages and began conducting a second survey on our new Safety Issues pages	Exceeded
2.1.2.1a	Digitize 6120.1 Pilot/Operator Aircraft Accident/Incident Form on NTSB.gov	Tim LeBaron (P) Michael Anthony (S) Brian Curtis (S) Jen Adler (S)	N/A	6120.1 Pilot/Operator Aircraft Accident/Incident Form is digitized on NTSB.gov	Published digital form to NTSB.gov and with login.gov	Exceeded
2.1.3.1	Develop a draft Section 508 Compliance Operations Bulletin	Michael Anthony (P) Dolline Hatchett (S) Warren Randolph (S) Kathryn Catania (S)	N/A	Draft operations bulletin submitted to the Section 508 Working Group for review	Received and finalized draft operations bulletin comments. Developed and published agencywide intranet page	Exceeded
2.1.3.1a	Identify available solutions to test agency external web content compliance with Section 508 requirements	Michael Anthony (P) Jen Adler (S)	N/A	Identification completed and recommendations provided to MD and Office of Safety Recommendations and Communications	Identified and successfully procured a FedRAMP 508 compliance scanning service	Exceeded
2.1.4.1	Average age of open investigations	Modal Directors (P) Brian Curtis (S)	N/A	≤ 365 days	Agency average was 245 days, which is 120 days less than the target	Exceeded
2.1.4.2	Number of investigations over two years old	Modal Directors (P) Brian Curtis (S)	N/A	No more than two investigations over two years old (by mode)	AS: four investigations over two years All other modes: no investigations over two years	Met
2.3.1.1	Standardize the capital planning and investment control process	Michael Anthony (P) Dolline Hatchett (S)	Operations bulletin submitted for approval	Pilot completed with recommendations to update the operations bulletin	Pilot completed with three information technology (IT) investments. Updated the operations bulletin and CPIC standard operating procedures	Exceeded
2.4.1.1	Implement a program evaluation process	Warren Randolph (P) Dana Schulze (S)	N/A	Best practice recommendations report submitted to the MD for review.	Documented and submitted 11 best practices from 12 federal agencies to the MD	Exceeded

<sup>4</sup> Each performance measure typically consists of a hierarchical structure that helps identify its context within an organization's goals, objectives, and strategies. For instance, 1.1.1.1 represents goal 1, objective 1, strategy 1, and performance measure 1.

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Measure Number <sup>4</sup>	Measure Name	Primary (P) Secondary (S)	FY 2023 Result	FY 2024 Target	FY 2024 Result	Exceeded, Met, or Not Met
3.1.2.1a	Implement hazard risk assessment pilot using new process and application to evaluate and manage on-scene safety risks	Dana Schulze (P) Tim LeBaron (S)	Drafted enhanced risk assessment tool for all modes (online portion delayed by funding availability)	Evaluate 15% of one modal office's launches	Evaluated 39.6% of AS launches	Exceeded
3.2.1.2	Implement high-priority safety gap recommendations identified by the safety gap assessment	Dana Schulze (P) Dolline Hatchett (S) Brian Curtis (S)	Gap assessment was initiated and reviewed by stakeholders. High-priority actions identified	Gap assessment completed and two high-priority safety gap recommendations identified	Completed gap analysis and identified four high-priority gap recommendations	Exceeded
3.3.1.1	Implement training to address soft skills development in supervisory positions	Veronica Marshall (P) Dolline Hatchett (S)	N/A	25% of supervisors trained	Trained 51% of supervisors	Exceeded

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**Strategic Goal 1: Ensure our Preparedness for Investigations Involving Advanced and Emerging Transportation Technologies and Systems**

**Objective 1.1: Prepare the agency for advanced and emerging transportation technologies and systems.**

**Annual Performance Goal 1.1: Ensure staff expertise and additional training regarding advanced and emerging technology accidents and events.**

Innovations in transportation, such as automated vehicles and vessels, commercial space transportation, uncrewed aircraft systems, advanced air mobility, supersonic aircraft, high-speed ground transportation, and alternative-fueled propulsion systems challenged our growth and expansion of investigation processes, methods, and tools over the last fiscal year. Our ability to conduct comprehensive investigations involving advanced systems and technologies required continuous staff development, as well as the acquisition of the tools and equipment needed to document and analyze the associated investigative evidence.

Progress Update

**Performance Measure 1.1.1.1: Percent of new investigative staff in all modal offices trained in NTSB methods and investigative protocols.**

Table 4: Performance Measure 1.1.1.1 Results

Measure Type	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Target	FY 2024 Result
Intermediate outcome <sup>5</sup>	N/A	N/A	N/A	N/A	N/A	25% of new investigative staff trained	Trained 19 out of 22 investigative staff (86%)

Accomplishments

- Trained 19 of 22 new investigative staff. Three investigators did not complete training, as they were hired at the end of the fiscal year.
- Modal offices provided on-the-job training through investigation launches for their investigators with peer mentors.

<sup>5</sup> See [Appendix B](#) for measure type definitions.

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- The agency provided internal investigator training on NTSB media from the agency's Media Relations Division and externally with collaborative partners on cognitive interviewing and root cause analysis.
- AS provided a 5-day AS 101 course to train investigators.
- The Office of Highway Safety branch chiefs provided on-the-job training with chief investigators.
- The Office of Marine Safety provided training on emerging technology—dynamic positioning and other relevant topics.<sup>6</sup>
- The Office of Railroad, Pipeline and Hazardous Materials Investigations developed an on-the-job training guide and established a workgroup to evaluate training needs and provide a plan to address current gaps.

## Strategic Goal 2: Improve Processes and Products

### Objective 2.1: Improve enterprise data governance.

#### Annual Performance Goal 2.1: Increase our safety influence by using enhanced data systems and expertise to improve internal and external customer experiences.

We assessed and improved our processes and products to become more efficient and responsive to the public. We leveraged existing data to facilitate, update, and effectively manage our work, enhancing our customer service and experiences through external website enhancements and Section 508 functionality—for example, we developed a customer satisfaction survey baseline of our investigation pages and began improving customer service using resources from the Technology Modernization Fund. We also began surveying our Safety Issues pages. We used data to reduce the average age of open investigations and the number of investigations over 2 years old across all modes from previous fiscal years, which improved the timely release of facts, findings, and safety recommendations to enhance transportation safety.

#### Progress Updates

#### Performance Measure 2.1.1.1: Evaluate and implement tools to measure user interaction with agency content.

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<sup>6</sup> Dynamic positioning is a computer-controlled system that uses a ship's thrusters and propellers to automatically maintain its position and heading. [Dynamic Positioning Systems Overview](#), United States Coast Guard.

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Table 5: Performance Measure 2.1.1.1 Results

Measure Type	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Target	FY 2024 Result
Outcome	N/A	N/A	N/A	N/A	N/A	Implement one tool	Implemented Microsoft Forms for two customer experience surveys

### Accomplishments

- Implemented Microsoft Forms for two customer experience surveys on the agency’s Investigation and Safety Issues external website pages.
- Evaluated tools and identified Microsoft Forms to meet our IT and customer experience need.
- Selected a technological tool to analyze web user behavior visiting our web content and thereby deliver more effective products to the public in the future.

### **Performance Measure 2.1.1.2a: Conduct customer experience satisfaction survey.**

Table 6: Performance Measure 2.1.1.2a Results

Measure Type	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Target	FY 2024 Result
Customer experience	N/A	N/A	N/A	N/A	N/A	Establish a customer experience satisfaction baseline	Established customer experience satisfaction baseline on investigation pages and began conducting a second survey on our new Safety Issues pages

### Accomplishments

- Obtained OMB approval for blanket survey authority.
- Conducted survey on NTSB.gov Investigation pages and established a baseline for satisfaction.
- Began conducting a second survey on our new Safety Issues pages during the fourth quarter.

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**Performance Measure 2.1.2.1a: Digitize 6120.1 Pilot/Operator Aircraft Accident/Incident Form on NTSB.gov.**

Table 7: Performance Measure 2.1.2.1a Results

Measure Type	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Target	FY 2024 Result
Customer experience	N/A	N/A	N/A	N/A	N/A	6120.1 Pilot/Operator Aircraft Accident/Incident Form is digitized on NTSB.gov	Digital form published to NTSB.gov and with login.gov

Accomplishments

- Successfully published the fully Section 508-compliant digital form to NTSB.gov and login.gov in August, ahead of schedule.
- This digital form has streamlined the investigative workflow, saving investigators time and improving the first-pass quality of data entered into the agency’s databases. The data is now automatically fully integrated with our System for Analysis of Federal Transportation Investigations.

**Performance Measure 2.1.3.1: Develop a draft Section 508 Compliance Operations Bulletin.**

Table 8: Performance Measure 2.1.3.1 Results

Measure Type	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Target	FY 2024 Result
Intermediate outcome	N/A	N/A	N/A	Draft operations bulletin submitted to the Section 508 Working Group for review	Received and finalized draft operations bulletin. Developed and published agencywide 508-compatible intranet page

Accomplishments

- Section 508 working group successfully identified areas of improvement from the previous year’s assessment and submitted the agency’s second Section 508 assessment to OMB and General Services Administration ahead of schedule.
- Drafted the agency’s first Section 508 compliance operations bulletin. The policy is being finalized for senior leadership review.
- Successfully launched a Section 508 compliance internal webpage with resources, such as a user guide, training tips, and videos.

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- Benchmarked Pension Benefit Guaranty Corporation Section 508 program. Held a benchmarking working group meeting with Pension Benefit Guaranty Corporation to gain knowledge and lessons learned in developing its program.

### **Performance Measure 2.1.3.2a: Identify available solutions to test agency external web content compliance with Section 508 requirements.**

Table 9: Performance Measure 2.1.3.2a Results

Measure Type	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Target	FY 2024 Result
Intermediate outcome	N/A	N/A	N/A	N/A	N/A	Identification completed and recommendations provided to MD and Office of Safety Recommendations and Communications	Identified and successfully procured a FedRAMP 508 compliance scanning service

### Accomplishments

- Completed market research, consultations, and benchmarking with similarly sized federal agencies that are using commercially available tools and services.
- Identified and successfully procured a Federal Risk and Authorization Management Program (FedRAMP)<sup>7</sup> Section 508 compliance scanning service, which will significantly enhance our ability to scan external-facing websites and provide a baseline for our adherence to Section 508-related standards.

### **Performance Measure 2.1.4.1: Average age of open investigations.**

<sup>7</sup> The FedRAMP is a governmentwide program that provides a standardized approach to security assessment, authorization, and continuous monitoring for cloud products and services. FedRAMP empowers agencies to use modern cloud technologies, with emphasis on security and protection of federal information, and helps accelerate the adoption of secure, cloud solutions. [FedRAMP, General Services Administration](#)

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Table 10: Performance Measure 2.1.4.1 Results

Measure Type	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Target	FY 2024 Result
Output/customer experience	N/A	N/A	N/A	N/A	N/A	≤ 365 days	245 days, which is 120 days less than the target

### Accomplishments

- Successfully achieved an average age of open investigations of 245 days compared to a target of less than or equal to 365 days. This is 120 days less than the target.
- As of September 30, 2024, the following modal offices average age of open investigations is as follows:
  - Aviation: 244 days
  - Hazardous Materials: 157days
  - Highway: 282 days
  - Marine: 232 days
  - Pipeline: 260 days
  - Railroad: 307 days

### **Performance Measure 2.1.4.2: Number of investigations over 2 years old.**

Table 11: Performance Measure 2.1.4.2 Results

Measure Type	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Target	FY 2024 Result
Efficiency/customer experience	N/A	N/A	N/A	N/A	N/A	No more than two investigations over 2 years old (by mode)	AS: four investigations over 2 years. All other modes: zero investigations over 2 years

### Accomplishments

- Successfully achieved this metric for three of the four modes of transportation. The primary reason AS did not meet the target is the high volume of aviation-related cases relative to staffing levels, external factors beyond the offices' control that created delays in completing needed tests, and the complexity involved in several cases.
- As of September 30, 2024, the following includes the number open investigations by modal office:

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- Aviation: 1221
- Hazardous materials: 1
- Highway: 20
- Marine: 59
- Pipeline: 5
- Railroad: 17

#### **Objective 2.2 Enhance enterprise risk management.**

Although we did not have performance measures for FY 2024, we continued to implement our Enterprise Risk Management (ERM) program as outlined in agency policies. We also made progress toward developing a formalized program evaluation process, as described in Objective 2.4, to support the long-term effectiveness of ERM by benchmarking other federal agencies' evaluation programs and incorporating best practices into our approach. In FY 2024, the agency hired a Chief Data Officer (CDO), who also serves as the Chief Risk Officer. The CDO began integrating data governance, performance improvement, program evaluation, and risk management to strengthen our ERM program.

#### **Objective 2.3 Improve information technology planning.**

##### **Annual Performance Goal 2.3: Enhance agency budgeting processes to ensure critical technology needs are met.**

We projected our need for technology enhancements over the next 5 years by continuing to implement our new capital planning and investment control (CPIC) lifecycle process from last fiscal year. Maturing and aligning our agency's budgeting, acquisition, and IT processes allowed us to improve strategic planning for critical technology needs. CPIC was key to selecting, controlling, and evaluating the status of major investments. We standardized the CPIC process by implementing the revised policy through a pilot program that provided recommendations for improvement. This pilot resulted in updates to both the agency's policy and the CPIC standard operating procedures.

##### Progress Update

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### Performance Measure 2.3.1.1: Standardize the capital planning and investment control process.

Table 12: Performance Measure 2.3.1.1 Results

Measure Type	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Target	FY 2024 Result
Efficiency/customer experience	N/A	N/A	N/A	N/A	Operations bulletin submitted for approval	Pilot completed with recommendations to update the operations bulletin	The pilot was completed with three IT investments approved. Updated the operations bulletin and CPIC standard operating procedures

#### Accomplishments

- Identified process enhancements and updated the CPIC standard operating procedures and the agency's operations bulletin policy.
- Three IT Investment proposals briefed were approved by the Executive Investment Review Board for potential funding, subject to resource availability and agency priorities. Continued the quarterly Executive Investment Review Board meetings.
- Created standard budget and presentation templates to streamline meetings and a CPIC relaunch lessons document.
- Hosted a CPIC agencywide Lunch and Learn and partnered with SRC to launch a CPIC internal website.

### **Objective 2.4: Improve the effectiveness of agency processes and products.**

#### **Annual Performance Goal 2.4 Increase agency expertise in conducting program evaluations.**

We remained focused on evaluating and improving our processes and products to promote efficiency and responsiveness. We have begun implementing a standardized program evaluation process that will inform planning, programming, budgeting, implementation, and reporting, as well as contribute to evidence-based policymaking and enhance development and organizational effectiveness. Program evaluation is a critical tool that enables the agency to effectively assess its performance. We conducted benchmarking of federal agencies, providing best practices and recommendations to inform our evaluation framework and approach.

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We increasingly used data to determine the best allocation of resources and to achieve program objectives. For instance, we concentrated on improving our investigative and business operations and products to guide decision-making.

Progress Update

**Performance Measure 2.4.1.1: Implement a program evaluation process.**

Table 13: Performance Measure 2.4.1.1 Results

Measure Type	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Target	FY 2024 Result
Intermediate outcome	N/A	N/A	N/A	N/A	N/A	Best practice recommendations report submitted to the MD for review	Documented 11 best practices from 12 federal agencies and submitted to the MD

Accomplishments

- Convened a new agency Program Evaluation Working Group.
- Evaluated best practices from 12 federal agencies. Held meetings with two agencies on their program evaluation program, processes, learning agenda and other evaluation resources.
- Submitted benchmarking report with recommendations on developing an agency evaluation program.

**Strategic Goal 3: Optimize Organizational Effectiveness and Efficiency**

**Objective 3.1: Strengthen human capital planning.**

We recognize that our workforce is our most valuable asset and have developed a multipronged approach to human capital planning. In response to recent Executive Orders, the performance measures initially identified at the beginning of the fiscal year for this objective have been rescinded. As a result, we will not be reporting on these measures moving forward. We continued to strengthen our plan to build a capable, and motivated, workforce aligned with our agency’s mission and values. This alignment ensures we are well-prepared to meet our objectives and serve the public effectively.

**Objective 3.2: Engage, connect, and protect the workforce.**

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**Annual Performance Goal 3.2 Enhance internal safety culture to reduce staff risk, injury, harm, and adverse health effects.**

We continued to enhance our internal safety culture and safeguard our workforce by prioritizing rigorous safety protocols, training, and proactive risk mitigation strategies. By addressing gaps in safety, security, and emergency management, we have increased our efforts to protect staff in their work. We have also identified and implemented employee health and safety measures on accident scenes.

Progress Updates

**Performance Measure 3.2.1.1a: Implement hazard risk assessment pilot using new process and application to evaluate and manage on-scene safety risks.**

Table 14: Performance Measure 3.2.1.1a Results

Measure Type	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Target	FY 2024 Result
Intermediate Outcome	N/A	N/A	N/A	Completed risk assessment list of hazards, personal protective equipment, and mitigations for OCIO	Enhanced risk assessment tool drafted for all modes (online portion delayed by funding availability)	Evaluate 15% of one modal office’s launches	Evaluated 39.6% of AS regional launches

Accomplishments

- All AS regions, as well as air carrier and space investigations staff, were trained to use the new risk assessment tool for launches.
- Evaluated 39.6 percent of AS’s regional launches, compared to a target of 15 percent.
- Mode-specific risk assessment tools for the remaining modes were built and will be available for the other modes in FY 2025.

**Performance Measure 3.2.1.2: Implement high-priority safety gap recommendations identified by the safety gap assessment.**

Table 15: Performance Measure 3.2.1.2 Results

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Measure Type	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Target	FY 2024 Result
Outcome	N/A	N/A	N/A	N/A	Gap assessment was initiated and reviewed by stakeholders. High-priority actions identified	Gap assessment completed and two high-priority safety gap recommendations identified	Gap assessment completed and identified four high-priority gap recommendations

Accomplishments

- Safety gap assessment was completed. Four overall gaps were identified as high priority, compared to a target of two.
  - Continuity-of-operations training for all staff
  - Occupant emergency plan and training for all staff
  - Lab safety for emergencies (communication and response)
  - Floor plans updated and posted online for all staff.

**Objective 3.3 Develop model supervisors and leaders.**

**Annual Performance Goal 3.3 Develop leaders by providing continuous learning and development opportunities.**

We prioritized continuous learning and leadership growth for supervisors and leaders by ensuring they are equipped with various workplace learning opportunities. Our approach includes targeted skill enhancement initiatives that focus on specific growth areas, such as soft skills training in emotional intelligence. By investing in our supervisors’ development, we strengthen our leadership pipeline and enhance overall organizational effectiveness.

Progress Update

**Performance Measure 3.3.1.1: Implement training to address soft skills development in supervisory positions.**

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Table 16: Performance Measure 3.3.1.1 Results

Measure Type	FY 2019 Result	FY 2020 Result	FY 2021 Result	FY 2022 Result	FY 2023 Result	FY 2024 Target	FY 2024 Result
Outcome	N/A	N/A	N/A	N/A	N/A	25% of supervisors trained	Trained 51% of supervisors

### Accomplishments

- We trained 42 out of 82 supervisors this fiscal year.
- To enhance soft skills training for NTSB leaders, the Office of Human Capital and Training sponsored the BlueEQ class on emotional intelligence for agency supervisors.<sup>8</sup>
- In addition, the Office of Human Capital and Training held a session on change and transition; the Office of Highway Safety and the Office of Research and Engineering held training on communication techniques and communication collaboration.

<sup>8</sup> BlueEQ is an emotional intelligence self-assessment program. <https://blueeq.com/>

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**Appendix A: NTSB Update on GAO Audit**

Table 17: NTSB GAO Update to the FY 2022 Annual Strategic Performance Report

GAO Content Requirement	Extent to Which NTSB met Requirement in FY 2022 APR	NTSB Requirements Update in the FY 2024 APR	Explanation of Evaluation	NTSB Update
Review of performance from the 5 preceding years (since 2016)	◐	●	The annual performance report includes a review of performance for the preceding 2 years.	This report reviews performance over the past five years, although most metrics were developed in the most recent fiscal years.
Summary of program evaluations	○	◑	The annual performance report does not reflect if the NTSB conducted program evaluations as part of its FY 2022 performance report.	<p>Appendix C summarizes our new program evaluation process. In FY 2024, the agency reviewed the program evaluation processes of several federal organizations and developed recommendations for implementing this process at the NTSB.</p> <p>Additionally, in FY 2023, the agency conducted an ad hoc program evaluation of the Office of the Administrative Law Judges in response to post-COVID-19 conditions. This evaluation led to updates in the hearing policy to accommodate virtual hearings and an increase in staff, including additional paralegals and administrative personnel, to enhance efficiency. Although this review was not formalized, it provided a foundation for establishing a structured evaluation process within the agency.</p>

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#### Appendix B: Measure Type Definitions<sup>9</sup>

**Customer Experience.** Measure that indicates how the government interacts with those it serves or regulates and informs how it can improve those interactions.

**Efficiency.** A ratio of program activity inputs (such as costs or hours worked by employees) to its outputs or outcomes. Efficiency indicators reflect the resources used to achieve outcomes or produce outputs. Measuring the cost per unit of outcome or output tends to be most useful for similar, repeated practices. In other circumstances, it tends to be more useful to find effective practices and then look for lower cost ways of delivering them.

**Input.** Indication of resource consumption, especially time and money, used.

**Intermediate Outcome.** Indicates progress against an intermediate outcome that contributes to an ultimate outcome, such as the percentage of schools adopting effective literacy programs, compliance levels, or the rate at which safety practices are adopted. Intermediate outcome indicators are especially helpful if they are based on strong theory and have been validated through research to have a strong positive correlation with the ultimate outcome desired.

**Process.** Indicates how well a procedure, process, or operation is working (e.g., timeliness, accuracy, fidelity, or completeness).

**Outcome.** Indicates progress toward achieving the intended result of a program and changes in conditions that the government is trying to influence.

**Output.** Tabulating, calculating, or recording activity or effort, usually expressed quantitatively. Outputs describe the level of product or activity that will be provided over a period of time. Although output indicators can be useful, there must be a reasonable connection, and preferably a strong positive correlation, between outputs used as performance indicators and outcomes. Agencies should select output indicators based on evidence supporting the relationship between outputs and outcomes, or in the absence of available evidence, based on a clearly established argument for the logic of the relationship.

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<sup>9</sup> These measure type definitions are derived from OMB A-11 (2024), Part 6, section 200.24.

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### Appendix C: Additional OMB A-11, Part 6 Requirements

#### Program Evaluations

We held dedicated senior leadership discussions on this year's and next fiscal year's performance measures. The group reviewed and provided updates on annual performance goals, measure targets, standards, and milestones, as well as on any resources needed to achieve them. Measures will be updated in FY 2025 based on these discussions.

In addition, we have begun implementing a standardized program evaluation process in FY 2024. This fiscal year, we reviewed 12 federal agencies and provided the MD with 11 recommendations. In FY 2025, we will conduct a pilot evaluation process, which will provide us with the necessary information for standardizing this process across the agency.

#### Tracking Progress and Annual Updates

GPRAMA established the need for agencies to identify performance goals, report progress toward targets, and conduct data-driven reviews. These practices serve two key purposes for internal and external stakeholders: to assess the organization's health and impact, and to inform decision-making, resource allocation, and strategy.

We address these requirements with the following:

- Quarterly reviews: We review our strategic objectives and annual performance goals and measures quarterly, which enable us to improve as we advance toward the outcomes outlined in our strategic plan.
- Organizational dialogue and coordination: Quarterly organizational performance reviews serve as a regular forum in which office leadership collaborates to set and align priorities, identify and solve problems, review agency performance goals, and drive evidence-informed decisions and results.
- Statutory requirements integration: Annual and quarterly cycles integrate GPRAMA statutory obligations. We conduct organizational performance reviews for agency strategic objectives and priority goals, as well as for any cross-agency priority goals.

All plans, reports, and updates are published on the NTSB's [Strategic Plans and Reports](#) page.

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#### Data Accuracy and Reliability

We ensure the accuracy and reliability of our performance data in this APR and the performance data tables in accordance with GPRAMA. All performance data reported in the APR is subject to our data verification and validation standards. Office directors and deputies confirm the validity of the data in our Product Management Application system. Performance information is provided with historical, organizational, and supporting context to provide the reader with a fuller perspective of the data and is reviewed quarterly and annually at the strategic objective level.

Following office validation and verification, the data is reviewed within corresponding trends and programmatic context by the CDO and staff. If further consultation with the data provider is necessary, the team works with the relevant offices to ensure the data has been verified. The CDO presents the data quarterly to the MD and senior leadership to communicate analysis, results, risks, and priorities, as well as to identify any course corrections needed for our objectives, strategies, or performance measures.