



National Transportation Safety Board

Annual Performance Plan

Fiscal Years 2025-2026

National Transportation Safety Board

FY 2025 - FY 2026 Annual Performance Plan

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

Please visit the [“Organization”](#) page of our website for specific details on the NTSB Board and agency offices.

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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 1: Summary of Strategic Goals and Objectives

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Improving Performance Management

We are strengthening our performance management program to better track progress, support decision-making, and align with federal guidance. Key efforts include:

- **Aligning with OMB A-11** by developing a new two-year plan that connects performance goals with the budget cycle and prepares us for the FY2026-2030 strategic plan.
- **Focusing on priority measures** by updating our performance framework to highlight strategic goals and objectives.
- **Expanding data analytics** with our new Chief Data Officer and Chief Data Scientist and dashboards to track investigations, workloads, and agency performance.
- **Holding quarterly leadership reviews** to assess progress on goals and adjust strategies as needed.
- **Addressing GAO recommendations** by improving reporting and aligning performance outcomes with GPRAMA requirements¹.
- **Offering staff training initiatives** through brown bag sessions and internal listening events to build knowledge and engagement in strategic performance management.

Key Management Challenges

Our ability to meet strategic goals is challenged by emerging technologies, regulatory changes, emerging threats, and limited resources. As transportation systems grow more complex—with automation, advanced analytics, and aging infrastructure—we must continuously adapt. At the same time, doing more with fewer financial, human, and technological resources strain our ability to complete investigations and operations in a timely manner. To succeed, we must prioritize, evolve our approach, and ensure smart use of limited resources. Table 1 shows how we are working to overcome these challenges and how we measure our effectiveness.

Table 1: Management Challenges and Planned Actions to Address Them

¹ NTSB: Additional Actions Needed to Improve Management and Operations (GAO-23-105853).

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Key management challenges	Planned actions to address challenges
<p>Challenges related to variable and insufficient resources, including fluctuating staff levels, budgetary changes in both amount and timing of appropriations, and inefficiencies in resource allocation and usage</p>	<ul style="list-style-type: none"> • Leverage the Technology Modernization Fund (TMF) assets to drive critical improvements in customer service and experience; optimizing resource use; streamlining investigative processes, and report publishing; as well as mitigating fluctuations in funding. • Focus on refining and maturing the Capital Planning and Investment Control (CPIC) lifecycle process and agency policy through a FY 2024 pilot, which includes: <ul style="list-style-type: none"> ○ A newly developed CPIC SharePoint page for enhanced transparency and management. ○ Quarterly Investment Review Committee meetings to ensure consistent alignment and oversight. ○ The addition of the Chief Data Officer to the Investment Review Committee fostering greater collaboration and efficiency in resource allocation and decision-making.
<p>Ensuring compliance while maintaining operational effectiveness</p>	<ul style="list-style-type: none"> • Develop and implement a return to in-person work operational plan (Measure 3.1.1.1) as required by Presidential Memorandum, <i>Return to In Person Work</i>, and implementing guidance, ensuring the proper allocation of resources to support the transition and continued operational effectiveness.

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Key management challenges	Planned actions to address challenges
<p>The rapid implementation of advanced and emerging transportation technologies is challenging our ability to adequately train and equip our workforce and develop the necessary policies to effectively achieve our mission.</p>	<ul style="list-style-type: none"> • Leverage the Multimodal Emerging Technology Investigations Working Group (METI WG) to continuously evaluate and provide recommendations to gain knowledge on advanced and emerging transportation technologies, ensuring the workforce is equipped to conduct comprehensive investigations. • Develop an interactive training course on autonomous systems, aimed at educating NTSB investigators on various aspects of multimodal autonomous transportation systems. • Enable agency leaders to gain knowledge of advanced and emerging technologies to ensure they are informed and capable of guiding the agency in adapting to these technologies. (Measure 1.2.1.1) • Strategically partner with organizations that have the resources and expertise to train staff and develop policies to help us achieve our investigative mission in the rapidly changing transportation landscape.
<p>Competition with the private sector in recruiting, retaining, and developing skilled staff.</p>	<ul style="list-style-type: none"> • Maintain focus on recruitment—both during the federally mandated hiring freeze for exempted investigative positions and afterward for all roles—to build organizational capacity, address emerging technologies, support succession planning, and uphold the agency’s mission to improve transportation safety. Explore innovative and alternative hiring and employee retention methods, including direct hire authority, to enhance recruitment and retention efforts.

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FY 2025 - FY 2026 Priority Performance Measures Summary

Table 2: Summary of FY 2025 – FY 2026 Priority Performance Measures

Objective and Annual Performance Goal (APG)	Measure Number	Measure Name	Primary (P) Secondary (S)	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2025 Target	FY 2026 Target
Objective 1.1: Prepare the agency for advanced and emerging transportation technologies and systems. APG 1:1 Increase staff and agency leadership knowledge on advanced and emerging technologies.	1.1.2.1 Revised	Implement Advanced and Emerging Technologies Training	Brian Curtis (P) Veronica Marshall (P) Dana Schulze (S)	N/A	N/A	N/A	One specialized training course completed by Modal Office Directors, Deputy Directors, and the Managing Director (MD).	Finalize investigative staff automation training course.

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Objective and Annual Performance Goal (APG)	Measure Number	Measure Name	Primary (P) Secondary (S)	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2025 Target	FY 2026 Target
Objective 2.1: Improve enterprise data governance APG 2.1: Increase our safety influence by using enhanced data systems and expertise to improve customer experiences.	2.1.1.2b	Improve customer experience satisfaction	Kathryn Catania (P) Michael Anthony (S)	N/A	N/A	Implemented Microsoft Forms for two CX surveys. Established CX baseline on satisfaction for investigation pages.	Implement two CX improvements on NTSB.gov	Conduct CX survey focusing on the effects of the improvements made based on FY 2024 feedback
Objective 2.1: Improve enterprise data governance APG 2.1: Increase our safety influence by using enhanced data systems and expertise to improve customer experiences.	2.1.4.1	Average age of open investigations	Brian Curtis (P) Dana Schulze (S)	N/A	N/A	240 days (agency) Aviation: 244 days Hazardous materials: 157days Highway: 282 days Marine: 232 days Pipeline: 260 days Railroad: 307 days	365 days or less	350 days or less

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Objective 2.1: Improve enterprise data governance APG 2.1: Increase our safety influence by using enhanced data systems and expertise to improve customer experiences.	2.1.4.2 Revised	Number of investigations over two years old	Brian Curtis (P) Dana Schulze (S)	N/A	N/A	AS - Four investigations over two years old Surface modes - Zero investigations over two years old Number of open investigations by mode (9/30/24) ² : Aviation: 1,221 Hazardous materials: 1 Highway: 20 Marine: 59 Pipeline: 5 Railroad: 17	Aviation Safety: 5 investigations or less over two years old Surface Modes: 4 investigations or less over two years old	Zero surface investigations over two years old, and zero regional aviation investigations over 18 months

² Demonstrates the number of open investigations by mode on a given year.

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Objective and Annual Performance Goal (APG)	Measure Number	Measure Name	Primary (P) Secondary (S)	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2025 Target	FY 2026 Target
Objective 3.1: Strengthen human capital planning APG 3.1: Enhance the NTSB's culture to retain, attract, engage, and grow a highly skilled workforce through targeted talent development, leadership training, mentorship programs, and succession planning initiatives.	3.1.1.1 New	Implement an operational plan for return to in-person work	Dana Schulze (P) Dolline Hatchett (S) Brian Curtis (S)	N/A	N/A	N/A	All teleworking staff return to the office by 2/24/2025.	N/A

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Objective and Annual Performance Goal (APG)	Measure Number	Measure Name	Primary (P) Secondary (S)	FY 2022 Result	FY 2023 Result	FY 2024 Result	FY 2025 Target	FY 2026 Target
Objective 3.2: Engage, connect, and protect the workforce APG 3.2 Enhance internal safety culture to reduce staff risk, injury, harm, and adverse health effects.	3.1.2.1a Revised	Percentage of launches evaluated for on-scene safety risks	Dana Schulze (P) Brian Curtis(S)	Completed risk assessment list of hazards, personal protective equipment, and mitigations for AS to provide to OCIO (CY 22)	Enhanced risk assessment tool drafted for all modes (online portion delayed by funding availability)	39.6% of aviation launches evaluated	50% of total launches evaluated	75% of total launches evaluated