

U.S. DEPARTMENT OF ENERGY

OFFICE OF AVIATION  
MANAGEMENT

# STRATEGIC PLAN

JULY 1999

Approved By:

*Tom Tamura*  
Tom Tamura 7/8/99

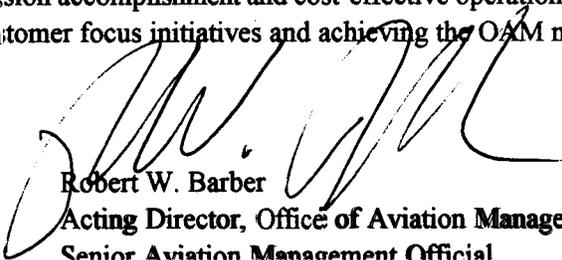
Acting Director,  
Office of Management  
and Administration

## FOREWORD

In January 1999 the U.S. Department of Energy (DOE) Inspector General (IG) filed a report to the Secretary of Energy with several recommendations regarding the management and administration of the DOE aviation program. As a result of the January 1999, **IG Report**, the Secretary working with the stakeholders and customers of the Department's aviation program formed a new **Office of Aviation Management (OAM)** within the Office of Management and Administration (MA). The OAM merged the existing aviation safety personnel and safety responsibilities, located in the Office of Field **Support**, EH-53, to form an office with a mission to strengthen and enhance the overall management and safety of the DOE aviation program. The aviation safety oversight responsibility remains in the Office of Oversight EH-2, where oversight responsibilities have been assigned since 1995.

This new strategic plan aligns the OAM and the DOE Aviation Program with the future of DOE by focusing on results, critical success factors, performance measures, and success indicators. The plan implements Executive Order 12862, "Setting Customer Service **Standards**," which was signed by the President on September 11, 1993, and the principles of the National Performance Review. In **addition**, the plan incorporates and compliments the DOE strategic plan of April 1994, "Fueling a Competitive Economy" and the current realignment of management and operations **within** the Department. This strategic plan supports the Office of Management and Administration's strategic plan of March 1999 by identifying customers and defining customer needs and expectations.

With the strengthening **enhancement**, renewal and implementation of the OAM and DOE Aviation Program strategic plan, the DOE aviation program will continue to be effective, efficient and safe. The OAM continues to strive for organizational excellence and is committed to both **mission accomplishment and cost-effective operations that lead the way to implement customer focus initiatives and achieving the OAM mission**.



Robert W. Barber  
Acting Director, Office of Aviation Management  
Senior Aviation Management Official

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### ***Why a Strategic Plan?***

The Secretary of Energy developed the “Energy Quality Initiative” to encompass strategic planning, Total Quality Management, and personal behavior as goals to achieve organizational excellence. These goals have been adopted by the OAM, Aviation Board of Directors (ABD), and the DOE aviation program.

Strategic planning, development, and implementation are best achieved by the proper treatment of people as staff, stakeholders, customers, and suppliers, and by conducting business in a way that continuously improves products and services to increase the level of customer satisfaction and safety. In addition, solid measures of performance must be used to ensure accountability of the OAM, staff, and DOE aviation management. The OAM Strategic Plan provides for the overall policy, goals, measures of success, and future direction of the DOE aviation program.

The strategic planning process benefits the OAM in three ways:

1. The process of completing the Plan involved interaction between the representatives of the OAM and its customers and stakeholders to communicate programmatic needs and establish possible goals to meet those needs in an efficient and cost-effective manner.
2. The tasks, resource assignments, and schedules of the Plan incorporate the use of strategies, matrices, and action plans as performance measures for identifying and achieving strategic goals and tactical objectives. This benefit ensures that the expectations of OAM customers and stakeholders are fully considered and that OAM actions can be measured..
3. The participation of, and interaction among, the OAM staff, its customers, and stakeholders provides the benefit of “ownership.” Ownership of a strategic plan greatly enhances success in the implementation of that plan.

This Strategic Plan is consistent with guidance from the Secretary of Energy. The Plan establishes strategic direction for the Department’s aviation program in consonance with the Department’s organizational structure, environment, safety, and efficient business management requirements. The foundation of the Plan is recognizing the diversity of DOE aviation missions. The Plan focuses on this diversity and on the nuances among aviation operations, but endeavors to bring standardization in business management, and

accountability and allows flexibility for the management of each unique aviation mission.

The key to successful implementation of this Plan is OAM's commitment to effective empowerment and use of OAM staff knowledge and skills. Additionally, the OAM staff is committed to recognizing that people are its most important resource and to sharing credit for success with all contributors. The leadership of the OAM has pledged to support the OAM staff, its customers and stakeholders in realizing these commitments.

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THE STRATEGIC  
PLANNING  
PROCESS

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***The Elements of the Strategic Planning Process.***

**Environment:**

External factors play an important role in our business. We partner with many DOE offices in all areas to help leverage declining resources and provide services that our customers require to conduct their daily work. We work closely with other Federal agencies, the Congress, and the White House to ensure the Department's adherence to applicable Executive Orders and Federal laws and regulations, and to ensure that our customers and taxpayers receive what they need in an efficient and effective manner. These external relationships and partnerships assist us in providing efficient management and administration activities and support as we work together to achieve our common goals.

**Linkages:**

We recognize the importance of linking our Strategic Plan to the corporate framework of the MA and the Department's commitments to ensure our goals, strategies, and measures of success support the DOE mission, MA mission, and provide our customers and the taxpayers with the best value for their tax dollar. The MA's strategic management practices provide a flexible framework designed to promote clear communication and results orientation. These practices accommodate the evolving multifunctional nature of MA activities within the context of the Government Performance and Results Act (GPRA), the Malcolm Baldrige criteria for organizational excellence, and the "balanced set of measures" concepts. The four key elements of the MA system are:

**Strategic Planning**

MA reviewed the Department’s Strategic Plan and related GPRA documentation, and in consultation with employees, customers, and stakeholders, MA management defined the “strategic commitments” of the MA organization. These have been organized around the following four broad corporate goals that the Office of Aviation Management supports.

**GOAL A: We will create and maintain efficient corporate management systems that assist the Department of Energy in the accomplishment of its mission.**

**GOAL B: We will provide best-value products and management services to our customers.**

**GOAL C: We will emphasize customer and stakeholder satisfaction and improved partnerships.**

**GOAL D: We will enhance the effectiveness, well-being, and satisfaction of MA employees.**

Commitments supporting Goals A and B represent what we do to meet the needs of the Department. Commitments supporting Goal C include understanding how well we are doing and how to adjust our priorities to meet the customer’s most critical needs. Commitments supporting Goal D recognize that OAM’s effectiveness depends directly on our workforce and on the tools, authorities, and incentives they are provided to do their jobs. These four goals work together to create a strong and flexible corporate framework as shown in figure 1.

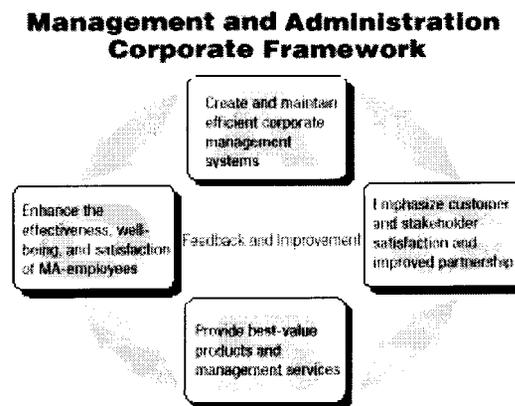


Figure 1

All MA commitments in the DOE Strategic Plan or in other GPRA documentation are included in the OAM Strategic Plan. Employee participation and subsequent review of the MA and OAM strategic commitments are key to ensuring linkage of external commitments to internal activities.

### Action Planning

The MA commitments are achieved through strategies developed by individual MA organizations, such as OAM. For each strategy there is an Action Plan to establish what will be accomplished, who will be responsible, when the strategy will be implemented, and how we will know how well we have fulfilled our commitment.

### Performance Measurement

At a corporate MA level, based on Malcolm Baldrige and balanced set of measures concepts, we have selected key performance measures for tracking MA's progress through the year, including all GPRA commitments referred to above. An index of these measures provides information to management and employees.

### Performance Management

We ensure that OAM commitments in the DOE Strategic Plan, the MA Strategic Plan, and related GPRA documentation are reflected in (a) organizational action plans, (b) performance plans for senior executives, and (c) performance plans for non-SES employees. These performance expectations also serve as a basis for determining employee training needs and priorities and for use as performance incentive methods (e.g., non-monetary awards, special act or service awards, performance awards, promotions). Semiannual reviews by each organization with the MA Director are used, along with the performance measurement index and other means, to provide feedback on progress in meeting organizational commitments. This accountability linkage is illustrated in figure 2.

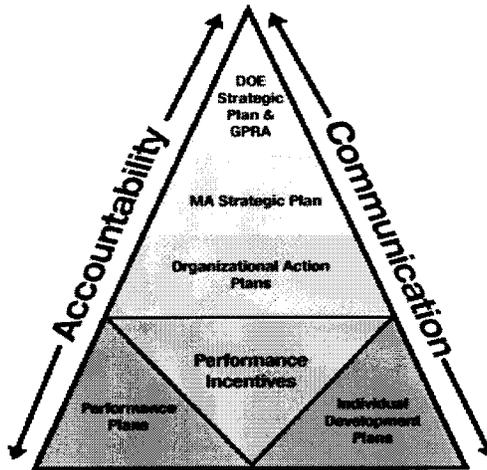


Figure 2

**A Commitment to Quality:**

The strategic plan development process and continual improvement are the major functional components of OAM’s commitment to quality in products and services to meet the Secretary of Energy’s goal for Total Quality Management and Integrated Safety Management. This goal encompasses long-term top management leadership and top-down empowerment; teamwork and participation at all organizational levels; problem analysis and resolution; conflict attenuation; adequate training; identification of stakeholders; and ultimately, customer satisfaction. Additionally, the OAM has pledged its accountability to the stakeholders, customers, and the public for its actions.

Appropriate delegations of authority and responsibility have been interwoven in this Strategic Plan. A participatory process was used to develop the Plan and authorizations to expend resources will be made in conformance with the Plan. Sufficient progress reviews will be conducted to ensure success; however, the reviews will not be so frequent as to become an ends in themselves rather than a means to the end (i.e., customer and stakeholder satisfaction). Customer and stakeholder communications will be established and used to continuously improve products and services. In short, the OAM is committed to providing its customers and stakeholders quality products and services. This Plan has been designed with that commitment as the primary focus.

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**MISSION**

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The OAM provides safe, efficient, and reliable aviation services in support of DOE missions. The Aviation Board of Directors, supported by OAM, will establish aviation policy and ensure that Departmental organizations and DOE aviation staff achieve maximum operational and administrative flexibility

while ensuring that aviation operations are efficient, cost-effective, and safe. The Office serves as the focal point for DOE and other Federal agencies that have aviation programs or responsibilities and with external organizations that have aviation-related concerns.

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## VISION

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Because of the relationship that OAM has with other elements of the Department, the broadest possible vision of the future of the Department's aviation program has been adopted. Within this futuristic picture, this Plan assists and guides management, operations, airworthiness, and procurement actions focused on the improvement of the DOE aviation program.

Because of the efforts of the OAM and its customers during the last 5 years, aviation operations and missions that were isolated with little or no interaction are now working together. By continuing to serve as the focal point and leader for DOE aviation program operations, OAM envisions that 5 years from now DOE will be a recognized leader within the Federal government as a result of the overall quality of its aviation program. The OAM will strive to be recognized as a team that provides leadership and assistance to DOE's aviation community and, through a participatory approach, improve the quality of the Department's aviation program.

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## ORGANIZATIONAL STRUCTURE

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On April 15, 1999, the Secretary of Energy established the Office of Aviation Management (OAM) within the Office of Management and Administration (MA). As part of MA, the OAM operates under all of the administrative and managerial directives of this hierarchical structure. Because the OAM is unique within the DOE organizational structure in that it is the only office with the knowledge of the whole DOE aviation program, it operates with broad directions from top managers. The OAM does not act independently within the DOE organizational structure; however, because the OAM is unique, it deals with broad far-reaching aviation program concepts and issues. While the OAM is the focal point for all DOE aviation activities, it does not fulfill the role of those line program offices responsible for aircraft operation.

The OAM works with the DOE Aviation Board of Directors and the DOE Field Integration Council and its customers and stakeholders to approve broad policy, regulations, and procedures for the procurement, operations, safety, and disposal of DOE aircraft. DOE Order 440.2 "Aviation" establishes high-level requirements for the conduct of DOE aviation operations.

The OAM staff assists in the productivity and efficiency of all Departmental aviation organizations—from those with a staff of one person, who has collateral aviation duties, to those with a full-time staff of aviation experts.

The OAM staff tailors policy, guidance, and assistance to match missions that extend from infrequent charters to daily, multimission operations. Differences in fixed-wing and rotorcraft operations are acknowledged by the OAM staff, as are differences in operations, such as those of the power administrations; those engaged in movement of hazardous waste, passenger transport, cargo movement, nuclear emergency response, aerial measurements, and research and development; or those supporting the strategic petroleum reserve. The operational philosophies of customers and stakeholders will be incorporated into all OAM staff efforts.

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## CORE VALUES

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The OAM will succeed only through the efforts of its staff. How well the staff performs individually and collectively is a function of the beliefs and values that motivate their behavior. With the help of the DOE aviation community, the staff members of the OAM have developed a core set of values to guide their actions as they conduct activities within the DOE community. The staff is committed to the following core values, which are an inherent part of the OAM management philosophy:

- **Quality.** The OAM staff will produce quality products and provide services consistently. The constraints within which the staff acts will be seen as challenges to innovation and creativity. The outputs of products and services will be directly relevant to the enhancement of the DOE aviation program. No effort will be initiated unless it is of a higher priority than other efforts and can realistically be completed within time, budget, and performance-level thresholds.
- **Customer Focus.** The OAM staff views its customers as the driving force behind all decisions. If an effort is not relevant to the success of the customer, it will not be undertaken by OAM. The staff will interact with the customers in an active listening mode. If it is believed that OAM expertise can complement that of the customer, the staff will share knowledge and skills but will not impose different solutions to problems than those of the customer simply for the sake of being the source of the solution. The OAM staff will continue to provide timely, response guidance and assistance in cooperation with its customers.
- **Ethics.** The OAM staff believes in strong business ethics. To this end, the staff recognizes the importance of honesty and courtesy in dealing with its customers, stakeholders, and others.
- **Communication.** The OAM staff recognizes the benefits of open, direct communication and strives to speak and listen without unnecessary

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- **Communication.** The OAM staff recognizes the benefits of open, direct communication and strives to speak and listen without unnecessary

argument, judgment, questioning, or analysis. In addition, the staff strives to communicate in a timely manner and to comply with the schedules of its customers and stakeholders. When appropriate, the staff will facilitate formal and informal communication throughout the Department.

- **Worker Empowerment.** The leadership of the OAM cares about employees (DOE, contractor, and other) and will empower employees, especially those of the OAM, to act independently on assignments within defined thresholds. If worker knowledge or skills need improvement, the OAM will provide appropriate training.

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## CUSTOMER AND STAKEHOLDERS

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Potentially, all DOE organizations are OAM customers and DOE aviation program customers (those who directly benefit from OAM products or services) because any Department organization might use the aviation program at some point in time. Historically, however, only a few DOE organizations are routinely involved in the Department's aviation operations. In addition, the OAM and the DOE aviation program have customers outside the Department, such as the Nuclear Regulatory Commission, the United States Marshall Service, and the Department of Defense. The customers, their type of aviation activity, and their expectations of the OAM are summarized in table 1. For planning purposes, customer expectations and needs were assigned to one or two categories. Category I expectations and needs include direct technical assistance and outreach for business management, aviation support, operations, airworthiness, training and qualifications, charter and lease, work for others, property management, contracting, and research and development. Category II includes policy and guidance development, technical research, reporting, analysis, and accident investigation.

**TABLE1. CUSTOMERS OF THE OFFICE OF FIELD SUPPORT  
AVIATION OPERATIONS TEAM**

| <b>Organization</b>                        | <b>Type of Aviation Activity</b>                    | <b>Expectations of OAM</b> |
|--|---|----------------------------|
| Senior Aviation Management Official        | Technical Support                                   | Category II                |
| Aviation Board of Directors                | Technical Support                                   | Category II                |
| Office of the Secretary                    | Charters/Government Air Transport/Technical Support | Categories I &II           |
| Field Management Council                   | Technical Support                                   | Category II                |
| Line Program Secretarial Officers          | Multi mission                                       | Category I                 |
| Albuquerque Operations Office              | Transportation                                      | Category I                 |
| Chicago Operations Office                  | Charters  | Category I                 |
| Idaho Operations Office                    | Charters  | Category I                 |
| Nevada Operations Office                   | Radiation Measurement & Aerial Sensing              | Category I                 |
| Richland Operations Office                 | Atmospheric Sampling/Research & Development         | Category I                 |
| Savannah River Operations Office           | Security  | Category I                 |
| Strategic Petroleum Reserve Project Office | Patrols/Maintenance                                 | Category I                 |
| Bonneville Power Administration            | Powerline Administration                            | Category II                |
| Southwestern Power Administration          | Powerline Administration                            | Category II                |
| Western Area Power Administration          | Powerline Administration                            | Category I                 |
| National Laboratories and Other<br>D       | Research & Development                              | Category I                 |

The OAM stakeholders (those who are affected by or who can affect the future of the OAM, including DOE employees, contractors, suppliers, owners, other Federal agencies, and Congress) are shown in table 2. The delineation is not inclusive; only major stakeholders are noted. Major stakeholders external to DOE are corporate, commercial, Federal, state, and local organizations that interact with DOE organizations with regard to aviation operations.

**TABLE 2. STAKEHOLDERS OF THE  
OFFICE OF FIELD SUPPORT, AVIATION OPERATIONS TEAM**

| <b>Organization</b>   | <b>Type of Aviation Activity</b>                                  | <b>Expectations of Office of OAM</b> |
|---|---|--------------------------------------|
| Department of Energy  | Multimission  | DOE Focal Point                      |
| General Services Administration<br>(Interagency Committee for<br>Aviation Policy) | Information Gathering/<br>Policy/Reporting/Property<br>Management | DOE Focal Point                      |
| Office of Management and Budget   | Management Directives   | DOE Focal Point                      |
| Federal Aviation Administration   | Regulatory Agency   | DOE Focal Point                      |
| Other Federal Agencies  | National Defense/Support/<br>NRC/Services                         | DOE Focal Point                      |
| National Transportation Safety<br>Board   | Accidents/Incidents   | DOE Focal Point                      |
| National Business Aircraft<br>Association   | Commercial Business   | DOE Focal Point                      |
| Helicopter Association<br>International   | Commercial Business   | DOE Focal Point                      |
| State/Local Governments   | Multimission  | DOE Focal Point                      |

**PRODUCTS AND  
SERVICES**

The principal products of the OAM are the governing principles, plans, and courses of action relative to DOE aviation programs. These products most often are in the form of documents.

The services that the OAM provides are guidance and technical assistance, training programs and instruction, and interpretations and problem-solving analyses. The OAM uses data collection systems, computer analyses, technical information, meetings, visits, workshops, conferences, and other managerial aids in providing its services.

The major suppliers to the OAM are, for the most part, those organizations that receive the Office's products and services. In effect, this input and output cycle is analogous to a continuous production line.

In delivering its products and services, the staff of the OAM is constantly vigilant for changes in those Department internal and external technical, managerial, and budgetary environments that could affect the DOE aviation program. When addressed by the OAM, these changes, can become essential

points for inputs to the OAM production cycle. Such changes usually are in the form of technical or political information; contractor performance; mandates from Congress as administered by OMB and GSA; Secretarial directives; results from appraisals and evaluations; and regulatory and guidance revisions published by the Federal Aviation Administration (FAA). Most of the DOE aviation operations are not regulated by the FAA; instead, they are self-regulated. However, the Department has voluntarily elected to adopt many FAA regulatory requirements.

A process of investigation, analysis, synthesis, and reporting follows any changes. Worthwhile changes in the DOE aviation program are introduced by the staff of the OAM to the Senior Aviation Management Official and the ABD and implemented upon approval by the appropriate DOE Line Program Secretarial Office (LPSO) or organizational element(s). The effect of these changes is monitored by the OAM, and minor corrections are made, if necessary. This cycle, as carried out by the OAM staff, is the ultimate benefit of Total Quality Management.

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**ASSUMPTIONS  
FOR BASELINE  
DECISIONS**

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The OAM baseline decisions for this Strategic Plan were made using practicable planning assumptions and with the assumption that the Plan is a “living document.” This process ensures that the goals and objectives of the Plan remain current and that progress can be accurately measured.

As the term “baseline” implies, assumptions are the foundation of this Strategic Plan, yet assumptions are subject to change. For those assumptions that are constant, the baseline need not be changed; for those that are not, replanning will be necessary to maintain currency. The OAM staff is cognizant of this process and will be alert to variations that have exceeded predetermined thresholds and replanning efforts will be undertaken that result in the publication and distribution of changes to affected organizations.

The following assumptions were identified as having critical relevance to this Strategic Plan:

- The DOE aviation program consists of diverse aircraft missions conducted by various DOE and DOE contractor organizations. Integration of this diversity and these organizational differences must be accomplished in the design and implementation of this Strategic Plan.
- For the most part the Department is not jurisdictional to FAA regulations, except for those that pertain to the use of the National Airspace System and civil operations. As a consequence, the DOE aviation program is self-

regulated by the Department; therefore, public aircraft operations of the aviation program must be addressed in DOE standards and requirements. To ensure an effective, efficient, and safe aviation program, the Department's requirements must be complied with by adherence to DOE policies, procedures, processes, and systems.

- The aviation safety oversight function is located in a separate DOE organization Office of Oversight, EH-2, and requires very close coordination between the OAM staff and the safety oversight staff. The OAM staff will work closely with the FAA in their oversight responsibilities in the areas where DOE aircraft are conducting civil operations.
- The mandates and requirements of the OMB, notably Circular A-76 and Circular A-126, as administered by the GSA, must be complied with by applicable elements of the DOE aviation community. The role of the OAM in this regard is to facilitate compliance by issuing instructions and guidance, by receiving inputs from DOE organizations, by assuring that inputs are correct, and by consolidating those inputs into a single DOE response to GSA and OMB.
- Resources will be expended for OAM staff development to ensure staff competency with fast-changing aircraft technology and the changing requirements of the National Airspace System.
- The OAM staffing, as planned, will be achieved by FY 2000, and the OAM budget requests for FY 2000 and FY 2001 will be fully funded.

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**CONSTRAINTS  
TO PROGRESS**

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The primary constraint to the successful implementation of this Strategic Plan is Congressional funding, and shrinking resources, e.g. personnel, funds, equipment, and facilities. These challenges could result in the need to design a new strategic plan to accommodate developments that were not forecasted. The OAM recognizes major variations that have occurred over the 2 years since the original Aviation Operation Team's strategic plan was implemented. This recognition has led the OAM staff to invite its customers to participate in the development of this Strategic Plan.

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**CORPORATE  
GOALS**

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***Office of Management and Administration (MA) Corporate Strategic Goals.***

Four strategic goals were adopted by MA to support DOE's mission. The OAM has incorporated those four Corporate goals into this Strategic Plan:

**Goal A**

**We will create and maintain efficient corporate management systems that assist the Department of Energy in the accomplishment of its mission.**

**OAM Strategic Commitment #1:**

*Provide DOE-wide aviation policy and appropriate procedural guidelines that assure safe, flexible, and efficient use of aircraft and aviation services.*

**OAM Strategies:**

- Update DOE Order 440.2, Aviation.
- Revise and expand DOE Order 551.1, International Charter Aircraft.
- Revise Aviation Implementation Guide.
- Implement GSA Federal Aviation Interactive Reporting System (FAIRS) at all DOE sites.
- Provide upon request, technical support for Integrated Safety Management implementation at DOE sites.
- Through the Aviation Board of Directors (ABD), provide orders, policy, or guidance to customers for review.
- Approve Aviation Implementation Plans (AIP) or equivalent documents.

**OAM Metrics:**

- OAM will conduct an annual review of DOE O 440.2, recommending updates to the ABD as necessary to reflect changing DOE policies.

- OAM will complete the revision of DOE O 551.1 by the end of FY 2000.
- OAM will complete the revision to the DOE Aviation Implementation Guide by the end of FY 2000.
- OAM will implement FAIRS by October 10, 1999.
- OAM will ensure the implementation of ISM at aviation sites by the end of FY 2000.
- At the semi-annual ABD meeting, submit drafts of orders, policies, or guidance, as necessary, for review.
- Complete annual reviews of AIPs or equivalent documents.

**OAM Strategic Commitment #2:**

*Establish a system of metrics for DOE aviation in support of GPRA and best business practices.*

**OAM Strategies:**

- Establish a DOE-wide database for cost and usage (Jeremiah or other system).
- Establish a system of analysis to identify efficiencies and inefficiencies.
- Conduct a two-phase Department-wide aviation study to verify aircraft missions.

**OAM Metrics:**

- OAM will complete database implementation by the end of FY 2000.
- OAM will complete and implement an analysis system by the end of FY 2000.
- OAM will complete Phase One of the Department-wide aviation study by October 1, 1999.

- OAM will complete Phase Two of the aviation study by April 2,2000.
- Develop and publish a timeline for completion of the aviation study.

## **Goal B**

**We will provide best-value products and management services to our customers.**

### **OAM Strategic Commitment:**

*Provide the DOE aviation program with products and services, including a contemporary, dynamic system of communication and information reporting, consistent with the needs of the customers.*

### **OAM Strategies:**

- Develop technical assistance agreements to support Departmental elements.
- Develop and implement Technical Qualification Standards for DOE Aviation Managers and Aviation Safety Officers.
- Develop and provide training packages and training to DOE Aviation Managers and Aviation Safety Officers.
- Implement a charter and contract aircraft services process that insures safe, effective, and efficient commercial aircraft operations for DOE.

### **OAM Metrics:**

- Execute all technical assistance agreements by the end of FY 2000.
- Complete Technical Qualification Standards for Aviation Managers and Aviation Safety Officers by the end of FY 1999.
- Complete development of training packages and deliver training by April 30,2000.
- Implement a DOE-wide vendor verification database by the end of FY 2000. The database will contain approved vendors of commercial

aircraft services and will assist OAM customers with the vendor selection process.

- Implement a DOE policy on use of commercial aircraft services.

## **Goal C**

**We will emphasize customer and stakeholder satisfaction and improved partnerships.**

### **OAM Strategic Commitments:**

*Provide policy, products, and services consistent with allocation of resources.*

### **OAM Strategies:**

- Establish and maintain an open and effective system of communications and coordination, both internal and external to the DOE.
- Chair and participate in the ABD in developing policies that provide program flexibility in accomplishing Departmental missions and reflect the best practices of other aviation operations (corporate, commercial, and Federal).
- Recommend expanding the ABD membership to include representatives from the LPSOS, PMAs, and Field Offices.
- Make the DOE Aviation Awards Program more proactive at the Headquarters level.

### **OAM Metrics:**

- OAM will continue to provide guidance and assistance in all areas of aviation and will continue to build trust among the DOE customers and stakeholders.
- Conduct semi-annual ABD meetings.
- Complete expanding the ABD by June 30, 1999.

- MA-10 will prepare the organization Annual Safety Award nominations within 90 days after the the Fiscal Year end.
- MA-10 will insure that all Special Awards are submitted from the field by 90 days after the Fiscal Year end.

**Goal D**

**We will enhance the effectiveness, well-being, and satisfaction of MA employees.**

**OAM Strategic Commitments:**

*Align workforce with organizational goals, commitments, and priorities.*

**OAM Strategies:**

- Develop, assess, and implement an approach to fill organizational skill gaps that involves training, reassignments, promotions, hiring, reengineering processes, and/or redesigning jobs.
- Identify critical hires and develop a corporate strategy to address needs, including succession planning.

**OAM Metrics:**

- Utilize an effective approach in each MA organization to assess and fill skills gaps and evaluate the approach annually approach.
- Provide ongoing assistance and guidance to MA organizations.
- Maintain or improve employee satisfaction.
- Achieve Management Development Program results.
- Increase satisfaction of supervisors with services provided.

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**IMPLEMENTATION**

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Implementation of this Strategic Plan will begin after it has been approved by the Director, Office of Management and Administration. Approval will constitute the authority to begin work on the action plans in accordance with

the Department's procedures and guidelines for managing projects and programs. Work will be assigned as discussed in the Appendix, "Action Plans."

The action plans provided in the appendix were developed during a 3-day, facilitated Aviation Workshop that was sponsored by OAM staff and attended by representatives of all of the major customers of the DOE aviation program. (See table 1 for a summary of OAM customers.)

Approximately 35 participants, including aviation program managers, managers of other DOE programs, and managers from DOE Departmental elements, attended the Workshop. The process used to develop the strategies, metrics, and action plans entailed capturing the perceived problems of the aviation program; analyzing each problem, and synthesizing all worthwhile candidates; hypothesizing viable solutions to the problems; ranking the resulting items; and documenting the final products. The discussions were held in plenary sessions and resulted in a consensus among the members of the group. In short, all of the benefits of the process of Total Quality Management were obtained in the process of obtaining the information needed to develop the strategies and metrics for the four goals.

The commitment of the OAM staff to the successful implementation of this Strategic Plan has been stated in several places within the Plan. It is repeated here to emphasize that the commitment is fully understood and, furthermore, is willingly taken as a personal obligation on the part of each staff member.

The OAM staff will oversee implementation of this Strategic Plan. It is anticipated that program review meetings will be on a sufficiently frequent basis to assure that progress is satisfactory. Meetings on tasks of a lesser scope than the entire program will be held as needed. A review internal to the staff of OAM will be held biweekly.

### **Evaluation and Replanning**

During the minor and major review meetings discussed above, a sense of where the implementation efforts stands, with respect to performance of expected outputs, budget, and schedule will be obtained. These data will be evaluated against both the planned progress and the current DOE aviation program scenario. If the progress is satisfactory with respect to planned progress, and if the current DOE aviation program has not changed significantly from the forecasted program, replanning will not be necessary.

However, major changes in one or both of these parameters will require replanning efforts.

# APPENDIX

## The Office of Aviation Management, MA-10 Action Plan for FY 2000 and FY 2001

The Office of Aviation Management provides safe, efficient, and reliable aviation services in support of DOE missions. The Aviation Board of Directors and Field Management' Council, supported by OAM, will establish aviation policy and ensure that Departmental organizations and DOE aviation staff achieve maximum operational and administrative flexibility while ensuring that aviation operations are efficient, cost-effective, and safe. The Office serves as the focal point for DOE and other Federal agencies that have aviation programs or responsibilities and with external organizations that have aviation-related concerns. Commitments that support our mission are presented below.

### MA CORPORATE GOAL A: We will create and maintain efficient corporate management systems that assist the Department of Energy with the accomplishment of its mission.

#### OFFICE OF AVIATION MANAGEMENT STRATEGIC COMMITMENTS:

| OAM Commitment   | Strategies  | Metrics   | Progress Reporting  | Responsible Person(s)             | Linkages                   |
|--|---|---|---|-----------------------------------|----------------------------|
| <p><b>1. Provide DOE-wide aviation policy and appropriate procedural guidelines that assure safe, flexible, and efficient use of aircraft and aviation services.</b></p> | <p>1. Update DOE Order <b>440.2</b>, Aviation.</p>  | <p>OAM will conduct an annual review of DOE O 440.2, recommending updates to the ABD as necessary to reflect changing DOE policies.</p> | <p>Report provided annually to Director, MA-10</p>                          | <p>MA-1 O, Director and Staff</p> | <p>Goal A, 1-1 and 1-2</p> |
|  | <p>2. Revise and expand DOE Order 551.1, International Charter Aircraft.</p>                    | <p>OAM will complete the revision of DOE O 551.1 by the end of FY 2000.</p>   | <p>Report results as completed (at least quarterly) to Director, MA- 10</p> | <p>MA-10 Staff</p>                |                            |
|  | <p>3. Revise Aviation Implementation Guide.</p>   | <p>OAM will complete the revision to the DOE Aviation Implementation Guide by the end of FY 2000.</p>                                   | <p>Report results as completed (at least quarterly) to Director, MA-10</p>  | <p>Randy Stewart MA-10</p>        |                            |
|  | <p>4. Implement GSA Federal Aviation Interactive Reporting System (FAIRS) at all DOE sites.</p> | <p>OAM will implement FAIRS by October 10, 1999.</p>  | <p>Status reports monthly to Director, MA-10</p>                            | <p>Brian Dean, MA- 10</p>         |                            |

**MA CORPORATE GOAL A: We will create and maintain efficient corporate management systems that assist the Department of Energy with the accomplishment of its mission.**

**OFFICE OF AVIATION MANAGEMENT STRATEGIC COMMITMENTS:**

| <b>OAM GOAL A<br/>Commitment #1 (CONT)</b>   | <b>Strategies</b>   | <b>Metrics</b>   | <b>Progress Reporting</b>  | <b>Responsible Person(s)</b>  | <b>Linkages</b> |
|--|---|--|--|---|-----------------|
| <p><i>Provide DOE-wide aviation policy and appropriate procedural guidelines that assure safe, flexible, and efficient use of aircraft and aviation services</i></p> | <p>5. Provide upon request, technical support for Integrated Safety Management implementation at DOE sites.</p> <p>6. Through the ABD, provide orders, policy, or guidance to customers for review.</p> <p>7. Approve Implementation Plans or equivalent documents.</p> | <p>OAM will ensure the implementation of ISM at aviation sites by the end of FY 2000.</p> <p>At the semi-annual ABD meeting, submit drafts of documents as necessary.</p> <p>Complete annual reviews of AIPs and other equivalent documents.</p> | <p>Report results as completed to Director, MA-10</p> <p>Report results as completed to Director, MA-10</p> <p>Report progress on all Commitment 1 metrics semi-annually to the ABD.</p> | <p>Randy Stewart,<br/>MA-1 O</p> <p>MA- I O Staff.</p> <p>Randy Stewart,<br/>MA- 10</p> |                 |

**MA CORPORATE GOAL A: We will create and maintain efficient corporate management systems that assist the Department of Energy in the accomplishment of its mission.**

**OFFICE OF AVIATION MANAGEMENT STRATEGIC Commitments:**

| OAM<br>Commitment #2  | Strategies  | Metrics   | Progress Reporting  | Responsible Person(s)         | Linkages |
|---|---|---|---|-------------------------------|----------|
| <p><i>2. Establish a system of metrics for DOE aviation in support of GPRA and best business practices.</i></p> | <p>1. Establish a DOE-wide database for cost and usage (Jeremiah or others).</p>          | <p>OAM will complete database implementation by the end of FY 2000.</p>       | <p>Report results as completed (at least quarterly) to Director, MA- 10</p> | <p>MA- 10, Dir. and Staff</p> |          |
|   | <p>2. Establish a system of analysis to identify efficiencies and inefficiencies.</p>     | <p>OAM will complete and implement analysis system by the end of FY 2000.</p> | <p>Report provided annually to Director, MA- 10</p>                         | <p>Brian Dean, MA-10</p>      |          |
|   | <p>3. Conduct a two-phase Department-wide aviation study to verify aircraft missions.</p> | <p>OAM will complete Phase One of the aviation study by October 1, 1999.</p>  | <p>Report results as completed (at least weekly) to Director, MA- 10</p>    | <p>Randy Stewart, MA-10</p>   |          |
|   |   | <p>OAM will complete Phase Two of the aviation study by April 2, 2000.</p>    | <p>Report results as completed (at least weekly) to Director, MA- 10</p>    | <p>Brian Dean, MA- 10</p>     |          |
|   |   | <p>Develop and publish a timeline for completion of the aviation study.</p>   | <p>Report progress on all Commitment 2 metrics semiannually to the ABD</p>  | <p>Randy Stewart, MA 10</p>   |          |

**MA CORPORATE GOAL B: We will provide best-value products and management services to our customers.**

**OFFICE OF AVIATION MANAGEMENT STRATEGIC COMMITMENTS:**

| OAM Commitment   | Strategies   | Metrics  | Progress Reporting  | Responsible Person(s)                      | Linkages |
|--|--|--|---|--|----------|
| <p><i>‘. Provide the DOE aviation program with products and services, including a contemporary, dynamic system of communication and information reporting, consistent with the needs of the customers.</i></p> | <p>1. Develop technical assistance agreements to support Departmental elements.</p>  | <p>Execute all agreements by the end of FY 2000.</p>   | <p>Report results as completed (at least quarterly) to Director, MA- 10</p> | <p>Brian Dean and Randy Stewart, MA-10</p> |          |
|  | <p>2. Develop and implement Technical Qualification Standards for DOE Aviation Managers and Aviation Safety Officers.</p>                                | <p>Complete Technical Qualification Standards for Aviation Managers and Aviation Safety Officers by the end of FY 1999.</p>  | <p>Report results as completed (at least weekly) to Director, MA- 10</p>    | <p>Randy Stewart and</p>                   |          |
|  | <p>3. Develop and provide training packages and training to DOE Aviation Managers and Aviation Safety Officers.</p>                                      | <p>Complete development of training packages and deliver training by April 30, 2000.</p>   | <p>Report provided annually to Director, MA- 10</p>                         | <p>Brian Dean, MA-10</p>                   |          |
|  | <p>4. Implement a charter and contract aircraft services process that insures safe, effective, and efficient commercial aircraft operations for DOE.</p> | <p>Implement a DOE-wide vendor verification database by the end of FY 2000. The database will contain approved vendors of commercial aircraft services and will assist OAM customers with the vendor approval process.</p> | <p>Report results as completed (at least monthly) to Director, MA-10</p>    | <p>Brian Dean, MA-10</p>                   |          |

**MA CORPORATE GOAL B: We will provide best-value products and management services to our customers.**

**OFFICE OF AVIATION MANAGEMENT STRATEGIC COMMITMENTS:**

| <b>OAM GOAL B<br/>Commitment (CONT)</b>  | <b>Strategies</b> | <b>Metrics</b>   | <b>Progress<br/>Reporting</b>   | <b>Responsible<br/>Person(s)</b> | <b>Linkage<br/>s</b> |
|--|-------------------|--|---|----------------------------------|----------------------|
| <i>Provide the DOE aviation program with products and services, including a contemporary, dynamic system of communication and information reporting, consistent with the needs of the customers.</i> |                   | Implement a DOE policy on the use of commercial aircraft services. | Report results as completed (at least monthly) to Director, MA- 10<br><br>Report progress on all Commitment 2 metrics semiannually to the ABD | Brian Dean,<br>IvIA- 10          |                      |

**MA CORPORATE GOAL C: We will emphasize customer and stakeholder satisfaction and improved partnerships.**

**OFFICE OF AVIATION MANAGEMENT STRATEGIC COMMITMENTS:**

| OAM Commitment  | Strategies   | Metrics  | Progress Reporting   | Responsible Person(s)  | Linkages |
|---|--|--|--|--|----------|
| <p><i>Provide policy, products, and services consistent with allocation of resources.</i></p> | <p>1. Establish and maintain an open and effective system of communications and coordination, both internal and external to the DOE.</p> <p>2. Chair and participate in the ABD in developing policies that provide program flexibility in accomplishing Departmental missions and reflect the best practices of other aviation operations (corporate, commercial, and Federal).</p> <p>3. Recommend expanding ABD membership to include representatives from the LPSOS, PMAs, and Field Offices.</p> <p>4. Make the DOE Aviation Awards program more proactive at the Headquarters level.</p> | <p>OAM will continue to provide guidance and assistance in all areas of aviation and will continue to build trust among the DOE customers and stakeholders.</p> <p>Conduct semi-annual ABD meetings.</p> <p>Complete by June 30, 1999.</p> <p>MA- 10 will prepare the organization Annual Safety Award nominations within 90 days after the Fiscal Year end,</p> <p>MA-10 will insure that all Special Awards are submitted from the field by 90 days after the Fiscal Year end.</p> | <p>Report results as completed (at least quarterly) to Director, MA- 10</p> <p>Report provided annually to Director, MA- 10</p> <p>Report to Director, MA-1 upon completion.</p> <p>Present awards at the annual aviation workshop.</p> <p>Present award nominations to the Director, MA- 10, by January 15, 2000.</p> | <p>MA- 10</p> <p>MA- 10 Director and staff</p> <p>MA- 10 Director</p> <p>Brian Dean<br/>MA- 10</p> <p>Brian Dean<br/>MA-10</p> |          |

**MA CORPORATE GOAL D: We will enhance the effectiveness, well-being, and satisfaction of MA employees.**

**OFFICE OF AVIATION MANAGEMENT STRATEGIC COMMITMENTS:**

| OAM Commitment   | Strategies   | Metrics  | Progress Reporting   | Responsible Person(s)  | Linkages |
|--|--|--|--|--|----------|
| <p><i>.Align workforce with Organizational goals, commitments, and priorities.</i></p> | <p>1. Develop, assess, and implement an approach to fill organizational skill gaps that involves training, reassignments, promotions, hiring, reengineering processes, and/or redesigning jobs.</p> <p>2. Identify critical hires and develop a corporate strategy to address needs, including succession planning</p> | <p>Utilize an effective approach in each MA organization to assess and fill skills gaps and evaluate approach annually.</p> <p>Provide ongoing assistance and guidance to MA organizations.</p> <p>Maintain or improve employee satisfaction.</p> <p>Achieve Management Development Program results.</p> <p>Increase satisfaction of Supervisors with services provided.</p> | <p>Director MA- 10 provides status report to MA-1</p> <p>Director MA- 10 provides status report to MA-1</p> <p>Director MA-10 provides status report to MA-1</p> <p>Director MA- 10 provides status report to MA-1</p> | <p>Director MA-10</p> <p>MA-10 Team</p> <p>Director MA- 10</p> |          |