

**A**  
**C**ommitment to  
**S**ecurity

**Federal Aviation Administration**

**Civil Aviation Security  
Strategic Plan**

**2001-2004**

**April 2001**

## Preface

Industry growth, new technologies, and an evolving terrorist threat create tremendous challenges for FAA civil aviation security (ACS) and the aviation industry. Projections indicate that demand for airport and air carrier passenger services will increase approximately 50 percent in the next decade, and cargo will increase approximately 80 percent over the same time period. Ensuring optimal security and safety for the flying public will depend upon the FAA and industry maintaining a candid, respectful, and mutually responsive business relationship. In addition, to keep pace with world events, the FAA must develop a more security-minded culture to protect its employees and facilities. Finally, external competition will require that FAA become an employer of choice to attract and retain the best possible workforce. This plan will ensure that we overcome these challenges.

The Civil Aviation Security Strategic Plan, along with the Explosives Detection Systems Program Deployment Plan and the National Aviation Research Plan, will be our guide over the next few years as we work to enhance the security of the national aerospace system. Because the security environment is dynamic, this plan will remain a work in progress and continually evolve to meet the aviation community's needs. I ask that every FAA and industry employee join with me to maximize the security and safety of the flying public.

Michael A. Canavan  
Associate Administrator for  
Civil Aviation Security

## **FAA Mission**

*FAA provides a safe, secure, and efficient global aerospace system that contributes to national security and the promotion of U.S aerospace safety.*

### ***Office of Civil Aviation Security (ACS) Mission***

*Ensure and promote a secure and safe civil aviation system.*

### ***ACS Vision***

*Recognized as the world leader in civil aviation security -- identifying and countering aviation-related threats to U.S. citizens worldwide.*

## *Values*

### **Mission-focused**

- Preventing attacks on the U.S. civil aviation system
- Preventing fatalities related to the transport of dangerous goods and cargo
- Ensuring the security of the increasing numbers of passengers and goods moving through the aviation system
- Deploying critical technologies to all U.S. airports

### **High-performing**

- Developing a dedicated, high-performing team
- Ensuring a model work environment that provides employees the tools, training, and resources they need to succeed
- Taking pride in what we do
- Valuing and respecting our people
- Developing and maintaining information systems and technologies to analyze and examine trends in ACS work programs
- Making timely information-driven decisions
- Measuring performance and holding people accountable
- Being innovative and embracing constructive change
- Working together effectively across the entire organization as “One ACS”

### **Dedicated**

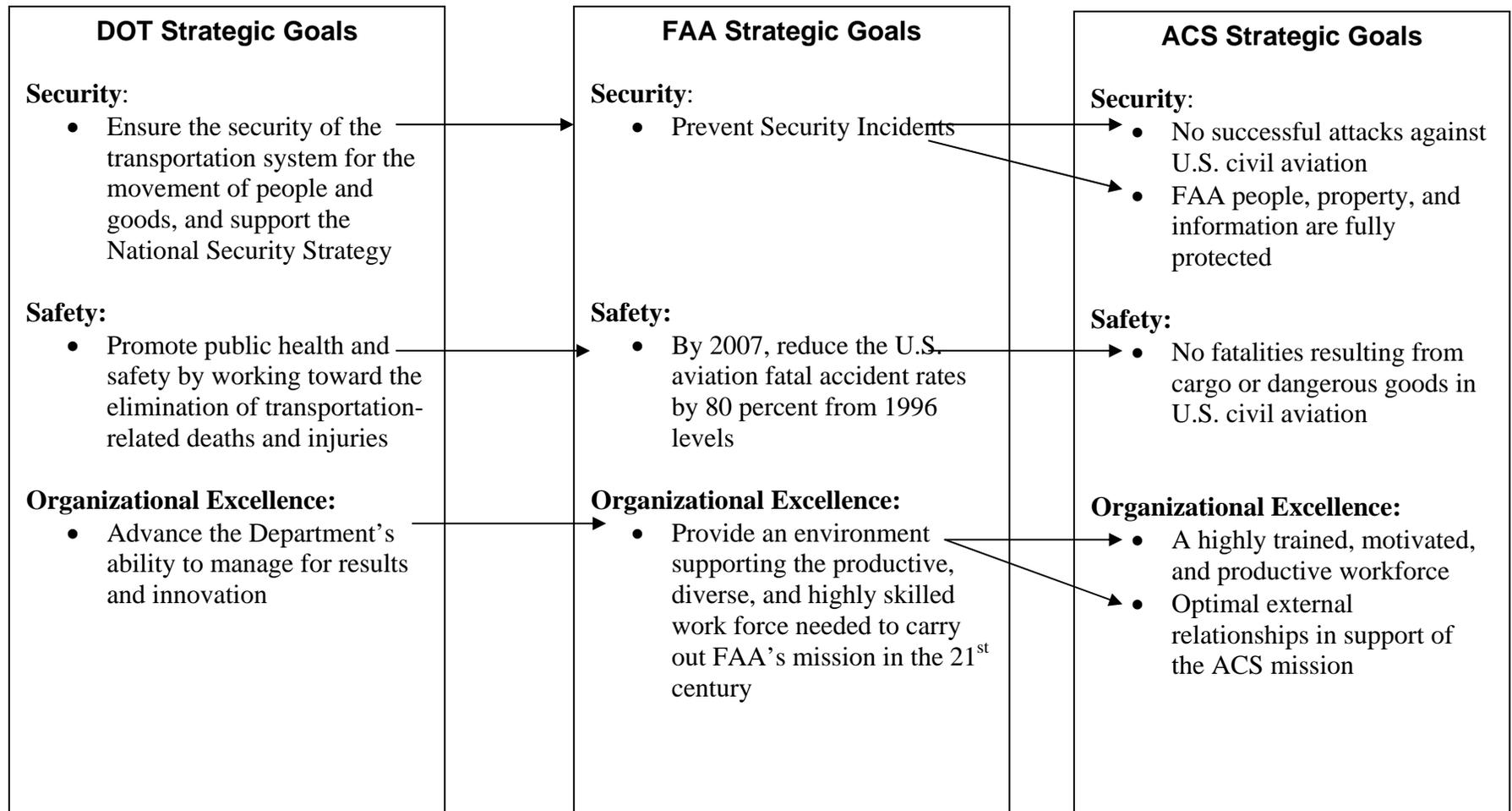
- Working constantly to improve external communications
- Committing our best to our customers and stakeholders
- Working with industry to meet the security demands of the flying public

## *Guiding Principles*

*To succeed in our mission, we believe that:*

- Mission, people, and their families come first
- Loyalty is a two-way street
- Simple is good
- Integrity is non negotiable
- Disagreement does not equal disrespect
- Everyone will be treated with respect and dignity
- We can learn from our mistakes
- Flexibility is a sign of a high-performing organization
- All employees are accountable
- We can overcome all challenges
- Communication is critical to success

**Department of Transportation**  
*Federal Aviation Administration*  
**Office of Civil Aviation Security**  
**Strategic Goals**



## Strategic Focus Area #1

### Airport and Air Carrier Security

**Goal:** No successful attacks against U.S. civil aviation

**Key Results:**

Increase the probability of preventing deadly and dangerous objects from getting on aircraft by:

- Meeting performance targets for checked baggage and checkpoint screening
- Meeting performance targets for deployment and use of certified explosives detection systems (EDS)
- Meeting performance targets for access control requirements
- Achieving 100% EDS-screened and/or positive passenger baggage match (PPBM) origination to destination for all required checked bags.
- Ensuring zero aviation incidents as a result of mishandling/misinterpretation of available threat information

**Key Strategies:**

- Identify threats and vulnerabilities
- Deploy and ensure effective use of equipment
- Fully train FAA agents
- Establish standards and ensure screener training
- Develop and deploy new technologies for improved equipment performance
- Test, measure, and improve system performance and compliance
- Sustain mandates of the International Security and Development Cooperation Act of 1985
- Ensure effective crisis management response to incidents
- Ensure Federal Air Marshals are available to protect U.S. air carriers on selected high-risk routes
- Ensure certified explosive detection canine teams are available at major U.S. airports
- Ensure preparedness to effectively manage crises that may occur

## Strategic Focus Area #2

### Dangerous Goods and Cargo Security

**Goal:** No fatalities resulting from cargo or dangerous goods in U.S. civil aviation

**Key Results:**

- Decrease in number of declared and undeclared dangerous goods incidents per million revenue ton miles
- Better educated public, industry, and carriers
- Meet performance targets for cargo shipments accepted by couriers and air carriers

**Key Strategies:**

- Target education and outreach based on trends and high risk commodities
- Conduct unannounced multi-agency inspections of major dangerous goods transportation areas (HAZSTRIKES)
- Develop new technology for examining cargo
- Develop and field-test automated cargo profiles
- Promote foreign government national cargo security program enactments where needed
- Increase dangerous goods awareness of the traveling public
- Fully train FAA agents

**Strategic Focus Area #3****Internal FAA Security**

**Goal:** FAA people, property, and information are fully protected

**Key Results:**

- Process 100% of the received FAA employees' and contractors' initial and recurrent background checks within established deadlines
- Complete 100% of facility security assessments within established deadlines
- Secure 100% of ACS information systems
- Ensure no compromises of classified and sensitive security information
- Complete 100% of investigations in a timely manner – responsive to management needs
- Complete 100% of Accountability Board investigations on time

**Key Strategies:**

- Identify FAA employees who require periodic updates
- Design and implement a better process to identify and audit contractor background checks
- Ensure that all required assessments, comprehensive inspections, and supplemental inspections are completed on schedule to facilitate facility accreditation
- Identify critical information that needs to be classified and protected
- Educate workforce on how to handle classified and sensitive security information
- Maintain enough quality investigators to do the job
- Complete investigations in a timely fashion that allows management to take appropriate action
- Fully train FAA agents

## Strategic Focus Area #4

### People

**Goal:** A highly trained, motivated, and productive workforce

**Key Results:**

- Accomplish the ACS Strategic Plan and all program goals on time
- Maintain a well-trained, well-equipped, and highly motivated ACS workforce
- Cultivate highly effective ACS leaders who foster open communication, teamwork, and a spirit of “One ACS” throughout the organization

**Key Strategies:**

- Monitor and measure accomplishments of ACS program goals
- Establish an effective employee recognition program
- Understand better the cost of doing security activities (cost accounting)
- Provide appropriate technical training, and executive, managerial, and professional development for employees
- Address EEO, hotline, and accountability complaints in timely manner
- Eliminate prohibited personnel practices and hold managers accountable
- Institutionalize processes to integrate headquarters and field (eliminate barriers between headquarters elements and between headquarters and field)

## Strategic Focus Area #5

### External Relationships

**Goal:** Optimal external relationships in support of the ACS mission

**Key Results:**

- Improve communications with Congress
- Improve communications and working relationship with industry
- Improve relations with foreign governments and international organizations evidenced by worldwide recognition of ACS leadership and increased influence of regional international aviation security organizations
- Improve communications with the Department of Transportation (DOT) Office of the Inspector General (OIG)
- Improve communications with the Office of Management and Budget (OMB) and other key stakeholders
- Improve communications with industry by increasing the flow of threat-related information

**Key Strategies:**

- Perform quarterly briefings to key congressional staffs and committees and DOT
- Organize site visits and demonstrations for key congressional staffs and committees and DOT
- Initiate vigorous joint testing program with industry
- Expand industry collaboration in research and development of advanced security technologies
- Continue active participation with the International Civil Aviation Organization (ICAO), European Civil Aviation Conference (ECAC), Latin American Civil Aviation Commission (LACAC), Asia Pacific Economic Cooperation (APEC), and African Civil Aviation Commission (ACAC) on civil aviation security development issues and processes
- Support ICAO training and audit initiatives worldwide
- Recognize regional international organizations by continued/increased ACS expert participation
- Recognize value of OIG and General Accounting Office (GAO) findings through continued implementation of corrective actions
- Continue our role as the world leader in aviation security through Department of State Anti-Terrorism Assistance Program (ATAP) and the International Training Service Center
- Provide additional threat presentation material and classified threat briefings to industry



## Strategic Plan Diagram

The diagram below depicts the flow down from the FAA mission through the security organization's mission, goals, and key results.

