

2013 Roger W. Jones Award for Executive Leadership
Nomination of Claudio Manno
Organizational Achievement

Claudio Manno is the Federal Aviation Administration's (FAA) point person for security and emergency operations. Whether the issue is an in-flight emergency, concerns about the restricted airspace over Camp David or safeguarding the public at the Olympics, the Super Bowl or at national conventions, it is his telephone that rings first when a problem develops. While much of his work is shielded by design from the public eye, nevertheless his thumbprint on the safety record of aviation is unmistakable.

As the Assistant Administrator for Security and Hazardous Materials Safety (ASH) at the FAA, Claudio leads critical aviation safety and security programs carried out by agents and administrative personnel located at offices across the country. Since his appointment in 2010, Claudio has addressed significant issues in air safety, personnel security, and emergency communications. The FAA's Security organization has one of the most diverse arrays of technical areas within the federal government. In terms of leadership and experience, Claudio has precisely the right mix of experience, capability, determination, and personal and professional integrity to assure the safety of the National Airspace System while building an effective, efficient, and vital organization.

Excellence does not occur in a vacuum. Claudio expertly leads his team by marshaling resources, building trust through strong communication, and by embracing a culture of collaboration, cooperation, development, and idea and information sharing across ASH and throughout the FAA.

As a leader, Claudio values the benefits of collaboration to create innovation and discover solutions to challenges. He initiated an air packaging study with collaboration between the FAA's scientific test base in Atlantic City, the Cal Poly State University Packaging Program, and the Michigan State University School of Packaging to enhance safeguards for the flying public when dangerous goods are being transported. ASH continues to enforce the hazardous materials regulations issued by the Department of Transportation's (DOT) Pipeline and Hazardous Materials Safety Administration (PHMSA) and implements strategic safety initiatives to strengthen those regulations.

ASH works to educate the public, industry, and air carriers on the impact and safe transportation of lithium batteries and worked with FAA's Technical Center to design and conduct full-scale lithium battery tests. Spearheaded by Claudio, this collaboration resulted in policy advancements made by the Multi-Modal Lithium Battery Safety Team, which subsequently was recognized by Secretary Ray LaHood with the Department of Transportation's Partnering for Excellence Award.

Claudio's leadership is acknowledged internationally as well. Under his leadership, the FAA advised the International Civil Aviation Organization on issues regarding fuel cell regulations and air carrier approaches to fire suppression in freighters, packaging, and containers. This led to the Final Rule on the Transportation of Lithium Batteries and Final Rule on Hazardous Materials Packages Intended for Transport by Aircraft, the chapter and verse of which have become the marching orders for safety around the globe.

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His extensive knowledge and experience make him a key player in the DOT's ability to address crises. In 2012, the Hurricane Isaac Response Team coordinated the FAA response to this massive and destructive storm, which occurred during the Republican National Convention and as final preparations were being made for the Democratic National Convention. Claudio coordinated headquarters status and activities, worked with two regions (Southern and Southwest), the FAA's air traffic controller workforce, its Technical Operations engineers and technicians, the Department of Transportation, and the Federal Emergency Management Agency (FEMA) as well. As a result of these efforts, Claudio was awarded the DOT Outstanding Achievement Gold Medal for exemplary teamwork, collaboration, and commitment to the safety and security of DOT employees.

Claudio is equally adept in creating an environment that prevents crises from occurring. His greatest success stories have become textbook cases of what *didn't* happen. In his capacity, Claudio has shown exemplary leadership in providing oversight and direction in leading national emergency operations to include the following National Special Security Events:

- State of the Union Address
- Republican National Convention
- Democratic National Convention
- 2012 Summer Olympic Games in London
- 2012 Paralympics Games
- G8 and NATO summits
- 2012 and 2013 Super Bowls

Claudio executed the development and utilization of technological integration of aviation operations, logistics, policy, and intelligence functions to devise an intra-departmental multi-modal threat and criticality assessment. This in turn drove the enactment of countermeasures to negate exploitable transportation vulnerabilities in the face of numerous streams of terrorist threat reporting. The procedures established laid the groundwork for how the FAA now responds to crises as they occur. By advocating and guiding the incorporation of intelligence with aviation operations, policy, regulations, and strategic management analysis, he helped implement an integrated approach to combating the threat and provided senior FAA and Department of Transportation leadership with decision-quality information to enhance safety and security, and received praise by the same.

His leadership protects both the public and the personnel in our own facilities. At his direction, ASH conducted the first ever active anti-terrorism "shooter" exercise at FAA Headquarters. This provided a training opportunity for law enforcement and FAA Security employees in the case of an active shooter threat. It informed the FAA workforce about violence in the workplace and allowed local law enforcement to become familiar with the layout of government buildings.

Claudio is also strategic in identifying and implementing efficiencies in the way the Department of Transportation conducts its business. Based on employee feedback, Claudio created a streamlined awareness training module for mandatory security training. This resulted in

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significantly faster course completion times. Compared to the previous year, the average time spent on the Security Awareness Virtual Initiative training decreased by 30 minutes. With approximately 45,000 FAA employees there has been a savings of approximately 24,000 labor hours. Additionally, the streamlined version has been widely accepted by FAA employees. More than 9 in 10 of respondents would like to see other on-line mandatory courses, which utilize the streamlined approach implemented by Claudio's organization. This approach is now being considered for government-wide implementation.

In addition, in the area of intelligence and criminal investigations he ordered an exhaustive review of investigative policy and processes, information technology capabilities, as well as training and hiring practices. As a result of this intensive review, a report was generated and a "get-well" prescription was created. Additionally, personnel practices were reviewed and performance metrics were established for investigators. Of pivotal importance in this effort was the use of technology to allow agents to manage investigations better - with more time running cases and less time filling out drop down menus on a computer screen. He and his team worked closely with technology experts to allow ASH to accurately track the efficiency and effectiveness of investigations and customers to higher standards to report action taken as a result of investigative efforts. An important aspect of the program was attention to national program standards. As a result, he enabled standardized investigations formatting and review in order to move away from debilitating past practices which allowed for a lack of standardization and opened the FAA to more liability for flawed case processes. As a result of this tremendous effort the office's budget was increased, staffing was increased by 30%, investigative tracking was improved substantially, and the backlog of cases was reduced by over 80%. Customer feedback, particularly Chief Counsel's and the Administrator's office were also significantly improved.

Claudio was also part of the multi-modal team chartered by Secretary LaHood to determine ways to reduce the burden of excessive computer security passwords on employees. The team established the new DOT's Electronic Authentication platform for simplified Web application sign-on. This enterprise authentication platform reduced the burden of excessive passwords by providing application access using the Personal Identity Verification card and single sign-on capability. As a direct result, 8,500 users authenticate daily using this platform, with more users coming online daily. FAA and DOT were among the first agencies to roll out this technology, have since briefed others on its efficiency, and serve as a model for the entire DOT.