



**Federal Aviation
Administration**



Human Resources Management
Fiscal Year 2011 Business Plan

2011 AHR Business Plan

The Office of Human Resource Management (AHR) supports and advises on the management of FAA's people. AHR's vision is to become a dynamic, streamlined, entrepreneurial enterprise that is our customers' first choice and a model for others. While responsible for the most fundamental Human Resource functions, AHR is constantly looking for ways to improve organizational performance and customer satisfaction. This involves creating streamlined organizational structures and processes, consistent application of personnel policies, ensuring a skilled HR workforce, and the development and implementation of supporting technology. AHR systems and policies are designed to make the organization more effective through stronger leadership, an increased commitment of individual employees to organization-wide goals, and a better prepared, trained, and safer workforce.

AHR has the lead for three Performance Targets. These are: (1) Filling 80% of FAA external hires within OPM's 45-day standard by FY 2010 (2) Reducing grievance processing time by 30 percent by FY 2010. (3) Reducing the total workplace injury and illness case rate to no more than 2.44 per 100 employees by the end of FY 2011. In addition, AHR provides support to maintaining the air traffic controller and aviation safety workforces within the projected annual totals in their respective workforce plans as well as contributing significantly to the cost savings performance target.

Implementing President Obama's hiring reform agenda is an AHR-led effort. State-of-the-art recruitment and marketing programs will be implemented to attract high performing and highly qualified candidates. Social networking tools will be used to identify, connect and recruit top talent. Our streamlined end-to-end hiring process will allow us to select high-quality candidates efficiently and quickly. We will pilot an onboarding solution to help new employees feel welcomed and better prepared for FAA's fast-paced environment.

One of the key challenges facing FAA is building the workforce of the future to meet the transition to NextGen. Effecting this transition will involve a systematic approach to getting the right number of people with the right skills, experience and competencies in the right jobs at the right time. Another challenge is building leadership competence within FAA. AHR manages and delivers programs that build leadership capabilities, support professional development and promote continuous learning at executive, manager and employee levels. Building stronger leadership within the agency helps FAA achieve strategic goals and manage people and resources effectively while driving continuous improvement.

Becoming an employer of choice is a high priority objective for the Department of Transportation (DOT) and FAA. HR

spearheads the Employee Engagement Steering Committee, which resulted from results of the 2008 Federal Human Capital Survey. This committee completed much of the groundwork (such as HR's benchmarking of best places to work) for developing strategies designed to increase FAA-wide positive response rate in Leadership and Performance Culture. DOT and FAA consider linking employee performance to strategic goals a critical step in improving employee satisfaction, reducing turnover and attracting a high performance workforce.

Throughout the course of FY 2010, the AHR executive team developed a 5-year strategic plan, which focuses on 4 goals that address Presidential and FAA human resource priorities. The goals are incorporated into AHR's core business as new core business targets with initiatives and supporting activities. During the first quarter of FY 2011, we will work to migrate all of our core business under these new core business targets.

Without the men and women of FAA, the agency cannot achieve its mission to provide a safe, efficient aerospace system for the American public. AHR is the office that manages the comprehensive system of policies, procedures and systems necessary for acquiring, developing, and retaining the right people for the right job at the right time.

Organizational Excellence

Flight Plan Target: Leadership and Accountability

(Objective) Make the organization more effective with stronger leadership, a results-oriented, high performance workforce, and a culture of accountability.

Strategic Initiative: Organizational Excellence Action Plans

Develop and implement Corporate and LOB/SO Organizational Excellence Action Plans that address employee feedback and engagement, and improve organizational effectiveness, accountability and performance.

Strategic Activity: OE Action Plans: AHR Guidance and Consultation

Provide ongoing review and consultation to LOBs/SOs on their OE Action Plans.

Activity Target 1:

Provide LOBs/SOs consultation and guidance on addressing employee feedback and engagement methods as they work to improve organizational

effectiveness, accountability and performance.
Due September 30, 2011

Strategic Initiative: Managerial Training

Establish corporate managerial training programs that ensure we use resources to effectively align with agency goals, and drive continuous improvement.

Strategic Activity: Assess Leadership Skill Gaps

Identify leadership skills gaps for managers based on the FAA Managerial Success Profile and promote continuing managerial training to address them.

Activity Target 1:

Revalidate the FAA Managerial Success Profile.
Due March 31, 2011

Activity Target 2:

Conduct agency-wide assessment of leadership skill gaps and identify strategies for closing them.
Due June 30, 2011

Activity Target 3:

Report on agency-wide leadership succession trends, projected requirements, and strategies for all leadership levels. Due June 30, 2011

Strategic Activity: Establish Effective Corporate Management Training

Align the FAA's corporate management curriculum with strategic goals and, with the Assistant Administrator for Regions and Center Operations (ARC), establish a corporate management training program at the Center for Management and Executive Leadership (CMEL) that meets strategic requirements.

Activity Target 1:

Define and communicate emerging curriculum requirements and FY 2012 delivery priorities to CMEL. Due May 31, 2011

Activity Target 2:

Update core management curriculum to better address strategic goals and identified skill gaps.
Due September 30, 2011

Strategic Activity: Enhance Return on Investment from Management Training

Minimize duplication of training efforts by LOB/SOs, establish rigorous training evaluation systems, and increase impact of training on manager performance.

Activity Target 1:

Report semi-annually (the first is due April 30, 2011) on the quality and effectiveness of corporate management training. Due September 30, 2011

Activity Target 2:

Implement strategies to promote application of training back on the job. Due September 30,

2011

Activity Target 3:

Expand the scope of the FAA Leadership Network to enhance return on investment. Due September 30, 2011

Strategic Activity: Managerial Probationary Period Oversight

Establish corporate training to help newly appointed managers transition successfully to management, implement standard procedures for documenting satisfactory performance at the conclusion of the probationary period, and monitor compliance with probationary requirements.

Activity Target 1:

Reengineer processes to improve timely completion of mandatory training and certification. Due March 30, 2011

Activity Target 2:

Expand tools and training to promote effective coaching and mentoring of new managers. Due September 30, 2011

Strategic Initiative: Employee Training

Establish corporate employee training programs to build leadership competence within the FAA workforce, support professional development, and promote continuous learning.

Strategic Activity: Corporate Mentoring Process

Put in place a corporate mentoring process to support employee career planning and development.

Activity Target 1:

Monitor and evaluate the effectiveness of agency mentoring activities. Due March 30, 2011

Activity Target 2:

Expand use of FAA On-Line Mentoring agency wide. Due September 30, 2011

Strategic Activity: Program for Emerging Leaders

Implement the Program for Emerging Leaders to develop prospective managers

Activity Target 1:

Announce program and initiate participant selection. Due December 31, 2010

Activity Target 2:

Initiate formal training activities. Due March 30, 2011

Activity Target 3:

Evaluate program activities and develop strategies for improvement. Due September 30, 2011

Strategic Activity: Tuition Assistance

Develop and maintain critical business and technical knowledge through continuous learning and education.

Activity Target 1:

Pilot tuition assistance program. Due December 31, 2010

Activity Target 2:

Evaluate tuition assistance policies and processes. Due September 30, 2011

Strategic Initiative: Senior Leadership Development

Establish a corporate, senior leadership development process to build executive-level competencies.

Strategic Activity: Senior Leadership Development Program

Implement the Senior Leadership Development Program (SLDP) to develop a pipeline of senior managers prepared to assume executive positions.

Activity Target 1:

Complete Cohort 2 participants' core training. Due March 31, 2011

Activity Target 2:

Evaluate progress of Cohort 2 participants. Due March 31, 2011

Activity Target 3:

Announce Cohort 3 Program and establish selection processes. Due June 30, 2011

Activity Target 4:

Select Cohort 3 participants. Due September 30, 2011

Strategic Initiative: Leadership Development

Each LOB/SO will track and report quarterly on their compliance with corporate leadership development policies and initiatives.

Strategic Activity: AHR Leadership Development Compliance

Each FAA organization will report quarterly in pbviews on steps taken to improve or sustain timely training and certification of probationary managers, participation in corporate leadership development programs such as PEL and SLDP, and maintenance of Continuing Management Education hours.

Activity Target 1:

Report on steps taken to improve or sustain timely completion of probationary training and certification. The reports are due quarterly starting December 31, 2010. Due September 30, 2011

Activity Target 2:

Report quarterly on steps taken to meet Continuing Management Education requirements

for incumbent managers. Reports are due quarterly beginning with December 31, 2010. Due September 30, 2011

Strategic Initiative: Harassment, Reprisal, and Retaliation Free Workplace

Each FAA organization will track and report quarterly on LOB/SO actions to foster a workplace free of harassment, reprisal, and retaliation.

Strategic Activity: AHR Harassment- and Retaliation-Free Workplace Training

Each FAA organization will track and report quarterly in pbviews on their compliance with this initiative in terms of the numbers of people trained.

Activity Target 1:

Report quarterly the number of new managers who have completed Frontline Managers training, eLMS Course #FAA30200099 - Frontline Managers Course - Phase 1. Due September 30, 2011

Activity Target 2:

Report quarterly the number of managers who have completed eLMS course #FAA30200134 - Accountability Board Training for FAA Managers. Due September 30, 2011

Activity Target 3:

Report quarterly the number of employees who have completed in-person training sessions provided by the Accountability Board or by Accountability Board Human Resources Points of Contact. (eLMS Course #FAA30200352 - Supervisory Skills Training, Interface Between LR/ER Principles and Accountability Board Investigations; or eLMS Course #FAA30200177 - Instructor-Led Accountability Board Training for All Employees. Due September 30, 2011

Activity Target 4:

Report quarterly the number of employees who have completed any other training sessions that addressed harassment, retaliation, or reprisal in the workplace. (Your training coordinators should enter this data into eLMS with the appropriate course number or as an "External Event".) Due September 30, 2011

Strategic Initiative: New Hires with Targeted Disabilities

Each FAA organization will track and report quarterly on actions taken in support of the Secretary of Transportation's fiscal year goal that 3 percent of all new hires are individuals with targeted (severe) disabilities.

Strategic Activity: AHR actions in support of DOT FY goal that 3% of all new hires are individuals with targeted disabilities

AHR will track and report quarterly on actions taken to support the Secretary of Transportation's fiscal year goal that 3 percent of all new hires are individuals with targeted (severe) disabilities.

Activity Target 1:

AHR will provide to ACR a standard quarterly report outlining actions taken to increase their workforce percentage of individuals with targeted disabilities. Due September 30, 2011

Flight Plan Target: Cost Control

Organizations throughout the agency will continue to implement cost efficiency initiatives in 2011 such as: \$20 million in savings for strategic sourcing for selected products and services and a reduction of \$30 million in Information Technology operating costs. FY 2011 Target: 90% of targeted savings.

Strategic Initiative: Cost Control Program

Implement line of business-specific cost efficiency as well as agency-wide initiatives to reduce costs or improve productivity.

Strategic Activity: AHR OWCP Worker's Compensation Cost Control Activity

AHR will mitigate OWCP costs by undertaking proactive and centralized management of injury claims. Achieve cost containment through effective management of the worker's compensation program.

Activity Target 1:

Achieve 90% of the projected \$9,000,000 year end savings. Due September 30, 2011

Strategic Initiative: Productivity and Financial Metrics

Each FAA organization will develop, track, and report quarterly on a comprehensive measure of its operating efficiency or financial performance. These measures will include: ATO cost per controlled flight, AIP grants administration, staff office overhead rates, grievance processing time, and cost per accounting transaction.

Strategic Activity: AHR Efficiency

Measure: OPM 45-Day Hiring Standard

AHR will track and report the percentage of external-hire job offers made within the OPM 45-day standard. The FY 2011 target is 80%.

Activity Target 1:

Continue to report FY 2010, 4th quarter results to ABA. Due October 31, 2010

Activity Target 2:

Report FY 2011, 1st quarter measure results to ABA. Due January 31, 2011

Activity Target 3:

Report FY 2011, 2nd quarter measure results to ABA. Due April 30, 2011

Activity Target 4:

Report FY 2011, 3rd quarter measure results to ABA. Due July 31, 2011

Activity Target 5:

Provide updated FY 2012 template for review and approval in time to be included in the FY 2012 Business Plan Due June 15, 2011

Strategic Activity: AHR Efficiency Measure: Grievance Processing Time

AHR will report to ABA quarterly on the average number of days taken to process union employee grievances from the time the grievance is entered into the agency's tracking system. To ensure a consistent and corporate labor management program, FAA focuses on providing effective and efficient processes to handle grievances, negotiations, and contract administration. The FY 2011 target is 102 days.

Activity Target 1:

Report FY 2010 4th quarter results to ABA for time to process union employee grievances. Due October 31, 2010

Activity Target 2:

Report FY 2011 1st quarter results to ABA for time to process union employee grievances. Due January 31, 2011

Activity Target 3:

Report FY 2011 2nd quarter results to ABA for time to process union employee grievances. Due April 30, 2011

Activity Target 4:

Report FY 2011 3rd quarter results to ABA for time to process union employee grievances. Due July 31, 2011

Activity Target 5:

Provide updated FY 2012 measure template for review and approval, allowing sufficient time to be included in the FY 2012 Business Plan. Due June 15, 2011

Flight Plan Target: Information Security Program

Achieve zero cyber security events that disable or significantly degrade FAA mission critical Line of Business systems. FY 2011 Target: 0

Strategic Initiative: Enterprise Architecture Conformance

Enable enterprise-wide conformance to information technology enterprise architecture.

Strategic Activity: Enterprise Architecture Conformance.

AHR support for enabling enterprise-wide conformance to the FAA IT Enterprise Architecture.

Activity Target 1:

Update the infrastructure and application inventory. Due March 31, 2011

Strategic Initiative: Unauthorized Disclosure

Protect FAA-sensitive and individual privacy information from unauthorized disclosure.

Strategic Activity: Stabilize Information Assurance/Privacy Operations

Protect FAA-sensitive and individual privacy information from unauthorized disclosure.

Activity Target 1:

Complete 100% of all PTAs and PIAs as required by the C&A anniversary date. Ensure PTA/PIA approval is obtained from Privacy Officer. Due September 30, 2011

Activity Target 2:

Support 100% of all Privacy Compliance activities conducted by the Privacy Office. Develop and implement compliance remediation plans for all identified findings. Due September 30, 2011

Activity Target 3:

Report 100% of all privacy breaches to the CSMC as they occur and take required remediation action in accordance with the FAA Privacy Order. Due September 30, 2011

Activity Target 4:

Develop a plan that is approved by the Privacy Office to remediate PII vulnerabilities identified during DLP/Security scanning and Privacy compliance reviews and then implement remediation according to the plan. Due September 30, 2011

Activity Target 5:

Encrypt all PII systems for data in transit and data at rest. Due September 30, 2011

Flight Plan Target: OPM Hiring Standard

By FY 2010, 80 percent of FAA external hires will be filled within OPM's 45-day standard for government-wide hiring. FY 2011 Target: 80%

Strategic Initiative: External Recruiting

In external recruitment efforts, implement corporate strategies that expand the applicant pool to ensure equal opportunity to all applicants and result in attracting high quality candidates to the FAA.

Strategic Activity: Strategically Market FAA as An Employer of Choice

Develop opportunities and participate in activities that will increase FAA's visibility as an employer of choice to current and future job seekers. Support the attainment of NextGen, ATO 2152/2101, AVS 1825, and other priority programs' hiring goals and

objectives.

Activity Target 1:

Provide guidance, information, and tools to support annual update of recruitment strategies and outreach plans for mission-critical occupations. Due January 31, 2011

Activity Target 2:

Develop recruitment strategies and outreach plans to support the accomplishment of air traffic controller, airway transportation system specialist, and aviation safety inspector hiring plan goals and objectives. Due March 30, 2011

Activity Target 3:

Promote and partner with veterans advocate organizations to place disabled veterans in a cooperative education and/or non-paid work experience opportunity at FAA. Placements will be tracked Q2 through Q4. Due September 30, 2011

Activity Target 4:

Cultivate relationships and form partnerships with organizations that assist the public in seeking employment opportunities. Report progress monthly. Due September 30, 2011

Activity Target 5:

Monitor quarterly the Office of Communications' development of FAA policy regarding the use of social media. Due September 30, 2011

Activity Target 6:

Provide two sessions of Recruiter Training at a cost of \$1100 per class. Due September 30, 2011

Strategic Activity: Promote the Hiring of Entry-level Candidates in FAA

Implement a marketing strategy to increase FAA's hiring of entry-level candidates for NextGen and other priority programs.

Activity Target 1:

Market the use of Student and Intern Programs to educate managers and supervisors on the various types of student/intern programs and the benefits of these programs by providing managerial briefings and updated information. Due March 30, 2011

Strategic Initiative: Human Capital Planning

Sustain and improve agency human capital planning and measurement processes.

Strategic Activity: Human Capital Planning, Analysis, and Strategy Implementation

Sustain ongoing strategic human capital planning and analysis, aligned with annual updates to the FAA Flight Plan, DOT/OPM human capital planning requirements, and government-wide regulations on

implementation of human capital management standards.

Activity Target 1:

Complete annual update of FAA Human Capital Plan aligned with FAA Flight Plan update and DOT/OPM human capital planning requirements, and government-wide regulations on implementation of human capital management standards. Due April 30, 2011

Activity Target 2:

Lead and participate in FAA and/or DOT/OPM-level workgroups to conduct competency modeling and assessment, and close skill gaps for agency mission critical occupations. Due September 30, 2011

Activity Target 3:

: Participate on various DOT councils, committees, and work groups to provide human capital updates and deliverables to support DOT/OPM/OMB goals for the strategic management of agency human capital. Due September 30, 2011

Strategic Activity: Organizational Workforce Plans

Use workforce planning and analysis to strategically align LOB/SO human capital (workforce size/skills) with organizational needs and goals, and support the government-wide Human Capital requirements. Provide guidance and tools to improve and sustain the workforce planning process. Review LOB/SO Workforce Plans.

Activity Target 1:

AHR will collect and review LOB/SOs' self-assessments of their workforce plan to improve the process. Due February 28, 2011

Activity Target 2:

AHR will collect and review LOB/SOs' completed workforce plans that support their Business Plan and government-wide/DOT human capital requirements. Due July 30, 2011

Activity Target 3:

AHR will conduct the FAA Human Capital Planning Council and provide guidance and tools to LOB/SOs to improve and sustain the agency workforce planning process. Due September 30, 2011

Strategic Activity: Survey Management and Action Planning

Use government-wide and agency survey results and action planning to inform management decision making and improve employee engagement, satisfaction, commitment and organizational work environment and culture.

Activity Target 1:

Coordinate the administration of the government-wide and Departmental surveys (e.g., Employee

Engagement Survey (EVS); MSPB) with DOT/OPM and FAA including sampling plan and monitoring of response rates. Due March 30, 2011

Activity Target 2:

Analyze, interpret, and communicate the results from government-wide and Departmental surveys to management and the workforce. Due July 31, 2011

Activity Target 3:

Develop corporate FAA Employee Engagement Action Plan, when required, in collaboration with agency stakeholders to address results and publicize the plan. Due September 30, 2011

Activity Target 4:

Monitor implementation of action plan and on a quarterly basis, report progress and results to stakeholders (e.g., FAA management, agency executive-level committees, DOT, and OPM). Due September 30, 2011

Flight Plan Target: Reduce Workplace Injuries

Reduce the total workplace injury and illness case rate to no more than 2.44 per 100 employees by the end of FY 2011, and maintain through FY 2013. FY 2011 Target: 2.44 per 100 employees

Strategic Initiative: Reduce Workplace Injuries

Reduce workplace injuries through employee safety program evaluations and OSHA Voluntary Protection Program measures.

Strategic Activity: FAA Employee Safety Program

Provide expert guidance to FAA organizations on how to reduce work-related injuries and illnesses and their associated costs.

Activity Target 1:

Prepare annual report on FAA's Occupational Safety and Health program accomplishments. Due January 15, 2011

Activity Target 2:

Assess OSH self evaluations from all Lines of Business. Due July 29, 2011

Activity Target 3:

In coordination with the Center for Management & Executive Leadership (CMEL) and the ATO, update course materials for general safety awareness for employees, and improve the management learning experience such that refined OSH tools are used in the training curriculum for Frontline Manager Courses. Due July 29, 2011

Activity Target 4:

Monitor OSH responsibility as a performance measure in selected generic

managers/supervisors performance standards.
Due July 29, 2011

Flight Plan Target: Unqualified Audit Opinion

Obtain an unqualified opinion on the agency's financial statements (Clean Audit with no material weaknesses) each fiscal year. FY 2011 Target: Unqualified audit opinion with no material weaknesses each fiscal year

Strategic Initiative: IT Audit Findings

Closeout prior year information technology Audit Findings not later than the second quarter of each fiscal year, and receive no significant deficiencies related to new IT Notices of Findings and Recommendations (NFR).

Strategic Activity: IT AUDIT FINDINGS.

Correct High and Medium Vulnerabilities and receive no Significant Deficiencies related to new IT NFRs.

Activity Target 1:

Conduct internal audit/sampling of employees that have left the agency to determine the timeliness of close-out of their system access.
Due December 31, 2010

Activity Target 2:

Implement corrective actions if required to ensure exit clearance forms are completed for all employees in a timely manner. Due February 28, 2011

Flight Plan Target: Grievance Processing Time

Reduce grievance processing time by 30 percent (to an average of 102 days) by FY 2010 over the FY 2006 baseline of 146 days, and maintain the reduction through FY 2013. FY 2011 Target: 102 days

Strategic Initiative: Service Level Agreements

Monitor labor relations service level agreements to ensure the requirements of lines of business and staff offices (LOB/SO) are met.

Strategic Activity: Service Level Agreements for Labor Relations

Monitor labor relations service level agreements to ensure the requirements of lines of business and staff offices are met.

Activity Target 1:

Track and report monthly compliance with service level agreements. Due September 30, 2011

Activity Target 2:

Monitor customer satisfaction levels with performance against service level agreements, report quarterly. Due September 30, 2011

Strategic Initiative: Labor Relations Training

Develop and provide labor relations training for agency supervisors and managers.

Strategic Activity: Labor Relations Training for Agency Managers and Specialists

Develop and provide labor relations training for agency supervisors and managers, and labor relations skills training to labor relations specialists.

Activity Target 1:

Conduct contract administration training following signing of new contracts as required. Due September 30, 2011

Activity Target 2:

Survey recipients' satisfaction with training provided. Due September 30, 2011

Activity Target 3:

Reassess Labor Relations training needs. Due September 30, 2011

Strategic Initiative: Grievance Tracking

Using the Grievance Electronic Tracking System (GETS), reduce grievance processing time compared to the baseline measure.

Strategic Activity: Grievance Tracking

Using the Labor and Employee Relations Integrated Information System (LERIS), monitor grievance processing time and take necessary actions to achieve the specified target processing time.

Activity Target 1:

Provide a processing time update to AHL Managers and HR Directors through the Executive Director, HR Field Operations on a quarterly basis. Due September 30, 2011

Activity Target 2:

Review grievance processing practices, identify delays and bottlenecks, and recommend improvements as needed on a quarterly basis. Due September 30, 2011

Activity Target 3:

Initiate periodic feedback, training, discussions, etc., with Regional Points of Contact as needed on a quarterly basis. Due September 30, 2011

Flight Plan Target: ATC Positions Workforce Plan

Maintain the air traffic controller workforce within 2%, above or below, the projected annual totals in the Air Traffic Controller Workforce Plan. FY 2011 Target: At or up to 2% above annual target

Strategic Initiative: ATC Workforce Plan

Implement the hiring, training, staffing analysis, and management recommendations of the Air Traffic Controller Workforce Plan to support FAA's safety mission and meet external stakeholder requirements. Update and report annually on agency progress.

Strategic Activity: AHR Support to ATC Hiring

Provide AHR support to the ATC hiring plan.

Activity Target 1:

Collect and process an adequate number of applications to meet specified ATO hiring requirements. Due September 30, 2011

Activity Target 2:

Refer an adequate number of eligible candidates for each ATO selection panel consistent with ongoing preplanning activities throughout the year. Due September 30, 2011

Core Business Target: Mitigate OWCP Costs

Achieve cost avoidance of at least \$18M* through effective management of the workers' compensation program. [*Note: FY11 target contingent upon FY10 results.]

Core Business Initiative: Mitigate OWCP Costs

Achieve cost containment through effective management of the workers' compensation program. Mitigate OWCP costs by undertaking proactive management of injury claims. Centrally manage claims for entire FAA.

Core Activity: OWCP Costs Management

Continue effective workers compensation program management and maintain cost containment obtained through the consolidation of the corporate program.

Activity Target 1:

Monitor on a monthly basis the one year cost avoidance on all new OWCP claims that are 1) denied and 2) resolved through a successful return to either light or full duty to ensure continued program efficiencies. Due September 30, 2011

Activity Target 2:

Conduct outreach efforts which will include regional and/or facility management training, OWCP District Office briefings and case review visits, FAA facility tours, etc. Due September 30, 2011

Activity Target 3:

Continue as needed process of migrating DOT Operating Administration Workers Compensation programs to FAA national program. Due September 30, 2011

Core Business Target: HR Automation Systems

Manage and enhance AHR's HR automation systems. Accomplish 95% of targets within schedule.

Core Business Initiative: HR Automation Systems

Manage and enhance the Federal Personnel and Payroll System (FPPS), Consolidated Automated System for Time and Labor Entry (CASTLE), and other supporting subsystems within FAA in accordance with established timelines.

Core Activity: Oversee and Manage CASTLE

Oversee and manage the operation and maintenance within FAA of CASTLE, the time collection and labor reporting automated processing system.

Activity Target 1:

Continue to improve CASTLE and PLS support through a CASTLE/FPPS/PLS managers' meeting in July. Due August 31, 2011

Activity Target 2:

Monitor missing and unapproved timecards at the LOB level, reporting on a bi-weekly basis the number of missing and/or unapproved T&As. Initial report due October 12, 2011. Due September 30, 2011

Activity Target 3:

Collect, submit, and monitor the status of change requests submitted to enhance the CASTLE in compliance with the DOT change control process. Report the number of change requests and their status on a quarterly basis. Initial report due in January. Due September 30, 2011

Core Activity: Oversee and Manage FPPS

Oversee and manage the operation and maintenance, within FAA, of personnel and payroll automated processing by the Federal Personnel and Payroll System (FPPS).

Activity Target 1:

Collect, submit and monitor the status of change requests required through bargaining unit agreements and policy changes to ensure the accuracy of payroll and benefits for all of FAA. Submit annual CR for pay adjustment requirements. Due December 15, 2010

Activity Target 2:

Continue of training for the FAA SME personnel in regional HR offices on the new DOI training database. Due February 1, 2011

Activity Target 3:

Collect, submit, and monitor the status of change requests submitted to enhance the DataMart in compliance with the DOT change control process

and in accordance with Agency needs. Due August 30, 2011

Activity Target 4:

Provide official FAA employment figures to LOB/SOs when requested. This is done on an ongoing basis. Due September 30, 2011

Core Activity: Secure On-and-Off Boarding Application (SOAMS)

Provide support for the development and implementation of OPM's automated new employee onboarding initiative.

Activity Target 1:

DOI to develop software changes for HRMS to meet the FAA's requirements. Due January 31, 2011

Activity Target 2:

Ensure all software enhancements are met through FAA testing. Due September 30, 2011

Activity Target 3:

Continue the Implementation of HRMS throughout the FAA HR community during FY 2011. Due September 30, 2011

Core Activity: Maintain SWIFT Systems

Maintain SWIFT systems to support FAA staff acquisition functions.

Activity Target 1:

AVIATOR Phase 2.0: complete development of requirements and tasks. Due January 31, 2011

Activity Target 2:

AVIATOR future enhancements -- iterative process: finalize requirements for USA Jobs Interface. Due March 31, 2011

Activity Target 3:

Promote the new release of AVIATOR 1.0 to FAA employees. Due May 28, 2011

Activity Target 4:

AVIATOR future enhancements -- iterative process: finalize implementation of AVIATOR 3.0.05/31/2011 Due May 31, 2011

Activity Target 5:

ASAP Application Survey: maintain performance measure of 95% or more responses of neutral to very satisfied cumulative for the year. Due September 30, 2011

Activity Target 6:

SWIFT Tech Support Desk: maintain monthly performance measure of 95% or more tickets closed by COB of the 2nd business day. Due September 30, 2011

Core Activity: Enterprise Architecture Approach

Manage an enterprise architectural approach that supports the operation and maintenance of AHR systems

Activity Target 1:

Work with FAA's AIO in developing an Enterprise Architecture Technical Reference Model and update other FAA Enterprise Architecture Models. Due August 30, 2011

Activity Target 2:

Expand AHR's Enterprise Architecture to document AHR's Business Processes and IT systems that support them. Due August 30, 2011

Activity Target 3:

Maintain and manage enterprise architecture activities for AHR systems including a configuration control board. Due September 30, 2011

Core Activity: Information Systems Security

Establish and maintain AHR information systems security

Activity Target 1:

Conduct annual security review (NIST 800-26) for AHR systems as required by the C&A anniversary date. Due September 30, 2011

Activity Target 2:

Oversee remediation of identified security vulnerabilities for AHR IT systems. Due September 30, 2011

Activity Target 3:

Support the activities of the AHR Configuration Control Board as needed. Due September 30, 2011

Activity Target 4:

Conduct the Security Certification and Authorization Process (SCAP) for all new enterprise AHR systems. Due September 30, 2011

Core Activity: Applications Development Support

Set up and manage AHR web applications support helpdesk.

Activity Target 1:

Update the AHR overall employee website. Due September 30, 2011

Activity Target 2:

Research, gather requirements and design plan of AHR web application portal. Due September 30, 2011

Activity Target 3:

Consolidate Workload Application Tools (i.e., Workload, Greentree, Applicant Tracker, Time-to-Fill) to monitor pipeline and specialists productivity. Due September 30, 2011

Activity Target 4:

Identify agency requirements for a new automated, integrated PMS/SCI system. Due September 30, 2011

Core Business Target: Conduct EEO Training

Assist agency efforts to prevent discrimination by increasing management and employee awareness with regard to EEO responsibilities and appropriate behaviors by training three percent (3%) of the FAA workforce and provide training to 50% of all new Air Traffic Student hires. Develop new EEO training course that will meet agency needs and create a library of EEO materials.

Core Business Initiative: Prevent Discrimination through EEO Training

Assist agency efforts to prevent discrimination by increasing management and employee awareness in EEO through training.

Core Activity: Conduct EEO Training and Briefings to include the mandatory No FEAR Training

Conduct EEO training with regards to EEO responsibilities and appropriate behaviors to 3% of the FAA workforce. Additionally, FAA must comply with OPM requirement to administer the NO FEAR training to 100% of all FAA employees.

Activity Target 1:

Each LOB/SO will partner with the Office of Civil Rights to provide training to at least 1.5% of the FAA workforce. Due March 31, 2011

Activity Target 2:

Each LOB/SO will partner with the Office of Civil Rights to provide training to an additional 1.5% of the FAA workforce for a total of 3%. Due September 30, 2011

Activity Target 3:

Each LOB/SO will ensure that 100% of all FAA employees complete the OPM mandated NO FEAR Training. Due December 30, 2010

Core Business Target: Human Resources Policy

Develop, modify or cancel at least 15 Human Resources policy documents in FY11.

Core Business Initiative: Human Resources Policies

Develop, implement, and oversee FAA Human Resources policies and special programs.

Core Activity: Policy Review and Development

Provide policy development and guidance on FAA compensation, classification, hiring and employment, performance management and awards, leave, work hours, premium pay, HR policy web content, and comprehensive policy development/issuance instructions to Human

Resource Directors and FAA lines of business and staff offices.

Activity Target 1:

Review policy bulletins for currency and develop plans for incorporating into policy or canceling. Due June 30, 2011

Activity Target 2:

On an ongoing basis, review new legislation, executive orders, regulations, listening to customer feedback, and other sources, determine whether to implement new and/or revised FAA HR policy. Due September 30, 2011

Activity Target 3:

Develop, modify, or cancel Human Resource policy documents as needed to support HR Directors and FAA LOB/SOs. Due September 30, 2011

Core Activity: Policy Oversight and Customer Focus

Perform policy oversight and incorporate voice of the customer into policy development and revision decisions.

Activity Target 1:

Analyze the effectiveness of new and/or revised policies. Conduct a minimum of two broad baseline surveys and two follow-up surveys to determine success of improvement efforts. Due June 30, 2011

Activity Target 2:

Analyze policy survey feedback and report results. Take any necessary follow-up action(s) to improve services. Assess and report success of follow-up actions. Due September 30, 2011

Activity Target 3:

Communicate policy/program initiatives, highlights, positions and interpretations through guides, broadcast messages, position/decision papers, memos, telecons, congressionals, and/or third-party hearings. Due September 30, 2011

Activity Target 4:

Create guides and/or conduct training session(s) on new or revised policies/programs within three months of the policy/programs effective date or as need arises. Due September 30, 2011

Activity Target 5:

Identify the need for and provide refresher briefings/training to customers in the functional areas designated above to enhance understanding of HR policy (e.g. core comp, classification, performance management, leave, etc.). Due September 30, 2011

Core Activity: HR Policy Program Support

Provide program guidance and support to HR offices and LOB/SOs on program areas such as the Voluntary Leave Transfer Program, establishing

position requests (waivers), responding to FOIAs and Congressionals, etc.

Activity Target 1:

Analyze HR policy program activities to ensure effectiveness. Report analysis activities on a quarterly basis. Due September 30, 2011

Activity Target 2:

Make program adjustments based on analyses as needed. Assess and report success of adjustments on a quarterly basis. Due September 30, 2011

Core Activity: Policy Process Improvement

Review and improve current operating processes.

Activity Target 1:

Review current processes for operational efficiency improvements or baselining in conjunction with AHR's Malcolm Baldrige/Six Sigma efforts. Due March 30, 2011

Core Activity: Voice of the Customer

Improve policy prioritization, development and implementation in accordance with voice of the customer.

Activity Target 1:

Working across the AHR organization, ensure policies and procedures are documented, updated and communicated in a timely manner. Due September 30, 2011

Activity Target 2:

Working across the AHR organization, revise policies and procedures using easy-to-understand, plain language. Due September 30, 2011

Activity Target 3:

Work with AHP-100 to create a SharePoint, KSN site to house all in-house policy-related reference materials and Operating Instructions in a single place. Due September 30, 2011

Activity Target 4:

Work with AHF and AHP-200 to improve the consistent application of policies and procedures. Due September 30, 2011

Core Business Initiative: Agency Performance Management System

Provide corporate oversight and manage the implementation and proper operation of the agency's performance management system to insure that the system is credible, fair, complies with policies and merit system principles, and effectively operates to meet program objectives including planning, monitoring, appraising, and rewarding employee performance.

Core Activity: Performance Management Program Oversight

Provide corporate oversight and manage the agency's performance management system.

Activity Target 1:

Conduct a 10% sampling of managerial work plans or supplemental standards across the FAA through the Agency PMS Committee to confirm the presence of credible measures. Due March 30, 2011

Activity Target 2:

Conduct a 10% sampling of employee work plans or supplemental standards for employees who are covered by generic performance standards across the FAA through the Agency PMS Committee to confirm the presence of credible measures. Due March 30, 2011

Activity Target 3:

Assess the percentage of employees who receive mid-term (progress) reviews throughout the FAA to identify whether corrective action is needed by FAA organizations Due June 30, 2011

Activity Target 4:

Issue guidance, requirements, criteria, and/or tools, as needed, to LOB/SOs to support the effective implementation and operation of the agency's performance management system and insure compliance with external requirements (e.g., PMA, OPM, GAO, or OIG audits). Due September 30, 2011

Core Business Initiative: Core Compensation System

Manage the FAA Core Compensation system.

Core Activity: Core Compensation System

Manage the FAA Core Compensation system.

Activity Target 1:

Provide expert-level policy guidance and interpretation in the form of briefing books, decision papers, data, and meetings to the Administrator, Deputy Administrator, and Core Compensation Committee on the core compensation system. Due March 30, 2011

Activity Target 2:

Review compensation policies to determine if updates are needed. Due March 30, 2011

Activity Target 3:

Issue guidance, requirements, criteria, and/or tools, as needed, to FAA LOB/SOs to support the effective implementation/operation of the agency's compensation system Due September 30, 2011

Activity Target 4:

Revise and modify compensation policy requiring updates. Provide refresher training to Human Resource Management staff as appropriate. Due

September 30, 2011

Activity Target 5:

Develop a plan of action to integrate FAA's Core Compensation System with FAA's Performance Management System (PMS) to create a comprehensive pay-for-performance system for use FAA-wide. Due September 30, 2011

Core Business Target: ATC Hiring Process & AT-SAT Management

Support ATC hiring by providing AT-SAT test seats for 100% of new, eligible General Public and CTI applicants, contingent upon ATO funding.

Core Business Initiative: ATC Hiring Process & AT-SAT Management

Support the ATC hiring process and AT-SAT testing management.

Core Activity: Support the Hiring of Air Traffic Controllers

Support the hiring of air traffic controllers to ensure the agency has the capacity to achieve anticipated strategic staffing requirements, working with ASH, AVS, ATO, and AHF as appropriate.

Activity Target 1:

Provide input and support revisions to the 2011 ATC Workforce Plan. Due March 30, 2011

Activity Target 2:

Provide quarterly reports on controller new hire race & national origin (RNO) data to ACR. Due September 30, 2011

Activity Target 3:

Provide guidance and support in the development of new and existing air traffic controller hiring programs to provide additional sources of new air traffic control specialists and to ensure recruitment of applicants qualified to work in the new NextGen environment. Due September 30, 2011

Activity Target 4:

Work with the ATO and ACR to implement changes to the ATCS hiring process to eliminate barriers identified in the FY09 barrier analysis. Due September 30, 2011

Core Activity: Manage the AT-SAT Testing Process

Manage the AT-SAT testing process and contract.

Activity Target 1:

Determine whether to execute the second option year under the new AT-SAT testing contract and execute that option if that is the choice. Due March 12, 2011

Activity Target 2:

Continue changes to AT-SAT policies as required based on CAMI data. Due September 30, 2011

Activity Target 3:

Conduct a review of AT-SAT contractor performance by visiting at least one contractor test site per quarter. Due September 30, 2011

Activity Target 4:

Provide a test seat for all CTI candidates nearing graduation who are eligible, available and willing to be tested during FY 2011, contingent upon funding. Due September 30, 2011

Activity Target 5:

Provide a test seat for all general public candidates referred for testing by AMH who are available and willing to be tested, contingent upon funding. Due September 30, 2011

Activity Target 6:

Work with the Civil Aerospace Medical Institute to make any necessary changes to AT-SAT based on the results of on-going research. Due September 30, 2011

Core Activity: ATC Credentialing Program

Implement the ATC Credentialing Program.

Activity Target 1:

Identify any AHR policies that must be modified to support the ATCS credentialing program. Due December 31, 2010

Core Activity: Technical Operations Workforce Support

Support the implementation of NextGen by providing Human Resources advice and guidance to the senior management of Technical Operations and by ensuring that HR advice and guidance appropriately incorporates changes due to NextGen.

Activity Target 1:

Provide assistance, as needed, in the development of the Technical Operations workforce plan. Due July 30, 2011

Activity Target 2:

Travel to schools identified by ATO Technical Training to participate in assessment of the schools for participation in the Tech Ops CTI program. Due June 30, 2011

Activity Target 3:

Travel to each of the three ATO service areas and meet with staff there to identify any AHR policies that must be modified to support hiring, employment, and pay of the Tech Ops workforce. Due June 30, 2011

Activity Target 4:

Travel to each of the three ATO service areas and meet with staff there to identify any AHR

policies that must be modified to support hiring, employment, and pay of the Tech Ops workforce. Due September 15, 2011

Activity Target 5:

Improve the Tech Ops hiring process by attending their centralized selection panels and participating in workgroups to improve hiring process. Due September 30, 2011

Core Activity: Process Improvement

Review and improve current operating processes.

Activity Target 1:

Review current processes for operational efficiency improvements or baselining in conjunction with AHR's Malcolm Baldrige/Six Sigma efforts. Due September 30, 2011

Core Business Target: Labor and Employee Relations

Ensure that all 12 Regions/Centers/HQ offices meet the average grievance processing time (102 days) target for FY11.

Core Business Initiative: Labor Relations Oversight and Compliance

Provide oversight and ensure compliance of all bargaining with FAA unions in accordance with FAA Order 3710.18, Internal Coordination Requirements for Negotiating Term and Mid-Term Agreements with FAA Unions, and the Federal Service Labor-Management Statute.

Core Activity: Official Time Oversight

Reduce reported official time use through ongoing management and oversight.

Activity Target 1:

Provide monthly reports on Official Time usage to AHR field offices, and LOBs with Service Level Agreements. Due September 30, 2011

Activity Target 2:

Issue reminder guidance. Due September 30, 2011

Core Business Initiative: Employee Relations

Support the FAA workforce through timely and quality employee relations services.

Core Activity: LR-ER Automated Information Systems

Develop and use automated system(s) to track, cost, and report conduct- and performance-based actions.

Activity Target 1:

Provide LERIS reports to update lines of business/staff offices on types and numbers of actions and penalties imposed at Headquarters and in the field. Reports to be provided at mid-

year and end-of-year; the first by May 30, 2010 and the second by September 30, 2011. Due September 30, 2011

Activity Target 2:

Identify and analyze trends in disciplinary and performance-based actions. Reports to be provided at mid-year and end-of-year; the first by May 30, 2011 and the second by September 30, 2011. Due September 30, 2011

Activity Target 3:

Develop and deliver training to address major issues resulting in discipline. Due September 30, 2011

Core Activity: Employee Relations Policy

Review, validate, and ensure the accuracy of ER policy information provided to FAA employees.

Activity Target 1:

Review and validate one Employee Relations Policy or GAM each quarter and modify as necessary. Due March 31, 2011

Activity Target 2:

Review and validate KSN content to ensure information is updated and modify as necessary. Due May 30, 2011

Activity Target 3:

Update AHL-100 Employee Relations web content at mid-year and end-of-year; the first by April 30, 2011 and the second by September 30, 2011. Due September 30, 2011

Core Activity: Misconduct/Poor Performance Cases

Ensure managers are provided information needed to handle misconduct and poor performance cases.

Activity Target 1:

Review Manager's Guide to Discipline and make necessary updates. Due April 30, 2011

Activity Target 2:

Provide Conduct and Discipline training and Advanced Labor and Employee Relations Training courses for Labor and Employee Relations Professionals. Due August 30, 2011

Activity Target 3:

Provide ER training to supervisors and managers and/or ER Specialists on how to handle misconduct and poor performance cases twice during the fiscal year; the first by April 30, 2011 and the second by September 30, 2011. Due September 30, 2011

Core Business Target: Human Resources Operations

Ensure that all 12 operating HR offices meet the OPM 45-Day Standard for 80% of the external-hire job offers.

Core Business Initiative: HR Field Operations

Provide operational support and services to all AHR customers (internal and external) for staffing, compensation, labor and employee relations, benefits, awards, HR training and HR systems automation.

Core Activity: Customer Service

Provide day-to-day Human Resource services to AHR customers.

Activity Target 1:

Respond to customers with timely services and accurate information. Measures/target values TBD: Performance targets are as outlined in the Service Level Agreements. Due September 30, 2011

Activity Target 2:

Track and report customer satisfaction level with HR service delivery through Service Level Agreements (Employment, LER and Benefits). Due September 30, 2011

Activity Target 3:

Ensure customer service skills are enhanced through internal training initiatives. Due September 30, 2011

Core Activity: Process Improvement

Review and improve current operating processes.

Activity Target 1:

Review and improve current HR processes for operational efficiencies in conjunction with AHR's Malcolm Baldrige/Six Sigma efforts. Specific measures: Implementation will be made within 3 months after project(s) completion. Due March 30, 2011

Activity Target 2:

Implement identified process improvements in all field operating offices. Specific measures: Implementation of improvements will be contained in each project(s). Due September 30, 2011

Activity Target 3:

Identify and correct inconsistencies in implementation of new or current process improvement instructions among the operating HR Offices. Due 3 months after implementing process improvement. Due September 30, 2011

Core Activity: Human Capital Accountability System

Develop, document, and maintain a Human Capital Accountability System that ensures the agency maintains a legally defensible and merit-based personnel system by consistently monitoring, assessing, evaluating, and measuring the results from governing agency policies, programs, systems, and initiatives.

Activity Target 1:

Take corrective actions as necessary to address results and recommendations from internal accountability reviews. Due September 30, 2011

Activity Target 2:

Report at mid-year and year-end to AHR-1 on any actions taken. Due September 30, 2011

Core Activity: Close Skills Gaps Through Functional Training

Provide training to the HR operating offices workforce.

Activity Target 1:

Develop FY corporate training plans to address HR operating office workforce skill gaps identified through human capital surveys or performance reviews. Specific measures: Identification based on annual survey. Due September 30, 2011

Activity Target 2:

Assess impact of corporate training on quality of performance and skills gap closure. Specific measures: Based on evaluation. Due September 30, 2011

Core Activity: Shared Services Centers

Assess performance of the SSCs.

Activity Target 1:

Assess the success of the consolidation of the SSCs from three to two. Due March 30, 2011

Activity Target 2:

Take corrective actions as needed. Due September 30, 2011

Core Activity: End-to-End Hiring Initiative

Monitor and communicate performance against the E2E hiring initiative (e.g., 80-day model, New Hire Survey, Manager/applicant surveys, and retention rates) and report to AHR, DOT and OPM to improve talent management process through data-driven results.

Activity Target 1:

Review 2010 performance on E2E metrics and communicate results to AHR management. Due October 31, 2010

Activity Target 2:

Identify and coordinate FY 2011 performance targets for E2E initiative in consultation with AHR stakeholders and submit targets to DOT and OPM. Due December 31, 2010

Activity Target 3:

Manage implementation of end-to-end hiring measures. Due September 30, 2011

Activity Target 4:

Analyze and interpret results from measures. Due September 30, 2011

Activity Target 5:

Report results to FAA management, DOT/OPM for Human Capital Management Report and for action planning. Due September 30, 2011

Core Business Initiative: Executive Corps Development

Build the leadership capabilities of the executive corps.

Core Activity: Executive Leadership Capabilities

Build leadership capabilities to create a culture of accountability and to make the organization more effective. Promote the continuity of senior leadership through executive learning, development and succession planning. Support newly appointed executives in the transition from senior management to top leadership with corporate processes. Promote periodic training of incumbent executives to stay abreast of new leadership theories and practices.

Activity Target 1:

Review, update, and deliver two sessions of the required course, Forum for Executive Excellence. Due June 30, 2011

Activity Target 2:

Annually review and update leadership position and succession information through interviews with senior leaders or alternate data collection methods. Due August 30, 2011

Activity Target 3:

Market and sponsor formal development opportunities for FAA executives to support strengthening leadership capacity. Due August 30, 2011

Activity Target 4:

Update vacancy risk status and information for executive entry positions quarterly to monitor staffing priorities and succession information. Due September 30, 2011

Core Activity: Executive System Policies and Processes

Ensure human resource policies and processes are current and appropriately support and attract a strong executive leadership cadre.

Activity Target 1:

Develop a schedule for review of executive policies that were not updated in FY2010. Due November 30, 2010

Activity Target 2:

Update Short Term Incentive (STI) automated system to implement, track, and calculate STIs. Due January 15, 2011

Activity Target 3:

Continue to review AHP-20 operational processes for efficiency and effectiveness;

develop and update Standard Operating Procedures and processes, as needed. Due June 30, 2011

Activity Target 4:

Monitor government-wide legislative and policy implementation that impacts the Senior Executive Service for review and implementation consideration. Due September 30, 2011

Core Business Initiative: Learning and Development Operations

Manage corporate development programs and training policies. Manage electronic learning management system and learning enterprise architecture.

Core Activity: Corporate Training Operations

Provide corporate training operations support. Provide Managerial Workforce Plan support to new probationary managers and manage new probationary manager data base. Coordinate mandatory training submissions with the Training Integration Group.

Activity Target 1:

Promote AHD products and services to the FAA workforce. Due September 30, 2011

Activity Target 2:

Coordinate and manage corporate enrollments to the Federal Executive Institute, the Executive Potential Program, the Executive Leadership Program, and other corporate programs. Due September 30, 2011

Activity Target 3:

Maintain accurate training records for HR employees in eLMS. Due September 30, 2011

Activity Target 4:

Prepare and disseminate educational materials to meet Constitution Day requirements as mandated by Congress. Due September 30, 2011

Core Activity: Electronic Learning Management System (eLMS) & Learning Enterprise Architecture (LEA)

Manage and enhance the e Learning Management System (eLMS) and other supporting subsystems within FAA in accordance with established timelines. Manage the operations and maintenance of eLMS and the migration of FAA legacy learning management systems to an enterprise wide learning architecture that meets current and evolving requirements.

Activity Target 1:

Review and revise FY11 program plans and schedules. Due October 30, 2010

Activity Target 2:

Implement upgrade of eLMS to version 6.2. Due December 31, 2010

Activity Target 3:

Update Learning Enterprise Architecture (LEA) for FY12 to FY14. Due June 30, 2011

Activity Target 4:

Prioritize and determine FY12 enhancements. Due June 30, 2011

Activity Target 5:

Work with business partners to gather preliminary IT requirements for a unified approach for AHR's talent management strategy. Due June 30, 2011

Activity Target 6:

Implement FY11 enhancements: Implement Phase Two of Corporate Reporting Solution -- Support rollout of Blackboard and Course Avenue -- develop web service integration plan for eLMS. Due September 30, 2011

Activity Target 7:

Review and evaluate FAA requirements for COTS WBT libraries, purchase licenses and expand usage. Due September 30, 2011

Activity Target 8:

Evaluate data quality and data entry processes on a quarterly basis. Due September 30, 2011

Activity Target 9:

Develop a customer feedback tool for eLMS. Due September 30, 2011

Core Activity: Strengthening Frontline Leadership (SFL)

Strengthen FAA's frontline managers through an improved selection process.

Activity Target 1:

Implement the selection process toolkit as a "pilot" in 3 to 5 TBD LOBs and/or SOs. Due March 30, 2011

Activity Target 2:

Based on the work group review of the pilot make necessary corrections to the selection process toolkit and develop an action plan to implement FAA-wide. Due September 30, 2011

Core Activity: Separation Questionnaire Data Management

Develop database, analyze and interpret data, and report results obtained from the separation questionnaire.

Activity Target 1:

Analyze 2010 data from the FAA Separation Questionnaire and compare with previous trend data. Due December 30, 2010

Activity Target 2:

Apply results from FAA Separation Questionnaire to update metrics in FAA Human Capital Plan and support recruitment and retention strategies. Due March 31, 2011

Core Activity: AHR Succession Management

Lead the implementation and assessment of the AHR succession management process.

Activity Target 1:

Evaluate the implementation of the AHR Succession Management Process. Due March 30, 2011

Activity Target 2:

Update the AHR Succession Management Plan. Due September 30, 2011

Core Business Initiative: AHR Business Operations

Perform internal AHR business operations.

Core Activity: AHR Business and Budget Management

Provide business management services for AHR operations.

Activity Target 1:

Meet all AHR Budgeting deadlines. Due September 30, 2011

Activity Target 2:

Meet all AHR Flight Plan/Business Plan deadlines. Due September 30, 2011

Activity Target 3:

Meet all Congressional/FOIA request deadlines. Due September 30, 2011

Activity Target 4:

Distribute FAA employee service awards in a timely manner. Due September 30, 2011

Core Activity: AHR Emergency Planning and Response

Provide emergency response planning and related activities connected to implementation and training.

Activity Target 1:

Attend the annual FAA Emergency Operations Seminar. Due April 30, 2011

Activity Target 2:

Ensure that FAA has the policies, tools and procedures needed to account for employees in emergencies. Due June 1, 2011

Activity Target 3:

Conduct annual Continuity of Operation (COOP) training for the AHR COOP cadre. Due June 30, 2011

Activity Target 4:

Participate in annual National Level Exercise. Due June 30, 2011

Activity Target 5:

Conduct the annual FAA operations center training for operations center participants. Due June 30, 2011

Activity Target 6:

Update the AHR integrated emergency response plan. Due July 30, 2011

Activity Target 7:

Execute action items in the AHR integrated emergency response plan. Due September 30, 2011

Core Activity: AHR Safety Program Support

Provide safety support for AHR in all regions and HQ on how to reduce work-related injuries and illnesses and their associated costs.

Activity Target 1:

Assure 3900-6 AHR mishaps are reported in SMIS nationwide. Due July 27, 2011

Activity Target 2:

Monitor OSH responsibility as a performance measure in selected generic managers/supervisors performance standards. Due July 29, 2011

Activity Target 3:

Document OSH self inspections from Regional Offices and HQ. Due August 30, 2011

Activity Target 4:

Distribute OSH awareness materials to AHR employees nationwide on a regular basis. Due September 30, 2011

Core Activity: Process Improvement

Review and improve current operating processes.

Activity Target 1:

Review current processes for operational efficiency improvements or baselining in conjunction with AHR's Malcolm Baldrige/Six Sigma efforts. Due September 30, 2011

Core Activity: NextGen Planning and Implementation

Assist the FAA in transitioning to NextGen by identifying the Human Resources implications of NextGen and ensuring that those requirements are incorporated into HR-planning, policies, and guidance.

Activity Target 1:

Conduct briefings and seminars for all FAA HRMDs and HR staff offices to describe NextGen to HR staff so that the staff understands what it is. Due September 30, 2011

Activity Target 2:

Identify the near-term HR products and services needed to support implementation of NextGen and provide a report of the suggested products and services to AHF and AHP. Due March 31, 2011

Activity Target 3:

Develop an AHR Work Plan for supporting

implementation of NextGen. First draft due March 31, 2011. Final draft due June 30, 2011.

Due June 30, 2011

Activity Target 4:

Sponsor research under the TCRG process to identify the basic knowledges, skills and abilities needed by new hires into the air traffic controller workforce to work in the NextGen workplace. Provide a list of sponsored projects to AHP-1. Due June 30, 2011

Activity Target 5:

Sponsor research under the TCRG process to identify the basic knowledges, skills and abilities needed by new hires into the Tech Ops workforce to work in the NextGen workplace. Provide a list of sponsored projects to AHP-1. Due June 30, 2011

Activity Target 6:

Use any appropriate results from the research at CAMI on alternative controller qualifications (i.e., military experience) to identify changes needed to the 2152 qualification standard, especially as relates to emerging NextGen occupations. Produce a report and projected timeline for inclusion of those requirements in the next version of the 2152 series qualification standard. Due September 30, 2011

Activity Target 7:

Review any outputs from TCRG studies, human factors studies, and Tech Ops workforce plans to identify any changes to the qualifications and other workforce requirements for Tech Ops specialists in the emerging NextGen system. Produce a report and projected timeline for inclusion of those requirements in HR policies and documents. Due September 30, 2011

Activity Target 8:

Provide a white paper or summary of the findings regarding the requirements for the FAA's NextGen workforce to the staff developing career paths in the FAA. Due September 30, 2011

Activity Target 9:

Brief the Human Resources Management Team at one of the national meetings of the HRMT on the basic tenets of NextGen, HR-related work currently underway, and implications for HR support in the near-term, mid-term, and long-term. Due September 30, 2011

Core Activity: Management Team Meetings

Coordinate AHR Management Team Meetings.

Activity Target 1:

Coordinate with AHR-1 to construct agenda. As required. Due September 30, 2011

Activity Target 2:

Invite and or notify speakers to participate per agenda. As required. Due September 30, 2011

Activity Target 3:

Coordinate with AHR-1 to produce IOUs as appropriate. As required. Due September 30, 2011

Core Business Initiative: Organizational Excellence Operations

The activities supporting this core business initiative will focus on promoting a culture of excellence, building organizational capability, and aligning strategic priorities with customer needs.

Core Activity: Baldrige National Quality Criteria

Lead and manage the Malcolm Baldrige Criteria within the AHR organization. Use AHR's Baldrige National Quality Criteria 5-phase approach (planning & preparation, conduct the assessment, analyze findings, develop and implement action plans, and submit application). Create momentum, monitor progress and sustain performance at an optimal level as the Malcolm Baldrige Criteria is used throughout the organization.

Activity Target 1:

Continue AHR Baldrige Criteria-Phase IV-Develop and implement Action Plans for Opportunities for Improvement (OFIs). Due September 30, 2011

Activity Target 2:

Provide AHR divisions (AHA, AHD, AHF, AHL, and AHP) ongoing consultation and guidance on Baldrige Criteria monthly. Due September 30, 2011

Activity Target 3:

Monitor Baldrige activity and provide feedback to AHR Executives and managers (monthly). Due September 30, 2011

Activity Target 4:

Coordinate and conduct AHR Executive Baldrige meeting for AHR-1 (quarterly Sep, Dec, Mar, Jun). Due September 30, 2011

Core Activity: Ensure visibility of Baldrige Program for entire AHR workforce

Ensure visibility of Baldrige Program for entire AHR workforce

Activity Target 1:

Identify opportunities for improving communication and employee awareness of Baldrige Criteria activities to AHR divisions (AHA, AHD, AHF, AHL, & AHP). Due December 30, 2010

Core Activity: Support Malcolm Baldrige Skill Development

Support Malcolm Baldrige Skill Development.

Activity Target 1:

Research availability of Malcolm Baldrige Examiner training and coordinate attendance of key personnel. Due December 30, 2010

Activity Target 2:

Coordinate registration for key employees to attend annual Quest for Excellence Conference. Due March 31, 2011

Core Activity: AHR LSS Program Management

Lead and manage the Lean Six Sigma Program within the AHR organization. Create momentum, monitor progress and sustain performance at an optimal level as the Lean Six Sigma Methodology is used throughout the organization. Assess and execute AHR's 18 month Deployment Program and monitor deployment plan activities (via %) to support AHR's goal for LSS Self Sufficiency (monthly).

Activity Target 1:

Assess and revise AHR's LSS Deployment Program using the LSS Maturity Model and provide status (via % complete) to support AHR's goal for LSS self sufficiency (monthly). Due December 31, 2010

Activity Target 2:

Execute and monitor (via % complete) revised AHR's LSS Deployment Program Plan to address LSS Maturity Model goals approved by LSS Executive Steering Committee (ESC). Due September 30, 2011

Activity Target 3:

Plan and conduct the LSS Executive Steering Committee (ESC) meetings and publish LSS ESC meeting highlights (bi-monthly or as required). Due September 30, 2011

Activity Target 4:

Develop a process to manage Just Do It (JDI) initiatives. Due September 30, 2011

Activity Target 5:

Plan and conduct site visits to AHR regional locations to support AHR employees in LSS training and to gain LSS stakeholder feedback (monthly). Due September 30, 2011

Activity Target 6:

Support AHR Executives in identifying and selecting LSS projects aligned to the AHR Strategic and Business Plans. Due September 30, 2011

Core Activity: LSS Knowledge Management

Ensure visibility of LSS for entire AHR workforce.

Activity Target 1:

AHR LSS Black Belt Candidates complete certification requirements and FAA Service

commitment for training, including reporting requirements to LSS ESC. Due December 30, 2010

Activity Target 2:

Assess and coordinate training needs for Lean Six Sigma designated employees: LSS Awareness; Executive Champions; Project Champions; White Belts; Green Belts; Black Belts; and Master Black Belts. Due September 30, 2011

Activity Target 3:

Monitor and provide AHR managers (K-Band employees) Project Champion training, maintain 100%. Report rates (monthly). Due September 30, 2011

Activity Target 4:

Collaborate across FAA to develop FAA wide LSS standards in reporting project outcomes, establishing certification standards for Belts, and developing training curriculum. Due September 30, 2011

Activity Target 5:

Black Belts provide mentoring and coaching support to develop LSS project champions and Green Belts, reporting monthly to ESC. Due September 30, 2011

Core Activity: Dashboard/Business Intelligence Phase 1 - Advance Field Reports

Implement Phase 1 of the Dashboard/Business Intelligence program.

Activity Target 1:

Facilitate and manage monthly Dashboard updates using data and charts reported from field and headquarters aligned to the key business areas across AHR. Publish in PDF and web site form via the AHR Core Web Site. Due September 30, 2011

Activity Target 2:

Schedule meetings with AHR divisions (AHA, AHD, AHF, AHL, and AHP) at least bi-annually--or more frequently as required--to provide ongoing consultation and guidance on the monthly Dashboard reporting and reported results. Due September 30, 2011

Activity Target 3:

Develop a formal mechanism to receive customer feedback and make feedback available on a quarterly basis. Due September 30, 2011

Core Activity: Career Pathing

Lead and manage the Career Pathing Program within the AHR organization. Create momentum, monitor progress and sustain performance at an optimal level as Career Pathing tools are used throughout the organization.

Activity Target 1:

Development Career Pathing Report (annually). Due September 30, 2011

Activity Target 2:

Pilot a career pathing process. Due September 30, 2011

Activity Target 3:

Develop a mechanism to obtain the voice of the customer relative to career pathing. Due September 30, 2011

Activity Target 4:

Identify Career Pathing conference and coordinate registration for key employees to attend. (annual) (1st/2nd Quarter) Due March 31, 2011

Core Activity: Strategic Planning

Lead and manage the Strategic Planning Program within the AHR organization. Create momentum, monitor progress and sustain performance at an optimal level as the Strategic Planning process is used throughout the organization.

Activity Target 1:

Develop the AHR annual Strategic Planning Process Plan (annually). Due October 30, 2010

Activity Target 2:

Execute the AHR Strategic Planning Process (annually). Due March 30, 2011

Activity Target 3:

Coordinate registration for key employees to attend annual Strategic Planning Conference (1st/2nd Quarter) Due March 30, 2011

Activity Target 4:

Coordinate and conduct AHR Strategic Planning meeting for AHR-1 (quarterly). Due September 30, 2011

Activity Target 5:

Provide AHR divisions (AHA, AHD, AHF, AHL, and AHP) ongoing consultation and guidance on Baldrige Criteria monthly. Due September 30, 2011

Activity Target 6:

Identify opportunities for improving communication and employee awareness of Strategic Planning activities to AHR divisions (AHA, AHD, AHF, AHL, & AHP). Due September 30, 2011

Core Activity: Talent Management

Coordinate and monitor the AHR Program for Emerging Leaders (PEL) program, as required.

Activity Target 1:

Coordinate with FAA PEL program manager to obtain AHR PEL applicants. As required. Due September 30, 2011

Activity Target 2:

Select AHR Panel to review applications. As

required. Due September 30, 2011

Activity Target 3:

Coordinate panel review meeting (prepare applications, create panel evaluation sheet) Due September 30, 2011

Activity Target 4:

Prepare rating and ranking list per Applicant Review Panel agreement to submit to AHD-1 and AHR-1. As required. Due September 30, 2011

Activity Target 5:

Submit AHR-1 selections to FAA PEL program manager. As required. Due September 30, 2011

Activity Target 6:

Monitor performance expectations for AHR employees within existing cohorts. Due September 30, 2011

Core Activity: Dashboard/Business Intelligence Phase II/III - Business Intelligence

Implement Phase II/III.

Activity Target 1:

Functional Requirement: Develop draft functional requirements for a Business Intelligence System to support key metrics for AHR Values Streams including an initial Market Survey. Due December 30, 2010

Activity Target 2:

Program Management: Assess and revise AHR's 4 phase plan to mature AHR's Dashboard into a Business Intelligence System in 18 months. Due March 30, 2011

Activity Target 3:

Lean Six Sigma Black Belt Project: Develop key metrics for Benefits Management utilizing Lean Six Sigma methodology. Due June 30, 2011

Activity Target 4:

Acquisition Plan: DRAFT acquisition plan for deployment of AHR Business Intelligence System within 18 months. Due June 30, 2011

Activity Target 5:

Dashboard Working Group: Facilitate and Lead the AHR Metrics Workgroup monthly meetings to assist in providing subject matter expertise (SME) in developing key metrics for selected business value streams. Due September 30, 2011

Core Activity: Employee Engagement

Lead and manage the Employee Engagement Initiative within the AHR organization. Lead a team of AHR employees to create momentum, monitor progress and sustain performance at an optimal level as employee engagement is used throughout the organization.

Activity Target 1:

Lead a team to identify recommended solutions

for Employee Engagement utilizing the DMAIC model & LSS tools Due September 30, 2011

Activity Target 2:

Consolidate and sort recommended solutions into 3 categories Tier 1 (Just Do It-30 day completion), Tier 2 (Short Term-6 month completion), and Tier 3-(Long Term Improvements- 1 year completion). Due September 30, 2011

Activity Target 3:

Conduct annual focus groups -All AHR locations (24) (Grade J Band and below), (AHR MGT Team), and (AHR Executive Team), to obtain employee feedback (Voice of the Customer) from each AHR region and center. Due September 30, 2011

Activity Target 4:

Sort data, develop plans with tasks, and work with subject matter experts to ensure completion of goals. Due September 30, 2011

Activity Target 5:

Monitor Performance/Progress for Tier 1, Tier 2, and Tier 3 activities. September 2011. Due September 30, 2011

Activity Target 6:

Develop project plan for AHR EE for FY12 (Johnson). Due September 30, 2011

Core Business Initiative: AHR Talent Management Strategy

Provide the talent management strategy and framework to guide and implement the AHR Talent Management Program.

Core Activity: Talent management

Develop, implement and monitor the talent management strategy and framework for AHR to ensure we have the talent needed now and into the future to accomplish the FAA's mission.

Activity Target 1:

Establish the Talent Management Steering Committee. Due December 31, 2010

Activity Target 2:

Identify and define talent management systems, policies, requirements and priorities for AHR. Due September 30, 2011

Activity Target 3:

Coordinate talent management activities between various AHR workgroups and offices. Due September 30, 2011

Activity Target 4:

Streamline and integrate talent management systems and processes across AHR. Due September 30, 2011

Activity Target 5:

Develop or revise talent management policies and processes. Due September 30, 2011

Core Business Initiative: AHR Employee Development

Provide the framework and programs for AHR employees to obtain their career goals and help make AHR a best in class organization.

Core Activity: Competency Management

Develop, implement and maintain workforce competencies for AHR for use in career paths, development opportunities, and other talent management areas.

Activity Target 1:

Develop valid, defensible competencies. Due September 30, 2011

Activity Target 2:

Pilot valid, defensible competencies with identified groups. Due September 30, 2011

Activity Target 3:

Develop valid, defensible competency assessment tools. Due September 30, 2011

Activity Target 4:

Pilot valid, defensible competency assessment tool with identified groups. Due September 30, 2011

Activity Target 5:

Integrate competencies and assessment tools with appropriate talent management components (e.g., succession planning, performance management, selection, learning and development). Due September 30, 2011

Core Activity: Career Paths

Develop, implement and maintain career paths for AHR employees.

Activity Target 1:

Conduct proof of concept in Plateau usage to AHR offices. Due December 31, 2010

Activity Target 2:

Develop validated career paths for AHR MCO positions. Due September 30, 2011

Activity Target 3:

Develop valid, defensible competency assessment tools. Due September 30, 2011

Activity Target 4:

Develop valid career paths for remaining AHR positions. Due September 30, 2011

Activity Target 5:

Develop policy and guidance regarding the use of career paths. Due September 30, 2011

Activity Target 6:

Fully implement AHR career paths. Due September 30, 2011

Core Business Initiative: Employee Benefits and WorkLife Services

Support the FAA workforce through timely and quality employee services.

Core Activity: Improve Benefits Processing

Develop processes and systems to allow for quicker and more accurate processing of employee requests for benefits information.

Activity Target 1:

Establish an automated method to compute retirement estimates by using available data downloads such as FPPS. Due May 30, 2011

Activity Target 2:

Review two current processes for operational efficiency improvements and update standard operating procedures as needed. Due September 30, 2011

Core Activity: EAP and WorkLife Services

Promote EAP and WorkLife services to FAA employees and their family members.

Activity Target 1:

Sponsor one WorkLife program promotional event to highlight available services once each quarter throughout the fiscal year. Due September 30, 2011

Activity Target 2:

Track WorkLife Solutions offered by Magellan through quarterly reports. Due September 30, 2011

Activity Target 3:

Continue marketing campaign to increase awareness of the childcare subsidy. Due September 30, 2011

Activity Target 4:

Continue marketing campaign to increase awareness of telework. Due September 30, 2011

Activity Target 5:

Track FAA telework participation quarterly. Due September 30, 2011

Core Activity: FAA Child Development Centers

Increase awareness of FAA Child Development Centers.

Activity Target 1:

Continue marketing campaign to increase FAA employee awareness. Due June 30, 2011

Activity Target 2:

Conduct program assessments of FAA Centers to ensure the quality of child care programming within the FAA. Due September 30, 2011

Activity Target 3:

Ensure one additional Child Care Center achieves National Association for the Education of Youth Children accreditation. Due September 30, 2011

Activity Target 4:

Provide annual training to Center Directors and Boards of Directors to support quality childcare in FAA child development centers. Due September 30, 2011

Core Activity: Benefits and WorkLife Policy

Review, validate, and ensure the accuracy of Benefits and WorkLife policy information provided to FAA employees.

Activity Target 1:

Review and validate one policy or guidance each quarter and modify as necessary. Due September 30, 2011

Activity Target 2:

Update AHP-400 Benefits and WorkLife web content at mid-year and end-of-year; the first by April 30, 2011 and the second by September 30, 2011. Due September 30, 2011

Core Activity: Transition to Benefits Operations Center

Transition employee benefits from an operating element within each region, center and headquarters environment to a centralized model for all FAA.

Activity Target 1:

Establish implementation team, develop transition plan, select location(s), identify current Benefits workforce, and identify budgetary considerations. Due March 30, 2011

Activity Target 2:

Begin transition in accordance with the plan. Due September 30, 2011

Core Business Target: Increase Understanding of the Accountability Board Process and Procedures

Increasing understanding of the Accountability Board's process and procedures strengthens leadership. AHA will facilitate 50 briefings for managers and employees.

Core Business Initiative: AB Management Training

Develop and implement training for executives, managers, supervisors and employees in order to ensure compliance with their responsibilities pursuant to FAA Order 1110.25A. The Accountability Board is responsible for ensuring that the requirements of the Accountability Board Order are adhered to by all FAA employees. In order to do so, the Board assists management by conducting training of executives, managers, and supervisors in the process and procedures of the Board.

Core Activity: Accountability Board - Management Training

Develop and implement training for executives, managers, supervisors and employees in order to ensure compliance with their responsibilities pursuant to FAA Order 1110.25A.

The Accountability Board is responsible for ensuring that the requirements of the Accountability Board Order are adhered to by all FAA employees. In order to do so, the Board assists management by conducting training of executives, managers and supervisors in the process and procedures of the Board.

Activity Target 1:

Conduct one training session for all HR POCs affiliated with the Accountability Board on the practice, process and procedures of the Accountability Board. Due December 31, 2010

Activity Target 2:

Conduct one training session (using interactive video teletraining (IVT) or other cost effective methods) open to all FAA executives, managers and supervisors on Accountability Board process and procedures and on the techniques of conducting a management inquiry. Due March 30, 2011

Activity Target 3:

AHR will offer and update if needed, module (eLMS Course 30200134) on the process and procedures of the Accountability board as required in FAA Order 1110.125A (available 24/7 on eLMS). Due September 30, 2011

Core Business Target: Accountability Board - Hold Leadership Accountable for Responding to Allegations

Management is responsible for responding to allegations in a timely manner. Enable management to respond to at least 72% of all reported allegations within the time frames established in the Accountability Board Order.

Core Business Initiative: AB Allegations Data and Collection Methods

Support Accountability Board functions through accurate and timely collection and provision of allegations data.

Core Activity: AB - Allegations Data

Collect and report accurate data on Accountability Board allegations

Activity Target 1:

Analyze and determine whether incoming allegations will become tracked cases under the

scope of the Accountability Board based on FAA Order 1110.125A Due December 31, 2010

Activity Target 2:

Report tracked cases and non-tracked cases to the members of the Accountability Board and to the Accountable Executives at the regularly scheduled weekly Accountability Board hearings. Due March 30, 2011

Activity Target 3:

Refine the Accountability Board's database to reflect revised LOB and organizational codes and FAA's reorganized structure. Due June 30, 2011

Core Activity: New Methods for Collecting and Displaying Data

Develop and implement new methods for collecting and displaying aggregate data on Accountability Board allegations.

Activity Target 1:

Refine the automated reports for aggregating quarterly data on Accountability Board cases. Due December 31, 2010

Activity Target 2:

Refine the automated reports for aggregating annual data on Accountability Board cases. Due March 30, 2011

Activity Target 3:

Refine the automated reports for aggregating special request data (such as regionally-tailored or LOB-tailored or timeframe-tailored) on Accountability Board cases. Due June 30, 2011

Core Business Target: Develop and Implement Accountability Board Communication Strategies

The Accountability Board will produce two new information tools so that employees are aware of what constitutes inappropriate conduct and the consequences for engaging in such conduct.

Core Business Initiative: AB Communication Strategies

Develop and implement communication strategies in order to enhance the awareness of the Board's process and procedures among FAA employees. Communicating information pertaining to the Board increases awareness among all FAA employees of the Board's function and supports maintaining a professional work environment that is free of harassment and hostility.

Core Activity: AB - Communication Strategies

Develop and implement communication strategies in order to enhance the awareness of the Accountability Board's process and procedures among FAA employees.

Communicating information pertaining to the Board increases awareness among all FAA employees of the Board's function and supports maintaining a professional work environment that is free of harassment and hostility

Activity Target 1:

Enhance the Accountability Board website by offering links to the most currently available Accountability Board data. Due December 30, 2010

Activity Target 2:

Continue to refine the Accountability Board training and marketing tools to include training slides, training capabilities, brochures, posters, and pocket cards. Due September 30, 2011

Activity Target 3:

Initiate the publication of a new 15-minute Accountability Board Orientation video by reviewing all prior videos for accuracy of substance, securing funding and identifying a contractor. Due September 30, 2011

Core Business Target: Small Business Goal and Corporate Citizenship

Award at least 25% of the total direct procurement dollars to Small Businesses.

Core Business Initiative: FAA Small Business Program

Support the FAA Major Procurement Program Goals

Core Activity: FAA Small Business Goal and Good Corporate Citizenship

Participate in the agency's outreach and training to small business with special emphasis on disadvantaged, women-owned and service-disabled veteran-owned businesses. Also, assign a Small Business Liaison Representative to assist in identifying procurement opportunities suitable for set-aside.

Activity Target 1:

Make best effort to award at least 25% of the total direct procurement dollars to small businesses. Due by September 30 of each fiscal year (beginning Fiscal Years 2011 -- 2012). Due September 30, 2011

Core Business Target: Reduce EEO Complainant Ratio

Preventing discrimination before it occurs is the best way to implement a Model EEO Program. FAA will eradicate discrimination in the workplace by reducing the current "FAA complainant to total FAA total employment" ratio of 0.58% to "at or below" a 0.54%.

Core Business Initiative: Reduce EEO Complainant Ratio

Preventing discrimination before it occurs is the best way to implement a Model EEO Program. FAA will eradicate discrimination in the workplace by reducing the current "FAA complainant to total FAA total employment" ratio of 0.58% to "at or below" a 0.54%.

Core Activity: Reduce EEO Complainant Ratio

Each LOB/SO will work with ACR to reduce the current "FAA complainant to total FAA total employment" ratio of 0.58% to "at or below" a 0.54%.

Activity Target 1:

LOB/SO's will engage in efforts to assist ACR, to reduce the current "FAA complainant to total FAA total employment" ratio of 0.58% to "at or below" a 0.54% by encouraging the use of facilitation, mediation, and consulting services during the EEO pre-complaint process. Due September 30, 2011

Activity Target 2:

LOB/SO's will ensure that 35% of all EEO pre-complaints are mediated. Due September 30, 2011

Core Business Target: Congressional Correspondence FAA Milestones

Per direction of the Secretary of Transportation, all Congressional letters sent directly to the FAA must be answered within 30 calendar days of entry into the FAA Correspondence Control Management System (CCMS). DOT Congressional letters assigned to the FAA for response must be returned back to the Secretary of Transportation within 5 business days. 90% of all Congressional letters sent directly to the FAA must be responded to within 10 business days.

Core Business Initiative: FAA Congressional Correspondence Response

Per direction of the Secretary of Transportation, all Congressional letters sent to DOT must be answered within 30 calendar days.

Core Activity: Response to Congressional Letters

Respond to Congressional letters within timeframe prescribed by the Secretary of Transportation.

Activity Target 1:

Respond to 90% of assigned Congressional letters sent directly to the FAA within 30 calendar days of entry into CCMS. Due September 30, 2011

Core Business Target: Hire the Best (AHR Strategic Plan)

We strive to hire the best and the brightest for the world's safest and most efficient aerospace system.

Core Business Initiative: Workforce Plans

Consult with all operating organizations have valid, measurable, and accountable workforce plans for mission critical and key occupations.

Core Activity: FAA Human Capital Plan

Maintain comprehensive FAA Human Capital Plan that monitors demographic trends, attrition, and retirement eligibility in mission critical occupations and includes NextGen workforce requirements identified by FAA organizations.

Activity Target 1:

Coordinate and implement scheduled government-wide and Departmental competency modeling and assessment requirements using government-sponsored assessment tools. Due September 30, 2011

Activity Target 2:

Analyze assessment results and report gap closure and human capital strategies to DOT and OPM to meet Human Capital Management reporting requirements. Due September 30, 2011

Activity Target 3:

Provide tools, guidance, and consultation to LOBs/SOs to improve and sustain workforce planning process Due September 30, 2011

Core Business Target: Support Open Government Initiative - AOC

Support Open Government Initiative to make data available and improve on-line services and increase collaboration with citizens, stakeholders and government agencies.

Core Business Initiative: Support Open Government Initiative

Support Open Government Initiative to make data available and improve on-line services and increase collaboration with citizens, stakeholders and government agencies.

Core Activity: Open Government Initiative - AHR Website

Support Open Government Initiative to make data available and improve on-line services and increase collaboration with citizens, stakeholders and government agencies

Activity Target 1:

Update web strategies and action plans in writing to the FAA Web Manager and brief Web Council on the plans by January 29, 2011. Due January

29, 2011

Activity Target 2:

Submit quarterly web progress reports to the FAA Web Manager. Due March 30, 2011

Activity Target 3:

Submit quarterly web progress reports to the FAA Web Manager. Due June 30, 2011

Activity Target 4:

Certify to the Administrator in writing by September 30, 2011, that 95 percent or more of web pages comply with FAA web standards, policies, and requirements including those outlined in the FY-2011 Web Strategy and Action Plan. Due September 30, 2011

Activity Target 5:

Develop standard operating procedures (SOP) by September 30, 2011, for registering internal and external websites, content owners, developers, and web applications with AHR and AOC. Due September 30, 2011

Activity Target 6:

Identify corporate social media programs that your organization plans to participate in. Due September 30, 2011

Activity Target 7:

All headquarters and regional web points of contact complete at least 2 sessions of web-related training during the fiscal year. Due September 30, 2011

Core Business Target: Build Effective Relationships (AHR Strategic Plan)

AHR is the people organization of the agency. We will be the example for the agency of successful and winning business relationships that are valued by our customers and lead to mutually beneficial results.

Core Business Initiative: Employee Engagement Strategy

Lead FAA efforts in developing and implementing feasible and cost effective employee engagement strategies that produce meaningful and sustainable results.

Core Activity: Employee Engagement

Lead the FAA Employee Engagement Steering Committee (EESC).

Activity Target 1:

Lead the FAA Employee Engagement Steering Committee (EESC). Due September 30, 2011

Core Activity: Effectiveness of Human Capital Practices

Assess FAA workforce to determine employee engagement and satisfaction and the effectiveness of agency human capital practices.

Activity Target 1:

Plan, coordinate, analyze and report on FAA results from Government-wide surveys (Employee ViewPoint; MSPB) Due September 30, 2011

Activity Target 2:

Coordinate the development of FAA corporate Employee Engagement Action Plan; monitor progress and report to FAA, DOT, & OPM Due September 30, 2011

Core Activity: External Recruiting

Develop and implement a marketing plan for AHR to promote and market our programs, policies and services to the FAA workforce.

Activity Target 1:

Develop marketing plan based on Voice of the Customer responses as provided by subject matter program managers. Due July 31, 2011

Activity Target 2:

Request funds to execute marketing plan. Due September 30, 2011

Core Business Initiative: Labor Management Strategy

Provide labor management leadership in developing and implementing the President's Executive Order on labor management forums and the strategic goals of the FAA's labor management corporate strategy.

Core Activity: Labor Management Forums

Facilitate collaboration on issues affecting FAA bargaining unit employees.

Activity Target 1:

Implement charter describing Forum's operating procedures, roles and responsibilities. Due November 30, 2010

Activity Target 2:

Provide subject matter expertise in executing the Executive Order on labor management forums. Due September 30, 2011

Activity Target 3:

Continue and enhance collaboration with members of FAA leadership through the LR Executive Steering Committee. Due September 30, 2011

Activity Target 4:

Revise all current LR-ER practitioner training to be current and develop new and advanced skills training course(s) on labor and employee relations to better serve our customers. Due September 30, 2011

Core Business Initiative: Building Alliances

Collaborate with the lines of business and staff offices to identify and implement strategies to build mutual

trust and improve communications between AHR and other organizations.

Core Activity: Building Alliances

Cultivate external networks with people in other federal agencies.

Activity Target 1:

Cultivate external networks with people in other federal agencies by performing such activities as: 1) working on cross- agency committees; 2) participating in multi-agency professional groups; and/or 3) developing and/or delivering educational training across agencies. Due September 30, 2011

Activity Target 2:

Build alliances with internal counterparts by performing such activities as: 1) serving on cross-functional committees; 2) developing and/or delivering training to the LOBs; and/or 3) meeting with managers/peers from other functional areas to exchange information. Due September 30, 2011

Core Business Initiative: External Relationships

Build effective and sustainable relationships between AHR, members of Congress, oversight agencies, professional organizations, airlines, manufacturers, and other officials or organizations having a vested interest in the aerospace/aviation industry workforce.

Core Activity: Visibility and Leadership

Increase AHR visibility and leadership role with our counterparts in the federal and private sectors.

Activity Target 1:

Promote AHR as a recognized industry expert and serve as a role model for others by seeking opportunities to present as subject matter experts on HR. Due September 30, 2011

Core Business Target: Customer Service (AHR Strategic Plan)

Develop more innovative and effective customer service initiatives.

Core Business Initiative: Meeting Service Requirements

Establish a mechanism to provide customers with an update on how AHR met their servicing and valid service delivery requirements.

Core Activity: Benefits Service Level Agreement

Work with Benefits Operation Center Manager to revise the Benefits SLA for Benefits Operational Functions.

Activity Target 1:

Complete the revision. Due March 30, 2011

Activity Target 2:

Monitor and evaluate AHR and LOB/SO metrics. Due September 30, 2011

Core Business Initiative: AHR Marketing Plan

Develop and implement a marketing plan for AHR to promote our programs, policies and services to the FAA workforce.

Core Activity: Marketing Plan

Assess the AHR products, programs, and services with the customers to determine if they meet their needs.

Activity Target 1:

Develop marketing plan based on Voice of the Customer responses as provided by subject matter program managers. Due September 30, 2011

Activity Target 2:

Request funds to execute marketing plan. Due September 30, 2011

Core Business Target: Enhance Capabilities (AHR Strategic Plan)

We are the experts in human resources within FAA. We will deliver outstanding service in an excellent, consultative, timely and quality manner, and facilitate the agency's desire to increase employee engagement.

Core Business Initiative: Corporate Training Investment

Invest in corporate training and education programs for FAA employees that build leadership, support professional development, and promote continuous learning.

Core Activity: Administrative Employee Development Curriculum

Establish Administrative Employee Development curriculum.

Activity Target 1:

Identify career paths for Administrative Assistants at the FAA. Due February 28, 2011

Activity Target 2:

Identify existing administrative assistant training available internally and externally. Due February 28, 2011

Activity Target 3:

Develop an online curriculum for Administrative Assistants. . Due June 30, 2011

Activity Target 4:

Develop a dedicated portion of FAA MyFAA Tools section for Administrative Assistants. Due July 31, 2011

Activity Target 5:

Develop a curriculum for high potential Administrative Assistants. Due September 30,

Core Activity: Agency-Wide Succession Planning

Establish agency-wide succession management framework principles to develop FAA's future managers and executives.

Activity Target 1:

Update leadership programs to better address identified NextGen requirements. Due September 30, 2011

Activity Target 2:

Update existing leadership programs to better support succession planning. Due September 30, 2011

Activity Target 3:

Determine if new leadership programs are needed to support succession planning requirements. Due September 30, 2011

Core Activity: Executive Exchange Program (EEP)

Support the Executive Exchange Program (EEP) Team to make cross-organizational development opportunities available to enhance business literacy and build corporate unity.

Activity Target 1:

Collaborate with Executive Exchange Program (EEP) Team members to track final program and implementation design. Due November 30, 2010

Activity Target 2:

Finalize EEP program guidance Due January 10, 2011

Activity Target 3:

Pilot program. Due February 22, 2011

Activity Target 4:

Develop survey or other method of gathering feedback from participants and host/owning Lines of Business/Staff Offices. Due May 16, 2011

Activity Target 5:

Review pilot and develop lessons learned from pilot and provide recommendations to EEP for incorporation into program guidance. Due July 15, 2011