



**Federal Aviation
Administration**



Human Resource Management
Fiscal Year 2009 Business Plan

800 Independence Avenue, SW
Washington, DC 20591

www.faa.gov

2009 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.

This FY 2009 Business Plan reflects AHR's responsibilities in the FAA's FY 2009-2013 Flight Plan, support of NextGen, and all AHR Human Resource Management core responsibilities. AHR has the lead for three Performance Targets and twelve Strategic Initiatives, and provides substantial support to a fourth Target and related Initiative. 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 substantial support to:

- (4) Maintaining the air traffic controller and aviation safety workforces within the projected annual totals in their respective workforce plans.

AHR's Strategic Initiatives are:

1. Managerial Selection - Ensure compliance with corporate policies on managerial selection and requirements for training and evaluating probationary managers.
2. Managerial Training - Establish corporate managerial training programs that ensure we use resources effectively, align with agency goals, and drive continuous improvement.
3. Employee Training - Establish corporate employee training programs to build leadership competence within the FAA workforce, support professional development, and promote continuous learning.
4. Senior Leadership Development - Establish a corporate, senior leadership development process to build executive-

level competencies.

5. Organizational Excellence (formerly EAS) Action Plans - Monitor and evaluate Employee Attitude Survey (EAS) Action Plan results.
6. Ensuring Compliance with Leadership Development Policies and Initiatives - Monitor and track LOB/SO compliance with leadership development policies and initiatives.
7. External Recruiting - 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.
8. Human Capital Planning - Sustain and improve agency human capital planning and measurement processes.
9. Reduce Workplace Injuries - Reduce workplace injuries through employee safety program evaluations and OSHA Voluntary Protection Program measures.
10. Service Level Agreements - Monitor labor relations service level agreements to ensure the requirements of lines of business and staff offices are met.
11. Labor Relations Training - Develop and provide labor relations training for agency supervisors and managers.
12. GETS Implementation - Using the Grievance Electronic Tracking System (GETS), reduce grievance processing time compared to the baseline measure.

The balance of AHR's responsibilities are reflected in the Core Business section of the Business Plan and are grouped along functional lines in order to better track activities and targets. These are:

1. Facilitating Agency Cost Control (OWCP cost avoidance)
2. Separation Data and Succession Management
3. Human Resources Policy
4. ATC Hiring Process and AT-SAT Management
5. Labor and Employee Relations
6. Human Resources Operations
7. Accountability Board Operations

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: Conflict Management

Undertake a timely and effective corporate approach to conflict management.

(LEAD is Center for Early Dispute Resolution - CEDR)

Strategic Activity: AHR CEDR Operations & Support

Accomplish CEDR goals through various activities such as new manager training, conducting employee surveys, providing information, coaching and advice, facilitated discussions, shuttle diplomacy, mediations, team interventions, and training.

Increase employee awareness of CEDR services by attendance at CEDR briefings, participation in conflict management training, and use of CEDR services as needed.

AHR will provide subject matter expert support to CEDR.

Activity Target 1:

Provide subject matter expertise in FY09 to CEDR up to 1/4 FTE for the year Due September 30, 2009

Activity Target 2:

.Identify what has been done to encourage employee and manager attendance at semi-annual Center briefings or other participation in conflict management training. Due March 30, 2009

Activity Target 3:

Identify what has been done to encourage employee and manager attendance at semi-annual Center briefings or other participation in conflict management training. Due September 30, 2009

Strategic Initiative: Managerial Selection

Ensure compliance with corporate policies on managerial selection and requirements for training and evaluating probationary managers.

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:

Identify and implement system enhancements to improve compliance with training requirements for probationary managers. Due March 30, 2009

Activity Target 2:

Identify and implement system enhancements to improve compliance with training requirements for probationary managers. Due September 30, 2009

Activity Target 3:

Identify and implement system enhancements to improve compliance with certification requirements for probationary managers. Due March 30, 2009

Activity Target 4:

Identify and implement system enhancements to improve compliance with certification requirements for probationary managers. Due September 30, 2009

Activity Target 5:

Monitor and report quarterly on compliance rates. Due September 30, 2009

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: AHR Organizational Excellence Action Plans

Monitor and assess implementation of FAA Corporate and LOB/SO Organizational Excellence (OE) Action Plans to address employee feedback and engagement, and improve organizational effectiveness, accountability and performance.

Activity Target 1:

AHR will develop and issue guidance to LOB/SOs on preparation of OE Action Plans and FAA organizations will meet with AHR on guidance for action plans. Due December 30, 2008

Activity Target 2:

LOB/SOs will identify and implement methods (e.g., results from surveys, focus groups, interviews, meetings, etc.) that will be used to solicit employee feedback for organizational improvement. Due March 30, 2009

Activity Target 3:

LOB/SOs will develop Organizational Excellence (OE) Action Plans that address their employees' feedback, input, issues and concerns that were identified by employee feedback methods. Due June 30, 2009

Activity Target 4:

LOB/SOs will communicate the results of their analyses of employee feedback and their resulting OE Action Plan to their workforce and implement their plan. Due September 30, 2009

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 and Close 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, 2009

Activity Target 2:

Conduct agency-wide assessment of leadership skill gaps and identify strategies for closing them. Due June 30, 2009

Activity Target 3:

Promote, monitor, and report on compliance with Continuing Management Education requirements. Due September 30, 2009

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 emerging strategic challenges and identify implications for corporate management training and development. Due April 30, 2009

Activity Target 2:

Define and communicate emerging curriculum requirements and FY 2010 delivery priorities to CMEL. Due May 31, 2009

Activity Target 3:

Evaluate corporate management training and identify strategies to enhance quality and effectiveness of courses and instructional services. (31 Mar and 30 Sep 09). Due March 31, 2009

Activity Target 4:

Evaluate corporate management training and identify strategies to enhance quality and effectiveness of courses and instructional services. Due September 30, 2009

Strategic Activity: Effective Use of Management Development Resources

Promote full participation in corporate leadership development programs, minimize duplication of effort by LOB/SOs, and make the most effective use of agency resources.

Activity Target 1:

Develop and implement a plan of action to promote full participation in corporate leadership development programs and eliminate duplication of effort by LOB/SOs. (31 Dec 08) Due March 31, 2009

Activity Target 2:

Develop a plan of action to achieve the most effective use of corporate and LOB/SO resources for managerial training, leadership development, and related workforce planning activities. (30 Jun 09) Due June 30, 2009

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: Implement FAA Employee Leadership Development (ELD)

Implement FAA-wide workforce development program that includes a competency-based leadership curriculum

Activity Target 1:

Align specialized LOB/SO competency models in eLMS with standardized corporate leadership competencies. Due March 31, 2009

Activity Target 2:

Align specialized LOB/SO competency models in eLMS with standardized corporate leadership competencies. Due September 30, 2009

Activity Target 3:

Develop and implement a marketing campaign to increase employee awareness of the Employee Leadership Success Profile, available eLMS training, and career planning guides. Due March 31, 2009

Activity Target 4:

Develop and implement a marketing campaign to increase employee awareness of the Employee Leadership Success Profile, available eLMS training, and career planning guides. Due September 30, 2009

Activity Target 5:

Provide training and guidance to managers on the use of eLMS to promote employee development. Due March 31, 2009

Activity Target 6:

Provide training and guidance to managers on the use of eLMS to promote employee development. (31 Mar and 30 Sep 09) Due September 30, 2009

Strategic Activity: Corporate Mentoring Process

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

Activity Target 1:

Establish agency guidelines on mentoring. Due December 31, 2008

Activity Target 2:

Make tools available to support mentoring activities. Due June 30, 2009

Strategic Activity: Program for Emerging Leaders

Implement a Program for Emerging Leaders to develop prospective managers.

Activity Target 1:

Announce program and initiate participant selection. (31 Dec 09) Due December 31, 2008

Activity Target 2:

Initiate formal development activities. Due March 31, 2009

Strategic Initiative: Senior Leadership Development

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

Strategic Activity: Senior Leadership Development Program

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

Activity Target 1:

Evaluate progress of 2007 participants. Due January 31, 2009

Activity Target 2:

Announce 2009 Program and establish selection processes. Due June 30, 2009

Activity Target 3:

Select 2009 participants. Due September 30, 2009

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 track and report quarterly in pbviews on their compliance with leadership development policies and initiatives in the areas of mandatory probationary manager training, probationary manager certification, Continuing Management Education, and steps taken to improve compliance rates.

Activity Target 1:

Report quarterly the percentage of probationary managers who completed mandatory training (FMC-1, FMC-2, and FMC-3) due during the previous quarter within prescribed timeframes. Due September 30, 2009

Activity Target 2:

Report quarterly the percentage of probationary managers completing their probation period during the previous quarter who were formally certified. Due September 30, 2009

Activity Target 3:

Report quarterly on steps taken to improve or sustain timely completion of probationary training and certification. Due September 30, 2009

Activity Target 4:

Report quarterly on steps taken to meet Continuing Management Education requirements for incumbent managers. Due September 30, 2009

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 mandatory training (FMC-1) during the previous quarter. Due September 30, 2009

Activity Target 2:

Report quarterly the number of managers who have completed eLMS course #FAA30200134 (Accountability Board Training for FAA Managers) during the previous quarter. Due September 30, 2009

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 during the previous quarter. (Ref. eLMS Course #05012, or # as assigned, Other Accountability Board Training.) Due September 30, 2009

Activity Target 4:

Report quarterly the number of employees who have completed any other training sessions on workplace harassment or reprisal during the previous quarter. Due September 30, 2009

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, 2009

Flight Plan Target: Cost Control

Organizations throughout the agency will continue to implement cost efficiency initiatives such as:
10-15 percent savings for strategic sourcing for selected products and services;

By the end of FY 2009, reduce leased space for Automated Flight Service Stations from approximately 510,000 square feet to approximately 150,000 square feet;

Annual reduction of \$15 million in Information Technology operating costs;

By FY 2010, reduce overhead costs 5-10 percent through automation of invoice processing. FY 2009 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)

Mitigate OWCP costs by undertaking a proactive and centralized management of injury claims.

Achieve cost containment through effective management of the worker's compensation program.

Activity Target 1:

Track and report status monthly to ABA. Due September 30, 2009

Activity Target 2:

Submit an FY 2010 cost control activity to ABA within 30 days after the FY 2010 Cost Control Kickoff. Due September 1, 2009

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: Cost per flight controlled, Research, Engineering, and Development (RE&D) Management Staff Efficiency Measure, Grant Administration Efficiency Measure, Direct labor costs of certification of foreign and domestic repair stations, Direct labor costs of surveillance of foreign and

domestic repair stations.

Strategic Activity: AHR Efficiency Measure OPM 45-Day Hiring Standard

Track and report the percentage of external-hire job offers made within the OPM 45-day standard.

Activity Target 1:

Report quarterly to ABA on external-hires made within the 45-day standard. Target: 65% Due January 31, 2009

Activity Target 2:

Report quarterly to ABA on external-hires made within the 45-day standard. Target: 65% Due April 30, 2009

Activity Target 3:

Report quarterly to ABA on external-hires made within the 45-day standard. Target: 65% Due July 31, 2009

Strategic Initiative: Reduce Information Technology Operating Costs

Achieve an annual reduction of \$15 million in Information Technology operating costs.

Strategic Activity: AHR Tech Support Migration.

AHR will migrate to the ATO tech support team as of October 1, 2008. AHR will reprogram the cost savings from this activity to other IT requirements. Savings of \$36,000 will be realized upon completion of migration.

Activity Target 1:

Track and report status monthly to ABA until completion of migration project. Due September 30, 2009

Activity Target 2:

Submit an FY 2010 cost control activity to ABA within 30 days after the FY 2010 Cost Control Kickoff. Due September 1, 2009

Flight Plan Target: Information Security Program

Achieve zero cyber security events that disable or significantly degrade FAA services. FY 2009 Target: 0

Strategic Initiative: Enterprise Architecture Conformance

Enable enterprise-wide conformance to information technology enterprise architecture.

Strategic Activity: AHR Support - Enterprise Architecture Conformance

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

Activity Target 1:

Update infrastructure and application inventory. Due March 31, 2009

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 PTAs and PIAs as required by the C&A anniversary date. Due September 30, 2009

Activity Target 2:

Participate in the Privacy Compliance activities and implement compliance review checklists. Due March 31, 2009

Activity Target 3:

Coordinate and implement agency privacy guidance. Due September 30, 2009

Activity Target 4:

Identify key personnel with significant privacy responsibilities by November 30, 2008, and ensure privacy training is taken and documented for FISMA compliance. Due November 30, 2008

Activity Target 5:

Report privacy breaches (as defined in FAA policy and guidelines) to the CSMC as they occur. Due September 30, 2009

Activity Target 6:

Work with Records Officer to schedule all electronic records in accordance with the EGOV Act Section 207. Due September 30, 2009

Flight Plan Target: Customer Satisfaction

Maintain the annual average of FAA surveys on the American Customer Satisfaction Index at or above the average Federal Regulatory Agency score. FY 2009 Target: Government Regulatory Average

Strategic Initiative: Standardize FAA Websites

Standardize FAA websites making them more useful for exchanging information and conducting business.

Strategic Activity: Standardize AHR Websites

Standardize AHR websites to make them more useful for exchanging information and conducting business.

Activity Target 1:

Update AHR office web strategies and action plans in writing to the FAA web manager and brief FAA Web Council on AHR office plans on or before January 30, 2009. Due January 30, 2009

Activity Target 2:

Submit AHR progress reports to the FAA web managers on or before March 31, 2009. Due March 31, 2009

Activity Target 3:

Submit AHR progress reports to the FAA web managers on or before June 30, 2009. Due June 30, 2009

Activity Target 4:

Certify to the Administrator on or before September 30, 2009 that 90 percent or more of AHR web pages comply with FAA web standards, policies, and requirements. Due September 30, 2009

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 2009 Target: 65%

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:

Cultivate relationships and form partnerships with organizations that assist the public in seeking employment opportunities (Monthly FY09). Due September 30, 2009

Activity Target 2:

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, 2009

Activity Target 3:

Assure a minimum of three qualified candidates per vacancy for entry-level vacancies for the following mission-critical positions: air traffic controller, air transportation system specialist, aviation safety inspector, and engineers (Q1 and Q3) Due June 30, 2009

Activity Target 4:

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, 2009

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, 2009

Activity Target 2:

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 September 30, 2009

Activity Target 3:

Advise LOBs/SOs of any needed increases in external entry-level hiring based on FY07 entry-level baseline, excluding Air Traffic Controllers, highlighting anticipated external entry-level hiring from the FAA 2-Year External Recruitment Plan. Due March 30, 2009

Activity Target 4:

Report quarterly to each LOB/SO on entry-level hiring of veterans. Due September 30, 2009

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, the President's Management Agenda (PMA)-Human Capital Standards, and DOT Proud-to-Be Goals.

Activity Target 1:

Complete annual update of FAA Human Capital Plan aligned with FAA Flight Plan update and President's Management Agenda Human Capital requirements. Due April 30, 2009

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, 2009

Activity Target 3:

Participate on various DOT councils, committees, and work groups to provide human capital updates and deliverables to support DOT-PMA Proud-to-Be goals and the OMB Executive Scorecard for human capital. Due September 30, 2009

Activity Target 4:

Coordinate, analyze, interpret, and report FAA results from agency and government-wide surveys (e.g., Federal Human Capital Survey) and develop corporate action plan. Due September 30, 2009

Strategic Activity: Organizational Workforce Plans

Use workforce planning and analysis to strategically align LOB/SO human capital (workforce size/skills) with organizational needs and support the President's Management Agenda (PMA) Human Capital requirements. Provide guidance and tools to improve and sustain the workforce planning process.

Activity Target 1:

AHR will collect and review LOB/SOs' self-assessments of their workforce plan to improve the process. Due February 28, 2009

Activity Target 2:

AHR will collect and review LOB/SOs' completed workforce plans that support their Business Plan and PMA human capital requirements. Due July 30, 2009

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, 2009

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 2009 Target: 2.60 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:

Assess OSH self evaluations from Lines of Business. Due July 31, 2009

Activity Target 2:

In coordination with the Center for Management and Executive Leadership (CMEL) and the ATO, evaluate course materials for general safety awareness for employees and improve the management learning experience such that OSH tools are used in the training curriculum for Frontline Manager Courses by July 27, 2009. Due July 27, 2009

Activity Target 3:

Prepare annual report on FAA's Occupational Safety and Health program accomplishments, including VPP. Due January 15, 2009

Activity Target 4:

Monitor OSH responsibility as a performance measure in selected generic managers/supervisors performance standards. Due June 29, 2009

Flight Plan Target: Clean Audit

Obtain an unqualified opinion on the agency's financial statements (Clean Audit with no material weaknesses) each fiscal year. FY 2009 Target: Clean Audit with no material weaknesses

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, 2008

Activity Target 2:

Implement corrective actions if required to ensure system access is turned off for those employees leaving agency. Due February 28, 2009

Activity Target 3:

Implement procedure(s) to ensure system access is turned off for contractors who have left the agency. Due June 30, 2009

Activity Target 4:

Conduct internal audit/sampling of contractors that have left the agency to determine the timeliness of close-out of their system access.

Due August 1, 2009

Activity Target 5:

Begin developing corrective action plans, if required, to ensure system access is turned off for those contractors leaving agency. Due September 30, 2009

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 2009 Target: 110 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:

Monitor compliance with service level agreements. Due December 31, 2008

Activity Target 2:

Monitor compliance with service level agreements. Due March 31, 2009

Activity Target 3:

Monitor compliance with service level agreements. Due June 30, 2009

Activity Target 4:

Monitor compliance with service level agreements. Due September 30, 2009

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 (FY09). Due December 31, 2008

Activity Target 2:

Conduct contract-administration training following signing of new contracts (FY09). Due March 31, 2009

Activity Target 3:

Conduct contract-administration training following signing of new contracts (FY09). Due June 30, 2009

Activity Target 4:

Conduct contract-administration training following signing of new contracts (FY09). Due September 30, 2009

Activity Target 5:

Reassess LR training needs. Due September 30, 2009

Strategic Initiative: Grievance Tracking

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

Strategic Activity: Grievance Tracking

Monitor grievance processing time and take necessary actions to achieve at least a 5% reduction during FY09 for a cumulative 20% reduction in grievance processing time. [From FY06 baseline measurement of 147 days average grievance processing time to 117 days.]

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, 2009

Activity Target 2:

Review grievance processing practices, identify delays and bottlenecks, and recommend improvements as needed on a quarterly basis. Due September 30, 2009

Activity Target 3:

Initiate periodic feedback, training, discussions, etc., with Regional Points of Contact as needed on a quarterly basis. Due September 30, 2009

Flight Plan Target: ATC Positions Workforce Plan

Maintain the air traffic controller workforce at, or up to 2 percent above, the projected annual totals in the Air Traffic Controller Workforce Plan. FY 2009 Target: at or up to 2% above projected total totals

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 provide an average of 3 applicants per ATO pre-identified vacancies to be filled as requested. Due September 30, 2009

Activity Target 2:

Refer eligible candidate lists to ATO for consideration at least quarterly, or within 30 days of a specific request from ATO, consistent with pre-planning activities ongoing throughout the fiscal year. Due September 30, 2009

Activity Target 3:

Issue final offer letters to cleared selectees within 3 weeks of clearance. Due September 30, 2009

Flight Plan Target: Aviation Safety Critical Positions Workforce Plan

Maintain the aviation safety workforce within 1 percent of the projected annual totals in the Aviation Safety Workforce Plan. FY 2009 Target: 1%

Strategic Initiative: Safety Critical and Operational Support Staff

Track and analyze gains and losses among safety critical staff and operational support staff to maintain the appropriate level of staffing within budget limitations.

Strategic Activity: Evaluate HR recruitment and hiring processes

Evaluate HR recruitment and hiring processes to improve the quality and speed of the hiring

Activity Target 1:

AVS will provide a document to AHP-1 and AHF-1, such as ASAP, qualification reviews and other areas which impede AVS's ability to meet its hiring goals. The document will provide sufficient detail for AHR to address the issues of concern. Due December 31, 2008

Activity Target 2:

AHR will develop a plan, including a quality review process to address the issues raised by AVS. Due March 31, 2009

Activity Target 3:

AHR and AVS will monitor AVS 3rd quarter hiring to evaluate the implementation of the plan and quality review. AHR will provide a written evaluation of 3rd quarter hiring. AVS will provide assistance for the evaluation. Due August 31, 2009

Core Business Measure: Agency OWCP Cost Control

Achieve cost containment of at least \$13 million through effective management of the workers' compensation program.

Core Business Function: 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, 2009

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 March 30, 2009

Activity Target 3:

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, 2009

Activity Target 4:

Complete process of migrating DOT Operating Administration Workers Compensation programs to FAA national program. Due September 30, 2009

Core Business Measure: HR Automation Systems

Manage and enhance AHR's HR automation systems. Accomplish 95% of targets within schedule and budget in FY09.

Core Business Function: 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:

Collect, submit, and monitor the status of change requests submitted to enhance the CASTLE in compliance with the DOT change control process. Due September 30, 2009

Activity Target 2:

Continue to improve CASTLE and PLS support through updated user training for timekeepers, a CASTLE/FPPS managers meeting, and a Payroll Liaison Staff workshop held in coordination with DOI's Payroll Operations Division. Due September 30, 2009

Core Activity: Electronic Learning Management System (eLMS)

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 FY09 program plans and schedules. Due October 30, 2008

Activity Target 2:

Update Learning Enterprise Architecture (LEA) for FY09 to FY12. Due June 30, 2009

Activity Target 3:

Implement ongoing training strategy for system administrators and users. Due June 30, 2009

Activity Target 4:

Implement FY09 enhancements:

- Phase Two of Corporate Reporting Solution
 - Integrate IOTA (Integrated OJT Tracking Application) into the LEA
 - Implement Web-Content Pipeline
- . Due September 30, 2009

Activity Target 5:

Determine FY10 enhancements. Due September 30, 2009

Activity Target 6:

Review and Evaluate FAA requirements for WBT libraries and purchase licenses. Due September 30, 2009

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:

Determine system improvements. Collect, submit, and monitor the status of change requests submitted to enhance the FPPS and the DataMart in compliance with the DOT change control process. Due September 30, 2009

Activity Target 2:

Continue to improve FPPS and Payroll Liaison Staff (PLS) support through user training, a FPPS/CASTLE Managers' meeting, and a PLS/Payroll Operations Division (POD) workshop. Due September 30, 2009

Activity Target 3:

Verify official FAA reports and provide accurate and timely reports of HR information to management, LOB/SOs and others within and outside FAA, such as the Monthly AT Terminal Centers & BU Report, AOB Daily/Weekly Count and Quarterly New Hires reports. Due September 30, 2009

Core Activity: Maintain SWIFT Systems

Maintain (Selections Within Faster Time) SWIFT systems to support FAA staff acquisition functions.

Activity Target 1:

Add Open Continuous functionality to ASAP. Due September 30, 2009

Activity Target 2:

ASAP Technology Refresh project: finalize requirements. Due December 30, 2008

Activity Target 3:

ASAP Technology Refresh project: finalize development project plan. Due March 30, 2009

Activity Target 4:

SWIFT Tech Support Desk: maintain performance measure of 95% or more closed by COB of the 2nd business day. Due September 30, 2009

Activity Target 5:

ASAP Application Survey: maintain performance measure of 95% or more responses of Neutral to Very Satisfied. Due September 30, 2009

Core Activity: Enterprise Architecture Approach

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

Activity Target 1:

Provide SOPs and guidelines to the HR community and PMs for FAA's Enterprise Architecture reference model requirements for new and existing AHR systems. Due March 30, 2009

Activity Target 2:

Maintain and manage enterprise architecture activities for AHR systems including a configuration control board. Due March 30, 2009

Activity Target 3:

Expand System Development Life Cycle/configuration management to new AHR systems. Due September 30, 2009

Core Activity: Information Systems Security

Establish and maintain AHR information systems security

Activity Target 1:

Develop over-arching certification and accreditation policy for AHR systems. Due March 30, 2009

Activity Target 2:

Provide certification and accreditation training for all AHR system owners and program managers. Due September 30, 2009

Activity Target 3:

Conduct annual security review (NIST 800-26) for existing AHR systems (PMS/SCI, SMIS, GETS). Due September 30, 2009

Activity Target 4:

Conduct the Security Certification and Authorization Process (SCAP) for the Selections Within Faster Times System (SWIFT) if platform migrated to .net. Due September 30, 2009

Activity Target 5:

Conduct the Security Certification and Authorization Process (SCAP) for at least 50% of AHR newly discovered systems: Accountability, Benefits Tracker, Employee Lookup, ERTS, OPIE, Retirement, SFY, and STI. Due September 30, 2009

Activity Target 6:

Ensure all AHR systems with PII/SPII are encrypted. Due March 30, 2009

Activity Target 7:

Oversee remediation of identified security vulnerabilities for AHR IT systems as needed. Due September 30, 2009

Activity Target 8:

Support the activities of the AHR Configuration Control Board as needed. Due September 30, 2009

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

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

Activity Target 1:

Work with the Department and/or HR LOB SSC to develop the e-Onboarding pilot initiative and participate in the pilot workshops to validate and complete the FAA requirements. Due August 30, 2009

Activity Target 2:

Complete user acceptance testing with the Department and FAA SME's. Due September 30, 2009

Core Activity: Applications Development Support

Provide support for web and applications database support.

Activity Target 1:

Develop a customer service survey to capture and measure how we are doing as an organization. Due March 30, 2009

Activity Target 2:

Convert the Accountability Board and the Correspondence Tracking databases from MS Access to SQL Server environment. Due June 30, 2009

Activity Target 3:

Review, group, and consolidate the Greentree, Workload and Applicant Tracker database systems into one single SQL Server database application. Due September 30, 2009

Core Business Measure: Separation Data & Succession Management

Manage implementation of FAA Separation Questionnaire and AHR Succession Management processes to achieve 90% of identified FY09 targets.

Core Business Function: FAA Separation Questionnaire

Manage implementation of the FAA Separation Questionnaire including survey design and hosting, data analysis, results interpretation, and management reporting.

Core Activity: Separation Questionnaire Data Management

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

Activity Target 1:

Analyze 2008 data from the FAA Separation Questionnaire and compare with previous trend data. Due December 30, 2008

Activity Target 2:

Apply results from FAA Separation Questionnaire to update metrics in FAA Human Capital Plan and support recruitment and retention strategies. Due February 28, 2009

Activity Target 3:

Develop a report on 2008 results from the FAA Separation Questionnaire. Due March 30, 2009

Activity Target 4:

Brief 2008 results from the FAA Separation Questionnaire to management and communicate the results to the agency. Due June 30, 2009

Core Business Function: AHR Succession Management

Develop and implement the AHR Succession Management process by providing organizational consultation, conducting talent review and assessment, and updating and tracking the plan.

Core Activity: AHR Succession Management Process Support

Provide guidance, tools, and consultation, to support the AHR succession management process.

Activity Target 1:

Brief results from the 2008 AHR Succession Management process to the HRMT. Due October 30, 2008

Activity Target 2:

Align AHR Succession Management Plan with the IDP process for talent pools. Due February 28, 2009

Activity Target 3:

Develop a process to track implementation of AHR succession management strategies and results. Due June 30, 2009

Core Business Measure: Human Resources Policy

Develop, implement, and oversee FAA Human Resources policies. Achieve 90% of activity targets under this measure.

Core Business Function: Human Resources Policies

Provide policy guidance to HR Management Officers and LOB/SOs.

Core Activity: Human Resources Policy

Provide policy guidance on FAA pay systems, FAA classification process, hiring and employment, leave, performance management, awards, work hours, premium pay, and national emergencies/disasters to Human Resource Directors and agency lines of business and staff offices.

Activity Target 1:

Review and validate up to 5 Human Resource policy documents and modify as necessary. Due June 30, 2009

Activity Target 2:

Analyze contractor policy review findings and recommendations and determine next steps. Due June 30, 2009

Activity Target 3:

Analyze the effectiveness of new/revised policies by surveying the Human Resource Directors six months after the policy effective date and report the results. Due March 30, 2009

Activity Target 4:

Analyze the effectiveness of new/revised policies by surveying the Human Resource Directors six months after the policy effective date and report the results. Due September 30, 2009

Activity Target 5:

Create guides and/or conduct training session on new or revised policies within three months of the policy effective date. Due March 30, 2009

Activity Target 6:

Create guides and/or conduct training session on new or revised policies within three months of the policy effective date. Due September 30, 2009

Activity Target 7:

Provide expert-level policy guidance and interpretation in the form of briefing books, decision papers, data, and meetings to the Administrator/Deputy Administrator/Core Compensation Committee on all improvements to the core compensation system. Due March 30, 2009

Activity Target 8:

Provide expert-level policy guidance and interpretation in the form of briefing books, decision papers, data, and meetings to the Administrator/Deputy Administrator/Core Compensation Committee on all improvements to

the core compensation system. Due September 30, 2009

Activity Target 9:

Report baseline core compensation metrics and report reliable data. Due June 30, 2009

Activity Target 10:

Develop a feasible plan of action to improve AHR Policy web content accuracy and ease of use. Complete first steps contained in plan. Due March 30, 2009

Core Activity: Update Pay-Setting Manual

Maintain and ensure currency of all pay setting policies.

Activity Target 1:

Review pay policies to determine if updates need to be made. Due December 30, 2008

Activity Target 2:

Revise and modify appropriate chapters. Provide refresher training to Human Resource Management staff as appropriate. Due September 30, 2009

Core Business Function: Agency Performance Management System

Provide corporate oversight and manage the implementation 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: Improve Performance Management Program

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

Activity Target 1:

Issue guidance, requirements, criteria, and/or tools, as needed, to FAA LOB/SOs to support the effective implementation/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, 2009

Activity Target 2:

With the assistance of the LOB/SO PMS Software Tool POCs conduct a comprehensive review of all goals, outcomes, and expectations in the PMS Software Tool and delete any no longer in use or those which are duplicates. Due September 30, 2009

Activity Target 3:

Conduct a 10% sampling of managerial work plans across the FAA through the Agency PMS Committee to examine alignment and quality of plans. Due March 30, 2009

Activity Target 4:

Conduct a 10% sampling of employee work plans across the FAA through the Agency PMS Committee to examine alignment and quality of plans. Due March 30, 2009

Activity Target 5:

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, 2009

Activity Target 5:

Coordinate with new and emerging CTO programs to provide additional sources of new air traffic control specialists. Due September 30, 2009

Activity Target 6:

As required by ATO, provide administrative and policy support for changes to the CTI Program. Due September 30, 2009

Activity Target 7:

As needed, provide support to the Air Traffic FY08 ATCOTS Program. Due September 30, 2009

Core Activity: Manage the AT-SAT Testing Process

Manage the AT-SAT testing process and contract.

Activity Target 1:

Change AT-SAT policies as required based on CAMI data to be provided. Due September 30, 2009

Activity Target 2:

Fully implement new AT-SAT contract. Due February 28, 2009

Activity Target 3:

Conduct reviews of AT-SAT testing at a minimum of one contractor test site per quarter. Due September 30, 2009

Activity Target 4:

Conduct a preliminary examination of whether AT-SAT will work with Windows Vista. Determine if adaptation to Windows Vista is necessary and initiate transition project if necessary. Due December 31, 2008

Activity Target 5:

If funding is available, work with the Civil Aerospace Medical Institute to initiate changes to AT-SAT, as necessary, to mitigate adverse impact in the test. Due September 30, 2009

Core Activity: ATC Credentialing Program

Implementation of the ATC Credentialing program.

Activity Target 1:

Modify existing policies as necessary to support credentialing program. Due June 30, 2009

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

Provide process support for ATC hiring and manage the AT-SAT testing process and contract. Achieve 100% of activity targets.

Core Business Function: 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 ATC Workforce Plan. Due March 30, 2009

Activity Target 2:

Implement survey of new hires to determine how they found out about the job. Due June 30, 2009

Activity Target 3:

Collect and provide a quarterly report on controller new hire race & national origin (RNO) data to ACR. Due September 30, 2009

Activity Target 4:

Modify or replace the existing 2152 series qualification standard to account for changes in the air traffic controller pay plan, FAA Human Resources policies and programs, the job, and technology to the extent those changes can be identified. Due September 30, 2009

Core Business Measure: Labor and Employee Relations

Average grievance processing time in FY09 will be reduced to 117 days or less.

Core Business Function: 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: Oversight and Compliance of All Bargaining with Unions

Ensure negotiated agreements preserve management's rights, are cost effective, and provide management flexibility to effectively manage the workforce.

Activity Target 1:

Complete required national term negotiations with NATCA, PASS, and AFSCME as required. Due March 30, 2009

Activity Target 2:

Complete required national term negotiations with NATCA, PASS, and AFSCME as required. Due September 30, 2009

Core Activity: Official Time Oversight

Reduce reported official time use through ongoing management and oversight.

Activity Target 1:

During national term negotiations, ensure that official time provisions provide an appropriate balance between the union's legitimate needs and the agency's operations. Due March 30, 2009

Activity Target 2:

During national term negotiations, ensure that official time provisions provide an appropriate balance between the union's legitimate needs and the agency's operations. Due September 30, 2009

Core Activity: Sick Leave Use

Work with Lines of Business and Staff Offices to facilitate reduction of sick leave use consistent with the government-wide average. Ensure supervisors and managers understand proper use of sick leave and monitor sick leave use.

Activity Target 1:

Analyze the impact the absence tracking/reporting system has on sick leave use. Due March 30, 2009

Activity Target 2:

Provide LOB/SO sick leave reports on a quarterly basis. Due September 30, 2009

Core Business Function: Employee Relations and Benefits Services

Support the FAA workforce through timely and quality Employee Relations services

Core Activity: Employee Relations/Benefits Service Level Agreements

Deliver requirements of the Employee Relations and Benefits Service Level Agreements between AHR and LOBs/SOs

Activity Target 1:

Review and improve one to two current processes for operational efficiencies. Due September 30, 2009

Activity Target 2:

Track retirement computation and processing timelines and provide feedback to HR offices on improvement areas. Due March 30, 2009

Activity Target 3:

Track retirement computation and processing timelines and provide feedback to HR offices on improvement areas. Due September 30, 2009

Activity Target 4:

Develop implementing guidance on any new government-wide benefits policy changes. Due September 30, 2009

Core Activity: Employee Relations Tracking System (ERTS)

Use the Employee Relations Tracking System (ERTS) to track, cost, and report conduct and performance-based actions.

Activity Target 1:

Provide quarterly reports to update lines of business/staff offices on types and numbers of actions, penalties imposed, at Headquarters and in the field. Due September 30, 2009

Activity Target 2:

Use ERTS data to identify and analyze trends in disciplinary and performance-based actions. Due September 30, 2009

Activity Target 3:

Track disposition and cost of appeals on a quarterly basis. Due September 30, 2009

Core Activity: Misconduct/Poor Performance Cases

Develop and implement agency-wide processes to ensure uniform and effective handling of misconduct and poor performance cases in a timely and appropriate manner.

Activity Target 1:

Assess cases and third-party decisions for implementation of new guidance and advice memorandums. Due March 30, 2009

Activity Target 2:

Assess cases and third-party decisions for implementation of new guidance and advice memorandums. Due September 30, 2009

Core Activity: EAP and WorkLife Services

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

Activity Target 1:

Sponsor quarterly EAP promotional events to highlight available services. Due September 30, 2009

Activity Target 2:

Track EAP and WorkLife participation through quarterly reports. Due September 30, 2009

Activity Target 3:

Use EAP and WorkLife data to guide program development and determine need for ancillary services. Due September 30, 2009

Activity Target 4:

Increase use of the supervisory consultation service through outreach and education. Due September 30, 2009

Core Activity: FAA Child Care

Determine effectiveness of FAA child care provisions and secure required funding to support quality child care at the FAA.

Activity Target 1:

Conduct program assessments of FAA Centers and provide annual training to Program Directors and Boards of Directors to increase the quality of child care programming within the FAA. Due September 30, 2009

Activity Target 2:

Conduct national marketing campaign to increase FAA employee utilization. Due June 30, 2009

Activity Target 3:

Standardize, track, and publish child care information in semi-annual reports. Due September 30, 2009

Activity Target 4:

Update internet links to FAA child development centers in the FAA Career Opportunities web page. Due September 30, 2009

Core Business Measure: Human Resources Operations

Increase the number of external hires that meet the 45-day standard set by OPM to a minimum of 60%.

Core Business Function: HR Field Operations

Provide the functional services for staffing/compensation and labor/employee relations.

Core Activity: Staffing & Compensation

Provide day-to-day operational staffing and compensation support and services to FAA managers.

Activity Target 1:

Respond to FAA managers with timely and accurate Human Resources information. Due March 30, 2009

Activity Target 2:

Respond to FAA managers with timely and accurate Human Resources information. Due September 30, 2009

Activity Target 3:

Review and improve current human resource processes for operational efficiencies. Due March 30, 2009

Activity Target 4:

Review and improve current human resource processes for operational efficiencies. Due September 30, 2009

Core Activity: Labor & Employee Relations

Provide day-to-day labor and employee relations operational support and services to FAA managers.

Activity Target 1:

Respond to FAA managers with timely and accurate Human Resources information. Due March 30, 2009

Activity Target 2:

Respond to FAA managers with timely and accurate Human Resources information. Due September 30, 2009

Activity Target 3:

Review and improve current human resource processes for operational efficiencies. Due March 30, 2009

Activity Target 4:

Review and improve current human resource processes for operational efficiencies. Due September 30, 2009

Core Activity: Shared Services Centers

Conduct an evaluation of the three Shared Service Centers.

Activity Target 1:

Conduct an evaluation of the three Shared Service Centers following electronic Official Personnel File (eOPF) implementation to assess resource implications and to identify any needed process changes.

[1 FTE] Due March 30, 2009

Activity Target 2:

Conduct an evaluation of the three Shared Service Centers following electronic Official Personnel File (eOPF) implementation to assess resource implications and to identify any needed process changes. Due September 30, 2009

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 agency human capital management policies, programs, systems, and initiatives.

Activity Target 1:

Take corrective actions as necessary to address results and recommendations from Quality Reviews. Due March 30, 2009

Activity Target 2:

Take corrective actions as necessary to address results and recommendations from Quality Reviews. Due September 30, 2009

Core Business Function: 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, 2009

Activity Target 2:

Meet all AHR Flight Plan/Business Plan

deadlines. Due September 30, 2009

Activity Target 3:

Meet all Congressional/FOIA request deadlines. Due September 30, 2009

Activity Target 4:

Distribute FAA employee service awards in a timely manner. Due September 30, 2009

Core Activity: AHR Emergency Planning and Response

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

Activity Target 1:

Conduct annual Continuity of Operation (COOP) training for the AHR COOP cadre. Due June 30, 2009

Activity Target 2:

Update quarterly the AHR Avian Flu Plan and implement action items from the Plan. Due September 30, 2009

Activity Target 3:

Update quarterly AHR vital records at the COOP site. Due September 30, 2009

Activity Target 4:

Submit bi-weekly Security Reports. Due September 30, 2009

Activity Target 5:

Conduct the annual FAA operations center training for operations center participants. Due June 30, 2009

Activity Target 6:

Implement either the DOT Emergency Employee Communications System or an expansion of the FAA 2007 Interim system to identify the status of employees in emergencies. Due June 1, 2009

Activity Target 7:

Participate in annual National Level Exercise. Due June 30, 2009

Core Activity: Corporate Assessments

Provide support for corporate assessments.

Activity Target 1:

Provide corporate assessments support Due October 1, 2008

Core Activity: IG/GAO Findings & Reports

Provide a timely and appropriate response as required to all IG/GAO findings and reports.

Activity Target 1:

Prepare all AHR responses to IG/GAO findings and reports as required in an appropriate, timely

manner. Due March 30, 2009

Activity Target 2:

Prepare all AHR responses to IG/GAO findings and reports as required in an appropriate, timely manner. Due September 30, 2009

Core Business Function: Executive Corps Development

Build the leadership capabilities of the executive corps.

Core Activity: Executive Leadership Capabilities

Promote the continuity of senior leadership through executive development and succession planning. Participate in multi-agency, low cost executive development. Continue to monitor priority staffing requirements.

Activity Target 1:

Deliver two FAA Executive Series Seminars. Due August 30, 2009

Activity Target 2:

Review, update, and deliver two sessions of the course, Forum for Executive Excellence. Due June 30, 2009

Activity Target 3:

Promote participation in government-wide executive education. Due July 30, 2009

Activity Target 4:

Review and update succession planning and analysis of executive positions to continue to monitor priority staffing requirements. Due July 30, 2009

Activity Target 5:

Develop plan for the Administrator to share information with executives in support of transition to new administration. Due March 30, 2009

Activity Target 6:

Draft update to Executive Performance Standards and incorporate changes for performance year. Due December 30, 2008

Activity Target 7:

Determine need and availability for executive tour of the Mike Monroney Aeronautical Center and deliver as appropriate. Due September 30, 2009

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:

Maintain and continue use of STI automated system to implement, track, and calculate STIs. Due September 30, 2009

Activity Target 2:

Determine and secure on-going contract requirements to support the STI Program. Due September 30, 2009

Activity Target 3:

Conduct an evaluation of the STI Program and recommend adjustments as appropriate. Due December 31, 2008

Activity Target 4:

Review Executive Resources Staff web information for currency and make recommendations for updates. Due March 30, 2009

Activity Target 5:

Review AHP-20 processes for efficiency and effectiveness; continue to develop and update Standard Operating Procedures and processes. Due May 30, 2009

Core Business Function: Training and Development Operations

Provide Supervisor Skills Training (SST) to managers on human resources and leadership disciplines, to include the proper use of leave. Provide corporate training operations. Lead AHR Malcolm Baldrige initiative and Six Sigma process improvement effort.

Core Activity: Supervisor Skills Training (SST)

Provide Supervisor Skills Training (SST) to managers on human resource and leadership disciplines, to include the proper use of leave. Conduct SST modules locally in the Regions/Centers, HQ, and nationally using the FAA Aviation Training Network (ATN).

Activity Target 1:

Conduct at least four national SST sessions in FY08 using the ATN broadcast system. Due June 30, 2009

Activity Target 2:

Conduct at least four national SST sessions in FY08 using the ATN broadcast system. Due September 30, 2009

Activity Target 3:

Provide local SST sessions in the Regions, Centers, and Headquarters throughout the year. Provide at least a total of 12 sessions in FY08. Due June 30, 2009

Activity Target 4:

Provide local SST sessions in the Regions,

Centers, and Headquarters throughout the year.
Provide at least a total of 12 sessions in FY08.
Due September 30, 2009

Core Activity: Corporate Training Operations

Provide corporate training operations support.
Provide MWP support to New Probationary managers and manage New Probationary manager data base. Coordinate mandatory training submissions with the TIG

Activity Target 1:

Coordinate and manage corporate enrollments to FEI, EPP, ELD and other corporate programs.
Due September 30, 2009

Activity Target 2:

Prepare and disseminate educational materials to meet Constitution Day requirements as mandated by congress. Due June 30, 2009

Core Activity: Malcolm Baldrige Criteria

Lead and manage the success of the Malcolm Baldrige Criteria within the AHR organization. Ensures a proper and uniform deployment of the Malcolm Baldrige Criteria initiative and compliance to all plans. Creates momentum, monitors progress and sustains performance at an optimal level as the Malcolm Baldrige Criteria is executed throughout the organization.

Activity Target 1:

Provide Training to Champions and Assessment Team (2 days). Due October 17, 2008

Activity Target 2:

Report from Data-Assessment Team. Due January 30, 2009

Activity Target 3:

Prepare Draft Report-Assessment Team. Due March 30, 2009

Activity Target 4:

Develop Action Improvement Plan-Champions with Cat Team. Due May 31, 2009

Core Activity: Six Sigma Performance (process) Improvement Model

Lead and manage the success of the Six Sigma business strategy for performance (process) improvement within the AHR organization.

Activity Target 1:

Research appropriate training vendors for six sigma. Due October 31, 2008

Activity Target 2:

Conduct training for six sigma Green Belt level. Due January 30, 2009

Activity Target 3:

Initial Deployment Plan. Due February 28, 2009

Activity Target 4:

Conduct training for six sigma Black Belt level-certification. Due May 31, 2009

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

Increasing understanding of the Accountability Board's process and procedures strengthens leadership. AHA will facilitate 20 briefings for managers and employees.

Core Business Function: 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.

Core Activity: 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 (using interactive video teletraining (IVT) or other cost-effective methods) open to all FAA executives, managers, and supervisors on Board process and procedures, and on the techniques of conducting a management inquiry. Due September 30, 2009

Activity Target 2:

AHA will offer a module (eLMS Course #05012) on the process and procedures of the Board. Due June 30, 2009

Activity Target 3:

AHA will conduct four (4) refresher-training

sessions for managers and employees at Washington Headquarters Due September 30, 2009

Core Business Measure: 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 65% of all reported allegations within the time frames established in the Accountability Board Order.

Core Business Function: Accountability Board - Allegations Data and Collection Methods

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

Core Activity: Allegations Data

Collect and report accurate data on Board allegations.

Activity Target 1:

Analyze and determine, for 90% of the incoming allegations, and within 10 working days of the date the allegation is reported to the Board, their nexus to the scope of the Board based on FAA Order 1110.125A (Monthly). Due September 30, 2009

Activity Target 2:

Report tracked cases and non-tracked cases to the members of the Board and to the Accountable Executives at the regularly scheduled Board hearings (Monthly) Due September 30, 2009

Activity Target 3:

Refine the Board's database to reflect revised LOB and organizational codes and FAA's reorganized structure. Due December 30, 2008

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 automated reports for aggregating quarterly data on Accountability Board cases. Due December 30, 2008

Activity Target 2:

Refine automated reports for aggregating annual data on Accountability Board cases. Due January 30, 2009

Activity Target 3:

Refine automated reports for aggregating special request data (such as regionally-tailored, LOB-tailored, or timeframe-tailored) on Accountability Board cases. Due January 30, 2009

Core Business Measure: 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 Function: Accountability Board - 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: Accountability Board Communications

Develop and implement communication vehicles to ensure a better understanding of Board process and employee behavior standards.

Activity Target 1:

Enhance the Accountability Board website by offering links to the most currently available Board data. Due December 30, 2008

Activity Target 2:

Re-design and distribute to every FAA LOB/SO and facility the laminated credit-card size Accountability Board card. Due April 30, 2009

Activity Target 3:

Re-design and distribute one new Accountability Board brochure to FAA employees. Due June 30, 2009