



OFFICE OF CIVIL RIGHTS

STRATEGIC PLAN
FY 2020 – FY 2024

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Message from the Acting Assistant Administrator for Civil Rights

Diversity, inclusion, and equality are key elements of any premiere organization. The Federal Aviation Administration (FAA) is the world's leading aviation organization with a mission to provide the safest, most efficient aerospace system in the world. The Office of Civil Rights supports this mission by executing the enclosed Strategic Plan. This five-year Strategic Plan (fiscal years 2020 – 2024) details my organization's approach to lead the FAA to enhanced levels of fairness, equitable treatment, and proactive engagement. It also identifies objectives and initiatives for leaders at FAA and airports to promote policies and demonstrate practices that foster a climate of equal opportunity and sustains our vision of “an environment free of civil rights violations and discrimination.”



Our Plan has nine objectives that range from Enhanced Technology to Effective & Innovative Training. The Office of Civil Rights will ensure the elimination of unlawful discrimination and maintain effective communications with all employees and stakeholders. We will encourage the connection of diverse cultures and talents to create a positive and productive work environment. We want all employees to work within an environment that yields respect, establishes notable relationships with managers and peers, and supports the FAA's mission, vision, and values.

This Strategic Plan also focuses on educating leaders and employees on the importance and value of Equal Employment Opportunity (EEO) and diversity in the workplace, including our external stakeholders. We will continue to utilize customer feedback and assessments to identify and remove barriers while implementing best practices. It is critical we integrate EEO laws and regulations into FAA policies and strategic planning that are inclusive of individuals regardless of race, national origin, age, religion, genetic information, sexual orientation, gender, color, or disability.

This plan will influence the policy and decision making of stakeholders, leaders, and all employees by providing avenues to remove unfair employment practices, and civil rights violations. We will move forward in shared ownership, developing innovative strategic methods of analysis, increasing the accessibility and delivery methods of our training, and enhancing the effectiveness and efficiency of civil rights services to prevent and ultimately eliminate discrimination in FAA workplaces and airports nationwide.

It is our responsibility, individually and collectively, to maintain “a positive working environment by valuing, using, and managing the differences that individuals bring to the workplace.”¹

¹ Office of Civil Rights description. Federal Aviation Administration (FAA) website. https://www.faa.gov/about/office_org/headquarters_offices/acr/

As your partner, the Office of Civil Rights is committed to treating each leader and employee with dignity and respect, with a commitment to accountability through alignment with the Department of Transportation's (DOT) and the FAA's agency goals. We will implement procedures and processes on a continual basis to evaluate and measure the success of our programs knowing the work we provide for you is vital to the success of our agency and the fulfillment of our most important mission - SAFETY.

A handwritten signature in blue ink, appearing to read 'Courtney L. Wilkerson', with a long horizontal flourish extending to the right.

Courtney L. Wilkerson

Acting Assistant Administrator for Civil Rights

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History and Mandate

The FAA was established on December 31, 1958, and is a modal administration in the Department of Transportation (DOT). The ongoing mission of the FAA, in conjunction with the Office of Civil Rights (OCR), is to create a work environment free of civil rights violations and discrimination. The FAA and OCR's long-term objectives are to eliminate unlawful discrimination in the workplace, at airports, and in programs receiving federal financial assistance. In order to ensure employees, applicants, and airport travelers are not discriminated against, OCR continues to implement programs and activities that eradicate discrimination, including enforcement of the following significant statutes:

- Titles VI and VII of the Civil Rights Act of 1964, as amended
- Section 504 of the Rehabilitation Act of 1973, as amended
- Title II of the Americans with Disabilities Act of 1990 (ADA)
- Equal Pay Act of 1963
- Age Discrimination in Employment Act of 1967
- Pregnancy Discrimination Act (PDA) 1978



INTERNAL PROGRAMS

In order to ensure fair and equitable treatment of employees and job applicants, the Office of Civil Rights follows laws and regulations put forth by the Equal Employment Opportunity Commission (EEOC). The EEOC was established in 1965 by Title VII of the Civil Rights Act of 1964. One of the components this act addresses is discrimination in employment. Additionally, the EEOC is responsible for enforcing federal laws that make it illegal to discriminate against a job applicant or an employee because of race, national origin, age, religion, genetic information, sexual orientation, gender, color, or disability. The EEOC provides leadership and guidance to federal agencies on all aspects of the federal government's equal employment opportunity programs and assures compliance to the EEOC's regulations via Management Directive 715 (MD-715).

On October 1, 2003, the EEOC issued MD-715 which contains policy guidelines and standards for establishing and maintaining effective affirmative employment programs. It requires agencies to take appropriate steps to ensure a discrimination-free workplace for employees and applicants through the implementation of policies, practices, and procedures. This directive requires periodic agency self-assessments and the identification and elimination of barriers that prevent equal employment opportunities in the workplace. Additionally, the MD-715 requires federal agencies to work toward meeting six essential elements of a model EEO program:

- Demonstrated Commitment from Agency Leadership
- Integration of EEO into the Agency's Strategic Mission
- Management and Program Accountability
- Proactive Prevention of Unlawful Discrimination
- Efficiency
- Responsiveness and Legal Compliance

The EEOC continues to institute laws, regulations, and policies to remedy the effects of past discrimination. ACR is mandated to engage in outreach, recruitment, and hiring employment efforts that increase participation rates of underrepresented minorities, women, and people with disabilities and to provide equal opportunity in the workplace.

EXTERNAL PROGRAMS

Pursuant to FAA Orders 1400.9A and 1400.11, the Office of Civil Rights (ACR) operates the Airport Disability and Nondiscrimination Compliance Programs to oversee airport compliance with Title VI of the Civil Rights Act, Americans with Disabilities Act, Rehabilitation Act, and related requirements. Under DOT regulations at 49 CFR Parts 23 and 26, the ACR oversees equal opportunity programs at airports to ensure that disadvantaged, minority, and women-owned businesses receive fair opportunities to participate in contract and concession opportunities free of discrimination. The ACR investigates airport related discrimination complaints, conducts compliance reviews, and provides technical assistance to airports and stakeholders. We also work collaboratively with partners at various agencies across the government who publish regulations enforcing airport related civil rights requirements prohibiting discrimination based on race, color, national origin, or disability.

Through adherence to its mission, vision, and values, ACR will continue to collaborate with FAA organizations and stakeholders to ensure fairness, eliminate barriers, and provide employees with safe, positive, and respectful work environments within the agency and at airports.



FAA VALUES & ACR MISSION ALIGNMENT

We developed our Strategic Plan in alignment with the FAA values highlighted below. Our objectives, strategies and practices are rooted in our commitment to safety, excellence, and integrity.



FAA VALUES

- Safety is our passion. We work so all air and space travelers arrive safely at their destinations.
- Excellence is our promise. We seek results that embody professionalism, transparency, and accountability.
- Integrity is our touchstone. We perform our duties honestly, with moral soundness, and with the highest level of ethics.
- People are our strength. Our success depends on the respect, diversity, collaboration, and commitment of our workforce.
- Innovation is our signature. We foster creativity and vision to provide solutions beyond today's boundaries.

ACR MISSION

The Office of Civil Rights (ACR) advises, represents, and assists the FAA Administrator on civil rights and equal opportunity matters that ensure:

- The elimination of unlawful discrimination on the basis of race, national origin, age, religion, genetic information, sexual orientation, gender, color, and individuals with disabilities in federally operated and federally assisted transportation programs;
- That all beneficiaries and potential beneficiaries of these programs, including employees and potential employees, are offered equal opportunities to participate in them; and
- A positive working environment in the FAA by valuing, using, and managing the differences that individuals bring to the workplace.

MISSION

To implement civil rights and equal employment opportunity policies and operational programs, to ensure their full and successful development in support of the FAA, in providing the safest, most efficient aerospace system in the world

VISION

To create, within the FAA and its federally assisted programs, an environment free of civil rights violations and discrimination, where all are treated equitably with dignity and respect.

Introduction

OVERVIEW

As an integral part of the FAA and DOT, the Office of Civil Rights was established to enforce civil rights laws and regulations, which prohibit workplace discrimination on the basis of race, color, national origin, genetic information, reprisal, sex (including gender identity and sexual orientation), pregnancy, parental/marital status, disability, religion, political affiliation, and age in employment and the provision of government services. ACR will steadfastly adhere to and implement this Strategic Plan to achieve the following initiatives:

- To eliminate barriers that prevent individuals from realizing their full potential.
- Promote equal employment opportunity in the recruitment, hiring, development, and retention of a highly skilled, public-centered workforce.
- Ensure equal access and compliance with external civil rights programs and services.

It is important that ACR's strategic objectives work in alignment with the goals of DOT, which are as follows:

- Safety
- Infrastructure
- Innovation
- Accountability

The ACR organization is led by senior executives who provide strategic direction, policy, and guidance in implementing civil rights responsibilities. ACR management provides oversight for civil rights and EEO services in the following areas:

- Central, Western, Eastern, and Washington Headquarters/Technical Service Areas
- Executive Resource Management
- National Policy and Compliance
- National External Operations
- National Complaint Services

FY 2020 – 2024 STRATEGIC METHODOLOGY

ACR's Strategic Plan for the 2020 – 2024 fiscal years has objectives, strategies, and metrics to eliminate discrimination and civil rights violations.

- **Objectives** are customary, results-oriented, long-term operative goals which are aligned with ACR and its functions and operations with DOT and FAA. Each objective addresses a comprehensive outcome desired by ACR.
- **Strategies** are the methods that are utilized to achieve the overall objective.
- **Metrics** define specific, performance-measured, and result-focused actions designed to achieve the overall objective.

ACR's Strategic Plan is based on mandates by the EEOC, DOT, and FAA to ensure fair and equitable treatment.

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Objectives

ACR's objectives, strategies and metrics are outlined under the following categories:

ACR STRATEGIC OBJECTIVES			
OBJECTIVE/ TITLE		DESCRIPTION	DOT GOAL
1.	Enhanced Technology	Leverage ACR's resources by utilizing technology and creating smart products to enhance the effectiveness and efficiency of civil rights services.	Innovation
2.	Effective & Innovative Training	Increase the accessibility, variety, and delivery methods of our training to meet the demands of our emerging and diverse workforce.	Innovation
3.	Improved Customer Experience	Meet statutory demands while improving the customer experience throughout the complaint process life cycle.	Accountability
4.	Model EEO Workplace - Shared Ownership	Achieve shared ownership by all FAA employees to champion their roles and responsibilities in creating and maintaining a model EEO workplace.	Accountability
5.	Strengthened Field Operations Using Data-Driven Proficiencies	Implement operational and policy changes and develop innovative strategic methods to prevent and ultimately eliminate discrimination in the FAA workplace and at airports.	Safety
6.	World-Class Corporate Culture	ACR will be recognized as the premiere organization to lead the agency towards fairness and equitable treatment, while promoting and advancing proactive measures to prevent discrimination in the workplace.	Accountability
7.	Proactive Decision-Making	Incorporate risk-based decision-making methods, leveraging resources, and technological innovations to ensure fairness and inclusion.	Safety
8.	Mutual Accountability	Promote and sustain fair and equitable recruitment, retention, and promotion policies and practices to ensure equal opportunity.	Accountability
9.	ACR Model Organization	Create an ACR environment to recruit, develop, and retain high performing and engaged employees.	Accountability

Objective 1 | Enhanced Technology (DOT Goal: Innovation)

Leverage ACR's resources by utilizing technology and creating smart products to enhance the effectiveness and efficiency of civil rights services.

The increased volume of commercial passengers, cargo operations, and aircraft create an opportunity for FAA organizations to shift in kind. Over the next five years, the aviation industry will see significant shifts in how technology is deployed across the globe to manage ever-expanding data sets and advancements in automation. ACR recognizes these shifts and challenges and commits to implementing technological enhancements of systems and processes in order to provide secure, reliable, efficient, and effective services to FAA customers and stakeholders using the metrics described in Strategy 1.1.

Strategy 1.1

Allocate resources to improve technology for the delivery of core services.

Number	Performance Metric
1.1a	Collaborate with Information Technology (IT) business partners to identify best-in-business customer service practices and smart technologies utilizing existing software inventories. Additionally, leverage resources to improve existing processes and increase the quality, efficiency, and effectiveness of ACR services.
1.1b	Implement standardized operating procedures to ensure continuous process improvements, cost-efficiencies, and enhanced results for ACR customers.



Objective 2 | Effective & Innovative Training (DOT Goal: Innovation)

Increase the accessibility, variety, and delivery methods of our training to meet the demands of our emerging diverse workforce.

Aviation contributes \$1.6 trillion annually in total economic activity, supports 10.6 million jobs, and accounts for 5.1 percent of U.S. gross domestic product. Additionally, the 2018-2038 FAA Aerospace Forecast predicts U.S. airline passenger volume will increase by 400 million passengers over the next 20 years, increasing from 880 million to just under 1.3 billion, with international markets growing faster than domestic markets.² Likewise, the increasing growth of Unmanned Aircraft Systems (UAS) will increase the need for human resources.



ACR realizes the importance of forecasting for the influx of new managers and employees which will increase the demand for training on Civil Rights policies and procedures. To meet this obligation, ACR will create and expand a variety of new training methods and modules. Our focus rests on the implementation of the following strategies:

Strategy 2.1

Institutionalize enhanced, cutting-edge technology, and applications to increase access and workforce exposure to civil rights training.

Number	Performance Metric
2.1a	Develop and implement new technologies, including apps and other virtual products in partnership with human resources and training business partners. These products will be used to provide best practices, relevant and just-in-time EEO training, guidance, and consultation to all employees.

Strategy 2.2

Develop partnerships and joint ventures to heighten awareness and knowledge of Civil Rights-EEO responsibilities, services, and programs.

Number	Performance Metric
2.2a	Create partnerships of joint ownership to develop and implement pilot plans to enhance training strategies and address performance gaps. Use data from the pilot plan to improve training strategies.
2.2b	Conduct annual national EEO training using state-of-the-art technology, including video production, by leveraging existing technological resources from across the enterprise.
2.2c	Conduct routine EEO Specialist training to ensure ACR staff are current and up to date on the latest policies, procedures, enhancements, and technologies to increase effective and efficient service delivery to customers.
2.2d	Analyze customer feedback to determine the effectiveness of training and use results to further enhance EEO training proficiency and real-time program relevance.

² Federal Aviation Administration (FAA) Strategic Plan FY 2019-2022

Objective 3 | Improved Customer Experience (DOT Goal: Accountability)

Meet statutory demands while improving the customer experience throughout the complaint process life cycle.

One of ACR’s essential strategies and areas of focus is improving the customer experience throughout the complaint process. ACR will improve our customer’s overall experience while simultaneously ensuring statutory requirements are met.

ACR will collect and analyze customer feedback to develop advanced automation processes that will strengthen and streamline the complaint process life cycle. This objective focuses on developing and implementing improved procedures that meet increasing challenges within the workforce and at airports. This begins with a focus on the internal and external customer experience, including ways to continuously improve our service delivery.



Strategy 3.1

Develop a customer service model with core customer service components, focused on internal and external customers participating in FAA discrimination processes. (e.g., problem solving, customer-oriented processes).

Number	Performance Metric
3.1a	Improve customer service delivery using analysis of collected customer survey feedback on internal and external complaint processes. Create a proactive customer-focused feedback model structured on continuous process improvements.

Objective 4 | Model EEO Workplace - Shared Ownership (DOT Goal: Accountability)

Achieve shared ownership by all FAA employees to champion their roles and responsibilities in creating and maintaining a model EEO workplace.

It is critical that civil rights and EEO programs are integrated into FAA’s operations to ensure the agency’s utmost priority – safety. The more FAA employees embrace their role as champions of EEO, diversity, and inclusion the greater positive outcome for all employees.

Part of ACR’s role and responsibility in supporting this goal is to encourage a workforce that not only adheres to the components of a model EEO workplace but acts as a champion for that reality. By achieving shared ownership, the FAA can decrease risks, lessen complaints, improve processes, and minimize roadblocks to effective communication. ACR will seek to incorporate EEO compliance best practices in performance management strategies at every level by championing the following strategies:

Strategy 4.1

Develop an FAA Diversity and Inclusion Plan that encourages all employees to champion model EEO workplace practices.

Number	Performance Metric
4.1a	Develop and implement an FAA Diversity and Inclusion Plan using current EEO workplace data and future organizational goals with a focus on women, minorities, and people with disabilities.
4.1b	Establish partnerships with human resources and agency leadership to reevaluate the performance standard, with a focus on compliance with EEO, diversity, and inclusion requirements.
4.1c	Create a communication strategy plan to integrate the EEO-specific performance standard as a pilot critical element into the existing performance management system.
4.1d	Analyze and utilize data collected from the FAA Diversity and Inclusion Plan to identify opportunities for improvement.



Objective 5 | Strengthened Field Operations Using Data-Driven Proficiencies (DOT Goal: Safety)

Implement operational and policy changes and develop innovative strategic methods to prevent and ultimately eliminate discrimination in the FAA workplace and at airports.

As the global workplace becomes more competitive and with employers offering stronger benefits, it becomes increasingly essential for the FAA to position itself as an ideal best-in-business place to work. The Agency's goal is to "promote transportation policies and investments that bring lasting economic benefits to the nation by harmonizing and leading regulatory practices and by meeting the nation's transportation workforce needs."³ ACR's strategies to support this goal center around providing guidance and encouraging use of FAA and airport self-assessments to determine the FAA's and airports' adherence to EEO and civil rights regulations. We will leverage our resources to address our responsibilities using technology and risk-based decision-making by implementing strategies 5.1 and 5.2.

Strategy 5.1

Provide guidance and assistance to support increased civil rights compliance at FAA organizational facilities and airports.

Number	Performance Metric
5.1a	Develop and implement a robust self-assessment tool that allows for automated feedback and trend analysis.
5.1b	Develop a plan to improve the FAA workplace and airport environment while increasing civil rights oversight and compliance with our stakeholder partnerships.

Strategy 5.2

Assign a risk score component to self-assessment tools.

Number	Performance Metric
5.2a	Develop a risk-scoring self-assessment process to evaluate airports and FAA facilities/organizations.
5.2b	Provide technical assistance to FAA facilities and primary airports that are identified as high risk.
5.2c	Consolidate assessment data to identify trends and determine training needs and opportunities for process improvements.
5.2d	Develop an FAA Civil Rights dashboard or partner with the Department of Transportation to expand its existing dashboard.
5.2e	Partner with the Office of Airports (ARP) to refine and expand the Airport District Office (ADO) dashboard or integrate data into the ARP grant management system.

³ Federal Aviation Administration (FAA) Strategic Plan FY 2019-2022

Objective 6 | World-Class Corporate Culture (DOT Goal: Accountability)

ACR will be recognized as the premier organization to lead the agency towards fairness and equitable treatment while promoting and advancing proactive measures to prevent discrimination in the workplace.

One of the FAA's strategic objectives is to reduce the burden on the American public and Federal workforce by streamlining and improving business processes and regulatory requirements. ACR leadership has made it a priority to repeal, replace, or modify existing policies to support a fair and equitable environment.

ACR must be at the forefront as the go-to organization for guidance on civil rights services and processes. ACR's strategies center on enhanced program visibility and leveraging data to identify trends and gaps of opportunity to promote increased awareness of EEO and civil rights programs. ACR will use strategic marketing campaigns to solicit feedback and enhance the customer experience. Implementation of these strategies will position ACR as a model organization that provides excellent service delivery while allowing the FAA to focus on its mission of safety.



Strategy 6.1

Develop a marketing campaign to educate all FAA employees about ACR's services, quality principles, and best practices.

Number	Performance Metric
6.1a	Develop an agency-wide strategy using innovative technological methods to market ACR services and processes. Use feedback data from customers and refine marketing strategies towards continual improvement.
6.1b	Create partnerships with FAA leadership, external stakeholders, and public and private-sector organizations to learn best-in-business practices that can be integrated into ACR operations, marketing, and information-sharing strategies.



Objective 7 | Proactive Decision-Making (DOT Goal: Safety)

Incorporate risk-based decision-making methods, leveraging resources, and technological innovations to ensure fairness and inclusion.



ACR's prioritization of risk-based decision-making is directly in line with and in support of the FAA's goal of accountability and ensuring human capital resources, finances, IT, and operations are practical and efficient. ACR is adopting a risk-based decision-making tool or process that will support the ACR organization leadership in making decisions that best benefit the FAA workforce and airports. ACR will continue to reduce obsolete processes and burdensome requirements, routinely reviewing existing procedures and practices for cost efficiencies. ACR will focus on Strategy 7.1 to support the implementation of risk-based decision methods.

Strategy 7.1

Develop a risk-based decision model that can be used to determine how resources are allocated, how priorities are established, and the criteria for program implementation.

Number	Performance Metric
7.1a	Identify and attend best-in-industry, risk-based decision-making training and determine required resources to implement an ACR tool or process.
7.1b	Implement the ACR model for risk-based decision-making across ACR.

Objective 8 | Mutual Accountability (DOT Goal: Accountability)

Promote and sustain fair and equitable recruitment, retention, and promotion policies and practices to ensure equal opportunity.

In support of the FAA's continued execution of diversity policies, ACR will implement strategies and collaborative partnerships across the agency to increase management compliance with diversity and inclusion practices. Adhering to EEO policy through all components of the workplace increases the likelihood of employees embracing those practices as part of the corporate culture and underscores management's commitment to supporting a more engaged workforce. This level of corporate culture engagement will have a profound positive impact on the agency's ability to be a leader in implementing diversity and inclusion best practices.

With leadership commitment and partnership with employees, associations, and special emphasis groups, the FAA "will be prepared for the future through best-in-class approaches that identify, recruit, train, and retain a diverse workforce with the skills necessary to ensure that the US has the world's safest and most productive aviation sector."⁴ Implementation of Strategy 8.1 underscores leadership's accountability towards recruitment, retention, and promotion policies and practices.

Strategy 8.1

Establish and foster collaborative partnerships to increase championship of and adherence to EEO and diversity and inclusion policies and procedures.

Number	Performance Metric
8.1a	Partner with Lines of Business (LOBs), Staff Offices (SOs), human resources, colleges, and universities to identify employees with the technical skills, qualifications, and competencies to achieve the agency's goals.
8.1b	Evaluate promotion policies and practices to eliminate inconsistencies, provide increased employment opportunities for the existing workforce, and improve retention.
8.1c	Leverage the EEO and Diversity and Inclusion Action Committee (EAC) to create a collaborative community focused on EEO requirements and best practices related to recruitment, retention, and promotion policies and practices. This will include EEO-focused initiatives within the LOBs and SOs.

⁴ Federal Aviation Administration (FAA) Strategic Plan FY 2019-2022

Objective 9 | ACR Model Organization (DOT Goal: Accountability)

Create an ACR environment to recruit, develop, and retain high performing and engaged employees.

ACR will employ staff who are qualified, competent, and able to deliver high quality, best-in-business services. It is imperative that the ACR workforce effectively addresses the needs, challenges, and demands of FAA customers and stakeholders. The ACR organization understands the importance of having decisive strategies in place to provide stellar customer support to leadership and all FAA employees by prioritizing and focusing on programs to keep ACR employees abreast of changes in equal opportunity, diversity, and inclusion regulations and practices.

Building leadership at all levels is critical for teams to effectively support the mission, vision, and values of an organization. The ACR employees currently not only receive training to strengthen their skills and abilities, but also provide extensive training to other employees and management staff across the FAA to enhance their knowledge, skills, and abilities. To continue to remain informed of best practices in the fields of EEO and diversity and inclusion, ACR leadership will expand its investment in the ACR workforce by providing access to training and development programs that ensure a strong foundation and provide excellence in the delivery of services. ACR will focus on strategies to support increased performance and increase employee engagement as detailed below.

Strategy 9.1

Develop recruitment strategies with emphasis on retention to increase the applicant pool with critical EEO technical skills.

Number	Performance Metric
9.1a	Define competencies of EEO experts for the internal and external Civil Rights programs.
9.1b	Leverage existing recruitment resources and workforce strategy data to address gaps in current recruitment and retention efforts.
9.1c	Develop, implement, and communicate a strategic multi-year recruitment and retention plan that assesses succession and attrition rates and trends.
9.1d	Analyze exit interview data and anecdotal feedback from all ACR employees to improve employee engagement and retention.

Strategy 9.2

Incorporate initiatives to strengthen training and development of staff that will enhance knowledge, skills, and abilities towards improving performance and exceeding customer expectations.

Number	Performance Metric
9.2a	Conduct an ACR needs assessment and employee survey to identify gaps in existing programs and development offerings.
9.2b	Collaborate with internal and external resources to determine available training and development opportunities.
9.2c	Develop ACR educational programs to meet civil rights training objectives and incorporate best learning practices.
9.2d	Communicate and implement a strategic training and development plan that clearly defines individual learning paths for employees.

Next Steps

This Strategic Plan is a living document. Flexibility in its implementation allows us to effectively carry out the objectives and strategies. As DOT's goals and the FAA's Strategic Plan change, ACR commits to refining the strategies outlined in the ACR Strategic Plan to ensure alignment.

Implementation of our plan starts with leadership, ownership, and accountability. ACR leadership and personnel are individually and collectively committed to ensuring full implementation of the objectives, strategies, and metrics of the strategic plan. Our partnership with internal leadership within the FAA is vital toward ensuring equal employment for every manager, employee, and applicant and collaboration with external stakeholders assures equal opportunity for airport customers.

PERFORMANCE MONITORING PROCESS

ACR will track Strategic Plan metrics utilizing, but not limited to, the following indicators:

- Operational Scorecard
- Business Plan
- State of EEO Annual Report
- EEO Diversity and Inclusion Action Committee (EAC) End-of-Year Accomplishments

The Strategic Plan will be evaluated and reported to agency leadership, including key stakeholders, on an annual basis.

CONSISTENT COMMUNICATION STRATEGY

To achieve our objectives, consistent communication is vital. We will further refine the actions associated with ACR's Strategic Plan recognizing the mandates and strategic goals from the EEOC, DOT, FAA, and other governing organizations to ensure we continue to move forward. As we continue developing concepts and strategies, we will incorporate communications and marketing plans where ACR's outlined strategies and metrics are sufficiently communicated, monitored, tracked, and revised as needed.

ACR Strategic Objectives

Objective 1 – Enhanced Technology

(DOT Goal: Innovation)

Leverage ACR's resources by utilizing technology and creating smart products to enhance the effectiveness and efficiency of civil rights services.

Objective 2 – Effective and Innovative Training

(DOT Goal: Innovation)

Increase the accessibility, variety, and delivery methods of our training to meet the demands of our emerging and diverse workforce.

Objective 3 – Improved Customer Experience

(DOT Goal: Accountability)

Meet statutory demands while improving the customer experience throughout the complaint process life cycle.

Objective 4 – Model EEO Workplace - Shared Ownership

(DOT Goal: Accountability)

Achieve shared ownership by all FAA employees to champion their roles and responsibilities in creating and maintaining a model EEO workplace.

Objective 5 – Strengthened Field Operations Using Data-Driven Proficiencies

(DOT Goal: Safety)

Implement operational and policy changes and develop innovative strategic methods to prevent and ultimately eliminate discrimination in the FAA workplace and at airports.

Objective 6 – World-Class Corporate Culture

(DOT Goal: Accountability)

ACR will be recognized as the premier organization to lead the agency towards fairness and equitable treatment while promoting and advancing proactive measures to prevent discrimination in the workplace.

Objective 7 – Proactive Decision-Making

(DOT Goal: Safety)

Incorporate risk-based decision-making methods, leveraging resources, and technological innovations to ensure fairness and inclusion.

Objective 8 – Mutual Accountability

(DOT Goal: Accountability)

Promote and sustain fair and equitable recruitment, retention, and promotion policies and practices to ensure equal opportunity.

Objective 9 – ACR Model Organization

(DOT Goal: Accountability)

Create an ACR environment to recruit, develop, and retain high performing and engaged employees.



Appendix I | Department of Transportation Strategic Goals⁵



SAFETY

Reduce Transportation-Related Fatalities and Serious Injuries Across the Transportation System.

Safety has consistently been DOT's top strategic and organizational goal. To improve transportation safety, DOT seeks to work effectively with State, Local, Tribal, and private partners; address human behaviors to reduce safety risks; improve safety data analysis to guide decisions; continue to employ safety countermeasures; ensure that automation brings significant safety benefits; and pursue performance-based rather than prescriptive regulations.

INFRASTRUCTURE

Invest in Infrastructure to ensure Safety, Mobility, and Accessibility and to stimulate Economic Growth, Productivity, and Competitiveness for American Workers and Businesses. DOT seeks to work effectively with State, Local, Tribal, and private partners to guide investments that stimulate economic growth, improve the condition of transportation infrastructure, and enable the efficient and safe movement of people and goods. To achieve this goal, DOT will provide guidance, technical assistance, and research that leverages Federal funding, accelerates project delivery, reduces project lifecycle costs, and optimizes the operation and performance of existing facilities. By using innovative forms of financing and project delivery, encouraging partnerships between the public and private sectors, and strategically balancing investments across various modes of transportation to promote greater efficiencies, DOT can maximize the returns to the Nation's economy and people.

⁵ From the Department of Transportation Strategic Plan FY 2018 – 2022: <https://cms8.dot.gov/administrations/office-policy/dot-strategic-plan-fy2018-2022>

INNOVATION

Lead in the Development and Deployment of Innovative Practices and Technologies that Improve the Safety and Performance of the Nation's Transportation System. Emerging technologies are transforming our transportation system. DOT seeks to continue its leadership role by guiding research investments and facilitating the deployment of beneficial transportation technologies. By engaging with the private and public sectors, DOT can leverage Federal resources to support technology transfer and ensure the safety and security of new technologies.

ACCOUNTABILITY

Serve the Nation with Reduced Regulatory Burden and greater Efficiency, Effectiveness, and Accountability. DOT will streamline regulations and improve organizational effectiveness of the Department. DOT will raise accountability standards that improve the efficient use of taxpayer funds. By streamlining business processes and investing in workforce development, DOT will enhance its responsiveness and adaptability to the demands of a rapidly evolving industry.

Appendix II | FAA Strategic Plan FY 2019-2022⁶

Table – FAA Goals, Strategic Objectives, and Strategies

Goals	Strategic Objectives	Strategies
<p>Safety</p>	<p>Strategic Objective 1: Systemic Safety Approach</p>	<p>Data: Improve the collection, management, and integration of data on transportation-related fatalities and serious injuries, and their precursors, to enhance safety analysis.</p> <p>Identify Risks: Identify risk factors that contribute to fatalities and serious injuries and implement evidence-based risk elimination and mitigation strategies.</p> <p>Collaboration: Collaborate with stakeholders to foster behavior and infrastructure changes that improve safety.</p> <p>Leadership: Establish a Departmental commitment to continually improve transportation safety by fostering a positive transportation safety culture across the transportation sector.</p> <p>Performance: Promote the use of performance-based safety standards and measures.</p>

⁶ From the Federal Aviation Administration Strategic Plan FY 2019 – 2022: https://www.faa.gov/about/plans_reports/

<p>Infrastructure</p>	<p>Strategic Objective 1: Project Delivery, Planning, Environment, Funding, and Finance</p>	<p>Streamlining and Stewardship: Streamline the environmental review process to deliver transportation projects, both large and small, more quickly and efficiently to provide timely benefits to users while safeguarding our communities and maintaining a healthy environment.</p> <p>Prioritize: Target federal investments toward transportation projects that address high-priority infrastructure and safety needs.</p> <p>Leverage Funding: Leverage state and local funding and private sector investment.</p> <p>Partnerships: Build partnerships with stakeholders to facilitate the financing, development, and implementation of multimodal transportation projects that improve connectivity, accessibility, safety, and convenience for all users</p>
	<p>Strategic Objective 2: Life Cycle and Preventive Maintenance</p>	<p>Rebuild: Restore transportation infrastructure and assets to a state of good repair through asset management planning and innovative maintenance strategies that take into account long-term operational and financial considerations.</p> <p>Risk Management: Provide research, technical assistance, and targeted funding to ensure that transportation infrastructure is planned, constructed, and maintained using best operational and risk management practices</p>

	<p>Strategic Objective 3: System Operations and Performance</p>	<p>System Reliability: Improve the reliability and efficiency of passenger travel and freight movement of the Nation’s transportation systems by working with state DOTs and other stakeholders to identify, collect, and analyze data sources and models to assess overall system reliability and implement strategies that target the sources of unreliable travel and freight movement.</p> <p>Performance: Measure the performance of transportation systems and support targeted investments to improve the experience of the traveling public.</p>
	<p>Strategic Objective 4: Economic Competitiveness and Workforce</p>	<p>Global Competitiveness: Increase international market access for America’s products and services by eliminating transportation and international trade barriers.</p> <p>Workforce Development: Support the development of appropriately skilled and prepared transportation workers and develop strategies to meet emerging workforce challenges.</p> <p>Rural: Encourage transportation investments that promote economic revitalization, job growth, and affordable transportation options in rural communities.</p>

Innovation	Strategic Objective 1: Development of Innovation	<p>Coordination: Strengthen coordination across modes, stakeholders, jurisdictions, institutions, sectors, and international boundaries.</p> <p>Research: Conduct research on advanced technology to promote transportation safety and efficiency.</p> <p>Partnerships: Partner with the private sector, state, tribal, and local governments, and research organizations to encourage technology innovation.</p> <p>Data: Facilitate development of data systems to support data driven technologies, decision-making in real time, and data sharing.</p> <p>Cybersecurity: Develop modal cyber threat models for transportation critical infrastructure to enhance integrated cybersecurity and safety research priorities.</p>
	Strategic Objective 2: Deployment of Innovation	<p>Technology Integration: Advance the integration of new transportation technologies and practices into transportation systems to improve safety and performance.</p>

Accountability	Management Objective 1: Regulatory Reform	Regulation: Reduce regulations and control regulatory costs.
	Management Objective 2: Mission Efficiency and Support	<p>Workforce: Attract, develop, and retain employees who have the capabilities and competencies to help the Department achieve its goals.</p> <p>Program Performance: Improve program performance by streamlining processes, improving systems, and maximizing employee performance, development, and engagement to make efficient and effective use of the Department’s resources.</p> <p>Financial Management: Improve the performance of financial systems.</p> <p>Procurement: Improve the performance of procurement systems.</p> <p>Operational Efficiency: Ensure sustainable facilities and efficient internal operations.</p> <p>Information Technology: Advance the modernization of information technology solutions that will enhance mission performance and promote efficient operations.</p>

Strategic Plan for FY 2020 - 2024



**Federal Aviation
Administration**