



**Federal Aviation
Administration**

CIVIL RIGHTS

Federal Aviation Administration

Fiscal Year 2007 Business Plan



2007 ACR Business Plan

TABLE OF CONTENTS

Greater Capacity	1
Ensure Equal Opportunity in FAA Federally-Operated or Assisted Programs	1
Implement the Disadvantaged Business Enterprise Action Plan	1
Conduct External Program Consultations, Training and Briefings.	2
Ensure Airport Compliance with Civil Rights Regulations	2
Organizational Excellence	2
Employee Attitude Survey	3
Conflict Management	3
Cost Control	3
Cost Control Program	3
Productivity and Financial Metrics	3
Information Security	4
Enterprise Architecture Conformance	4
Customer Satisfaction	4
Standardize FAA Websites	4
Assist Agency Efforts to Comply with EEO Regulations	4
Administer the EEO Pre-Complaint Process	4
Assist Agency Efforts to Prevent Discrimination	5
Prevent Discrimination	5
Oversee Implementing EEOC Management Directive 715 (MD-715)	5
Oversee FAA Annual EEO Program Status Report	6
ACR Resource Management	6
ACR Human Resource Management	6

2007 ACR Business Plan

Federal Aviation Administration (FAA) employees maintain, operate and oversee the largest and most complex aviation system in the world, with a safety record that is second to none. To maintain this achievement, the FAA must be a world-class organization.

Equal employment opportunity and diversity management in the federal workplace are keys to accomplishing this goal. They require leadership; integration of equal employment opportunity (EEO) into the agency's strategic mission; management and program accountability; proactive prevention of unlawful discrimination; efficiency and legal compliance with EEO mandates. FAA federally-operated and assisted transportation programs must also ensure equal opportunity for all beneficiaries and potential beneficiaries of our programs.

The FAA Office of Civil Rights' (ACR) performance goals focus on the strategic goal areas of Organizational Excellence and Greater Capacity. Within the goal of Organizational Excellence, ACR will ensure that FAA maintains a Model EEO Program, as required by the new Equal Employment Opportunity Commission Management Directive (MD-715). Within the goal of Greater Capacity, ACR will provide technical assistance, review and approve airport plans for fostering participation in the contracting and concession arena by businesses owned and controlled by disadvantaged persons.

Greater Capacity

The Office of Civil Rights supports the Greater Capacity Goal area by managing the Disadvantage Business Enterprise Program and investigating equal access complaints for the Airport Improvement Grant Program that is under the administration of the Office of Airport Planning and Programming.

Core Business Measure:

Ensure Equal Opportunity in FAA Federally-Operated or Assisted Programs

ACR supports the Greater Capacity Goal area by ensuring equal opportunity for all beneficiaries and potential beneficiaries in federally-operated and assisted aviation transportation programs. A major aspect of this work involves managing the

Disadvantaged Business Enterprise (DBE) Program and investigating equal access complaints against grantees under the Airport Improvement Program (AIP).

Core Business Function: Implement the Disadvantaged Business Enterprise Action Plan

Review plans developed by Airport Grant recipients to ensure equal opportunities for DBE participation in AIP contracting and concession projects. The measure of success is ensuring 100% approvals of DBE goal methodologies that have been submitted with all appropriate information.

Core Business Activity: Implement DBE Program for contracting projects (Part 26)

Partner with airport sponsors to increase usage by airports in the nationwide, web-based system for reporting participation under the Disadvantaged Business Enterprise (DBE) Program that was successfully piloted in FY 2005.

Targets:

Activity Target 1: Consult with 100% of airport grant recipients developing DBE goal methodologies under Part 26 by reviewing goal methodologies for contracting projects for approximately 1,000 airports.

Core Business Activity: Implement DBE Program for airport concessions (Part 23)

FAA will support airport sponsors in implementing an airport DBE concession rule by acquainting them with the requirements of the rule. ACR will conduct field technical assistance briefings to the small hub primary airport sponsors that are required to submit revised concession programs in FY07 under the new DBE Concessions Rule by September 30, 2007.

Targets:

Activity Target 1: Consult with 100% airport grant recipients on developing DBE programs and goal methodologies under Part 23 and review programs and goal methodologies for small hub primary airports.

Core Business Activity: DBE Compliance Review Assistance

Provide assistance for on-site DBE compliance reviews that includes airport sponsors taking appropriate corrective action.

Targets:

Activity Target 1: Provide informational assistance for on-site DBE compliance reviews, as they are scheduled.

Core Business Activity: DBE Program IT Enhancement

Assess how to utilize information technology in the DBE Program to facilitate its administration and develop actions to meet the needs of airport sponsors.

Targets:

Activity Target 1: Develop an expansion plan for the web-based automated system to include Part 23 by December 31, 2006.

Activity Target 2: Develop the Pilot Automated Part 23 Program within the web-based system by April 30, 2007.

Activity Target 3: Have three regions participating in the Pilot Automated Part 23 Program July 31, 2007.

Activity Target 4: Evaluate the participation in the Pilot Automated Part 23 Program by September 30, 2007.

Core Business Function: Conduct External Program Consultations, Training and Briefings.

FAA supports airport sponsors and DBE's by conducting consultations, training and briefings on the DBE Program, ADA, Title VI, LEP and other civil rights regulations so that the aviation community is aware of civil rights requirements. For over 20 years, FAA has partnered with the Airport Minority Advisory Council (AMAC) to conduct the third largest aviation training conference.

Core Business Activity: External Program Advice and Assistance

Conduct external program consultations, training and briefings.

Targets:

Activity Target 1: Conduct annual

FAA/AMAC Conference as a training event by June 30, 2007.

Activity Target 2: Conduct 100 field technical assistance briefings (25 per quarter).

Core Business Function: Ensure Airport Compliance with Civil Rights Regulations

Ensure Airport Compliance with American with Disabilities Act (ADA), Title VI, Limited English Proficiency (LEP) and Other Civil Rights Regulations by providing technical assistance to stakeholders, monitoring airport efforts and assessing complaints, measured by processing 100% of complaints received in a timely manner.

Core Business Activity: External Customer Consultation

Consult with airport sponsors and the public on civil rights regulations and process external complaints.

Targets:

Activity Target 1: Provide consulting and assistance, as needed, to airport grant recipients and the public regarding ADA, Title VI, LEP and other civil rights regulations.

Activity Target 2: Review, investigate if necessary, and adjudicate external complaints within 180 days of receipt.

Organizational Excellence

Within the goal of Organizational Excellence, ACR has direct support for the objective to make the organization more effective with stronger, more knowledgeable, more accountable leadership and a better prepared, better trained, diverse workforce, in the areas of conflict management and inclusion. The Equal Employment Opportunity (EEO) complaint process is a conflict management mechanism. The Special Emphasis Programs carry out initiatives in connection with EEO outreach, training, and development. Corporate performance measures include the number of EEO formal complaints per number of employees.

Flight Plan Performance Target:

Employee Attitude Survey

Increase the score of the Employee Attitude Survey measure for the areas of management effectiveness and accountability by at least 5 percent, over the 2003 baseline of 35 percent by FY 2010.
FY07 Target: 38%

Strategic Initiative: Conflict Management

Undertake a timely and effective corporate approach to conflict management. (LEAD is Center for Early Dispute Resolution - CEDR)

Strategic Activity: Support a timely and effective corporate approach to conflict management

Support the corporate approach to conflict management that facilitates resolution of conflicts before they enter an established process.

Targets:

Activity Target 1: Provide support to the Center Early Dispute Resolution (CEDR) in the form of EEO process and data consultation services as needed basis.

Activity Target 2: Ensure newly hired ACR HQ personnel are briefed on CEDR within 30 days of reporting on board.

Flight Plan Performance Target:

Cost Control

Organizations throughout the agency will continue to implement cost efficiency initiatives including, but not limited to: 10-15% savings for strategic sourcing for selected products and services; Consolidating facilities and services, such as service areas, real property management, and web services; 3% reduction in help desk operating costs through consolidations; Eliminating or reducing obsolete technology; and \$15 million reduction in Information Technology operating costs. FY07 Target: 1 activity per organization and targeted savings.

Strategic Initiative: Cost Control Program

Implement line of business cost efficiency initiatives to reduce costs or improve productivity.

Strategic Activity: ACR Cost Control Activity

ACR will evaluate each non-supervisory specialist vacancy as an opportunity to hire at the entry level provided hiring at the lower level does not reduce required customer services, prevent us from having a Model EEO Program in accordance with MD-715 or diminish ACR's ability to accomplish activities under the Flight Plan goal, Organizational Excellence.

Targets:

Activity Target 1: A cost-avoidance reduction of \$5,000 by September 30, 2007.

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 controlled flight; Research, Engineering, and Development (RE&D); Management Staff Efficiency Measure; Grant Administration Efficiency Measure.

Strategic Activity: ACR Efficiency Measure - DBE Plan Approval

The efficiency through which the Office of Civil Rights approves annual Disadvantaged Business Enterprise (DBE) goal-setting methodologies for Primary airports with grants under the Airport Improvement Program (AIP). DBE goals are a critical part of the AIP grants process. It is essential that DBE goal-setting methodologies be expeditiously reviewed for compliance with regulatory guidance and approved as part of the federal grant program.

Targets:

Activity Target 1: The Office of Civil Rights will approve 60% of the annual Disadvantaged Business Enterprise (DBE) goal-setting methodologies for Primary airports with grants under the Airport Improvement Program (AIP) within 15 days of submission and 80% within 60 days.

Flight Plan Performance Target:

Information Security

Achieve zero cyber security events that significantly disable or degrade FAA services.
FY07 Target: 0

Strategic Initiative: Enterprise Architecture Conformance

Enable enterprise-wide conformance to information technology enterprise architecture.

Strategic Activity: Evaluate ACR IT investments for formal compliance with the FAA EA standards.

ACR will partner with AIO to finalize the its IT inventories and identify and choose standards with the greatest business benefit to simplify ACR IT infrastructure and strengthen ACR management processes.

Targets:

Activity Target 1: Ensure the ACR infrastructure and application inventory is updated by December 31, 2006.

Activity Target 2: Ensure ACR software development methodology is updated as appropriate by September 30, 2007.

Flight Plan Performance Target:

Customer Satisfaction

Increase agency scores on the American Customer Satisfaction Index, which surveys commercial pilots. FY07 Target: 66

Strategic Initiative: Standardize FAA Websites

Standardize FAA websites making them more useful for exchanging information and conducting business. Web Management order signed by the Administrator in August 2004 requires an annual certification on compliance with FAA web policies and standards, from the head of each LOB and Staff Offices by September 30 of each year. FAA Brand Identity Program signed by the Administrator September 2006. External mandates include the President's Management Agenda to Expand E-Government and Office of Management and Budget guidance, Policies for Federal Government Public Websites. The objective of this initiative is to make FAAs websites for the public and employees useful and have a consistent look and navigation.

Strategic Activity: Standardize ACR websites making them more useful for exchanging information and conducting business.

Ensure ACR websites conform to FAA

standards, have accurate content, and have relevant, appropriate, and valid links.

Targets:

Activity Target 1: Update LOB and Staff Office web strategies and action plans in writing to the FAA Web Manager by November 15, 2006.

Activity Target 2: Brief FAA Web Council on the LOB and Staff Office plans by November 30, 2006.

Activity Target 3: Submit mid-year web progress report to the FAA Web Manager by March 30, 2007.

Activity Target 4: Submit 3rd quarter web progress report to the FAA Web Manager by June 30, 2007.

Activity Target 5: Submit end of year web progress reportsto the FAA Web Manager by September 30, 2007.

Core Business Measure:

Assist Agency Efforts to Comply with EEO Regulations

Assist Agency Efforts to Eliminate Discrimination by Complying with EEO Laws, Policies and Regulations.

Core Business Function: Administer the EEO Pre-Complaint Process

Ensure an EEO Discrimination Process that can process 100% of the allegations and inquiries regarding EEO complaints by having adequate counseling, mediation and consulting services.

Core Business Activity: Manage the EEO Counselor Program

Manage the EEO Counselor Program by maintaining an adequate active pool of counselors to process 100% of the pre-complaints.

Targets:

Activity Target 1: Conduct Basic and Advance EEO Counseling Training, as required, to ensure a sufficient number of well-trained counselors to process 100% of the pre-complaints.

Core Business Activity: Manage the EEO Mediation Program

Manage the EEO Mediation Program by maintaining an adequate active pool of mediators to process 100% of the requests for mediation.

Targets:

Activity Target 1: Conduct Basic and Refresher EEO Mediation Training, as needed, to ensure a sufficient number of well-trained mediators to process 100% of the requests for mediation.

Core Business Activity: Provide Internal EEO Consultation

Provide policy guidance, technical assistance and direct intervention to the lines of business and staff offices to assist them to resolve EEO complaints.

Targets:

Activity Target 1: Provide the FAA Management Board with a quarterly report on EEO Complaints.

Activity Target 2: Consult with management on each pre-complaint to discuss options for resolution.

Activity Target 3: Review each Report of Investigation within 5 days of its receipt to provide guidance on next steps.

Activity Target 4: Process settlement agreements and findings of discrimination to ensure proper handling and compliance to the terms.

Core Business Measure:

Assist Agency Efforts to Prevent Discrimination

Prevent discrimination before it occurs is the best way to implement a Model EEO Program.

Core Business Function: Prevent Discrimination

Assist Agency Efforts to Prevent Discrimination

Core Business Activity: Conduct EEO Training and Briefings

Increase managerial and employee awareness with regard to EEO responsibilities and

appropriate behaviors.

Targets:

Activity Target 1: Conduct 10 briefings for managers and employees per quarter.

Core Business Activity: Conduct Agency EEO Recognition Process

Conduct the EEO Recognition process for the FAA Administrator. Prevention includes recognizing significant contributions towards creating a Model EEO Program and reinforcing positive behavior in support of equal opportunity.

Targets:

Activity Target 1: Conduct the FAA Administrator's Award for Excellence in EEO Ceremony by June 30, 2007.

Core Business Activity: Manage Special Emphasis Programs

Manage the National Federal Women's Program, National Hispanic Employment Program and the People with Disabilities Program that were created by regulations for the purpose of ensuring equal opportunity.

Targets:

Activity Target 1: Each program will analyze workforce information to identify a program area target that is relevant in 2007 and present a project plan to ACR-1 by December 31, 2006.

Activity Target 2: SEP programs, in partnership with lines of business and staff offices, will collaborate, support or participate in 30 outreach activities by September 30, 2007.

Core Business Measure:

Oversee Implementing EEOC Management Directive 715 (MD-715)

Oversee the process for implementing an FAA Model EEO Program by assisting the agency to identify barriers to EEO and eliminating them, in compliance with MD-715.

Core Business Function: Oversee FAA Annual EEO Program Status Report

Oversee the MD-715 Process for developing the

Annual EEO Plan and Monitoring Agency Accomplishments.

Core Business Activity: Develop the Annual EEO Plan

Oversee the MD-715 Process for developing the Annual EEO Plan and Monitoring Agency Accomplishments

Targets:

Activity Target 1: Develop with lines of business and staff office assistance the annual EEO plan by December 31, 2006.

Activity Target 2: Implement the usage of a web-based system to assist the MD-715 EEO barrier analysis process by July 31, 2007.

Core Business Activity: Provide Status Reports to Monitor Progress on MD-715 Plan

Monitor agency progress on goals identified in the annual EEO plan.

Targets:

Activity Target 1: Produce a quarterly monitoring report for ACR-1 no later than 30 days from the end of the quarter.

Core Business Activity: Facility on-site surveys

Conduct ten on-site surveys to determine the extent to which facilities are maintaining a Model EEO Program under MD-715.

Targets:

Activity Target 1: Identify and schedule five facilities for on-site surveys by January 31, 2007.

Activity Target 2: Begin at least three on-site surveys; identify and schedule five more facilities for on-site surveys by March 31, 2007.

Activity Target 3: Conduct at least three and begin at least three more on-site surveys by July 31, 2007.

Activity Target 4: Finish conducting ten surveys and brief on results by September 30, 2007.

Core Business Activity: Automated, Web-based Customer Satisfaction Survey

Develop and implement an automated, web-based survey to measure customer

satisfaction with services provided by the Office of Civil Rights.

Targets:

Activity Target 1: Develop Automated, Web-based Customer Satisfaction Survey by February 28, 2007.

Activity Target 2: Implement survey and begin collecting data by June 30, 2007.

Activity Target 3: Continue collecting data; analyze preliminary results and prepare draft report by August 31, 2007.

Activity Target 4: Continue collecting data and analyzing results; brief on findings by September 30, 2007.

Core Business Activity: Aviation and Space Education Outreach Programs Support

Working in collaboration with the Aviation and Space Education (AVSED) Outreach Programs, support AVSED by providing staff assistance.

Targets:

Activity Target 1: ACR will obtain a schedule of AVSED activities from the National AVSED Program Manager and determine appropriate staff assistance no later than 30 days after receiving the schedule. Support activities will be reported monthly to ACR Management and summary report prepared by September 30, 2007.

Core Business Measure:

ACR Resource Management

Ensure strong leadership; a well-trained, efficient workforce; and effective, efficient program and financial management.

Core Business Function: ACR Human Resource Management

Ensure strong leadership and a well-trained, efficient ACR workforce.

Core Business Activity: ACR Human Resource Management

Manage ACR Human Resources.

Targets:

Activity Target 1: ACR employees will receive at least one professional

development activity in their specific areas of responsibility by September 30, 2007.

Activity Target 2: ACR managers complete a management development activity by September 30, 2007.

Activity Target 3: ACR managers report to their leadership on a quarterly basis the status of sick leave usage.

Activity Target 4: ACR managers report to their leadership on a quarterly basis progress in meeting ACR Business Plan goals.

Activity Target 5: ACR will review core business function metrics quarterly to determine if they are accurately measuring the achievement of the activities.

Activity Target 6: ACR managers report quarterly on information technology resources use (e.g. Knowledge System Network use, web site currency, etc.) to ensure their efficient use.

Core Business Activity: ACR Employee Attitude Survey Focus

ACR Management Team will support corporate focus on improving future Employee Attitude Survey results in the areas of Communication and Performance Rewards and Recognition, to include monthly activity reports.

Targets:

Activity Target 1: Evaluate initiatives from interim EAS. Monthly reports will be submitted via pbviews.