



**Federal Aviation
Administration**

Civil Rights

Fiscal Year 2011 Business Plan

FY2014 ACR Business Plan

The Federal Aviation Administration (FAA) Office of Civil Rights (ACR) provides leadership and direction with regard to civil rights, diversity and equal opportunity matters. The ACR mission is to provide oversight with regard to civil rights laws and regulations for the agency and external programs. This includes developing policies and ensuring compliance with existing civil rights policies and regulations. The External Civil Rights Program includes the Disadvantaged Business Enterprise (DBE), Airport Concession Disadvantaged Business Enterprise (ACDBE), Title VI of the Civil Rights Act of 1964, Limited English Proficiency (LEP), Environmental Justice (EJ), Americans with Disabilities Act (ADA), Section 504 of the Rehabilitation Act of 1973, and other civil rights policies and regulations affecting airports.

In Fiscal Year (FY) 2014, ACR will ensure that Small business operators, such as the DBE, are able to compete on an equal footing with all businesses for Airport Improvement Programs (AIP) funded or other funded projects, including NextGen, that benefit the airport system. The External Civil Rights Airports Programs will focus on ensuring compliance, providing consultations and training to airport sponsors on the DBE program, Title VI of the Civil Rights Act of 1964, LEP, EJ, ADA, Section 504 of the Rehabilitation Act of 1973, and on other civil rights policies and regulations affecting airports. ACR will also issue revised orders that will set forth the standards and operating procedures for FAA enforcement. ACR will establish training programs to improve the travel experience for all people but especially those underserved, underrepresented, and historically underutilized.

ACR will ensure that AIP funded airports DBE participation reflects the diversity of their market areas as reflected in the overall DBE goals. To accomplish this goal, ACR will maintain an online FAA dbE-connect system to allow DBEs to find relevant airport opportunities, and allow airports to find certified DBEs in areas of work needed to support their DBE goals. In order to increase the diversity in DBE participation, ACR will enhance the system with job opportunity and training functions. The ACR measure for 2018 is to have at least 500 airport DBE opportunities per year posted in the FAA dbE-connect system, and at least 175 posted by 2014. FAA will also continue to partner with the Airport Minority Advisory Council (AMAC) to conduct the third largest aviation training conference.

ACR will promote a more effective Title VI Program by reducing adverse environmental impact, which will improve the lives of persons living near or otherwise impacted by aircraft noise and emissions. ACR, with the assistance of Airport Planning and Environment Office, will identify roles and responsibilities to improving the travel, living, and working experience for all. ACR will also work with relevant stakeholders to implement a plan of action to address community concerns. In FY 2014 ACR will conduct at least

20 compliance reviews at airports nationwide.

Under Equal Employment Opportunity and Diversity Programs, the ACR mission is to prevent discrimination by providing oversight to organizational changes and policies, practices, and procedures for all, as an FAA wide collaborative effort. ACR will implement EEO into the agency's strategic mission by focusing on strategies to advance the FAA toward a Model EEO Program. The Equal Employment Opportunity Commission (EEOC) Management Directive (MD) 715 identifies six essential elements for achieving a Model EEO Program. Within each of the essential elements, specific metrics are identified with which federal agencies must comply. Specifically, ACR, in collaboration with lines of business and staff offices (LOBs/SOs), will concentrate on identifying and eliminating barriers and agency deficiencies to EEO, if any, through development of the annual EEO Plan and conducting evaluations to determine the extent organizations are complying with EEO mandates. ACR will continue its effort of the EEO Action Committee, which meets bi-monthly to identify innovative recommendations regarding EEO and diversity within the FAA workplace. Preventing discrimination before it occurs is the best way to implement a Model EEO Program.

The EEO Training Institute (ETI) takes proactive measures to provide EEO training to agency managers and employees. In FY 2014, ETI will ensure that 60% of management and 10% of employees complete EEO training. Additionally, the ETI will comply with OPM requirement to administer the NO FEAR training to all FAA employees.

In keeping with the prevention of discrimination, ACR will increase the effectiveness of the Outreach Program by augmenting the agency recruitment efforts by reaching out to groups with lower than expected participation rates and implement an outreach plan by attending 90% of planned events. In FY 2014, ACR will increase the diversity of the FAA applicant pool by 3% from the 2011 baseline. ACR also manages nation-wide Special Emphasis Programs (SEP); Federal Women, Hispanic Employment, and People with Disabilities to foster and promote EEO and oversee the advancement and retention of a diverse workforce. In FY 2014, the Special Emphasis Program Managers (SEPM) will coordinate and conduct six (6) mentoring sessions, four (4) information sessions, and three (3) Lunch and Learn sessions to address the advancement and retention of their respective audiences.

ACR will support the Department of Transportation (DOT) hiring and onboard goal to increase the representation of people with targeted (severe) disabilities in the workforce by ensuring that at least 1.67% of all FAA new hires are people with targeted disabilities (PWTD) and reporting quarterly on the specific number of new PWTD hires. ACR will also provide supervisors/managers training on the DOT

Reasonable Accommodation Management System (RAMS) to ensure compliance with providing timely reasonable accommodations request to employees or applicants. ACR will also work on achieving FAA-wide utilization of various PWTB hiring resources to identify potential temporary and permanent hires and ACR will track the number of selections made using this initiative. ACR will ensure the highest level of EEO pre-complaint processing services by establishing an EEO Counselor Certification Program to increase subject matter proficiency for all full-time EEO Counselors. ACR will continue maintaining the ISO Quality Standards for the pre-complaint process to ensure consistent delivery of quality services. Critical to the success of a Model EEO Program is to have a civil rights office that manages its human and fiscal resources efficiently and effectively. For this reason, the FY 2014 Business Plan will place priority on managing our human resources. In FY 2014, ACR will continue to ensure strong leadership and a well-trained, efficient workforce by providing career development opportunities; providing Career Coaches and continue supporting the ACR Shadow and Mentoring Program. Resources permitting ACR will conduct an All ACR Training Conference or identify an alternative means by which to enhance ACR employee core competencies. Additionally, the ACR leadership will manage efficiently its fiscal and information technology resources by monitoring closely ACR core business, financial, and other organizational metrics on a quarterly basis. Given our limited resources, ACR leads the FAA on civil rights, diversity, and equal opportunity programs to ensure that discrimination is prevented and eradicated.

Deliver Benefits Thru Technology/Infrastructure

The ACR supports the Airport Access goal by managing the External Civil Rights Program for airports. These programs include the DBE/ACDBE, Title VI of the Civil Rights Act of 1964, LEP, EJ, the ADA, Section 504 of the Rehabilitation Act of 1973, and other civil rights policies and regulations affecting airports. Management of these programs includes conducting investigations on equal access complaints against airports receiving Airport Improvement Program Grants under the administration of the Office of Airport Planning and Programming and other complaints filed on Title VI and ADA. ACR also conducts compliance reviews, and provides training and consultations to airport sponsors. ACR continues advocacy partnerships to improve the program and better educate and address the customers' needs. ACR is also proactive in developing policy and ensures compliance for the National External Civil Rights Airport Program.

Core Business Measure: Aviation Experience

Improve the aviation experience for airport visitors, passengers, and small businesses by conducting one (1)

National Training Conference for approximately 150 persons to address civil rights obligations and requirements; and by participating in two (2) training sessions with airport sponsors to address current orders, policies, guidance and best practices. Additionally, enhance the External Program website to include the most up-to-date information.

Core Business Initiative: Improve the Aviation Experience for all People

ACR will improve the aviation experience for airport visitors, passengers, and small businesses by conducting one (1) National Training Conference; two (2) training sessions for airport sponsors; and enhancing the External Program website to include the most up-to-date information.

Core Activity: Enhance the External Program website

Enhance the External Program website to include the most up-to-date information.

Activity Target 1:

Enhance the External Program website to be user friendly and contain the most current information on policies, regulations and guidance for stakeholders and the general public to utilize. Due September 30, 2014

Core Activity: Training Efforts to Improve Aviation Experience

ACR will execute a National External Training Conference for approximately 150 persons to address civil rights obligations and requirements. Additionally, ACR will conduct or participate in two (2) training sessions that will reach approximately 25 airport sponsors.

Activity Target 1:

Conduct or participate in two (2) training sessions to address current orders, policies, guidance, or best practices that may include certification and processing external complaints. Due June 30, 2014

Activity Target 2:

Execute a National External Training Conference for approximately 150 persons to address civil rights obligations and requirements. Due September 30, 2014

Core Business Measure: Airport Civil Rights Policy and Compliance

The National Airport Civil Rights Policy and Compliance (ACR-4) will enforce civil rights policies and regulations requirements affecting airports by holding two (2) high level meetings with stakeholders to discuss Joint Venture guidance. Additionally, Standard Operating Procedures

(SOP) for processing compliance reviews will be developed to ensure consistency and efficiency. Furthermore, ACR will partner with the Airports Division to draft an Advisory Circular.

Core Business Initiative: Policy and Compliance

Ensure compliance for civil rights policies and regulations affecting airports by holding two (2) meeting with stakeholders to discuss Joint Venture guidance; partnering with the Airports Division to draft Advisory Circular; and developing SOP for processing compliance reviews.

Core Activity: Policy Development and Compliance

Ensure compliance for civil rights policies and regulations affecting airports.

Activity Target 1:

Host two (2) meetings with stakeholders to identify major areas of concern on Joint Venture guidance. Due August 31, 2014

Activity Target 2:

Partner with the Airports Division to prepare a draft Circular to replace the now cancelled civil rights 1989 Advisory Circular. Due August 31, 2014

Activity Target 3:

Develop a draft SOP that identifies the reporting requirements and practices needed to ensure proper processing for compliance reviews. Due May 31, 2014

Core Business Measure: Title VI Concerns in Airport Development

ACR will help improve the lives of persons living near or otherwise impacted by aircraft noise and emissions, the taking of land, or negative impact on water and food sources by reviewing any Title VI concerns in airport development projects. ACR will collaborate with the Office of Environment & Energy, as well as with Airports, to identify three (3) areas of environmental concern and three (3) areas of support to meet LEP and EJ requirements.

Core Business Initiative: Title VI Concerns in Airport Development

ACR will collaborate with the Office of Environment & Energy, as well as with Airports, to identify three (3) areas of environmental concern and three (3) areas of support to meet LEP and EJ requirements.

Core Activity: Airport Development

Identify current requirements by the Office of Environment & Energy and Airports to require airport sponsors to address Title VI concerns.

Activity Target 1:

Identify three (3) current requirements by the

Office of Environment & Energy and Airports to require airport sponsors to address environmental justice concerns. Due May 31, 2014

Activity Target 2:

Identify three (3) potential areas of support ACR could provide to the Office of Environment & Energy and Airports to meet LEP and EJ requirements. Due August 31, 2014

Core Business Measure: DBE/ACDBE Program Management

Ensure compliance with DBE/ACDBE policy and regulations at airports by conducting seven (7) compliance reviews at airports; partnering with AMAC to conduct the third largest aviation conference; and provide consultations to 28 airport sponsors. Additionally, ACR will conduct two (2) high level program stakeholder meetings, in collaboration with DOT and other operating administrations, to deliver mandatory certification training as required by the FAA Reauthorization. ACR will enhance the DOT DBE Office Online Reporting System (DOORS) and FAA dbE-connect as a mean to increase opportunities for disadvantaged business owners.

Core Business Initiative: DBE/ACDBE Program Management

Ensure compliance with DBE/ACDBE policy and regulations at airports by conducting seven (7) compliance reviews; delivering training at the AMAC Conference; providing consultations to 28 airport sponsors or other organizations; conducting two (2) program stakeholder meetings; collaborating with DOT, FHWA and FTA to deliver certification training; and enhancing development of the DOT DOORS and FAA dbE-connect.

Core Activity: DBE/ACDBE Program Compliance

FAA will conduct compliance reviews of airport DBE and/or ACDBE programs.

Activity Target 1:

Conduct seven (7) DBE and/or ACDBE compliance reviews. Due September 30, 2014

Core Activity: DBE/ACDBE Training and Technical Assistance

FAA will collaborate with the AMAC to deliver training at the third largest aviation conference in the United States, and with another organization or within FAA to deliver an additional DBE/ACBE Program training event. Additionally, DBE/ACDBE compliance team will provide consultations to 28 airport sponsors or other organizations, conduct two (2) program stakeholder meetings, and collaborate with DOT, FHWA and FTA to deliver DBE/ACDBE certification training as mandated by the FAA Reauthorization.

Activity Target 1:

Collaborate with AMAC to deliver DBE Program training at a national training conference if funding is available and we receive approval to participate. Due July 31, 2014

Activity Target 2:

Collaborate with a national trade association to deliver one additional training event that covers DBE, or participate in conducting one FAA sponsored national training conference that covers the DBE/ACDBE Program if funding is available and we receive approval to participate. Due September 30, 2014

Activity Target 3:

Consult with at least 28 airport sponsors or other organizations on the DBE/ACDBE program. Due August 31, 2014

Activity Target 4:

Conduct two stakeholder meetings on various DBE/ACDBE programmatic topics. Due September 30, 2014

Activity Target 5:

Collaborate with DOT, FHWA and FTA to deliver DBE/ACDBE certification training. Due September 30, 2014

Core Activity: DBE Information Technology

Enhance development of the DOT DOORS and FAA dbE-connect.

Activity Target 1:

Continue to assist DOT to maintain DOT DOORS as necessary if funding is available. Due September 30, 2014

Activity Target 2:

Enhance the FAA dbE-Connect System to include an airport sponsor document and report submission capability if funding is available. Due September 30, 2014

Core Activity: DBE Audit Report

FAA will continue to collaborate with DOT, FHWA, and FTA to develop and support implementation of the DOT Action Plan to address the recommendations made by the DOT Office of Inspector General (OIG).

Activity Target 1:

Continue to collaborate with DOT, FHWA, and FTA to provide all necessary input to support the development of the DOT Action Plan to address the recommendations made by the DOT OIG. Due December 31, 2013

Activity Target 2:

Provide all necessary FAA input to assist in drafting a DOT Order that clarifies the DBE program roles and responsibilities among the various OST offices and operating administrations.

Due May 31, 2014

Activity Target 3:

Provide all necessary FAA input and action to assist in making a determination as to how the various OST offices and operating administrations can best track DBE award and commitment information in an accurate and coordinated manner. Due July 31, 2014

Activity Target 4:

Continue to collaborate with DOT, FHWA, and FTA to provide all necessary input to carry out other action items that respond to the OIG recommendations or otherwise improve DBE program administration. Due September 30, 2014

Core Business Measure: Management of ADA and the Rehabilitation Act of 1973, as amended (Section 504)

ACR will increase ADA and Section 504 compliance by conducting nine (9) compliance reviews; conducting four (4) on-site, six (6) webinars and providing a minimum of thirty (30) technical assistance consultations; develop a survey to assess airports level of compliance; conduct one on-site national training conference along with DBE and non-discrimination programs; and hold three (3) stakeholder meetings with aviation related advocacy groups. Additionally, 92% of external complaints will be processed within 150 days of receipt.

Core Business Initiative: ADA and Rehabilitation Act Section 504 Compliance

Ensure compliance with ADA and Rehabilitation Act Section 504 policy and regulations at airports.

Core Activity: ADA and Section 504 Compliance

Ensure compliance with ADA and Section 504 policy and regulations at airports by conducting nine (9) ADA and/or Section 504 compliance reviews at airports (6 on-site reviews at medium to large hubs and 3 on-site at General Aviation airports).

Activity Target 1:

Identify the nine (9) airports for conducting the compliance reviews. Due December 31, 2013

Activity Target 2:

Coordinate and conduct four (4) of the compliance reviews. Due April 30, 2014

Activity Target 3:

Coordinate and conduct five (5) additional compliance reviews. Due August 30, 2014

Core Activity: Complaint Adjudication

Adjudicate external complaints from the public and other customers.

Activity Target 1:

Review, investigate, if necessary, and adjudicate 92% of external complaints within 150 days of receipt of complaint provided the airport, chief counsel and complainant provide all the necessary information. Due August 30, 2014

Core Activity: ADA and Section 504 National Training and Technical Assistance

Conduct at least thirty (30) external program consultations and one national training session with DBE and non-discrimination programs.

Activity Target 1:

Conduct one national training session on ADA and Section 504 with DBE and non-discrimination programs to increase airport awareness of these programs and regulations. Due August 31, 2014

Activity Target 2:

Consult with at least fifteen (15) airports and other organizations on ADA and Section 504 requirements. Due March 31, 2014

Activity Target 3:

Consult with at least fifteen (15) additional airports and other organizations on ADA and Section 504 requirements. Due August 31, 2014

Core Activity: ADA and Section 504 Training

ACR will conduct four (4) on-site and six (6) webinars training sessions on the ADA and Section 504 requirements.

Activity Target 1:

Conduct four (4) on-site airport training sessions on accessibility. Due August 31, 2014

Activity Target 2:

Conduct six (6) webinar training sessions on accessibility topic related to airport access. Due August 31, 2014

Core Activity: Compliance Survey

Develop a compliance survey instrument (Airport Access Index) to determine airports' level of compliance with ADA/Section 504.

Activity Target 1:

Design survey tool for compliance activities. Due February 28, 2014

Activity Target 2:

Coordinate approval of survey instrument with key officials. Due September 1, 2014

Core Business Initiative: ADA Advocacy/Section 504

Create an environment to promote a more effective FAA airport disability compliance program by holding three (3) ADA Stakeholder Meetings with advocacy and trade groups to inform them of FAA initiatives and

learn about issues of concern. Coordinate a federal task force to address emergency evacuation at airports.

Core Activity: ADA/Section 504 Stakeholders Meetings

Conduct three (3) stakeholder meetings to inform advocacy groups of FAA initiatives and learn about aviation accessibility issues of concern.

Activity Target 1:

Identify main stakeholders regarding common accessibility issues and concerns. Due December 31, 2013

Activity Target 2:

Conduct the three (3) stakeholder meetings. Due July 31, 2014

Activity Target 3:

Address potential aviation issues of concern and identify strategies to address these issues. Due July 31, 2014

Activity Target 4:

Host a joint federal task force on emergency evacuation procedures for PWD at airports. Due July 31, 2014

Core Business Measure: Manage Title VI, LEP and EJ

Ensure airport compliance with Title VI on non-discrimination, LEP, EJ and other civil rights policy and regulation by conducting: 40 external program consultations, three (3) web-based training seminars and four (4) compliance reviews at airports nationwide.

Core Business Initiative: Ensure Airport Compliance with Civil Rights Regulations

Manage Title VI, LEP, EJ and other civil rights policies and regulations at airports.

Core Activity: Title VI, LEP and EJ Technical Assistance

Conduct at least 40 external program consultations on Title VI, LEP, EJ and other civil rights policies and regulations at airports nationwide.

Activity Target 1:

Consult with 40 airport sponsors and other organizations on Title VI, LEP, EJ and other civil rights policies and regulations at airports. Due September 30, 2014

Core Business Initiative: Title VI non-discrimination, LEP and EJ Training

Assist airport sponsors in meeting their compliance and provide awareness of the Title VI and Nondiscrimination Program by developing and conducting web-based training seminars covering Title

VI on non-discrimination, LEP and EJ.

Core Activity: Title VI, LEP, and EJ Training and Awareness

To ensure that airport sponsors are meeting their compliance obligations under Title VI and other non-discrimination civil rights policies, our program will develop and conduct three (3) airport sponsor training seminars. To reduce costs and eliminate travel expenses, these training seminars will be conducted using web-based resources such as Adobe Connect. The three (3) webinars will target sponsors in each FAA Service Area.

Activity Target 1:

Identify and establish dates in which each training seminar will be held for each Service Area. Due December 31, 2013

Activity Target 2:

Market and conduct one (1) web based training seminar for airport sponsors in Eastern Service Area. Due March 31, 2014

Activity Target 3:

Market and conduct two (2) web based training seminars for airport sponsors in Central and Western Service Areas. Due September 30, 2014

Core Business Initiative: Compliance Reviews at Airports

Ensure compliance with Title VI, LEP and EJ and other civil rights policy and regulations at airports by conducting four (4) compliance reviews at airports.

Core Activity: Title VI, LEP and EJ Compliance

Ensure compliance with Title VI, LEP and EJ and other civil rights policy and regulations at airports by conducting four (4) compliance reviews at airports nationwide.

Activity Target 1:

Identify the four (4) airports for conducting the compliance reviews and coordinate with ACR-4. Due December 31, 2013

Activity Target 2:

Coordinate and conduct two (2) of the compliance reviews. Due June 30, 2014

Activity Target 3:

Coordinate and conduct two (2) additional compliance reviews. Due September 30, 2014

Core Business Measure: Drive Continuous Efficiency Improvement & Cost Control

Achieve documented cost savings and cost avoidance of \$41.53 million in FY 2014.

Core Business Initiative: Productivity and Financial Metrics

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

Core Activity: ACR Efficiency Measure: Time to Process Reasonable Accommodation Requests

ACR will report to ABA quarterly on the percentage of reasonable accommodation requests processed within 25 business days. Improving the timeliness of processing these requests will help bring FAA into compliance with the Rehabilitation Act of 1973 and other directives.

FY 2014 Target: 90%

Activity Target 1:

Report FY 2013 4th quarter results to ABA for reasonable accommodation request processing. Due October 31, 2013

Activity Target 2:

Report FY 2014 1st quarter results to ABA for reasonable accommodation request processing. Due January 31, 2014

Activity Target 3:

Report FY 2014 2nd quarter results to ABA for reasonable accommodation request processing. Due April 30, 2014

Activity Target 4:

Report FY 2014 3rd quarter results to ABA for reasonable accommodation request processing. Due July 30, 2014

Activity Target 5:

Provide updated FY 2015 measure template for review and approval, allowing sufficient time to be included in the FY 2015 Business Plan. Due May 15, 2014

Empower and Innovate with the FAA's People

Within the goal of Workplace of Choice, 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 area of EEO. The EEO complaint process is a conflict management mechanism. ACR also ensures that FAA meets the requirements of the EEOC MD 715, by identifying potential barriers to EEO, eliminating any identified deficiencies, and developing the MD 715 Annual Report. The Special Emphasis Programs carry out initiatives in connection with EEO outreach, training, and development.

Core Business Measure: Hiring and Accommodating People with Disabilities

Support the Department of Transportation's hiring and onboard goal to increase the representation of people with targeted (severe) disabilities in the workforce by ensuring that at least 1.67% of all FAA new hires are PWTD and reporting quarterly on the specific number of new PWTD hires. Additionally, LOBs/SOs will work collaboratively to improve the efficiency and timeliness of reasonable accommodation by processing 90% of reasonable accommodation requests within 25 business days from the date received.

Core Business Initiative: Hiring and Accommodating People with Disabilities

Ensure that 1.67% of all new hires are PWTD (severe disabilities) and that 90% of reasonable accommodation requests are processed within 25 business days from date received.

Core Activity: Hiring and Accommodating People with Disabilities

Ensure that 1.67% of all new hires are PWTD (severe disabilities) and that 90% of reasonable accommodation requests are processed within 25 business days from date the received.

Activity Target 1:

Develop a standard quarterly report to be completed by each LOB/SO with specific number of new hires of people with targeted disabilities. Due November 30, 2013

Activity Target 2:

Collect quarterly reports from each LOB/SO regarding progress on the established target. Due September 30, 2014

Activity Target 3:

Provide consultations and ensure LOBs/SOs PWD points of contacts are trained on how to hire PWD. Due September 30, 2014

Activity Target 4:

Provide one briefing per quarter on the hiring resources for PWTD. Due September 30, 2014

Activity Target 5:

Ensure that 90% of all reasonable accommodation requests are processed within 25 business days. Due September 30, 2014

Core Business Measure: Manage Diversity and Inclusion Activities

ACR will manage, coordinate, and promote activities aimed at improving Diversity and Inclusion at the FAA, in overall support of the Office of Personnel Management

(OPM) Executive Order on Diversity and Inclusion. These activities will include conducting one (1) training on Diversity and Inclusion; hosting a Diversity and Inclusion Day at the FAA; and developing a Diversity Handbook.

Core Business Initiative: Manage Diversity and Inclusion Activities

ACR will work to promote diversity and inclusion in the FAA workplace through training, targeted marketing, and educational events.

Core Activity: Manage Diversity and Inclusion Activities

ACR will develop and conduct activities to support Diversity and Inclusion on an FAA agency-wide level.

Activity Target 1:

Host Diversity and Inclusion training for SES and upper-level management, if budget permits. Due September 30, 2014

Activity Target 2:

Conduct a Diversity and Inclusion Day at FAA Headquarters. Due September 30, 2014

Activity Target 3:

Finalize and distribute the Diversity Handbook on diversity and inclusion. Due September 30, 2014

Core Business Measure: Reasonable Accommodation Management System (RAMS) Training

Train 200 FAA managers and supervisors on how to use the RAMS to improve the efficiency and effectiveness of the Reasonable Accommodation process.

Core Business Initiative: RAMS Training

Train FAA managers and supervisors on how to use RAMS to improve the efficiency and effectiveness of the reasonable accommodation process.

Core Activity: Train FAA Supervisors/Managers on the DOT RAMS

ACR will train 200 FAA supervisors/managers on the DOT RAMS.

Activity Target 1:

Collaborate with the LOBs/SOs to provide training to supervisors/managers on the DOT RAMS. Due December 30, 2013

Activity Target 2:

Conduct the DOT RAMS training to supervisors/managers. Due September 30, 2014

Core Business Measure: Outreach Initiatives

ACR will increase the effectiveness of the Outreach Program by targeting groups with lower than expected participation rates. In 2014, ACR will increase the representation of targeted minority groups (including women, Hispanics/Latinos, all minorities, and people with disabilities) in the FAA applicant pool by 3% from the 2011 baseline which will be determined by conducting an analysis and comparison of applicant flow data provided by the Office of Human Resources (AHR). By 2018, ACR will increase the representation of targeted minority groups in the FAA applicant pool by 10% from the 2011 baseline.

Core Business Initiative: Outreach Initiatives

ACR will develop an Outreach Plan based on the MD 715 regarding demographic results. In 2014, ACR will increase the representation of targeted minority groups in the FAA applicant pool by 3% from the 2011 baseline by attending 90% of planned events.

Core Activity: Outreach Initiatives

ACR will develop an Outreach Plan based on the MD 715 demographic results. Additionally, ACR will increase the representation of targeted minority groups in the FAA applicant pool by 3% from the 2011 baseline by attending 90% of planned events.

Activity Target 1:

Develop an Outreach Plan based on the MD-715 demographic results. Due September 30, 2014

Activity Target 2:

Implement the outreach plan by attending 90 percent of the events in which ACR will lead or participate. Due August 30, 2014

Activity Target 3:

Conduct an analysis and comparison of applicant flow data provided by AHR. Due August 30, 2014

Activity Target 4:

Share lessons learned with all regional points of contacts for outreach on the strategies and events, which have been the most effective, to conduct planning for the following year. Due September 30, 2014

Activity Target 5:

Report to the ACR Management Team final year outcomes on the outreach plan. Due September 30, 2014

Activity Target 6:

Conduct targeted internal outreach training and informational sessions to Regional Outreach POCs. Due September 30, 2014

Core Business Measure: Special Emphasis Program Management

Manage nation-wide Special Emphasis Programs (SEPs); Federal Women, Hispanic Employment, and People with Disabilities to foster and promote EEO and oversee the advancement and retention of a diverse workforce. The SEPM team will conduct six (6) mentoring sessions, four (4) information sessions, and three (3) Lunch and Learn sessions to address the advancement and retention of their respective audiences. Additionally, the SEPM team will provide eight (8) consultations to the FAA LOBs/SOs and will partner with three (3) external organizations to enrich and market EEO effort in different communities.

Core Business Initiative: SEP Management

Manage nation-wide SEP to foster a diverse applicant pool for FAA vacancies, promote EEO and oversee the advancement and retention of a diverse workforce. During 2014, ACR will conduct mentoring, information and Lunch and Learn sessions. Additionally, ACR will provide consultations to LOBs/SOs and will partner with external organizations to enrich and market EEO efforts in different communities.

Core Activity: SEP Management

Manage the National Federal Women's Program, Hispanic Employment Program and the PWD Program to ensure equal opportunity by conducting information and Lunch and Learn sessions. Additionally, ACR will provide consultations to LOBs/SOs and will partner with external organizations to enrich and market EEO efforts in different communities.

Activity Target 1:

The SEPM team will provide eight (8) consultations to LOBs/SOs. Due September 30, 2014

Activity Target 2:

The SEPM team will provide four (4) information sessions with two (2) of them using electronic media. Due September 30, 2014

Activity Target 3:

The SEPM team will partner with three (3) external organizations to enrich and market EEO efforts in different communities. Due August 30, 2014

Activity Target 4:

The SEPM team will update their corresponding programs website twice a year. Due August 30, 2014

Activity Target 5:

Each SEP will conduct one (1) Lunch and Learn session, for a total of three (3) sessions. Due September 30, 2014

Activity Target 6:

The SEPM team will update and revise the outreach brochures, to include helpful references and resources. Due September 30, 2014

Activity Target 7:

The SEPM team will develop one article per quarter for the Civil Rights Bulletin. Due September 30, 2014

Core Business Initiative: Speed Mentoring

The ACR Federal Women's Program Manager will coordinate and conduct six (6) Speed Mentoring events for FAA employees. The sessions will enable employees to learn and seek guidance from more experience personnel who can share relevant knowledge and experience in one hour sessions.

Core Activity: Speed Mentoring

Coordinate and conduct Speed Mentoring events that will enable employees to learn and seek guidance from more experienced personnel who can share relevant knowledge and experience in one hour sessions.

Activity Target 1:

Conduct three (3) "Speed Mentoring" sessions in Headquarters for FAA employees which will provide subject matter experts to share their expertise in one hour sessions. Due August 30, 2014

Activity Target 2:

Collaborate with ACR field offices and FAA Employee Associations to conduct three (3) Speed Mentoring events for employees in the regions. Due September 30, 2014

Activity Target 3:

Create a Speed Mentoring Tool Kit to assist field personnel. Due September 30, 2014

Core Business Measure: ACR Executive Resource Management

Support a strong, well-trained, efficient workforce by providing new employees an orientation package containing essential information of the organization-- such as mission, vision, and overview-- within seven (7) business days from their arrival date. Provide support to the administrative staff by conducting four (4) meetings; establishing SOPs; and coordinating a one-on-one meeting with new administrative assistants within 30 days of their hire date. Promote ACR programs and services by conducting (2) information sessions in headquarters and at least one (1) information session in the field service areas.

Core Business Initiative: ACR Resource Management

Support a strong, well-trained, efficient workforce by providing new employees an orientation package containing essential information of the organization-- such as mission, vision, and overview-- within seven (7) business days from their arrival date. Provide

support to the administrative staff by conducting four (4) meetings; establishing SOPs; and coordinating a one on one meeting with new administrative assistants within 30 days of their hire date.

Core Activity: ACR New Employee Orientation Package

Provide new employees an orientation package which will include a DVD presentation of the primary ACR programs. Conduct a survey to obtain employee's feedback of their orientation experience and find ways to make the onboarding process more automated.

Activity Target 1:

Implement the DVD presentation of the primary ACR programs in the new employee orientation package. Due September 30, 2014

Activity Target 2:

Conduct a survey to obtain new employees' feedback of the orientation process. Due September 30, 2014

Core Activity: Support for Field Administrative Staff

Conduct quarterly meetings with ACR field administrative staff to address any concerns and provide guidance. Establish a workgroup to create SOPs of administrative duties. Conduct an introduction meeting between ACR-3 and new administrative assistants within 30 days of starting date.

Activity Target 1:

Conduct quarterly meetings with ACR field staff. Due September 30, 2014

Activity Target 2:

Establish a workgroup composed of the field staff led by ACR Administrative Officer to develop SOPs for administrative functions. Due September 30, 2014

Activity Target 3:

Coordinate and conduct an introduction meeting for new administrative assistants within 30 days of starting date. Due September 30, 2014

Core Business Initiative: ACR Marketing and Communication

Promote ACR programs and services by conducting (2) information sessions in headquarters. Additionally, each field office will conduct at least one (1) information session in their service area.

Core Activity: ACR Customer Information Sessions

ACR will conduct two (2) information sessions in headquarters. Additionally, each field office will conduct at least one (1) information session in their service area.

Activity Target 1:

Coordinate the information sessions in headquarters and field service areas. Due December 31, 2013

Activity Target 2:

Conduct the information sessions. Due September 30, 2014

Core Business Measure: Occupational Safety and Health Program Compliance

The Occupational Safety and Health Administration (OSHA) program requires the FAA to maintain a safe and healthful workplace. In compliance with this requirement, ACR will support the OSHA program by providing training on safety and health awareness to all employees; posting safety reminders and OSHA reports; conducting annual OSHA inspection; and correcting any deficiencies identified to ensure a safe workplace.

Core Business Initiative: Occupational Safety and Health Program Compliance

ACR will support the OSHA program by providing training on safety and health awareness to all employees; posting safety reminders and OSHA reports; conducting annual OSHA inspection; and correcting any deficiencies identified to ensure a safe workplace.

Core Activity: Occupational Safety and Health Program Compliance

ACR will support the OSHA program by providing training on safety and health awareness to all ACR employees; posting safety reminders and OSHA reports; conducting annual OSHA inspection; and correcting any deficiencies identified to ensure a safe workplace.

Activity Target 1:

Post the annual summary of work-related injuries and illnesses in a visible area for all employees. Due April 30, 2014

Activity Target 2:

Coordinate with the OSH office to provide a listing of training available to all ACR employees. Completed training will be recorded in eLMs. Due June 30, 2014

Activity Target 3:

Keep track of annual inspections and correct any deficiencies identified within 30 days. Due September 30, 2014

Core Business Measure: Quality Assurance Management

In order to maintain accurate information to ensure efficiency, a quality assurance management review will

be conducted for several program areas. This includes managing the ACR KSN site for current information and implementing an electronic archive system; identifying and creating SOPs for the different program areas that fall within the executive resources group; and analyzing the accuracy in which the labor distribution reporting (LDR) codes are been utilize by the ACR workforce and implement any new codes if necessary.

Core Business Initiative: ACR KSN Site

Manage the ACR KSN site and maintain current information and implement an electronic archive system.

Core Activity: Manage the ACR KSN Site

Manage the ACR KSN by scanning the site for any outdated documents and implementing an electronic archive system. Additionally, develop document guidelines to ensure the site is maintained as up-to-date as possible.

Activity Target 1:

Develop an electronic archive system in the ACR All Employees KSN site. Due November 30, 2013

Activity Target 2:

Review the sites and place any outdated document in the archive system. Due March 31, 2014

Core Business Initiative: Create SOPs for Executive Resources

Create SOPs for the different program areas that fall within the executive resources group.

Core Activity: Create SOPS for Executive Resources

Create SOPs for the different program areas that fall within the executive resources group.

Activity Target 1:

Identify which executive resources processes to create SOPs. Due December 31, 2013

Activity Target 2:

Create SOPs for executive resources processes identified. Due September 30, 2014

Core Business Initiative: Review LDR codes

In order to better define workload standards, ACR will analyze the accuracy in which the LDR codes are been utilize by the ACR workforce. Revisions on the current codes' descriptions will be conducted and new codes will be implemented if necessary.

Core Activity: Review usage of LDR Codes

Analyze the accuracy in which the LDR codes are been utilize by the ACR workforce. Revise codes' descriptions and develop new codes if necessary.

Activity Target 1:

Perform an analysis of employees' use of LDR codes. Due December 31, 2013

Activity Target 2:

Revise the description of LDR codes and develop new codes if necessary. Due September 30, 2014

Core Business Measure: EEOC Management Directive 715 (MD-715) Management

ACR will oversee the process for developing the Annual MD-715 EEO Plan and Monitoring Agency Accomplishments. ACR will conduct one (1) barrier analysis based on a mission critical occupation or personnel action and collaborate with the LOB/SO to provide recommendations and actions for improvement with regard to the barriers identified. ACR will also eliminate a minimum of one agency deficiency identified in the agency self-assessment in compliance with MD 715 standards.

Core Business Initiative: FAA Annual EEO Program Status Report

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

Core Activity: FAA Annual EEO Program Status Report

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

Activity Target 1:

Request from each LOB/SO the completion of the Part G checklist for consolidation into the MD 715 report. Due November 30, 2013

Activity Target 2:

Prepare FAA Annual EEO Program Status Report (MD-715) and submit to EEOC. Due March 7, 2014

Activity Target 3:

Identify and eliminate one (1) agency deficiency (Part H) from the MD 715 Self Assessment (Part G). Due August 30, 2014

Activity Target 4:

Prepare the annual State of EEO for the agency and present to the FAA Management Board. Due September 30, 2014

Core Business Initiative: Barrier Analysis

Conduct a mission critical occupation barrier analyses and identify potential barriers to EEO, and collaborate with the LOB/SO to provide recommendations for improvement with regard to these barriers.

Core Activity: Conduct Barrier Analysis

Identify at least one personnel practice (e.g., rewards, promotion, and retention) or a mission critical occupation that will be reviewed for potential barriers.

Activity Target 1:

Analyze the prior year statistical demographic data for triggers that will narrow down the area of concentration for potential barriers. Due September 30, 2014

Activity Target 2:

Identify a personnel practices or a critical mission occupation to conduct barrier analysis. Due September 30, 2014

Activity Target 3:

Conduct the barrier analysis. Due September 30, 2014

Activity Target 4:

Collaborate with the LOB/SO regarding the findings and provide guidance on developing actions to eliminate the barrier as well as track progress. Due September 30, 2014

Core Business Initiative: DOT Scorecard

DOT requires that FAA provide a two Scorecard Reports that tracks the progress of the MD 715 Model Equal Employment Opportunity (EEO) Program. The Scorecard reports are conducted for the second half of the prior fiscal year and the first half of the current fiscal year. The results are presented to the Administrators Office and the DOT Office of Civil Rights.

Core Activity: DOT Scorecard

DOT requires that FAA conduct bi-annual Scorecard Reports tracking the progress of Management Directive (MD) 715 Model Equal Employment Opportunity (EEO Programs). The report consist of 13 initiatives which focuses on the essential factors of a model EEO Program. Reports are prepared for the second half of the prior fiscal year and the first half of the current fiscal year.

Activity Target 1:

Send out call and collect data for the second half of the prior fiscal year Due October 1, 2013

Activity Target 2:

Finalize second half Scorecard Report and submit to Management for final review. Due November 15, 2013

Activity Target 3:

Coordinate Scorecard meeting with the Administrators Office, Offices of Human Resources and General Counsel and DOT Office of Civil Rights. Due December 16, 2013

Activity Target 4:

Send out call and collect data for the first half of the current fiscal year. Due March 15, 2014

Activity Target 5:

Finalize first half of current fiscal year Scorecard Report and submit to Management for final review. Due April 30, 2014

Activity Target 6:

Coordinate Scorecard meeting with the Administrators Office, Offices of Human Resources and General Counsel and DOT Office of Civil Rights. Due May 31, 2014

Core Business Measure: ADR Training

Expand the ADR program by developing an ADR training module for managers and employees to include topics such as "how to prepare for mediation" and "what are the benefits of the ADR program"; creating a Mock mediation video; and promoting ADR training.

Core Business Initiative: ADR Training

Expand the ADR program by developing an ADR training module for managers and employees; creating a Mock mediation video; and promoting ADR training.

Core Activity: ADR Training

ACR will create and promote the training on ADR.

Activity Target 1:

Develop, pilot and finalize in coordination with the EEO Training Institute, a training module for managers and employees on ADR. Due March 31, 2014

Activity Target 2:

Create a Mock mediation video. Due June 30, 2014

Activity Target 3:

Market and deliver the ADR training modules to managers and employees. Due September 30, 2014

Core Business Measure: EEO Pre-Complaint Processing

Assist in the agency's efforts to address discrimination by processing 100% of all allegations and inquiries regarding EEO complaints by providing quality counseling and consultation services. As part of this effort, ACT-9 will provide quarterly EEO complaint reports to the Assistant and Deputy Administrator for Civil Rights. ACR will ensure the highest level of EEO pre-complaint processing services by providing training that increases subject matter proficiency for all full-time EEO Counselors. ACR will continue maintaining the ISO Quality Management System for the pre-complaint process to ensure consistent delivery of quality services.

Core Business Initiative: Manage the EEO Pre-Complaint Process

Manage the EEO Pre-Complaint process to fully address allegations of discrimination by providing a high level of quality and efficiency in counseling services and processing 100% of all allegations.

Core Activity: Manage the EEO Counselor Program

Effectively manage the FAA EEO Discrimination Pre-Complaint Program to ensure 100% processing of allegations and inquiries regarding EEO complaints. ACR will ensure that EEO Counselor training is provided for full-time and collateral EEO Counselors, as mandated by EEOC MD-110. EEO briefings will be conducted for customers and quarterly teleconferences will be held with internal EEO Specialists.

Activity Target 1:

Ensure that each full-time EEO Counselor attends at least one advance EEO Counselor training course. Due September 30, 2014

Activity Target 2:

Conduct basic EEO Counselor training and/or collateral duty EEO Counselor training, as needed, to ensure the availability of a sufficient number of well-trained counselors to process EEO Pre-Complaints in a timely manner. Due September 30, 2014

Activity Target 3:

The Complaint Services EEO Specialists will participate in six (6) EEO briefings that include the EEO Pre-complaint Counseling Process. ACT-9 may partner with Regional ACR Directors to accomplish this target. Due August 31, 2014

Activity Target 4:

Conduct quarterly EEO Specialist/Counselor teleconferences to discuss new strategies and issues of concern. Due September 30, 2014

Core Activity: Develop Quarterly EEO Complaint Reports

Provide quarterly EEO Complaint Reports to the ACR 1/2.

Activity Target 1:

Develop the FY 13 end-of-year report on EEO Complaints to be submitted to the EEOC (462 Report). Due October 31, 2013

Activity Target 2:

Provide ACR-1/2 with a summation of the four quarters of FY 13 in the end-of-year EEO Complaint Report. Due October 31, 2013

Activity Target 3:

Provide ACR-1/2 with the FY 14 first quarter EEO Complaint Report 30 days after the end of the quarter. Due January 31, 2014

Activity Target 4:

Provide ACR-1/2 with the FY 14 second quarter EEO Complaint Report 30 days after the end of the quarter. Due April 30, 2014

Activity Target 5:

Provide ACR-1/2 with the FY 13 third quarter EEO Complaint Report 30 days after the end of the quarter. Due July 31, 2014

Core Activity: Trend Analysis of EEO Complaints

Conduct an EEO Complaint root cause and trend analysis based on the Management Directive 715 (MD-715) diagnostic.

Activity Target 1:

Identify team and select an LOB/SO. Due December 31, 2013

Activity Target 2:

Determine the methodology and identify the criteria for the root cause and trend analysis. Due April 30, 2014

Activity Target 3:

Conduct and gather root cause and trend analysis data. Due July 31, 2014

Activity Target 4:

Prepare root cause and trend analysis report. Due September 30, 2014

Core Activity: Maintain the ISO Quality System for the EEO National Intake and the Informal EEO Counselor Process

ACR will maintain the ISO Quality System for the EEO Pre-Complaint process to ensure consistent delivery of quality services.

Activity Target 1:

ACR will pursue certification for the Quality Management System, which includes the National Intake and EEO Counseling Programs. Due September 30, 2014

Activity Target 2:

Maintain the ISO Quality Management System by participating in audits that evaluate processes and procedures, including the National Intake and EEO Counseling Programs to ensure performance to quality system standards. Due September 30, 2014

Activity Target 3:

Conduct QMS training as required to maintain quality standards. Due September 30, 2014

Core Activity: Upgrade and Enhance the iComplaints Tracking System and the EEO Complaints Report Application Tool

Implement upgrades and enhancements to the iComplaints Tracking System and the EEO Complaints Report Application.

Activity Target 1:

Identify upgrades and enhancements for the iComplaints Tracking System and the EEO

Complaints Report Application Tool. Due March 31, 2014

Activity Target 2:

Dependent upon the availability of funds, implement upgrades and enhancements to the iComplaints Tracking System and the EEO Complaints Application Tool. Due September 30, 2014

Core Business Measure: Improve the Quality of EEO Training

Provide high quality EEO training utilizing available technology to become the leaders in EEO training. In FY 2014, two (2) electronic course evaluations will be monitored in eLMS to assess if there is a correlation between EEO pre-complaint and training; review two (2) training modules for quality assurance of the online evaluation process; and pilot two (2) EEO Trainer module familiarization sessions.

Core Business Initiative: Improve the Quality of EEO Training

Provide high quality EEO training utilizing available technology to become the leaders in EEO training. In FY 2014, two (2) electronic course evaluations will be monitored in eLMS to assess if there is a correlation between EEO pre-complaint and training; review two (2) training modules for quality assurance of the online evaluation process; and pilot two (2) EEO Trainer module familiarization sessions.

Core Activity: EEO Training Evaluation

Process EEO training evaluations to ensure the stated goals of the training meets the required business need of ACR customers.

Activity Target 1:

In coordination with EEO Complaint Services, monitor course evaluations for two (2) training modules in the eLMS to assess correlation on precomplaints. Due September 30, 2014

Activity Target 2:

Review ETI SOPs against online evaluations for two (2) training modules and/or survey to ensure quality assurance. Due September 30, 2014

Core Activity: EEO Trainer Certification Program

Implement EEO Training Module Certification Standards for trainers.

Activity Target 1:

Pilot two (2) training module familiarization sessions for EEO trainers according to EEO Training Certification standards. Due September 30, 2014

Core Business Measure: EEO Training

Assist Agency efforts to create a FAA culture in which managers and employees understand their role in creating and maintaining an inclusive workplace, by ensuring that 60% of management and 10% of employees complete EEO Training.

Core Business Initiative: Prevent Discrimination through EEO Training

Ensure that 60% of management and 10% of employees complete EEO Training. Managers and employees are encouraged to complete EEO Training courses that are listed as part of the Diversity and Inclusion Core Curriculum. EEO training will be offered through various methodologies, including on-site, instructor-led training when funding permits.

Core Activity: EEO Training

Ensure that 60% of management and 10% of employees complete EEO Training. Managers and employees are encouraged to complete EEO Training courses that are listed as part of the Diversity and Inclusion Core Curriculum. EEO training will be offered through various methodologies, including on-site, instructor-led training when funding permits.

Activity Target 1:

Utilizing various learning platforms, deliver EEO training on EEO responsibilities, appropriate behavior, diversity, culture, and inclusion to 60% of managers and 10% of employees. Due September 30, 2014

Core Activity: New Hire EEO Training

Deliver high quality EEO training to FAA new hires.

Activity Target 1:

Pilot one (1) training module on EEO to Academy New Hire Students utilizing current Academy technology, i.e., iPads, etc. Due September 30, 2014

Core Activity: Ensure Compliance with NoFEAR Training Requirement

Maintain high quality EEO No FEAR training that ensures agency compliance with employee and applicants for employment rights under discrimination and whistleblower laws.

Activity Target 1:

Launch the NoFEAR Training in eLMs. Due May 31, 2014

Activity Target 2:

Monitor NoFEAR Training completions as needed to ensure FAA obtains a 100% completion rate. Due September 30, 2014

Core Business Measure: Revitalize Conflict Coaching Program

Increase managers' conflict resolution skills through the Conflict Coaching Program and reduce the number of EEO complaints that are filed in the agency by teaching how to use early intervention techniques.

Core Business Initiative: Revitalize Conflict Coaching Program

Increase managers' conflict resolution skills through the Conflict Coaching Program and reduce the number of EEO complaints that are filed in the agency by teaching how to use early intervention techniques.

Core Activity: Revitalize Conflict Coaching Program

Increase managers' conflict resolution skills and reduce the number of EEO complaints that are filed in the agency by utilizing early intervention techniques.

Activity Target 1:

Compare the ACR Conflict Coaching Program to private sector industries and other government agencies to obtain best practices. Due December 31, 2013

Activity Target 2:

Develop and implement a new marketing plan for the Conflict Coaching Program. Due March 31, 2014

Activity Target 3:

Implement Pre/Post Mediation Conflict Coaching Process. Due March 31, 2014

Activity Target 4:

Conduct advance conflict coaching training. Due September 30, 2014

Activity Target 5:

Conduct quarterly telecons with coaches to assess skills and discuss program issues. Due September 30, 2014

Activity Target 6:

Submit articles on Conflict Coaching for the Civil Rights Bulletin. Due September 30, 2014

Activity Target 7:

Provide the ACR Management Team with lessons learned for the Conflict Coaching Program. Due September 30, 2014

Core Business Measure: MD 715 EEO Assessments

Follow up on six (6) of the fourteen (14) MD 715 EEO Assessments conducted in FY 13, in collaboration with CRDs and LOBs/SOs, to provide recommendations with regards to meeting the Model EEO Program requirements.

Core Business Initiative: MD 715 EEO Assessments

Follow up on six (6) of the fourteen (14) MD 715 EEO Assessments conducted in FY 13, in collaboration with ACR CRDs and LOBs/SOs, to provide recommendations with regards to meeting the Model EEO Program requirements.

Core Activity: MD 715 EEO Assessments

Follow up on six (6) MD 715 EEO Assessments by asking the LOBs/SOs to provide ACR with actions that were taken to improve and maintain a Model EEO Program.

Activity Target 1:

Identify which six (6) MD 715 EEO Assessments that were conducted in FY 13 will be followed up on. Due December 31, 2013

Activity Target 2:

Follow up on the six (6) MD 715 EEO Assessments. Due August 31, 2014

Core Business Measure: EEO/Diversity and Inclusion Action Committee

In collaboration with the LOBs/SOs, ACR will identify recommendations and strategies regarding EEO and diversity efforts within the FAA workplace. Each LOB/SO will analyze and present demographic data at the EEO Action Committee and conduct a self-assessment in compliance with the MD-715.

Core Business Initiative: EEO/Diversity and Inclusion Action Committee

In collaboration with the LOB/SOs, ACR will identify recommendations and strategies regarding EEO and diversity efforts within the FAA workplace. Each LOB/SO will analyze and present demographic data at the EEO Action Committee; conduct a self-assessment in compliance with the MD-715; and assist with implementing or revising evaluation methods for the managers EEO performance standard.

Core Activity: EEO/Diversity and Inclusion Action Committee

ACR will meet bi-monthly with the EEO/Diversity and Inclusion Action Committee to generate creative ideas regarding EEO and how to address diversity within the FAA workplace.

Activity Target 1:

ACR will schedule bi-monthly meetings and coordinate attendance with all LOB/SO POCs. Due September 30, 2014

Activity Target 2:

ACR will schedule each LOB/SO to present their organization's demographics at the EAC and discuss strategies for improving areas with low participation rate. Due October 31, 2013

Core Business Measure: Alternative Dispute Resolution (ADR)

ACR, in coordination with the LOBs/SOs, will ensure that 60% of all managers engage in mediation when requested by employees.

Core Business Initiative: Alternative Dispute Resolution (ADR)

LOB/SOs will ensure that 60% of all managers engage in mediation when requested by employees.

Core Activity: Alternative Dispute Resolution (ADR)

Ensure that 60% of all managers engage in mediation when requested by employees.

Activity Target 1:

Ensure that 60% of all managers engage in mediation when requested by employees. Due September 30, 2014

Core Business Measure: Proactive Conflict Management

ACR will ensure that 100% of all active mediators receive training that exceeds EEOC regulatory requirements. Additionally, ACR will maintain a list of all Federal Executive Boards throughout the country as a training resource for FAA mediators.

Core Business Initiative: Proactive Conflict Management

ACR will ensure that 100% of all active mediators receive training that exceeds EEOC regulatory requirements. Also, ACR will maintain a list of points of contact with all Federal Executive Boards across the country to be used as a training resource for FAA mediators.

Core Activity: Mediators Training

ACR, in coordination with the LOBs/SOs, will ensure that 100% of all active mediators receive training that exceeds EEOC regulatory requirements. Additionally, track training plans for all FAA mediators to ensure currency and development in the area of conflict management/resolution.

Activity Target 1:

Compile a list of all Federal Executive Boards across the country and their points of contacts. Establish ongoing training initiatives with each FEB that would assist with the training and enhance learning elements for mediators. Due March 30,

2014

Activity Target 2:

Conduct quarterly training sessions and telecons with mediators to include ADR Program Managers on a variety of topics such as conflict management/resolution. Due September 30, 2014

Activity Target 3:

Conduct a survey to determine mediation training needs. Due December 31, 2013

Activity Target 4:

Work with the Atlanta Justice Center to explore options to conduct advance mediator training. Secure the training location, funding and participants. Due April 30, 2014

Activity Target 5:

Sponsor advanced mediator training course. Due August 31, 2014

Core Business Measure: EEO Organizational Visits

ACR will visit seven (7) FAA organizational locations to provide employees and managers with information on EEO and the Office of Civil Rights.

Core Business Initiative: EEO Organizational Visits

ACR will visit seven (7) FAA organizational locations to provide employees and managers with information on EEO and the Office of Civil Rights.

Core Activity: EEO Organizational Visits

ACR will visit seven (7) FAA organizational locations to provide employees and managers with information on EEO and the Office of Civil Rights.

Activity Target 1:

Identify organizational locations to visit. Due January 31, 2014

Activity Target 2:

Conduct seven (7) organizational visits. Due September 30, 2014

Core Business Measure: Redesign the Reports of Investigation (ROI) Procedure

Redesign the Review and Consultation process of the ROI procedure for EEO Complaints.

Core Business Initiative: Redesign the ROI Procedure

ACR will redesign the Review and Consultation process of the ROI procedure for EEO complaints in the formal stage.

Core Activity: Redesign the ROI Procedure

ACR will redesign the Review and Consultation

process of the ROI procedure for EEO complaints in the formal stage.

Activity Target 1:

Select a team of EEO specialist to draft the redesign of the process. Due December 31, 2013

Activity Target 2:

Prepare and present the draft of the redesign to the ACR Management Team. Due January 31, 2014

Activity Target 3:

Coordinate the new process with LOBs/SOs. Due February 28, 2014

Activity Target 4:

Develop and train all internal EEO Specialist on the new process for ROI. Due March 31, 2014

Activity Target 5:

Implement the new ROI review process nationwide. Due April 30, 2014

Activity Target 6:

Review the effectiveness of the changes by conducting a random sample. Due August 29, 2014

Activity Target 7:

Brief the ACR Management Team on the lessons learned and any additional changes needed for the ROI process. Due September 30, 2014