



**Federal Aviation
Administration**

Civil Rights

Fiscal Year 2015 Business Plan



FY2015 ACR Business Plan

January 16, 2015 02:54 PM

The Federal Aviation Administration (FAA) Office of Civil Rights (ACR) provides leadership and direction with regard to civil rights, diversity and Equal Employment Opportunity (EEO) matters. The ACR mission is 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. ACR ensures; the elimination of unlawful discrimination on the basis of race, color, national origin, sex, age, religion, sexual orientation, genetic information, and individuals with disabilities in federally operated and federally assisted transportation programs; that all beneficiaries and potential beneficiaries of these programs, including employees and job applicants are offered equal opportunities to participate in them; and a positive environment in the FAA by valuing, using, and managing the differences that individuals bring to the workplace.

Deliver Benefits Through Technology/Infrastructure

Core Measure: National External Operations Program

The National External Operations Program at airports ensures compliance with the Disadvantaged Business Enterprise/Airport Concessions Disadvantaged Business Enterprise (DBE/ACDBE), Americans with Disabilities Act (ADA), Section 504 of the Rehabilitation Act of 1973 (504), Title VI of the Civil Rights Act of 1964, Limited English Proficiency (LEP), Environmental Justice (EJ), and other civil rights policies and regulations affecting airports.

Core Initiative: External Operations Program Compliance

Increase compliance at airports in the areas of DBE/ACDBE, ADA/ 504 and Title VI/LEP/EJ.

Core Activity: DBE/ACDBE Program Compliance

Conduct compliance reviews of airport DBE and/or ACDBE programs to increase program compliance. The expected outcome is for airports to correct at least 75% of compliance issues with target dates occurring on or before September 30, 2015, or provide alternative means of meeting requirements.

Activity Target 1:

Prepare a funding request memo to be sent to the Airports Organization to request contract support

and/or staffing for additional compliance reviews. Due November 1, 2014

Activity Target 2:

Meet with Airports Organization to discuss resources from Airports for additional compliance reviews. Due January 31, 2015

Activity Target 3:

Conduct seven (7) DBE and/or ACDBE compliance reviews. Due September 30, 2015

Activity Target 4:

Assess the compliance status of airports where compliance reviews were conducted in fiscal year (FY) 2014. Due September 30, 2015

Core Activity: ADA/504 Program Compliance

Conduct compliance reviews of airport disability programs to increase program compliance. The expected outcome is for airports to correct at least 75% of compliance issues with target dates occurring on or before September 30, 2015, or provide alternative means of meeting requirements.

Activity Target 1:

Conduct six (6) compliance reviews. Due September 30, 2015

Activity Target 2:

Assess compliance status of airports where compliance reviews were conducted in FY 2014. Due September 30, 2015

Core Activity: Title VI/LEP/EJ Program Compliance

Conduct compliance reviews of airport Title VI, LEP, and/or EJ programs to increase program compliance. The expected outcome is for airports to correct at least 75% of compliance issues with target dates occurring on or before September 30, 2015, or provide alternative means of meeting requirements.

Activity Target 1:

Conduct seven (7) Title VI, LEP, and/or EJ compliance reviews. Due September 30, 2015

Activity Target 2:

Assess compliance status of airports where compliance reviews were conducted in FY 2014. Due September 30, 2015

Core Initiative: External Operations Program Training and Technical Assistance

Increase airports knowledge in the areas of DBE/ACDBE, ADA/ 504 and Title VI/LEP/EJ.

Core Activity: DBE/ACDBE Training and Technical Assistance

Deliver training, technical assistance and consultations to airport sponsors or other DBE/ACDBE Program stakeholders to increase their program knowledge. The expected outcome is that, based on any evaluations collected, at least 50% of participants who respond will indicate that the training was at least satisfactory and/or the training/consultation increased their knowledge of program requirements.

Activity Target 1:

Collaborate with the Airport Minority Advisory Council to deliver DBE/ACDBE Program training at a national training conference, if funding is available, and we receive approval to participate. Due July 31, 2015

Activity Target 2:

Conduct or participate in three (3) DBE and/or ACDBE training events, if funding is available, and we receive approval to participate. Due September 30, 2015

Activity Target 3:

Consult with at least 35 airport sponsors or other stakeholders on the DBE/ACDBE program. Due September 30, 2015

Core Activity: ADA/504 Training and Technical Assistance

Enhance education opportunities for the regulated community through individual or small group technical assistance sessions and through webinars. The anticipated benefit is that airports will increase their program knowledge. The expected outcome is that, based on any evaluations collected, at least 50% of participants who respond will indicate that the training was at least satisfactory and/or that the training/consultation increased their knowledge of program requirements.

Activity Target 1:

Provide technical assistance to forty-five (45) individuals/small groups. Due September 30, 2015

Activity Target 2:

Provide training for the regulated community

through eight (8) webinars. Due September 30, 2015

Core Activity: Title VI, LEP and EJ Technical Assistance

Create a pilot Title VI, LEP and EJ Compliance Awareness Tool to be used to determine airport sponsor's level of knowledge and understanding of Title VI, LEP and EJ, in order to determine future technical assistance needs. The success of this activity will be measured by the creation of the compliance review awareness tool and the adjustments made based on feedback from the five (5) airports piloted.

Activity Target 1:

Determine content and format (e.g. electronic) for a compliance review awareness tool. Due February 28, 2015

Activity Target 2:

Develop the compliance review awareness tool. Due March 30, 2015

Activity Target 3:

Distribute the compliance review awareness tool to five (5) airports as a pilot and obtain their input to enhance the compliance review awareness tool. Due August 31, 2015

Core Activity: Title VI, LEP and EJ Training

Provide webinar sessions for airport sponsors to increase their program knowledge on Title VI, LEP and EJ. The expected outcome is that, based on any evaluations collected, at least 50% of participants who respond will indicate that the training was at least satisfactory and/or that the training increased their knowledge of program requirements.

Activity Target 1:

Identify and establish dates in which each training seminar will be held. Due December 31, 2014

Activity Target 2:

Market and conduct six (6) web-based training seminars for airport sponsors. Due September 30, 2015

Core Initiative: External Operations Program Information Technology

Utilize information technology to increase airports compliance in the areas of DBE/ACDBE, ADA/ 504 and Title VI/LEP/EJ.

Core Activity: DBE Information Technology

Enhance development of the FAA dbE-Connect System to include a web-based compliance tool for airport recipients and an opportunity matchmaking function, if funding is available. The success of this activity will be measured by the development of a prototype of a web-based DBE/ACDBE compliance survey usable as a new tool within dbE-Connect. Our expectation is that the pilot will be completed by at least fourteen (14) airports, and we will obtain their input to enhance the compliance tool.

Activity Target 1:

Develop survey questions for the DBE/ACDBE compliance survey tool. Due November 30, 2014

Activity Target 2:

Work with our consultant to import questions and functionality into dbE-Connect, if funding is available. Due March 31, 2015

Activity Target 3:

Pilot the compliance tool with fourteen (14) airports and refine as necessary, if funding is available. Due May 31, 2015

Activity Target 4:

Make the compliance tool available to all airports in the FAA dbE-Connect system, if funding is available. Due August 31, 2015

Activity Target 5:

Create a match-making function between posted airport opportunities and certified DBEs/ACDBEs, if funding is available. Due September 30, 2015

Core Activity: ADA/504 Program Information Technology

Evaluate the usability of the Airport Accessibility Index Survey tool by piloting it at ten (10) airports.

Additionally, evaluate the feasibility of creating an online repository for airport accessibility related documentation by expanding the FAA dbE-Connect system to include an FAA ADA-Connect component as a means to increase ADA/504 Program compliance by airport sponsors. The success of this activity will be measured by the identification of at least three (3) ADA related elements to be incorporated in the system.

Activity Target 1:

Increase program visibility through digital presence with information/resources for airport operators and travelers on airport accessibility on the Agency's website. Due September 30, 2015

Activity Target 2:

Assess the airport accessibility tool's application for compliance assessments by piloting it to at least ten (10) airports. Due September 30, 2015

Activity Target 3:

Evaluate the feasibility of creating an online repository for airport accessibility related documentation by expanding the FAA dbE-Connect system to include an FAA ADA-Connect component for at least three (3) elements, if funds are available. Due September 30, 2015

Core Activity: Title VI, LEP and EJ Information Technology

Evaluate the feasibility of creating an online repository for airport Title VI/LEP/EJ related documentation by expanding the FAA dbE-Connect system to include an FAA Title VI-Connect component as a means to increase Title VI/LEP/EJ Program compliance by airport sponsors. The success of this activity will be measured by the incorporation of at least three (3) Title VI related elements into the FAA dbE-Connect system.

Activity Target 1:

Evaluate the feasibility of creating an online repository for airport Title VI related documentation by expanding the FAA dbE-Connect system to include an FAA Title VI-Connect component for at least three (3) elements, if funds are available. Due March 31, 2015

Activity Target 2:

Develop a prototype for an online repository for airport Title VI related documentation by expanding the FAA dbE-Connect system to include an FAA Title VI-Connect component for at least three (3) elements, if funds are available. Due June 30, 2015

Activity Target 3:

Institute a pilot for an online repository for airport Title VI related documentation by expanding the FAA dbE-Connect system to include an FAA Title VI-Connect component for at least three (3) elements, if funds are available. Due September 30, 2015

Core Activity: Audit Report

Support the implementation of the Department of Transportation (DOT) Action Plan to address the recommendations made by the DOT Office of Inspector General (OIG). FAA will also provide support to OIG for its second year audit of new DBEs and ACDBEs at airport.

Activity Target 1:

Continue to collaborate with DOT, FHWA, and FTA to provide all necessary input to support the implementation of the DOT Action Plan to address the recommendations made by the OIG on DBE Program. Due September 30, 2015

Activity Target 2:

Continue to provide data and technical assistance to OIG to develop its second year audit report. Due August 31, 2015

Activity Target 3:

Collaborate with other FAA organizations by providing input on the OIG draft second year audit report. Due September 30, 2015

Activity Target 3:

Create draft guidance materials for airport sponsors that address the needs of PWD and those with LEP in the design and use of emerging technologies. Due July 30, 2015

Core Activity: Policy Coordination

Coordinate with stakeholders on regulatory requirements to update Advisory Circular- 150/5100-15A; increase ACDBE participation via policy changes; and establish a rational and justifiable position on the impact of Passenger Facility Charges (PCF) relating to the DBE/ACDBE participation.

Activity Target 1:

Provide input and assistance in support of the FAA Office of Airports' revision of the Airports Civil Rights Advisory Circular, 150-5100-15A. Due September 30, 2015

Activity Target 2:

Develop a draft response to the AMAC ACDBE Car Rental (49 CFR Part 23) White Paper proposal which seeks to increase ACDBE participation via policy changes. Due September 30, 2015

Activity Target 3:

Develop and/or assist FAA Airports in documenting the impact of current and proposed PFCs on DBE/ACDBE program participation. Due May 30, 2015

Core Activity: Program Enhancement

Standardize the National Airport Policy and Compliance review methodology to substantially increase the number or quality of reviews from FY 2014; and create a uniform and consistent interpretation of the Title VI grant assurances by stakeholders and airport sponsors.

Activity Target 1:

Develop national standard operating procedures that will provide a methodology for choosing airports for compliance reviews. Due September 30, 2015

Activity Target 2:

Develop a Q & A for updated DOT Title VI Grant Assurances. Due March 31, 2015

Core Measure: Drive Continuous Efficiency Improvement & Cost Control

Core Measure: National Airport Civil Rights Policy and Compliance

The National Airport Civil Rights Policy and Compliance provides guidance for external operations, airport operators and other stakeholders on the areas of DBE/ACDBE, ADA/ 504, Title VI/LEP/EJ, and other civil rights policies and regulations affecting airports.

Core Initiative: Policy Development, Coordination, and Program Enhancement

Provide guidance in the areas of DBE/ACDBE, ADA/ 504 and Title VI/LEP/EJ by conducting training sessions, policy updates, and reviewing existing programs and activities.

Core Activity: Policy Development

Develop and/or enhance guidance materials, in collaboration with DOT, to increase clarity and usability of Joint Ventures (JV) guidance document; and incorporate the needs of Persons with Disabilities (PWD) and LEP in emergency evacuations.

Activity Target 1:

Develop draft language and receive approval from DOT to modify ACDBE JV Guidance in specific areas of concern, and where more clarity is necessary, based on stakeholder feedback from FY 2014 stakeholder listening sessions. Due June 30, 2015

Activity Target 2:

Create draft guidance material for airport sponsors that addresses the needs of PWD and those with LEP in emergency evacuations. Due July 31, 2015

Achieve documented cost savings and cost avoidance of \$xxx million in FY 2015.

Core 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.

Activity Target 1:

Provide updated FY 2016 template for review and approval in time to be included in the FY 2016 Business Plan. Due June 30, 2015

Activity Target 2:

Report quarterly results and comments to ABA for reasonable accommodation request. Due 30 days after the end of each quarter. Due September 30, 2015

Empower and Innovate with the FAA's People

Core Measure: Hiring Persons with Targeted Disabilities (PWTD)

Support the DOT Strategic Objective to build a capable, diverse, and collaborative workforce of highly-skilled, innovative, and motivated employees by increasing the hiring of PWTD for eligible positions to 3 percent by 2018. In FY 2015, ACR in collaboration with the FAA LOBs/SOs will ensure that at least 2% of all FAA new hires are PWTD.

Core Initiative: Hiring PWTD

The FAA line of businesses and staff offices (LOBs/SOs) will work collaboratively to support the DOT goal to increase the representation of PWTD in the workforce by ensuring that at least 2% of all FAA new hires are PWTD. Each year, FAA will increase incrementally the percentage of PWTD hires by .33% per year to reach the 3% DOT hiring goal by 2018.

Core Activity: Hiring PWTD

In FY 2015, the ACR in collaboration with the FAA LOBs/SOs will ensure that at least 2% of all FAA new hires are PWTD.

Activity Target 1:

Provide template memorandum to the head of each LOB/SO directed to managers promoting the PWTD hiring goal. Due November 30, 2014

Activity Target 2:

Provide one consultation session with each LOB/SO to establish PWTD hiring initiatives. Due March 31, 2015

Activity Target 3:

Provide a monthly report to each LOB/SO outlining their progress towards the PWTD hiring goal. Due September 30, 2015

Core Measure: Outreach and Special Emphasis Programs

Assist the Agency in building a Model EEO Workplace through outreach, consultations, collaboration, and educational partnerships.

Core Initiative: Outreach to Underrepresented Groups

Increase the representation of groups with lower than expected participation rates in the FAA applicant pool by 2% from the FY 2014 baseline.

Core Activity: Outreach

Increase the representation of targeted groups in the FAA applicant pool by 2% from the FY 2014 baseline by developing a targeted outreach strategy.

Activity Target 1:

Conduct a trend analysis of the FY 2014 LOBs/SOs Race and National Origin (RNO); and applicant flow data. Due December 31, 2014

Activity Target 2:

In collaboration with AHR's Corporate Recruitment and Marketing, develop an annual Outreach plan, targeting groups with lower than expected participation rates in the Agency. Due December 30, 2014

Activity Target 3:

Partner with colleges and universities career centers and student associations to conduct on campus information sessions for students. Due September 30, 2015

Core Initiative: Special Emphasis Programs (SEPs)

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.

Core Activity: Management of the SEPs

Manage the National Federal Women's Program, Hispanic Employment Program and the PWD Program to ensure equal opportunity by conducting information 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:

Conduct a quarterly trend analysis of the FY 2015 LOBs/SOs RNO; and applicant flow data. Due September 30, 2015

Activity Target 2:

Provide consultations to LOBs/SOs to develop outreach strategies based on trend analysis. Due September 30, 2015

Activity Target 3:

Provide quarterly SEP information sessions in FAA HQ and Regional Offices. Due September 30, 2015

Activity Target 4:

Provide annual SEPM training to the subject matter experts in the Regional Offices. Due September 30, 2015

Activity Target 5:

Conduct annual briefing to Regional Management Team (RMT). Due September 30, 2015

Core Initiative: Diversity and Inclusion

Manage, coordinate, and promote activities aimed at improving Diversity and Inclusion at the FAA, in support of the Office of Personnel Management (OPM) Executive Order on Diversity and Inclusion.

Core Activity: Manage Diversity and Inclusion

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

Activity Target 1:

Develop a FAA Diversity and Inclusion plan in support of Executive Order 13583--

ESTABLISHING A COORDINATED GOVERNMENT-WIDE INITIATIVE TO PROMOTE DIVERSITY AND INCLUSION IN THE FEDERAL WORKFORCE. Due September 30, 2015

Activity Target 2:

Host a National Diversity and Inclusion Day. Due September 30, 2015

Core Initiative: FAA Employee Forum

In collaboration with the FAA Employee Associations, the SEPs will identify recommendations and strategies regarding EEO and diversity efforts within the FAA workplace.

Core Activity: FAA Employee Forum

Identify recommendations and strategies regarding EEO and diversity efforts within the FAA workplace.

Activity Target 1:

Partner with Employee Associations to promote training and educational opportunities for FAA employees. Due September 30, 2015

Activity Target 2:

Brief Employee Associations biannually on trend analysis and develop strategies for LOB/SO Outreach. Due September 30, 2015

Core Measure: EEO Policy and Compliance

Provide EEO leadership, policy and direction to the agency.

Core Initiative: EEO Policy and Compliance

Update the FAA Alternative Dispute Resolution Order 1400.10 to ensure consistency with the DOT Order and; update and distribute the FAA EEO policy statements.

Core Activity: EEO Policy and Compliance

Update the EEO policy statements and ADR Order 1400.10.

Activity Target 1:

Reissue the EEO policy statements. Due January 31, 2015

Activity Target 2:

Coordinate the ADR Order 1400.10 edits internally through the Civil Rights Directors (CRDs) and ACR 1/2. Due October 31, 2014

Activity Target 3:

Coordinate the ADR Order 1400.10 that includes ACR edits with each LOB/SO for review and comments. Due February 28, 2015

Activity Target 4:

Issue the final FAA ADR Order. Due June 30, 2015

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, 2014

Activity Target 2:

Prepare FAA Annual EEO Program Status Report (MD-715) and submit to EEOC. Due January 31, 2015

Activity Target 3:

Identify and eliminate one (1) agency deficiency (Part H) from the MD 715 Self-Assessment (Part G). Due August 30, 2015

Activity Target 4:

Prepare the annual State of EEO for the agency and present to FAA Leadership. Due September 30, 2015

Core Measure: Alternative Dispute Resolution (ADR)

Encourage the FAA workforce to engage in the ADR process as a method to resolve disputes in the EEO Complaint Process at the lowest possible level to avoid the cost, delay, and unpredictability of the traditional adjudicatory processes.

Core Initiative: ADR Engagement

Encourage workforce to resolve disputes in an amicable way by utilizing the ADR process.

Core Activity: ADR Engagement

ACR, in coordination with the LOBs/SOs, will ensure that 65% of all managers engage in mediation when requested by employees.

Activity Target 1:

Assist Agency effort with ADR engagement by ensuring that 65% of all managers engage in mediation when requested by employees. Due September 30, 2015

Core Measure: Management Directive 715 (MD-715)

Oversee the process for developing and reporting to the EEO Commission (EEOC) the Annual MD-715 EEO Plan and continue to monitor Agency Accomplishments.

Core Initiative: Management Directive 715 (MD-715)

Oversee the process for developing and reporting to the EEO Commission (EEOC) the Annual MD-715 EEO Plan and continue to monitor Agency Accomplishments. Conduct one (1) mission critical occupation (MCO) barrier analysis and collaborate with the LOB/SO to provide recommendations for improvement with regard to the identified barriers.

Core Activity: FAA Annual EEO Program Status Report

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

Core Activity: Barrier Analysis

Identify one (1) MCO 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, 2015

Activity Target 2:

Identify mission critical occupation to conduct barrier analysis. Due September 30, 2015

Activity Target 3:

Conduct the barrier analysis. Due September 30, 2015

Activity Target 4:

Collaborate with the LOBs/SOs regarding the findings and provide guidance on developing actions to eliminate the barriers as well as track progress. Due September 30, 2015

Core Initiative: DOT Scorecard

Report to DOT the progress of the MD 715 Model EEO Program and present the results to the Administrator's Office and the DOT Office of Civil Rights.

Core Activity: DOT Scorecard

DOT requires that FAA provide two Scorecard Reports that track the progress of the MD 715 Model 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.

Activity Target 1:

Send out call and collect data for the second half of the prior fiscal year. Due October 1, 2014

Activity Target 2:

Finalize second half Scorecard Report and submit to Management for final review. Due November 15, 2014

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, 2014

Activity Target 4:

Send out call and collect data for the first half of the current fiscal year. Due March 15, 2015

Activity Target 5:

Finalize first half of current fiscal year Scorecard Report and submit to Management for final review. Due April 30, 2015

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, 2015

Core Initiative: MD 715 EEO Assessments

Conduct and follow up on MD 715 EEO Assessments

Core Activity: MD 715 EEO Assessments

Civil Rights Directors, who are responsible for internal EEO, will conduct a total of twelve (12) EEO assessments and eight (8) follow-ups to ensure LOBs/SOs are complying with EEO laws, policies and regulations. The assessments will be done either in person or electronically.

Activity Target 1:

Identify the twelve (12) facilities to conduct the MD 715 EEO assessments; and the eight (8) facilities for follow-ups. Due December 31, 2014

Activity Target 2:

Conduct twelve (12) MD 715 facility assessments and eight (8) follow-ups. Due August 30, 2015

Activity Target 3:

Issue assessment reports within 90 days after the

assessment is completed to the LOB/SO. Due September 30, 2015

Activity Target 4:

Brief the ACR Management Team on lessons learned and the results of the assessments. Due September 30, 2015

Core Measure: EEO/Diversity and Inclusion Action Committee (EAC)

The EAC oversees and supports the FAA efforts to create a diverse and inclusive workplace that ensures equal opportunity for all its employees.

Core Initiative: EAC

In collaboration with the LOBs/SOs, ACR will identify recommendations and strategies regarding EEO and diversity efforts within the FAA workplace.

Core Activity: EAC

Identify recommendations and strategies regarding EEO and diversity efforts within the FAA workplace.

Activity Target 1:

Conduct an internal MD 715 self-assessment (Part G Checklist) as required by EEOC. Due October 15, 2014

Activity Target 2:

Analyze and present demographic data in comparison to the civilian labor force statistics to the EAC; and identify strategies and actions for improving groups with lower than expected participation rates. Due November 30, 2014

Activity Target 3:

Provide a mid-year status report to the EAC on actions taken to accomplish business plan goals. Due May 30, 2015

Activity Target 4:

Support Agency efforts to implement and/or revise performance evaluation methods to the managers EEO performance standard. Due September 30, 2015

Activity Target 5:

Develop and implement Diversity and Inclusion initiatives through the EAC Workgroups. Due September 30, 2015

Core Measure: Equal Employment Opportunity (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 providing training on EEO laws, FAA policies, and appropriate workplace behavior.

Core Initiative: EEO Training

Increase workforce competency of EEO laws, FAA policies and appropriate workplace behavior through EEO Training.

Core Activity: EEO Training Requirements for FAA Workforce

Increase workforce competency of EEO laws, FAA policies and appropriate workplace behavior by ensuring that 60% of management and 10% of employees complete at least one EEO and Diversity and Inclusion training course.

Activity Target 1:

Utilizing various learning platforms, monitor the delivery of EEO training to 60% of managers and 10% of employees. Due September 30, 2015

Activity Target 2:

Track and report the training progress to the ACR management team. Due September 30, 2015

Activity Target 3:

Contact each LOB/SO to inquire about EEO training needs, such as dates and modules, and incorporate their feedback into the training schedule accordingly. Due September 30, 2015

Activity Target 4:

Work collaboratively with the SEPs to provide Diversity and Inclusion training workshops and seminars for FAA Managers and Employees focusing on the benefits of having a diverse workforce. Due September 30, 2015

Activity Target 5:

Coordinate with the FAA Electronic Learning Management System (eLMS) program office to upload EEO training modules onto the eLMS system so that FAA employees and managers have the option of completing EEO training online. Due September 30, 2015

Core Activity: Ensure Compliance with No FEAR Training Requirement

Ensure the Agency compliance with the Anti-discrimination and Whistleblower Protection Laws.

Activity Target 1:

Monitor the completion of the NoFEAR Training as needed to ensure FAA obtains 100% completion rate. Due December 15, 2014

Core Activity: Train-the-Trainer Sessions

Conduct Train-the-trainer sessions.

Activity Target 1:

Conduct Train-the-trainer sessions on various EEO courses to ensure ACR EEO trainers are current in each Service Area and are prepared to teach training modules. Due September 30, 2015

Activity Target 2:

Maintain a list of trainers within each Service Area who are prepared to teach each training module. Due September 30, 2015

Core Initiative: Effectiveness of EEO Training

Monitor and measure the effectiveness of EEO training.

Core Activity: Address common types of EEO Pre-complaints through EEO Training

Identify the most prevalent types of EEO pre-complaints and identify and/or revise EEO training to address those types of pre-complaints.

Activity Target 1:

In coordination with EEO Complaint Services, identify the most prevalent types of EEO pre-complaints. Due January 1, 2015

Activity Target 2:

Identify which EEO Training modules address the most common types of pre-complaints and/or revise training to address those types of pre-complaints. Due September 30, 2015

Core Activity: Monitor Training Outcome

Monitor the outcome of EEO training to measure effectiveness in increasing ADR and mediation; and reducing retaliation complaints.

Activity Target 1:

Measure whether there is an increase in employees choosing mediation after completing the training "Alternative Dispute Resolution." Due September 30, 2015

Activity Target 2:

Measure whether an increase in complaint resolution occurs following the training "Alternative Dispute Resolution." Due September 30, 2015

Activity Target 3:

Measure whether retaliation complaints go down following the training "Preventing Retaliation in the Workplace." Due September 30, 2015

Core Activity: Evaluate EEO Training

Use the FAA Academy Evaluation System (AES) to record and electronically monitor training evaluation criteria.

Activity Target 1:

Establish measurements to determine successful and unsuccessful training. Due November 14, 2014

Activity Target 2:

Establish improvement plans to address unsuccessful training. Due December 15, 2014

Activity Target 3:

Provide monthly training evaluation reports to ACR management. Due September 30, 2015

Activity Target 4:

Use the AES to measure post training effectiveness by sending surveys to students 90 days following training to see if they used the training on the job. Due September 30, 2015

Activity Target 1:

Provide articles to FocusFAA to highlight significant ACR accomplishments/activities. Due September 30, 2015

Activity Target 2:

Develop promotional materials to reflect the new ACR mission, vision, and motto. Due September 30, 2015

Activity Target 3:

Manage the ACR internal and external website to include most recent information. Due September 30, 2015

Activity Target 4:

Execute a campaign targeted to the general public to promote civil rights presence at airports. Due September 30, 2015

Core Measure: EEO Complaints Services

Ensure federal employees or job applicants are not discriminated under the basis of race, color, religion, sex (including pregnancy), national origin, age (40 or older), disability or genetic information by managing the National EEO Complaints Services.

Core Initiative: EEO Complaints Services

Provide quality counseling and consultation service to address discrimination.

Core Activity: Track Counselor Report Submissions

Track the timeliness in which EEO Counselor Reports are provided to the Departmental Office of Civil Rights (DOCR) and ensure that 78% of all reports are submitted within the EEOC regulatory 15 calendar days.

Activity Target 1:

No less than 78% of all EEO Counselor reports will be provided to DOCR within the EEOC regulatory 15 calendar days. Due September 30, 2015

Core Activity: Maintain the ISO Quality Management System (QMS) for the EEO National Intake and the Informal EEO Counselor Processes

ACR will maintain the ISO Quality Management System for the EEO Pre-Complaint process to ensure

Core Measure: Communication Strategies

ACR, in collaboration with the Office of Communication (AOC), will develop communication strategies to provide internal and external stakeholders with accurate, timely, and important information about ACR goals, policies, activities and operations.

Core Initiative: Develop Comprehensive Communication Strategies

Work with AOC to develop and implement customized communication strategies specially tailored for stakeholders.

Core Activity: Targeted Communication Strategies

Improve communication with stakeholders through customized communication strategies.

consistent delivery of quality services and conformance to QMS standards.

Activity Target 1:

Maintain certification for the Quality Management System, which includes the National Intake and EEO Counseling Programs. Due September 30, 2015

Activity Target 2:

Maintain the ISO Quality Management System by participating in audits to evaluate the National Intake and EEO Counseling processes and procedures. Due September 30, 2015

Activity Target 3:

Conduct QMS training, as required to maintain quality standards. Due September 30, 2015

Activity Target 3:

Solicit applications/interest announcements for new conflict coaches. Due March 30, 2015

Activity Target 4:

Develop and implement marketing plan for the Conflict Coaching Program. Due April 30, 2015

Activity Target 5:

Provide conflict coaching training for new coaches. Due September 30, 2015

Activity Target 6:

Conduct bi-monthly telecons with coaches to assess skills, discuss program issues, and continue education. Due September 30, 2015

Core Measure: Conflict Coaching Program

Increase FAA Managers and Employees 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 Measure: Mediators Training

ACR, in coordination with each LOB/SO, will ensure that 100% of all active mediators receive mediation training that exceeds EEOC regulatory requirements. Additionally, ACR will track training plans for all FAA mediators to ensure currency and development in the area of conflict management/resolution. ACR will add additional collateral duty mediators where necessary and sponsor basic mediator training.

Core Initiative: Revitalize and Expand Conflict Coaching Program

Increase FAA Managers' and Employees' 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 Initiative: Mediators Training

ACR, in coordination with the LOB/SO, will ensure that 100% of all active mediators receive mediation training that exceeds EEOC regulatory requirements. Additionally, ACR will track training plans for all FAA mediators to ensure currency and development in the area of conflict management/resolution. ACR will add additional collateral duty mediators where necessary and sponsor basic mediator training.

Core Activity: Revitalize and Expand Conflict Coaching Program

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

Core Activity: Mediators Training

Ensure that 100% of all active mediators receive mediation training, track training plans for all FAA mediators, and add additional collateral duty mediators where necessary.

Activity Target 1:

Continue to implement Pre/Post Mediation Conflict Coaching Process, and expand it to all Service Areas, including Headquarters and the Tech Center. Due December 31, 2014

Activity Target 2:

Identify contractor to develop marketing plan for Conflict Coaching Program. Due December 31, 2014

Activity Target 1:

Coordinate with the point of contact (POC) for all Federal Executive Boards across the country. Identify training initiatives with each FEB that would assist with the training and enhance learning elements for mediators. Due December 31, 2014

Activity Target 2:

Conduct/identify quarterly training sessions with mediators to include ADR Program Managers on a

variety of topics such as conflict management/resolution. Due September 30, 2015

Activity Target 3:

Identify and work with mediation training provider to conduct basic mediator training. Secure the training provider, location, funding and participants. Due September 30, 2015

Activity Target 4:

Work with Pepperdine University, Straus Institute for Dispute Resolution to conduct advanced mediator training for all active mediators. Those mediators who do not meet the specific criteria will be offered additional training. Secure the training location, funding and participants. Due September 30, 2015

Activity Target 5:

Conduct a survey to determine mediation training needs for FY 2016. Due September 30, 2015

Activity Target 6:

Update Mediator Profile and provide to ADR Program Managers so they may use to consider mediators for specific level mediations. Due September 30, 2015

business goal owner(s) for their review. Due November 30, 2014

Activity Target 3:

Submit for approval the scope of the redesign process to ACR-2. Due December 30, 2014

Activity Target 4:

Draft the redesign of ROI Procedures to include the approved scope, objective and measurable outcome. Due March 31, 2015

Activity Target 5:

Coordinate the draft process of the redesign of ROI Procedures to ACR-2. Due March 31, 2015

Activity Target 6:

Present the new Redesign process to ACR-1. Due April 30, 2015

Activity Target 7:

Present the new process to all of ACR, EEO Action Committee, Service Area Leadership Council, and other appropriate groups. Due July 30, 2015

Activity Target 8:

Develop and train all identified persons charged with the responsibility/duty in the new process for ROI. Due September 30, 2015

Activity Target 9:

Implement the new procedures of the ROI Review Process nationwide. Due September 30, 2015

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

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

Core 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:

Define the scope, objective and measurable outcome of the redesign process. Due October 30, 2014

Activity Target 2:

Present the scope of the redesign process to the

Core Measure: Small Business and Corporate Citizenship

Promote Small Business Development and Corporate Citizenship.

Core Initiative: Award Procurement Dollars to Small Businesses

Award at least 25% of the total agency direct procurement dollars to small businesses, thereby promoting small business development and good corporate citizenship. Each organization is asked to place special emphasis on procurement opportunities for small disadvantaged businesses (including 8(a) certified firms, service-disabled veteran-owned small businesses, and women owned small businesses).

Core Activity: Awarding of Procurement Dollars (ACR)

Award at least 25 percent of the total ACR direct procurement dollars to small businesses, thereby promoting small business development and good corporate citizenship. Each organization is asked to place special emphasis on procurement opportunities for small disadvantaged businesses (including 8(a) certified firms, service-disabled veteran-owned small businesses, and women owned small businesses).

Activity Target 1:

Participate in at least one local outreach event with special emphasis on procurement opportunities for small disadvantaged businesses (including 8(a) certified firms, service-disabled veteran-owned small businesses, and women owned small businesses). Due September 30, 2015

Activity Target 2:

Award at least 25 percent of the total ACR direct procurement dollars to small businesses. Due September 30, 2015