



**Federal Aviation  
Administration**

# **Human Resources Management Fiscal Year 2015 Business Plan**



# FY2015 AHR Business Plan

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The Office of Human Resource Management (AHR) leads the initiative to prepare the Federal Aviation Administration's (FAA's) human capital for the future, by identifying, recruiting, and training a workforce with the leadership, technical, and functional skills to ensure the United States has the world's safest and most productive aviation sector. Through stakeholder engagement AHR increases productivity, broadens customer satisfaction, innovates and empowers FAA's employees.

## Make Aviation Safer and Smarter

AHR supports the FAA Strategic Priority to Make Aviation Safer and Smarter and the Risk-Based Decision Making Strategic Initiative by attracting and retaining talented employees, developing future leaders, analyzing gaps in the technical and functional skills required to meet changing operational needs and ensuring learning tools are in place to close skills gaps.

### Strategic Measure: Risk-Based Decision Making

Build on safety management principles to proactively address emerging safety risk by using consistent, data-informed approaches to make smarter, system-level, risk-based decisions.

#### Strategic Initiative: Standardization, Access and Integration

Improve standardization, data access, & modeling integration.

#### Strategic Activity: Data and Risk Analysis Competencies and Skills

Develop functional requirements and competencies for safety data and risk analytics workforce and identify current personnel with relevant skills.

##### Activity Target 1:

Develop and publish new job task analyses for safety positions involved in data and risk analysis. Due September 30, 2015

## Deliver Benefits Through Technology/Infrastructure

AHR supports the FAA Strategic Priority to Deliver Benefits Through Technology and the National Airspace

System Strategic Initiative by attracting and retaining talented employees, developing future leaders, analyzing gaps in the technical and functional skills required to meet changing operational needs and ensuring learning tools are in place to close skills gaps. Additionally AHR supports the FAA's Cost Control and Small Business Procurement goals.

## Core Measure: Drive Continuous Efficiency Improvement & Cost Control

Achieve documented cost savings and cost avoidance of \$30 million in FY 2015.

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### Core Initiative: Cost Control Program

Implement line of business-specific as well as agency wide cost efficiency and strategic initiatives to reduce costs or improve productivity.

#### Core Activity: AHR OWCP Workers' Compensation Cost Control Activity

AHR will mitigate OWCP costs by undertaking proactive and centralized management of injury claims. Achieve cost containment through effective management of the workers' compensation program.

##### Activity Target 1:

Achieve 90% of the projected \$7,000,000 year end savings or achieve an average savings of \$34,300 per OWCP intervention, whichever is less. Due September 30, 2015

## Enhance Global Leadership

AHR supports the FAA Strategic Priority to Enhance Global Leadership and the Global Leadership Strategic Initiative by attracting and retaining talented employees, developing future leaders, analyzing gaps in the technical and functional skills required to meet changing operational needs and ensuring learning tools are in place to close skills gaps.

### Strategic Measure: Global Leadership

Improve safety, air traffic efficiency, and environmental sustainability across the globe through an integrated, data-informed approach that shapes global standards and enhances collaboration and harmonization.

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## Strategic Initiative: Corporate Resource Utilization

Place international resources strategically to improve safety, air traffic efficiency, and environmental sustainability across the globe.

### Strategic Activity: International Skill Assessment

Determine the core skills and competencies required for effective FAA international leaders.

#### Activity Target 1:

Design an interview protocol for returned FAA international leaders to identify factors of success. Due December 31, 2014

#### Activity Target 2:

Analyze no more than fifty (50) factors of success to determine core skill and competency sets to support effective international leaders. Due April 30, 2015

## Empower and Innovate with the FAA's People

The AHR Business Plan contains initiatives and activities that support the agency's priorities to equip our workforce with the critical leadership, technical, and functional skills of the future. AHR will accomplish this by building a human capital infrastructure that can efficiently and effectively identify workforce skill needs, recruit talent, and provide employees with the training to develop these skills.

### Strategic Measure: Workforce of the Future

Prepare FAA's Human Capital for mission-critical transformational changes by identifying, recruiting and training a workforce with the leadership, technical and functional skills to ensure the safest and most productive aviation sector.

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## Strategic Initiative: Leadership Development

Support an agency-wide program with core competencies and tailored content that is delivered through a variety of learning channels.

### Strategic Activity: Executive and Organizational Development

Work with current and potential executives to enhance and develop the leadership capabilities of collaboration, developing others, and leadership accountability at the executive level.

#### Activity Target 1:

Design and deliver a series of executive development workshops that integrate leadership assessment feedback. Due September 30, 2015

#### Activity Target 2:

Upgrade the Senior Leadership Development Program (SLDP) and communicate and initiate one (1) cohort. Due September 30, 2015

#### Activity Target 3:

Upgrade the Forum for Executive Excellence (FEE) Program to include the leadership development framework. Due September 30, 2015

### Strategic Activity: Rotational Development Plan

Design an agency-wide rotational development plan for current and potential leaders.

#### Activity Target 1:

Conduct needs assessment with senior administration and LOB stakeholders to determine LOB-specific executive development needs, current executive development initiatives, and the required investments for rotational development of select leaders. Due March 31, 2015

#### Activity Target 2:

Collaborate with senior administration and LOB stakeholders to develop validated rotational development design concept, including framework and key activities. Due June 30, 2015

#### Activity Target 3:

Create a detailed implementation plan with milestones for approval by the Workforce Initiative Executive Steering Committee for the assessment, design, development, evaluation, and integration of a rotational development program. Due September 30, 2015

### Strategic Activity: FAA Leadership & Learning Institute (FLLI) Development

Collaborate with agency-wide stakeholders to have 100% of the leadership development curriculum in active delivery status through FLLI.

#### Activity Target 1:

Leadership Development/FLLI: Complete the redesign for 20 core management and leadership courses to include the leadership development framework and deliver instruction to FAA leaders. Due September 30, 2015

**Activity Target 2:**

Design and implement a leadership development marketing and communication strategy to increase participation in learning and development programs by 50% (baseline excludes new manager training backlog from FY2014). Due September 30, 2015

## Strategic Initiative: Skills Identification

Determine future skills needs, identify skill gaps and design an optimal corporate organizational structure.

### Strategic Activity: Succession Planning and Development

Develop an Agency wide succession and outreach strategy for determining the talent pipeline to include recruitment and retention of mission critical occupations.

**Activity Target 1:**

Collaborate with key stakeholders across the agency to identify mission critical positions. Due May 31, 2015

**Activity Target 2:**

Conduct an agency-wide talent review for up to 50% of mission critical positions identified to determine the succession planning and development needs. Due August 31, 2015

**Activity Target 3:**

Design the developmental requirements for the professional development of the reviewed mission critical positions. Due September 30, 2015

## Strategic Initiative: Skills Development

Enhance the capability in developing technical and functional skills and create more effective training programs using emerging technologies.

### Strategic Activity: International Skills Development

Determine a strategy for skills development required for effective FAA international leaders.

**Activity Target 1:**

Use the baseline research data from the International leaders skills assessment to determine appropriate recruiting strategies and developmental components (i.e. curriculum, courses, workshops, instruments, etc...) for potential international leaders. Due July 31, 2015

**Activity Target 2:**

Complete a project plan for the design, development, delivery, measurement, communication, and integration of a development program for international leaders. Due July 31, 2015

## Strategic Initiative: Attracting Talent

Operate efficient and effective hiring processes and conduct consistent corporate on-boarding.

### Strategic Activity: FAA Onboarding Process

Identify metrics to baseline and measure consistent and effective FAA-wide onboarding processes.

**Activity Target 1:**

Provide implementation schedule and recommendations developed in FY2014 to the Business Council for review. Due December 31, 2014

**Activity Target 2:**

Onboarding: Complete Standard Operating Procedures (SOP) for an FAA-wide approach that outlines a consistent corporate framework for onboarding procedures and policies. Due September 30, 2015

**Activity Target 3:**

Revise New Hire Survey to evaluate the revised corporate approach and establish a baseline score. Due March 31, 2015

**Activity Target 4:**

Review existing executive onboarding processes and develop recommendations for revision. Due September 30, 2015

**Activity Target 5:**

Onboarding (CSTI Metric) - Implement 80% of the onboarding recommendations derived from the collaborative Agency analysis and the industry best practices. Due September 30, 2015

**Activity Target 6:**

Convene LOB/SO Onboarding working group to implement cross-agency activities to support the corporate onboarding programming. Due January 31, 2015

**Activity Target 7:**

Stand up Onboarding Program Office. Due January 31, 2015

### Strategic Activity: Talent Identification

Develop an outreach strategy to current and future job seekers for hiring mission critical occupations by increasing FAA's visibility through alternative means such as, Title 5 flexibilities, affinity groups, and other methods.

**Activity Target 1:**

Research procedures for sponsoring an "open source innovation challenge" related to a key aviation topic such as Unmanned Aviation Systems as a method for marketing the FAA to a new target audience. Due March 31, 2015

**Activity Target 2:**

Identify no less than five new sources to attract passive candidates to FAA-wide career opportunities. Due September 30, 2015

**Activity Target 3:**

Reach out to three (3) affinity groups that represent or cater to mission critical occupations FAA-wide. Due September 30, 2015

## Strategic Initiative: Workforce of the Future Governance

Establish initiative governance and oversight.

### Strategic Activity: Develop Strategic Plan

Create a strategic document for the Workforce of the Future which will serve as a road map for the WI initiative and sub initiatives.

**Activity Target 1:**

Conduct a Workforce of the Future strategy off-site designed to establish common ground, identify WI activities taking place across LOB/SOs and pinpoint potential gaps; as well as focus on relationship building. Due November 30, 2014

**Activity Target 2:**

Workforce of the Future Strategic Plan submitted to the Executive Steering Committee for review. Due March 15, 2015

**Activity Target 3:**

Create an inventory of WI-related activities across all LOB/SOs Due June 30, 2015

## 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.

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## 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 15, the Office of Civil Rights in collaboration with the FAA LOBs/SOs will ensure that at least 2% of all FAA new hires are PWTD.

**Activity Target 1:**

The head of each LOB/SO will issue a memorandum (key language will be provided by ACR) directed to their managers promoting the PWTD hiring goal. Due December 31, 2014

**Activity Target 2:**

Each LOB/SO will report to ACR their total hiring projections for FY 15, and identify the estimated number of PWTD hires required to meet their 2% hiring goal. Due March 31, 2015

**Activity Target 3:**

Managers with hiring authority from each LOB/SO will participate in one consultation session held by the National People with Disabilities Program Manager to establish hiring initiatives. Due March 31, 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.

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## 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: 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.

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**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 April 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: Congressional Correspondence FAA Milestones**

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Per direction of the Secretary of Transportation, all Congressional letters sent directly to the FAA must be answered within 30 calendar days of entry into the FAA Correspondence Control Management System (CCMS). DOT Congressional letters assigned to the FAA for response must be returned back to the Secretary of Transportation within 5 business days. 90% of all Congressional letters sent directly to the FAA must be responded to within 10 business days.

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### **Core Initiative: FAA Congressional Correspondence Response**

Per direction of the Secretary of Transportation, all Congressional letters sent directly to the FAA must be answered within 30 calendar days of entry into the FAA Correspondence Control Management System (CCMS).

#### **Core Activity: FAA Congressional Correspondence Response**

Per direction of the Secretary of Transportation, all Congressional letters sent directly to the FAA must be answered within 30 calendar days of entry into the FAA CCMS.

**Activity Target 1:**

90% of all Congressional letters sent directly to the FAA must be answered within 30 calendar days of entry into the FAA CCMS. Due September 30, 2015

## **Core Measure: Workforce of the Future**

Prepare FAA's Human Capital for the future by identifying, recruiting and developing a workforce with the leadership, technical and functional skills to ensure the safest and most productive aviation sector.

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### **Core Initiative: Leadership Development**

Support an agency-wide leadership development strategy with core competencies and tailored learning opportunities that are implemented through a variety of learning channels.

#### **Core Activity: Federal Employee Viewpoint (FedView) Survey**

Use FedView Survey results to inform agency workforce decisions and drive greater employee engagement.

**Activity Target 1:**

Develop FedView indices for use by FAA LOB/SO's on employee engagement, innovation, leadership, and inclusion to improve organizational

performance and the work environment. Due October 31, 2014

**Activity Target 2:**

Provide Best Places to Work Ranking and FedView Results Reports to the FAA Administrator and Associate/Assistant Administrators to support organizational actions that address workforce feedback. Due January 31, 2015

**Activity Target 3:**

Implement annual FedView Survey to obtain data-driven results necessary for improving agency strategic management of the workforce. Due July 31, 2015

**Activity Target 4:**

Build LOB/SO capability in application of their FedView results and action planning to improve workforce engagement and culture. Due September 30, 2015

**Activity Target 5:**

FAA Ratings by Employee: Increase the Agency's Best Places to Work ranking in federal government sub-components to the top 34%. Due September 30, 2015

**Core Initiative: Skills Identification**

Determine future skills needs, identify skill gaps and design an optimal corporate organizational structure.

**Core Activity: Telework**

Focus learning opportunities on how to effectively educate managers and non-managers on telework flexibilities.

**Activity Target 1:**

Develop tools and training for effectively working in a remote environment. Due May 31, 2015

**Activity Target 2:**

Telework: Develop tools and training for managers to effectively manage employees in a remote working environment. Due September 30, 2015

**Activity Target 3:**

Increase awareness of the eligibility requirements through learning opportunities (brown bags, webinars, SharePoint/KSN site). Due September 30, 2015

**Activity Target 4:**

Automate 100% of the new telework agreements for non-bargaining unit employees/positions, and bargaining unit employees/positions, except where

the applicable collective bargaining agreement contains conflicting provisions or the subject has not been negotiated. Due September 30, 2015

**Activity Target 5:**

Increase newly approved telework agreements by 15%. Due September 30, 2015

**Activity Target 6:**

Increase utilization of actual telework by telework ready employees to an annual average of 45%. Due September 30, 2015

**Core Initiative: Skills Development**

Enhance the capability in developing technical and functional skills and create more effective training programs using emerging technologies.

**Core Activity: Employee Relations Training**

Develop and deliver FAA-specific Employee Relations training courses for new FAA Labor & Employee Relations (LER) specialists and those LER employees in a developmental LER position.

**Activity Target 1:**

Develop employee relations curriculum to include the National Employee Services Team (NEST) procedures found in HR EMP-1.14a (Employment Policy for Air Traffic Control Specialist in Training). Due January 31, 2015

**Activity Target 2:**

Deliver on-site training of the employee relations course to 90% of the LER employees selected from each of the three (3) LER Service Areas. Due August 31, 2015

**Activity Target 3:**

Achieve an 85% satisfaction rating of the course through a post training survey/evaluation. Due September 30, 2015

**Core Initiative: Attracting Talent**

Operate efficient and effective hiring processes and conduct consistent corporate on-boarding.

**Core Activity: FAA Child Development Programs**

Implement recommendations for funding and support of the Child Development Program, including Triple Amendment compliance, Child Development Centers (CDCs), Child Care Subsidy program, and the Resource and Referral Services by the Employee Assistance Program (EAP) WorkLife vendor.

**Activity Target 1:**

Complete implementation of new governance structure for CDCs operated in FAA facilities. Due January 1, 2015

**Activity Target 2:**

Track enrollment data/statistics for compliance with the Tribble Amendment for all CDCs and increase compliance for all CDCs by 5%. Due July 1, 2015

**Activity Target 3:**

Complete budget required for ongoing maintenance and operations of CDCs including assessment of current repair requirements and track repairs completed. Due January 31, 2015

**Activity Target 4:**

Provide program support to FAA CDCs to achieve and maintain accreditation through the National Association for the Education of Young Children (NAEYC). Due September 30, 2015

**Core Activity: Processing Retirement Applications**

Assist employees with preparing for retirement by processing retirement applications accurately and efficiently.

**Activity Target 1:**

85% of completed applications, received 30 days or more prior to date of retirement, will be sent to Shared Service Center (SSC) no later than 14 days before date of retirement. Due September 30, 2015

**Activity Target 2:**

85% of completed applications, received within 15-30 days prior to date of retirement, will be sent to SSC no later than 5 days before date of retirement. Due September 30, 2015

**Activity Target 3:**

60% of all retirement applications received less than 15 days prior to date of retirement will be submitted to the SSC no later than 10 days of receipt. Due September 30, 2015

**Activity Target 4:**

Complete 85% of retirement estimate requests within 45 days of receipt. Due September 30, 2015

**Core Activity: Benefits Operations Center (BOC)**

Ensure the delivery of high quality benefit services through a centralized BOC to provide consistent and efficient service FAA-wide.

**Activity Target 1:**

Complete centralization of BOC to Kansas City, MO. Due January 31, 2015

**Activity Target 2:**

Obtain 70% customer service satisfaction rate for BOC work completed via phone, email, fax or mail. Due September 30, 2015

**Core Activity: Hiring Efficiency**

Reduce the average number of calendar days it takes for AHR to complete the steps for which it is accountable.

**Activity Target 1:**

Improve the time it takes to hire employees (excluding mission critical and executive positions) from 37 days to 36 days. Due September 30, 2015

**Core Activity: Air Traffic Control Specialist (ATCS) Hiring Process**

Implement the Barrier Analysis long term recommendations for a redesigned entry level ATCS public announcement and recruitment process, advertise position, and recruit nationally.

**Activity Target 1:**

Develop timeline for implementation on long terms recommendations for announcing entry level ATCS position and evaluating applicants. Due December 31, 2014

**Activity Target 2:**

Complete ATCS entry level position process design in preparation for a public announcement. Due January 31, 2015

**Activity Target 3:**

Develop and implement targeted national advertisement and recruitment processes and tools to the General Public for entry level ATCS. Due March 31, 2015

**Activity Target 4:**

Post public announcement for entry level ATCS position. Due March 31, 2015

**Core Activity: Open and Continuous**

Develop open and continuous capability in Automated Vacancy Access Took for On-line Referral (AVIATOR) system with variable cutoff dates.

**Activity Target 1:**

Identify positions requiring Open and Continuous announcements. Due March 31, 2015

**Activity Target 2:**

Assess current state of AVIATOR for Open and Continuous capability. Due June 30, 2015

**Activity Target 3:**

Prepare cost estimates for AVIATOR Open and Continuous capabilities. Due September 30, 2015

**Core Initiative: Labor and Employee Relations**

Support the FAA workforce through timely and quality Labor and Employee Relations services.

**Core Activity: Implement Agency LER Bargaining Strategy**

Implement the Agency LER Bargaining Strategy in preparation for upcoming collective bargaining term negotiations.

**Activity Target 1:**

Identify key FAA negotiating team members and support staff for the 2016 collective bargaining term negotiations. Due March 15, 2015

**Activity Target 2:**

Ensure all key FAA negotiating team members receive appropriate negotiations training. Due July 15, 2015

**Activity Target 3:**

In preparation for 2016 collective bargaining term negotiations, complete joint Article by Article review of existing term agreement and supporting Memorandums of Agreement (MOUs) with LOB/SOs and external Stakeholders. 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.

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**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.

**Activity Target 1:**

Ensure 100% of employees complete the NoFEAR Training required by OPM. Due November 23, 2014

**Activity Target 2:**

Ensure that 60% of management complete at least one EEO training course. Due September 30, 2015

**Activity Target 3:**

Ensure that 10% of employees complete at least one EEO training course. Due September 30, 2015

**Core Measure: Labor Management and Employee Relations**

Oversee, manage and improve the FAA's Labor and Employee Relations (LER) Program.

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

Implement and oversee Accountability Board (Board) policies and procedures to help management create a work environment that is harassment-free. Through training and awareness, influence the appropriateness of employee behavior in the workplace.

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**Core Initiative: Hold Leadership Accountable for Responding to Allegations**

Oversee management's timeliness in responding to allegations, and management's consistency and appropriateness regarding disposition of allegations and improve managers' timeliness in addressing employee concerns as required by the Accountability Board FAA Order 1110.125A.

**Core Activity: Lead by Example: Report It, Don't Ignore It!**

Foster a workplace free of harassment by enabling managers to lead by example and report incidents covered by the scope of the Board.

**Activity Target 1:**

Develop a plan to promote the message, "Report It, Don't Ignore It," to encourage reporting of incidents of workplace harassment. Due November 30, 2014

**Activity Target 2:**

Implement the plan that includes developing promotional materials and incorporating the message in Board training and Anti-Harassment Campaign materials and information. Due March 31, 2015

**Activity Target 3:**

Quarterly analyze Board data on allegations of "management failure to report" to ensure compliance with the mandate to report. Due September 30, 2015

**Core Activity: Management's Timeliness**

Improve management's timeliness in addressing employee concerns by processing 95% of FY2015 tracked cases in a timely manner.

**Activity Target 1:**

Develop three (3) new scenarios that relate/describe consequences for not engaging in the Board's process in a timely manner to use in Board training sessions. Due November 15, 2014

**Activity Target 2:**

Conduct one (1) training session for LOB/SO support staff that emphasizes the importance of timeliness in processing tracked cases. Due August 31, 2015

**Core Initiative: Tools and Training**

Provide managers and employees with the tools and training necessary to foster a workplace free of harassment and promote leadership and engagement.

**Core Activity: Accountability Board Training**

Ensure all employees receive Board training commensurate with their responsibilities under the Accountability Board Order 1100.125A.

**Activity Target 1:**

Refine the Accountability Board training module in the New Managers course in collaboration with Talent Development (AHD). Due March 31, 2015

**Activity Target 2:**

Develop a strategy to attract more participants to brown bag sessions on the Accountability Board. Due January 15, 2015

**Activity Target 3:**

Develop a new Board eLearning Management System (eLMS) course to ensure all employees are fully aware of their responsibilities pursuant to the Board's process and procedures. Due September 30, 2015

**Core Activity: No Tolerance for Harassment**

Promote FAA as a workplace that values and respects all employees by emphasizing the Administrator's policy on zero tolerance for workplace harassment during the on-boarding process.

**Activity Target 1:**

Review the script and materials presently used during headquarters (HQ) employee on-boarding sessions for content and clarity about FAA's commitment to a workplace free of harassment. Due December 15, 2014

**Activity Target 2:**

Working with HR Board points of contact, incorporate Board information in the on-boarding process nationwide. Due July 31, 2015

**Core Measure: Human Resources Policy**

Provide policy development and oversight on all FAA AHR policies, AHR policy web content, and comprehensive policy development/issuance instructions to AHR Directors and FAA LOB/SOs.

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**Core Initiative: Human Resources Policy**

Develop, implement, and oversees FAA Human Resources policies and special programs.

**Core Activity: Policy Development and Oversight**

Provide policy development and maintenance with a focus that supports FAA's Workforce of the Future initiative

**Activity Target 1:**

Continue to work the multi-year project to update the FAA Personnel Management System (PMS) framework document. Identify areas that require updating in the FAA PMS framework document

and present findings to HR management with recommendations. Due December 30, 2014

**Activity Target 2:**

Prepare the first initial draft of the FAA PMS framework document for coordination internally within AHR that incorporates management's decisions. Due June 30, 2015

**Activity Target 3:**

Conduct an inventory of FAA Policies to determine relevant and up-to-date of content and format. Due December 30, 2014

**Activity Target 4:**

Reduce the number of policy documents by 10% where content and policy formats are outdated in order to provide the FAA workforce with the most current up-to-date AHR policies. Due September 30, 2015

**Activity Target 5:**

Prepare, update and implement the policies necessary to support the launch of the Valuing Performance (VP) Program. Due October 31, 2014

**Core Activity: Human Capital Accountability System**

Develop, document, and maintain a Human Capital Accountability System that supports the agency's ability to maintain a legally defensible and merit-based personnel system by periodically monitoring, assessing, evaluating, and measuring the results from governing agency policies, programs, systems, and initiatives to support the maintenance of the Interchange Agreement with the Office of Personnel Management (OPM).

**Activity Target 1:**

Conduct at least two program reviews covering a significant AHR program area (i.e. executive systems, hiring authorities, compensation, etc...). Program review consists of complete analysis and report; present findings to AHR-1 and coordinate any major program or policy changes. Due September 30, 2015

**Activity Target 2:**

Conduct a minimum of three AHR Compliance Evaluations in FY2015. Compliance Evaluations consists of data collection, analysis, validation to documented policies and procedures, prepare reports, and present findings to AHR-1 for continuous organizational improvements. Due September 30, 2015

**Activity Target 3:**

Review several policy changes and their effects on personnel transactions (i.e. Freeze of hiring and restrictions on promotions, Telework, Voluntary Early Retirement Authority (VERA)/Voluntary Separation Incentive Payment (VSIP) and On-the-spot hiring) in order to evaluate historical trends which will drive areas of improvement to AHR systems and policies. Provide a report based on overall analysis that identifies areas of weakness or improvement and makes recommendations to management. Due July 30, 2015

**Core Measure: Workers' Compensation**

Increase agency productivity, improve employee morale and engagement, and contain agency costs through effective management of the DOT Workers' Compensation Program (OWCP).

**Core Initiative: Workers' Compensation**

Through timely filing of claim forms, proactive intervention on disability claims, and by partnering with the Department of Labor (DOL) and DOT officials and staff we will ensure effective management of the DOT workers' compensation program. We will submit claim forms to ensure timely payment of benefits, return injured employees to duty as soon as possible, reduce lost production days, achieve cost avoidance, and contain our annual bill at a rate less than the government-wide increase.

**Core Activity: Workers' Compensation Cost Containment**

AHR will achieve cost containment through effective management of the DOT workers' compensation program. Mitigate OWCP costs by proactively managing injury claims and through increased emphasis on and improvement of the Continuation of Pay (COP) recovery process.

**Activity Target 1:**

Contain DOT's annual workers' compensation chargeback costs at a rate less than the government-wide increase. Due August 15, 2015

**Activity Target 2:**

Monitor unauthorized COP and collaborate with facility management to recover unauthorized COP per established federal regulations and collective bargaining agreements. Due September 30, 2015

**Core Activity: Compliance with President's Protecting Our Workers and**

## **Ensuring Reemployment (POWER)**

### **Initiative OWCP Targets.**

Ensure DOT achieves the FY2015 targets under the POWER Initiative. The POWER Initiative directs all Federal departments to increase their timely submission of workers' compensation forms and reduce lost production days (LPDs) stemming from workplace injuries. Additional emphasis and effort in these areas will serve DOT by increasing productivity through the reduction of lost time from work and by enhancing our status as a workplace of choice.

#### **Activity Target 1:**

Submit XX% of all notice of injury and occupational disease claims to DOL in a timely manner. Due September 30, 2015

#### **Activity Target 2:**

Submit XX% of all wage loss claims to DOL in a timely manner. Due September 30, 2015

#### **Activity Target 3:**

Achieve a LPDs rate of XX days or less. Due September 30, 2015

### **Core Activity: Design and implement new and innovative program management techniques**

To ensure continued efficiencies in managing DOT's OWCP program we will pursue new and innovative program management strategies. Refining our procedures and adding new programs will enable us to continue to contain costs as well as ensure the most efficient program for both injured workers and FAA management.

#### **Activity Target 1:**

Deploy and manage a pilot return to work program in collaboration with the Aeronautical Center Human Resources Office to match partially disabled claimants with existing position vacancies. Monitor the number of referrals made for employment consideration and the number of placements made under this program. Evaluate program results to determine if program should be expanded to other FAA Regions and DOT modes. Due September 30, 2015

#### **Activity Target 2:**

Pursue the efficacy of deploying a Pharmacy Benefit Management (PBM) program. Collaborate with DOL to ensure compliance with all OWCP requirements. Design a statement of work and other requirements with FAA contracting office to solicit bids from PBM vendors. Evaluate PBM bids to consider if awarding a contract to offer bulk discounts on pharmacy prescriptions to DOT

employees would achieve cost savings and provide quality prescription services to employees. If contract awarded, review regularly scheduled reports from the vendor on program utilization, compliance and cost savings. Due September 30, 2015

## **Core Measure: Compensation and Performance Measurement**

Ensure the FAA's Core Compensation Program is competitive, fiscally responsible, and tied to a strong performance management system.

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### **Core Initiative: Compensation**

Review and evaluate the FAA's Core Compensation Program. Ensure it is competitive, fiscally responsible, and tied to a strong performance management system.

#### **Core Activity: Compensation**

Generate a strategic compensation plan for the FAA which includes all levels of employees. Provide a compensation strategy for bargaining with unions, and a plan to revise FAA compensation infrastructure for executives, managers, and front-line non-bargaining employees. Position classification, management of budgeted Full Time Employees (FTEs), pay band/range structure and adjustments, and pay progression are to be included. Prioritize deliverables and socialize the plan with the Business Council (BC) and Executive Council (EC).

#### **Activity Target 1:**

Evaluate current processes for the classification of positions across the agency. Provide recommendations to the BC for alternative courses of action. Due January 31, 2015

#### **Activity Target 2:**

Develop a schedule and delineate changes to be made in a Master Strategic Compensation Plan. Due April 30, 2015

#### **Activity Target 3:**

Expand the number of external and internal pay equity comparisons, determine scope factors suitable for specific FAA classifications, and implement a revised set of data elements for FAA market pay comparisons. Due April 30, 2015

#### **Activity Target 4:**

Provide recommendations for the BC on incentive programs to strengthen the link between performance and pay for mid-level management supervisors and managers (J/K band) and non-supervisory employees. Due March 1, 2015

**Activity Target 5:**

Review, evaluate, and make recommendations regarding the executive compensation program. Due May 30, 2015

**Activity Target 6:**

Develop recommendations for the BC for a rewards and recognition program designed to improve productivity throughout the FAA workforce. Due March 1, 2015

## Core Initiative: Performance Management

Provide oversight and manage the outreach efforts of the new performance management program.

### Core Activity: Valuing Performance Implementation

Implement the VP assessment and feedback system for all core compensation managers and employees.

**Activity Target 1:**

Design and implement a VP marketing and communication strategy. Due September 30, 2015

**Activity Target 2:**

Establish a performance management system to support the assignment and management of critical elements within an employee's individual performance plan. Due September 30, 2015

**Activity Target 3:**

Ensure managers are prepared for implementing Valuing Performance (VP) by having at least 70% of VP take the complementary courses. Due September 30, 2015

### Core Activity: Valuing Performance System Refinement

Refine and further develop the VP system that links pay to performance.

**Activity Target 1:**

Implement stage one of the VP program. Due January 31, 2015

**Activity Target 2:**

Research potential changes to the VP program and provide recommendations to the Business Council. Due June 30, 2015

**Activity Target 3:**

Ensure VP software design, system maintenance and support is on schedule and complete. Due September 30, 2015

**Activity Target 4:**

Ensure VP system closeouts are functional. Due September 30, 2015

## Core Activity: Performance Management System (PMS) Oversight

Oversee and manage PMS program and processes.

**Activity Target 1:**

Determine the percentage of FAA employees who received a final FY2014 performance assessment under the PMS. Due December 31, 2014

**Activity Target 2:**

Conduct a 10% sampling of individual performance plans to confirm alignment with the FY2015 LOB/SO Business Plans and the presence of credible measures. Due March 31, 2015

**Activity Target 3:**

Determine the percentage of FAA employees who have not received a mid-cycle progress review. Due April 30, 2015

**Activity Target 4:**

Provide notice and recommend enforcement policy to the heads of the LOB/SO on employees who have not received a mid-cycle review. Due July 1, 2015

## Core Measure: Customer Satisfaction - ACSI FAA Web Survey

Maintain the annual average of FAA surveys on the American Customer Satisfaction Index (ACSI) at or above the average Federal Regulatory Agency score. Review customer requirements annually and measure customer satisfaction more broadly for FAA service.

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## Core Initiative: Enable Innovation and Collaboration

Empower FAA employees to build new ideas, participate in conversations about their ideas and the ideas of others through online communities that enable innovation and collaboration.

### Core Activity: FAA Idea Challenges - AHR

Launch, publish and communicate at least one FAA Idea Challenge.

**Activity Target 1:**

Launch one Idea Challenge through IdeaHub. Due March 31, 2015

# **Core Measure: Small Business and Corporate Citizenship**

Promote Small Business Development and Corporate Citizenship.

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## **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 (AHR)**

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