



**Federal Aviation
Administration**

Civil Rights

Fiscal Year 2016 Business Plan



FY2016 ACR Business Plan

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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

Internal Work Objective: 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.

Internal Work Initiative: External Operations Program Compliance

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

Internal Work 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, 2016, or provide alternative means of meeting requirements.

Activity Target 1:

Enroll 9 airports in the compliance self-

assessment tool for the DBE/ACDBE programs. Due November 1, 2015

Activity Target 2:

Develop the DBE/ACDBE tool for a mini-review. Due December 31, 2015

Activity Target 3:

Develop and conduct training on the mini-review tool to Title VI and ADA team members. Due February 15, 2016

Activity Target 4:

Review self-assessment responses received and provide feedback to the airports to assist them in becoming compliant. Due March 30, 2016

Activity Target 5:

Conduct seven (7) DBE and/or ACDBE program compliance reviews plus one (1) combined mini-review pilot that includes the ADA and Title VI programs. Due September 30, 2016

Activity Target 6:

Revise DBE/ACDBE tool for a mini-review based on the pilot. Due September 30, 2016

Activity Target 7:

Assess the compliance status of airports where compliance reviews were conducted in fiscal year (FY) 2015. Due September 30, 2016

Internal Work 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, 2016, or provide alternative means of meeting requirements.

Activity Target 1:

Develop a draft self-assessment tool for the ADA/504 Programs. Due November 30, 2015

Activity Target 2:

Develop the ADA/504 tool for a mini-review. Due December 31, 2015

Activity Target 3:

Develop and conduct training on the mini-review tool to Title VI and DBE team members. Due February 15, 2016

Activity Target 4:

Pilot the draft self-assessment tool to nine (9) airports and adjust as necessary. Due March 30, 2016

Activity Target 5:

Conduct seven (7) ADA and/or 504 program compliance reviews plus one (1) combined mini-review pilot that includes the DBE and Title VI programs. Due September 30, 2016

Activity Target 6:

Revise ADA/504 tool for a mini-review based on the pilot. Due September 30, 2016

Activity Target 7:

Assess the compliance status of airports where compliance reviews were conducted in fiscal year (FY) 2015. Due September 30, 2016

Internal Work 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, 2016, or provide alternative means of meeting requirements.

Activity Target 1:

Develop a draft self-assessment tool for the Title VI/LEP/EJ Programs. Due November 30, 2015

Activity Target 2:

Develop the Title VI/LEP/EJ tool for a mini-review. Due December 31, 2015

Activity Target 3:

Develop and conduct training on the mini-review tool to DBE and ADA team members. Due February 15, 2016

Activity Target 4:

Pilot the draft self-assessment tool to 9 airports and adjust as necessary. Due March 30, 2016

Activity Target 5:

Conduct seven (7) Title VI, LEP, and/or EJ program compliance reviews plus one (1) combined mini-review pilot that includes the ADA and DBE programs. Due September 30, 2016

Activity Target 6:

Revise Title VI/LEP/EJ tool for a mini-review based on the pilot. Due September 30, 2016

Activity Target 7:

Assess the compliance status of airports where compliance reviews were conducted in fiscal year (FY) 2015. Due September 30, 2016

Internal Work Initiative: External Operations Program Training and Technical Assistance

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

Internal Work 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 September 30, 2016

Activity Target 2:

Conduct or participate in one (1) DBE and/or ACDBE training event, if funding is available, and we receive approval to participate. Due September 30, 2016

Activity Target 3:

Consult with at least 50 airport sponsors or other stakeholders on the DBE/ACDBE program. Due September 30, 2016

Internal Work Activity: ADA/504 Training and Technical Assistance

Deliver training, technical assistance and consultations to airport sponsors or other ADA/504 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 that the training/consultation increased their knowledge of program requirements.

Activity Target 1:

Provide technical assistance to forty-eight (48) individuals/small groups. Due September 30, 2016

Activity Target 2:

Provide training for the regulated community through eight (8) webinars. Due September 30, 2016

Activity Target 3:

Conduct or participate in one (1) ADA and/or 504 training event, if funding is available, and we receive approval to participate. Due September 30, 2016

Internal Work Activity: Title VI, LEP and EJ Training

Deliver training, technical assistance and consultations to airport sponsors or other Title VI/LEP/EJ 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 that the training/consultation increased their knowledge of program requirements.

Activity Target 1:

Finalize the Title VI Awareness Tool. Due November 30, 2015

Activity Target 2:

Distribute Title VI Awareness Tool to 50 airports. Due December 31, 2015

Activity Target 3:

: Identify and establish dates in which each training seminar will be held. Due January 31, 2016

Activity Target 4:

Market and conduct eight (8) web-based training seminars for airport sponsors. Due September 30, 2016

Activity Target 5:

Conduct or participate in one (1) Title VI, LEP and/or EJ training event, if funding is available, and we receive approval to participate. Due September 30, 2016

Internal Work 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.

Internal Work Activity: DBE/ACDBE Information Technology

Enhance development of the FAA dbE-Connect System to include a dashboard for Airport District Offices (ADOs) to check the status of airport compliance with the DBE/ACDBE program requirements. The expected outcome is that, based on any evaluations collected, at least 50% of ADOs who respond will indicate that the ADO dashboard increased their knowledge of airports DBE/ACDBE program compliance.

Activity Target 1:

Develop ADO dashboard prototype, if funding is available. Due December 31, 2015

Activity Target 2:

Test dashboard prototype with two regions. Due February 28, 2016

Activity Target 3:

Refine dashboard and develop a user guide. Due April 1, 2016

Activity Target 4:

Make dashboard available to all ADOs. Due May 1, 2016

Internal Work Activity: ADA/504 Program Information Technology

Create 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 incorporation of at least three (3) ADA related elements to be incorporated in the system.

Activity Target 1:

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 funding is available. Due March 31, 2016

Activity Target 2:

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 by testing with nine (9) airports. Due September 30, 2016

Internal Work Activity: Title VI, LEP and EJ Information Technology

Create 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 system.

Activity Target 1:

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 funding is available. Due March 31, 2016

Activity Target 2:

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 by testing with nine (9) airports. Due June 30, 2016

Internal Work Objective: 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.

Internal Work 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.

Internal Work Activity: Policy Development

Coordinate and/or enhance guidance materials, in collaboration with DOT and internal and external stakeholders to increase clarity and usability of the 2008 Joint Ventures (JV) guidance; and incorporate the needs of Persons with Disabilities (PWD) and those with Limited English Proficiency (LEP) in emergency evacuations and use of emerging technologies.

Activity Target 1:

Provide final guidance to DOT General Counsel's

Office for approval to issue ACDBE JV Guidance Q&A. Due September 30, 2016

Activity Target 2:

Develop and revise guidance based on feedback received from external and internal stakeholders including DOT OAs, on a draft guidance document for airport sponsors that addresses the needs of PWD and those with LEP in emergency evacuations. Due July 31, 2016

Activity Target 3:

Develop draft guidance for airport sponsors that address the needs of PWD and those with LEP in the design and use of emerging technologies. Due August 31, 2016

Internal Work Activity: Policy Coordination

Host stakeholder meetings for each external programmatic area relating to regulatory requirements including a potential 49 CFR part 23 update; issue report to address airport car rental industry disadvantaged business enterprise participation.

Activity Target 1:

Finalize the analysis (report) concerning the airport car rental concession industry to include recommendations on how to increase ACDBE participation and eliminate barriers to participation. Due September 30, 2016

Activity Target 2:

Provide input and assistance in support of the FAA Office of Airports' revision of the Advisory Circular Draft AC No: 150/5360-14A (Access to Airports by Individuals with Disabilities). Due September 30, 2016

Activity Target 3:

Host three separate stakeholder meetings (one per quarter) beginning the second quarter of FY 2016 in order to listen to stakeholder concerns and recommendations, and to provide regulatory updates and technical assistance as needed. Each stakeholder meeting will cover one external program, e.g., second quarter will cover ADA; third quarter will cover Title VI; fourth quarter will cover DBE/ACDBE. Meetings may be held in person, via telecons, or other technical methods. Due August 30, 2016

Activity Target 4:

Host national civil rights training conference in Washington, DC for airports in order to provide regulatory updates and technical assistance to stakeholders, airport sponsors, and all interested

parties. Conference should incorporate case scenarios where appropriate. Due September 30, 2016

effective management of Agency acquisitions, continuous improvement of acquisition management policies and practices, and favorable financial system audit results.

Internal Work Activity: Program Enhancement

Standardize the National Airport Policy and Compliance review methodology to substantially increase the number or quality of reviews; enhance ACR website in reference to external programs to include recommendations for redesign in order to improve application and navigation. Establish the procedures FAA will incorporate to provide meaningful access and to eliminate or reduce barriers to FAA programs and activities for people who have a limited ability to speak, write, and/or understand the English language.

Activity Target 1:

Secure contractor support to develop a risk based methodology for choosing airports for compliance reviews. Due September 20, 2016

Internal Work Activity: DOT Office of Inspector General

Support the implementation of the DOT Action Plan to address the recommendations made by the DOT Office of Inspector General (OIG) to the Departmental Office of Civil Rights' DBE Program. Serve as ACR coordinator to provide support to OIG for its third year FAA audit of new DBEs and ACDBEs at airport and the DBE and ACDBE certification process.

Activity Target 1:

Collaborate with ACR-4, DOT, FHWA, and FTA to provide all necessary input to support the implementation of the DOT Action Plan to address data collection made by the OIG regarding the DBE Program. Due September 30, 2016

Activity Target 2:

Serve as lead ACR coordinator in reference to OIG inquiries and data requests by collaborating with ARP, AGC, ACR-4, DOT, FHWA, and FTA to provide information and technical assistance to the OIG in the development of its third year FAA audit report. Due September 30, 2016

Internal Work Objective: Optimize Agency Resources

Optimize the use and management of FAA resources to improve accountability and enhance operational efficiency through improved management of FAA acquisitions, effective management of financial resources, and support of non-AFN workforce planning. Successful accomplishment of this objective is measured through

Internal Work 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 operation, overhead rates, and cost per accounting transaction.

Internal Work Activity: ACR Efficiency Measure: Time to Process Reasonable Accommodation Requests

ACR will report to ABA quarterly on the timeliness percentage of reasonable accommodation requests processed.

Activity Target 1:

Report quarterly results and comments to ABA for reasonable accommodation request. Due 30 days after the end of each quarter. Due September 30, 2016

Activity Target 2:

Provide updated FY 2017 measure template for review and approval. Due June 30, 2016

Internal Work Initiative: Small Business Development

Provide direct procurement opportunities to small business, thereby promoting small business development and good corporate citizenship.

Internal Work Activity: Awarding of Procurement Dollars (ACR)

Award procurement dollars to small businesses, with special emphasis on procurement opportunities for small disadvantaged businesses, service-disabled veteran-owned small businesses, and women owned small businesses.

Activity Target 1:

Award at least 25 percent of the total ACR direct procurement dollars to small businesses. Due September 30, 2016

Empower and Innovate with the FAA's People

Strategic Objective: 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.

Strategic Initiative: Attracting Talent

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

Strategic Activity: Strategic Workforce Planning

Review the encumbered core compensation positions report from the Federal Payroll and Processing System (FPPS) on a quarterly basis to identify positions which are vacant and/or projected to be vacant within 90 days.

Activity Target 1:

Provide current and projected vacancies for core compensation positions to AHR, via KSN, no later than (NLT) 30 days after posting of the quarterly FPPS report. Due September 30, 2016

Internal Work Objective: 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 2016, ACR in collaboration with the FAA LOBs/SOs will ensure that at least 2.33% of all FAA new hires are PWTD.

Internal Work 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 2.33% 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.

Internal Work Activity: Hiring PWTD

In FY 2016, ACR in collaboration with the FAA LOBs/SOs will ensure that at least 2.33% 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, 2015

Activity Target 2:

Provide one consultation session with each LOB/SO to establish PWTD hiring initiatives. Due June 30, 2016

Activity Target 3:

Provide a monthly report to each LOB/SO outlining their progress towards the PWTD hiring goal. Due September 30, 2016

Internal Work Objective: Outreach and Special Emphasis Programs

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

Internal Work Initiative: Outreach to Underrepresented Groups

Increase the outreach to groups with lower than expected participation rates in the FAA applicant pool.

Internal Work Activity: Outreach

Increase the outreach to targeted groups in the FAA applicant pool by developing a targeted outreach strategy.

Activity Target 1:

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, 2015

Activity Target 2:

Partner with colleges and universities career centers and student associations to conduct on campus information sessions for students. Due September 30, 2016

Internal Work 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.

Internal Work 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:

Provide quarterly SEP information sessions in FAA HQ and Regional Offices. Due September 30, 2016

Activity Target 2:

Provide annual SEPM training to the subject matter experts in the Regional Offices. Due September 30, 2016

Activity Target 3:

Conduct annual briefing to Regional Management Teams (RMT). Due September 30, 2016

Internal Work 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.

Internal Work Activity: Manage Diversity and Inclusion

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

Activity Target 1:

Implement 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 July 31, 2016

Activity Target 2:

In coordination with the services areas and headquarter, ACR will host a National Diversity and Inclusion Day. Due July 31, 2016

Activity Target 3:

Partner with Employee Associations to promote training and educational opportunities for FAA employees. Due September 30, 2016

Internal Work Objective: 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.

Internal Work Initiative: ADR Engagement

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

Internal Work Activity: ADR Engagement

ACR, in coordination with the LOBs/SOs, will ensure that 70% of all managers engage in mediation when requested by employees.

Activity Target 1:

Assist Agency effort with ADR engagement by ensuring that 70% of all managers engage in mediation when requested by employees. Due September 30, 2016

Activity Target 2:

Track the agency resolution rate through mediations and present the data to the EAC. Due September 30, 2016

Internal Work Objective: 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.

Internal Work 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.

Internal Work 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 and report to the EAC. Due September 30, 2016

Activity Target 2:

Prepare FAA Annual EEO Program Status Report (MD-715) and submit to EEOC. Due January 31, 2016

Activity Target 3:

Prepare the annual State of EEO briefing and present to EAC. Due September 30, 2016

Internal Work Activity: Barrier Analysis

Identify one (1) MCO that will be reviewed for potential barriers.

Activity Target 1:

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, 2016

Activity Target 2:

Conduct a post evaluation on the MCO where barrier analysis has been conducted to determine implementation of corrected actions recommended. Due September 30, 2016

Internal Work Initiative: MD 715 EEO Assessments

Conduct and follow up on MD 715 EEO Assessments

Internal Work Activity: MD 715 EEO Assessments

Civil Rights Directors (CRD) responsible for internal EEO will conduct a total of eight (8) EEO assessments and eight (8) follow-ups to ensure LOBs/SOs are complying with EEO laws, policies and regulations. Each CRD will conduct two (2) assessments and two (2) follow-ups of previously conducted assessments. The assessments will be done either in person or electronically.

Activity Target 1:

Identify the eight (8) facilities to conduct the MD 715 EEO assessments; and the eight (8) facilities for follow-ups. Due December 31, 2015

Activity Target 2:

Conduct eight (8) MD 715 facility assessments and eight (8) follow-ups. Due July 31, 2016

Internal Work Objective: 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.

Internal Work Initiative: EAC

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

Internal Work Activity: EAC

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

Activity Target 1:

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, 2015

Activity Target 2:

Support Agency efforts to implement and/or revise performance evaluation methods to the managers EEO performance standard. Due September 30, 2016

Activity Target 3:

Identify and track Diversity and Inclusion initiatives through the EAC Workgroups. Due September 30, 2016

Internal Work Objective: 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.

Internal Work Initiative: EEO Training

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

Internal Work 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, 2016

Activity Target 2:

Track and provide monthly training completion reports to the ACR management team. Provide bi-monthly reports to the EEO Action Committee (EAC). Due September 30, 2016

Activity Target 3:

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, 2016

Internal Work Activity: Ensure Compliance with No FEAR Training Requirement

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

Activity Target 1:

Coordinate with Corporate Learning and Development, AHD-200, to establish and implement No FEAR training for FY2016. Due November 1, 2015

Activity Target 2:

Monitor and report monthly on the completion of the No FEAR Training to ACR-1 to ensure FAA obtains 100% completion rate. Due September 30, 2016

Activity Target 3:

Coordinate with each LOB to obtain Certification of Completion documentation for No FEAR completions within each LOB and report completion statistics to the DOT Office of Civil Rights (DOCR). Due September 30, 2016

Internal Work Initiative: Effectiveness of EEO Training

Monitor and measure the effectiveness of EEO training.

Internal Work Activity: Evaluate EEO Training

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

Activity Target 1:

Establish and implement the electronic process of training evaluation for all Service Areas. Due January 15, 2016

Activity Target 2:

Monitor training feedback to determine whether the training was successful. Due September 30, 2016

Activity Target 3:

Establish improvement plans to address unsuccessful training. Due September 30, 2016

Activity Target 4:

Provide quarterly training evaluation reports to ACR management. Due September 30, 2016

Internal Work Activity: Review, Revise, and Develop EEO Training

Review the existing EEO training courses for currency with EEO laws and guidance. Update the content of the training. Develop new EEO courses to meet current EEO training needs. Provide instructor certification training to ACR employees who will conduct EEO training.

Activity Target 1:

Review and revise the content of existing EEO training courses to ensure they are in compliance with current EEO laws and guidance. Due March 30, 2016

Activity Target 2:

Develop new EEO courses to meet current EEO training needs. Due September 30, 2016

Activity Target 3:

Research available off-the-shelf EEO courses and video clips to determine the feasibility of purchasing them to add to ACR's training courses. Due September 30, 2016

Activity Target 4:

Establish and implement a Certification Process for all ACR employees who conduct EEO training and 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, 2016

Internal Work Objective: 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.

Internal Work Initiative: National EEO Complaints Services

The National EEO Complaint Services (ACT-9) ensures that aggrieved individuals alleging discrimination on the basis of race, color, religion, sex (including pregnancy, equal pay, gender identity and sexual orientation), national origin, age (40 or older), disability, genetic information or retaliation have access to neutral counselors when participating in the National Intake and EEO Counseling processes. ACT-9 operates in a customer focused environment to better satisfy the needs of our customers and to improve the quality of the organization's products and services by complying with International Organization for Standardization (ISO) 9001:2008.

Internal Work 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 82% of all reports are submitted within the EEOC regulatory 15 calendar days.

Activity Target 1:

At least 82% of all EEO Counselor reports will be provided to DOCR within the EEOC regulatory 15 calendar days. Due September 30, 2016

Internal Work 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 consistent delivery of quality services and conformance to Quality Management System (QMS) standards.

Activity Target 1:

Complete initial surveillance audit as required to maintain ISO Certification. Due May 31, 2016

Activity Target 2:

Complete final surveillance audit as required to

maintain ISO Certification. Due September 30, 2016

Activity Target 3:

Conduct QMS training, as required to maintain quality standards. Due September 30, 2016

Internal Work Activity: Perform, Track and Analyze Joint Meetings as a means to increase productivity (settlements) during the Traditional Counseling Process

ACR will develop guidance for using Joint Meetings as a method during the Traditional Counseling Process. The EEO counselors will be trained on this guidance. Data will be collected and analyzed to determine future utilization. ACT-9 will perform the analysis and produce a summary of lessons learned (pros and cons) during the first quarter of FY-17. This strategy will be incorporated as a technique to increase resolution opportunities.

Activity Target 1:

Develop and present guidance for Joint Meetings to ACT-9 staff for comments. Due January 31, 2016

Activity Target 2:

Train EEO Counselors on the new guidance for Joint Meetings. Due February 29, 2016

Activity Target 3:

Conduct a Joint Meeting for at least 2% of all Informal EEO Cases initiated during FY-16. Due September 30, 2016

Activity Target 4:

Conduct an analysis of Joint Meetings held and provide a summary of lessons learned to determine future utilization. Due September 30, 2016

Internal Work Initiative: National EEO Complaints Services and Compliance Reports

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 and providing information during the intake process to ensure proper processing of potential complaints.

Internal Work Activity: EEO Complaint Services Information Exchange Forum

Organize an exchange forum for collaborating with other government agencies, state government and the private sector on processing EEO complaints in an effort to discover best practices, methods and tools to allow an opportunity to streamline the efficiency of EEOC requirements. ACR will coordinate and host a one day EEO Complaint Services Information Exchange Forum with agencies and organizations external to the FAA. This will serve as an opportunity to voice best practices, share methods and tools used to provide an effective EEO Pre-Complaint Process.

Activity Target 1:

Develop presentation format and draft agenda for the EEO Complaint Services Information Exchange Forum. Due February 29, 2016

Activity Target 2:

Canvass and invite targeted organizations to participate in the EEO Complaint Services Information Exchange Forum. Due April 29, 2016

Activity Target 3:

Finalize the agenda and distribute to attendees. Due June 30, 2016

Activity Target 4:

Conduct the EEO Complaint Services Information Exchange Forum. Due August 31, 2016

Activity Target 5:

Provide a report highlighting the best practices discussed at the EEO Complaint Services Information Exchange Forum. Due September 30, 2016

Internal Work Initiative: National Intake Unit Services

Improve the utilization of the eFile tool for customers and develop tracking methods for processing Intake Interviews, Inquiries and eFiles.

Internal Work Activity: Enhance eFile Portal and Track National Intake Services

ACR will evaluate the eFile Portal elements and fields to determine efficient usability. This enhancement will provide customers immediate access to the Rights and Responsibility Memorandum. Also, will develop methods for tracking National Intake activities.

Activity Target 1:

Develop tracking method for processing Intake interviews, inquiries and eFiles. Due December 31, 2015

Activity Target 2:

Implement National Intake tracking method. Due January 1, 2016

Activity Target 3:

Redesign the eFile portal process for submission to Micropact. The design should include an automatic retrieval and acknowledgement of the Rights and Responsibilities. Due March 30, 2016

Activity Target 4:

Provide cost estimate for requested upgrades to eFile portal. Due May 31, 2016

Activity Target 5:

Coordinate with DOOCR to ensure compatibility with the iComplaints Tracking System. Due July 29, 2016

Activity Target 6:

Implement new eFile portal system, if funding permits. Due September 30, 2016

Internal Work Objective: Conflict Coaching Program

Increase FAA Managers and Employees conflict resolution skills through the conflict coaching program and reduce the number of agency EEO complaints that are filed by offering an additional service for conflict resolution.

Internal Work Initiative: Expand Conflict Coaching Program

Increase FAA Managers and Employees conflict resolution skills through the conflict coaching program and reduce the number of agency EEO complaints that are filed by offering an alternative conflict resolution process.

Internal Work Activity: Expand Conflict Coaching Program

Increase FAA Managers and Employees conflict resolution skills through the conflict coaching program and reduce the number of agency EEO complaints that are filed by offering an additional service for conflict resolution.

Activity Target 1:

Brief the LOB Heads at the EAC meeting to introduce the Conflict Coaching Program and the need to coordinate coaching activity within each Line of Business and Staff Office Due January 31, 2016

Activity Target 2:

Provide Conflict Coaching training for new coaches that are identified by the LOB's. Due September 30, 2016

Activity Target 3:

Develop an informational Conflict Coaching Briefing that introduces Conflict Coaching to Managers, Supervisors and Employees of the FAA. Due March 30, 2016

Activity Target 4:

Collect Conflict Coaching Agreements for Statistical Assessments. Due September 30, 2016

relationships with vendors for Dispute Resolution to conduct advanced mediator training for all active mediators. Secure the training providers, location, etc. Due September 30, 2016

Activity Target 2:

Identify training needs for FY2017 for all active mediators. Develop Learning Path Plan; determine/identify which courses will be in each track. Provide Learning Plan to ACR Management Team for input. Due September 30, 2016

Activity Target 3:

Provide quarterly training; refresher training and new mediator training as needed and as required for currency. Identify training providers, location, shared funding with LOBs, and identify participants. Due September 30, 2016

Activity Target 4:

Coordinate with the points of contact (POC) for all Federal Executive Boards across the country to identify training initiatives that would assist with the training and enhance learning elements for mediators. Due December 31, 2015

Activity Target 5:

Update/maintain mediator profiles and provide to the ADR Program Managers so they may use them to assist with making assignments according to mediator's level of experience and training. Also, create KSN site to include, adding users, identify materials, notification that the site is live, etc. Due September 30, 2016

Internal Work Objective: 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 monitor 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. ACR will establish a KSN site for mediators to access information on different mediation topics to include best practices, policy changes, new techniques, etc. ACR will develop a Learning Path Plan for mediators that will identify levels and learning tracks for continuous improvement.

Internal Work 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 monitor 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. ACR will establish a KSN site for mediators to access information on different mediation topics to include best practices, policy changes, new techniques, etc. ACR will develop a Learning Path Plan for mediators that will identify levels and learning tracks for continuous improvement.

Internal Work Activity: Mediators Training

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

Activity Target 1:

Establish new relationships/and expand existing

Internal Work Objective: Implement the redesign Reports of Investigation (ROI) Procedure in the FAA and Coordinate the dates with DOCR

ACR will implement the redesign ROI procedure nationwide. This will include refresher training of the review and consultation process to all EEO Specialist and ACR Directors in the Office of Civil Rights.

Internal Work Initiative: Implement the redesign ROI Procedure

ACR will implement the redesign ROI procedure and the review and consultation process for EEO complaints in the formal stage.

Internal Work Activity: Implement the redesign ROI Procedure

ACR will implement the redesign ROI procedure and the review and consultation process for EEO complaints in the formal stage.

Activity Target 1:

Coordinate implementation dates with DOCR on the redesign ROI procedures. Participate in briefings/training of ACR staff on the redesign ROI process. Due November 30, 2015

Activity Target 2:

Brief all ACR employees on the redesign scope, objective and measurable outcomes of the ROI process to include the milestones of implementation. Due November 30, 2015

Activity Target 3:

Submit for approval to ACR-1/2, the formal communication plan to train and educate key stakeholders and customers on the redesigned ROI procedures scope, objective and measurable outcomes of the process to include the milestones of implementation. Due December 30, 2015

Activity Target 4:

Communicate, educate and train all key stakeholders and customers of the define scope, objective and measurable outcome of the redesign process, the milestones of implementation and the pertinent parts of the Revised MD 110. Due March 1, 2016

Activity Target 5:

Implement the Redesign ROI procedures with DOCR, and FAA Office of Civil Rights Service Areas. Due May 1, 2016

Activity Target 6:

ACR-3 will work with the ROI Redesign group to develop service level agreements that will clarify roles and responsibilities among offices regarding the ROI process. Due May 1, 2016

Activity Target 7:

Conduct a survey from the stakeholders of the ROI process to determine the efficiency and effectiveness of the redesign effort. Due September 30, 2016

Internal Work Initiative: Employee Engagement

ACR will implement internal programs to increase the employee engagement index score over the FY 15 rating by 1%.

Internal Work Activity: Employee Engagement

ACR will implement internal programs to increase the employee engagement index score over the FY 15 rating by 1%.

Activity Target 1:

Establish a cross section workgroup of employees/managers to review survey results and develop a plan for next steps. Due December 31, 2015

Activity Target 2:

The workgroup will 1) review FedView data and interpret the data; 2) prioritize the areas of opportunity for improving the results, and 3) make recommendations on next steps and how to measure success on an interim basis. Due March 31, 2016

Activity Target 3:

Brief the ACR Management team on current status and suggested program enhancements to increase the employee engagement index score. Due March 31, 2016

Activity Target 4:

Monitor the next cycle of FedView survey scores to determine any adjustments/changes required to current programs to improve the employee engagement index score. Due September 30, 2016

Internal Work Objective: Employee Engagement

ACR will implement internal programs to increase the employee engagement index score over the FY15 rating by 1%.
