



**Federal Aviation  
Administration**

# **Human Resources Management Fiscal Year 2016 Business Plan**



# FY2016 AHR Business Plan

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The Office of Human Resource Management (AHR) Business Plan contains supporting goals to the agency's priorities that will equip the FAA workforce with critical leadership, technical, and functional skills to promote FAA's Workforce of the Future. AHR will accomplish this by an innovative, back to basics approach supporting strategic and effective customer engagement, enhanced Human Resource (HR) systems, and comprehensive leadership development. AHR will effectively and efficiently identify and develop future workforce skills development needs in order to position the FAA as an attractive employer of choice for current and prospective employees.

## 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 talented employees, developing future leaders, analyzing gaps in the technical skills required to meet changing operational needs and ensuring learning tools are in place to close skills gaps. AHR additionally supports the FAA's Cost Control Program and Small Business Procurement.

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

## 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: AHR Efficiency Measure: Days to Hire

FAA-wide, reduce the average number of calendar days it takes to hire non-bargaining unit employees.

### Activity Target 1:

Report results quarterly to ABA, no later than 40 days after the end of the 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: Cost Control Program

Implement line of business-specific as well as agency wide cost efficiency and strategic initiatives to reduce costs or improve productivity. Achieve documented cost savings and cost avoidance of \$xx million in FY 2016.

## Internal Work 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, 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 (AHR)

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 AHR direct procurement dollars to small businesses. Due September 30, 2016

# 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 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: Leadership Development

Embed the eight (8) FAA Strategic Leadership Capabilities throughout the leadership training and executive course curriculum to enhance curriculum and increase offerings and participation.

#### Strategic Activity: FAA Leadership and Learning Institute

Deliver quality leadership training to FAA managers.

##### Activity Target 1:

Deliver FAA foundational leadership and management training to 350 students. Due December 31, 2015

##### Activity Target 2:

Deliver FAA foundational leadership and management training to 700 students. Due March 31, 2016

##### Activity Target 3:

Deliver FAA foundational leadership and management training to 1,050 students. Due June 30, 2016

##### Activity Target 4:

Deliver FAA foundational leadership and management training to 1,400 students. Due September 30, 2016

##### Activity Target 5:

Maintain a 90% student satisfaction rating in all leadership and management courses. Due September 30, 2016

### Strategic Activity: Executive Development

Enhance the awareness and application of the eight (8) FAA Strategic Leadership Capabilities among current and potential executives by providing more programmatic opportunities for leadership development.

##### Activity Target 1:

Deliver four Influencing Our Performance Culture workshops to executives across the agency based on the FAA Strategic Leadership Capabilities. Due March 31, 2016

##### Activity Target 2:

40% of current executives complete participation in an Influencing our Performance Culture Workshop. Due March 31, 2016

##### Activity Target 3:

Deliver four additional Influencing Our Performance Culture workshops to executives across the agency based on the FAA Strategic Leadership Capabilities. Due June 30, 2016

##### Activity Target 4:

80% of current executives complete participation in an Influencing our Performance Culture Workshop. Due September 30, 2016

##### Activity Target 5:

Maintain a 90% participant satisfaction rating in all executive leadership and management courses reported quarterly. Due September 30, 2016

### Strategic Activity: Succession Plan Management

Establish an internal transformational leadership pipeline identifying and creating a succession management process for mission critical and high risk executive positions.

##### Activity Target 1:

Phase 1: Assess the readiness of identified talent pool members to succeed five (5) executive positions identified as mission critical and high risk. Due March 31, 2016

##### Activity Target 2:

Phase 1: Assess the readiness of identified talent pool members to succeed ten (10) executive positions identified as mission critical and high risk. Due June 30, 2016

##### Activity Target 3:

Phase 1: Assess the readiness of identified talent

pool members to succeed sixteen (16) executive positions identified as mission critical and high risk  
Due September 30, 2016

**Activity Target 4:**

Phase 2: Deliver at least one Forum for Executive Excellence workshop each quarter to address skill gaps in the identified talent pool members of 21 mission critical and high risk executive positions.  
Due September 30, 2016

**Strategic Activity: Strategic Leadership Capabilities**

Enhance the awareness and application of the eight (8) FAA Strategic Leadership Capabilities among FAA employees and future executives.

**Activity Target 1:**

Create a draft Strategic Leadership Capabilities (SLC) communication plan. Due December 31, 2015

**Activity Target 2:**

Conduct an SLC Focused Webinar for FAA newly hired employees. Due December 31, 2015

**Activity Target 3:**

Produce an SLC Introductory video. Due December 31, 2015

**Activity Target 4:**

Develop draft workplan to incorporate SLC into Executive JATS. Due March 31, 2016

**Strategic Activity: Succession Management Planning Programs**

Increase the number of potential leaders trained in existing leadership development programs.

**Activity Target 1:**

Initiate Senior Leadership Development Program (SLDP) application process for a new FY16 cohort. Due December 31, 2015

**Activity Target 2:**

Conduct Panel interviews of qualified applicants for new FY16 cohort. Due July 31, 2016

**Activity Target 3:**

Launch new SLDP cohort for FY16 that will increase the number of course offerings for potential leaders trained through SLDP. Due September 30, 2016

**Activity Target 4:**

Initiate Program for Emerging Leaders (PEL)

application process for a new FY16 cohort. Due December 31, 2015

**Activity Target 5:**

Select 50 PEL participants for the new FY16 cohort. Due March 31, 2016

**Activity Target 6:**

Launch new PEL cohort for FY16 that will increase the number of course offerings for potential leaders trained through PEL. Due June 30, 2016

**Strategic Initiative: Skills Identification**

Identify the gaps between the skills assessed in current mission critical occupations in the human capital plan and the future skills identified to meet the challenges and changes in the aviation industry.

**Strategic Activity: Mission Critical Skills Identification and Assessment**

Analyze skills of identified mission critical position(s) and identify skill development requirements.

**Activity Target 1:**

Design a competency-based gap analysis survey to augment existing job analysis documents and to use as a tool to identify the critical competencies required for success in two Mission Critical Occupations (MCOs). Due January 31, 2016

**Activity Target 2:**

Conduct a focus group of Subject Matter Experts (SMEs) to review and validate the survey tool and set proficiency Targets for the competencies identified as critical for the two MCOs selected for this study. Due June 30, 2016

**Activity Target 3:**

Conduct a competency assessment survey of Computer Engineers and Computer Scientists, documenting the variance between current and desired skills. Due August 31, 2016

**Activity Target 4:**

Complete and submit a draft written report on the findings from the competency gap analysis survey. Due September 30, 2016

**Activity Target 5:**

Partner with DOT in identifying current and future competencies in mission critical occupations in order to determine skills gaps. Due September 30, 2016

## Strategic Initiative: Attracting Talent

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

### Strategic Activity: Strategic Workforce Planning

Promote the use of strategic workforce planning (SWP) principles to assist LOB/SOs with Human Resource (HR) planning.

#### Activity Target 1:

Compile Air Traffic Organization (ATO), Aviation Safety (AVS), Airports (ARP), and Finance and Management (AFN) data, develop and validate key components of an organizational diagnostic and HR business integration tool to assist LOB/SOs with HR planning. Due March 31, 2016

#### Activity Target 2:

Develop a strategy for establishing more robust position management principles in collaboration with other LOB/SOs. Due March 31, 2016

#### Activity Target 3:

Create and deliver quarterly position management reports to LOB/SOs with a listing of all encumbered positions in Federal Payroll and Processing System (FPPS) within the first or second business day of the month following the end of the quarter. Due September 30, 2016

#### Activity Target 4:

Coordinate with LOB/SOs to utilize FPPS quarterly reports to identify current and projected vacancies to AHR, no later than (NLT) 30 days after receiving FPPS quarterly report. Due September 30, 2016

### Strategic Activity: Corporate Onboarding

Enhance the newly implemented Corporate Onboarding Program.

#### Activity Target 1:

Implement two additional Business Council recommendations, the Administrator's welcome email and the Senior Leadership Brown Bag. Due December 31, 2015

#### Activity Target 2:

Expand corporate onboarding support to include multiple resources for hiring managers in facilities without access to an on-site Human Resource Management Office (HRMO). Support includes training in virtual orientation and onboarding processes for Front Line Managers. Due March 31, 2016

#### Activity Target 3:

Implement executive onboarding recommendations from the FY2015 Tiger Team. Due March 31, 2016

#### Activity Target 4:

Develop recommendations to expedite access to systems utilized by newly onboarded employees. Due June 30, 2016

#### Activity Target 5:

Capture new hire, hiring manager, and LOB/SO customer satisfaction with the Corporate onboarding program. Due September 30, 2016

### Strategic Activity: Retention Analysis

Provide recommendations to Assistant Administrator for Human Resource Management (AHR-1) based on analysis and best practices for implementation of and offboarding process in FY2017.

#### Activity Target 1:

Identify data sources related to retention and attrition rates. Due December 31, 2015

#### Activity Target 2:

Benchmark FAA retention and attrition rates with other Federal agencies. Due March 31, 2016

#### Activity Target 3:

Track voluntary turnover and or attrition rates for all personnel and study survey data. Due June 30, 2016

#### Activity Target 4:

Map the offboarding process FAA-wide to identify opportunities to collect data and to identify any gaps related to employee risk in connection with purchase/travel cards, system access, transit benefits, etc. Due June 30, 2016

### Strategic Activity: Total Rewards

Support Workforce of the Future's recruiting, onboarding and retention efforts by creating tools and resources that highlight comprehensive benefits available to FAA employees.

#### Activity Target 1:

Conduct market research on public and private sector Total Rewards programs; establish an FAA Total Rewards resource project plan. Due January 29, 2016

#### Activity Target 2:

Develop an FAA 'Benefits in Brief' guide that summaries key aspects of each Federal benefit to

assist in recruiting, onboarding, and retention. Due March 31, 2016

**Activity Target 3:**

Create a web based Total Rewards resource highlighting the collective value of FAA benefits, compensation, and WorkLife programs. Due July 29, 2016

## Strategic Initiative: Programs and Activities Assessment

Identify Line of Business or Staff Office programs and activities that may provide broader agency benefits or efficiency improvements.

### Strategic Activity: Programs and Activities Assessment

Collaborate with LOB/SOs to determine which internal programs and activities can be expanded to add increased value across the FAA.

**Activity Target 1:**

Solicit additional feedback from LOB/SO regarding potential best practices and efficiency improvements identified in Workforce of the Future data collection. Due November 30, 2015

**Activity Target 2:**

Submit proposals to the ESC for LOB/SOs potential best practices and efficiency improvements for broader FAA benefit. Due December 31, 2015

**Activity Target 3:**

Develop an action plan to implement ESC recommendations for FY2017. Due January 31, 2016

**Activity Target 4:**

Begin implementation of action plan. Due March 1, 2016

## Strategic Initiative: Strategic FedView Analysis

Analyze the FAA's performance in the Fedview Survey for questions relevant to the Workforce of the Future and document changes.

### Strategic Activity: Strategic Federal Employee Viewpoint (FedView) Data Analysis

Review the Agency's Workforce of the Future performance within the FedView Survey results and recommend performance improvements.

**Activity Target 1:**

Conduct additional analysis of FAA FedView Survey results to document trends in performance based on survey questions directly related to the Workforce of the Future Initiative. Due February 29, 2016

**Activity Target 2:**

Prepare feedback and recommendations for performance improvement to be presented to the Executive Steering Committee. Due April 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.

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## 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 16, the Office of Civil Rights in collaboration with the FAA LOBs/SOs will ensure that at least 2.33% 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 January 31, 2016

**Activity Target 2:**

Each LOB/SO will report to ACR their total hiring projections for FY 16, and identify the estimated number of PWTD hires required to meet their 2.33% hiring goal. Due April 30, 2016

**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 June 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.

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### **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

## **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.

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### **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: Congressional Correspondence FAA Milestones**

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.

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### **Internal Work 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 System (CCMS).

#### **Internal Work 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 Correspondence Control Management System (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 Correspondence Control Management System (CCMS). Due September 30, 2016

## **Internal Work Objective: Workforce of the Future Mission Support**

Support the FAA in meeting its goals and objectives with a back to basics approach supporting innovative HR systems; strong, strategic and effective communications through the most valuable resource, PEOPLE.

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## Internal Work Initiative: HR Core Services

Improve the efficiency, effectiveness and timeliness of HR programs and services in support of the FAA's mission and workforce.

### Internal Work Activity: Recruiting & Hiring Efficiency

Improve FAA's ability to recruit and hire talented and diverse employees by maintaining an effective and efficient hiring process which addresses quantity of applicants, quality of candidates, and timeliness of hires.

#### Activity Target 1:

Expand the use of social media platforms and virtual career fair environments for recruiting, outreach and marketing to prospective (employees) applicants of FAA employment. Due September 30, 2016

#### Activity Target 2:

Coordinate with IT Manager(s) to develop compatible language to program Automated Vacancy Access Tool for On-Line Referral (AVIATOR) software to require an applicant to answer specific recruitment questions before they can apply to an FAA job announcement. Due September 30, 2016

#### Activity Target 3:

Reduce the average days to hire, for which AHR is accountable, to 38 days or less. Due September 30, 2016

#### Activity Target 4:

Expand the use of pre-recruitment consultation practices to 80% of regional and center HR offices. Due March 31, 2016

#### Activity Target 5:

Target the top five recruited positions FAA-wide, excluding Air Traffic Controllers (2152's), develop customized occupational assessments to increase quality of candidates, and reduce large candidate pools. Due March 31, 2016

#### Activity Target 6:

Mature hiring efficiency metrics through the utilization of Business Intelligence to allow for expanded access and automation. Due March 31, 2016

### Internal Work Activity: Workforce Planning

Improve efficiency and effectiveness of HR resource management through position management governance.

#### Activity Target 1:

Collaborate with LOB/SOs, at the HR Servicing Office level, to assess recruitment and staffing needs at the beginning of each fiscal year and NLT the end of the first quarter; utilize the assessment to drive targeted recruitment strategies, including use of student programs, and other recruitment flexibilities that target specific talent needs. Due December 31, 2015

#### Activity Target 2:

Define strategic value of position management and develop a budgetary business case for funding an automated Table of Organization (TOrg). Due September 30, 2016

#### Activity Target 3:

Develop a business case to build a manual TOrg for Core Compensation positions, which identifies both encumbered and vacant positions by full time equivalent (FTE) / full time position (FTP), as well as series, grade, and position number. Due January 31, 2016

### Internal Work Activity: Hiring Manager Engagement

Strengthen hiring manager engagement to promote collaboration and improve the hiring process.

#### Activity Target 1:

Develop an interactive hiring manager engagement session to connect hiring managers with recruitment and selection tools and updated information on the hiring process. Due November 30, 2015

#### Activity Target 2:

Conduct a quarterly hiring manager engagement session in Head Quarters (HQ) first quarter, Eastern Service Area (ESA) second quarter, Central Service Area (CSA) third quarter, and Western Service Area (WSA) fourth quarter designed to improve communication between hiring managers and the HR servicing office. Due September 30, 2016

### Internal Work Activity: Air Traffic Control Specialist (ATCS) Hiring Process

Continuously improve the ATCS hiring process to deliver innovative and defensible strategies to recruit, assess, and hire ATCS.

**Activity Target 1:**

Provide subject-matter-expertise and assign a dedicated resource to support a plan to replace the Air Traffic Selection and Training (AT SAT) assessment tool. Due September 30, 2016

**Activity Target 2:**

Conduct a review of FAA's performance during the FY2015 specialized and general experience recruitment process, focusing on internal management and administrative processes, and draft an after action report which identifies strengths, weaknesses, and opportunities for improvement for the FY2017 ATCS recruitment. Due June 30, 2016

**Internal Work Activity: Benefits & WorkLife**

Enhance the quality, efficiencies, compliance and awareness of FAA Benefits and WorkLife Services.

**Activity Target 1:**

Launch a series of targeted educational campaigns that lay out managerial and non-managerial requirements, merits, and tactics for successfully managing and working in a flexible environment. Due February 1, 2016

**Activity Target 2:**

Research opportunities to offer enhanced WorkLife Program services, consistent with the Presidential Memorandum on Enhancing Workplace Flexibilities and WorkLife Programs, and provide recommendations to AHR-1. Due February 29, 2016

**Activity Target 3:**

Establish a formal quality monitoring program for inquiry response and retirements processing at the Benefits Operation Center (BOC). Due July 31, 2016

**Activity Target 4:**

Develop a retirement seminar briefing and create a project plan for implementation in FY2017. Due September 30, 2016

**Activity Target 5:**

Develop a reference tool to aid employees in understanding Federal Employees Health Benefits (FEHB) coverage options for the FY2017 Open Season. Due September 30, 2016

**Internal Work Activity: Compensation & Performance Management**

Reaffirm the role of classification and enhance the decision-making process about competitive

compensation using market data. Meet regulatory requirements for performance management and improve measurement methodologies.

**Activity Target 1:**

Conduct market research to match FAA classifications to private sector classifications as part of a competitive analysis for determining external market values and comparing them to FAA wages and salaries. Due September 30, 2016

**Activity Target 2:**

Determine the value of FAA jobs in the marketplace by defining the weights that should be applied to sectors and by producing compensation statistics on a Dashboard that illustrate actual salaries paid. Due September 30, 2016

**Activity Target 3:**

Collaborate with AHF and other internal AHR stakeholders to determine a viable plan for a classification review; provide recommendations for centralized classification with AHR-1. Due June 30, 2016

**Activity Target 4:**

Enhance compensation infrastructure by developing a FAA compensation dashboard for internal use that depicts compensation analytics. Due January 30, 2016

**Activity Target 5:**

Implement the Management Performance Incentive Plan (MPIP) for managers, which includes the development of program policy and employee communications, as well as a process for auditing and awarding incentive payments. Due September 30, 2016

**Activity Target 6:**

Provide an ongoing strategy for Valuing Performance (VP) improvements and provide to AHR-1. Due May 31, 2016

**Internal Work Activity: Workers' Compensation**

Increase agency productivity, improve employee morale and engagement, and contain agency costs through effective management of the Department of Transportation (DOT) Workers' Compensation Program (OWCP). Effective management includes maximum automation of processes, timely filing of claims forms, proactive case management of both newly filed injury and illness claims and existing disability cases, and partnership with the Department of Labor (DOL) and DOT officials and staff.

**Activity Target 1:**

Contain DOT's annual workers' compensation chargeback costs at a rate better than the average government-wide rate change over the prior three years. Due August 15, 2016

**Activity Target 2:**

Collaborate with labor relations to define bargaining requirements to deploy a fully electronic claims filing system via The Employees' Compensation Operations & Management Portal (ECOMP) to improve compliance with regulatory timeliness requirements, achieve process efficiencies, and improve transparency for stakeholders. Due December 31, 2015

**Activity Target 3:**

Review market survey results and potential vendor bids on a Pharmacy Benefit Management Program and develop recommendations on an FAA program. Provide recommendations to AHR-1. Due February 15, 2016

### **Internal Work Activity: FAA Human Resource Management Policy Framework**

Streamline and update foundational human resource management policy framework.

**Activity Target 1:**

Complete internal AHR coordination of draft Human Resource Management System (HRM) framework document. Due March 31, 2016

**Activity Target 2:**

Complete coordination and vetting of draft HRM framework with FAA stakeholders. Due July 31, 2016

**Activity Target 3:**

Send HRM framework document to DOT for vetting. Due September 30, 2016

### **Internal Work Activity: Policy Compliance and Program Review**

Ensure the FAA's HR system continues to function as a "merit-based system" by conducting periodic compliance and program reviews.

**Activity Target 1:**

Conduct virtual compliance reviews of employment services provided by the Technical Center (ACT) in November, the New England Region (ANE) in January, the Eastern Region (AEA) in March and the retirement processing services provided by the BOC. Due July 31, 2016

**Activity Target 2:**

Conduct a program review of the Time Off and Cash Awards within purview of the LOB/SO to determine if the system is achieving the objective of promoting a diverse, high-performing workforce that is rewarded for achieving organizational results. Due May 31, 2016

**Activity Target 3:**

Conduct a program review of use of appropriated funds to pay for certifications and professional accreditation's to ensure the FAA is in compliance with applicable statutes and laws. Due August 31, 2016

### **Internal Work Activity: Accountability Board (The Board) Oversight**

Oversee management's timeliness, consistency and appropriateness in responding to allegations. Address employee concerns by providing the tools and training necessary to foster accountability and a workplace free of harassment.

**Activity Target 1:**

Develop a communication strategy and continue the video series to promote the Anti-Harassment message, "Don't Ignore It! Report It!". Due November 30, 2015

**Activity Target 2:**

Working with the Office of Communications (AOC), provide the information for the concept and theme for the "Don't Ignore It! Report It!" Anti-Harassment video series. Due March 31, 2016

**Activity Target 3:**

Identify the Points of Contact (POC) within the LOB/SOs that the status on timeliness and completion of Board cases could be reviewed on a monthly basis. Due June 30, 2016

**Activity Target 4:**

Improve management's timeliness in addressing employee concerns by processing 96% of FY2016 tracked cases in a timely manner. Due September 30, 2016

### **Internal Work Activity: Accountability Board Training**

Provide tools and training that is consistent with the requirements of the Accountability Board Order 1100.125A.

**Activity Target 1:**

Revise standardized training materials to include two new scenarios that address the timeliness issue. Due November 15, 2015

**Activity Target 2:**

Provide the necessary tools to management for ensuring their employees receive The Board training commensurate with their responsibilities. Due September 30, 2016

**Activity Target 3:**

Revise the Board's training materials to include five (5) new workplace harassment scenarios, and the FY2016 animated video, and other additional promotional materials. Due May 31, 2016

**Activity Target 4:**

Conduct training session for Contracting Officers that addresses the roles and responsibilities of Contracting Officers, Security, and Accountability Board Consultants in processing tracked cases. Due March 31, 2016

**Activity Target 5:**

Conduct training session for Executive and Technical Representatives and LOB/SOs support staff that emphasizes the importance of timeliness in processing tracked cases. Due August 31, 2016

### **Internal Work Activity: Stakeholder Communication & Engagement**

Develop a strategy to share and receive feedback and information within AHR and throughout the FAA community to ensure consistency, broad communication, and strong customer service.

**Activity Target 1:**

Develop AHR Corporate Communications Program. Due December 31, 2015

**Activity Target 2:**

Identify goals, causal factors, and barriers to communication. Due December 31, 2015

**Activity Target 3:**

Identify communication data, source, owners, and key stakeholders. Due December 31, 2015

**Activity Target 4:**

Develop detailed Corporate Communications strategy. Due March 31, 2016

**Activity Target 5:**

Establish Corporate Communication Operational timeline and implementation plan. Due June 30, 2016

**Activity Target 6:**

Fully implement Communication Plan. Due September 30, 2016

### **Internal Work Activity: Federal Employee Viewpoint (FedView) Survey**

Administer the annual survey, analyze, communicate results/trends, and provide results and metrics to Line of Business and Staff Offices (LOB/SOs) to strengthen employee engagement and inform workforce decisions.

**Activity Target 1:**

Analyze FAA's Best Places to Work Ranking and the FedView Survey results/trends and report results to the Administrator and Associate & Assistant Administrators. Due January 31, 2016

**Activity Target 2:**

Administer the 2016 FedView Survey. Due July 31, 2016

**Activity Target 3:**

Conduct action planning with LOB/SOs based on FedView Survey results to improve employee engagement. Due September 30, 2016

**Activity Target 4:**

Increase AHR's Employee Engagement Index score from 68% to 70% in FY 2016. Due September 30, 2016

**Activity Target 5:**

FAA Ratings by Employee: Increase the Agency's Best Places to Work ranking in federal government sub-components to the top 31%. 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.

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### **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.

**Activity Target 1:**

Monitor and report monthly on the completion of NO FEAR training to ensure 100% completion rate by 09/30/2016. Due September 30, 2016

**Activity Target 2:**

Ensure that 60% of management complete at least one EEO training course. Due September 30, 2016

**Activity Target 3:**

Ensure that 10% of employees complete at least one EEO training course. Due September 30, 2016

## **Internal Work Objective: 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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## **Internal Work 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.

## **Internal Work Activity: FAA Idea Challenge - AHR**

FAA Idea Challenge.

**Activity Target 1:**

Lead the development, implementation, review and initial communications of at least one FAA Idea Challenge. Due March 31, 2016