



**Federal Aviation
Administration**

Airports

Fiscal Year 2016 Business Plan



FY2016 ARP Business Plan

March 04, 2016 04:14 PM

Make Aviation Safer and Smarter

ARP establishes regulations for safe operation of commercial service airports and regularly inspects certificated airports for compliance. In FY 2016, we are focusing on making aviation safer and smarter through design, oversight, innovation and culture change. To achieve zero accidental fatalities on airports, we are conducting research and using data analysis to identify and mitigate risks wherever possible.

Strategic Objective: 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: FAA Safety Data Access and Management

Establish an Interim Safety Community of Interest (COI) to consolidate a list of safety databases and taxonomies that are of high value to safety analyst across the FAA.

Activity Target 1:

Establish an Interim Safety Community of Interest (COI). Due September 30, 2016

Strategic Activity: Hazard Tracking Tool

Establish an agency-wide tool to track hazards and mitigation outcomes.

Activity Target 1:

Update the Hazard Identification Risk Management and Tracking (HIRMT) tool to accommodate LOB-specific data field requirements. Due September 30, 2016

Strategic Initiative: Decision Making Process

Enhance decision making processes.

Strategic Activity: FAA SMS Decision-Making and Governance Structure

Design and implement changes to the FAA SMS decision-making and governance structure including potential changes to the FAA SMS Executive Council roles and responsibilities.

Activity Target 1:

Update the FAA SMS Committee Charter and develop the FAA SMS Executive Council Charter to align with the Risk-Based Decision Making Strategic Initiative. Due April 30, 2016

Strategic Initiative: RBDM Transition of Safety Management

Evolve the Safety Oversight Model.

Strategic Activity: Safety Performance Management

Lead the agency effort to improve and manage SMS within AVS and FAA by including safety risk when making decisions.

Activity Target 1:

Deliver safety risk assessment report to the FAA SMS Committee on one FAA-level Significant Safety Issue (SSI). (Light Emitting Diodes (LED) Lighting in Aircraft Operations) Due September 30, 2016

Activity Target 2:

Deliver safety risk assessment report to the FAA SMS Committee on one FAA-level Planned NAS Change. (UAS Pathfinder - Focus Area: Beyond Visual Line of Sight in Rural/Isolated Areas) Due September 30, 2016

Strategic Initiative: Safety Oversight Model

Evolve the Safety Oversight Model.

Strategic Activity: FAA Oversight Model

Evolve the FAA Oversight model to leverage industry's use of safety management principles, and exchange safety management lessons learned and best practices.

Activity Target 1:

Develop FAA level policy for a standardized, integrated, and collaborative approach to oversight. Due September 30, 2016

Internal Work Objective: Runway Incursions (Category A and B)

Reduce Category A & B (most serious) runway incursions to a rate of no more than .395 per million operations, and maintain or improve through FY2018.

Internal Work Initiative: System Risk Reduction

Reduce the risk of runway incursions resulting from errors by pilots, air traffic controllers, pedestrians, vehicle operators, tug operators, and individuals conducting aircraft taxi operations by working in collaboration with aviation stakeholders to identify and mitigate risk.

Internal Work Activity: ARP Support of Human Error Risk Reduction

Human Error Risk Reduction: Maintain the rate of serious runway incursions (Category A and B) caused by VPDs at or below 2% of total VPDs.

Activity Target 1:

Support Runway Safety Action Teams (RSATs), to include monitoring Airports Division related action items in the Runway Safety Action Plan (RSAP). Due September 30, 2016

Activity Target 2:

Meet ARP FY16 milestones in the National Runway Safety Plan 2015-2017. Due September 30, 2016

Internal Work Objective: Safer by Design

Establish risk-based initiatives to identify, assess, and mitigate hazards.

Internal Work Initiative: Runway Incursion Mitigation (RIM)

Implement RIM program

Internal Work Activity: Runway Incursion Mitigation (RIM)

FY16 initiatives to begin long-term runway mitigation program

Activity Target 1:

Provide a plan identifying the steps and timeline needed for the mitigation of the top 20 RIM locations with the most Runway Incursions since 2007; as appropriate. Due June 30, 2016

Activity Target 2:

By September 30, 2016 ARP will have initiated mitigation projects for 10 RIM locations. Due September 30, 2016

Activity Target 3:

Develop and draft FY17 & 18 schedule and associated cost estimates for mitigation projects at RIM locations Due September 30, 2016

Activity Target 4:

Develop a draft summary report of the RIM projects completed versus the number of runway incursions to monitor effectiveness of the program. Due September 30, 2016

Internal Work Initiative: Takeoff and Landing Performance Assessment (TALPA)

Implement Takeoff and Landing Performance Assessment (TALPA).

Internal Work Activity: Takeoff and Landing Performance Assessment (TALPA)

Implementation steps to enact and sustain the Takeoff Performance and Landing Assessment.

Activity Target 1:

Work with ATO NOTAM Office to complete required software changes. Due September 30, 2016

Activity Target 2:

Complete industry outreach plan. Due April 30, 2016

Activity Target 3:

Complete employee training. Due June 30, 2016

Activity Target 4:

Publish two Advisory Circulars. AC 150/5200-30D Winter Operations, and AC 150/5200-28D, Notices to Airmen (NOTAMS) for Airport Operators. Due July 31, 2016

Internal Work Initiative: Runway Condition Assessment Matrix (RCAM)

Establish a risk-based initiative to identify, assess, and mitigate hazards.

Internal Work Activity: Runway Condition Assessment Matrix (RCAM)

Establish risk-based initiatives to identify, assess, and mitigate hazards.

Activity Target 1:

Update and publish Advisory Circular 150/5320-12D (Airport Pavement Surfaces). Due June 30, 2016

Activity Target 2:

Develop industry outreach plan and host an Industry day. Due September 30, 2016

Activity Target 3:

Complete employee and stakeholder training. Due September 30, 2016

Internal Work Activity: Leverage innovative technologies.

Leverage innovative technologies at the nation's airports.

Activity Target 1:

Increase usability of Airports geographic information system (AGIS) data by having 950 airports with aerial photography. Due September 30, 2016

Activity Target 2:

Conduct four AGIS training webinars, with at least two webinars completed by June 30, 2016. Due September 30, 2016

Activity Target 3:

Improve and make available an electronic airport layout plan (e-ALP) tool with the final two standard sheets (property map and land use drawing) and have one airport per region assemble an e-ALP. Due September 30, 2016

Internal Work Objective: Safer by Oversight

Establish a risk-based initiative to identify, assess, and mitigate hazards.

Internal Work Initiative: Safer by Oversight - Improve Airport Safety Oversight.

Improve airport safety oversight.

Internal Work Activity: Improve airport safety oversight

Apply risk based principles and new FAA compliance philosophy to inspection oversight and develop criteria for assessing hazards.

Activity Target 1:

Formally roll-out new FAA safety compliance philosophy and complete assessment of repeat violations as measure of effectiveness. Due September 30, 2016

Activity Target 2:

Develop and communicate criteria for assessing hazards/risks, etc. Due September 30, 2016

Internal Work Objective: Safer by Innovation

Leverage innovative technologies.

Internal Work Initiative: Safer by Innovation - Leverage Innovative Technologies.

Make aviation safer and smarter by institutionalizing a safety management culture across ARP.

Internal Work Objective: Safer by Culture Change

Institutionalize a safety culture across ARP

Internal Work Initiative: Institutionalize a Safety Culture Across ARP

Make aviation safer and smarter by institutionalizing a safety management culture across ARP.

Internal Work Activity: Safer by Culture Change

Institutionalize a safety management culture across ARP.

Activity Target 1:

Define and roll-out ARP safety management philosophy. Due February 1, 2016

Activity Target 2:

Develop and begin implementation of a strategy to institutionalize a safety culture. Due May 30, 2016

Deliver Benefits Through Technology/Infrastructure

ARP will improve predictability and access at Core airports by supporting Airport Master Plans and Environmental Studies, and directing funding investments toward enhancement of capacity (when appropriate) and

efficiency throughout the system. We will protect the availability of existing airport facilities and use them as efficiently as possible, while making strategic investments in new facilities consistent with evolving aviation needs.

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: 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 (ARP)

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

Internal Work Objective: Support Sustainability and Environmental Objectives

In accordance with the Energy Independence and Security Act of 2007 (EISA). AFN will support agency sustainability goals to reduce the FAA's carbon footprint. Accomplishment of this objective will be demonstrated by successful implementation or execution of the majority of the initiatives and activities linked to this objective.

Internal Work Initiative: Fleet Management

Reduce FY2016 agency petroleum consumption by government fleet vehicles by 20% from the FY2005 baseline, a maximum consumption of 2,190,194 gasoline-equivalent units. In accordance with the Energy Independence and Security Act of 2007 (EISA) federal

agencies must achieve at least a 20% reduction in annual petroleum consumption through 2015, and each year thereafter relative to a FY2005 baseline.

Internal Work Activity: Fleet Management - ARP

In accordance with the EISA Section 142, support the Agency to achieve a 20% decrease in vehicle fleet petroleum consumption over the FY-2005 baseline.

Activity Target 1:

The FY-16 ARP target is not to exceed the maximum petroleum consumption of 4,960 gasoline gallon equivalents (GGEs). Due September 30, 2016

Internal Work Objective: Ensure the Nation's System of Airports Has the Right Technology and Infrastructure to Support Evolving Needs.

Ensure the nation's system of airports has the right technology and infrastructure to support evolving needs.

Internal Work Initiative: Ensure Cost Effective Investment in Infrastructure for Each Category of the Nation's Airports

Ensure Cost Effective Investment in the Nation's Airports.

Internal Work Activity: Ensure cost effective investment in infrastructure

Establish process and parameters for evaluating technological solutions (for potential AIP and PFC eligibility), and initiate at least one such review to test the process.

Activity Target 1:

Establish process and parameters for evaluating technological solutions (including relevant elements of the NextGen suite) for potential AIP and PFC eligibility, and by August 31, 2016 initiate at least one such review to test the process. Due August 31, 2016

Activity Target 2:

Achieve Surface Surveillance Event Data Distribution to Users via SWIM (ASDE-X/ASSC) by awarding grants to at least 5 airports to foster the deployment of ADS-B squitters for airport-owned vehicles. Due September 30, 2016

Internal Work Initiative: Align Airport Infrastructure with Demand

Support improvements in airport infrastructure to enhance airport safety and capacity while also protecting airport accessibility.

Internal Work Activity: Align airport infrastructure

Support high-priority airport safety and capacity projects. Create policy guidance for airport closure. Conduct timely compliance reviews.

Activity Target 1:

Commission new Runway 10R/28L at Chicago O'Hare International Airport Due December 31, 2015

Activity Target 2:

Increase by 10% draft Part 16's submitted to AGC for legal review for a FY16 total of 11 cases. Due September 30, 2016

Activity Target 3:

Increase by 20% the number of Part 16 reviews completed by AGC in 2015 for a total of 10 cases. Due September 30, 2016

Activity Target 4:

By December 31, 2015, submit draft guidance to AGC and APO on evaluating requests for NPIAS airport closure, and by August 31, 2016 complete coordination with APO and AGC (draft guidance to be published for notice and comment during FY-2017). Due August 31, 2016

Activity Target 5:

Bring Runway Safety Area (RSA) at Los Angeles International Airport into statutory compliance. Due December 31, 2015

Activity Target 6:

Establish temporary FAA Airports field office in San Juan, and by January 31, 2016 and establish tiger team to review PRPA PFC and AIP program processes. Due January 31, 2016

Activity Target 7:

Approve and sign a Memorandum of Understanding (MOU) for the Charlotte Douglas International Airport EIS review of proposed airfield capacity enhancements. Due March 31, 2016

Internal Work Initiative: Optimize Technological Tools to Support

Internal and External Stakeholder Coordination

Improve coordination with stakeholders in managing complex projects and administration of the airport certification program.

Internal Work Activity: Optimize tools to support stakeholders

Pilot and evaluate a common platform for coordinating large, complex projects. Develop electronic Airport Certification Manuals (ACMs).

Activity Target 1:

Evaluate existing electronic tools for coordinating complex projects, and identify at least one such tool to be applied to an actual project in FY2017 in order to evaluate its effectiveness. Due August 31, 2016

Activity Target 2:

Develop electronic Airport Certification Manuals (ACMs). Due June 30, 2016

Internal Work Initiative: Accommodate New Entrants to the Aviation System

Complete internal ARP coordination on definition of which types of Unmanned Aircraft Systems (UASs) and commercial space activity represent "aeronautical use".

Internal Work Activity: Accommodate new entrants to the aviation system

Develop draft policy and guidance to help minimize risks associated with UAS operations at or near the nation's airports.

Activity Target 1:

Prepare an internal ARP draft policy defining what types of UAS and commercial space activity represent 'aeronautical use' for purposes of evaluating airport access and determining what types of operations could count toward planning thresholds for facility requirements and project justification. Due June 30, 2016

Activity Target 2:

Complete internal ARP coordination on draft guidance to airport operators on how to respond to UAS operators who contact them for permission. Due September 30, 2016

Internal Work Objective: Runway Pavement

Maintain runway pavement in excellent, good, or fair condition for 93% of the paved runways in the National Plan of Integrated Airport Systems.

Internal Work Initiative: Runway Pavement

Maintain runway pavement in excellent, good, or fair condition for 93% of the paved runways in the National Plan of Integrated Airport Systems.

Internal Work Activity: Runway Pavement

Maintain runway pavement in excellent, good, or fair condition for 93% of the paved runways in the National Plan of Integrated Airport Systems.

Activity Target 1:

Maintain runway pavement in excellent, good, or fair condition for 93% of the paved runways in the National Plan of Integrated Airport Systems. Due September 30, 2016

Enhance Global Leadership

We will improve global airport safety by harmonizing international airport standards and encouraging international adoption of new airport assistance and training to developing countries and regions to improve airport safety. Adoption of U.S. standards and regulations will lead to economic benefits for the U.S. aviation industry.

Internal Work Objective: Advance Safety at Airports Worldwide

Build on ARPs existing international work by increasing its engagement and visibility on international airport safety matters.

Internal Work Initiative: Enhance Safety at Airports Worldwide

Enhance safety at airports worldwide.

Internal Work Activity: Enhance and expand ARP's international expertise by establishing guidance for ARP Personnel engaged with international work that integrates with a focused approach to targeting international airports.

Work in partnership with ICAO, Regional Aviation Organizations, States, Industry and other Federal Agencies to advance airport safety with its expertise in airport certification and runway safety.

Activity Target 1:

Develop guidance/training for ARP Personnel on ICAO Annex 14 and associated ICAO guidance documents. Due March 31, 2016

Activity Target 2:

Review safety data, which includes incident/accident reports, passenger and carrier operations, and relevant audit reports to identify the top focus areas for ARP. Due May 30, 2016

Activity Target 3:

Complete a draft guidance document intended for ARP global use, which will provide best practices on the implementation of an Airport Certification process. Due September 15, 2016

Internal Work Activity: Provide subject matter experts for technical assistance and airport safety assessments to enhance safety at airports worldwide.

Provide subject matter expertise for airport technical assistance and safety assessments at international airports.

Activity Target 1:

Advance airport safety by providing at least one subject matter expert for international airport safety assessments or airport technical assistance missions, such as, ICAO Go-teams, ACI Apex Teams, airport certification assessments or runway safety assessments for a total of four efforts. Due September 30, 2016

Internal Work Activity: Encourage global adoption of U.S. safety standards and best practices.

Participate in ICAO workgroups to advance the adoption of U.S. safety standards and best practices in order to improve safety at airports worldwide.

Activity Target 1:

Identify the key ICAO initiatives that ARP needs to support in order to exert the greatest influence in implementing U.S. standards. Due May 30, 2016

Internal Work Initiative: ARP's Current and Future International Workforce

Empower ARP's personnel by engaging it in active collaboration on ARP's international program.

Internal Work Activity: Increase ARP personnel's awareness and encourage

involvement in ARP's global leadership initiatives.

Develop a comprehensive, highly visible and inclusive international ARP program

Activity Target 1:

Develop an education and awareness campaign for ARP's personnel on its global leadership initiatives. The education component would include a document with a summary of ARP's international activities, the strategic initiatives, sample project descriptions, narratives of personnel's past experiences, and its international mission statement. Disseminate this document to all ARP personnel via e-mail or other media. Due June 30, 2016

Activity Target 2:

Develop a comprehensive, highly visible and inclusive international ARP plan that would identify: the ARP staff with international safety experience, ICAO activities to support, key States to support based on safety data, and a comprehensive draft calendar for FY 17 international activity. Due September 30, 2016

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 AHR with a Point of Contact(s) (POCs) for identifying the vacant positions. Due November 30, 2015

Activity Target 2:

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.

Empower and Innovate with the FAA's People

We will create a workplace of choice marked by integrity, fairness, diversity, accountability, and innovation. Our workforce will have the knowledge, skills, abilities and support systems required to achieve and sustain NextGen. Airports will ensure the success of its mission through stronger leadership, a better-trained workforce, a closer eye on spending, and improved decision-making based on reliable data.

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

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.

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.

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.

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: Develop and Implement an Effective Staffing, Recruiting, and Hiring Strategy

Position ARP's workforce for the future through recruiting, hiring, developing and retaining highly skilled and engaged employees.

Internal Work Initiative: Develop and Implement HR Strategies

Develop and implement effective hiring strategies.

Internal Work Activity: Update staffing needs for ARP programs

Develop a staffing analysis tool that can be used to determine staffing level needs for Airport Certification Safety Inspectors.

Activity Target 1:

Develop a staffing analysis tool that can be used to determine staffing level needs for Airport Certification Safety Inspectors. Due September 30, 2016

Internal Work Activity: Standardized Job Analysis Tools

Continue development of standardized job analysis tools.

Activity Target 1:

Complete standardized Job Analysis Tools for Planners and Engineers. Due April 30, 2016

Activity Target 2:

Complete standardized Job Analysis Tools for Cert Inspectors and Environmental Specialists. Due September 30, 2016

Internal Work Objective: Prepare Employees Through Timely Training and Professional Development

Assess, develop, and launch training programs for all level of employees to include high priority technical and soft skills training (STI)

Internal Work Initiative: Assess, Develop, and Launch Training Programs for All Level of Employees to Include High Priority Technical and Soft Skill

Provide training opportunities to assist employees in their professional and career development.

Internal Work Activity: Assess, develop, and launch training

Assess, develop, and launch training programs for all level of employees to include high priority technical and soft skills training.

Activity Target 1:

Publish a recommended list of existing courses per profession for all ARP technical employees
Due January 30, 2016

Activity Target 2:

Survey managers for type of soft skills training needed for employees and managers
Due June 30, 2016

Activity Target 3:

Complete Basic Certification and Safety Course
Due September 30, 2016

Activity Target 4:

Deploy NEPA course
Due August 30, 2016

Activity Target 5:

Complete Gap Analysis for engineers and compliance specialists. Due September 30, 2016

Activity Target 6:

Begin delivering one soft skills course for employees. Due September 30, 2016

Internal Work Objective: Implement an Effective Employee Retention Strategy

Position ARP's workforce for the future through recruiting, hiring, developing and retaining highly skilled and engaged employees.

Internal Work Initiative: Implement an Effective Employee Retention Strategy

Position ARP's workforce for the future through recruiting, hiring, developing and retaining highly skilled and engaged employees.

Internal Work Activity: Implement additional flexible work environment strategies to support change in technology and talent where appropriate.

Position ARP's workforce for the future through retaining highly skilled and engaged employees.

Activity Target 1:

Establish guidance for when ARP could consider virtual assignments. Pilot at least one new virtual employee. Due September 30, 2016

Activity Target 2:

Finalize electronic document management system

(eDMS) scanning requirements and document priorities by April 30, 2016 and requirements document for integrating airport geographical information system (AGIS) & System of Airports Reporting (SOAR) into eDMS. Due July 31, 2016

Activity Target 3:

Deploy ARP eDMS to AGL, ACE, ASW, ANM, and AWP regions. Due September 30, 2016

Internal Work Activity: Ensure productive communication between managers and employees on performance, development opportunities and career goals.

Ensure productive communication strategies are developed and implemented.

Activity Target 1:

Roll-out ARP on-boarding program. Due June 16, 2016

Activity Target 2:

Identify and implement employee performance review guidance. Due August 31, 2016

Internal Work Activity: Apply risk-based strategies to our work activity.

A work activity we must do, but could be partially eliminated streamlined and more consistently applied.

Activity Target 1:

Define the risk analysis process (similar to the SOP roadmap) to examine optimizing of work activities in advance of implementing the elimination or streamlining corporately. Due April 30, 2016

Activity Target 2:

Test the risk analysis process through examination of the four work activities identified for streamlining or elimination by the ALDP team (AIP payment reviews, CMP review, Part 139 inspections at airports w/o service, and processing of NR cases). Provide recommendation to senior management team for sign-off (similar to SOPs). Due June 30, 2016

Activity Target 3:

Develop two new SOPs and fine tune the SOP priority list to remove those SOPs from the list that are not needed for standardization. Due July 31, 2016

Activity Target 4:

ALDP team review of High Value Activities to

identify top candidates for streamlining potential. Due August 31, 2016

Internal Work Activity: ARP Employee Engagement Index

Raise ARP's Employee Engagement Index Score from 63% to 66%.

Activity Target 1:

Raise ARP's Employee Engagement Index Score from 63% to 66%. Due September 30, 2016