Infrastructure
Invest in Infrastructure to Ensure Safety, Mobility, and Accessibility and to Stimulate Economic Growth, Productivity and Competitiveness for American Workers and Businesses.

Economic Competitiveness and Workforce
Enhance reliable and efficient movement of people and goods by promoting effective management and ensuring leadership in securing data and in sharing information across the transportation system.

Initiative: Workforce Infrastructure --Aviation Workforce
We will work with industry stakeholders and educational organization to create awareness in STEM programs, leverage and coordinate existing programs, and develop pathways to meet the growing demand for a skilled aviation workforce.

Activity: Internship Program
Enhance existing intern experience, and expand FAA’s Internship Program by collaborating with key stakeholders.

Target: Internship Program - Priority
Identify group projects and experiences for the FAA summer internship program. (AHF)

Target: Internship Program
Finalize summer internship cohort selection, and launch summer internship program. (AHF)

Activity: STEM/AVSED [AHR STI - Activity]
Enhance and expand existing STEM/AVSED offerings to engage external stakeholders and support development of future aviation workforce.

Target: STEM/AVSED [AHR STI - Activity]
Develop a five-year plan to expand offerings and build partnerships and collaboration across the enterprise. (AHD)

Activity: Strategic Partnerships[AHR STI - Activity]
Strengthen existing, and build new partnerships to create awareness of aviation-related careers and opportunities with various entities including industry, academia, and other federal agencies.

Target: Strategic Partnerships[AHR STI - Activity]
Develop outreach and partnership strategy to strengthen ties with aviation industry and academia. Due: December 31, 2018. (AHF)
Target: Strategic Partnerships [AHR STI - Activity Aviation Workforce]
Increase the number of activities tracked by the national program office by 50%, from a FY18 baseline of 154 engagements to 231 engagements in FY19.

Initiative: Initiative 5: Workforce Infrastructure - Aviation Workforce
We will work with industry stakeholders and educational organizations to create awareness in STEM programs, leverage and coordinate existing programs, and develop pathways to meet the growing demand for a skilled aviation workforce.

Activity: Internship Program
Enhance existing intern experience, and expand FAA’s Internship Program by collaborating with key stakeholders.

Target: Enhance Programs
Promote aviation as a career by enhancing FAA intern programs and expanding offerings to include placing interns in regions and/or centers. (AHF) [FY19 Priority]

Target: Identify Projects
Identify group projects and experiences for the FAA summer internship program. (AHF)

Target: Finalize Cohort Selection
Finalize summer internship cohort selection, and launch summer internship program. (AHF)

Activity: STEM/AVSED [AHR STI - Activity]
Enhance and expand existing STEM/AVSED offerings to engage external stakeholders and support development of future aviation workforce.

Target: Expand Offerings Across Enterprise
Develop a five-year plan to expand offerings and build partnerships and collaboration across the enterprise. (AHD)

Target: Baseline, Increase by Program by 50%
Establish baseline of current offerings and increase the number of activities tracked by the national program office by 50% over 2018. (AHD) [FY19 Priority]

Target: Develop Sessions, Expand STEM/AVSED
Develop informational briefing sessions and offer to all LOB/SOs and Regional Administrators to expand STEM/AVSED outreach for future aviation professionals. (AHD) (APL) [FY19 Priority]
Target: Increased Activities by 50% of FY18 Baseline
Increase the number of activities tracked by the national program office by 50%, from a FY18 baseline of 154 engagements to 231 engagements in FY19. Due: September 30, 2019. (AHD)

Activity: Strategic Partnerships[AHR STI - Activity]
Strengthen existing, and build new partnerships to create awareness of aviation-related careers and opportunities with various entities including industry, academia, and other federal agencies.

Target: Develop Outreach with Industry & Academia
Develop outreach and partnership strategy to strengthen ties with aviation industry and academia. (AHF)

Target: Increase Partnerships & Collaboration by 10% over 2018 Activities
Increase partnerships and collaboration with high schools and institutions of higher education, including community colleges and trade schools, by 10% over 2018 activities, to facilitate and encourage students to consider a career in aviation. (AHF) [FY19 Priority]

Target: Collaborate on Future HC Requirements
Contact all FAA Centers of Excellence and request establishment of a relationship to collaborate on future human capital requirements. (AHD) [FY19 Priority]

Accountability
Serve that Nation with Reduced Regulatory Burden and Greater Efficiency, Effectiveness and Accountability.

Regulatory Reform
Reduce current regulatory burdens and bureaucracy to ensure a safe, efficient, accessible, and convenient transportation system for people and commerce.

Initiative: EEO/Diversity and Inclusion Action Committee (EAC)
Utilize the EEO/Diversity and Inclusion Action Committee (EAC) to create, oversee and support a diverse and inclusive workplace.
Activity: AHR Ensure a Diverse and Inclusive Workforce

- AHR will complete activities that will foster a diverse and inclusive workplace and improve the Reasonable Accommodation interactive process.

- Assist in development of a diverse workforce at all levels. Increase the representation of Persons with Targeted Disabilities (PWTD), Hispanics, and Women in the workforce as compared to the civilian labor workforce (CLF).

- Provide EEO training to managers and employees.

- Managers engage in the mediation/facilitation process.

**Target: Reasonable Accommodations (RA)/Reasonable Accommodations Management System (RAMS) Training**

Ninety percent (90%) of all new managers and supervisors must complete Reasonable Accommodations (RA) and Reasonable Accommodations Management System (RAMS) training within one year of newly appointed supervisory position. This goal will be tracked on a bi-monthly basis through the EEO Action Committee (EAC) for Diversity and Inclusion.

**Target: Reasonable Accommodations**

Ensure 90% of AHR reasonable accommodation requests are processed within 25 business days or less.

**Target: Improve Participation/Outreach**

Develop strategies to improve the representation of Persons with Targeted Disabilities (PWTD), Hispanics, and Women by providing resources and data analysis to LOB/SOs to increase the workforce as compared to the civilian labor workforce (CLF) and/or MD-715, Part J). These strategies will address hiring, training, career progression opportunities and will be deployed and tracked through the EAC Workgroups.

**Target: EEO Training**

Monitor the delivery of EEO training to 70% of AHR managers and 20% of AHR employees.

**Target: Mediation**

Ensure that 75% of all AHR managers engage in mediation when requested by employees.

Mission Efficiency and Support

Support mission requirements by efficiency and effectively planning for and managing human capital, finances, procurement, sustainable operations, information technology, emergency preparedness, and other mission support services.
Initiative: 2: Workforce Transformation – Talent Management

AHR will ensure that the skills of our workforce evolve as the technologies, operating models or strategic priorities of the organization change. AHR will ensure FAA has the human resources needed to accomplish its safety mission through enhancement of strategic workforce planning, leadership development and succession planning initiatives that promote a high-performing workforce, identify and close senior manager skill gaps and implement and maintain programs to attract, acquire, develop, promote, and retain quality and diverse talent.

Activity: Succession Planning [AHR STI - Activity]

Promote the use of succession planning principles to assist LOB/SOs in developing strategies to strengthen the FAA talent pool, starting at the executive level.

Target: Actionable Plans - Priority

Provide participating LOBs with actionable plans based on an organizational analysis of the data obtained through the succession planning process for filling executive positions most likely to experience attrition. (AHD) [FY19 Priority] (ASH, AVS)

Initiative: 4: Workforce Transformation – Program Effectiveness

FAA will strengthen service delivery to FAA organizations, and streamline the execution of human resource functions across the employee lifecycle. This will be accomplished by implementing process automation improvements, leveraging internal communications, facilitating internal collaboration and labor partnerships and enhancing policy dissemination and compliance oversight to meet internal targets and organizational needs.

Activity: Recruiting & Hiring

Measurably improve or maintain day-to-day execution of HR by implementing tactical initiatives to operate efficient and effective hiring and onboarding processes.

Target: Recruitment Strategies

Identify process improvement initiatives through recruitment strategies for hard to fill positions, locations, EAC groups, and/or positions with low numbers of qualified applicants; and report LOB/SO collaborations efforts.

Activity: Benefits & Worklife

Enhance the quality, efficiencies, and awareness of FAA Benefits and WorkLife Services by improving communications through an expanded number of seminars, briefings and resources that address needs throughout the employee lifecycle.

Activity: Compliance & Program Review

Conduct program reviews to evaluate compliance with policy and applicable regulations, as well as to identify opportunities for improvement.
Initiative: 3: Workforce Transformation – Drive Performance

Promote efficiency and effectiveness of the FAA workforce by evaluating and implementing systems and structures that engage, develop and inspire a diverse, capable workforce by creating, implementing and maintaining effective performance management strategies, practices and activities that support mission objectives.

Activity: Total Rewards

Develop overall Total Rewards vision and strategy for FAA workforce, and evaluate program options (existing, new or planned) to best meet the strategy and vision.

**Target: Modernize Total Rewards Vision - Priority**

Modernize Total Rewards vision, strategy, and offerings; create or update programs such as financial education, retirement planning, and student loan options, in response to agency mission requirements based on assessment data, budget and resource availability. (AHB) [FY19 Priority] [AHR STI - Target]

Activity: Performance Management

Create, implement and maintain effective performance management strategies, practices and activities to foster an efficient and effective workforce.

**Target: ODP Process Guidance - Priority**

Provide guidance to FAA managers on use of the Opportunity to Demonstrate Performance (ODP) process; collect and publish data to evaluate and create a baseline on current use of ODPS and outcomes. (HCOP) (AHL) [FY19 Priority] [AHR STI - Target]

**Target: Select System Options - Priority**

Select system options and begin procurement activities for a new IT solution or system for the Pass/Fail Performance Management Program. (HCOP) (AHB) [OSI/M] [FY19 Priority] (AFN) [AHR STI - Target]

Initiative: Initiative 1: Shared Services - Workforce Initiative

FAA will work internally and in collaboration with DOT and other federal agencies on efforts to establish shared service models for the delivery of crucial processes and systems to improve customer service and reduce redundancy, resulting in workforce efficiencies and cost savings.

Activity: Business Partner Review

Refine model for delivery of HR activities across the agency to improve the efficient utilization of resources.

**Target: Updated HR Processes**

In collaboration with LOBs/SoS, identify redundant, duplicative or unnecessary steps in the overall HR processing model. Redesign and implement updated HR service delivery and streamlined processes, resulting in improved efficiency. OSG/M FY 19 Priority CSTI ALL LOB SO AHR-STI
**Target: Revise AHR Model (10%)**

In collaboration with LOBs/SOs, identify redundant, duplicative or unnecessary steps in the overall HR processing model. Redesign and implement updated HR service delivery and streamlined processes, resulting in improved efficiency and cost savings. Implement plan to abolish or restructure at least 10% of positions performing duplicative tasks, if appropriate, based on outcomes of Management Board Workforce Reduction Initiative: Cut HR Paperwork and Processes, and then Shadow Staff.

**Activity: DOT Shared Services Proposals**

FAA will work internally and in collaboration with DOT and other federal agencies on efforts to establish shared service models for the delivery of crucial processes and systems to improve customer service.

**Target: Implement ONE DOT - Priority**

Implement ONE DOT Learning Management System under the FAA eLMS umbrella, in coordination with AIT and DOT. (AHD) (AFN)

**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.

**Activity: AHR Efficiency Measure: Days to Hire**

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

**Target: Annual Check/Update**

Provide or check updated FY 2020 measure template with changes are needed.

**Target: Quarterly Submission**

Report results quarterly to ABA, no later than 40 days after the end of the quarter.

**Initiative: Major System Investments**

Monitor the Implementation of consistent program and baseline management standard practices to keep programs within 10% of their cost, schedule and performance baseline.

**Activity: Recruiting & Hiring**

Measurably improve or maintain day-to-day execution of HR by implementing tactical initiatives to operate efficient and effective hiring and onboarding processes.

**Target: Recruitment Strategies - Priority**

Identify process improvement initiatives through recruitment strategies for hard to fill positions, locations, EAC groups, and/or positions with low numbers of qualified applicants; and report LOB/SO collaboration efforts. (AHF) [FY19 Priority]
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 $42.45 million in FY 2019.

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.

Target: Workers’ Compensation FY19 Target
Achieve 90% of the projected $6,500,000 year end savings or achieve an average savings of $34,300 per OWCP intervention, whichever is less.

Initiative: Contracting Opportunities for Small Businesses
Support small businesses and job creation by providing opportunities for small businesses to attain FAA contracts and purchase orders, with special emphasis on procurement opportunities for socially and economically disadvantaged small businesses (including 8(a) certified firms), service-disabled veteran-owned small businesses, and women owned small businesses.

Activity: Awarding of Procurement Dollars (AHR)
Award procurement dollars to small business, with special emphasis on procurement opportunities for small disadvantaged business, service-disabled veteran-own small businesses, and women owned small businesses.

Target: Awarding of Procurement Dollars Target
Award at least 25% of the total AHR direct procurement dollars to small businesses.

Initiative: 1: Shared Services
Initiative Description: AHR will work internally and in collaboration with DOT and other federal agencies on efforts to establish shared service models for the delivery of crucial processes and systems to improve customer service.

Activity: Business Partner Review
Refine model for delivery of HR activities across the agency to improve the efficient utilization of resources.

Target: Review, Staff Performance
Complete initial review of LOB/SO staff performing HR functions and time spent. Document recommendations for further process improvement analysis across various HR disciplines. (AHR-100) (ALL LOB/SOs)
Target: Updated AHR Processes
Collaborate with AHR to respond to the Management Board Reduction Initiative Data call. AHF, AHL, AHD, ARP, AGI, ASH, AGC, ATO, AFN, ACR

Target: Revised AHR Model
Collaborate with AHR by attending and participating in the Management Board Reduction Initiative Follow-up Conference. AHF, AHL, AHD, ARP, AGI, ASH, AGC, ATO, AFN, ACR

Activity: DOT Shared Services Proposals
FAA will work internally and in collaboration with DOT and other federal agencies on efforts to establish shared service models for the delivery of crucial processes and systems to improve customer service.

Target: Plan for BOC
In coordination with FAA leadership and DOT, develop implementation plan for BOC to provide DOT wide shared services. (AHB)

Target: Plan for DOT Center
In coordination with FAA leadership and DOT, develop implementation plan for DOT Center for Leadership Development. (AHD)

Target: Implement ONE DOT
Implement ONE DOT Learning Management System under the FAA eLMS umbrella, in coordination with AIT and DOT. Due: September 30, 2019 (HCOP) [FY19 Priority] (AHD) (AFN)

Target: Requests for EAP Services Plans
In coordination with FAA leadership and DOT, if requested, develop a plan to provide DOT-wide work-life EAP services through a single provider. (AHB)

Activity: Workers’ Compensation
Increase agency productivity and contain agency costs through effective management of the Department of Transportation (DOT) Workers’ Compensation Program (OWCP).

Target: Chargeback Costs
Contain DOT’s annual workers’ compensation chargeback costs at a rate better than the average government-wide rate change over the prior three years. (AHB)

Target: Collaboration for Medical Management System
Collaborate with FAA Contracting, General Counsel, DOT, DOL, to determine steps necessary to consider and pursue a Medical Management System for all DOT modes in FY20. (AHB) (AFN, AGC)
Target: Workers’ Compensation Briefings
Deliver workers’ compensation briefings as requested by FAA and DOT leadership and management groups. (AHB)

Initiative: 2: Workforce Transformation -Talent Management
AHR will ensure that the skills of our workforce evolve as the technologies, operating models or strategic priorities of the organization change. AHR will ensure FAA has the human resources needed to accomplish its safety mission through enhancement of strategic workforce planning, leadership development and succession planning initiatives that promote a high-performing workforce, identify and close senior manager skill gaps and implement and maintain programs to attract, acquire, develop, promote, and retain quality and diverse talent. (HCOP)

Activity: Strategic Workforce Planning [AHR STI - Activity]
Promote the use of Strategic Workforce Planning (SWP) principles to assist LOB/SOs with Human Resource (HR) planning and provide the organization with the right quality and quantity of talent, at the right time to meet current and future requirements.

Target: Environmental Scan - Inventory
Conduct an environmental scan of FAA structure, LOBs, and workforce, and document the current FAA baseline workforce "inventory" (e.g., size, demographics, critical competencies, and drivers of change). (AHF)

Target: Identify 2-3 potential future state scenarios
Identify 2-3 potential future state scenarios. (based on 3-5 year view of FAA’s strategic priorities, technologies, and operational norms) (AHF)

Target: Workforce Planning Maturity Model (WPMM)
Create a scalable strategic staffing model to identify and prioritize critical workforce gaps. (AHF)

Activity: Centralize Classification Authority
Continue centralization of classification across FAA targeted occupational series.

Target: Centralized Intake Process
Design and deploy a centralized intake process for classification requirements. (AHF)

Target: Centralized Classification Reviews
Conduct centralized classification reviews for targeted occupational series. Due September 30, 2019 (AHF)

Target: Centralized Library
Develop a centralized library of Standardized Job Descriptions for occupational series targeted for centralized classification in FY 2019. (AHF)
**Activity: Succession Planning [AHR STI - Activity]**
Promote the use of succession planning principles to assist LOB/SOs in developing strategies to strengthen the FAA talent pool, starting at the executive level.

**Target: Position and Talent Reviews**
Conduct position and talent reviews on successor pools for 30% of the executive positions that are most likely to experience attrition (~16 positions). (AHD)

**Target: Leadership Competencies**
Assess leadership competencies for employees who opt in to pilot program. (Analyzing Talent Pool/Measuring Readiness) Due: September 30, 2019. (AHD)

**Target: Close Competency Gaps**
Provide annual developmental recommendations to close competency gaps identified during the evaluation process. Due: September 30, 2019. (AHD)

**Target: Actionable Plans**
Provide participating LOBs with actionable plans based on an organizational analysis of the data obtained through the succession planning process for filling executive positions most likely to experience attrition. (AHD) [FY19 Priority] (ASH, AVS)

**Activity: Diversity in Leadership Career Pipeline**
Implement and promote efforts that support attracting and retaining diverse talent in FAA’s leadership career pipeline. (HCOP) (with ACR)

**Target: Promote Diversity & Inclusion**
AHR will continue to promote Diversity & Inclusion in 65% of formal leadership offerings. (AHD) (ACR)

**Target: Provide LOB/SO Specific Reports**
Develop if needed, and provide LOB/SO specific reports tracking the number of females, Hispanics/Latinos, People with disabilities, and People with targeted disabilities holding manager positions. (AHA)

**Initiative: 3: Workforce Transformation - Drive Performance**
AHR will promote efficiency and effectiveness of the FAA workforce by evaluating and implementing systems and structures that engage, develop and inspire a diverse, capable workforce by creating, implementing and maintaining effective performance management strategies, practices and activities that support mission objectives.

**Activity: Performance Management**
Create, implement and maintain effective performance management strategies, practices and activities to foster an efficient and effective workforce.
Target: Performance Management Element
Design and implement a new mandatory performance management element for managers in Valuing Performance. (AHB)

Target: Audit of Managerial Performance
Audit 10% of all FAA Managerial Performance Plans to ensure plans include the mandatory performance management element. (DOT Maximizing Employee Performance) (AHB)

Target: Leadership and DOT
In coordination with leadership and DOT, support and implement program, policy, system and process changes required for updated executive performance management and incentive programs. (AHB, AHF, AHR-100) (AFN)

Target: Address low utilization of "Fully Successful" ratings
Determine which LOB/SOs have a low utilization of "Fully Successful" ratings and provide them with detailed reports of their performance rating distribution and the subsequent impact on pay increases to allow them the opportunity to address performance education within their LOB/SO. (AHB)

Target: Review and Update HCOP
Review and update the formal Agency Performance Management policies as necessary (HCOP). (AHR-100)

Target: Provide Resources HCOP
Provide resources for managers during the performance management process such as webinars, briefings, and timely reminders/communications. (HCOP) (AHB)

Target: ODP Process Guidance
Provide guidance to FAA managers on use of the Opportunity to Demonstrate Performance (ODP) process; collect and publish data to evaluate and create a baseline on current use of ODPS and outcomes. (HCOP) (AHL/AHD) [FY19 Priority] [AHR STI - Target]

Target: Select System Options
Select system options and begin procurement activities for a new IT solution or system for the Pass/Fail Performance Management Program. (HCOP) (AHB) [OSI/M] [FY19 Priority] (AFN) [AHR STI - Target]

Activity: Labor & Employee Relations
Promote effectiveness of the FAA workforce by creating, implementing, training and reporting on activities that ensure conduct and discipline is evenly applied as needed.
Target: Executive Orders
Align and implement Executive Orders in accordance with OPM and DOT guidance. (AHL, AHR-100) (AGC)

Target: Create Specific Reports on Conduct/Discipline Issues
Create LOB/SO specific reports on conduct and discipline issues to identify trends and share with targeted LOB/ SOs. (AHL, AHA)

Target: Develop Grievance/Arbitration Reports
Develop grievance and arbitration reports to identify LOB/SO trends and training opportunities to mitigate future litigation. (AHL)

Target: Implement Order 3710:18
Implement Order 3710:18 to update training for LOB/SOs. (AHL)

Target: Update/Deliver Training LER
Update and deliver FAA-specific labor and employee relations training courses and tools for FAA management and LER specialists, achieving an 80% satisfaction rating on post training surveys. (AHL)

Activity: Total Rewards
Develop overall Total Rewards vision and strategy for FAA workforce, and evaluate program options (existing, new or planned) to best meet the strategy and vision.

Target: Regular Assessment of Total Rewards Programming
Develop plan to conduct regular assessment of Total Rewards programming based on FAA's mission needs and on the organization's strategic priorities, available resources and workforce interest. (HCOP) (AHB)

Target: VLB Implementation/Communication Plan
Draft implementation and communication plan for Voluntary Leave Bank (VLB) implementation. (AHB) [AHR STI - Target]

Target: Recognition Program
Implement and communicate recognition program, including website launch, communications to workforce and branded templates for real time recognition. (AHB) [AHR STI - Target]

Target: Modernize Total Rewards Vision
Modernize Total Rewards vision, strategy, and offerings; create or update programs such as financial education, retirement planning, and student loan options, in response to agency mission requirements based on assessment data, budget and resource availability. (AHB) [FY19 Priority] [AHR STI - Target]
Target: Evaluate Magellan/EAP
Evaluate Magellan/EAP service usage and employee needs, and develop plan to implement identified changes, if needed. (AHB)

Initiative: 4: Workforce Transformation - Program Effectiveness
Enhance HR service delivery and ensure effective execution of human resource functions across the employee lifecycle through more efficient and effective processes, systems and structures by strengthening coordination or policy, service deliver and oversight; implementing process automation improvements; leveraging internal communications and advancing internal and labor partnerships; and executing programs alignment with internal targets and organizational needs.

Activity: Data & Automation
Improve timeliness, understanding and access to human resources data through AHR Business Intelligence (BI) and automation projects to improve the efficiency of services that AHR provides to its customers.

Target: Implement Process or Automation Improvements
Implement process or automation improvements for at least four (4) AHR processes and systems. (AHA)

Target: FAA HR Data Request Process
Restructure and centralize the FAA HR data request process. (AHA)

Target: HR Optimization Initiatives
Identify and eliminate duplicative processes and services across AHR through HR optimization initiatives. (AHA) [AHR STI - Target]

Target: Utilize Technology Platforms
Utilize alternate technology platforms to maintain accountability (FAA Personnel and AHR Financial Controls). (AHA)

Target: BI Data Reports
Implement two (2) BI data reports to aid AHR Senior leadership in making strategic decisions. (AHA)

Target: BI Reports/Tools
Identify two (2) collaborative opportunities to expand BI reports/tools within AHR or an external LOB/SO. (AHA)

Target: Implement New Case Mgmt System
In coordination with AIT, implement new case management system at the Benefits Operations Center. (AHB) (AFN)
Activity: Accountability Board
Maintain timeliness, consistency, accuracy and appropriateness in reporting processes and procedures regarding allegations that are within the scope of the Accountability Board and in accordance with the requirements of the Accountability Board Order 1110.125A.

**Target: Automate AB Process**
Implement program to automate the AB process, enhancing interoperability and reducing duplication. Due: March 30, 2019 (AHA)
- Target 2: Identify collaboration tools that will provide access to specific AB data to authorized individuals, while using the strong controls required for enhanced information security. (AHA)

**Target: Identify AB Data Collaboration Tools**
Identify collaboration tools that will provide access to specific AB data to authorized individuals, while using the strong controls required for enhanced information security. (AHA)

**Target: Publish AB Data Analysis Reports**
Publish reports to LOB/SO each quarter and annually (ad hoc as requested); identifying trends, indicating areas of improvement and potential challenges related to AB data analysis. (AHA)

Activity: Communication & Engagement
Promote AHR activities to raise awareness of AHR activities and services, and facilitate collaboration.

**Target: Create Correspondence Process Improvement Plan**
Create a process improvement plan that outlines a workflow for official and non-official correspondence/communication. (AHA)

**Target: Data/Budget Workflow Tool**
Automate a tool to track data and budget workflow, improve quality and decrease response time. (AHA)

**Target: Coordinate AHR Collaborative Forum**
Coordinate and manage the AHR Collaborative Forum bi-annually with ATO, AVS, and AFN and annually with other LOB/SOs as needed. (AHA)

**Target: Communication Strategy Project Plan**
Implement a multi-phased project plan for AHR's internal and external communication strategy and deliver/launch at least (2) two high priority products that assist supervisors and above. (AHA)
Target: AB Communication/Marketing Plan
Launch AB communication and marketing plan and dashboard. (AHA)

Activity: Recruiting & Hiring
Measurably improve or maintain day-to-day execution of HR by implementing tactical initiatives to operate efficient and effective hiring and onboarding processes.

Target: Reduce Average Days to Hire
Reduce the average days to hire, for which AHR is accountable, to 38 days or less. (AHF)

Target: Top 5 Mission Critical Occupations
Conduct bi-monthly assessments on status of the top 5 mission critical occupation hiring by examining components of recruitment, hiring, and attrition; and collaborate with LOB/SOs on identifying triggers and/or improvement opportunities. (AHF) (ATO)

Target: Identify Recruitment Strategies
Identify process improvement initiatives through recruitment strategies for hard to fill positions, locations, EAC groups, and/or positions with low numbers of qualified applicants; and report LOB/SO collaboration efforts. (AHF) [FY19 Priority] 19E1B1

Target: Standardize Onboarding Process for New Hires
Standardize onboarding process for populations of new hires across FAA (e.g., Direct to Facility hires, interns, virtual locations, temporary). (AHF)

Activity: Benefits & WorkLife
Enhance the quality, efficiencies, and awareness of FAA Benefits and WorkLife Services by improving communications through an expanded number of seminars, briefings and resources that address needs throughout the employee lifecycle.

Target: Deliver WorkLife Programs
Determine schedule for FY19 and develop and deliver at least 6 (six) WorkLife programs or resources (presentations, fairs, workshops, videos manager/employee toolkits or other web-based resources) to highlight the full scope of WorkLife programs for our employees. (AHB)

Target: Deliver Retirement Briefings
Determine schedule for FY19 and develop and deliver at least 8 retirement seminar briefings for FAA's workforce on fundamental steps in retirement planning for employees at all ages and stages. (AHB)
Target: Training for Benefit Operations Center (BOC) Staff
Improve quality and provide consistent standards and practices by developing/revising, implementing and training Benefit Operations Center staff on the Reemployed Annuitant, Retirement Application, and Retirement Application – Disability Standard Operating Procedures (SOP). (AHB)

Target: Reduce Completion Time for Retirement Estimates
Complete 70% of retirement estimates in 45 days. (AHB) [FY19 Priority]

Activity: Compensation
Ensure FAA salaries remain competitive with public and private sectors by using market data to enhance the decision-making process.

Target: Analyze FAA Pay Bands
Analyze and identify recommendations to improve, if appropriate, FAA pay bands to determine compensation competitiveness with the public and private sectors. (AHB)

Target: Management Perf Incentive Program (MPIP)
Analyze and identify recommendations to improve, if appropriate, FY2018 Management Performance Incentive Program (MPIP) results. (AHB)

Target: Develop Compensation and Calculation Tools
Develop compensation options and calculation tools for executive performance management and incentive programs. (AHB)

Activity: FAA Leadership and Learning Institute
Deliver leadership training to FAA managers that reinforces the eight (8) FAA Strategic Leadership Capabilities.

Target: Deliver Leadership and Mgmt Training
Deliver FAA foundational leadership and management training to 2,400 students. (AHD) [OSI/M]

Target: Maintain a 90% Student Satisfaction
Maintain a 90% student satisfaction rating in all leadership and management courses. (AHD)

Activity: Leadership Development Programs
Increase the awareness and application of the eight (8) FAA Strategic Leadership Capabilities among current and potential leaders by providing opportunities for leadership development.

Target: Deliver 2 PEL Cohorts
Deliver two FAA Program for Emerging Leaders redesigned program cohorts. (AHD)
Target: Attain 90% Student Satisfaction
Attain a 90% student satisfaction rating for the Program for Emerging Leaders. (AHD)

Target: Evals for Sr Manager Exchange Program
Conduct an evaluation of the Senior Manager Exchange Program and incorporate recommended changes into the program. (AHD)

Target: Deliver 2 SLDP Cohorts
Deliver two Senior Leadership Development Program Cohorts. (AHD)

Activity: Federal Employee Viewpoint (FedView) Survey
Administer the annual survey, analyze, communicate results/trends, and provide results and metrics to Lines of Business and Staff Offices (LOB/SOs) to strengthen employee engagement and inform workforce decisions.

Target: Analyze FedView Results/Trends
Analyze FAA's Employee Engagement and the FedView Survey results/trends. (AHA)

Target: Administer 2019 FedView Responses
Administer the 2019 FedView Survey and communicate response rates weekly to LOBs/SOs to support improved participation. (AHA)

Target: Action Planning to Improve Employee Engagement
Conduct action planning with LOB/SOs based on FedView Survey results to improve employee engagement. (HCOP)(AHA) [AHR STI - Target]

Activity: Policy Compliance & Program Review
Conduct program reviews to evaluate compliance with policy and applicable regulations and to identify opportunities for improvement. (HCOP)

Target: PRIB Conversion
Implement PRIB conversion timeline as appropriate throughout the FY. (AHR-100)

Target: New Process Conducting Compliance Evaluations
Design and implement new process for conducting compliance evaluations of hiring processes to enhance efficiency and value added to the organization. (AHR-100, AHF)