

FY 2020 ACR Business Plan



Infrastructure

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

System Operations and Performance

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: External Operations Program Compliance - ADA/504 and Title VI

ACR will conduct assessments, provide training and technical assistance, and build out functionalities for the existing FAA Civil Rights Connect System assessment tool to inform recipients of requirements and compliance status, and for ACR to identify trends.

Activity: ADA/504 Airport Assessments

Conduct airport ADA/504 program assessments to increase airport program compliance.

Target: ADA/504 Enrollment

Enroll thirteen (13) additional airports in the compliance assessment tool for the ADA/504 Programs and provide feedback to the airports to assist them in becoming compliant.

Target: ADA/504 Conduct Reviews

Conduct five (5) additional ADA/504 program compliance reviews (mini or full).

Activity: Title VI Airport Assessments

Conduct airport Title VI program assessments to increase airport program compliance.

Target: Title VI Enrollment

Enroll fifteen (15) additional airports in the compliance assessment tool for the Title VI programs and provide feedback to the airports to assist them in becoming compliant, unless a new DOT Title VI order is issued in which case we will only enroll three (3) additional airports

Target: Title VI Conduct Reviews

Conduct five (5) additional Title VI compliance reviews (mini or full), unless a new DOT Title VI order is issued in which case we will only enroll one (1) additional airport.

Activity: Federal Collaboration

Collaborate with other Federal offices to improve oversight and technical assistance activities.

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Target: ADA/504 Meetings

Conduct or participate in three (3) interagency stakeholder meetings to address crosscutting issues regarding airport disability access, including potential strategies and/or products to benefit the airport disability community.

Activity: Conduct Training and Technical Assistance

Deliver training and technical assistance to airport sponsors or other ADA/504 and Title VI Program stakeholders to increase their program knowledge.

Target: ADA/504 National Training

Conduct or participate in two (2) ADA/504 training events, if funding is available, and we receive approval to participate.

Target: Title VI National Training

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

Target: ADA/504 Webinars

Conduct five (5) ADA and/or 504 webinar trainings.

Target: Title VI Webinars

Conduct four (4) Title VI, LEP and/or EJ webinar trainings, unless a new DOT Title VI order is issued in which case we will only conduct one (1) webinar training.

Target: ADA/504 Consultations

Consult with at least thirty-eight (38) airport sponsors or other stakeholders on the ADA/504 program.

Target: Title VI Consultations

Consult with at least twenty (20) airport sponsors or other stakeholders on the Title VI program.

Target: Title VI Stakeholder Resources

Finalize revised Title VI Toolkit and forward for concurrence within FAA and/or DOT as necessary.

Target: ADA/504 Technical Assistance Calls

Conduct three ADA/504 compliance program related question and answer teleconference sessions for airport sponsors.

Target: Title VI Technical Assistance Calls

Conduct two Title VI compliance program related question and answer teleconference sessions for airport sponsors.

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Activity: Utilize Technology

ACR will enhance development of the FAA Civil Rights Connect System for airport sponsors to assist in meeting DOT regulatory requirements.

Target: ADA/504 Assessment Tool

Develop conceptual model for an enhanced ADA/504 Assessment Tool to include automated sponsor feedback.

Target: Title VI Assessment Tool

Develop conceptual model for an enhanced Title VI Assessment Tool to include automated sponsor feedback.

Target: ADA/504 Compliance Program - Outreach to Raise Awareness of available technology

Educate airport sponsors through various means on the educational products and services available to assist them from the ADA/504 compliance program.

Target: Title VI Compliance Program - Outreach to Raise Awareness of available technology

Educate airport sponsors through various means on the educational products and services available from the Title VI compliance program to assist them.

Target: ADA/504 Compliance Program - Assess and Plan to Further Raise Awareness of available technology

Develop a plan to measure airport sponsor awareness of the products and services available to assist them from the ADA/504 compliance program.

Target: Title VI Compliance Program - Assess and Plan to Further Raise Awareness of available technology

Develop a plan to measure airport sponsor awareness of the products and services available to assist them from the Title VI compliance program.

Activity: Implement New Title VI Requirements

Implement new requirements per a revised DOT Title VI Order if issued by DOT.

Target: Develop Airport Assessment Implementation Proposal

Develop a draft proposal for an implementation plan for the Title VI Order, if the Order is implemented and requires FAA to create such a plan. Complete the draft plan at least 30-days prior to the prescribed deadline.

Target: Develop Guidelines for Airport Sponsor Recipients

Develop a draft proposal for recipient guidelines for implementation of the Title VI Order, if the Order is implemented and requires FAA to create such guidelines, at least 30-days prior to the prescribed deadline.

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Target: Review Airport Sponsor Recipient Title VI Plans

Develop a sample recipient Title VI plan, if the Order is implemented and requires recipients to develop Title VI plans.

Target: Conduct Pre-Grant Award Title VI Assessments

Conduct Title VI assessments, consistent with implementation plans for the Title VI Order, if the Order is implemented and requires FAA to complete assessments, and an implementation plan for FAA is finalized.

Activity: ADA/504 and Title VI - Implement FAA Office of Civil Rights Strategic Plan

Implement new requirements for FY2020 for the ADA and Title VI compliance programs, per the FAA Office of Civil Rights Strategic Plan.

Target: ADA/504 Enhanced Training Delivery

Evaluate options and develop a proposal for enhanced methods of delivering ADA/504 program training content.

Target: Title VI Enhanced Training Delivery

Evaluate options and develop a proposal for enhanced methods of delivering Title VI program training content.

Target: ADA/504 Enhanced Customer Experience – Feedback Link

Provide feedback link to customers within 25 days of completion of ADA/504 complaint investigations.

Target: Title VI Enhanced Customer Experience – Feedback Link

Provide feedback link to customers within 25 days of completion of Title VI complaint investigations.

Target: ADA/504 Enhanced Customer Experience – Complaint Status Updates

Provide monthly status updates to complainants of each ADA program complaint investigation.

Target: Title VI Enhanced Customer Experience – Complaint Status Updates

Provide monthly status updates to complainants of each Title VI program complaint investigation.

Innovation

Lead in the Development and Deployment of Innovative Practices and Technologies that improve the Safety and Performance of the Nation's Aviation System.

Development of Innovation

Encourage, coordinate, facilitate, and foster world-class research and development to enhance the safety, security, and performance of the Nation's transportation system.

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Initiative: 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.

Activity: EEO Training Opportunities for FAA Workforce

Ensure that management and employees complete at least one EEO training course, available through multi-media.

Target: Market Training Opportunities

Market and announce EEO training opportunities each quarter. Create and promote training sessions agency-wide. Due Quarterly.

Target: Corporate Training Goal-Shared

Ensure that 70% of managers and 20% of employees complete one EEO training course.

Activity: Enhance EEO Training Currency and Appeal

Review, revise, enhance, develop or purchase EEO training courses to meet EEO training needs.

Target: EEO Training Currency and Accuracy

Review and revise existing EEO training courses to ensure they are in compliance with current EEO laws and guidance.

Target: EEO Training Course Appeal

Enhance training with multi-media and a variety of training delivery methods to include modern technical advances for course delivery to improve student learning and to provide flexibility of training opportunities.

Target: Develop or Purchase New EEO Training Courses

Develop or purchase new EEO courses to meet current EEO training needs. Coordinate with other DOT agencies to determine opportunities for sharing training resources.

Target: EEO Training Course Effectiveness

Monitor training effectiveness through customer feedback surveys and complaint data.

Accountability

Serve the 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.

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Initiative: Outreach and Special Emphasis Programs

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

Activity: Outreach and Special Emphasis Programs

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

Target: Annual Outreach Plan

In collaboration with AHR's Corporate Recruitment and Marketing, develop an annual outreach plan, targeting underrepresented groups within the Agency. Partner with EAC and NEF to develop annual outreach plan targeting all special emphasis programs.

Target: Community Partnership

Partner with at least 30 community organizations specializing in PWTDD resources to further support ADP recruitment efforts.

Activity: ACR Aviation Development Program (ADP) Implementation

In FY2020, initiate the Aviation Development Pilot at designated (or selected) Air Route Traffic Control Centers (ARTCCs).

Target: Resume Repository

Maintain 2152 PWTDD 2019 candidates and refine a resume database for PWTDD/PWD candidates to support the candidate selection pool.

Target: Oversight

Provide oversight for Aviation Development Program to ensure candidates receive effective and consistent guidance through the employment life-cycle process.

Initiative: EEO/Diversity and Inclusion Action Committee (EAC)

Utilize the EEO Action Committee (EAC) to collaborate and support a diverse and inclusive workplace with existing employee workgroups, LOBs/SO, to create an inclusive work environment.

Activity: ACR Ensure a Diverse and Inclusive Workforce

- ACR in collaboration with the LOB/SO's 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 (PWTDD), 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.

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Target: Reasonable Accommodations

Ensure 90% of all 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: Demographic Data

Analyze and present demographic data in comparison to the civilian labor force statistics to the EAC. Utilize data to identify strategies and actions for improving lower than expected participation rates for underrepresented groups based on the top five FAA occupations.

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: 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: Contracting with Small Businesses

Utilize market analysis and acquisition strategies to provide opportunities for small businesses to compete for and 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.

Target: ACR - Support ACQ's Small Business efforts

Support ACQ's efforts to ensure 25% of the Agency's total direct procurement dollars are awarded to small businesses.

Initiative: National Airport Civil Rights Policy and Compliance Policy Development, Coordination, and Program Enhancement

Provide guidance for external operations, airport operators and other stakeholders on the areas of DBE/ACDBE, ADA/ 504, Title VI/LEP/EJ, and other civil rights policies and regulations affecting airports.

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Activity: Policy Guidance

Provide guidance in the areas of DBE/ACDBE, ADA/ 504 and Title VI/LEP/EJ by conducting training sessions, policy updates, and reviewing existing programs and activities.

Target: Title VI and ADA Orders

Submit FAA Orders 1400.11 (Title VI) and 1400.9A (ADA) for LOB and SO Coordination.

Activity: Program Enhancement

Initiate a comprehensive review and update of 49 C.F.R. Part 23.

Target: Review Part 23

Submit guidance and rulemaking recommendations to DOT for approval.

Target: Airport Compliance Reviews

Conduct a minimum of two meetings with the NEOP team to assess the effectiveness of using a risk-based decision making methodology in the compliance review process.

Activity: Disadvantaged Business Enterprise (DBE) Program Graduation

ACR will perform a feasibility study on the [DBE Program] impact of adding a graduation requirement for DBE Program participants.

Target: Action Plan

Develop an Action Plan (methodology) to facilitate focus groups that will address the prospect of a DOT DBE Programs graduation requirement. The methodology will include well-defined questions and a crosswalk between the Small Business Administration (SBA) small business 8(a) program and the DOT DBE Programs that will garner any relevant data to flesh out the pros and cons of adding a graduation requirement for the DBE Program.

Target: Conduct Stakeholder Focus Group Meetings

Conduct two structured and facilitated stakeholder focus group meetings with airport sponsors, DBE and ACDBE firms, DOT operating administrations, SBA and trade associations on the pros and cons of adding a mandatory graduation requirement for the DBE and ACDBE programs similar to the SBA 8(a) program to further encourage business development and the participation of new firms.

Target: Develop Draft Report Based on Stakeholder Focus Group Meetings

Draft a report and recommendations for ACR-1, based on feedback and data collected from the focus groups on the pros and cons of adding a mandatory program graduation requirement to the DBE/ACDBE Programs. This report will serve as the impetus on determining whether to secure future contractor support to conduct a full feasibility study around this topic.

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Initiative: Alternative Dispute Resolution (ADR) Participation

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.

Activity: ADR Coordination

Coordinate with the LOBs/SOs to encourage its workforce to resolve disputes in an amicable way by utilizing the ADR process and ensure that managers engage in mediation when requested by employees.

Target: Corporate ADR Engagement Goal-Shared

Assist with Agency effort on ADR engagement by ensuring 75% of all managers engage in mediation when requested by employees.

Target: ADR Tracking

Track Agency mediation and resolution rates, present this data at the EAC meetings and, produce a final ADR engagement and resolution report.

Initiative: Management Directive 715 (MD-715)

Prepare the annual Equal Employment Opportunity Commission (EEOC) MD-715 Report for submission to the EEOC and continue to monitor Agency accomplishments.

Activity: MD-715 Coordination

Oversee the process for developing and reporting to the EEOC the Annual MD-715 Report.

Target: Collaboration

Collaborate with LOB/SOs to receive input for the Part G and Part J Checklist of the MD 715 Report.

Target: Preparation

Prepare FAA annual EEO MD-715 Report and submit to EEOC.

Target: State of EEO

Prepare the annual State of EEO briefing and present to the EAC.

Activity: Barrier Analysis

Coordinate with LOB/SO to support the execution of Barrier Analysis Reports.

Target: Monitor and Track

Monitor and track the implementation of corrective actions for the identified barrier analysis studies with the respective LOBs.

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Activity: Civil Rights Directors MD-715 Assessments

Civil Rights Directors (CRD) responsible for internal EEO will conduct EEO Assessments and follow-ups to ensure LOBs/SOs are complying with EEO laws, policies and regulations.

Target: Facility Selection

Identify the four (4) facilities to conduct the MD 715 EEO assessments and conduct (4) facility follow-up assessments.

Target: Deploy

Conduct four (4) MD 715 Facility Assessments and conduct the (4) follow-up assessments.

Initiative: EEO Complaint Services - Improved Customer Experience

Ensure a customer-focused environment to better satisfy the needs of our customers and to improve the quality of the organization's products and services through innovative programs, accountability in processes and services, and customer experience integration.

Activity: Management of the ACR Customer Feedback Database

Maintain the ACR Customer Feedback Database to assess and ensure the internal and external services provided are meeting customer expectations.

Target: Customer Feedback

Provide feedback link to customers within 25-- days of completion of:

- investigation
- ADR
- Informal counselling

Target: Mid-Year Report

Complete mid-year report on feedback.

Target: Training

Provide annual refresher Feedback Database training to ACR users.

Target: End of Year Report

Complete annual report for feedback.

Activity: Bi-Annual EEO Best Practices Information Exchange Forum

Organize an exchange forum for collaborating with other government agencies, state government and the private sector on EEO Complaint, Diversity and Inclusion Programs in an effort to discover best practices, methods and tools to allow an opportunity to streamline the efficiency of EEOC requirements. ACT-9 will coordinate and host a one day EEO Complaint Services Information Exchange Forum with agencies and organizations external to the FAA. This will serve as an opportunity to voice best practices, share methods and tools used to provide an effective EEO Pre-Complaint Process.

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Target: Logistical Information

Complete logistical information to include invitees, location and formatting.

Target: Distribute Information

Distribute invitations and agenda.

Target: Conduct Forum

Conduct the Exchange Forum.

Target: Report

Provide a report highlighting the best practices discussed at the EEO Complaint Services Information Exchange Forum.

Activity: ISO Certification

National Complaint Services will maintain the ISO Quality Management System (QMS) for the National Intake and EEO Pre-Complaint process (EEO Counselling and Alternate Dispute Resolution) to ensure consistent delivery of quality services and conformance to QMS.

Target: Maintenance

Complete internal audits for maintenance of International Organization for Standardization (ISO) 9001:2015.

Target: Training

Conduct Quality Management System (QMS) training, as required to maintain quality standards.

Target: Audit

Complete external surveillance audit for maintenance of International Organization for Standardization (ISO) 9001:2015.

Initiative: Conflict Coaching Program - Early Intervention Conflict Resolution

Provide FAA Managers and Employees conflict resolution options through utilization of early intervention techniques.

Activity: Expand Conflict Coaching Program

By increasing awareness in Conflict Coaching all FAA Employees and Managers will be able to utilize the service as an available resource and an early intervention technique.

Target: Market Conflict Coaching as an ADR Option

Include Conflict Coaching as an option in the Notification of Rights and Responsibilities disseminated to Aggrieved in the informal complaint process by marketing it as an ADR option. Pre-mediation conflict coaching will be offered to individuals in the informal complaint process.

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Target: CCP Partner Pilot

Expand Conflict Coach pilot program to partner with LOB/SO's in the service area's where Conflict Coaches will be assigned to specific organizations to develop rapport and serve as their dedicated resource for conflict coaching.

Target: Cadre Training

Provide Conflict Coaching Cadre members with refresher training.

Target: Coaching Engagements

Expand the Conflict Coaching Program by increasing coaching contacts by ten percent (10%).

Target: Marketing

Continue marketing the Conflict Coaching Program by utilization of technology for marketing and training purposes: digital signage players, development video vignettes, etc.

Initiative: Mediator Management

ACR, in coordination with each LOB/SO, will ensure that 100% of all FAA trained mediators have received their eight (8) hours of required refresher mediation training and/or training that exceeds EEOC regulatory requirements. Additionally, ACR will monitor training plans for all FAA mediators to ensure currency and development in the area of conflict management/resolution. ACR will add additional collateral duty mediators where necessary and sponsor a forty (40) hour basic mediator training as needed. ACR will maintain a KSN site for mediators to access information on different mediation topics to include best practices, policy changes, new techniques, etc. ACR will maintain a Learning Path Plan for mediators that will identify levels and learning tracks for continuous improvement.

Activity: Mediators Training

Provide innovative training opportunities and development to all certified mediators utilized by ACR.

Target: Training Providers

Conduct market search for new vendors to conduct advanced mediator training for all ACR mediators. This will include input from all Service Area ADR Program Managers and Directors. Secure the training providers, location, etc.

Target: Outside Training Sources

Coordinate with AHR to provide training to all active ACR mediators on the topic of options for personnel actions in order to enhance the knowledge of the mediators to assist with resolution of complaints.

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Target: Mediator Development

Utilize ADR ISO SOP Internal Mediator Survey results to assist in identifying training needs for the next FY for all ACR mediators. Update/monitor Learning Path Plan; review/modify (if necessary) which courses will be in each track. Provide Learning Plan, with any changes, to ACR Management Team for input.

Target: Mediator Oversight

Provide quarterly training; refresher training, and new mediator training as needed and as required for currency. Identify training providers, location, shared funding with LOBs and participants. Offer quarterly ADR Training Telcons/Virtual Meetings with rotational Service Area responsibilities and topics.

Target: Mediator Profiles

Update/maintain mediator profiles so to assist with making assignments according to mediator's level of experience and training. Update/ maintain ADR KSN site to include, adding users, identify materials, etc.

Initiative: ACR Quality Management Program (QMP)

Civil Rights Directors and the Quality Management Representative work collaboratively to Implement a Quality Management Program (QMP) for Best Practices within ACR focused on the needs of our customers and the improvement of quality of the organization's products and services.

Activity: ACR Best Practices

Implementation of a internal Quality Program to support the needs of ACR.

Target: Documentation Review

The Quality Management Representative and Civil Rights Directors maintain ACR Quality Guidelines and Standard Operating Procedures to improve "Best Practices" within ACR while meeting Customer needs.

Target: Tools and Technology

Maintain ACRs QMP KSN site or other Automated Tools to support the ACR's Quality Program Infrastructure.

Target: Training

Provide training to support to ACR employees, as required, for continuous process improvement.

Target: Audits

Perform internal audits annually to support a sustained Quality Program.

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Target: Non Conformances

Civil Rights Directors ensure that 100% of non conformances will be corrected within the prescribed time frame. This will be reported quarterly.

Target: Quality Oversight

Host Quarterly Management Reviews to maintain the integrity of the Quality Program as defined.

Initiative: External Operations Program Compliance- DBE/ACDBE

ACR will conduct assessments, provide training and technical assistance, and build out functionalities for the existing FAA Civil Rights Connect System assessment tool to inform recipients of requirements and compliance status, and for ACR to identify trends.

Activity: DBE/ACDBE Airport Assessments

Conduct airport DBE and/or ACDBE program assessments to increase airport program compliance.

Target: DBE/ACDBE Enrollment

Enroll fourteen (14) additional airports in the compliance assessment tool for the DBE and/or ACDBE programs and provide feedback to the airports to assist them in becoming compliant.

Target: DBE/ACDBE Conduct Reviews

Conduct four (4) additional DBE and/or ACDBE program compliance reviews (mini, full, or certification).

Activity: Conduct Training and Technical Assistance

Deliver training, technical assistance, and consultations to airport sponsors or other DBE/ACDBE Program stakeholders to increase their program knowledge.

Target: DBE/ACDBE Training

Collaborate with national trade associations and other stakeholders to deliver six (6) DBE and/or ACDBE program trainings in addition to FAA's own NCRTC, if funding is available, and we receive approval to participate.

Target: DBE/ACDBE Webinars

Conduct five (5) DBE and/or ACDBE webinar trainings (live or pre-recorded).

Target: DBE/ACDBE Consultations

Consult with at least seventy-two (72) airport sponsors or other stakeholders on the DBE/ACDBE program.

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Target: DBE/ACDBE Technical Assistance Calls

Conduct seven (7) regional and/or multi-region DBE/ACDBE compliance program related question and answer teleconference sessions for airport sponsors.

Activity: Utilize Technology

ACR will enhance development of the FAA Civil Rights Connect System for airport sponsors to assist in meeting DOT regulatory requirements.

Target: DBE Prompt Payment Complaints

Continue to ensure that airport sponsors track and report information as to prompt payment complaints, analyze data from FY19, and produce annual report.

Target: DBE Goal-setting Tool Deployment

Deploy ACDBE goal-setting tool to airports.

Target: DBE Goal-setting Tool Training

Provide one (1) training events on how to use the new ACDBE goal-setting tool to airport sponsors and other stakeholders.

Target: DBE/ACDBE Assessment Tool

Develop conceptual model for an enhanced Assessment Tool to include automated sponsor feedback.

Target: DBE/ACDBE Compliance Program - Outreach to Raise Awareness of available technology

Educate airport sponsors through various means on the educational products and services available to assist them from the DBE/ACDBE compliance program.

Target: DBE/ACDBE Compliance Program - Assess and Plan to Further Raise Awareness of available technology

Develop a plan to measure airport sponsor awareness of the products and services available to assist them from the DBE/ACDBE compliance program.

Activity: DBE/ACDBE - Implement FAA Office of Civil Rights Strategic Plan

Implement new requirements for FY2020 for the DBE/ACDBE compliance program, per the FAA Office of Civil Rights Strategic Plan.

Target: DBE/ACDBE Enhanced Training Delivery

Evaluate options and develop a proposal for enhanced methods of delivering DBE/ACDBE program training content.

Target: DBE/ACDBE Enhanced Customer Experience– Feedback Link

Provide feedback link to customers within 25 days of completion of each DBE/ACDBE compliance program complaint investigation.

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Target: DBE/ACDBE Enhanced Customer Experience – Complaint Status Updates

Provide monthly status updates to complainants of each DBE/ACDBE compliance program complaint investigation.

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: Corporate Leadership for Efficiency Activities

As the agency lead for all cost control/efficiency efforts, ABA will provide leadership and guidance in the development of efficiency and financial metrics that can be used to track the efficiency and financial performance of each organization within the agency.

Target: ACR Efficiency Measure: Time to Process Reasonable Accommodation Requests- Annual Check/Update

Provide or check updated FY 2021 measure template with changes as needed.

Activity: FY2020 Quarterly Data Consolidated and Reporting

Consolidate LOB/SO efficiency of financial and productivity metrics and report quarterly. Due 60 days after the end of each quarter.

Target: ACR Efficiency Measure: Time to Process Reasonable Accommodation Requests- Quarterly Submission

Report quarterly results and comments to ABA on the time to Process 90% Reasonable Accommodation Requests. Due 30 days after the end of each quarter.

Initiative: ACR Model Organization

Create an environment within ACR where we recruit, retain, and develop high performing and engaged employees.

Activity: Recruitment Strategies

Develop recruitment strategies with an emphasis on retention to increase the applicant pool with critical EEO technical skills.

Target: Onboard Data Report

Work collaboratively with the Office of Human Resources to develop baseline ACR employee onboard data report.

Target: Gap Analysis Assessment

Work with ACR Directors to develop gap analysis by reviewing skills assessment of all ACR employees.

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Target: Internal ACR Taskforce

Develop internal ACR taskforce inclusive of ACR Employees to develop retention and recruitment strategies for the overall ACR workforce.

Target: Benchmark

Benchmark other federal agencies to review technical skills of EEO workforce to improve the level of EEO technical skills for ACR EEO Specialist.

Activity: Employee Development

Incorporate initiatives to strengthen training and development programs that enhance staff knowledge, skills, and abilities towards improving performance and exceeding customer expectations.

Target: Workgroup

Establish workgroup made up of DOOCR, HR, ACR and OPM to define a model high performing employee.

Target: Needs Assessment

Conduct ACR needs assessment inclusive of an employee survey and one-on-one review of employee's training history to identify gaps in existing programs and develop internal training offerings to increase knowledge, skills and abilities of ACR employees.

Target: Competency Assessment

Conduct a needs assessment to identify skills and competencies necessary to define a career path for civil rights.

Target: Individual Development Plans

Work with employees to develop Individual Development Plans to support the results of the Skills Assessment findings.

Initiative: Mutual Accountability

Promote and sustain fair and equitable recruitment, retention, and promotion policies by cultivating an environment that encourages collaboration, flexibility, and fairness in which individuals are enabled to perform to their full potential. This will be achieved through the development and implementation of a FAA Diversity and Inclusion Strategic Plan (D&I Plan) supporting Executive Order 13583, which identifies the following areas of focus: Recruitment, Hiring, Training, Development, Advancement, Promotion, and Retention. The D&I Plan will support the FAA's goal of recruiting from a diverse, qualified group of potential applicants, and developing structures and strategies to equip leaders with the ability to manage diversity, measure results and monitor accountability.

Activity: Corporate Aviation Development Program

Use the Aviation Development Program (ADP) as a platform to increase the participation rate of Hispanics and women by 2%, within the applicant pool for the agency's top five occupations in FY2020. Must complete 3 out of 5 targets.

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Target: Corporate Engagement

Collaborate with all LOB/SOs to create a new task force to develop strategies to increase the applicant pool of Hispanic people and women. The task force will meet monthly and focus on both entry level and career development positions.

Target: Community Outreach

Utilize the task force to increase outreach with community organizations specializing in outreach to communities of Hispanic people and women by 50% to further support ADP recruitment efforts.

Target: Barrier Assessment

Collaborate with the EEO Diversity and Inclusion and Action Committee (EAC) Workgroups and the FAA National Employee Forum (NEF) to utilize strategies from the newly developed task force to implement an action plan to evaluate the current application participation rate, employee life-cycle progress into leadership positions, and present the data to the EEO Diversity and Inclusion Action Committee (EAC) by the end FY2020.

Target: Partnership

Collaborate with EAC Workgroups and the NEF to develop a list of Historically Black Colleges and Universities (HBCUs), Hispanic Serving Institutions (HSIs), Persons with Targeted Disabilities (PWTD) Organizations, Tribal Colleges, and other Minority Serving Institutions (MSI) and to create a standard corporate marketing strategy. This strategy will enhance our outreach efforts through the implementation of quarterly collegiate/educational events about FAA careers to create a greater variety of aviation focused learning opportunities.

Target: Training

Collaborate with the EAC Workgroups and the NEF to educate Hispanic and women FAA employees about career development opportunities by conducting 10 webinar and training sessions throughout FY2020.

Initiative: The FAA Historically Black Colleges and Universities (HBCU) Initiative Program

In support of Presidential Executive Order #13779 – The White House Initiative to Promote Excellence and Innovation at Historically Black Colleges and Universities, the Office of Civil Rights will collaborate with LOB/SOs to create a Corporate HBCU Program. The implementation of this program will support the workforce development needs of the FAA by attracting and retaining a diverse and skilled workforce to proactively address transformative technological challenges (e.g. UAS, Cyber, Commercial Space, Data) evaluate regulatory and policy issues, and maintain the safety and efficiency of our global aerospace system.

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Activity: The Department of Transportation HBCU Initiative

The Office of Civil Rights will create a HBCU White House Initiative Workgroup to support DOT's goal of increasing HBCU engagement in DOT procurement opportunities by providing HBCUs with an instrument to increase the dollar value of Federal research contracts through the Small Business Transportation Research Centers (SBTRC) cooperative agreement program. In FY2020 the HBCU White House Initiative Workgroup will provide technical assistance and will lead outreach activities/events at HBCUs across the country to help HBCUs obtain a better understanding of federal government acquisitions, contracts and grants processes. This activity will be achieved if four out of the six targets are successfully completed.

Target: The FAA HBCU White House Initiative Workgroup

ACR will create and implement an executive led subcommittee workgroup of the EEO Diversity and Inclusion Action Committee (EAC) to lead the HBCU White House Initiative. This team will be charged with identifying and creating a Cooperative Agreement as a funding instrument to enhance HBCU participation and foster the growth of HBCUs receiving FAA Research and Development (R&D) Awards.

Target: The 2020 Annual HBCU Conference Week

In FY20, ACR will actively participate in the Annual HBCU Week Conference. The FAA HBCU White House Initiative Workgroup will discuss progress on the Research Excellence for Aviation Competitiveness at HBCUs (REACH) program and the Early Aviation Innovators Development Program (EAID).

Target: The FAA Minority Serving Institutions Law Intern Program

In FY20, the HBCU White House Initiative Workgroup will enhance and support the Law Intern Program in both the Summer and Fall 2020 semesters. ACR will conduct an analysis to determine the impact of the MSI Law Intern Program and opportunities to expand the program.

Target: The Memorandum of Understanding (MOU) with the University of Maryland Eastern Shore (UMES)

Evaluate the feasibility of reestablishing and maintaining a relationship with UMES and the opportunity for implementing a new Memorandum of Understanding (MOU). The HBCU White House Initiative Workgroup will conduct assessments of other HBCUs to determine MOU feasibility for mission aligned academic programs and/or academic program development in FY2020.

Target: HBCUs approved for the FAA Air Traffic Control Collegiate Training Initiative Program (AT-CTI)

The HBCU White House Initiative Workgroup will complete an analysis of the current program at Hampton University and develop a short term and long-term plan with metrics to support the continued success of the Hampton University program. ACR will oversee HBCU participation in the AT-CTI which allows graduates the option to bypass the Air Traffic Basics Course, which is the first five weeks of qualification training at the FAA Academy.

FY 2020 ACR Business Plan



Target: HBCU Partnerships

In FY20, ACR will lead the HBCU White House Initiative Workgroup in increasing outreach and relationships with the HBCUs through the strengthening of partnerships and working to establish at least four partnership agreements.

Activity: The FAA Research Excellence for Aviation Competitiveness at HBCUs (REACH) Program

Through the development of a cross-organizational HBCU White House Initiative Workgroup, ACR will create the FAA Research Excellence for Aviation Competitiveness at HBCUs (REACH) Program. This activity will be achieved if two out of the three targets are successfully completed.

Target: Development of Standard Operating Procedures (SOPs)

Create Standard Operating Procedures to include a management plan; operating plan; communication plan; and plan for monitoring program/project performance. The Team will additionally provide necessary information, contacts, etc. to allow the FAA to enter into an Inter-agency Agreement to access the cooperative agreement funding instrument for HBCUs.

Target: Early Aviation Innovators Development Program (EAID)

Analyze existing aviation-related programs at HBCUs, institutional capabilities for program development, and build partnerships with industry stakeholders to identify and select key educational areas for development of EAID activities. These outreach activities will enrich and enhance the aviation workforce pipeline at the earliest academic stages.

Target: Aviation Fellowship Program (AFP)

Identify potential candidates from master's and Ph.D. level scientists, engineers, and policy experts from HBCUs along multiple potential career pathways including: (1) federal technical service, (2) federal policy service, and (3) Chief Research Officer or University Administrator. Individuals completing the program will be able to effectively identify FAA strategic priorities, evaluate and develop innovative policy, and engage with relevant federal agency partners.