



Operational Excellence Infrastructure

Operate the world's most efficient aerospace system through daily execution, continuous improvement and infrastructure investment (maps to infrastructure, innovation and accountability)

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 and Title VI Airport Assessments

Conduct airport ADA/504 and Title VI program assessments to increase airport program compliance.

Target: ADA/504 and Title VI Enrollment

Enroll twelve (12) airports for new compliance assessments for the ADA/504 or Title VI Programs and provide feedback to the airports to assist them in becoming compliant.

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 and Title VI National Training

Conduct or participate in three (3) ADA/504 or Title VI training events.

Target: ADA/504 and Title VI Webinars

Conduct two (2) ADA/504 or Title VI webinar trainings.

Target: ADA/504 Stakeholder Resources

Develop a draft of a ADA/504 Toolkit for review by the Director.

Target: Title VI Stakeholder Resources

Rollout to airport sponsors the revised Title VI Toolkit.

Target: ADA/504 and Title VI Technical Assistance Calls

Offer four (4) ADA/504 or Title VI compliance program related question and answer teleconference sessions for all 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: ADA/504 and Title VI Civil Rights Connect Development

Develop a list of desired future enhancements for the ADA/504 and Title VI sections of FAA Civil Rights Connect and create an estimate of costs.

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

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

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

Continue to measure airport sponsor awareness of the products and services available to assist them from the ADA/504 and 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

Finalize proposal for an implementation plan for the Title VI Order.

Target: Develop Guidelines for Airport Sponsor Recipients

Finalize proposal for recipient guidelines for implementation of the Title VI Order.

Target: Review Airport Sponsor Recipient Title VI Plans

Finalize recipient Title VI plan sample, if the Order and FAA implementation plans require 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 the ADA and Title VI compliance programs, per the FAA Office of Civil Rights Strategic Plan.

Target: ADA/504 and Title VI Enhanced Customer Experience – Feedback Link

Provide feedback link to customers within 5 business days of completion of ADA/504 or Title VI complaint investigations.

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

Provide monthly status updates to complainants of each ADA/504 or Title VI program complaint investigation.

Innovation

Lead in the development of innovative aerospace capabilities that improve the safety and performance of our nation's aerospace 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.

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.

Target: Market Training Opportunities

Market and announce EEO training opportunities each quarter, including Harmony and Respect Training (HART) and COVID-19 training. Create and promote training sessions agency-wide. Due Quarterly.

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.

People Accountability

Strengthen our current and future aviation workforce by holding ourselves accountable, developing our people and planning for the aviation workforce of the future

Regulatory Reform

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

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 Council to 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. Collaborate with at least 15 community organizations specializing in PWTD resources to further support ADP recruitment efforts.

Activity: ACR Aviation Development Program (ADP) Implementation

Refine program processes and expand the Aviation Development Program to additional Air Traffic Control locations. (Air Route Traffic Control Centers (ARTCC) and Automated Flight Service Stations (AFSS)).

Target: Resume Repository

Finalize ADP candidates resume database to be shared with LOB/SO for PWTD/PWD candidates to the overall agency's hiring of PWTD.

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 and LOBs/SOs 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 (PWTD), Hispanics, and Women in the workforce as compared to the civilian labor workforce (CLF).
- Managers engage in the mediation/facilitation process.

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 (PWTB), 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.

Initiative: FAA Equal Employment Opportunity (EEO) Diversity and Inclusion Initiative

Achieve shared ownership by all FAA employees, to champion their roles and responsibilities in creating and maintaining a model EEO workplace.

Activity: FAA Corporate Diversity and Inclusion Strategic Plan (ACR and AHR)

The Office of Civil Rights (ACR) will collaborate with the Office of Human Resource Management (AHR) to develop and design a Five-Year Diversity and Inclusion Strategic Plan that will provide the FAA workforce with relevant, strategies, goals and tools needed to create an inclusive, discrimination free workplace where all members of, will have the opportunity to reach his or her full potential.

Target: Administrator's Approval

Complete the Diversity and Inclusion Strategic Plan and send to FAA Administrators Office for final approval and signature.

Target: Marketing and Distribution

Market and provide awareness to FAA employees about the Diversity and Inclusion Strategic Plan by conducting 10 webinar and informational sessions to include a taped message from the Administrator, throughout FY2021.

Activity: Diversity and Inclusion Symposium

The Office of Civil Rights (ACR) will organize the Diversity and Inclusion Symposium/Conference to promote initiatives and leadership accountability for senior executives and FAA employees. This symposium will support the marketing and understating of the Diversity and Inclusion Strategic Plan and programs associated, in an effort to discover best practices, methods and tools to allow an opportunity to streamline the efficiency of EEOC requirements. ACR will coordinate and host a one-day symposium for executive leadership and employees within the FAA to voice best practices, share methods and tools used to provide an effective work environment with emphasis on diversity and inclusion.

Target: Logistics

Coordinate logistical information to include date of event, speakers, invitees, with feedback from internal stakeholders.

Target: Finalize Invitations and Agenda

Distribute joint invitations and agenda. Agenda will be comprised of Senior FAA Leadership, subject matter experts in the field of Civil Rights and individuals with Human Resource Capital acknowledge. Invitations will be sent electronically.

Target: Conduct the Diversity and Inclusion Symposium

The Symposium will be conducted in Washington DC, barring any restrictions on gatherings due to a pandemic. Alternate method will be Zoom. The Symposium will include speakers from FAA Senior Leadership, Civil Rights and Human Management Capital Subject Matter Experts. The symposium will be an agency wide commitment from all Lines of Business/Staff Offices to attend and support the Diversity and Inclusion plan and the Administrators vision for the future of the agency.

Target: Diversity and Inclusion Symposium Report

Provide a report highlighting the best practices discussed at the Diversity and Inclusion Symposium. This report should include all logistical information about the event, to include the speaker's bios, presentations, and any other ancillary information provided during the event. The report will be provided by the Office of Civil Rights to the Assistant Administrator of ACR to present to the Administrator.

Activity: Focus Groups

The Office of Civil Rights in coordination with the Office of Human Resource Management will develop, coordinate and conduct national focus groups to assess the overall climate of diversity and inclusion issues within the FAA.

Target: Implement Pilot Focus Group Sessions

Administer and conduct pilot focus groups, with ACR observers and AHR representatives for each session. Update focus group management plan, prior to implementing national focus groups

Target: Implement National Focus Group Sessions

Administer and conduct national focus groups, with ACR observers and AHR representatives for each session.

Target: Provide Report

Facilitate and review report created for focus groups.

Activity: COVID-19 Manager Training

The Office of Civil Rights will lead the FAA's campaign on offering training to all FAA managers to enhance their interactions and communications during this timeframe and when making decisions related to Reasonable Accommodation requests. This training is called "Addressing the Needs of Employees: Managing EEO Responsibilities for Returning to Normal Operations."

Target: Execution of COVID-19 Manager Training

In order to meet the Office of Civil Rights' goal of offering this training to all FAA managers, all pilot training session will be completed, with initial train-the-trainer sessions conducted, in order for the final training material to be completed for presentation to the management workforce.

Target: Set-Up Additional Train-the-Trainer Events

Conduct train-the-trainer sessions, bi-annually or more, as necessary, to ensure trainers meet quality objectives. These will be to address any feedback from customers and to improve skillset of instructors. These sessions may also include new trainers. Refer to ACR-9 Conducting EEO Training SOP for quality management actions.

Activity: Harmony and Respect Campaign: Civility Matters at FAA

The Office of Civil Rights will lead the FAA Administrator's Harmony and Respect Campaign with the goal of providing facilitated civil treatment sessions to FAA management personnel.

Target: Harmony and Respect Campaign Training Development

Develop training material to be utilized by ACR facilitators/producers during the Harmony and Respect Campaign FAA management personnel sessions.

Target: Harmony and Respect Campaign Facilitator/Producer Train-the-Trainer Sessions

Conduct train-the-trainer sessions, prior to the Campaign kick-off date, for all ACR selected facilitators and producers to ensure they meet quality objectives for the specific Campaign along with honing skills necessary to provide subject matter expertise on the material covered.

Target: Harmony and Respect Campaign Progress Analysis

Conduct, at minimum after Campaign kick-off, quarterly meetings within ACR in order to assess the progress of the Campaign and how to move forward into FY22.

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.

Activity: Policy Guidance

Provide guidance for external operations, airport operators and other stakeholders in the areas of DBE/ACDBE, ADA/ 504 and Title VI/LEP/EJ by conducting training sessions, policy updates, reviewing existing programs and activities in policies and regulations affecting airports.

Target: Review Part 23

Draft 49 CFR part 23 guidance documents as a result of the Part 23 review conducted in FY20 and submit to DOT for approval.

Target: Conduct Stakeholder Focus Group Meetings

Conduct stakeholder listening sessions on the DBE, ACDBE, Title VI and ADA Programs to engage stakeholders and collect input and feedback.

Target: Updated DOT Title VI Order Implementation

Develop and finalize FAA Title VI Checklist and implementation strategy Recipient Guidance for updated DOT Title VI Order.

Target: Title VI and ADA Orders

Publish FAA Orders 1400.11 (Title VI) and 1400.9A (ADA).

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.

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

Each Civil Rights Director will certify in writing that their internal/external EEO Specialists provided the link to their customers within 2 business days of service, and will have documented such occurrences via email.

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: 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 Alternative Dispute Resolution (ADR)) 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: 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.

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 six (6)airports for new compliance assessments of the DBE and/or ACDBE programs and provide feedback to the airports to assist them in becoming compliant.

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 two (2) DBE and/or ACDBE program trainings in addition to FAA's own NCRTC.

Target: DBE/ACDBE Webinars

Conduct two (2) DBE and/or ACDBE webinar trainings (live or pre-recorded).

Target: DBE/ACDBE Technical Assistance Calls

Offer two (2) DBE/ACDBE compliance program related question and answer teleconference sessions for all 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 FY20, and produce annual report.

Target: DBE Enhanced Assessment Tool Deployment

Deploy enhanced assessment tool to airports.

Target: DBE Enhanced Assessment Tool Training

Provide one (1) training event on how to use the enhanced assessment tool to airport sponsors and other stakeholders.

Target: DBE/ACDBE Future Assessment Tool Enhancements

Develop a list of desired future enhancements for the DBE/ACDBE section of FAA Civil Rights Connect and create an estimate of costs

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

Educate airport sponsors quarterly 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

Continue 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 the DBE/ACDBE compliance program, per the FAA Office of Civil Rights Strategic Plan.

Target: DBE/ACDBE Enhanced Customer Experience– Feedback Link

Provide feedback link to customers within 5 business days of completion of each DBE/ACDBE compliance program complaint investigation.

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 2022 measure template with changes as needed.

Activity: FY 2021 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: 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, women and people with disabilities and targeted disabilities by 2% collectively, within the applicant pool within the agency's top five mission critical occupations by the end of FY2021.

Target: Corporate Engagement

Integrate newly developed Hispanic Engagement Initiative (HEI) Plan into FAA Diversity and Inclusion Plan to be integrated into FAA Lines of Business (LOB) and Staff Offices (SO) annual diversity initiatives.

Target: Community Outreach

Utilize the EAC Workgroups to increase outreach to 15 community organizations specializing in outreach to communities to work with Hispanic ,people with disabilities and women 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 HEI Taskforce Plan 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 FY2021.

Target: Partnership

Collaborate with LOB/SO, EAC Workgroups and Aerospace Workforce Steering Committee (AWSC) - Diversity and STEM Workgroups to integrate newly developed FAA Diversity and inclusion plan into FAA LOB/SO annual diversity goals.

Target: Training

Collaborate with the EAC Workgroups and the NEF to target underrepresented groups within the FAA to provide career development training to enhance the participation rate in leadership positions by conducting 8 webinar and training sessions throughout FY2021.

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.

Activity: The Department of Transportation HBCU Initiative

The Office of Civil Rights in collaboration with the HBCU White House Initiative Workgroup will continue 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 continue to utilize the 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 2021 Annual HBCU Conference Week

In FY21, 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 Competiveness at HBCUs (REACH) program and the Early Aviation Innovators Development Program (EAID).

Target: The FAA Minority Severing Institutions Law Intern Program

In FY21, the HBCU White House Initiative Workgroup will enhance and support the Law Intern Program in both the Summer and Fall 2021 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 FY2021.

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.

Target: HBCU Partnerships

In FY21, 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.