



**Federal Aviation
Administration**



Civil Rights
Fiscal Year 2009 Business Plan

800 Independence Avenue, SW
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2009 ACR Business Plan

The FAA Office of Civil Rights (ACR) provides leadership and direction with regard to civil rights, diversity and equal opportunity matters.

ACR will implement a new service delivery model whereby we will work more closely with customers to meet their needs and implement innovative strategies to improve efficiency and effectiveness. This will be accomplished by establishing an Equal Employment Opportunity (EEO) Pre-Complaint Service Center at the William J. Hughes Technical Center to process approximately 700 pre-complaints nationwide through dedicated, full-time counselors. In addition, ACR will shift Air Traffic Organization formal complaint processing and alternative dispute resolution to the three hub locations in Seattle, Dallas Fort Worth, and Atlanta, which will create a closer alliance with senior leadership at these locations. We will also increase our training efforts for new hires in the Aeronautical Center and partner with lines of business and staff offices to train front-line managers and employees in their EEO responsibilities. Given that FAA will be hiring at least one thousand employees a year for the next ten years, ACR has increased its outreach efforts. Lastly, ACR has realigned its external program to the Western Pacific Region, Great Lakes and Eastern Region.

For the External Civil Rights Program, ACR will continue to consult with airport grant sponsors to develop goal methodologies for contracting projects and concession under the DOT Disadvantaged Business Enterprise (DBE) Program. The 2009 ACR Business Plan will focus on strategies to ensure equal opportunity by piloting an airport DBE self-assessment tool to assist airports in administering their programs; conducting compliance reviews to ensure compliance with DBE regulations as needed; and conducting training to make airport sponsors aware of their DBE roles and responsibilities. However, the External Civil Rights Program extends beyond the DBE program. It includes airport compliance with Americans with Disabilities Act, Title VI, Limited English Proficiency, Environmental Justice and other civil rights regulations. ACR will strive to position itself to increase efforts in these other areas. We will do so by implementing action plans for the external civil rights programs and identifying the most effective strategies for accomplishing our external civil rights mission.

For the Internal EEO Program, ACR is responsible for leading the FAA toward a Model EEO Program according to the U.S. Equal Employment Opportunity Commission Management Directive (MD) 715. The 2009 ACR Business

Plan will continue to focus on strategies to advance the FAA toward a Model EEO Program. MD-715 identifies six essential elements for achieving a Model EEO Program. Within each of the essential elements, specific compliance indicators and measures are identified with which federal agencies must comply. Specifically, ACR, with lines of business and staff offices, will concentrate on identifying and eliminating barriers to EEO through development of the annual EEO Plan; conducting on-site evaluations to determine the extent organizations are complying with EEO mandates. Focus will be placed on enhancing the efficiency of our EEO counseling program by conducting an evaluation of the EEO dedicated counselor pilot, National Intake Unit and eFiling system. ACR will also increase its training efforts by delivering new training modules to ensure FAA employees are aware of their EEO roles and responsibilities for the complaint process, alternative dispute resolution and prevention of retaliation. With the upsurge of hiring for Air Traffic Control and other major occupations, ACR will continue to step up its outreach efforts. We will also be taking additional actions to enhance our EEO services based on a customer satisfaction survey on the internal EEO program administered in 2008. Lastly, ACR will be increasing the efficiency measure to monitor the timeliness of our EEO counseling.

Critical to the success of a Model EEO Program is to have a civil rights office that manages its human and fiscal resources efficiently and effectively. For this reason, the 2009 ACR Business Plan will continue to place priority on managing our human resources. In 2009, we will evaluate each ACR employee for skill gaps against the competencies identified in FY 2008, to ensure employee success at full performance levels for occupations within ACR. We will continue to monitor and implement actions to address employee concerns, as a means to reinforce organizational values and programs. In addition, the ACR leadership will manage efficiently its fiscal and information technology resources by monitoring closely ACR core business, financial and other organizational metrics on a quarterly basis.

Greater Capacity

The Office of Civil Rights supports the Greater Capacity Goal area by managing the Disadvantaged Business Enterprise (DBE) Program and investigating equal access complaints for the Airport Improvement Grant Program that is under the administration of the Office of Airport Planning and Programming.

Core Business Measure: Implement DBE Program

ACR manages the National DBE program by reviewing goal methodologies under Part 26 and Part 23; conducting on-site reviews as needed; adjudicating external complaints, measured by processing 100% complaints within 180 days of receipt; and providing training and technical assistance to airports.

Core Business Function: DBE Compliance

Ensure compliance with DBE policy and regulations at airports.

Core Activity: DBE Compliance

Ensure compliance with DBE policy and regulations at airports.

Activity Target 1:

Consult with 100% of airport grant recipients on developing DBE goal methodologies under Part 26 and review goal methodologies for contracting projects. Due September 30, 2009

Activity Target 2:

Consult with approximately sixty (60) medium and large hub primary airport sponsors on developing concession programs in FY 09 under the DBE Concessions Rule and review the methodologies. Due September 30, 2009

Core Activity: Complaint Adjudication

Adjudicate external complaints from the public and other customers.

Activity Target 1:

Review, investigate, if necessary, and adjudicate 100% of external complaints within 180 days of receipt of complaint, provided the airport and complainant provides all the necessary information. Due September 30, 2009

Core Activity: Training and Technical Assistance

FAA has partnered with the Airport Minority Advisory Council (AMAC) to conduct the third largest aviation training conference and partner with other organizations to conduct DBE training and provide technical assistance and consultations.

Activity Target 1:

Partner with the AMAC to conduct annual FAA/AMAC Conference as a training event. Due August 30, 2009

Activity Target 2:

Conduct three (3) national DBE training sessions. Due August 30, 2009

Core Business Measure: Management of American with Disabilities Act (ADA) /Section 504

ACR will monitor ADA and Section 504 compliance by adjudicating completed external complaints received that are within ACR's control within 180 days of receipt, conducting three (3) on-site evaluations and providing training and technical assistance to at least twelve (12) airports by September 30, 2009.

Core Business Function: ADA and Section 504 Compliance

Ensure compliance with ADA and Section 504 policy and regulations at airports.

Core Activity: ADA and Section 504 Compliance:

Ensure compliance with ADA and Section 504 policy and regulations at airports.

Activity Target 1:

Conduct three (3) ADA and/or Section 504 compliance reviews at airports. Due July 31, 2009

Core Activity: Complaint Adjudication

Adjudicate external complaints from the public and other customers.

Activity Target 1:

Review, investigate, if necessary, and adjudicate external complaints, that fall under ACR's control, within 180 days of receipt of complaint, provided the airport and complainant provides all the necessary information. Due September 30, 2009

Core Activity: ADA and Section 504 Training and Technical Assistance

Conduct at least twelve (12) external program consultations and three (3) training sessions on ADA and Section 504.

Activity Target 1:

Conduct three (3) training sessions on ADA and/or Section 504 to increase airport awareness regarding ADA and Section 504 policy and regulations. Due July 31, 2009

Activity Target 2:

Develop a conceptual framework of a virtual airport to illustrate accessibility policy. Due August 30, 2009

Activity Target 3:

Consult with at least twelve (12) airports and other organizations on ADA and Section 504

program. Due August 30, 2009

Core Business Measure: Manage Title VI, Limited English Proficiency (LEP), Environmental Justice (EJ)

ACR will monitor Title VI, Limited English Proficiency (LEP), Environmental Justice (EJ), and other civil rights policy and regulations at airports by adjudicating completed external complaints received that are within ACR's control within 180 days of receipt, conducting three (3) on-site evaluations and providing training and technical assistance to at least fourteen (14) airports by September 30, 2009.

Core Business Function: Ensure Airport Compliance with Civil Rights Regulations:

Ensure airport compliance with Title VI, Limited English Proficiency (LEP), Environmental Justice (EJ) and other civil rights policy and regulations by providing technical assistance to stakeholders, monitoring airport efforts and assessing complaints, measured by processing 100% of complaints within 180 days of receipt.

Core Activity: Title VI, LEP and EJ Compliance

Ensure compliance with Title VI, LEP and EJ and other civil rights policy and regulations at airports.

Activity Target 1:

Conduct three (3) compliance reviews with regard to Title VI, LEP and EJ and other civil rights policy and regulations at airports. Due September 30, 2009

Core Activity: Title VI, LEP and EJ Complaint Adjudication

Adjudicate external complaints from the public and other customers.

Activity Target 1:

Review, investigate, if necessary, and adjudicate external complaints within 180 days of receipt of complaint, provided the airport and complainant provides all the necessary information. Due September 30, 2009

Core Activity: Title VI, LEP and EJ Training and Technical Assistance

Conduct at least fourteen (14) external program consultations and three (3) training sessions on Title VI, LEP and EJ and other civil rights policy and regulations at airports.

Activity Target 1:

Conduct three (3) national training sessions on Title VI, LEP and EJ and other civil rights policy and regulations at airports. Due August 30, 2009

Activity Target 2:

Consult with fourteen (14) airport sponsors and other organizations on Title VI, LEP and EJ and other civil rights policy and regulations at airports. Due August 30, 2009

Organizational Excellence

Within the goal of Organizational Excellence, ACR has direct support for the objective to make the organization more effective with stronger, more knowledgeable, more accountable leadership and a better prepared, better trained, diverse workforce, in the area of Equal Employment Opportunity (EEO). The EEO complaint process is a conflict management mechanism. The Special Emphasis Programs carry out initiatives in connection with EEO outreach, training, and development. Corporate performance measures include the number of EEO formal complaints per number of employees.

Flight Plan Target: Leadership and Accountability

(Objective) Make the organization more effective with stronger leadership, a results-oriented, high performance workforce, and a culture of accountability.

Strategic Initiative: Conflict Management

Undertake a timely and effective corporate approach to conflict management.

(LEAD is Center for Early Dispute Resolution - CEDR)

Strategic Activity: ACR Conflict Management Training & Support

Provide EEO process and data support.

Increase employee awareness of CEDR services by attendance at CEDR briefings, participation in conflict management training, and use of CEDR services as needed.

Activity Target 1:

Provide support in the form of EEO process and data consultation services on a quarterly basis as necessary. Due September 30, 2009

Activity Target 2:

Identify what has been done to encourage employee and manager attendance at semi-annual Center briefings or other participation in conflict management training. Due March 30,

2009

Activity Target 3:

Identify what has been done to encourage employee and manager attendance at semi-annual Center briefings or other participation in conflict management training. Due September 30, 2009

Strategic Initiative: Organizational Excellence Action Plans

Develop and implement Corporate and LOB/SO Organizational Excellence Action Plans that address employee feedback and engagement, and improve organizational effectiveness, accountability and performance.

Strategic Activity: ACR Organizational Excellence Plan

Development and implementation LOB/SO Organizational Excellence (OE) Action Plans that address employee feedback and engagement, and improve organizational effectiveness, accountability and performance.

Activity Target 1:

LOB/SOs will meet with AHR on guidance for action plans. Due December 30, 2008

Activity Target 2:

LOB/SOs will identify and implement methods (e.g., results from surveys, focus groups, interviews, meetings, etc.) that will be used to solicit employee feedback for organizational improvement. Due March 30, 2009

Activity Target 3:

LOB/SOs will develop Organizational Excellence (OE) Action Plans that address their employees' feedback, input, issues and concerns that were identified by employee feedback methods. Due June 30, 2009

Activity Target 4:

LOB/SOs will communicate the results of their analyses of employee feedback and their resulting OE Action Plan to their workforce and implement their plan. Due September 30, 2009

Strategic Initiative: Leadership Development

Each LOB/SO will track and report quarterly on their compliance with corporate leadership development policies and initiatives.

Strategic Activity: ACR Leadership Development Compliance

Each FAA organization will track and report quarterly in pbviews on their compliance with

leadership development policies and initiatives in the areas of mandatory probationary manager training, probationary manager certification, Continuing Management Education, and steps taken to improve compliance rates.

Activity Target 1:

Report quarterly the percentage of probationary managers who completed mandatory training (FMC-1, FMC-2, and FMC-3) due during the previous quarter within prescribed timeframes. Due September 30, 2009

Activity Target 2:

Report quarterly the percentage of probationary managers completing their probation period during the previous quarter who were formally certified. Due September 30, 2009

Activity Target 3:

Report quarterly on steps taken to improve or sustain timely completion of probationary training and certification. Due September 30, 2009

Activity Target 4:

Report quarterly on steps taken to meet Continuing Management Education requirements for incumbent managers. Due September 30, 2009

Strategic Initiative: Harassment, Reprisal, and Retaliation Free Workplace

Each FAA organization will track and report quarterly on LOB/SO actions to foster a workplace free of harassment, reprisal, and retaliation.

Strategic Activity: ACR Harassment- and Retaliation-Free Workplace Training

Each FAA organization will track and report quarterly in pbviews on their compliance with this initiative in terms of the numbers of people trained.

Activity Target 1:

Report quarterly the number of new managers who have completed mandatory training (FMC-1) during the previous quarter. Due September 30, 2009

Activity Target 2:

Report quarterly the number of managers who have completed eLMS course #FAA30200134 (Accountability Board Training for FAA Managers) during the previous quarter. Due September 30, 2009

Activity Target 3:

Report quarterly the number of employees who have completed in-person training sessions provided by the Accountability Board or by

Accountability Board Human Resources Points of Contact during the previous quarter. (Ref. eLMS Course #05012, or # as assigned, Other Accountability Board Training.) Due September 30, 2009

Activity Target 4:

Report quarterly the number of employees who have completed any other training sessions on workplace harassment or reprisal during the previous quarter. Due September 30, 2009

Strategic Initiative: New Hires with Targeted Disabilities

Each FAA organization will track and report quarterly on actions taken in support of the Secretary of Transportation's fiscal year goal that 3 percent of all new hires are individuals with targeted (severe) disabilities.

Strategic Activity: ACR - actions in support of DOT FY goal that 3% of all new hires are individuals with targeted disabilities

ACR will track and report monthly on actions taken in support of the Secretary of Transportation's fiscal year goal that 3 percent of all new hires are individuals with targeted (severe) disabilities.

Activity Target 1:

ACR will complete a standard monthly report outlining actions taken to increase their workforce percentage of individuals with targeted disabilities. Due September 30, 2009

Activity Target 2:

ACR will collect standard monthly reports from each LOB/SO outlining actions taken to increase their workforce percentage of individuals with targeted disabilities. Due September 30, 2009

Strategic Activity: ACR - One-Stop Web Resource

ACR will establish an FAA one-stop web resource on hiring, accommodating, and retaining people with targeted disabilities, publicizing it to all FAA Organizations.

Activity Target 1:

ACR will establish an FAA one-stop web resource on hiring, accommodating, and retaining people with targeted disabilities by March 31, 2009. Due March 31, 2009

Activity Target 2:

ACR will provide a status update on the one-stop web resource by December 31, 2008. Due December 31, 2008

Strategic Activity: ACR - People with disabilities contract

ACR will establish a people with disabilities contract for recruiting, hiring, and placing people with targeted disabilities, publicizing it to all FAA Organizations.

Activity Target 1:

ACR will establish a people with disabilities contract for recruiting, hiring, and placing people with targeted disabilities, publicizing it to all FAA Organizations by March 31, 2009. Due March 31, 2009

Activity Target 2:

ACR will provide a status update on the disabilities contract by December 31, 2008. Due December 31, 2008

Flight Plan Target: Cost Control

Organizations throughout the agency will continue to implement cost efficiency initiatives such as:
10-15 percent savings for strategic sourcing for selected products and services;
By the end of FY 2009, reduce leased space for Automated Flight Service Stations from approximately 510,000 square feet to approximately 150,000 square feet;
Annual reduction of \$15 million in Information Technology operating costs;
By FY 2010, reduce overhead costs 5-10 percent through automation of invoice processing. FY 2009 Target: 90% of targeted savings

Strategic Initiative: Cost Control Program

Implement line of business-specific cost efficiency as well as agency-wide initiatives to reduce costs or improve productivity.

Strategic Activity: ACR Entry Level Hiring

ACR will evaluate each non-supervisory specialist vacancy as an opportunity to hire at the entry level provided hiring at the lower level does not reduce required customer services..

Activity Target 1:

Track and report status monthly to ABA. Due September 30, 2009

Activity Target 2:

Submit an FY 2010 cost control activity to ABA within 30 days after the FY 2010 Cost Control Kickoff. Due September 1, 2009

Strategic 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: Cost per flight controlled, Research, Engineering, and Development (RE&D) Management Staff Efficiency Measure, Grant Administration Efficiency Measure, Direct labor costs of certification of foreign and domestic repair stations, Direct labor costs of surveillance of foreign and domestic repair stations.

Strategic Activity: ACR Efficiency Measure - Airport Compliance with American Disabilities Act

Ensure airport compliance with the American Disabilities Act by closing 80% complaints within 150 days when all the information is provided from the complainant and the Airport.

Activity Target 1:

Report quarterly to ABA on percentage of complaints closed within 150 days when all the information is provided from the complainant and the Airport. FY 2009 Target: 80% Due January 31, 2009

Activity Target 2:

Report quarterly to ABA on percentage of complaints closed within 150 days when all the information is provided from the complainant and the Airport. FY 2009 Target: 80% Due April 30, 2009

Activity Target 3:

Report quarterly to ABA on percentage of complaints closed within 150 days when all the information is provided from the complainant and the Airport. FY 2009 Target: 80% Due July 31, 2009

Strategic Activity: ACR Efficiency Measure: EEO Pre-Complaints Timeliness

Improve the timeliness of processing EEO pre-complaints unless the employee agrees to an extension or alternative dispute resolution is engaged.

Activity Target 1:

Report quarterly to ABA on percentage of all new EEO pre-complaints closed, from beginning to end, within 30 calendar days. FY 2009 Target: 80% Due January 31, 2009

Activity Target 2:

Report quarterly to ABA on percentage of all new

EEO pre-complaints closed, from beginning to end, within 30 calendar days. FY 2009 Target: 80% Due April 30, 2009

Activity Target 3:

Report quarterly to ABA on percentage of all new EEO pre-complaints closed, from beginning to end, within 30 calendar days. FY 2009 Target: 80% Due July 31, 2009

Flight Plan Target: Customer Satisfaction

Maintain the annual average of FAA surveys on the American Customer Satisfaction Index at or above the average Federal Regulatory Agency score. FY 2009 Target: Government Regulatory Average

Strategic Initiative: Standardize FAA Websites

Standardize FAA websites making them more useful for exchanging information and conducting business.

Strategic Activity: ACR Website Conformance

Web Management order signed by the Administrator in August 2004 requires an annual certification on compliance with FAA web policies and standards, from the head of each Lines of Business and Staff Offices.

Activity Target 1:

Update ACR office web strategies and action plans in writing to the FAA Web Manager and brief FAA Web Council on ACR office plans on or before January 31, 2009.. Due January 31, 2009

Activity Target 2:

Submit ACR web progress report to the FAA Web Managers on or before March 31, 2009. Due March 31, 2009

Activity Target 3:

Submit ACR web progress reports to the FAA Web Managers on or before June 30, 2009 Due June 30, 2009

Activity Target 4:

Certify to the Administrator on or before September 30, 2009 that 90 percent or more of ACR web pages comply with FAA web standards, policies, and requirements. Due September 30, 2009

Flight Plan Target: OPM Hiring Standard

By FY 2010, 80 percent of FAA external hires will be filled within OPM's 45-day standard for government-wide hiring. FY 2009 Target: 65%

Strategic Initiative: External Recruiting

In external recruitment efforts, implement corporate strategies that expand the applicant pool to ensure equal opportunity to all applicants and result in attracting high quality candidates to the FAA.

Strategic Activity: ACR Mission-Critical Hiring

Identify mission-critical external hires.

Activity Target 1:

ACR in partnership with LOB/SOs will review mission-critical external hiring projections for FY-09 and FY10, as required under EEOC's Management Directive 715. Due March 1, 2009

Core Business Measure: Implementing EEOC Management Directive 715 (MD-715)

ACR will provide oversight for the process of complying with the submission of the FAA Annual MD-715 Model EEO Plan by conducting the self assessment and assisting the agency to identify and eliminate barriers to EEO, if any, in accordance with the EEOC deadline of January 25 of each year unless extended.

Core Business Function: FAA Annual EEO Program Status Report

Oversee the process for developing the Annual MD-715 EEO Plan and Monitoring Agency

Accomplishments.

Core Activity: Develop the Annual MD 715 EEO Plan

Oversee the process for developing the Annual MD-715 EEO Plan and Monitoring Agency

Accomplishments.

Activity Target 1:

Develop, with LOB/SO assistance, the annual MD-715 EEO Plan & Agency Accomplishments. Due January 25, 2009

Activity Target 2:

Develop a mid-year report on EEO activity and accomplishments. Due April 30, 2009

Core Activity: Manage Special Emphasis Programs (SEP)

Manage the National Federal Women's Program, Hispanic Employment Program and the People with Disabilities Program to ensure equal opportunity.

Activity Target 1:

Each SEP will conduct barrier analysis based on data and employee feedback; identify potential barriers to EEO; and recommendations for improvement with regard to these barriers, which may be included in the MD-715. Due July 31, 2009

Activity Target 2:

Each SEP will partner with LOB/SOs and external organizations to provide EEO assistance and training, for a minimum of two (2) consultations and/or training sessions. Due September 30, 2009

Core Business Measure: ACR Resource Management

Ensure strong leadership and a well-trained, efficient workforce by allocating sufficient funding for at least one professional development activity for employees to develop their job skills.

Core Business Function: ACR Resource Management

Ensure strong leadership and a well-trained, efficient workforce to ensure ACR's ability to provide a full complement of EEO services for customers. Increase the efficiency of ACR services through the use of information technology.

Core Activity: ACR Human Resource Management

Manage ACR human resources.

Activity Target 1:

ACR managers will review core business function metrics and report to their leadership, progress in meeting ACR Business Plan goals on a monthly basis by the first Friday of each month throughout the fiscal year. Due September 30, 2009

Activity Target 2:

ACR managers will evaluate each employee for skills gaps against the identified and published competencies for performance EEO and External Program Specialist, Civil Rights Directors and administrative positions. Due June 30, 2009

Activity Target 3:

Identify training to bridge the skill gaps and enhance the competences for performance EEO and External Program Specialist, Civil Rights Directors and administrative positions. Due September 30, 2009

Core Activity: ACR Information Technology (IT)

Manage ACR IT products and services.

Activity Target 1:

Implement any action items, with FY-2009 dates, in the ACR IT Plan, to enhance the efficiency of ACR services through the effective use of information technology. Due June 30, 2009

Core Activity: Corporate Assessments

ACR will financially support the corporate assessments requirements. This includes shared funding for items such as Delphi, Security, space etc.

Activity Target 1:

Financially, support Corporate Assessment required actions. Due September 30, 2009

Core Business Measure: Assist Agency Efforts to Comply with EEO Regulations

Assist agency efforts to eliminate discrimination by complying with EEO laws, policies and regulations by having adequate counseling, mediation and consulting services available to process 100% of the allegations and inquires regarding EEO complaints within the prescribed time frames, by September 30, 2009.

Core Business Function: Administer the EEO Pre-Complaint Process

Ensure an EEO discrimination process that can process 100% of the allegations and inquiries regarding EEO complaints by having adequate counseling, mediation and consulting services.

Core Activity: Manage the EEO Counselor Program

Manage an EEO Discrimination Pre-complaint Program which processes 100% of the allegations and inquiries regarding EEO complaints by having adequate counseling and consulting services and consults to the lines of business and staff offices.

Activity Target 1:

Conduct at least one (1) Basic EEO Counseling Training Course and one (1) Advanced EEO Counseling Training Course. Due September 30, 2009

Activity Target 2:

Develop the FY 08 end-of-year report on EEO Complaints to be submitted to the Departmental Office of Civil Rights (462 Report). Due December 31, 2008

Activity Target 3:

Provide the ACR-1 with a quarterly EEO complaint report not later than thirty (30) days after the end of the quarter. Due September 30, 2009

Core Business Function: Administer the EEO Formal Complaint Process

Manage the FAA EEO Formal Complaint Process by providing consultation. Ensure that the formal EEO Complaint process is administered in accordance to policy and regulations by reviewing reports of investigations, providing consultation, and overseeing the alternative dispute resolution process.

Core Activity: Administer the EEO Formal Complaint Process

Ensure that the formal EEO Complaint process is administered in accordance to policy and regulations by reviewing reports of investigations within five (5) business days and conducting the alternative dispute resolution within prescribed timelines.

Activity Target 1:

Civil Rights Directors will review each report of investigation within five (5) business days of its receipt to provide guidance on next steps. Due September 30, 2009

Activity Target 2:

Civil Rights Directors will conduct alternative dispute resolution sessions at the formal EEO stage within 90 days, when both parties agree to mediate or agree to a time extension; reporting results on a quarterly basis. Due September 30, 2009

Core Business Measure: EEO Training

Assist agency efforts to prevent discrimination by increasing management and employee awareness in EEO by providing at least eighty (80) training or briefings for managers and employees by September 30, 2009.

Core Business Function: Conduct EEO Training and Briefings

Assist agency efforts to prevent discrimination by increasing management and employee awareness in EEO.

Core Activity: Conduct EEO Training and Briefings

Increase managerial and employee awareness with regard to EEO responsibilities and appropriate

behaviors by providing at least eighty (80) briefings to managers and employees.

Activity Target 1:

The EEO Training Director and staff will conduct new hire training for Air Traffic Controller developmentals. Due September 30, 2009

Activity Target 2:

The EEO Training Director and staff will conduct fourteen (14) managerial training sessions for the Air Traffic Organization. Due September 30, 2009

Activity Target 3:

Each Civil Rights Director and/or staff will conduct at least three (3) briefings for managers and employees during the 1st quarter '09. Due December 31, 2008

Activity Target 4:

Each Civil Rights Director and/or staff will conduct at least an additional three (3) briefings for managers and employees during the 2nd quarter '09. Due March 31, 2009

Activity Target 5:

Each Civil Rights Director and/or staff will conduct at least an additional three (3) briefings for managers and employees during the 3rd quarter '09. Due June 30, 2009

Activity Target 6:

Each Civil Rights Director and/or staff will conduct as many remaining briefings for managers and employees during the 4th quarter '09 as needed to reach a total of at least eleven (11) briefings by each for the fiscal year, with an overall ACR total of at least sixty-six (66) briefings for managers and employees for FY '09. Due September 30, 2009

Core Business Measure: Conduct Outreach Initiatives

Spearhead outreach initiatives to ensure equal opportunity by developing an outreach plan that identifies at least forty (40) events to be completed by September 30, 2009

Core Business Function: Outreach Initiatives

Manage outreach initiatives to ensure equal opportunity

Core Activity: Outreach Initiatives

Manage outreach initiatives to ensure equal opportunity.

Activity Target 1:

Develop an outreach plan, identifying strategies and events in which ACR will lead or participate.

Due January 31, 2009

Activity Target 2:

Implement the outreach plan and report the results to the ACR Management Team at the mid-year point. Due July 31, 2009

Activity Target 3:

Implement in the outreach plan and report the results to the ACR Management Team final year outcomes. Due September 30, 2009

Core Business Measure: EEO Policy and Direction

Provide leadership, policy and direction on EEO to the agency by notifying all managers and employees of the EEO Program Order and Anti-Harassment Policy and by conducting at least three (3) marketing events for ADR by September 30, 2009.

Core Business Function: EEO Policy and Direction

Provide leadership, policy and direction on EEO to the agency.

Core Activity: EEO Program

Provide leadership, policy and direction on EEO.

Activity Target 1:

Issue the FAA EEO Program Order which affirms the agency's commitment to preventing and eliminating discrimination. Due September 30, 2009

Activity Target 2:

Provide leadership, oversight and policy direction for the EEO ADR program by developing a variety of training and marketing tools to be used in revitalizing the ADR program agency wide. Due September 30, 2009