



**Federal Aviation
Administration**



Civil Rights

Fiscal Year 2011 Business Plan

2011 ACR Business Plan

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

The ACR mission is to provide airport oversight with regard to civil rights laws and regulations under the External Civil Rights Program. ACR consults with airport grant sponsors to develop goal methodologies for contracting and concession projects under the DOT Disadvantaged Business Enterprise (DBE) Program. The fiscal year (FY) 2011 ACR Business Plan will focus on conducting reviews to ensure compliance with DBE regulations, as needed, and consultations and 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. ACR will conduct seven DBE, four ADA, and four non-discrimination compliance reviews. In addition, ACR will conduct four national training conferences to include all three programs. A Reference Manual on Airport Accessibility will be developed and several stakeholder meetings will be conducted for all three programs. From an external policy perspective, ACR will develop a DBE Program Development Tool Kit for airports and FAA Orders on Title VI and ADA Operating Procedures.

Under the Equal Employment Opportunity (EEO) and Diversity Programs, the ACR mission is to prevent discrimination by providing oversight to organizational changes and policies, practices, and procedures for all, as an FAA wide collaborative effort. ACR will implement EEO into the agency's strategic mission by focusing on strategies to advance the FAA toward a Model EEO Program. The Equal Employment Opportunity Commission (EEOC) Management Directive 715 identifies six essential elements for achieving a Model EEO Program. Within each of the essential elements, specific metrics are identified with which federal agencies must comply. Specifically, ACR, in collaboration with lines of business and staff offices (LOB/SO), will concentrate on identifying and eliminating barriers to EEO, if any, through development of the annual EEO Plan and conducting evaluations to determine the extent organizations are complying with EEO mandates. The FAA Administrator established the EEO Action Committee that will meet quarterly to take actions in support of EEO and will discuss EEO challenges and opportunities with the FAA Management Board. An EEO Leadership panel, comprised of experts from the Department of Transportation, EEOC, Department of Labor

and/or ACR will visit four locations to provide advice and assistance, including FAA headquarters. The FAA Administrator will be featured on a broadcast to all employees on civil rights matters. ACR will also conduct a National EEO Awareness Day with key stakeholders and continue to market the ACR mission, functions, and services. Part of the ACR mission is to prevent discrimination through the EEO Complaint Program. Preventing discrimination before it occurs is the best way to implement a Model EEO Program. FAA will eradicate discrimination in the workplace by reducing the current "FAA complainant to total FAA employment" ratio of 0.58% to "at or below" a 0.54% ratio. A new efficiency measure is that sixty percent (60%) of pre-complaints when using alternative dispute resolution will be closed within 75 days. ACR will report on a quarterly basis the results of the EEO complaint process and the FAA ratio for complainants to the FAA workforce to senior leadership. ACR will also review reports of investigation to determine if there are inappropriate behaviors, if they are substantiated. Based on this information, ACR will consult with other appropriate offices, such as the Office of Human Resource Management (AHR) and the Office of Chief Counsel. ACR will also ensure that 35% of all EEO pre-complaint cases engage in alternative dispute resolution processes. In FY 2009, ACR conducted a pilot program for EEO conflict coaches and, in FY 2010, it was expanded to the west coast of the United States. In FY 2011, the EEO Conflict Coaching Program will be expanded to the Eastern Service Area.

The EEO Training Institute takes proactive measures to provide EEO training to managers and employees. In FY 2011, FAA employees will be required to take the No FEAR training. Fifty percent (50%) of all Air Traffic Controller students will be trained on appropriate behaviors in the workplace. The EEO Training Institute will develop a training module to be administered to managers and employees. In keeping with the prevention of discrimination, the National Outreach Program will augment the AHR recruitment efforts by reaching out to groups with lower than expected rates and implement an outreach plan by attending 90% of the events. The Special Emphasis Programs (SEP) will partner with lines of business and staff offices and provide 8 EEO consultations and will conduct informational sessions with high schools and colleges. Each SEP Manager will conduct one mentoring session for FAA employees called Flash Mentoring, which will provide subject matter experts to share their expertise in one hour sessions. The Department of Transportation has a metric that three percent (3%) of all new hires will be people with targeted disabilities. This metric was included in the FAA Flight Plan in FY 2008 and LOB/SO will continue to report on this metric on a quarterly basis. ACR will be hosting a People with Disabilities Hiring Event to support the 3% disability goal and will brief

managers on how to use the Workforce Recruitment Program. Another innovative idea is to create a mentoring program, with AHR and LOB/SO coordination, to identify mentors who will provide advice and assistance to people with disabilities to transition into the FAA workforce.

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 FY 2011 ACR Business Plan will place priority on managing our human resources. In FY 2011, each ACR employee will receive training to eliminate any skill gaps, identified in FY 2010, and ensure employee success at full performance levels for occupations within ACR. We will continue to monitor and implement actions to address the employee feedback results, 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. Given our limited resources, ACR leads the FAA on civil rights, diversity, and equal opportunity programs to ensure that discrimination is prevented and eradicated.

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 Target: Ensure Equal Opportunity in FAA Federally-Operated or Assisted Programs

ACR manages the National DBE program by reviewing at least 220 goal methodologies under Part 26 and at least 65 goal methodologies under Part 23; conduct seven (7) DBE compliance reviews, as needed; adjudicate external complaints, measured by processing 85% complaints within 180 days of receipt; and provide technical assistance to at least 28 airport sponsors.

Core Business Initiative: Implement DBE Program

Ensure compliance with DBE policy and regulations at airports.

Core Activity: Implement the DBE Program for contracting projects (Part 26)

Ensure that airport sponsors develop and submit DBE goal methodologies under Part 26 for review.

Activity Target 1:

Consult with at least 220 airport grant recipients

on developing DBE goal methodologies under Part 26 and review goal methodologies for contracting projects. Due September 30, 2011

Activity Target 2:

Consult with at least 65 primary airport sponsors on developing concession programs under the DBE Concessions Rule and review the methodologies. Due September 30, 2011

Activity Target 3:

Address deficiencies, identified in FY-2010 compliance reviews on joint venture guidance. Due August 31, 2011

Activity Target 4:

Conduct seven (7) DBE compliance reviews. Due August 31, 2011

Core Activity: Complaint Adjudication

FAA will adjudicate external complaints from the public and other customers.

Activity Target 1:

Review, investigate, if necessary, and adjudicate 85% of FY 2011 DBE complaints within 180 days of receipt of complaint, provided the airport provides all the necessary information. Due September 30, 2011

Core Activity: Training and Technical Assistance

FAA will partner with the Airport Minority Advisory Council (AMAC) to conduct the third largest aviation training conference and partner with another organization to conduct DBE training. In addition, the Office of Civil Rights will consult with 28 airports and conduct one national training conference on the west coast to include DBE, disability and non-discrimination programs.

Activity Target 1:

Partner with AMAC to conduct a national training conference. Due August 31, 2011

Activity Target 2:

Partner with a national trade association to conduct or collaborate in a training event. Due July 31, 2011

Activity Target 3:

Consult with at least 28 airport sponsors and other organizations on the DBE program. Due August 31, 2011

Activity Target 4:

Conduct one national training conference on the west coast of the United States, which will include training on DBE, disability, and non-discrimination programs. Due August 31, 2011

Core Business Initiative: Partnering with Aviation and Advocacy

Create an environment to promote a more effective FAA airport DBE/Airport Concessions DBE (ACDBE) program by developing a DBE/ACDBE airport

opportunity electronic information exchange system by partnering with several aviation and minority advocacy groups.

Core Activity: Electronic Information Exchange System

Facilitate the development of a DBE/Airport Concessions DBE (ACDBE) airport opportunity electronic information exchange system by partnering with aviation and minority advocacy groups.

Activity Target 1:

Promote ideas with stakeholders. Due December 30, 2010

Activity Target 2:

Develop partnerships with advocacy groups, information technology (IT) support, and unified certification process (UCP) customers. Due December 30, 2010

Activity Target 3:

Facilitate the development of the basic concepts and outline for the Electronic Information Exchange System. Due January 31, 2011

Activity Target 4:

Review prototype of the Electronic Information Exchange System. Due March 31, 2011

Activity Target 5:

Test the prototype of the Electronic Information Exchange System. Due April 30, 2011

Activity Target 6:

Support advocacy groups in effort to populate the prototype system with data. Due June 30, 2011

Activity Target 7:

Support advocacy groups in efforts to roll-out the system, market, and train stakeholders. Due September 30, 2011

Core Business Target: Management of American with Disabilities Act (ADA) and the Rehabilitation Act (Section 504)

ACR will increase ADA and Section 504 compliance by conducting four (4) compliance reviews; conducting one (1) national training session; providing a minimum of twenty (20) technical assistance consultations; conduct one (1) on-site national training conference for DBE, ADA, and non-discrimination programs; and hold four (4) stakeholder meetings with aviation related advocacy groups. Additionally, 85% of external complaints will be processed within 150 days of receipt.

Core Business Initiative: ADA and Rehabilitation Act 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 by conducting four (4) ADA and/or Section 504 compliance reviews at airports.

Activity Target 1:

Identify the four (4) airports for conducting the compliance reviews. Due December 31, 2010

Activity Target 2:

Coordinate and conduct two (2) of the compliance reviews. Due April 30, 2011

Activity Target 3:

Coordinate and conduct two (2) additional compliance reviews. Due August 31, 2011

Core Activity: Complaint Adjudication

Adjudicate external complaints from the public and other customers.

Activity Target 1:

Review, investigate, if necessary, and adjudicate 85% of external complaints within 150 days of receipt of complaint, provided the airport and complainant provides all the necessary information. Due September 30, 2011

Core Activity: ADA and Section 504 Training and Technical Assistance

Conduct at least twenty (20) external program consultations and one national training session on DBE, ADA, and non-discrimination programs.

Activity Target 1:

Conduct one national training session on ADA and/or Section 504, DBE, and non-discrimination programs in the central part of the United States to increase airport awareness of these programs. Due August 31, 2011

Activity Target 2:

Consult with at least ten (10) airports and other organizations on ADA and/or Section 504 program. Due June 30, 2011

Activity Target 3:

Consult with at least ten (10) additional airports and other organizations on ADA and/or Section 504 program, for a minimum of 20 consultations. Due August 31, 2011

Core Activity: Airport Accessibility

Conduct two (2) on-site national airport training sessions on accessibility.

Activity Target 1:

Identify the two (2) sites for conducting airport training on Accessibility. Due December 31, 2010

Activity Target 2:

Conduct two (2) on-site airport training on Accessibility. Due August 31, 2011

Core Business Initiative: ADA Advocacy

Create an environment to promote a more effective FAA airport disability compliance program by holding four (4) ADA Stakeholder Meetings with advocacy and trade groups to inform them of FAA initiatives and learn about issues of concern.

Core Activity: ADA Stakeholders Meetings

Conduct four (4) stakeholder meetings to inform advocacy groups of FAA initiatives and learn about aviation accessibility issues of concern.

Activity Target 1:

Identify key stakeholders regarding common accessibility issues and concerns. Due December 30, 2010

Activity Target 2:

Develop standard agenda and negotiate timeframe for stakeholder meetings. Due February 28, 2011

Activity Target 3:

Conduct the four (4) stakeholder meetings. Due August 31, 2011

Activity Target 4:

Address potential aviation issues of concern and identify strategies to address these issues. Due September 30, 2011

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

Ensure airport compliance with Title VI on non-discrimination, Limited English Proficiency, Environmental Justice and other civil rights policy and regulations by conducting four (4) compliance reviews; providing a minimum of twenty (20) technical assistance consultations to stakeholders. Additionally, monitor airport efforts and assess complaints, measured by processing 85% of complaints received with all appropriate information within 150 days of receipt.

Core Business Initiative: Ensure Airport Compliance with Civil Rights Regulations

Manage Title VI, Limited English Proficiency (LEP), Environmental Justice (EJ) and other civil rights policies and regulations at airports.

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 by conducting four (4) compliance reviews.

Activity Target 1:

Identify the four (4) airports for conducting the compliance reviews. Due December 31, 2010

Activity Target 2:

Coordinate and conduct two (2) of the compliance reviews. Due June 30, 2011

Activity Target 3:

Coordinate and conduct two (2) additional compliance reviews. Due August 31, 2011

Core Activity: Title VI, LEP and EJ Complaint Adjudication

Adjudicate 85% external complaints from the public and other customers within 150 days of receipt, provided the airport and complainant provides all the necessary information.

Activity Target 1:

Review, investigate, if necessary, and adjudicate 85% of external complaints within 150 days of receipt of complaint, provided the airport and complainant provides all the necessary information. Due September 30, 2011

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

Conduct at least twenty (20) external program consultations and participate in three (3) national training sessions on Title VI, LEP, EJ, and other civil rights policies and regulations at airports.

Activity Target 1:

Consult with ten (10) airport sponsors and other organizations on Title VI, LEP, EJ and other civil rights policies and regulations at airports. Due April 30, 2011

Activity Target 2:

Consult with ten (10) additional airport sponsors and other organizations on Title VI, LEP, EJ and other civil rights policies and regulations at airports. Due August 31, 2011

Activity Target 3:

Partner with one (1) stakeholder to increase awareness of issues affecting Title VI, LEP, EJ, and other civil rights policies and regulations impacting at airports. Due August 31, 2011

Core Activity: Airports Relationship

Develop a closer working relationship with FAA Airport Divisions to provide substantial review and input in regard to the Title VI Pre-Award Sponsor Checklist under EJ.

Activity Target 1:

Identify Airports' environmental staff who work on environmental projects. Due December 31, 2010

Activity Target 2:

Draft a message devising a strategy, which would include the Title VI Pre-Award Sponsor Checklist, to coordinate and ensure Civil Rights is informed of projects that may have Title VI implications.

Due April 30, 2011

Activity Target 3:

Coordinate with Airport Divisions nationwide to finalize the strategy for communications with ACR. Due June 30, 2011

Core Activity: Title VI Stakeholder Meetings

Hold one (1) Title VI Stakeholder Meeting with aviation related advocacy groups to inform them of FAA initiatives and learn about issues of concern.

Activity Target 1:

Identify main stakeholder. Due December 31, 2010

Activity Target 2:

Coordinate with stakeholders and discuss common issues and /or concerns. Due January 31, 2011

Activity Target 3:

Setup telecom/meeting to discuss issues and /or actions to be completed. Due March 31, 2011

Activity Target 4:

Report on telecom/meeting outcomes and action items completed. Due September 30, 2011

Core Business Target: Airport Civil Rights Policy and Compliance

ACR develops policy and ensures compliance for the National External program. This includes the DBE program, Title VI of the Civil Rights Act of 1964, Limited English Proficiency, Environmental Justice, Americans with Disabilities Act, Section 504 of the Rehabilitation Act of 1973, and other civil rights policies and regulations affecting airports. The National Program Office will provide quality assurance of these programs by auditing 15 DBE plans; reviewing 10% of complaints decision letters issued under Title VI and the ADA programs; and reviewing any complex, precedent setting and/or media sensitive complaints, within 30 days of receipt prior to issuance of any reports. Additionally, ACR will lead six (6) stakeholder meetings and will conduct a national training conference.

Core Business Initiative: External Policy and Guidance

Ensure policy development on Principles for Determining Exclusivity of Long-Term Leases for Airports. Provide quality assurance by reviewing any complex, precedent setting, and/or media sensitive complaints within 30 days of receipt, prior to the issuance. Conduct an audit of 15 DBE plans to ensure compliance with the DBE/ACDBE policies and other civil rights policies consistent with current rules and regulations relative to national airport civil rights. In addition, ACR will lead six (6) stakeholder meetings; and conduct a national training conference.

Core Activity: DBE Policy Development and Compliance

Ensure policy development by providing quality assurance of complex precedent setting and/or media sensitive complaints and conduct audits of fifteen (15) DBE plans to ensure compliance for the DBE program and other civil rights policies consistent with rules and regulations relative to national airport civil rights.

Activity Target 1:

Issue an order or official guidance on Principles for Determining Exclusivity of Long-Term Leases for airports to ACR-1. Due March 31, 2011

Activity Target 2:

Review any complex, precedent setting, and/or media sensitive complaints, within 30 days of receipt, prior to the issuance of any reports, letters, decisions, or agreements by the field. Provide a monthly complaints status report. Due August 31, 2011

Activity Target 3:

Provide consultation on and review any complex, precedent setting, and/or media sensitive issues regarding field conducted technical assistance. This includes the review of reports, letters, findings, resolutions, decisions, or agreements, prior to their final issuance Due August 31, 2011

Activity Target 4:

Review 15 DBE plans to ensure accuracy and in accordance with current rules and regulations relative to national airport civil rights program Due August 31, 2011

Activity Target 5:

Attend one (1) national training event and one (1) airport on-site compliance review, if conducted by the field. Due August 31, 2011

Core Activity: Title VI, Limited English Proficiency (LEP), Environmental Justice (EJ) Policy and Compliance

Ensure policy development by issuing FAA Order 1400.11, Title VI Operating Procedures. Conduct quality assurance by reviewing any complex, precedent setting and/or media sensitive complaints, within 30 days of receipt prior to issuance of any reports and review at least 10% of complaint decision letters issued under Title VI, in accordance with current rules and regulations.

Activity Target 1:

Issue FAA Order 1400.11, Title VI Operating Procedures to ACR-1. Due August 31, 2011

Activity Target 2:

Review any complex, precedent setting, and/or media sensitive complaints, within 30 days of receipt, prior to the issuance of any reports, letters, decisions, or agreements by the field. Provide a monthly complaints status report. Due September 30, 2011

Activity Target 3:

Provide consultation on and review any complex, precedent setting, and/or media sensitive issues regarding field conducted technical assistance. This includes the review of reports, letters, findings, resolutions, decisions, or agreements prior to their final issuance for field technical assistance. Due September 30, 2011

Activity Target 4:

Review at least 10% of the decision letters issued under Title VI, in accordance with current rules and regulations relative to national airport civil rights program. Due August 31, 2011

Activity Target 5:

Attend one (1) national training event and one (1) airport on-site compliance review, if conducted by the field. Due August 31, 2011

Core Activity: Americans with Disabilities Act (ADA) Section 504 of the Rehabilitation Act of 1973 Policy and Compliance

Ensure policy development by issuing FAA Order 1400.9A, ADA and Rehabilitation Act Operating Procedures. Conduct quality assurance by reviewing any complex, precedent setting, and/or media sensitive complaints, within 30 days of receipt prior to the issuance of any reports and review at least 10% of complaint decision letters issued under the ADA program, in accordance with current rules and regulations.

Activity Target 1:

Issue FAA Order 1400.9A, ADA and Rehabilitation Act Operating Procedures to ACR-1. Due July 31, 2011

Activity Target 2:

Attend one (1) national training event and one (1) airport on-site compliance review, if conducted by the field. Due August 31, 2011

Activity Target 3:

Review any complex, precedent setting, and/or media sensitive complaints, within 30 days of receipt, prior to the issuance of any reports, letters, decisions, or agreements by the field. Provide a monthly complaints status report. Due September 30, 2011

Activity Target 4:

Provide consultation on and review any complex, precedent setting, and/or media sensitive issues, within 30 days of receipt prior to the issuance of any reports, letters, findings, resolutions, decisions, or agreements prior to their final issuance by the field. Due September 30, 2011

Activity Target 5:

Review at least 10% of the decision letters issued under the ADA program, to in accordance with current rules and regulations relative to national airport civil rights program. Due September 30,

Core Activity: Policy Development and Compliance

Lead six (6) stakeholder meetings to solicit input and actively participate in DOT-wide policy development meetings.

Activity Target 1:

Lead six (6) stakeholder meetings (DBE/ACDBE, Disability, and Title VI to solicit input from stakeholders. Due July 31, 2011

Activity Target 2:

Actively participate in DOT-wide policy development meetings. Due August 30, 2011

Core Activity: Conduct a three (3) day National Conference

Create an environment to promote a more effective National FAA External Civil Rights Conference by conducting a three (3) day national conference located in DC with key stakeholders.

Activity Target 1:

Select a conference planning consultant to assist with the conference. Due December 31, 2010

Activity Target 2:

Identify date and location for the conference. Due December 31, 2010

Activity Target 3:

Develop and obtain approval on all training materials from ACR-1. Due March 31, 2011

Activity Target 4:

Conduct the training conference. Due August 31, 2011

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 complainants per FAA 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: 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 report quarterly in pbviews on steps taken to improve or sustain timely training and certification of probationary managers, participation in corporate leadership development programs such as PEL and SLDP, and maintenance of Continuing Management Education hours.

Activity Target 1:

Report on steps taken to improve or sustain timely completion of probationary training and certification. Reports are due quarterly starting December 31, 2010. Due September 30, 2011

Activity Target 2:

Report quarterly on steps taken to meet Continuing Management Education requirements for incumbent managers. Reports are due quarterly starting December 31, 2010. Due September 30, 2011

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 Frontline Managers training, eLMS Course #FAA30200099 - Frontline Managers Course - Phase 1. Due September 30, 2011

Activity Target 2:

Report quarterly the number of managers who have completed eLMS course #FAA30200134 - Accountability Board Training for FAA Managers. Due September 30, 2011

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. (eLMS Course #FAA30200174 - Supervisory Skills Training, Accountability Board Training for FAA Managers; or eLMS Course #FAA30200177 - Instructor-Led Accountability Board Training for All Employees. Due September 30, 2011

Activity Target 4:

Report quarterly the number of employees who have completed any other training sessions that addressed harassment, retaliation, or reprisal in the workplace. (Your training coordinators should enter this data into eLMS with the appropriate course number or as an "External Event".) Due September 30, 2011

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 goal that 3% of all new hires are individuals 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.

Activity Target 1:

ACR will complete a standard quarterly report outlining actions taken to increase their workforce percentage of individuals with targeted disabilities. Due September 30, 2011

Activity Target 2:

ACR will collect standard quarterly reports from each LOB/SO outlining actions taken to increase their workforce Initiative Profile percentage of individuals with targeted disabilities. Due September 30, 2011

Activity Target 3:

ACR will provide consultation and ensure LOB/SO PWD points of contacts are trained on how to hire PWD. Due September 30, 2011

Strategic Activity: People with Disabilities Hiring Event

ACR will conduct a People with Disabilities hiring event in coordination with the Department of Transportation, in support of the Secretary of Transportation's fiscal year goal that 3 percent of all new hires be individuals with targeted disabilities.

Activity Target 1:

ACR will work with the FAA and the DOT to identify a date and location for the PWD Hiring event. Due November 30, 2010

Activity Target 2:

ACR will create a briefing to present to LOB/SO and DOT Operating Administrations (OA's) to encourage participation, financial support, and identify vacancies to fill with people with targeted

disabilities in the DOT-wide hiring event. Due January 31, 2011

Activity Target 3:

Conduct the PWD Hiring Event. Due September 30, 2011

Strategic Activity: Workforce Recruitment Program

ACR will publicize the use of the Workforce Recruitment Program sponsored by the Department of Labor in support of employment of people with targeted disabilities.

Activity Target 1:

ACR will work with AHR to create a briefing for FAA managers on how to use the Workforce Recruitment Program. Due April 30, 2011

Activity Target 2:

ACR will provide one briefing, per quarter on the Workforce Recruitment Program. Due September 30, 2011

Strategic Activity: Mentoring Program for People with Disabilities

In coordination with AHR, create a mentoring program with dedicated mentors to assist People with Disabilities transitioning into the agency and identify strategies for the advancement of people with disabilities. ACR is seeking the support of LOB/SO to identify mentors for this program.

Activity Target 1:

Develop a PWD mentoring program in coordination with AHR. Due January 31, 2011

Activity Target 2:

Coordinate a PWD mentoring program with LOB/SO to obtain buy-in on the mentoring program and identify two (2) volunteer mentors per LOB/SO unless the office is small. Due March 31, 2011

Activity Target 3:

Train mentors on PWD matters and identify mentees. Due July 31, 2011

Activity Target 4:

Implement the PWD Mentor Program to transition the mentees into the workforce. Due September 30, 2011

Flight Plan Target: Cost Control

Organizations throughout the agency will continue to implement cost efficiency initiatives in 2011 such as: \$20 million in savings for strategic sourcing for selected products and services and a reduction of \$30 million in Information Technology operating costs. FY 2011 Target: 90% of targeted savings.

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: ATO cost per controlled flight, AIP grants administration, staff office overhead rates, grievance processing time, and cost per accounting transaction.

Strategic Activity: ACR Efficiency

Measure: Time to Process Reasonable Accommodation Requests

ACR will report to ABA quarterly on the percentage of reasonable accommodation requests processed within 25 business days. Improving the timeliness of processing these requests will help bring FAA into compliance with the Rehabilitation Act of 1973 and other directives. The FY 2011 target is 85 percent.

Activity Target 1:

Report FY 2010 4th quarter results to ABA for reasonable accommodation request processing. Due October 31, 2010

Activity Target 2:

Report FY 2011 1st quarter results to ABA for reasonable accommodation request processing. Due January 31, 2011

Activity Target 3:

Report FY 2011 2nd quarter results to ABA for reasonable accommodation request processing. Due April 30, 2011

Activity Target 4:

Report FY 2011 3rd quarter results to ABA for reasonable accommodation request processing. Due July 30, 2011

Activity Target 5:

Provide updated FY 2012 measure template for review and approval, allowing sufficient time to be included in the FY 2012 Business Plan. Due June 15, 2011

Strategic Activity: ACR Efficiency

Measure: Mediation Average Processing Time Reduction

Reduce the average number of days it takes to process mediations within the informal mediation process. The FY 2011 target is 60 percent of all mediation cases be closed in 75 days or less.

Activity Target 1:

Report FY 2010 4th quarter results to ABA on the average number of days it takes to close mediation cases. Due October 31, 2010

Activity Target 2:

Report FY 2011 1st quarter results to ABA on the average number of days it takes to close mediation cases. Due January 31, 2011

Activity Target 3:

Report FY 2011 2nd quarter results to ABA on the average number of days it takes to close mediation cases. Due April 30, 2011

Activity Target 4:

Report FY 2011 3rd quarter results to ABA on the average number of days it takes to close mediation cases. Due July 31, 2011

Activity Target 5:

Provide updated FY 2012 template for review and approval in time to be included in the FY 2012 Business Plan. Due June 15, 2011

Strategic Initiative: Reduce Information Technology Operating Costs

Achieve an annual reduction of \$30 million in Information Technology operating costs.

Strategic Activity: Video Conferencing

ACR will reduce its travel costs by utilizing video conferencing in place of actual travel. ACR will utilize this technology as a training delivery mechanism in place of travel and realize a cost avoidance of \$25,000. This data will be collected and reported by AIO monthly.

Activity Target 1:

Achieve 90% of the \$25,000 projected year end savings. Due September 30, 2011

Core Business Target: Implement EEOC Management Directive 715 (MD-715)

ACR will provide oversight for the development of the FAA Annual MD-715 Model EEO Plan by January 25th, unless extended, and assist the agency to identify and eliminate barriers to EEO. Also, in accordance with MD-715, conduct six (6) EEO evaluations. In addition, EEO training will be conducted for Civil Rights Directors and the Office of Civil Rights workforce and 5% of FAA managers will be trained on MD-715. Finally, the EEO Action Committee will meet quarterly to work collaboratively on EEO strategic approaches.

Core Business Initiative: 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 lines of business and staff offices assistance, the annual MD-715 EEO Plan & Agency Accomplishments. Due January 25, 2011

Activity Target 2:

Develop a mid-year report on EEO activity and accomplishments to be presented to the ACR

Management Team. Due April 30, 2011

Activity Target 3:

Conduct barrier analyses based on data and employee feedback; identify potential barriers to EEO; and provide recommendations for improvement with regard to these barriers. Due July 29, 2011

Core Activity: MD-715 Education

Conduct MD-715 training for 5% of FAA Managers and 90% of ACR directors and employees.

Activity Target 1:

Educate 90% of ACR directors and employees on MD-715 activities and initiatives. Due April 30, 2011

Activity Target 2:

Educate 5% of FAA Managers on MD-715 activities and initiatives Due September 30, 2011

Activity Target 3:

ACR-6 will conduct one (1) nationwide webinar for managers and supervisors to discuss the Model EEO Program. Due September 30, 2011

Activity Target 4:

Develop educational marketing tools for FAA employees, managers, and supervisors on the Model EEO Program. Due September 30, 2011

Core Business Initiative: Market and Conduct EEO Evaluations

ACR-6, in collaboration with Civil Rights Directors, will identify organizations or units to conduct six (6) facility evaluations.

Core Activity: Conduct on-site EEO Evaluations

Conduct EEO evaluations to determine the extent to which organizations are complying with EEO laws, policies and regulations, in coordination with Civil Rights Directors. These EEO evaluations may be on-site or electronically.

Activity Target 1:

Market to LOB/SO EEO Evaluations with specific strategies. Due December 31, 2010

Activity Target 2:

Identify facilities to conduct six (6) evaluations Due December 31, 2010

Activity Target 3:

Conduct three (3) EEO evaluations. Due April 30, 2011

Activity Target 4:

Conduct two (2) EEO evaluations. Due June 30, 2011

Activity Target 5:

Conduct the remaining one (1) evaluation Due August 31, 2011

Activity Target 6:

Issue the final evaluation reports no later than 90

days after the evaluation is conducted. Due September 30, 2011

Activity Target 7:

Brief the ACR Management Team on lessons learned and the final results of the evaluations. Due September 30, 2011

Core Business Initiative: EEO Action Committee

ACR will lead an EEO Action Committee that will meet quarterly to identify strategies and take EEO actions to meet MD 715 requirements.

Core Activity: EEO Action Committee

The EEO Action Committee will meet quarterly to identify strategies and take EEO actions in support of MD 715 requirements.

Activity Target 1:

The EEO Action Committee representatives will conduct their first quarterly business meeting to take actions in support of EEO. Due December 31, 2010

Activity Target 2:

The EEO Action Committee representatives will conduct their second quarterly business meeting to take actions in support of EEO. Due March 31, 2011

Activity Target 3:

The EEO Action Committee representatives will conduct their third quarterly business meeting to take actions in support of EEO. Due June 30, 2011

Activity Target 4:

The EEO Action Committee representatives will conduct their fourth quarterly business meeting to take actions in support of EEO. Due September 30, 2011

Core Activity: Annual Hiring Projections

ACR will partner with the EEO Action Committee to collect annual hiring projections from each LOB/SO; evaluate the projections against the applicant pools; make recommendations or provide strategies, if needed, to improve the diversity of the applicant pools measured against the relevant civilian labor force statistics.

Activity Target 1:

ACR will partner with the EEO Action Committee to request hiring projections from LOB/SO. Due December 30, 2010

Activity Target 2:

Compile the results of the hiring projections. Due January 31, 2011

Activity Target 3:

Collect the applicant pool data for measuring against the hiring projections and the relevant civilian labor force. Due February 28, 2011

Activity Target 4:

Conduct the analysis of the data and provide the findings to each LOB/SO. Due June 30, 2011

Activity Target 5:

Develop innovative outreach strategies in conjunction with the Outreach Team to enhance the diversity of the applicant pool. Due August 31, 2011

Core Business Target: ACR Resource Management

Ensure strong leadership and a well-trained, efficient workforce by providing career development by conducting an All ACR Training Conference; providing Career Peer Coaches and continue supporting the ACR Shadow and Mentoring Program. ACR will also implement information technology products in support of business strategies. Additionally, ACR will continue to address employee feedback and engagement through Organizational Excellence Action Plans.

Core Business Initiative: ACR Human 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.

Core Activity: ACR Human Resource Management

Enhance ACR employees' competencies through training and other developmental programs.

Activity Target 1:

Enhance ACR employees' competencies through the ACR Shadow and Mentoring Program. Due September 30, 2011

Activity Target 2:

Conduct an All ACR Training Conference to enhance ACR employee core competencies. Due September 30, 2011

Activity Target 3:

Schedule quarterly teleconference calls for all field administrative support staff to exchange information on administrative procedures, processes or other areas that affect administrative services to include the elms process. Due September 30, 2011

Activity Target 4:

Enhance ACR employee development by providing Career Peer Coaches to ACR employees. Due September 30, 2011

Core Activity: ACR Information Technology (IT)

Manage ACR IT products and services.

Activity Target 1:

Update and implement an ACR IT Plan, to enhance the efficiency of ACR services through

the effective use of information technology. Due September 30, 2011

Activity Target 2:

Promote an environment where IT research and innovation activities support business strategies. Due September 30, 2011

Activity Target 3:

Identify one product or service to deliver a new functionality or system in response to business changes. Due August 31, 2011

Core Activity: Organizational Excellence Action Plans

Develop and implement Organizational Excellence (OE) Action Plans that address employee feedback and engagement, and improve organizational effectiveness, accountability and performance.

Activity Target 1:

ACR will report to their workforce on the accomplishments of the FY 2009 OE Action Plans. Due December 31, 2010

Activity Target 2:

ACR will resurvey their workforce to obtain employee feedback and engagement, and improve organizational effectiveness, accountability and performance that will be measured against the baseline established in FY-2009. Due March 31, 2011

Activity Target 3:

ACR will develop an OE Action Plan, based on employee feedback and/or changes in organizational direction or requirements, and communicate the plan and any changes to employees. Due June 30, 2011

Activity Target 4:

ACR will monitor and track the OE Action Plan accomplishments and communicate results to their employees. Due September 30, 2011

Activity Target 5:

ACR will hire a consultant to evaluate the Service Delivery Model. Due August 30, 2011

Core Business Target: Prevent Discrimination through the EEO Pre-Complaint Process

Assist agency efforts to prevent discrimination by processing 98% of the allegations and inquiries regarding EEO complaints by having adequate counseling. Implement a counseling process through facilitation and provide quarterly EEO complaint reports to the FAA Management Board. Finally, the pre-complaint process will adhere to Quality Management System self-certification process.

Core Business Initiative: Administer the EEO Pre-Complaint Process

Ensure an EEO discrimination process that can process 98% of the allegations and inquiries regarding EEO complaints by having adequate counseling services

Core Activity: Manage the EEO Counselor Program

Manage an EEO Discrimination Pre-complaint Program that can process 98% of the allegations and inquiries regarding EEO complaints by having adequate counseling, mediation and consulting services.

Activity Target 1:

Conduct at least one Advanced EEO Counseling Training Course for full-time EEO Counselors. Due August 31, 2011

Activity Target 2:

Conduct Basic EEO Counselor Training and/or collateral duty EEO Counselor Training, as needed, to ensure a sufficient number of well-trained counselors to process 100% of the pre-complaints Due September 30, 2011

Activity Target 3:

Develop the FY 10 end-of-year report on EEO Complaints to be submitted to the EEO Commission (462 Report). Due October 31, 2010

Activity Target 4:

Provide the FAA Management Board with the fourth quarter and end-of-year (FY 10) EEO complaint report 30 days after the end of the quarter. Due October 31, 2010

Activity Target 5:

Provide the FAA Management Board with the FY 11 first quarter EEO complaint report 30 days after the end of the quarter. Due January 31, 2011

Activity Target 6:

Provide the FAA Management Board with the FY 11 second quarter EEO complaint report 30 days after the end of the quarter. Due April 30, 2011

Activity Target 7:

Provide the FAA Management Board with the FY 11 third quarter EEO complaint report 30 days after the end of the quarter. Due July 31, 2011

Activity Target 8:

Provide ten (10) briefings using new EEO Counselor Program introduction package to FAA managers and employees. Due September 30, 2011

Activity Target 9:

Conduct EEO Specialist/Counselor telecons quarterly to discuss new strategies and issues of concerns. Due September 30, 2011

Core Activity: Quality Management System (QMS) Certification

Pursue a QMS that is compliant with ISO 9001:2008 to improve services to customers and

increase EEO program efficiency.

Activity Target 1:

ACR will create a Quality Manual on the National Intake Unit. Due May 30, 2011

Activity Target 2:

ACR will create a Quality Manual on the EEO pre-complaint counseling process. Due August 30, 2011

Core Business Target: Conduct EEO Training

Assist agency efforts to prevent discrimination by increasing management and employee awareness with regard to EEO responsibilities and appropriate behaviors by training three percent (3%) of the FAA workforce and provide training to 50% of all new Air Traffic Student hires. Develop new EEO training course that will meet agency needs and create a library of EEO materials.

Core Business Initiative: Prevent Discrimination through EEO Training

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

Core Activity: Conduct EEO Training and Briefings

Conduct EEO training with regards to EEO responsibilities and appropriate behaviors to 3% of the FAA workforce.

Activity Target 1:

The Training Director and the Civil Rights Directors and/or staff will provide training to at least 1.5 percent (1.5%) of the FAA workforce Due March 31, 2011

Activity Target 2:

The Training Director and the Civil Rights Directors and/or staff will provide training to an additional 1.5 percent (1.5%) of the FAA employees. Due September 30, 2011

Activity Target 3:

ACR will provide LOB/SO, quarterly reports on their participation rate for EEO training. Due September 30, 2011

Core Activity: No FEAR Training

Comply with OPM requirement to administer the NO FEAR training to all FAA employees.

Activity Target 1:

Request support from the LOB/SO, to ensure that all FAA employees complete the NO FEAR Training to meet the OPM requirement. Due October 31, 2010

Activity Target 2:

Monitor and track the completion rate for the NO

FEAR Training. Due December 1, 2010

Core Business Initiative: New EEO Student Training

Assist agency efforts to prevent discrimination by providing EEO training to fifty percent (50%) of all new hire academy students.

Core Activity: Conduct EEO Student Training

The EEO Training Institute will provide training to 50% of all new Air Traffic Student hires.

Activity Target 1:

The EEO Training Institute will provide training to 50% of all new Air Traffic Student hires. Due September 30, 2011

Core Business Initiative: Develop New EEO Course and Revise Existing Courses

The EEO Training Institute will develop and implement a new EEO training course; revise 25 percent of existing EEO courses and make them available as stand-alone modules; and catalog literature and materials for an online EEO Training library.

Core Activity: New EEO Training and Revision of Existing Courses

The EEO Training Institute will develop and revise EEO training courses and materials to be included in an online library.

Activity Target 1:

The Training Director and staff will develop a new EEO training course available as a stand-alone module. Due March 31, 2011

Activity Target 2:

Review and update 25% of existing EEO training courses. Due June 30, 2011

Activity Target 3:

The Training Director will implement a new EEO training course and make it available as a stand-alone course. Due September 30, 2011

Activity Target 4:

Catalog EEO literature and materials for future realization of an online EEO Training Library. Due September 30, 2011

Core Business Target: Conduct Outreach Initiatives

Inform the general public, employee associations, schools, colleges, and community organizations through outreach initiatives about FAA career opportunities and attend 90% of the events in which ACR will lead or participate. In addition, develop one (1) newsletter announcing the ACR outreach events to managers.

Core Business Initiative: Outreach Initiatives

Manage outreach initiatives to ensure equal opportunity.

Core Activity: Outreach Initiatives

Manage outreach initiatives to ensure equal opportunity.

Activity Target 1:

Implement the outreach plan by attending 90% of the events in which ACR will lead or participate. Due August 30, 2011

Activity Target 2:

Share lessons learned with all regional points of contacts for out reach on the strategies and events, which have been the most effective, to conduct effective planning for the following year. Due August 30, 2011

Activity Target 3:

Report to the ACR Management Team at the mid-year point on the outreach plan. Due June 30, 2011

Activity Target 4:

Report to the ACR Management Team final year outcomes on the outreach plan. Due September 30, 2011

Activity Target 5:

Develop one (1) newsletter for managers whose staff may attend outreach events. Due January 31, 2011

Core Business Target: EEO Policy and Direction

Provide EEO leadership, policy and direction to the agency. Expand the EEO Conflict Coaching Program to the Eastern Service Area and conduct a quality assurance review of two (2) of the ACR EEO programs through internal evaluations.

Core Business Initiative: EEO Policy and Direction

Provide EEO leadership, policy and direction to the agency in the area of the alternate dispute resolution program and EEO policy.

Core Activity: Early Resolution Programs and Quality Assurance

Expand the EEO Conflict Coaching Program to the Eastern Service Area and conduct a quality assurance review of two (2) of ACR's EEO programs.

Activity Target 1:

Expand the FAA EEO Conflict Coaching Program to the Eastern Service Area. Due August 31, 2011

Activity Target 2:

Conduct a quality assurance review of two (2) of ACR's EEO programs and report the findings to

the ACR Management Team. Due September 30, 2011

Core Activity: Annual EEO Policy Reminder

Ensure all employees are aware of EEO policy statements and are also included in the new employee orientation package.

Activity Target 1:

Issue a message to remind employees about the annual EEO policy statements. Due March 31, 2011

Activity Target 2:

Include EEO policy statements in the new employee orientation package. Due September 30, 2011

Activity Target 3:

ACR-1 will conduct training on the EEO Program Order 1400.8, to the FAA Management Board. Due September 30, 2011

Core Business Target: Implement EEO into FAA Strategic Mission

ACR will undertake strategies to incorporate EEO efforts into the agency's strategic mission by conducting quarterly meetings with the FAA Management Board to present challenges and opportunities and assemble a panel of EEO experts to address leadership in four (4) locations.

Core Business Initiative: Implement EEO into FAA Strategic Mission

Sustain a work environment free from discrimination by identifying and enforcing equal employment and diversity performance standards at the management level and enforcing disciplinary measures towards any employee that violates EEO laws or regulations.

Core Activity: Quarterly EEO Meetings with Management Board

ACR will conduct quarterly meetings with the Management Board to discuss EEO challenges and the progress being made.

Activity Target 1:

ACR will conduct the first quarterly meeting with the FAA Management Board to discuss EEO challenges and opportunities. Due December 31, 2010

Activity Target 2:

ACR will conduct the second quarterly meeting with the FAA Management Board to discuss EEO challenges and opportunities. Due April 30, 2011

Activity Target 3:

ACR will conduct the third quarterly meeting with the FAA Management Board to discuss EEO challenges and opportunities. Due July 31, 2011

Activity Target 4:

ACR will conduct the fourth quarterly meeting with the FAA Management Board to discuss EEO challenges and opportunities. Due September 30, 2011

Core Activity: EEO Leadership Panel

Assemble a panel of EEO experts consisting of representation from DOT, EEOC, Department of Labor and/or ACR to visit four (4) locations to share best practices on preventing discrimination and lessons learned to top leadership and managers.

Activity Target 1:

Identify members of the panel and seek their participation Due December 31, 2010

Activity Target 2:

Assemble the panel and develop the presentation. Due February 28, 2011

Activity Target 3:

Develop the schedule for visits to three (3) locations, in coordination with the CRD's Due March 31, 2011

Activity Target 4:

Conduct visits to three (3) regions/centers. Due August 30, 2011

Activity Target 5:

A panel of EEO experts will conduct one (1) session in headquarters for FAA Management Board. Due September 30, 2011

Core Business Target: Reduce EEO Complainant Ratio

Preventing discrimination before it occurs is the best way to implement a Model EEO Program. FAA will eradicate discrimination in the workplace by reducing the current "FAA complainant to total FAA total employment" ratio of 0.58% to "at or below" a 0.54%.

Core Business Initiative: Reduce EEO Complainant Ratio

Preventing discrimination before it occurs is the best way to implement a Model EEO Program. FAA will eradicate discrimination in the workplace by reducing the current "FAA complainant to total FAA total employment" ratio of 0.58% to "at or below" a 0.54%.

Core Activity: Reduce EEO Complainant Ratio

ACR will work with the LOB/SO to reduce EEO Complainant Ratio.

Activity Target 1:

ACR will work with LOB/SO to reduce the current "FAA complainant to total FAA total employment" ratio of 0.58% to "at or below" a 0.54% by providing adequate counseling, facilitation, mediation, and consulting services. Due September 30, 2011

Core Business Target: Conduct EEO Consultations

Manage the FAA EEO Complaint Process by providing consultation. Ensure that the EEO Complaint process is administered in accordance to policy and regulations by reviewing reports of investigations within 5 days of receipt, providing consultation, and overseeing the alternative dispute resolution process. ACR, with the support of LOB/SO, will ensure that thirty-five percent (35%) of all EEO pre-complaints engage in the ADR process.

Core Business Initiative: Administer EEO Complaint Process

Ensure that the EEO Complaint process is administered in accordance to policy and regulations by reviewing reports of investigations and providing consultation.

Core Activity: EEO Complaint Process

The Civil Rights Directors (CRD's) will ensure that the EEO Complaint process is administered in accordance to policy and regulations by reviewing reports of investigations and providing consultation.

Activity Target 1:

CRD's will review each report of investigation within 5 days of its receipt to provide guidance and assistance on next steps, in order to identify potential inappropriate behaviors, if substantiated. Due September 30, 2011

Activity Target 2:

CRD's will consult with managers and employees to address EEO matters and provide consultations, as needed. Due September 30, 2011

Activity Target 3:

CRD's will report monthly on the number of consultations that have been conducted. Due September 30, 2011

Core Activity: Alternative Dispute Resolution (ADR) Engagement

FAA, in coordination with ACR and LOB/SO, will ensure that 35% of all EEO pre-complaint cases engage in the ADR process.

Activity Target 1:

Civil Rights Offices (ANM, ASW, ACT, and ASO) will manage the ADR process within the geographical service areas and ensure that 35% of all EEO pre-complaints are mediated. Due September 30, 2011

Activity Target 2:

ACR will provide quarterly reports to LOB/SO, on their ADR participation. Due September 30, 2011

Core Business Target: Manage Special Emphasis Program

Manage the National Federal Women's Program, Hispanic Employment Program and the People with Disabilities Program to ensure equal opportunity. The Special Emphasis Program (SEP) Managers, as a team, will partner with LOB/SO's to provide eight (8) EEO consultations; conduct a Flash Mentoring to provide experts to share their expertise; mentor with a high school or college; partner with an external organization to enrich and market EEO diversity efforts; update their SEP websites twice a year; create a new SEP brochure; and conduct six (6) lunch and learn sessions.

Core Business Initiative: Special Emphasis Program

Manage Special Emphasis Programs by partnering with LOB/SO to provide EEO consultations and partnering with external organizations to enrich agency EEO diversity efforts.

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:

The SEPM's as a team will provide eight (8) consultations to LOB/SSO, to address target groups with low participation rates. Due September 30, 2011

Activity Target 2:

Each SEPM will conduct one mentoring session for FAA employees called Flash Mentoring, which will provide subject matter experts to share their expertise in one hour sessions. Due March 31, 2011

Activity Target 3:

Each SEPM will conduct one (1) external mentoring session with a high school or college. Due September 30, 2011

Activity Target 4:

Each SEPM will partner with one (1) external organization to enrich and market EEO efforts in different communities. Due August 30, 2011

Activity Target 5:

Each SEPM will update their corresponding program website twice a year. Due August 30, 2011

Activity Target 6:

The SEPM Team will develop a new SEPM brochure. Due August 30, 2011

Activity Target 7:

Each SEPM will conduct two (2) Lunch and Learn sessions; one (1) in Headquarters and one (1) in the region for a total of six (6) sessions. Due September 30, 2011

Core Business Target: Market ACR Mission, Program and Services

Market and provide awareness to all FAA employees on the agency's EEO principles and the Offices of Civil Rights' mission, programs and services by conducting a broadcast featuring the FAA Administrator; and hosting a National EEO Awareness Day.

Core Business Initiative: Market of ACR Mission, Program and Services

Market and provide awareness to all FAA employees on the Offices of Civil Rights' mission, functions, and services by conducting a broadcast featuring the FAA Administrator.

Core Activity: FAA Broadcast for All Employees

Conduct a broadcast for all FAA employees on civil rights featuring the FAA Administrator.

Activity Target 1:

Develop the script for the broadcast for the Administrator. Due January 31, 2011

Activity Target 2:

Coordinate the script with the Office of the Administrator and the Office of Communications. Due March 31, 2011

Activity Target 3:

Arrange the logistics for the broadcast. Due June 30, 2011

Activity Target 4:

Market the broadcast to all FAA Employees. Due July 31, 2011

Activity Target 5:

Conduct the broadcast with the FAA Administrator. Due August 31, 2011

Core Activity: National EEO Awareness Day

Conduct a National EEO Awareness Day.

Activity Target 1:

Form a workgroup to develop the concept of conducting a national "EEO Civil Rights Awareness Day". Due February 28, 2011

Activity Target 2:

Coordinate the event with stakeholders to seek support. Due April 30, 2011

Activity Target 3:

Develop a marketing kit for the event and distribute to LOB/SO. Due June 30, 2011

Activity Target 4:

Conduct the event. Due August 30, 2011

Core Activity: ACR Corporate Marketing

ACR will develop and execute a comprehensive communication plan, that will include marketing

strategies and corporate messages for all EEO Services; branding of ACR products; and a professional video to highlight the ACR organization.

Activity Target 1:

Develop and execute a comprehensive communication plan, that will include marketing strategies and corporate messages for all EEO Services. Due April 30, 2011

Activity Target 2:

Create a brand for ACR. Due July 31, 2011

Activity Target 3:

Develop a professional video to highlight the ACR organization programs and services. Due September 30, 2011

Activity Target 5:

Develop standard operating procedures (SOP) by September 30, 2011, for registering internal and external websites, content owners, developers, and web applications with ACR and AOC. Due September 30, 2011

Activity Target 6:

Identify corporate social media programs that your organization plans to participate in. Due September 30, 2011

Activity Target 7:

All headquarters and regional web points of contact complete at least 2 sessions of web-related training during the fiscal year. Due September 30, 2011

Core Business Target: Support Open Government Initiative - AOC

Support Open Government Initiative to make data available and improve on-line services and increase collaboration with citizens, stakeholders and government agencies.

Core Business Initiative: Support Open Government Initiative

Support Open Government Initiative to make data available and improve on-line services and increase collaboration with citizens, stakeholders and government agencies.

Core Activity: Open Government Initiative - ACR website conformance

Support Open Government Initiative to make data available and improve on-line services and increase collaboration with citizens, stakeholders and government agencies

Activity Target 1:

Update web strategies and action plans in writing to the FAA Web Manager and brief Web Council on the plans by January 29, 2011 Due January 29, 2011

Activity Target 2:

Submit quarterly progress reports to the FAA Web Manager. Due March 30, 2011

Activity Target 3:

Submit quarterly progress reports to the FAA Web Manager. Due June 30, 2011

Activity Target 4:

Certify to the Administrator in writing by September 30, 2011, that 95 percent or more of web pages comply with FAA web standards, policies, and requirements including those outlined in the FY-2011 Web Strategy and Action Plan. Due September 30, 2011