



**U.S. DEPARTMENT OF TRANSPORTATION  
FEDERAL AVIATION ADMINISTRATION**

Human Resource Management Policy

**ORDER  
HR 1100.169A**

Effective Date:  
08/01/18

**SUBJ:** Office of Human Resource Management (AHR)

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**1. Purpose of this Order.** This Order announces the Assistant Administrator for Human Resource Management's (AHR-1) decision to create the Office of Accountability & Strategic Business Management and provides updated descriptions on other AHR functions and revised job titles. This decision allows AHR to provide executive oversight for all major HR functions and will better meet the FAA's needs.

**2. Audience.** This Order affects everyone who does business with the Office of Human Resource Management.

**3. Where can I Find This Order?** You can find this Order on the MyFAA Employee Website: [https://employees.faa.gov/tools\\_resources/orders\\_notices/](https://employees.faa.gov/tools_resources/orders_notices/). This Order is available to the public at [http://www.faa.gov/regulations\\_policies/orders\\_notices/](http://www.faa.gov/regulations_policies/orders_notices/)

**4. Background.** This order announces the organizational structure of the AHR and reflects the modification of the functions and activities that will be performed to meet the FAA's goal and objectives.

**5. Explanation.** AHR is reorganizing to maximize the utilization of existing resources, improve efficiency and provide L-band or executive oversight for all major functions.

**6. Assistant Administrator for Human Resource Management, AHR-1**

**a. Office of AHR-1**

(1) Mission: AHR advises and assists the Administrator with the strategic human capital planning, personnel accession, administrative management, and development of core competencies within the FAA workforce. AHR creates the human resource (HR) strategies and policies for the agency. AHR programs include employment, compensation, human resources information and automation, executive resources, general and leadership learning and development, human capital measurement and benchmarking, labor and employee relations, benefits, workplace environment, personal accountability, performance management and recognition, and operational services to organizations within the FAA. In support of the FAA's purpose to ensure aviation safety, it is Human Resource Management's mission to support the FAA in meeting its goals and objectives through its most valuable resource – its PEOPLE.

(2) Vision Statement. To implement an innovative human capital strategy that sets new standards of customer service and enables the FAA to meet its mission through its employees.

(3) Service on Executive Boards and Committees

- (a) Management Board
- (b) Labor Management Forum
- (c) Accountability Board
- (d) DOT HR Council
- (e) Air Traffic Control Hiring Executive Steering Committee
- (f) Workforce Transformation Executive Steering Committee
- (g) Associates Meeting (AHR Chief of Staff)

(4) Delegation of Authority. Deputy Assistant Administrator Human Resource Management, AHR-

(5) Line of Succession. Deputy Assistant Administrator Human Resource Management, AHR-2

**b. Office of AHR-2**

(1) Mission: Manage and oversee the HR strategies and day-to-day operations of the agency.

(2) Vision Statement: To support AHR-1 initiatives to implement effective Human Resource programs, and to ensure our day-to-day support activities align to support AHR-1 strategies, goals, and plans.

(3) Service on Executive Boards and Committees. ADA Deputy's Meeting

(4) Delegation of Authority – AHR Executive Team

(5) Line of Succession—

- (a) Executive Director, Human Resource Services, AHF-1
- (b) Executive Director, Labor & Employee Relations, AHL-1
- (c) Executive Director, Compensation, Benefits and Worklife, AHB-1
- (d) Executive Director, Accountability & Strategic and Business Management,

AHA-1

(e) Executive Director, Talent Development, AHD-1

(f) Executive Director, Policy & Compliance Division, AHR-100

## **7. Directorates for Human Resource Management:**

**a.** The overall responsibilities of the directorates are to create policy, guidance, and long-term strategy for AHR, and to ensure AHR is progressing toward the accomplishment of FAA's vision, missions, goals, and objectives. They are also responsible for the execution of AHR strategy and policy to ensure AHR operations will accomplish its objectives in partnership with Lines of Business (LOBs) and Staff Offices (SOs).

**b.** The following will report directly to AHR-1: Deputy Assistant Administrator for Human Resource Management (AHR-2)

**c.** The following directorates will report directly to AHR-2:

(1) Office of Human Resource Services (AHF-1),

(2) Office of Labor & Employee Relations (AHL-1),

(3) Office of Compensation, Benefits and Worklife (AHB-1),

(4) Office of Accountability & Strategic and Business Management (AHA-1),

(5) Office of Talent Development (AHD-1),

(6) HR Policy & Compliance Division (AHR-100)

## **8. Function Descriptions:**

### **a. Office of Human Resource Services (AHF)**

(1) Mission: Human Resource Services Office's purpose is to be a strategic business partner with LOB and SO representatives by providing the full range of talent acquisition, payroll and personnel transactions, management consultation, and staffing advisory services in collaboration with their customer(s).

(2) Vision: To provide Human Resource Services across FAA headquarters and regional offices, with consistency, professionalism, accuracy, and timeliness.

(3) Major Functions - AHF has oversight of FAA Headquarters, regional Eastern, Central, and Western HR services. The core functions are Executive and Non-Executive Talent Acquisition, Strategic Workforce Planning, Personnel Action Processing, Personnel Pay Administration, Executive Pay and Incentive Programs, and Management Consultation and Advisory Services. In addition, AHF manages and administers Corporate Outreach and Engagement Services (Employee Onboarding and Corporate Recruiting), Diversity and

Veterans Recruitment Programs, Aviation Careers, and HR Support Services. In support of these functions, the Human Resources Support Staff is established.

- (4) Service on Executive Boards and Committees - None
- (5) Delegation of Authority. Deputy Executive Director, HR Services
- (6) Line of Succession
  - (a) Deputy Executive Director, HR Services
  - (b) Deputy Director, Regional HR Services
  - (c) Regional HR Services – Eastern Service Area Director
  - (d) Regional HR Services – Central Service Area Director
  - (e) Regional HR Services – Western Service Area Director
  - (f) Division Director, Strategic Workforce Planning and Talent Acquisition Division

**b. Office of Labor and Employee Relations (AHL)**

(1) Mission: The purpose of LER is to develop and maintain constructive labor-management relations between the FAA and its labor unions, and facilitate the appropriate resolution of employee relations matters.

(2) Vision: Labor and Employee Relations (LER) will be a strategic partner in the development and execution of labor management and employee relations matters to accomplish FAA's mission.

(3) Major Functions –LER has oversight of FAA Headquarters, regional Eastern, Central and Western LER services. The core functions are Labor Relations, Employee Relations, LER Support (LER Systems and Programs), LER Training, Collective Bargaining, and Labor Litigation.

- (4) Service on Executive Boards and Committees - None
- (5) Delegation of Authority
  - (a) Deputy Executive Director for LER HQ Operations
  - (b) Deputy Executive Director for LER Regional Operations
- (6) Line of Succession
  - (a) Deputy Executive Director for LER HQ Operations

- (b) Deputy Executive Director for LER Regional Operations
- (c) LER Regional Operations - Eastern Service Area Director
- (d) LER Regional Operations - Central Service Area Director
- (e) LER Regional Operations - Western Service Area Director
- (f) Employee Relations Division Director
- (g) Labor Litigation Division Director
- (h) Collective Bargaining Division Director
- (i) National LER Systems & Programs Division Director

**c. Office of Compensation, Benefits, and Worklife (AHB)**

(1) Mission: Compensation, Benefits, and Worklife designs & develops, implements, manages and promotes the agency's Total Rewards Programs to support FAA in achieving its strategic Human Capital goals.

(2) Vision: Compensation, Benefits, and Worklife programs attract, retain, motivate, and engage the workforce in support of the FAA's strategic Human Capital goals. AHB seeks to maximize the performance and retention of our employees while providing cost-effective programs that recognize changing demographics and evolving professional and personal needs. AHB works to provide a comprehensive, flexible package of Total Rewards offerings and programming to meet those changing needs.

(3) Major Functions - The core functions are Compensation, Performance Management, Benefits, Worklife and Workers' Compensation.

(4) Service on Executive Boards and Committees – N/A

(5) Delegation of Authority. Deputy Director, Compensation, Benefits, and Worklife

(6) Line of Succession

- (a) Deputy Director, Office of Compensation, Benefits and Worklife
- (b) Benefits and Worklife Division Director
- (c) Compensation Division and Performance Management Division Director
- (d) Workers' Compensation Division Director

**d. Office of Accountability and Strategic Business Management (AHA)**

(1) Mission: The mission of the Office of Accountability and Strategic Business Management is to provide communication, collaboration, accountability, data analytics, and business management services in support of the AHR mission. These actions are the foundation of a strong and effective human resource management program.

(2) Vision: The Office of Accountability and Strategic Business Management aspires to build partnerships with management at all levels of the organization to create a culture that sets the standard for excellent customer service. This culture values diversity, demonstrates integrity, fosters teamwork, encourages continuous improvement and supports innovation through technology.

(3) Major Functions: The core functions of the Office of Accountability and Strategic Business Management are HR Business Management and Performance, Strategic Communications and Initiatives, Accountability Board management and Workforce Transformation Projects and Initiatives.

(4) Service on Executive Boards and Committees

- (a) The Accountability Board
- (b) FAA Performance Committee
- (c) IT Shared Services Steering Committee
- (d) Continuity of Operations (COOP) and Emergency Planning
- (e) DOT Human Capital Operating Plan Workgroup

(5) Delegation of Authority

- (a) Director, HR Business Management and Performance Division
- (b) Director, Strategic Communications and Initiatives Division

(6) Line of Succession

- (a) HR Business Management and Performance Division Director
- (b) Strategic Communications and Initiatives Division Director

**e. Office of Talent Development (AHD)**

(1) Mission: The purpose of AHD is to work with our strategic partners across the FAA to prepare employees to execute leadership of the FAA mission.

(2) Vision: Talent Development (AHD) will be a strategic partner for building transformational leaders who demonstrate the Strategic Leadership Capabilities needed in order to accomplish the FAA mission.

(3) Major Functions – AHD operates the FAA Leadership and Learning (FLLI), which delivers content focused on individual, management, and executive development as well as Human Capital program delivery. AHD divisions include Leadership Development, Organizational Services, Senior Leadership Development, and Human Capital.

(4) Service on Executive Boards and Committees

(a) FAA Learning and Development Council

(b) Learning Enterprise Architecture Steering Committee

(c) DOT Learning and Development Council

(d) Federal Chief Learning Officer Council

(e) FAA Innovation Council

(5) Delegation of Authority. Deputy Executive Director of Leadership Development

(6) Line of Succession

(a) Leadership Development Division Director

(b) Senior Leadership Development Division Director

(c) Organizational Services Division Director

(d) Human Capital Division Director

**f. Policy and Compliance Division (AHR-100)**

(1) Mission: The Policy and Compliance Division leverages excepted service authorities to develop and interpret human resource policies, which facilitate the promotion of merit system principles and enable the Agency to recruit, develop, and retain a capable workforce while ensuring compliance with internal and external policies, regulations and federal laws.

(2) Vision: To provide the FAA-wide human resource policies that leverage personnel reform flexibilities in the support of agency mission accomplishment.

(3) Major Functions: The core functions of the HR Policy & Compliance Division are the development and maintenance of policies that implement external policies, regulations, and federal laws. In addition, the Division reviews and analyzes policy application across the FAA to ensure compliance with internal and external regulations.

- (4) Service on Executive Boards and Committees. ATC Hiring ESC
- (5) Delegation of Authority
  - (a) Talent Acquisition Policy and Compliance Manager
  - (b) Workforce Policy and Compliance Manager
- (6) Line of Succession
  - (a) Workforce Policy & Compliance Director
  - (b) Talent Acquisition Policy & Compliance Director

**9. Organizational Chart.** Attached as Appendix A are Office of Human Resource Management (AHR) Organizational Charts.

**10. Distribution.** This order is distributed to the director level in Washington, regions, and centers, with division-level distribution in regions, centers, and Human Resource Management Divisions.

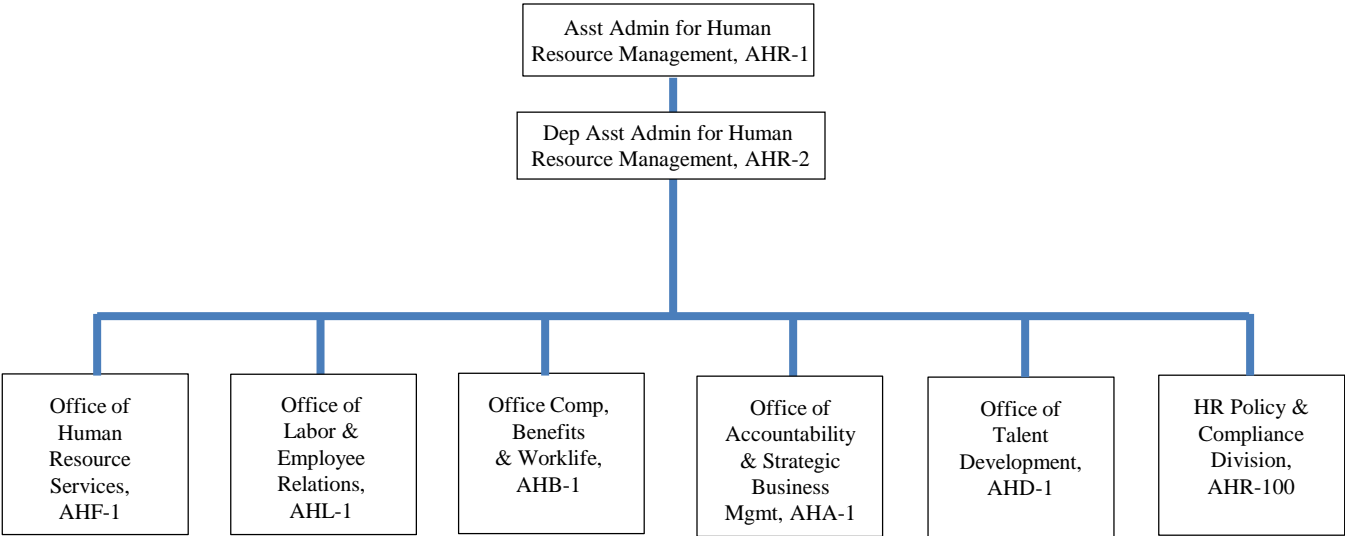


Annie B. Andrews  
Assistant Administrator for Human Resource Management

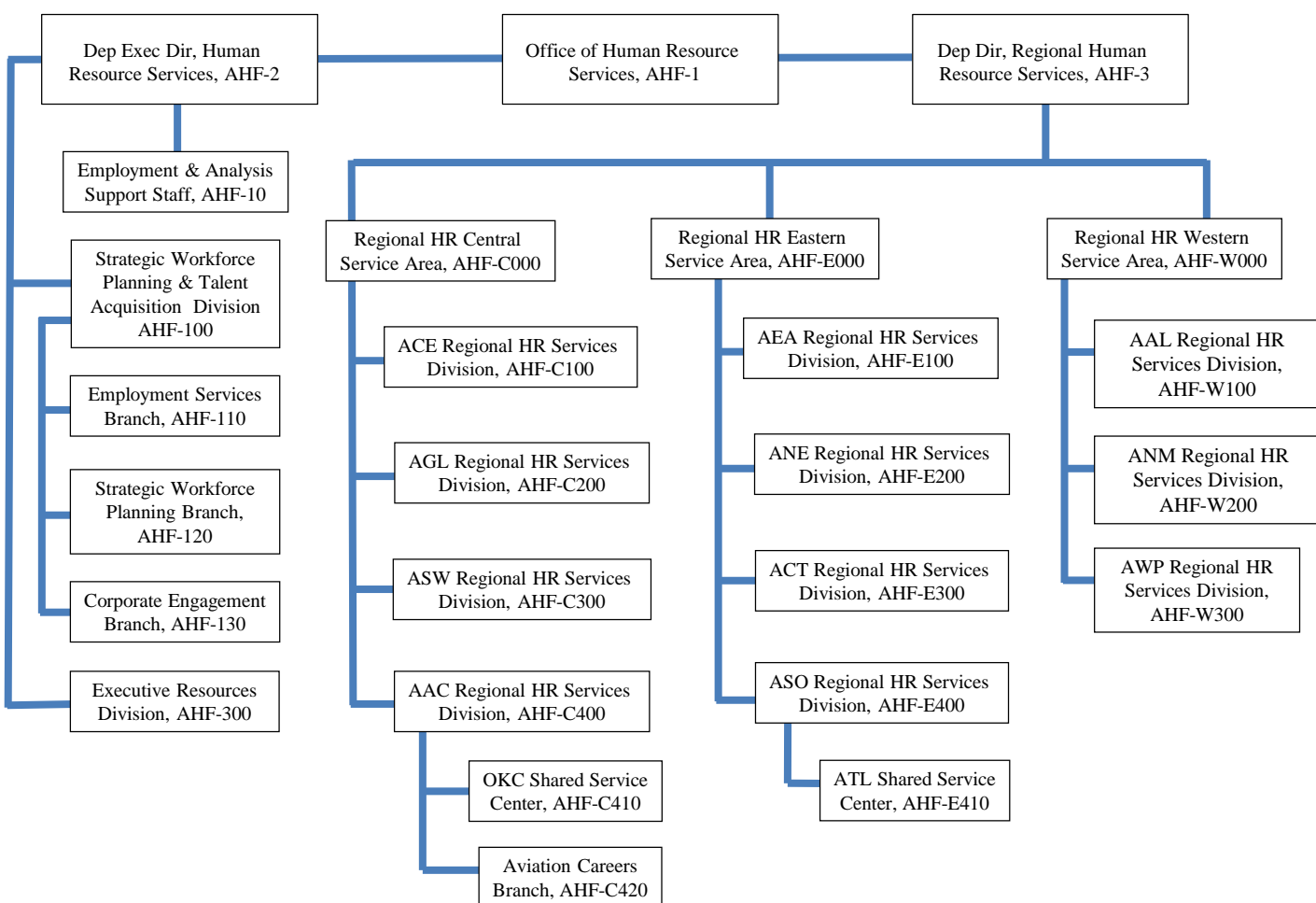


Appendix A. Office of Human Resource Management (AHR) Organizational Chart

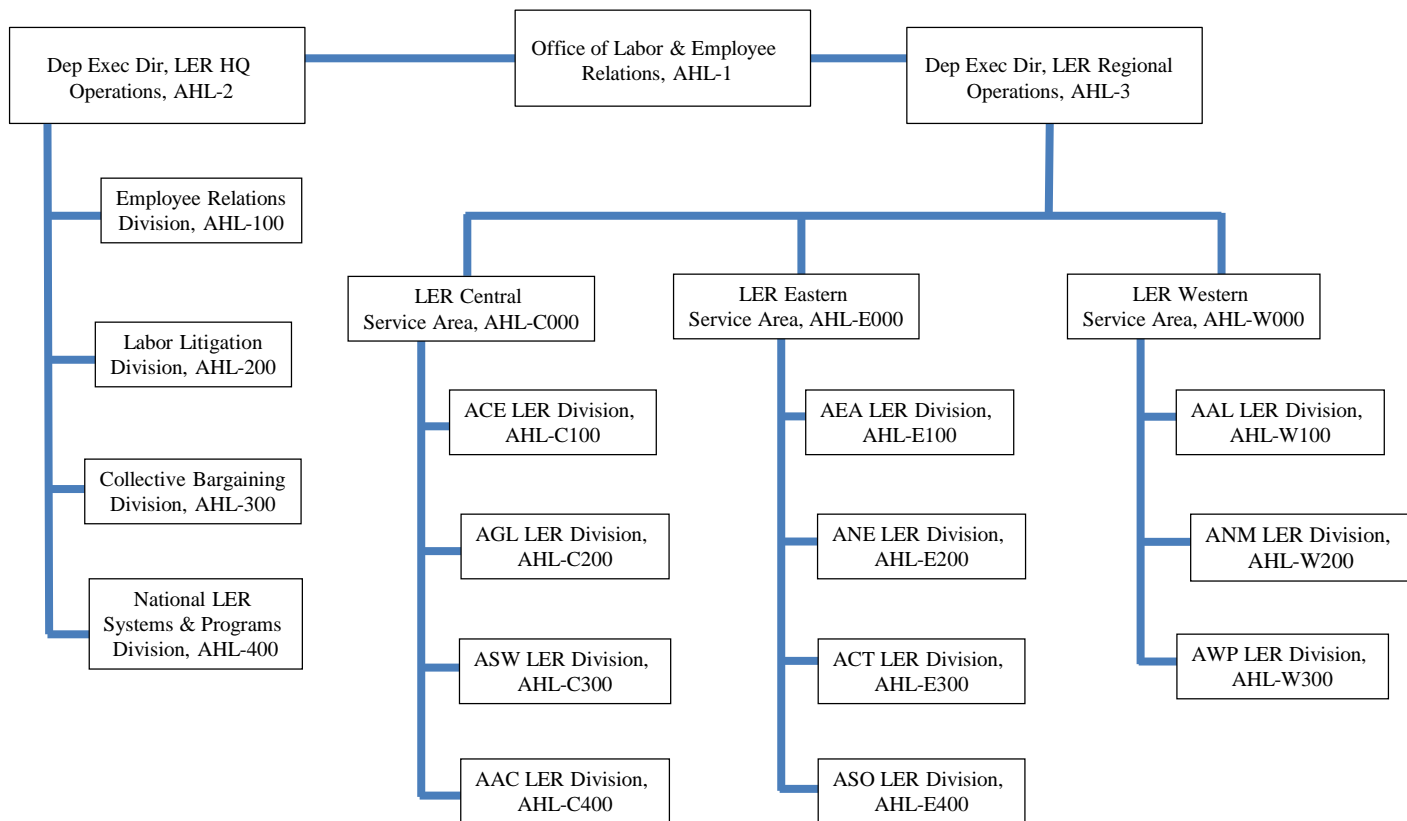
Office of Human Resource Management



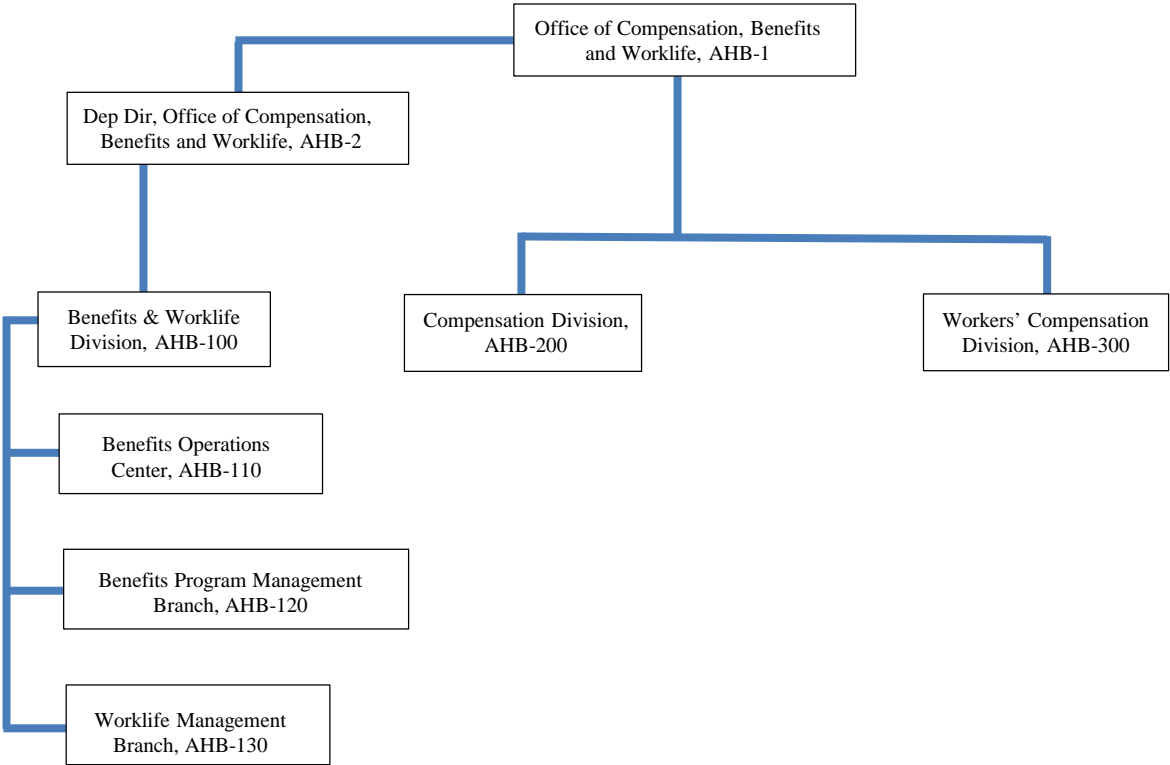
## Office of Human Resource Services



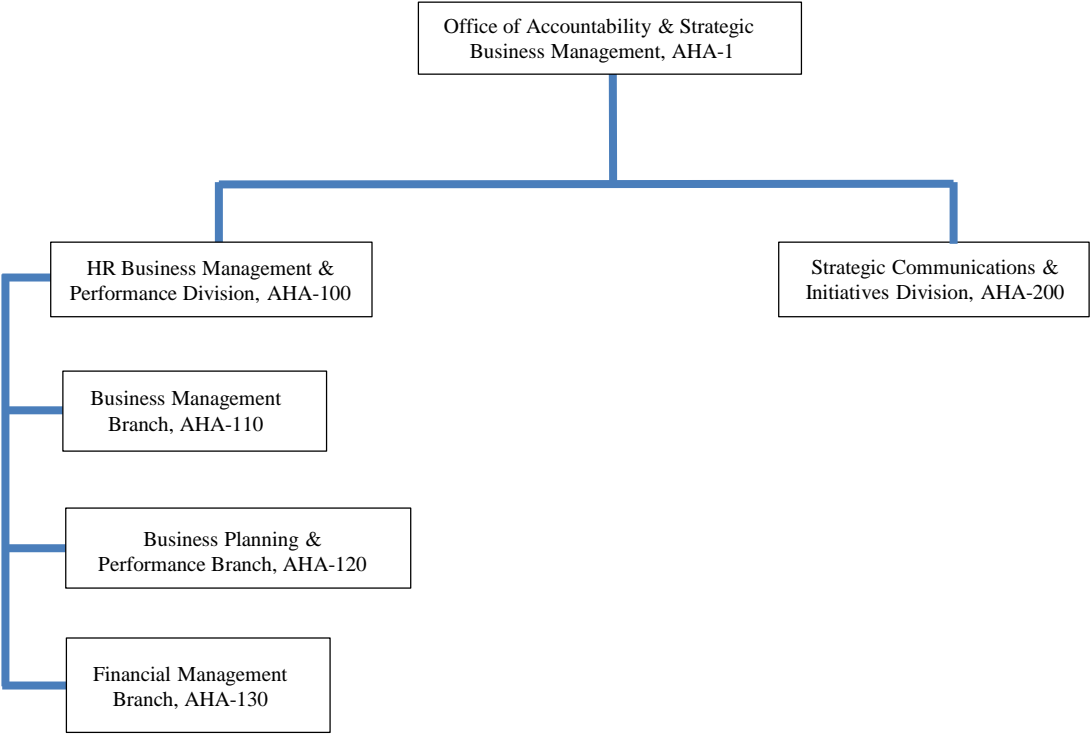
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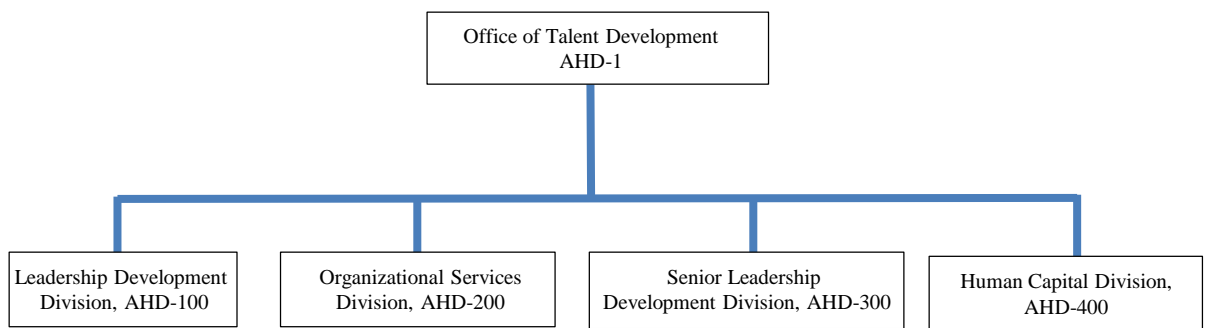


**Office of Compensation, Benefits & Worklife**



**Office of Accountability & Strategic Business Management**



**Office of Talent Development**

## Office of Human Resource Management

