



## People

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

### Diversity, Equity, Inclusion, and Accessibility

Ensure a more conscious and inclusive culture that embraces the diverse talents of employees, ensures fair and equitable treatment, and advances broader gains in diversity, equity, inclusion, and accessibility.

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#### Initiative: Maximize the Benefits of Diversity, Equity, Inclusion, and Accessibility

Maximize the Benefits of Diversity, Equity, Inclusion, and Accessibility

##### Activity: Hiring Persons with Disabilities (PWD)/Persons with Targeted Disabilities (PWTD).

ACR will lead collaboration between all LOB/SOs to increase the representation of PWD/PWTD in the FAA workforce by 1% each year for the next three years (from FY22).

##### Target: PWD/PWTD Memorandum to increase awareness and accountability.

Each LOB/SO will increase PWD/PWTD awareness and accountability by issuing a memorandum directing their managers to promote the PWD/PWTD 1% goal.

##### Target: PWD/PWTD information sessions to increase awareness and accountability.

In collaboration with all LOB/SOs, ACR's National People with Disabilities Program Manager will host four agency-wide information sessions for hiring managers on effective ways to hire people with disabilities.

##### Target: Each LOB/SO will report their progress towards the 1% PWD/PWTD goal during the bi-monthly EAC meetings.

Each LOB/SO will report their progress towards the 1% PWD/PWTD goal during the bi-monthly EAC meetings.

##### Target: Develop a Communications/Awareness Campaign

Develop a communications/awareness campaign to encourage employee self-identification of disabilities to ensure accurate understanding of current representation.

#### Initiative: Equal Employment Opportunity (EEO) Training

Assist Agency efforts to create a FAA culture in which managers and employees understand their role in creating and maintaining an inclusive workplace by providing training on EEO laws, FAA policies, and appropriate workplace behavior.

### **Activity: EEO Training Opportunities for FAA Workforce**

Ensure that FAA management and employees are aware of EEO training course opportunities throughout the fiscal year.

#### **Target: Market Training Opportunities**

Each quarter, market and announce EEO training opportunities and resources that further increase DEIA in the workforce. Create and promote training sessions agency-wide.

### **Activity: Enhance EEO Training Currency, Accuracy, Appeal and Effectiveness**

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

#### **Target: EEO Training Currency, Accuracy and Appeal**

Review and revise existing EEO training courses to ensure they are in compliance with current EEO laws and guidance. Enhance training with multi-media and a variety of training delivery methods to improve student learning and to provide flexibility of training opportunities. To address current EEO training needs, develop or purchase new EEO courses and coordinate with other DOT agencies to determine opportunities for sharing training resources.

#### **Target: EEO Training Course Effectiveness**

Monitor training effectiveness through customer feedback surveys and complaint data.

### **Activity: EEO Facilitator/Producer Quality Improvement**

Enhance ACR Facilitator/Producer quality and skill improvement efforts throughout the organization.

#### **Target: Annual Trainer Improvement Instruction**

Provide ACR EEO Facilitators/Producers with train-the-trainer sessions and course delivery practice sessions in order to enhance their skills. As budget allows, provide an advanced improvement course provided through contracted or internal training professional instructors. Provide training sessions to address any feedback from customers and to improve the skill set of facilitators/producers. Additionally, within a month of any course update, provide train-the-trainer sessions to producers/facilitators on the updated course material and best practices.

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

Assist Agency efforts to create an office that will change the FAA culture where managers and employees contribute to their roles in creating and maintaining a diverse, inclusive, equitable, and accessible environment that would encourage a culture of inclusivity within the agency.

### **Activity: EEO Culture and Accountability Team**

Create a Culture and EEO Accountability team led by a Senior Executive reporting to ACR-1 that leverages the philosophy and tenets of diversity, equity, inclusion, and accessibility to exploit innovation, maximize production, boost prosperity, and empower outreach to guarantee safety in American aerospace and around the world.

### **Target: Submit a DEIA Scorecard**

In FY24, LOB/SOs will submit a “scorecard” report twice a year to ACR for review and report-out to FAA management.

### **Target: DEIA Scorecard Roadshow**

Create plans for a DEIA Scorecard roadshow to present results to management meetings as an ongoing “grassroots campaign” for LOB/SO that request presentations.

### **Target: DEIA Symposium and Town Hall**

Diversity, Equity, Inclusion, and Accessibility Symposium and Town Hall - ACR will organize the Annual DEIA Symposium/Conference and DEIA town hall for senior executive leadership and employees to promote initiatives and leadership accountability for senior executives and FAA employees.

### **Target: Inclusion Cafes**

Create plans for Inclusion Cafes in all the service areas that could be in-person, virtual, or hybrid that would allow for diverse discussions and help facilitate and sustain conversations amongst employees to make DEIA sustainable throughout the agency.

### **Target: Develop and Implement a DEIA Comprehensive Strategy**

Continue to develop and implement a comprehensive strategy to ensure a more thoughtful, robust workforce environment that embraces the unique and diverse talents of employees, ensures fair and equitable treatment amongst all employees, and advances broader gains in diversity, equity, inclusion, and accessibility across the agency. This includes focus groups, climate surveys, and listening sessions.

### **Activity: ACR will Campaign agency-wide ongoing and new courses.**

ACR will campaign, the Office of Civil Rights will offer NoFEAR bi-annual required training to all FAA personnel and other tools and resources that further increase DEIA in the workforce training

### **Target: No FEAR Required Annual and Bi-Annual Training**

The Office of Civil Rights will offer the required online No FEAR bi-annual training to all FAA personnel and provide the No FEAR online training course annually to all FAA New Hires with the goal of having 90% of all FAA New Hires take the course within 90 days of their onboarding to the FAA.

### **Initiative: Outreach and Special Emphasis Programs**

Assist the Agency in building a Model EEO Workplace through outreach, consultations, collaboration, and educational partnerships. This includes support of Presidential Executive Orders, DOT's, department initiatives – the Office of Civil Rights will collaborate with LOB/SOs to support these programs and/or initiatives.

### **Activity: EEO/EAC Committee Outreach Events**

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

### **Target: EEO/EAC Committee Outreach Events**

Complete six outreach events with EAC committees to increase diversity in the applicant pool.

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

Utilize the EEO Action Committee (EAC) to enhance, collaborate and support a diverse and inclusive workplace with existing employee workgroups and LOBs/SO. Collaborate with AHR's Corporate Recruitment Council to develop an annual outreach plan, targeting underrepresented groups within the agency.

#### **Activity: Ensure a Diverse and Inclusive Workforce - Reasonable Accommodations**

Support the FAA's corporate goal to process 90% of the agencies Reasonable Accommodation request within 25 days or less.

#### **Target: ACR - Reasonable Accommodations**

Support the FAA's corporate goal to process 90% of the agencies Reasonable Accommodation request within 25 days or less.

#### **Activity: Ensure a Diverse and Inclusive Workforce - Mediation**

Managers engage in the mediation/facilitation process when requested.

#### **Target: ACR - Mediation**

Support agency's efforts to ensure that 70% of managers engage in mediation when requested by employees.

#### **Activity: ADR Tracking - Track Agency mediation/Facilitation and resolution rates.**

Assist with Agency effort on ADR engagement by ensuring 70% of all managers engage in mediation when requested by employees. Provide this data to the LOB/SOs. Produce a final ADR engagement and resolution report.

#### **Target: Track Agency mediation/Facilitation and resolution rates.**

Provide this Agency mediation/Facilitation and resolution rates to the LOB/SOs. Produce a final ADR engagement and resolution report.

### **Initiative: Train Managers and Employees across the Agency in Diversity, Equity, Inclusion, and Accessibility (DEIA)**

ACR will lead collaboration with LOBs/SOs to train managers and employees in DEIA.

#### **Activity: ACR will Lead Collaboration with LOBs/SOs to Train Managers and Employees in DEIA.**

The Office of Civil Rights will provide LOB/SOs with a list of DEIA training courses approved by ACR and will provide monthly completion totals to support their efforts in achieving the goal that 75% of managers and 25% of employees attend one training course each fiscal year.

**Target: ACR - Train Managers and Non-Managerial Employees in a Minimum of One DEIA Training Course**

Ensure at least 75% of managers and 25% of employees attend a minimum of one training course from a menu of DEIA training courses.

**Initiative: Ensure Nondiscrimination in FAA's External Programs and Activities.**

ACR-4 National External Operations and Policy Programs will advance nondiscrimination by conducting compliance and policy activities in support of the external civil rights programs for airports including the Airport Disadvantaged Business Enterprise (DBE) and Airport Concession DBE (ACDBE) Compliance Program, the Airport Nondiscrimination Compliance Program (Title VI, Environmental Justice, and Limited English Proficiency), and the Airport Disability Compliance Program (ADA/Section 504). ACR-4 will also advance nondiscrimination in FAA's public facing external programs and activities.

**Activity: Advance the Airport DBE/ACDBE Compliance Program.**

Conduct compliance, training, and technical assistance activities in support of the DBE/ACDBE Compliance Program.

**Target: DBE/ACDBE Compliance**

Conduct at least 15 compliance assessments, including at least one compliance assessment in every FAA region, to verify airport sponsor eligibility for FAA financial assistance under 49 CFR parts 23 and 26 (Grant Assurance 37).

**Target: DBE/ACDBE Training and Technical Assistance.**

Develop training materials and conduct a single targeted nation-wide training and/or technical assistance activity for relevant FAA Office of Airports (ARP) staff in every FAA region, addressing the DBE and ACDBE Programs.

**Target: DBE/ACDBE Training and Technical Assistance for Airport Sponsor Leadership.**

Develop training materials and conduct a single targeted nation-wide training and/or technical assistance activity for airport sponsor leadership in every FAA region, addressing the DBE and ACDBE Programs. Record the training and make the recording available for future viewing by airport sponsor leadership and staff.

**Activity: Advance the Airport Nondiscrimination Compliance Program.**

Conduct compliance, training, and technical assistance activities in support of the Airport Nondiscrimination Compliance Program.

**Target: Title VI Order Implementation**

Implement guidelines for small and non-hub primary and other selected airports to have a Title VI Plan and Community Participation Plan, including by announcing due dates for airport sponsor plans at least 3-months prior to due dates and conducting targeted training activities. ACR will review and provide feedback for submitted plans within 45 calendar days of receipt.

**Target: Title VI Order Training and Technical Assistance for FAA Office of Airports Staff**

Develop training materials and conduct a single targeted nation-wide training and/or technical assistance activity for relevant FAA Office of Airports (ARP) staff in every FAA region, addressing Title VI and related requirements for airport sponsors, including for Title VI Plans, Community Participation Plans, and DEIA principles.

**Target: Title VI Compliance**

Conduct at least 15 compliance assessments, including at least one compliance assessment in every FAA region, to verify airport sponsor eligibility for FAA financial assistance under DOT Order 1000.12C requirements related to Title VI. (Grant Assurance 30).

**Target: Title VI Order Training and Technical Assistance for Airport Sponsor Leadership**

Develop training materials and conduct a single targeted training and/or technical assistance activity for airport sponsor leadership in every FAA region, addressing Title VI and related requirements for airport sponsors, including for Title VI Plans and Community Participation Plans, and DEIA principles. Record the training and make the recording available for future viewing by airport sponsor leadership and staff.

**Activity: Advance the Airport Disability Compliance Program**

Conduct compliance, training, and technical assistance activities in support of the Airport Disability Compliance Program.

**Target: ADA/504 Compliance**

Conduct at least 15 compliance assessments, including at least one compliance assessment in every FAA region, to verify airport sponsor eligibility under BIL program requirements for FAA financial assistance related to ADA and Sec. 504 facility design and program access obligations for airports. Use either in-person observations or equivalent methods to verify compliance with facility and vehicle design requirements.

**Target: ADA/504 Training and Technical Assistance for FAA Office of Airports Staff**

Develop training materials and conduct a single targeted nation-wide training and/or technical assistance activity for relevant FAA Office of Airports (ARP) staff in every FAA region, addressing ADA/504 and related requirements for airport sponsors.

**Target: ADA/504 Training and Technical Assistance for Airport Sponsor Leadership**

Develop training materials and conduct a single targeted nation-wide training and/or technical assistance activity for airport sponsor leadership in every FAA region, addressing ADA/504 and related requirements for airport sponsors. Record the training and make the recording available for future viewing by airport sponsor leadership and staff.

**Activity: Advance language access in FAA programs and activities.**

Communicate the importance of language access across FAA programs and activities.



### **Target: Language Access Training**

Develop and seek required approvals for eLMS or equivalent training program materials for language access training.

### **Target: Implement Language Access Requirements**

Publish agency language access policy statement and implement language access requirements as mandated by USDOT, to the maximum extent feasible.

### **Target: Nondiscrimination Language in FAA grant programs and NOFOs**

Ensure all applicable grant programs and NOFOs include appropriate nondiscrimination language, to the maximum extent feasible.

### **Target: Language Access Training**

Develop and provide a training session(s) on essential language access requirements to relevant FAA staff, FAA-wide.

### **Activity: Update External Civil Rights Regulations and Guidance**

Update requirements and resources to ensure their ongoing effectiveness.

### **Target: Review and Update for 49 CFR Part 27**

Initiate holistic review and analysis of 49 CFR Part 27 and recommend revisions to USDOT that, if adopted, will modify requirements for nondiscrimination on the basis of disability for airports receiving federal financial assistance, by removing outdated requirements, clarifying existing requirements, and/or adding new requirements for implementation of Sec. 504 of the Rehabilitation Act.

### **Target: Guidance for Joint Ventures (JV) in the ACDBE Program**

Update and implement joint venture guidance for the ACDBE Program.

## **Human Capital Management**

Enhance FAA's human capital management capabilities to support innovation and collaboration that will empower a synergetic, data-driven workplace. Leverage data and technology to continuously identify and address human capital management opportunities and efficiencies. Position the FAA as an employer of choice by promoting career opportunities to attract the workforce of the future, while maintaining a culture that enhances employee engagement and accountability. Ensure that the FAA retains a diverse and high performing workforce by providing varied learning opportunities and workplace flexibilities.

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### **Initiative: Small Business Opportunities**

Support small businesses and job creation by providing opportunities for small businesses to attain FAA contracts and purchase orders, with special emphasis on procurement opportunities for socially and economically disadvantaged small businesses (including 8(a) certified firms), service-disabled veteran-owned small businesses, and women-owned small businesses.

### **Activity: Contracting with Small Businesses**

Utilize market analysis and acquisition strategies to provide opportunities for small businesses to compete for, and attain FAA contracts and purchase orders, with special emphasis on procurement opportunities for socially and economically disadvantaged small businesses (including 8(a) certified firms), service-disabled veteran-owned small businesses, and women-owned small businesses, economically disadvantaged women-owned small businesses, and historically underutilized business zone small businesses.

#### **Target: ACR - Support ACQ's Small Business efforts**

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

### **Activity: Contracting with Small Disadvantaged Business (SDB)**

Utilize market analysis and acquisition strategies to provide opportunities for Small Disadvantaged Businesses (SDB) to compete for and attain FAA contracts and purchase orders.

#### **Target: ACR - Support ACQ's Small Disadvantaged Business efforts**

Ensure at least 14% of the Agency's total direct procurement dollars are awarded to Small Disadvantaged Businesses (SDB).



# Operational Excellence

Operate the world's most efficient aerospace system through daily execution, continuous improvement and infrastructure investment.

## Mission Efficiency and Support

Optimize efficiency and support mission requirements through daily execution, continuous improvement, planning, infrastructure resiliency, and investment. Effectively plan for and manage finances, procurement, information technology, and other mission support services.

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### **Initiative: FAA FOIA Program**

Improve Management of the FAA Freedom of Information Act (FOIA) Program.

#### **Activity: FOIA Backlog Reduction**

Per the Open Government Directive, each agency with a significant pending backlog of outstanding Freedom of Information requests shall take steps to reduce any such backlog by ten percent each year. Reduce the number of backlogged FOIA requests, and maintain the targeted reduction over the course of the fiscal year.

#### **Target: ACR - Reduce FAA FOIA Backlog**

Reduce ACR FOIA overdue backlog (level as of October 1, 2023) by 10% and sustain a 10% reduction on new overdue requests throughout FY2024.

### **Initiative: Alternative Dispute Resolution (ADR) Efficiency**

Increase the use of the ADR Program to achieve the 70% participation from management.

#### **Activity: ADR Coordination**

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

#### **Target: Corporate ADR Engagement Goal-Shared**

Assist with Agency effort on ADR engagement by ensuring 70% of all managers engage in mediation when requested by employees.

#### **Target: ADR Tracking**

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

### **Initiative: Management Directive 715 (MD-715)**

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

#### **Activity: MD-715 Coordination**

Prepare and submit the annual EEOC MD-715 report.

**Target: Collaboration & Prepare MD-715 Report**

Collaborate with LOB/SOs to receive input and prepare the MD 715 Report with target input requests for the Best Practices by 30 May 2024.

**Target: Submit MD-715 Report**

Submit annual EEOC MD-715 report to EEOC by 05/30/2024 or EEOC's extension date.

**Target: State of EEO**

Prepare the annual State of EEO briefing by fiscal year-end.

**Activity: Civil Rights Directors MD-715 Assessments**

Responsible Civil Rights Directors (CRD) will conduct EEO Assessments and follow-ups to ensure compliance with EEO laws, policies and regulations.

**Target: Facility Selection**

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

**Target: Conduct MD-715 Assessments**

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

**Initiative: EEO Complaint Services - Improved Customer Experience**

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

**Activity: Management of the ACR Customer Feedback Database**

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

**Target: Customer Feedback**

Internal and External EEO Specialists will provide customer service feedback link to their customers within 3 business days after the completion of the service, and will have documented such occurrences via email.

**Target: Mid-Year Report**

Complete mid-year report on customer feedback.

**Target: Training**

Provide annual refresher Customer Feedback Database training to ACR users.

**Target: End of Year Report**

Complete annual report for customer feedback.

### **Activity: ISO Certification**

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

#### **Target: ISO Maintenance**

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

#### **Target: ISO Training**

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

#### **Target: ISO Audit**

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

### **Activity: Annual EEO Best Practices Information Exchange Forum**

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

#### **Target: Annual EEO Best Practices Information Exchange Forum - Logistical Information**

Conduct the Annual EEO Best Practices Information Exchange Forum.

#### **Target: Annual EEO Best Practices Information Exchange Forum - After Action Report**

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