



## 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: Foster an Environment that Promotes Positive Employee Experiences, Engagement, and Belonging**

A system that engages, develops, and inspires a diverse, high-performing workforce by creating, implementing, and maintaining effective performance management strategies, practices, and activities that support mission objectives.

##### **Activity: Enhance Managerial Effectiveness and Positive Employee Engagement to Drive Mission Accomplishment**

Across FAA, managerial effectiveness fosters high performance and positive organizational health, and contributes to a supportive and engaging work environment for employees.

##### **Target: LER Customer Service Aids and Tools**

Update, create and deliver AHL tools and services to support management in addressing labor and employee relations issues.

##### **Activity: Offer Learning and Development Opportunities and Resources for Employees at all Levels**

The FAA advances a learning culture where competency development is promoted, and knowledge enhancement is supported.

##### **Target: Expansion of Benefits Education**

Expand services to include additional health fairs and individual retirement planning sessions. As part of an expanded, year-long onboarding program, develop and implement at least three additional benefits and retirement planning educational sessions.

##### **Activity: Demonstrate Diversity, Equity, Inclusion, Accessibility, and belonging Principles to Cultivate a Positive Work Environment**

AHR is recognized for cultivating diversity, equity, inclusion, accessibility, and belonging so that all employees feel included, respected, and engaged to achieve mission excellence.

**Target: Promote the FAA's commitment to a workplace free from harassment through customized Accountability Board training and focus groups at LOBs and SOs throughout the FAA.**

Survey data obtained after each site visit, related to quality and content of the training provided by the ABD.

**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: AHR - 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: AHR - Mediation**

Ensure that 70% of managers engage in mediation when requested by employees.

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

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

## Human Capital Management

Enhance FAA's human capital management capabilities to support innovation and collaboration that will empower a synergistic, 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: Optimize Agency Policies and Practices to Meet the Evolving Workforce Needs**

The FAA will leverage existing and future technologies to enable the best use of remote and in-person engagement, as well as enabling thoughtful decisions about physical space needs.

#### **Activity: Showcase the Dynamic Space Concept**

Design and implement a mock-up space to showcase the Dynamic Space concept for the agency.

##### **Target: Identify the footprint for the Dynamic Space Mock-up**

Identify the footprint within the leased space for Dynamic Space mock-up (6000+ sq ft).

Task a. Confirm final location within leased space.

Task b. Confirm final size of space.

##### **Target: Complete the design work and gain final approval.**

Task a. Gather customer requirements.

Task b. Deliver 35% design and gain approval to move forward.

Task c. Deliver final design and gain final approval.

##### **Target: Build out Dynamic Space mock-up area**

Task a. Contract award.

#### **Activity: Renovate the FAA HQ 9th Floor using the Dynamic Space Concept**

Gain support and approval to renovate the FAA HQ 9th floor using the Dynamic Space concept.

##### **Target: Brochure and Virtual Video for FAA HQ 9th floor Dynamic Space**

Develop brochure and virtual video highlighting potential FAA HQ 9th floor Dynamic Space implementation.

Task a. Deliver comprehensive brochure that utilizes actual FAA HQ building 10A floor plans with Dynamic Space concepts being utilized.

Task b. Deliver a virtual walk through video of the FAA HQ 10A space that showcases the Dynamic Space furniture concepts in use.

##### **Target: Gain Approval and Secure Funding**

Task a. Finalize MOA with all unions having BUE's on the 9th floor for the implementation of Dynamic Space.

Task b. Secure full funding for 9th floor renovations.

## **Target: Gather Customer Requirements and Complete the Design**

Task a. Deliver 35% design and gain approval to move forward.

### **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: AHR - 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: AHR - 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).

### **Initiative: Drive Service Excellence through Collaboration and the Delivery of Innovative AHR Programs and Services**

Efficiency addresses relationship between key organizational results and human resources activities.

#### **Activity: Evolve and Leverage Technology, Automation, Analytics, and Business Process Improvement Strategies to Gain Efficiencies and to Support People Data-Driven Decision-Making**

AHR's relationships with stakeholders are characterized by innovation and service excellence through people, technology, and processes that allow us to serve the FAA as the human capital management thought leader

#### **Target: Customer Relationship Management Transition**

In an effort to offer customers enhanced service request tracking, educational and self-service options, complete preparations, system configuration and staff training to transition to the new CRM platform.

### **Target: Automation and Process Efficiencies**

Building on HR Services' successful implementation of Robotic Process Automation (RPA) and AVIATOR enhancements, identify and implement at least three process solutions to better optimize workload management and to enhance customer experience.

### **Target: Career Development Demand**

Expand the development offerings for non-managers as funding permits. Evaluate Career Development On-Demand to determine if CDO should be continued.

### **Target: Planning language for Pay Setting**

Evaluate existing pay policies, tools, and reference materials, and gather feedback from managers to determine the effectiveness of established pay-setting guidance. Based on an analysis of the findings, determine the proper course of action to provide guidance to help managers understand and properly set pay.

### **Target: INSPIRE Technology**

Pursue the option of moving INSPIRE onto ATO's Staffing Workbook for the purpose of compiling recognition usage metrics by LOB, region, and manager status (all currently unavailable) across the agency.

### **Target: Establish a robust data analytics platform**

Work with the CDO's office to establish a robust data analytics platform where people data is stored for reporting/dashboarding/analysis

## **Activity: Develop, Implement, and Maintain Excepted Service Guidelines and Policies in Alignment with Federal Mandates**

AHR is a strategic partner oriented toward collaborative and data-informed innovative solutions that leverage FAA's excepted authorities to meet organizational goals.

### **Target: Program Evaluations and Compliance Reviews**

Conduct, at a minimum, four compliance reviews/program evaluations to ensure adherence to Agency human resource policies and procedures and to identify best practices and/or areas of improvement via submission of a report for each compliance review/program evaluation conducted.

### **Target: Internal Target: Performance Management Policy Date Alignment**

Align the Performance Plan Launch dates and Employee Ratings due dates for all FAA employees covered by Valuing Performance PM-9.1a (VP), Pass/Fail PM-9.1c (P/F), and Executives EXS-7.7a (EPM).

## **Activity: Develop and Implement a Dynamic and Data-Driven Communications Strategy to Improve Stakeholders' Access to HR Information and Services**

AHR provides clear, proactive, accessible information that better informs stakeholders of AHR programs and services.

### **Target: Applicant Help**

Provide at least three new resources to assist candidates in applying to FAA job vacancies.

### **Target: Implement Communications Strategy**

Execute on delivering two new communication platforms on WorkLife programs and leverage existing communication platforms to enhance awareness of WorkLife programming.

### **Target: Online LER Resource**

Update Online Library of Resources on SharePoint and MyFAA that support both employees and managers.

### **Target: Establish HR information System (HRIS)**

Implement an effort to develop a plan for an enterprise HR Information System.

## **Initiative: Attract and Cultivate a Diverse and Talented Workforce**

A system that promotes a high-performing workforce, identifies, and closes skills gaps, and implements and maintains programs to attract, acquire, develop, promote, and retain quality and diverse talent.

### **Activity: Utilize a Corporate Approach to Determine Human Resource Requirements for Improved Workforce Planning, Resource Deployment, and Succession Management**

An FAA-wide integrated strategic workforce planning process that supports data-driven budget and other resource decisions while ensuring sufficient succession pipelines.

### **Target: Minority Serving Institutions (MSI) Program Enhancement**

Provide at least five enhancements to FAA's flagship Minority Serving Institutions (MSI) internship program to continue to attract and hire diverse talent, including expanded program materials, tools to facilitate candidate selection, reporting tools and expanded offerings. Program offerings highlight the link between internship experiences and benefit to the mission.

### **Activity: Leverage Effective Talent Management Strategies to Invigorate and Sustain FAA's Employees Throughout Their Employment Lifecycle.**

FAA is committed to attracting and retaining a highly skilled and engaged workforce in an environment where diversity principles are practiced in support of mission achievement.

### **Target: Mission Critical Hiring Targets**

In partnership with ATO and AVS, develop plans to achieve FY24 hiring goals.

### **Target: ATCS Hiring & Candidate Pipeline Expansion**

Partner with ATO to meet the FY24 hiring goal of 1,800 for Air Traffic Controllers. In partnership with LOB/SO stakeholders, implement at least five solutions that measurably increase availability of qualified, diverse candidates.

**Activity: Develop an FAA-wide Competency Management System that Defines the Knowledge, Skills, and Behaviors the FAA must Build, Enhance, and Retain to Ensure Mission Accomplishment**

The FAA has the competencies in place that it needs now and those it will need in the future to address changing priorities/programs and workforce attrition.

**Target: ATCS Candidate Assessment**

Consistent with FAA's world-class air traffic service delivery, commitment to increasing the diversity of FAA's workforce and contractual need to replace the Air Traffic Skills Assessment, in partnership with ATO and NATCA, deliver the ATSA validation study and test replacement recommendations. In FY24, AHR validates job skills and requirements.

**Target: Entry-Level Recruitment**

Building upon the successes of the Tech Ops Early Careers Gateways Program, continue to develop entry-level "onramp" development programs with ATO and AVS by conducting feasibility studies for entry-level developmental programs for at least two additional mission-critical series. Identify program requirements and next steps. Present findings and recommendations to executive leadership for further consideration.

# 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: Cost Control Program**

Implement line of business-specific as well as agency-wide cost efficiency and strategic initiatives to reduce costs or improve productivity. Achieve documented cost savings and cost avoidance in FY 2024.

#### **Activity: Corporate Leadership for Cost Efficiency Activities**

ABA will lead an agency-wide initiative to control and reduce the cost of operations.

#### **Target: Workers' Compensation FY 2024 Target**

Workers' Compensation program will achieve a cost avoidance of \$5.4 Million in FY2024.