People Accountability

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

Regulatory Reform

Reduce current regulatory burdens and bureaucracy to ensure a safe, efficient, accessible, and convenient transportation system for people and commerce.

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

Utilize the EEO Action Committee (EAC) to collaborate and support a diverse and inclusive workplace with existing employee workgroups and LOBs/SOs to create an inclusive work environment.

Activity: AHR Ensure a Diverse and Inclusive Workforce

• AHR in collaboration with the LOB/SO's will complete activities that will foster a diverse and inclusive workplace and improve the Reasonable Accommodation interactive process.
• Assist in the development of a diverse workforce at all levels. Increase the representation of Persons with Targeted Disabilities (PWTD), Hispanics, and Women in the workforce as compared to the civilian labor workforce (CLF). .
• Managers engage in the mediation/facilitation process.

Target: Reasonable Accommodations

Ensure 90% of AHR reasonable accommodation requests are processed within 25 business days or less.

Target: Improve Participation/Outreach

Support ACR in the development of strategies to improve the representation of Persons with Targeted Disabilities (PWTD), Hispanics, and Women by providing resources and data analysis to increase the workforce as compared to the civilian labor workforce (CLF) and/or MD-715, Part J). These strategies will address hiring, training, career progression opportunities and will be deployed and tracked through the EAC Workgroups.

Target: Mediation

Ensure that 75% of all AHR managers engage in mediation when requested by employees.

Mission Efficiency and Support

Support mission requirements by efficiency and effectively planning for and managing human capital, finances, procurement, sustainable operations, information technology, emergency preparedness, and other mission support services.

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 2021.

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 2021 Target

Workers' Compensation program will achieve a cost avoidance of $900,00 in FY2021.

Target: DOT eLMS Expansion FY 2021 Target

AHR Human Resource Management will achieve a cost avoidance of $535,202 in FY2021.

Initiative: ASH Strategic Workforce Plan

AXM and AHR will develop a strategy that projects occupations, competencies and resources needed to achieve the mission, strategic priorities and plans, program performance goals and objectives through workforce segmentation, prioritization, and future state focus groups.

Activity: Implement ASH Strategic Workforce Plan

AXM and AHR will assess the current state of the ASH workforce demographics and competency analysis, and analyze the availability of relevant resources in the external labor market. Identify potential shortfalls and address gaps between the workforce of today and the human capital strategies of the future.

Target: ASH Workforce Strategy Development

Through collaboration with the Office of Human Resource Management, Strategic Workforce Planning Branch, The Workforce Services Division will develop and implement an ASH Workforce Strategy.

Initiative: Contracting Opportunities for Small Businesses

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.

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.

Initiative: FAA FOIA Program

Ensure FOIA requests from the general public are processed within statutory timeframes and improve management of FOIA program.

Activity: FOIA Backlog Reduction

Renew focus on closing FOIA requests pending without response beyond the statutory time limit of 20 working days, reassess steps needed to close the requests, identify any barriers to closing them, and develop solutions that will allow for the processing to be completed by the end of the fiscal year.

Target: AHR - Reduce FAA FOIA Backlog

Reduce AHR FOIA backlog by 10 percent from overdue backlog levels as of October 1, 2020.

Initiative: Mission Critical Hiring

Meet or exceed hiring goals for the agencies top three mission critical occupations (2101, 2152, 1825).

Activity: Mission Critical Hiring Support

Meet or exceed hiring goals for the agency top three mission critical occupations. (2101,2152,1825)

Target: ATCS Hiring Plan

Meet the 2021 Workforce Plan goal for ATCS.

Target: Aviation Safety Inspector Hiring

Meet the 2021 Workforce Plan goal for ASI hiring.

Target: Transportation Safety Hiring

Meet the 2021 Workforce Plan goal for ATSS hiring.

Initiative: Centralized Classification Authority

Continue centralization of classification across FAA targets occupational series

Activity: Centralized Classification

Establish plans, procedures, and guidance to launch Phase 3 of the Centralized Classification Plan.

Target: Classification Phase 3

Complete a State of Centralized Classification Report to outline the results of Phase 2, including a quantitative and qualitative analysis of Phase 2 and documentation of improvements to adopt in Phase 3.

Initiative: Executive Performance Management

Evaluate the Executive Performance Management System and determine what adjustments, if any, should be recommended for adoption in 2021.

Activity: Executive Performance Management

Adjust plans, procedures, and guidance as necessary to support Performance Review Board for the FY 2021 EPM cycle.

Target: Implement PRB

Identify new PRB members, deliver training and conduct meetings.

Target: EPM Workshops

Conduct four training sessions for executives on writing self-assessments and rating official narratives based on "lessons learned" from the FY20 PRB (in preparation for the FY21 PRB).

Initiative: Strategic Workforce Planning

Enable the FAA to better anticipate, plan for, and respond to workforce needs, talent supply and critical competencies needed to meet evolving mission requirements.

Activity: Continue to build FAA's enterprise-wide Strategic Workforce Planning capability

Develop a comprehensive strategic workforce plan with a baseline assessment, future state analysis, and gap remediation plan for AHR. Support other LOB/SOs with their workforce planning efforts and continue to build FAA's enterprise-wide SWP capability.

Target: Develop Strategic Workforce Plan

Develop a comprehensive strategic workforce plan with a baseline assessment, future state analysis, and gap remediation plan for AHR.

Target: Support LOB Workforce Planning

Support other LOB/SOs with their workforce planning efforts and continue to build FAA's enterprise-wide SWP capability.

Target: Develop Strategic Workforce Policy

Working through all of the LOB/SOs, develop an enterprise-wide strategic workforce policy that outlines roles, responsibilities, governance structure, reporting requirements, and key metrics to measure attainment of agency goals.

Initiative: Student Intern Programs

Continue to build and grow a robust student internship program that can serve as an entry-level pipeline of top talent of diverse fields into the FAA.

Activity: Implement 2020 Student Internship Program

Enhance existing intern experience, and expand FAA's Internship Program by collaborating with key stakeholders.

Target: MSI Strategic Plan

Develop a strategic plan to grow and enhance the MSI internship program by collaborating with key customers, stakeholders, and academia that will deliver a best in class internship experience.

Target: MSI Applicant Pool

Increase the scope of our outreach efforts to recruit highly qualified and diverse applicant pools.

Initiative: Workforce Transformation-Program Effectiveness

Enhance HR service delivery and ensure effective execution of human resource functions across the employee lifecycle through more efficient and effective processes, systems, structures, etc.

Activity: Policy Compliance & Program Review

Conduct program reviews to evaluate compliance with policy and applicable regulations and to identify opportunities for improvement.

Target: Review of Affordability Differential Authorizations

Conduct an evaluation of the impact Affordability Differential has had on recruiting in the areas where offered, before and after implementation.

Target: Program Effectiveness Review- Job Sharing

Research and examine the viability of the Job Sharing program within the FAA and benchmark across other Federal agencies.

Target: Program Effectiveness Review – Voluntary Leave Transfer

Examine implementation of the Voluntary Leave Transfer Program exchange with title 5 agencies and, if so, what the impact was on the agency.

Target: Staffing Compliance Reviews

Complete evaluation and assessment of the FY 2020 staffing peer-to-peer compliance reviews and submit a report.

Target: Staffing Compliance Review Process Improvement

Conduct a study of lessons learned during the FY 2020 staffing peer-to-peer compliance review for process improvement purposes. The next evaluation and assessment will take place in FY 2022.

Initiative: Shared Services OWCP

AHR will provide comprehensive corporate-wide workers' compensation case and program management to all DOT modes

Activity: Workers' Compensation

Increase agency productivity and contain agency costs through effective management of the Department of Transportation (DOT) Workers' Compensation Program (OWCP).

Target: Cost Containment

Contain DOT's annual workers' compensation chargeback costs at a rate better than the average government-wide change over the prior three years.

Target: Continuation of Pay Recovery

Monitor and track payment of continuation of pay (COP). Collaborate with facility management to recover $150k of unauthorized COP on denied claims pursuant to federal regulations and internal standard operating procedures.

Target: Business Partner Outreach

Collaborate with external business partners to facilitate workers' compensation process improvements. Conduct on average three outreach efforts per quarter with external business partners including DOL, DOT-modes, FAA facility management, and labor unions.

Target: Automation

Deploying a case digitization project and enhanced case management system. Develop a plan with the vendor to deploy a case digitization system.

Initiative: Compensation

Provide guidance on compensation based on market research

Activity: Develop and Refine Compensation Calculation Tools

Review and update compensation tools, as requested /needed.

Target: Review Pay Bands

Conduct a review of the FAA pay-for-performance programs and recommend changes based on a comparative evaluation of data from the private and public sectors. This includes analysis of pay bands, VP, MPIP and executive pay for performance programs.

Initiative: Performance Management (HCOP) Enhance Employee Performance Culture

Provide tools and training for FAA perf mgmt. programs.

Activity: Evaluate New Perf Mgmt. System

Develop a plan to expand and communicate the use of the SAP Successfactors technology (known internally as PMAS) for FAA performance programs. Plan is to include a configuration and implementation plan, a communication and training plan, and contract completion contingent upon the ability to secure funding, for FY22 configuration and FY23 implementation.

Target: Performance Management System Improvement

Work cross-organizationally to develop a recommendation to consolidate the three automation systems used for performance management (VP, PMAS and USA Performance) into one system. Complete research, provide results and determine next steps as defined by HR leadership and deputy board.

Target: 1. Implementation Planning

A configuration and implementation plan will be drafted and provided to AHR-1.

Target: 2. Communications/Training Planning

2. A communication and training plan will be provided to AHR-1 by September 30. Plan will include communications prior to go-live to get managers accustomed to seeing screen shots and process flow.

Initiative: Worklife

Enhance recruiting and retaining talent thorough Worklife program improvements- (HCOP, Strat. Priority 3, Obj. 4; FAA Strat Plan Accountability 21, Activity 1)

Activity: Evaluate, design, and deploy programs

Gather data from the workforce to confirm best use of resources and understand interest in various total rewards programs.

Target: Implement VLB

Collaborate with AHA, AHF, AHR-100, and CASTLE Programmers (DOT) on the implementation (e.g, system, training, communication, leave bank board management) of the voluntary leave bank; Implement communication plan in alignment with implementation.

Target: Support LOB and SO Request for SLRP

Communicate SLRP program 30 days following final approval of updated policy. Implement SLRP program, as requested by LOB/SO. Coordinate with AHR-100 on policy updates.

Target: Internal Target: Telework Post COVID-19

Outline a strategy to inform the FAA's post-COVID Telework posture. Develop a project plan to benchmark with external agencies and work with internal stakeholders on best practices for application within the Agency.

Initiative: BOC - Explore and Implement Additional Retirement Offerings

Research, plan, and implement program improvements

Activity: Program Effectiveness

Review metrics and customer surveys; recommend and implement program offerings / improvements.

Target: Employee Self Service for Estimates

Fully implement roll-out of employee self-service for retirement estimates by 9/30/2021.

Target: Evaluate CMS to determine continued viability due to transition to BMC Business Workflows

Determine if BMC meets FAA requirements. BMC is no longer supporting HRCM as a case management solution after December 2022. BMC is moving to Business Workflows and a determination on whether the new system will meet BOC's requirements and if not begin process of identifying a new system.

Target: BOC Internal quality review program

Implement formal internal quality review program for retirements and retirement estimates

Target: Develop and execute a plan to conduct FEHB family member audits

Audits ensure only eligible family members are covered, reduces fraud and potentially saves agency money on higher family health plan premiums when not appropriate.

Target: Expand educational offerings to include virtual one-on-one counseling, age/stage webinars and on-demand videos.

Develop a plan to implement virtual one-on-one retirement counseling sessions FAA wide, finalize and implement new age/stage retirement webinars, determine topics for new 24/7 on-demand webinars.

Target: Lead a cross-functional workgroup to complete SOPs for disability retirement and death actions.

SOPs will assist AHR and LOBs nationwide in developing and understanding their role in these processes.

Initiative: Total Rewards FAA, LOB, and SO Values

Support the recognition of values across the agency

Activity: INSPIRE Program

Promote and evaluate INSPIRE program.

Target: Promote INSPIRE Program

Execute the FY-21 INSPIRE communication plan to inform, promote and demonstrate the ease in recognizing employee contributions through non-monetary and monetary means.

Target: Internal Target: INSPIRE

Define Requirements for automated platform for INSPIRE. Research vendors who could provide an automated platform for managing peer -to- peer recognition that would more effectively support INSPIRE communications, utilization, tracking and reporting.

Target: INSPIRE (Need update Title 10/23/20)

Develop and administer a survey to obtain feedback from employees regarding INSPIRE (e.g., satisfaction, general feedback, enhancements).

Initiative: Workforce Transformation - Drive Performance

Enhance employee performance culture through development of labor and employee relations (LER) program tools for employees and managers

Activity: Labor and Employee Relations Resources and Training

Develop LER tools and training for managers and employees that support a positive performance culture and accountability.

Target: Online LER Resources

Update/Create Online Library of Resources to include ODP process, MOUs and Arbitration Awards. Compile final report on improvements.

Target: LER Customer Service Aids and Tools

Create LER Customer Service aids, brochures, etc. and update LER Supervisor Guide, to support management in addressing labor and employee relations issues. Improve customer dashboards to drive metrics-based decision making. Include in final report.

Target: AHL Employee LER Training

Update and deliver internal AHL employee LER training.

Target: Employee Relations - Analysis of Family Medical Leave Act.

Conduct surveys, focus groups, and other means regarding the Family and Medical Leave Act (FMLA) in order to gather information to assist the DOL's efforts to improve worker protections and reduce administrative burdens and FMLA compliance issues.

Target: Customer LER Training

Update and deliver internal FAA management LER training.

Target: DOT LER Training

Solicit interest and deliver LER training on case management and other programs to DOT.

Target: Training Satisfaction

Track and report completion and student satisfaction metrics on all learning events provided.

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 operation, overhead rates, and cost per accounting transaction.

Activity: Corporate Leadership for Efficiency Activities

As the agency lead for all cost control/efficiency efforts, ABA will provide leadership and guidance in the development of efficiency and financial metrics that can be used to track the efficiency and financial performance of each organization within the agency.

Target: AHR Efficiency Measure: Days to Hire- Annual Check/Update

Provide or check updated FY 2022 measure template with changes as needed.

Activity: FY 2021 Quarterly Data Consolidated and Reporting

Consolidate LOB/SO efficiency of financial and productivity metrics and report quarterly. Due 60 days after the end of each quarter.

Target: AHR Efficiency Measure: Days to Hire-Quarterly Submission

Report results quarterly to ABA, no later than 40 days after the end of the quarter.

Initiative: AHR Employee Engagement and Action Plan Accountability

Improve accountability for strengthening employee engagement and workforce communication by identifying and implementing defined employee engagement strategies.

Activity: Employee Engagement

Improve accountability for strengthening employee engagement and workforce communication by identifying and implementing defined employee engagement strategies.

Target: Employee Engagement Target

Leverage cross-agency Community of Practice and AHR employee engagement advisors to share best practices and support LOB/SO partners on 2020 refresh of engagement action plans.

Target: Employee Engagement Recognition

Host cross-agency and nationwide and Public Service Recognition Week activities in Q3 FY20.

Target: Internal Target: Employee Engagement Target

Develop AHR Executive Directorate specific action plans to improve Employee Engagement based on the 2020 FedView Survey results.

Initiative: Train FAA Hiring Managers

Train FAA hiring managers in the hiring process. Develop tools and resources for FAA's hiring managers and administrative offices to improve the overall talent acquisition process.

Activity: Provide tools to the FAA hiring managers to assist in talent acquisition.

Develop tools and resources for FAA's hiring managers to assist with hiring.

Target: Structured Interview Tool

Develop a structured interview protocol that includes hiring manager training, structured interview questions, benchmarks, probes, and rating scales.   Pilot with at least one LOB/SO and make adjustments for further implementation.

Target: Provide Training

Conduct 10 hiring managers' training courses for hiring managers within the FAA

Target: Create Post Survey

Develop a post-training survey for hiring managers to assess overall training effectiveness and application

Initiative: AIS Key Operational and Project Management Activities

This initiative represents key activities and projects performed by AIS which are not clearly aligned under other AFN Initiatives and serves as a repository for short term incentives for AIT Executives.

Activity: Cybersecurity Workforce Assessment Act

Collaborate to implement the approved Agency approach to meet requirements of the Cybersecurity Workforce Assessment Act.

Target: Report to Congress: National Academy of Sciences Cybersecurity Workforce Study

Coordinate with Cybersecurity Steering Committee (CSC) representatives to review the results of the National Academy of Sciences cybersecurity workforce study, develop an implementation plan, and prepare a report to Congress. Submit to AFN-1 for review and comments.

Initiative: Modernizing and Reforming FAA Employment Policy

Enhance HR service delivery and ensure effective execution of human resource functions across the employee life-cycle through more efficient and effective processes, systems, structures, etc.

Activity: Executive Order on Modernizing and Reforming the Assessment and Hiring of Federal Candidates

Review Executive Order to determine if modifications to agency policies, procedures, and processes are necessary.

Target: Collaboration initiative to modernize and reform the assessment and hiring of certain FAA candidates

Coordinate with AHF to assess the feasibility of modifying FAA qualification and classification standards to eliminate degree requirements where possible, and eliminating reliance on the applicant self-assessment questionnaire.

Activity: Achievement of Automation Innovation Goals through Use of Policy Inquiry Intake System

Conduct an analysis of the KSN policy inquiry intake system to determine achievement of goals and identify opportunities for improvement.

Target: Policy Inquiry KSN Assessment

Assess KSN policy inquiry intake system to determine if more efficient communication with customers was achieved, and whether changes are necessary to the system.

Initiative: Department of Transportation Labor and Employee Relations Shared Services

In coordination with FAA and DOT leadership support all Departmental LER Modes with LER Support Services including Employee Relations, Collective Bargaining Services, Labor Litigation Services, and System & Programs.

Activity: Support DOT Modes in Labor and Employee Relations Programs

Support all Departmental LER Modes with LER Support Services including Employee Relations, Collective Bargaining Services, Labor Litigation Services, and System & Programs.

Target: Establish Business Relationship and Marketing Services

Update/Deliver LER Support Services Presentation for all DOT modes.

Target: Establish Pricing Plans with DOT

Develop an implementation and pricing plan to support DOT and provide LER support/shared services for various modes.

Initiative: FAA Learning and Development Council LDC

Provide learning development strategies focused on enhancing the FAA's diverse and highly capable workforce in collaboration through a newly designed Learning and Development Council (LDC).

Activity: Establish the FAA Learning and Development Council (LDC)

Establish the Learning and Development Council (LDC) as the FAA's executive body for learning and development strategies.

Target: LDC Charter

Develop and staff the charter through Lines of Business and Staff Offices (LOBs/SOs) obtaining formal concurrence, executive representatives, and the FAA Administrator's signature no later than November 2020.

Target: Initial LDC Meeting

Ensure the first LDC meeting occurs no later than January 2021.

Target: LDC Action Group

Establish an LDC action group construct, below the executive level, of LOB and SO representatives to identify and develop proposed changes/actions no later than January 2021.

Initiative: FAA Strategic Leadership

Increase the awareness and application of the eight (8) FAA Strategic Leadership Capabilities among current and potential leaders by providing structured learning opportunities to FAA non-managerial and managerial personnel that provides effective leadership development.

Activity: Review and redesign the New Managers Course (NMC), the Program for Emerging Leaders (PEL), and the Senior Leadership Development Program (SLDP)

Ensure learning objectives/outcomes are appropriate to the development provided.

Target: New Managers Course (NMC) and Succeeding in Your First Year Course (SYFY)

Review and/or redesign the NMC to align with ATO's SYFY no later than September 2021.

Target: Program for Emerging Leaders (PEL)

Review and/or redesign the PEL in collaboration with the LDC no later than September 2021.

Target: Strategic Leadership and Development Program (SLDP)

Review and/or redesign the SLDP in collaboration with the LDC no later than September 2021.

Initiative: Support the Department of Transportation (DOT) Leadership Training Center

In coordination with FAA leadership and Department of Transportation (DOT) Shared Services, support the DOT Leadership Training Center for Leadership Development.

Activity: Establish the business structure and capabilities to support the Department of Transportation Leadership Training Center

Establish Business capability that could enable increased DOT Shared Service engagements with FAA Leadership and Learning Institute (FLLI)

Target: Pricing Point Plan

Review and/or develop a Fee for Service pricing plan, in collaboration with AFN (Franchise Fund Management), supporting FLLI service delivery no later than April 2021

Initiative: KSN Organization and Restructure Plan

Develop a plan to organize and restructure all AHR KSN sites to maximize efficiency and reduce redundancy.

Activity: AHR KSN Site Audit

AHR will lead and AHR-wide initiative to restructure the KSN

Target: Establish KSN Development POCS

Establish a group of project managers of KSN development internal to each AHR Division who would act as Site Collection Administrators.

Target: Conduct an audit of KSN Site Page Viability and Necessity

POCs will examine all current KSN sites in their division and state whether it should be updated, moved, or closed. Develop a plan to remap sites that should be moved as determined by the audit

Initiative: Achievement of Innovation Goals through Implementation of AHR Process Improvements

Improve efficiency and streamline AHR and FAA processes and tools through the use of automation.

Activity: Automation and Process Improvement

Improve efficiency and streamline the FAA Exit Clearance/Offboarding process through the use of automation.

Target: Employee Transition System

Complete working prototype and begin pilot testing for the FAA-wide Employee Transition System to automate the Exit Clearance or Offboarding Process.