Human Resources Management

Fiscal Year 2012 Business Plan

FY2012 AHR Business Plan

The Office of Human Resource Management (AHR) supports and advises on the management of FAA's people. AHR's vision is to become a dynamic, streamlined, entrepreneurial enterprise that is our customers' first choice and a model for others. While responsible for the most fundamental Human Resource functions, AHR is constantly looking for ways to improve organizational performance and customer satisfaction. This involves creating streamlined organizational structures and processes, consistent application of personnel policies, ensuring a skilled HR workforce, and the development and implementation of supporting technology. AHR chairs the newly established FAA Workforce Council, charged with addressing the myriad of issues impacting the FAA workforce. Through the Workforce Council, AHR will guide, in collaboration with customers, the agency through the development of corporate strategies to ensure HR policies, programs and policies support the ever-changing and dynamic workforce of now and into the future.

AHR systems and policies are designed to make the FAA more effective through stronger leadership, an increased commitment of individual employees to organization-wide goals, and a better prepared, trained, and safer workforce. AHR supports the Workplace of Choice area of Destination 2025. Implementing President Obama's hiring reform agenda is an AHR-led effort. State-of-the-art recruitment and marketing programs will be implemented to attract high performing and highly qualified candidates. Social networking tools will be used to identify, connect and recruit top talent. Our streamlined end-to-end hiring process will allow us to select high-quality candidates efficiently and quickly. We will maintain an onboarding solution to help new employees feel welcomed and better prepared for FAA's fast-paced environment.

One of the key challenges facing FAA is building the workforce of the future to meet the transition to NextGen. Effecting this transition will involve a systematic approach to getting the right number of people with the right skills, experience and competencies in the right jobs at the right time. Another challenge is building leadership competence within FAA. AHR manages and delivers programs that build leadership capabilities, support professional development and promote continuous learning at executive, manager and employee levels. Building stronger leadership within the agency helps FAA achieve strategic goals and manage people and resources effectively while driving continuous improvement. Becoming an employer of choice is a high priority objective for the Department of Transportation (DOT) and FAA. HR provided leadership in the development of the FAA Employee Engagement Action Plan and other initiatives based on the results from the 2008 Federal Human Capital Survey. The action items in the Plan established much of the groundwork for developing strategies designed to increase positive

responses in the Leadership and Performance Culture categories. DOT and FAA consider linking employee performance to strategic goals a critical step in improving employee satisfaction, reducing turnover and attracting a high performance workforce.

Without the men and women of FAA, the agency cannot achieve its mission to provide a safe, efficient aerospace system for the American public. AHR is the office that manages the comprehensive system of policies, procedures and systems necessary for acquiring, developing, and retaining the right people for the right job at the right time.

Next Level of Safety

Strategic Measure: Information Systems Security OSI

Ensure no cyber security event significantly degrades or disables a mission-critical FAA system. FY 2012 Target: 0

Strategic Initiative: FAA Privacy Program

Protect FAA sensitive and individual privacy information from unauthorized disclosure.

Strategic Activity: Stabilize Information Assurance/Privacy Operations

Mature the Data Loss Prevention program and reduce the PII vulnerabilities throughout the FAA.

Activity Target 1:

Participate in remediation efforts with the Privacy office to monitor, track, and report remediation of personally identifiable information (PII) vulnerabilities identified during Data Loss Prevention (DLP)/Security scanning to ensure reduction rate occurs within risk defined by the CIO. Interim report dates are January 20, 2012, March 3, 2012, May 12, 2012, July 2, 2012, September 8, 2012. Due September 30, 2012

Activity Target 2:

: Implement LOB/SO data lifecycle reviews (e.g. reviewing the flow of PII from collection through destruction) of functions/sub-functions determined to be high risk due to a number of criteria including volume and sensitivity of PII held. Report status of milestone activities to the Privacy office. Interim dates are March 31, 2012, June 30, 2012. Due September 30, 2012

Activity Target 3:

Report status of enterprise activities to Reduce/Eliminate Social Security Numbers (SSNs) as detailed in the SSN Reduction/Elimination Plan. Due September 30, 2012

Strategic Activity: Ensure Privacy Program Compliance

Develop Privacy Program plans and controls and assess compliance.

Activity Target 1:

Participate in privacy compliance reviews of PII systems in accordance with approved plan. Develop a schedule to remediate identified vulnerabilities and ensure remediation activities are completed according to schedule. Report LOB/SO progress against schedule monthly to the FAA Privacy Compliance Officer. Due September 30, 2012

Activity Target 2:

Participate in third party privacy controls evaluations for LOB/SO contractor operated systems in accordance with approved plan. Develop a schedule to remediate identified vulnerabilities and ensure remediation activities are completed according to schedule. Report progress against schedule monthly to the FAA Privacy Compliance Officer. Due September 30, 2012

Activity Target 3:

Complete 100% of all PTAs, PIAs and SORNs as required. Ensure PTA/PIA and SORNs are reviewed by the Privacy Office. Due September 30, 2012

Aviation Access

Core Business Measure: Enterprise Architecture and Technology Insertion

Implement and manage Enterprise Architecture and eGov technology insertion to meet FAA, DOT, and OMB requirements. In FY2012 update and submit the FAA Enterprise Architecture Roadmap to OMB and meet all special project IPv6 requirements and targets by August 31, 2012.

Core Business Initiative: Enterprise Architecture Conformance

Promote and manage enterprise architecture development and governance.

Core Activity: Enterprise Architecture (EA) Compliance

Enhance the FAA Enterprise Architecture to support IT Investment Management and Portfolio

Management. Coordinate NAS and Non-NAS EA alignment where possible with common policy, procedures and tools.

Activity Target 1:

Provide monthly review of LOB/SO EA repository/compliance questionnaire response and artifacts. Due September 30, 2012

Activity Target 2:

Provide assistance to load LOB/SO investment teams EA artifacts in the EA repository at each EA roadmap decision point. Due September 30, 2012

Core Activity: Enterprise Architecture (EA) Governance

Provide a Non-NAS Governance model and operational support for the development of architecture, configuration management, IT standards, and investment artifacts.

Activity Target 1:

Provide quarterly status of all investments for JRC program review packages at least three weeks prior to JRC schedule. Due September 30, 2012

Workplace of Choice

The AHR business plan contains those initiatives and activities that support the agency's goal of being a workplace of choice. The core business section of our represents the functional areas of the personnel services we provide to FAA employees.

Strategic Measure: FAA Ratings by Employees

The FAA is rated in the top 25 percent of places to work in the federal government by employees. FY 2012 Target: 75%

Strategic Initiative: Employee Engagement

Enhance employee engagement by enriching the onboarding experience of new hires.

Strategic Activity: Determining Success

Establish the requirements for determining success in achieving this initiative.

Activity Target 1:

Identify existing survey questions from the new hire survey from which this metric will be calculated. Due November 15, 2011

Activity Target 2:

Establish the baseline on which the degree of improvement will be calculated. Due December 15, 2011

Activity Target 3:

Provide an update on the Onboarding New Hire satisfaction score. Due March 31, 2012

Activity Target 4:

By the end of FY12, improve the Onboarding New Hire satisfaction score on the New Hire Survey by 2% from the baseline of 73%. Due September 30, 2012

Activity Target 5:

Evaluate survey results and make recommendations for improving the FY 13 corporate onboarding program. Due September 30, 2012

Strategic Activity: Corporate Employee Sponsors

Implement a Corporate Employee Sponsor program for new employees.

Activity Target 1:

Launch the Corporate Employee Sponsor program. Due July 31, 2012

Activity Target 2:

Launch Employee Sponsor training course in eLMS. Due December 31, 2011

Activity Target 3:

Publish an article in FocusFAA announcing the Corporate Employee Sponsor program. Due July 31, 2012

Strategic Activity: Corporate Employee Handbook

Deploy an on-line Corporate Employee Handbook.

Activity Target 1:

Develop a Handbook template for LOB/SOs to populate with LOB/SO-specific organizational information. Due January 31, 2012

Activity Target 2:

Collect LOB/SO Handbook submissions. Due March 31, 2012

Activity Target 3:

Complete formatting and editing LOB/SO submissions. Due May 30, 2012

Activity Target 4:

Launch the on-line Corporate Employee Handbook. Due July 31, 2012

Strategic Activity: FAA Jobs Website

Redesign the FAA Jobs Website.

Activity Target 1:

Establish a stakeholder workgroup and review content of current FAA Jobs website. Due December 31, 2011

Activity Target 2:

Develop and review proposed content for pages for website. Due March 31, 2012

Activity Target 3:

Conduct programming and usability test. Due June 30, 2012

Activity Target 4:

Launch improved Jobs website. Due June 30, 2012

Strategic Initiative: Enable Innovation and Collaboration

Support employee collaboration and innovation by ensuring that at least 4 LOB/Sos launch and communicate results of an FAA IdeaHub Idea Challenge.

Strategic Activity: FAA Idea Challenges

Launch, publish and communicate at least one FAA Idea Challenge.

Activity Target 1:

Launch one Idea Challenge through IdeaHub Due March 31, 2012

Activity Target 2:

Publish and communicate results of the Idea Challenge launched by AHR. Due September 30, 2012

Strategic Initiative: Benefits and Worklife

Enhance the FAA Workforce's access to and usage of the Benefits and WorkLife programs.

Strategic Activity: FAA Telework

Implement activities designed to increase percentage of FAA employees participating in telework by 5% over the FY 11 rates by the end of FY 12.

Activity Target 1:

Develop baseline of FAA telework participation by LOB during FY 11. Due December 31, 2011

Activity Target 2:

Establish a quarterly reporting cycle to the lines of business and staff offices indicating percentage of employees participating in telework during the quarter. Due January 31, 2012

Activity Target 3:

By the end of the fourth quarter, hold a collaboration session with FAA union leadership to identify barriers to telework. Due September 30, 2012

Activity Target 4:

Hold 30 collaboration sessions with managers and eligible employees to determine barriers permitting employees to telework. Due September 30, 2012

Activity Target 5:

Benchmark other federal agencies to assess best practices for increasing telework participation. Due September 30, 2012

Activity Target 6:

Increase the number of employees who are teleworking for the first time by 10% over the FY11 baseline of 3,315. FY12 target: 3,647 teleworkers. OSI Due September 30, 2012

Strategic Activity: Telework

Increase awareness and understanding of the FAA's telework program features.

Activity Target 1:

Enhance the current web page anchored to the AHR home page to ensure it contains relevant information on the FAA telework program. Due September 30, 2012

Activity Target 2:

Schedule quarterly information sessions with headquarters telework coordinators for each line of business or staff office throughout FY 12. Due September 30, 2012

Strategic Activity: Processing Retirement Applications

Assist employees with preparing for retirement from federal service by processing retirement applications accurately and efficiently. The Benefits Operations Center will respond to or acknowledge all customer inquiries within two days of receipt.

Activity Target 1:

Establish a baseline for processing 80% of retirement estimates within 30 days of receipt. Due September 30, 2012

Activity Target 2:

Analyze the survey results from the FY11 CSRS and FERS retirement seminars and identify additional information or tools employees need. Due December 31, 2011

Activity Target 3:

Develop plans to provide on-site retirement briefings at least once per quarter beginning no later than the end of Quarter 2, FY 12. Due March 31, 2012

Activity Target 4:

Process 80% percent of all completed retirement applications submitted timely, within 14 calendar days prior to the retirement date. Due September 30, 2012

Strategic Measure: Financial and Human Resources Management Success Rate

Achieve a 90% success rate in the areas of financial management and human resources management:
o Receive annual Unqualified Audits with no material weaknesses.
o Maintain the competitive status of all FAA employees within the federal personnel system.
o Improve the ""effective leadership"" index score on the OPM Employee Viewpoint Survey by 8 percent.
o Improve the ""talent management"" index score on the OPM Employee Viewpoint Survey by 8 percent.
FY 2012 Target: 90%

Strategic Initiative: Back to Basics

Improve the Office of Human Resource Management staff's delivery of personnel services.

Strategic Activity: Customer Satisfaction

Establish and track a customer satisfaction score for the basic functions performed by AHR staff.

Activity Target 1:

Determine HR core functions as identified by HR users and determine a baseline customer service rating on each core function identified. Due December 31, 2011

Activity Target 2:

Craft and implement enterprise-wide strategies to chronic challenges. Due June 30, 2012

Activity Target 3:

Assist in improving AHR functional effectiveness by leveraging managers' evaluation of HR (key customer and uniquely positioned to evaluate), such as develop self-service tools which can deliver consistent. Due September 30, 2012

Activity Target 4:

Improve customer satisfaction by 10% on 90% of the basic functions performed by AHR. Due September 30, 2012

Strategic Activity: Human Capital Accountability System

Develop, document, and maintain a Human Capital Accountability System that ensures the agency maintains a legally defensible and merit-based personnel system by consistently monitoring, assessing, evaluating, and measuring the results from governing agency policies, programs, systems, and initiatives.

Activity Target 1:

Take corrective actions as necessary to address results and recommendations from internal accountability reviews. Due September 30, 2012

Activity Target 2:

Report at mid-year and year-end to AHR-1 on any actions taken. Due September 30, 2012

Strategic Activity: OPM Interchange Agreement OSI

Achieve an extension of the interchange agreement with the Office of Personnel Management (OPM), ensuring compliance with merit system principles and maintaining the competitive status of all FAA employees.

Activity Target 1:

Achieve approval from OPM for a two-year extension of the interchange agreement under Civil Service Rule 6.7 between the competitive civil service and the Federal Aviation Administration. Due January 31, 2012

Strategic Initiative: Career Planning

Create avenues for career growth by developing a self-directed model for professional development.

Strategic Activity: Career Development Model

Create a career development model and apply it to the administrative occupation.

Activity Target 1:

Establish Administrative Employee Development curriculum. Due Due December 31, 2011

Activity Target 2:

Interview FAA senior managers and leaders to determine their views on career development. Due February 29, 2012

Activity Target 3:

Draft a general model of career development for FAA and a plan for application to the administrative occupation. . Due May 31, 2012

Activity Target 4:

Develop a process to communicate, advertise and educate employees on career development offerings. Due July 31, 2012

Activity Target 5:

Develop a web page in the FAA MyFAA web environment for administrative occupation career development. Due September 30, 2012

Activity Target 6:

Conduct a pilot of the self-directed career development model in the administrative occupation. Due September 30, 2012

Strategic Activity: Career Pathing

Manage the FAA's role in the OneDOT Career Pathing initiative in support of the DOT Human Capital Plan.

Activity Target 1:

Conduct inventory of FAA occupations and analyze Mission Critical   Occupations (MCOs). Due December 31, 2011

Activity Target 2:

Presentation to AHR Executive Management Team and FAA Learning and Development Council to obtain stakeholder feedback. Due February 28, 2012

Activity Target 3:

Submit final Career Pathing recommendations to DOT. Due March 28, 2012

Activity Target 4:

Complete evaluation of data to determine allocation of workforce in relation to Mission Critical Occupations in support of NextGen requirements. Due March 30, 2012

Activity Target 5:

Coordinate with DOT the implementation of approved Mission Critical Occupations for career paths. Due September 30, 2012

Strategic Activity: Mentoring

Coordinate existing formal mentoring programs to help facilitate the career development of employees.

Activity Target 1:

Identify and quantify existing mentoring opportunities in the agency. Due January 31, 2012

Activity Target 2:

Coordinate with existing mentoring programs to identify best practices. Due June 30, 2012

Activity Target 3:

Provide a communication plan for informing employees of mentoring opportunities available in the agency. Due September 30, 2012

Strategic Initiative: Leadership Development

Establish and sustain corporate development programs and policies that build leadership competence within the FAA workforce.

Strategic Activity: Assess Leadership Skills

Identify leadership skills gaps for managers based on the FAA Managerial Success Profile and promote continuing managerial training to address them.

Activity Target 1:

Revalidate the FAA Managerial Success Profile. Due November 30, 2011

Activity Target 2:

Conduct an agency-wide assessment of leadership skill gaps and identify strategies for closing them. Due March 31, 2012

Activity Target 3:

Analyze results of assessment to identify corporate management training needs. Due May 31, 2012

Strategic Activity: Program for Emerging Leaders

Implement two new Cohorts for the Program for Emerging Leaders (PEL) to develop prospective leaders.

Activity Target 1:

Improve the Program for Emerging Leaders (PEL) by conducting a survey of PEL Cohorts 1-5 to determine areas to improve curriculum and selection process. Due March 1, 2012

Activity Target 2:

Develop a standardized selection process that ensures the likelihood of participants' preparedness to accept managerial/leadership roles upon graduation and implement at least two areas of curriculum improvements to apply to PEL Cohort 7. Due June 30, 2012

Activity Target 3:

Establish a metric and evaluate the satisfaction level of first-line managers of PEL program participants' positive change in leadership as a result of the program by:
- conducting a survey of PEL Cohort 5 first-line supervisors by June 30, 2012 to ensure at least 50% of frontline managers indicate a notable increase in participants' demonstrated leadership skills; and

- conducting a survey of PEL Cohort 6 first-line supervisors by September 30, 2012 to establish a baseline of frontline managers' perception of participants' leadership skills against which to measure degree of positive change over the 18-month program cycle. Due September 30, 2012

Strategic Activity: Senior Leadership Development Program

Redesign the Senior Leadership Development Program (SLDP) to develop a pipeline of candidates prepared to assume executive positions and select candidates for Cohort Three.

Activity Target 1:

Revise SLDP selection process. Due June 30, 2012

Activity Target 2:

Review and update the SLDP curriculum. Due June 30, 2012

Activity Target 3:

Select candidates for Cohort Three launch event. Due August 31, 2012

Activity Target 4:

80% of participants in SLDP indicate a high or very high satisfaction with the program. Due September 30, 2012

Activity Target 5:

60% of managers of SLDP program participants indicate a positive change in participant leadership as a result of the program. Due September 30, 2012

Strategic Activity: External Leadership Development Programs

Identify external programs that fulfill FAA leadership development needs.

Activity Target 1:

Coordinate and manage corporate enrollments to the Federal Executive Institute, the Executive Potential Program, the Executive Leadership Program, and other corporate leadership development programs. Due September 30, 2012

Strategic Initiative: Employee Training

Establish corporate employee training programs and policies to support professional development and promote continuous learning.

Strategic Activity: Tuition Assistance

Develop and maintain critical business and technical knowledge through continuous learning and education.

Activity Target 1:

Implement Pilot Degree Completion Program Phase II. Due February 29, 2012

Activity Target 2:

Evaluate Degree Completion Program Phase I and II policies and processes. Due July 31, 2012

Activity Target 3:

Develop a plan to implement an FAA Corporate Tuition Assistance Program to begin in FY 2013 or FY 2014. Due September 30, 2012

Strategic Activity: Agency-wide Employee Training

Coordinate mandatory training submissions with the Learning and Development Council Workgroup.

Activity Target 1:

Create a "curriculum" in eLMS that automatically assigns all mandatory training to employees at the beginning of each fiscal year. Due October 31, 2011

Activity Target 2:

Identify and communicate educational materials to meet Constitution Day requirements as mandated by Congress. Due September 17, 2012

Activity Target 3:

Review and provide consultation/guidance for mandatory training courses. Due September 30, 2012

Strategic Activity: Individual Development Plans

Increase the number of Individual Development Plans (IDP) and Management Development Plans (MDP) in eLMS in FY12.

Activity Target 1:

Develop and implement a solution to increase employee use of IDPs and manager use of MDPs in eLMS in order to support employee development and engagement, and to improve talent management in the agency. Due January 31, 2012

Activity Target 2:

Submit end-of-quarter reports to AHD management on improvements made to increase employee use of IDPs and MDPs in eLMS. First report due March 31, 2012. Due March 31, 2012

Activity Target 3:

Implement a training module in the revised curriculum for frontline managers on developing and implementing IDPs and MDPs. Due May 1, 2012

Activity Target 4:

Of probationary managers agency-wide, 70% will complete the Frontline Manager Course - Phase 2 (FMC-2) in FY12 and of that group, 90% will have a managerial development plan (MDP) in eLMS. Due September 30, 2012

Core Business Measure: 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 four percent (4%) of the FAA workforce and provide training to 60% of all new Air Traffic Student hires. Develop new EEO training course that will meet agency needs to include a new training module on the EEO Program Order 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 with regard to EEO responsibilities and appropriate behaviors by training four percent (4%) of the FAA workforce.

Core Activity: Prevent Discrimination through EEO Training

Assist agency efforts to prevent discrimination by increasing management and employee awareness with regard to EEO responsibilities and appropriate behaviors by training four percent (4%) of the FAA workforce.

Activity Target 1:

ACR will coordinate with the LOB/SOs to conduct EEO training. Due September 30, 2012

Activity Target 2:

ACR will conduct EEO training with regards to EEO responsibilities and appropriate behaviors to 4% of the FAA workforce. Due September 30, 2012

Core Business Measure: Information Technology Optimization

Continuously improve the agency's infrastructure and applications through cost efficiencies, as well as increased performance and improved quality. Improve enterprise business services related to records

management, directives, and forms. Successfully meet all activity measures for infrastructure governance and operations; applications governance and operations; IT cost savings/optimization; and enterprise business services.

Core Business Initiative: Improve Enterprise Business Services

Provide enterprise process improvement/business processes, forms, directives, and 508 compliance operations and re-engineering support for FAA business functions. Support all records management activities.

Core Activity: Support FAA Records Modernization Activities

Support the transformation of FAA's existing stove-piped records management program into a corporately administered program that uses modern automation technology and industry best practices. Establish cost-efficient and responsive management of the agency's official records in all media.

Activity Target 1:

Complete a draft AHR-wide organizational File Plan identifying unscheduled records/systems, series no longer utilized, and grouping of records series appropriate for consolidation (NARA "Big Buckets"). Due February 29, 2012

Activity Target 2:

Complete/submit necessary SF-115, (Request for Records Disposition Authority) + Information System Description Form (NA Form 14028 (9-88) to the FAA Records Officer for all AHR records/systems for which a different records schedule is documented and supported by AHR management. Due February 29, 2012

Activity Target 3:

Identify all AHR records that are currently being held beyond retention schedule and not subject to litigation hold/EO/FOIA action and apply the appropriate disposition. Submit the list of records and corresponding disposition to the FAA Records Officer. Due April 10, 2012

Activity Target 4:

Prepare, coordinate, and finalize AHR-wide mapping of business functions and authorities/policy directives to AHR records and information inventory. Deliver the completed function hierarchy and file plan consistent with the international standard, ISO 15489, and with feedback from AHP-300, AHF-100, system/record owners. Due February 29, 2012

Activity Target 5:

Provide AIO with draft AHR-wide consolidated (big-bucket) schedules. Due September 30, 2012

Core Business Measure: DOT Hiring Measure OSI

Reduce the average number of calendar days it takes to hire employees to 100 days by September 30, 2012.

Core Business Initiative: Human Resources Policies

Develop, implement, and oversee FAA Human Resources policies and special programs.

Core Activity: Policy Review and Development

Provide policy development and guidance on FAA compensation, classification, hiring and employment, performance management and awards, leave, work hours, premium pay, HR policy web content, and comprehensive policy development/issuance instructions to Human Resource Directors and FAA lines of business and staff offices.

Activity Target 1:

Identify top 10 Human Resource policies with corporate-wide interest. Due December 31, 2011

Activity Target 2:

Develop, coordinate with appropriate stakeholders and complete with final signature the policies for Save Money Furlough and Direct Hire NTE 5 Years policies by the end of FY12. Due September 30, 2012

Activity Target 3:

Complete at least 4 additional policies with particular LOBs/SOs interest. Due September 30, 2012

Activity Target 4:

Develop, modify, or cancel Human Resource policy documents as needed to support HR Directors and FAA LOB/SOs. Due September 30, 2012

Core Activity: Policy Oversight and Customer Focus

Perform policy oversight and incorporate voice of the customer into policy development and revision decisions.

Activity Target 1:

Analyze the effectiveness of new and/or revised policies. Conduct a minimum of two broad baseline surveys and two follow-up surveys to determine success of improvement efforts. Due June 30, 2012

Activity Target 2:

Analyze the effectiveness of HR Policies, guidance, and tools on web and make at least 4 necessary improvements. Due September 30, 2012

Core Activity: Performance Management Program Oversight

Provide corporate oversight and manage the agency's performance management system.

Activity Target 1:

Conduct a 10% sampling of managerial work plans or supplemental standards across the FAA through the Agency PMS Committee to confirm the presence of credible measures. Due March 30, 2012

Activity Target 2:

Target 3: Conduct a 10% sampling of employee work plans or supplemental standards for employees who are covered by generic performance standards across the FAA through the Agency PMS Committee to confirm the presence of credible measures. Due March 30, 2012

Activity Target 3:

Assess the percentage of employees who receive mid-term (progress) reviews throughout the FAA to identify whether corrective action is needed by FAA organizations. Due June 30, 2012

Activity Target 4:

Issue guidance, requirements, criteria, and/or tools, as needed, to LOB/SOs to support the effective implementation and operation of the agency's performance management system and insure compliance with external requirements (e.g., PMA, OPM, GAO, or OIG audits). Due September 30, 2012

Core Activity: New Compensation System

Provide corporate oversight and manage the FAA Core Compensation system.

Activity Target 1:

Finalize with ATO management the MSS Pay Working Group effort to develop and recommend a new approach to MSS/Tech Ops pay programs that incentivizes joining the managerial ranks and/or facilitates career-development and workforce succession and planning. Due January 31, 2012

Activity Target 2:

Review compensation policies to determine where updates are needed most critically, to include but not limited to the following policies and targeted review timeframes listed below. Revise and modify compensation policies requiring updates as necessary. Develop and provide updated training to Human Resource Management staff as appropriate. Due September 30, 2012

Activity Target 3:

Assess continuing need for designing a combined ATO Field Management Pay System and, if any, convert current MSS-Pay Work Group to ATO

Field Management Pay System and create up to 3 specific design options for ATO/AHR management consideration. Due September 30, 2012

Activity Target 4:

Present a recommendation for a comprehensive pay strategy to the FAA Workforce Council by Sept. 30, 2012. OSI Due September 30, 2012

Core Activity: Pathways for New Hires

Develop a robust policy and implementation program for hiring students approaching college graduation and recent college graduates into a program that provides a pathway from an entry level to a top level professional position through training and development.

Activity Target 1:

By the end of second quarter, develop an outline of the proposed policy (outline provides solutions on being competitive with GS pay not currently possible within CORE, contains basic training/development requirements, addresses veteran preference considerations, and provides marketing ideas). Due March 31, 2012

Activity Target 2:

By the end of the fourth quarter, complete policy document, conduct position management studies with LOB's, and develop position descriptions/ job analysis tools. Due September 30, 2012

Activity Target 3:

By the end of the fourth quarter market program, and begin advertising vacancies. Due September 30, 2012

Core Business Initiative: ATC Hiring Process & AT-SAT Management

Support the ATC hiring process and AT-SAT testing management.

Core Activity: Support the Hiring of Air Traffic Controllers

Support the hiring of air traffic controllers to ensure the agency has the capacity to achieve anticipated strategic staffing requirements, working with ASH, AVS, ATO, and AHF as appropriate

Activity Target 1:

Provide quarterly demographic reports about 2152, 856, and 2101 occupational series applicants and new hires to ACR, AHP-200 and AHF-1 no later than 90 days after the end of each fiscal year quarter. Due September 30, 2012

Activity Target 2:

Provide administrative and policy support for changes to the Air Traffic CTI Program. Due September 30, 2012

Activity Target 3:

In conjunction with AHP-300, revise EMP-1.26d Suppliment (AT-CTI) and HRPM EMP-1.7, Testing Policy for Filling Entry Level Air Traffic Controllers.

Due September 30, 2012

Activity Target 4:

Provide input and support revisions to the 2012 ATC Workforce Plan. Due March 30, 2012

Core Activity: Manage the AT-SAT Testing Process

Manage the AT-SAT testing process and contract.

Activity Target 1:

Determine whether to execute the first option year under the new AT-SAT testing contract and execute that option or obtain a new contract, e.g., with FAA-approved testing centers. Due March 12, 2012

Activity Target 2:

Provide a test seat for all CTI candidates nearing graduation who are eligible, available and willing to be tested during FY 2012, contingent upon funding. Due September 30, 2012

Activity Target 3:

Provide a test seat for all general public candidates referred for testing by AMH who are available and willing to be tested, contingent upon funding. Due September 30, 2012

Activity Target 4:

Work with the Civil Aerospace Medical Institute to complete changes to AT-SAT, as necessary, to mitigate adverse impact. Due September 30, 2012

Activity Target 5:

Conduct a review of AT-SAT contractor performance by visiting at least of one contractor test site per quarter. Due September 30, 2012

Core Activity: Technical Operations Workforce Support

Support the implementation of NextGen by providing Human Resources advice and guidance to the senior management of Technical Operations and by ensuring that HR advice and guidance appropriately incorporates changes due to NextGen through participation in Tech Ops project teams.

Activity Target 1:

Provide advice and assistance, as needed, to Technical Operations in meeting their hiring goals through coordination with TO, ATO Service Centers, ATO Technical Training, AHF offices. Due July 30, 2012

Activity Target 2:

Improve the Tech Ops hiring process by attending their centralized selection panels and participating in workgroups to improve the hiring process. Due September 30, 2012

Activity Target 3:

Provide advice and assistance to Tech Ops to increase and improve utilization of the Technical Operations CTI program as a hiring source. This

may include travel with a representative from ATO Technical Training to TO-CTI schools to participate in assessment of the schools and provide an HR perspective to the schools. Due June 30, 2012

Activity Target 4:

Working with the ATO Diversity Office and the AHP-200 Corporate Recruitment staff, assist TO with outreach efforts to staff their workforce toward a more diverse workforce. Due September 30, 2012

Core Activity: AHR Support for NextGen Implementation

Assist the FAA in transitioning to NextGen by identifying the Human Resources implications of NextGen and ensuring those requirements are incorporated into HR planning, policies, and guidance.

Activity Target 1:

Sponsor and support Human Factors research to define competency and selection requirements for the Tech Ops (AJW) technician workforce both at present and at NextGen midterm (2018), and support Tech Ops in developing a written workforce strategy accounting for the impact of NextGen. Submit research requirement to ANG-C11. Due March 31, 2012

Activity Target 2:

Review any outputs from human factors studies and Line of Business/Staff Office workforce plans to identify the potential impact of NextGen on job qualifications or other workforce requirements. Produce a report and projected timeline for inclusion of those requirements in HR policies and documents. Due September 30, 2012

Activity Target 3:

Conduct annual briefings for all new AHR employees to ensure all AHR employees understand NextGen, its impact on the FAA workforce, and how AHR can best support its implementation. Due September 30, 2012

Core Business Initiative: HR Automation Systems

Manage and enhance the Federal Personnel and Payroll System (FPPS), Consolidated Automated System for Time and Labor Entry (CASTLE), and other supporting subsystems within FAA in accordance with established timelines.

Core Activity: Oversee and Manage CASTLE

Oversee and manage the operation and maintenance within FAA of CASTLE, the time collection and labor reporting automated processing system.

Activity Target 1:

Continue to improve CASTLE and Payroll Liaison

Staff (PLS) support through updated user training for timekeepers. Due June 30, 2012

Activity Target 2:

Continue to improve CASTLE and PLS support through a CASTLE/FPPS/PLS managers' meeting in July. Due August 30, 2012

Activity Target 3:

Monitor missing and unapproved timecards at the LOB level, reporting on a bi-weekly basis the number of missing and/or unapproved T&As. Initial report due October 10, 2012. Due September 30, 2012

Activity Target 4:

Collect, submit, and monitor the status of change requests submitted to enhance the CASTLE in compliance with the DOT change control process. Report the number of change requests and their status on a quarterly basis. Initial report due in January. Due September 30, 2012

Core Activity: Oversee and Manage FPPS

Oversee and manage the operation and maintenance, within FAA, of personnel and payroll automated processing by the Federal Personnel and Payroll System (FPPS). Determine system improvements.

Activity Target 1:

Collect, submit and monitor the status of change requests required through bargaining unit agreements and policy changes to ensure the accuracy of payroll and benefits for all of FAA. Submit annual CR for pay adjustment requirements. Due December 15, 2011

Activity Target 2:

Continuation of training for the FAA SME personnel in regional HR offices on the new DOI training database. Due February 1, 2012

Activity Target 3:

Collect, submit, and monitor the status of change requests submitted to enhance the DataMart in compliance with the DOT change control process and in accordance with Agency needs. Due August 30, 2012

Activity Target 4:

Provide official FAA employment figures to LOB/SOs when requested. This is done on an ongoing basis. Due September 30, 2012

Core Activity: Maintain SWIFT Systems

Maintain SWIFT systems to support FAA staff acquisition functions.

Activity Target 1:

Complete and implement full applicant integration between AVATOR and USAJobs to include implementing support of document upload for applicants and acceptance of USAJobs applicant

profiles. Due March 31, 2012

Activity Target 2:

Complete requirements for conversion of the 2101/856 series from the legacy CAPS system to AVIATOR with a new crediting plan. Due March 31, 2012

Activity Target 3:

Implement the 2102/856 series in AVIATOR. Due September 30, 2012

Activity Target 4:

AVIATOR Application Survey: maintain performance measure of 95% or more responses of neutral to very satisfied cumulative for the year. Due September 30, 2012

Activity Target 5:

SWIFT Tech Support Desk: maintain monthly performance measure of 95% or more tickets closed by COB of the 2nd business day. Due September 30, 2012

Activity Target 6:

Complete requirements development for AVIATOR/HRMS interface. Due September 30, 2012

Core Activity: Enterprise Architecture Approach

Manage an enterprise architectural approach that supports the operation and maintenance of AHR systems

Activity Target 1:

Work with FAA's AIO in developing an Enterprise Architecture Technical Reference Model. Due August 30, 2012

Activity Target 2:

Expand AHR's Enterprise Architecture to document AHR's business processes and IT systems that support them. Due August 30, 2012

Activity Target 3:

Maintain and manage enterprise architecture activities for AHR systems including a configuration control board. Due September 30, 2012

Core Activity: Information Systems Security

Establish and maintain AHR information systems security

Activity Target 1:

Conduct annual security review (NIST 800-53) for AHR systems as required by the C&A anniversary date. Due September 30, 2012

Activity Target 2:

Oversee remediation of identified security vulnerabilities for AHR IT systems. Due September 30, 2012

Activity Target 3:

Support the activities of the AHR Configuration Control Board as needed. Due September 30, 2012

Activity Target 4:

Conduct the Security Certification and Authorization Process (SCAP) for all new enterprise AHR systems. Due September 30, 2012

Core Activity: Secure On-and-Off Boarding Application (SOAMS)

Provide support for the development and implementation of OPM's automated new employee onboarding initiative.

Activity Target 1:

Complete the implementation of the HRMS throughout the FAA HR community. Due September 30, 2012

Core Business Initiative: Employee Benefits and WorkLife Services

Support the FAA workforce through timely and quality employee services.

Core Activity: Improve Benefits Processing

Develop processes and systems to allow for quicker and more accurate processing of employee requests for benefits information.

Activity Target 1:

Review two current processes for operational efficiency improvements and update standard operating procedures as needed. Due September 30, 2012

Core Activity: EAP and WorkLife Services

Promote EAP and WorkLife Services to FAA employees and their family members.

Activity Target 1:

Sponsor one WorkLife program promotional event to highlight available services once each quarter throughout the fiscal year. Due September 30, 2012

Activity Target 2:

Monthly, conduct collaboration discussions with LOB/SO leaders and union leadership to identify barriers to use as well as generate interest in new programs. Due September 30, 2012

Activity Target 3:

Track WorkLife Solutions offered by Magellan through quarterly reports to include recommended opportunities for improvement. Due September 30, 2012

Activity Target 4:

Continue marketing campaign to increase awareness of the childcare subsidy. Due

September 30, 2012

Core Activity: FAA Child Development Centers

Increase awareness of FAA Child Development Centers.

Activity Target 1:

Continue marketing campaign to increase FAA employee awareness. Due September 30, 2012

Activity Target 2:

Conduct program assessments of FAA Centers to ensure the quality of child care programming within the FAA. Due September 30, 2012

Activity Target 3:

Ensure one additional Child Care Center achieves National Association for the Education of Youth Children accreditation Due September 30, 2012

Activity Target 4:

Provide annual training to Center Directors and Boards of Directors to support quality childcare in FAA child development centers. Due September 30, 2012

Core Activity: Benefits and WorkLife Policy

Review, validate, and ensure the accuracy of Benefits and WorkLife policy information provided to FAA employees.

Activity Target 1:

Review and validate one policy or guidance each quarter and modify as necessary. Due September 30, 2012

Activity Target 2:

Update AHP-400 Benefits and WorkLife web content at mid-year and end-of-year; the first by April 30, 2012 and the second by September 30, 2012. Due September 30, 2012

Core Activity: Administer Employee Benefits

Administer employee benefits through a centralized model.

Activity Target 1:

Administer employee benefits through a centralized model. Due September 30, 2012

Core Business Initiative: Executive Corps Development

Build the leadership capabilities of the executive corps.

Core Activity: Development for New Executives

Build leadership capabilities to create a culture of accountability and to make the organization more effective. Promote the continuity of senior leadership through executive learning, development and

succession planning. Support newly appointed executives in the transition from senior management to top leadership with corporate processes. Promote periodic training of incumbent executives to stay abreast of new leadership theories and practices.

Activity Target 1:

Review, update, and deliver two sessions of the course, Forum for Executive Excellence. Due June 30, 2012

Activity Target 2:

Market and sponsor formal development opportunities for FAA executives to support strengthening leadership capacity. Due August 30, 2012

Activity Target 3:

Annually review and update leadership position and succession information through interviews with senior leaders or alternate data collection methods. Due August 30, 2012

Activity Target 4:

Update vacancy risk status and information for executive entry positions quarterly to monitor staffing priorities and succession information. Due September 30, 2012

Core Activity: Executive System Policies and Processes

Ensure human resource policies and processes are current and appropriately support and attract a strong executive leadership cadre.

Activity Target 1:

Review policies and establish a schedule for updating policies. Due November 30, 2011

Activity Target 2:

Update Short Term Incentive (STI) automated system to implement, track, and calculate STIs. Due January 15, 2012

Activity Target 3:

Continue to review AHP-20 operational processes for efficiency and effectiveness; develop and update Standard Operating Procedures and processes, as needed. Due June 30, 2012

Core Activity: Executive Exchange Program (EEP)

Support the Executive Exchange Program (EEP) Team to make cross-organizational development opportunities available to enhance business literacy and build corporate unity.

Activity Target 1:

Update program guidance. Due January 30, 2012

Activity Target 2:

Deliver progam. Due September 30, 2012

Core Business Initiative: External Recruiting

Improve corporate recruitment within the FAA to ensure equal opportunity to all applicants and result in attracting high quality candidates to the FAA.

Core Activity: Strategically Market FAA as An Employer of Choice

Develop opportunities and participate in activities that will increase FAA's visibility as an employer of choice to current and future job seekers. Support the attainment of NextGen, ATO 2152/2101, AVS 1825, and other priority programs' hiring goals and objectives.

Activity Target 1:

Promote and partner with veterans advocate organizations to place disabled veterans in a cooperative education and/or non-paid work experience opportunity at FAA. Placements will be tracked from the 2nd quarter of FY12 through the 4th quarter of FY12.. Due September 30, 2012

Activity Target 2:

Cultivate relationships and form partnerships with organizations that assist the public in seeking employment opportunities. Report progress monthly. Due September 30, 2012

Activity Target 3:

Work with the Office of Communications to provide career and employment information updates. Due September 30, 2012

Activity Target 4:

Provide four sessions of Recruiters' Training at a cost of $11,000 per class. Due September 30, 2012

Core Activity: Promote the Hiring of Entry-level Candidates in FAA

Implement a marketing strategy to increase FAA's hiring of entry-level candidates for NextGen and other priority programs.

Activity Target 1:

Market the use of Student and Intern Programs to educate managers and supervisors on the various types of student/intern programs and the benefits of these programs by providing managerial briefings and updated information. Due March 30, 2012

Core Activity: External Recruiting Activity Results

Fifteen percent of new hires who respond to the New Hire Survey are the result of targeted external recruiting activities.

Activity Target 1:

Market the New Hire Survey at all orientation sessions to improve information available on external recruitment sources. Due September 30, 2012

Activity Target 2:

Quarterly, analyze the sourcing data and provide biannual reporting on the number of new hires that are the result of external recruitment activities. Due September 30, 2012

Core Business Initiative: Human Capital Planning

Sustain and improve agency human capital planning and measurement processes.

Core Activity: 2012 FAA Federal Employee Viewpoint (FedView) Survey

Achieve an FAA response rate that exceeds the government response rate by 2% on the 2012 FedView Survey.

Activity Target 1:

Brief FAA stakeholders (e.g., Workforce Council) on the FY 2011 FAA FedView results; distribute 2011 FAA FedView results to LOB/SO's and provide consultation on results; and communicate results to FAA workforce. Due March 15, 2012

Activity Target 2:

Establish an FAA champion work group to coordinate the 2012 administration of FAA Fedview Survey. Due March 15, 2012

Activity Target 3:

Collaborate with DOT/OPM and agency stakeholders to identify and resolve technical requirement/issues with FedView Survey administration in the agency. Due February 28, 2012

Activity Target 4:

Develop a marketing/communication strategy in collaboration with DOT OPM, and agency stakeholders on the 2012 FedView Survey. Due March 31, 2012

Activity Target 5:

After FedView is launched, monitor and report on FAA response rate. Due September 30, 2012

Core Activity: FAA Employee Engagement Action Planning

Use government-wide and agency survey results and action planning to inform management decisionmaking and improve employee engagement, satisfaction, commitment and organizational work environment and culture.

Activity Target 1:

Participate on the One-DOT Federal Employee Viewpoint (FedView) Survey Action Planning workgroup to update the Departmental Plan. Due July 31, 2012

Activity Target 2:

In collaboration with agency stakeholders, coordinate and implement FAA FedView Action

Plan requirements identified by DOT/OPM. Due September 30, 2012

Core Activity: Government-Wide Strategic Human Capital Measures

Develop and implement government-wide human capital measures (i.e., external hiring efficiency and quality metrics; manager and applicant satisfaction, New Hire Survey, and retention measures) and collect, analyze, and report FAA results on measures to improve strategic management of workforce.

Activity Target 1:

Analyze external hiring data and provide quarterly FAA status for the DOT FY 12 target for external hires: Average number of calendar days it takes to hire a new DOT employee (due January 31, 2012; April 30, 2012; July 31, 2012). Due July 31, 2012

Activity Target 2:

Implement technical changes to the FAA New Hire Survey. Analyze, interpret, and report data from the FAA New Hire Survey to support corporate onboarding, recruitment and Destination 2025 measures (due January 31, 2012; July 31, 2012). Due July 30, 2012

Activity Target 3:

Analyze OPM Manager and Applicant Satisfaction Survey data and provide periodic reports to management on FAA results (due November 30, 2012; February 29, 2012; May 31, 2012; August 31, 2012). Due September 30, 2012

Activity Target 4:

Apply results from human capital measures in collaboration with AHR/DOT/government stakeholders to improve human capital strategies, initiatives and performance. Due September 30, 2012

Core Activity: Human Capital Planning, Analysis, and Strategy Implementation

Sustain ongoing strategic human capital planning and analysis, aligned with annual updates to Destination 2025, DOT/OPM human capital planning requirements, and government-wide regulations on implementation of human capital management standards.

Activity Target 1:

Update demographic, retirement and attrition data in FAA Human Capital Plan aligned with FAA goals and DOT/OPM human capital planning requirements, and government-wide regulations on implementation of human capital management standards. Due July 31, 2012

Activity Target 2:

Collect and review LOB/SOs' completed workforce plans that support their Business Plan and government-wide/DOT human capital requirements. Due July 31, 2012

Activity Target 3:

Participate on various FAA and/or DOT councils, committees, and work groups on One-DOT human capital initiatives (e.g., workforce competency assessments and skill gap closure for mission-critical occupations, etc.). Due September 30, 2012

Activity Target 4:

Provide FAA human capital updates and deliverables to support 2012 DOT/OPM/OMB goals for the strategic management of agency human capital (e.g., DOT Human Capital Management Report). Due September 30, 2012

Core Activity: Separation Questionnaire Data Management

Develop database, analyze and interpret data, and report results obtained from the separation questionnaire.

Activity Target 1:

Implement technical refresh of the Separation Questionnaire and implement strategies to improve the response rate. Due February 29, 2012

Activity Target 2:

Develop a report on 2011 results from the FAA Separation Questionnaire. Due March 31, 2012

Activity Target 3:

Analyze 2011 results from the FAA Separation Questionnaire and compare with previous trend data. Due April 30, 2012

Activity Target 4:

Provide 2011 results from the FAA Separation Questionnaire to management and communicate the results to the workforce. Due July 31, 2012

Activity Target 5:

Analyze quarterly separation data, prepare quarterly report and post to the Separation Questionnaire webpage (due January 31, 2012; April 31, 2012, July 31, 2012). Due July 31, 2012

Core Activity: Hiring Reform and FAA Hiring Process

Improve managers' role and engagement in the hiring process to ensure a talented and skilled workforce. Promote shared accountability in the hiring process by increasing hiring managers' understanding of the roles, responsibilities and involvement in the hiring process.

Activity Target 1:

Develop manager training on hiring reform and the hiring process. Due February 29, 2012

Activity Target 2:

Market and communicate manager training on hiring reform/hiring process. Due March 31, 2012

Activity Target 3:

Implement manager training on hiring reform and the hiring process. Due June 30, 2012

Activity Target 4:

Monitor and track managers trained on hiring reform and FAA hiring process and report to DOT. Due September 30, 2012

Activity Target 5:

Incorporate feedback from hiring managers to improve the agency's hiring process. Due September 30, 2012

Core Business Initiative: Emergency Planning and Response

Provide emergency response planning and related activities connected to implementation and training.

Core Activity: AHR Emergency Planning and Response

Provide emergency response planning and related activities connected to implementation and training.

Activity Target 1:

Ensure that FAA has the policies, tools and procedures needed to account for employees in emergencies. Due June 1, 2012

Activity Target 2:

Conduct annual Continuity of Operation (COOP) training for the AHR COOP cadre. Due June 30, 2012

Activity Target 3:

Participate in annual National Level Exercise. Due June 30, 2012

Activity Target 4:

Conduct the annual FAA operations center training for operations center participants. Due June 30, 2012

Activity Target 5:

Update the AHR integrated emergency response plan. Due July 30, 2012

Activity Target 6:

Execute HR action items under the FAA emergency response plans in accordance with Federal Continuity Directive 1. Due July 30, 2012

Activity Target 7:

Hold quarterly update telecons with HRMD emergency personnel. Due September 30, 2012

Activity Target 8:

Resolve any employee emergency and family support actions items from the FY11 emergency response activities and exercises. Due September 30, 2012

Activity Target 9:

Update AHR vital records at the COOP site at least quarterly. Due September 30, 2012

Activity Target 10:

Participate in the ATO BCP work group, in particular the People Mobilization Team, to provide for the development of HR processes and procedures to meet staffing needs of the ATO for

the Spare ARTCC. Due September 30, 2012

Activity Target 11:

By the end of the first quarter of FY12, complete the planning for implementation of the new text messaging system. Due December 31, 2011

Activity Target 12:

By the end of the third quarter of FY12, complete at least one-cycle of employee opt-in process for receiving the text messages. Due June 30, 2012

Activity Target 13:

By the end of the fourth quarter of FY12, complete at least one FAA-wide test or one actual use of the system for a snowstorm or similar event. Due September 30, 2012

Core Business Measure: Labor Management and Employee Relations

Oversee and manage the national Labor and Employee Relations policies and programs.

Core Business Initiative: Labor Relations

Support the FAA workforce through timely and quality Labor Relations services.

Core Activity: Labor Management Forums

Provide labor management leadership in developing and implementing the President's Executive Order on labor management forums and the strategic goals of the FAA's labor management corporate strategy

Activity Target 1:

Provide subject matter expertise in executing the Executive Order on labor management forums. Due September 30, 2012

Core Activity: Labor Relations Oversight and Compliance

Provide ongoing management and oversight and ensure compliance of all bargaining with FAA unions in accordance with FAA Order 3710.18, Internal Coordination Requirements for Negotiating Term and Mid-Term Agreements with FAA Unions, and the Federal Service Labor-Management Statute with the goal of reducing reported official time use.

Activity Target 1:

Provide monthly reports on Official Time usage to AHR field offices, and LOBs with Service Level Agreements (SLAs). Due September 30, 2012

Activity Target 2:

Issue reminder on proper Official Time reporting procedures. Due September 30, 2012

Activity Target 3:

Provide monthly reports to senior FAA management team on status of collective bargaining agreements and negotiations. Due September 30, 2012

Core Business Initiative: Employee Relations

Support the FAA workforce through timely and quality Employee Relations services.

Core Activity: LR-ER Automated Information Systems

Use automated system(s) to track, cost, and report conduct and performance-based actions.

Activity Target 1:

Provide LERIS reports to update lines of business/staff offices on types and numbers of actions and penalties imposed at Headquarters and in the field. Reports to be provided at mid-year and end-of-year; the first by May 30, 2012 and the second by September 30, 2012. Due September 30, 2012

Activity Target 2:

Identify and analyze trends in disciplinary and performance-based actions. Reports to be provided at mid-year and end-of-year; the first by May 30, 2012 and the second by September 30, 2012. Due September 30, 2012

Activity Target 3:

Develop and deliver training to address major issues resulting in discipline. Due September 30, 2012

Core Activity: Misconduct/Poor Performance Cases

Ensure managers are provided information needed to handle misconduct and poor performance cases.

Activity Target 1:

Review Manager's Guide to Discipline and make necessary updates. Due August 30, 2012

Activity Target 2:

Review Adverse Actions at Headquarters within three days of receipt at least 85% of the time. Prepare quarterly reports on compliance within two weeks of quarter's end. Due August 30, 2012

Activity Target 3:

Provide ER training to supervisors and managers and/or ER Specialists on how to handle misconduct and poor performance cases twice during the fiscal year; the first by April 30, 2012 and the second by September 30, 2012. Due September 30, 2012

Core Activity: Employee Relations Policy

Review, validate, and ensure the accuracy of Employee Relations Policy information provided to

FAA employees.

Activity Target 1:

Send notice to Managers reminding them to review the Standards of Conduct. Due April 30, 2012

Activity Target 2:

Review and validate KSN content to ensure information is updated and modify as necessary. Due May 31, 2012

Activity Target 3:

Review and validate one Employee Relations Policy or Guidance and Memorandum by the end of each fiscal year quarter and modify as necessary. Due September 30, 2012

Activity Target 4:

Update AHL-100 Employee Relations web content at mid-year and end-of-year; the first by April 30, 2012 and the second by September 30, 2012. Due September 30, 2012

Core Business Measure: HR Field Operations

Process personnel actions accurately and in a timely manner to the satisfaction of our customers. FY12 Target: Process personnel actions with an overall accuracy rate of 95% for all actions and 98% for pay actions.

Core Business Initiative: HR Field Operations

Provide operational support and services to all AHR customers (internal and external) for staffing, compensation, labor and employee relations, benefits, awards, HR training and HR systems automation.

Core Activity: Customer Service

Provide high quality customer service by ensuring personnel actions are processed timely with an overall accuracy rate of 95% for all actions and 98% for pay actions.

Activity Target 1:

Establish and implement a process for identification of errors in processing personnel actions committed within the servicing personnel office. Due December 31, 2011

Activity Target 2:

Review and update AHF operating procedures to address and improve procedures related to processing personnel actions. Due March 31, 2012

Activity Target 3:

Establish AHF accountability reviews focusing on processing errors to identify and correct systemic issues. Due March 31, 2012

Core Activity: Hiring Efficiency

By September 30, 2012, achieve the DOT FY12 Target of 100 calendar days for external hires.

Activity Target 1:

By the end of first quarter, reevaluate the external hiring process functions to establish FAA standard using FY11 hiring efficiency performance data. Due December 31, 2011

Activity Target 2:

Quarterly, meet with LOB/SO representatives on shared accountability for hiring efficiency improvements, best practices, and strategies for improvement. Due September 30, 2012

Core Activity: Building Relationships
Develop effective working relationships with serviced organizations and provide value-added consultative and advisory services.

Activity Target 1:

Review and update established service level agreements based on collaboration with customer representatives. Due September 30, 2012

Activity Target 2:

Beginning with the second quarter of FY12, provide quarterly reports to customers outlining performance against SLAs. Due September 30, 2012

Activity Target 3:

Respond to all inquiries for information on open and closed cases by ensuring all information and workload reporting systems are maintained and updated as required (e.g. LERIS, Workload, AVIATOR). Due September 30, 2012

Core Activity: Improving Benefits Services
Provide a full array of designated benefits functions to the FAA workforce under a consolidated management and organization structure by the end of FY 2012.

Activity Target 1:

Implement an automated tracking system designed to capture workload, call volume, and responsiveness. Due September 30, 2012

Activity Target 2:

Implement a toll-free telephone number for callers to contact a benefits specialist. Due September 30, 2012

Activity Target 3:

Design and implement an intranet web site accessible from the AHR homepage with links leading to pertinent benefits information and forms to request Benefits Operations Center services. Due September 30, 2012

Core Business Measure: Increase Understanding of the Accountability Board Process and Procedures

Implement and oversee Accountability Board policies and procedures to help management create a work environment that is harassment-free.

Core Business Initiative: Hold Leadership Accountable for Responding to Allegations
The Accountability Board oversees management's timeliness in responding to allegations, and management's consistency and appropriateness regarding disposition of allegations.

Core Activity: Allegations Data and Collection Methods
Support Accountability Board functions through accurate and timely collection and provision of allegations data.

Activity Target 1:

Analyze and determine, for 90% of the incoming allegations, and within 10 working days of the date the allegation is reported to the Board, their nexus to the scope of the Board based on FAA Order 1110.125A (monthly). Due September 30, 2012

Activity Target 2:

Report tracked cases and non-tracked cases to the members of the Board and to the Accountable Executives at the regularly scheduled Board hearings (Monthly). Due September 30, 2012

Activity Target 3:

Enable management to respond to at least 71% of all reported allegations within the time frames established in the Accountability Board Order. Due September 30, 2012

Activity Target 4:

Reduce the number of sexual harassment cases reported to the Accountability Board by 25% by the end of FY 2012. Due September 30, 2012

Core Activity: New Methods for Collecting and Displaying Data
Develop and implement new methods for collecting and displaying aggregate data on Accountability Board allegations. Organizational changes with altered reporting populations require revised reports.

Activity Target 1:

Refine the Board's database to reflect revised LOB and organizational codes and FAA's reorganized structure. Due January 31, 2012

Activity Target 2:

Refine automated reports for aggregating quarterly data on Accountability Board cases. Due March 31, 2012

Activity Target 3:

Refine automated reports for aggregating annual data on Accountability Board cases. Due April 30, 2012

Activity Target 4:

Refine automated reports for aggregating special request data (such as regionally-tailored, LOB-tailored, or timeframe-tailored) on Accountability Board cases. Due May 31, 2012

Core Business Initiative: Management Training

Expand Accountability Board training and informational assets to provide managers and employees with the tools and training necessary to foster a workplace free of harassment and promote leadership and engagement.

Core Activity: Education and Communication Vehicles

Provide education and communication vehicles for managers and employees to ensure a better understanding of Accountability Board processes and employee behavior standards. Manage the training tracking system and reporting program.

Activity Target 1:

Update training materials used by Accountability Board trainers and distribute to nine regions and centers. Due January 31, 2012

Activity Target 2:

Provide the tools and reporting processes to collect, analyze and report trends involving workplace harassment in support of a workplace that is harassment-free. Due March 31, 2012

Activity Target 3:

Develop Accountability Board informational materials that assist managers and supervisors in creating a workplace that is free from harassment and promotes respect. Due September 30, 2012

Activity Target 4:

Revise Accountability Board eLMS course #FAA30200134. Due September 30, 2012

Core Activity: Training Evaluation

Manage the corporate training program to ensure that 80% of participants in Accountability Board instructor-led training indicate a high or very high satisfaction with the Accountability Board training program.

Activity Target 1:

Create and distribute uniform evaluation forms to be used by Accountability Board trainers in the field and at headquarters to evaluate the training. Due November 30, 2011

Activity Target 2:

Develop and implement an electronic method for evaluating Accountability Board trainers and training materials. Due February 29, 2012

Activity Target 3:

Begin implementation of evaluation tool. Due March 31, 2012

Activity Target 4:

Develop and implement tools for evaluating training information and impact on the numbers and types of cases reported to the Accountability Board. Due May 30, 2012

Core Business Measure: Small Business Goal and Corporate Citizenship

Award at least 25% of the total direct procurement dollars to small businesses, thereby promoting small business development and good corporate citizenship.

Core Business Initiative: FAA Small Business Program (CIP#:X01.00-00)

Support the FAA FY 2012 Small Business Goals.

Core Activity: FAA Small Business Goal and Good Corporate Citizenship

Participate in the agency's outreach and training to small business with special emphasis on disadvantaged, women-owned and service-disabled veteran-owned businesses. Also, assign a Small Business Liaison Representative to assist in identifying procurement opportunities suitable for set-aside.

Activity Target 1:

Attempt to award at least 25% of the total direct procurement dollars to small business. Due September 30, 2012

Core Business Measure: Personnel Management

Increase the number of ATO employees eligible to be returned to duty through the Return to Work Program (RTW) by 60% to effectively reduce the overall OWCP chargeback and compensation costs by 10% to the agency.

Core Business Initiative: ATO Return to Work Program (RTW)

Increase the number of ATO employees in the RTW program and reduce the chargeback and compensation costs to the agency.

Core Activity: Reduce the number of employees on OWCP rolls and compensation costs.

Coordinate and report year end results on the initiative to increase the number of ATO employees in the RTW program and reduce chargeback and compensation costs.

Activity Target 1:

Make job offers to 60% of OWCP claimants eligible to return to work through the ATO RTW

Program by providing light duty positions. Due September 30, 2012

Activity Target 2:

Reduce chargeback and compensation costs by 10% overall through job offers process and conducting review of claimant case files at 4-6 DOL offices annually. Due September 30, 2012

Core Business Measure: ATC Positions Workforce Plan

Maintain the air traffic controller workforce within 2%, above or below, the projected annual totals in the Air Traffic Controller Workforce Plan.

Core Business Initiative: ATC Workforce Plan

Implement the hiring, training, staffing analysis, and management recommendations of the Air Traffic Controller Workforce Plan to support FAA's safety mission and meet external stakeholder requirements. Update and report annually on agency progress.

Core Activity: AHR Support to ATC Hiring

Provide AHR support to the ATC hiring plan.

Activity Target 1:

Collect and process an adequate number of applications to meet specified ATO hiring requirements. Due September 30, 2012

Activity Target 2:

Refer an adequate number of eligible candidates for each ATO selection panel consistent with ongoing preplanning activities throughout the year. Due September 30, 2012

Core Business Measure: 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.

Core Business Initiative: People with Targeted Disabilities Hires

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.

Core Activity: People with Targeted Disabilities Hiring

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:

Report to ACR quarterly outlining actions taken to increase the workforce percentage of individuals with targeted disabilities. Due September 30, 2012

Activity Target 2:

Make a concerted effort to set and reach a goal that 3 % of your projected new hires will be individuals with targeted (severe) disabilities. Due September 30, 2012

Activity Target 3:

Work with ACR to develop a recruitment strategy that will increase the candidate pool of people with targeted disabilities. This plan will include sponsoring targeted outreach events, providing training for managers and employees on how to recruit, hire and accommodate people with disabilities, Due September 30, 2012

Core Business Measure: Cost Control OSI

Achieve documented cost savings and cost avoidance of $81.0 million in FY 2012.

Core Business Initiative: Cost Control Program

Implement line of business-specific cost efficiency as well as agency-wide initiatives to reduce costs or improve productivity.

Core Activity: AHR Worker's Compensation Cost Control Activity

AHR will mitigate OWCP costs by undertaking proactive and centralized management of injury claims. Achieve cost containment through effective management of the worker's compensation program.

Activity Target 1:

Achieve 90% of the projected $9,000,000 year end estimated cost avoidance. Due September 30, 2012

Core Business 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, staff office overhead rates and cost per accounting transaction.

Core Activity: AHR Efficiency Measure: Tracking FPPS Corrections

Using data from FPPS and DOI DATAMART track and report quarterly on FAA?s overall accuracy of processing personnel actions, as well as, the accuracy of processing pay impacting actions within the fiscal year. FY 2012 Targets: 95% for FAA overall personnel processing accuracy and 98% for FAA pay impacting actions accuracy.

Activity Target 1:

Establish data collection methods, measurement and accuracy calculation methods, and reporting templates for reporting quarterly on accuracy of processing personnel actions, including pay accuracy. Due October 31, 2011

Activity Target 2:

Report to ABA on FAA?s overall personnel processing accuracy, including accuracy of FAA pay impacting actions for the 4th Quarter FY 2011. Due January 31, 2012

Activity Target 3:

Report to ABA on FAA?s overall personnel processing accuracy, including accuracy of FAA pay impacting actions for the 1st Quarter FY 2012. Due February 29, 2012

Activity Target 4:

Report to ABA on FAA?s overall personnel processing accuracy, including accuracy of FAA pay impacting actions for the 2nd Quarter FY 2012. Due April 30, 2012

Activity Target 5:

Provide updated FY 2013 template for review and approval in time to be included in the FY 2013 Business Plan. Due May 31, 2012

Activity Target 6:

Report to ABA on FAA?s overall personnel processing accuracy, including accuracy of FAA pay impacting actions for the 3rd Quarter FY 2012. Due July 31, 2012

Core Business Measure: Unqualified Audit Opinion OSI

Obtain an unqualified opinion on the agency's financial statements (Clean Audit with no material weaknesses).

Core Business Initiative: IT Audit Findings

Closeout prior year information technology Audit Findings not later than the second quarter of each fiscal year, and receive no significant deficiencies related to new IT Notices of Findings and Recommendations (NFRs).

Core Activity: AHR IT Audit Findings

Correct High and Medium Vulnerabilities and receive no Significant Deficiencies related to new IT Notices of Findings and Recommendations (NFRs).

Activity Target 1:

Close out/complete corrective actions to prior year NFRs if any. Due March 31, 2012

Activity Target 2:

Conduct internal audit on a monthly basis of 100% of employees who have left the agency to determine full and complete execution of exit process and forms within 30 days of an employee's exit from the agency and report results

back to AIO/CIO. Due September 30, 2012

Core Business Measure: Support Open Government Initiative

Support the Open Government Initiative to Streamline Service Delivery, Improve Customer Service (EO 13571), and leverage technology to increase productive collaboration with citizens, stakeholders and other government agencies by launching FAA.gov/mobile, including IdeaHub as a topic in at least two Town Hall or all-hands meetings, and using Twitter and Facebook to promote at least 3 FAA Safety related initiatives.

Core Business Initiative: Support Open Government Initiative

Support Open Government Initiative to make data available, improve on-line services and increase collaboration with citizens, stakeholders and government agencies by launching at least 2 data sets and/or social media sites to the public.

Core Activity: Support Open Government Initiative

Support the Open Government Initiative, the President's Executive Order on Customer Service and OMB's memo on Streamlining Service Delivery and Improving Customer Service in leveraging technology to make data available, improve web services efficiencies and increase collaboration with citizens, stakeholders and government agencies while reducing duplicative efforts.

Activity Target 1:

Update web strategy and action plans in writing to the FAA Web Manager and brief Web Council on the office plans. Due November 30, 2011

Activity Target 2:

Submit quarterly web progress reports to the FAA Web Manager. Due December 31, 2011

Activity Target 3:

Submit quarterly web progress reports to the FAA Web Manager. Due March 31, 2012

Activity Target 4:

Submit quarterly web progress reports to the FAA Web Manager. Due June 30, 2012

Activity Target 5:

Submit quarterly web progress reports to the FAA Web Manager. Due September 30, 2012

Activity Target 6:

Certify to the Administrator in writing that 95 percent or more of web pages comply with FAA web standards, policies, and requirements including those outlined in the FY-2012 Web Strategy and Action Plan. Due September 30, 2012

Activity Target 7:

Based on guidelines submitted by AOC, create short description content for each owned 2nd-level web page at faa.gov. Due September 30, 2012

Activity Target 8:

Identify and submit to AOC Web Management at least 1 areas of existing "evergreen" content, or timely content, that could be used in external or internal social media channel publication. Due March 31, 2012

Activity Target 9:

Identify and submit to AOC Web Management at least 1 areas of existing "evergreen" content, or timely content, that could be used in external or internal social media channel publication. Due September 30, 2012

Activity Target 10:

Identify to AOC Web Management two static areas of FAA.gov that could be optimized for mobile devices. Due March 31, 2012

Activity Target 11:

All headquarters and regional web points of contact complete at least
2 sessions of web-related training during the fiscal year. Due September 30, 2012

Core Business Measure: Congressional Correspondence FAA Milestones

Per direction of the Secretary of Transportation, all Congressional letters sent directly to the FAA must be answered within 30 calendar days of entry into the FAA Correspondence Control Management System (CCMS). DOT Congressional letters assigned to the FAA for response must be returned back to the Secretary of Transportation within 5 business days. 90% of all Congressional letters sent directly to the FAA must be responded to within 10 business days.

Core Business Initiative: FAA Congressional Correspondence Response

Per direction of the Secretary of Transportation, all Congressional letters sent to DOT must be answered within 30 days.

Core Activity: Response to Congressional Letters

Per direction of the Secretary of Transportation, all Congressional letters sent directly to the FAA must be answered wihtin 30 calendar days of entry into the FAA Correspondence Control Management System (CCMS).

Activity Target 1:

Respond to 90% of assigned Congressional letters sent directly to the FAA within 30 calendar days of

entry into CCMS. Due September 30, 2012

Core Business Measure: Reduce Workplace InjuriesOSI

Achieve a total workplace injury and illness case rate of no more than 2.00 per 100 employees and maintain through FY 2013. FY 2012 Target: 2.00 per 100 employees.

Core Business Initiative: Employee Safety and Workers' Compensation

This initiative includes our work to achieve cost containment through effective management of the national workers' compensation and employee workplace safety programs to reduce workplace injuries and return injured employees to work as soon as they are medically able.

Core Activity: Workers' Compensation Program Management

Ensure effective management of the workers' compensation program. Mitigate OWCP costs by undertaking proactive management of injury claims. Centrally manage claims for all of DOT.

Activity Target 1:

Continue effective workers' compensation program management of both FAA and DOT operating administration claims and ensure annual chargeback bill is contained at a greater rate than the government-wide increase. Due September 30, 2012

Activity Target 2:

Monitor payment of continuation-of-pay (COP) and collect unauthorized COP as identified. Due September 30, 2012

Activity Target 3:

Provide outreach activities in the form of management training sessions, program briefings, and collaborative strategic planning meetings with internal and external customers including DOT/FAA officials, facility managers, union representatives, and Department of Labor officials. Due September 30, 2012

Core Activity: FAA Employee Safety Program

Provide expert guidance to FAA organizations on how to reduce work-related injuries and illnesses and their associated costs.

Activity Target 1:

Prepare annual report on FAA's Occupational Safety and Health program accomplishments. Due December 31, 2011

Activity Target 2:

Assess OSH self evaluations from Lines of Business, including whether they measure OSH responsibility in their managers/supervisors

performance standards. Due July 31, 2012

Activity Target 3:

Coordinate National OSHECCOM meetings and associated workgroups. Due July 31, 2012

Activity Target 4:

Provide monthly outreach to increase employee safety awareness. Due September 30, 2012

Activity Target 5:

Manage the FAA Public Access Defibrillation program. Due September 30, 2012

Activity Target 6:

Continue to pursue funding for a viable Corporate Occupational Medical Surveillance Program. Due September 30, 2012

Core Business Measure: Corporate Learning and Development

Expand use of SkillSoft online training and development assets by 50% in FY12 (e.g., Knowledge Centers, Books 24x7, Leadership Development Channel, and online courseware) to provide employees and managers with the leadership and professional development tools and training needed to meet NextGen transformation goals and promote employee engagement.

Core Business Initiative: Leadership Training/Learning

Establish corporate leadership training programs and policies that ensure we use resources to effectively align with agency goals, and drive continuous improvement.

Core Activity: Establish Effective Corporate Leadership Training

Align the FAA's corporate management curriculum with FAA strategic goals and, in coordination with the Assistant Administrator for Regions and Center Operations (ARC), establish a corporate leadership learning program at the Center for Management and Executive Leadership (CMEL) that meets strategic requirements.

Activity Target 1:

Conduct quarterly meetings with the FAA Leadership Development Council to ensure corporate leadership curriculum and leadership programs support FAA strategic requirements. Due December 31, 2011

Activity Target 2:

Define and communicate emerging curriculum requirements and FY 2012 delivery priorities to CMEL. Due June 1, 2012

Activity Target 3:

Update core leadership curriculum to better address strategic goals and identified skill gaps. Due September 30, 2012

Core Activity: Enhance Leadership Training

Minimize duplication of training activities and efforts by LOB/SOs, and increase impact of training on manager performance.

Activity Target 1:

Design and implement an FAA Leadership Development online portal to promote "Leadership at All Levels." Due September 30, 2012

Activity Target 2:

Assess and analyze strategies to promote application of training back on the job and begin to implement those strategies. Due September 30, 2012

Activity Target 3:

Expand the scope of the FAA Leadership Network to support leader effectiveness. Due September 30, 2012

Activity Target 4:

Coordinate with LOBs/SOs to leverage training resources for organization-wide leadership learning to maximize efficiencies and economy of scale. Due September 30, 2012

Core Activity: Managerial Probationary Period Oversight

Monitor corporate training to help newly appointed managers transition successfully to management, implement standard procedures for documenting satisfactory performance at the conclusion of the probationary period, and monitor compliance with probationary requirements. POC: Michael Bergan

Activity Target 1:

Improve processes to improve timely completion of mandatory training and certification. Due March 30, 2012

Activity Target 2:

Expand tools and training to promote effective coaching and mentoring of new managers. Due September 30, 2012

Activity Target 3:

70% of probationary managers complete the Frontline Manager Course -- Phase 2 (FMC-2) within six months from the start of their probationary period. Due September 30, 2012

Core Activity: Management Development Compliance

Monitor FAA organization reports 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 (CME) hours. POC: Michael Bergan

Activity Target 1:

Report on steps taken to improve or sustain timely completion of probationary training and certification. The reports are due quarterly starting December 31, 2011. Due September 30, 2012

Activity Target 2:

Report quarterly on steps taken to meet CME requirements for incumbent managers. Reports are due quarterly beginning with December 31, 2011. Due September 30, 2012

Core Business Initiative: Learning and Development Operations

Provide learning and development operational support. Manage electronic learning management system and learning enterprise architecture.

Core Activity: Corporate Training Operations

Provide corporate training operations support.

Activity Target 1:

Design and implement customer feedback tool for AHD customers. Due March 31, 2012

Activity Target 2:

Communicate with AHR managers to raise awareness about how the Corporate Learning Systems team and eLMS PL1 can support AHR employees and managers with professional learning and development. Due January 31, 2012

Activity Target 3:

Design and implement an FAA Learning online portal that gives access to all FAA learning and development resources and that promotes a learning culture. Due June 30, 2012

Core Activity: Electronic Learning Management System (eLMS) & Learning Enterprise Architecture (LEA)

Manage the operations and maintenance of eLMS, promote and expand usage, and support and train users.

Activity Target 1:

Update LEA Strategic Plan for FY 2013 to FY 2015. Due December 31, 2011

Activity Target 2:

Integrate Blackboard Learn with eLMS to create a centralized delivery platform that allows for an online, blended course environment. Due March 31, 2012. Due June 30, 2012

Activity Target 3:

Develop and implement a solution for external users to gain access to eLMS (e.g. designees, contractors, industry partners). Due June 30, 2012

Activity Target 4:

Provide the tools and processes to collect, analyze, and report on training cost data (to

include both internal and external training) to support FAA business requirements/decisions. Due September 30, 2012

Activity Target 5:

Expand use of Blackboard Learn and Adobe Connect to deliver online blended learning agency-wide by 50% in FY12. Due September 30, 2012

Activity Target 6:

Capture 60% of external training costs agency-wide in FY12 to obtain, track, measure, and manage training cost data. Due September 30, 2012

Activity Target 7:

Administer a survey to gather feedback from eLMS users and administrators to define areas for improvement of the eLMS Program's products and services in FY12. Due September 30, 2012

Core Business Measure: Organizational Excellence Operations

This core business area includes the activities that are designed to elevate the capabilities of the AHR staff.

Core Business Initiative: Organizational Excellence Operations

The activities supporting this core business initiative will focus on promoting a culture of excellence. This will be accomplished by building organizational capability through continuous performance improvement, standardization and program management best practices, and aligning strategic priorities with customer needs.

Core Activity: Organizational Excellence

Assist in bridging AHR capability gap between HR functional effectiveness and organizational impact by improving AHR'S approaches in delivering services to customers.

Activity Target 1:

Assist AHR in managing its work processes to ensure it can meet customer requirements (integrate feedback from customer feedback survey to ensure alignment with appropriate processes). Due September 30, 2012

Activity Target 2:

Facilitate AHR special projects to aid in strategy development for improved AHR service delivery. Due September 30, 2012

Activity Target 3:

Maintains knowledge of performance excellence criteria and appropriately integrating into HR needs to improve performance (Baldrige, LSS, Kaizen, continuous improvement). Due September 30,

2012

Core Activity: Business Intelligence - Implement Phase II/III

Facilitate the acquisition of an automated Human Resource Management Business Intelligence (BI) system that is compatible with AHR's existing Information Technology systems and architectures. The goal is to deliver automated accurate and transparent data to AHR executives, managers and employees on the performance of key business processes

Activity Target 1:

Functional Requirement: Monitor submission of FY10 Functional Requirement request from AHD to AHP, to AHR-1. Due December 30, 2011

Activity Target 2:

Metrics Development: Develop key metrics for Benefits Management utilizing Continuous Process Improvement methodology. Due June 30, 2012

Activity Target 3:

Metrics Development: Develop key metrics for Compensation Management utilizing Continuous Process Improvement methodology. Due June 30, 2012

Activity Target 4:

Metrics Development: Develop key metrics for Staffing utilizing Continuous Process Improvement methodology. Due June 30, 2012

Activity Target 5:

Program Management: Assess and revise AHR's 4 phase plan to mature AHR's Dashboard into a Business Intelligence System. Due September 30, 2012

Core Activity: Dashboard-Manual Reports-Phase I

Improve AHR performance and effectiveness by facilitating the development of data (collect, organize, integrate, and deliver reports) which provide insight into organizational activity, visibility of work (quality, speed, and timeliness), support of HR decision making, resource allocation (people, time, and money) and necessary improvements on HR CORE functions (25 total).

Activity Target 1:

Dashboard Working Group: Facilitate and Lead the AHR Metrics Workgroup monthly meetings to assist in providing subject matter expertise (SME) in developing key metrics for selected business value streams. Due September 30, 2012

Activity Target 2:

Select, collect, align, and integrate data and information required to track daily operations for CORE HR Functions and overall performance. Due September 30, 2012

Activity Target 3:

Identify monthly comparative data for each AHR location. Due September 30, 2012

Activity Target 4:

Ensure employees at all levels receive data and information they need to support operations, performance improvement, and decision making, by publishing the report by the 15th day of the month. Due September 30, 2012

Activity Target 5:

Conduct monthly Dashboard Review meetings with AHR Executive Team. Due September 30, 2012

Core Activity: AHR Employee Engagement

Lead and manage the Employee Engagement Initiative within the AHR organization. Lead a team of AHR employees to create momentum, monitor progress and sustain performance at an optimal level as employee engagement is used throughout the organization.

Activity Target 1:

Identify a method to collect and analyze data and information related to employee requirements, satisfaction, dissatisfaction and or engagement Due December 30, 2011

Activity Target 2:

Present to AHR Management Team the proposed method to collect and analyze data related to the AHR workforce engagement levels. Due January 30, 2012

Activity Target 3:

Facilitate the Employee Engagement Team to collect and analyze data and information related to employee requirements, satisfaction, and or engagement. Due September 30, 2012

Core Activity: Continuous Performance Improvement

Lead, manage, and support continuous performance improvement (CPI) initiatives within AHR based on appropriate continuous improvement models. align charter of projects with FAA and AHR strategic initiatives and business plans. Monitor the progress of AHR's CPI initiatives via the AHR Dashboard, while providing CPI leadership and subject matter expertise to create momentum with the timely execution of CPI initiatives throughout the organization.

Activity Target 1:

Assist AHR in improving business performance and effectiveness by leading, facilitating, and championing continuous performance improvement initiatives. Lead and support initiatives that are the most critical to AHR as defined and selected by AHR senior management, management issues, initiatives aligned to

customer expectations, and initiatives in support of AHR's meeting its strategic goals. Due September 30, 2012

Activity Target 2:

Monitor and report on the progress of AHR's CPI projects. Maintain a tracking system that monitors the schedule status of projects as reported by project leaders and teams. Due September 30, 2012

Activity Target 3:

Facilitate the development of 4 AHR continuous improvement experts (process personnel). Due September 30, 2012

Core Activity: AHR In-Flight News

Improve AHR employee communications by constructing a communication tool for AHR employees that is people oriented, short (2-6 pages), and does not require a myriad of resources.

Activity Target 1:

Develop and revise publication schedule for FY12. Due December 30, 2011

Activity Target 2:

Construct on a quartelry basis with the goal to produce 4 issues per year. Due September 30, 2012

Activity Target 3:

Manage activities (preplanning, development, draft, coordination w/AOC, approval, and publishing) to produce newsletter for November 2011, March 2012, June 2012, and September 2012. Due September 30, 2012

Core Business Measure: HR Business Operations

This core business function captures all the financial, administrative and planning activities that support the internal operations of AHR.

Core Business Initiative: AHR Business and Budget Management

Provide business management services for AHR operations.

Core Activity: AHR Business and Budget Management

Provide business management services for AHR operations.

Activity Target 1:

Meet all AHR Budgeting deadlines. Due September 30, 2012

Activity Target 2:

Meet all AHR Business Plan deadlines. Due September 30, 2012

Activity Target 3:

Meet all Congressional/FOIA request deadlines. Due September 30, 2012

Activity Target 4:

Distribute FAA employee service awards in a timely manner. Due September 30, 2012

Core Business Measure: Alternative Dispute Resolution (ADR) Engagement

ACR in coordination with LOB/SO, will ensure that 30% of all EEO pre-complaint cases engage in the ADR process to reduce the number of formal EEO complaints.

Core Business Initiative: Alternative Dispute Resolution (ADR) Engagement

ACR in coordination with LOB/SOs will ensure that 30% of all EEO pre-complaint cases engage in the ADR process as a means by which to reduce FAA formal EEO complaints.

Core Activity: Alternative Dispute Resolution (ADR) Engagement

ACR in coordination with LOB/SOs will ensure that 30% of all EEO pre-complaint cases engage in the ADR process as a means by which to reduce FAA formal EEO complaints.

Activity Target 1:

ACR will provide each LOB/SO with a bi-annual report on their ADR participation. ACR will include best practices and suggestions on how to improve ADR participation. Due September 30, 2012

Activity Target 2:

LOB/SOs will ensure that 30% of all EEO pre-complaint cases engage in the ADR process as a means by which to reduce FAA formal EEO complaints. Due September 30, 2012