



**Federal Aviation
Administration**

Civil Rights

Fiscal Year 2012 Business Plan



FY2012 ACR Business Plan

The FAA Office of Civil Rights (ACR) provides leadership and direction with regard to civil rights, diversity and equal opportunity matters. The ACR mission is to provide oversight with regard to civil rights laws and regulations for the agency Civil Rights and the External Civil Rights Airports Programs. This includes developing policies and ensuring compliance with existing civil rights policies and regulations.

The External Civil Rights Airports Program includes the Disadvantaged Business Enterprise (DBE) program, Title VI of the Civil Rights Act of 1964, Limited English Proficiency (LEP), Environmental Justice (EJ), Americans with Disabilities Act (ADA), Section 504 of the Rehabilitation Act of 1973, and other civil rights policies and regulations affecting airports. ACR consults with airport grant sponsors to develop goal methodologies for contracting and concession projects under the Department of Transportation (DOT) DBE Program. The fiscal year (FY) 2012 ACR Business Plan will focus on conducting reviews to ensure compliance with external civil rights program regulations, as needed, and provide consultations and training to make airport sponsors aware of their roles and responsibilities. We will do so by implementing action plans for the external civil rights programs and identifying the most effective strategies for accomplishing our external civil rights mission.

Under the Agency Equal Employment Opportunity (EEO) Program, the ACR mission is to prevent discrimination by providing oversight to organizational changes, policies, practices, and procedures for all, as an FAA wide collaborative effort. The Equal Employment Opportunity Commission (EEOC) Management Directive (MD) 715 identifies six essential elements for achieving a Model EEO Program. Within each of the essential elements, specific metrics are identified with which federal agencies must comply. In FY 2012, ACR, in collaboration with lines of business and staff offices (LOB/SO) will concentrate on identifying and eliminating barriers to EEO, if any, through the development of the annual MD-715 Affirmative Employment Plan. To determine the extent organizations are complying with EEO mandates, ACR will conduct EEO evaluations. The FAA Administrator established the EEO Action Committee that will meet quarterly to discuss EEO challenges, opportunities and to identify actions in support of EEO.

Part of the ACR mission is to address discrimination through the EEO Complaint Program. A new efficiency measure for FY 2012 is that seventy five percent (75%) of all EEO pre-complaints will be processed without extensions. ACR will report on a quarterly basis the results of the EEO complaint processing and the FAA ratio for complainants to FAA senior leadership. ACR will also review reports of investigation to determine if there are

inappropriate behaviors, if they are substantiated. Based on this information, ACR will consult with appropriate offices, such as the Office of Human Resource Management (AHR) and the Office of Chief Counsel. ACR in collaboration with LOB/SO will also ensure that thirty percent (30%) of all EEO pre-complaint cases engage in alternative dispute resolution processes. In FY 2012, ACR will also be expanding the EEO Conflict Coaching Program to the Central Service Area.

Preventing discrimination before it occurs is the best way to implement a Model EEO Program. The EEO Training Institute takes proactive measures to provide EEO training to managers and employees. Sixty percent (60%) of all Air Traffic Controller students will be trained on appropriate behaviors in the workplace. The EEO Training Institute will develop a training module on Conflict Resolution to be administered to managers. The National Outreach Program will augment the AHR recruitment efforts by conducting outreach to groups with lower than expected participation rates and implement an outreach plan by attending ninety percent (90%) of the events. The Special Emphasis Programs (SEP) will collaborate with LOB/SO to provide consultations and informational sessions with high schools and colleges. Each SEP will conduct lunch and learn sessions. DOT has a metric that three percent (3%) of all new hires will be people with targeted disabilities. Each LOB/SO will report on this metric on a quarterly basis.

Critical to the success of a Model EEO Program is to have a civil rights office that manages its human and fiscal resources efficiently and effectively. For this reason, the FY 2012 ACR Business Plan will place priority on managing our human resources. In FY 2012, each ACR employee will receive training to eliminate any skill gaps, identified in FY 2010, and ensure employee success at full performance levels for occupations within ACR. We will continue to monitor and implement actions to address the employee feedback results, as a means to reinforce organizational values and programs. Additionally, the ACR leadership will manage efficiently its fiscal and information technology resources by monitoring closely ACR core business, financial, and other organizational metrics on a quarterly basis. Given our limited resources, ACR leads the FAA on civil rights, diversity, and equal opportunity programs to ensure that discrimination is prevented and eradicated.

Aviation Access

The Office of Civil Rights supports the Airport Access goal by managing the External Airports Civil Rights Program. These programs include the Disadvantaged Business Enterprise (DBE), Title VI of the Civil Rights Act of 1964, Limited English Proficiency (LEP), Environmental Justice

(EJ), and the Americans with Disabilities Act (ADA), Section 504 of the Rehabilitation Act of 1973 and other civil rights policies and regulations affecting airports. Management of these programs includes conducting investigations on equal access complaints for the Airport Improvement Grant Program that is under the administration of the Office of Airport Planning and Programming and other complaints filed on Title VI and ADA. ACR also conducts compliance reviews, provides training and provides consultations to airport sponsors. ACR continues advocacy partnerships to improve the program and better educate and address customers' needs. ACR is also proactive in developing policy and ensures compliance for the National External Civil Rights Airport Program.

Core Measure: Ensure Equal Opportunity in FAA Federally-Operated or Assisted Programs

ACR manages the National DBE program by reviewing at least 220 goal methodologies under Part 26 and at least 65 goal methodologies under Part 23; conducting six (6) DBE compliance reviews, as needed; adjudicating external complaints, measured by processing 85% complaints within 180 days of receipt; and providing technical assistance to at least 28 airport sponsors.

Core Initiative: DBE Program Management

Ensure compliance with DBE policy and regulations at airports.

Core Activity: DBE Program for Contracting Projects (Part 26)

Ensure that airport sponsors develop and submit DBE goal methodologies under Part 26 for review.

Activity Target 1:

Consult with at least 220 airport grant recipients on developing DBE goal methodologies under Part 26 and review goal methodologies for contracting projects. Due September 30, 2012

Activity Target 2:

Consult with at least 65 primary airport sponsors on developing concession programs under the DBE Concessions Rule and review the methodologies. Due September 30, 2012

Activity Target 3:

Conduct six (6) DBE compliance reviews. Due August 31, 2012

Core Activity: Complaint Adjudication

FAA will adjudicate external complaints from the public and other customers.

Activity Target 1:

Review, investigate, if necessary, and adjudicate 85% of FY 2012 DBE complaints within 180 days of receipt of complaint, provided the airport provides all the necessary information. Due September 30, 2012

Core Activity: Training and Technical Assistance

FAA will partner with the Airport Minority Advisory Council (AMAC) to conduct a large-scale aviation training conference and partner with another organization to conduct DBE training. Additionally, the Office of Civil Rights will consult with 28 airports and participate in conducting one national training conference to include DBE, disability and non-discrimination programs.

Activity Target 1:

Partner with AMAC to conduct a national training conference. Due July 31, 2012

Activity Target 2:

Partner with a national trade association to conduct or collaborate in a training event. Due August 31, 2012

Activity Target 3:

Consult with at least 28 airport sponsors and other organizations on the DBE program. Due August 31, 2012

Activity Target 4:

Participate in conducting one national training conference, which will include training on DBE, the disability and non-discrimination programs. Due September 30, 2012

Core Initiative: Partnering with Aviation and Advocacy Groups

Create an environment to promote a more effective FAA airport DBE/Airport Concessions DBE (ACDBE) program by developing a DBE/ACDBE airport job opportunity exchange system (FAA dbE-Connect) by partnering with several aviation and minority advocacy groups.

Core Activity: DBE Information Technology

Complete Development of the DOT DBE Office Online Reporting System (DOORS) and FAA dbE-connect

Activity Target 1:

Continue to assist DOT to automate DOT DOORS to include DBE contractor and ACDBE program forms and transfer history data from FAA DOORS to DOT DOORS. Due October 31, 2011

Activity Target 2:

Facilitate introduction of DOT DOORS to all airport sponsors to input FY 2011 DBE and ACDBE uniform accomplishment reports and associated information. Due November 30, 2011

Activity Target 3:

Regarding airport requirements to report DBE and ACDBE accomplishments to FAA Civil Rights, work with FAA Airports and Legal to notify airports that were non-compliant in FY 2011. Due July 31, 2012

Activity Target 4:

Facilitate the continued development of the FAA dbE-connect system by providing a dedicated FAA web link site and populating the site with aviation related DBE and small business opportunities. Due August 30, 2012

Activity Target 1:

Identify the six (6) airports for conducting the compliance reviews. Due December 31, 2011

Activity Target 2:

Coordinate and conduct three (3) of the compliance reviews. Due April 30, 2012

Activity Target 3:

Coordinate and conduct three (3) additional compliance reviews. Due August 31, 2012

Core Activity: Complaint Adjudication

Adjudicate external complaints from the public and other customers.

Activity Target 1:

Review, investigate, if necessary, and adjudicate 90% of external complaints within 150 days of receipt of complaint, provided the airport, regional counsel and complainant provide all the necessary information. Due September 30, 2012

Core Activity: ADA/Section 504 Training and Technical Assistance

Conduct at least twenty (20) external program consultations and one (1) national training session on DBE, ADA, and non-discrimination programs. Revised Title VI tool kit and distribute to sponsors.

Activity Target 1:

Participate in conducting one national training conference, which will include training on DBE, the disability and non-discrimination programs. Due September 30, 2012

Activity Target 2:

Consult with at least ten (10) airports and other organizations on ADA/ Section 504 requirements. Due June 30, 2012

Activity Target 3:

Consult with at least ten (10) additional airports and other organizations on ADA/Section 504 requirements, for a minimum of 20 consultations. Due August 31, 2012

Core Activity: Reference Manual on Airport Accessibility

Conduct two (2) on-site airport training sessions on accessibility and make the Reference Manual on airport access available to airport sponsors.

Activity Target 1:

Conduct two (2) on-site airport training on accessibility. Due August 31, 2012

Core Measure: Management of American with Disabilities Act (ADA) and the Rehabilitation Act (Section 504)

ACR will ensure compliance with ADA and Section 504 policy and regulations at airports by conducting six (6) compliance reviews for an increase of .0032 percent; conducting two (2) on-site airport training sessions; providing a minimum of twenty (20) technical assistance consultations; conducting one on-site national training conference with DBE, ADA, and non-discrimination programs; and holding four (4) stakeholder meetings with aviation related advocacy groups. Additionally, 90% of external complaints will be processed within 150 days of receipt.

Core Initiative: ADA/ Section 504 Compliance

Ensure compliance with ADA and Section 504 policy and regulations at airports by conducting six (6) compliance reviews for an increase of .0032 percent.

Core Activity: ADA/Section 504 Compliance

Ensure compliance with ADA/Section 504 policy and regulations at airports by conducting six (6) compliance reviews at airports for an increase of .0032 percent.

Activity Target 2:

The Reference Manual on Airport Accessibility will be made available to airport sponsors for comments. Due September 30, 2012

Core Initiative: ADA Advocacy/Section 504

Create an environment to promote a more effective FAA airport disability compliance program by holding four (4) ADA Stakeholder Meetings with advocacy and trade groups to inform them of FAA initiatives and learn about issues of concern.

Core Activity: ADA/Section 504 Stakeholders Meetings

Conduct four (4) stakeholder meetings to inform advocacy groups of FAA initiatives and learn about aviation accessibility issues of concern.

Activity Target 1:

Identify main stakeholders regarding common accessibility issues and concerns. Due December 30, 2011

Activity Target 2:

Develop relationships with key partners. Due December 30, 2011

Activity Target 3:

Conduct four (4) stakeholder meetings. Due April 30, 2012

Activity Target 4:

Address potential aviation issues of concern and identify strategies to address these issues. Due May 30, 2012

Core Measure: Manage Title VI, Limited English Proficiency (LEP), Environmental Justice (EJ)

Ensure airport compliance with Title VI on non-discrimination, Limited English Proficiency, Environmental Justice and other civil rights policy and regulations by assisting ACR-4 in conducting one joint National Training Conference in Washington, DC, on DBE, ADA, and non-discrimination programs. Conduct four (4) compliance reviews, provide a minimum of twenty-five (25) technical assistance consultations to stakeholders, monitor airport efforts and assess complaints by processing 90% of complaints received with all appropriate information within 150 days of receipt.

Core Initiative: Ensure Airport Compliance with Civil Rights Regulations

Manage Title VI, Limited English Proficiency (LEP), Environmental Justice (EJ) and other civil rights policies and regulations at airports.

Core Activity: Title VI, LEP and EJ Compliance

Ensure compliance with Title VI, LEP and EJ and other civil rights policy and regulations at airports by conducting four (4) compliance reviews.

Activity Target 1:

Identify the four (4) airports for conducting the compliance reviews. Due December 31, 2011

Activity Target 2:

Coordinate and conduct two (2) of the compliance reviews. Due June 30, 2012

Activity Target 3:

Provide technical assistance training on Limited English Proficiency and Environmental Justice at two (2) compliance reviews. Due June 30, 2012

Activity Target 4:

Coordinate and conduct two (2) additional compliance reviews. Due August 31, 2012

Core Activity: Title VI, LEP and EJ Complaint Adjudication

Adjudicate 90% external complaints from the public and other customers within 150 days of receipt, provided the airport and complainant provides all the necessary information.

Activity Target 1:

Review, investigate, if necessary, and adjudicate 90% of external complaints within 150 days of receipt of complaint, provided the airport and complainant provides all the necessary information. Due September 30, 2012

Core Activity: Title VI, LEP and EJ Training and Technical Assistance

Conduct at least twenty-five (25) external program consultations and assist ACR-4 in conducting one (1) joint National Training Conference in Washington, DC, on Title VI, LEP, EJ, and other civil rights policies and regulation at airports. Revised Title VI tool kit and distribute to sponsors.

Activity Target 1:

Consult with 15 airport sponsors and other

organizations on Title VI, LEP, EJ and other civil rights policies and regulations at airports. Due April 30, 2012

Activity Target 2:

Consult with 10 additional airport sponsors and other organizations on Title VI, LEP, EJ and other civil rights policies and regulations at airports. Due August 31, 2012

Activity Target 3:

Title VI tool kit will be revised and sent to DOT for coordination. Due August 31, 2012

Core Activity: Airports Relationship

Develop a closer working relationship with FAA Airport Divisions to provide substantial review and input regarding the Title VI Pre-Award Sponsor Checklist under EJ.

Activity Target 1:

Implement the MOU, to include the Title VI Pre-Award Sponsor Checklist, to ensure Civil Rights is informed of projects that may have Title VI implications. Due August 31, 2012

Core Activity: Title VI Stakeholder Meetings

Hold one (1) Title VI stakeholder telecom/meeting with aviation related advocacy group to inform them of FAA initiatives and learn about issues of concern.

Activity Target 1:

Identify main stakeholder. Due December 31, 2011

Activity Target 2:

Coordinate with stakeholder and discuss common issues and /or concerns. Due January 31, 2012

Activity Target 3:

Setup telecom/meeting to discuss issues and /or actions to be completed. Due March 31, 2012

Activity Target 4:

Report on telecom/meeting outcomes and action items completed. Due September 30, 2012

Core Measure: Airport Civil Rights Policy and Compliance

ACR develops policy and ensures compliance for the National External program. This includes the DBE program, Title VI of the Civil Rights Act of 1964, Limited English Proficiency, Environmental Justice, Americans with Disabilities Act, Section 504 of the Rehabilitation Act

of 1973, and other civil rights policies and regulations affecting airports. ACR will ensure compliance with the DBE program and other civil rights policies by auditing 15 DBE plans. Additionally, ACR will lead and/or participate in six (6) stakeholder meetings to solicit input for policy and compliance initiatives.

Core Initiative: External Policy and Guidance

Ensure policy development on Principles for Determining Exclusivity of Long-Term Leases for Airports. Provide quality assurance by reviewing any complex, precedent setting, and/or media sensitive complaints within 30 days of receipt, prior to the issuance of reports, letters, decisions, or agreements. Conduct an audit of 15 DBE plans to ensure compliance with the DBE/ACDBE policies and other civil rights policies consistent with current rules and regulations relative to national airport civil rights. In addition, conduct six (6) stakeholder meetings.

Core Activity: DBE Policy Development and Compliance

Ensure consistent policy administration by providing quality assurance reviews of complex, precedent setting, and/or media sensitive complaints and conduct audits of 15 DBE plans to ensure compliance with the DBE program and other civil rights policies consistent with current rules and regulations relative to national airport civil rights.

Activity Target 1:

Issue an order on Principles for Determining Exclusivity of Long-Term Leases for airports to ACR-1. Due July 31, 2012

Activity Target 2:

Review any complex, precedent setting, and/or media sensitive complaints, within 30 days of receipt, prior to the issuance of any reports, letters, decisions, or agreements by the field. Provide a monthly complaints status report to the field and ACR-1. Due August 31, 2012

Activity Target 3:

Provide consultation on and review any complex, precedent setting, and/or media sensitive issues regarding field conducted technical assistance as requested by the field Director of DBE Compliance. This includes the review of reports, letters, findings, resolutions, decisions, or agreements, prior to their final issuance. Due August 31, 2012

Activity Target 4:

Review 15 DBE plans to ensure accuracy and in

accordance with current rules and regulations relative to the national airport civil rights program. Due August 31, 2012

Activity Target 5:

At least one designated team member will attend one (1) national training conference/event and one (1) airport on-site compliance review, if conducted by the field. Due August 31, 2012

Activity Target 6:

Evaluate the \$3 million exemption from Personal Net Worth for assets used as collateral for a loan and identified in 49 CFR Part 23 to determine if retention, modification, replacement, or more effective implementation should occur. Due August 1, 2012

Activity Target 7:

Track the number of requests for exemptions to the prohibition on long term and exclusive concession agreements and review at least one ACR file for compliance with the current guidance. Due September 30, 2012

Core Activity: Title VI, Limited English Proficiency (LEP), Environmental Justice (EJ) Policy and Compliance

Ensure consistent policy administration by providing quality assurance reviews of complex, precedent setting, and/or media sensitive complaints, and review at least 10% of complaint decision letters issued under Title VI, to ensure compliance with the Title VI program and other civil rights policies consistent with current rules and regulations relative to national airport civil rights.

Activity Target 1:

Issue FAA Order 1400.11, Title VI Operating Procedures to ACR-1. Due August 31, 2012

Activity Target 2:

Review any complex, precedent setting, and/or media sensitive complaints, within 30 days of receipt, prior to the issuance of any reports, letters, decisions, or agreements by the field. Provide a monthly complaints status report to the field and ACR-1. Due September 30, 2012

Activity Target 3:

Provide consultation on and review any complex, precedent setting, and/or media sensitive issues regarding field conducted technical assistance as requested by the field Director of Airport Non-Discrimination Compliance. This includes the review of reports, letters, findings, resolutions,

decisions, or agreements prior to their final issuance. Due September 30, 2012

Activity Target 4:

At least one designated team member will attend one (1) airport on-site compliance review, if conducted by the field. Due August 31, 2012

Activity Target 5:

Review at least 10% of the complaint decision letters issued under the Title VI program in accordance with current rules and regulations relative to the national airport civil rights program. Due August 31, 2012

Core Activity: Americans with Disabilities Act (ADA) and Section 504 of the Rehabilitation Act of 1973 Policy and Compliance

Ensure consistent policy administration by providing quality assurance reviews of complex, precedent setting, and/or media sensitive complaints, and review at least 10% of complaint decision letters issued under the ADA program, to ensure compliance with the Title VI program and other civil rights policies consistent with current rules and regulations relative to national airport civil rights.

Activity Target 1:

Issue FAA Order 1400.9A, ADA and Rehabilitation Act Operating Procedures to ACR-1. Due July 31, 2012

Activity Target 2:

Review any complex, precedent setting, and/or media sensitive complaints, within 30 days of receipt, prior to the issuance of any reports, letters, decisions, or agreements by the field. Provide a monthly complaints status report to the field and ACR-1. Due September 30, 2012

Activity Target 3:

Provide consultation on and review any complex, precedent setting, and/or media sensitive issues regarding field conducted technical assistance as requested by the field Director of Airport Disability Compliance. This includes the review of reports, letters, findings, resolutions, decisions, or agreements prior to their final issuance. Due September 30, 2012

Activity Target 4:

Designate at least one team member that will attend one (1) airport on-site compliance review, if conducted by the field. Due September 30, 2012

Activity Target 5:

Review at least 10% of the complaint decision letters issued under the ADA program in accordance with current rules and regulations relative to the national airport civil rights program. Due September 30, 2012

Core Activity: Policy Development and Compliance

Lead and/or participate in six (6) stakeholder meetings to solicit input for policy and compliance initiatives. Actively participate in DOT-wide/multimodal meetings, telecons, and presentations for the review and development of policy, regulations, guidance, and other initiatives relative to the external program.

Activity Target 1:

Lead and/or participate in six (6) stakeholders meetings/briefings/presentations/panel discussions/workshops (DBE/ACDBE, Disability, Title VI) for ACR to provide relevant and timely programmatic information and to solicit ideas, suggestions, proposals, and other feedback from stakeholders. At least two of these sessions will take place in the field if the budget permits. Due June 30, 2012

Activity Target 2:

Actively participate in DOT-wide/multimodal policy, regulation, and guidance development, review, and consultation. This would occur at meetings, telecons, conferences and the like. Due August 30, 2012

Activity Target 3:

Conduct a 2-3 day National Training conference to highlight the DBE/ACDBE, Title VI nondiscrimination, and ADA/Section 504 programs if the budget permits. The conference will train, educate, and enlighten attendees in many aspect of the external program. Due September 30, 2012

Core 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.

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. Provide assistance to load LOB/SO investment teams EA artifacts in the EA repository, as applicable or required. Due September 30, 2012

Activity Target 2:

Provide EA and roadmap data per the CY2013 EA and Roadmap Guidance. Assist ARD in the development of the FAA EA update, as applicable or required. Due August 15, 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, as applicable or required. Due September 30, 2012

Workplace of Choice

Within the goal of Workplace of Choice, ACR has direct support for the objective to make the organization more effective with stronger, more knowledgeable, more accountable leadership and a better prepared, better trained, diverse workforce, in the EEO arena. The EEO complaint process is a conflict management mechanism. ACR also ensures that FAA meets the requirements of the Equal Employment Opportunity Commission (EEOC) Management Directive 715, by identifying potential barriers to EEO, eliminating any identified deficiencies, and developing the MD 715 Annual Report. The Special Emphasis Programs carry out initiatives in connection with EEO outreach, training, and development.

Core Initiative: Enterprise Architecture Conformance

Core Measure: Managing EEOC Management Directive 715 (MD-715)

ACR will oversee the process for developing the Annual MD-715 EEO Plan and Monitoring Agency Accomplishments due to EEOC by January 31 of each year, unless granted an extension. ACR will conduct two mission critical occupation barrier analyses and collaborate with the LOB/SSO to provide recommendations and actions for improvement with regard to the barriers identified. ACR will also work toward eliminating a minimum of two agency deficiencies identified in the agency self-assessment to ensure compliance with MD 715.

Core Initiative: FAA Annual EEO Program Status Report

Oversee the process for developing the Annual MD-715 EEO Plan and Monitoring Agency Accomplishments.

Core Activity: FAA Annual EEO Program Status Report

Oversee the process for developing the Annual MD-715 EEO Plan and Monitoring Agency Accomplishments due to EEOC by January 31 of each year, unless granted an extension.

Activity Target 1:

Develop, with LOB/SO assistance, the annual MD-715 EEO Plan & Agency Accomplishments. Due January 31, 2012

Activity Target 2:

Develop an annual report on EEO activity and accomplishments to be presented to the ACR Management Team. Due April 30, 2012

Core Initiative: Market and Conduct EEO Evaluations

ACR-6, in collaboration with Civil Rights Directors, will identify organizations or units to conduct six (6) facility evaluations.

Core Activity: Conduct on-site EEO Evaluations

Conduct EEO evaluations to determine the extent to which organizations are complying with EEO laws, policies and regulations, in coordination with Civil Rights Directors. These EEO evaluations may be on-site or electronically.

Activity Target 1:

Market to LOB/SO EEO Evaluations with specific strategies. Due December 31, 2011

Activity Target 2:

Identify facilities to conduct six (6) evaluations. Due December 31, 2011

Activity Target 3:

Conduct three (3) EEO evaluations. Due April 30, 2012

Activity Target 4:

Conduct two (2) EEO evaluations. Due June 30, 2012

Activity Target 5:

Conduct the remaining one (1) evaluation. Due August 31, 2012

Activity Target 6:

Brief the ACR Management Team on lessons learned and the results of the evaluations. Due September 30, 2012

Activity Target 7:

Issue the final evaluation reports no later than 90 days after the evaluation is conducted. Due September 30, 2012

Core Initiative: EEO Action Committee

ACR will lead an EEO Action Committee that will meet quarterly to identify strategies and take EEO actions to meet MD 715 requirements.

Core Activity: EEO Action Committee

The EEO Action Committee will meet quarterly to identify strategies and take EEO actions in support of MD 715 requirements.

Activity Target 1:

The EEO Action Committee representatives will conduct their first quarterly business meeting to take actions in support of EEO. Due December 31, 2011

Activity Target 2:

The EEO Action Committee representatives will conduct their second quarterly business meeting to take actions in support of EEO. Due March 31, 2012

Activity Target 3:

The EEO Action Committee representatives will conduct their third quarterly business meeting to

take actions in support of EEO. Due June 30, 2012

Activity Target 4:

The EEO Action Committee representatives will conduct their fourth quarterly business meeting to take actions in support of EEO. Due September 30, 2012

Core Initiative: Barrier and Trend Analysis

Conduct two barrier analyses and identify potential barriers to EEO, and collaborate with the LOB/SSO to provide recommendations for improvement with regard to these barriers.

Core Activity: Conduct Barrier Analysis

Identify a minimum of two personnel practice (i.e. rewards, promotion, retentions) or occupation to be reviewed for potential barriers.

Activity Target 1:

Analyze the prior year statistical demographic data for triggers that will narrow down the area of concentration for potential barriers. Due September 30, 2012

Activity Target 2:

Identify the two personnel practice or occupation to conduct barrier analysis. Due September 30, 2012

Activity Target 3:

Conduct the barrier analysis. Due September 30, 2012

Activity Target 4:

Collaborate with the LOB/SO the findings and provide guidance on developing actions to eliminate the barrier. Due September 30, 2012

Activity Target 5:

Track the progress of the barrier action plan to ensure compliance. Due September 30, 2012

Core Initiative: Eliminating Agency EEO Deficiencies

ACR will work toward eliminating any agency deficiencies identified in the agency self-assessment to ensure compliance with MD-715.

Core Activity: Eliminating EEO Deficiencies

Work toward eliminating a minimum of two agency deficiencies identified in the agency self-assessment to ensure compliance with MD-715.

Activity Target 1:

Review the MD 715 agency self-assessment and the actions identified to eliminate any agency deficiencies. Due September 30, 2012

Activity Target 2:

Identify a minimum of two actions that will be taken to eliminate any agency deficiencies. Due September 30, 2012

Activity Target 3:

Implement the action plans developed on the agency deficiencies reported to EEOC in the MD 715 annual plan. Due September 30, 2012

Core Measure: ACR Resource Management

Ensure strong leadership and a well-trained, efficient workforce by providing developmental or training programs, such as the ACR Shadow and Mentoring Program, to thirty (30) percent of ACR employees. ACR will ensure the protection of Personable Identifiable Information (PII) by conducting scans on 100% of employees' documents. Additionally, ACR will conduct informational sessions for ACR employees providing information on the Performance Management System and the different areas that ACR oversees.

Core Initiative: ACR Human Resource Management

Support strong leadership and a well-trained, efficient workforce to ensure the ACR ability to provide a full complement of EEO services for customers.

Core Activity: ACR Human Resource Management

Directors are to enhance ACR employees' competencies through training and other developmental programs.

Activity Target 1:

Directors will provide developmental or training programs, such as the ACR Shadow and Mentoring Program, to thirty (30) percent of ACR employees. Due September 30, 2012

Activity Target 2:

Schedule quarterly teleconference calls for all field administrative support staff to exchange information on administrative procedures,

processes or other areas that affect administrative services. Due September 30, 2012

Core Activity: ACR Information Technology (IT)

Manage ACR IT products and services.

Activity Target 1:

Mitigate loss of personable identifiable information (PII) by conducting scans on 100% of employees' documents and taking corrective action to protect PII. Due September 30, 2012

Activity Target 2:

Support the agency AIO efforts by attending monthly meetings, annual training and implementing corporate initiatives and programs. Due September 30, 2012

Activity Target 3:

Identify one product or service to deliver a new functionality or system in response to business changes. Due August 31, 2012

Activity Target 4:

Update the ACR IT Plan, to enhance the efficiency of ACR services through the effective use of information technology. Due September 30, 2012

Core Activity: Information Sessions for ACR Employees

Conduct three (3) information sessions on ACR Programs and Services for ACR employees. Conduct one (1) information session on the Performance Management System.

Activity Target 1:

Coordinate information sessions with participants. Due December 31, 2011

Activity Target 2:

Conduct three (3) information sessions on ACR program and services. Due September 30, 2012

Activity Target 3:

Conduct an information session on the Performance Management System. Due September 30, 2012

Core Measure: Addressing Discrimination through the EEO Pre-Complaint Process

Assist agency efforts to reduce discrimination by processing 98% of the allegations and inquiries regarding

EEO complaints; providing quality counseling and consultation services. Implement a counseling process through facilitation and provide quarterly EEO complaint reports to the FAA Management Board. Finally, the pre-complaint process will adhere to Quality Management System self-certification process.

Core Initiative: Administer the EEO Pre-Complaint Process

Ensure an efficient Pre-complaint Program that can process 98% of the allegations and inquiries regarding EEO complaints.

Core Activity: Manage the EEO Counselor Program

Manage an EEO Discrimination Pre-complaint Program that can process 98% of the allegations and inquiries regarding EEO complaints by having quality counseling, mediation and consulting services.

Activity Target 1:

Conduct at least one Advanced EEO Training Course for full-time EEO Counselors, collateral duty EEO Counselors and collateral duty EEO Mediators. Due August 31, 2012

Activity Target 2:

Conduct Basic EEO Counselor Training as needed, to ensure a sufficient number of well-trained counselors to process 100% of the pre-complaints Due September 30, 2012

Activity Target 3:

Provide six (6) briefings using new EEO Counselor Program introduction package to FAA managers and employees. Due August 31, 2012

Activity Target 4:

Conduct quarterly EEO Specialist/Counselor telecons to discuss new strategies and issues of concern. Due September 30, 2012

Core Activity: Quality Management System (QMS) Certification

Pursue a QMS that is compliant with ISO 9001:2008 to improve services to customers and increase EEO program efficiency.

Activity Target 1:

ACR will finalize the Quality Policy, Objectives and Metrics. Due December 30, 2011

Activity Target 2:

Coordinate an internal Audit of the ACR Quality Management System (QMS) with the Organization

Development and Support Service Team, AJP-791. Due February 29, 2012

Activity Target 3:

Identify an external auditor to conduct a review of the ACR Quality Management System for self-certification. Due April 30, 2012

Activity Target 4:

Participate in an audit conducted by an external auditor. Due September 30, 2012

Activity Target 5:

Conduct QMS Training. Due September 30, 2012

Core Activity: EEO Reporting

Develop and provide EEO complaint report.

Activity Target 1:

Develop the FY 2011 end-of-year report on EEO Complaints to be submitted to the EEO Commission (462 Report). Due October 31, 2011

Activity Target 2:

Provide the FAA Management Board with the fourth quarter and end-of-year (FY 2011) EEO complaint report 30 days after the end of the quarter. Due October 31, 2011

Activity Target 3:

Provide the FAA Management Board with the FY 2012 first quarter EEO complaint report 30 days after the end of the quarter. Due January 31, 2012

Activity Target 4:

Provide the FAA Management Board with the FY 2012 second quarter EEO complaint report 30 days after the end of the quarter. Due April 30, 2012

Activity Target 5:

Provide the FAA Management Board with the FY 2012 third quarter EEO complaint report 30 days after the end of the quarter. Due July 31, 2012

Core 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 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: Conduct EEO Training and Briefings

Conduct EEO training with regards to EEO responsibilities and appropriate behaviors to 4% of the FAA workforce.

Activity Target 1:

The Training Director and the Civil Rights Directors and/or staff will provide training to at least two percent (2%) of the FAA workforce. Due March 31, 2012

Activity Target 2:

The Training Director and the Civil Rights Directors and/or staff will provide training to at least two percent (2%) of the FAA employees. Due September 30, 2012

Core Initiative: New EEO Student Training

Assist agency efforts to prevent discrimination by providing EEO training to sixty percent (60%) of all new hire academy students.

Core Activity: New EEO Student Training

The EEO Training Institute will provide training to 60% of all new Air Traffic Student hires.

Activity Target 1:

The EEO Training Institute will provide training to 60% of all new Air Traffic Student hires. Due September 30, 2012

Core Initiative: New EEO Course and Revision of Existing Courses

The EEO Training Institute will develop and pilot a new EEO training course; revise twenty five percent (25%) of existing EEO courses and make them available as stand-alone modules; and research and identify online library instruments for future creation of an online EEO Training library.

Core Activity: New EEO Training and Revision of Existing Courses

The EEO Training Institute will develop and revise EEO training courses and materials to be included in an online library.

Activity Target 1:

The EEO Training Institute and staff will develop a new EEO training course available as a stand-alone module. Due July 31, 2012

Activity Target 2:

The EEO Training Institute will pilot a new EEO training course. Due September 30, 2012

Activity Target 3:

Review and update 25% of existing EEO training courses. Due September 30, 2012

Activity Target 4:

Research and identify online library instruments. Due September 30, 2012

which have been the most effective, to conduct planning for the following year. Due August 30, 2012

Activity Target 5:

Report to the ACR Management Team at the mid-year point on the status of the outreach plan. Due June 30, 2012

Activity Target 6:

Report to the ACR Management Team final year outcomes on the outreach plan. Due September 30, 2012

Activity Target 7:

Develop one (1) article for managers to be included in every Civil Rights Bulletin. Due September 30, 2012

Activity Target 8:

Develop an outreach brochure targeted to prospective applicants, which will include helpful references and resources. Due September 30, 2012

Core Measure: Conduct Outreach Initiatives

Inform the general public, employee associations, schools, colleges, and community organizations through outreach initiatives about FAA career opportunities and attend 90% of the events that ACR will lead or participate.

Core Initiative: Outreach Initiatives

Manage outreach initiatives to ensure EEO.

Core Activity: Outreach Initiatives

Manage outreach initiatives to ensure equal employment opportunity and attend 90% of the events that ACR will lead or participate.

Activity Target 1:

Develop the Outreach Plan based on the MD-715 results. Due October 31, 2011

Activity Target 2:

Implement the outreach plan by attending 90% of the events in which ACR will lead or participate. Due August 30, 2012

Activity Target 3:

Send prospective applicants a questionnaire survey within a week from the outreach event attended as an effort to generate data on the effectiveness of the outreach effort. Due September 30, 2012

Activity Target 4:

Share lessons learned with all regional points of contacts for outreach on the strategies and events

Core Measure: EEO Policy and Direction

Provide EEO leadership, policy and direction to the agency by conducting two (2) quality assurance reviews of ACR programs. Expand the EEO Conflict Coaching Program to the Central Service Area and conduct an EEO Conflict Coaching Pilot with one employee association. Continue to monitor the quality of ACR EEO programs through internal evaluations. Additionally, develop a course on Conflict Resolution for Managers.

Core Initiative: EEO Policy and Direction

Provide EEO leadership, policy and direction to the agency in the area of the alternate dispute resolution program and EEO policy.

Core Activity: Early Resolution Programs and Quality Assurance

Expand the Conflict Coaching program in a variety of ways: pilot with a coalition, offer to managers to meet the managerial training requirements, offer conflict resolution training and conduct an advance mediator training course.

Activity Target 1:

Evaluate the FAA EEO Conflict Coaching Program. Due August 31, 2012

Activity Target 2:

Conduct a quality assurance review of two (2) ACR EEO programs, EEO Training and EEO Outreach. Report the findings to the ACR Management Team. Due September 30, 2012

Activity Target 3:

Expand the FAA EEO Conflict Coaching Program to the Central Service Area providing services to managers. Due September 30, 2012

Activity Target 4:

Conduct an EEO Conflict Coaching Pilot with the National Hispanic Coalition of Federal Aviation Employees (NHCFAE), Executive Committee. Evaluate the effectiveness of the pilot and report out to the ACR Management Team and the entire NHCFAE, Executive Committee. Due June 30, 2012

Activity Target 5:

Explore with the Office of Human Resources and the Center for Managerial and Executive Leadership, through the EEO Training Institute to obtain managerial credit for managers participating in the Conflict Coaching Program toward the requirement that all Managers must have 40 hours of training in a three year period. Due September 30, 2012

Activity Target 6:

Develop, pilot and finalize in coordination with the EEO Training Institute, a 1-2 training course on Conflict Resolution for Managers. Market the training course when available to managers. Due September 30, 2012

Core Activity: Annual EEO Policy Reminder

Ensure all employees are aware of EEO policies and that EEO materials and policies are included in the new employee orientation package.

Activity Target 1:

Issue a message to remind employees about the annual EEO policy statements. Due March 31, 2012

Activity Target 2:

Reissue the EEO policy statements. Due March 31, 2012

Activity Target 3:

Develop a video featuring the Administrator reminding all FAA employees about the EEO policy statements and the commitment expected

to ensure that the policies are carried out. Due September 30, 2012

Activity Target 4:

Coordinate with the Office of Human Resources to ensure that the new EEO policy statements are part of the new employee orientation package. Due April 30, 2012

Core Measure: Conduct EEO Consultations

Manage the FAA EEO Complaint Process by providing consultation. Ensure that the EEO Complaint process is administered in accordance to policy and regulations by reviewing reports of investigations within 5 days of receipt, providing consultation, and overseeing the alternative dispute resolution process.

Core Initiative: Administer EEO Review Process

Ensure that the EEO Complaint process is administered in accordance to policy and regulations by reviewing reports of investigations and providing consultation.

Core Activity: EEO Complaint Review Process

Civil Rights Directors (CRD's) will ensure that the EEO Complaint process is administered in accordance to policy and regulations by reviewing reports of investigations and providing consultation.

Activity Target 1:

CRD's will review each report of investigation within 5 days of its receipt to provide guidance and assistance on next steps, in order to identify potential inappropriate behaviors, if substantiated. Due September 30, 2012

Activity Target 2:

CRD's will consult with managers and employees to address EEO matters and provide consultations, as needed. Due September 30, 2012

Activity Target 3:

CRD's will report monthly on the number of consultations that have been conducted. Due September 30, 2012

Core Measure: Manage Special Emphasis Program

Manage the National Federal Women's Program, Hispanic Employment Program and the People with Disabilities Program to ensure equal opportunity. The

Special Emphasis Program (SEP) Managers, as a team, will partner with the LOB/SO to provide eight (8) EEO consultations; conduct Speed Mentoring to allow experts the opportunity to share their expertise and guidance; partner with an external organization to enrich and market EEO diversity efforts. Each SEP will update their websites twice a year. Each SEP will conduct six (6) lunch and learn sessions

Core Initiative: Special Emphasis Program

Manage Special Emphasis Programs by partnering with LOB/SO to provide EEO consultations and partnering with external organizations to enrich agency EEO diversity efforts.

Core Activity: Manage Special Emphasis Programs (SEP)

Manage the National Federal Women's Program, Hispanic Employment Program and the People with Disabilities Program to ensure equal opportunity.

Activity Target 1:

The SEPMs as a team will provide eight (8) consultations to LOB/SO. Due September 30, 2012

Activity Target 2:

The SEPMs as a team will conduct four (4) mentoring sessions for FAA employees called Speed Mentoring, which will allow subject matter experts the opportunity to share their expertise and guidance in one hour sessions. Due September 30, 2012

Activity Target 3:

The SEPMs as a team will provide four (4) information sessions with the use of Electronic Media Technology to target their respective audiences. Due September 30, 2012

Activity Target 4:

Each SEPM will partner with one (1) external organization to enrich and market EEO efforts in different communities. Due August 30, 2012

Activity Target 5:

Each SEPM will update their corresponding programs website twice a year. Due August 31, 2012

Activity Target 6:

Each SEPM will conduct two (2) lunch and learn sessions; one (1) in Headquarters and one (1) in the region for a total of six (6) sessions. Due September 30, 2012

Core Measure: ACR Marketing and Communication

Execute a comprehensive communication plan, which will include marketing strategies and corporate messages for all EEO services. ACR will analyze and implement four (4) out of the six (6) campaign messages that were suggested by Global Advertising 1st. Additionally, ACR will restructure 50% of the ACR internal and external websites to ensure they are easy-to-navigate and align with the ACR/FAA image. ACR will also collect feedback from internal and external customers to improve customer satisfaction.

Core Initiative: Market of ACR Mission, Program and Services

Market and provide awareness to all FAA employees on the agency's EEO principles and the ACR mission, programs and services.

Core Activity: Market ACR Mission, Functions and Services

Promote ACR programs and service by implementing a uniform image across the regions and centers.

Activity Target 1:

Create guidelines for ACR employees to follow for presentations and promotional material. Due December 31, 2011

Activity Target 2:

Review ACR presentations and promotional material to ensure that is consistent with the FAA/ACR brand. Due September 30, 2012

Core Initiative: ACR Customer Feedback

Increase ACR communication with internal and external customers by implementing a feedback box in ACR website.

Core Activity: Customer Feedback

Increase ACR communication with internal and external customers by implementing and monitoring the ACR website feedback box.

Activity Target 1:

Establish a customer feedback box on the ACR website for customers to provide feedback of services. Due December 31, 2011

Activity Target 2:

Quarterly review customers' feedback and develop an action plan in response to their suggestions, if appropriate. Due September 30, 2012

Activity Target 3:

Create a report of all customer feedback for FY 12 and demonstrate how their suggestions have been implemented, if appropriate. Due September 30, 2012

Core Initiative: ACR Website

Restructure and reorganize the ACR website into an easy-to-navigate, creative design that aligns with the ACR/FAA image.

Core Activity: ACR Website

Restructure and reorganize the ACR website into an easy-to-navigate, creative design that is aligned with the ACR/FAA image.

Activity Target 1:

Create project plan for website restructure. Due October 31, 2011

Activity Target 2:

Coordinate website changes with corresponding ACR personnel. Due September 30, 2012

Activity Target 3:

Implement fifty percent (50%) of the website changes. Due September 30, 2012

Core Initiative: EEO Awareness Day

ACR will conduct an EEO Awareness Day at FAA Washington Headquarters and broadcast the event nationally.

Core Activity: EEO Awareness Day

Conduct an EEO Awareness Day.

Activity Target 1:

Set up footprints for the event. Due January 30, 2012

Activity Target 2:

Coordinate the logistics for the event. Due May 31, 2012

Activity Target 3:

Conduct the event. Due August 30, 2012

Core 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 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: Support for DOT FY goals of 3% hires for People 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.

Activity Target 1:

ACR will complete a standard quarterly report outlining actions taken to increase their workforce percentage of individuals with targeted disabilities. Due September 30, 2012

Activity Target 2:

ACR will collect standard quarterly reports from each LOB/SO outlining actions taken to increase their workforce Initiative Profile percentage of individuals with targeted disabilities. Due September 30, 2012

Activity Target 3:

ACR will provide consultation and training to LOB/SO points of contacts regarding the PWD hiring process. Due September 30, 2012

Activity Target 4:

ACR will develop training module for the Reasonable Accommodation Online Accommodation Tracking System (OATS) to deploy in FY 2013. Due September 30, 2012

Core Initiative: Workforce Recruitment Program

ACR will publicize the use of the Workforce Recruitment Program sponsored by the Department of Labor in support of employment of people with targeted disabilities.

Core Activity: Workforce Recruitment Program

ACR will publicize the use of the Workforce Recruitment Program sponsored by the Department of Labor in support of employment of people with targeted disabilities.

Activity Target 1:

ACR will work with AHR to create a briefing for FAA managers on how to use the Workforce Recruitment Program. Due April 30, 2012

Activity Target 2:

ACR will provide one briefing, per quarter on the Workforce Recruitment Program. Due September 30, 2012

Activity Target 5:

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

Core Activity: ACR Efficiency Measure: Reducing Extensions in the EEO Pre-Complaint Process

ACR will report to ABA quarterly on the percentage of EEO pre-complaints which are processed without extensions. FY 2012 Target: 75% of EEO Pre-Complaints will be processed without an extension.

Activity Target 1:

Report FY 2012 1st quarter results to ABA on extensions in the EEO pre-complaint process. Due January 31, 2012

Activity Target 2:

Report FY 2012 2nd quarter results to ABA on extensions in the EEO pre-complaint process. Due April 30, 2012

Activity Target 3:

Report FY 2012 3rd quarter results to ABA on extensions in the EEO pre-complaint process. Due July 30, 2012

Activity Target 4:

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

Core 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 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 Measure: Cost Control

Organizations throughout the agency will continue to implement cost efficiency initiatives in FY 2012. The FY 2012 Target: 90 percent of targeted savings.

Core 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, AIP grants administration, staff office overhead rates, grievance processing time, and cost per accounting transaction.

Core Activity: ACR Efficiency Measure: Reasonable Accommodation Request Processing Time

ACR will report to ABA quarterly on the percentage of reasonable accommodation requests processed within 25 business days. Improving the timeliness of processing these requests will help bring FAA into compliance with the Rehabilitation Act of 1973 and other directives. FY 2012 Target: 90%.

Activity Target 1:

Report FY 2011 4th quarter results to ABA for reasonable accommodation request processing. Due October 31, 2011

Activity Target 2:

Report FY 2012 1st quarter results to ABA for reasonable accommodation request processing. Due January 31, 2012

Activity Target 3:

Report FY 2012 2nd quarter results to ABA for reasonable accommodation request processing. Due April 30, 2012

Activity Target 4:

Report FY 2012 3rd quarter results to ABA for reasonable accommodation request processing. Due July 30, 2012

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:

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 Measure: Educational Partnership Initiative

Manage the ACR Educational Partnership Initiatives (EPI) and provide awareness on the value of the initiatives, activities and programs to all LOB/SO by conducting two (2) informational consultations. Additionally, ACR will provide two (2) informational consultations to colleges/universities or key public school systems with a diverse population. ACR will report quarterly on activities and actions taken under the EPI Program.

Core Initiative: Promote the EPI Program

Manage the ACR EPIs and provide awareness on the initiative's activities and programs to all LOB/SO and employee associations.

Core Activity: EPI Program

Administer, implement and promote Educational Partnership Initiative (EPI)'s Programs and outreach activities.

Activity Target 1:

Provide two (2) EPI related informational consultations to LOB/SO. Due September 30, 2012

Activity Target 2:

Provide two (2) informational consultations to colleges/universities with a diverse population or key public school systems. Due September 30, 2012

Activity Target 3:

Work with two (2) colleges and universities to identify external funding focused on career awareness, mentoring, shadowing programs, STEM, aviation education, and other related programs targeting underserved students. Due September 30, 2012

Activity Target 4:

In coordination with the Aviation and Space Education Program, provide and/or organize two (2) EPI sponsored aviation, aerospace or STEM

related educational sessions. Due September 30, 2012

Activity Target 5:

Report quarterly on activities and actions taken under the EPI Program. Due September 30, 2012

Activity Target 6:

Develop SOP to create an Experiential Student Mentoring Program targeted towards underserved high school and college students. Due April 30, 2012

Core Measure: ACR Employee Action Plan

Develop and implement an ACR Employee Action Plan to address the results of the FY 2011 Employee Feedback Survey. The plan will be initiated in FY 2012 and implementation will continue in FY 2013.

Core Initiative: ACR Employee Action Plan

Develop and implement the Employee Action Plan. The strategies in the plan will focus on addressing key issues found in the 2011 Employee Feedback Survey.

Core Activity: Employee Action Plan

Develop and implement the ACR Employee Action Plan. The two (2) year plan will focus on addressing the issues identified in the FY 2011 Employee Feedback Survey.

Activity Target 1:

Develop and finalize the ACR Employee Action Plan. Due December 31, 2011

Activity Target 2:

Distribute and brief all employees on the Employee Action Plan. Due January 31, 2012

Activity Target 3:

Submit quarterly report on the progress of the Action Plan. Due September 30, 2012

Activity Target 4:

Submit year one Action Plan progress report. Due September 30, 2012

Core Measure: Occupational Safety and Health Program Compliance

The Occupational Safety and Health Administration (OSHA) program requires the FAA maintain a safe and

healthful workplace. In compliance with this requirement, ACR will support the OSHA program by providing training on safety and health awareness information to all employees; posting safety reminders and OSHA reports, conducting the annual inspection and correcting any deficiencies identified to ensure a safe workplace.

Core Initiative: Occupational Safety and Health Program Compliance

ACR will support the OSHA program requirements by providing training on safety and health awareness information to all employees; posting safety reminders and OSHA reports, conducting the annual inspection and correcting any deficiencies identified to ensure a safe workplace.

Core Activity: Occupational Safety and Health Program Compliance

ACR will provide OSHA training on safety and health awareness to all employees; posting safety reminders and OSHA reports, conduct the annual inspection and correct any deficiencies identified to ensure a safe workplace.

Activity Target 1:

Provide safety training to all employees either on-line or through briefings. Due June 30, 2012

Activity Target 2:

Send out the annual memorandum to emphasize safety, the use of seat belts and other OSHA information available. Due September 20, 2012

Activity Target 3:

Post the annual summary of work-related injuries and illnesses in a visible area for all employees. Due April 30, 2012

Activity Target 4:

Coordinate the annual inspection with the FAA OSHA program office. Due June 30, 2012

Activity Target 5:

Conduct the annual inspection and review the report for any deficiencies. Due July 30, 2012

Activity Target 6:

Correct any deficiencies identified in the inspection report. Due September 30, 2012

Core 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 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:

Civil Rights Offices (ANM, ASW, ACT, and ASO) will manage the ADR process within the geographical service areas and ensure that 30% of all EEO pre-complaints are mediated. Due September 30, 2012

Activity Target 2:

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 3:

Civil Rights Offices (ANM, ASW, ACT, and ASO) will develop marketing tools specific to their audience and location to encourage ADR participation. Due September 30, 2012

Activity Target 4:

Sponsor a National Advance Mediator Training Conference to increase facilitation skills of mediators to increase resolution rates. Due September 30, 2012