Federal Aviation Administration

Civil Rights

Fiscal Year 2013 Business Plan

FY2013 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 Disadvantages 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.

By 2025, air travel will be routine and uneventful for all airport visitors and passengers and the public need will always be met, including the surrounding airport community. This specifically includes persons with disabilities, all races, all colors, all national origins, regardless of age or sex (gender). Small business operators, such as the DBE, will be able to compete on an equal footing with all businesses for all Airport Improvement Programs (AIP) funded or other funded projects, including NextGen, that benefit the airport system. In fiscal year (FY) 2013 ACR will focus on ensuring compliance, providing consultations and training airport sponsors on the External Civil Rights Airports Programs policies and regulations affecting airports. ACR will also issue revised ADA and Title VI Orders that will set forth the standards and operating procedures for FAA enforcement. ACR will establish training programs to improve the travel experience for all people.

The ACR goal is that by 2025, AIP funded airports DBE participation will reflect the diversity of their market areas as reflected in the overall DBE goals. To accomplish this goal, ACR will maintain an online FAA dbE-connect system to allow DBEs to find relevant airport opportunities, and allow airports to find certified DBEs in areas of work needed to support their DBE goals. In order to increase the diversity in DBE participation, ACR will enhance the system with job opportunity and training functions. The ACR interim measure for 2018 is to have at least 500 airport DBE opportunities per year posted in the FAA dbE-connect system, and at least 250 posted by 2013. FAA will also continue to partner with the Airport Minority Advisory Council (AMAC) to conduct the third largest aviation training conference.

To promote a more effective Title VI Program by reducing adverse environmental impact, ACR will improve the lives of persons living near or otherwise impacted by aircraft noise and emissions. ACR will continue to meet with stakeholders to address community concerns. In FY 2013 ACR will conduct five (5) Title VI compliance reviews and three (3) technical assistance training on LEP and EJ at airports nationwide. ACR will also enhance regulatory authority on ADA by developing MOU's with DOT's Aviation Consumer Protection Division and the US Department of Justice.

Within the goal of Workplace of Choice, ACR has direct support for the objective to make the FAA more effective with stronger, more knowledgeable, more accountable leadership and a better prepared, better trained, diverse workforce, in the area of Equal Employment Opportunity (EEO) . Under EEO and Diversity Programs, the ACR mission is to prevent discrimination by providing oversight to organizational changes and policies, practices, and procedures in an FAA wide collaborative effort. ACR will implement EEO into the agency's strategic mission by focusing on strategies to advance the FAA toward a Model EEO Program. The EEO 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. Specifically, ACR, in collaboration with lines of business and staff offices (LOB/SO), will concentrate on identifying and eliminating barriers and agency deficiencies to EEO, if any, through development of the annual EEO Plan and conducting evaluations to determine the extent organizations are complying with EEO mandates. ACR will continue its effort of the EEO Action Committee, which will meet at least five (5) times during FY 2013 to identify innovative recommendations regarding EEO and diversity within the FAA workplace. Preventing discrimination before it occurs is the best way to implement a Model EEO Program.

By 2025, ACR will be the leader in EEO training. The EEO Training Institute (ETI) takes proactive measures to provide EEO training to managers and employee. In FY 2013, the ETI will deliver high quality EEO training to 60% of management and 10% of employees. Additionally, the ETI will comply with OPM requirement to administer the NO FEAR training to all FAA employees. By 2018, ACR will review training standards for feasibility of National Accreditation.

In keeping with the prevention of discrimination, ACR will increase the effectiveness of the Outreach Program by augmenting the agency recruitment efforts by reaching out to groups with lower than expected rates and implement an outreach plan by attending 90% of the events. In 2013, ACR will increase the representation of targeted minority groups --including women, Hispanics/Latinos, all minorities, and people with disabilities (PWD) -- in the FAA applicant pool. ACR also manages the national Special Emphasis Programs; Federal Women, Hispanic

Employment, and PWD to foster and promote EEO and oversee the advancement and retention of a diverse workforce. In FY 2013, the Special Emphasis Program Managers team will partner with six (6) external organizations to enrich and market EEO efforts; provide eight (8) consultations to LOB/SOs; conduct three (3) mentoring sessions; provide six (6) information sessions; and six (6) Lunch and Learn sessions to address the advancement and retention of a diverse workforce. ACR will also create five (5) formal and informal educational partnerships through the Educational Partnership Initiatives (EPI) Program. Accomplishment of these initiatives will contribute to creating a diverse workforce of skilled employees through effective outreach and further contributes to creating a workplace of choice.

The Secretary of the Department of Transportation (DOT) has a metric that three percent (3%) of all new hires will be people with targeted disabilities (PWTD). In FY 2013, the FAA will achieve a 1.67% onboard rate for PWTD. Each year, FAA will increase incrementally the percentage of PWTD hires by 0.67% per year to reach the 3% hiring goal by 2015. ACR will provide supervisors/managers training on the DOT Online Accommodation Tracking System (OATS) to ensure that all reasonable accommodations request are processed within 25 business days or less. Additionally, ACR will work on achieving FAA-wide utilization of several resources for recruiting and hiring PWD, including the Workforce Recruitment Program (WRP), the OPM/Bender Monthly Shared Registry, Vocational Rehabilitation Offices, and other resources.

ACR will increase the efficiency of EEO complaints by processing and closing 78% of complaints within 30 days without extensions, which will be an increase of 3% from FY 2012. ACR will ensure the highest level of EEO pre-complaint processing services by establishing an EEO Counselor Certification Program to increase subject matter proficiency for all full-time EEO Counselors. ACR will also implement ISO Quality Standards for the pre-complaint process to ensure consistent delivery of quality services. In FY 2013, ACR will also identify and visit 20 FAA organizations to conduct consultations to address issues regarding managers and employees.

Providing products and services that meet the needs of our customers is a key factor for ACR. To identify current customer needs and improve internal business processes under the Civil Rights' service delivery model, ACR will conduct an assessment of the ACR organization and resources distribution. ACR will also implement marketing and information technology products in support of business strategies.

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. In FY 2013, ACR will continue to ensure strong leadership and a well-trained, efficient workforce by providing career development

opportunities; providing Career Coaches and continue supporting the ACR Shadow and Mentoring Programs. ACR will monitor and implement actions to address 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 monthly 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 consultations to airport sponsors. ACR continues advocacy partnerships to improve the program and better educate and address the customers needs. ACR is also proactive in developing policy and ensures compliance for the National External Civil Rights Airport Program.

Core Measure: Airport Civil Rights Policy and Compliance

ACR develops policy and ensures compliance for the National External Civil Rights Airport program. This includes the DBE program, Title VI of the Civil Rights Act of 1964, LEP, EJ, ADA, Section 504 of the Rehabilitation Act of 1973, and other civil rights policies and regulations affecting airports. By 2018, ACR will develop Standard Operating Procedures (SOPs) for processing complaints, media relations, technical assistance, reporting requirements, and quality assurance reviews. In 2013, ACR will issue revised ADA and Title VI Orders that will set forth the SOPs for FAA enforcement. Additionally, ACR will ensure that sensitive complaints are reviewed and processed in accordance with current guidance. A complaint report will be provided to ACR-1 and the field offices monthly. ACR will participate in six (6) conferences, forums, symposiums, and/or summits to ensure current policy, guidance and compliance directives are provided to the stakeholder community.

Core Initiative: External Policy and Guidance

Ensure compliance for all external civil rights programs and other civil rights policies and regulations affecting airports. Enhance the administration of the ADA and Title VI programs by issuing two FAA Orders. Monitor the processing of complaints by the field regarding timeliness and look for trends through the issuance of monthly complaint reports.

Core Activity: Policy Development and Compliance

Ensure effective policy development and compliance through the development of final FAA Orders and conduct quality assurance of complex precedent setting and/or media sensitive complaints to ensure compliance with civil rights policies, consistent with rules and regulations relative to national airport civil rights programs. Participate in conferences, forums, and symposiums to provide policy and regulatory updates as well as to receive feedback from the stakeholder community.

Activity Target 1:
Obtain final clearance record and issue revised ADA and Rehabilitation Act Operating Procedures Order 1400.9A. Due August 30, 2013

Activity Target 2:
Obtain final clearance record and issue revised Title VI Operating Procedures Order 1400.11A. Due September 30, 2013

Activity Target 3:
Review any complex, precedent setting, and/or media sensitive complaints, within 30 days of receipt, prior to the issuance of of any reports, letters, decisions, or agreements by the field. Due September 30, 2013

Activity Target 4:
Provide a monthly complaints status report to ACR-1 and the field offices. Due September 30, 2013

Activity Target 5:
Participate in six (6) conferences, forums, symposiums, and/or summits to ensure current policy, guidance, and compliance directives are provided to the stakeholder community. Due August 30, 2013

Core Measure: Aviation Experience

By 2025, air travel will be routine and uneventful for all airport visitors and passengers and the public need will always be met, including the surrounding airport community. This includes persons with disabilities, all races, colors, and national origins, regardless of age or sex (gender). Small business operators, such as DBEs/ACDBEs, will be able to compete on an equal footing with all businesses for Airport Improvement Programs (AIP) funded or other funded projects that benefit the airport system. As a result of increased training, consultations, and policy and guidance development, by 2018, ACR will have reduced the number of valid FAA complaints submitted against airport sponsors to 12, which is a 40% reduction of FY 2011 complaints. Additionally, 150 airport officials, agents, or certifying entities will be reviewed for program compliance, provided technical assistance, and/or receive training. In FY 2013, ACR will participate in training and/or provide consultation to 35 stakeholders on current policy and guidance. ACR will brief the Title VI, ADA, and DBE compliance teams on recently issued orders and guidance. This combined effort is expected to reduce the number of valid FAA complaints submitted against airport sponsors by 10% of 2011 levels.

Core Initiative: Airports Training

Training and program review will be provided to airport sponsors in order to improve the travel experience for all people but especially those underserved, underrepresented, and historically underutilized. In FY 2013, ACR will consult with, and/or provide technical assistance (in conjunction with DOT as appropriate) to 35 stakeholders on current policy and guidance regarding airport civil rights program obligations and requirements. ACR will provide briefings to field external staff on recently issued regulations, orders, and guidance. The collective effort will reduce the number of airport related complaints to FAA.

Core Activity: Training Effort to Improve Aviation Experience

ACR will provide guidance to stakeholders and ACR external field personnel on civil rights obligations, requirements, and recently issued policy by conducting a national training conference. Complaints are expected to decrease overall by 10% from 2011 levels due to the training effort.

Activity Target 1:
Consult with, advise, and/or provide technical assistance to 35 airport sponsors and/or other stakeholders on civil rights obligations and requirements. Due July 31, 2013

Activity Target 2:
Provide regulatory and policy briefings to ACR external field staff on current, revised, modified, or

new policy, guidance, or Orders. Due August 30, 2013

Activity Target 3:
Monitor the monthly complaints report, discuss open complaints with field staff, and provide guidance, direction, and support so that only valid complaints are accepted and adjudicated. Due September 30, 2013

Activity Target 4:
Conduct a 2-3 day National Training Conference to include Title VI nondiscrimination, ADA/Section 504 of the rehabilitation act, and DBE/ACDBE compliance. Due September 30, 2013

Core Measure: Airport Development Environmental Impact

By 2025, airport development will have no adverse significant environmental impact on surrounding minority, low income, and limited English proficient communities so that the public need is always met, but not at the expense of any segment of the population. This airport development includes all AIP funded projects that benefit the airport system. By 2018, ACR will review, comment on, and identify any Title VI concerns for all significant airport development with Environmental Justice implications in consultation with Airport Planning and Environment. In 2013, ACR will meet with Airport Planning and Environment to identify FY 2012 and FY 2013 projects to reduce noise impacts on residential property through sound insulation.

Core Initiative: Support Environmental Justice

ACR will help improve the lives of persons living near or otherwise impacted by aircraft noise and emissions, the taking of land, or negative impact on water and food sources. ACR-4, will consult with Airport Planning and Environment, regarding airport related noise and the impact on surrounding communities to improve the travel, living, and working experience for all people but especially low income and minority populations.

Core Activity: Roles and Responsibilities of Airport Planning

ACR-4, will consult with Airport Planning and Environment, regarding airport related noise and the impact on surrounding communities to improve the travel, living, and working experience for all people but especially low income and minority populations.

Activity Target 1:
Review reports and/or studies developed by

Airport Planning for the top 20 primary airports that identify residential areas impacted by noise. This will provide a base line for further study. Due July 31, 2013

Activity Target 2:
Identify affected low income and minority populations and any follow-up actions planned by the office of airports regarding environmental justice concerns. Due August 30, 2013

Activity Target 3:
Identify any resident populations receiving AIP funds for noise mitigation. Due July 31, 2013

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

Manage the National DBE program through training, consultations, compliance reviews, adjudication, and technical assistance. In FY 13, ACR will conduct seven (7) DBE and/or ACDBE compliance reviews; conduct consultations to 28 airport sponsors; and conduct two (2) program stakeholder meetings. Additionally, ACR will collaborate with the Airport Minority Council to deliver training and continue to assist in the enhancements of DOT DOOR and the FAA dbE-Connect System.

Core Initiative: DBE Program Management

Ensure compliance with DBE policy and regulations at airports.

Core Activity: DBE/ACDBE Compliance

FAA will conduct compliance reviews of airport DBE and/or ACDBE programs.

Activity Target 1:
Conduct seven (7) DBE and/or ACDBE compliance reviews. Due September 30, 2013

Core Activity: DBE Training and Technical Assistance

FAA will collaborate with the Airport Minority Advisory Council (AMAC) to deliver training at the third largest aviation conference in the United States, and with another organization or within FAA to deliver an additional DBE training event. Additionally, ACR will provide consultations to 28 airport sponsors or other organizations, conduct two program stakeholder meetings, and collaborate with DOT, FHWA and FTA to develop DBE and ACDBE certification training for certifiers as mandated by the FAA Reauthorization.

Activity Target 1:
Collaborate with AMAC to deliver DBE Program training at a national training conference. Due July 31, 2013

Activity Target 2:
Collaborate with a national trade association to deliver one additional training event that covers DBE, or participate in conducting one FAA sponsored national training conference that covers DBE. Due August 31, 2013

Activity Target 3:
Consult with at least 28 airport sponsors and other organizations on the DBE program. Due August 31, 2013

Activity Target 4:
Conduct two stakeholder meetings on various DBE programmatic topics. Due September 30, 2013

Activity Target 5:
Collaborate with DOT, FHWA and FTA to develop basic DBE and ACDBE certification training materials. Due February 15, 2013

Core Activity: DBE Information Technology

Enhance development of the DOT DBE Office Online Reporting System (DOORS) and FAA dbE-connect.

Activity Target 1:
Continue to assist DOT to enhance DOT DOORS as necessary if funding is available. Due August 31, 2013

Activity Target 2:
Enhance the FAA dbE-Connect System to including an internal tracking system for DBE program requirements if funding is available. Due August 31, 2013

Core Measure: Management of Americans with Disabilities ACT (ADA) and Section 504 of Rehabilitation Act

Ensure compliance with ADA and Section 504 policies and regulations at airports. ACR will ensure that 90% of external complaints are processed within 150 days of receipt, provided the airport, complainant and general counsel provide all the necessary information. ACR will also conduct at least thirty (30) external program consultations; participate in one national training session; collaborate with five (5) stakeholder/advocacy groups;

conduct three (3) webinars for airport sponsors on accessibility; and participate at four (4) FAA Airport Division Conferences to increase program visibility. ACR will increase visibility of the program by participating in Airport Division conferences and/or trade and industry events. Additionally, ACR will also enhance regulatory authority by developing MOU's with DOT's Aviation Consumer Protection Division and the US Department of Justice.

Core Initiative: ADA and Rehabilitation Act /Section 504 Compliance

Ensure compliance with ADA and Section 504 policies and regulations at airports. ACR will ensure that 90% of external complaints are processed within 150 days of receipt, provided the airport, complainant and general counsel provide all the necessary information. ACR will also conduct at least thirty (30) external program consultations; participate in one national training session; collaborate with five (5) stakeholder/advocacy groups; and conduct three (3) webinars for airport sponsors on accessibility. ACR will increase visibility of the program by participating in Airport Division conferences and/or trade and industry events. ACR will enhance regulatory authority by developing MOU's with DOT Aviation Consumer Protection Division and the US Department of Justice.

Core Activity: ADA/Section 504 Complaint Adjudication

Adjudicate 90% of 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, complainant, and general counsel provides all the necessary information. Due September 30, 2013

Core Activity: ADA/Section 504 Training and Technical Assistance

Conduct at least thirty (30) external program consultations; participate in one national training session on DBE/ACDBE, ADA/Section 504, and Title VI non-discrimination programs; and conduct three (3) webinar training for airport sponsors on accessibility.

Activity Target 1:
Consult with at least thirty (30) airports and other organizations on ADA/Section 504 program. Due September 30, 2013

Activity Target 2:
Participate in one national training session on

DBE/ACDBE, ADA/Section 504, and Title VI non-discrimination programs. Due July 31, 2013

Activity Target 3:
Conduct training for airport sponsors on accessibility through three (3) webinars related to ADA/Section 504. Due July 31, 2013

Core Activity: ADA/Section 504 Stakeholder Meetings
Conduct five (5) stakeholder meetings to inform advocacy groups of FAA initiatives and learn about their aviation accessibility concerns.

Activity Target 1:
Conduct five (5) stakeholder meetings. Due July 30, 2013

Activity Target 2:
Identify and address common concerns from stakeholders and develop appropriate strategies. Due September 30, 2013

Core Activity: ADA/Section 504 Engagement
Increase visibility with ACR compliance efforts throughout the country by participating at Airport Division Conferences and trade industry events.

Activity Target 1:
Participate at four (4) FAA Airport Division Conferences by conducting a briefing and/or through marketing to airport sponsors/and the like about their responsibilities with regard to ADA/Section 504 compliance. Due August 31, 2013

Activity Target 2:
Participate in at least one industry/trade association event with generally greater than 500 airport operators/representatives participants (ie ACI-NA, AAAE, AMAC, etc.). Due August 31, 2013

Core Activity: Regulation and Policies
Enhance regulatory authority to ensure accessibility.

Activity Target 1:
Collaborate with the Aviation Consumer Protection Division (C-75) to develop a memorandum of understanding to enhance airport and air carrier compliance with accessibility related regulations. Due August 31, 2013

Activity Target 2:
Collaborate with the U.S. Department of Justice to

develop a memorandum of understanding concerning implementation and enforcement of Title II provisions of the Americans with Disabilities Act and Section 504 of the Rehabilitation Act of 1973, as amended. Due August 31, 2013

Core Measure: Support Title VI and Environmental Justice (EJ)
Promote a more effective Title VI Program by conducting five (5) Title VI compliance reviews and three (3) technical assistance training on LEP and EJ at airports. Additionally, ACR will conduct 30 Title VI consultations for airport sponsors nationwide; conduct a webinar training session for airport sponsors nationwide; meet with one (1) stakeholder group to discuss FAA initiatives; and adjudicate 90% of external complaints from customers within 150 days.

Core Initiative: Title VI and EJ
Measure Title VI compliance at airports by conducting reviews and providing technical assistance training.

Core Activity: Title VI and EJ Compliance
Conduct five (5) Title VI Compliance Reviews and three (3) Title VI technical assistance training on LEP and EJ at airports. Additionally, conduct one (1) web based technical assistance training session for airport sponsors.

Activity Target 1:
Identify five (5) airports to conduct Title VI compliance reviews and coordinate with ACR-4. Due December 31, 2012

Activity Target 2:
Conduct two (2) Title VI compliance reviews at airports. Due April 30, 2013

Activity Target 3:
Conduct three (3) Title VI compliance reviews at airports. Due September 30, 2013

Activity Target 4:
Conduct Title VI technical assistance training on LEP and EJ at three (3) airports. Due September 30, 2013

Activity Target 5:
Conduct one web-based technical assistance training session for up to seven (7) airport sponsors nationwide, utilizing Adobe Connect. Due March 31, 2013

Core Activity: Title VI Consultation

Conduct 30 Title VI consultations for airport sponsors nationwide.

Activity Target 1:
Conduct 15 Title VI consultations for airports sponsors. Due March 30, 2013

Activity Target 2:
Conduct 15 Title VI consultations for airports sponsors. Due September 30, 2013

Core Activity: FAA Title VI Stakeholder
Conduct Stakeholder telecom/meeting to inform advocacy groups of FAA initiatives and learn about aviation Title VI issues of concern.

Activity Target 1:
Identify Stakeholder. Due December 31, 2012

Activity Target 2:
Conduct telecom/meeting and discuss issues of concern. Due April 30, 2013

Activity Target 3:
Report on discussion and action items completed. Due August 31, 2013

Core Initiative: Title VI Complaint Adjudication
Adjudicate 90% of external complaints from the public and other customers within 150 days.

Core Activity: Title VI 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, 2013

Activity Target 2:
Develop a Title VI complaint form and make it available in the ACR website for customers to utilize. Due September 30, 2013

Core Measure: ADA/Section 504 Compliance and Airport Accessibility (STI)

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. Additionally, ACR will conduct three (3) on-site national airport training sessions on accessibility.

Core Initiative: ADA/Section 504 Compliance and Airport Accessibility
Ensure compliance with ADA/Section 504 policy and regulations at airports by conducting compliance reviews and on-site national airport training sessions.

Core Activity: ADA/Section 504 Compliance
Ensure compliance with ADA and Section 504 policies and regulations at airports by conducting six (6) ADA/Section 504 compliance reviews at airports

Activity Target 1:
Identify the six (6) airports for conducting the compliance reviews. Due December 30, 2012

Activity Target 2:
Conduct the six (6) compliance reviews. Due July 31, 2013

Core Activity: Airport Accessibility
Conduct three (3) on-site national airport training sessions on accessibility in conjunction with the compliance reviews.

Activity Target 1:
Identify the three (3) sites for conducting airport training on accessibility in conjunction with a compliance review. Due December 31, 2012

Activity Target 2:
Conduct the three (3) airport training sessions on accessibility in conjunction with a compliance review. Due July 31, 2013

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 area of Equal Employment Opportunity (EEO). 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 Measure: Drive Continuous Efficiency Improvement & Cost Control

Achieve documented cost savings and cost avoidance of $82.3 million in FY 2013.

Core Initiative: Cost Control Program

Implement line of business-specific cost efficiency as well as agency-wide initiatives to reduce costs or improve productivity. Each FAA organization will develop, track, and report quarterly on a comprehensive measure of its operating efficiency or financial performance, accounting for 75% of operating resources.

Core Activity: ACR Cost Control Activity

ACR will reduce its travel costs by utilizing video conferencing in place of actual travel. ACR will utilize this technology as a training delivery mechanism in place of travel and realize a cost avoidance of $25,000. This data will be collected and reported by AIO monthly.

Activity Target 1:
Achieve 90% of the projected $25,000 year end savings. Due September 30, 2013

Core Activity: ACR Efficiency Measure: Time to Process Reasonable Accommodation Requests

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 2013 Target: 90%.

Activity Target 1:
Report quarterly (Q4 FY 2012 and Q1-3 FY 2013) to ABA, within 30 days of quarter close. Due September 30, 2013

Activity Target 2:
Provide updated FY 2014 measure template for review and approval, allowing sufficient time to be included in the FY 2014 Business Plan. Due May 15, 2013

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

Retain the reduction of the number of extensions for the EEO pre-complaint process. FY 2013 Target: 78%.

Activity Target 1:
Report quarterly (Q4 FY 2012 and Q1-3 FY 2013) to ABA, within 30 days of quarter close. Due September 30, 2013

Core Measure: Support Open Government Initiative

Support the Open Government Initiative to Streamline Service Delivery, Improve Customer Service (EO13571), and leverage technology to increase productive collaboration with citizens, stakeholders and other government agencies by making high-value data and content in at least two existing major customer-facing systems available through web APIs via FAA.gov, 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 the Open Government Initiative to Streamline Service Delivery, Improve Customer Service (EO13571), and leverage technology to increase productive collaboration with citizens, stakeholders and other government agencies by making high-value data and content in at least two existing major customer-facing systems available through web International Affairs (APIs) via FAA.gov, 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 Activity: Support Open Government Initiative - ACR

Support the Open Government Initiative the President?s Executive Order on Streamlining Service Delivery and Improving Customer Service (EO 13571) and the 21st Century Digital Government directive by leveraging technology to make data available, improve web service efficiencies and increase productive collaboration with citizens, stakeholders and other 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 office plans Due November 30, 2012

Activity Target 2:
Submit a progress report to the FAA Web

Manager on their LOB and Staff Office FY 2013 Web Strategy and Action Plan. Due March 30, 2013

Activity Target 3:
Submit a progress report to the FAA Web Manager on their LOB and Staff Office FY 2013 Web Strategy and Action Plan. Due August 31, 2013

Activity Target 4:
Certify to the Administrator in writing: An estimated 95% of static information web pages on the public and employee web sites comply with FAA web standards, proper branding as described in the branding order and web policies. Due September 30, 2013

Activity Target 5:
Certify to the Administrator in writing: The number of compliant web-based applications has been coordinated with and accepted by the Office of Communications as complying with FAA web standards, policies, and requirements. Due September 30, 2013

Core Measure: Hiring People with Targeted Disabilities

In support of the Secretary of Transportation goal that 3% of all new hires are People with Targeted Disabilities (PWTD), ACR will create quarterly reports to track the hiring of PWTD by FAA organizations. In FY 2013, the FAA will ensure that at least 1.67% of all new hires are PWTD. Each year, the FAA will work towards increasing the percentage of PWTD hires by .67% per year to reach the 3% hiring goal by FY 2015. ACR will provide supervisors and managers training on the DOT Online Accommodation Tracking System (OATS) to ensure that 90% of reasonable accommodations requests are completed within 25 business days or less. Additionally, ACR will work on achieving FAA-wide utilization of several resources for recruiting and hiring people with disabilities. Accomplishment of this measure will contribute to creating a work environment that embraces and values diversity.

Core Initiative: Hiring People with Targeted Disabilities

Each FAA organization will take actions in support of the Secretary of Transportation fiscal year goal that 3% of all new hires are individuals with targeted (severe) disabilities. In FY 2013, all FAA organizations will ensure that at least 1.67 of all new hires are people with targeted (severe) disabilities.

Core Activity: Goal of 1.67% Hires for People with Targeted Disabilities

Each FAA organization will take actions in support of the Secretary of Transportation fiscal year goal that 3% of all new hires are individuals with targeted (severe) disabilities. In FY 2013, all FAA organizations will ensure that at least 1.67% of all new hires are people with targeted (severe) disabilities.

Activity Target 1:
ACR will report quarterly to the LOB/SO's on the specific numbers of new hires of PWD/PWTD. Due September 30, 2013

Activity Target 2:
ACR will report quarterly to the LOB/SO's on the specific number of managers trained on reasonable accommodations and employing PWTD. Due September 30, 2013

Activity Target 3:
ACR will collect a standard quarterly report to be completed by each LOB/SO to report on the number of new hires of PWTD, and the specific actions taken (i.e. outreach activities, marketing of vacant positions, internships, disability awareness events) to support the Secretary's 3% hiring goal. Due September 30, 2013

Activity Target 4:
ACR will provide consultation and ensure LOB/SO PWD points of contacts are trained on how to hire PWD. Due September 30, 2013

Core Activity: Train FAA Supervisors/Managers on the DOT Online Accommodation Tracking System (OATS)

ACR will train 400 FAA supervisors/managers on the DOT/OATS system.

Activity Target 1:
Collaborate with the LOB/SO to provide training to supervisors/manager on the DOT OATS system. Due September 30, 2013

Activity Target 2:
Conduct the DOT OATS system training to supervisors/managers. Due September 30, 2013

Activity Target 3:
Report quarterly to the LOB/SO the number of supervisors/managers that have been trained on the DOT OATS. Due September 30, 2013

Core Activity: Resources for Hiring People with Disabilities

ACR will work on achieving FAA-wide utilization of several resources for recruiting and hiring PWD, including the Workforce Recruitment Program (WRP), the OPM/Bender Monthly Shared Registry, Vocational Rehabilitation Offices, and other resources. In 2013, twenty percent (20%) of the FAA LOBs will utilize these sources to identify potential temporary and permanent hires with disabilities.

Activity Target 1:
ACR will work with AHR to create a briefing for FAA managers on how to use the resources for hiring PWD. Due September 30, 2013

Activity Target 2:
ACR will provide one briefing, per quarter on the resources for hiring PWD. Due September 30, 2013

Core Measure: Outreach Initiatives

ACR will increase the effectiveness of the Outreach Program by targeting groups with lower than expected participation rate in the FAA workforce. In 2013, ACR will increase the representation of targeted minority groups (including women, Hispanics/Latinos, all minorities, and PWD) in the FAA applicant pool by 3% from the 2011 baseline. ACR will target outreach efforts to increase the participation of the targeted minority groups. Additionally, ACR will attend 90% of all events planned. By 2018, ACR will increase the diversity of the FAA applicant pool by 18% from the 2011 baseline.

Core Initiative: Outreach Initiatives

ACR will develop and manage effective outreach initiatives to achieve diversity and ensure equal opportunity of employment.

Core Activity: Outreach Initiative

ACR will develop an Outreach Plan based on the MD 715 regarding demographic results. Additionally, ACR will conduct targeted outreach efforts to increase the representation of targeted minority groups in the FAA applicant pool by 3% where needed.

Activity Target 1:
Develop the Outreach Plan based on the MD 715 demographic results. Due September 30, 2013

Activity Target 2:
Implement the outreach plan by attending 90% of the events in which ACR will lead or participate. Due August 30, 2013

Activity Target 3:
Share lessons learned with outreach regional points of contact, on the outreach strategies and events which have been the most effective to conduct. Due August 30, 2013

Activity Target 4:
Report to the ACR Management Team at the mid-year point on the outreach plan. Due April 30, 2013

Activity Target 5:
Report to the ACR Management Team final year outcomes on the outreach plan. Due September 30, 2013

Activity Target 6:
Develop one article for managers to be included in every Civil Rights Bulletin. Due September 30, 2013

Activity Target 7:
Request feedback within a week from the outreach event attended as an effort to generate data on the effectiveness of the outreach effort. Due September 30, 2013

Activity Target 8:
Develop a draft for targeted internal Outreach Training and Informational Sessions to Regional Outreach POCs, FAA managers, and subject matter experts, to be conducted in FY 14. Due September 30, 2013

Core Measure: Special Emphasis Program Managment

Manage nation-wide Special Emphasis Programs (SEPs); Federal Women, Hispanic Employment, and People with Disabilities to foster and promote EEO and oversee the advancement and retention of a diverse workforce. In 2013, the SEPM team will partner with six (6) external organizations to enrich and market EEO efforts; provide eight (8) consultations to LOB/SOs; conduct three (3) mentoring sessions; provide six (6) information sessions; and six (6) Lunch and Learn sessions.

Core Initiative: Special Emphasis Program Consultations

Manage the SEPs by partnering with LOB/SO and external organizatons to provide EEO consultations to enrich EEO diversity efforts.

Core Activity: Promoting Diversity through Special Emphasis Programs

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

Activity Target 1:
Each SEPM will partner with two (2) external organizations to enrich and market EEO efforts in different communities. Due August 30, 2013

Activity Target 2:
Each SEPM will update their program area on the ACR website twice a year. Due August 30, 2013

Activity Target 3:
The SEPMs, as a team, will develop an outreach brochure targeted to prospective applicants which will include helpful references and resources. Due September 30, 2013

Core Activity: Special Emphasis Program Consultations
The SEPM Team will conduct mentoring, lunch and learn sessions and provide consultation services and deliver information.

Activity Target 1:
The SEPM team will provide eight (8) consultations to LOB/SOs. Due September 30, 2013

Activity Target 2:
Each SEPM will conduct one (1) mentoring session for FAA employees called Flash Mentoring, which will provide subject matter experts to share their expertise in one-hour sessions. Due August 30, 2013

Activity Target 3:
The SEPM team will provide six (6) information sessions with three (3) utilizing Video Conference Technology to target their respective external audiences. Due September 30, 2013

Activity Target 4:
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, 2013

Core Measure: Educational Partnership Initiative
Establish Educational Partnership Initiatives (EPI) with appropriate colleges, universities, technical schools, and high schools as an outreach tool to build the FAA workforce of the future. In 2013, ACR will increase internal and external Science, Technology, Engineering,

and Mathematics (STEM) related activities by conducting two (2) information sessions; holding two (2) quarterly meetings with DOT Advisory Council; and providing two (2) information/technical assistance consultations. Completion of these activities will allow ACR to create five (5) educational partnerships with college, universities, and high schools to extend the Experiential Student Mentorship (ESM) Program to one (1) regional office. The goal is that, by 2018, ACR will have created twenty (20) formal and informal educational partnerships with colleges, universities, and high schools.

Core Initiative: Promote the EPI Program
Manage the ACR EPI and provide awareness on the initiative's activities and programs to all LOB/SO and employee associations.

Core Activity: EPI Program
Manage the ACR's EPI and provide awareness on the initiative's activities and programs to all LOB/SOs, employee associations and diverse groups with lower than expected participation rates.

Activity Target 1:
Provide two (2) EPI related information sessions/ consultations to LOBs/SOs on aviation, aerospace and Science, Technology, Engineering and Mathematics (STEM) education and other related areas. Due September 30, 2013

Activity Target 2:
Attend two (2) quarterly meetings with DOT Advisory Council for University Partnerships. Due September 30, 2013

Activity Target 3:
Provide two (2) information/technical assistance consultations to either Minority Serving Institutions (MSIs), Collegiate Training Initiative (CTIs), colleges/universities with a diverse population or key public school systems to promote the development of educational partnerships. Due September 30, 2013

Activity Target 4:
Identify two (2) aviation, aerospace or STEM education related funding bids and participate in developing activities with MSIs, CTIs, local colleges and universities and/or public school systems. Due September 30, 2013

Activity Target 5:
Hold two (2) EPI sponsored aviation, aerospace or STEM education meetings to develop formal and

informal educational partnerships. Due September 30, 2013

Activity Target 6:
Extend the ESM Program to one (1) FAA Regional Office. Due September 30, 2013

Core Measure: EEOC Management Directive 715 (STI)

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 one (1) mission critical occupation barrier analyses and collaborate with the LOB/SO to provide recommendations and actions for improvement with regard to the barriers identified. Additionally, ACR, in collaboration with the Office of Human Resources (AHR) and General Council (AGC), will develop a plan to identify at least one personnel practice (e.g. awards, promotions, training, retention etc.) to be reviewed for potential barriers.

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/SOs assistance, the annual MD-715 EEO Plan & Agency Accomplishments. Due January 31, 2013

Activity Target 2:
Develop the State of EEO annual report on EEO activity and accomplishments to be presented to the FAA Management Board. Due August 30, 2013

Core Initiative: Barrier Analysis

Conduct one (1) mission critical occupation barrier analysis and collaborate with the LOB/SO to provide recommendations for improvement with regard to these barriers.

Core Activity: Conduct Barrier Analysis

Identify a minimum of one (1) mission critical occupations that will 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, 2013

Activity Target 2:
Identify one (1) mission critical occupation to conduct barrier analysis. Due September 30, 2013

Activity Target 3:
Conduct the barrier analysis. Due September 30, 2013

Activity Target 4:
Collaborate with the LOB/SOs regarding the findings and provide guidance on developing actions to eliminate the barriers. Due September 30, 2013

Activity Target 5:
Track the progress of the barrier action plans to ensure compliance. Due September 30, 2013

Core Initiative: Review of Personnel Practices

In collaboration with the AHR and AGC, develop a plan to identify at least one personnel practice (e.g. awards, promotions, training, retention etc.) that will be reviewed for potential barriers.

Core Activity: Review of Personnel Practices

Develop a plan to identify at least one personnel practice (e.g. awards, promotions, training, retention etc.) that will be reviewed for potential barriers.

Activity Target 1:
Analyze the statistical demographic data to narrow down the area of concentration for developing the review plan for personnel practices. Due September 30, 2013

Activity Target 2:
Establish monthly meetings with AHR and AGC to collaborate on the plan for reviewing personnel practices. Due September 30, 2013

Activity Target 3:
Identify a personnel practice for review. Due March 30, 2013

Activity Target 4:
Conduct the personnel practice review. Due September 30, 2013

Activity Target 5:
Report any findings and provide recommendations if necessary. Due September 30, 2013

Core Measure: ACR Executive Resource Management

Ensure strong leadership and a well-trained, efficient workforce by conducting New Employees Orientation sessions; monitoring the progress report of the Employee Action Plan; and meeting quarterly with the ACR field administrative support staff. Manage the ACR Information Technology (IT) products and services by mitigating personally identifiable information; updating the ACR IT plan; increasing the use of the ACR KSN site; and revamping 50% of the ACR website. Additionally, increase accessibility of information of ACR programs and services by conducting three (3) EEO Program Workshops; a National EEO Awareness Day; monitoring the ACR customer feedback box; and reviewing ACR promotional material. Additionally, ACR will explore business applications that may be eligible for the ISO certification process.

Core Initiative: ACR Resource Management

Ensure strong leadership and a well-trained, efficient workforce to ensure ACR ability to provide a full complement of EEO services for customers. Continue with the efforts of the employee action plan to address concerns and improve employee engagement.

Core Activity: ACR New Employee Orientation and Welcome Package

Provide new employees information about the ACR functions and structure through ACR New Employee Orientation and Welcome Package.

Activity Target 1:
Conduct New Employee Orientation sessions, as needed, via VTC. Due September 30, 2013

Activity Target 2:
Provide a Welcome Package for New ACR Employees that will include business cards and a welcome letter from ACR leadership. Due September 30, 2013

Activity Target 3:
Explore the possibility of developing an ACR Orientation Video that would include an overview of all of ACR programs. Due September 30, 2013

Core Activity: Employee Action Plan

Continue implementing and monitoring the ACR Employee Action Plan to address the results of Employee Feedback Surveys and improve employee engagement.

Activity Target 1:
All Directors will submit the 1st quarter progress report on the Employee Action Plan. Due December 30, 2012

Activity Target 2:
All Directors will submit the 2nd quarter progress report on the Employee Action Plan. Due March 31, 2013

Activity Target 3:
All Directors will submit the final progress report on the Employee Action Plan. Due June 30, 2013

Core Activity: Meetings with Administrative Support Staff

Conduct quarterly teleconference meetings with ACR field administrative support staff to address any concerns and provide guidance.

Activity Target 1:
Conduct quarterly teleconference calls for ACR field administrative support staff. Each meeting will address the revision of one administrative duty (i.e.: KSN Administrative Site, safety inspections, FOIA process and training). Due September 30, 2013

Core Initiative: ACR Information Technology

Implement and manage ACR Information Technology products and services to support ACR business strategies and program services. ACR will mitigate the loss of personally identifiable information through scans. ACR will also support FAA IT activities and develop an IT plan to enhance ACR services.

Core Activity: ACR Information Technology (IT)

Manage ACR IT products and services.

Activity Target 1:
Mitigate the loss of personally identifiable information through scans on 100% of employees' documents and taking corrective action to protect it. Due September 30, 2013

Activity Target 2:
Support the agency IT efforts by attending monthly

meetings, annual training and implementing corporate initiatives and programs. Due September 30, 2013

Activity Target 3:
Update the ACR IT Plan to enhance the efficiency of ACR services through the use of information technology. Due September 30, 2013

Activity Target 4:
Increase Civil Rights customer utilization of ACR KSN site. Due September 30, 2013

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:
Coordinate and implement fifty percent (50%) of the website changes. Due September 30, 2013

Core Initiative: ACR Marketing and Communication
ACR will increase accessibility of information of programs and services by effectively communicating to customers.

Core Activity: ACR EEO Program Workshop
Conduct three workshops in AWA to educate FAA employees on ACR programs and services.

Activity Target 1:
Develop and coordinate workshop agenda. Due December 31, 2012

Activity Target 2:
Conduct first workshop. Due March 31, 2013

Activity Target 3:
Conduct second workshop. Due June 30, 2013

Activity Target 4:
Conduct third workshop. Due September 30, 2013

Core Activity: National EEO Awareness Day
ACR will conduct a National EEO Awareness Day.

Activity Target 1:
Set up footprints for the event. Due January 30, 2013

Activity Target 2:
Coordinate the logistics for the event. Due May 31, 2013

Activity Target 3:
Conduct the event. Due August 30, 2013

Core Activity: Customer Feedback
Promote ACR communication with stakeholders by monitoring the ACR customer feedback box.

Activity Target 1:
Review customers' feedback and develop an action plan in response to their suggestions, if appropriate. Due September 30, 2013

Activity Target 2:
Create a report of all customer feedback for FY 13 and demonstrate how their suggestions have been implemented, if appropriate. Due September 30, 2013

Core Activity: Review ACR Promotional Material
Market the agency's EEO principles and ACR services by maintaining an uniform image.

Activity Target 1:
Review ACR presentations and promotional material to ensure that is consistent with the FAA/ACR brand. Due September 30, 2013

Core Measure: Executive Resource Services Eligibility for ISO Certification
Identify at least one (1) process within the Executive Resource Services that may be eligible for ISO Certification.

Core Initiative: ISO Certification
Identify which Executive Resource Services may be eligible for ISO Certification.

Core Activity: ISO Certification
Identify which executive resource services may be eligible for ISO Certification and train the Executive Resource Staff on the process.

Activity Target 1:
Obtain a briefing on the ISO certification process. Due December 31, 2012

Activity Target 2:
Obtain a lessons learned from ACT on ISO certification. Due March 31, 2013

Activity Target 3:
Identify at least one (1) executive resources service that may be eligible for the ISO certification process. Due June 30, 2013

Activity Target 4:
Train the Executive Resource Staff on the ISO certification. Due September 30, 2013

Core Measure: EEO Organizational Visits

By 2025, ACR will conduct 250 site visits at the FAA organizational locations to provide consultations and address issues regarding managers and employees. By 2018, ACR will visit 120 FAA organizational locations. In 2013, ACR will identify and visit 20 FAA organizational locations.

Core Initiative: EEO Organizational Visits

ACR will visit 20 FAA organizational locations to provide consultations and assist employees and managers with workplace issues.

Core Activity: Conducting EEO Organizational Visits

ACR will visit 20 FAA organizational locations to provide consultations and assist employees and managers with workplace issues.

Activity Target 1:
Develop a Standard Operating Procedures tool kit used by ACR personnel when conducting consultations. Due December 31, 2012

Activity Target 2:
Gather information and statistics from FAA EEO complaint data (via iComplaints) and other resources. Due January 31, 2013

Activity Target 3:
Identify organizational locations to visit. Due February 28, 2013

Activity Target 4:
Conduct a webinar, teleconference, for ACR personnel who will participate in the FAA organizational location visits. Due April 30, 2013

Activity Target 5:
Meet with the major LOB/SOs representatives to identify issues of concern regarding their organization and finalize the visitation list. Due March 30, 2013

Activity Target 6:
Conduct the 20 organizational location visits. Due September 30, 2013

Core Measure: EEO Pre-Complaint Processing

Assist agency efforts to address discrimination by processing 100% of EEO complaint allegations and inquiries through quality counseling and consultation services. Provide quarterly EEO complaint reports to the FAA Management Board. ACR will ensure the highest level of EEO pre-complaint processing services by establishing an EEO Counselor Certification Program to ensure increased subject matter proficiency for all full-time EEO Counselors. ACR will also implement ISO Quality Standards for the pre-complaint process to ensure consistent delivery of quality services. Furthermore, ACR will evaluate the iComplaints and the EEO Complaints Report Application Tools to determine any needed upgrades or changes.

Core Initiative: Manage the EEO Pre-Complaint Process

Manage the EEO pre-complaint process to address allegations of discrimination by providing efficient counseling services.

Core Activity: Manage the EEO Counselor Program

Effectively manage an EEO Discrimination Pre-Complaint Program by processing 100% of EEO complaint allegations and inquiries through quality counseling and consulting services.

Activity Target 1:
Conduct at least one Advanced EEO Counseling Training Course for full-time EEO Counselors. Due August 31, 2013

Activity Target 2:
Conduct Basic EEO Counselor Training and/or collateral duty EEO Counselor Training, as needed, to ensure a sufficient number of well-trained counselors to process timely EEO pre-complaints. Due September 30, 2013

Core Activity: Develop Quarterly EEO Complaint Reports

Provide quarterly EEO complaint reports to the FAA Management Board.

Activity Target 1:
Develop the FY 12 end-of-year report on EEO Complaints to be submitted to the EEOC (462 Report). Due October 31, 2012

Activity Target 2:
Provide the FAA Management Board with the fourth quarter and end-of-year (FY 12) EEO complaint report 30 days after the end of the quarter. Due October 31, 2012

Activity Target 3:
Provide the FAA Management Board with the FY 13 first quarter EEO complaint report 30 days after the end of the quarter. Due January 31, 2013

Activity Target 4:
Provide the FAA Management Board with the FY 13 second quarter EEO complaint report 30 days after the end of the quarter. Due April 30, 2013

Activity Target 5:
Provide the FAA Management Board with the FY 13 third quarter EEO complaint report 30 days after the end of the quarter. Due July 31, 2013

Core Activity: Develop the EEO Counselor Certification Program
ACR will ensure the highest level of EEO pre-complaint processing services by establishing an EEO Counselor Certification Program to ensure well trained EEO Counselors.

Activity Target 1:
Identify the competencies that will be used to establish the ACR EEO Counselor Certification Program. Due February 28, 2013

Activity Target 2:
Identify a professional organization or educational institute that will be able to develop and provide a certification program for full-time EEO Counselors. Due May 31, 2013

Activity Target 3:
Identify resources and develop an implementation plan for the EEO Counselor certification program. Due September 30, 2013

Core Activity: Implement the ISO Quality Standards for EEO Processing

ACR will implement ISO Quality Standards for the pre-complaint process to ensure consistent delivery of quality services.

Activity Target 1:
ACR will certify the quality management system, which the National Intake and EEO Counseling Programs will be in scope. Due September 30, 2013

Activity Target 2:
Conduct ISO Quality Management Training. Due July 30, 2013

Core Activity: Enhance the EEO Complaint Customer Survey Questionnaire
Partner with the National EEO Policy and ACR-5 to compare ISO requirements to established EEO Discrimination Complaint Survey.

Activity Target 1:
Identify team representatives from ACR-5 and ACT-9. Due December 31, 2012

Activity Target 2:
Conduct a comparative analysis of EEO Complaint Survey Process with ISO requirements. Due July 31, 2013

Activity Target 3:
Revise current EEO Discrimination Complaint Survey. Due September 30, 2013

Core Activity: Upgrade and Enhance the iComplaints Tracking System and the EEO Complaints Report Application Tool
Implement upgrades and enhancements of the iComplaints Tracking System and EEO Complaints Report Application.

Activity Target 1:
Implement approved and funded FY-12 upgrades and enhancement to the iComplaints Tracking System and EEO Complaints Report Application Tool. Due September 30, 2013

Activity Target 2:
Conduct a survey to collect feedback from ACR Customers on the EEO Complaints Report Application and on the iComplaints Tracking System. Due December 31, 2012

Activity Target 3:
Consolidate and prioritize recommendations from feedback surveys. Due February 28, 2013

Activity Target 4:
Submit request and obtain cost estimations from MicroPact. Due April 30, 2013

Activity Target 5:
Conduct a meeting with DOCR to determine what recommendations will be accepted. Due May 31, 2013

Activity Target 6:
Identify resources and develop an implementation plan for upgrades and enhancements. Due July 31, 2013

Core Measure: Alternative Dispute Resolution Engagement (STI)

ACR, in coordination with the LOB/SO, will ensure that 70% of all managers agree to engage in mediation and that 35% of all EEO pre-complaint cases engage in the ADR process when the employee request mediation, to reduce the number of formal EEO complaints.

Core Initiative: Alternative Dispute Resolution (ADR) Engagement

ACR, in coordination with the LOB/SO, will ensure that 70% of all managers agree to engage in mediation when the complainant has requested mediation and that 35% of all EEO pre-complaint cases engage in the ADR process to reduce the number of formal EEO complaints.

Core Activity: Alternative Dispute Resolution (ADR) Engagement

ACR, in coordination with the LOB/SO, will ensure that 70% of all managers agree to mediation as a means to track management willingness to participate in the ADR process. Ensure that 35% of all EEO pre-complaint cases engage in the ADR process when the employee request mediation, to reduce the number of 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 the LOB/SOs will ensure that 70% of all managers agree to mediation as a means to track management willingness to participate in the ADR process. Due September 30, 2013

Activity Target 2:
Assist agency efforts with ADR engagement by ensuring that 35% of all EEO pre-complaint cases engage in the ADR process when the employee request mediation, to reduce the number of formal EEO complaints. Due September 30, 2013

Activity Target 3:
Create a video message from ACR-1 encouraging the use of ADR and post it on the ACR website. Due June 30, 2013

Activity Target 4:
Provide ADR Specialist with an updated ADR promotional kit. Due June 30, 2013

Core Measure: Conduct Service Delivery Model Assessment

Provide products and services that meet the needs of our customers by improving internal business processes under the Civil Rights' service delivery model by conducting an assessment of the ACR organization.

Core Initiative: Service Delivery Assessment

Conduct a Service Delivery assessment to determine if ACR products and services meet the customers needs; assess the organization's structure, classification and resources distribution.

Core Activity: Service Delivery Model Assessment

Conduct an assessment of the ACR organization structure and resource distribution to improve internal business processes under the Civil Rights' service delivery model.

Activity Target 1:
Conduct Phase 1 of the assessment. Due December 31, 2012

Activity Target 2:
Contractor to provide briefing to ACR on preliminary findings. Due December 31, 2012

Activity Target 3:
Conduct Phase 2 of the assessment. Due April 30, 2013

Activity Target 4:
Contractor to provide briefing to ACR management team on findings and recommendations. Due May 31, 2013

Core Measure: Improve the Quality of EEO Training

In FY 2013, ACR will improve high quality EEO training by tracking the evaluation of two (2) existing training modules and establishing standardized processes for training design, evaluation, and delivery. Additionally, ACR will develop an electronic system for tracking and managing ACR training services.

Core Initiative: Evaluation of EEO Training

In FY 2013, ACR will improve high quality EEO training by tracking the evaluation of two (2) existing training modules and establishing standardized processes for training design, evaluation, and delivery.

Core Activity: Implement Standardized Instructional System Design

Implement Standardized Instructional System Design (ISD) processes in accordance with the FAA Academy Training Development and Revision and the Electronic Learning Technical Advisory Group (eLTAG) Content Integration Process.

Activity Target 1:
Develop an ISD process for EEO training that will be used to review two (2) existing training modules. Due September 30, 2013

Core Activity: Training Evaluation System

Conduct an EEO training evaluation process through the Electronic Learning Management System (eLMS) consistent with FAA Learning and Development process.

Activity Target 1:
Track the EEO training evaluation of two (2) existing training modules through the eLMS. Due September 30, 2013

Core Activity: Develop Standard Operating Procedures for EEO Training

Establish standards for EEO training.

Activity Target 1:
Develop EEO Certification Standards for trainers. Due March 31, 2013

Activity Target 2:
Pilot a Train-the-Trainer session based on approved EEO Certification Standards. Due September 30, 2013

Activity Target 3:
Research a dedicated EEO Training Institute classroom equipped with instructional and media equipment. Due September 30, 2013

Activity Target 4:
Research availability of central funding for FAA EEO training. Due September 30, 2013

Core Initiative: Electronic System for Managing ACR Training Services

Develop an electronic system for tracking and managing ACR training services. The system will be implemented during FY 14.

Core Activity: Electronic System for Managing ACR Training Services

Develop an electronic system for tracking and managing ACR training services. The system will be implemented during FY 14.

Activity Target 1:
Research and determine system requirements compatible to the EEO Training Institute (ETI) needs. Due December 31, 2012

Activity Target 2:
Develop a system according to ETI requirements. Due June 28, 2013

Activity Target 3:
Test system internally within ACR and incorporate changes as necessary. Due August 30, 2013

Activity Target 4:
Release the system to production environment. Due September 30, 2013

Core Measure: Diversity and Inclusion

To achieve an FAA workplace that values, embraces and utilizes diversity and inclusion to achieve maximum potential from all members of the FAA workforce, ACR will develop Diversity and Inclusion training, a Diversity and Inclusion Awareness Day, and a Diversity Handbook, all to be implemented and distributed in FY 14.

Core Initiative: Diversity and Inclusion

ACR will work to promote diversity and inclusion in the FAA workplace through training, targeted marketing, and educational events.

Core Activity: Diversity and Inclusion

ACR will develop and conduct activities to support Diversity and Inclusion on an FAA agency-wide level.

Activity Target 1:
Develop Diversity and Inclusion training for SES and upper-level management to be conducted in FY 14. Due September 30, 2013

Activity Target 2:
Conduct planning activities to hold a Diversity and Inclusion Day at the FAA Headquarters in Washington, D.C., to be held in FY 14. Due September 30, 2013

Activity Target 3:
Develop Diversity Handbook on diversity and inclusion issues, to be distributed in FY 14. Due September 30, 2013

Core Measure: Manage EEO Training

Assist agency efforts to prevent discrimination by training 60% of management and 10% of employees on EEO responsibilities and appropriate behaviors; ensuring that all FAA employees complete the NO FEAR Training that is required by OPM; and providing training to 75% of all new Air Traffic Student hires.

Core Initiative: Prevent Discrimination through EEO Training

Assist agency efforts to prevent discrimination by training 60% of management and 10% of employees on EEO responsibilities and appropriate behaviors. Additionally, ACR will ensure that all FAA employees complete the NO FEAR Training that is required by OPM.

Core Activity: EEO Training for Managers and Employees

Assist agency efforts to create a FAA culture in which managers and employees understand their role in creating and maintaining an inclusive workplace, by promoting diversity and equal employment opportunity, consistent with merit principles and applicable law.

Activity Target 1:
Train 60% of management and 10% of employees, with regard to EEO responsibilities, appropriate behaviors, diversity and inclusion. Due September 30, 2013

Activity Target 2:
Ensure training modules are available in various mediums to support the LOB/SO training goals. Due September 30, 2013

Activity Target 3:
Monitor and track the LOB/SOs training goals and provide a quarterly status report to ACR-1/2 and the LOB/SO POCs. Due September 30, 2013

Activity Target 4:
Pilot Diversity and Inclusion Training quarterly for Mike Monroney Aeronautical Centers managers. Due September 30, 2013

Core Activity: Compliance of NoFear Training

Work with LOB/SO to ensure compliance with OPM requirement to administer the NO FEAR training to all FAA employees.

Activity Target 1:
Request support from the LOB/SO, to ensure that all FAA employees complete the NO FEAR Training to meet the OPM requirement. Due October 31, 2012

Activity Target 2:
Monitor and track the FAA completion rate for the NO FEAR Training. Due December 31, 2012

Core Initiative: New EEO Student Training

Assist agency efforts to prevent discrimination by providing EEO training to 75% of all new hire academy students.

Core Activity: New EEO Student Training

The EEO Training Institute will provide training to 75% of all new Air Traffic Student hires.

Activity Target 1:
The EEO Training Institute will provide training to 75% of all new Air Traffic Student hires. Due September 30, 2013

Core Measure: Occupational Safety and Health Program Compliance

The Occupational Safety and Health Administration (OSHA) program requires the FAA to 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 to all employees; posting safety reminders and OSHA reports; conducting annual OSHA inspection; and correcting any deficiencies identified in the inspection report within 30 days after the inspection.

Core Initiative: Occupational Safety and Health Program Compliance

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

Core Activity: Occupational Safety and Health Program Compliance

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

Activity Target 1:
Post the ACR annual summary of work-related injuries and illnesses in a visible area in all ACR offices. Due April 30, 2013

Activity Target 2:
Coordinate with the OSH office to provide a listing of training available to all ACR employees. Completed training will be recorded in eLMs. Due June 30, 2013

Activity Target 3:
Submit to the OSH office the annual Occupation Safety Program Evaluation. Due June 30, 2013

Activity Target 4:
Track annual safety inspections for headquarters and regions. Due September 30, 2013

Activity Target 5:
Correct any deficiencies identified in the inspection report within 30 days after the inspection. Due September 30, 2013

Core Measure: EEO Action Committee

ACR in coordination with LOB/SOs will host a minimum of five (5) meetings to identify recommendations and strategies regarding EEO and diversity within the FAA Workplace.

Core Initiative: EEO Action Committee Meetings

ACR in coordination with LOB/SOs will host a minimum of five (5) meetings to identify recommendations and strategies regarding EEO and diversity within the FAA Workplace.

Core Activity: EEO Action Committee Meetings

ACR in coordination with LOB/SOs will host a minimum of five (5) meetings to identify recommendations and strategies regarding EEO and diversity within the FAA Workplace.

Activity Target 1:
ACR will schedule bi-monthly meetings and coordinate attendance with all LOB/SOs POC. Due September 30, 2013

Activity Target 2:
ACR will schedule each LOB/SOs to present their organizations demographics at the EEO Action Committee and discuss strategies for improving in areas with low participation rates. Due September 30, 2013

Activity Target 3:
ACR will collect a mid-year and end-year report outlining each LOB/SOs hiring projections and activities that support EEO and diversity. Due September 30, 2013

Core Measure: Conduct Management Directive (MD) 715 Facility Assessments

Civil Rights Directors, who are responsible for internal EEO complaints, will each conduct at least two (2) EEO facility assessments for a total of fourteen (14) EEO assessments in FY 13. Completion of these assessments will ensure FAA is in compliance with EEO laws, policies and regulations.

Core Initiative: Conduct Management Directive (MD) 715 Facility Assessments

Civil Rights Directors, who are responsible for internal EEO complaints, will each conduct at least two (2) EEO facility assessments for a total of fourteen (14) EEO assessments.

Core Activity: Conduct on-site EEO Evaluations

Civil Rights Directors, who are responsible for internal EEO complaints, will conduct a total of fourteen (14) EEO facility assessments to ensure LOB/SOs are complying with EEO laws, policies and regulations. The assessments will be done either on-site or electronically.

Activity Target 1:
Identify the facilities to conduct the MD 715
assessments. Due December 31, 2012

Activity Target 2:
Conduct fourteen (14) MD 715 facility
assessments. Due August 30, 2013

Activity Target 3:
Issue assessment reports within 90 days after the
assessment is completed. Due September 30,
2013

Activity Target 4:
Brief the ACR Management Team on lessons
learned and the results of the assessments. Due
September 30, 2013

Core Measure: Proactive Conflict Management

Ensure management commitment to EEO by conducting
four (4) conflict resolution training sessions. The sessions
will teach managers how to address, manage and resolve
conflict and workplace disputes. Additionally, ACR will
ensure that 100% of all active mediators receive training
that exceeds EEOC regulatory requirements.

Core Initiative: Proactive Conflict Management

Ensure management commitment to EEO by conducting
four (4) conflict resolution training sessions. The
sessions will teach managers how to address, manage
and resolve conflict and workplace disputes.
Additionally, ACR will ensure that 100% of all active
mediators receive training that exceeds EEOC
regulatory requirements.

Core Activity: Mediators Training

ACR, in coordination with the LOB/SO, will ensure
that 100% of all active mediators receive training that
exceeds EEOC regulatory requirements.

Activity Target 1:
Conduct quarterly training sessions for mediators.
Due September 30, 2013

Core Activity: Managerial Conflict Coaching Program

Manage the Managerial Conflict Coaching Program
by conducting refresher training for coaches;
developing a pre and post mediation conflict
coaching; and promoting the program as a tool to
obtain managerial credit.

Activity Target 1:
Conduct national refresher training for conflict
coaches. Due September 30, 2013

Activity Target 2:
Develop pre and post mediation conflict coaching.
Due September 30, 2013

Activity Target 3:
Promote the Conflict Coaching Program by
providing quarterly articles to various FAA
publications, including the Civil Rights Bulletin.
Due September 30, 2013

Core Activity: Managerial Conflict Resolution Course

Conduct four (4) Conflict Resolution training courses
for managers.

Activity Target 1:
Conduct a train the trainer session for the trainer
cadre that will deliver the Conflict Resolution
course. Due March 31, 2013

Activity Target 2:
Conduct four (4) conflict resolution training
sessions. Due September 30, 2013