Federal Aviation Administration

Human Resources Management

Fiscal Year 2013 Business Plan

FY2013 AHR Business Plan

The Office of Human Resource Management (AHR) supports and advises on the management of FAA's people. AHR's vision is to become a dynamic, streamlined, entrepreneurial enterprise that is our customers' first choice and a model for others. While responsible for the most fundamental Human Resource functions, AHR is constantly looking for ways to improve organizational performance and customer satisfaction. This involves creating streamlined organizational structures and processes, consistent application of personnel policies, ensuring a skilled HR workforce, and the development and implementation of supporting technology.

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

One of the key challenges facing FAA is building the workforce of the future to meet the transition to NextGen. Effecting this transition will involve a systematic approach to getting the right number of people with the right skills, experience and competencies in the right jobs at the right time. Another challenge is building leadership competence within FAA. AHR manages and delivers programs that build leadership capabilities, support professional development and promote continuous learning at executive, manager and employee levels. Building stronger leadership within the agency helps FAA achieve strategic goals and manage people and resources effectively while driving continuous improvement. Becoming an employer of choice is a high priority objective for the Department of Transportation (DOT) and FAA. DOT and FAA consider linking employee performance to strategic goals a critical step in improving employee satisfaction, reducing turnover and attracting a high performance workforce.

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

Workplace of Choice

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

Strategic Measure: FAA Ratings by Employees

The FAA is rated in the top 25 percent of places to work in the federal government by employees. FY13 Target: 75%

Strategic Initiative: Enable Innovation and Collaboration

Empower FAA employees to build new ideas, participate in conversations about their ideas and the ideas of others through online communities that enable innovation and collaboration.

Strategic Activity: FAA Idea Challenges

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

Activity Target 1:
Launch one Idea Challenge through IdeaHub. Due March 31, 2013

Activity Target 2:
Publish and communicate results of the Idea Challenge launched by AHR. Due September 30, 2013

Strategic Initiative: Employee Engagement

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

Strategic Activity: FAA Jobs Website

Complete the redesign of FAA Jobs Website.

Activity Target 1:
Establish a working group with AOC to determine cost and viability of additional features (such as Mobile device capability, career pathing tools, interactive timelines, social media and video

capabilities) and functionality for the careers website. Due March 31, 2013

Activity Target 2:
Complete and launch redesigned FAA jobs site. Due September 30, 2013

Strategic Initiative: Benefits and Worklife
Enhance the FAA Workforce's access to and usage of the Benefits and WorkLife programs.

Strategic Activity: Telework Participation
Increase the number of Optional Teleworkers by 10 percentage points over the FY12 baseline at the end of the 3rd quarter 2,955. Fy13 Target: 3,250 Optional Teleworkers.

Activity Target 1:
Update the telework policy, publish on the telework webpage and promote to managers and employees. Due September 30, 2013

Activity Target 2:
Update the frequently asked questions on telework, publish on the telework webpage and promote to managers employees. Due September 30, 2013

Activity Target 3:
Develop a manager's guide on telework, publish on the telework webpage and promote to managers and employees. Due September 30, 2013

Activity Target 4:
Track FAA telework participation and provide quarterly reports on telework participation. Due September 30, 2013

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

Activity Target 1:
90% of completed applications received 30 days prior to date of retirement will be sent to SSC no later than 14 days before the date of retirement. Due September 30, 2013

Activity Target 2:
85% of completed applications received within 15-

30 days prior to date of retirement will be sent to SSC no later than five days of date of retirement. Due September 30, 2013

Activity Target 3:
60% of completed applications received

Activity Target 4:
Complete 90% of retirement estimate requests within 30 days of receipt. Due September 30, 2013

Strategic Activity: METRIC: Optional Teleworkers
Increase the number of optional teleworkers by 10 percentage points over the FY12 baseline (2,955 optional teleworkers) by September 2013. FY13 target: 3,250 optional teleworkers.

Activity Target 1:
Completed. Due September 30, 2013

Strategic Measure: New: Financial and Human Resources Management Success Rate
Achieve a 90% success rate in the areas of financial management and human resources management: o Receive annual Unqualified Audits with no material weaknesses. o Maintain the competitive status of all FAA employees within the federal personnel system. o Improve the ""effective leadership"" index score on the OPM Employee Viewpoint Survey by 8 percent. o Improve the ""talent management"" index score on the OPM Employee Viewpoint Survey by 8 percent. FY13 Target: 90%

Strategic Initiative: Human Resource Services
Improve the Office of Human Resource Management staff's delivery of personnel services.

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

Activity Target 1:
Take corrective actions as necessary to address results and recommendations from internal accountability reviews. Due September 30, 2013

Activity Target 2:
Report at mid-year and year-end to AHR-1 on any actions taken. Due September 30, 2013

Strategic Initiative: Career Development

Develop leaders at all levels by providing vehicles for employees to raise leadership skills and competencies to the level required.

Strategic Activity: Employee Development and Talent Management

Sustain and enhance career development programs within the FAA.

Activity Target 1:
Evaluate the mentoring program, and determine the feasibility for expansion to additional geographical areas throughout the FAA. Due September 30, 2013

Activity Target 2:
Implement a new cohort (cohort 3) of participants for the Degree Completion Program. Due January 31, 2013

Activity Target 3:
Provide resources for internal development for FAA employees by expanding use of SkillSoft ad other resources. Develop plan and present to FAA Workforce Council. Due February 28, 2013

Activity Target 4:
Evaluate the Administrative Professional Pilot Program, and determine the feasibility for expansion to other occupations within the FAA. Due April 1, 2013

Activity Target 5:
Develop recommendations for how new software applications can support talent management initiatives in the FAA. Due May 31, 2013

Strategic Activity: Enhance the Career Development Model

Sustain and improve formal leadership development programs in order to develop a pipeline of leaders within the FAA.

Activity Target 1:
Implement a new application and selection process by SLDP no later than December 28, 2012. Due December 28, 2012

Activity Target 2:
Ensure the probationary manager development opportunities are captured in an online repository. Due March 31, 2013

Activity Target 3:
Develop recommendations on how software applications can support leadership development initiatives in the FAA. Due May 31, 2013

Activity Target 4:
Develop a strategy to centralize leadership development for presentation to FAA workforce Council. Due June 28, 2013

Activity Target 5:
Conduct at least two PEL cohorts. Due September 30, 2013

Activity Target 6:
Develop and coordinate across the agency's lines of business and staff offices a recommendation for a comprehensive agency-wide performance management strategy. Present; obtain concurrence on, and approval of the strategy by the FAA Workforce Council. Due September 30, 2013

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: AHR OWCP Workers' Compensation Cost Control Activity

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

Activity Target 1:
Achieve 90% of the projected $X,000,000 year end savings or $X per intervention whichever is less. Due September 30, 2013

Core Activity: AHR Efficiency Measure: Tracking FPPS Correction

Track and report quarterly on the percentage of corrections processed in FPPS within the fiscal year. FY 2013 Target: 98% pay accuracy and 98% overall accuracy.

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 template for review and approval in time to be included in the FY 2014 Business Plan. Due May 15, 2013

Core Initiative: FAA Privacy Program

Protect FAA sensitive and individual privacy information from unauthorized disclosure.

Core Activity: Stabilize Information Assurance/Privacy Operations

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

Activity Target 1:
Ensure remediation of Personally Identifiable Information (PII) vulnerabilities identified during Data Loss Prevention (DLP)/Security scanning to ensure reduction rate occurs within risk target defined by the CIO. Interim report dates are January 20, 2013, March 3, 2013, May 12, 2013, July 2, 2013, and September 8, 2013. Due September 30, 2013

Activity Target 2:
Implement LOB/SO risk-prioritized enterprise data lifecycle reviews for agency functions/sub-functions and opportunities for reduction of unnecessary PII are identified. Report status of milestone activities to Privacy Office. Interim dates are March 31, 2013, June 30, 2013. Due September 30, 2013

Activity Target 3:
Monitor, track and report status of LOB/SO activities to Reduce/Eliminate Social Security Numbers (SSNs) as detailed in the SSN Reduction/ Elimination Plan. Provide a monthly update of accomplished activities. Due September 30, 2013

Core Activity: Ensure Privacy Program Compliance

Develop Privacy Program plans and controls and assess compliance.

Activity Target 1:
Participate in LOB/SO privacy compliance reviews of PII systems in accordance with approved plan. Develop schedule to remediate identified vulnerabilities. Due September 30, 2013

Activity Target 2:
Complete 100% of all PTAs and PIAs as required. Ensure PTA/PIA and SORNs are reviewed by the Privacy Office. Due September 30, 2013

Activity Target 3:
Ensure at least 95% of the Federal employees and contractors that have been identified by the Privacy Division receive and sign the Privacy Rules of Behavior Acknowledgement. Due September 30, 2013

Core Measure: Improve Financial Management and Practices (Unqualified Audit Opinion)

Obtain an unqualified audit opinion on the Agency's financial statements. FY 13 Target: No material weaknesses identified by external independent auditors.

Core Initiative: IT Audit Findings

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

Core Activity: AHR IT Audit Findings

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

Activity Target 1:
Close out/complete corrective actions to prior year NFRs if any. Due March 31, 2013

Activity Target 2:
Conduct internal audit on a monthly basis of 100% of employees who have left the agency to determine full and complete execution of exit process and forms within 30 days of an employee's exit from the agency. Follow up with concerned LOB's on forms that were not completed. 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 - AHR

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: Corporate Learning and Development

Expand use of SkillSoft online training and development assets by 10% in FY13 (e.g., Knowledge Centers, Books 24x7, Leadership Development Channel) to provide employees and managers with the leadership and professional development tools and training needed to meet NextGen transformation goals and promote employee engagement.

Core Initiative: Leadership Development

Improve the leadership development index score on the OPM FedView Survey by 8 percent.

Core Activity: Skillsoft

Expand agency use of Skillsoft into leadership development programs and to general FAA audiences to ensure resources are maximized and utilized effectively.

Activity Target 1:
Expand use of Skillsoft to targeted audiences (e.g. leadership development programs, specific skills, etc.) Due September 30, 2013

Activity Target 2:
Conduct survey for Skillsoft users to determine effectiveness. Due September 30, 2013

Activity Target 3:
Conduct survey of FAA managers to determine effectiveness of utilization of Skillsoft. Due September 30, 2013

Core Activity: Establish Effective Corporate Leadership Development Instruction

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

Activity Target 1:
Conduct quarterly meetings with the FAA Leadership Development Subcommittee to ensure corporate leadership curriculum and leadership programs support FAA strategic requirements. Due December 31, 2012

Activity Target 2:
Define and communicate emerging curriculum requirements and FY13 delivery priorities to CMEL. Due June 1, 2013

Core Activity: Managerial Probationary Period Oversight and Compliance

Monitor corporate instructional courses to help newly appointed managers transition successfully to management, and monitor compliance with probationary requirements.

Activity Target 1:
Assign new managers the probationary manager curriculum within 14 days of the date that the promotion was created in FPPS. Report quarterly the average number of days from the manager's promotion until the probationary manager curriculum is assigned in eLMS and the manager is notified of their training requirements. Due September 30, 2013

Activity Target 2:
Ensure that there are enough seats available in FMC-2 classes to enable all new managers identified during the month to attend FMC-2 within the first six months from the start of their probationary period, and managers have a minimum of two dates for classes that meet this requirement when the curriculum is assigned. Report monthly on the number of new managers starting their probationary period in the prior month and the average number of class dates with seats available within the first six month when the curriculum is assigned. Due September 30, 2013

Activity Target 3:
Requests for review of potential courses to add to the Continuing Management Education (CME) curriculum are adjusted within ten workdays of the request. 90% of incumbent managers complete a minimum of 40 hours of CME for the three year

period from 01 Oct 2010 through 30 Sept 2013. Report on the percentage quarterly. Due September 30, 2013

Core Activity: METRIC: Leadership Development

Develop and coordinate across the agency's lines of business and staff offices a recommendation for a comprehensive agency-wide leadership development strategy. Present, obtain concurrence on, and approval of the strategy by the FAA Workforce Council by September 30, 2013.

Activity Target 1:
Completed. Due September 30, 2013

Core Activity: Executive Offsite

Design and Implement the executive offsite for the Acting Administrator.

Activity Target 1:
Develop and design a survey to track effectiveness of Facilitators and Executive Offsite Training. Due March 31, 2013

Activity Target 2:
Administer survey at Executive Offsite to benchmark satisfaction ratings. Due September 30, 2013

Core Initiative: Learning and Development Operations

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

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

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

Activity Target 1:
Partner with ATO to develop requirements for capturing all training and development data for ATO personnel and contractors from tertiary ATO systems into eLMS. Due September 30, 2013

Activity Target 2:
Partner with ATO to develop requirements for an enterprise-wide learning content management system (LCMS). Due September 30, 2013

Activity Target 3:
Research and provide recommendations on the use of social networking and Web 2.0 tools to enhance user productivity, collaboration and knowledge sharing agency-wide. Due September 30, 2013

Core Initiative: Talent Management
Improve the talent management index score on the OPM Fedview Survey by 8 percent.

Core Activity: METRIC: Talent Management
Develop and coordinate across the agency's lines of business and staff offices a recommendation for a comprehensive agency-wide performance management strategy. Present, obtain concurrence on, and approval of the strategy by the FAA Workforce Council by September 30, 2013.

Activity Target 1:
Completed. Due September 30, 2013

Core Initiative: Succession Planning
Have an effective succession planning strategy for FAA.

Core Activity: METRIC: Succession Planning
Obtain the Workforce Council's approval of a succession planning strategy and implementation plan by September 30, 2013.

Activity Target 1:
Completed. Due September 30, 2013

Core Initiative: FAA University
Develop world class leadership development training center through an FAA University (FAA U).

Core Activity: METRIC: FAA University
Develop a transition plan for the shutdown of the CMEL contract, which includes a plan to maintain core classes (FMC 1, 2, 3) until April 1, 2013. After the solicitation for the contract is released, standup FAA Corporate University within 180 days of the posting date. Transfer personnel and function from CMEL/ARC to AHR/AHD, take over management of the Franchise Fund and have appropriate personnel in place to manage FAA U no longer than 120 days after solicitation is posted.

Activity Target 1:
Completed. Due September 30, 2013

Core Activity: Transition plan for FAA University
Plan, develop and execute an effective transition from announcement of Screening Information request (SIR) through startup of new vendor to provide instructional services to FAA managers and leaders in the new FAA University (FAA U).

Activity Target 1:
Develop a project plan to establish timelines, milestones and forecast project completion for transition team. Due October 31, 2012

Activity Target 2:
Develop a plan to provide required core courses to managers during the interim period when CMEL is not operational and the new FAA University instructional services contract is not yet in place and/or fully operational. Due October 31, 2012

Activity Target 3:
Provide joint oversight and management of CMEL funds (Franchise Fund account). Due October 31, 2012

Activity Target 4:
Transfer personnel and function from CMEL/ARC to AHD/AHR. Due December 31, 2012

Activity Target 5:
Develop Screening Information Request (SIR) and post solicitation for vendor consideration. Due December 31, 2012

Activity Target 6:
Manage transition of equipment from CMEL to FAA U. Due December 31, 2012

Activity Target 7:
Assess vendor responses to SIR and make recommendation to selecting official for contract award. Due within 60 days of closing SIR Due September 30, 2013

Activity Target 8:
Start up FAA U with new learning services vendor and conduct courses for FAA managers. Due within 180 days within selecting vendor Due September 30, 2013

Core Measure: HR Programs and Policies
Reduce the average calendar days it takes to hire employees to 90 days by September 30, 2013.

Core Initiative: ATC Hiring Process & AT-SAT Management

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

Core Activity: Support the Hiring of Air Traffic Controllers

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

Activity Target 1:
Provide input and support revisions to the 2013 ATC Workforce Plan. Due March 31, 2013

Activity Target 2:
Provide quarterly reports on controller new hire race & national origin (RNO) data to ACR and HRM managers. Due no later than 90 days after the end of each fiscal quarter. Due September 30, 2013

Core Activity: Manage the AT-SAT Testing Process

Manage the AT-SAT testing process and contract.

Activity Target 1:
Determine whether to execute the yearly option under the new AT-SAT testing contract and execute that option or obtain a new contract. Due March 12, 2013

Activity Target 2:
Provide a test seat for all eligible CTI candidates nearing graduation and all general public candidates referred for testing by AMH, who are available and willing to be tested during FY2013, contingent upon funding. Due September 30, 2013

Activity Target 3:
Conduct a review of AT-SAT contractor performance by visiting 6 contractor test sites during the first-year of the new contract to include 3 visits during the spring test cycle and 3 visits during the fall test cycle. Due September 30, 2013

Core Activity: Technical Operations Workforce Support

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

Activity Target 1:
Provide advice and assistance to Tech Ops to increase and improve utilization of the Technical Operations CTI program as a hiring source. Due September 30, 2013

Activity Target 2:
Provide advice and assistance, as needed, to Technical Operations in meeting their hiring goals through coordination with TO, ATO Service Centers, ATO Technical Training, AHF offices. Due September 30, 2013

Core Initiative: Human Resources Policies

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

Core Activity: Policy Review and Development

Provide policy development and guidance on all FAA human resource policy and HR policy web content, and comprehensive policy development/issuance instructions to Human Resource Directors and FAA lines of business and staff offices.

Activity Target 1:
Complete a baseline accounting, review and assessment of FAA HR policies and guidance on web to determine validity, viability and look for ways to consolidate or eliminate out of date or invalid issuances. Due March 31, 2013

Activity Target 2:
Reduce the total number of volume of HR policies and related content (i.e., HROI, PRIBS, FAPMs, etc...) by 10% through consolidation and elimination of out-of-date or invalid issuances. Due September 30, 2013

Core Activity: Policy Oversight and Customer Focus

Perform policy oversight.

Activity Target 1:
Develop and implement a systemic review process to ensure all HRPM policies are scheduled for periodic review, update and elimination. Due September 30, 2013

Core Activity: Performance Management Program Oversight

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

Activity Target 1:
Conduct a 10% sampling of work plans or other supplemental documents for all FAA managers and all employees who are covered by generic performance plans to confirm the presence of credible measures. Due March 31, 2013

Activity Target 2:
Determine and report to the AHR-1 the percentage of FAA employees who have not received mid-term (progress) review by June, 2013 and recommend corrective action or notice to LOB/SO heads. Due July 1, 2013

Activity Target 3:
Conduct a comprehensive study and review of FAA's and alternative Performance Management Systems and make a recommendation to the Workforce Council on whether FAA should modify current pass/fail system or move to a multi-tiered system. Due September 30, 2013

Core Activity: Core Compensation System

Provide corporate oversight and manage the FAA Core Compensation system.

Activity Target 1:
Develop and coordinate with AHD to deliver updated training to Human Resource Management staff, managers and FAA employees regarding the compensation program to include individual pay setting. Due September 30, 2013

Activity Target 2:
Identify, compile and analyze compensation data to assess the effectiveness of current compensation policy program and procedures. Due September 30, 2013

Core Initiative: Employee Benefits and WorkLife Services

Deliver high quality benefits services through a Benefits Operation Center (BOC).

Core Activity: Improve Benefits Processing

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

Activity Target 1:
Develop and implement standard operating procedures for all benefits functions. Due September 30, 2013

Activity Target 2:
Establish a quality assurance program and implement measures. Due September 30, 2013

Activity Target 3:
Implement an automated tracking system designed to capture workload, call volume, and responsiveness. Due September 30, 2013

Activity Target 4:
Implement a toll-free telephone number for callers to contact a benefits specialist. Due September 30, 2013

Activity Target 5:
Design and implement an intranet web site accessible from the AHR homepage with links leading to pertinent benefits information and forms to request Benefits Operations Center services. Due September 30, 2013

Core Activity: EAP and WorkLife Services

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

Activity Target 1:
Sponsor one WorkLife program promotional event to highlight available services once each quarter throughout the fiscal year. 1st QTR NLT December 31,2012; 2nd QTR NLT March 31, 2013; 3rd QTR NLT June 30, 2013; 4th QTR NLT September 30, 2013. Due September 30, 2013

Activity Target 2:
Track utilization of worklife services offered by EAP/Worklife vendor through quarterly reports. Due September 30, 2013

Activity Target 3:
Continue marketing campaign to increase awareness of the childcare subsidy. Due September 30, 2013

Activity Target 4:
Conduct monthly collaboration discussions with LOB/SO leaders and union leadership to identify barriers to use as well as generate interest in the programs. Due September 30, 2013

Core Activity: FAA Child Development Centers

Increase awareness of FAA Child Development Centers.

Activity Target 1:
Continue marketing campaign to increase FAA

employees' awareness of the child development centers. Due September 30, 2013

Activity Target 2:
Conduct program assessments at no less then 10 of FAA child development centers and provide written constructive feedback to boards of directors, program operators and the AHR-1 to support high quality child development services. Due September 30, 2013

Activity Target 3:
Provide on-going program support to boards if directors and center directors to achieve and maintain accreditation through the National Association for the Education of Young Children (NAEYC). Due September 30, 2013

Activity Target 4:
Based on funding approval - plan, organize, and deliver training to board of directors and center directors to support quality child development centers in the FAA. Due September 30, 2013

Core Activity: Benefits and WorkLife Policy
Review, validate, and ensure Benefits and WorkLife policy and guidance are properly implemented.

Activity Target 1:
Update AHP-400 Benefits and WorkLife web content at mid-year and end-of-year; the first by April 30, 2013 and the second by September 30, 2013. Due September 30, 2013

Activity Target 2:
Ensure review and validate current policy and guidance each quarter and modify as necessary. Due September 30, 2013

Core Activity: METRIC: Benefits Services
Deliver high quality benefits services through a centralized Benefits Operation Center (BOC). The BOC is fully operational by August 1, 2013.

Activity Target 1:
Deliver high quality benefits services through a centralized Benefits Operation Center (BOC). The BOC is fully operational by August 1, 2013. Due September 30, 2013

Core Initiative: Executive Corps Development
Build the leadership capabilities of the executive corps.

Core Activity: Development for New Executives
Build leadership capabilities to create a culture of accountability and to make the organization more effective. Promote the continuity of senior leadership through executive learning, development and succession planning. Support newly appointed executives in the transition from senior management to top leadership with corporate processes. Promote periodic training of incumbent executives to stay abreast of new leadership theories and practices.

Activity Target 1:
Review, update, and deliver one session of the course, Forum for Executive Excellence. Due August 1, 2013

Activity Target 2:
Market and sponsor formal development opportunities for FAA executives to support strengthening leadership capacity. Due August 30, 2013

Activity Target 3:
Annually review and update leadership position and succession information through interviews with senior leaders or alternate data collection methods. Due August 30, 2013

Activity Target 4:
Update vacancy risk status and information for executive entry positions quarterly to monitor staffing priorities and succession information. Due September 30, 2013

Core Activity: Executive System Policies and Processes
Ensure human resource policies and processes are current and appropriately support and attract a strong executive leadership cadre.

Activity Target 1:
Review policies and establish a schedule for updating policies. Due November 30, 2012

Activity Target 2:
Update policies according to schedule. Due September 30, 2013

Activity Target 3:
Continue to review AHP-20 operational processes for efficiency and effectiveness; develop and update Standard Operating Procedures and processes, as needed. Due June 30, 2013

Core Activity: Executive Orientation

Develop and implement an improved executive orientation process.

Activity Target 1:
Complete benchmarking of best practices for executive orientation process at 3 Federal agencies and 3 private sector companies. Due December 31, 2012

Core Initiative: External Recruiting

In external recruitment efforts, implement corporate strategies that expand the applicant pool to ensure equal opportunity to all applicants and result in attracting high quality candidates to the FAA.

Core Activity: Strategically Market FAA as An Employer of Choice

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

Activity Target 1:
Promote and partner with veterans advocate organizations to place disabled veterans in a cooperative education and/or non-paid work experience opportunity at FAA. Placements will be tracked from the 2nd quarter of FY13 through the 4th quarter of FY13. Due September 30, 2013

Activity Target 2:
Cultivate relationships and form partnerships with organizations that assist the public in seeking employment opportunities. Report progress monthly. Due September 30, 2013

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

Implement a marketing strategy to increase FAA's hiring of entry-level candidates.

Activity Target 1:
Market the use of Student and Intern Programs to educate managers and supervisors on the various types of student/intern programs and the benefits of these programs by providing managerial briefings and updated information. Due March 30, 2013

Core Activity: External Recruiting Activity Results

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

Activity Target 1:
Market the New Hire Survey at all orientation sessions to improve information available on external recruitment sources. Due September 30, 2013

Activity Target 2:
Conduct at a minimum 3 sessions of recruiter training by 4th quarter of FY13. Due September 30, 2013

Core Initiative: Emergency Planning and Response

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

Core Activity: AHR Emergency Planning and Response

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

Activity Target 1:
Ensure that FAA has the policies, tools and procedures needed to implement DOT and FAA emergency planning directives. Due September 30, 2013

Activity Target 2:
Provide for positioning of AHR for Continuity of Operation (COOP) in an emergency. Due September 30, 2013

Activity Target 3:
Participate in annual National Level Exercise. Due July 31, 2013

Activity Target 4:
Hold quarterly update telecons with HR Regional Office Emergency Planners. Due September 30, 2013

Activity Target 5:
Participate in the ATO BCP work group, in particular the People Mobilization Team, to provide for the development of HR processes and procedures to meet staffing needs of the ATO for the Spare ARTCC. Due September 30, 2013

Core Initiative: Talent Acquisition

Ensure FAA has state of the art staffing and recruitment tools to efficiently hire candidates for employment.

Core Activity: METRIC: Staffing and Recruitment Tools

Assess alternative tools and make a recommendation for improvements by December 31, 2012. Obtain the Workforce Council?s approval of the recommendations by March 31, 2013. Develop an implementation schedule for approved recommendations and execute FY13 milestones on schedule.

Activity Target 1:
Completed. Due September 30, 2013

Core Initiative: Core Compensation System

FAA's Core Compensation System is a fiscally responsible and competitive pay system.

Core Activity: METRIC: Core Compensation System

Obtain the Work Force Council's approval of a compensation strategy and implementation plan by July 31, 2013.

Activity Target 1:
Completed. Due September 30, 2013

Core Initiative: Child Care Program

Assess FAA's Child Development Program to determine an agency approved model.

Core Activity: METRIC: Child Care Program

Conduct a review of FAA's Child Care Program and make a final recommendation on its disposition to the Workforce Council by March 31, 2013. Develop an implementation schedule for approved recommendations by September 2013.

Activity Target 1:
Completed. Due September 30, 2013

Core Initiative: Position Management

Have a sound position management process for K, L, and executive level positions.

Core Activity: METRIC: Position Management Process

Conduct an evaluation of K, L and executive level positions across the agency by March 31, 2013. Recommend a revised position management process and obtain the Workforce Council?s approval by September 30, 2013.

Activity Target 1:
Completed. Due September 30, 2013

Core Measure: Employee Safety and Workers' Compensation

By September 30, 2013, achieve a total workplace injury case rate of no more than 1.94 per 100 employees.

Core Initiative: Employee Safety and Workers' Compensation

This core business section will include activities that support managing the workers' compensation and employee safety programs.

Core Activity: Workers' Compensation Program Management

Centrally manage claims for all DOT. Ensure injured employees receive all entitled benefits in a timely manner. Achieve cost containment through effective management of the workers' compensation program. Mitigate OWCP costs by undertaking proactive management of injury claims.

Activity Target 1:
Provide technical guidance and assistance to injured employees and their managers to facilitate accurate and timely receipt of entitled benefits. Due September 30, 2013

Activity Target 2:
Achieve 90% of the projected $X,000,000 year end savings or $X per intervention whichever is less, on FAA claims and ensure DOT annual chargeback bill is contained at a greater rate than the government-wide increase. Due September 30, 2013

Core Activity: FAA Employee Safety Program

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

Activity Target 1:
Asses and improve FAA compliance with Federal OSH requirements by: 1) managing the project conducting a detailed gap analysis, business case, and roadmap for transition to a fully compliant OSH program; 2) completing and providing the annual OSHA report to OST; 3) reviewing LOB/SO OSH program evaluations; 4) improving/updating FAA OSH policy chapters. Due August 31, 2013

Activity Target 2:
Increase employee awareness of how to work safely and avoid injuries through agency-wide awareness training, national OSHECCOM

coordination, and monthly Headquarters outreach activities. Due September 30, 2013

Activity Target 3:
Provide a business case for continued funding beyond FY15 as well as ongoing program management of the FAA Public Access Defibrillation Program. Due December 31, 2012

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: Hiring People with Targeted Disabilities

Assist agency efforts to support the hiring goal for PWTD by reporting quarterly on the specific number of new hires of PWTD; improving the efficacy and timeliness of the reasonable accommodation process; and promoting the use of various resources for hiring PWD. Accomplishment of this activity will ensure that FAA organizations meet the FY 13 Shared STI goal that at least 1.67% of all new hires are people with targeted (severe) disabilities.

Activity Target 1:
Each LOB/SO will report quarterly on the specific number of new hires of PWTD and the specific actions taken (i.e. outreach activities, marketing of vacant positions, internships, disability awareness events) to ensure that at least 1.67% of all new

hires are people with targeted (severe) disabilities. Due September 30, 2013

Activity Target 2:
Cooperate with ACR to ensure that 400 FAA managers/supervisors are trained on the DOT Online Accommodation Tracking system. Due September 30, 2013

Activity Target 3:
Ensure managers/supervisors attend briefings on the resources available for recruiting and hiring PWD. Due September 30, 2013

Activity Target 4:
Process 90% of all reasonable accommodation requests within 25 business days or less, absent extenuating circumstances (circumstances beyond the manager's control which stop the clock during processing). Due September 30, 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)

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

Core Measure: Labor Management and Employee Relations

Oversee and manage the FAA's Labor and Employee Relations policies and programs.

Core Initiative: Labor Relations

Have an efficient and effective Labor Relations organization that applies labor relations policies and procedures consistently across the agency.

Core Activity: Labor Management Forums

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

Activity Target 1:
Provide logistical support in planning and scheduling the labor management forums. Due September 30, 2013

Core Activity: Labor Relations Oversight and Compliance

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

Activity Target 1:
Provide monthly reports on Official Time usage to AHR field offices, and LOBs with Service Level Agreements (SLAs). Due September 30, 2013

Activity Target 2:
Coordinate with Lines of Business and Staff Offices to ensure statutory compliance when reorganizing bargaining unit employees. Due September 30, 2013

Activity Target 3:
Provide guidance to managers and specialists regarding bargaining unit clarifications and labor relations implications of realignments and vacancy announcements. Due September 30, 2013

Activity Target 4:
Provide monthly report to AHL-1 on number and type of assignments received and completed, as well as turnaround time. Due September 30, 2013

Activity Target 5:
Provide monthly report to AHL-1 on number of union briefings coordinated with the Lines of Business and Staff Offices and final disposition. Due September 30, 2013

Core Activity: LR Automated Information Systems

Use automated system(s) to track and cost grievances and arbitrations and report on trends.

Activity Target 1:
Determine the tracking capabilities of automated systems for costing grievances and arbitrations. Due March 31, 2013

Activity Target 2:
Develop and implement a database to track labor and employee relations issues, including discipline. Database is developed and implemented by Q4 FY2013. 100% of labor and employee relations cases are tracked in LERIS. Due September 30, 2013

Core Activity: Labor Relations Policy

Review, validate, and determine the scope of policy information, as applicable to FAA employees.

Activity Target 1:
Review and validate KSN content to ensure information is updated and modify as necessary. Due September 30, 2013

Activity Target 2:
Review and validate all Labor Relations Policy or Guidance and Memorandums by the end of the fiscal year and modify as necessary. Due September 30, 2013

Activity Target 3:
Update AHL Labor Relations web content at mid-year and end-of-year; the first by April 30, 2013 and the second by September 30, 2013. Due September 30, 2013

Core Activity: METRIC: Labor Relations Effectiveness

Establish a Labor Relations Customer Service satisfaction baseline by October 1, 2012. Improve Labor Relations customer service satisfaction by 10% over the baseline.

Activity Target 1:
Completed. Due September 30, 2013

Core Activity: Labor Relations Litigation Services

Establish "best practices" approach for all Agency labor relations litigation services in HQ and the regions.

Activity Target 1:
Develop and implement knowledge bank for tracking case handling, brief writing, and file maintenance based on Agency litigation results and established best practices. Due March 30, 2013

Activity Target 2:
Develop a process for HQ to provide advice and approval for all Agency submissions to arbitration panels and to the Federal Labor Relations Authority. Due September 30, 2013

Activity Target 3:
Co-develop and co-deliever with AHL-100 a joint two-day training for LER Regional Branch offices to achieve a consistent "best practices" approach to Conduct, Performance, Grievance, and Litigation, between the Regions and Headquarter. At least two regions during the fiscal year; the first by April 30, 2013 and the second by September 30, 2013. Due September 30, 2013

Activity Target 4:
Track, and report quarterly, the combined success rate of achieving established targets regarding case data tracking, case processing timelines, and compliance with established standards for case handling/issue resolution. Report quarterly beginning second quarter FY2013. Due September 30, 2013

Core Initiative: Employee Relations

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

Core Activity: LR-ER Automated Information Systems

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

Activity Target 1:
Provide reports to update lines of business/staff offices on types and numbers of actions and penalties imposed on our workforce. Reports to be provided at mid-year and end-of-year; the first by May 30, 2013 and the second by September 30, 2013. Due September 30, 2013

Activity Target 2:
Identify and analyze trends in disciplinary and performance-based actions. Reports to be provided at mid-year and end-of-year; the first by May 30, 2013 and the second by September 30, 2013. Due September 30, 2013

Activity Target 3:
Develop and deliver training for lines of business/staff offices to specifically address frequent conduct and performance issues our customers encounter.. Due September 30, 2013

Core Activity: Misconduct/Poor Performance Cases

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

Activity Target 1:
Review Manager's Guide to Discipline and make necessary updates. Due August 30, 2013

Activity Target 2:
Provide ER training to supervisors and managers and/or ER Specialists on how to handle misconduct and poor performance cases twice during the fiscal year; the first by April 30, 2013 and the second by September 30, 2013. Due September 30, 2013

Activity Target 3:
Perform a continuous quality improvement review of regional discipline, performance and adverse actions by selecting 5% of Employee Relations case marked "completed" in LERIS each month. Provide feedback on each selected case to affected regional LER managers, with monthly "lessons learned" to all regional LER managers. Due September 30, 2013

Activity Target 4:
Develop and implement bi-monthly Service Area/Regional Employee Relations Conference Calls to ensure consistency of penalty throughout the Agency. Due December 31, 2012

Core Activity: Employee Relations Policy

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

Activity Target 1:
Review and validate KSN content to ensure information is updated and modify as necessary. Report April 30, 2013, and September 30, 2013 the total number of KSN files modified. Due September 30, 2013

Activity Target 2:
Review and validate one Employee Relations Policy or Guidance and Memorandum by the end of each fiscal year quarter and modify as necessary. Due September 30, 2013

Activity Target 3:
Validate AHL-100 Employee Relations web content twice during the fiscal year, the first by April 30, 2013 and the second by September 30, 2013. Due September 30, 2013

Core Activity: User Friendly Manual
Develop user friendly manual(s) that show managers their responsibilities under the disciplinary process and instructs them in the process of constructing and executing performance actions (ODP's).

Activity Target 1:
Develop user friendly Employee Relations manual for field supervision on "How to Conduct Disciplinary investigations". Due May 31, 2013

Activity Target 2:
Develop user friendly Employee Relations manual for field supervision on "How to Construct and Execute an ODP" Due September 30, 2013

Core Initiative: Other Matter Allegations
Have a robust, standardized Employee Relations process to address ?other matters? that are brought to the attention of the Accountability Board.

Core Activity: METRIC: Employee Relations Process
Develop a process for assigning "other matter" allegations to Employee Relations by December 31, 2012. Train 100% of Employee Relations and Accountability Board employees on the new process by March 31, 2013. Implement the new process by March 31, 2013.

Activity Target 1:
Completed. Due September 30, 2013

Core Activity: Manager Training
Develop and "train the trainer" program for LER Branch Managers in order to train 100% of all field ER specialists on the handling of "additional ER activities" case files that were formerly designated as "other matters"

Activity Target 1:
Develop and implement new Employee Relations learning program at FAA University for field supervisors. Due May 31, 2013

Activity Target 2:
Assist AHA-1 in revising Accountability Board Complaint process brochure to reflect the new employee relations process regarding handling of "other matters" Due March 31, 2013

Core Initiative: Labor Relations Training
Have an enhanced labor relations management training course that ensures managers understand their role in the collective bargaining and grievance processes.

Core Activity: METRIC: Labor Relations Management Training
Create and implement a fundamentals of Labor Relations training course for FAA managers. Incorporate into the FAA U curriculum.

Activity Target 1:
Completed. Due September 30, 2013

Core Measure: HR Field Operations
Process personnel actions accurately and in a timely manner to the satisfaction of our customers. FY13 Target: Process personnel actions with an overall accuracy rate of 98% for all actions and 98% for pay actions.

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

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

Activity Target 1:
Evaluate identification process for processing

personnel actions for additional improvements. Due December 31, 2012

Activity Target 2:
Review and update AHR operating procedures to address and improve procedures related to processing personnel actions. Due March 31, 2013

Activity Target 3:
Establish HR operations compliance reviews to identify and correct systemic issues. Due March 31, 2013

Core Activity: Hiring Efficiency

By September 30, 2013, achieve the DOT FY13 Target of 90 calendar days for hires (excluding entry level 1825, 2101 and 2152).

Activity Target 1:
By the end of first quarter, reevaluate the hiring process functions to establish FAA standard using FY12 hiring efficiency performance data. Due December 31, 2012

Activity Target 2:
Quarterly, meet with LOB/SO representatives on shared accountability for hiring efficiency improvements, best practices, and strategies for improvement. Due September 30, 2013

Core Activity: Building Relationships

Develop effective working relationships with serviced organizations and provide value-added consultative and advisory services.

Activity Target 1:
Complete annual review of established service level agreements based on collaboration with customer representatives. Due September 30, 2013

Activity Target 2:
Provide quarterly reports to customers outlining performance against SLAs. Due January 15, April 15, July 15 and September 30, 2013. Due September 30, 2013

Activity Target 3:
Respond to all inquiries for Employment information on open and closed cases by ensuring all information and workload reporting systems are maintained and updated as required (e.g. Workload, AVIATOR). Due September 30, 2013

Core Activity: Regional HR Services Organizational Structure

Implement Regional HR Services organizational structure that enhances our ability to provide service to our clients.

Activity Target 1:
Identify HR Service Model with Voice of the Customer and establish Plan of Actions and Milestones. Due October 30, 2012

Activity Target 2:
Establish JAT and compete lead HR Director positions. Due November 15, 2012

Activity Target 3:
Communicate and Market to AHR and LOB/SO. Due December 30, 2012

Activity Target 4:
Establish governance model and begin pilot. Due December 30, 2012

Core Initiative: HR Automation Systems

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

Core Activity: Oversee and Manage CASTLE

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

Activity Target 1:
Continue to improve CASTLE and PLS support through a CASTLE/FPPS/PLS managers' meeting in July. Due August 31, 2013

Activity Target 2:
Monitor missing and unapproved timecards at the LOB level, reporting on a bi-weekly basis the number of missing and/or unapproved T&As. Initial report due October 12, 2013. Due September 30, 2013

Activity Target 3:
Collect, submit, and monitor the status of change requests submitted to enhance the CASTLE in compliance with the DOT change control process. Report the number of change requests and their status on a quarterly basis. Initial report due in January. Due September 30, 2013

Core Activity: Oversee and Manage FPPS

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

Activity Target 1:
Collect, submit and monitor the status of change requests required through bargaining unit agreements and policy changes to ensure the accuracy of payroll and benefits for all of FAA. Submit annual CR for pay adjustment requirements. Due December 15, 2012

Activity Target 2:
Continue of training for the FAA SME personnel in regional HR offices on the new DOI training database. Due February 1, 2013

Activity Target 3:
Collect, submit, and monitor the status of change requests submitted to enhance the DataMart in compliance with the DOT change control process and in accordance with Agency needs. Due August 30, 2013

Activity Target 4:
Provide official FAA employment figures to LOB/SOs when requested. This is done on an ongoing basis Due September 30, 2013

Core Activity: Maintain SWIFT Systems

Maintain SWIFT systems to support FAA staff acquisition functions.

Activity Target 1:
AVIATOR Phase X.0: complete development of requirements and tasks. Target 4: AVIATOR future enhancements -- iterative process: finalize implementation of AVIATOR 3.0.05/31/2011 Due May 31, 2011 Due January 31, 2013

Activity Target 2:
AVIATOR future enhancements -- iterative process: finalize requirements for USA Jobs Interface. Due March 31, 2013

Activity Target 3:
Promote the new release of AVIATOR 1.0 to FAA employees. Due May 28, 2013

Activity Target 4:
AVIATOR future enhancements -- iterative process: finalize implementation of newest enhancements. Due May 31, 2013

Activity Target 5:
ASAP Application Survey: maintain performance measure of 95% or more responses of neutral to very satisfied cumulative for the year. Due September 30, 2013

Activity Target 6:
SWIFT Tech Support Desk: maintain monthly performance measure of 95% or more tickets closed by COB of the 2nd business day. Due September 30, 2013

Core Activity: Enterprise Architecture Approach

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

Activity Target 1:
Work with FAA's AIO in developing an Enterprise Architecture Technical Reference Model and update other FAA Enterprise Architecture Models. Due September 30, 2013

Activity Target 2:
Expand AHR's Enterprise Architecture to document AHR's Business Processes and IT systems that support them. Due September 30, 2013

Activity Target 3:
Maintain and manage enterprise architecture activities for AHR systems including a configuration control board. Due September 30, 2013

Core Activity: Information Systems Security

Maintain AHR information systems security.

Activity Target 1:
Conduct annual security review (NIST 800-26) for AHR systems as required by the C&A anniversary date. Due September 30, 2013

Activity Target 2:
Oversee remediation of identified security vulnerabilities for AHR IT systems. Due September 30, 2013

Activity Target 3:
Support the activities of the AHR Configuration Control Board as needed. Due September 30, 2013

Activity Target 4:
Conduct the Security Certification and Authorization Process (SCAP) for all new enterprise AHR systems. Due September 30, 2013

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

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

Core Initiative: Hold Leadership Accountable for Responding to Allegations

The Accountability Board oversees management's timeliness in responding to allegations, and management's consistency and appropriateness regarding disposition of allegations. FAA leaders are held accountable for responding to Accountability Board tracked allegations within 55 days as required by FAA Order AB1110.125A.

Core Activity: Allegations Data and Collection Methods

Support Accountability Board functions through accurate and timely collection and provision of allegations data.

Activity Target 1:
Analyze and determine, for 91% of the incoming allegations, and within 10 working days of the date the allegation is reported to the Board, their nexus to the scope of the Board based on FAA Order 1110.125A (monthly). Due September 30, 2013

Activity Target 2:
Report tracked cases and non-tracked cases to the members of the Board and to the Accountable Executives at the regularly scheduled Board hearings. Due September 30, 2013

Activity Target 3:
Enable management to respond to at least 73% of all reported allegations within the time frames established in the Accountability Board Order. Due September 30, 2013

Core Activity: New Methods for Collecting and Displaying Data

Develop and implement new methods for collecting and displaying aggregate data on Accountability Board allegations. Organizational changes with altered reporting populations require revised reports.

Activity Target 1:
Based on the FY12 migration of the database platform, we will continue to refine the Board's database to reflect revised LOB and organizational codes and FAA's reorganized structure. Due January 31, 2013

Activity Target 2:
Based on the FY12 migration of the database platform, we will continue to refine automated reports for aggregating quarterly data on Accountability Board cases. Due March 31, 2013

Activity Target 3:
Based on the FY12 migration of the database platform, we will continue to refine automated reports for aggregating annual data on Accountability Board cases. Due April 30, 2013

Activity Target 4:
Based on the FY12 migration of the database platform, we will continue to refine automated reports for aggregating special request data (such as regionally-tailored, LOB-tailored, or timeframe-tailored) on Accountability Board cases. Due May 31, 2013

Core Activity: METRIC: Processing Allegations

93% of all tracked cases will be processed within 55 days as required by FAA Order AB1110.125A.

Activity Target 1:
Completed. Due September 30, 2013

Core Initiative: Tools and Training

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

Core Activity: Education and Communication Vehicles

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

Activity Target 1:
Update training materials used by Accountability Board trainers and distribute to nine regions and centers. Due January 31, 2013

Activity Target 2:
Provide the tools and reporting processes to collect, analyze and report trends involving workplace harassment in support of a workplace that is harassment-free. Due March 31, 2013

Activity Target 3:
Develop Accountability Board informational materials that assist managers and supervisors in creating a workplace that is free from harassment and promotes respect. Due September 30, 2013

Core Activity: Training Evaluation
Manage the corporate training program to ensure that 81% of participants in Accountability Board instructor-led training indicate a high or very high satisfaction with the Accountability Board training program.

Activity Target 1:
Update the paper evaluation form used by Accountability Board trainers in the field and at headquarters to evaluate the training. Due November 30, 2012

Activity Target 2:
Evaluate the electronic method for evaluating Accountability Board trainers and training materials. Due February 28, 2013

Activity Target 3:
Develop and implement tools for evaluating training information and impact on the numbers and types of cases reported to the Accountability Board. Due May 31, 2013

Core Activity: Anti-Harassment Campaign
The number of Accountability Board complaints are reduced by 10% from the FY2012 baseline of total complaints.

Activity Target 1:
Determine the baseline for the complaints reduction metric. Due November 15, 2012

Activity Target 2:
Develop a plan to conduct an Agency-wide anti-harassment campaign. Due December 15, 2012

Core Activity: METRIC: Anti-Harassment Campaign

The number of Accountability Board complaints are reduced by 10% from the FY2012 baseline of total complaints.

Activity Target 1:
Completed. Due September 30, 2013

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

Core Initiative: FAA Congressional Correspondence Response
Per direction of the Secretary of Transportation, all Congressional letters sent to DOT must be answered within 30 calendar days.

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

Activity Target 1:
Respond to 90% of assigned Congressional letters sent directly to the FAA within 30 calendar days of entry into CCMS. Due September 30, 2013

Core Measure: Human Capital Planning and Business Management
Sustain and perform agency human capital planning and measurement processes. Perform internal AHR business operations

Core Initiative: Human Capital Planning
Sustain and improve agency human capital planning and measurement processes.

Core Activity: 2013 FAA Federal Employee Viewpoint (FedView) Survey

Achieve an FAA response rate that exceeds the government response rate by 3% on the 2013 FedView Survey.

Activity Target 1:
Distribute FAA's 2012 FedView results reports to the Administrator, LOB/SOs, and the workforce. Provide results summaries and interpretations to FAA stakeholders through memoranda, briefings etc. Due March 15, 2013

Activity Target 2:
Collaborate with DOT/OPM and agency stakeholders to identify and resolve technical requirements/issues with FedView Survey administration in the agency. Due April 15, 2013

Activity Target 3:
Establish an FAA champion work group to coordinate the 2013 administration of the FAA FedView Survey. Due May 31, 2013

Activity Target 4:
Develop a marketing/communication strategy in collaboration with DOT, and agency stakeholders for the 2013 FedView Survey. Due May 31, 2013

Activity Target 5:
After FedView is launched, monitor and report on FAA response rate. Due September 30, 2013

Core Activity: FAA Employee Engagement Action Planning

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

Activity Target 1:
Provide FAA organizations guidance and consultation on how to apply their FEVS 2012 results, including methods to help them get a deeper understanding of their results. Due April 30, 2013

Activity Target 2:
In collaboration with agency action learning team and agency stakeholders, coordinate and implement FAA FedView Action Plan requirements identified by DOT/OPM, including any FAA-specific actions. Due September 30, 2013

Core Activity: Government-Wide Strategic Human Capital Measures

Develop and implement government-wide human capital measures (i.e., New Hire Survey and retention measures) and collect, analyze, and report FAA results on measures to improve strategic management of workforce.

Activity Target 1:
Analyze, interpret, and report data from the FAA New Hire Survey to support corporate onboarding and recruitment measures. Due September 30, 2013

Activity Target 2:
Communicate FAA results on government-wide human capital measures to various stakeholders (i.e., AHR, DOT and external stakeholders). Due September 30, 2013

Activity Target 3:
Analyze, track and report on FAA 1 and 2 year retention rates for new hires. Due July 31, 2013

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

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

Activity Target 1:
Collect and review LOB/SOs' completed workforce plans that support their Business Plan and government-wide/DOT human capital requirements. Due July 31, 2013

Activity Target 2:
Update FAA Human Capital Plan aligned with FAA goals and DOT/OPM human capital planning requirements, and government-wide regulations on implementation of human capital management standards. Due September 30, 2013

Activity Target 3:
Participate on various FAA/DOT councils/work groups and provide FAA human capital updates and deliverables to support 2013 DOT/OPM/OMB goals for the strategic management of agency human capital (e.g., DOT Human Capital Management Report). Due September 30, 2013

Core Activity: Separation Questionnaire Data Management

Develop database, analyze and interpret data, and report results obtained from the FAA Separation Questionnaire.

Activity Target 1:
Develop annual report on 2012 results from the FAA Separation Questionnaire. Due February 28, 2013

Activity Target 2:
Communicate 2012 results from the FAA Separation Questionnaire to management and agency stakeholders. Due September 30, 2013

Activity Target 3:
Analyze quarterly separation data, prepare quarterly report and post to the Separation Questionnaire webpage. Due July 31, 2013

Activity Target 4:
Analyze and report results on various survey-respondent sub-populations. Due September 30, 2013

Activity Target 5:
Implement communication/marketing strategies to increase awareness of the Separation Questionnaire. Due September 30, 2013

Core Initiative: Business Management

The activities supporting this core business initiative will focus on improving processes for AHR operations.

Core Activity: Business Intelligence - Implement Phase II/III

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

Activity Target 1:
Create a proposal for a detailed metric report for the Management Board that shows key metrics for each function within AHR by client and region. Due September 30, 2013

Activity Target 2:
Establish metrics for all functional requirements and include in the HR Business Intelligence system using ABA's Pure system. Due September 30, 2013

Activity Target 3:
Continue to develop key metrics for Benefits Management, Staffing and Compensation utilizing

process improvement methods. Due September 30, 2013

Activity Target 4:
Assess and revise AHR's 4 phase plan to mature AHR's Dashboard into a Business Intelligence System Due September 30, 2013

Core Activity: Dashboard-Manual Reports-Phase I

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

Activity Target 1:
Dashboard Working Group: Facilitate and Lead the AHR Metrics Workgroup monthly meetings to assist in providing subject matter expertise (SME) and data validation. Due September 30, 2013

Activity Target 2:
Select, collect, align, and integrate data and information required to track daily operations for CORE HR Functions and overall performance. Due September 30, 2013

Activity Target 3:
Identify monthly comparative data for each AHR location. Due September 30, 2013

Activity Target 4:
Ensure employees at all levels receive data and information they need to support operations, performance improvement, and decision making, by publishing the report by the 15th day of the month. Due September 30, 2013

Activity Target 5:
Conduct monthly Executive Business Plan Review meeting with AHR Executive Team. Due September 30, 2013

Activity Target 6:
Key metrics are identified for every HR functions, metrics are accurate. First report is issued by April 15, 2013. Subsequent quarterly reports are issued by the 15th of the month following the close of each quarter with 100% accuracy. Due September 30, 2013

Core Activity: Process Improvement

Lead, manage, and support Process Improvement initiatives within AHR based on appropriate continuous improvement models.

Activity Target 1:
Lead and support initiatives that are the most critical to AHR as defined and selected by AHR senior management. Due September 30, 2013

Activity Target 2:
Monitor and report on the progress of AHR's projects monthly. Due September 30, 2013

Activity Target 3:
Maintain a tracking system that monitors the schedule status of projects as reported by project leaders and teams. Due September 30, 2013

Activity Target 4:
Evaluate need for resources focused on Process Improvement. Due September 30, 2013

Core Activity: Communications
Improve AHR employee communications by constructing communication tools for AHR employees.

Activity Target 1:
Develop AHR Townhall schedule and manage each Townhall's logistical requirements. Due September 30, 2013

Activity Target 2:
Evaluate and implement additional forms of employee communication. Due September 30, 2013

Activity Target 3:
Construct an AHR In-Flight news letter on a quarterly basis. Due September 30, 2013

Core Activity: Space Plan
Coordinate with AHR Senior Management and develop a space plan for AHR in Headquarters. Evaluate and determine the best way to arrange the team and execute the internal office moves without disruption.

Activity Target 1:
Implement internal AHR moves without disruption to customers. Due September 30, 2013

Activity Target 2:
Develop and implement customer compliant reporting system. Due November 30, 2012

Activity Target 3:
Any customer complaints are addressed within 1 business day. Due September 30, 2013

Core Activity: Length of Service Awards
Manage the national Length of Service Awards Program and distribute the awards in a timely manner.

Activity Target 1:
Evaluate Length of Service process for the Agency based on customer feedback. Due December 30, 2012

Activity Target 2:
Implement process on all levels of the Length of Service Awards process. Due March 30, 2013

Activity Target 3:
Evaluate process effectiveness. Due September 30, 2013

Core Activity: AHR Awards Program
Design and implement AHR awards and recognition program that highlights the achievements of AHR employees at all levels in the organization.

Activity Target 1:
Design AHR Awards and Recognition program and obtain AHR-1 approval. Due April 30, 2013

Activity Target 2:
Develop award categories and criteria for recognizing AHR employees. Program proposal is approved by AHR-1. Due April 30, 2013

Activity Target 3:
Create a vehicle that will be used to highlight the recipients of AHR awards to the entire AHR workforce. Due April 30, 2013

Activity Target 4:
Solicit nominations for the AHR recognition ceremony. Due June 3, 2013

Activity Target 5:
Announce award recipients. Due July 31, 2013

Activity Target 6:
Host an annual AHR Recognition Ceremony. Due August 30, 2013

Core Activity: Weekly Report
Develop a weekly hot list report for HR

Activity Target 1:
Develop an automated AHR Watch List and review weekly at AHR-1 Direct Reports Staff meeting Due September 30, 2013

Activity Target 2:
Review at weekly Staff meetings Due September 30, 2013

Core Activity: HR Climate Surveys
Develop an AHR climate survey to assess how AHR employees feel about their work environment and establish a baseline on the instrument.

Activity Target 1:
Develop an AHR climate survey for AHR-1's approval. Due November 30, 2012

Activity Target 2:
Establish a corporate AHR work group to coordinate the climate survey; develop a communication plan; and support development of actions. Due December 31, 2012

Activity Target 3:
Administer the climate survey to AHR employees. Due January 31, 2013

Activity Target 4:
Analyze the results from the AHR climate survey to establish a baseline. Due March 15, 2013

Activity Target 5:
Analyze and interpret results from the AHR climate and AHR FedView surveys to identify actions that address AHR employee concerns and report to AHR-1. Due April 30, 2013

Activity Target 6:
Implement approved AHR-1 actions and report on progress periodically. 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: Prevent Discrimination through EEO Training
Assist agency efforts to create a FAA culture in which managers and employees each 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:
Ensure that employees complete the NO FEAR Training to meet the OPM requirement. Due November 23, 2012

Activity Target 2:
Promote and support agency's efforts to prevent discrimination by ensuring that 60% of AHR managers and 10% of AHR employees complete EEO training. Due September 30, 2013

Core Measure: Small Business and Corporate Citizenship
Award at least 25% of the total direct procurement dollars to small businesses, thereby promoting small business development and good corporate citizenship

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

Core Activity: Awarding of procurement dollars.
Special emphasis on small, disadvantaged and women-owed, and service-disabled veteran-owned businesses.

Activity Target 1:
Will attend one outreach event, dependent on funding. Due September 30, 2013

Activity Target 2:
Will consider small business opportunities for 25% of our contractual requirements. Due September 30, 2013

Core Measure: Financial and Human Resources Management - ATO Core Work

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

Core Initiative: ATC Workforce Plan

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

Core Activity: AHR Support to ATC Hiring

Provide AHR support to the ATC hiring plan.

Activity Target 1:
Collect and process an adequate number of applications to meet specified ATO hiring requirements. Due September 30, 2013

Activity Target 2:
Refer an adequate number of eligible candidates for each ATO selection panel consistent with ongoing preplanning activities throughout the year. Due September 30, 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

Attend a minimum of five (5) EEO Action Committee Meetings held by ACR to identify recommendations and strategies regarding EEO and diversity within the FAA Workplace.

Activity Target 1:
Attend EEO Action Committee Meetings scheduled by ACR. Due September 30, 2013

Activity Target 2:
Analyze and present AHR demographic data profiles at the EEO Action Committee and discuss strategies, recommendations, and actions for improving areas with low participation to support EEO and diversity in the FAA workplace. Due September 30, 2013

Core Measure: Customer Service

The Office of Human Resource Management is accessible, responsive and delivers timely and quality service to their customers.

Core Initiative: Customer Service

The Office of Human Resource Management employees are accessible, responsive and deliver timely and quality service to their customers.

Core Activity: METRIC: Customer Service

Develop a baseline measure to evaluate accuracy, responsiveness and timeliness by April 15, 2013. Subsequent quarterly reports are issued by the 15th of the month following the close of each quarter.

Activity Target 1:
Completed. Due September 30, 2013

Core Activity: Standard Operating Procedures

Develop Standard Operating Procedures to drive consistency of HR processes and approaches across the organization.

Activity Target 1:
Develop SOP. Due September 30, 2013

Activity Target 2:
Implement/communicate. Due September 30, 2013

Activity Target 3:
Baseline and process performance. Due September 30, 2013

Activity Target 4:
Develop measurement schedule. Due September 30, 2013

Core Activity: Customer Satisfaction

Develop baseline measure to evaluate accuracy, responsiveness and timeliness. The overall AHR customer service scores increase by end of FY13.

Activity Target 1:
Assess the Back to Basics customer service survey tool and process to determine whether it should be continued or be modified. The assessment and recommendations are due to AHR-1 Due October 31, 2012

Activity Target 2:
Based on the Back 2 Basics customer service survey assessment, enhance or create an improved customer service survey tool and process Due November 30, 2012

Activity Target 3:
Create an on-line customer service survey tool that will be imbedded in each AHR employee's e-mail signature block below the executive-level. Due November 30, 2012

Activity Target 4:
Publicize and educate the AHR workforce and customers on the AHR Customer Service Survey and process. Due December 31, 2012

Activity Target 5:
Issue the first quarterly Customer Service report, which will capture data for 2nd quarter 2013 by April 15, 2013. Subsequent quarterly reports are issued by the 15th of the month following the close of each quarter. Due September 30, 2013

Activity Target 6:
Overall customer service scores increase by the end of the fiscal year. Due September 30, 2013