



**Leadership and Career Development
Partnership (LCD)
2012-2013 Plan**

**Presented
May 15, 2012**

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Overview

Leading organizations across all sectors approach succession planning as part of an integrated process. They go beyond focusing on replacing individuals to engage in strengthening and developing leadership talent at all levels of the organization while promoting diversity and inclusion within talent management programming and initiatives.

The Leadership and Career Development Partnership (LCD) is confident that the FAA can become such an organization by taking specified action across a talent management model, proposing initiatives in succession planning, career progression, employee development, selection, and performance management. The LCD has developed a series of recommendations designed to enhance career opportunities available to all employees, while improving the performance and safety of the ATO.

This approach supports FAA's value of "people are our strength" by: developing and supporting a highly qualified leadership team that better represents the diversity of the nation; encouraging qualified and diverse candidates for details, promotions, and development programs; and ensuring the FAA is a workplace that enables employees to reach their full potential.

Visibly demonstrating that people are its strength promotes a culture of increased employee engagement and productivity that will lead the FAA to be better able to provide a safe, efficient, and responsive air transportation system that serves the nation and supports the global aviation community.

Guiding Principles

The LCD is committed to ensuring that talent management programs are based on these guiding principles:

- Human Dignity –The intrinsic worth inherent in every human being.
- Informed Consent – The right and responsibility of every competent individual to advance his or her own welfare.
- Justice – The sense that all are treated equitably and fairly.
- Integrity – The certainty that our actions match our words.
- Diversity – The value of dissimilar thought, backgrounds, and beliefs.
- Common Good – The conviction that leaders are compelled to service to their country, their fellowman, and their fellow employees.
- Cultural Imperative – The promise of FAA leaders to be actively committed to and involved in the process.
- Equal Opportunity – The reality that equal access and availability exists for all through Agency-wide propagation and participation.

Informed Stakeholder Role

Within the context of these guiding principles, and after additional reflection, the LCD has established the following identifying statement that will guide its future activities:

The LCD consists of the leaders of Employee Associations (EA), FAA Managers Association (FAAMA), Supervisor's Committees (SUPCOM), and Special Emphasis Program Managers (SEPM). The LCD endeavors to form an alliance between employee and manager perspectives with the purpose of:

- Fostering the highest quality leadership.
- Promoting investment in our people.
- Building a culture of inclusion.
- Ensuring that talent management programs are equally accessible and reflect the diversity of the nation.
- Addressing barriers prior to implementation of talent management programs.

We are informed stakeholders who are partners in leading cultural change by linking employees and leadership in pursuit of the Agency value "people are our strength."

We partner with:

- Each other to promote long-term applicability and support of Agency programs.
- Employees to help them reach their full potential and represent their interests in talent management programs.
- Leadership to promote long-term, consistent investment in people.
- Program offices to ensure employee and manager interests are represented in key programs and services.

This partnership addresses key needs in the areas of succession planning, career progression, employee development, performance management, and selection processes.

The LCD seeks an ongoing role in ensuring our recommendations are implemented in alignment with its outcomes. We will work in conjunction with program offices to:

- Ensure appropriate representation of employee and manager voices in key ATO programs and services.
- Ensure that talent management components are implemented in accordance with our guiding principles.
- Promote continuous and strategic investment in our people.

Proposed Engagement Schedule

The LCD proposes the following schedule of activity through FY13 to ensure longevity of recommended initiatives and establishment of effective partnerships:

FY12 Q4: Add Two (2) Days to National Employee Forum (fly in other LCD members)

- Day 1 - Review Succession Planning & Career Progression for continued support.
- Day 2 - Review proposed programs from Phase 3 with program leads.
- Outcomes - Continued support and additional supported programs to present to senior leadership.

FY13 Q1: Add Two (2) Days to National Employee Forum (fly in other LCD members)

- Day 1 - Review ongoing programs for continued support.
- Day 2 - Review proposed programs from Phase 3 with program leads.
- Outcomes - Continued support and additional supported programs to present to senior leadership.

FY13 Q2: Add One (1) Day to National Employee Forum (fly in other LCD AC members)

- Day 1 - Review programs for continued support and review proposed programs for support.
- Outcomes - Continued support and additional supported programs to present to senior leadership.

FY13 Q3: Add Three (3) Days to National Employee Forum (fly in other LCD members)

- Day 1 - Team building and strategy session.
- Day 2 - Review ongoing programs for continued support.
- Day 3 - Review proposed programs for support.
- Outcomes - Evaluate progress and impact in FY12 &13. Develop strategic plan for FY14, to include continued support for ongoing programs to and additional supported programs to present to senior leadership.

FY13 Q4: Add One (1) Day to National Employee Forum (fly in other LCD members)

- Day 1 - Review programs for continued support and review proposed programs for support.
- Outcomes - Continued support and additional supported programs to present to senior leadership.

Recommendation Guide

Recommendations are based on initiatives proposed in the February 14, 2012 Leadership and Career Development’s “Recommendations on FAA Succession Planning” document with input from talent management professionals and reevaluation of the LCD. An updated version of the original Recommendations is provided in this document.

The LCD proposed initiatives are identified in five talent management categories. Each category contains implementable programming that combine to form a comprehensive talent management solution. Individual initiatives associated with each recommendation can be implemented in an iterative manner through a cyclical process of analysis, design, development, implementation, and evaluation.

The following table identifies the categorization of the LCD recommendations and serves as a reference for upcoming phase identification.

Talent Management Component	Recommendation
Succession Planning	1. Develop a succession plan to include candidate pools for key positions at all levels.
Career Progression	2. Develop and launch a Career Progression plan. 3. Develop and implement self-service career tools. 4. Create a career counseling program. 5. Implement a corporate mentorship program.
Employee Development	8. Develop assessment tools and processes. 9. Conduct a gap analysis of employee development. 10. Define employee development planning process, i.e. individual development plan (IDP), management development plan (MDP). 11. Create other employee development opportunities.
Selection	6. Develop a selection process to include selection panels for all Agency employee development programs. 12. Create a process for selecting participants for detail assignments. 13. Create selection panels for managerial, executive level, and other key Agency positions. 14. Conduct a barrier analysis for all key FAA occupations. 15. Ensure a diverse and inclusive process for selecting new employees into the FAA.
Performance Management	16. Establish processes for attracting, retaining, and utilizing the best talent. 17. Include employee development and diversity and inclusion criteria in performance management plans for managers and executives. 7. Train agency and management officials. 18. Review HR Hiring policies. 19. Reissue COO memorandum “Diversity Outreach Support Policy” of July 13, 2010 with endorsements of AOA, ACR, AHR, and LOB/SO.

Implementing Succession Planning and Supporting Programming

The LCD is committed to ongoing involvement in monitoring progress of recommended initiatives and gives voice to the vast majority of FAA employees. Relying on FAA employees across geographical regions and LOBs to define and hold leadership and program offices accountable for achieving the goals of the LCD ensures development and sustainability of programs that are most important to the people.

Succession planning is widely benchmarked in industry, and best practices exist to model in the FAA with great potential for success. Internal to the FAA, components of the LCD's recommendations have been developed, implemented, and/or planned to varying degrees of success. Research suggests that widespread and long-term success of this effort is possible if the following conditions are met:

- Collaborative Agency-wide development of a comprehensive, consolidated talent management plan that covers all aspects of talent management working in concert with one another.
- Active engagement and support of the LCD and its constituent representatives in the development, deployment, and oversight of this plan.
- Allocation of necessary funding, staffing, and resources to support the plan.
- Senior leadership buy-in and support for widespread adoption throughout the Agency.
- Senior leadership oversight/involvement in keeping talent management objectives, programs, and plans aligned with corporate business strategy and emerging business challenges.

Phased Approach

This approach offers an iterative model for developing and implementing the recommendations of the LCD which allows for continuous progress toward desired outcomes.

Phase 1 - Identifies recommendations (or parts thereof) that are currently being addressed by existing programs or processes based on input from the LCD recommendations. These initiatives are underway, or planned, and require no additional resources to implement.

Phase 2 - Identifies programs that the LCD has supported as being aligned with its recommendations, based upon its guiding principles and with interactive partnership with appropriate program offices. Program office activities in these areas have been informed by LCD recommendations (or parts thereof) as a high priority for the LCD and for which planning for implementation can begin within 30-90 days of receiving senior leadership support.

Phase 3 - Identifies priority programs for which the LCD would like to partner with program offices. Senior leadership support and approval is requested.

Phase 4 – Future activities.

Adoption of Technology

The LCD supports a strong emphasis on technology to underlay the processes described in its recommendations. This will help ensure that talent management programs are equally accessible; leading to a more inclusive culture, improving diversity, and promoting investment in our people.

Technological solutions will also better provide employees across the country with information, tools, and resources to assist them in planning for their individual development, being selected for talent management programs, and helping them to reach their career goals and fullest potential.

Furthermore, in order to sustain talent management programs and initiatives over time, the LCD supports immediate adoption of appropriate industry-leading technology in support of these programs.

This Plan is presented assuming adoption of a customized off the shelf product. More specifically, the LCD sees value in fully utilizing the modules that support talent management available in the Success Factors suite of products for the following reasons:

- The FAA's eLMS platform is powered by Success Factors and is working well for the organization.
- Use of Success Factors leverages the investment already made by the FAA.
- Success Factors is a proven, best-in-class solution viewed as having a strong Return on Investment by organizations worldwide.
- The Cloud based, Software as a Service (SaaS) nature of the product minimizes the infrastructure needed to support its use.
- The new processes proposed by the LCD will benefit from being aligned with the best practices associated with the technology allowing the Agency to leverage the vendor's proven business approach to define and configure based on policy preferences.

Accomplished to Date: Phase 1

Identifies which recommendations (or parts thereof) are currently being addressed by existing programs or processes. These initiatives are planned or underway, and require no additional resources.

The LCD supports and/or acknowledges that the following activities contain diversity measures aligned with the recommendations of the LCD, drive an inclusive culture, and contain key elements that are important to employees and managers.

Talent Management Program	Rec.	Actions	Result
Succession Planning	1	ATO has informed the attached succession planning proof of concept; begun the high-level program design for succession planning; and is integrating the career progression and succession planning models to ensure cohesion and effectiveness.	Development of a succession planning proof of concept that is supported by the LCD.
Career Progression Plan	2	Policy and program design and development for a limited ATO Career Progression Plan is in final stages.	Development of a career progression proof of concept that is supported by the LCD.
Employee Development	6	Partnering discussions have begun between LCD, ATO AJG and AHD on developing a transparent, centralized, consistent methodology for selecting participants for development opportunities.	Common methodology will result in more fair selection practices for development opportunities.
Selection	12	Discussions have occurred to create a standard selection process for details.	Common methodology will result in more fair selection practices for development opportunities.
	15	Barrier Analysis for 2152s beginning soon.	The LCD looks forward to partnering with ACR to receive results and continue discussions about how to mitigate any barriers that are identified while using this analysis as a model for other key agency occupations.
Performance Management		Defined need for performance management as a talent management program that identifies key competencies and behaviors. Success of talent management programs is contingent on implementing a strong performance management program.	LCD to advocate for attention and resources toward developing a performance management strategy to fill the identified gap.

Proposed Initiatives: Phase 2

Identifies recommendations (or parts thereof) which are a high priority for the LCD and for which planning for implementation can begin within 30-90 days of receiving senior leadership support.

Phase 2 includes:

- Proofs of Concept for creating a Succession Planning program and implementing Career Progression in the ATO.
- Recommendations for a corporate mentorship program.
- Recommendation for assessment review.

These Proofs of Concept, provided as companion documents, have been worked with the program office and are supported by the LCD as containing diversity measures aligned with the recommendations of the LCD, driving an inclusive culture, and containing key elements that are important to employees and managers.

Proofs of Concept

Talent Management Program	Actions	Lead Office
Succession Planning	<ul style="list-style-type: none"> • Establish ATO Succession Planning Program Office and begin to identify key ATO positions. • Begin Step 1: Analysis as detailed in Succession Planning Proof of Concept. 	ATO Management Services
Career Progression Plan	<ul style="list-style-type: none"> • Policy development • Program pilot for selected ATO users 	ATO Management Services

Mentorship Program Recommendations

The LCD received briefings from the AHD Program Manager of the Corporate Mentorship Program concerning a program that is planned to enter its pilot stage before the end of FY12. The LCD is concerned that this program will not meet its stated recommendations.

The LCD supports a mentorship program based on a contemporary Inclusion Model that addresses the specific requirements of the ATO operational culture. It must include:

- Metrics that track effectiveness for promotion/advancement of diverse leadership.
- Transparent selection and matching processes for mentors and mentees.
- Mentor training to ensure the critical gap in this skill is addressed in the operation.

In addition, an optimally designed mentor program will promote diversity into the workplace; build an organization that is able to recognize and fully deploy a wide range of competencies; and motivate employees to perform at their best.

Recommended for Inclusion	Intended Outcome
Mentor and mentee training	<ul style="list-style-type: none"> • Well-defined roles and program outcomes. • Development of personal and professional awareness. • Learn about the FAA as an organization.
Well-defined, fair, and transparent selection and matching criteria	<ul style="list-style-type: none"> • Interested employees are familiar with, and have easy and equitable access to the mentor program.
Structured program	<ul style="list-style-type: none"> • Goal-setting and measurable outcomes for all participants with metrics that track effectiveness of the program.

Assessment Centers/Training

The LCD understands the importance of incorporating strong assessment measures into the programs it supports. To this end, and following a briefing from the OPM Leadership Education and Development (LEAD) Program Manager, the LCD requests the ability for members to attend assessments and best-in-class programs to more fully analyze the benefits of these for the ATO.

Among the avenues that the LCD would like to see explored in this evaluation are:

- Philosophy of assessments put forth by the organization managing the assessment process and fit for the Agency.
- Content, delivery, and ability to validate that employees participating in the program are better prepared for leadership positions.
- Comparative analysis of program content.
- Long-term cost effectiveness of home-grown assessment vs. outsourced assessment centers and programs.

Next Steps: Phase 3

Identifies recommendations (or parts thereof) which are a high priority for the LCD and for which the Committee wishes to next begin work with program offices to develop Proofs of Concept that can be supported for implementation.

Talent Management Program	Opportunities for Partnership	Rec.
Career Progression Plan	Development of new career paths to up-level CPP for Agency-wide use.	2
	Develop assessment processes and tools to better determine employees' online self-service career tool needs, including for IDPs.	3,10
	Create a career counseling program.	4
	Incorporate LCD requirements and industry best practices into FAA corporate mentorship program.	5
Employee Development	Launch ATO Leadership Philosophy and Leadership Development Plan.	6,8,9,11
	Conduct a gap analysis of current employee development programs and processes and make recommendations for changes to include recommendations on developing other opportunities.	9,11
	Establish working group of all talent management professionals managing employee development programs to review and refine selection processes and agree to a leadership development plan for the Agency.	6
	Talent management professionals convene a group to discuss how IDP use can be better encouraged throughout the Agency.	10
Selection	Work with Program Office on how barrier analysis results should be implemented and identify next key occupational groups.	14
	Talent management professionals convene a group to review current selection procedures for development programs, detailee selection, new hires, and promotions and develop a plan to take appropriate actions.	12,13,15,16
Performance Management	Develop new training, job aids, and resources. Coach senior managers in modeling good performance management.	
	LCD supports efforts to improve performance management training and creation and distribution of Performance Management Guide.	
	LCD supports including specified language into the current performance management plan.	17
	LCD would like to participate in a review of hiring policies as specified in their recommendations.	18
	LCD would like to sponsor re-issue of memorandum as specified in their recommendations.	19

Future: Phase 4

Talent Management Program	Actions	Rationale
Succession Planning	Develop a succession plan to include pools for positions at all levels.	A succession planning process for positions at all levels may be too cost prohibitive.
Selection	Train Agency and management officials.	<p>The LCD recommends creation of two new training programs.</p> <p>Talent management professionals suggest that the overarching goal of this recommendation may be accomplished through incorporation of materials into existing development and training programs through modeling of the behaviors that the LCD is trying to achieve, and holding managers accountable for fair selections based only on job qualifications. These actions, which will build a culture of managers who are better able to balance the needs of employees with the needs of the operation over time.</p>

Requested Support

The LCD respectfully requests the following of senior leadership:

Encouragement of Program Offices' partnership with LCD in all program phases.
Support of endorsed Proofs of Concept.
Support of mentorship program recommendations.
Support and funding for adoption of talent management technology.
Support and funding for assessment and training review by LCD members.
Support and funding for proposed engagement schedule for FY12-13.

**Leadership and Career Development
Partnership (LCD)**

Recommendations on FAA Succession Planning

February 14, 2012

Updated: May 10, 2012



Recommendations on FAA Succession Planning

"The best leaders promote people into leadership based on leadership potential, not on politics, seniority, credentials, or convenience."

- John C. Maxwell

We, the principals of our respective organizations, present this letter to express our support for the establishment of a comprehensive and strategic succession planning program within the Federal Aviation Administration (FAA). We believe that succession planning done correctly becomes a powerful agent for organizational transformation and provides a framework for the stability and future sustainability of the Agency's leadership.

Leading organizations across all sectors approach succession planning as an integrated process. They go beyond focusing on replacing individuals to engage in strengthening and developing leadership talent at all levels of the organization.

We believe that a quality succession planning program must be based on these guiding principles:

Human Dignity: The intrinsic worth that is inherent in every human being.

Informed Consent: The right and responsibility of every competent individual to advance his or her own welfare.

Justice: The sense that all are treated equitably and fairly.

Integrity: The certainty that our actions match our words.

Diversity: The value of dissimilar thought, backgrounds, and beliefs.

Common Good: The conviction that leaders are compelled to service to their country and their fellow employees.

Cultural Imperative: The promise of FAA leaders to be actively committed to and involved in the process.

Equal Opportunity: The reality that equal access and availability exists for all through Agency-wide propagation and participation.

The implementation of diverse, inclusive, and integrated talent management processes will result in the following desired outcomes:

- A highly qualified and competent leadership team.
- Production of healthy candidate pools at every level in the organization.
- An improved workplace climate where people want to come to work.
- Increased employee engagement and productivity.
- A workplace that enables employees to reach their full potential.
- A management team that reflects the diversity of the nation.
- Integration across technological and performance platforms.
- The achievement of the Destination 2025 Workplace of Choice Outcome.
- Alignment with the Government-Wide Diversity Inclusion Initiative and Strategic Plan (Executive Order 13583), and all applicable affirmative action laws.

We submit the following recommendations under the specified headings:

Succession Planning

This area is a critical need for the FAA that serves as the primary focus for our overall recommendations. The goal of succession planning is to identify diverse and inclusive pools of qualified, high potential employees who are ready to assume positions of greater responsibility, and who have expressed their interest in career advancement. Succession planning pools should be defined broadly, addressing positions at all levels of the organization and across all organizational functions. Further, succession planning processes, procedures, and criteria should be clear, easy to understand, accessible, and transparent to employees. Finally, FAA managers and organization leadership should leverage succession planning pools when addressing their talent needs. Through comprehensive, centralized succession planning, FAA will realize substantial business and operational benefits driven by a highly motivated, highly skilled, diverse, and inclusive workforce.

Career Progression

We recommend the establishment of an FAA Career Progression Plan to clearly identify typical career paths that promote inclusive and diverse career advancement across our workforce. The career progression plan should provide employees with information, tools, and resources to assist them in planning for the individual development that helps them reach their career goals and fullest potential. Career progression should inform selection of appropriate employee development activities and should also complement succession planning by promoting employee awareness of the career paths and opportunities available to them. Corporate mentorship and career coaching initiatives are keys to the success of the career progression program. Further, career progression supports employee selection by offering employees meaningful developmental recommendations that, if followed, should in turn help them more effectively compete for the positions to which they aspire. Finally, career progression assists the selection and rating officials with a means of determining appropriate experience paths of individual candidates.

Employee Development

We recommend defining a comprehensive Leadership Development Plan and Leadership Philosophy to ensure that appropriate, clear, and consistent leadership values and behaviors drive the organization's success. Leadership competencies should be the foundation for how leaders are identified, assessed, selected, developed, and engaged. Transparent criteria and selection processes must be implemented and shared for all employee development programs, so a consistent, aligned vision and approach to FAA leadership development and talent management will emerge.

Development needs, tools, and curriculum will be identified, prioritized, and fulfilled to make the best use of finite resources. Managers must be trained to become effective mentors and coaches, to serve as key internal support. Employee development programs, opportunities (including details), and initiatives feed the other quadrants of the talent management model by ensuring employees have the

skills they need to meet their individual goals and the need for organizational change.

Emerging leaders demonstrate development through action, involvement, and engagement in a variety of ways, both inside and outside of normal duty assignments. For example, development opportunities exist in civic, religious, community, and professional organizations. Regardless of derivation, the leader's ultimate potential will be manifested by results.

Selection

We require identification and elimination of potential barriers and discriminatory practices hindering the selection processes for hiring, promotion, and development programs in the FAA, to ensure that they are equally accessible and reflect the diversity of the nation. Any efforts to target particular candidates and limit competition should be eliminated.

We recommend creation of transparent and inclusive processes for selection of detail participants and new Agency employees. Additionally, we recommend establishment of diverse selection panels for key agency positions.

A full barrier analysis must be conducted and communicated widely with a quarterly report and a proposed course of action on completion. It is essential that the program is aligned with a strong merit and diversity strategy and strongly supports the goal of expanding diversity and inclusion at all levels of the FAA.

Accountability

We recommend incorporating inclusion and diversity language in Executive Performance Management Plans and Management Performance Plans, and ensuring outcomes align with the Office of Personnel Management Diversity and Inclusion Strategic Plan.

Periodic Evaluation

A program deployment plan should communicate and mandate the need for frequent evaluation from a variety of sources and perspectives, including participants, selecting officials, program managers, executives, and other stakeholders. Evaluation and subsequent program revisions should employ qualitative and quantitative measures to ensure that the succession management processes are on track and should occur frequently and consistently, on at least an annual basis.

Sustainability

In order for this effort to become effective, it must be sustained over a sufficient and significant period of time. This is necessary to ensure adequate penetration of training and philosophy, and to realize the expected impact to the leadership culture. It is essential that the philosophy become ingrained at every level from our organizational vision, to our budgeting processes, to our performance expectations.

Costs must be effectively managed and organizational fulcrums must be leveraged when possible. To do this, the FAA should focus on eliminating redundant and competitive succession planning ventures within the Agency.

Leadership and Career Development Partnership

Appendix 1: Expected Outcomes

The LCD has outlined the following requirements for individual recommendations to be shared with the program management offices that are assigned to implement the overall LCD recommendation. The initiatives correspond with ATO talent management focus areas.



Outcomes:

If fully implemented, the recommendation of the LCD is expected to achieve the following outcomes:

Employee Outcomes

- Employees are equipped with the information, tools and resources necessary to understand their individual strengths; and are able to leverage developmental and career opportunities available to them allowing those interested to be prepared to assume positions of greater responsibility.
- Employees are aware of the requirements for entry, the expectations of participants, and the anticipated outcomes of, and are able to self-identify interest in and application to, talent management programs and initiatives.
- Talent management programs and initiatives are equally accessible to qualified employees who then have the ability to apply directly to key developmental programs.
- Managers are better able to help their employees develop while maintaining current and future operational efficiency.

Organizational Outcomes

- Criteria and processes for selection and participation in talent management programs and initiatives are clearly defined, shared openly, and promote and reflect the diversity of the nation.
- Diverse representation on selection panels, in key agency development programs, in talent pools and detail assignments leading to improved diversity in managerial and leadership roles.
- Any artificial barriers to developmental opportunities and bidding have been identified and eliminated.
- Managers easily access and leverage succession planning pools to address their talent needs.
- An organizational learning culture that supports development no matter where an employee is in the Agency.
- A work culture and environment that facilitates learning in key developmental and competency areas.
- An active governance process is in place to ensure accountability for diversity and inclusion.
- A review process for engaging SMEs in the design, development and evaluation of learning products has been established.
- A Leadership Development Plan exists that defines and prioritizes redesign and/or development of programs and ensures individual programs are in alignment with the plan and LCD goals.

1. Develop a succession plan to include candidate pools for key positions at all levels



Project Outcomes:

- Established pools exist for all managerial levels of the organization
- Diverse, cross-functional panels facilitate selection into pools, with documentation of qualification standards for panelists.
- Panel selection criteria are well-publicized; effective training provided to panelists; and panel oversight teams review potential panel members.
- A feedback process for non-selectees exists.
- An employee assessment process provides employees, managers and review panels data to facilitate agency succession planning.
- An electronic system facilitates administration of the succession planning process.
- Agency succession planning improves employee readiness to assume positions of greater responsibility over time.
- Succession planning pools are equally accessible to all interested and qualified employees who wish to move through the organization.

Recommended Tasks:

- Identify and dedicate resources to support administration of an ATO/FAA succession planning program.
- Establish a process for defining succession planning pools (i.e., define the positions that are included in specific pools).
- Develop criteria for employee selection into pools that takes into consideration:
 - Maximizing the employees' ability to self-identify by allowing direct access to the program office. (minimizing manager as barrier)
 - Geographic mobility.
 - Clearly defined qualifications.
 - Leadership experience.
- Establish diverse, cross-functional review panel(s) to facilitate selection of employees to be placed in a succession plan.
 - Develop and document qualifications standards and panel selection criteria to ensure diversity of selection panel members.
 - Establish expectations and training for panelists.
- Establish panel oversight teams to review potential and current panel members.
- Establish feedback process for non-selectees.
- Establish an employee assessment process that provides employees, managers, and review panel with data to facilitate agency succession planning.
- Establish online information technology systems that facilitate administration of succession planning processes.
- Develop process to eliminate barriers to entry into pools.

Suggested Metrics:

- Specific metrics should be developed with, and regularly reported to the LCD to ensure that pools meet the short- and long-term needs of the ATO and FAA, are accessible to managers, used widely, and composed of qualified employees ready to move to the next level.



2. Develop and launch a career progression plan

Project Outcomes:

- Career progression offers a “bottom up” view of career planning and career development driven by an employee’s interest and initiative regarding their career advancement.
- Employees are equipped with information, tools, and resources to manage their careers and are able to articulate and ready to achieve their career goals.
 - Employees clearly understand the specific knowledge, skills, experiences, and training that facilitate their own progress towards pursuit of specific career paths.
 - Employees have access to assessments and feedback to better understand their own strengths and areas for development.
 - Employees understand their strengths and skills and how moving through a career progression process supports their own career advancement and are therefore more confident and motivated in making the necessary changes to achieve their goals.
- Managers are able to advise and guide employees as they pursue career development and advancement.
- Managers with position vacancies and/or detail assignment opportunities leverage employees following career progression paths to address talent needs.
- Career progression complements agency succession planning, employee development, and employee selection processes.
- Barriers (e.g. pay, geographical preference, FAA budget, etc.) that may inhibit employee development and/or career progression have been mitigated.

Recommended Tasks:

- Establish an agency career progression planning program office; identify resources to administer an agency career progression planning process.
- Establish a process for defining career paths.
 - Established at all levels of the organization (i.e. non-supervisory, supervisory, managerial, and executive levels).
 - Defined for specific positions, job categories, and/or series.
 - Plain language job descriptions should be developed for each position referenced by a career path.
 - Career path knowledge, skill, experience, and training recommendations should be informed by subject matter experts familiar with the positions that make-up each path.
- Review and evaluate existing ATO career progression planning materials against project requirements.
- Identify and document agency and external information, tools, and resources that support employee career progression.
- Establish an employee assessment process that provides employees and managers data to facilitate agency career planning.
- Establish online information technology systems that facilitate administration of agency career progression planning processes.

Suggested Metrics:

- Specific metrics should be developed with, and regularly reported to the LCD to ensure that high quality, relevant career paths are defined for all FAA employees; workforce trends are able to be tied to career development; and satisfaction and participation rates are high.

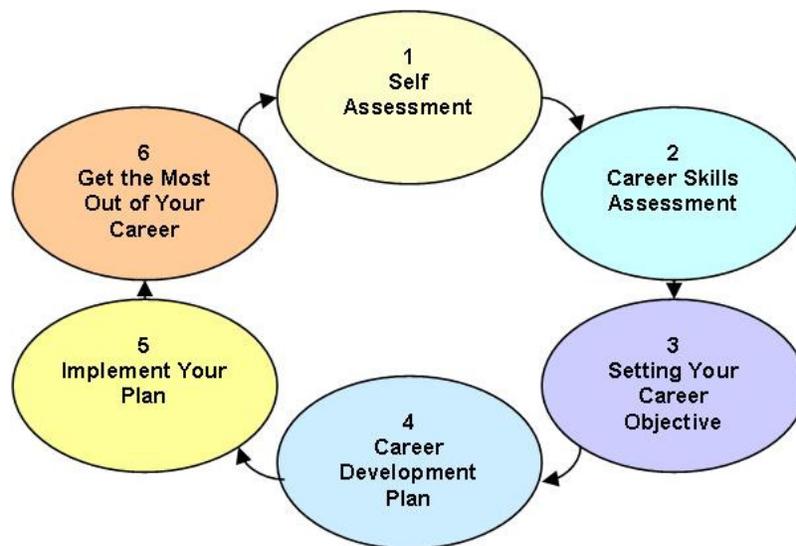


Develop and launch a career progression plan:

Proposed Program Model

Career Plan – 2012 “The ladder of success is best climbed by stepping on the rungs of opportunity” Ayn Rand

By taking the opportunity to develop future career plans, employees would be well on their way to job satisfaction and success.



- **Self-Assessment.** Discover their desires and passions. A question could be asked: What would you do if money were no object? This may support an employee if he/she does not know exactly what they want to do. If so, move on to the next step.
- **Career Skill Assessment.** This sounds similar to the self-assessment, but rather than focusing on your personality and interests, career skill assessments focus on your core job strengths and weaknesses.
- **Setting Your Career Objective.** Now that you understand your personality, interests, skills and strengths, it's time to make a decision!
- **Career Development Plan.** The nuts and bolts of planning your career development process. Set goals and timelines based on your career objective.
- **Implement Career Development Plan.** It's action time! If your plan involves a career change, use the navigation bar on the left to help you through your career search, resume, cover letter and job interview questions.

Get the Most Out of your Career. To get the most out of your new career, planning strategies and learning skills will help you get to the next level. By planning your career development process, you're well on your way to your perfect career. Knowing your strengths and skills, along with having a plan, will give you the confidence and motivation you need to make a positive change.

3. Develop and implement self-service career tools



Project Outcomes:

- Employees are better able to navigate in a complex organization and understand how moving through a career progression process translates into actual positions if that is what they desire.
- A self-service one-stop location where employees can identify and apply to programs and access information is equally accessible to all interested employees electronically or in other forms.
- Employees are equipped with information, tools, and resources to manage their careers and are able to articulate their career goals.

Recommended Tasks:

- Determine scope and process/tool owner.
- Identify employee self-service needs.
- Identify necessary career tools.
- Develop content.
- Identify and implement appropriate interfaces.
- Establish process and criteria for periodic review of tools.
- Development assessment processes and tools.
- Identify references to other (both internal and external) resources.
- Link identified training/developmental opportunities to appropriate places (e.g., eLMS).

Suggested Metrics:

- Specific metrics should be developed with, and regularly reported to the LCD to ensure that tools are understood, used, and valid.



4. Create a career counseling program

Project Outcomes:

- Employees have equal access to a **human** resource who can help them to:
 - Understand how moving through a career progression process translates into career advancement if that is what they desire.
 - Better navigate in a complex organization.
 - Be informed about various resources available, including mentoring opportunities, competencies and skill sets needed to advance, and other career options.
 - Evaluate their career choices and develop a career plan.
 - Establish a one stop location (Help-line that covers shift workers) where employees would receive information regarding career information.
- Employees are equipped with information, tools, and resources to manage their careers and are able to articulate their career goals.

Recommended Tasks:

- Determine scope and program owner.
- Develop and launch a career counseling program, which **may** include:
 - Establish a focal point within each facility (for inspirational posters, pamphlets regarding career choices and other material).
 - Appoint several professional career counselors to help individuals make career choices and advance their career development with feedback.
 - Provide career assessment and exploration to help employees define their career interests, skills, and personality; learn about today's career opportunities; and make a match between the two.
 - Create a database tool to help employees navigate their career options.
 - Career Counseling Website that:
 - Provides information about career pathing, training, mentorship/developmental programs/detail/employment/and shadow opportunities.
 - Provides links to the Employee Associations' websites.
 - Incorporates a database with position descriptions and expertise the agency requires from the applicants.
 - Includes information on external volunteer events to facilitate employee engagement and networking .Incorporate a FAQ section and a Live Chat to ensure the highest level of customer service.

Suggested Metrics:

- Specific metrics should be developed with, and regularly reported to the LCD to ensure that career counseling services are widely accessible, utilized and drive employee career success.



5. Implement a corporate mentorship program

Project Outcomes:

- A defined, formal, structured mentor program, based on best practices embraced by management, which engages employees to drive their own career success.
- Access to quality mentors across all locations and lines of business.
- Interested employees are familiar with and have easy and equitable access to the mentor program.

Recommended Tasks:

- Develop mentor program that engages employees in driving their own career success, which may include:
 - Define the role of the mentor and criteria for mentor selection.
 - Develop transparent criteria for matching mentors to mentees, including: geographic, LOB/Agency, job type, other factors.
 - Develop and launch a training program for potential mentors.
 - Identify and develop a platform for matching mentors and mentees.
 - Identify a platform and/or technology to facilitate mentor/mentee relationships.
 - Develop a centralized data repository system for participants to retrieve information.
 - Develop feedback mechanisms for all involved parties.
 - Define and integrate the role of supervisors/managers in mentor/mentee relationship
 - Identify crossover potential with other proposed recommendations. Including: role of mentor in IDP creation, identifying/recommending development programs, and other applicable areas.
- Identify a pilot group (among ATO/FAA/DOT) and launch mentoring program.
- Develop and launch a communication plan that reaches out to all potential participants and provides a clear understanding of how to access the program and the benefits of involvement.
- Identify staff to manage the mentor program.

Suggested Metrics:

- Specific metrics should be developed with, and regularly reported to the LCD to ensure that the mentorship program meets the needs that are defined.



Implement a corporate mentorship program:

Proposed Program Model

In the original TWO/PWC Mentor Partnership, the employee organizations wanted to work in partnership with the FAA in providing employees with opportunities to obtain the right tools and training to help achieve the FAA's Flight Plan goals of Organizational Excellence and Increased System Efficiency.

We recognized the need for a viable program in the field and a much needed tool for people to take control of their own careers and the outcome of the decisions they make about their careers, while feeling valued as an employee.

- The goal is to increase employee development opportunities throughout the FAA.
- The mentor partnership is a one-on-one mentor/mentee relationship with a coach. A Mentoring Team should develop an action plan for how they are going to proceed throughout the next nine/twelve month period. The Oversight Workgroup Member or Coach should facilitate this discussion and move it toward definable actions chosen by the Mentee – it must be the Mentee's actions and commitments.
- It may take several meetings, phone calls, and/or emails before a final plan of action (strategic plan) is developed and agreed upon.
- Use technology to enhance the mentor/mentee meetings, ie: iPads, allowing Skype on work computers, other avenues of technology out in the market.
- This strategic planning should culminate in an Individual Development Plan for the Mentee. Timelines and due dates should be set and followed up on.

Program structure would include:

- Mentoring teams will be assigned to work with a specific Oversight Workgroup Member (coach). These two parties will meet and/or communicate independently, on an "as needed" basis, to accomplish program goals.
- Mentoring teams will submit a monthly status report to their Oversight Workgroup Member (coach).
- Mentee must develop an Individual Development Plan (IDP) and accomplish at least one IDP objective before completion of the program.
- Mentoring teams (mentee and mentor) should plan to participate in as many learning opportunities as possible.
- Mentoring teams must submit a final report answering:
 - How has my organization benefited from my participation in this program?
 - How have I benefited from my participation in this program?
- Feedback is three tier: Mentee, Mentor, and Mentee's Supervisor and Coach
- The team must be committed to ongoing communication and interaction. Ensuring that both parties' supervisors are on board with the mentoring activities will help with this commitment.
- Make sure that you include progress evaluation into your meetings to ensure that planned activities are still viable and valuable. Some mentoring teams continue their partnership after the current year's mentoring program is closed.
- Use technology to enhance the mentor/mentee meetings, i.e., iPads, allowing Skype on work computers, other avenues of technology out in the market.

6. Develop a selection process to include selection panels for all Agency employee development programs



Project Outcomes:

- Corporate, centralized selection processes in compliance with OPM's merit systems principles that promote fair and equitable selection into employee development programs that ensure diversity and inclusion for qualified applicants.
- Selection standards are clearly defined and transparent to potential applicants.
- Diverse, cross-functional panels facilitate selection into programs, with documentation of qualification standards for panelists.
- Panel selection criteria are well-publicized; effective training provided to panelists; and panel oversight teams review potential panel members.
- A feedback process for non-selectees exists.
- More effective processes for selecting participants into employee development programs leads to a more qualified and diverse candidate pool for succession planning.

Recommended Tasks:

- Identify key agency development programs and establish selection criteria for entrance into, continuation in, and completion of each program.
- Develop corporate, centralized selection processes for employee development programs that ensure diversity and inclusion.
- Establish criteria for what constitutes a diverse panel.
- Establish expectations and training for all participants in employee development selection panels.
- Establish formal feedback processes for non-selected candidates and assessment/feedback mechanisms for each program.
- Establish independent, random review process for selections made.

Suggested Metrics:

- Specific metrics should be developed with, and regularly reported to the LCD to ensure that participants in key agency development programs reflect the diversity of the nation, and development programs are subjected to level 3 feedback that supports participant outcomes and drives development toward agency valued competencies.



7. Train agency and management officials

Project Outcomes:

- Roles and responsibilities in the talent management process are clearly defined for managers, and managers are provided with resources to make them better able to develop employees while maintaining operational excellence.
- Managers have a clear understanding of the importance of:
 - Promoting diversity and inclusion in the selection process.
 - Identifying and developing talent, leadership skills, and employee strengths.
 - Improving the quality of candidates for promotion.
- Managers are held accountable for engaging with employees, addressing their development needs, and promoting diversity and inclusion at all levels of the FAA.

Recommended Tasks:

- Develop an effective campaign to accomplish LCD outcomes.
- Ensure FAA builds funding for backfill behind developmental opportunities for selected candidates into budget priorities.

Suggested Metrics:

- Specific metrics should be developed with, and regularly reported to the LCD to ensure that senior leadership provides managers with the resources necessary to develop their employees while meeting operational needs; improved diversity and inclusion at all levels of the FAA leading to improved employee morale and attitude; and managers are accountable for employee development.

8. Develop assessment tools and processes



Project Outcomes:

- Assessment vehicles and methods with the goal of inclusiveness and diversity are clear and accessible for all interested employees.
- Structured assessments to identify employee strengths, and critical needs that are accessible to all interested employees.
- Self-assessments are aligned with career progression, succession planning and development opportunities.

Recommended Tasks:

- Determine whether assessments should be multi-layered:
 - Assessment to get into the succession pipeline.
 - Assessment for programs.
 - Assessment for job positions.
- Review value of current assessment tools in use.
- Research and develop/acquire assessment tool(s).
- Determine method of access to assessment tool.
- Create guidance to support purpose and use of assessments (self-awareness, leadership development, performance management, etc).

Suggested Metrics:

- Specific metrics should be developed with, and regularly reported to the LCD related to outcomes showing the percentage of the workforce that have appropriate assessments available and have used them along with score profile changes over time, post-development Supervisor competency evaluations, and the value of assessment tools used.

9. Conduct an evaluation and gap analysis of employee development programs and processes



Project Outcomes:

- Employee development needs are defined and prioritized for all levels of employees, leading to the identification and prioritization of programs needing updating or development.
- A plan is in place to have the processes and tools that are inclusive, support current job competency and preparation for future leadership roles, increase the diversity and quality of employees in the talent pools, and help employees identify individual career goals and objectives.
- A work culture and environment that facilitates learning in key competency areas and prepares individuals who aspire to positions of increasing responsibility and authority.
- A systematic program evaluation process which accounts for both stakeholders and participant needs, as well as operational impact to facilities.
- Managers will be better able to help match employees with optimal development choices.

Recommended Tasks:

- Determine metrics for success of current programs. (Metrics should include ongoing tracking of demographics within each program, graduation rate/promotion rate of candidates in programs, etc.)
- Define review/analysis process (prioritization, analysis documentation, etc.).
- Define skill/competency needs for strategic goals achievement/NextGen.
- Conduct review/analysis of current training courses (FMC 1-3, eLMS courses), Programs (LEAD, PEL, SLDP, TOSPP, ATLDP, etc), and Processes (IDP and performance evaluations).
- Identification of which programs or aspects of programs are working well and what should be changed.
- Determine the elements necessary for a future state process that promotes diversity and inclusion.
- Develop an evaluation program to determine effectiveness of employee development programs within 12-15 months of completion.
- Create a leadership development plan which defines and prioritizes the redesign and new development of programs.

Suggested Metrics:

- Specific metrics should be developed with, and regularly reported to the LCD to include: completion of the analysis in an agreed-upon timeframe, the percentage of programs reviewed / analyzed against defined critical needs, and the definition and analysis of program evaluation data.

10. Define employee development planning processes such as Individual Development Plans (IDP) and Management Development Plans (MDP)



Project Outcomes:

- A learning environment that facilitates growth in key competency areas and prepares individuals who aspire to positions of increasing responsibility and authority.
- A centrally-managed and funded IDP process that is not solely dependent on the supervisor-employee relationship.
- IDPs, useful guidance, and tools are easily accessible (online) by any employees who wish to participate.
- IDP is included as a factor for selection into programs and positions and managers who encourage the use of it by their employees are rewarded.

Recommended Tasks:

- Identify and make improvements to the IDP process as currently practiced in the agency.
 - Identify, develop and provide developmental assignments, shadow various progressive positions, and provide opportunities to gain hands on experience in a variety of work environments to expose the individual to the diverse opportunities available that one would not necessarily be exposed to in his/her current position.
- Identify and incorporate success factors into the IDP process that treat it as a rational planning process:
 - Use assessment data regarding participants' strengths and weaknesses.
 - Assess and understand information regarding competencies and requirements for success in the target position.
 - Include discussion/rationale why the chosen development opportunity is a good choice compared to other potential opportunities.
 - Be able to say what success looks like (metrics).
 - Have an annual (or more frequent) documented review and skill evaluation done with supervisor or sponsor.
- Improve the eLMS platform to be more interactive and user friendly, more process oriented regarding what developing a good IDP looks like, and to track participation.
- Develop and provide workshops and training to educate employees and managers about IDPs and help them develop and implement personal development plans.

Suggested Metrics:

- Specific metrics should be developed with, and regularly reported to the LCD to include: proof that all new managers complete IDP training within the first year and repeat every five years, number of managers who complete IDP training, number or percentage of employees actively enrolled in the IDP process by manager/employee ratio on an annual basis, and incentives to managers.



11. Create/evaluate other employee development opportunities (shadowing, job swapping, and coaching)

Project Outcomes:

- Employee development programs are openly marketed at the very lowest level and opportunities are fairly and equitably distributed.
- Criteria for nomination, selection and successful completion are clearly defined and transparently shared for each kind of development opportunity.
- All barriers to developmental opportunities and bidding for those opportunities have been eliminated.
- Learning objectives and accountability for outcomes are clearly identified.

Recommended Tasks:

- Define a review/analysis process (prioritization, analysis documentation, etc.).
- Define skill/competency needs for strategic goals achievement/NextGen.
- Develop an evaluation program to determine effectiveness of employee development programs within 12-15 months of completion.

Suggested Metrics:

- Specific metrics should be developed with, and regularly reported to the LCD, to include: ongoing tracking of demographics within each program, graduation rate, and promotion rate of candidates in programs.

12. Create an inclusive process for selecting detail participants that promotes diversity and is in compliance with OPM's merit systems principles



Project Outcomes:

- Transparent criteria, based on knowledge, skills and abilities required for, and expected outcomes of the individual detail assignment; and a selection process that mirrors other selection processes to promote equal access to detail opportunities for qualified employees.
- All employees are equipped with information, tools, and resources to leverage available detail opportunities as they occur.
- Diverse, cross-functional panels facilitate detail selection, with documentation of qualification standards for panelists.
- Panel criteria are well-publicized; effective training provided to panelists.
- National panel oversight teams review the process and randomly review to ensure panels are operating in line with established process.
- Details are equally accessible to all interested and qualified employees who wish to move through the organization.
- Where the selection process is contingent on the approval/disapproval of one individual or group of individuals other than the diverse selection panel, an appeal process is available.
- A feedback process for non-selectees is used.
- Developmental detail opportunities improve employee readiness to assume positions of greater responsibility over time.
- Details are used as an opportunity to diversify representation in managerial and leadership roles.
- A random process of third party selection review is in place.

Recommended Tasks:

- Detail process, outlined in the Oct 2011 memorandum, will be reviewed and revised to ensure that the process is diverse and inclusive.
- Checklists will be established for each step in the process: Defining the need for the detail, defining selection criteria, solicitation of applicants, assessment of applicants, and selection of appointee. These checklists will be designed to provide guidance and to ensure diversity and inclusion. Managers will be required to provide these checklists to the appropriate office.
- Establish diverse, cross-functional review panel(s) to facilitate selection of employees to be placed in a succession plan.
 - Develop and document qualifications standards and panel selection criteria to ensure diversity of selection panel members.
 - Establish expectations and training for panelists.
- Establish panel oversight teams (representatives from ATO, AHR, ACR, AGC and external LOBs) to randomly review potential panel members for referral.
- Establish a feedback process for non-selectees.
- Establish an employee assessment process that provides employees, managers, and review panels with data to facilitate detail selection.

Suggested Metrics:

- Specific metrics should be developed with, and regularly reported to the LCD to ensure a relevant and high quality detail selection process, assessment data supports workforce trends, participation is diverse and inclusive, and user satisfaction and outcome of the detail reflects initial expectations for detailee and manager.



13. Create selection panels for managerial and other key agency positions

Project Outcomes:

- Revised managerial competencies eliminate any barriers for open and equal competition.
- Selection standards and processes are clearly defined, transparent and accessible to all qualified employees.
- Diverse, cross-functional panels facilitate selection, with documentation of qualification standards for panelists.
- Panel selection criteria are well-publicized and effective training is provided to panelists.
- National panel oversight teams review process and randomly review to ensure panels are operating in line with established process.
- A feedback process for non-selectees exists.
- Where the selection process is contingent on the approval/disapproval of one individual or group of individuals other than the diverse selection panel, an appeal process is available.
- A random process of third party selection review is in place.

Recommended Tasks:

- Review and amend managerial and executive competencies to eliminate any potential barriers for open and equal competition.
- Develop selection criteria for panelist that consists of a formalized process to ensure diversity on the panels.
- Establish specific criteria for participant selection (may include panels).
- Establish feedback process for selectees/non-selectees.
- Develop qualification standards and develop training for panelist (i.e. rating panel, selection panel).
- Establish panel oversight teams (representatives from AHR, ACR, AGC and external LOBs) to review potential panel members for referral).
- Create a cadre of trained diverse panelist.
- Develop assessment and evaluation tools.

Suggested Metrics:

- Specific metrics should be developed with, and regularly reported to the LCD to ensure candidate pools reflect the diversity of the nation, an appropriate cadre of trained panelists exists, and assessment data and processes support project goals.

14. Conduct barrier analysis for all key FAA occupations



Project Outcomes:

- Potential barriers and discriminatory practices, if any, have been identified.
- A process to eliminate identified barriers has been created.
- Identified process to eliminate barriers has been implemented.
- All artificial barriers to developmental and job opportunities and applying for those opportunities have been eliminated.
- Diverse representation throughout the agency, including in developmental programs, panels, talent pools, new hires, promotions and details.
- Diverse representation in key agency developmental programs will result in better programmatic outcomes due to diverse interactions in program activities.

Recommended Tasks:

- Endorse current proposal for Air Traffic Controllers barrier analysis.
- Plan for barrier analysis of all mission critical occupations.
- Conduct barrier analyses.
- Present proposed course of action to correct any barriers found.

Suggested Metrics:

- Specific metrics should be developed with, and regularly reported to the LCD to ensure adequate information is available to make decisions regarding diversity and inclusion.

15. Ensure a diverse and inclusive process for selecting new employees that promotes diversity and is in compliance with Executive Order 13583



Project Outcomes:

- Potential barriers and discriminatory practices have been eliminated, and resulted in diverse representation throughout the agency.
- Skills necessary for new positions are clear and well defined.
- Qualifications, selection standards, and processes are clearly defined, transparent and accessible to all candidates.
- Diverse, cross-functional panels facilitate new employee selection, with documentation of qualification standards for panelists.
- Panel selection criteria are well-publicized; effective training provided to panelists; and panel oversight teams review potential panel members.
- A random process of third party selection review is in place.

Recommended Tasks:

- Evaluate and update, if necessary, qualifications standards required of or considered for new employees, to eliminate any potential barriers for open and equal competition.
- Develop selection criteria for panelists that consist of a formalized process to ensure diversity on the panels.
- Establish specific criteria for participant selection.
- Develop qualification standards and develop training for panelist.
- Establish panel oversight teams (representatives from AHR, ACR, AGC and external LOBs) to review potential panel members for referral.
- Create a cadre of trained diverse panelists.

Suggested Metrics:

- Specific metrics should be developed with, and regularly reported to, the LCD to ensure adequate information is available to make decisions regarding diversity and inclusion.

16. Establish processes for attracting, retaining, and utilizing the best talent



Project Outcomes:

- Managers identify talent within their organization, across the FAA, or when available individuals external to FAA. The goal is to have the right managers that are the best leaders for our most prized resource, the people.
- Managers can resource projects, fill detail assignments, meet business objectives with the best talent.
- Senior leadership is able to best distribute talent across organizations.
- Transparent and equitable access to talent information.
- Data is accessible to both manager and employee.
- Identify gaps in talent so developmental opportunities can be appropriately targeted (e.g., address talent gaps through details, financial/human capital/technical training, and coaching; employees take their own initiative to develop through external education/experience).
- Allows utilization talent data to promote decisive management actions that promote diversity and inclusion in the workforce.
- Talent data is made available to identify individuals capable of backfilling existing positions in order to allow others to develop.

Recommended Tasks:

- Establish a program office with accountability to develop and maintain the success of this initiative.
- Align internal and external information technology infrastructure/systems so managers can see and analyze talent data [e.g., Federal Personnel Payroll System (FPPS), electronic Learning Management System, (eLMS), and other legacy systems].
- Define requirements regarding access to data to protect privacy and personally identifiable information (PII).
- Establish what common data would be available and to what audiences.
- Explore leveraging third-party software.
- Establish online employee profiles, including employee career goals, to inform selections for detail assignments and entry into key developmental programs.
- Capture employee information to easily identify within the talent data where there are individuals indicating aspirations for several jobs out from where they are right now [e.g.: effective use of individual development plans (IDPs), goals connected to programs like Federal Executive Institute (FEI), Senior Leadership Development Program (SLDP)].
- Utilize talent data to identify employees for taking on special projects that are quick turn-around/short deadlines needing quality results.
- Establish reporting systems and dashboards to promote visibility and utilization of talent.

Suggested Metrics:

- Specific metrics should be developed with the LCD to ensure reporting is broadly available to ensure that our systems support talent visibility and promote diversity and inclusion and ensure the ability to identify talent for special projects.



17. Include diversity and inclusion in the Performance management plan

Project Outcomes:

- Managers have stronger ownership of ensuring FAA is a diverse and inclusive workplace, and ensuring prevention and elimination of all forms of discrimination, harassment, and retaliation.
- The LCD supports inclusion of OPM-recommended language into the Executive Performance Management plans following LCD review of final language.

Recommended Tasks:

- Incorporate language into Executive and Managers Performance Management Plans:
 - *See Proposed Language in Appendix*

Suggested Metrics:

- Incorporate measurable metrics that strengthens the accountability measures for managers.
- Additional metrics to be developed and reviewed LCD.



18. Review HR Hiring Policies

Project Outcomes:

- HR hiring policies have undergone an independent review process.
- Any potential barriers for employment have been removed from HR hiring policies.
- Managers are held responsible for following hiring policies.

Recommended Tasks:

- Review the following Hiring Policies:
 - HREMP-1.2 Employment of Relatives
 - HREMP-1.7 Qualification Requirements (1.7a, 1.7b, 1.7d)
 - HREMP-1.8 Interview Policy
 - HREMP-1.9 Selection Priority
 - HREMP-1.10 Permanent External Hiring
 - HREMP-1.11 Temporary External Hiring
 - HREMP-1.14 Permanent Internal Assignments (1.14a ATCS)
 - HREMP 1.19 Employment of Former ATC specialist
- Ensure the review includes determining whether the policy allows potential barriers to employment, if the policies are being used effectively, and any recommended corrective action.

Suggested Metrics:

- Incorporate quantifiable metrics that ensures HR hiring policies are effective, fair, and implemented.
- Additional metrics to be developed and reviewed LCD.

19. Issue an updated COO memorandum “ATO Diversity Outreach Support Policy” of July 13, 2010 with endorsements of AOA, ACR, AHR, and LOB/SO that reflects the spirit and intent of the attached memo

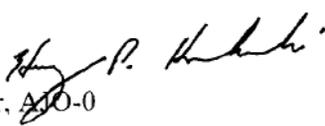


**Federal Aviation
Administration**

Memorandum

Date: JUL 13 2010

To: ATO Senior Vice Presidents
ATO Vice Presidents

From: Hank Krakowski, Chief Operating Officer, ATO-0 

Subject: ATO Diversity Outreach Support Policy

The Air Traffic Organization (ATO) is embarking on a broad-based effort with the FAA Offices of Human Resource Management and Civil Rights to recruit and retain the most talented, inclusive workforce possible. To accomplish this goal, which is essential for the success of NextGen, the ATO Diversity Office needs the active support of the entire ATO.

All business units and offices must ensure that their communications activities, both internal and external, reflect the FAA’s strong commitment to diversity and inclusion by including, but are not limited to the following: advertisements; booth and exhibit displays; fact sheets; news articles; photographs; presentations and speeches; publications; reports; videos; and online offerings.

Photographs and videos offer tremendous opportunities to illustrate the diversity and inclusiveness of the FAA’s workforce. News articles, brochures, PowerPoint presentations, web pages, videos, audio narrations and other forms of media present additional avenues for reinforcing the FAA’s appreciation of and commitment to diversity, as do speaking engagements and recruiting outreach appearances.

Whenever possible, our communications activities should underscore senior management support for diversity within the FAA because diversity of thought, viewpoint, background and experience improves the quality of the ATO’s work; and while progress has been made, the ATO still has more work to do.

The ATO Diversity Office has developed a branding and marketing campaign and a recruitment and retention strategy to position the FAA/ATO as an employer of choice for highly qualified individuals in all job categories and at all experience levels. It is collaborating with the ATO Communications Office to incorporate our diversity messaging in a variety of media.

Leadership and Career Development Partnership

Appendix 8: Sample Language

Proposed sample language to include diversity and inclusion in the performance management plan and in hiring policies

EXECUTIVE PERFORMANCE MANAGEMENT PLAN changes:

- NEW - Incorporate into their Effective Leadership Rating
- Demonstrated success in addressing diversity inclusion within the Effective Leadership rating factor of the Executive Performance Management Plans.

CHANGE the Effective Leadership

- Original:
 - Ensures continuous leadership development for executives and managers, including completion of mandatory training within probationary periods.
 - Ensures that managers receive adequate labor relations training and use performance management systems and recognition programs to drive organizational success and effectively address performance problems.
 - Develops and supports an effective succession planning program and provides training, coaching/mentoring, performance feedback, and developmental opportunities that build technical competence and leadership capabilities throughout the organization.
- Revision:
 - Ensures continuous leadership development for executives and managers is available and in some cases mandated. Accountability for completion of mandatory training within probationary periods is a priority to achieve the basics of effective leadership.
 - Ensures that managers receive adequate Equal Employment Opportunity training, labor relations training and use performance management systems and recognition programs to drive organizational success and effectively address performance problems.
 - Ensures the Corporate succession planning program is effectively supported and provides training, coaching/mentoring, performance feedback, and developmental opportunities that build technical competence and leadership capabilities throughout the organization.

CHANGE the Work Environment

- Original:
 - Creates and maintains an atmosphere which promotes positive human relations and open communication between employees and their supervisors..... Maintains a comprehensive Model EEO Program in accordance with the provisions outlined in EEOC Management Directive 715, including prevention and elimination of all forms of discrimination, harassment and retaliation...
- Revision:
 - Maintains a comprehensive Model EEO Program in accordance with the provisions outlined in EEOC Management Directive 715, including prevention and elimination of all forms of discrimination, harassment and retaliation. Examples include in the selection of new employees, promotions, training opportunities, detail assignments – fair, open, transparent and equitable to all ...

MANAGERS PERFORMANCE PLANS – for Front Line, Middle and Senior Managers Plan Changes

OUTCOME 1 of 6: ACHIEVING RESULTS

- Original:
 - When filling a vacant position, hiring managers collaborate with HR to:
 - Recruit and attract a quality candidate pool
 - Complete a timely review of referred candidates.
- Revision:
 - When filling a vacant position, hiring managers collaborate with HR to:
 - Recruit and attract a diverse pool of quality candidates
 - Complete a timely review of all referred candidates.

Leadership and Career Development Partnership

Appendix 8: Sample Language

OUTCOME 2 of 6: LEADING PEOPLE

- Original:
 - If applicable, ensures all probationary managers complete the following mandatory managerial training requirements that come due during the performance cycle: Frontline Managers Course Phase 1 (FMC-1) within three months from probationary start date; Frontline Managers Course Phase 2 (FMC-2) within six months from probationary start date; and Frontline Managers Course Phase 3 (FMC-3) within 18 months from probationary start date.
- Revision:
 - Ensure all probationary managers complete the following mandatory managerial training requirements that come due during the performance cycle: Frontline Managers Course Phase 1 (FMC-1) within three months from probationary start date; Frontline Managers Course Phase 2 (FMC-2) within six months from probationary start date; and Frontline Managers Course Phase 3 (FMC-3) within 18 months from probationary start date.

OUTCOME 3 of 6: BUILDING RELATIONSHIPS

- Original:
 - Upon request, provides interview candidates with specific, honest, and timely post interview feedback regarding their performance during the interview process.
- Revision:
 - Ensure all interview candidates are aware they may request and are entitled to specific, honest, and timely post interview feedback regarding their performance during the interview process.

Recommended Tasks:

Review ATO Managements Performance Plans to strengthen the agencies diversity and inclusion's (DI) initiatives to positively impact diverse selections Agency-Wide or ATO (if necessary)

- Activity 1- Work with ACR to draft and propose language to be incorporated into Destination 2025, which influences performance plans; incorporate in FY-13.
 - Identify the approved language ATO has and support them in getting it approved.
 - Example 1: "Utilize recruitment and outreach activities to ensure that the agency applicant pools for major occupations are within 52% of the relevant civilian labor force statistics."
 - Example 2: Establish a target that measures the agency's ability to increase the minority onboard participation rate by ___% each year or higher than the previous year (including the civilian labor force (CLF)and use as a benchmark).
 - Collect and analyze applicant flow data for vacancy announcements.
 - Work with AHR and ACR to conduct strategic and targeted outreach efforts.
 - Create a disclaimer to on all vacancy packages that contain a certification list from AHR to the hiring managers to be reminded managers of the agencies DI initiatives and select personnel that is best qualified

ATO-Wide

- Activity 2- Develop a DI initiative and incorporate in ATO's Business Plan which will require hiring managers to report quarterly on actions taken to support DI beginning in FY-13.
 - Examples of supporting activities include:
 - Create an ATO DI Advisory Council to provide

Leadership and Career Development Partnership

Appendix 8: Sample Language

assistance and partnerships in executing DI initiatives. Ad hoc members may include AHR, ACR, and the EA Presidents. ATO organizations that do not comply with DI initiatives set by ATO DI Advisory Council and/or the FAA Destination 2025 will receive a Notice of Improvement from the Chair of the council (will impact performance evaluation).

- Provide management training on DI and how managers can be successful.
- Involve managers and supervisors in recruitment efforts/activities and ensure efforts target the minority groups where the agency's participation rate is lower than the CLF.
- Monitor and enforce manager's use of flexible/alternative hiring authorities;
- Increase the number of external vacancies.
- Request managers and supervisors support for staff's attendance to external outreach events while on duty.
- Develop external partnerships. Work with AHR and ACR Special Emphasis Program Managers.
- Utilize the 2011 OPM Government-Wide Diversity and Inclusion Strategic Plan to withdraw ideas of actions that will help increase diversity in the agency.
- Seek successful practices from other agencies with similar size and occupations.

Suggested Metrics:

- Incorporate measurable metrics that strengthens the accountability measures for managers.