



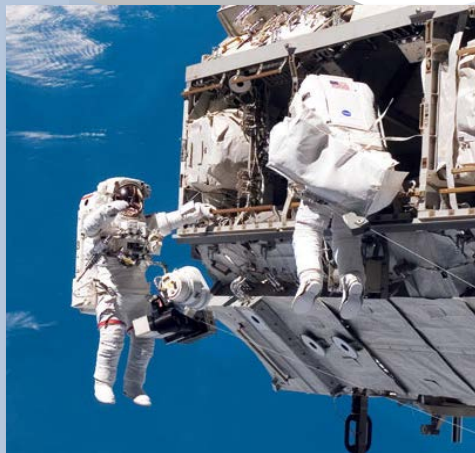
National Aeronautics and Space Administration

Office of Diversity and Equal Opportunity

**NASA FY 14-16
Model EEO Agency Plan Update**

AND

**FY 13 Annual EEO Program
Accomplishment Report
(EEOC MD-715)**



May 2014

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Introduction

In 2003, the U.S. Equal Employment Opportunity Commission (EEOC) issued Management Directive (MD) 715, requiring Federal Agencies to develop and implement annual “Model EEO Agency Plans” to advance equal employment opportunity (EEO) in the workplace. NASA’s Office of Diversity and Equal Opportunity (ODEO) leads the effort to evaluate NASA’s management infrastructure, including policies, procedures, and practices, to identify challenges to EEO, and to develop actions to address them. Success in completing these important actions will be achieved through a collaborative effort between ODEO and senior management across the Agency, all working together to make NASA a model EEO Agency.

This year, ODEO has shifted to a new approach to streamline the Model EEO Agency Plan (the Plan). The purpose of this new approach is twofold: 1) to focus attention and actions on a limited number of high-priority challenges; and 2) to define the over-arching Agency challenges and strategies, but leave it to the Centers to define the tactical actions they will use to address the challenges. In other words, it is intended that the Agency Plan will broadly state challenges and strategies and Centers will decide how to best operationalize the strategies to meet the objectives. This is a departure from the past, when ODEO identified a number of detailed actions for all Centers to implement.

The Plan is based on the six essential elements of a Model EEO Agency, as identified by EEOC:

- 1) Demonstrated Leadership Commitment
- 2) Proactive Prevention of Discriminatory Actions
- 3) Integration of EEO into the Agency Strategic Mission
- 4) Management and Program Accountability
- 5) Efficiency of EEO Operations
- 6) Responsiveness and Legal Compliance

The following Plan will begin by describing high-level challenges and strategies related to each of the six essential elements. These strategies are intended to “attract and advance a highly skilled, competent, and diverse workforce...” consistent with the 2014 NASA Strategic Plan.¹ Subsequent sections of the Model EEO Agency Plan will provide more specific actions, measurements, lead offices, and timeframes for implementation, as well as FY 13 EEO accomplishments and workforce demographic analysis. Each NASA Center² is tasked to develop and implement a plan that aligns with the overarching objectives and strategies of the Agency Plan.

It should be noted that the Model EEO Agency Plan is different from, but complementary to, the Agency’s Diversity and Inclusion (D&I) Strategic Implementation Plan. EEO, rooted in numerous Federal laws (e.g., the Civil Rights Act of 1964, the Rehabilitation Act of 1973, etc.) has a narrower focus than D&I. EEO laws apply to a specific number of individual attributes, such as race, color, national origin, gender, disability, age, genetic information, and religion. Of these attributes, the Model EEO Agency

¹ NASA 2014 Strategic Plan, Goal 3, Objective 3.1.

² For the purposes of this Plan, “Center” includes Headquarters and the NASA Shared Services Center, as well as the nine field Centers.

Plan focuses on race, national origin, gender, and disability.³ Like the D&I Strategic Implementation Plan, however, and consistent with NASA's core values, the Model EEO Agency Plan challenges NASA to rise above the minimum requirements and achieve excellence.

1. Demonstrated Leadership Commitment

Challenge: NASA leadership demonstrates its commitment to equal employment opportunity by affirming EEO policy, communicating EEO messages, and modeling EEO in personnel actions.

Strategies

1.1 At the Agency level, NASA senior leadership conveys the importance of equal employment opportunity through Agency policy, messaging, and behaviors reflective of EEO principles.

1.2 At the Center level, Centers operationalize this plan through Model EEO Center Implementation Plans that align with the Agency plan. In addition, Center Directors follow the lead of the Administrator and issue/affirm policies reflective of the Agency's commitment to EEO. Center leadership also models behaviors reflective of EEO.

2. Proactive Prevention of Discriminatory Actions

Challenge: NASA will take actions to prevent EEO discrimination in hiring, promotions, leadership development, awards, and performance ratings. Each year, ODEO conducts extensive analysis of the NASA workforce to identify areas of concern that are indicative of potential EEO discrimination (see Appendices A and B). In addition to workforce data, ODEO examines discrimination complaints data and explores anecdotal information that is compiled from myriad sources such as employee surveys, employee resource groups, and observations. The following strategies are derived from ODEO's analysis of that data. Each Center should conduct its own data analysis and develop additional strategies, as appropriate.

Agency Strategies

2.1 Conduct outreach and recruitment activities for underrepresented groups in science and engineering occupations (African Americans, Asian Americans, Hispanics, and women).

2.2 Recruit and retain individuals with targeted disabilities (including disabled veterans) in all NASA occupational categories.

2.3 Ensure equal opportunities in promotions, performance ratings, performance and honor awards, and leadership development programs by considering demographic diversity during Performance

³Diversity and inclusion efforts include the EEO protected classes, but also seek to include and leverage many additional differences that employees bring to the workplace, such as geographic and educational backgrounds, socio-economic class, diversity of perspectives, life experiences, sexual orientation, union affiliation, and many others.

Review Board (PRB), Executive Resources Board (ERB), and Employee Development Advisory Board (EDAB) meetings and processes.

2.4 Better utilize the Special Emphasis Programs (SEPs) to proactively prevent discrimination.

2.5 Continue education and awareness efforts such as the Conflict Management Program and the ODEO Information Resource Guide.

3. Integration of EEO into the Agency Strategic Mission

Challenge: EEO will be a fundamental part of the Agency mission.

Agency Strategies

3.1 Include EEO performance in the Agency Strategic Plan.

3.2 Communicate EEO concerns and priorities to the Administrator and other top-management officials on a regular basis.

3.3 Consider EEO in Agency deliberations prior to decisions regarding recruitment strategies, succession planning, and other workforce policies and plans that may impact EEO directly or indirectly.

4. Management and Program Accountability

Challenge: NASA managers and supervisors will be held accountable for advancing EEO.

Agency Strategies

4.1 Rate managers and supervisors on their EEO performance as part of their annual performance appraisals.

4.2 Evaluate EEO operations through onsite functional reviews of NASA Centers.

5. Efficiency of EEO Operations

Challenge: NASA improves EEO delivery through more efficient systems and processes.

Agency Strategies

5.1 Improve the Agency's timeliness and consistency in providing reasonable accommodations to qualified individuals with disabilities (IWD).

5.2 Encourage Alternative Dispute Resolution (ADR) for earlier settlement of discrimination complaints.

5.3 Streamline processing of discrimination complaints (e.g., investigations and final Agency decisions) to meet regulatory timeframes.

6. Responsiveness and Legal Compliance

Challenge: NASA is in compliance with EEO statues, EEOC regulations and guidance, and with its own Policy Directives and Procedural Requirements.

Agency Strategies

6.1 Ensure Agency reasonable accommodation processes meet EEOC guidelines.

6.2 Implement requirements of the Notification and Federal Employee Antidiscrimination and Retaliation (No FEAR) Act of 2002.

6.3 Ensure Agency's Anti-Harassment Procedures are up to date with EEOC guidance.

6.4 Continue to upgrade NASA facilities to ensure compliance with Federal law and accessibility for IWD.

Primary Offices, Actions, Measurements, and Timeframes

1. Demonstrated Leadership Commitment

Challenge: NASA leadership demonstrates its commitment to EEO by affirming EEO policies, communicating EEO messages, and modeling EEO in personnel actions.

Strategy 1.1 At the Agency level, NASA senior leadership conveys the importance of equal employment opportunity through Agency policy, strategic planning, messaging, and behaviors reflective of EEO principles.	Lead Offices/Officials: NASA Administrator, Deputy Administrator, Officials-in-Charge of Headquarters Offices.
Actions and Measurements	Timeframe for Implementation
<ul style="list-style-type: none"> The Administrator issues annual EEO and Anti-Harassment Policy Statements 	Q3, 2014 Annually
<ul style="list-style-type: none"> The Administrator issues 2014 Model EEO Agency Plan Update to Officials-in-Charge 	Q3, 2014 Annually
<ul style="list-style-type: none"> EEO policies directives and procedures are updated and disseminated through the NASA Online Directives Information System. 	Q3, 2014 Ongoing

Strategy 1.2 At the Center level, Centers operationalize this plan through Model EEO Center Implementation Plans that align with the Agency plan. In addition, Center Directors follow the lead of the Administrator and issue/affirm policies reflective of the Agency's commitment to EEO. Center leadership also models behaviors reflective of EEO.	Lead Offices/Officials: Center Directors, other Center Senior Leadership
Actions and Measurements	Timeframe for Implementation
Center Directors issue Model EEO Center Implementation Plans and related EEO policies aligned with the Model EEO Agency Plan.	Q1, 2015

2. Proactive Prevention of Discriminatory Actions

Challenge: NASA will take actions to prevent EEO discrimination in hiring, promotions, leadership development, and awards.

Strategy 2.1 Conduct outreach and recruitment activities for underrepresented groups in science and engineering occupations (African Americans, Asian Americans, Hispanics, and women).	Lead Offices/Officials: ODEO, Office of Human Capital Management (OHCM), Education
Actions and Measurements	Timeframe for Implementation
<ul style="list-style-type: none"> Targeted outreach and recruitment events are conducted for each underrepresented group. 	<p>Q1, 2015 Annually</p>

Strategy 2.2 Recruit and retain individuals with targeted disabilities (including disabled veterans) in all NASA occupational categories.	Lead Offices/Officials: ODEO, OHCM, Education
Actions and Measurements	Timeframe for Implementation
<ul style="list-style-type: none"> EEO and Human Capital (HC) managers develop strategies for recruiting Individuals with targeted disabilities (IWTDD). 	<p>Q4, 2014 Ongoing</p>
<ul style="list-style-type: none"> Agency gathers and analyzes data to identify reasons for high separation rates of IWTDD. 	<p>Q4, 2014 Ongoing</p>

Strategy 2.3 Take steps to ensure equal opportunity in promotions, performance ratings, awards (performance and honorary), and leadership development programs.	Lead Offices/Officials: ODEO, OHCM
Actions and Measurements	Timeframe for Implementation
<ul style="list-style-type: none"> The Associate Administrator (AA), ODEO, continues to serve on the PRB, ERB, EDAB, and participate in other high-level meetings to ensure EO and demographic diversity are considered during discussions and decision making. 	<p>Q4, 2014 Ongoing</p>
<ul style="list-style-type: none"> ODEO and OHCM jointly review systems and processes for promotions, awards, performance ratings, and leadership development programs; brief senior leadership on potential disparities for women, minorities, and IWD; and provide recommendations for improvements. 	<p>Q4, 2014 Ongoing</p>

Strategy 2.4 Conduct an Agency-wide review of Special Emphasis Programs to redefine and better utilize the programs to proactively prevent discrimination.	Lead Offices/Officials: ODEO
Actions and Measurements	Timeframe for Implementation
<ul style="list-style-type: none"> SEP Team provides written report to the AA, ODEO, with findings and recommendations to disseminate to NASA Centers. 	Q3, 2014

3. Integration of EEO into the Agency Strategic Mission
Challenge: EEO is viewed as a fundamental part of the Agency mission.

Strategy 3.1 EEO performance is included in the Agency Strategic Plan.	Lead Offices/Officials: ODEO, Office of the Chief Financial Officer (OCFO)
Actions and Measurements	Timeframe for Implementation
<ul style="list-style-type: none"> ODEO works with the OCFO to develop annual EEO performance indicators and reports progress on EEO to the CFO. 	Q4, 2014 Quarterly

Strategy 3.2 Communicate EEO concerns, priorities, and performance indicators to the Administrator and other Agency leadership on a regular basis.	Lead Offices/Officials: AA, ODEO
Actions and Measurements	Timeframe for Implementation
<ul style="list-style-type: none"> The AA, ODEO, will meet monthly with the NASA Administrator to keep him apprised of leading EEO issues and concerns. 	Q1, 2014 Monthly
<ul style="list-style-type: none"> ODEO will report on EEO progress at least twice per year at the Baseline Performance Review meetings. 	Q3, 2014 Biannually
<ul style="list-style-type: none"> ODEO will present a “State of EEO” briefing to NASA senior leadership. 	Q3, 2014 Annually

Strategy 3.3 Consider EEO in Agency deliberations prior to decisions regarding recruitment strategies, succession	Lead Offices/Officials: NASA Administrator, Officials-in-Charge of
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planning, and other workforce policies and plans that may impact EEO progress directly or indirectly.	Headquarters Offices
Actions and Measurements	Timeframe for Implementation
<ul style="list-style-type: none"> The AA, ODEO, or her representative will participate in executive level meetings such as the Strategic Management Council to ensure EEO is included in top-level decision making. 	Q1, 2014 Quarterly
<ul style="list-style-type: none"> The AA, ODEO, and the Assistant Administrator, OHCM, will meet monthly to discuss overlapping areas of concern and develop collaborative programmatic strategies. 	Q1, 2014 Monthly

4. Management and Program Accountability	
Challenge: NASA supervisors will be held accountable for advancing EEO.	
Strategy 4.1 Rate supervisors on EEO performance as part of their annual performance appraisals.	Lead Offices/Officials: NASA Administrator, 2 nd level (and above) supervisors
Actions and Measurements	Timeframe for Implementation
<ul style="list-style-type: none"> EEO and diversity performance will be included in performance plans and appraisals of all supervisors and managers, including senior executive service (SES) and non-SES supervisors. 	Q1, 2014 Ongoing
Strategy 4.2 Evaluate EEO operations through onsite functional reviews of NASA Centers.	Lead Offices/Officials: ODEO
Actions and Measurements	Timeframe for Implementation
<ul style="list-style-type: none"> ODEO will conduct at least one onsite EEO/diversity functional review of a NASA Center and report findings, recommendations, and promising practices to the Center Director and EEO Director. 	Q4, 2014 Annually

5. Efficiency of EEO Operations	
Challenge: NASA improves EEO delivery through more efficient systems and processes.	
Strategy 5.1 Improve the Agency’s timeliness and consistency in providing reasonable accommodations to qualified IWD.	Lead Offices/Officials: ODEO
Actions and Measurements	Timeframe for Implementation
<ul style="list-style-type: none"> Identify deficiencies in the Agency’s Reasonable Accommodation Management System (RAMS) and work with the database administrator to make needed updates. 	Q4, 2014
<ul style="list-style-type: none"> Explore options for improving the provision of reasonable accommodations (e.g., establishment of a centralized fund) through an Agency-wide task team. 	Q4, 2014
Strategy 5.2 Encourage ADR and earlier settlement of discrimination complaints.	
Actions and Measurements	Timeframe for Implementation
<ul style="list-style-type: none"> ODEO will update and enhance NASA Procedural Requirement (NPR) 3713.2, ADR for Discrimination Complaints. 	Q4, 2014
<ul style="list-style-type: none"> Improve marketing of ADR by redrafting and disseminating ADR brochures and other materials. 	Q4, 2015
Strategy 5.3 Streamline processing of discrimination complaints (e.g., investigations and final agency decisions (FADs)) to meet regulatory timeframes.	
Actions and Measurements	Timeframe for Implementation
<ul style="list-style-type: none"> Identify inefficiencies in the processing of EEO formal complaints and develop strategies to effectively resolve them. 	Q4, 2014 Ongoing
<ul style="list-style-type: none"> Streamline the process of issuing acceptance/review letters, investigations, and FADs by eliminating duplicative layers of review and shortening the review and approval periods. 	Q4, 2014 Ongoing

6. Responsiveness and Legal Compliance	
Challenge: NASA is in compliance with EEO statutes, EEOC regulations and guidance, and with its own policy directives and procedural requirements.	
Strategy 6.1 Ensure Agency reasonable accommodation procedures meet EEOC guidelines.	Lead Offices/Officials: ODEO
Actions and Measurements	Timeframe for Implementation
<ul style="list-style-type: none"> Update NPR 3713.1A, Reasonable Accommodations Procedures, incorporating EEOC recommendations and making the procedures more clear and efficient. 	Q4, 2014
<ul style="list-style-type: none"> Disseminate information to managers and employees regarding new procedures once they are finalized. 	Q2, 2015
Strategy 6.2 Implement requirements of the Notification and Federal Employee Antidiscrimination and Retaliation (No FEAR) Act of 2002.	Lead Offices/Officials: ODEO
Actions and Measurements	Timeframe for Implementation
<ul style="list-style-type: none"> Deploy Agency-wide No FEAR Act training and monitor completion rates. 	Q1, 2014 Biannually
<ul style="list-style-type: none"> Submit No FEAR Act Report to Congress, White House, and EEOC. 	Q3, 2014 Annually
Strategy 6.3 Ensure Agency's Anti-Harassment Procedures comport with EEOC guidance.	Lead Offices/Officials: ODEO
Actions and Measurements	Timeframe for Implementation
<ul style="list-style-type: none"> Revalidate NPR 3713.3, Anti-Harassment Procedures, and update Anti-Harassment Implementation Guide. 	Q1, 2015
Strategy 6.4 Continue to upgrade NASA facilities to ensure compliance with Federal law and accessibility for IWD.	Lead Offices/Officials: ODEO, Office of Strategic Infrastructure
Actions and Measurements	Timeframe for Implementation
<ul style="list-style-type: none"> Increase percentage of facilities accessible to IWD (that need to be). 	Q4, 2014 Ongoing

NASA's EEO Accomplishments for FY 13

1. Demonstrated Leadership Commitment

Annual Model EEO Agency Plan Update and EEO Policy Statements

The NASA Administrator signed the updated FY 13 Model EEO Agency Plan on April 1, 2013. The Plan was disseminated to NASA Officials-in-Charge of Headquarters Offices and NASA Center Directors with a memorandum of endorsement on May 3, 2013. Included in the Plan were updated EEO and Anti-Harassment Policies also signed by the Administrator.

NASA ODEO has for several years reported quarterly on equal opportunity (EO) and diversity-inclusion performance outcomes at meetings of the Baseline Performance Review (BPR). NASA's BPR is designed to provide management with regular progress reports on critical Agency functions, such as Human Exploration and Operations, strategic infrastructure, information Technology (IT), Education, and EO and Diversity. In FY 13, the NASA Associate Administrator began requiring all Centers to report quarterly on their EO and diversity-inclusion performance in alignment with the ODEO's reporting.

In addition, several NASA Center Directors and other Center leadership have played instrumental roles in the NASA Anti-Harassment Program. Center Directors have sent memoranda to their direct reports and in some cases entire workforces informing them of the Anti-Harassment Policy and Procedures and strongly encouraging participation in anti-harassment educational opportunities. The Agency's Center Anti-Harassment Cadre is comprised of several high-level officials, including two Associate Center Directors who serve as Center Anti-Harassment Coordinators.

2. Proactive Prevention of Discriminatory Actions

Achieving Full Utilization of the NASA Workforce at all Levels

NASA continues to be challenged by underrepresentation of women and minorities in mission critical occupations, particularly in GS-14, GS-15, and SES positions (See Appendix A). During FY 13, NASA sustained efforts to attract and develop a highly skilled, competent, and diverse workforce. These efforts included targeted recruitment, employee development and mentoring, succession planning, awards programs, and informal education and awareness programs designed to help eliminate stereotypes and biases.

Targeted Recruitment of Women and Minorities:

ODEO, OHCM, and the Education Office collaborated in the selection of recruitment sites to address underrepresentation of groups, as identified through EO workforce analysis. The three offices collaborated to provide outreach and education and employment information to participants at the national conferences of the Society of Women Engineers, American Indian Science and Engineering Society, National Society of Black Engineers, Society of

Asian Scientists and Engineers, Society of Hispanic Professional Engineers, and Great Minds in STEM.

ODEO conducted extensive workforce analysis to identify occupations and grade levels where women, minorities, and IWD are not participating at expected rates. ODEO briefed senior management on results of the analysis in several settings, such as baseline performance reviews, strategic mission performance reports, the State of EEO briefing to NASA's Strategic Management Council, and at special teams looking at the participation of women in science, the selection of women into senior-level positions, and the retention of women in science and engineering occupations. ODEO also provided workforce data during the Agency's Labor Management Forum and continued to monitor performance rating data for racial disparities, a concern raised in 2010 by Union officials.

Center EO and HC Offices conducted applicant flow analysis to identify underrepresented groups and shared results with recruiters and management. They conducted recruitment visits to nontraditional venues such as the Ohio Aerospace Institute, Historically Black Colleges and Universities and other minority serving institutions, the Career Expo for People with Disabilities, professional minority and women societies, etc. They also established collaborative working relationships with State rehabilitation and local Veterans Affairs Offices, engaged employee advisory committees in recruitment activities, evaluated recruitment strategies and selections for Pathways and other student programs, examined hiring policies and procedures, and enhanced outreach to veterans.

Developmental Programs and Mentoring:

NASA continued its Agency-wide, competitive developmental programs for employees, including the NASA Foundations of Influence, Relationships, Success, and Teamwork (FIRST) and the Mid-Level Leadership Program (MLLP). Both programs were demographically diverse in terms of applicants and selectees. During FY 13, 90 employees at the GS-11 and GS-12 levels applied for NASA FIRST and 40 were selected for the program, including 17 (42.5 percent) minority employees (6 Hispanic, 8 African American, 2 Asian Americans, and 1 Pacific Islander). Twenty-one of the 40 selectees were female (52.5 percent). Seven employees with disabilities applied for NASA FIRST and 3 were selected (1 non-targeted and 2 targeted).

For the MLLP, 117 GS-14 and GS-15 employees applied for the program, with 28 selected. Of the 28 selectees, half were women, and 12 were minority employees (2 Hispanic, 7 African American, and 3 Asian American). Thirteen employees with disabilities applied for the MLLP and three were selected (2 non-targeted and 1 targeted).

NASA Centers also continued efforts to advance women and minorities in mission critical occupations. Every NASA Center offers formal and/or informal mentoring to employees. Other Center efforts during FY 13 included: querying employee advisory groups to identify reasons employees do not apply for developmental programs; disseminating information about developmental programs to advisory group members; conducting sessions for advisory groups to help employees learn about leadership development program nomination and application processes; advising development program selection panels of diversity goals, including EO Director on employee development panels, councils, and boards; establishing new developmental programs and opportunities; examining the diversity of mentors and protégés and looking for ways to improve participation from all groups; holding information sessions about developmental programs for employees and following up with employees who attended but did not apply; selecting employees for external developmental opportunities (e.g., two Kennedy Space Center (KSC) Asian American employees were

selected for the Asian American Government Executive's Network Senior Executive Service (SES) Development Program); and coaching nominees for Agency-wide programs through mock interview sessions.

Succession Planning:

EO Directors collaborated with Center succession planning teams to highlight demographic diversity (or lack thereof) in needed competencies, particularly at high grade levels, and recommend strategies for increasing diversity. Specific succession planning efforts of the NASA Centers included: demographic analysis of senior-level positions and pipeline levels; implementation of strategies to increase diversity in leadership development programs; and alignment of student programs, including diversity goals to anticipated areas of need.

Awards:

NASA continued efforts to ensure that employees at all grade levels and in all occupations have opportunities to be nominated and selected for performance and honor awards. Efforts in this regard included: analyzing awards data and presenting analysis to NASA management; ensuring diversity of awards panels, including EO staff on awards panels and boards; and holding discussions with employee resource groups to identify potential barriers in the awards process.

Raising Awareness and Eliminating Bias:

During FY 13, ODEO began a review of unconscious bias research and an assessment of how it has been applied at NASA. ODEO is formulating a strategy to continue raising awareness of unconscious bias at NASA and to advance the Agency beyond awareness by helping managers apply awareness to employment practices. NASA is consulting with leaders in the field to identify best practices in this regard.

ODEO and Center Special Emphasis Program Managers coordinated education and awareness activities designed to inform the workforce and eliminate possible negative stereotypes.

Efforts taken by Centers during FY 13 to inform the workforce and eliminate biases include: conducting Center-wide diversity days; brown bag informational events; success stories of NASA women, minorities, and IWD through videos, posters, newsletter articles, and displays; keynote speakers and panels; and "meet and greet" sessions with new student interns.

To raise awareness of the need for maintaining discrimination and harassment-free organizational environments, Johnson Space Center's Out and Allied employee resource group produced the "It Gets Better" video, recognized by the NASA Administrator for its value and used by other Centers during their Pride Month activities.

Outreach, Recruitment, Hiring, and Retention of Individuals with Targeted Disabilities:

NASA continued efforts to increase the participation of IWTDD to the Government-wide goal of 2 percent. However, at the end of FY 13, IWTDD represented 1.1 percent of the NASA workforce, the same as they did at the end of FY 12 (See Appendix B).

Centers undertook a variety of efforts to increase the representation of IWTB in the workforce, such as: attending career fairs and workshops targeted to IWTB; educating managers on the use of Schedule A appointments and including the topic in new supervisor training; collaborating with employee advisory groups (e.g., Disability Awareness Advisory Group) to provide education and awareness to the workforce, as well as community outreach; partnering with disability organizations to bring IWTB to the Center for shadowing, career information, Center tours, and other activities; providing employment information and materials to university disability services offices; establishing relationships with vocational rehabilitation offices to identify internship and job applicants; reminding management of the 2 percent Government-wide goal for participation of IWTB in the workforce and including the goal in SES performance plans; reviewing resumes received through NASA's continuing open announcement for IWTB and forwarding promising resumes to selecting officials; placing student interns with disabilities at the Center; providing information for applicants in need of accommodations; and making sure vacancy announcements are Section 508 compliant.

Center EO and HC staff also met frequently throughout the fiscal year to improve retention of IWTB. To this end, they reviewed and analyzed exit survey information; conducted trend analysis of separation rates and reasons for departures; helped to prioritize and advocated for building modifications to improve accessibility (e.g., parking spaces for IWTB, bathroom enhancements, and automatic door openers); met regularly with employees with disabilities to identify their issues and concerns, assess their satisfaction with services, and encourage and assist in their application to developmental programs; provided sign language interpreters, captioning, and transcription for meetings and events; ensured evacuation plans for IWTBs; and designated organizational sponsors for new employees with disabilities.

Disability Education and Awareness:

Center Disability Program Managers (DPMs) and disability awareness employee groups coordinated disability and education events designed to inform the workforce and eliminate negative stereotypes and bias regarding IWTB. Such efforts included: showcasing and demonstrating adaptive and assistive equipment used by IWTB; highlighting success stories of IWTBs; keynote speakers and panel discussions; classroom training and e-learning courses; hosting students with disabilities at the Center and engaging them with NASA managers; and presenting disability awareness information at staff meetings and at senior management briefings.

Conflict Management Program (CMP):

FY 13 was the sixth year since the CMP was deployed by ODEO to address Agency needs and concerns regarding workplace conflict. CMP continued to provide the range of education and consultative opportunities provided in previous years. Basic Conflict Management training, which focuses on effective communication, trust-building, collaborative problem solving, and basic conflict resolution skills for managers and employees, was provided at three NASA Centers. Intact Teams Training, which helps teams develop skills necessary to use conflict to a team's advantage rather than allowing it to become a barrier to mission accomplishment, was provided at one NASA Center. In addition, Individual Conflict Consultations with a trained professional were conducted for employees and management officials who volunteered for the coaching at five Centers. In many instances, the private consultations are used to prevent unnecessary disputes or escalation of disputes that may lead to EEO complaints or grievances.

Web-based Conflict Management Refresher training, which provides follow-on to the Basic Conflict Management classroom training, reviews the core concepts of conflict prevention, management, and resolution was utilized Agency wide. This training continued to be posted in the System for Administration, Training and Educational Resources for NASA (SATERN) to be readily available for employees, managers, and supervisors anywhere at a convenient time. Webinars on Trust Building, Effective Communication, Handling Difficult Emotional Situations, and Performance Expectations were conducted for over 100 employees Agency wide.

Establishment of Special Task Teams:

During FY 13, ODEO established an Agency-wide Special Emphasis Program (SEP) Task Team to improve EEO operations and ensure appropriate steps are taken to identify and eliminate potential discrimination. The SEP Task Team is researching the current status of SEPs at NASA, as well as other Federal agencies, in order to ensure SEPs are being appropriately utilized for 21st century needs. The team will deliver a written report with recommendations for the proper roles and responsibilities for SEPs to the AA, ODEO.

In addition, a second team, The Promising Practices Task Team, is researching best EEO and diversity and inclusion (D&I) practices across the Agency. The best practices will be compiled and shared with all NASA Centers.

Dissemination of EO and Diversity Information:

ODEO continued to disseminate EO and diversity information in a variety of ways, including posting of the Administrator's EO and anti-harassment policy statements; publication of the Endeavor newsletter; updates to the ODEO Web site (<http://odeo.hq.nasa.gov/index.html>); electronic posting of its Information Resource Guide; the eLearning Institute; anti-harassment and ADR brochures; and briefings to NASA managers.

NASA Centers also disseminated EO and diversity information in many ways, including: new employee, new student, and new supervisor orientation and training; EO Office and advisory group Web sites; briefings to senior management and employee groups; EO bulletin boards; posters, flyers, and brochures; e-mail messages; lunch and learn sessions; Webinars; newsletter articles; EEO and diversity training; kiosk and other displays; awareness month programs and activities; and sharing of the Administrator's annual EEO policy statements.

3. Integration of EEO into the Agency Strategic Mission

NASA Strategic Plan:

ODEO reported FY 13 EEO performance to the OCFO for inclusion in the Agency's annual report to the Office of Management and Budget (OMB) pursuant to the Government Performance and Results Modernization Act (GPRAMA). ODEO also worked with the OCFO to update the FY 14 and FY 15 EEO performance goal and indicators. NASA's EO and diversity goals are included in the Agency's new Strategic Plan in Objective 3.1: "Attract and advance a highly skilled, competent, and diverse workforce, cultivate an innovative work environment, and provide the facilities, tools, and services needed to conduct NASA's missions."

Communication of EEO Performance to Agency Leadership:

During FY 13, ODEO reported EO progress to Agency leadership on a quarterly basis at the BPR meetings. Topics covered at the BPR included: Model EEO Agency Plan workforce analysis and progress on actions; diversity and inclusion initiatives; discrimination complaint processing and alternative dispute resolution; and EO in NASA-conducted programs.

The AA, ODEO, met monthly and on an as needed basis with the NASA Administrator to keep him apprised of priority EO concerns and efforts, such as the Anti-Harassment Program, MD 715 reporting, recruitment efforts, EO technical guidance for NASA grant recipients, complaints management, and employee concerns.

Resources:

NASA allocated sufficient resources for effective and efficient EO and diversity efforts. Agency and Center EO Offices were able to fill vacant positions and at least one Center was able to add a full-time equivalent (FTE) to its staff. In addition, EO offices continued to augment permanent staff through contractor support, temporary hires, employee resource groups, student interns, collateral duty employees, rotations, and detailees.

4. Management and Program Accountability

Performance Appraisal Systems:

During FY 13, NASA implemented changes to its SES appraisal system and automated its performance system for general schedule (GS) employees and supervisors that included modifications to rating tiers. Both systems require EEO and diversity performance standards for supervisors.

Center EO and HC Offices provided guidance to managers regarding how to appropriately measure EEO and diversity in the new appraisal systems. Guidance was provided through supervisory classes; briefings at Executive Council and all-hands meetings; handout materials; inclusion of EEO and diversity in status cards used for performance evaluations; and personal assistance to senior executives in drafting performance plans and write-ups.

Functional Review Program:

ODEO continued its onsite Functional Review Program of the NASA Centers in FY 13, with an EEO functional review of the Marshall Space Flight Center (MSFC). The purpose of the program is to assess the effectiveness of EEO efforts for the NASA workforce, as well as EO in NASA-conducted programs at the operational level, fulfilling ODEO's responsibilities pursuant to 29 CFR 1614.102(a)11, and various executive orders. The reviews include an extensive information request; one-on-one interviews of all Center EO staff and senior Center officials (e.g., Center Director, Deputy Center Director, Chief Counsel, and HC Director); review of EEO counseling and reasonable accommodation files; an Employee Satisfaction Survey e-mailed to all Center employees; and a tour of Center facilities to evaluate accessibility.

5. Efficiency of EEO Operations

Increasing ADR Participation:

ODEO and Center EO offices continued to enhance their ADR programs to increase participation and improve settlement rates. In this regard, ODEO identified cases appropriate for ADR upon receipt of complaints and offered ADR in all cases deemed appropriate at the acceptance and investigative stages of the process. ODEO also provided ADR training to the Centers.

Centers encouraged the use of ADR through a variety of methods, including: advocating ADR to both employees and managers during the informal complaint process; enhancing conflict resolution skills through mediation training; using post-ADR surveys to gather constructive feedback on the process; newsletter articles; pamphlets describing the benefits of ADR; creating a single point of contact for resolution of EEO disputes; elevating conflict resolution to the appropriate levels of the organization; and sharing ADR information during Directorate staff meetings.

Streamlining Discrimination Complaints Processing:

ODEO continued efforts to streamline discrimination complaints processing and improve timeliness of various stages in the process. During FY 13, ODEO requested and received EEO counselors' reports from Centers within three days of receiving the formal complaint; reduced time to review and comment on cases to 72 hours or less; improved the process for review of FADs, thereby decreasing the overall review time; and improved/updated boilerplate FAD language for vendors and specialists. These actions allow ODEO to identify errors and address them as quickly as possible, and permit a timelier turn around of documents.

Improving Efficiency in Providing Reasonable Accommodations:

ODEO and Centers continued efforts to improve the timeliness and effectiveness of providing reasonable accommodations (RAs) to qualified IWD. ODEO initiated and is leading a team comprised of EO, HC, legal, labor, and other stakeholders, including IWD, to update the Agency's RA Procedures. The goal of the team is to: 1) ensure the procedures reflect changes in the law and EEO guidance, and 2) to streamline the procedures to make them easier for managers and employees to understand and implement.

ODEO continued to facilitate a Section 508 monthly meeting of Center DPMs, IWDs, and other stakeholders. This group identifies Section 508 compliance issues as well as technology usability issues and helps the Agency identify solutions.

ODEO also established an Agency-wide RA Task Team that is exploring strategies for improving the provision of RAs, such as through the use of centralized funding.

The Centers engaged in the following efforts to improve the RA process: ensuring adequate funding is available for RAs; working with Department of Defense's Computer and Assistive Technology Program (CAP); ensuring collaboration between HC, EO, legal, and the Center Medical Office; updating RA policies and reminding managers of their responsibilities; providing onsite support for employees to help them identify appropriate

assistive devices and technology solutions; educating the workforce about the RA process, e.g., through newsletter and Web site information; and helping managers and RA requesters engage more effectively in the interactive process.

6. Responsiveness and Legal Compliance

Updating Reasonable Accommodations Procedures:

During FY 13, NASA began a comprehensive updating of its Reasonable Accommodations procedures, with involvement of EEO, HC, the Office of General Counsel, Labor, the Office of the Chief Medical Officer, and other interested stakeholders. The team updating the procedures is looking carefully at EEOC requirements and guidance to ensure the new procedures incorporate recent changes to the law and implementing regulations. The objective of the team is also to streamline the procedures to make them easier to understand and implement.

Anti-Harassment Program:

NASA continued to provide prompt and effective resolution of harassment allegations through the implementation of its Anti-Harassment Program (AHP) under NASA NPR 3713.3, Anti-Harassment Procedures. The AHP helps NASA to advance EO in a number of ways. First, it enables the Agency to better ensure harassment-free work environments Agency wide. It also helps NASA to reduce the Agency's potential liability in harassment cases. Most importantly, the AHP provides an avenue of redress that is separate and apart from the EEO complaints process and is designed specifically for management to resolve issues of harassing conduct at the earliest possible opportunity, one that covers allegations of harassment brought by both civil servants as well as contract employees (although the process does not cover contractor v. contractor harassment).

ODEO also continued to provide a suite of training opportunities on the AHP, deploying anti-harassment classroom training for managers, supervisors, and employees at several NASA Centers and also encouraging the use of its online anti-harassment training tool. These educational and awareness opportunities are designed to better ensure that NASA's managers and supervisors fully understand their roles and responsibilities under the Agency's procedures.

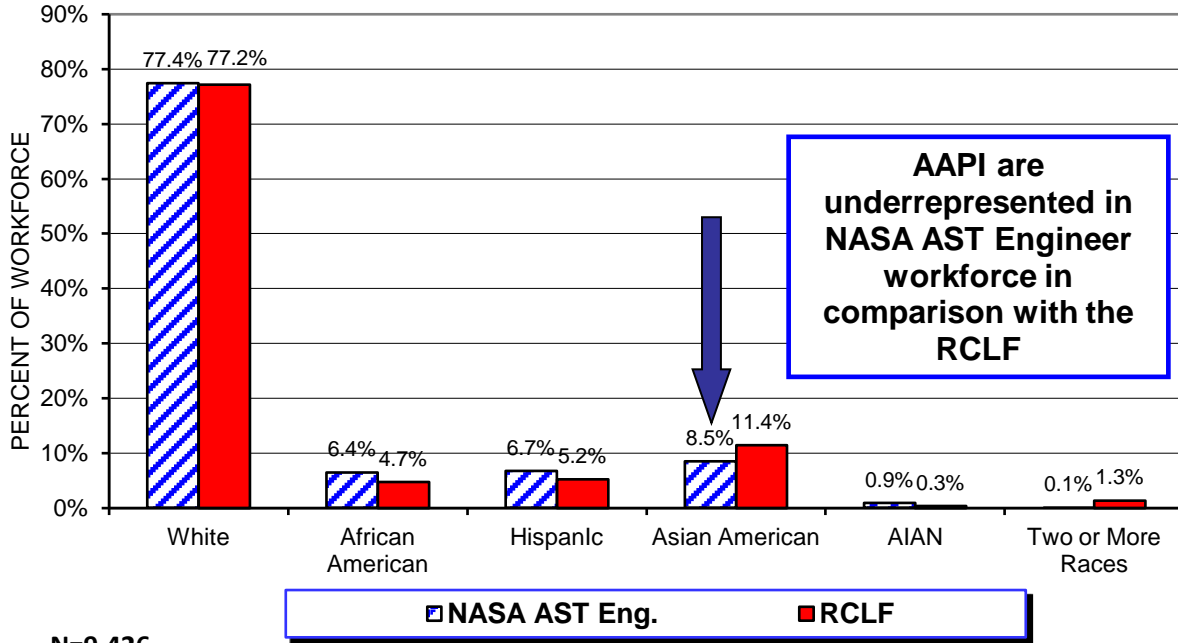
Overall, the Anti-Harassment Program continues to successfully accomplish the goals for which it was created, that is, to enable the Agency to promptly, impartially, and effectively, address allegations of harassing conduct when they arise.

No FEAR Act Requirements:

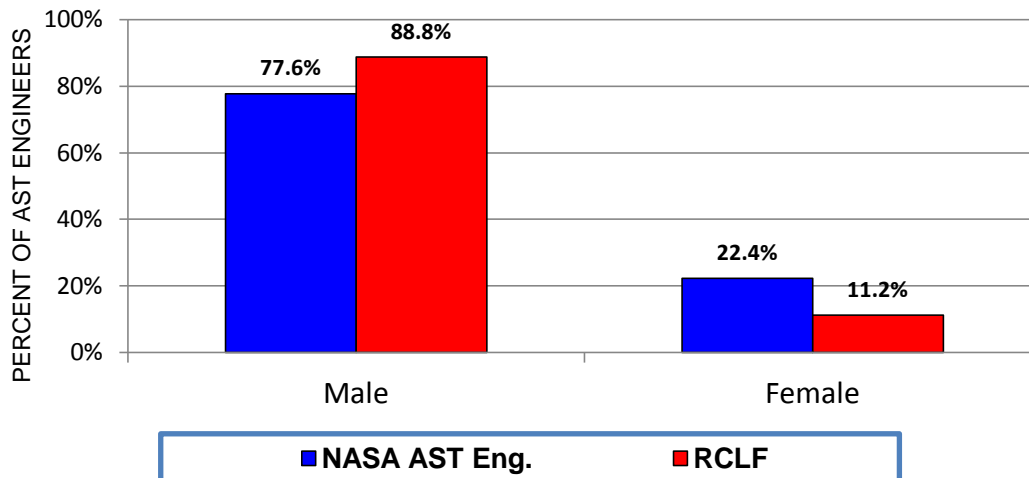
During FY 13, NASA implemented a revised NASA training course for all NASA civil service employees in accordance with the training requirements of the No FEAR Act of 2002. The 25-minute revised training module was deployed as an online course using the Agency's training Web site (SATERN), with a completion date requirement for all Agency civil service employees of September 30, 2013. Over 95 percent of the Agency's civil servant workforce (17,534 employees) completed the No FEAR training module by the established completion date. New employees are directed to take the training during orientation.

APPENDIX A: Achieving Full Utilization of the NASA Workforce at All Levels

NASA AST Engineers by Race/Ethnicity Compared to the Relevant Civilian Labor Force (RCLF)*

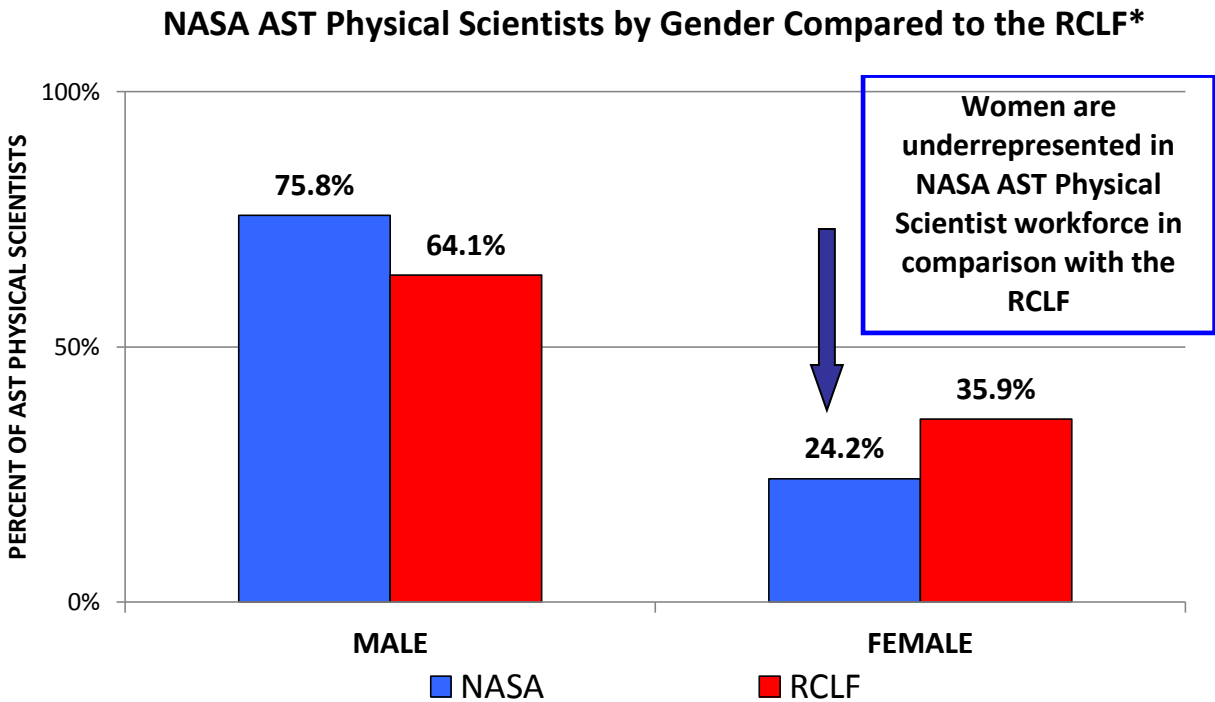
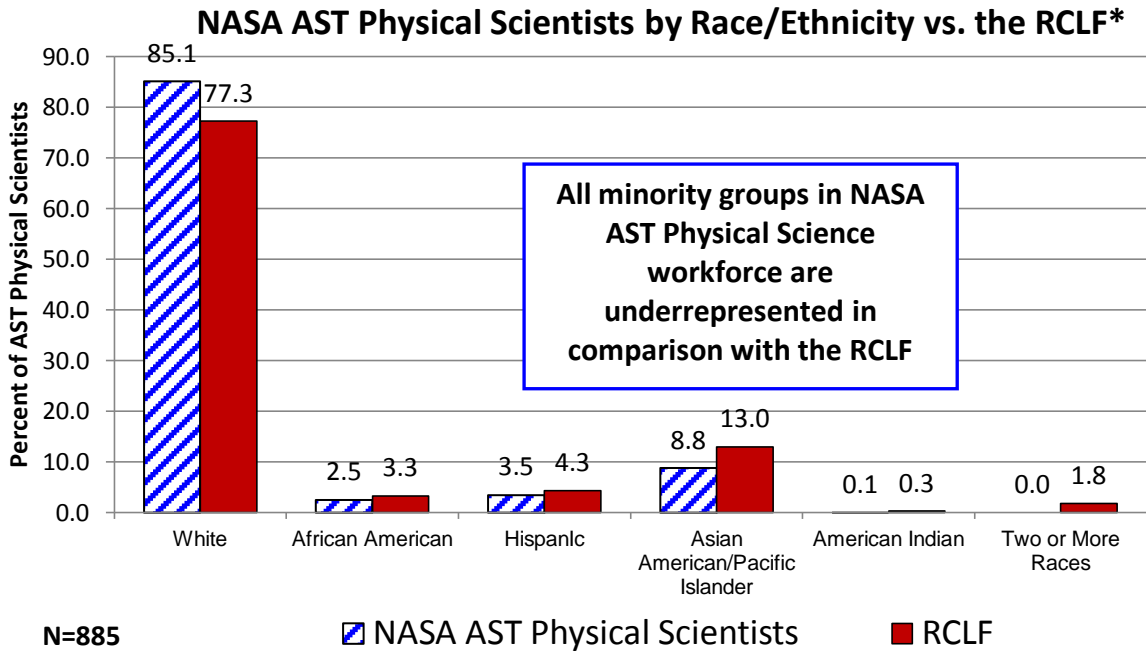


NASA AST Engineers by Gender Compared to the RCLF*



*RCLF includes General (0801), Electrical (0855), Computer (0854), Electronic (0855), and Aerospace (0861) Engineers.

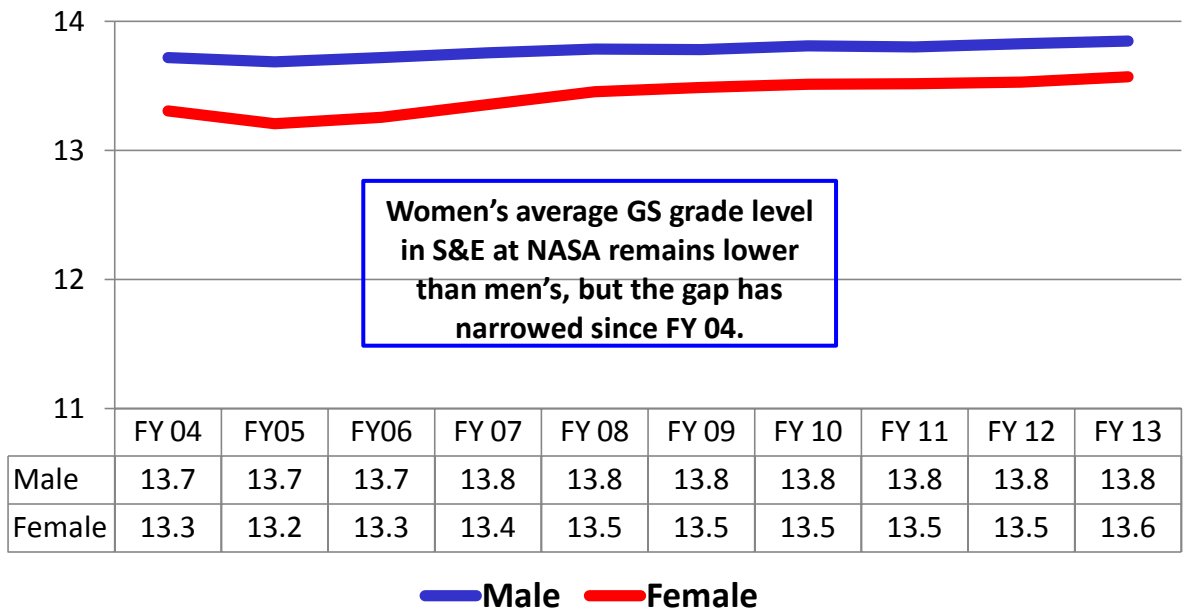
APPENDIX A: (Continued)



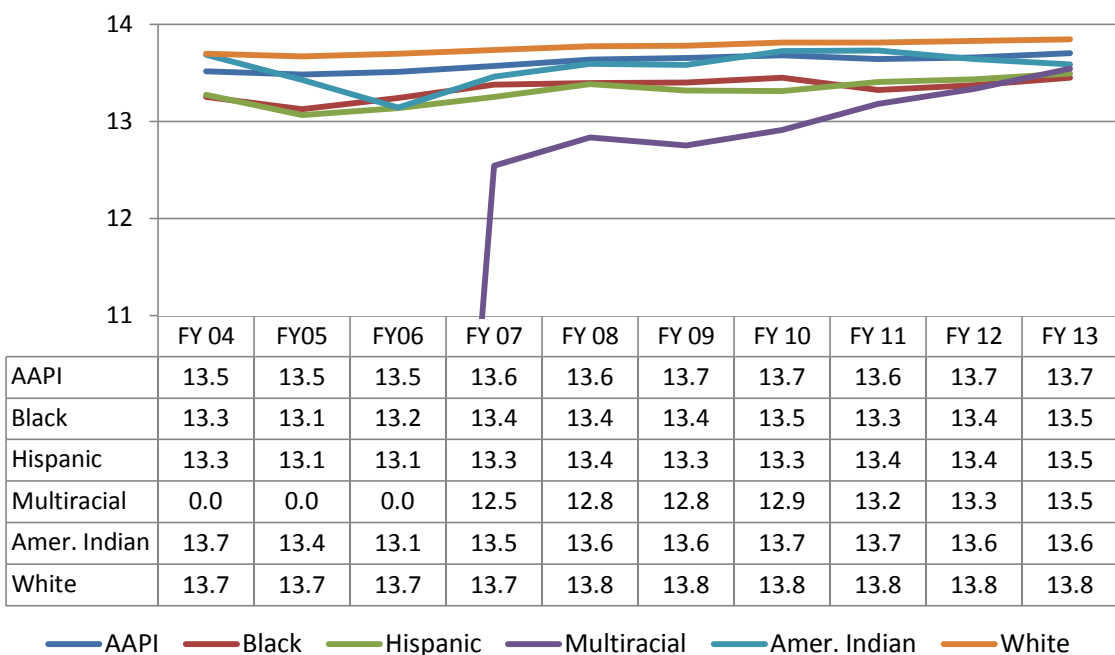
*RCLF includes Physical Scientists (1301), Physicists (1310), and Space Scientists (1330)

APPENDIX A: (Continued)

Average S&E GS Grade by Gender Since FY 04



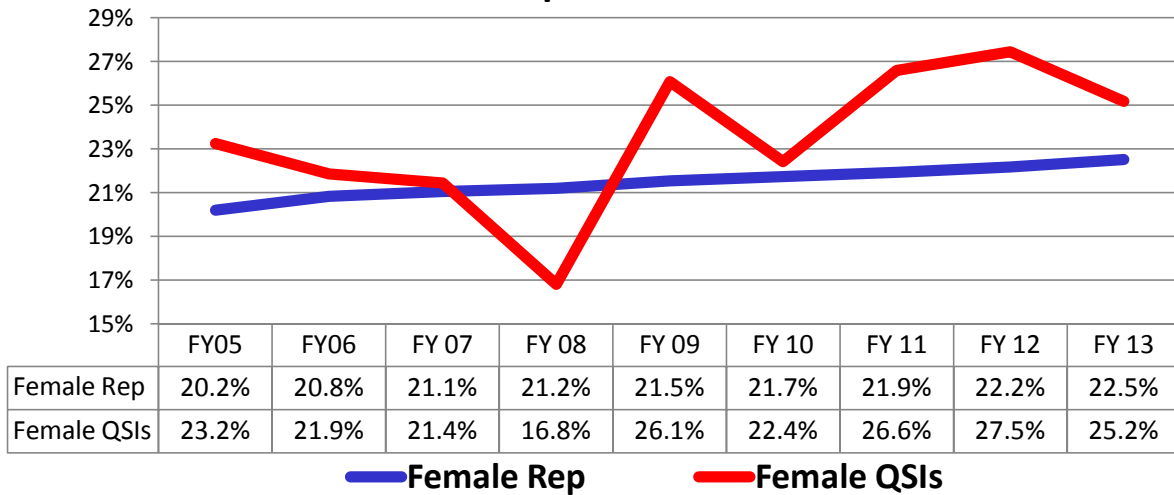
Average S&E GS Grade by Race/Ethnicity Since FY 04



Average GS grade remains lower for African Americans, Hispanics, and Multiracial employees than for White and Asian American/Pacific Islander employees.

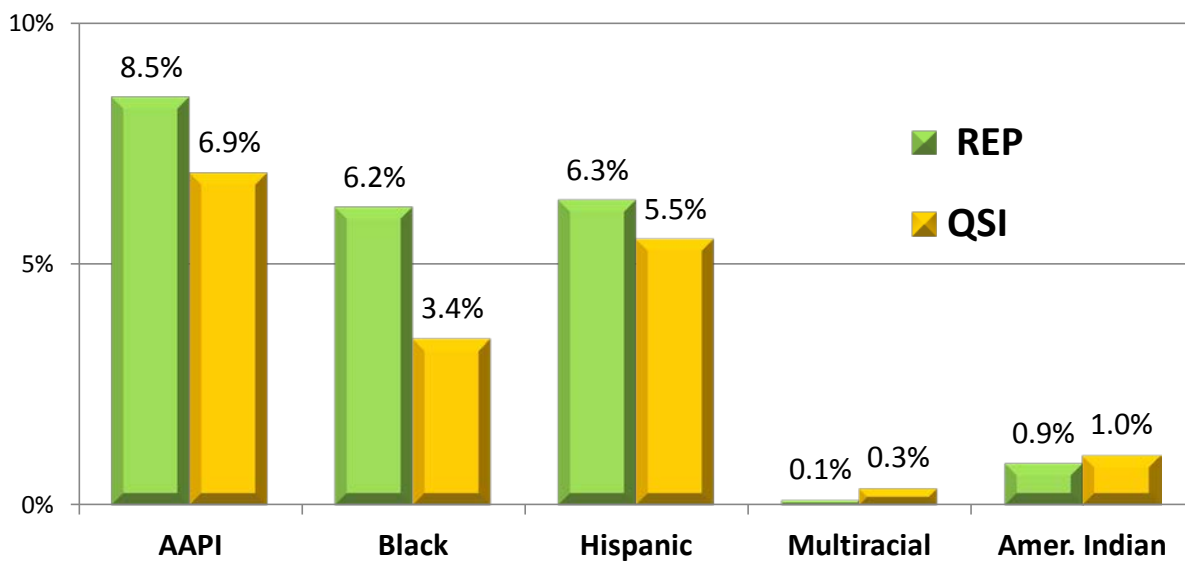
APPENDIX A: (Continued)

Female S&E Representation v. QSIs



Women in S&E have received QSIs at a higher rate than their representation in the workforce since FY 09.

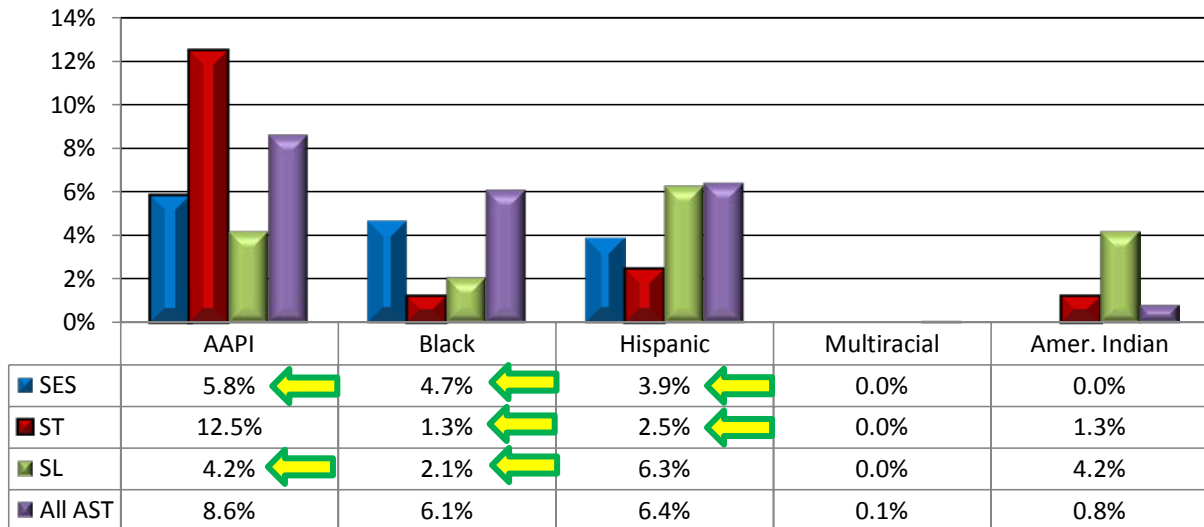
FY 13 S&E QSIs vs. Representation in S&E Workforce



Minorities in S&E received QSIs at a lower rate than their representation in the S&E workforce.

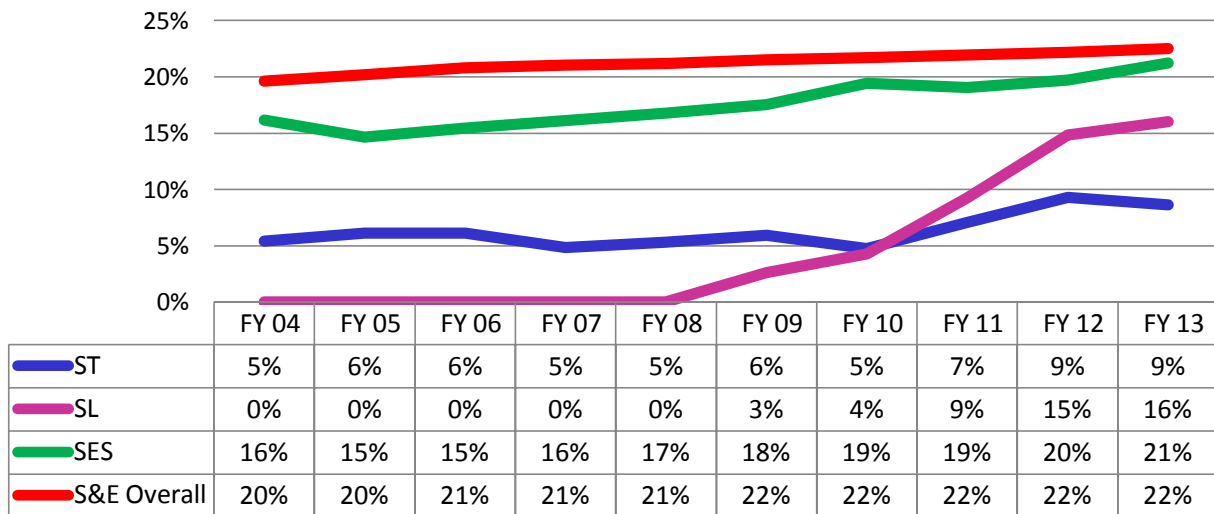
APPENDIX A: (Continued)

Senior Positions by Race/Ethnicity



Minority employees in the AST workforce are generally underrepresented in senior positions, in comparison to their overall AST representation (yellow areas indicate representation lower than benchmark).

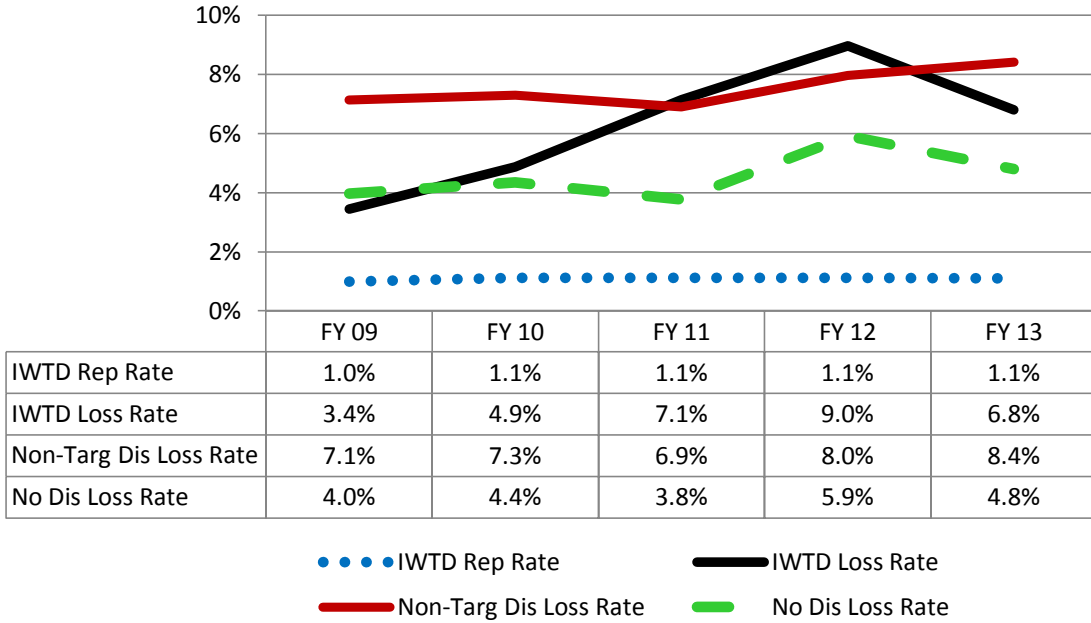
Women in S&E Senior Positions and Overall



Despite increases since FY 09, women remain underrepresented in ST (9%) and SL (16%) positions at NASA, compared to their 23% representation in S&E overall.

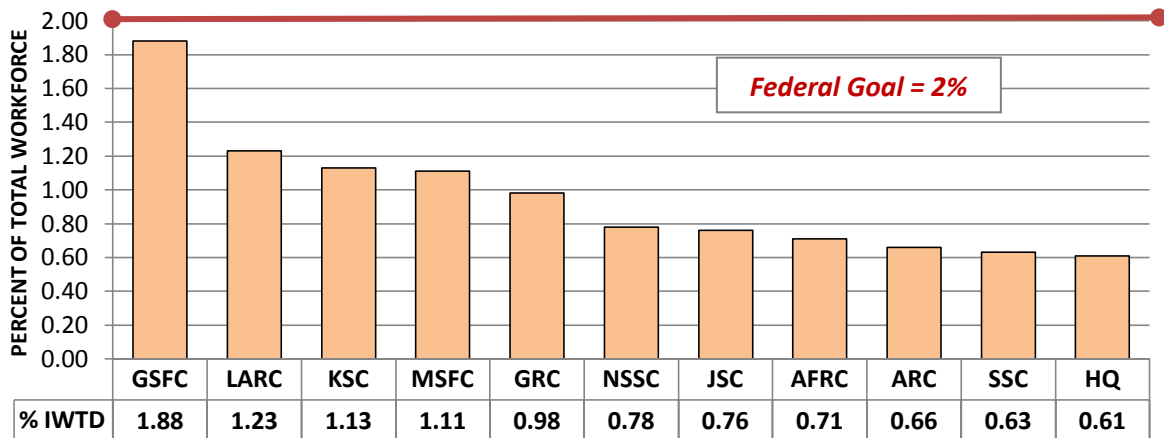
APPENDIX B: Individuals with Targeted Disabilities

Representation and Loss Rates for Individuals with Targeted Disabilities



Representation of IWTD remains unchanged since FY 10, and their loss rate is higher than employees with no disabilities; loss rate of employees with non-targeted disabilities is highest of all.

Individuals with Targeted Disabilities by NASA Center (as of 1-25-14)



Representation of IWTD is below the Government-wide goal at all NASA Centers.