

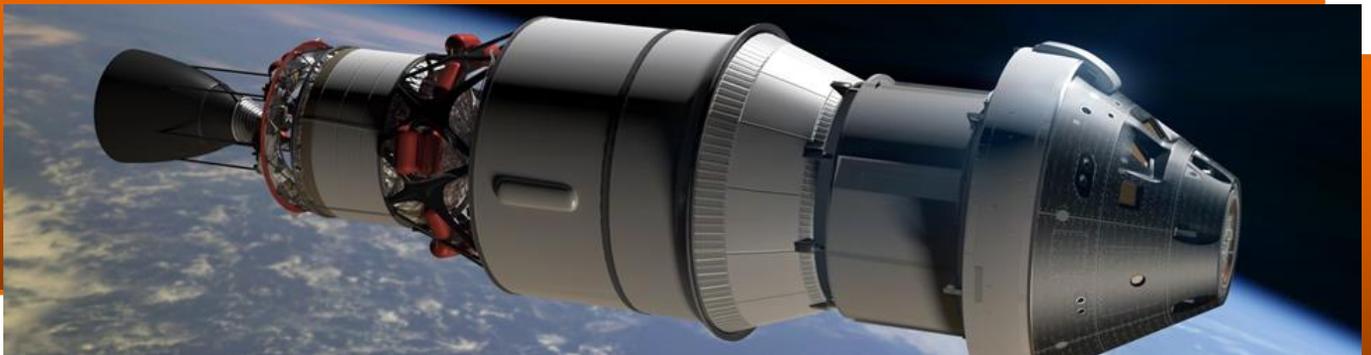
National Aeronautics and Space Administration

Office of Diversity and Equal Opportunity

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

AND

**FY 14 Annual EEO Program
Accomplishment Report
(EEOC MD-715)**



January 2015

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Introduction

In 2003, the U.S. Equal Employment Opportunity Commission (EEOC) issued Management Directive 715 (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.

In FY 2014, ODEO 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, updated for FY 2015, begins 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 14 EEO accomplishments and workforce demographic analysis. In FY 2015, each NASA Center² will develop and implement a plan that aligns with the overarching objectives and strategies of the Agency Plan. Through the second quarter of FY 2015, ODEO will be providing technical assistance to the Centers in preparing their plans.

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 Plan focuses on race, national origin, gender, and disability.³ Like the D&I Strategic Implementation

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.

³ Diversity 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, union affiliation, and many others. NASA’s EEO statement states that NASA provides equal opportunity in Federal employment regardless of race, color, sex (including sexual harassment, sex stereotyping,

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.

pregnancy, and gender identity), national origin, religion, age, disability, genetic information (including family medical history), sexual orientation, or status as a parent.

Six Essential Elements of a Model EEO Agency

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 supporting demographic diversity during Performance 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 statutes, 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.

<p>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.</p>	<p>Lead Offices/Officials: NASA Administrator, Deputy Administrator, Officials-in-Charge of Headquarters Offices.</p>
<p style="text-align: center;">Actions and Measurements</p>	<p style="text-align: center;">Timeframe for Implementation</p>
<ul style="list-style-type: none"> • The Administrator issues annual EEO and Anti-Harassment Policy Statements 	<p style="text-align: center;">Q3, 2015 Annually</p>
<ul style="list-style-type: none"> • The Administrator issues 2015 Model EEO Agency Plan Update to Officials-in-Charge 	<p style="text-align: center;">Q3, 2015 Annually</p>
<ul style="list-style-type: none"> • EEO policies directives and procedures are updated and disseminated through the NASA Online Directives Information System. 	<p style="text-align: center;">Q3, 2015 Ongoing</p>

<p>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.</p>	<p>Lead Offices/Officials: Center Directors, other Center Senior Leadership</p>
<p style="text-align: center;">Actions and Measurements</p>	<p style="text-align: center;">Timeframe for Implementation</p>
<ul style="list-style-type: none"> • ODEO provides technical assistance to Centers in development of new Center Plans. 	<p style="text-align: center;">Q2, 2015</p>
<ul style="list-style-type: none"> • Center Directors issue Model EEO Center Implementation Plans and related EEO policies aligned with the Model EEO Agency Plan. 	<p style="text-align: center;">Q2, 2015</p>

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, 2016 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 (IWTD). 	<p>Q4, 2015 Ongoing</p>
<ul style="list-style-type: none"> Agency gathers and analyzes data to identify reasons for high separation rates of IWTD. 	<p>Q4, 2015 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, and EDAB and participate in other high-level meetings to ensure EO and demographic diversity are supported during discussions and decision making. 	<p>Q4, 2015 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, 2015 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 report is finalized and recommendations are disseminated to NASA Centers. ODEO and NASA Centers begin implementing recommendations. 	<p>Q4, 2015 Ongoing</p>

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 Chief Financial Officer (CFO). 	<p>Q4, 2015 Quarterly</p>

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. 	<p>Q1, 2015 Monthly</p>
<ul style="list-style-type: none"> ODEO will report on EEO progress at least twice per year at the Baseline Performance Review meetings. 	<p>Q3, 2015 Biannually</p>
<ul style="list-style-type: none"> ODEO will present a “State of EEO” briefing to NASA senior leadership. 	<p>Q3, 2015 Annually</p>

<p>Strategy 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 progress directly or indirectly.</p>	<p>Lead Offices/Officials: NASA Administrator, Officials-in-Charge of Headquarters Offices</p>
<p>Actions and Measurements</p>	<p>Timeframe for Implementation</p>
<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 supported in top-level decision making. 	<p>Q1, 2015 Quarterly</p>
<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. 	<p>Q1, 2015 Monthly</p>

<p align="center">4. Management and Program Accountability</p> <p>Challenge: NASA supervisors will be held accountable for advancing EEO.</p>	
<p>Strategy 4.1 Rate supervisors on EEO performance as part of their annual performance appraisals.</p>	<p>Lead Offices/Officials: NASA Administrator, second-level (and above) supervisors</p>
<p>Actions and Measurements</p>	<p>Timeframe for Implementation</p>
<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. 	<p>Q1, 2015 Ongoing</p>
<p>Strategy 4.2 Evaluate EEO operations through onsite functional reviews of NASA Centers.</p>	<p>Lead Offices/Officials: ODEO</p>
<p>Actions and Measurements</p>	<p>Timeframe for Implementation</p>
<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. 	<p>Q4, 2015 Annually</p>

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, 2015
<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, 2015
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, 2015
<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, 2015 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, 2015 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. 	Q2, 2015
<ul style="list-style-type: none"> Disseminate information to managers and employees regarding new procedures once they are finalized. 	Q4, 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. 	Q4, 2015 Biannually
<ul style="list-style-type: none"> Submit No FEAR Act Report to Congress, the White House, and EEOC. 	Q3, 2015 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"> Update Anti-Harassment Implementation Guide, in light of revalidated NPR 3713.3, Anti-Harassment Procedures. 	Q2, 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, 2015 Ongoing

NASA's EEO Accomplishments for FY 14

1. Demonstrated Leadership Commitment

The NASA Administrator signed the updated FY 14 Model EEO Agency Plan on May 1, 2014. Included in the Plan were updated EEO and Anti-Harassment Policies also signed by the Administrator on May 1, 2014. The NASA Administrator explained the new framework for the Model EEO Agency Plan to NASA Officials-in-Charge of Headquarters Offices and NASA Center Directors with a memorandum of endorsement on April 16, 2014, and the final Plan was forwarded to them on May 28, 2014.

As in previous years, in FY 14 NASA ODEO 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, Education, and EO and diversity.

Center Directors and senior leaders continue to demonstrate their commitment to EO issues. Consistent with the Agency's new MD-715 framework, the Centers named senior EEO champions to lead the development and implementation of Model Center EEO Plans. For example, in FY 14, the Kennedy Space Center (KSC) Associate Director was established as EEO Champion and chaired the Center employee resource group (ERG) senior leader Executive Champion cadre. The Associate Director met with the ERG at least semiannually to discuss succession planning, participation rates, possible barriers, and other ERG issues of concern. Also, at Marshall Space Flight Center (MSFC), senior leadership, including the Center's Associate Director, sponsored the Historically Black Colleges and Universities (HBCUs) and Minority Serving Institutions Partnership Meeting. Institutions in attendance included: Alabama A&M University, Bethune-Cookman University, Delaware State University, the University of Puerto Rico, Tuskegee University, and the University of Texas at Brownsville.

In addition, in FY 14 several NASA Center Directors and other Center leadership played instrumental roles in the NASA Anti-Harassment Program. Center Directors 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. For example, the Johnson Space Center (JSC) Associate Director added a backup anti-harassment coordinator, continued to develop the Center's Anti-Harassment Team, and redistributed the anti-harassment poster to emphasize the importance of the process.

2. Proactive Prevention of Discriminatory Actions

NASA continues to be challenged by underrepresentation of women and minorities in certain mission critical science and engineering occupations, particularly in GS-14, GS-15, and SES positions (see Appendix A). During FY 14, 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, and Great Minds in STEM.

In addition, 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 for 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. The AA, ODEO, also continued to participate on high-level boards such as the PRB, the EDAB, and the ERB, where she ensured that EEO was supported in these processes and decision making.

Informed by analyses of workforce and applicant data, Center EO and HC offices conducted recruitment visits to nontraditional venues, as well as educational and professional venues. For example, in FY 14, staff at the Armstrong Flight Research Center (AFRC) participated in recruiting activities at Hispanic Serving Institutions (HSIs), including California State University, Northridge; California State Polytechnic University, Pomona; and California State University, Los Angeles. At JSC, the Hispanic ERG hosted an exhibit booth at the Center's Annual Career and Education Day in February. An estimated 17,000 to 21,000 students (grades 6-12), educators, and parents attended the event as well as representatives from all Center ERGs.

The Langley Research Center (LaRC) EO and Human Capital (HC) offices conducted recruitment visits to nontraditional venues such as the Joint Base Langley-Eustis, the Coast Guard Station, HBCUs, the Career Expo for People with Disabilities, and other minority serving institutions and organizations. Stennis Space Center (SSC) participated in more than 30 activities reaching more than 35,000 individuals in the Mississippi Delta, Central Mississippi, Louisiana, and the Mississippi Gulf Coast. These activities included: STEM outreach at Zephyr Field, New Orleans, Louisiana; Girls Excited about Math and Science (GEMS) Program; and the Essence Festival in New Orleans, Louisiana.

Developmental Programs and Mentoring:

NASA continued its Agency-wide, competitive developmental programs for employees, including 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 14, 99 employees at the GS-11 and GS-12 levels applied for NASA FIRST, and 40 were selected for the program, including 24 (60 percent) minority employees (3 Hispanic, 11 African American, 4 Asian Americans, 2 American Indian or Alaska Native, and 4 Multiracial employees). Twenty-two of the 40 selectees were female (55 percent). Ten employees with disabilities applied for NASA FIRST, and four were selected (10 percent of all participants). In FY 14, women, minorities, and individuals with disabilities were selected for the program at higher rates than in FY 13.

For the MLLP, 159 GS-13 and GS-14 employees applied for the program, with 24 selected. Of the 24 selectees, 11 were women (44 percent), and 6 were minority employees (1 Hispanic and 5 African American) (25 percent). Eleven employees with disabilities applied for the MLLP, and two were selected (8 percent of all participants).

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. For instance, in FY 14 LaRC graduated the first class of mentees from its new mentoring program, Generating Rare Opportunities with Wisdom (GROW). Other Center efforts included: querying employee advisory groups to identify reasons employees do not apply for developmental programs; disseminating information about developmental programs to advisory group members; advising development program selection panels of diversity goals; and including the Center EO Director on employee development panels, councils, and boards.

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 14, ODEO and Center Special Emphasis Program Managers (SEPMs) coordinated education and awareness activities designed to inform the workforce and eliminate possible negative stereotypes. Efforts taken by Centers during FY 14 to inform the workforce and eliminate biases included: 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. For example, JSC hosted a panel discussion, "Celebrating Women of Character, Courage, and Commitment," that consisted of JSC female executives and professional leaders addressing gender uniqueness and providing concrete tools for women to be successful at every level of their career. The event was broadcasted live on JSC TV and via UStream to other NASA Centers.

In addition, NASA celebrated the 50th Anniversary of the passage of the Civil Rights Act of 1964 with a series of commemorative activities. The signing of the Civil Right Act was a legislative achievement that transformed our society and profoundly impacted our Nation and NASA. An Agency-wide planning committee, chaired by ODEO, planned several Agency activities highlighting the influence of the Civil Rights Act on NASA and our contributions to the Nation over the past 50 years.

The celebration commenced with a keynote event on June 23, 2014, featuring remarks from the NASA Administrator and a panel moderated by CNN journalist Suzanne Malveaux. The panel discussion showcased Eddie Bernice Johnson, U.S. Representative, 30th District of Texas; Dr. Harriett Jenkins, former NASA Assistant Administrator for Equal Opportunity Programs; renowned author Dr. Michael Eric Dyson; and Dr. Roger Launius, Associate Director of Collections and Curatorial Affairs, Smithsonian National Air and Space Museum. Beginning on Tuesday, June 24, 2014, and continuing into the next week, NASA aired a

series of video vignettes in which NASA employees shared their stories about the personal impact of the civil rights movement on their lives. Finally, on July 2nd, a video from the Administrator was released to the workforce commemorating the signing of the Civil Rights Act.

In addition to serving on the Agency-wide planning committee for the commemoration of the Civil Rights Act, NASA Centers participated in a variety of related activities. For example, KSC ODEO hosted civil rights pioneer Dr. Mary Frances Berry, who gave an inspirational talk to a full house audience. JSC facilitated a tweet commemorating the event from an astronaut on the International Space Station.

Outreach, Recruitment, Hiring, and Retention of IWTD:

NASA continued efforts to increase the participation of IWTD to the Government-wide goal of 2 percent. One Center, Goddard Space Flight Center (GSFC), reached the 2 percent goal. At the end of FY 14, IWTD represented 1.1 percent of the total NASA workforce, the same as in FY 13 (see Appendix B).

Nonetheless, Centers undertook a variety of efforts to increase the representation of IWTD in the workforce. For example, at Ames Research Center (ARC), the Center ODEO, facilities office, and Center architect established the Disability Access Project Team to assess inaccessible buildings and areas around the Center to ensure compliance with the Rehabilitation Act, the Americans with Disabilities Act, and state laws. Other Center efforts included: attending career fairs and workshops targeted to IWD; 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 IWD to the Center for shadowing, career information, Center tours, and other activities; and providing employment information and materials to university disability services offices.

The KSC Employee Assistance Program, for example, held a "lunch and learn" session on hidden disabilities. The Safety and Mission Assurance Directorate at JSC hosted a presentation titled "Transforming the World from a Wheelchair, Life without Limits." At AFRC, staff participated in the Disabilities Job Fair at California State University, Northridge, in April 2014. In addition, the AFRC Disabilities Program Manager and Selective Placement Coordinator meet monthly to strategize about hiring IWD. As a result of their efforts, two IWTD were hired at the Center in FY 14. At JSC, the Office of Equal Opportunity and Diversity collaborated with the Human Health and Performance Directorate to host the annual Safety and Total Health Day in October 2013. At the event, staff highlighted resources for IWTD. Other Centers conducting various training programs, such as the American Sign Language workshops held at NASA Headquarters (HQ).

Center EO and HC staff also met frequently throughout the fiscal year to discuss improving the retention of IWD. To this end, they helped to prioritize and advocated for building modifications to improve accessibility (e.g., parking spaces for IWD, 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; and ensured evacuation plans for IWD.

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 IWD. Such efforts included: showcasing and demonstrating adaptive and assistive equipment used by IWD; highlighting success stories of IWD; 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):

During FY 14, ODEO continued administration of the Conflict Management Program 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 eight NASA Centers. High Performing Teams Training, which is designed to provide team leaders with the knowledge and skills to prevent team conflict and effectively manage the elements of high performing team environments, was provided at four 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 two NASA Centers. In addition, Individual Conflict Consultations with a trained professional were conducted for employees and management officials who volunteered for the coaching at four 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 Agencywide. 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. Four webinars covering topics such as Trust Building, Effective Communication, Handling Difficult Emotional Situations, and Performance Expectations were conducted for employees Agencywide.

Special Task Teams:

During FY 14, ODEO's SEP Task Team conducted an Agency-wide review of SEPs and developed a written report with findings and recommendations for implementation at NASA Centers and Headquarters. The SEP report was provided to the AA and the ODEO senior staff. A second team, the Promising Practices Task Team, continues to research 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; regular briefings to senior management and employee groups; EO bulletin boards; social media, 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 14 EEO performance to the NASA OCFO for inclusion in the Agency's annual financial and performance reports 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 15 and FY 16 EEO performance goal and indicators. NASA's EO and diversity goals are included in the Agency's 2014 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." As its Strategic Plan annual performance indicator relating to EEO for FY 14, ODEO stated that it would "Assess, evaluate, and report the success of the NASA Model EEO Agency Plans FY 2008 to FY 2013." ODEO's 5-year trend analysis (FY 08-13) showed a positive rate of change in the percentage of individuals with disabilities in the NASA workforce (11.8 percent increase in the number of individuals with non-targeted and 15.5 percent increase in the number of targeted). The assessment also showed 5-year increases in the percentages of women, African-Americans, Asian Americans, and Hispanics in the GS 14-15 and SES levels. There was a 13 percent rate of change for women, 20.6 percent for African Americans, 10.9 percent for Asian American/Pacific Islanders, and 16.5 percent for Hispanics. While further action remains to fully address EEO challenges (see Appendix A), NASA is encouraged by these statistics.

Communication of EEO Performance to Agency Leadership:

During FY 14, 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.

ODEO also briefed the Administrator, Associate Administrator, Center Directors, and Officials-in-Charge of Headquarters Offices at the "State of EEO" briefing in April 2014. This comprehensive briefing covered all major Agency-wide EEO initiatives, including complaints processing, anti-harassment, conflict management, and workforce data analysis such as that identified EEO concerns in hires, promotions, awards, separations, performance ratings, and employee development.

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. She also met monthly with the Assistant Administrator for Human Capital Management to discuss collaborative programmatic strategies, for example in the areas of performance management, separations, and the Agency's Diversity and Inclusion Strategic Partnership. Similarly, Center EO offices met regularly with Center leadership in meetings such as the BPR, state of EEO briefings, and other regular and as needed meetings. For example, the ARC ODEO met with supervisors and managers on a tri-annual basis and met with Center supervisors an estimated 120 times in FY 14.

Resources:

NASA allocated sufficient resources for effective and efficient EO and diversity efforts. 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:

In FY 14, NASA offices, including ODEO and OHCM, continued to assess changes implemented during FY 13 to the SES appraisal system and the automated performance system for general schedule (GS) employees and supervisors. Both systems require EEO and diversity performance standards for supervisors. In FY 14, Center EO and HC Offices continued to provide 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 14, with EEO functional reviews of SSC and the NASA Shared Services Center (NSSC). 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 architectural accessibility.

In addition, in FY 14, GSFC established a team to independently surface and address challenges at its Wallops Flight Facility (WFF). The work of the team will be integrated into the Center's MD-715 efforts as a mechanism to demonstrate leadership accountability for supporting and advancing EEO at all of GSFC's subcomponents.

5. Efficiency of EEO Operations

New Framework for the Model EEO Agency Plan:

In FY 14, ODEO implemented a new framework for the Model EEO Agency Plan. The new approach is designed to focus attention and actions on a limited number of high-priority challenges and to define the over-arching Agency challenges and strategies. However, the new framework leaves it to the Centers to define the tactical actions they will use to address the challenges. Throughout FY 14, ODEO briefed Administrator Charles F. Bolden, Jr.; Associate Administrator Robert Lightfoot; Headquarters Officials-in-Charge; Center EO Directors; SEPMs; and other stakeholders regarding the new approach.

Increase Employee and Management Support and Awareness of ADR:

ODEO and Center EO offices continued to enhance their ADR programs to increase participation and improve settlement rates. ODEO led an effort with Center EEO offices to plan and execute an Agency-wide ADR awareness initiative in the form of Conflict Resolution month. The awareness month took place in October 2014 and was designed to promote awareness of all the various internal avenues available to employees for resolution of disputes. The initiative included ADR training and collaboration with other Agency offices, including, but not limited to, the Office of Human Capital, Office of Safety and Mission Assurance, Office of Ombudsman, and others. The purpose was to promote employee awareness of the numerous programs and processes within the Agency available to address the different types of conflicts affecting the workforce. These avenues of redress lend themselves to enhance an environment where employees can communicate concerns and dissenting opinions without fear of reprisal.

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.

Facilitation of EEO Counselor Training:

ODEO sought to address changes in the law, as well as substantial changes in EEO personnel in the past year by implementing updated EEO Counselor training. This training is a mandatory 8-hour refresher training. It also seeks to assure consistency in counseling Agencywide and diminish disparities between Centers. Several new NASA Center EEO Officers were provided with training as well as new staff members. This training included, especially, training in the iComplaints process to enhance efficiency and tracking capability.

Review of Agency Collective Bargaining Agreements:

ODEO conducted an Agency-wide review of Collective Bargaining Agreements (CBAs) to identify the agreements that accepted EEO complaints, and of those, at what stage in the CBA appeal process constitutes an election for EEO purposes thereby warranting a

dismissal of a formal EEO complaint. This information was disseminated to all EEO Offices to enable them to better counsel aggrieved employees who may be simultaneously in the CBA grievance process. In addition, this information is vital to the decision to accept or dismiss such cases, and having the information at the early stage of the formal complaint will enhance case processing efficiency.

Streamline Discrimination Complaints Processing:

ODEO continued efforts to streamline discrimination complaints processing and improve timeliness of various stages in the process. During FY 14, ODEO requested and received EEO counselors' reports from Centers within three days of receiving the formal complaint; 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 turnaround of documents.

Improving Efficiency in Providing Reasonable Accommodations:

During FY 2014, the reasonable accommodations (RA) team explored options for enhancing efficiency of RA, such as through a centralized fund to augment the existing RA procedures at NASA Centers and Headquarters. The RA report, which contained recommendations for implementation, was provided to the AA and the ODEO senior staff.

ODEO and Centers continued efforts to improve the timeliness and effectiveness of providing RA to qualified IWD. In FY 14, ODEO continued to work with a team comprised of EO, HC, legal, labor, and other stakeholders, including IWD, to update and streamline the Agency's RA Procedures. In addition, ODEO continued to facilitate a Section 508 monthly meeting of Center DPMs, IWD, and other stakeholders. This group identifies Section 508 compliance issues, as well as technology usability issues, and helps the Agency identify solutions.

Also in FY 14, ODEO reviewed its Reasonable Accommodation Management System (RAMS) to enhance its efficiency. ODEO upgraded the site by implementing a new user interface, validating Section 508 compliance, and incorporating new user options and menus to facilitate more accurate reporting.

The Centers engaged in the following efforts to improve the RA process: ensuring adequate funding is available for RA; 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. For example, in FY 14, the average time for providing a reasonable accommodation at the NSSC was 12 days, and all reasonable accommodations were provided within less time than the Agency goal of 20 business days.

In FY 14, GSFC developed a strategic plan to: rebuild relationships with GSFC's deaf and hearing impaired community, rebuild trust between the EEO office and the community, strengthen relationships, and build a clear conduit for them to raise challenges. The plan includes monthly meetings with the EEO staff and the community and the distribution of written highlights from the meeting discussions. At AFRC, funds were centralized in the EO

Office for sign language interpreters. At GRC, ODEO began the process of developing a new Center guidance concerning reasonable accommodations.

6. Responsiveness and Legal Compliance

Updating Reasonable Accommodations Procedures:

During FY 14, NASA continued revising its reasonable accommodations procedures, an effort led by ODEO in partnership with the Office of the General Counsel, as well as Labor and other key stakeholders such as OHCM and the Office of the Chief Health and Medical Officer. The process has involved an Agency-wide review, including comments received from the Centers and all Agency offices. ODEO expects to complete the procedures by the second quarter of FY 15. Upon issuance of the procedures ODEO plans a robust roll out, including communications materials, training modules, and dissemination of the procedures to new managers, supervisors, and employees.

Anti-Harassment Program:

ODEO revalidated NPR 3713.3, Anti-Harassment Procedures, as of September 30, 2014. Also in FY 14, NASA continued to implement an Agency-wide Anti-Harassment Program (AHP), including guidance and technical assistance, classroom and online training, and inclusion of the program in the Agency's Strategic Plan and Baseline Performance Review reporting. Annual reporting shows that NASA processed 65 allegations of harassment under the AHP in FY 14, slightly more from the previous year (60 allegations processed). A comparison with formal EEO complaints data shows that the numbers of EEO complaints alleging harassment have dropped significantly since the inception of the AHP (from a high of 31 in FY 10, to a low of 12 in FY 12, and 17 in FY 14). Another positive indicator for the AHP is the trend of average processing times for the program which are low in comparison with EEO complaints and ADR. The average processing time for AHP is 52 days (a decrease from 63 days in FY 13).

ODEO provided classroom based anti-harassment training to four NASA Centers in FY 14 and continued to make available an online training tool, complete with a video demonstration of the process, to the NASA workforce. ODEO also launched its Diversity and EO Information Resource Guide in FY 14, an Agency intranet site dedicated to providing the workforce with up-to-the-minute information on EO policies, programs, and processes, including an in-depth section on the AHP. Finally, ODEO provided the Agency Anti-Harassment practice community with continuous learning opportunities, conducting videoconferences for employees performing collateral duty roles as Center Anti-Harassment Coordinators (CAHCs) and Fact-Finders in November 2013 and September 2014. The latter was a one and a half day training that served as a refresher for seasoned CAHCs and Fact-Finders as well as an introduction to the process for those new to these roles.

No FEAR Act Requirements:

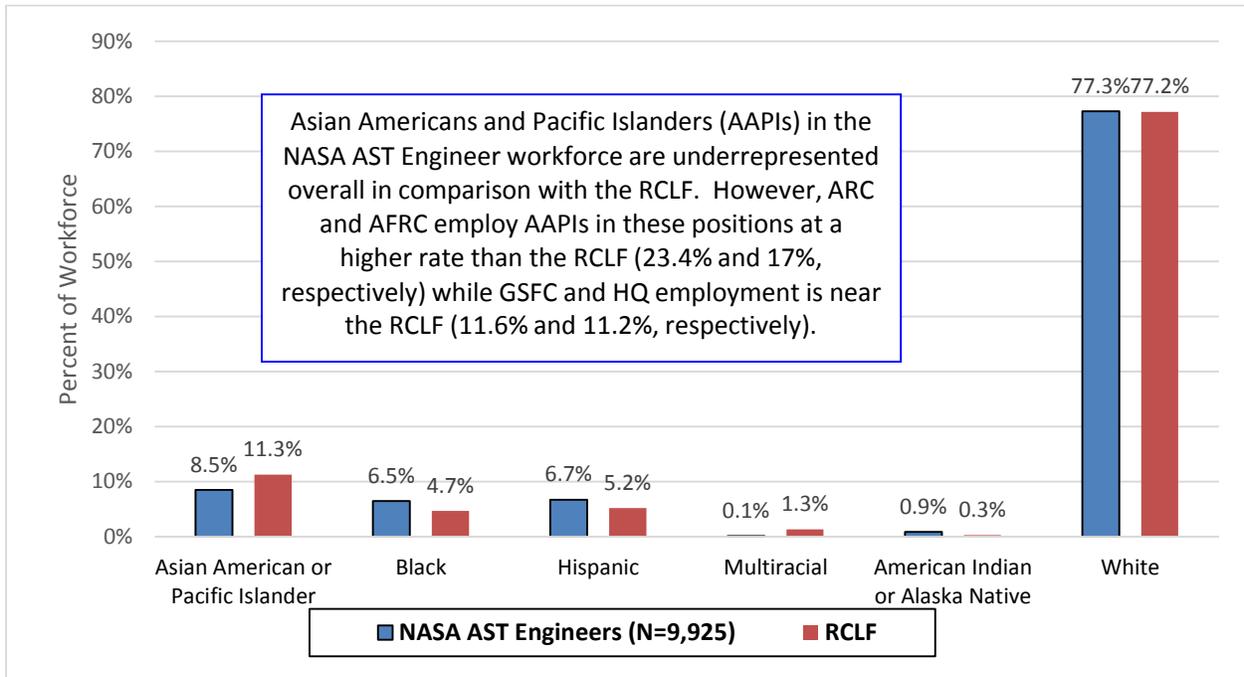
During FY 14, NASA submitted the Annual No FEAR Act Report to the Congress, White House, and EEOC timely and in accordance with the reporting requirements of the No FEAR Act of 2002. New employees continue to be directed to take the training during orientation.

Compliance with the Americans with Disabilities Act:

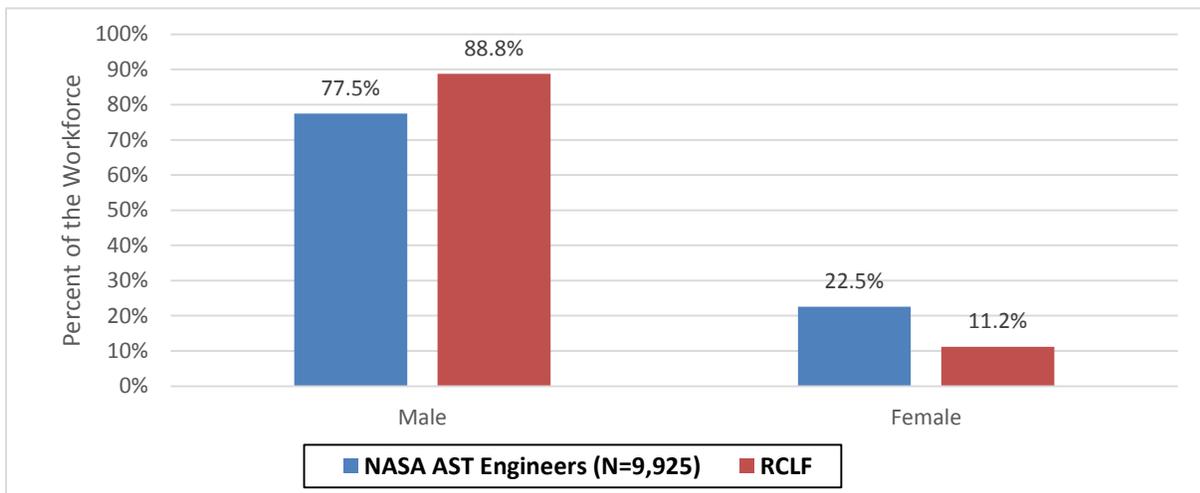
In FY 14, a new building was constructed at GRC that is fully ADA compliant.

APPENDIX A: Workforce Analysis for Women and Minorities

NASA AST Engineers by Race/Ethnicity Compared to the Relevant Civilian Labor Force (RCLF),* FY 14



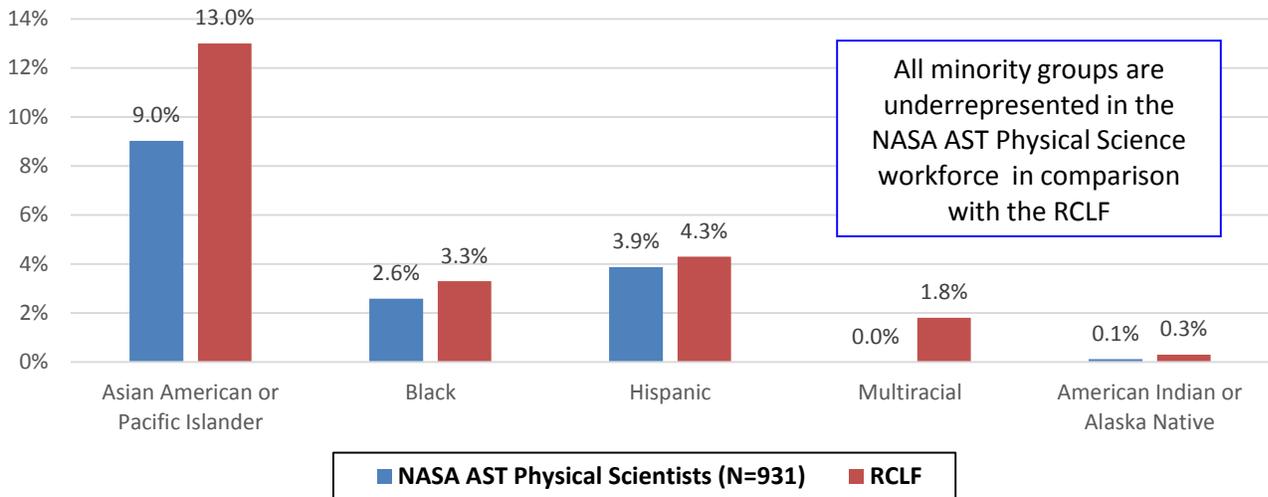
NASA AST Engineers by Gender Compared to the RCLF,* FY 14



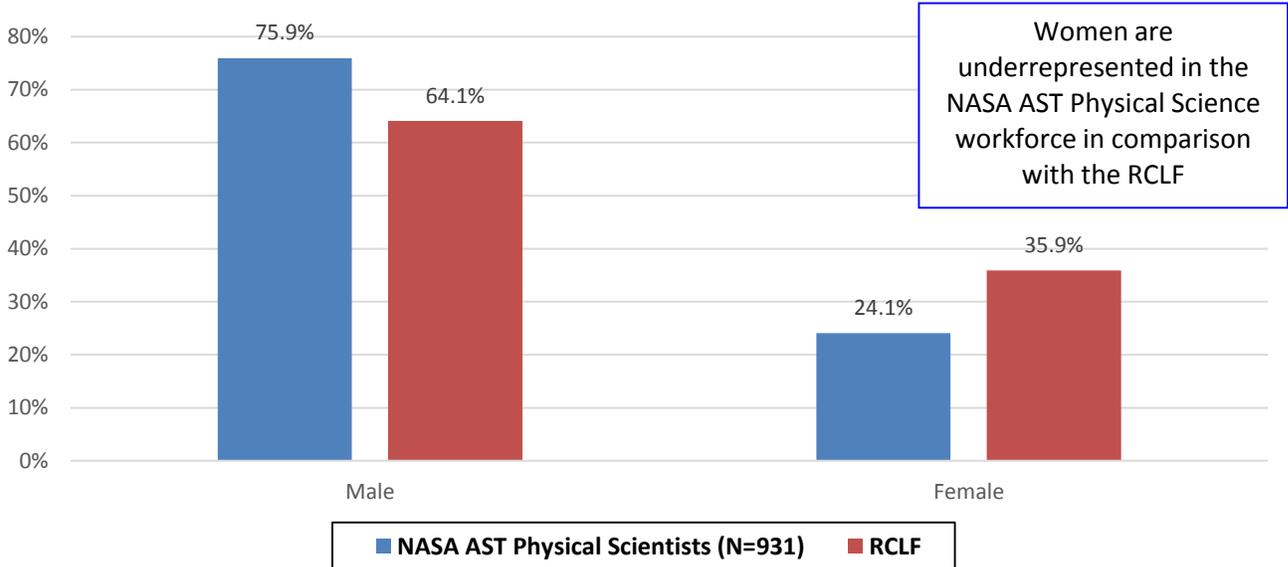
*RCLF includes General (0801), Electrical (0855), Computer (0854), Electronic (0855), and Aerospace (0861) Engineers.

APPENDIX A: (Continued)

NASA AST Physical Scientists Compared to the RCLF,* FY 14

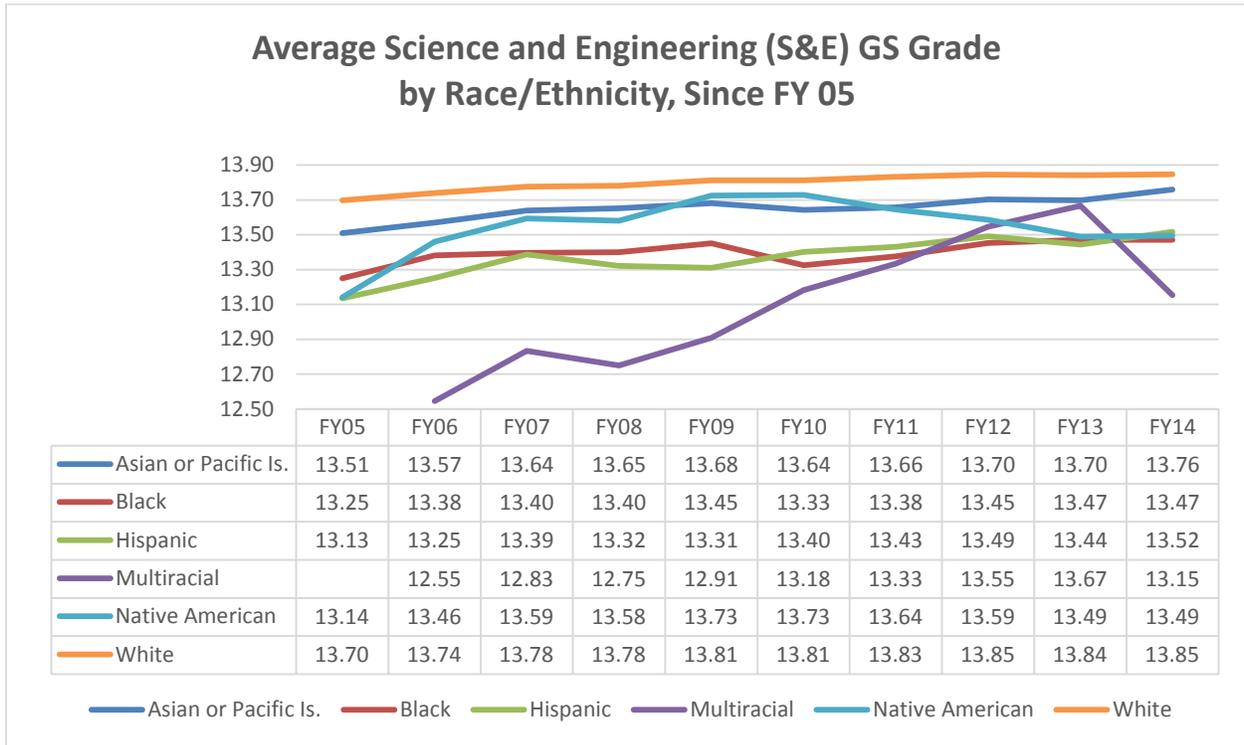


NASA AST Physical Scientists by Gender Compared to the RCLF,* FY 14

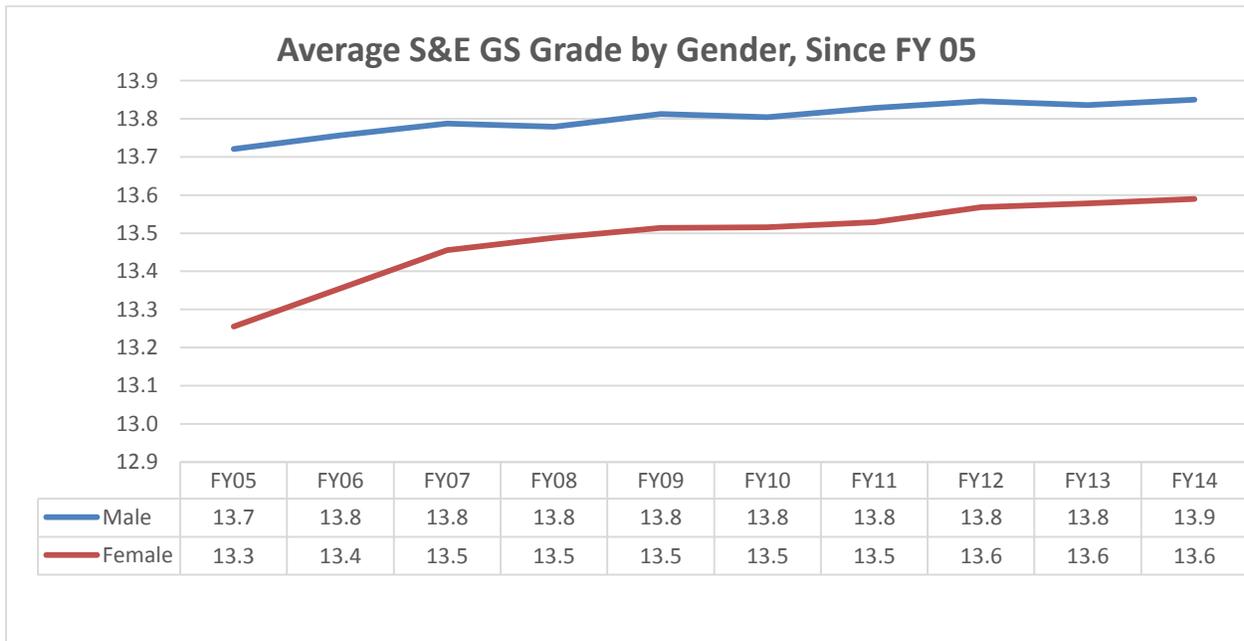


*RCLF includes Physical Scientists (1301), Physicists (1310), and Space Scientists (1330).

APPENDIX A: (Continued)

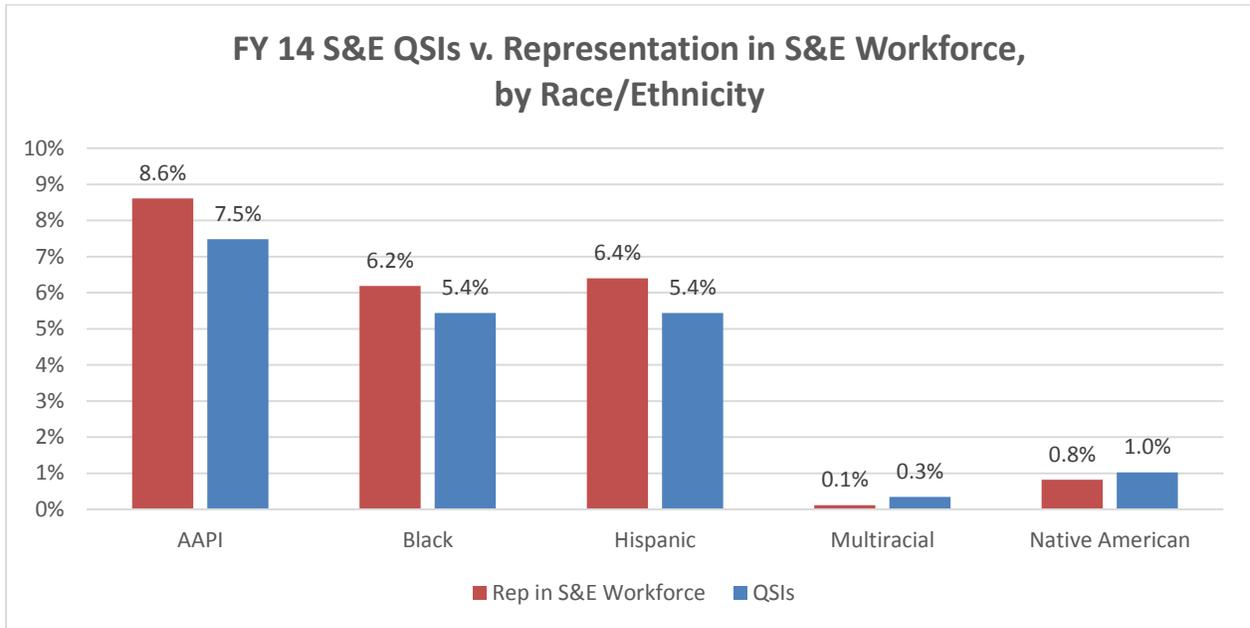


Average GS grade remains lower for African American, Hispanic, Multiracial, and Native American employees than for White and Asian American/Pacific Islander employees.

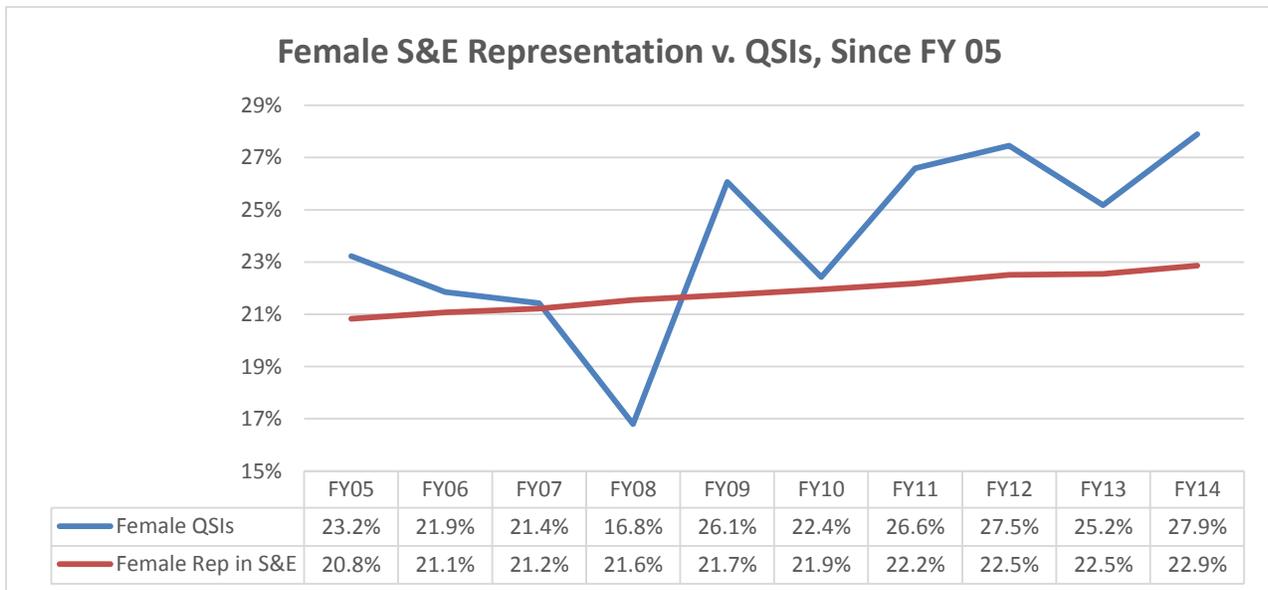


Women’s average GS grade level in S&E at NASA remains lower than men’s.

APPENDIX A: (Continued)

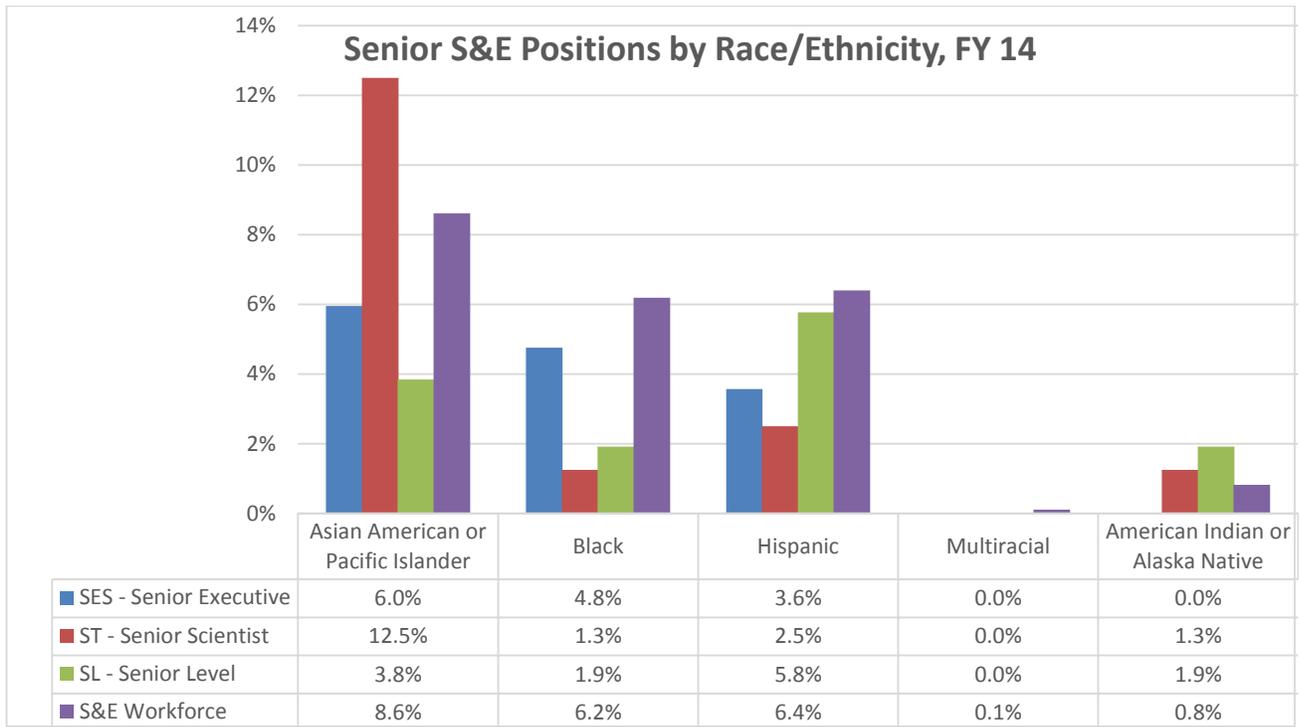


Minorities in S&E received QSIs at a lower rate than their representation in the S&E workforce.

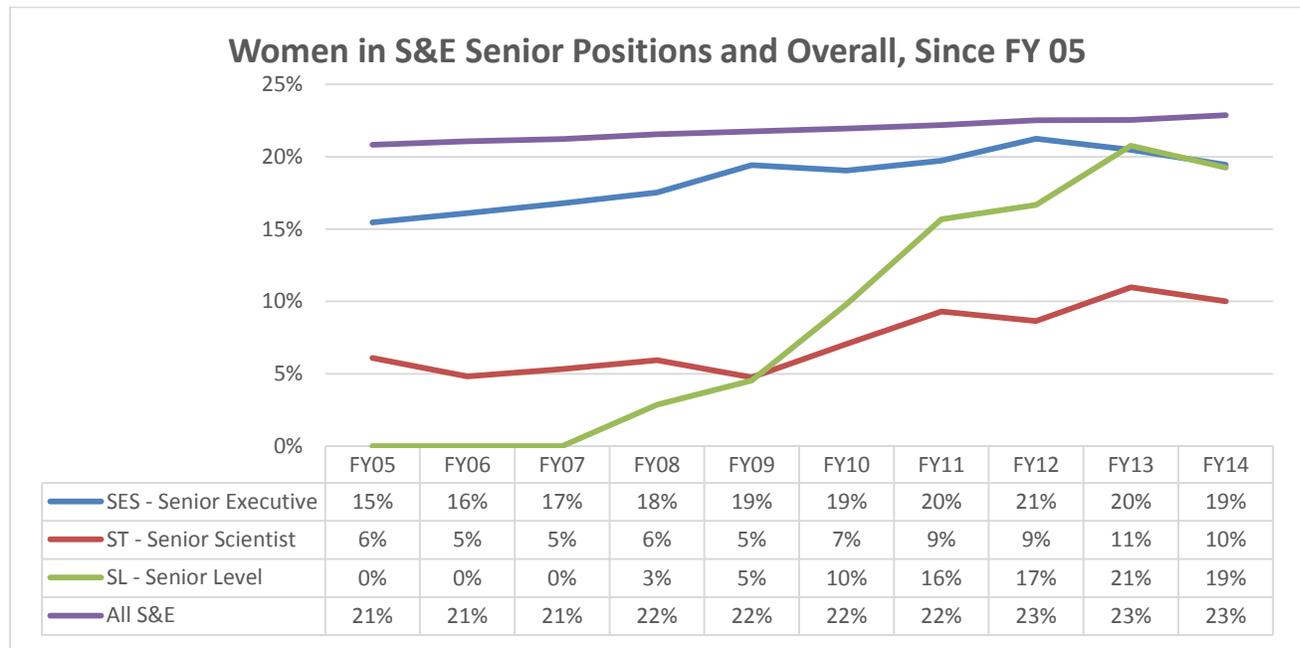


Women in S&E have received QSIs at a higher rate than their representation in the workforce since FY 09.

APPENDIX A: (Continued)



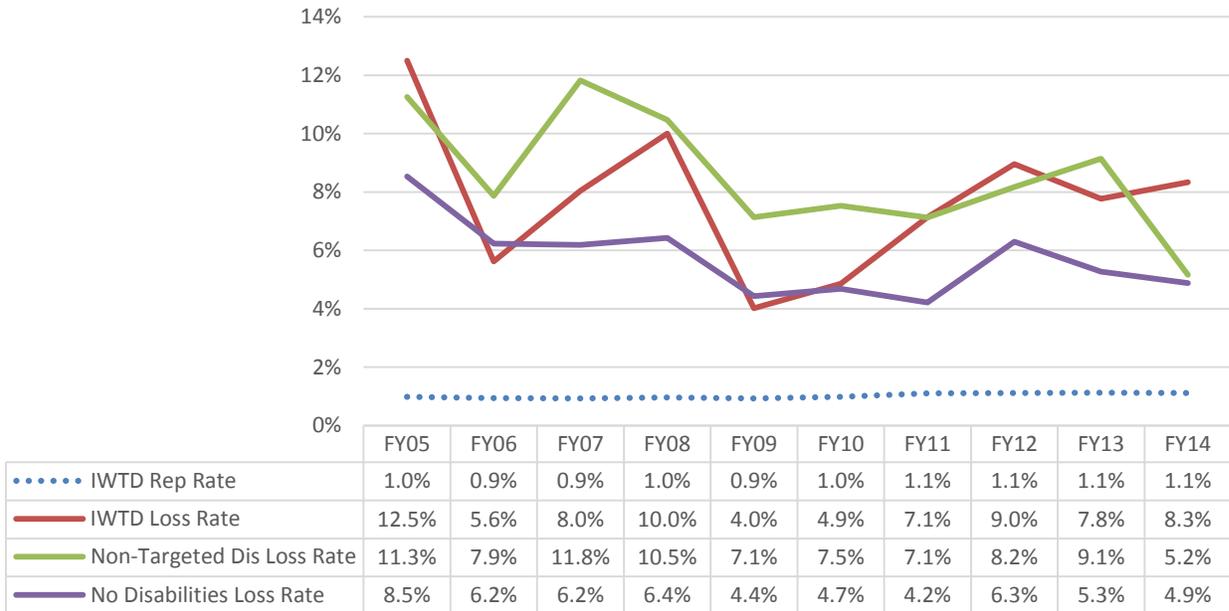
Minority employees in the AST workforce are generally underrepresented in senior positions, in comparison to their overall AST representation.



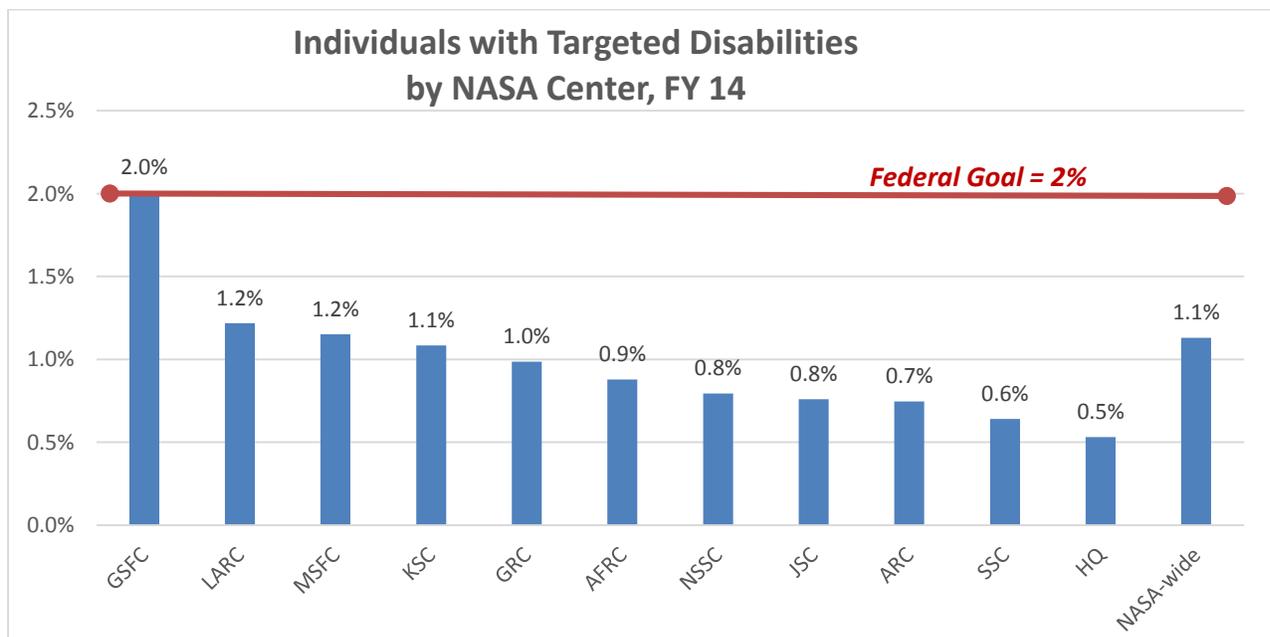
Despite increases since FY 05, women S&E employees remain underrepresented in all senior positions at NASA, compared to their 23% representation in S&E overall.

APPENDIX B: Workforce Analysis for Individuals with Targeted Disabilities (IWTD)

Representation and Loss Rates for IWTD, Since FY 05

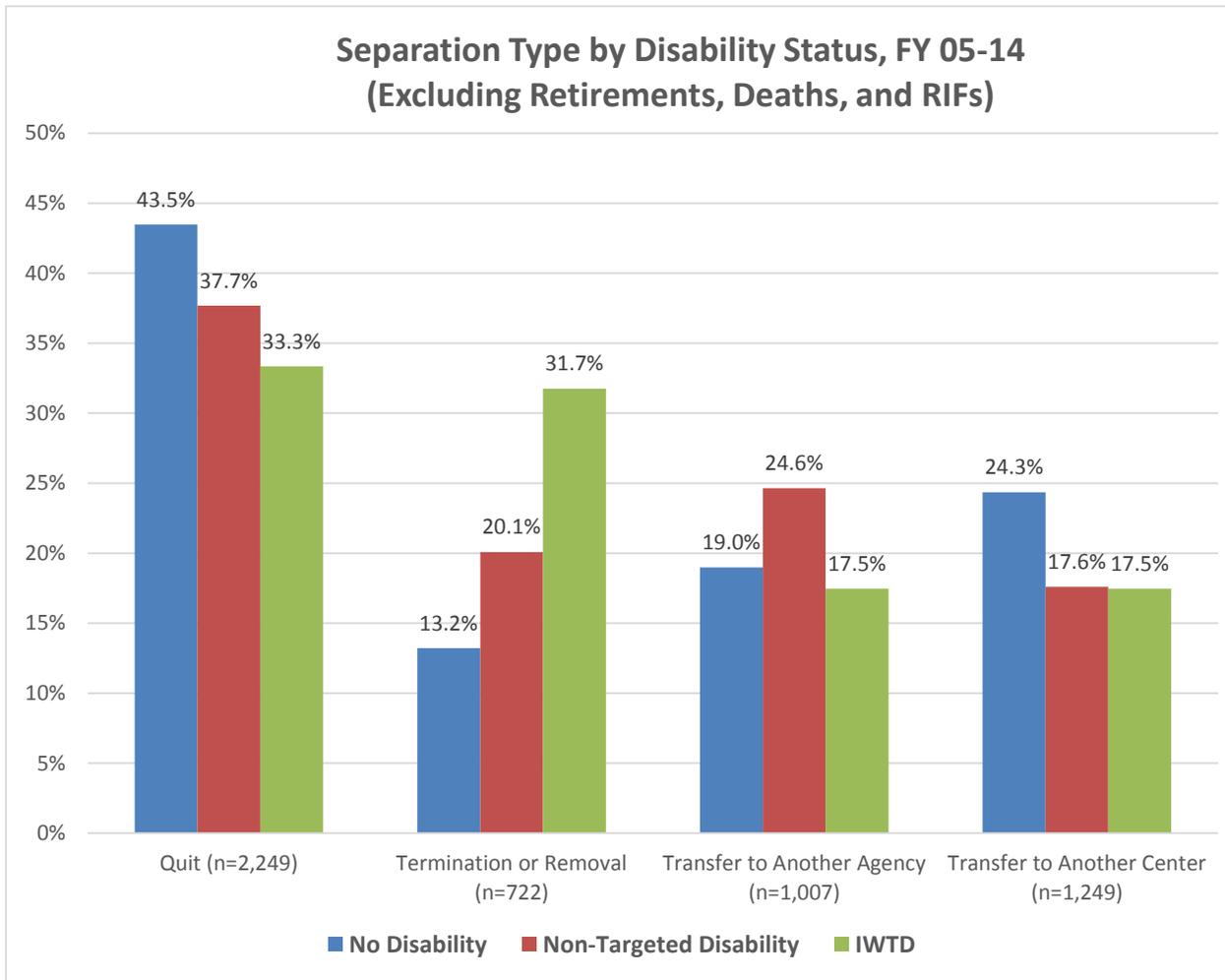


Representation of IWTD remains unchanged since FY 05, and their loss rate is higher than employees with no disabilities; loss rate of employees with non-targeted disabilities is highest of all.



Representation of IWTD is below the Government-wide goal at all but one NASA Center.

APPENDIX B: (Continued)



Individuals with Targeted Disabilities are terminated or removed from their positions at a higher rate than individuals with non-targeted disabilities and individuals with no disability.