National Aeronautics and Space Administration

Office of Diversity and Equal Opportunity

NASA

FY 14-16
Model EEO Agency Plan Update

AND

FY 15 Annual EEO Program

Accomplishment Report
(EEOC MD-715)

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NASA FY 14-16 Model EEO Agency Plan Update and FY 15 Annual EEO Program Accomplishment Report

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Introduction

The U.S. Equal Employment Opportunity Commission (EEOC), under Management Directive 715 (MD-715), requires 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. Consistent with NASA's core values, the Model EEO Agency Plan challenges NASA to rise above the minimum requirements and achieve excellence.

With top-level support from the NASA Administrator and other NASA leaders, NASA ODEO and Center equal opportunity (EO) offices undertook a multitude of activities to address EEO in the NASA workforce in FY 15. These activities included: presentation of detailed workforce analyses at various forums to highlight where EEO gaps exist; participation on a variety of Agency-led committees and teams; providing input and advice regarding performance ratings, promotions, awards, and leadership development programs; sustaining and enhancing programs such as the Anti-Harassment Program, the Conflict Management Program, and Special Emphasis Programs; processing and resolving complaints of discrimination or harassment and overseeing and advising on requests for reasonable accommodations for individuals with disabilities; and developing and delivering a variety of outreach and education programs, including the second annual NASA-wide Conflict Resolution Month program.

Throughout FY 15, NASA Centers, with technical assistance from ODEO, formed teams, analyzed data, and consulted with employees to develop Center-specific Model EEO Center Implementation Plans for FY 15-17. ODEO published revised Agency procedures for the provision of reasonable accommodations, as well as a brochure on *Promising Practices for Equal Opportunity, Diversity, and Inclusion*, which is the culmination of NASA-wide efforts to identify and describe the many Agency and Center initiatives to address disparities and promote the principles of equal opportunity. In addition, changes and updates were made to the Reasonable Accommodation Management System to assist the Agency in better providing and tracking reasonable accommodations. NASA's EEO accomplishments for FY 15 are the result of continued efforts and teamwork across the Agency. With leadership support and employee collaboration, NASA continues to make progress toward its strategic objective to "attract and advance a highly skilled, competent, and diverse workforce, [and] cultivate an innovative work environment."

However, NASA's work is not done. Data reveal some groups are underrepresented in the Agency's workforce, including Asian Americans and Pacific Islanders in engineering positions; women and members of all minority groups in Physical Science positions and Senior Executive Service (SES) positions; and women and minorities in some senior technical/professional (ST) and senior level (SL) positions (see Appendix A). NASA also remains below the Government-wide goal of individuals with disabilities comprising 2 percent of the Agency's workforce (see Appendix B). Although NASA has achieved some progress over time, there is still room for improvement, as this Plan demonstrates.

This Model EEO Agency Plan Update and FY Accomplishment Report details the strategies and actions NASA must implement to address its challenges with regard to ensuring equal opportunity in the NASA workforce. Accomplishments for FY 15 are highlighted. Success in completing the important actions in this Plan 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.

Overview of NASA FY 14-16 Model EEO Agency Plan

This Plan is based on the six essential elements of a Model EEO Agency identified by EEOC: Demonstrated Leadership Commitment, Proactive Prevention of Discriminatory Actions, Integration of EEO into the Agency Strategic Mission, Management and Program Accountability, Efficiency of EEO Operations, and Responsiveness and Legal Compliance. The NASA EEO challenges and strategies to address them are summarized below.

Element/NASA Challenge	NASA Strategies
Demonstrated Leadership Commitment: NASA leadership demonstrates its commitment to EEO by affirming EEO policies, communicating EEO messages, and modeling EEO in personnel actions.	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. 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.
Proactive Prevention of Discriminatory Actions: NASA will take actions to prevent EEO discrimination in hiring, promotions, leadership development, and awards.	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 Take steps to ensure equal opportunity in promotions, performance ratings, awards (performance and honorary), and leadership development programs. 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.
Integration of EEO into the Agency Strategic Mission: EEO will be a fundamental part of the Agency mission.	3.1 Include EEO performance in the Agency Strategic Plan. 3.2 Communicate EEO concerns, priorities, and performance indicators to the Administrator and other Agency leadership 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 progress directly or indirectly.
Management and Program Accountability: NASA managers and supervisors will be held accountable for advancing EEO.	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.
Efficiency of EEO Operations: NASA improves EEO delivery through more efficient systems and processes.	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) and earlier settlement of discrimination complaints. 5.3 Streamline processing of discrimination complaints (e.g., investigations and final Agency decisions (FADs)) to meet regulatory timeframes.
Responsiveness and Legal Compliance: NASA is in compliance with EEO statutes, EEOC regulations and guidance, and with its own Policy Directives and Procedural Requirements.	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 Continue to Enhance the Agency's Anti-Harassment Program to ensure it comports with EEOC guidance. 6.4 Continue to upgrade NASA facilities to ensure compliance with Federal law and accessibility for IWD.

Strategies, Actions, and FY 2015 Accomplishments

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:** Administrator, Associate Administrator, Deputy Administrator, Officials-in-Charge of Headquarters Offices.
Actions and Measurements	**Timeframe for Implementation**
• The Administrator issues annual EEO and Anti-Harassment Policy Statements	Q3, 2016 Annually
• The Administrator issues 2015 Model EEO Agency Plan Update to Officials-in-Charge	Q3, 2016 Annually
• EEO policies directives and procedures are updated and disseminated through the NASA Online Directives Information System.	Q1, 2016 Ongoing

FY 15 Accomplishments

The NASA Administrator signed the updated FY 15 Model EEO Agency Plan on February 6, 2015. Included in the Plan were updated EEO and Anti-Harassment Policies, also signed by the Administrator on February 6. The Plan was forwarded to NASA Officials-in-Charge of Headquarters Offices and NASA Center Directors on May 28. Center Directors followed suit by signing Center plans and distributing Agency policies and/or developing Center policies.

Throughout FY 15, NASA leaders continued to demonstrate their commitment to equal opportunity through messaging and behaviors reflective of EO principles. NASA Administrator Charles Bolden emphasized EO and diversity in his speeches, public appearances, and messaging to NASA employees. He sent NASA-wide e-mail messages regarding Conflict Resolution Month and the new ODEO publication, *Promising Practices for Equal Opportunity, Diversity, and Inclusion.* The Administrator also addressed EO in many of his public speeches, including commencement addresses and remarks at the Mandela Fellowship Presidential Summit and the 50th Annual National Conference of the National Montford Point Marine Association. In addition, he was the keynote speaker at the Historically Black Colleges and Universities (HBCUs) and Minority Service Institutions (MSIs) Partnership Meeting held at Marshall Space Flight Center (MSFC) in September 2015. After the meeting, Administrator Bolden toured Alabama A&M University and met with engineering students.

Senior leaders at NASA Centers demonstrated leadership in EO activities in a variety of ways in FY 15. For example:

- At NASA Headquarters (HQ), Dr. Ellen Stofan, Chief Scientist, became the champion for the HQ Women's Advisory Council and Krista Paquin, Associate Administrator for Mission Support, became the champion for the HQ Hispanic Outreach and Leadership Alliance.

- The Glenn Research Center (GRC) Director met regularly with each of the Center's Employee Advisory Groups, and the Director, Deputy Director, and/or Associate Director attended each observance month event and provided welcoming remarks to the guests to demonstrate their support of the events. Similarly, at Kennedy Space Center (KSC), the Center Director and Associate Director personally reminded all organizational directors of the importance of encouraging and supporting employee participation in Employee Resource Group (ERG) activities.

- At Stennis Space Center (SSC), the Center Director held several all-hands meetings and the Deputy Director held two town hall meetings to discuss the findings of the employee focus groups conducted in conjunction with the development of the Center's FY 15-17 Model EEO Center Implementation Plan.

- At the request of the Director of the NASA Shared Services Center (NSSC), ODEO and NSSC initiated a pilot to develop a wide scope of EEO analyses to bring consistency to the Agency and NASA Centers in analyzing data for numerous programs, including MD-715 plans, development programs for the workforce, and training needs for other EEO and diversity and inclusion (D&I) initiatives and programs. ODEO began working with an NSSC analyst on standard analyses in early FY 16.

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**
• ODEO provides technical assistance to Centers in development of new Center Plans.	Q2, 2015 **COMPLETED**
• Center Directors issue Model EEO Center Implementation Plans and related EEO policies aligned with the Model EEO Agency Plan.	Q1, 2016

FY 15 Accomplishments

Between October 2014 and March 2015, ODEO staff provided technical assistance to NASA Centers in developing their Model EEO Center Implementation Plans for FY 15-17. The Center plans reflect ODEO's new approach to the Model EEO Agency Plan implemented at the Agency level in FY 14.[1] In the past, ODEO identified a number of detailed actions for all Centers to implement. The new, streamlined approach provides Centers the flexibility to develop strategies and actions that align with the Agency-level Plan, yet are tailored to each Center's unique workforce, culture, and environment.

Each Center Director named an EEO champion and Center EO offices organized teams to develop the new Center-level Model EEO Center Implementation Plans. Centers prepared for ODEO technical assistance visits by analyzing available quantitative and qualitative data to identify potential issues. The EO offices at

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[1] 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: to focus attention and actions on a limited number of high-priority challenges and 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.

Armstrong Flight Research Center (AFRC), SSC, and HQ, for example, conducted focus groups to gather insight from Center employees regarding challenges to focus on in their plans.

ODEO made onsite technical assistance visits to nine Centers and conducted one technical assistance visit via video teleconferencing. Additional technical assistance was provided as needed. Center leadership, EO staff, and other stakeholders, such as ERGs, worked together to develop the Center plans, which were submitted to ODEO by March 2015. An ODEO Technical Assistance Team of eight staff members reviewed and provided feedback on all Center plans. Centers began revisions to their plans in June 2015 and submitted their final plans to ODEO in the first quarter of FY 16.

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**
• Targeted outreach and recruitment events are conducted for each underrepresented group.	Q1, 2016 Annually

FY 15 Accomplishments

NASA conducted workforce analyses to identify occupations and grade levels where women, minorities, and IWD are not participating at expected rates. These data were shared with NASA leadership at several venues, including the Agency's Baseline Performance Review in March and the annual State of EEO briefing conducted by ODEO in May. These analyses show that NASA continues to be challenged by underrepresentation of women and minorities in certain mission critical science and engineering occupations, particularly Physical Science, ST, SL, and SES positions (see Appendix A).[2]

During FY 15, NASA continued its 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. 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, 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 Science, Technology, Engineering, and Mathematics (STEM). ODEO also provided outreach and employment information to participants of the Women of Color in STEM national conference and at the Asian American Government Executive Network's Annual Leadership Development Training Workshop.

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[2] Each year, ODEO conducts extensive analysis of the NASA workforce to identify areas of concern that may indicate 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 several sources such as employee surveys, employee resource groups, and observations. The strategies in this section are derived from ODEO's analysis of that data. In addition, each NASA Center conducts its own data analysis to develop Center-specific strategies, as appropriate.

Center EO and human capital (HC) offices also conducted recruitment visits to nontraditional venues, as well as educational and professional venues. NASA Centers also hosted or participated in a variety of outreach programs, including attending career days at local schools, partnering with Girls Scouts and the Boys and Girls Club, and conducting onsite workshops for students. For example:

- Ames Research Center (ARC) employees attended 18 local and national recruitment and outreach events, including the Society for Advancement of Chicanos and Native Americans in Science conference and the Atlanta University Consortium Career Fair.

- The AFRC Operations Engineering Branch Chief presented at Women in Engineering Day at Lancaster High School in Lancaster, California, to highlight her career as an engineer and inspire girls to pursue STEM careers.

- Goddard Space Flight Center (GSFC) hosted three webinars for Tribal Colleges and Universities (TCUs) regarding employment opportunities with the Center – two for TCU faculty and staff and one for students attending TCUs. In addition, GSFC coordinated visits to two TCUs (Navajo Technical University and Southwest Indian Polytechnic Institute) and one Native Serving Institution (University of New Mexico) during the fall recruitment cycle.

- The GRC OHCM planned and supported a multi-university recruitment visit to Puerto Rico. The events included six university visits, classroom discussions, and a multi-university career fair hosted by the University of Puerto Rico-Mayaguez.

- Johnson Space Center (JSC) partnered with the Texas Diversity Council to provide female leaders an opportunity to serve as mentors for their annual Young Women's Leadership Symposium and to highlight opportunities for girls in STEM.

- Langley Research Center (LaRC) attended career fairs at HBCUs, MSIs, and TCUs, including: New Mexico Tech, Sitting Bull College, and University of Texas at El Paso.

- MSFC hosted the 2nd Annual Historically Black Colleges and University and Minority Service Institutions Partnership Meeting on September 16, 2015. More than 40 colleges attended the event at which the NASA Administrator was the keynote speaker.

- SSC participated in a recruitment events at Southern University, Tuskegee University, the University of South Alabama, and Auburn University.

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**
• EEO and HC managers develop strategies for recruiting individuals with targeted disabilities (IWTD).	Q1, 2016 Ongoing
• Agency gathers and analyzes data to identify reasons for high separation rates of IWTD.	Q1, 2016 Ongoing

FY 15 Accomplishments

NASA continued efforts to increase the participation of IWTD to the Government-wide goal of 2 percent. At the end of FY 15, IWTD represented 1.1 percent of the total NASA workforce, the same as in FY 14 (see Appendix B). Individuals with Targeted Disabilities represent 2.1 percent of the workforce at GSFC and 1.2 percent or less at all other Centers.

Throughout FY 15, NASA Centers undertook a variety of efforts to increase the representation of IWTD in the workforce. Several Centers attended recruitment fairs for individuals with disabilities. The GSFC EO office instituted quarterly meetings with the Deaf and Hard of Hearing Community to ensure a forum through which to surface and address questions and concerns. AFRC created a partnership with the local office of the Veterans Administration to establish Veterans Rehabilitation and Employment internship opportunities for disabled veterans; four veterans participated in the program in FY 15. MSFC hosted students from the Alabama School for the Deaf and the Tennessee School for the Blind, providing these students the opportunity to tour the Center's facilities and meet with NASA scientists and engineers.

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**
• The Associate Administrator (AA), ODEO, continues to serve on the NASA Performance Review Board (PRB), Executive Resources Board (ERB), and Employee Development Advisory Board (EDAB) and participate in other high-level meetings to ensure EO and demographic diversity are supported during discussions and decision making.	Q1, 2016 Ongoing
• 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.	Q1, 2016 Ongoing

FY 15 Accomplishments

The AA for Diversity and Equal Opportunity continues to serve on several Agency boards and panels and participate in other high-level meetings to provide insight and guidance regarding EO, demographic diversity, and diversity and inclusion. Chief among these are:

- Performance Review Board (PRB). As a member of the NASA PRB and Senior Executive Committee, the AA, ODEO, participated in annual performance reviews of NASA's SES members.
- Executive Resources Board (ERB). As a member of the ERB, the ODEO AA provided advice, counsel, and recommendations for consideration by the Administrator relating to the management of executive human resources in NASA, including executive personnel policy, planning, utilization, and development.
- Employee Development Advisory Board (EDAB). As a member of the EDAB, the AA, ODEO, participated in the review of candidates for NASA's employee development programs.

For example, the AA, ODEO, was a member of the panel that reviewed applications for participation in the NASA Senior Executive Service Candidate Development Program (SES CDP). The NASA SES CDP is a structured 12-to 24-month development program designed to prepare individuals for future service in NASA's SES. The program was publicly posted on USAJOBS in December 2014. More than 600 individuals applied for the program; approximately 50 percent were NASA employees. In the second quarter of FY 15, 19 participants were selected for the program. Of the selectees, 16 percent are Black or African American, 11 percent are Hispanic, and 5 percent are Asian American. In addition, 53 percent are women.

In November 2014, NASA Associate Administrator Robert Lightfoot recorded a video message to second-level supervisors. The video, available in the online System for Administration, Training, and Educational Resources for NASA (SATERN), provides training to supervisors on the Agency's Performance Management Program. The training focuses on accountability, transparency, and fairness in ratings, and directs second-level supervisors to review all employee ratings submitted by first-level supervisors. Second-level review is necessary to ensure that no inconsistencies and disparities, which can be introduced, for example, by unconscious biases, exist in NASA performance reviews. In addition to emphasizing the need for meaningful second-level review, the Associate Administrator focused on the criticality of performance management, especially as it relates to supporting first-level supervisors and leading by example.

Similar efforts occurred across the NASA Centers. For example, at GSFC the EO and HR offices and the Office of Chief Counsel conducted a 17-stop performance ratings roadshow for the supervisors within each directorate to discuss performance ratings trends related to race, gender, disability, and age, and to explore factors that might have contributed to those trends, such as unconscious bias. They also identified common rater errors, dispelled myths about performance ratings policies, and identified where implementation problems might exist.

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 15, 125 employees at the GS-11 and GS-12 levels applied for NASA FIRST; 50 of these applicants (40 percent) were members of minority groups. A total of 40 participants were selected for the program, including 7 Hispanics, 5 African Americans, and 2 Asian Americans. Minority employees represented 35 percent of the participants, down from 60 percent in FY 14. In addition, 21 of the 40 selectees were female (53 percent), similar to the number in FY 14. Women accounted for a higher percentage of applicants to the program in FY 15 than in FY 14, yet were selected at about the same rate: 21 women were selected, accounting for 53 percent of the total. Thirteen employees with disabilities applied for NASA FIRST, and four were selected (10 percent of all participants), the same as in FY 14.

- The FY 14 MLLP cohort was in its second year of the program; a new cohort was not selected in FY 15. In FY 13, 159 GS-13 and GS-14 employees applied for the program, 24 of whom were 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 also continued efforts to advance women and minorities in mission critical occupations. Leaders, including the NASA Administrator and the AA, ODEO, mentor employees both formally and informally. In fact, NASA has added to the performance plans for the Associate Administrator's direct reports (Center Directors and Mission Directorate Associate Administrators) the requirement to mentor at least two people from an underrepresented group (race/ethnicity or gender) and have a similar requirement in functional area leaders' plans. Particular focus is placed on engineering directors and chief engineers to share and encourage the technical path for careers, as a way to address the statistics around senior technical positions.

Every NASA Center offers formal and/or informal mentoring to employees. For instance, in FY 2015, LaRC graduated the second class of mentees from its new mentoring program, Generating Rare Opportunities with Wisdom (GROW). On August 5, 2015, MSFC held a Women's Speed Mentoring Event with NASA Deputy Administrator Dava Newman. Approximately 130 employees participated in this event, which was sponsored by the Center Deputy Director and the Center EO and HR offices.

NASA continued efforts to ensure that employees in all occupations and grade levels have opportunities to be nominated and selected for performance and honor awards. Efforts in this regard included: analyzing awards data and presenting the results to NASA management; ensuring diversity of awards panels, including placing EO staff on awards panels and boards; and holding discussions with ERGs to identify potential barriers in the awards process. For example, NASA ODEO met with OHCM regarding data systems and obtaining additional data on leadership and mentoring programs. ODEO participates on the Agency Talent Acquisition Team and began meeting monthly with OHCM on this issue in November 2015.

ODEO added a question regarding mentoring to its 2014 Diversity and Inclusion Survey, to be able to better measure the availability and effectiveness of mentoring that takes place across the Agency. The survey results, published in January 2015, show that 43 percent of survey respondents had received formal or informal mentoring and 93 percent of those who had participated as a mentee in a NASA formal mentoring program reported it was either very useful or somewhat useful. However, written responses to an open-ended survey question about mentoring suggested that there may be some discontent about the accessibility of or opportunities to participate in mentoring programs.

Mentoring is a critical part of NASA's professional development resources, with activities being organized at the Center level. While there is not currently an Agency-level mentoring program, OHCM continues to support the NASA Centers in their mentoring-related efforts. OHCM also is exploring and identifying new and innovative ways to engage and connect the mentoring community. For example, in FY 15, OHCM established a community of practice for Center mentoring representatives to have a centralized venue in which to share best practices; build stronger community ties; and be a conduit for enhanced communications.

Strategy 2.4 Better utilize the SEPs to proactively prevent discrimination.	**Lead Office/Official:** ODEO
Actions and Measurements	**Timeframe for Implementation**
• SEP Team report is finalized and recommendations are disseminated to NASA Centers.	Q1, 2016
• ODEO and NASA Centers begin implementing recommendations.	Q2, 2016 Ongoing

FY 15 Accomplishments
In lieu of a "report," the SEP Team drafted official Guidance for Agency and Center Special Emphasis Programs, which includes a checklist for evaluating the effectiveness of Agency SEPs and Special Emphasis Program Managers (SEPMs). The guidance has been vetted by ODEO senior management, Center EO Directors, OHCM, and the OGC; their comments are being dispositioned. The draft was forwarded for 30-day labor union consultation and was returned without comment. The guidance was briefed to senior NASA leadership on November 23, 2015. The new guidance will be disseminated and briefed to Centers in the 2nd quarter of FY 16.

In FY 15, NASA ODEO continued to coordinate among Center EO offices, SEPMs, and NASA offices such as the Office of Education to support participation in a wide variety of SEP activities and conferences for women and minority scientists and engineers and individuals with disabilities. ODEO developed an SEP planner that highlights various SEP events, such as Disability Employment Awareness Month and American Indian Heritage Month. The planners were provided to Center EO offices and distributed during the first quarter of FY 16 at conferences such as the annual meeting of the American Indian Science and Engineering

Society. ODEO also re-engineered a staff position to create an SEP Team Lead. This individual will be responsible for leading all SEP efforts across the Agency to ensure consistency and facilitate sharing of ideas among NASA Centers.

Center SEPs and ERGs were very active during FY 15 with regard to planning and hosting a variety of outreach and awareness events. In addition:

- NASA HQ supported the establishment of two new ERGs: the Women's Advisory Council and Hispanic Outreach and Leadership Alliance (HOLA). These ERGs will be used to disseminate information on career development programs, D&I events, and support recruitment activities for underrepresented groups.

- JSC established three new ERGs: Women Excelling in Life and Leadership (WELL); No Boundaries (NoBo), which focuses on individuals with disabilities; and Connected Veterans ERG (ConVERG). In addition, JSC reorganized SEPMs and managers and created a 1-year rotational assignment for an ERG Lead. The ERG Lead will perform an organizational integration assessment, develop recommendations, and prepare a report for Center management which will include, among other things, options for integrating ERGs and SEPs, where appropriate.

- MSFC reassessed its SEP using the Kaizen method for process improvement. The Center identified enhancements to make to its SEP and is developing an implementation plan to address the issues identified.

Strategy 2.5 Continue education and awareness efforts, such as the Conflict Management Program and the ODEO Information Resource Guide.	**Lead Office/Official:** ODEO
Actions and Measurements	**Timeframe for Implementation**
- Enhance Conflict Management Program training and information offerings.	Q1, 2016 Ongoing

FY 15 Accomplishments

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; updates to the ODEO Information Resource Guide on the NASA Intranet; the ODEO eLearning Institute (available through SATERN, NASA's online learning system); anti-harassment, ADR, and disabled veterans brochures; an SEP planner; and briefings to NASA managers. Similarly, NASA Centers disseminated EO and diversity information through new employee orientations; regular briefings to senior management and employee groups; newsletters; EEO and diversity training; awareness month programs and activities; and Center-wide sharing of the Administrator's annual EEO policy statements. In July 2015, ODEO published its guide, *Promising Practices for Equal Opportunity, Diversity, and Inclusion*, which is a 47-page compilation of practices from across NASA that reflect NASA's commitment to EO and diversity. The guide was transmitted to all NASA employees and contractors through an e-mail message from the NASA Administrator.

NASA's Conflict Management Program (CMP) provides managers, supervisors, and employees the tools to explore the sources of conflict and create an environment in which effective communication and engagement are consistently utilized. The CMP is designed to reduce the need for third-party intervention, such as the EEO complaint process and other formal processes, thereby helping individuals and organizations across the Agency to remain focused on accomplishing the Agency mission. In FY 15, ODEO sponsored instructor-led conflict management training at eight NASA Centers. A total of 21 classes were

offered across the Agency, including: (1) Basic Conflict Management Training for Managers/Supervisors, (2) Basic Conflict Management Training for Employees, (3) Conflict Management Training for High Performing Teams, and (4) Conflict Management Training for Intact Teams.

The CMP also offered a 2015 Webinar Series designed to further the objectives of the above referenced programs for the Agency's managers, supervisors, and employees. The series showcased interactive and engaging 1-hour webinars covering the following topics: Trust Building, Effective Communication, Handling Difficult Emotional Situations, and Performance Expectations. Over the past two years, interest in the CMP webinar series has been tremendous. In response to the high demand in 2014, for FY 15 ODEO increased the number of webinars offered from 4 to 10. In fact, a few Centers expressed interest in offering additional webinars to enhance training availability at their locations. In addition, individual conflict consultations with a trained professional were offered for employees and management officials on a voluntary basis. In many instances, the private consultations are used to prevent disputes or escalation of disputes that may lead to EEO complaints or grievances. Web-based Conflict Management Refresher Training also was utilized Agency wide. This training provides follow-on to the Basic Conflict Management classroom training and reviews the core concepts of conflict prevention, management, and resolution. This training continued to be posted in SATERN to be readily available for employees, managers, and supervisors anywhere at a convenient time.

3. Integration of EEO into the Agency Strategic Mission **Challenge:** EEO is viewed as a fundamental part of the Agency mission.	
Strategy 3.1 Include EEO performance in the Agency Strategic Plan.	**Lead Offices/Officials:** ODEO, Office of the Chief Financial Officer (OCFO)
Actions and Measurements	**Timeframe for Implementation**
• ODEO works with the OCFO to develop annual EEO performance indicators and reports progress on EEO to the Chief Financial Officer (CFO).	Q1, 2016 Quarterly

FY 15 Accomplishments

ODEO reported FY 15 EEO performance to the NASA OCFO for inclusion in the Agency's annual financial performance reports to the Office of Management and Budget (OMB), pursuant to the Government Performance and Results Modernization Act. NASA's EO and diversity goals are included in the Agency's 2014-2018 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." For the NASA Strategic Plan annual performance indicator relating to EEO for FY 15, ODEO stated that it would sustain three programs and processes designed to proactively prevent discrimination, as outlined in the Model EEO Agency Plan:

1. ADR in the EEO complaints process. Although use of ADR in EEO cases remains lower than the Agency would like, when it is used, processing times and financial resources expended are significantly reduced. For example, when ADR is used successfully, it takes an average of 44 days to process a complaint, compared to 464 days when ADR is not used.

2. Agency Anti-Harassment Program. There is a sustained downward trend in the filing of formal EEO complaints (formal EEO complaints filed have remained 40 percent lower since FY 2011), particularly those alleging harassment, which points to the effectiveness of the Anti-Harassment Program in reducing formal EEO complaints alleging harassing conduct as an issue.

3. <u>Reasonable accommodations for individuals with disabilities</u>. NASA significantly revised its reasonable accommodation procedures designed to enhance existing policy for providing qualified individuals with disabilities with effective accommodation when it is needed.

An additional indicator of successful performance in EEO has been the positive rates of change in the participation of EEO groups in the NASA workforce. Between 2008 and 2015, the number of individuals with targeted disabilities in the NASA workforce increased by a rate of 13 percent.[3] NASA also increased the number of women and minorities in SES and other senior-level positions. In GS-14 through SES positions, the number of women increased by a rate of 22 percent, African Americans increased by 31 percent, Asian Americans and Pacific Islanders increased by 11 percent, Hispanics increased by 27 percent, and American Indians and Alaska Natives increased by 56 percent.[4]

Strategy 3.2 Communicate EEO concerns, priorities, and performance indicators to the Administrator and other Agency leadership on a regular basis.	**Lead Office/Official:** AA, ODEO
Actions and Measurements	**Timeframe for Implementation**
• The AA, ODEO, will meet monthly with the NASA Administrator to keep him apprised of leading EEO issues and concerns.	Q1, 2016 Monthly
• ODEO will report on EEO progress at least twice per year at the Baseline Performance Review meetings.	Q3, 2016 Biannually
• ODEO will present a "State of EEO" briefing to NASA senior leadership.	Q3, 2016 Annually

FY 15 Accomplishments
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. In addition, on August 19, ODEO provided a briefing on the work of ODEO for the new Deputy Administrator. The AA, ODEO also participated in meetings held by the Deputy Associate Administrator regarding initiatives of the White House Council on Women and Girls.

As in previous years, in FY 15 NASA ODEO reported quarterly on EO and D&I performance outcomes at meetings of the Baseline Performance Review (BPR), which 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. Topics covered at the BPR included: Model EEO Agency Plan workforce analysis and progress on actions; D&I initiatives; discrimination complaint processing and ADR; and the Agency's Anti-Harassment Program.

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[3] The rate of change is calculated by subtracting the number of employees at the beginning of the period from the number of employees at end of the period and dividing that difference by the number of employees at the beginning of the period. NASA employed 174 IWTD in FY 08 and 196 in FY 15, a difference of 22. Dividing 22 into 174 reveals a rate of change of 13 percent.

[4] However, while the number of IWTD has increased, during the same time IWTD remained approximately 1 percent of the NASA workforce. In addition, women and minorities are underrepresented in many NASA positions when compared to similar positions in the civilian workforce. Further, overall, the average grade for women and minorities is lower than that of male and White employees. (See Appendix A and Appendix B for additional information.)

ODEO also briefed the Administrator, Associate Administrator, Center Directors, and Officials-in-Charge of Headquarters Offices at the annual "State of EEO" briefing on May 19, 2015. This comprehensive briefing covered all major Agency-wide EEO initiatives, including complaints processing, anti-harassment, conflict management, and workforce data analysis that identified EEO concerns in hires, promotions, awards, separations, performance ratings, and employee development. Some Centers developed and conducted their own "State of EEO" briefings in FY 15, including LaRC and JSC. In addition, ODEO conducted a three-day technical assistance and information sharing meeting for Center EO Directors and Diversity managers June 6-9, 2015.

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.	**Lead Offices/Officials:** NASA Administrator, Officials-in-Charge of Headquarters Offices
Actions and Measurements	**Timeframe for Implementation**
• 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.	Q1, 2016 Quarterly
• The AA, ODEO, and the Assistant Administrator, OHCM, will meet quarterly to discuss overlapping areas of concern and develop collaborative programmatic strategies.	Q1, 2016 Monthly

FY 15 Accomplishments

The Associate Administrator, ODEO, is a member of the Strategic Management Council (SMC), the Agency's senior decision-making body for strategic direction and planning. The SMC determines NASA strategic direction, assesses Agency progress toward achieving NASA's vision, and serves as a forum for the review and discussion of issues affecting Agency management.

In FY 15, NASA revitalized its Diversity and Inclusion Senior Partnership (DISP), which is an advisory body to the Administrator, and finalized the group's new charter. The DISP is co-chaired by the AA, ODEO, and the AA for Human Capital Management; the NASA Administrator serves as the Agency D&I Champion. Among other things, members of the DISP are charged with:

- Ensuring that selection and advancement in the NASA workforce are determined solely on the basis of relative ability, knowledge and skills, after fair and open competition;
- Ensuring NASA participation with other employers, Federal Agencies, educational institutions, and other groups in cooperative efforts to improve access to STEM-related educational and career opportunities;
- Advising and assisting in efforts to promote and advance D&I in STEM programs receiving NASA funding; and
- Advising and assisting in Agency efforts to utilize supplier diversity, including efforts to encourage greater use of: minority-owned, women owned, veteran owned, service disabled veteran owned, and other historically underutilized business vendors.

In May 2015, the AA, ODEO, was appointed to the newly-formed Diversity and Inclusion in Government (DIG) Council. The Council is an advisory body to the Office of Personnel Management, OMB, and EEOC that focuses on Government-wide policies and practices related to recruiting, hiring, promoting, retaining, and

developing a diverse and inclusive workforce. It provides a forum for improving senior leadership engagement and collaboration on strategic and operational D&I priorities and will help to develop guidance to cultivate an organizational workplace culture that supports inclusion, collaboration, employee engagement, transparency, diversity, and equity for all Federal employees.

In addition to monthly meetings with the NASA Administrator, the AA, ODEO, also met regularly with the AA 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.

4. Management and Program Accountability
Challenge: NASA managers and supervisors will be held accountable for advancing EEO.

Strategy 4.1 Rate managers and supervisors on EEO performance as part of their annual performance appraisals.	**Lead Offices/Officials:** NASA Administrator, second-level (and above) supervisors
Actions and Measurements	**Timeframe for Implementation**
• EEO and diversity performance will be included in performance plans and appraisals of all supervisors and managers, including SES and non-SES supervisors.	Q1, 2016 Ongoing

FY 15 Accomplishments

In FY 15, 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 GS-level employees and supervisors. Both systems require EEO and diversity performance standards for supervisors. In FY 15, Center EO and HC offices continued to provide guidance to managers regarding how to appropriately measure EEO and diversity in the new appraisal systems. In addition, a team was formed consisting of Center EO and ODEO staff to develop better performance measurements in this area. ODEO hosted a teleconference on the issue on September 22, 2015, and Center EO directors agreed that this issue was the top priority to explore further with ODEO in FY 16.

Center EO offices continued to provide guidance to their Centers regarding performance appraisals. For example, the KSC ODEO Manager provided EEO performance appraisal input regarding SES members for consideration by their reporting officials. At LaRC, the EO office continued its practice of analyzing demographic trends in annual performance ratings and reported its results to Center leadership. The EO Director highlighted the issue at the Center's Monthly Institutional Review and provided the senior leadership with appropriate examples to use in performance narratives.

Strategy 4.2 Evaluate EEO operations through onsite functional reviews of NASA Centers.	Lead Office/Official: ODEO
Actions and Measurements	**Timeframe for Implementation**
• 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, 2016 Annually

FY 15 Accomplishments

ODEO continued its onsite Functional Review Program of the NASA Centers in FY 15, with the issuance of Final Reports for the EEO functional reviews of SSC and NSSC. Plans are underway to conduct the next onsite functional review at one Center in FY 16; the location is not yet determined. 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 the Code of Federal Regulations (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.

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 individuals with disabilities.	Lead Office/Official: ODEO
Actions and Measurements	**Timeframe for Implementation**
• Identify deficiencies in the Agency's Reasonable Accommodation Management System (RAMS) and work with the database administrator to make needed updates.	Q4, 2016
• Explore options for improving the provision of reasonable accommodations.	Q4, 2016

FY 15 Accomplishments

In FY 15, ODEO reached its goal of evaluating and improving the Reasonable Accommodation Management System (RAMS), by eliminating system errors and deficiencies. RAMS was further enhanced by optimization of its features and utilities, achieving 508 Compliance, and implementing system controls that mirror the updated Reasonable Accommodation process and align with the newly implemented procedures. RAMS reporting capability is being utilized to provide annual reporting on Agency-wide reasonable accommodation requests and methodologies.

In addition, NASA's procedures on Reasonable Accommodations were updated in FY 2015 (see Strategy 6.1). The procedures now include a requirement that ODEO will prepare an annual report containing the

following information, which will be used to monitor and evaluate trends in processing requests for reasonable accommodations and to inform future enhancements to the procedures and to RAMS:

- Number of reasonable accommodations (RA), by job type, requested in the application process and whether those requests were granted or denied.
- Number of RA, by job type, requested by employees, including number approved and denied.
- Number of requests requiring medical information, the number denied, and reasons for denial.
- Number and type of RA requested related to benefits or privileges of employment.
- Amount of time taken to process requests, including the time it takes for the employee to provide the requested information.
- Numbers of new managers and supervisors trained.
- Qualitative assessment of the RA program, including recommendations for improvement of NASA's RA policies and procedures to be utilized in NASA EEO strategic planning, such as the Model Agency EEO Plan.

NASA Centers also undertook a variety of activities to improve the Agency's timeliness and consistency in providing RA to qualified IWD in FY 15. For example, JSC provided numerous accommodations for employees, including accommodations for visual impairments, electronic door openers, and an accessible van for travel. At ARC, a centralized fund for sign language interpreters was instituted. In addition, the ARC Disability Program Manager (DPM) was a key collaborator in the establishment of premium travel quality requirements for RA. At KSC, the DPM and HR collaborated to develop a structured method for dealing with reassignment as the accommodation of last resort. This new approach, the Reasonable Accommodation Priority Placement Process, outlines specific roles and responsibilities for processing reassignment when an employee is no longer qualified for his or her current position due to medical reasons, and no other accommodation will work absent undue hardship.

In January 2015, results from ODEO's 2014 Diversity and Inclusion Survey were made available. For the 2014 survey, ODEO had included new questions regarding employees' understanding and experiences with reasonable accommodations. The survey found that of the 9 percent of respondents who had requested an RA from NASA, 70 percent stated they had received an RA that helped them perform their job. Of those who had not requested a reasonable accommodation, 70 percent stated that they either knew the process for requesting an RA or could easily find out about the process.

Strategy 5.2 Encourage ADR and earlier settlement of discrimination complaints.	**Lead Office/Official:** ODEO
Actions and Measurements	**Timeframe for Implementation**
• ODEO will update and enhance NASA Procedural Requirement (NPR) 3713.2, ADR for Discrimination Complaints.	Q4, 2016
• Improve marketing of ADR by redrafting and disseminating ADR brochures and other materials.	Q4, 2016

FY 15 Accomplishments
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, OHCM, the 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.

During Conflict Resolution Month, JSC hosted an expert from the New York Peace Institute who led workshops, "Using Conflict as a Catalyst for Creativity" and "Mastering Meetings to Minimize Conflict." The Center's Resolving Issues Team, which offers many different avenues to address conflicts or disputes, was on hand at all the workshops.

In addition to participation in Conflict Resolution Month, the Centers encouraged the use of ADR through several methods, including: providing training, distributing educational materials and pamphlets, offering ADR to both employees and managers during the informal complaint process, writing newsletter articles, and sharing ADR information during staff meetings.

Strategy 5.3 Streamline processing of discrimination complaints (e.g., investigations and FADs) to meet regulatory timeframes.	**Lead Office/Official:** ODEO
Actions and Measurements	**Timeframe for Implementation**
• Identify inefficiencies in the processing of EEO formal complaints and develop strategies to effectively resolve them.	Q4, 2016 Ongoing
• 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, 2016 Ongoing

FY 15 Accomplishments
ODEO's efforts to streamline discrimination complaints processing will be substantially supported by online filing, or e-filing, which eliminates the loss of several days between the making and receipt of formal complaints. The average number of days required to process a complaint of discrimination decreased by 30 percent during FY 2015. As a result, case processing turnaround days are now at their lowest point in seven years. Consistent tracking of acceptance/dismissal letters throughout FY 15 helped to decrease drafting times by focusing attention on the complex cases while strategically processing those claims that are less challenging. FAD completion times continued to improve as ODEO has eliminated the use of vendors to draft FADs. This has eliminated a lot of review redundancies and has saved the Agency time and money while maintaining quality of the final product. During FY 15, ODEO continued to request and receive EEO counselors' reports from Centers within three days of receiving the formal complaint. ODEO's 8-hour counselor training will continue to address changes in the law, particularly in view of the substantial changes in EEOC Management Directive 110. This training is a mandatory 8-hour refresher training. Because we offer the same training to all Counselors, our training assures a degree of consistency in counseling Agency wide and diminishes disparities in quality counseling between Centers. This

training, especially training in the iComplaints process, continued to enhance efficiency and tracking capability.

In FY 15, EEOC issued a revised Management Directive 110, which instituted several new policies, procedures, and instructions for EEO Complaints. In FY 15, ODEO reviewed and discussed the new requirements internally and with the Office of General Counsel, and in FY 16 will interpret and implement many of the changes to complaint processing, ADR, and other Agency-wide EEO policies.

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 Office/Official:** ODEO
Actions and Measurements	**Timeframe for Implementation**
• Update NPR 3713.1A, Reasonable Accommodations Procedures, incorporating EEOC recommendations and making the procedures more clear and efficient.	Q2, 2015 COMPLETED
• Disseminate information to managers and employees regarding the new procedures.	Q4, 2016
• Develop and deploy training for all employees regarding the new procedures.	Q4, 2016

FY 15 Accomplishments

During FY 15, NASA finalized the updated reasonable accommodation procedures to promote enhanced effectiveness and efficiency in the implementation of this process across the agency. These procedures were approved by the EEOC. Additionally, the Agency created a medical evaluation form to help standardize physician responses in reasonable accommodations cases in which a supervisor requests supporting medical documentation.

Upon issuance of the procedures and the new forms, ODEO began developing a robust rollout plan, which includes the Agency-wide distribution of the procedures to the workforce; development and distribution of promotional materials to extend the workforce's knowledge of the procedures; and the provision of training on the procedures to EEO and HR practitioners, Center Reasonable Accommodation Teams, attorneys, managers, supervisors, and employees. These activities are scheduled to take place beginning in the first quarter of FY 16.

Strategy 6.2 Implement requirements of the Notification and Federal Employee Antidiscrimination and Retaliation (No FEAR) Act of 2002.	**Lead Office/Official:** ODEO
Actions and Measurements	**Timeframe for Implementation**
• Deploy Agency-wide No FEAR Act training and monitor completion rates.	Q1, 2016 Biannually
• Submit No FEAR Act Report to Congress, the White House, EEOC, the Office of Personnel Management, and the Department of Justice.	Q3, 2016 Annually

FY 15 Accomplishments

During FY 15, NASA submitted the Annual Notification and Federal Employee Antidiscrimination and Retaliation (No FEAR) Act Report to the Congress, White House, EEOC, the Office of Personnel Management, and the Department of Justice in accordance with the reporting requirements of the No FEAR Act of 2002. In addition, ODEO worked with a vendor to update the Agency's biennial No FEAR Act training, which was deployed first quarter FY 16. The training was revised to reflect changes in NASA policy and regulations (e.g., the inclusion of sexual orientation as a form of sex-based discrimination under Title VII and changes to NASA's reasonable accommodations policy and procedures). All NASA civil servants received an e-mail notice to take the required training by December 31, 2015; as of that date, over 98 percent of NASA employees had completed the training. Employees hired after that date will be instructed during orientation to complete the training within 90 days.

Strategy 6.3 Continue to enhance the Agency's Anti-Harassment Program to ensure it comports with EEOC guidance.	**Lead Office/Official:** ODEO
Actions and Measurements	**Timeframe for Implementation**
• Issue updated Anti-Harassment Implementation Guide as part of ongoing technical assistance and training for the Agency anti-harassment practice community.	Q4, 2016

FY 15 Accomplishments

In FY 15, 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. NASA processed 64 allegations of harassment under the AHP in FY 15, one less than the previous year. A comparison with formal EEO complaints data shows that the numbers of EEO complaints have dropped significantly since the inception of the AHP (formal EEO complaints are filed at 40 percent of the rate they were being filed prior to AHP). Another positive indicator for the AHP is the trend of average processing times for the program, which are very low, especially in comparison with formal EEO complaint investigation timeframes. The average processing time for AHP is 44 days (a decrease from 52 days in FY 14). It is also noteworthy that, in 40 percent (26) of the cases, action was taken to address the behavior at issue even though it was not deemed to have violated the policy. This is evidence of the proactive nature of the process and its overall positive impact on the workplace because the program helps to address behavior that, while not necessarily harassing in nature, is nonetheless inappropriate in the workplace.

ODEO provided classroom anti-harassment training to six NASA facilities in FY 15 and also continued to make available an online training tool, complete with a video demonstration of the process, to the NASA workforce. In addition, ODEO offered a pilot anti-bullying webinar, which it plans to deploy again in FY 16. ODEO also continues to make available to the NASA community its Information Resource Guide, 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. ODEO provided ongoing technical assistance in support of the NASA AHP practice community throughout the year. ODEO also provided briefings to several other Federal agencies, including Internal Revenue Service, the U.S. Department of Veterans Affairs, and the Environmental Protection Agency, all of which sought NASA's advice on standing up AHPs at their respective agencies. Finally, ODEO is updating its Anti-Harassment Implementation Guide, designed to assist the Agency practice community in providing basic training for new members of the practice community, as well as offering guidance on new and emerging issues.

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**
• Increase percentage of facilities accessible to IWD (that need to be).	Q4, 2016 Ongoing

FY 15 Accomplishments

Each year, ODEO coordinates with the Office of Strategic Infrastructure to review all Agency buildings and facilities for compliance with the Americans with Disabilities Act. For example, at AFRC, a significant modification was made to building 703 to provide better access, including a swinging gate, a level walkway to the building, and a push button on the entrance to improve accessibility access. The MSFC Office of Center Operations installed automatic door openers in two commonly used locations. Additional Braille signage was posted across GSFC's Wallops Flight Facility. At JSC, Facilities Management added an ADA compliant restroom for Building 2, placed a curb cut in front of Building 20, and added an automatic door to Building 20. In addition, the JSC No Boundaries ERG collaborated with the Center Operations Directorate in using the NASA@WORK Challenge process to seek project ideas to improve campus safety and accessibility for individuals with disabilities. Two suggestions were selected in May 2015 for implementation: (1) improve mobility using augmented glasses, smart phones, and tablets; and (2) develop a guide to single user restrooms.

APPENDIX A: Workforce Analysis for Women and Minorities[5]

Figure A1. NASA AST Engineers vs. the Relevant Civilian Labor Force (RCLF),* FY 15

Asian Americans and Pacific Islanders (AAPIs) in the NASA AST Engineer workforce are underrepresented overall in comparison with the RCLF. However, ARC and AFRC employ AAPIs in these positions at a higher rate than the RCLF (23% and 16%, respectively) while GSFC and HQ employment is near the RCLF (11.6% and 10.7%, respectively).

	NASA AST Engineers (N=9,722)	RCLF
Asian or Pacific Islander	8.4%	11.8%
Black	6.6%	4.8%
Hispanic	7.0%	5.2%
Multiracial	0.1%	0.4%
American Indian or Alaska Native	1.0%	0.6%
White	76.9%	77.2%

Fig. A2. NASA AST Engineers by Gender v. RCLF,* FY 15

Female engineers are well represented in NASA's AST Engineer workforce, in comparison to the RCLF. At all but one Center, women account for 17 percent or more of all NASA AST Engineers (at AFRC women account for 14.3% of the AST Engineer workforce).

	NASA AST Engineers (N=9,722)	RCLF
Male	77.5%	88.8%
Female	22.5%	11.2%

* RCLF includes General (0801), Electrical (0850), Computer (0854), Electronic (0855), and Aerospace (0861) Engineers.

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[5] For FY 15, the RCLF data for persons reporting more than one race were reaggregated according to EEOC's 2013 document, "Technical Assistance for Federal Agencies In Using the 2006-2010 American Community Survey Equal Employment Opportunity Tabulation." This guidance provides instructions for aggregating certain categories when persons identify as more than one race. Thus, compared to the RCLF reported in FY 14, the Black and American Indian or Alaska Native categories increased slightly, while the multiracial category decreased. Nonetheless, the conclusions about underrepresentation of various groups in FY 15 are essentially the same conclusions as in FY 14.

APPENDIX A: *(Continued)*

Fig. A3. NASA AST Physical Scientists vs. the RCLF,* FY 15

All minority groups in the NASA AST Physical Scientist workforce are underrepresented in comparison with the RCLF.

Percent of Workforce

Group	NASA AST Physical Scientists (N=907)	RCLF
Asian or Pacific Islander	8.7%	14.4%
Black	2.4%	3.5%
Hispanic	4.0%	4.3%
Multiracial	0.0%	0.5%
American Indian or Alaska Native	0.1%	0.6%
White	84.8%	76.7%

■ NASA AST Physical Scientists (N=907)   ■ RCLF

Fig. A4. NASA AST Physical Scientists by Gender v. RCLF,* FY 15

Women are underrepresented in the NASA AST Physical Scientist workforce in comparison with the RCLF.

Percent of the Workforce

Group	NASA AST Physical Scientists (N=907)	RCLF
Male	75.9%	62.7%
Female	24.1%	37.3%

■ NASA AST Physical Scientists (N=907)   ■ RCLF

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

APPENDIX A: *(Continued)*

Fig. A5. Average Science and Engineering (S&E) GS Grade, by Race/Ethnicity, Since FY 06

	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY 15
Asian or Pacific Is.	13.6	13.6	13.7	13.7	13.6	13.7	13.7	13.7	13.8	13.7
Black	13.4	13.4	13.4	13.5	13.3	13.4	13.5	13.5	13.5	13.5
Hispanic	13.3	13.4	13.3	13.3	13.4	13.4	13.5	13.4	13.5	13.4
Multiracial	12.5	12.8	12.8	12.9	13.2	13.3	13.5	13.7	13.2	12.9
Native American	13.5	13.6	13.6	13.7	13.7	13.6	13.6	13.5	13.5	13.4
White	13.7	13.8	13.8	13.8	13.8	13.8	13.8	13.8	13.8	13.9
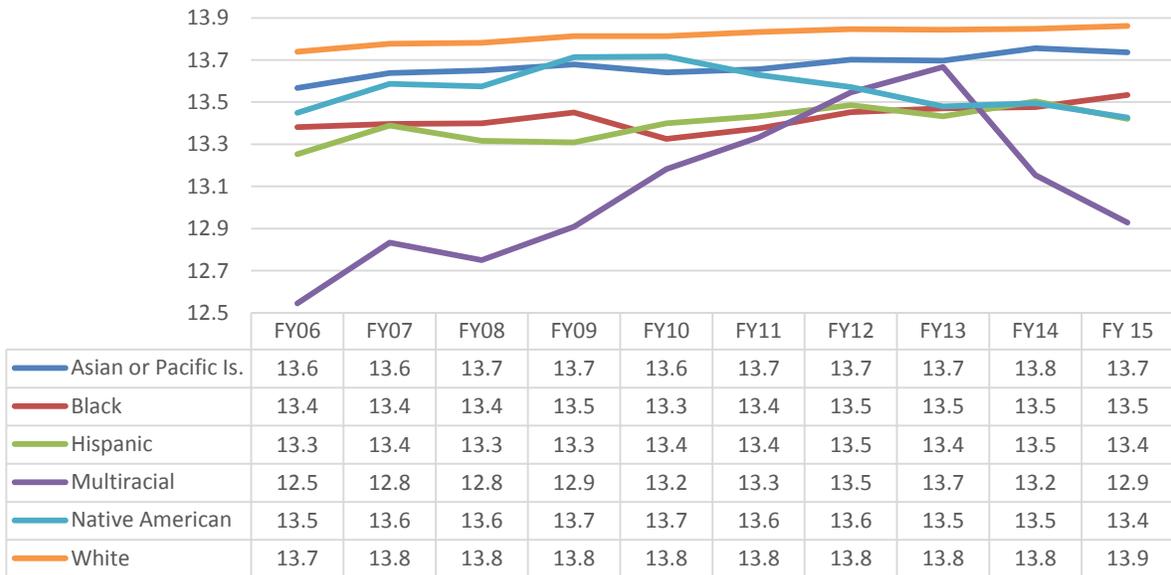
The average GS grade remains lower for African American, Hispanic, Multiracial, and American Indian and Native American employees than for White and Asian American/Pacific Islander employees.

Fig. A6. Average S&E GS Grade by Gender, Since FY 06

	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY 15
Male	13.8	13.8	13.8	13.8	13.8	13.8	13.8	13.8	13.8	13.8
Female	13.4	13.5	13.5	13.5	13.5	13.5	13.6	13.6	13.6	13.6
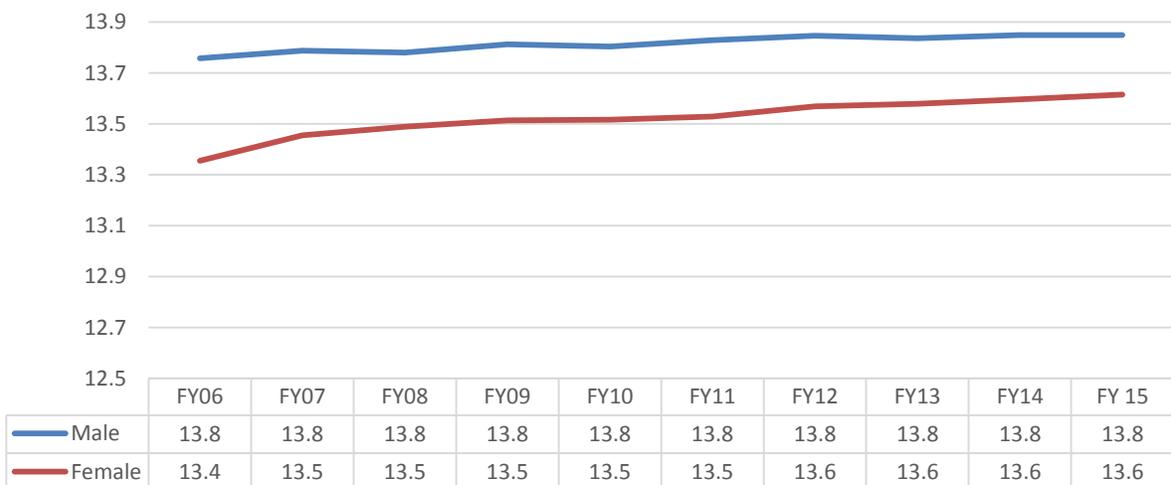
There is a small but persistent difference in average GS grade level between men and women in the S&E workforce.

APPENDIX A: *(Continued)*

Fig. A7. FY 15 S&E Quality Step Increases (QSIs) v. Representation in S&E Workforce, by Race/Ethnicity
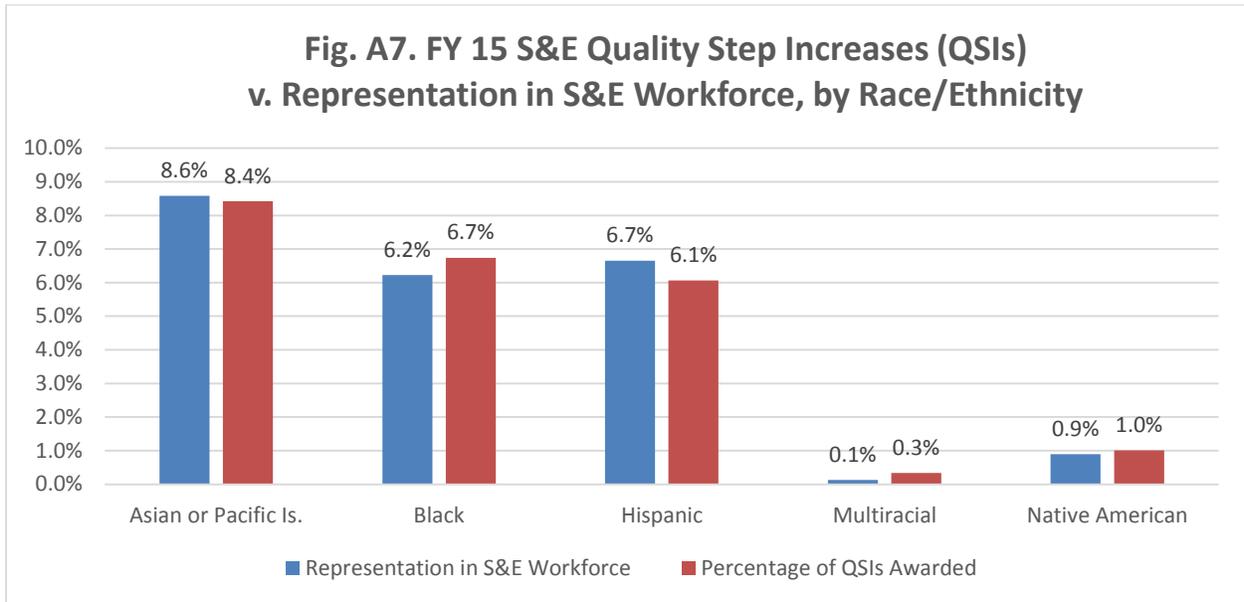
Minorities in S&E received QSIs at rates similar to their representation in the S&E workforce, although the percentage of Hispanics receiving QSIs was .6 percentage points below their representation in the S&E workforce. (In FY 15, the total number of QSIs awarded was 297.)

Fig. A8. Female S&E Representation v. QSIs, Since FY 06

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
% QSIs for Females	21.9%	21.4%	16.5%	26.1%	25.4%	26.6%	27.5%	25.2%	27.8%	26.9%
Female Representation in S&E	21.1%	21.2%	21.6%	21.7%	21.9%	22.2%	22.5%	22.5%	22.8%	22.8%
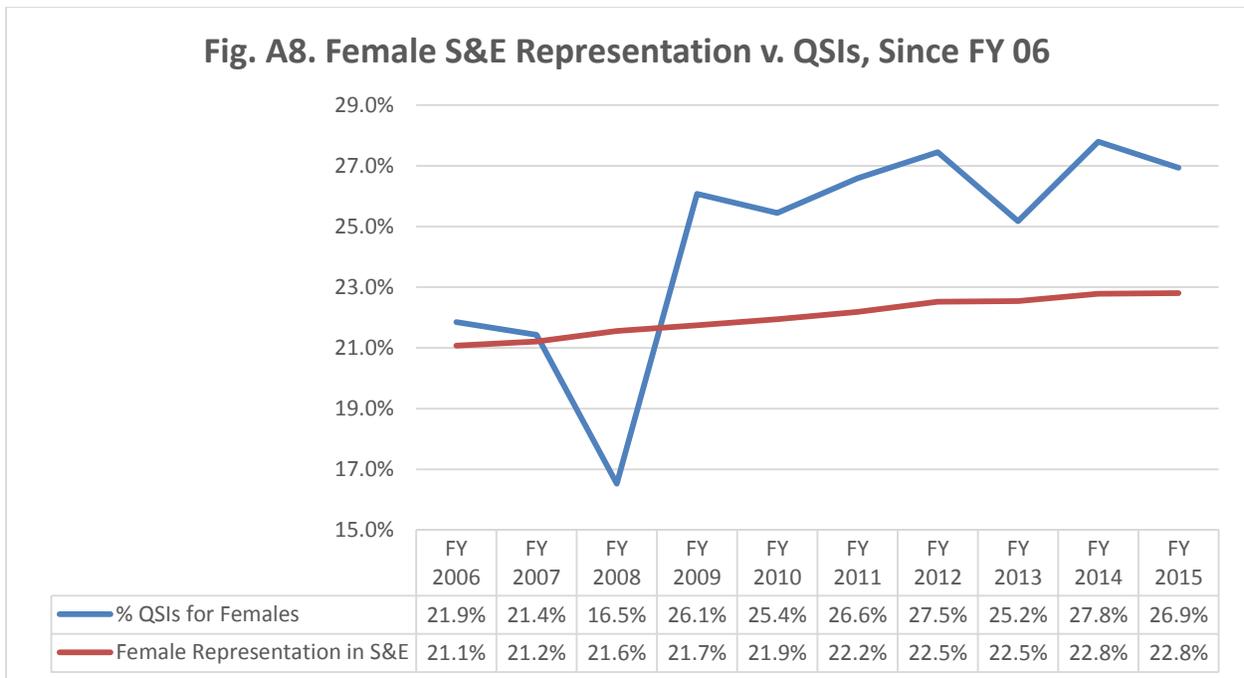
Women in S&E have received QSIs at a higher rate than their representation in the workforce since FY 09.

APPENDIX A: *(Continued)*

Senior S&E Positions by Race/Ethnicity, FY 15

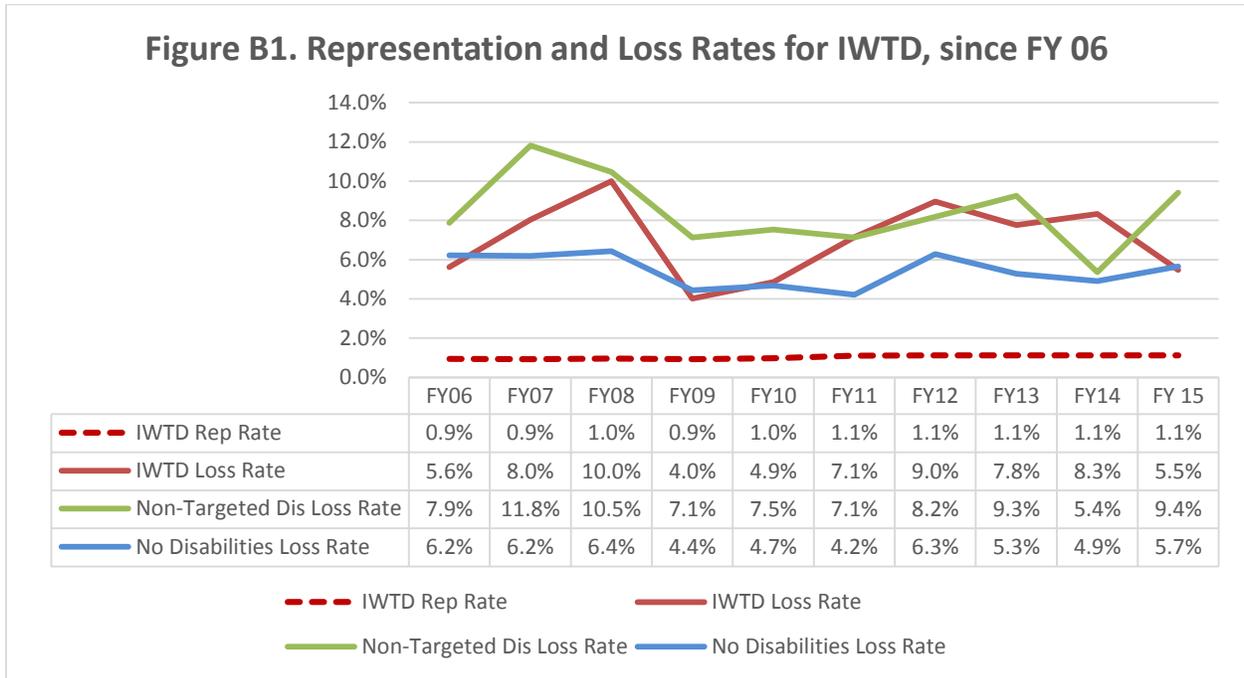|	Asian or Pacific Is.	Black	Hispanic	Multiracial	Native American
SES - Senior Executive (N=254)	5.3%	5.3%	3.3%	0.0%	0.4%
ST - Senior Scientist (N=79)	10.6%	1.2%	3.5%	0.0%	1.2%
SL - Senior Level (N=51)	3.3%	1.6%	6.6%	0.0%	1.6%
S&E Workforce (N=11,033)	8.6%	6.2%	6.7%	0.1%	0.9%
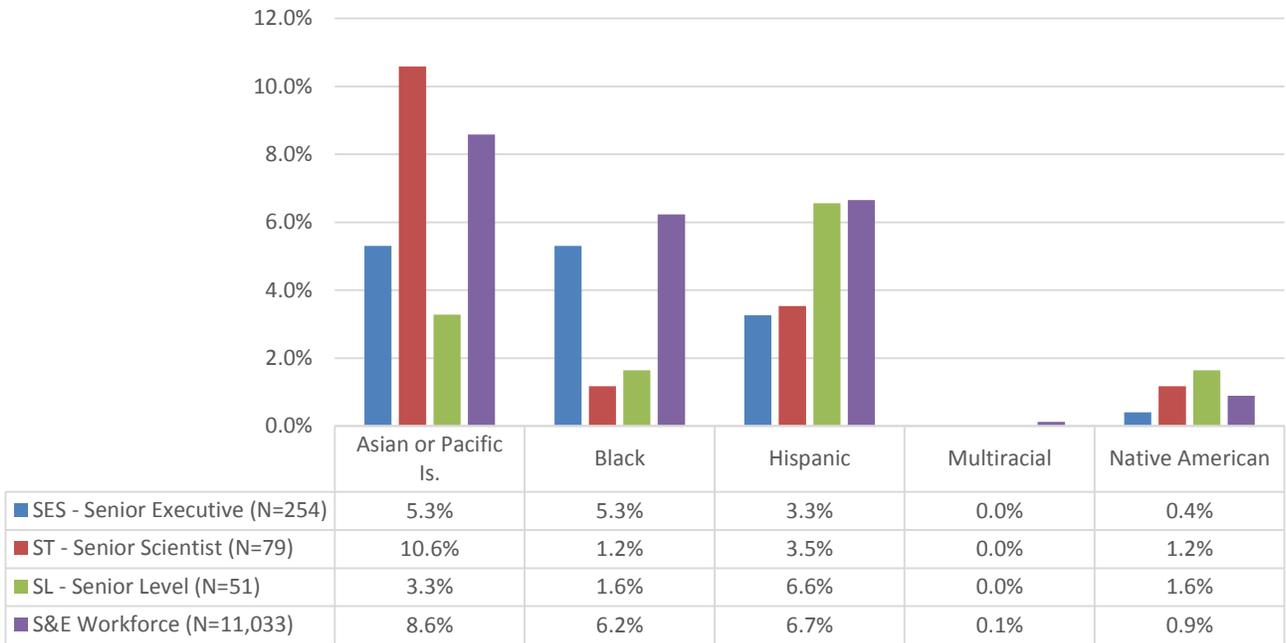
Minority employees in the AST workforce are generally underrepresented in senior positions, particularly SES positions, in comparison to their overall AST representation.

Fig. A10. Women in S&E Senior Positions and Overall, Since FY 06

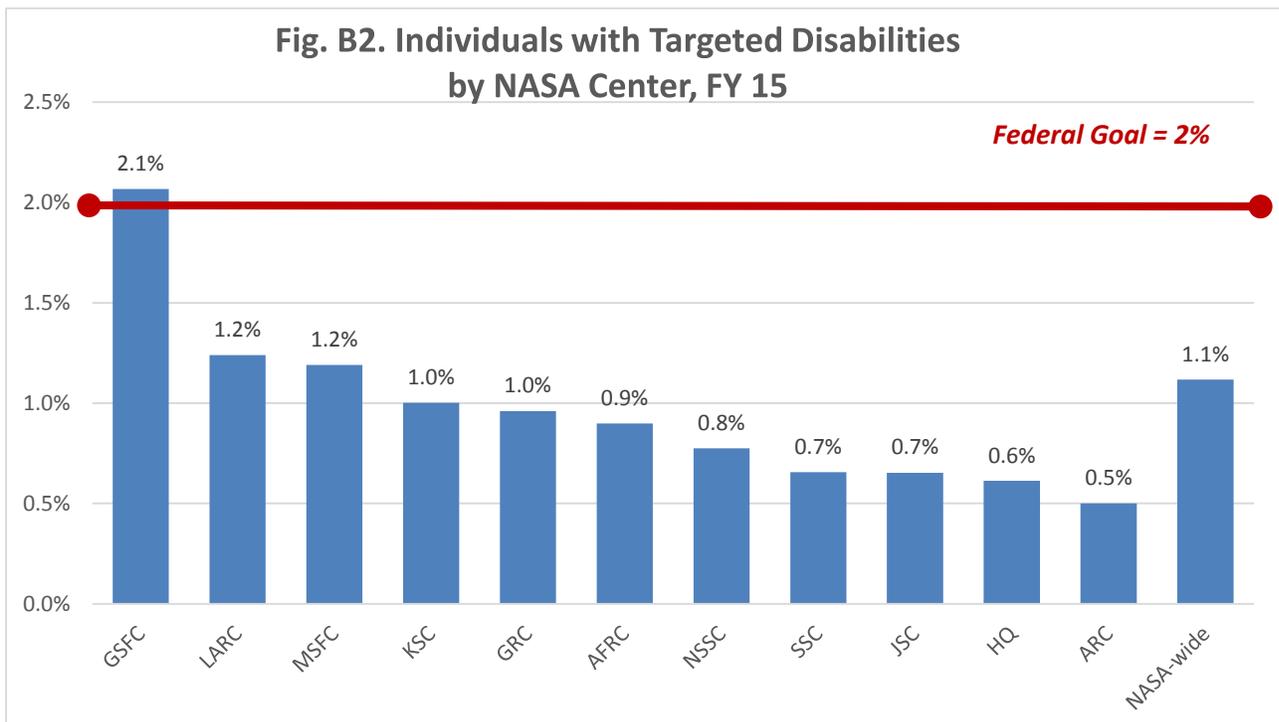|	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
SES	16.1%	16.8%	17.5%	19.4%	19.0%	19.7%	21.2%	20.5%	20.1%	17.6%
ST	4.8%	5.3%	6.0%	4.8%	7.1%	9.3%	8.6%	11.0%	10.1%	10.6%
SL	0.0%	0.0%	2.9%	4.5%	9.8%	15.7%	16.7%	20.8%	17.6%	19.7%
ALL S&E	21.1%	21.2%	21.6%	21.7%	21.9%	22.2%	22.5%	22.5%	22.8%	22.8%
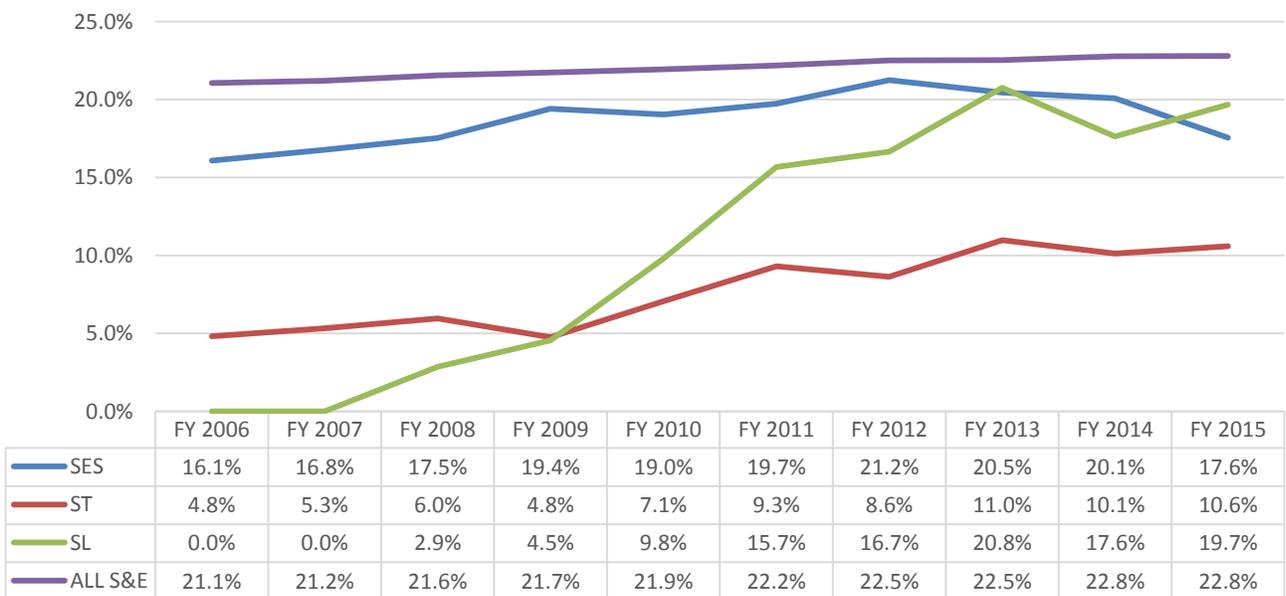
Despite increases since FY 06, women S&E employees remain underrepresented in all senior positions at NASA, compared to their 23 percent representation in S&E overall.

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

Figure B1. Representation and Loss Rates for IWTD, since FY 06

|	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY 15
IWTD Rep Rate	0.9%	0.9%	1.0%	0.9%	1.0%	1.1%	1.1%	1.1%	1.1%	1.1%
IWTD Loss Rate	5.6%	8.0%	10.0%	4.0%	4.9%	7.1%	9.0%	7.8%	8.3%	5.5%
Non-Targeted Dis Loss Rate	7.9%	11.8%	10.5%	7.1%	7.5%	7.1%	8.2%	9.3%	5.4%	9.4%
No Disabilities Loss Rate	6.2%	6.2%	6.4%	4.4%	4.7%	4.2%	6.3%	5.3%	4.9%	5.7%

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.

Fig. B2. Individuals with Targeted Disabilities by NASA Center, FY 15

Federal Goal = 2%

GSFC 2.1%, LARC 1.2%, MSFC 1.2%, KSC 1.0%, GRC 1.0%, AFRC 0.9%, NSSC 0.8%, SSC 0.7%, JSC 0.7%, HQ 0.6%, ARC 0.5%, NASA-wide 1.1%

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

APPENDIX B: *(Continued)*

Fig. B3. Separation Type by Disability Status, FY 06-15
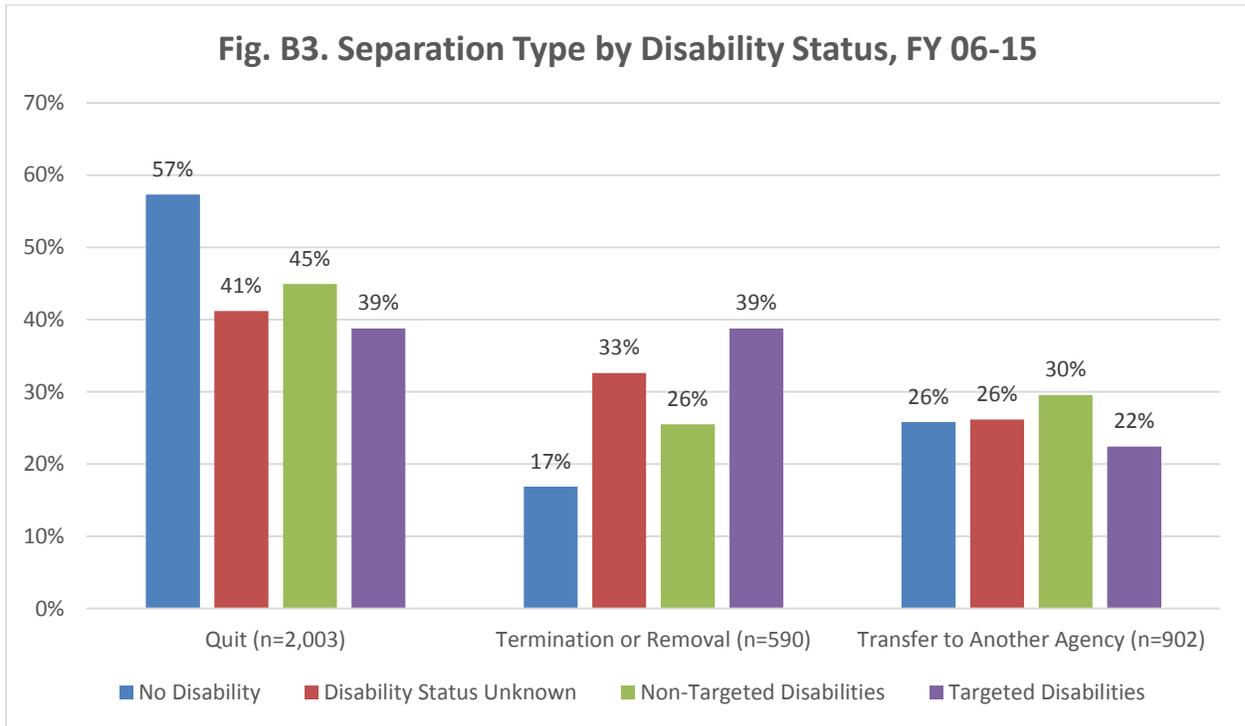
Individuals with Targeted Disabilities are terminated or removed from their positions at a higher rate than individuals with non-targeted disabilities and individuals with no disability.