

**NASA FY 13  
MODEL EEO AGENCY  
PLAN UPDATE**

**AND**

**FY 12 ANNUAL EEO PROGRAM  
STATUS REPORT**  
(EEOC MD 715)

***NASA FY 13 Model EEO Agency Plan Update  
and  
FY 12 Annual EEO Program Status Report***

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<b>FY 12 Report and FY 13 Plan Update</b>				
<b>PART A</b>  Department or Agency Identifying Information	<b>1. Agency</b>		<b>1. National Aeronautics and Space Administration</b>	
	1.a. 2 <sup>nd</sup> level reporting component		(see Part D)	
	1.b. 3 <sup>rd</sup> level reporting component		Not applicable	
	1.c. 4 <sup>th</sup> level reporting component		Not applicable	
	<b>2. Address</b>		<b>2. 300 E St., SW</b>	
	<b>3. City, State, Zip Code</b>		<b>3. Washington DC 20546</b>	
	<b>4. CPDF Code</b>	<b>5. FIPS code(s)</b>	<b>4. NN00</b>	<b>5. see Part D</b>
<b>PART B</b>  Total Employment	<b>1. Enter total number of permanent full-time and part-time employees</b>		<b>1. 17,967</b>	
	<b>2. Enter total number of temporary employees</b>		<b>2. 449</b>	
	<b>3. Enter total number employees paid from nonappropriated funds</b>		<b>3. 0</b>	
	<b>4. TOTAL EMPLOYMENT [add lines B 1 through 3]</b>		<b>4. 18,416</b>	
<b>PART C</b>  Agency Official(s) Responsible For Oversight of EEO Program(s)	<b>1. Head of Agency Official Title</b>		<b>1. Charles F. Bolden, Jr., Administrator</b>	
	<b>2. Agency Head Designee</b>		<b>2. Brenda R. Manuel, Associate Administrator for Diversity and Equal Opportunity</b>	
	<b>3. Principal EEO Director/Official Title/series/grade</b>		<b>3. Brenda R. Manuel, Associate Administrator for Diversity and Equal Opportunity, Series 0260, ES-6</b>	
	<b>4. Title VII Affirmative EEO Program Official and Section 501 Affirmative Action Program Official</b>		<b>4. Miguel A. Torres, Director, Program Planning and Evaluation Division (PPE)</b>	
	<b>5. Complaint Processing Program Manager</b>		<b>5. Fred Dalton, Acting Director, Complaints Management Division</b>	
	<b>6. Other Responsible EEO Staff</b>		<b>6. Sharon Wagner, Assistant Director, PPE</b>	

EEOC FORM 715-01 PART A - D	<b>U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</b>		
PART D	Subordinate Component and Location (City/State)	CPDF and FIPS codes	
List of Subordinate Components Covered in This Report	Ames Research Center (ARC), Moffett Field, California	NN21	06001, 06003, 06005 06013, 06085, 06087
	Dryden Flight Research Center (DFRC), Edwards, California	NN24	06029, 06037
	Glenn Research Center (GRC), Cleveland, Ohio	NN22	39035, 39055, 39143, 39153, 39085, 39093
	Goddard Space Flight Center (GSFC), Greenbelt, Maryland	NN51	24033, 24031, 24027, 24003, 11001, 51001
	Headquarters (HQ), Washington, DC	NN10	11001, 24033, 24031, 51013, 51059, 51107
	Johnson Space Center (JSC), Houston, Texas	NN72	48157, 48167, 48291, 48473, 48071
	Kennedy Space Center (KSC), Florida	NN76	12009, 12095
	Langley Research Center (LaRC), Hampton, Virginia	NN23	51115, 51650, 51700
	Marshall Space Flight Center (MSFC), Huntsville, Alabama	NN62	01089
	Stennis Space Center (SSC), Stennis, Mississippi	NN64	28045, 28047, 28059
	NASA Shared Services Center (NSSC), Stennis, Mississippi	NN10	28045, 28047, 28059
	EEOC FORMS and Documents Included With This Report		
Executive Summary [FORM 715-01 PART E], that includes:	X	Optional Annual Self-Assessment Checklist Against Essential Elements [FORM 715-01PART G]	
Brief paragraph describing the Agency's mission and mission-related functions	X	EEO Plan To Attain the Essential Elements of a Model EEO Program [FORM 715-01PART H] for each programmatic essential element requiring improvement	X
Summary of results of Agency's annual self-assessment against MD 715 "Essential Elements"	X	EEO Plan To Eliminate Identified Barrier [FORM 715-01 PART I] for each identified barrier	X
Summary of Analysis of Work Force Profiles including net change analysis and comparison to RCLF	X	Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals With Targeted Disabilities for agencies with 1,000 or more employees [FORM 715-01 PART J]	X
Summary of EEO Plan objectives planned to eliminate identified barriers or correct program deficiencies	X	Copy of Workforce Data Tables as necessary to support Executive Summary and/or EEO Plans	X
Summary of EEO Plan action items implemented or accomplished	X	Copy of data from 462 Report as necessary to support action items related to Complaint Processing Program deficiencies, ADR effectiveness, or other compliance issues	
Statement of Establishment of Continuing Equal Employment Opportunity Programs [FORM 715-01 PART F]	X	Copy of Facility Accessibility Survey results as necessary to support EEO Action Plan for building renovation projects	X
EEO Policy Statement(s)	X	Organizational Chart	X

<b>EEOC FORM 715-01 PART E</b>	<b>U.S. Equal Employment Opportunity Commission</b>  <b>FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</b>
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National Aeronautics and Space Administration	For period covering October 1, 2011, to September 30, 2012.
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**EXECUTIVE SUMMARY**

NASA is the Federal Agency mandated to implement the U.S. space program. As such, it is the organization that has kept our Nation on the cutting edge of aeronautics and space exploration for over half a century. NASA's work drives advances in science, technology, exploration, and discovery to enhance knowledge, innovation, economic vitality, stewardship of the Earth's resources, and solutions to national and global challenges.

In 2012, the Agency continued an ambitious new mission. Under the NASA Authorization Act of 2010, the Agency started work on a heavy-lift architecture designed to take astronauts beyond low-Earth orbit for the first time since the Apollo Program of the 1960s and '70s. The Agency is developing a multipurpose crew vehicle for use with new space launch systems. The Act also directed NASA to foster the growing commercial space transportation industry, extended the life of the International Space Station at least through 2020, and provided more funding for the development of path-breaking technologies.

To assist in accomplishing these objectives, the Agency's Office of Diversity and Equal Opportunity (ODEO) leads the annual effort, pursuant to EEOC Management Directive (MD) 715, to evaluate NASA's management infrastructure, including policies, procedures, and practices and to identify deficiencies and barriers to equal employment opportunity (EEO). The following Model EEO Agency Plan Update for FY 12-13 (the Plan) was a joint effort of ODEO, Center EO offices, and partner organizations within the Agency. The Plan lays out a number of strategies and actions to advance EEO at NASA and also reports on progress made on actions developed for fiscal year 2012 (FY 12). 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.

The following Plan update is the third of a three-year plan written for FY 11-13. Therefore, it should be understood that the deficiencies and barriers identified in Parts H and I were originally identified at the end of FY 10. That they remain in the Plan should not be construed to mean that no progress has been made toward their elimination. On the contrary, NASA has made significant strides in most of the action plans. However, there remains work to be done, due to the nature and complexity of the barriers that were identified, as well as changes in policies and procedures that sometimes require backtracking and revisiting actions that were thought to be completed. The FY 12 accomplishments of the Agency toward eliminating the deficiencies and barriers are summarized in Part II below and additional details, particularly on Center efforts, are provided at the end of each Part H and Part I. Actions that have been completed are noted as such in the "Target Date" column of the planned activities listed for each Part H and Part I.

**I. A Model EEO Agency: The Six Essential Elements**

The U.S. Equal Employment Opportunity Commission (EEOC) in its MD 715 (effective October 1, 2003) calls on Federal Agencies to develop and implement a "Model EEO Agency" infrastructure based on Six Essential Elements:

- Demonstrated Commitment of Agency Leadership
- Integration of EEO into the Agency's Strategic Mission
- Management and Program Accountability
- Proactive Prevention of Discrimination
- Efficiency
- Responsiveness and Legal Compliance

## **II. NASA FY 12 EEO Accomplishments**

NASA's FY 12 EEO accomplishments pertaining to the Six Essential Elements are summarized below. Detailed descriptions of the analyses, deficiencies, barriers, and actions that guided these accomplishments are provided in Parts H and I of this Plan (pages 13-49).

### **Demonstrated Commitment of Agency Leadership**

During his tenure, the NASA Administrator has consistently demonstrated his commitment to diversity and inclusion (D&I) and EO in a variety of ways such as changing the management structure to make the Associate Administrator (AA), ODEO, one of his direct reports, assuming the role of Agency D&I Champion, and issuing annual EEO and Anti-Harassment policy statements.

### **Integration of EEO into Strategic Management**

- Inclusion of EEO and D&I in the NASA Strategic Framework

ODEO continued its strong collaboration with the Office of the Chief Financial Officer (OCFO) to develop and report on the annual performance goals for EEO and D&I that were included in the NASA Strategic Framework for the first time in FY 11.

- Allocation of Sufficient Resources to the EEO Program

ODEO continued to make the case for sufficient resources for effective Agency-wide equal employment opportunity (EEO) and D&I programs. During FY 12, ODEO added one permanent employee to the Complaints Management Division, but lost two permanent employees (one in the Program Planning and Evaluation Division and the ODEO lead secretary). ODEO augmented permanent staff through contractor support and a President's Management Council rotational assignment, particularly in the areas of conflict management, discrimination complaints investigations, D&I, and anti-harassment training. Resources were provided that enabled ODEO and the Office of Human Capital Management (OHCM) to co-host a meeting of all Center EO Directors and human resource (HR) Directors.

- Inclusion of EEO Officials in Agency Deliberations and Strategic Planning

During FY 12, ODEO continued its presence in the senior leadership of the Agency. The AA, ODEO, is a member of the NASA Strategic Management Council and the senior leadership team that convenes once a week. In addition, the AA, ODEO, has regularly scheduled one-on-one monthly meetings with the NASA Administrator to brief him on current and emerging EEO and D&I issues and meets with him more often as needed.

ODEO also has representation on NASA's Executive Resources Board (ERB), Employee Development Advisory Board (EDAB), Performance Review Board (PRB), Baseline Performance Review (BPR), Education Coordinating Committee (ECC), Office of Education's One-Stop Shopping Initiative (OSSI), Space Flight Awareness Award Panel, Silver Snoopy Award Panel, NASA Student Ambassador Virtual Community Selection Panel, and the Construction of Facilities Prioritization Board, among many others (see page 16 for details).

- EEO and Human Capital Collaboration

During FY 12, ODEO and OHCM continued collaborative efforts. The two offices co-hosted a full-day meeting of all NASA Center EO and Human Resource (HR) Directors in May 2012. The full day meeting of approximately 35 participants included a briefing on the Agency D&I Plan (a joint responsibility of ODEO and OHCM); a discussion of employee resource groups; a "State of the People" briefing by OHCM; and a discussion of EEO, D&I, and human capital issues with the NASA Administrator.

The AAs of the two offices meet on a monthly basis to keep each other informed of emerging issues. In addition, ODEO and OHCM staff met several times to finalize the Agency's D&I Plan. Staff also met to discuss NASA's implementation of OPM's Pathways Program (see page 16 for details).

Center EO Directors continued to work with their HR counterparts to share results of MD 715 barrier

analysis, develop targeted outreach and recruitment and retention strategies and evaluate their effectiveness, and ensure that EO is considered in succession planning (see specific Center efforts on pages 17-18).

### **Management and Program Accountability**

- Managerial and Supervisory EEO Performance Appraisal

NASA continued its efforts to ensure that managers and supervisors are effectively evaluated with regard to performance of their D&I and EEO responsibilities.

Late in FY 12, OHCM established a performance management review team comprised of Center Human Resources Specialists and Labor representatives to re-examine NASA's non-SES Employee Performance Communication System (EPCS) and make recommendations for improvement. The team has recommended changes to the supervisory element and will ensure that EEO and D&I are factored in appropriately. OHCM is currently staffing the team's proposal with ODEO and other offices.

OHCM also updated the SES performance assessment system to comply with new OPM requirements. Together, OHCM and ODEO developed language for the EEO and D&I performance requirements that specify successful performance. This language has been included with the performance planning materials OHCM provided to all SES members (see page 20 for details).

- Functional Review Program (FRP)

During FY 12, ODEO conducted an onsite functional review of the Goddard Space Flight Center (GSFC), including a visit to the Wallops Flight Facility. The FRP fulfills ODEO's responsibilities pursuant to 29 CFR 1614.102(a)11, EEOC MD 715, and various executive orders. The review included an extensive information request, one-on-one interviews of all Center EO staff, interviews of senior Center officials (e.g., Center Director, Deputy Center Director, Chief Counsel, and HR Director), review of EEO counseling and reasonable accommodation files, an Employee Satisfaction Survey e-mailed to all Center employees, and a tour of Center facilities to evaluate accessibility issues (see page 21 for details).

ODEO has seen many improvements in Center EO and EEO efforts as a result of its FRP. For example, EO policies and communication materials are often updated and/or disseminated after the onsite has been scheduled; facility accessibility barriers have been removed during the facilities tour of the onsite reviews; language assistance plans are drafted or updated in combination with the reviews; and counseling files have been organized and "cleaned up" as a result of the reviews.

### **Proactive Prevention of Illegal Discrimination**

- Conflict Management Program (CMP)

FY 12 was the fifth year of CMP deployment by ODEO to address Agency needs and concerns regarding workplace conflict. CMP continued to provide the range of education and consultative opportunities provided in previous years, including: Individual Conflict Consultations, High Performing Teams Conflict Management training, and Intact Team training. The Web-based Conflict Management Refresher 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 at a time convenient for them (see page 24 for details).

- Anti-Harassment Procedures

NASA finalized its Agency Anti-Harassment Procedures (NPR 3713.3) on October 11, 2009 (accessible at <http://nodis3.gsfc.nasa.gov/displayDir.cfm?t=NPR&c=3713&s=3>). In FY 12, ODEO reported to the Agency's senior leadership on key process elements of the Anti-Harassment Program (AHP). Among the noteworthy data in the report: the number of individuals availing themselves of the process was 47 in FY 2012, compared to 60 in FY 11 and 32 in FY 10. The average processing time was 46 days in 2012, compared to 45 days in FY 11, both reflecting a significant reduction from 61 days in FY 10. Eight of 47 harassment allegations in 2012 (17%) resulted in formal EEO complaints, as compared to six of 60 in FY 11 (10%) and five of 32 harassment allegations raised in

FY 10 (15%). These are significant indicators of program success, as NASA's AHP was specifically designed to enable the Agency to handle harassment allegations promptly and effectively before the conduct reached the level of actionable discrimination under Title VII and related anti-discrimination. Also in FY 12, ODEO deployed an online anti-harassment module as one component of its Diversity and EO eLearning Institute, showing how the NASA policy and procedures can help to quickly address and resolve allegations of harassing conduct (see page 24 for details).

- Diversity and Inclusion

ODEO and OHCM worked extensively during FY 12 to collaboratively align the Agency's draft D&I Plan with Executive Order 13583 (August 2011) and subsequent implementing guidance provided by OPM. NASA submitted its D&I Plan to OPM in March 2012 and provided a briefing to OPM in June 2012. OPM gave its approval to NASA's plan, recognizing the plan as comprehensive, the leadership commitment as strong, and stated that NASA is "well ahead of the curve." The D&I Plan was disseminated to Officials-in-Charge of HQ Offices and NASA Center Directors in July 2012 and is available on the ODEO Web site at: <http://odeo.hq.nasa.gov/documents/diversityInclusion.pdf> (see pages 24 for details).

- Development and Dissemination of EEO Information

During FY 12, ODEO launched its eLearning Institute, designed to provide the NASA workforce with real-time education and awareness opportunities on various aspects of EO and D&I at NASA, as well as valuable credits in the Agency's online training and educational resources system, SATERN. As of its launch date, the eLearning Institute included modules on Alternative Dispute Resolution (ADR), Anti-Harassment, and Conflict Management.

In addition, ODEO launched a D&I and EO Information Resource Guide (accessible to NASA employees only, at: <http://www1.nasa.gov/offices/odeo/nasaonly/home/index.html>), a companion to the eLearning Institute's course offerings. The Resource Guide was designed to be a one-stop-shopping tool for helping managers and employees to better understand general D&I and EO concepts and to learn more about NASA's efforts to become a model Agency for EEO.

ODEO issued two editions of its EO/D&I newsletter, Endeavor, during FY 12, featuring NASA's new D&I Strategic Implementation Plan, NASA's new Procedures for Sexual Orientation Discrimination Complaints, an article about EEOC's ruling regarding gender identity under Title VII, the Administrator's EEO and D&I Senior Management Forum, ODEO's eLearning Institute and Information Resource Guide, and OPM's guidance on transgender issues in the workplace.

In addition to the above initiatives, ODEO disseminated EEO information via its Web site (<http://odeo.hq.nasa.gov/>). The Web site was updated during FY 12 to include the Agency's 2012 EEO Policy Statement, management directives, procedures, facts, policy statements, etc. For the first time, ODEO posted its complete Model EEO Agency Plan and Accomplishment Report on its Web site. ODEO also disseminated information through e-mails, Webinars, video and teleconferences, briefings to senior management, and face-to-face meetings with Agency officials. Details of ODEO's dissemination of EEO information are provided on page 25.

The Centers continued to use a myriad of communication media, including EEO and D&I Web sites, memoranda, Agency and Center newsletters, bulletin boards, workshops, meetings, briefings, Lunch and Learn sessions, e-mails, posters, brochures, and pamphlets.

## **Efficiency**

- Increasing Effective Use of ADR Programs

ODEO and Center efforts over the past several years to increase the utilization of ADR succeeded in raising the participation rate from 50 percent during FY 11 to 63 percent for FY 12 (the EEOC target is 50 percent participation). Of the 21 counselings that were accepted for ADR during the informal phase, six were settled with benefits (monetary and nonmonetary), and another seven were closed with no formal complaint filed (see page 27 for details on Center efforts).

- EEO Administrative Complaints Processing

The average days to issue a Final Agency Merit Decision dropped from 363.67 days in FY 11 to 181 days in FY 12, a 50 percent reduction. ODEO continues to implement streamlining procedures that are aimed at further reductions in processing days. In addition, ODEO issued a NASA Desk Guide to assist in consistent and efficient complaint processing and a Contingent Worker Guidance. ODEO also instituted Agency-wide informal complaint processing training to the Centers.

- New Procedures for Complaints Based on Sexual Orientation

During FY 12, years of work by ODEO and the OGC culminated in new Agency procedures for processing discrimination complaints based on sexual orientation. The procedures were effective on June 1, 2012, with NASA Procedural Requirement (NPR) 3713.4 (accessible at: [http://nodis3.gsfc.nasa.gov/npg\\_img/N\\_PR\\_3713\\_0004\\_/N\\_PR\\_3713\\_0004\\_Chapter1.pdf](http://nodis3.gsfc.nasa.gov/npg_img/N_PR_3713_0004_/N_PR_3713_0004_Chapter1.pdf)). ODEO began and continues to provide user training to Center personnel.

### **Responsiveness and Legal Compliance**

- Providing Reasonable Accommodations to Qualified Individuals with Disabilities

The Centers continued a multitude of efforts to ensure the timely provision of reasonable accommodations (RAs) to individuals with disabilities (IWDs). Examples of their efforts include: using the Department of Labor's Jobs Accommodation Network (JAN) and the Department of Defense's Computer/Electronic Accommodations Program (DoD CAP) to provide RAs to NASA employees; enhancing collaborations between EO, HR, General Counsel, and the Health Clinic to improve the process of providing RAs; centralizing funding to facilitate the availability of funds for RA requests; improved coordination between the Center's Disability Program Manager (DPM), Section 508 Coordinator, and Selective Placement Coordinator (SPC); educating individuals and organizations within the Center regarding the RA process and resources; and establishing relationships with local vocational rehabilitation offices (see pages 30-31 for details).

- Notification and Federal Employee Antidiscrimination and Retaliation (No FEAR) Act

The FY 12 No FEAR Act Report has been drafted and is in the Agency's concurrence process for a timely submission to Congress, OPM, and EEOC. ODEO began during FY 12 and continues to develop the FY 13 No FEAR Act training tool, planned for deployment to all NASA employees in April 2013. Centers continued to notify all new employees of the training requirement as part of their orientation process and provide desk-side assistance to employees to complete the online module.

- Increasing Representation of IWDs in the NASA Workforce

During FY 12, NASA implemented several actions designed to increase the participation of IWDs in the workforce. OHCM continued the posting of NASA-wide vacancy announcements for grades GS-1 through 15, open only to "U.S. citizens with disabilities," to increase the number of applications from, and selections of, IWDs through Schedule A appointments. Center EO Offices established relationships with state vocational rehabilitation and university officials to enhance recruitment efforts. The NASA Office of Education (OE) and Center EO offices continued to work with the American Association for the Advancement of Science (AAAS) to place science and engineering student interns with disabilities at NASA Centers, through the Achieving Competence in Computing, Engineering, and Space Science program (Project ACCESS) (see pages 36-40 for details on other Agency and Center accomplishments).

- Full Utilization of the NASA Workforce

NASA continued efforts to ensure full utilization of its workforce through its new Pathways Program, leadership development programs, mentoring, informal educational opportunities, and examination of procedures and practices for awards, promotions, performance ratings, and hires. The Agency continued its NASA Foundations of Influence, Relationships, Success, and Teamwork (FIRST) program, with 40 participants during FY 12, including 17 female (43 percent), four Hispanic (10 percent), seven African American (18 percent), and two Asian American (5 percent) employees. Twenty-five NASA employees participated in the Agency's Mid-Level Leadership Program (MLLP) class, including 12 female (48 percent), one Hispanic (4 percent), and five African American (20

percent) employees. Twenty-seven employees participated in the NASA Fellowship Program, including 13 females (48 percent), three African Americans (11 percent), and two Asian Americans (7.4 percent). Information regarding career opportunities was widely disseminated through such vehicles as Center-wide announcements and newsletters and targeted e-mails to eligible employees. All Centers reported using mentoring programs to help employees perform more effectively (see pages 45-49 for details).

### **III. Agency's Workforce Profile**

NASA's total permanent workforce decreased from 18,203 at the end of FY 11 to 17,967 at the end of FY 12, a net decrease of 236 permanent employees. Reflecting the overall decrease in permanent employees, there was a net decrease in the number of White males and females (-149 and -133, respectively). However, there were numerical increases for Hispanics (+32), Asian Americans (+13), Native Hawaiians and other Pacific Islanders (NHOP) males (+2), and employees of more than one race (MOR) (+17), despite the overall decrease in size of the NASA workforce. In terms of proportional representation of women and minorities, the largest net change was the increase of NHOP males (+18 percent), followed by MOR males (+11 percent) and females (+15 percent), and Hispanic males (+4 percent) and females (+1 percent). The largest net decrease was White females (-3 percent) (see Part K.1 for workforce demographic details).

As noted above, ODEO continued to advocate for the recruitment, hiring, and retention of qualified IWD as an Agency priority. However, during FY 12, the representation of Individuals with Targeted Disabilities (IWD) in NASA's permanent workforce decreased by three, from 206 to 203, a 1.5 percent net decrease. GSFC again led the NASA Centers with 66 employees with targeted disabilities, matching the Government-wide goal of 2 percent of its workforce.

In a continuation of a long-term trend (except for FY 09-10), the separation rate for permanent IWD at NASA (7.8 percent) was higher than the separation rate for employees without a disability (5.4 percent). Of the 16 separations by IWD, only one was an involuntary separation.

Despite hires of IWD at about half the NASA Centers, including four at GSFC, the high separation rate of IWD resulted in the overall percentage of IWD in the permanent NASA workforce remaining at 1.1 percent, the same as in FY 10 and 11, and well below the Government-wide goal of 2 percent. Strategies to increase the representation of IWD at NASA must continue to be implemented and prioritized (see Part I-1, pages 32-40). Agency-wide commitment and collaboration for this objective must be strengthened to increase participation of IWD in the NASA workforce.

### **IV. Elimination of Deficiencies and Barriers to a Model EEO Agency**

MD 715 requires agencies to establish a plan for the elimination of deficiencies and barriers to a Model EEO Agency. A deficiency in any of the essential elements creates a weakness of the organizational infrastructure, which undermines the attainment of a Model EEO Agency. A barrier is defined by EEOC as an institutionalized policy, principle, practice, or condition that limits or tends to limit employment opportunities.

#### **Deficiencies**

In its FY 13 Plan update, ODEO continues action plans developed originally at the end of FY 10, with appropriate modifications, to eliminate deficiencies identified in five of the six essential elements, as summarized below.<sup>1</sup>

***Integration of EEO Into the Agency's Strategic Mission*** – ODEO will continue to partner with Officials-in-Charge of NASA organizations to ensure that EO and D&I are appropriately reflected in all Agency policies, procedures, and practices (see Part H-1, pages 13-15).

***Management and Program Accountability*** – NASA will continue to evaluate supervisors on their EEO and D&I efforts through NASA's performance appraisal systems. NASA will ensure that managers, supervisors, and EEO officials are held accountable for the effective implementation of the Agency's EEO Program and plan (see Part H-2, pages 19-20).

<sup>1</sup>For the FY 13 update, ODEO did not identify a deficiency in the essential element of "Demonstrated Commitment of Agency Leadership."

***Proactive Prevention of Discrimination*** – ODEO will continue several Agency-wide proactive initiatives, including the Conflict Management Program, Anti-Harassment Program, and D&I Strategic Partnership, to ensure equal opportunity, D&I, and inclusion in the NASA workforce (see Part H-3, pages 22-23).

***Efficiency*** – NASA will continue to advocate for increased utilization of ADR and improvement in settlement rates. ODEO will streamline its EEO complaint processes to improve timeliness (see Part H-4, pages 26-27).

***Responsiveness and Legal Compliance*** – NASA will continue to review RA for qualified IWD to ensure compliance with Agency procedures. The Agency will ensure that it is in compliance with new legal requirements of the Americans with Disabilities Act Amendments Act (ADAAA) and the Genetic Information Nondiscrimination Act (GINA) (see Part H-5, pages 29-30).

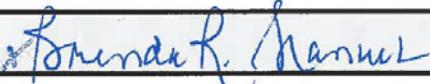
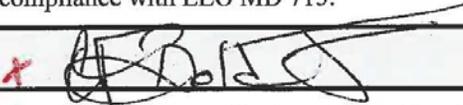
#### **Barriers to Equal Employment Opportunity**

In its FY 12-13 Plan update, ODEO has also continued action plans to eliminate barriers in two areas, as summarized below.

***Individuals with Targeted Disabilities*** – NASA will continue efforts to increase the number of qualified IWTD in its workforce, through strategic recruitment, better utilization of Schedule A hiring, education and awareness activities, improved retention of IWTD, and elimination of architectural barriers (see Part I-1, pages 32-35).

***Asian Americans, African Americans, Hispanics, and Women*** – NASA will establish a strategic, Agency-wide approach to achieve full utilization of its workforce in all occupations, at all levels, that will include a thorough review of outreach, recruitment, hiring, promotions, awards, developmental programs, and mentoring programs and practices (see Part I-2, pages 41-45).

<b>EEOC FORM 715-01 PART F</b>	<b><i>U.S. Equal Employment Opportunity Commission</i></b>  <b>FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</b>
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<b>CERTIFICATION of ESTABLISHMENT of CONTINUING EQUAL EMPLOYMENT OPPORTUNITY PROGRAMS</b>		
<b>I,</b>	Brenda R. Manuel, Associate Administrator for Diversity and Equal Opportunity/0260/SES	<b>am the</b>
<b>Principal EEO Director/Official</b>	(Insert name, official title/series/grade above)	
<b>for:</b>	National Aeronautics and Space Administration	
	(Insert Agency/Component Name )	
<p>The Agency has conducted an annual self-assessment of Section 717 and Section 501 programs against the essential elements as prescribed by EEO MD 715. If an essential element was not fully compliant with the standards of EEO MD 715, a further evaluation was conducted and, as appropriate, EEO Plans for Attaining the Essential Elements of a Model EEO Program, are included with this Federal Agency Annual EEO Program Status Report.</p> <p>The Agency has also analyzed its workforce profiles and conducted barrier analyses aimed at detecting whether any management or personnel policy, procedure, or practice is operating to disadvantage any group based on race, national origin, gender, or disability. EEO Plans to Eliminate Identified Barriers, as appropriate, are included with this Federal Agency Annual EEO Program Status Report.</p> <p>I certify that proper documentation of this assessment is in place and is being maintained for EEOC review upon request.</p>		
		4/1/13
Signature of Principal EEO Director/Official Certifies that this Federal Agency Annual EEO Program Status Report is in compliance with EEO MD 715.		Date
		5/3/13
Signature of Agency Head or Agency Head Designee		Date

<b>EEOC FORM 715-01 PART H-1</b>	<b>U.S. Equal Employment Opportunity Commission</b> <b>FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</b>	
<b>National Aeronautics and Space Administration</b>		<b>FY 12 Report and FY 13 Plan Update</b>
STATEMENT OF MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	<p><b>Essential Element B: Integration of EEO into the Agency's Strategic Mission</b></p> <p>Element B requires the Agency's EEO programs to be organized and structured to maintain a workplace that is free from discrimination in any of the Agency's policies, procedures, or practices and supports the Agency's strategic mission.</p> <p><b>The following deficiencies were identified at the end of FY 10. Since that time, substantial strides have been made in eliminating the deficiencies. See the Report of Accomplishments section at the end of Part H-1 for details of FY 12 accomplishments.</b></p> <p><b>EEO and D&amp;I in the NASA Strategic Plan</b></p> <p>Prior to FY 11, the principles of EEO and D&amp;I were not clearly identified as Agency values or goals in the NASA Strategic Plan.<sup>2</sup> This omission not only conveyed a lack of commitment by NASA leadership to EEO and D&amp;I, but it was difficult to effectively align EEO and D&amp;I initiatives with the NASA mission and measures of mission success. EEO and D&amp;I were often seen as separate and apart from the NASA mission, i.e., something "extra" to work, if and when time was available, rather than as a fully integrated aspect of the Agency's workforce decision making and operations.</p> <p><b>Inclusion of EEO Officials in Human Capital Planning</b></p> <p>Essential Element B also requires that EEO officials are involved with, and consulted on, human capital planning. This is particularly critical in decisions that pertain to recruitment strategies, succession planning, and developmental opportunities. In this regard, there is a deficiency in the communication and collaboration between EO and HR officials.</p> <p>EO offices are often not involved when OHCM/HR selects Agency or Center recruitment sites or the monitoring of recruitment effectiveness, in terms of addressing underrepresentation identified in model EEO Center plans and Center Federal Equal Opportunity Recruitment Program (FEORP) plans. This deficiency is compounded due to inconsistencies between the goals and objectives of the two plans. More strategic planning, involving both offices, is needed in the area of targeted recruitment.</p> <p>Similarly, in FY 10, EEO officials were often not included in decision making regarding leadership development programs. Because data for Agency career development programs (e.g., the Mid-Level Leadership Development Program) is not entered into an automated Agency-wide database, it is not readily accessible. Center EO offices have not always been able to obtain Center-level data from their HR offices.</p> <p>The lack of complete applicant data for the leadership development programs undermines Center EO office efforts to conduct effective barrier analysis. It also hinders the development of effective action plans to improve employee participation in the programs, since it is not always clear whether employees are applying but are not submitting good application packages, are applying but are</p>	

<sup>2</sup> As noted in Part E, Parts H and I are updates of deficiencies, barriers, and action plans originally developed in FY 11 for a three year plan (FY 11-13).

	<p>not meeting eligibility requirements, or are not applying at all.</p> <p><b>Stronger Partnership Between EO and HR Offices</b></p> <p>As ODEO oversees EO efforts and OHCM oversees HR efforts, there has not historically been a structure in place to consistently guide the collaborative efforts of the two communities or to evaluate the effectiveness of their collaborations. Such a structure would serve to strengthen the partnership between the Agency and Center EO and HR Offices. The partnership is ever more critical as EEOC and OPM have rolled out implementing guidance on several recent executive orders that impact both communities (e.g., Joint Memorandum Regarding Applicant Flow Data, March 3, 2010; Executive Order 13548, Increasing Federal Employment of Individuals with Disabilities; Executive Order 13515, Increasing Participation of Asian Americans and Pacific Islanders in Federal Programs; Executive Order 13506, establishing the White House Council on Women and Girls; Executive Order 13518, Employment of Veterans in the Federal Government; Executive Order 13562, Recruiting and Hiring Students and Recent Graduates, and Executive Order 13583, Establishing a Coordinated Government-Wide Initiative to Promote Diversity and Inclusion in the Federal Workforce).</p> <p><b>Allocation of Sufficient Resources to the EEO Program</b></p> <p>EO offices must have sufficient personnel resources allocated to the EEO program to ensure that required self-assessments and barrier analyses prescribed by EEOC MD 715 are conducted annually and to ensure that Special Emphasis Programs are adequately staffed. ODEO functional reviews of Center EO efforts have indicated the insufficiency of resources at some NASA Centers. At the Agency level, ODEO resources permit only one or two onsite EO functional reviews per year, meaning that it takes several years to conduct onsite reviews of the nine NASA Centers, HQ, and the NASA Shared Services Center (NSSC).</p>
OBJECTIVE:	<p>NASA will incorporate the principles of EEO and D&amp;I into the NASA Strategic Plan in an explicit manner, to convey NASA leadership's commitment to and recognition of the value of EEO and D&amp;I, and to integrate these principles with the Agency's measures of mission success.</p> <p>The NASA EO and HR communities will form stronger and more effective partnerships Agency wide. EO Directors will be included in Center decision-making meetings pertaining to EO-related matters, such as recruitment, succession planning, and selections for leadership development programs.</p> <p>The Agency will allocate sufficient resources to the Agency and Center EO programs to ensure the required staff expertise and effective execution of program requirements.</p>
RESPONSIBLE OFFICIALS:	Office of the Chief Financial Officer (OCFO); AA, ODEO; AA, Mission Support; AA, OHCM; Center Directors, HR Directors, and EO Directors
DATE OBJECTIVE INITIATED:	10/1/10
TARGET DATE FOR COMPLETION OF OBJECTIVE:	9/30/13
<b>PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE H-1:</b>	<b>TARGET DATE</b> (Must be specific)
1. <b>NASA Strategic Plan:</b> ODEO will continue to work with the OCFO to ensure that EEO and D&I are appropriately integrated into the NASA FY 11 Strategic Plan.	<b>9/30/11</b> <b>Completed</b>

2. <b>Sharing of Barrier Analysis:</b> Center EO staff will meet with the Center FEORP Manager, Co-op Manager, and Center Recruiter(s) to share results of barrier analysis, particularly the identification of underrepresented groups in the Center's major occupations.	<b>9/30/11 Completed</b>
3. <b>Selecting Recruitment Sites:</b> ODEO, OHCM, and EO and HR offices will collaborate in the selection of university and other recruitment sites that address underrepresented groups, as identified in the Center FEORP plan and the EO office's barrier analysis, including IWTD.	<b>9/30/13 Partially Completed Extended</b>
4. <b>Evaluating Recruitment Strategies:</b> Center EO and HR officials will meet annually to evaluate the effectiveness of their recruitment strategies in addressing identified areas of underrepresentation (e.g., examine applicant data, hiring data, Co-op data, etc.).	<b>9/30/13 Partially Completed Extended</b>
5. <b>Leadership Development Data:</b> Center EO offices will obtain Center-level data from HR on applications/nominations for leadership developmental programs (e.g., NASA FIRST, MLLP, SESCDP, NASA Fellowship Program, and Center programs) to include all applicants, not only those forwarded to the Agency panel. EO offices will use this data in their barrier analysis.	<b>9/30/11 Completed</b>
6. <b>Leadership Development Nominations:</b> Center HR Directors will collaborate with EO Directors in the nomination process for leadership development programs (e.g., NASA FIRST, MLLP, SESCDP, NASA Fellowship Programs, Center programs, etc.), e.g., disseminating information to employees, nomination panels, application workshops, etc.	<b>9/30/11 Completed</b>
7. <b>Succession Planning:</b> EO Directors will collaborate with Center succession planning teams to highlight demographic diversity (or lack thereof) in needed competencies, particularly at high-grade levels, and recommend strategies for increasing diversity.	<b>9/30/13 Partially Completed</b>
8. <b>ODEO and OHCM Partnership:</b> ODEO and OHCM will form an Implementation Partnership Team (IPT) comprised of high-level ODEO and OHCM staff members (i.e., Division Directors and Program Managers). The IPT will develop a strategy for effective oversight and evaluation of the collaborative efforts contained in this plan.	<b>9/30/13 Partially Completed Extended</b>
9. <b>Resources:</b> ODEO and Center EO offices will continue to augment permanent staff through contractor support, temporary hires, and detailees and will continue to make the case to senior NASA leadership to allocate sufficient resources for effective and efficient EEO and D&I efforts.	<b>9/30/13 Partially Completed</b>

**REPORT OF ACCOMPLISHMENTS AND MODIFICATIONS TO OBJECTIVE H-1**

**Note: Actions 3 and 8 were reported as completed last year, but due to recurrent deficiencies, the actions have been extended with new target dates. The target date for Action 4 was also extended.**

**EO and D&I in the NASA Strategic Plan**

EO and D&I are integrated into the NASA Strategic Plan Framework in Goal 5.1, which states that the Agency will "identify, cultivate, and sustain a diverse workforce and inclusive work environment that is needed to conduct NASA missions." EO is also integrated into the Strategic Framework in Goal 6.1, which states that NASA will "improve retention of students in STEM disciplines by providing opportunities and activities along the full length of the education pipeline." ODEO reported progress on FY 12 annual performance goals to the OCFO on a quarterly basis. ODEO is working closely with the OCFO to update EO and D&I performance goals and measurements for future years.

## **Inclusion of EEO Officials in Agency Deliberations and Strategic Planning**

The AA, ODEO, reports directly to the NASA Administrator and is a member of his senior leadership team. The senior leadership team meets once a week, providing a regular opportunity for all senior staff to report to the Administrator, Deputy Administrator, and each other on mission critical issues. In addition, all members of the senior staff are provided the opportunity to hear directly from the Administrator and Deputy Administrator on high-level matters affecting the Agency, such as public policy emanating from Congress or the Administration.

The AA, ODEO, participates on the following top-level Agency deliberating bodies:

- Executive Resources Board (ERB) – required by law to conduct the SES merit staffing process. The ERB also functions as an advisory board to the Administrator in executive personnel planning, utilization of executive resources, D&I and equal opportunity, and executive development.
- Employee Development Advisory Board (EDAB) – reviews nomination packages and ranks applicants for NASA's highly competitive, top-level management development programs such as the Agency MLLP.
- The Performance Review Board (PRB) – provides input and recommendations for consideration by the Administrator relating to the performance of executives, including performance ratings and awards.
- Baseline Performance Review (BPR) – a monthly meeting of top-level NASA officials that provides an assessment to senior management of program execution, enabling clear lines of accountability and open discussion of performance management. ODEO provides an EO status briefing at the BPR on a quarterly basis, covering Model EEO Agency Plan actions such as increasing the representation of targeted groups, improving timeliness of discrimination complaint processing, D&I Plan implementation, and conflict management.
- White House Council on Women and Girls – a Council established during FY 09 by Executive Order 13506 to address issues of particular concern to women and girls. NASA's participation on the Council is key to helping address the underrepresentation of women and girls in science, technology, engineering, and math (STEM) fields.

The AA, ODEO, was designated by the NASA Administrator to serve as the senior official responsible for development and implementation of the Agency's Disability Plan, pursuant to Executive Order 13548. In addition, ODEO has representatives on several other internal and external committees, councils, and panels, including: the White House Initiative on Asian Americans and Pacific Islanders, an initiative established by Executive Order 13515 to increase the participation of Asian Americans and Pacific Islanders in Federal Programs; the NASA Office of Education's One-Stop Shopping Initiative and Education Coordinating Committee; the Space Flight Awareness Award Panel; the Silver Snoopy Award Panel; the NASA Student Ambassador Virtual Community Selection Panel; the Construction of Facilities Prioritization Board; the Federal Inter-Agency Holocaust Council; the NASA Section 508 Interest Group; the Council of Federal EEO Civil Rights Executives; the Federal Inter-Agency Personnel Research Advisory Group; the Federal Interagency Working Group on Title VI; the Federal Interagency Working Group on Title IX; the Performance Evaluation Board for the Jet Propulsion Laboratory; and the Inter-Agency Committee on Disability Research.

## **EO and Human Capital Collaboration**

Much work has been done to strengthen collaboration between the offices in the past three years. During FY 12, senior staff from ODEO and OHCM, and Center EO and HR Directors held a joint meeting for the second consecutive year. The full day meeting of approximately 35 participants included a briefing on the Agency D&I Plan (a joint responsibility of ODEO and OHCM), including a comparison with MD 715 requirements; a discussion of employee resource groups; a "State of the People" briefing by OHCM; and a discussion of EEO, D&I, and human capital issues with the NASA Administrator. The AAs of the two offices met on a monthly basis to keep each other informed of emerging issues. In addition, ODEO and OHCM D&I liaison staff met several times to finalize the Agency's D&I Plan, submit it to OPM, and provide a briefing to OPM officials. The liaisons of the two offices continue to meet on a regular basis to work on implementation of the D&I Plan. The two offices have also met to discuss

NASA's implementation of OPM's Pathways Program and changes in the SES performance appraisal system. ODEO worked with OHCM to develop EEO and D&I performance standards for SES members.

### **Center EO and HR Collaboration on Recruitment Strategies and Succession Planning:**

Center EO Directors continued to work with their HR counterparts to share results of MD 715 barrier analysis, develop targeted outreach and recruitment and retention strategies and evaluate their effectiveness, and ensure that EO is considered in succession planning. Specific Center efforts in this regard are listed below.

**ARC:** ODEO and OHCM met quarterly and created a working group on outreach and recruitment. Members of the group include the recruitment, schedule A, and NASA Pathways coordinators from OHCM, and the Disability Program Manager (DPM) and the student programs manager from ODEO. ODEO has a seat on leadership development and recognition panels.

**DFRC:** The DPM and Selective Placement Coordinator (SPC) met monthly to work on strategies for increasing IWTDS in the workforce. The Student Programs Working Group met bi-weekly to discuss employment strategies for bringing students to the Center with a focus on placing students in areas where succession is indicated.

**GRC:** EEO and OHCM officials collaborated on recruitment strategies by evaluating senior management's recruitment strategy and results, and making adjustments to the recruitment schedule as needed to increase targeted areas. The EO Director conducted quarterly workforce review meetings with "Directors of," which include Human Capital, to ensure there are no systemic barriers impeding full participation of all groups in succession planning. The EO Director served on Center HR panels such as the Competitive Placement Plans Panel and Vacancy Selections Panel. She also reviewed data on reorganizations and buyouts.

**GSFC:** EEO and D&I leadership were identified as "key stakeholders" in the recently established Human Capital Steering Committee (HCSC), a governance vehicle to "steer" the development of the Center's Human Capital programs, initiatives, and activities, including recruitment. EO staff, in partnership with HR, conducted quarterly reviews with each Directorate to highlight the demographic composition and underrepresentation in their respective workforces.

**HQ:** The EO Director reviewed applicant and hiring data for evidence of underrepresentation of targeted groups. She met with the HR Director to discuss strategies and progress toward increasing the numbers of underrepresented groups. EO met with HR on a monthly basis to discuss succession management strategies as part of its regular tag-up meetings. HR agreed to share reorganization and buyout data with EO so that potential impact on targeted groups can be evaluated.

**JSC:** The HR Recruiting Manager and Staffing Lead met quarterly with the EO Director and EO Specialist assigned to the Recruiting Working Group to discuss recruiting strategies and targeted areas of low participation rate. EO shared the D&I Survey results with senior leaders to help guide conversations about potential developmental needs.

**KSC:** The EO Director met at least quarterly with the HR Director to discuss recruitment challenges. The Diversity Program Manager met quarterly with the HR Pathways point of contact (POC) to discuss recruitment challenges, which schools to visit to increase diversity, etc. In addition, the chairpersons of employee resource groups (ERGs) ensured that recruitment sites included schools with under-represented populations.

The EO Director also met at least quarterly with ERG senior leader champions to discuss succession planning strategies. As a result of these meetings, the Center developed a list of high-potential, diverse employees from across KSC to be considered for developmental opportunities. EO is a standing member of the Recruitment and Outreach Council focused on achieving diversity in recruitment for the Pathways program.

**MSFC:** EO and HR officials met to discuss the effectiveness of their recruitment strategies and identified areas of underrepresentation. The Center's recruiting plan was developed through the collaboration of HR, EO, Center management, and organizational customers. The Acting EO Director collaborated with the Center succession planning teams to highlight demographic diversity in needed

competencies.

**SSC:** EO, HR, Education, and External Affairs began quarterly meetings to discuss the Center strategy for recruitment. The EO Office provided demographic data to recruiters, identifying the areas of underrepresentation. The EO and HR Directors met with organizational managers to ensure they were aware of areas of deficiencies within their organizations. In addition, the EO Program Specialist attended directorate staff meetings to inform management of the underrepresentation of targeted groups and discuss opportunities to address it.

#### **Allocation of Sufficient Resources to the EEO Program**

ODEO continued to advise senior NASA leadership of the resources necessary for effective and efficient EEO and D&I efforts. However, due to severe budget constraints, resources continued to be constrained across the Agency. ODEO augmented its permanent staff with contractor support, particularly in the areas of conflict management, anti-harassment training, functional reviews, D&I, and compliance reviews of grant recipients. ODEO also utilized a detailee from JSC for 90 days.

Center EO and Diversity offices continued to augment permanent staffing through contractor support, students, rotations, detailees, ERGs, MD 715 Teams, and summer interns. SSC and NSSC pooled resources to maximize their recruitment efforts. The EO Office at SSC was approved for one additional full-time term employee.

<b>EEOC FORM 715-01 PART H-2</b>	<b>U.S. Equal Employment Opportunity Commission</b> <b>FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</b>	
<b>National Aeronautics and Space Administration</b>		<b>FY 12 Report and FY 13 Plan Update</b>
STATEMENT OF MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	<p><b>Essential Element C: Management and Program Accountability</b></p> <p>This essential element requires managers and supervisors to be evaluated on their commitment to Agency EEO policies and principles. It also requires that all managers, supervisors, and EEO officials are held responsible for the effective implementation of the Agency's EEO program and plan.</p> <p><b>The following deficiencies were identified at the end of FY 10. Since that time, substantial strides have been made in eliminating the deficiencies. See the Report of Accomplishments section at the end of Part H-2 for details of FY 12 accomplishments.</b></p> <p><b><i>Accountability of Managers and Supervisors in their EEO and Diversity Performance</i></b></p> <p>NASA supervisors are evaluated on their EO performance through either the NASA Performance Management Plan for the SES or the NASA EPCS for non-SES supervisors. Both systems require measures of performance that are specific, measurable, aggressive, achievable, results oriented, and time based (SMART).</p> <p>In August 2010, the NASA SES performance appraisal system was changed to create a separate EEO and D&amp;I competency for SES managers. EEO and D&amp;I performance had previously been a part of the Leading and Managing People competency, as it remained for nonSES supervisors. During FY 12, OHCM again began reconfiguring the SES performance system, to align it with new OPM requirements. In the new system, EEO and D&amp;I are mandated as part of the Leading People or Building Coalitions competency/performance requirements.</p> <p><b>EEO Program Evaluation</b></p> <p>Beginning in FY 08, ODEO began conducting two onsite functional reviews per year of Center EO offices to evaluate implementation of EEO laws, regulations, and executive orders and to validate the Centers' annual self-assessments pursuant to EEOC MD 715. Due to limited resources, however, ODEO was only able to conduct one Center functional review in FY 12.</p>	
OBJECTIVE:	NASA will continue to evaluate SES and non-SES supervisors on their EEO and D&I efforts through NASA's performance appraisal systems. NASA will ensure that managers, supervisors, and EEO officials are held accountable for the effective implementation of the Agency's EEO Program and plan.	
RESPONSIBLE OFFICIAL:	AA, OHCM; AA, ODEO; Center Directors; Center HR Directors; and Center EO Directors	
DATE OBJECTIVE INITIATED:	10/1/10	
TARGET DATE FOR COMPLETION OF OBJECTIVE:	9/30/13	
<b>PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE H-2</b>		<b>TARGET DATE</b>

1. <b>Non-SES Performance Appraisal:</b> ODEO will meet with OHCM to discuss the nonSES supervisory appraisal system and NF 1726.	<b>6/30/11 Completed</b>
2. <b>EEO Performance Element for Supervisors:</b> OHCM will review the Agency's performance management process, and in collaboration with ODEO, will ensure that EO and D&I are factored into the management competencies for SES and nonSES supervisors.	<b>9/30/13 Partially Completed</b>
3. <b>Educating Senior Managers on Changes:</b> Center EO Directors will brief senior managers regarding changes to the SES and nonSES performance standards to explain how EEO and D&I efforts should be included and measured.	<b>9/30/13 Partially Completed Extended</b>
4. <b>Input on Senior Managers' Performance Appraisals:</b> Center EO Directors will provide feedback to the Center Director to be used in the performance appraisal of Directorate Heads, including the extent to which the supervisor assisted in the development and implementation of the Model Center Plan.	<b>9/30/2011 Completed</b>
5. <b>Performance Review Boards:</b> Center EO Directors will be members of their Center PRBs to determine whether EO performance is being evaluated objectively and consistently. Center EO Directors will then provide feedback, i.e., concerns regarding the procedures, to the AA, ODEO, who is a member of the Agency PRB. If the EO Director is not on the PRB, status updates should provide an explanation.	<b>9/30/2011 Completed</b>
6. <b>EO Functional Reviews:</b> ODEO will continue to conduct onsite functional reviews of at least one Center per year to ensure effective and efficient management of EEO Program requirements and resources and to validate the Center's annual self-assessments.	<b>9/30/13 Partially Completed</b>
7. <b>Functional Review Tracking System:</b> ODEO will develop a tracking system to ensure timely implementation of corrective actions recommended in the functional review reports.	<b>6/30/11 Completed</b>

**REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE H-2**

**Note:** Actions 1, 4, 5, and 7 were completed by the end of FY 11 and accomplishments are therefore not reported below. Because of changes to the SES performance appraisal system, Action 3 was rewritten with an extended target date; Centers will report on Action 3 in next year's report.

**Managerial and Supervisory EEO Performance Appraisal**

NASA continued its efforts to ensure that managers and supervisors are effectively evaluated with regard to performance of their D&I and EEO responsibilities.

Late in FY 12, OHCM established a performance management review team comprised of Center Human Resources Specialists and Labor representatives to re-examine NASA's non-SES performance management process, the EPCS, and make recommendations for improvement. The team has recommended changes to the supervisory element and will ensure that EO and D&I are factored in accordingly. OHCM is currently staffing the team's proposal with ODEO and other offices.

OHCM also updated the SES performance appraisal system to comply with new OPM requirements, and met with ODEO to discuss the changes. EEO and D&I efforts will be measured as part of the Leading People element or the Building Coalitions element, at the discretion of the organization head. The element chosen to include EEO and D&I must be assigned a weight of 25 percent of the total rating, the most weight of any element other than Results Driven which has a 40 percent weighting. Together, OHCM and ODEO developed language for the EEO and D&I performance requirement that specifies successful performance. This language has been included with the performance planning materials OHCM provided to all SES members.

The AA, ODEO, continues to participate on the Agency PRB, which provides advice, counsel, and recommendations for consideration by the Administrator relating to the performance of senior executives (performance ratings and awards). Through her membership on this Board, the AA is able to have input on the standards for senior executive performance, as well as input on specific appraisals. The AA, ODEO, also provides advice when there is insufficient diversity in the selection of candidates for awards.

### **Functional Review Program**

ODEO continued its onsite Functional Review Program of the NASA Centers. The purpose of the reviews is to assess the effectiveness of efforts regarding EEO for the NASA workforce and 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, interviews of senior Center officials (e.g., Center Director, Deputy Center Director, Chief Counsel, and HR Director), review of EEO counseling and reasonable accommodation files, an Employee Satisfaction Survey e-mailed to all Center employees, and a tour of Center facilities to evaluate accessibility.

ODEO has seen improvements in several areas at Centers where onsite reviews have been conducted. For example, EO policies and communication materials are often updated and/or disseminated after the onsite has been scheduled; ODEO has also seen language assistance plans drafted or updated in combination with the review, as well as the organization of counseling files and removal of physical barriers to facility accessibility.

During FY 12, a functional review was conducted at GSFC in August 2012. The Wallops Flight Facility (WFF) was visited in September 2012. The onsite visits consisted of tours of the facilities to assess architectural accessibility; 24 interviews at GSFC and five interviews at WFF; and a review of complaint, ADR, and reasonable accommodation files. The information gathered during the onsite visits will be combined with an analysis of the advance information provided by GSFC and results of the Employee Satisfaction Survey to develop the written EO Functional Review Report.

Also during FY 12, ODEO completed EO Functional Review Reports for DFRC, NSSC, and ARC. ODEO shared the completed reports with the respective Center Directors and EO Directors.

<p>EEOC FORM 715-01 PART H-3</p>	<p align="center"><i>U.S. Equal Employment Opportunity Commission</i></p> <p align="center"><b>FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</b></p>	
<p><b>National Aeronautics and Space Administration</b></p>	<p align="right"><b>FY 12 Report and FY 13 Plan Update</b></p>	
<p>STATEMENT OF MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:</p>	<p><b>Essential Element D: Proactive Prevention of Discriminatory Actions</b></p> <p>The Essential Element of Proactive Prevention requires agencies to take early efforts to prevent discriminatory actions. To assist in the prevention of such actions, NASA has proactively focused on areas with the potential for illegal discrimination, e.g., workplace conflict situations and harassing conduct.</p> <p><b>The following deficiencies were identified at the end of FY 10. Since that time, substantial strides have been made in eliminating the deficiencies. See the Report of Accomplishments section at the end of Part H-3 for details of FY 12 accomplishments.</b></p> <p><b>Tools Needed to Effectively Address Workplace Conflict</b></p> <p>NASA managers, supervisors, and employees continue to need effective tools to address workplace conflict. Efforts are also needed to help reduce employee reliance on formal processes such as the EEO complaints process. The Conflict Management Program (CMP) continues to develop new approaches to help managers, supervisors, and employees strategically address workplace conflicts and resolve them at the earliest stage.</p> <p><b>Implementation of Anti-Harassment Procedures</b></p> <p>During early FY 10, NASA issued Agency-wide Anti-Harassment Procedures (NPR 3713.3) to ensure that allegations of harassing conduct are promptly and efficiently addressed before they can rise to the level of illegal discrimination. Consistent with EEOC guidance, these procedures are separate and apart from the Agency's EEO complaints process. ODEO needs to provide technical guidance and training for NASA managers, supervisors, and employees as the new procedures continue to be implemented across the NASA Centers. ODEO also needs to monitor the process regularly to analyze the number and type of allegations raised and the average amount of time taken to complete the process at each Center.</p> <p><b>Trend Analyses of Performance Ratings and Awards Data</b></p> <p>NASA has not sufficiently monitored performance ratings and awards data to look for potential biases in the processes. Performance ratings are a key factor in determining monetary performance awards. Performance ratings and awards (including honor awards) are also used in promotion considerations, and low performance ratings may serve as the basis for the termination of employees. For these reasons, it is important for NASA to proactively conduct trend analyses of employee ratings and awards to safeguard against illegal discrimination in the processes.</p> <p><b>Diversity and Inclusion (D&amp;I)</b></p> <p>For many years, NASA lacked sufficient data regarding employee attitudes about D&amp;I. For example, what are employee perceptions on whether, and to what extent, NASA policies promote fair treatment for all, equitable access to professional development and career enhancing opportunities is afforded, and having employees with diverse backgrounds is considered valuable to organizational success? The lack of data hindered the development of consistent goals, objectives, and actions to effectively advance D&amp;I across the Agency. As part of its D&amp;I Framework developed in FY 09, NASA conducted a D&amp;I Assessment Survey at the end of FY 10. NASA will</p>	

	<p>utilize the survey results, along with other sources of data, to better understand where the Agency stands with regard to D&amp;I and to develop and implement Agency and Center D&amp;I Strategic Implementation Plans.</p> <p><b>Dissemination of EO and Diversity Information</b></p> <p>ODEO needs to continue to explore and update methods for effectively disseminating EO and D&amp;I information to the NASA workforce, applicants for employment, and the general public.</p>
OBJECTIVE:	NASA managers and EO officials will take positive, proactive actions to prohibit illegal discrimination and harassment and to encourage D&I for all Agency employees.
RESPONSIBLE OFFICIAL:	ODEO; NASA Senior Managers; Center Directors; Center EO Directors
DATE OBJECTIVE INITIATED:	10/1/10
TARGET DATE FOR COMPLETION OF OBJECTIVE:	9/30/13
<b>PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE H-3</b>	
	<b>TARGET DATE</b> (Must be specific)
1. <b>Conflict Management Program:</b> ODEO will continue to expand the Agency-wide CMP by deploying Individual Conflict Consultation sessions, CMP classroom training sessions, and Agency-wide Webinars.	<b>9/30/13</b> <i>Partially Completed</i> <i>Extended</i>
2. <b>Anti-Harassment Training:</b> ODEO will finish development of classroom training regarding the new anti-harassment procedures and deploy it to managers and supervisors at each Center. ODEO will deploy an eLearning tool on NASA's new anti-harassment procedures by means of its Web site and the Agency's training portal, SATERN.	<b>9/30/12</b> <i>Completed</i>
3. <b>Anti-Harassment Trends:</b> ODEO will monitor the anti-harassment procedures regularly by conducting trend analyses on the number and type of allegations raised and the average amount of time taken to complete the process at each Center.	<b>9/30/13</b> <i>Partially Completed</i>
4. <b>Performance Ratings and Awards:</b> ODEO will conduct in-depth trend analyses of performance ratings and performance awards to assess whether the processes afford equal opportunities for all NASA employees.	<b>9/30/13</b> <i>Partially Completed</i> <i>Extended</i>
5. <b>Diversity and Inclusion:</b> NASA, utilizing results of the D&I Assessment Survey, input provided by the D&I Strategic Partnership (DISP), and guidance from OPM, will develop and implement a D&I Strategic Plan. Centers will develop Center D&I Implementation Plans.	<b>9/30/13</b> <i>Partially Completed</i> <i>Extended</i>
6. <b>Dissemination of EO and Diversity Information:</b> ODEO and Center EO Offices will continue to design and update communication media to disseminate EO and D&I information, including: online information; displays, posters, newsletters; briefings, e-brochures, video teleconferences; Webinars; and eLearning tools.	<b>9/30/13</b> <i>Partially Completed</i> <i>Extended</i>
<b>REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE H-3</b>	

**Note:** Target date for Action 4 was extended due to renewed concerns regarding performance ratings. Target date for Action 5 was extended for development of the Center D&I Implementation Plans.

### **Conflict Management Program (CMP)**

FY 2012 was the fifth year since the CMP was deployed by ODEO to address Agency needs and concerns regarding workplace conflict. CMP continued to provide the range of education and consultative opportunities provided in previous years. Individual Conflict Consultations between a trained professional and an employee were provided to employees at four Centers. In many instances, these private consultations were used to prevent unnecessary disputes or escalation of disputes that might lead to EEO complaints or grievances. High Performing Teams Conflict Management training, which identifies the necessary components of high performing teams and barriers to high performance, was provided at two NASA Centers. Intact Team training, which helps teams develop skills necessary to use conflict to a team's advantage, was provided at three Centers. The Web-based Conflict Management Refresher training, which provides a follow on to the Basic Conflict Management classroom training, continued to be posted in SATERN to be readily available for employees, managers, and supervisors at a convenient time. Webinars on Trust Building, Effective Communication, Handling Difficult Emotional Situations, and Performance Expectations were conducted for 72 employees Agency wide.

### **Anti-Harassment Training and Trends**

NASA finalized its Agency Anti-Harassment Procedures (NPR 3713.3) on October 11, 2009 (accessible at <http://nodis3.gsfc.nasa.gov/displayDir.cfm?t=NPR&c=3713&s=3>).

In FY 12, ODEO reported to the Agency's senior leadership on key process elements of the AHP. Among the noteworthy data in the report: the number of individuals availing themselves of the process was 47 in FY 2012, compared to 60 in FY 11 and 32 in FY 10. The average processing time was 46 days in 2012, compared to 45 days in FY 11, both reflecting a significant reduction from 61 days in FY 10. Eight of 47 harassment allegations in 2012 (17 percent) resulted in formal EEO complaints, as compared to six of 60 in FY 11 (10 percent) and five of 32 harassment allegations raised in FY 10 (15 percent). These are significant indicators of program success, as NASA's AHP was specifically designed to enable the Agency to handle harassment allegations promptly and effectively before the conduct reached the level of actionable discrimination under Title VII and related anti-discrimination.

Also in FY 12, ODEO deployed an online anti-harassment module as one component of its Diversity and EO eLearning Institute, showing how the NASA policy and procedures can help to quickly address and resolve allegations of harassing conduct.

### **Analysis of Performance Ratings and Performance Awards**

ODEO conducted analysis of NASA's EPCS FY 12 ratings to update analysis conducted in FY 10 and 11. See I-2, page 42, for a discussion of the analysis. ODEO also updated analyses of performance awards data, including QSIs and honor awards. See Barrier I-2, page 42, for a discussion of the analysis.

### **D&I Strategic Implementation Plan**

ODEO and OHCM worked extensively during FY 12 to collaboratively align the Agency's draft D&I Strategic Implementation Plan (D&I Plan) with Executive Order 13583 (August 2011) and subsequent implementing guidance provided by OPM. The D&I Plan was cross-walked with the Model EEO Agency Plan to avoid duplication of efforts. NASA submitted the D&I Plan to OPM in March 2012 and provided a briefing to OPM in June 2012. OPM gave its approval to NASA's plan, recognizing the plan as comprehensive, the leadership commitment as strong, and stated that NASA is "well ahead of the curve." OPM also cited NASA for having a fully realized presence for D&I in its Agency Strategic Plan and for the D&I Strategic Partnership (DISP), specifically because it is "inclusive of the full spectrum of senior leadership positions to better ensure diverse inputs into D&I decision making and fully shared accountability, as well as to create sustainability through an institutionalized D&I structure." The D&I Plan was disseminated to Officials-in-Charge of HQ Offices and NASA Center Directors in July 2012 and is available on the ODEO Web site at: <http://odeo.hq.nasa.gov/documents/diversityInclusion.pdf>. The Agency will continue deployment of the D&I Plan during FY 13 and provide technical assistance to Centers in standing up their own D&I initiatives.

## Development and Dissemination of EO Information

During FY 12, ODEO launched its eLearning Institute, designed to provide the NASA workforce with real-time education and awareness opportunities on various aspects of EO and D&I at NASA, as well as valuable credits in the Agency's online training and educational resources system, SATERN. At its launch date, the eLearning Institute was comprised of three e-learning modules intended to help enable employees to explore EO and conflict management topics anywhere, at any time. These included modules on ADR, which explains the benefits of utilizing mediation to resolve equal employment opportunity EEO; an Anti-Harassment module showing how the NASA policy and procedures can help to quickly address and resolve allegations of harassing conduct; and a Conflict Management Refresher course to help employees review the core sources of workplace conflict and emotional responses to conflict.

In addition, ODEO launched a Diversity and EO Information Resource Guide (accessible internally only at: <http://www1.nasa.gov/offices/odeo/nasaonly/home/index.html>), a companion to the eLearning Institute's course offerings. The Resource Guide was designed to be a one-stop-shopping tool for helping managers and employees to better understand general D&I and EO concepts and to learn more about NASA's efforts to become a model Agency for EEO. As such, it addresses a variety of specific topics, such as Special Emphasis Programs, EEO complaints processing, reasonable accommodations, and anti-harassment policy and procedures. The guide will be frequently updated to reflect the ever evolving state of D&I and EO, including new legislation, regulations, executive orders, and relevant NASA policy and procedures.

ODEO issued two editions of its EO/D&I newsletter, *Endeavor*, during FY 12, featuring NASA's new D&I Strategic Implementation Plan, NASA's new Procedures for Sexual Orientation Discrimination Complaints, an article about EEOC's ruling regarding gender identity under Title VII, the Administrator's EO and Diversity Senior Management Forum, ODEO's eLearning Institute and Information Resource Guide, and OPM's guidance on transgender issues in the workplace. In addition to its placement on the ODEO Web site, *Endeavor* is also accessible from the main Headquarters Web site and is disseminated by the NASA Center EO offices to reach the widest possible audience of NASA employees.

In addition to the above initiatives, ODEO disseminates EEO information via its Web site (<http://odeo.hq.nasa.gov/>). The Web site was updated during FY 12 to include the Agency's 2012 EEO Policy Statement, management directives, procedures, facts, policy statements, etc. And for the first time, ODEO posted the complete Model EEO Agency Plan and Accomplishment Report on its Web site. ODEO also disseminates information through e-mails, Webinars, video and teleconferences, briefings to senior management, and face-to-face meetings with Agency officials.

The Centers use a myriad of communication media, including EO and D&I Web sites, memoranda, Agency and Center newsletters, bulletin boards, displays, workshops, meetings, Webinars, focus groups, D&I dialogues, new employee and new supervisor orientations, briefings, "Lunch and Learns," Center-wide e-mails, internal televisions, electronic kiosks, posters, brochures, resource cards, pamphlets, and ADR booklets.

<b>EEOC FORM 715-01 PART H-4</b>	<b>U.S. Equal Employment Opportunity Commission</b> <b>FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</b>	
<b>National Aeronautics and Space Administration</b>		<b>FY 12 Report and FY 13 Plan Update</b>
STATEMENT OF MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	<p><b>Essential Element E: Efficiency</b></p> <p>The Essential Element of Efficiency requires agencies to have efficient systems in place to assess the impact and effectiveness of the Agency's EEO Programs, including the management and processing of discrimination complaints. This element evaluates NASA's success at meeting regulatory timeframes and requires agencies to develop more efficient systems to improve timeliness if regulatory timeframes are not being met.</p> <p><b>The following deficiencies were identified at the end of FY 10. Since that time, substantial strides have been made in eliminating the deficiencies. See the Report of Accomplishments section at the end of Part H-4 for details of FY 12 accomplishments.</b></p> <p><b>EEO Complaints Processing and ADR</b></p> <p>It is NASA policy to maintain a productive work environment in which disputes can be settled quickly by voluntary use of ADR. NASA must efficiently manage complaints processing and ADR to resolve complaints at the lowest possible level and within required timeframes. However, NASA has not been meeting regulatory timeframes in completing investigations, and, until FY 12, in issuing FADs. Prior to FY 11, the Agency had not had a great deal of success in increasing its ADR utilization rates.</p> <p>At the informal (precomplaint) stage, Centers need to further examine their ADR programs for ways to increase employee participation and improve settlement rates. ODEO and Center Directors need to remind management officials that their participation in ADR is required when Center management has agreed to offer ADR to an aggrieved individual. At the formal stage, ODEO will continue to work on improving the timeliness of investigations and Final Agency Decisions (FADs).</p>	
<b>OBJECTIVE:</b>	NASA will improve the efficiency of its EEO complaints management processing to maximize resources, ensure timeliness of NASA EEO reporting and complaints processing, and increase program effectiveness.	
<b>RESPONSIBLE OFFICIALS:</b>	AA, ODEO; Center Directors; Center EO Directors	
<b>DATE OBJECTIVE INITIATED:</b>	10/1/10	
<b>TARGET DATE FOR COMPLETION OF OBJECTIVE:</b>	9/30/13	
<b>PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE H-4</b>		<b>TARGET DATE</b> (Must be specific)
1. <b>ADR Participation:</b> ODEO and Center EO offices will continue to examine their ADR programs for ways to increase participation and improve settlement rates.		<b>9/30/13</b> <i>Partially Completed</i> <i>Extended</i>
2. <b>ADR Training:</b> ODEO will deploy an ADR e-learning module in SATERN.		<b>6/30/11</b> <i>Completed</i>

3. **Streamline Complaints Processing:** To effectively and timely implement EEO requirements regarding complaints processing timeframes, ODEO will continue to ensure that complaints are investigated and FADs are issued in accordance with 29 C.F.R. Part 1614 (e.g., 180 days for investigations). Processes will continue to be streamlined and, in the case of FADs, ODEO will prioritize assignment of cases.

**9/30/13  
Partially  
Completed**

#### **REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE H-4**

**Note:** Action 2 was completed in FY 11 and is, therefore, not reported below. The target date for Action 1 was extended. Although ADR utilization has increased, the Agency wants to further improve settlement rates. Action 4 (The AA, ODEO, will communicate to Center Directors that they are responsible for ensuring the effective functioning of the EEO ADR Program at the informal stage of the discrimination complaint process) was deleted from the Plan as it was deemed unnecessary.

#### **Increasing Effective Utilization of ADR**

ODEO and Center efforts over the past several years to increase the utilization of ADR succeeded in raising the participation rate from 50 percent during FY 11 to 63 percent for FY 12 (the EEOC target is 50 percent participation). Of the 21 counselings that were accepted for ADR during the informal phase, six were settled with benefits (monetary and nonmonetary) and another seven were closed with no formal complaint filed.

Center efforts to increase ADR participation rates during FY 12 included:

**ARC:** EO staff continued to provide an informational handout developed specifically for the EO intake folder to all employees entering the informal complaint process. ADR pamphlets were distributed to all supervisors, and an electronic copy is posted on the EO Web site. EO staff also provided ADR information in 15 briefings to managers.

**GRC:** When an employee requested a counselor, the ADR process was explained and booklets entitled, "ADR for EEO: A Far-Reaching Effect" and "Conflict Management Program" were provided. Also, new employees received the ADR booklet during New Employee Orientation.

**GSFC:** The ADR Program continued to be managed by an independent office outside of the EO Office. The ADR Program Manager worked closely with the EO Office to resolve complaints.

**HQ:** The EO Office conducted annual briefings called "Understanding the ADR Process."

**JSC:** EO Staff worked closely with the Employee Labor Relations Manager to ensure aggrieved individuals were offered ADR when appropriate. Seven mediations were conducted through third quarter FY 12, resulting in three settlement agreements. ADR surveys were provided to all ADR participants and reviewed for lessons learned. Senior Staff were briefed on the availability of the eLearning ADR Module titled "Alternative Dispute Resolution." In addition, four JSC employees attended the Houston Federal Executive Board (HFEB) Mediation Training.

**SSC:** ODEO discussed all aspects of the ADR program at Directorate staff meetings. The EO Manager and Program Specialist presented an overview to several Directorates on the Center and Agency ADR Programs. As a prerequisite, employees were asked to complete the e-Learning ADR course.

#### **EEO Administrative Complaints Processing**

The average days to issue a Final Agency Merit Decision dropped from 363.67 days in 2011 to 181 days in 2012, a 50 percent reduction. ODEO continued to implement streamlining procedures aimed at further reductions in processing days. These procedures should be completed by the target date of 9/30/13. In addition, ODEO issued a NASA Desk Guide to assist in consistent and efficient complaint processing and a Contingent Workers Guidance. Finally, ODEO instituted Agency-wide training to Centers regarding informal complaint processing.

#### **New Procedures for Complaints Based on Sexual Orientation**

During FY 12, years of work by ODEO and the OGC culminated in new Agency procedures for processing

discrimination complaints based on sexual orientation. The procedures were effective on June 1, 2012, with NASA Procedural Requirement (NPR) 3713.4 (accessible at: [http://nodis3.gsfc.nasa.gov/npg\\_img/NPR\\_3713\\_0004/NPR\\_3713\\_0004\\_Chapter1.pdf](http://nodis3.gsfc.nasa.gov/npg_img/NPR_3713_0004/NPR_3713_0004_Chapter1.pdf)). ODEO began and continues to provide training to Center personnel on using the new procedures.

<b>EEOC FORM 715-01 PART H-5</b>	<b>U.S. Equal Employment Opportunity Commission</b> <b>FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</b>	
<b>National Aeronautics and Space Administration</b>		<b>FY 12 Report and FY 13 Plan Update</b>
STATEMENT OF MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	<p><b>Essential Element F: Responsiveness and Legal Compliance</b></p> <p>This essential element requires Federal agencies to be in full compliance with EEO statutes and EEOC regulations, policy guidance, and other written instructions. Given that significant new civil rights legislation has been passed in recent years, NASA must ensure that it is in full compliance with new laws and regulations.</p> <p><b>Reasonable Accommodation Procedures</b></p> <p>EEOC issued its regulations implementing the Americans with Disabilities Act Amendments Act (ADAAA) on March 25, 2011, and they became effective on May 24, 2011. ODEO must determine whether there is a need to revise the Agency's own reasonable accommodation procedures (NPR 3713.1A) and/or provide additional guidance to Center EO Offices, in light of the ADAAA and its new regulations. In addition, ODEO and Center EO Offices must ensure compliance with timeliness and record-keeping requirements of NASA's reasonable accommodations procedures.</p> <p><b>Other Actions Regarding New Civil Rights Legislation</b></p> <p>EEOC issued implementing regulations for the Genetic Information Nondiscrimination Act (GINA) on November 9, 2010, and these became effective on January 10, 2011. NASA must ensure compliance with requirements of GINA and continue to provide appropriate guidance, information, and technical assistance to managers, supervisors, and employees regarding both GINA and the ADAAA.</p> <p><b>Timely Submission of Model EEO Agency Plan and Report</b></p> <p>ODEO shall develop and adhere to milestones that facilitate a more timely completion of the draft plan, with sufficient time for obtaining the necessary concurrences, to ensure timely submission of the final plan to EEOC.</p>	
OBJECTIVE:	NASA will be in full compliance with EEO statutes and EEOC regulations, policy guidance, and other written instructions.	
RESPONSIBLE OFFICIAL:	ODEO; Office of the General Counsel (OGC); and Center EO Directors	
DATE OBJECTIVE INITIATED:	10/1/10	
TARGET DATE FOR COMPLETION OF OBJECTIVE:	9/30/13	
<b>PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE H-5</b>		<b>TARGET DATE</b> (Must be specific)
1. <b>Reasonable Accommodations:</b> ODEO and Center EO Offices will continue to review reasonable accommodation decisions and actions to ensure compliance with NPR 3713.1A, including timeliness, record keeping, and reporting requirements, and to monitor trends. Centers will report any problems with providing reasonable accommodations to ODEO and their Center Directors for early intervention and resolution.		<b>9/30/11</b> <b>Completed</b>

<p>2. <b>ADAAA and GINA:</b> ODEO and Center EO Offices, in consultation with the OGC, will continue to provide appropriate guidance, information, and technical assistance to managers, supervisors, and employees regarding ADAAA and GINA to ensure that the Agency complies with the requirements of the new laws.</p>	<p><b>9/30/11 Completed</b></p>
<p>3. <b>Timely Submission of Model EEO Agency Plan:</b> ODEO will develop and adhere to milestones that lead to timely concurrence on the Model EEO Agency Plan by management officials and timely submission to EEOC.</p>	<p><b>9/30/13 Partially Completed</b></p>
<p>4. <b>Reasonable Accommodations:</b> Center EO offices will continue to use diverse approaches to provide reasonable accommodations, including:</p> <ul style="list-style-type: none"> <li>- increasing awareness and utilization of the Department of Defense Computer/Electronic Accommodations Program (DoD CAP);</li> <li>- consulting with the Job Accommodation Network (JAN) for accommodation information; and</li> <li>- determining the feasibility and advantages of centralizing funding to provide nonarchitectural reasonable accommodations.</li> </ul>	<p><b>9/30/13</b></p>
<p>5. <b>ADAAA and GINA:</b> Now that EEOC has issued implementing regulations for ADAAA and GINA, ODEO will determine whether changes to its reasonable accommodations and other relevant policies and processes and/or additional guidance are needed to ensure compliance with the regulations and issue new policies accordingly.</p>	<p><b>9/30/13</b></p>

**REPORT OF ACCOMPLISHMENTS AND MODIFICATIONS TO OBJECTIVE H-5**

**Note:** Actions 1 and 2 were completed in FY 11, and accomplishments for those actions are not reported below.

**Providing Reasonable Accommodations (RA)**

Specific Center efforts with regard to providing RA include:

**ARC:** The DPM, Health Clinic, HR, and Office of the Chief Counsel (OCC) met at least once per month to discuss outstanding RA requests, explore various types of accommodations, discuss available resources that could provide accommodations free of charge, and monitor approved RA for effectiveness.

**DFRC:** The EO Office continued to work with employees requesting RA using JAN and CAP, as appropriate. The EO Office received a budget for interpreting services for the Center.

**GRC:** EO met with HR, OCC, and management to improve the process for employees to request RA.

**GSFC:** The Center continued to maintain a centralized RA fund as part of its effort to facilitate the availability of funds for RA requests. The EO Office continued to maintain an effective partnership with HR, the Office of Chief Counsel (OCC), and the Center's Medical Director in providing a strategic, collaborative approach to effectively manage an increasing number of RA requests. In an effort to more accurately identify RA options for employees who are unfamiliar with assistive technology, the DPM and a detailee from the IT Directorate began working to establish the Goddard Accessibility Project for employees and managers to receive support in identifying RA solutions. This effort included a site visit to CAPTEC, DoD's Assistive Technology lab, as well as the Department of Agriculture's Target Center.

**HQ:** In two instances, consultation between HR, the Office of the Chief Health and Medical Officer, and the supervisor resulted in employees receiving appropriate RAs. EO worked with CAP to provide a communications device for a deaf employee. HQ provided ongoing sign language interpretation services to a deaf employee and an unpaid intern for office meetings and training. HQ was able to provide all of the accommodations that were requested and approved. The EO Office conducted a briefing on RA.

**JSC:** The Center had 22 RA requests during FY 12. The DPM collaborated directly with HR on 13 of those requests in joint meetings to engage the employee and the manager in a meaningful interactive process. The DPM and Section 508 Coordinator met with the GSFC DPM and Selective Placement

Coordinator (SPC) to gain insight into the use of CAP and centralized funding for RAs. EO staff have included information about CAP, Department of Assistive and Rehabilitative Services (DARS), and JAN during trainings provided to the JSC community, including HR for Managers training.

**KSC:** The Center used centralized funding to purchase assistive technology for a low-vision employee; it took only 13 calendar days from receipt of the request to installation on the employee's computer. The DPM worked with facility management to procure a permanent space in the HQ building to accommodate nursing mothers needing a private and appropriate place for lactation.

**LaRC:** The DPM provided targeted briefings to individuals and organizations regarding the RA process and resources for obtaining accommodations.

**MSFC:** EO utilized CAP and JAN for providing RAs, as well as the local State Vocational Rehabilitation Office.

**NSSC:** During FY 12, NSSC continued to provide all RAs requested by employees. The NSSC Diversity and EO Web site contains a link to CAP. The EO Director represented the Center on the Agency's monthly Agency 508 Working Group telecons and the bi-weekly Agency 508 Compliance Interest Group. The EO Director facilitated resolution of issues raised by visually impaired employees with the new release of SATERN, the Agency online training system. The EO Director also compiled a document detailing the issues experienced by NASA visually and hearing impaired employees with IT products and services and shared the document with numerous stakeholders, including contract officials and the Agency DPM.

**SSC:** ODEO raised awareness of CAP while attending directorate staff meetings and quickly responded whenever an RA need arose for employees, summer students, co-ops, or others.

#### **Timely Reporting to EEOC**

NASA requested and received an extension from February 29 to March 15 for submission of its FY 11-12 Model EEO Agency Plan and Status Report. The Plan was submitted through EEOC's automated system prior to the extended deadline. ODEO began updating the FY 12 Plan in June 2012, when Centers submitted a midyear report of accomplishments. The Centers submitted Part G at the end of July, draft Part Hs at the end of August, input for Agency actions at the end of September, and draft Part Is at the end of October.

<p><b>EEOC FORM 715-01 PART I-1</b></p>	<p align="center"><i>U.S. Equal Employment Opportunity Commission</i> <b>FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</b></p>	
<p><b>National Aeronautics and Space Administration</b></p>		<p><b>FY 12 Report and FY 13 Plan Update</b></p>
<p>STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:</p> <p>Provide a brief narrative describing the condition at issue.</p> <p>How was the condition recognized as a potential barrier?</p>	<p><b>Recruitment and Retention of IWTD</b></p> <p>The percentage of qualified IWTD in the NASA workforce remained at 1.1 percent, the same as at the end of FY 12. The representation of individuals with targeted disabilities has been at or around 1 percent of the NASA workforce for over 20 years, despite a Government-wide goal of 2 percent.</p> <p>In July 2010, the President issued Executive Order 13548, "Increasing Federal Employment of Individuals With Disabilities." The Executive Order observed that IWD remain underrepresented in the Federal workforce, comprising just over 5 percent of the nearly 2.5 million people in the Federal workforce, and IWTD represented less than 1 percent of that workforce. The Executive Order required Federal agencies to develop plans for promoting employment opportunities for IWD and other specific requirements (e.g., designation of a "senior-level agency official to be accountable for enhancing employment opportunities for individuals with disabilities and IWTD within the agency..." and increased use of Schedule A excepted service hiring authority for persons with disabilities).</p> <p>In October 2010, the Government Accountability Office (GAO) published "Highlights of a Forum: Participant-Identified Leading Practices That Could Increase the Employment of Individuals With Disabilities in the Federal Workforce." GAO selected participants for the forum based on a survey of knowledgeable individuals. The survey results also formed the basis for the agenda of the forum and were refined by participants to focus on actions they deemed most important.</p> <p>Executive Order 13548 and the GAO Forum further confirm the need for increased efforts Government-wide to address barriers to EO faced by IWTD.</p> <p><b>Architectural Accessibility</b></p> <p>According to NASA's annual Accessibility Summary Report (ASR), there are numerous NASA sites where architectural barriers exist.</p> <p>NASA conducts facility surveys in accordance with U.S. Architectural Barriers Access Board regulations. A review of the FY 12 ASR revealed that of 977 NASA facilities across the country required to be accessible, 446 buildings do not meet Uniform Federal Accessibility Standards (UFAS) (codified at 36 C.F.R. Part 1190).</p>	
<p>BARRIER ANALYSIS:</p> <p>Provide a description of the steps taken and data analyzed to determine the cause of the condition.</p>	<p><b>Recruitment and Retention</b></p> <p>In FY 10, ODEO conducted an in-depth analysis into employment of IWTD at NASA, focusing on hiring and separations. This analysis revealed that IWTD separate at a higher rate than employees without disabilities (7.4 percent loss rate for IWTD vs. 6.0 percent loss rate for employees with no disabilities between FY 06 and FY 10). FY 11 data indicated the continuation of the separation trend, with a 7.3 percent loss rate for IWTD (vs. 3.4 percent loss rate for employees with no disabilities). In FY 12, the separation rate increased to 7.8 percent for IWTD (vs. 5.4 percent for employees with no disabilities). The FY 10 analysis also revealed the low participation of IWTD in NASA's Student Career Experience Program (SCEP), a concern because SCEP has traditionally been a major entry point to NASA for recent graduates. Only six of the SCEP students hired between October 2005 and September 2010 had a targeted disability, out of 895 total SCEP hires (.7 percent). SCEP hires of students with targeted disabilities improved to 1.3 percent of the total program hires during FY 11 (2 out of 150) and to 1.9 percent of the Pathways Program students hired in FY 12 (3 out of 157), coming close to the Government-wide goal of 2 percent.</p>	

	<p><b>Architectural Accessibility</b></p> <p>An undue hardship analysis was conducted on the 446 facilities not meeting the UFAS, and 41 were identified as meeting the undue hardship standard, meaning 405 NASA facilities need modifications to be considered accessible.</p> <p>The Facilities Engineering and Real Property Division (FERPD), ODEO, NASA Headquarters' Functional Offices, Program Offices, and NASA Centers perform a yearly prioritization of Capital Improvement Projects (CIP) in order to meet mission objectives and comply with applicable laws, regulations, and building codes because there are insufficient funds to immediately meet all requirements. Slow, but steady, progress has been made to reduce the number of facilities that do not meet accessibility standards.</p> <p>There is a need for EO officials to work more closely with the HQ FERPD and Center facilities organizations to implement current plans to remove such barriers as quickly as resources allow.</p> <p><b>Emergency Evacuation</b></p> <p>A 2011 review indicated that not all Centers had an up-to-date, written emergency evacuation plan that included IWD accommodation concerns.</p>
<p>STATEMENT OF IDENTIFIED BARRIER:</p> <p>Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.</p>	<p>NASA's recruitment, retention, and student pipeline programs have been inadequate to increase the representation of IWTD above 1 percent of the Agency's workforce. The Agency is not strategically recruiting from sources with large numbers of IWTD with the skills and qualifications needed by NASA; selecting officials are underutilizing special hiring authorities; hiring budgets are not being used to place IWTD into summer internships; and NASA managers are not creating a workplace climate that is conducive to retaining IWTD (e.g., lack of on-boarding efforts, low awareness of disability issues generally, and specifically with regard to Section 508 and the provision of reasonable accommodations).</p> <p>In addition, architectural barriers exist at most NASA sites. Insufficient funds for the CIP have resulted in barriers continuing to exist despite past surveys to identify and eliminate such barriers and despite yearly coordination among the FERPD, NASA Functional Offices, ODEO, and the NASA Centers. NASA must also ensure that its recruitment sites are accessible to individuals with disabilities.</p> <p>Center emergency evacuation plans have not always adequately planned for accommodating IWDs.</p>
<p>OBJECTIVE:</p> <p>State the alternative or revised agency policy, procedure or practice to be implemented to correct the undesired condition.</p>	<p>NASA will increase the number of qualified individuals with targeted disabilities in the NASA workforce to reach the Government-wide goal of 2 percent by strategically recruiting, developing more effective community outreach and student programs, and through improved retention efforts.</p> <p>NASA will continue to identify and eliminate existing architectural barriers at its sites, except in instances where such barrier removal would create an undue hardship on the Agency. Centers will identify facilities that are a priority for modification, based on employee and public usage, thereby minimizing risk to the Agency of a costly discrimination complaint.</p> <p>Centers will ensure that emergency evacuation plans include accommodations for IWD.</p>
<p>RESPONSIBLE OFFICIALS:</p>	<p>Center Directors; AA, ODEO; Assistant Administrator, OHCM; AA, Education; Center EO Directors and DPMs; Center HR Directors and SPCs; Center Education Directors and Student Program Coordinators; Head of NASA Headquarters FERPD; and Center Facilities Managers.</p>

DATE OBJECTIVE INITIATED:	10/1/10
TARGET DATE FOR COMPLETION OF OBJECTIVE:	9/30/13
<b>EEOC FORM 715-01 PART I-1</b>	<b>EEO Plan To Eliminate Identified Barrier</b>
<b>PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:</b>	<b>TARGET DATE (Must be specific)</b>
1. <b>Executive Order 13548:</b> The AA, ODEO, will issue a memorandum to Center Directors and Officials-in-Charge of Headquarters (HQ) Offices that transmits and explains the Agency's Individuals With Disabilities Action Plan, developed pursuant to Executive Order 13548.	<b>9/30/13 Extended</b>
2. <b>Updating Disability Self-Identification:</b> ODEO and OHCM will issue an e-mail to all employees inviting them to update their SF 256. The communication will remind employees that the information can be updated on a secure Web site (Employee Express), thus ensuring confidentiality to the maximum extent possible.	<b>9/30/12 Completed</b>
3. <b>Technical Assistance:</b> ODEO and OHCM will conduct periodic technical assistance for Center DPMs and SPCs to ensure that they have subject matter expertise and a working knowledge of applicable laws, executive orders, policies, reasonable accommodations procedures, Schedule A hiring procedures, etc.	<b>9/30/13 Partially Completed Extended</b>
4. <b>Exit Survey Data:</b> OHCM will compile exit survey information by disability status for FY 08-10 and provide the data to ODEO.	<b>1/31/11 Completed</b>
5. <b>Online Training:</b> ODEO will deploy an e-Learning tool on its Web site providing disabilities training to NASA supervisors, managers, and employees designed to familiarize them with the requirements of disability laws, including the provision of reasonable accommodations, and recent changes to the law, based on the ADA.	<b>9/30/13 Partially Completed Extended</b>
6. <b>Agency-wide IWD Advisory Group:</b> ODEO will continue to coordinate and facilitate an Agency-wide employee group that meets regularly to allow IWTD to share issues, concerns, solutions, and best practices.	<b>9/30/13 Partially Completed Extended</b>
7. <b>Outreach, Recruiting, and Hiring:</b> Center EO Staff, SPCs, and other HR staff will meet quarterly to develop and implement strategic approaches for outreach, recruiting, and hiring qualified IWTD. Center EO staff will report to ODEO on outcomes, including efforts to: <ul style="list-style-type: none"> <li>- Identify recruitment sites and events with large numbers of qualified IWTD for inclusion in Center recruitment plans.</li> <li>- Utilize social media to help recruit IWD.</li> <li>- Consult with State Voc Rehab and other state services for Schedule A referrals.</li> <li>- Establish collaborative relationships with community groups, universities, professional organizations, and publications to improve outreach and recruitment opportunities and communicate with them in advance of recruitment events to ensure that IWTD are aware of NASA's visit and interest.</li> <li>- Ensure that selecting officials are aware of Schedule A hiring authority and know how to use it.</li> <li>- Utilize the OPM Shared Register of Applicants With Disabilities.</li> </ul>	<b>9/30/13  Partially Completed</b>

<ul style="list-style-type: none"> <li>- Utilize SCEP, internships, fellowships, and other pipelines to recruit IWTD, e.g., NASA Motivating Undergraduates in Science and Technology (MUST) Scholarship Project, Project ACCESS, Workforce Recruitment Program (WRP), etc.</li> <li>- Recommend the placement of at least two students through Project ACCESS at each Center, with an emphasis on placing students with targeted disabilities.</li> <li>- Follow up with former and current interns with targeted disabilities to encourage their participation in the NASA Co-operative Education Program and provide information about NASA employment opportunities.</li> <li>- Ensure outreach and recruitment materials, including those for the Co-operative Education Program and internship programs, are accessible by IWTD.</li> <li>- Develop an electronic mailing list of disability advocacy groups in the local area and send regular e-mail notices regarding job openings and Schedule A information.</li> </ul>	
<p>8. <b>Retention:</b> Center EO staff, SPCs, and other HR staff will meet quarterly to improve retention rates of IWTD. Center EO staff will report twice a year to ODEO on outcomes, including efforts such as:</p> <ul style="list-style-type: none"> <li>- Trend analyses of IWTD separation rates.</li> <li>- Trend analysis of HR exit survey data.</li> <li>- Focus groups with IWTD (employees and/or community organizations) to identify issues that may result in IWTD leaving the Agency and to share ideas and best practices for improving retention.</li> <li>- Timely provision of reasonable accommodations.</li> <li>- On-boarding efforts to improve initial experiences of IWTD.</li> <li>- Improvements in 508 compliance and facilities accessibility.</li> <li>- Provision of workshops and mentoring for IWTD to provide information regarding career development and career navigation.</li> </ul>	<p><b>9/30/13</b></p> <p><b><i>Partially Completed</i></b></p>
<p>9. <b>Education and Awareness:</b> Center DPMs will coordinate disability awareness and education events designed to inform the workforce and eliminate negative stereotypes and bias regarding IWTD, particularly by showcasing success stories.</p>	<p><b>9/30/13</b></p> <p><b><i>Partially Completed Extended</i></b></p>
<p>10. <b>Removing Architectural Barriers:</b> ODEO, in partnership with NASA Headquarters FERPD and NASA Centers, will continue to review progress on and prioritize with timelines the removal of architectural barriers identified in annual facilities surveys. NASA will prepare an annual assessment to recognize progress made and reiterate areas still needing improvement. ODEO will continue to participate in a consulting role at the FERPD meetings to provide input to decision making.</p>	<p><b>9/30/13</b></p> <p><b><i>Partially Completed</i></b></p>
<p>11. <b>EO and Facilities Collaboration:</b> Center EO staff will continue to meet with Center facilities staff to discuss the modifications to be made with Center funds (modifications costing less than \$500K), including:</p> <ul style="list-style-type: none"> <li>- Jointly assess facilities to identify accessibility concerns;</li> <li>- Develop, implement, and monitor plan for annual modifications to be made; and</li> <li>- Evaluate requests for reasonable accommodations that involve facility modifications and respond appropriately.</li> </ul>	<p><b>9/30/13</b></p> <p><b><i>Partially Completed</i></b></p>
<p>12. <b>Emergency Evacuation Plans:</b> Center EO Directors will ensure that IWD accommodation issues are included in Center emergency evacuation plans for all facilities (owned and leased), including transportation assets.</p>	<p><b>9/30/12</b></p> <p><b>Completed</b></p>
<p><b>REPORT OF ACCOMPLISHMENTS AND MODIFICATIONS TO OBJECTIVE I-1</b></p>	
<p><b>Note:</b> The target date for Action 1 was extended. Action 2 was completed and will not be reported in next year's update. Action 4 was completed in FY 11 and is not reported below. The target date for Action 5 was extended due to continued technical issues in making the online tool accessible and useable by IWD.</p>	

## **Updating Disability Self-Identification**

On August 13, 2012, an e-mail was sent to all employees inviting them to update their disability self-identification, as well as their race/ethnicity through the Employee Express Web site. The e-mail provided background information and assured employees that their designations would be protected under the Privacy Act of 1974. The Agency DPM sent an advance copy of the e-mail to the Center EO Directors, asking them to encourage employees to update their information.

## **Technical Assistance**

During FY 12, ODEO and OHCM conducted Agency-wide technical assistance meetings with DPMs and SPCs to provide policy guidance on reasonable accommodations procedures, Schedule A hiring procedures, NASA's vacancy announcement for IWD, updates on program activities within the human resources area, and program updates within ODEO. Meetings with the DPMs were conducted monthly, primarily via conference calls.

## **Section 508 Interest Group**

During FY 12, NASA's Section 508 Interest group, which is comprised of NASA's blind/low-vision employees at NASA Centers and Headquarters, met monthly to share information concerning the identification of accessibility issues with NASA Web applications or content, strategies to establish a centralized capability within NASA to provide technical support to screen reader and screen magnifier software/training, document accessibility, and general information pertaining to persons with disabilities. Outcomes during FY 12 included: meetings with representatives of NASA's Chief Information Office to discuss Section 508 compliance, SATERN accessibility issues, WebEx inaccessibility with screen readers, assistive technology developments, contractor transition issues, and NASA e-form testing by members of the Section 508 Interest Group.

## **The Challenge Remains**

Despite the Agency-wide efforts described above and Center-specific efforts described below, the representation of IWTD in NASA's permanent workforce decreased by three in FY 12 (from 206 to 203). The percentage representation of IWTD remained exactly the same as it was at the end of FY 11 (1.13 percent) (see Appendix K, Figures K.1 and K.2). The decrease is attributable, in large part, to the continued high separation rate of IWTD, which increased from 7.3 percent in FY 11 to 7.8 percent in FY 12 (compared to 5.4 percent for employees without disabilities). Increasing the representation of IWD in the NASA workforce is a long-term challenge. Agency-wide commitment and collaboration must continue to emphasize retention, in addition to recruitment and hiring of IWTD.

## **Center Accomplishments on Recruiting and Retaining IWDs:**

**ARC:** The DPM developed a partnership with the local Department of Rehabilitation (DOR) to advertise vacant positions. EO informed HR of the "Project Hired" career fair on June 8, 2012, and HR attended. ARC created an internship for IWDs and Veterans called "Growth Sector."

**DFRC:** Monthly meetings between the DPM and SPC were held and outreach relationships were established with Project ACCESS, the State DOR, Cal State Long Beach, Cal State Northridge, and Cal Poly San Luis Obispo. A full-time position was dedicated to providing internships for persons with targeted disabilities. DFRC placed a Project ACCESS student during the summer and one employee was hired using schedule A during FY 12. DFRC worked to improve retention of IWD by ensuring RAs were provided.

**GRC:** EO met with HR and Education to discuss strategies for recruiting IWTDs. The three offices partnered to attend a job fair at an Ohio university with a large population of students with disabilities and continued to build a relationship with that university's Office of Disability Services. GRC also contacted university disability offices prior to attendance at career fairs to ensure that students who use the offices' services were aware of the Center's student programs and that GRC would be at the event.

**GSFC:** FY 12 SES performance plans, particularly those for "Directors of," included performance deliverables for sustaining the 2 percent participation goal for IWTD, while achieving a 7 percent goal for IWD by the end of FY 15. The DPM, along with a dedicated POC within the Office of Education, worked with universities and other organizations to improve outreach to IWTD, communicate opportunities, and

encourage placement of students with targeted disabilities at the Center. During FY 12, this effort resulted in 2.9 percent of student interns with disabilities. GSFC continued to consult with State Vocational Rehabilitation and other state services for Schedule A referrals. The DPM and Recruitment Manager/SPC continued to work with selecting officials to ensure awareness of, and encourage use of, Schedule A hiring authority. The DPM, SPC, and Student Internship Coordinator met on an ongoing basis to discuss new NASA hiring initiatives, specifically the Pathways Initiatives.

To improve retention of IWD, the DPM has personally met with approximately 45 of the 69 IWTD on Center, including 15 recent IWD hires. She also routinely holds focus groups with IWTD and utilized a disability-focused employee resource group to identify issues affecting engagement and retention of IWTD. Other efforts to improve retention of IWD include: continuing to provide RAs in a timely manner; offering a Career Coaching session as well as periodic e-mails to IWD community regarding developmental opportunities; connecting IWD with mentoring programs; targeting outreach to IWTD to encourage interest and offer support for leadership development program applications (this resulted in at least one IWTD being accepted into a Center and one into an Agency-level leadership program); offering technical support to the Power & Privilege Disability series; and offering transcription/closed captioning for live events held in the auditorium and for select Goddard TV and Webcast programs.

**HQ:** EO and HR continued to meet on a monthly basis to discuss ways to increase recruitment, hiring, and retention of IWTDs. To ensure selecting officials are aware of the Schedule A hiring authority, the topic was covered as part of the training for new supervisors. HQ placed one intern through Project ACCESS in FY 12. EO maintained its relationship with the Maryland School for the Blind and assisted a school representative in his effort to apply for a NASA grant. All requests for RA were evaluated in a timely manner.

**JSC:** HR and EO attended several events to learn effective strategies for the recruitment and hiring of IWD. The DPM served as a panelist on a Job Readiness Employment Panel hosted by the Department of Assistive and Rehabilitation Services that offered interviewing and career fair tips to IWD seeking employment. The DPM was able to offer information about NASA-specific opportunities to the participants. The JSC Co-op Office reached out to over 120 university disability program offices, providing information about NASA student programs and upcoming recruitment events. The Disability Advisory Group (DAG) provided information about NASA student programs to College Disability Services Offices at all schools where JSC participated in career fairs. Each supervisor received information about Schedule A during HR Management for Supervisors Training. Schedule A information was also provided on the EO Web site. Four students with disabilities reported to JSC for summer employment.

Activities were implemented through the DAG to help improve retention for IWD/IWTD. Examples include: improved facilities accessibility and digital signage; increased support services; increased activities to educate the workforce (e.g., Disability Etiquette session); timely processing of RA requests; improved on-boarding efforts of IWTD; improved process and tool to ensure contractor compliance with Section 508 accessibility standards; and involvement of the Section 508 Coordinator in two major electronic and IT acquisitions to ensure 508 compliance.

**KSC:** EO provided HR recruiters with information on Schedule A to take with them on recruiting trips. HR conducted a targeted recruitment event for IWD and veterans at the University of Central Florida (reached about 20 students). The DPM made initial contact with the Orlando Center for Independent Living and Patrick AFB Wounded Warriors Program manager to develop collaborative strategies to increase IWD recruitment. Two members of the IWD community volunteered to talk to students at the Florida School for the Deaf and Blind concerning opportunities for employment with NASA. The HR Pathways Web site included information for IWTDs, including Schedule A hiring and reasonable accommodations.

Several actions were taken to improve retention of IWD. The Center Director published a policy statement on providing RAs to IWD. The DPM initiated individual and focus group conversations with the IWD community to help identify issues regarding RA and workplace barriers. The Center Section 508 Coordinator formed a working group comprised of directorate liaison representatives, conducted training, and developed "how to" guidance and an accessibility checklist for use when publishing PDF documents. Assistive technology demonstrations were provided to the Disability Awareness Advisory Working Group (DAAWG) members on video telephone and Communication Access Realtime Translation (CART) services and capabilities. The DPM ensured that bus transportation available to the KSC workforce was equipped to meet the needs of IWD to attend various organizational events and D&I awareness/employee resource group (ERG) activities.

**LaRC:** An SPC was designated and regularly met with the DPM to discuss opportunities to market to and recruit IWDs for LaRC opportunities. The SPC is developing a recruitment schedule through the formation of a Recruitment Team, of which the DPM is a member.

**MSFC:** The Center's FY 12 Recruiting Event Schedule included several events targeting IWDs, including the Career Expo for People with Disabilities, the "Empowering Our Veterans: Entrepreneurship and Employment" career fair, and the "American Red Cross Military Household Job Fair." During FY 12, MSFC hired two IWDs, including an IWTD, from the Workforce Recruiting Program (WRP) database, using Schedule A hiring authority. The Center also placed two summer intern students with disabilities through Project ACCESS. In addition, the Center hosted the Tennessee School for the Blind in October 2011. Dr. Craig Moore, a sight-impaired Physicist, discussed the challenges and enjoyment of working at NASA. The students were provided a tour of the Center and technology demonstrations. To improve retention, the Center addressed and successfully resolved a number of RA requests.

**NSSC:** The EO Director held quarterly meetings with HR to discuss outreach, recruitment, and hiring of IWTD. The EO Web site contains information for job applicants regarding how to request RAs. The Web site also includes the EO Director's phone number, which gives her the opportunity to talk to potential applicants with disabilities. During a senior staff meeting the EO Director re-emphasized hiring IWTDs and shared information regarding various NASA appointing authorities. The EO Director, HR Director, supervisors, and facilities personnel collaborated to ensure IWD received all requested RAs. The EO Director collaborated with the facilities team to ensure all accessibility issues were promptly addressed.

**SSC:** The Center developed a contact list of the career development offices, disability offices, and veterans' offices at universities within the southwest region. With the issuance of the Pathways announcements for students, all vacancies were sent to the contacts on the list. EO participated in the National Disability Employment Awareness Month (NDEAM) Work Pays Job Fair and the Job Fair for Citizens with Disabilities in Slidell, Louisiana. EO, Human Capital, Education, and External Affairs met quarterly to discuss all issues related to recruitment and retention.

#### **Education and Awareness Events to Inform the Workforce**

**ARC:** DPM partnered with DOR to host Disability Awareness Training. The Employees With Disabilities Advisory Group (EDAG), along with the Ames Exchange Council, hosted a dance group of performers with and without disabilities to bring awareness and dispel biases of the limitations of the human body.

**DFRC:** The Disability Awareness Month luncheon featured presentations by the State DOR that explained the different services available to assist IWD, as well as a blind employee from the department who spoke regarding the challenges he has faced in his career and how he has utilized available resources to succeed.

**GSFC:** The Center continued its very successful offering of Power and Privilege: Disability Workshop Series. The Center welcomed Dana Bolles (a NASA colleague from ARC, who happens to be a quadriplegic), as its keynote speaker for Disability Employment Awareness Month. The Center also offered a Center-wide "Let's Talk" panel event discussing disability in the workplace.

**HQ:** EO offered a series of introductory classes on American Sign Language, taught by a deaf HQ employee. The Disability Awareness Month Program sponsored by NASA and other Federal agencies featured a motivational speaker who was a former Rhodes Scholar and the first African American to win medals at the Paralympics. EO also participated in the annual Health and Safety Fair by bringing in Fidos for Freedom, an organization that trains dogs for individuals with special needs.

**JSC:** EO Staff conducted "Respect in the Workplace" training which focused on stereotypes, including those regarding IWD. The DPM conducted Disability Etiquette classes for students and new supervisors which included the discussion of IWD stereotypes. The DPM also conducted one-on-one training with organizations that have hosted IWD students to ensure a positive on-boarding experience. A student intern success story was highlighted during a senior staff meeting (see: <http://blog.chron.com/sportsupdate/2012/05/paralyzed-former-wrestler-lands-a-nasa-internship-wvideo/>).

**KSC:** DAAWG, in coordination with the Education and External Relations Directorate (EX), sponsored "Disability Mentoring Day" for local high school students with disabilities. A block of instruction on reasonable accommodation and disability etiquette was provided during new employee and new student orientation briefings. DAAWG members participated in the annual KSC All American Picnic, setting up an

information booth to provide information about disabilities. DAAWG also participated in KSC's 50<sup>th</sup> anniversary D&I awareness event and showcased various assistive technology applications via a CAP video presentation. Weekly informational articles were published in the KSC Daily News throughout the month of October (and periodically during the year).

**MSFC:** The DPM coordinated the Annual Disability Awareness Program, which featured a Center employee with a targeted disability who shared his story of success.

**NSSC:** The EO Director collaborated with a Communication Specialist to publicize the disability program and highlight the success achieved by individuals with disabilities. Publicity included information shared via the monthly newsletter, poster stands located on each floor of the NSSC building, and the EO Web site.

**SSC:** In observation of Disability Awareness Month, the Stennis Diversity Council (SDC) hosted a panel discussion consisting of five SSC senior leaders, including the Center Director. The senior leaders had agreed to "adopt" a disability for a day. The panelists shared their experiences in an effort to bring awareness to the physical barriers they encountered, as well as what they were able to accomplish during their workday.

### **Architectural/Facilities Accessibility**

A review of the FY 12 ASR indicated that NASA's total number of facilities decreased by 125 from 4,263 to 4,138, primarily due to a recoding of facilities at KSC (based on dollar threshold) and demolition of facilities at GRC (-23), KSC (-47), and LaRC (-16). The number of NASA facilities required to be in compliance decreased by 116, from 1,093 to 977, primarily due to a decrease in such facilities at KSC (-88). Of the 977 facilities that require accessibility, 531 are in compliance (54 percent, the same as in FY 11). Of the 446 facilities that require accessibility but are not in compliance, 41 of them would create an undue hardship for NASA to bring into compliance. Therefore, 405 of the 977 facilities that require accessibility are not in compliance (41 percent, same as in FY 11).

Centers with the most facilities not in compliance (where it is required and would not create an undue hardship) include: ARC (60), JSC (108, including White Sands Training Facility), and MSFC (45). Facilities where compliance is considered to be an "undue hardship" decreased by 16 (from 57 to 41).

Centers reported taking the following actions to better ensure accessibility of their facilities:

**ARC:** EO met with the Center architect to discuss modifications needed in Center facilities. The majority of the accessibility projects are funded through proposed CoF, Recap, and Renewal by Replacement projects. For existing buildings, where building modification is not feasible and/or will cause undue hardship, providing RAs is accepted as the alternative.

**DFRC:** Facilities and the EO Office collaborated successfully in various accommodations and modifications. Some of the FY 12 efforts included providing adequate handicap parking and completing renovations in the visitor center's bathrooms to make them ADA compliant.

**GRC:** The DPM and GRC's Facility Accessibility Team have a written 5-year plan for facility upgrades to support the ADA. GRC incorporates ADA requirements whenever a building is rehabbed. Future buildings are planned to be ADA compliant. The DPM and Team Lead work closely to remedy accessibility issues and concerns on a timely basis. The DAAG also brings forward any concerns about access to buildings where meetings are located.

**GSFC:** The Center's Architect reviewed each accessibility project request to ascertain if there were alternatives or if there were accessibility concerns. The Center's Accessibility Project now incorporates direct input from IWD when setting priorities and areas of greatest need within the community.

**HQ:** The HQ building is undergoing an extensive renovation, requiring some organizations to move temporarily into two off-site buildings and other offices to move into a "swing" space. EO and Facilities met regularly to ensure that the off-site buildings complied with applicable regulations and that any accessibility concerns were immediately addressed. The two organizations also met to ensure that the renovation of the building would meet all applicable compliance regulations.

**JSC:** Building 12 was refurbished in FY 12, with the building being made fully ADA compliant.

**KSC:** A directorate moved existing architectural accommodations from one building to another for two IWDs due to an organizational relocation. The DPM met semiannually with the ADA Accessibility Standards POC to discuss potential accessibility issues. The DPM also attended weekly "Move/Mod" meetings to monitor facility modifications and personnel moves which could have accessibility impact.

**LaRC:** Facility improvements were brought to the attention of the DPM and the Center Operations Directorate, and evaluations were made for appropriate funding of accessibility concerns.

**MSFC:** The DPM met with the facilities POC to resolve accommodation issues as they arose, when they involved facilities modifications or parking. EO also reviewed the annual accessibility report with facilities.

**NSSC:** The EO Director met with the facility staff to assess the NSSC facility and no deficiencies were identified. The NSSC resides in a new building which was built in accordance with all code requirements.

**SSC:** EO Manager met with Center facilities to assess needs and ensure that IWD needs were met in existing and new construction.

### **Emergency Evacuation Plans**

**DFRC:** Arrangements for IWD in evacuation plans have been made on a case-by-case basis. Special evacuation chairs were installed at all stairways to assist with any special needs during an evacuation. The Safety Office made a video demonstrating how to use these chairs that has been shared with all employees.

**GSFC:** The DPM worked with the Emergency Management Commander (EMC) to address disability related needs in an emergency planning self-disclosure program. EMC did a presentation to the GSFC Equal Accessibility Advisory Committee in April 2012.

**HQ:** Facilities issued an updated Occupant Emergency Plan guidance document providing explicit instructions for individuals requiring special assistance to evacuate the building. Additionally, the guidance encouraged IWD to self identify with the EO Office if they will require special evacuation assistance. Facilities conducted two training sessions on usage of the evacuation chair.

**JSC:** Center Evacuation Plans are in place.

**KSC:** A fire alarm alerting system was developed for deaf/hearing impaired employees. Fire Console Operators initiate notification via a special e-mail mail list to assigned cell phones, e-mails, and office phones of deaf/hearing impaired employees advising when fire alarm system testing starts and stops. The DPM coordinated with the fire department to ensure IWD were adequately considered in Center evacuation plans.

**LaRC:** EO is a member of the Continuity of Operations (COOP) team and advises the team on emergency evacuation plans for the Center.

**MSFC:** Marshall Work Instruction (MWI) 8715.11, Fire Safety Program, Chapter 15, instructs individuals with disabilities on how to handle emergency evacuation situations.

**NSSC:** The EO Director conducted a review of the current NSSC Emergency Plan and found that the Plan failed to address emergency evacuation of visitors with disabilities. The EO Director collaborated with the appropriate NSSC officials to ensure that the plan was updated to include specific information regarding emergency evacuation plans for visitors with disabilities.

**SSC:** Guidelines for evacuation of individuals with special needs, including physically impaired occupants, were established in 2011.

<p><b>EEOC FORM 715-01 PART I-2</b></p>	<p align="center"><i>U.S. Equal Employment Opportunity Commission</i></p> <p align="center"><b>FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</b></p>	
<p><b>National Aeronautics and Space Administration</b></p>		<p><b>FY 12 Report and FY 13 Plan Update</b></p>
<p>STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:</p> <p>Provide a brief narrative describing the condition at issue.</p> <p>How was the condition recognized as a potential barrier?</p>	<p><b>Triggers of Potential Barriers</b></p> <p>Several triggers regarding various EEO groups at NASA were identified during FY 12.</p> <p>The first of these, relating to Asian Americans, was identified through ongoing comparisons of the NASA workforce with relevant civilian labor force (RCLF) data.<sup>3</sup> The comparisons continued to indicate a lower than expected representation of Asian Americans in NASA's major occupational category, Aerospace Technology (AST) engineers in comparison to their RCLF benchmark (8.1 percent at NASA vs. RCLF of 11.3 percent) (see Figure K.2 in Appendix K).</p> <p>A second area of concern is the lower than expected representation of women and minorities in the AST physical science (1301) series. The representation of Asian Americans was lower than the RCLF at six of the seven Centers that employed physical scientists in FY 12; African Americans were underrepresented at five of the Centers; Hispanics at three Centers; and women at all seven Centers (see Figure K.4 in Appendix K for details).</p> <p>The low participation of Asian Americans, Blacks, Hispanics, and women in NASA's major AST occupations raises concerns regarding potential problems in the recruitment, selection, and/or retention of these groups at NASA.</p> <p>Further analysis of NASA workforce data also indicated a lower than expected representation of Asian Americans, African Americans, Hispanics, and women in the higher general schedule (GS) grade levels (GS-14 and GS-15) and in senior executive service, senior technologist, and other senior-level (SES/ST/SL) positions of specific AST occupations, in comparisons with the RCLF. For example, there are no minority females out of 41 SES/ST/SL aerospace engineers (series 861) or among the 47 SES/ST/SL physical scientists (series 1301) at NASA. There are no Black females at the GS-14, GS-15, or SES/ST/SL level in the 1301 series (total of 86 positions), and only three Black males (less than one percent). There are no Asian American females out of 256 SES general engineer (801 series) employees. The low representation of these groups in the higher grade levels raises concerns about developmental and advancement opportunities for these employees (see Figures K.5, K.6, and K.7 in Appendix K for details).</p> <p>In early FY 11, NASA labor representatives raised concerns regarding NASA's Employee Performance Communication System (EPCS). Specifically, the issue raised was that African American employees were receiving a disproportionate number of the "Needs Improvement" (Level 2) ratings, in comparison to their representation in the NASA workforce. Labor continued to raise concerns regarding the EPCS during FY 12, particularly the observation that employees in certain minority groups received disproportionately lower ratings compared to White employees.</p>	
<p>BARRIER ANALYSIS:</p> <p>Provide a description of the steps taken and data analyzed to determine the cause of the condition.</p>	<p><b>AST Hires and Promotions</b></p> <p>An analysis of FY 12 applicant and selection data indicates only six GS selections of Asian Americans (males and females) in general engineering, out of 148 selections (4.1 percent of selections vs. RCLF of 10.6 percent). The applicant flow data show that 77 of the 481 Asian Americans who applied for general engineering vacancies were qualified (8.9 percent of applicants and 6.2 percent of qualified) (see Figure K.8</p>	

<sup>3</sup> New civilian labor force data were released by the Census Bureau in December 2012 and were used to update the barrier analysis for this report.

in Appendix K for details).

For the second year in a row, no Hispanic females were selected for permanent GS computer engineer (854 series) positions, out of 30 selections, although 34 applied for vacancies and two were qualified. Two Asian American males were hired in computer engineering, 6.7 percent of the total selections, but the RCLF for Asian American male computer engineers is 12.6 percent. The 1,236 applicants for computer engineering vacancies included 145 Asian American males, of which 23 were rated as qualified (16.3 percent of qualified applicants). Also, only two White females were selected for GS computer engineer positions (6.7 percent of selections vs. RCLF of 9.9 percent) (see Figure K.9 in Appendix K for details).

No Asian American females were hired as GS aerospace engineers, out of 185 selections, although 175 applied and 12 were found to be qualified. The RCLF for female Asian American aerospace engineers, 1.9 percent, would have been met if four Asian American females had been selected. Likewise, no Asian American females were hired as GS electrical or electronics engineers out of 31 selections (see Figures K.10 and K.11 in Appendix K for details).

No African Americans or Hispanics were selected as GS physical scientists (series 1301) or GS physicists (series 1310) out of 29 selections, although 16 Hispanics and eight African Americans were qualified. Only two White females were selected in the 1301 series (10.5 percent of selections vs. an RCLF of 27.8 percent). No Native Hawaiians or other Pacific Islanders were selected in the six AST mission critical occupations combined (387 selections) (see Figures K.12 and K.13 in Appendix K for details).

An analysis of FY 12 AST promotion data indicated promotion rates lower than internal availability rates for Asian Americans at five of ten NASA Centers. The problem expands to other groups at the GS-14 and above level. For example, during FY 12, 45 employees received promotions to the GS-15 level in the general engineering series. Of that number, there were no Hispanic females, Black females, or Asian American males. Similarly, there were no Hispanic females promoted to the aerospace engineer GS-15 level out of 53 such promotions and no Asian American females promoted to the either GS-14 or GS-15 aerospace engineer positions out of a total of 92 such promotions (see Figures K.14, K.15, and K.16 in Appendix K for details).

### **Pathways Intern Employment Program (IEP)**

As of 9-30-2012, there were 235 IEP interns, including 44 AST interns. The 44 AST interns included four Asian Americans (9.1 percent) compared to 10.3 percent of aerospace engineering degrees and 17.4 percent of electrical engineering degrees earned by Asian Americans in 2009 (U.S. citizens only, most recent data available for bachelor degrees)<sup>4</sup> (see Figure K.17 in Appendix K for details).

### **Career Development**

Participation data were examined for three FY 12 Agency-wide career development programs: NASA Foundations of Influence, Relationships, Success and Teamwork (FIRST) for GS grades 11-12, the Mid-Level Leadership Program (MLLP) for GS grades 13-15, and the NASA Fellowship Program for GS grades 13-15 and SES. No Asian American females participated in the NASA FIRST program, out of 40 participants, and African American males participated at a lower rate than their availability (5.0 percent vs. 6.5 percent). There were also no Asian American female participants in the MLLP during FY 12, out of 25 participants, as well as no Hispanic females. White males, African American females, and Asian males and females participated in the MLLP, but at rates lower than their availability. In the case of White and Asian American males, group members applied at rates lower than their availability, but for

<sup>4</sup> National Science Foundation, Science and Engineering Indicators, 2012.

	<p>African American and Asian American females, they were <i>selected</i> at rates lower than their availability. No Hispanic males or females participated in the NASA Fellowship Program during FY 12, out of 27 participants – none applied. White, Black, and Asian American males applied and were selected at lower rates than their availability (see Figure 18 in Appendix K for details).</p> <p><b>Performance Management System</b></p> <p>During FY 11, ODEO conducted an independent assessment of NASA's EPCS to determine whether the system was affording equal opportunities for employees. The analysis was initially limited to employees receiving "Needs Improvement" (Level 2 ratings) and was later expanded to include all five rating levels. Based on this analysis, ODEO determined that the number of Level 2 ratings was too small to draw conclusions of significant differences affecting any EEO group. As to the other rating levels, ODEO's analysis showed that the higher the grade level, the higher the probability of an employee receiving a Level 4 or Level 5 rating. This trend was also seen with supervisors and nonsupervisors, i.e., supervisors had a higher probability of receiving a higher rating than nonsupervisors.</p> <p>ODEO's FY 12 analysis of the EPCS indicated changes from FY 11, in terms of Level 5 ratings. In FY 11, Whites had the highest percentage of Level 5 ratings within their group (33.4 percent). In FY 12, Pacific Islanders had the highest percentage of Level 5 ratings within their group (37.6 percent), followed by Asian Americans (34 percent). Increases in Level 5 ratings were also seen within groups for African Americans (27 percent), American Indians (28 percent), and more than one race employees (28.1 percent). Level 2 ratings increased for White employees (.3 percent to .5 percent), Hispanics (.1 to .7 percent), and Pacific Islanders (0 to .3 percent). The average EPCS rating for women continues to be higher than the average rating for men at lower and higher grade levels (see Figures K.19 and K.20 in Appendix K for details).</p> <p><b>Quality Step Increases (QSIs) and Honor Awards</b></p> <p>Analysis of FY 12 QSIs shows that African American and Asian American males received the lowest percentage of QSIs in comparison to their representation in the workforce. Both groups comprise 4.6 percent of the NASA workforce but received only 2.3 percent of the QSIs awarded, i.e., 50 percent of their representation. In comparison, White males were awarded QSIs at about 88 percent of their representation in the NASA workforce (see Figure 21 in Appendix K for details).</p> <p>In terms of FY 12 Agency honor awards, Asian American males and females, Hispanic males and females, African American females, and White females all received the awards at rates considerably lower than their representation in the workforce. Hispanic females received Agency honor awards at a rate of only 35 percent of their percentage in the workforce. White males received the awards at about 115 percent of their representation in the workforce (see Figure K.22 in Appendix K for details).</p> <p>ODEO also analyzed FY 12 Center honor awards. Asian American females received these awards at rates lower than their representation at five of the eight Centers included in the analysis.<sup>5</sup> Other groups that received Center honor awards at rates lower than their percentage in the workforce at 4 or more Centers included: African American males and females, Hispanic males, White females, and more than one race males and females (see Figure K.23 in Appendix K for details).</p>
<p>STATEMENT OF IDENTIFIED BARRIER:</p> <p>Provide a succinct statement of the</p>	<p>NASA employment-related student programs such as the IEP, Center recruitment activities, employee rating and recognition, leadership development initiatives, selection and promotion boards, and employee mentoring have not yielded results comparable with relevant national comparators for some EEO groups at some NASA Centers. While analysis has not revealed discriminatory policies or procedures,</p>

<sup>5</sup> DFRC, NSSC, and SSC were not included due to the low number of awards (less than or equal to 8).

agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.	continued examination of NASA employment practices is needed to determine whether subtle cultural biases or other differences may exist and result in unintended barriers.
OBJECTIVE:  State the alternative or revised agency policy, procedure or practice to be implemented to correct the undesired condition.	NASA will establish a strategic Agency-wide approach to achieve full utilization of its workforce at all levels. This approach will be based on an open dialogue among senior NASA management, with a thorough review of practices with regard to outreach, recruitment, hiring, promotions, awards, developmental assignments, and formal and informal mentoring. The Agency will continue to examine the reasons for low participation of certain EEO groups in developmental programs and eliminate potential barriers at all steps along career paths. It is expected that this approach will result in, at a minimum, more visible and readily accessible career developmental opportunities; wider dissemination of information regarding career development opportunities and promotions; development and strengthening of succession management pipelines; and greater consistency and equity in employment practices.
RESPONSIBLE OFFICIALS:	AA, ODEO; AA, OHCM; Director, Program Planning and Program Division, ODEO; Director, Workforce Management and Development Division, OHCM; Center EO Directors; Center HR Directors
DATE OBJECTIVE INITIATED:	10/1/10
TARGET DATE FOR COMPLETION OF OBJECTIVE:	9/30/14
<b>EEOC FORM 715-01 PART I-2</b>	<b>EEO Plan To Eliminate Identified Barrier</b>
<b>PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:</b>	<b>TARGET DATE (Must be specific)</b>
1. <b>SES Analysis:</b> ODEO, in collaboration with OHCM, will: <ul style="list-style-type: none"> <li>a. Examine SES selection demographics to monitor the diversity of the SES workforce and take appropriate action as determined by the analyses.</li> <li>b. Conduct demographic analyses of past SESCDP classes, to include data reflecting selections, graduations, SES certifications, and SES appointments.</li> </ul> Findings will be reported to the Agency's senior-level policy making panel regarding the SES, the Executive Resources Board (ERB), and other senior-level councils.	<b>9/30/13 Completed</b>
2. <b>Developmental Programs and Mentoring:</b> OHCM, in collaboration with ODEO and NASA Center EO and HR offices, will: <ul style="list-style-type: none"> <li>a. Analyze nomination and selection data for the NASA FIRST, NASA Mid-Level Leadership, and Fellowship Programs to identify EEO groups that are under-participating.</li> <li>b. Explore reasons for low participation of underrepresented groups in development programs and mentoring (e.g., through surveys, focus groups, and other mechanisms) and address, as appropriate.</li> </ul>	<b>9/30/13 Partially Completed Extended</b>
3. <b>Embed Diversity in Developmental Programs:</b> OHCM and Center HR Offices will embed the value of diversity into the processes of long-term development programs and rotational developmental assignments to encourage greater participation from all underrepresented groups.	<b>9/30/12 Completed</b>

<p>4. <b>Student Opportunities:</b> OHCM, in collaboration with ODEO and Center HR and EO Offices, will improve participation of all underrepresented groups in student opportunities and career development programs through improved communications, marketing, rotational and short-term developmental assignments, and examination of factors impacting student conversions.</p>	<p><b>9/30/12 Completed</b></p>
<p>5. <b>Awards:</b> OHCM, in collaboration with ODEO, HR Directors, and EO Directors, will examine the nomination processes for Center and Agency QSIs, Honor Awards, and SES Awards and take appropriate actions to ensure employees at all grade levels in all occupations have equal opportunities to be nominated and selected for awards.</p>	<p><b>9/30/14 Extended</b></p>
<p>6. <b>Promotions:</b> OHCM, in collaboration with ODEO, Center EO Offices, and Center HR Offices, will conduct a review of policies and practices with regard to promotions, with an emphasis on noncompetitive promotions in AST positions, and take appropriate actions to ensure policies are applied fairly and equitably.</p>	<p><b>9/30/13 Completed</b></p>
<p>7. <b>Informal Education and Awareness Opportunities:</b> Center Special Emphasis Program Managers (SEPMs) will coordinate education and awareness events designed to better inform the workforce and help to eliminate possible negative stereotypes and bias, particularly by showcasing success stories of NASA employees.</p>	<p><b>9/30/12 Completed and Extended</b></p>
<p>8. <b>Information Dissemination:</b> ODEO, in collaboration with OHCM, NASA Center EO Offices, and Center HR Offices, will identify the formal and informal mechanisms used at NASA Centers to advertise/disseminate information regarding details, key job assignments, committees, panels, and "acting" supervisory positions.</p>	<p><b>9/30/11 Completed</b></p>
<p>9. <b>Mentoring:</b> ODEO, in collaboration with Center EO Offices and Center HR Offices, will identify how formal and informal mentoring takes place at Centers.</p>	<p><b>9/30/11 Completed</b></p>

**REPORT OF ACCOMPLISHMENTS AND MODIFICATIONS TO OBJECTIVE I-2**

**Note:** Actions 1 and 6 were completed, but SES and promotion data will continue to be analyzed annually as a part of barrier analysis. Action 1 primarily pertained to monitoring SES Candidate Development Program (CDP) selections and graduates, but NASA has not had an SESCDP class since the FY 08 class graduated in FY 10. Actions 2 and 5 were extended to continue monitoring of other developmental program selections and awards. Actions 3 and 4 were completed. Action 7 was completed for FY 12, but the action was extended for FY 13 since informal education and awareness events are still needed.

**Embed Diversity in Developmental Programs**

**GSFC:** D&I competencies and principles were implicit and explicit in the Center's Leadership Development and Excellence in Management (LDEM) programs. D&I was woven into the leadership frameworks and perspectives, and it was embedded in specific modules and reinforced through skill practice. LDEM facilitators modeled behavior and demonstrated that all were welcome, all were equal, and all were included, thereby creating a safe, welcoming, and all-inclusive environment. LDEM participants were held accountable for modeling these behaviors as well.

**JSC:** Diversity was woven into JSC's overall training curriculum and was embedded in multiple classes, especially leadership and communication related courses. HR worked to have diversity in the selection panel process and to ensure fair and equitable decision making. HR actively manages selections to ensure a good cohort across areas and disciplines, as appropriate.

**LaRC:** OHCM and EO worked together to better leverage diversity in all facets of developmental programs. EO regularly participated on ad hoc teams that reviewed and assessed developmental programs and provided advice and guidance, as needed.

**MSFC:** HR and EO emphasized the importance of D&I in the development of employees; a shared goal was to encourage greater participation from underrepresented groups in developmental programs.

**SSC:** HR ensured that EO was aware of all developmental program announcements so that EO could reinforce information to targeted groups of employees, when necessary.

### **Student Opportunities**

During FY 12, OHCM implemented the Federal Government-wide regulations on Pathways Programs at NASA.<sup>6</sup> This involved developing NASA implementation guidance for announcing new positions and guidance for transitioning NASA's current student employment programs to the three new Government-wide programs: The Pathways Intern Employment Program (IEP), Recent Graduates Program (RGP), and the revised Presidential Management Fellows (PMF) Program. The goal of the Pathways Programs is to create clear paths for students and recent graduates to be considered for Federal employment and to provide meaningful training, mentoring, and career-development opportunities for participants once they are on board. OHCM developed Pathways Programs Web sites for the public on the NASA external site and for current employees on the internal HR site (<http://nasajobs.nasa.gov/studentopps/default.htm>). Both sites have direct links to Pathways opportunities announcements and instructions on applying to the programs.

### **Career Development Programs**

NASA continued efforts to ensure full utilization of its workforce through Agency-wide career development programs, including: NASA FIRST, with 40 participants during FY 12, including 17 female (42 percent), four Hispanic (10 percent), seven African American (17 percent), and two Asian American (5 percent) employees. Twenty-five NASA employees participated in the Agency's MLLP class, including 12 female (48 percent), five African American (20 percent), and one Asian American (4 percent). The Agency had 27 participants in its NASA Fellowship Program, including 13 female (48 percent), three African American (11.1 percent), and two Asian Americans (7.4 percent).<sup>7</sup>

NASA utilizes its Employee Development Advisory Board (EDAB) to ensure diversity in the leadership development programs. The EDAB is comprised of a diverse team of senior officials that carefully considers how to expand opportunities for the widest number of applicants. For example, the EDAB recently decided to interview all applicants rather than impose a cut in the rankings that would have excluded a few applicants.

### **Center Accomplishments:**

**ARC:** HR and EO created a student "recruitment and outreach" working group with the HR recruitment, schedule A and Pathways coordinator, DPM, and Student Programs Manager. The group will work on strategies to positively impact women, minorities, veterans, and IWTD.

**DFRC:** EO participated in the Student Working Group, which coordinates the Center's future workforce needs with incoming students. The Group worked to improve the participation of all underrepresented groups at the Center.

**GRC:** The Center recruited at several events targeted to attract females and underrepresented minorities to its student programs, including Great Minds in STEM (GMIS), Society of Women Engineers (SWE), Society of Hispanic Professional Engineers (SHPE), Tennessee State University, Central State University, Women of Color Technology Awards Conference, American Indian Science and Engineering Society (AISES), Morehouse College, Spelman College, and North Carolina A&T University.

**GSFC:** The Center engaged a broker and its Advisory Committees recruited high school and university

<sup>6</sup> Pathways Program is required by Executive Order 13562, issued in December 2010, with final implementation regulations provided by OPM in May 2012.

<sup>7</sup> NASA is no longer reporting on the SESCO because there has not been a class since 2010.

students for summer intern opportunities. Of the Center's 483 student interns during the summer of 2012, 45 percent were underrepresented/underserved students, including 14 students with disabilities. Students with disabilities and their mentors received support from the Office of Education's Lead for Students with Disabilities. GSFC was featured by the Department of Labor as a model program for engaging, recruiting, and hiring students with disabilities in a case study with the Center for Workforce Development.

**HQ:** Career development opportunities were well advertised through NASA INC., the daily all-hands e-mail distribution mechanism.

**JSC:** During FY 12, 64 percent of JSC's student interns were underserved/underrepresented students. EO and HR were on the Education Intern selection panels to ensure a desired mix of students in the internship programs. Education and HR actively worked to steer education interns into career development programs such as the Co-op Program (now the IEP).

**KSC:** KSC's co-op population was 44 percent female and 33 percent minority students, an increase of 5 percent over the previous year.

**MSFC:** Participation in the Center's 2012 Summer Intern projects included 15 (approximately 30 percent) minority students and six individuals with disabilities (about 12 percent), including one veteran with a targeted disability. HR and EO worked together to improve communications to underrepresented populations, including IWDs, by marketing the Center's education and employment programs at targeted events.

**NSSC:** The NSSC converted a minority female from an IEP position to a permanent full-time position. In addition, one minority male and one minority female were hired for positions in the Pathways Program.

**SSC:** HR and Education widely disseminated student program announcements. Targeted outreach activities were conducted with: Keesler Air Force Base (for 38 boys without a father figure); Jackson State University (18 college students and six instructors), Camp Dream Street (76 children with disabilities in Utica, Mississippi, and 72 college student camp counselors); Kobuk School in a Northern Alaska Eskimo Village (Webcast); Xavier University of Louisiana (workshop for 80 pre-service and K-12 teachers); Tougaloo College (four professors and 19 African American college students); Lillie Burney Elementary School (about 450 students and 25 teachers in Hattiesburg, Mississippi); and the Choctaw Central High School (robotics competition). The Center also participated in outreach activities with the Essence Festival and Urban League to ensure that NASA opportunities were widely known.

### ***Review of Awards Processes***

#### **Center Accomplishments:**

**ARC:** ODEO was a voting member of the selection committee for awards and contributed to the selection of individuals for awards. EO also provided participation rates by race/ethnicity and gender to HR and the Diversity and EO Board.

**DFRC:** The EO Director participated on the awards panel which reviewed the Center's QSIs and Honor Awards. The employees were looked at by occupation, grade level, and other demographic factors to ensure as much participation as possible.

**GSFC:** EEO and OHCM continued to participate regularly on standing awards committee panels; they also extended their reach to participate on a newly created External Awards Review Committee.

**HQ:** The EO Director participated in the review process for the Honor and SES Awards. EO also prepared an analysis of the race/national origin data for all nominees and shared the results with the HR Office to give selecting officials a complete picture of all nominees prior to making the award selections.

**JSC:** The Center requested nominations for awards that represented "the diverse population of civil servant employees whom you feel are most deserving" within its organizations. In most cases, overall diversity (race/ethnicity) was assessed during key milestones in each of the award processes. An increase in the diversity of award recipients was seen at JSC in FY 12, e.g., 50 percent of QSIs were awarded to women and minority employees.

**LaRC:** The EEO Director met with individual members of the senior leadership to discuss the nomination process and provide advice on what they can do to improve the diversity of the pool of applicants.

**SSC:** HR and EO worked collaboratively throughout the year to ensure that the processes were fair and equitable.

### ***Review of Promotion Procedures***

Based on concerns labor raised at the Agency Labor Management Forum about the accretion promotion process, OHCM created a desk guide to provide guidance to NASA employees on classification and promotions. The guide, which was issued in FY 13, explains the following in plain language:

- o Basic position management and classification principles;
- o Different types of promotions (competitive and noncompetitive); and
- o Process for filing classification appeals.

### **Center Accomplishments:**

**ARC:** OHCM reviewed and updated its management procedures for promotions in FY 11 and continued to require that ODEO was present at all roster reviews, the Executive Council Position Review Board (EC PRB) and the Performance Review Board (PRB). HR managers regularly invited the designated EO Specialist to roster reviews and promotion meetings for their respective organizations.

**DFRC:** The EO Office regularly looked at promotions at the Center. The HR Office recently implemented a process to ensure a wide range of employees receive experience that will assist them in being promoted.

**GSFC:** After completing a review of its former accretion promotion process (APP), the Center began work on a new noncompetitive promotion process (NCP) design and implementation plan that will provide for a more streamlined and optimized process for the entire GSFC workforce.

**HQ:** Headquarters had 29 promotions to date and a review indicated that 48 percent of promotions were for African Americans, 7 percent for Asians, and 3 percent for Hispanics.

**JSC:** A "mini-board" was held in Fall 2011 to ensure fair and equitable pay as transitioning employees moved from programs to the institution. JSC regularly performed position management reviews (PMRs) of the structure of positions in organizations. This helped identify positions that had to be competed for a promotion. At the same time, senior promotion boards were held to review employees who might be working at more senior levels. During these processes, reports were gathered and analyzed for the diversity, time-in-position/grade, and other criteria. The final analyses were discussed with the HR Director and the Center Director during frequent promotion discussions.

**NSSC:** During FY 12, 50 percent of NSSC promotions were awarded to minority females and males.

**SSC:** Process improvement is an ongoing activity. Human Capital and EO worked collaboratively throughout the year to ensure that the processes were fair and equitable.

### ***Informal Education and Awareness Opportunities***

#### **Center Accomplishments:**

**ARC:** SEPMs, with advisory group members, coordinated a successful Women's History Month panel discussion on women at Ames, a performance by Axis Dance Company to dispel disability myths, a Black History month performance on the critical role of Black women in history, and cultural performers during Hispanic History Month. ODEO, with the assistance of the advisory groups, hosted the second annual Diversity and Inclusion Day where Center employees, students, and contractors were able to explore the many cultures at ARC.

**DFRC:** The Federal Women's Program (FWP) regularly coordinates brown bag seminars on topics employees find relevant such as dealing with stress and speaking publicly. Success stories of six Dryden female employees are highlighted on the Women at NASA Web site.

**GSFC:** The Center continued to maintain nine active and engaged Advisory Committees that helped to

develop and implement Center-wide educational and awareness program activities to enhance understanding among different cultures and eradicate cultural barriers. A few examples of their activities include: video vignettes created by the African American Advisory Committee to illustrate the diversity of the Center's African American employees; a panel presentation sponsored by the Women's Advisory Committee featuring women from across the Center; and a keynote presentation by Dana Bolles (a NASA employee with a targeted disability from ARC) sponsored by the Equal Accessibility Advisory Committee.

**HQ:** The SEPM, working with an interagency working group, coordinated awareness events for all the major commemorative programs. She also worked on the Federal-wide Holocaust Memorial Program and for the HQ Take Your Sons and Daughters to Work Day.

**JSC:** EO hosted a women's technology event, featuring two JSC live sessions and a live stream of women in technology events from New York and Los Angeles. JSC Employee Resource Groups (ERGs) hosted a "meet and greet" with JSC 2012 interns and co-ops to present information about their groups and activities to the coops and interns. Three women from JSC were highlighted on the Agency's Women@NASA Web site. EO and External Relations Office co-hosted five events for Women's History Month.

**KSC:** Several activities took place in support of KSC's 50<sup>th</sup> anniversary, including: a "Women in Leadership Panel" comprised of former female NASA employees/astronauts going back to the 1970s; "KSC and Proud to Be" D&I awareness event sponsored by the Diversity and Inclusion Committee for Employees (DICE), attended by approximately 200 people and supported by all KSC ERGs. KSC's Lesbian, Gay, Bisexual, and Transgendered (LGBT) ERG hosted a guest speaker on the topic of sexual orientation and the repeal of the Department of Defense "Don't Ask Don't Tell" policy. The Black Employee Strategy Team (BEST) ERG hosted an interactive session on personal effectiveness and leadership.

**LaRC:** The Center "Snapshot," featured individual employees on a monthly basis, showcasing employees in work and personal environments, and exposing the workforce to different perspectives.

**NSSC:** Throughout FY 12, NSSC showcased the success stories of many diverse groups of NSSC employees via a myriad of communication venues, including photographs, articles in the NSSC monthly newsletter, NSSC Web sites, Exchange Council activities, and Employee of the Quarter/Year peer award process and ceremony.

**SSC:** EO, in collaboration with the Navy, created the Stennis Diversity Council in 2009. Awareness and educational events were planned on a monthly basis. SSC used a variety of approaches throughout the year, e.g., speakers, panels, games, and lunch & learn presentations.

EEOC FORM 715-01 PART J	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT  Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals With Targeted Disabilities									
<b>PART I</b> Department or Agency Information	1. Agency	1. National Aeronautics and Space Administration								
	1.a. 2 <sup>nd</sup> Level Comp.	1.a. Not Applicable								
<b>PART II</b> Employment Trend and Special Recruitment for Individuals With Targeted Disabilities	Enter Actual Number at the ...	... beginning of FY.		... end of FY.		Net Change				
		Number	%	Number	%	Number	Rate of Change			
	Perm. Work Force	18,203	100%	17,967	100%	-236	-1.30%			
	Reportable Disability	1,080	5.9%	1,136	6.3%	+56	+5.19%			
	Targeted Disability*	206	1.13%	203	1.13%	-3	-1.46%			
	* If the rate of change for persons with targeted disabilities is not equal to or greater than the rate of change for the total workforce, a barrier analysis should be conducted (see below).									
	1. Total Number of Applications Received From Persons With Targeted Disabilities during the reporting period.						Not Available (NA)			
2. Total Number of Selections of Individuals with Targeted Disabilities during the reporting period.						8				
<b>PART III</b> Participation Rates In Agency Employment Programs (Permanent Employees)										
Other Employment/Personnel Programs	TOTAL	Reportable Disability		Targeted Disability		Not Identified		No Disability		
		#	%	#	%	#	%	#	%	
3. All Promotions	1454	91	6.3%	18	1.2%	71	4.9%	1,292	88.9%	
4. Noncompetitive Promotions	844	52	6.2%	10	1.2%	54	6.4%	738	87.4%	
5. Employee Career Development Programs	92	0	0%	0	0%	NA	NA	92	100%	
5.a. Grades 11 - 12	40	0	0%	0	0%	NA	NA	40	100%	
5.b. Grades 13 - 14	25	0	0%	0	0%	NA	NA	25	100%	
5.c. Grade 13-15 and SES	27	0	0%	0	0%	NA	NA	27	100%	
6.a. Time-Off Awards, 1-9 hours (Total hrs. awarded)	25,987	1,765	6.8%	411	1.6%	840	3.2%	23,382	89.9%	
6.b. Time-Off Awards, 9+ hours (Total hrs. awarded)	129,662	6,814	5.5%	1,153	.93%	3,390	2.6%	119,458	91.9%	
6.b. Cash Awards (\$501+ )	\$20,287,246	1,087,427	5.8%	157,211	0.9%	569,324	3.1%	18,630,495	91.1%	
6.c. Quality-Step Increases	429	17	4.0%	2	.5%	9	2.1%	403	93.9%	

<p><b>EEOC FORM 715-01 PART J</b></p>	<p align="center"><i>U.S. Equal Employment Opportunity Commission</i> <b>FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</b></p> <p align="center"><b>Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals With Targeted Disabilities</b></p>
<p><b>Part IV</b> Identification and Elimination of Barriers</p>	<p>Agencies with 1,000 or more permanent employees MUST conduct a barrier analysis to address any barriers to increasing employment opportunities for employees and applicants with targeted disabilities using FORM 715-01 PART I. Agencies should review their recruitment, hiring, career development, promotion, and retention of individuals with targeted disabilities in order to determine whether there are any barriers.</p> <p><b>See Part I-1 for identification of barriers to Individuals with Targeted Disabilities.</b></p>
<p><b>Part V</b> Goals and Strategies for Targeted Disabilities Program</p>	<p>Agency goals should be set and accomplished in a manner that will effect measurable progress from the preceding fiscal year. Agencies are encouraged to set a goal for the hiring of qualified individuals with targeted disabilities that is at least as high as the anticipated losses from this group during the next reporting period, with the objective of avoiding a decrease in the total participation rate of employees with disabilities.</p> <p>Goals, objectives, and strategies described below should focus on internal as well as external sources of candidates and include discussions of activities undertaken to identify qualified individuals with targeted disabilities who can be (1) hired; (2) placed in such a way as to improve possibilities for career development; and (3) advanced to a position at a higher level or with greater potential than the position currently occupied.</p> <p><b>Goal:</b> The Federal Government-wide goal is for two percent of its workforce to be comprised of qualified IWTDs. At the end of FY 12, 203 IWTDs represented 1.1 percent of the total NASA workforce. ODEO will use the strategies described in Part I-1 to strengthen Agency efforts to achieve the two percent goal.</p> <p><b>Agency strategies and FY 12 Accomplishments are described in Part I-1 (Increasing Representation of IWTDs in the NASA Workforce).</b></p>

## APPENDIX K – WORKFORCE BARRIER ANALYSIS

- Figure K.1 – Individuals With Targeted Disabilities Since FY 92
- Figure K.2 – Individuals With Targeted Disabilities by NASA Center
- Figure K.3 – FY 12 NASA AST Workforce Compared to the Relevant Civilian Labor Force (RCLF)
- Figure K.4 – Physical Scientists (1301) vs. RCLF by Center as of 9/30/12
- Figure K.5 – Aerospace Engineers (861) vs. RCLF by Grade as of 9/30/12
- Figure K.6 – Physical Scientists (1301) vs. RCLF by Grade Level as of 9/30/12
- Figure K.7 – General Engineers (801) vs. RCLF by Grade as of 9/30/12
- Figure K.8 – Hires of General Engineers (801) During FY 12
- Figure K.9 – Hires of Computer Engineers (854) During FY 12
- Figure K.10 – Hires of Aerospace Engineers (861) During FY 12
- Figure K.11 – Hires of Electrical and Electronic Engineers (850 and 855) During FY 12
- Figure K.12 – Hires of General Physical Scientists (1301) During FY 12
- Figure K.13 – Hires of Physicists (1310) During FY 12
- Figure K.14 – AST Representation vs. Promotions by Center – FY 12
- Figure K.15 – Promotions of General Engineers (801) to GS-15 During FY 12
- Figure K.16 – Promotions of Aerospace Engineers (861) to GS-14 and 15 During FY 12
- Figure K.17 – Pathways Intern Employment Program – FY 12
- Figure K.18 – Participation in Career Development
- Figure K.19 – EPCS 2011-12 Ratings by Ethnicity
- Figure K.20 – 2012 Mean EPCS Rating by Gender
- Figure K.21 – QSIs Awarded vs. Overall Workforce – FY 12
- Figure K.22 – Agency Honor Awards vs. Overall Workforce – FY 12
- Figure K.23 – Center Honor Award Analysis

Figure K.1

INDIVIDUALS WITH TARGETED DISABILITIES SINCE FY 92

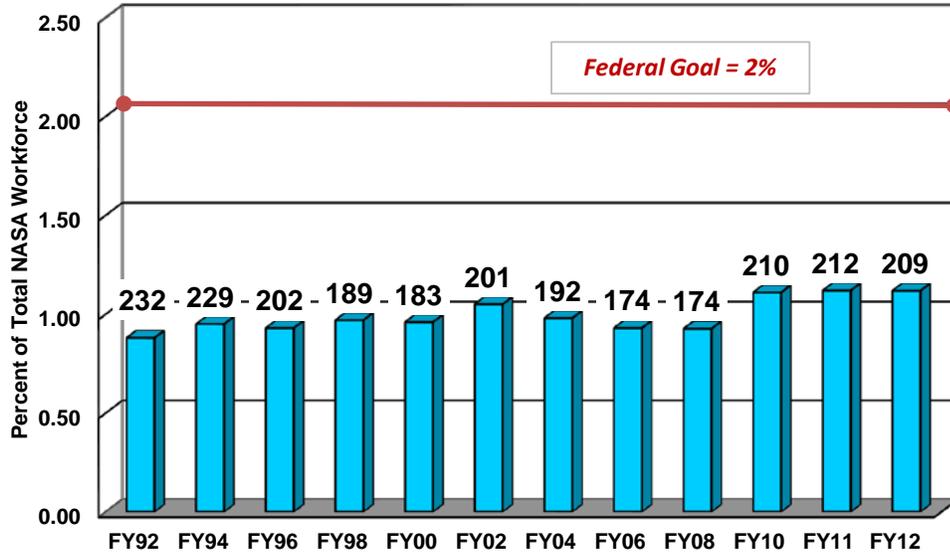


Figure K.2

INDIVIDUALS WITH TARGETED DISABILITIES BY NASA CENTER AS OF 9-30-12

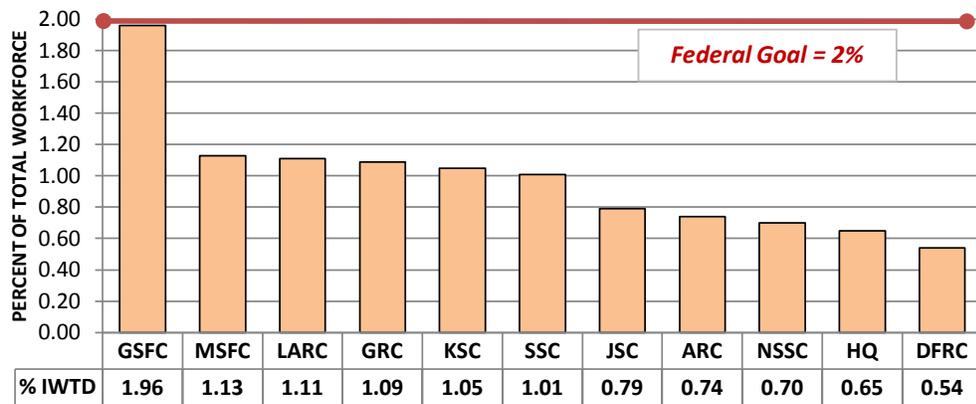
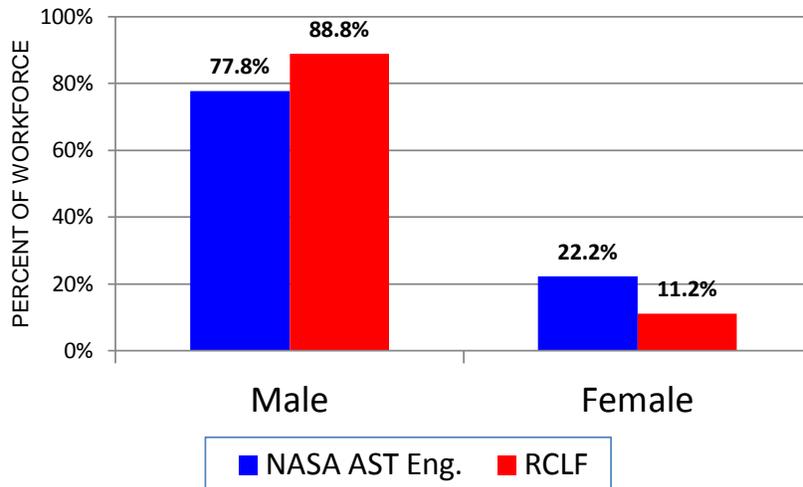
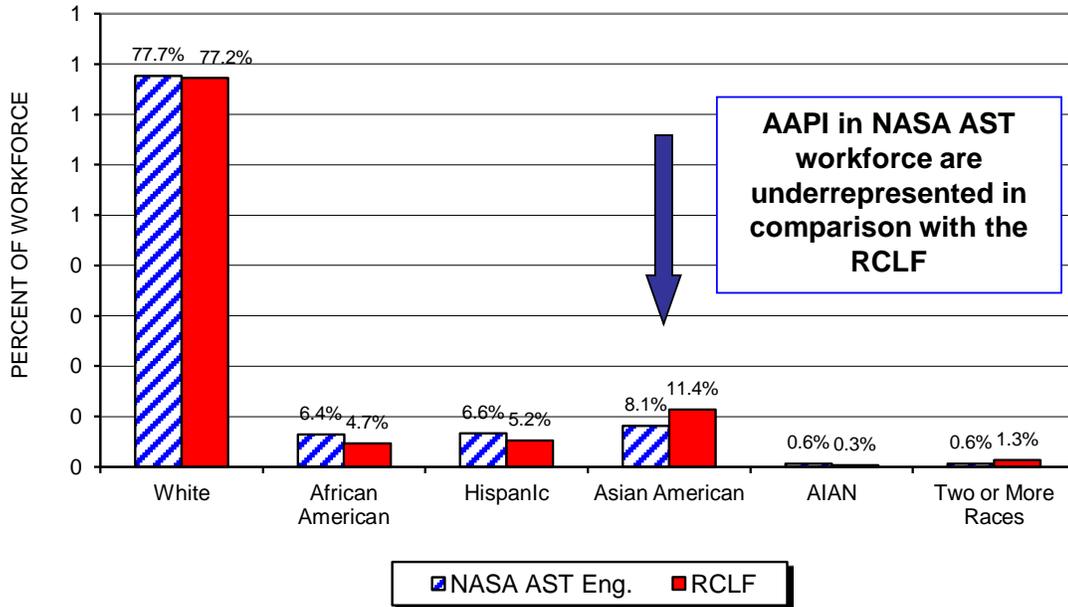


Figure K.3

**FY 12 NASA AST ENGINEERS COMPARED TO THE RELEVANT CIVILIAN LABOR FORCE (RCLF)\***



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

Figure K.4

Physical Scientists (1301) vs. RCLF by Center as of 9/30/12

N=441		Asian or Pacific Is.	Black	Hispanic	MOR	Native American	White	All Diversity
ARC (N=74)	Male	8.1%	0.0%	5.4%	0.0%	0.0%	58.1%	71.6%
	Female	2.7%	0.0%	0.0%	0.0%	0.0%	25.7%	28.4%
	Both Genders	10.8%	0.0%	5.4%	0.0%	0.0%	83.8%	100.0%
GRC (N=5)	Male	0.0%	0.0%	0.0%	0.0%	0.0%	80.0%	80.0%
	Female	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	20.0%
	Both Genders	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%
GSFC (N=35)	Male	7.6%	3.4%	2.8%	1.4%	0.0%	60.7%	75.9%
	Female	3.4%	1.4%	0.0%	0.0%	0.0%	19.3%	24.1%
	Both Genders	11.0%	4.8%	2.8%	1.4%	0.0%	80.0%	100.0%
JSC (N=51)	Male	3.9%	2.0%	3.9%	2.0%	0.0%	49.0%	60.8%
	Female	0.0%	0.0%	3.9%	0.0%	0.0%	35.3%	39.2%
	Both Genders	3.9%	2.0%	7.8%	2.0%	0.0%	84.3%	100.0%
LARC (N=76)	Male	17.1%	1.3%	2.6%	0.0%	1.3%	56.6%	78.9%
	Female	1.3%	0.0%	2.6%	1.3%	0.0%	15.8%	21.1%
	Both Genders	18.4%	1.3%	5.3%	1.3%	1.3%	72.4%	100.0%
MSFC (N=20)	Male	5.0%	5.0%	5.0%	0.0%	0.0%	70.0%	85.0%
	Female	0.0%	0.0%	5.0%	0.0%	0.0%	10.0%	15.0%
	Both Genders	5.0%	5.0%	10.0%	0.0%	0.0%	80.0%	100.0%
HQ (N=64)	Male	4.7%	0.0%	0.0%	0.0%	0.0%	64.1%	68.8%
	Female	4.7%	0.0%	1.6%	0.0%	0.0%	25.0%	31.3%
	Both Genders	9.4%	0.0%	1.6%	0.0%	0.0%	89.1%	100.0%
RCLF	Male	7.8%	1.4%	2.4%	1.0%	0.3%	48.1%	61.0%
	Female	6.3%	2.1%	1.9%	0.8%	0.1%	27.8%	39.0%
	Both Genders	14.1%	3.5%	4.3%	1.8%	0.4%	75.9%	100.0%

Note: Percentages in red font denote representation of group is lower than the RCLF.

Figure K.5

Aerospace Engineers (861) vs. RCLF by Grade as of 9/30/12

Representation %		Asian/PI	Black	Hispanic	Multiracial	Native American	White	TOTAL
SES/ST/ SL	Male	14.6%	2.4%	4.9%	0.0%	0.0%	65.9%	87.8%
	Female	0.0%	0.0%	0.0%	0.0%	0.0%	12.2%	12.2%
N=41	Both Genders	14.6%	2.4%	4.9%	0.0%	0.0%	78.0%	100%
GS 15	Male	6.7%	2.6%	4.2%	0.3%	0.4%	69.2%	83.4%
	Female	1.2%	1.5%	0.3%	0.1%	0.0%	13.5%	16.6%
	Both Genders	7.9%	4.1%	4.6%	0.4%	0.4%	82.6%	100.0%
N=1248	Both Genders	7.9%	4.1%	4.6%	0.4%	0.4%	82.6%	100.0%
GS 14	Male	6.8%	3.4%	4.8%	0.4%	0.5%	65.7%	81.6%
	Female	1.5%	1.9%	0.7%	0.2%	0.1%	13.9%	18.4%
	Both Genders	8.2%	5.3%	5.5%	0.7%	0.7%	79.6%	100.0%
N=1346	Both Genders	8.2%	5.3%	5.5%	0.7%	0.7%	79.6%	100.0%
GS 13	Male	6.4%	4.9%	5.0%	0.7%	0.4%	58.8%	76.3%
	Female	1.6%	2.0%	1.9%	0.1%	0.2%	17.8%	23.7%
	Both Genders	8.0%	6.9%	7.0%	0.9%	0.6%	76.6%	100.0%
N=1336	Both Genders	8.0%	6.9%	7.0%	0.9%	0.6%	76.6%	100.0%
GS 12	Male	8.3%	3.3%	6.7%	0.6%	0.0%	51.7%	70.6%
	Female	2.2%	2.2%	5.0%	1.1%	0.0%	18.9%	29.4%
	Both Genders	10.6%	5.6%	11.7%	1.7%	0.0%	70.6%	100.0%
N=180	Both Genders	10.6%	5.6%	11.7%	1.7%	0.0%	70.6%	100.0%
GS 11	Male	7.1%	10.2%	9.2%	1.0%	0.0%	45.9%	73.5%
	Female	3.1%	3.1%	2.0%	0.0%	0.0%	18.4%	26.5%
	Both Genders	10.2%	13.3%	11.2%	1.0%	0.0%	64.3%	100.0%
N=98	Both Genders	10.2%	13.3%	11.2%	1.0%	0.0%	64.3%	100.0%
GS 09	Male	7.4%	0.0%	2.9%	1.5%	1.5%	55.9%	69.1%
	Female	0.0%	1.5%	1.5%	0.0%	1.5%	26.5%	30.9%
	Both Genders	7.4%	1.5%	4.4%	1.5%	2.9%	82.4%	100.0%
N=68	Both Genders	7.4%	1.5%	4.4%	1.5%	2.9%	82.4%	100.0%
GS 07	Male	4.2%	0.0%	8.3%	4.2%	0.0%	45.8%	62.5%
	Female	0.0%	8.3%	0.0%	0.0%	0.0%	29.2%	37.5%
	Both Genders	4.2%	8.3%	8.3%	4.2%	0.0%	75.0%	100.0%
N=24	Both Genders	4.2%	8.3%	8.3%	4.2%	0.0%	75.0%	100.0%
RCLF	Male	9.6%	3.4%	4.9%	1.3%	0.2%	68.8%	88.2%
861	Female	1.9%	0.6%	0.7%	0.2%	0.1%	8.2%	11.7%

Note: Percentages in red font denote representation of group is lower than the RCLF.

Figure K.6

Physical Scientists (1301) vs. RCLF by Grade Level as of  
9/30/12

		Asian or Pacific Is.	Black	Hispanic	MOR	Native American	White	All Diversity
SES/ST/ SL (N=47)	Male	4	1	0	0	0	31	36
	Male %	8.5%	2.1%	0.0%	0.0%	0.0%	66.0%	76.6%
	Female	0	0	0	0	0	11	11
	Female %	0%	0%	0%	0%	0%	23.4%	23.4%
	Both Genders	4	1	0	0	0	42	47
GS 15  N=237	Male	22	1	6	1	1	155	186
	Male %	9.3%	0.4%	2.5%	0.4%	0.4%	65.4%	78.5%
	Female	6	0	2	0	0	43	51
	Female %	2.5%	0.0%	0.8%	0.0%	0.0%	18.1%	21.5%
	Both Genders	28	1	8	1	1	198	237
GS 14  N=86	Male	8	1	4	1	0	45	59
	Male %	9.3%	1.2%	4.7%	1.2%	0.0%	52.3%	68.6%
	Female	3	0	2	0	0	22	27
	Female %	3.5%	0.0%	2.3%	0.0%	0.0%	25.6%	31.4%
	Both Genders	11	1	6	1	0	67	86
NASA GS14-SES males		34	3	10	2	1	231	281
		9.2%	0.8%	2.7%	0.5%	0.3%	62.4%	75.9%
RCLF Males		7.8%	1.4%	2.4%	1.0%	0.3%	48.1%	61.0%
GS14-SES females		9	0	4	0	0	76	370
		2.4%	0.0%	1.1%	0.0%	0.0%	20.5%	24.1%
RCLF Females		6.3%	2.1%	1.9%	0.8%	0.1%	27.8%	39.0%

Note: Percentages in red font denote representation of group is lower than the RCLF.

Figure K.7

General Engineers (801) vs. RCLF by Grade as of 9/30/12

		Asian or Pacific Is.	Black	Hispanic	MOR	Native American	White	TOTAL
SES/ST /SL	Male	3.5%	3.1%	3.9%	0.0%	0.4%	72.7%	83.6%
	Female	0.0%	1.6%	0.4%	0.0%	0.4%	14.1%	16.4%
N=256	Both Genders	3.5%	4.7%	4.3%	0.0%	0.8%	86.7%	100.0%
GS 15  N=1248	Male	4.1%	3.5%	5.0%	0.3%	0.4%	64.7%	78.0%
	Female	0.4%	1.5%	1.4%	0.2%	0.2%	18.3%	22.0%
	Both Genders	4.5%	5.0%	6.4%	0.5%	0.6%	82.9%	100.0%
GS 14  N=887	Male	3.9%	2.9%	5.7%	0.7%	0.5%	61.3%	75.1%
	Female	0.8%	1.9%	2.5%	0.1%	0.1%	19.5%	24.9%
	Both Genders	4.7%	4.8%	8.2%	0.8%	0.6%	80.8%	100.0%
GS 13  N=632	Male	3.2%	5.4%	6.0%	0.2%	0.5%	52.1%	67.2%
	Female	1.6%	5.1%	2.1%	0.3%	0.2%	23.6%	32.8%
	Both Genders	4.7%	10.4%	8.1%	0.5%	0.6%	75.6%	100.0%
GS 12  N=46	Male	2.2%	4.3%	10.9%	0.0%	2.2%	54.3%	73.9%
	Female	0.0%	2.2%	6.5%	0.0%	0.0%	17.4%	26.1%
	Both Genders	2.2%	6.5%	17.4%	0.0%	2.2%	71.7%	100.0%
GS 11  N=29	Male	3.4%	3.4%	13.8%	6.9%	0.0%	24.1%	51.7%
	Female	3.4%	6.9%	0.0%	0.0%	0.0%	37.9%	48.3%
	Both Genders	6.9%	10.3%	13.8%	6.9%	0.0%	62.1%	100.0%
GS 09  N=13	Male	7.7%	0.0%	0.0%	0.0%	0.0%	23.1%	30.8%
	Female	7.7%	7.7%	7.7%	0.0%	0.0%	46.2%	69.2%
	Both Genders	15.4%	7.7%	7.7%	0.0%	0.0%	69.2%	100.0%
GS 07  N=7	Male	0.0%	28.6%	0.0%	0.0%	0.0%	42.9%	71.4%
	Female	0.0%	0.0%	0.0%	0.0%	0.0%	28.6%	28.6%
	Both Genders	0.0%	28.6%	0.0%	0.0%	0.0%	71.4%	100.0%
RCLF	Male	8.9%	3.3%	4.1%	1.0%	0.3%	70.7%	88.3%
801	Female	1.8%	0.9%	0.7%	0.2%	0.0%	8.0%	11.6%

Note: Percentages in red font denote representation of group is lower than the RCLF.

Figure K.8 Hires of General Engineers (801) During FY 12

Race/Ethnicity	Female		Male		Total		Total W	ONLY GS PER
	Hires	%	Hires	%	Hires	%		
0.2%	1	1.0%	0	0.0%	1	0.2%	10	%
0.0%	0	0.0%	0	0.0%	0	0.0%	10	%
0.2%	1	0.9%	0	0.0%	1	0.2%	148	#
0.4%	11	1.8%	6	0.6%	17	0.4%	10	%
24	98	1.8%	34	0.6%	132	2.4%	546	#
24	98	1.8%	34	0.6%	132	2.4%	546	#
24	98	1.8%	34	0.6%	132	2.4%	546	#
Total W								

Figure K.9 Hires of Computer Engineers (854) During FY 12

Race/Ethnicity	Female		Male		Total		Total W	GRAD PER
	Hires	%	Hires	%	Hires	%		
0.3%	1	1.4%	0	0.1%	1	0.3%	100	%
0.0%	0	0.0%	0	0.0%	0	0.0%	100	%
0.0%	0	0.0%	0	0.0%	0	0.0%	100	%
0.4%	1	0.7%	0	0.0%	1	0.4%	100	%
5	20	1.6%	5	0.4%	25	0.5%	1,236	#
5	20	1.6%	5	0.4%	25	0.5%	1,236	#
5	20	1.6%	5	0.4%	25	0.5%	1,236	#
Total W								



Figure K.12

Hires of General Physical scientists (1301) During FY 12

RACE/ETHNICITY																
Non-Hispanic or Latino																
	AIAN		NHOF		AS		Black		White		Hispanic					
	Femate	Male	Femate	Male	All											
0.8%	1.0%	0%	0.3%	0.0%	0.0%	6.3%	7.8%	2.1%	1.4%	27.8%	48.1%	1.9%	2.4%	39.0%	61.0%	100.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.3%	5.3%	0.0%	0.0%	10.5%	78.9%	0.0%	0.0%	15.8%	84.2%	100.0%
0	0	0	0	0	0	1	0	0	2	15	0	0	0	3	16	19
0.6%	0.0%	0.0%	0.6%	0.0%	0.0%	5.0%	11.9%	1.3%	0.6%	18.2%	55.3%	2.5%	3.8%	27.7%	72.3%	100.0%
1	0	0	1	0	0	8	19	2	1	29	88	4	6	44	115	159
0.9%	2.2%	0.0%	0.2%	0.1%	0.0%	3.8%	8.1%	2.3%	4.9%	15.0%	50.2%	2.8%	9.5%	24.8%	75.2%	100.0%
13	32	0	3	1	0	55	119	34	72	219	734	41	139	363	1,099	1,462#
13	32	0	3	1	0	55	119	34	72	219	734	41	139	363	1,099	1,462#
Female_Male												Female_Male	Female_Male	All		
RACE/ETHNICITY																
Non-Hispanic or Latino																
	AIAN		NHOF		AS		Black		White		Hispanic					
	Femate	Male	Femate	Male	All											

Figure K.13

Hires of Physicists (1310) During FY 12

RACE/ETHNICITY																
Non-Hispanic or Latino																
	AIAN		NHOF		AS		Black		White		Hispanic					
	Femate	Male	Femate	Male	Femate	Male	Femate	Male	Femate	Male	Femate	Male	All			
0.1%	1.3%	0.0%	0.0%	0.0%	0.0%	2.2%	7.2%	0.5%	1.1%	10.7%	74.7%	0.4%	1.9%	13.9%	86.1%	100.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%	0.0%	0.0%	30.0%	60.0%	0.0%	0.0%	40.0%	60.0%	100.0%
0	0	0	0	0	0	1	0	0	3	6	0	0	0	4	6	10
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.0%	19.6%	0.0%	9.8%	9.8%	47.1%	2.0%	9.8%	13.7%	86.3%	100.0%
0	0	0	0	0	0	1	10	0	5	24	1	5	7	44	51	#
1.5%	3.7%	0.5%	0.0%	0.0%	0.0%	1.2%	11.0%	3.0%	9.2%	9.0%	90.6%	3.5%	8.7%	16.7%	83.3%	100.0%
6	15	2	0	0	0	5	44	12	37	36	203	6	35	67	334	401
6	15	2	0	0	0	5	44	12	37	36	203	6	35	67	334	401
Female_Male												Female_Male	Female_Male	All		
RACE/ETHNICITY																
Non-Hispanic or Latino																
	AIAN		NHOF		AS		Black		White		Hispanic					
	Femate	Male	Femate	Male	Femate	Male	Femate	Male	Femate	Male	Femate	Male	All			

Figure K.14

AST Representation vs. Promotions by Center – FY 12

AST Representation at Beginning of FY 12

REP % at beginning of FY	White	Black	Hispanic	Asian or Pacific Is.	Native American	Multiracial	All Diversity
ARC	70.7%	2.7%	5.4%	19.2%	0.7%	1.3%	100.0%
DFRC	73.2%	2.5%	7.1%	15.4%	1.1%	0.7%	100.0%
GRC	79.7%	5.8%	4.3%	9.3%	0.5%	0.5%	100.0%
GSFC	74.7%	8.0%	6.0%	10.7%	0.2%	0.5%	100.0%
JSC	77.2%	6.1%	8.5%	7.0%	0.6%	0.7%	100.0%
KSC	75.3%	5.2%	12.3%	6.0%	0.4%	0.7%	100.0%
LARC	82.8%	4.6%	4.3%	7.4%	0.5%	0.3%	100.0%
MSFC	84.7%	7.5%	2.6%	3.1%	1.0%	1.0%	100.0%
SSC	83.3%	8.9%	4.4%	1.7%	0.0%	1.7%	100.0%
HQ	84.5%	5.7%	2.4%	7.1%	0.3%	0.0%	100.0%
All Centers	78.3%	6.1%	6.3%	8.1%	0.6%	0.7%	100.0%

AST Promotions During FY 12

Promotion Actions as % of grand total	White	Black or African American	Hispanic or Latino	Asian or Pacific Islander	Native American	Multiracial	All Diversity
ARC	63.3%	3.3%	13.3%	20.0%	0.0%	0.0%	100.0%
DFRC	70.6%	2.9%	2.9%	20.6%	2.9%	0.0%	100.0%
GRC	73.8%	9.5%	8.3%	4.8%	2.4%	1.2%	100.0%
GSFC	65.0%	15.3%	7.1%	10.9%	0.5%	1.1%	100.0%
JSC	74.1%	6.5%	11.8%	7.1%	0.0%	0.6%	100.0%
KSC	73.2%	6.2%	14.4%	4.1%	1.0%	1.0%	100.0%
LARC	87.2%	2.1%	4.3%	4.3%	0.0%	2.1%	100.0%
MSFC	79.4%	9.9%	7.8%	1.4%	0.0%	1.4%	100.0%
SSC	66.7%	19.0%	4.8%	4.8%	0.0%	4.8%	100.0%
HQ	83.3%	16.7%	0.0%	0.0%	0.0%	0.0%	100.0%
All Centers	72.9%	9.2%	9.0%	7.1%	0.6%	1.1%	100.0%

Note: Percentages in red font denote promotion rate for group is lower than its representation at the beginning of the fiscal year.

Figure K. 15 Promotions of General Engineers (801) to GS-15 During FY 12

		RACE/ETHNICITY										Total				
		NOT-HISPANIC OR LATINO					HISPANIC OR LATINO									
		Asian		NHCPH		AS		BLACK		WHITE		Hispa				
		Femate	Male	Femate	Male	Femate	Male	Femate	Male	Femate	Male	Femate	Male			
0.0%	0.3%	0.0%	0.4%	0.0%	0.0%	0.4%	1.6%	3.6%	18.1%	65.1%	1.3%	5.0%	21.4%	78	10	%
0.0%	2.2%	0.0%	0.0%	0.0%	2.2%	0.0%	6.7%	22.2%	57.8%	0.0%	8.9%	24.2%	7	45	10	%
0.0%	0.3%	0.0%	0.0%	0.3%	1.7%	4.3%	2.0%	4.0%	17.8%	61.4%	0.7%	7.6%	22.1%	77	10	%
0	1	0	0	1	5	13	6	12	54	186	2	23	67	236	303	#
0	1	0	0	1	5	11	33	78	362	186	2	35	99	459	558	#
Femate Male		Asian		NHCPH		AS		BLACK		WHITE		Hispa		Total		
RACE/ETHNICITY																

Figure 16 Promotions of Aerospace Engineers (861) to GS-14-15 During FY 12

		RACE/ETHNICITY										Total				
		NOT-HISPANIC OR LATINO					HISPANIC OR LATINO									
		Asian		NHCPH		BLACK		WHITE		Hispa						
		Femate	Male	Femate	Male	Femate	Male	Femate	Male	Femate	Male	Femate	Male			
0.2%	0.4%	0.0%	0.6%	0.0%	0.0%	1.5%	2.0%	3.3%	13.4%	66	0.8%	4.8%	17.7%	81	10	%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.1%	5.1%	20.5%	38	2.8%	2.8%	28.2%	7	39	10	%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.0%	2.0%	4.3%	15.0%	67	2.1%	1.2%	20.1%	7	10	%
0	0	0	0	0	0	2	2	8	23	1	1	11	20	39	7	#
0	0	0	0	0	0	2	2	8	23	1	1	11	20	39	7	#
0	0	0	0	0	0	15	6	10	35	137	5	4	47	161	234	#
1	2	0	1	0	1	24	7	15	53	237	6	6	68	263	303	#
Femate Male		Asian		NHCPH		BLACK		WHITE		Hispa		Total				
RACE/ETHNICITY																

		RACE/ETHNICITY										Total				
		NOT-HISPANIC OR LATINO					HISPANIC OR LATINO									
		Asian		NHCPH		BLACK		WHITE		Hispa						
		Femate	Male	Femate	Male	Femate	Male	Femate	Male	Femate	Male	Femate	Male			
0.0%	0.3%	0.0%	0.4%	0.0%	0.0%	1.3%	1.4%	2.7%	13.4%	69	0.3%	4.3%	16.4%	81	10	%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	9.4%	3.8%	3.8%	15.1%	64	0.0%	3.8%	18.9%	6	10	%
0.0%	0.3%	0.0%	0.0%	0.0%	0.0%	2.4%	2.4%	4.5%	13.4%	67	0.6%	3.8%	18.7%	6	10	%
0	1	0	0	0	1	20	8	15	45	221	2	12	56	280	330	#
0	2	0	0	0	1	30	17	31	67	314	2	15	87	397	494	#
Femate Male		Asian		NHCPH		BLACK		WHITE		Hispa		Total				
RACE/ETHNICITY																

Figure K.17

**Pathways Intern Employment Program – FY 12**

<b>All Pathway Interns (n=235)</b>	<b>Male</b>	<b>Female</b>	<b>Both Genders</b>
<b>Asian or Pacific Is.</b>	6.0%	3.8%	<b>9.8%</b>
<b>Black</b>	6.4%	8.5%	<b>14.9%</b>
<b>Hispanic</b>	5.5%	6.8%	<b>12.3%</b>
<b>Multiracial</b>	0.4%	2.6%	<b>3.0%</b>
<b>Native American</b>	0.9%	0.0%	<b>0.9%</b>
<b>White</b>	31.5%	27.7%	<b>59.1%</b>
<b>All Diversity</b>	<b>50.6%</b>	<b>49.4%</b>	<b>100.0%</b>

<b>AST Pathway Interns (n=77)</b>	<b>Male</b>	<b>Female</b>	<b>Both Genders</b>
<b>Asian or Pacific Is.</b>	<b>2.3%</b>	6.8%	<b>9.1%</b>
<b>Black</b>	6.8%	4.5%	<b>11.4%</b>
<b>Hispanic</b>	4.5%	6.8%	<b>11.4%</b>
<b>Multiracial</b>	0.0%	0.0%	<b>0.0%</b>
<b>Native American</b>	4.5%	0.0%	<b>4.5%</b>
<b>White</b>	43.2%	20.5%	<b>63.6%</b>
<b>All Diversity</b>	<b>61.4%</b>	<b>38.6%</b>	<b>100.0%</b>

Note: Percentage in red font denotes percentage of group is lower than expected, based on relevant bachelor degrees earned.



Figure K.19

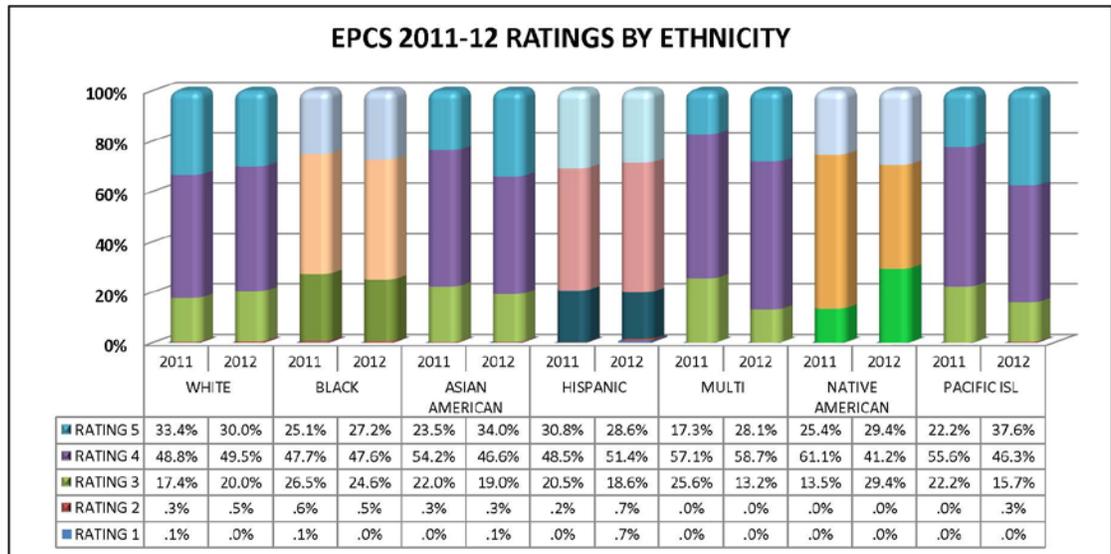


Figure K.20

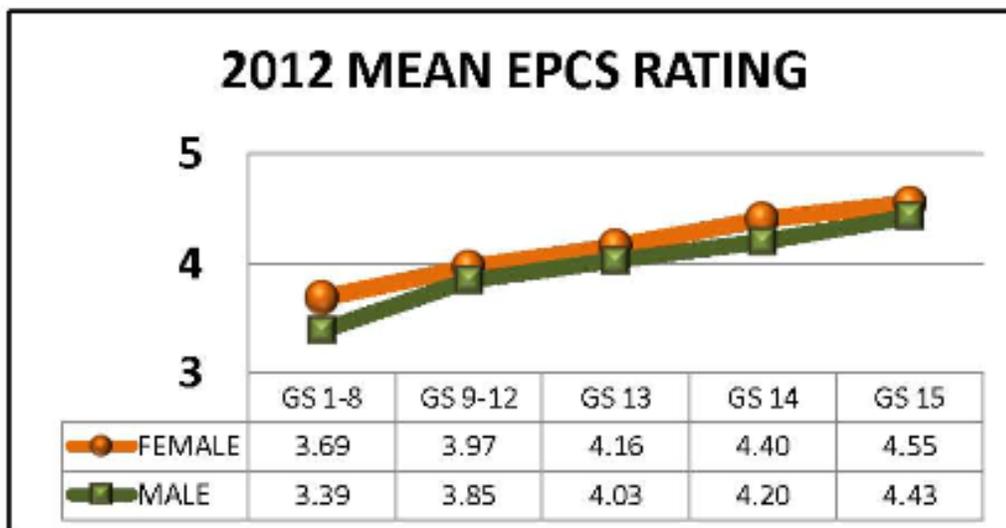


Figure K.21

**QSIs Awarded vs. Overall Workforce – FY 12**

NASA workforce at beginning of FY 12	Male	Female	Both Genders
Asian or Pacific Is.	4.6%	2.0%	6.5%
Black	4.6%	7.0%	11.5%
Hispanic	4.0%	2.3%	6.3%
Multiracial	0.5%	0.3%	0.8%
Native American	0.5%	0.2%	0.7%
White	50.7%	23.4%	74.1%
<b>All Diversity</b>	<b>64.8%</b>	<b>35.2%</b>	<b>100.0%</b>

QSIs (as % of total awarded) n=438	Male	Female	Both Genders
Asian or Pacific Is.	2.3%	3.4%	5.7%
Black	2.3%	7.8%	10.0%
Hispanic	5.5%	3.7%	9.1%
Multiracial	0.5%	0.2%	0.7%
Native American	0.5%	0.2%	0.7%
White	44.5%	29.2%	73.7%
<b>All Diversity</b>	<b>55.5%</b>	<b>44.5%</b>	<b>100.0%</b>

Note: Percentages in red font denote award rate for group is lower than its representation at the beginning of the fiscal year.

Figure K.22

**Agency Honor Awards vs. Overall Workforce – FY 12**

NASA workforce at beginning of FY 12	Male	Female	Both Genders
Asian or Pacific Is.	4.6%	2.0%	6.5%
Black	4.6%	7.0%	11.5%
Hispanic	4.0%	2.3%	6.3%
Multiracial	0.5%	0.3%	0.8%
Native American	0.5%	0.2%	0.7%
White	50.7%	23.4%	74.1%
<b>All Diversity</b>	<b>64.8%</b>	<b>35.2%</b>	<b>100.0%</b>

Agency Honor Awards % n=246	Male	Female	Both Genders
Asian or Pacific Is.	2.0%	0.0%	2.0%
Black	9.8%	3.7%	13.4%
Hispanic	2.9%	0.8%	3.7%
Multiracial	0.4%	0.8%	1.2%
Native American	0.4%	0.4%	0.8%
White	58.1%	20.7%	78.9%
<b>All Diversity</b>	<b>73.6%</b>	<b>26.4%</b>	<b>100.0%</b>

Note: Percentages in red font denote award rate for group is lower than its representation at the beginning of the fiscal year.





## **National Aeronautics and Space Administration Policy Statement on Equal Employment Opportunity**

As we move forward with ever increasing momentum in our shared goal of exploring space, I reaffirm the Agency's commitment to equal opportunity in employment.

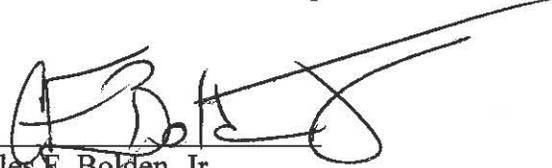
Equal opportunity in employment means opportunity not just for some but for all. NASA provides equal opportunity in Federal employment regardless of race, color, gender, national origin, religion, age, disability, genetic information, sexual orientation, status as a parent, or gender identity.

Equal employment opportunity (EEO) covers all human capital and employment programs, management practices, and decisions including, but not limited to, recruitment, hiring, merit promotion, transfer, reassignments, training and career development, benefits, and separation. NASA supports employee exercise of rights under EEO law. Reprisal against individuals who engage in protected activity will not be tolerated. NASA supports the rights of employees to exercise all available rights under the civil rights statutes.

Preserving these rights in our workplace takes special care and vigilance. Our continued and vigorous adherence to these laws and a focus on the spirit as much as the letter of these laws are fundamental for our success. We must continue to be an organization that seeks the best minds and broadest experience to ensure that every qualified person has an equal chance to compete and contribute.

NASA provides an environment that honors integrity, excellence, teamwork, fairness, and equity. We strive to exemplify in all of our decision making the principle that employees have the freedom to compete on a fair and level playing field. We will continue to provide a workplace that is free from all forms of illegal discrimination, including harassment and retaliation. Upon request and as appropriate, we will continue to provide reasonable accommodations to qualified individuals with disabilities. Above all, we must view our commitment to EEO as a matter of personal integrity and accountability.

I trust that we will all do our part in these efforts.

  
\_\_\_\_\_  
Charles F. Bolden, Jr.  
Administrator

\_\_\_\_\_  
Date

MAY 3, 2013



## National Aeronautics and Space Administration Policy Statement on Anti-Harassment

NASA remains committed to providing a work environment free from harassment and to preventing harassing conduct as early as possible, before it can become pervasive or severe. Therefore, it is NASA policy to take immediate and appropriate action when the Agency is made aware of allegations of harassment or determines that harassing conduct has occurred.

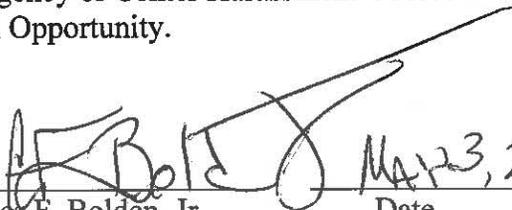
Harassment is defined as any unwelcome verbal or physical conduct, based on an individual's race, color, gender, national origin, religion, age or disability, sexual orientation, status as a parent, or gender identity, which can reasonably be considered to adversely affect the work environment or an employment decision affecting the employee based upon the employee's acceptance or rejection of such conduct.

It is the responsibility of all employees to immediately report possible incidents of harassment to one of the following: management official or supervisor, the Center Anti-Harassment Coordinator, or any other official(s) as designated by the Center Director. Employees who make a good faith report of harassing conduct or who assist in any inquiry regarding such a report are protected from retaliation, which is not tolerated at NASA. Additionally, reports of harassment are confidential to the fullest extent possible without impeding an investigation into such allegations.

Upon receipt of such a report, the appropriate management official will investigate the allegations and will take appropriate corrective or disciplinary action, up to and including removal, to ensure that no further harassing conduct occurs. Management officials have a duty to carry out their responsibilities under this policy, and failure to do so can result in disciplinary action.

This policy is separate and apart from any collective bargaining agreement or statutory complaint process that also covers harassment, such as the EEO complaint process. To initiate the EEO complaint process, an employee must contact an EEO counselor within 45 days of the alleged harassment.

For further information about NASA policy on anti-harassment and for technical assistance, contact the Agency or Center Harassment Coordinator or the Associate Administrator for Diversity and Equal Opportunity.

  
\_\_\_\_\_  
Charles F. Bolden, Jr.  
Administrator

Date

May 23, 2013

  
\_\_\_\_\_  
Brenda R. Manuel  
Associate Administrator for  
Diversity and Equal Opportunity

Date

May 3, 2013



