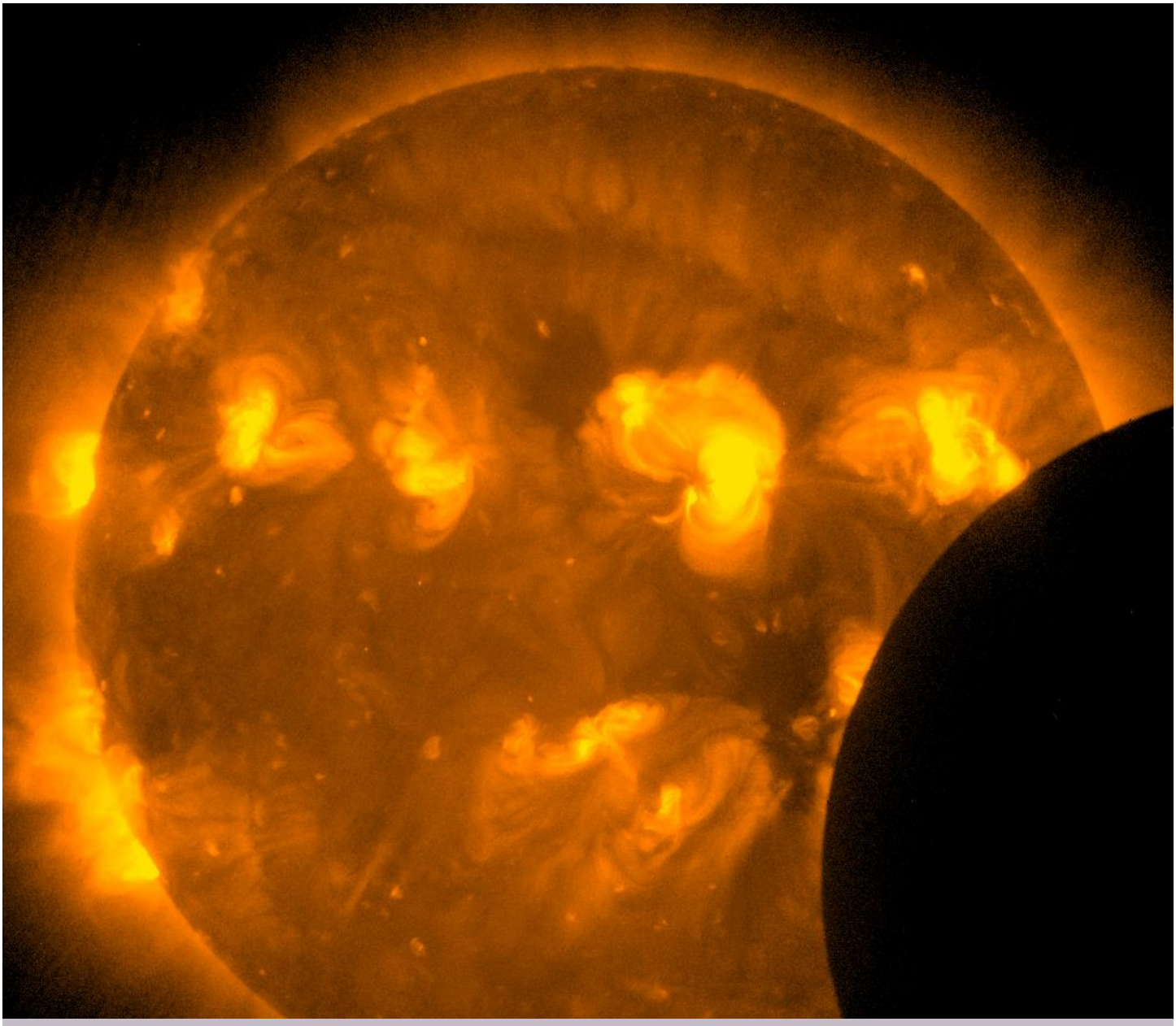

NASA Equal Employment Opportunity Strategic Plan: FY 2017-19

FY 2017 Annual Report and Update

Office of Diversity and Equal Opportunity

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EXECUTIVE SUMMARY

The National Aeronautics and Space Administration (NASA) demonstrates its commitment to equal employment opportunity (EEO) in the workplace through a variety of means, including the development and implementation of a 3-year *NASA Equal Employment Opportunity Strategic Plan*, which is used by Agency leadership to ensure equal opportunity and program accountability in NASA programs.[1] NASA's Model EEO Plan is based on the six essential elements of a "Model EEO Agency" identified by the U.S. Equal Employment Opportunity Commission (EEOC): 1) leadership commitment, 2) integration of EEO into the Agency's strategic mission, 3) management and program accountability, 4) efficiency, 5) responsiveness and legal compliance, and 6) proactive prevention of discriminatory actions. Consistent with NASA's core values, NASA's EEO strategic plan goes beyond the minimum requirements of EEOC's MD-715 and challenges NASA to achieve excellence both individually and institutionally.

NASA's Office of Diversity and Equal Opportunity (ODEO) leads the effort to evaluate NASA's management infrastructure as it relates to EEO, including policies, procedures, and practices. The purpose of the evaluation is to identify challenges to EEO and to develop actions to address them. ODEO conducts a variety of programs to address discrimination and harassment, including managing the EEO complaints process, encouraging Alternative Dispute Resolution, conducting a separate Anti-Harassment Program, and providing Agency-wide guidance on reasonable accommodations. ODEO also delivers training on a variety of topics, including conflict management, diversity and inclusion (D&I), and the Notification and Federal Employee Antidiscrimination and Retaliation (No FEAR) Act of 2002 and its requirements. In addition, ODEO has several proactive programs aimed at prevention of discrimination, including overall management of the Agency-wide Disability Program and other Special Emphasis Programs, as well as ongoing workforce data analyses. ODEO works collaboratively across the Agency and its Centers with a variety of partners and stakeholders to ensure the integration of EEO principles into the Agency's strategic planning, policies, and practices.

With top-level support from the NASA Administrator and other NASA leaders, NASA ODEO and Center EEO offices undertook many activities in FY 2017 to advance EEO in the NASA workforce. These activities included: conducting and presenting detailed workforce analyses at various forums to highlight where EEO gaps exist; participating in a variety of Agency-led committees and teams; providing input and advice regarding performance ratings, promotions, awards, and leadership development programs; processing and resolving complaints of discrimination or harassment; advising on requests for reasonable accommodations for individuals with disabilities; and developing and delivering a variety of outreach and education initiatives.

In 2017, for the sixth year in a row, NASA was ranked the best place to work among large Federal agencies, leading in all 14 categories, including "Support for Diversity."[2] However, NASA's work is not done. Data reveal opportunities for certain groups to participate at higher levels in the Agency's workforce, including Asian Americans and Pacific Islanders in engineering positions; women and members of minority groups in Physical Science positions; women and minorities in leadership positions; and individuals with

[1] The U.S. Equal Employment Opportunity Commission (EEOC), under Management Directive 715 (MD-715), requires federal agencies to development a "Model EEO Agency Plan." In FY 14, ODEO developed a streamlined approach to the Agency EEO plan to: 1) focus attention and actions on a limited number of high-priority challenges; and 2) define the over-arching Agency challenges and strategies, while allowing Centers to define the tactical actions they will use to address the challenges. This was a departure from the past, when ODEO identified a number of detailed actions for all Centers to implement. The FY 17-19 Model Agency EEO Plan is the second 3-year plan under this streamlined approach.

[2] Partnership for Public Service, "Agency Report: National Aeronautics and Space Administration," accessed at <http://bestplacestowork.org/BPTW/rankings/detail/NN00#tab_category_tbl>.

disabilities in grades GS-11 and above. NASA has opportunities to make improvements to our internal EEO program, as well, including ensuring the effective implementation of EEOC's new regulations regarding the employment of individuals with disabilities. Although NASA has achieved some progress over time, there is still room for improvement, as this plan demonstrates. This report identifies the successes and challenges of the Agency with regard to addressing EEO, summarizes FY 2017 accomplishments in EEO, and lays out a plan for becoming a "Model EEO Agency."

FY 2017 EEO ANNUAL REPORT

A. Overview of the NASA Workforce

NASA's mission is to drive advances in science, technology, aeronautics, and space exploration to enhance knowledge, education, innovation, economic vitality, and stewardship of the Earth. To achieve our mission, the *NASA Strategic Plan* notes:

> People are our most important resource; without them, no mission can be achieved. We have a workforce that is skilled, competent, and dedicated. Our workforce is committed and passionate, and brings many dimensions of diversity, including ideas and approaches, to make our teams successful. To conduct our missions over the next 20 to 30 years, we must focus on attaining an increasingly diverse workforce with the right balance of skills and talents and provide an inclusive work environment in which employees with varying perspectives, education levels, skills, life experiences, and backgrounds work together and are fully engaged in NASA's Mission.[3]

In order to attain "an increasingly diverse workforce," NASA must ensure equal opportunity in all aspects of its human capital management, including recruitment, hiring, promotions, and awards. ODEO, in conjunction with the Office of Human Capital Management (OHCM), monitors workforce data to determine if discrepancies exist with regard to participation in the NASA workforce by demographic group. In particular, NASA focuses its analyses on individuals in professional administrative (PA) and science and engineering (S&E) positions. Professional administrative positions account for 30 percent of all NASA positions, and include occupations such as: Human Resources Specialist, Equal Employment Opportunity Specialist, Contract Specialist, Budget Analyst, and Information Technology Specialist. Science and engineering positions account for 64 percent of the total NASA workforce, and includes individuals in engineering, physical science, and life science positions.[4] EEOC requires agencies to identify their "mission critical" occupations. Based on the number of individuals employed in such positions and their importance to NASA mission, NASA has identified the following mission critical occupations: General, Electrical, Computer, Electronics, and Aerospace Engineering; Contracting; General Physical Science; and Astronomy and Space Science. These occupations account for 61 percent of the NASA workforce.

According to EEOC, a low participation rate for any group should be considered a "trigger" – a situation that alerts the agency to the possible existence of a barrier to equal employment opportunity. In other words, low participation (or representation) of a group in certain occupations, or among employees receiving promotions, awards, etc., may indicate that there is an agency policy or practice that limits the

[3] National Aeronautics and Space Administration, *NASA Strategic Plan: 2014,* p. 38, accessed at <https://www.nasa.gov/sites/default/files/files/FY2014_NASA_SP_508c.pdf>.

[4] The remaining NASA employees are in clerical (2 percent) and technician (4 percent) positions.

full participation of that group.[5] A trigger does not by itself demonstrate a barrier to equal opportunity; it indicates an area to be monitored or further analyzed.

EEOC does not prescribe tests of statistical significance or other statistical tests to determine "underrepresentation," leaving it instead to agencies to determine their level of tolerance. Thus, for the purposes of trigger identification, NASA considers a difference of 2 percentage points or more to be an area of potential concern, regardless of statistical significance. For example, women account for 34 percent the total NASA workforce, but only 16 percent of Senior Level (SL) and Senior Scientific and Professional (ST) positions. Women's lower participation in SL and ST positions, compared to their overall participation rate is a trigger, suggesting further analyses are warranted. A current workforce ratio below the relevant civilian labor force (RCLF) for any group is another trigger. The RCLF is comprised of occupations similar to those of the Agency. Due to the specialized nature of the NASA workforce, ODEO focuses its analyses primarily on the RCLF, as discussed in Section C of this report.[6]

A "snapshot" of the NASA workforce reveals the following triggers at various grade levels and occupations for several groups, when compared to their total representation at NASA (see Table 1 and Figure 1):

- ***Asian Americans and Pacific Islanders (AAPI)*** make up 7.5 percent of the NASA workforce, yet account for only 5 percent of those in NASA Senior Executive Service (SES) positions and in professional administrative positions (shown in Table 1). Among all of NASA AAPI employees, just over three-quarters (76 percent) are in science and engineering occupations and 20 percent are in professional administrative jobs (depicted in Figure 1).
- ***Blacks and African Americans*** account for 11.6 percent of the NASA workforce, which is similar to their representation in the U.S. population. However, in comparison to their total employment at NASA, Black and African American employees account for only 1.3 percent of SL and ST employees, 8.6 percent of those in grades GS-14 and GS-15, and 9.6 of the SES. Further, while Blacks and African Americans account for 10 percent of the Federal science, technology, engineering, and mathematics (STEM) workforce, they are only 6 percent of the NASA S&E workforce. Among Black and African American employees at NASA, 57 percent are in PA positions and 34 percent are in S&E positions.
- ***Hispanics and Latinos*** account for nearly 8 percent of the NASA workforce. Further, they are 7 percent of S&E employees, which is slightly higher than their representation in the Federal STEM workforce. However, Hispanics and Latinos account for only 3.8 percent of SL and ST employees, 4.6 percent of the SES, and 5.5 percent of NASA supervisors. Fifty-nine percent of Hispanics at NASA are in S&E occupations and one-third are in PA occupations.
- ***American Indians and Alaska Natives (AIAN)*** only 186 AIAN individuals are employed by NASA (1.1 percent of the NASA workforce), rendering comparisons of smaller groups to their total employment less meaningful. Thus, NASA has an opportunity to increase the overall number of AIAN employees.

[5] EEOC defines a "trigger" as "a trend, disparity, or anomaly that suggests the need for further inquiry into a particular policy, practice, procedure, or condition." EEOC, *Instructions to Federal Agencies for EEO MD-715*, "Section II: Barrier Identification and Elimination," accessed at <https://www.eeoc.gov/federal/directives/715instruct/>.

[6] EEOC requires agencies to use representation in the agency workforce as the comparison group when analyzing representation by grade level and supervisory status, and in promotions, hiring, etc. When analyzing individuals by occupation, EEOC requires the use of the RCLF, which is comprised of occupations similar to occupations in the agency. EEOC, *Instructions to Federal Agencies for EEO MD-715*, "Guidance for Completing the EEOC FORM 715-01 Workforce Data Tables," accessed at <https://www.eeoc.gov/federal/directives/715instruct/>. Additional data tables and planned actions to address these and other challenges are presented in Section C below along with a discussion of the RCLF.

- ***Women*** account for just over 34 percent of the NASA workforce; however they comprise only 16 percent of those in ST and SL positions; 23 percent of those in S&E positions; and 28 percent of GS-14 and GS-15 employees and the SES. Among all women employed by NASA, half are in PA positions and 43 percent are in S&E positions.
- ***Individuals with disabilities (IWD)*** comprise 7 percent of the NASA workforce, but only 5 percent of the SES. Further, individuals with targeted disabilities account for just 1 percent of NASA employees. There are no individuals with targeted disabilities (IWTD) in the SES and very few in SL, ST, GS-14, and GS-15 positions. Among all IWD, 46 percent are in PA positions and 44 percent are in S&E positions.

Throughout FY 2017, ODEO and Center EEO staff conducted in-depth analyses of the NASA workforce and related information to inform the actions in the NASA EEO Strategic Plan presented at the end of this report. (Those findings and data are presented and discussed in Section C below.) Section B of this report discusses NASA's FY 2017 successes with regard to furthering EEO.

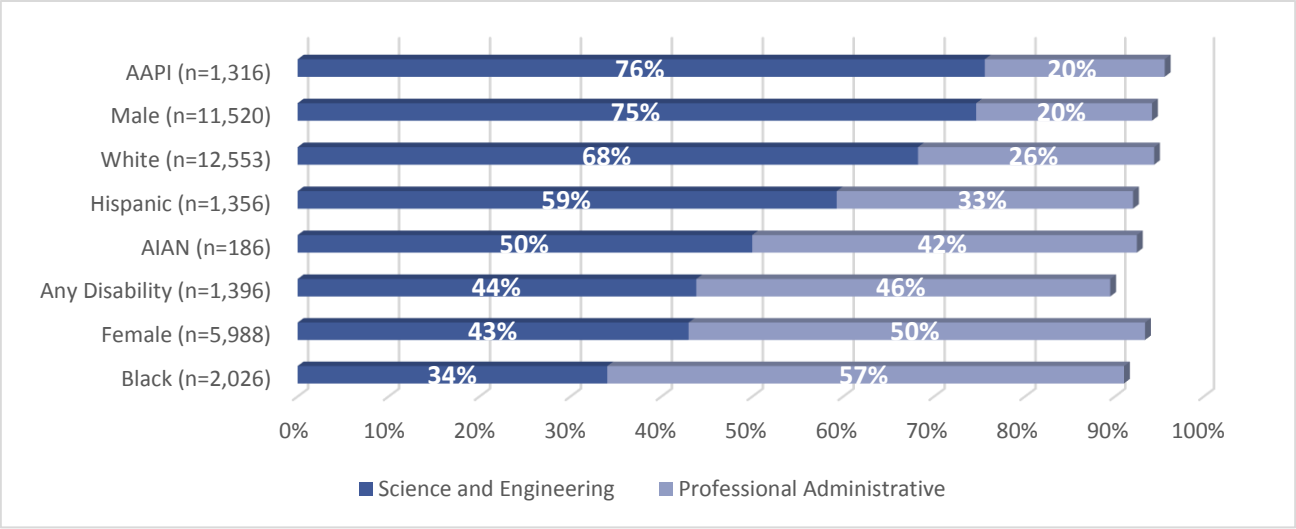
Table 1. NASA Employees by Race, Ethnicity, and Gender: FY 2017

	AAPI	Black	Hispanic	Multi-Racial	AIAN	White	Male	Female	IWD	IWTD
All NASA Employees (n=17,515)	**7.5%**	**11.6%**	**7.8%**	**0.3%**	**1.1%**	**71.7%**	**65.8%**	**34.2%**	**6.8%**	**1.2%**
NASA SES Employees (n=395)	**4.8%**	**9.6%**	**4.6%**	0.3%	1.0%	79.7%	71.9%	**28.1%**	**4.8%**	0.0%
All NASA Supervisory Employees (n=2,052)	5.8%	11.7%	**5.5%**	0.2%	1.0%	75.6%	67.2%	32.8%	5.8%	0.5%
Senior Level (SL) and Senior Scientific (ST) Employees (n=161)	7.5%	**1.3%**	**3.8%**	0.0%	1.3%	86.3%	83.9%	**16.1%**	6.9%	1.3%
GS-14 and GS-15 Employees (n=9,028)	7.5%	**8.6%**	6.3%	0.2%	0.9%	76.4%	71.7%	**28.3%**	5.8%	0.7%
Science and Engineering Employees (n=11,171)	8.9%	**6.2%**	7.2%	0.2%	0.8%	76.6%	77.0%	**23.0%**	5.5%	0.8%
Professional Administrative Employees (n=5,268)	**5.0%**	22.0%	8.4%	0.7%	1.5%	**62.3%**	**42.7%**	57.3%	12.1%	1.8%
Comparison Populations										
Federal STEM Workforce (n=301,384)	9.7%	10.1%	5.8%	1.6%	0.9%	71.9%	71.5%	28.5%	--	--
U.S. Population, 18+	5.8%	12.1%	15.7%	1.5%	0.7%	64.3%	48.7%	51.3%	15%	--

Numbers highlighted in **red** represent differences of 2 percentage points or more between overall representation and representation in the selected category. While these differences are not necessarily statistically significant, as discussed above, they are indicators of the need for further analyses.

Sources: NASA workforce data: Workforce Information Cubes for NASA (WICN) (data as of 10/1/2017); Federal STEM Workforce: U.S. Office of Personnel Management, FedScope, Federal Human Resources Data, Diversity Cube, data as of September 2017, accessed at <https://www.fedscope.opm.gov> (comparable data on individuals with disabilities (IWD) and individuals with targeted disabilities is not available for the Federal STEM workforce); U.S. Population: U.S. Census Bureau, Population Division, "Annual Estimates of the Resident Population by Sex, Age, Race, and Hispanic Origin for the United States and States: April 1, 2010 to July 1, 2016," June 2017, accessed at <https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=bkmk>; Individuals with disabilities: U.S. Census Bureau, "Selected Social Characteristics in the United States," 2015 American Community Survey, accessed at <https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid= ACS_15_5YR_DP02&prodType=table>.

Figure 1 NASA Employees by Race, Ethnicity, Gender, and Disability Status: FY 2017



Source: WICN (data as of 10/1/2017).

B. EEO Successes in FY 2017

According to the Partnership for Public Service, NASA is ranked the best place to work among large Federal agencies. In particular, NASA was the leader among large agencies in the category of "Support for Diversity."[7] This is but one measure of NASA's achievements in EEO and D&I. NASA also measures the success of its EEO program against the six Essential Elements of a Model EEO Agency, as outlined by EEOC in Management Directive 715. FY 2017 accomplishments and EEO successes are identified and discussed below for each of the Essential Elements.

Demonstrated Commitment of Agency Leadership

Throughout 2017, NASA leadership demonstrated its commitment to EEO in a variety of ways, including affirming EEO policies, communicating EEO messages, and modeling EEO in personnel actions to ensure that the message of commitment reaches all employees. Prior to his departure, the previous NASA Administrator ensured that the NASA EEO and anti-harassment policy statements were revised and reissued. These statements, as well as the annual report of EEO accomplishments, were reviewed and approved by NASA top leadership, including the Associate Administrator, who became the Acting Administrator in January 2017. Center Directors followed suit by issuing Center-level policies.

During FY 2017, NASA recruited a new Associate Administrator (AA) for Diversity and Equal Opportunity after the retirement of the previous AA. Stephen Shih was selected as the AA, beginning his tenure on October 30, 2017. Mr. Shih reports directly to the NASA Administrator and represents ODEO at top-level meetings.

NASA leaders emphasized their commitment to equal opportunity through messaging and attendance at Agency and industry events. Examples include:

[7] Partnership for Public Service, "Agency Report: National Aeronautics and Space Administration," accessed at <http://bestplacestowork.org/BPTW/rankings/detail/NN00#tab_category_tbl>.

- The NASA Administrator and Acting Administrator signed messages to all NASA employees regarding Conflict Resolution Month; African American History Month; Women's History Month; Asian Pacific Islander Heritage Month; Lesbian, Gay, Bisexual, and Transgender (LGBT) Pride Month; Women's Equality Day; and Hispanic Heritage Month.
- In October 2016, then-Deputy Administrator Dava Newman sent a message to all employees titled, "Embracing the Diversity of Our Journey: Aspirations for Infinite Diversity and Infinite Combinations." This message detailed events at NASA Headquarters and Centers that showcases the science, technology, engineering, arts, mathematics, and design (STEAMD) disciplines and how they relate to our Journey to Mars and NASA's other exploration and scientific missions. The Deputy Administrator highlighted NASA employees who organized and participated NASA in conferences, including the Women of Color and the Society of Women Engineers conferences.
- Also in October 2016, NASA's Associate Administrator for Diversity and Equal Opportunity and NASA's Deputy Associate Administrator for Space Technology made a presentation on diversity and inclusion at NASA for the National Oceanic and Atmospheric Administration Diversity & Inclusion Summit.

NASA Center leaders demonstrated leadership in EEO activities in a variety of ways as well in FY 2017. The activities mentioned below represent just a sampling of the numerous activities accomplished by NASA Space Center Leadership that demonstrate their commitment to EEO:

- The entire Executive Leadership Team at Armstrong Flight Research Center (AFRC) completed Diversity & Inclusion training.
- The Center Director for Kennedy Space Center (KSC) published a video supporting the Center's working group that focuses on increasing participation rates of individuals with targeted disabilities.
- In FY 2017, the Inclusive Leadership Cadre at Johnson Space Center (JSC) expanded to 40 members. Established in FY 2016, this cadre of senior leaders in engaged in changing the JSC culture to be more inclusive. Cadre members look within their organizations for opportunities to demonstrate inclusion and modify practices that potentially could create barriers.

Integration of EEO into the Agency's Strategic Mission

ODEO and NASA leaders undertook a variety of efforts to ensure that EEO is viewed as a fundamental part of the NASA mission and critical to strategic planning and key workforce decision making. For instance, the AA for Diversity and Equal Opportunity continues to serve on several Agency boards and panels and participate in other high-level meetings to provide insight and guidance regarding equal employment opportunity, demographic diversity, and diversity and inclusion. Chief among these are:

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

- Employee Development Advisory Board (EDAB). As a member of the EDAB, the AA, ODEO, participates in the review of candidates for NASA's employee development programs.
- Strategic Management Council (SMC). The SMC is the Agency's senior decision-making body for strategic direction and planning. The SMC determines NASA strategic direction, assesses Agency progress toward achieving NASA's vision, and serves as a forum for the review and discussion of issues affecting Agency management.
- Diversity and Inclusion Senior Partnership (DISP). Co-chaired by the Associate Administrators for Diversity and Equal Opportunity and Human Capital Management, the DISP is an advisory body to the Administrator. Among other things, members of the DISP are charged with: ensuring that selection and advancement in the NASA workforce are determined solely on the basis of relative ability, knowledge, and skills, after fair and open competition; and encouraging greater use of minority-owned, women owned, veteran owned, service disabled veteran owned, and other historically underutilized business vendors.

For part of FY 2017, ODEO was led by an Acting AA who implemented a variety of initiatives, including the infusion of EEO and D&I issues at senior leadership meetings. In July, ODEO contracted with consultant Verna Myers to make a presentation to the NASA Strategic Management Council. Ms. Myers spoke to the group about unconscious biases and the need to model inclusive behavior.

In addition to providing management with information and tools to address unconscious biases, NASA continues to ensure that ODEO has meaningful performance measures in the Agency Strategic Plan, and has been involved in the development of the new Strategic Plan for FY 2018-21. In terms of Strategic Plan accomplishments for the past year, under the Agency's current plan (FY 2014-17), NASA has focused its diversity and EEO efforts on programs and processes that can help to reduce resource utilization by proactively preventing discrimination and more efficiently addressing workplace conflict when it arises. For example, there was a 100 percent resolution rate for formal EEO complaints that accepted ADR. NASA has also continued to vigorously administer its Anti-Harassment Program (AHP) and Reasonable Accommodation Program to proactively prevent discrimination. Under the AHP, the Agency kept processing times to an average of 42 days. With NASA's Reasonable Accommodation Program, the Agency is developing updated procedures to introduce program upgrades, such as the use of personal assistance services for certain employees with disabilities and new mechanisms to ensure that sufficient funds are available for more costly accommodations when necessary. As an indicator of the continuing success of NASA's efforts in diversity and inclusion, the Agency's scores on the Office of Personnel Management's Inclusion Index of the Federal Employee Viewpoint Survey rose from 75 percent in 2016 to 78 percent in 2017.

The activities mentioned below represent just a sampling of the numerous activities accomplished by NASA Centers that assist with the integration of EEO into the Agency's Strategic Mission:

- At Marshall Space Flight Center (MSFC), the EEO office completed a complete overhaul of its internal Web site to increase its effectiveness and better showcase its programs and services to NASA personnel.
- At Goddard Space Flight Center (GSFC), EEO leadership participated in a D&I retreat in which a new Center-wide D&I plan was discussed and is being developed.
- The KSC Center Director routinely includes EEO, D&I, and disability-related topics in senior staff meetings and "all hands" briefings and encourages subordinate directors to do the same.

Management and Program Accountability

NASA managers and supervisors are held accountable for advancing EEO to better ensure healthy work environments in which fairness and equity can thrive. In FY 2017, ODEO reported quarterly on EEO and D&I performance outcomes at meetings of the Baseline Performance Review, chaired by NASA's Associate Administrator. Several Centers conducted their own "State of EEO" briefings during the year and/or provided Center organizations information on EEO trends in their organizations and recommended actions to address areas of concern.

During the year, a team comprised of ODEO staff and two Center EEO directors re-evaluated the NASA EEO plan for FY 2017-2019 with an eye toward streamlining planned actions to ensure they were concrete and achievable. The team identified actions that had been completed, removed strategies and actions that were a routine part of the work of the Agency, and strengthened the remaining actions so that there were more specific and measurable. The result is the NASA EEO Strategic Plan embodied in this report. This plan also incorporates Center perspectives and accomplishments as we continue to strengthen our EEO/D&I community of practice.

Other Agency actions focused directly on EEO practices and processes. In July 2017, Langley Research Center Director David Bowles instituted a new process requiring Center-wide panels for interviews of candidates for all positions competitively announced on USA Jobs when the resulting candidate certificate contains more than one qualified applicant. In announcing this policy, Dr. Bowles noted, "the process of hiring quality candidates is critical to efficiently and effectively meeting and advancing our mission. A critical component of this process is the achievement of a diverse workforce representing various competencies, characteristics and skills from all segments of society."

In FY 2017, NASA Center leadership demonstrated their commitment to effective management and program accountability in a variety of ways, including:

- The GSFC EEO office briefed each of the Center's directorates on their employee demographic trends and unveiled a dashboard for the directorates to gain some insight into their respective EEO data profiles. The EEO office also conducted annual EEO refresher training for all managers and supervisors.
- At Ames Research Center (ARC), the EEO office hosted several lunch and learn sessions focusing on inclusion, bullying, micro-aggressions, and intergenerational relations. As part of NASA's Agency-wide training initiative, the EEO office has also sponsored mandatory anti-harassment training for all civil servants.

Efficiency of EEO Operations

NASA continually seeks to improve EEO delivery through more efficient systems and processes designed to address EEO matters in a timely and effective manner. In FY 2017, ODEO continued to strengthen its community of practice among EEO and D&I practitioners across NASA Centers. In June, ODEO brought the Center EEO and D&I directors together at JSC to work on a joint vision statement and discuss the needs of the NASA EEO/D&I community. Among other things, at this meeting Center EEO directors presented on the group's efforts to identify appropriate training for the EEO and D&I community.

In FY 2017, the ODEO Conflict Management Program sponsored 19 instructor-led conflict management classes at eight NASA Centers and eight additional webinars for the entire NASA workforce. The webinars covered the following topics: Trust Building, Effective Communication, Handling Difficult Emotional Situations, and Performance Expectations. Individual conflict consultations with a trained professional were offered for employees and management officials on a voluntary basis. In many instances, the private consultations are used to prevent disputes or escalation of disputes that may lead to EEO complaints or grievances. Web-based Conflict Management Refresher Training also was utilized Agency wide. This training provides follow-on to the Basic Conflict Management classroom training and reviews the core concepts of conflict prevention, management, and resolution.

The activities mentioned below represent just a sampling of the numerous activities accomplished by NASA Space Center Leadership that demonstrate their commitment to the efficiency of EEO operations:

- The NASA Headquarters (HQ) Equal Opportunity and Diversity Management Division's (EODM) Alternative Dispute Resolution (ADR) model of internal mediators has been embraced by Agency ODEO. The use of the EODM's mediator has resulted in a substantial amount of savings per mediation with ODEO looking to increase the number of mediators at NASA.
- GSFC initiated an MD-715 redesign and rebranding effort. Staff developed an MD-715 brochure to be used in Center-wide MD-715 planning and preparation. The brochure was also used in MD-715 training that the EEO office conducted at the Federal Asian Pacific American Council conference. The EEO office has also developed a new team configuration and process for MD-715 planning and implementation.
- At KSC, the ADR process and its benefits are explained to all complainants during the informal stage and all supervisors and managers.

Responsiveness and Legal Compliance

NASA undertook a variety of initiatives to ensure its compliance with EEO statutes, EEOC regulations and guidance, and its own policy directives and procedural requirements to ensure legal compliance. NASA has continued to vigorously administer its AHP. Under the AHP, the Agency kept processing times to an average of 42 days, providing an expeditious process for NASA to proactively prevent and correct promptly any issue relating to harassment. Specifically, violation of NASA's Anti-Harassment policy was found in 13 percent of cases (7 cases), while action was taken to address the matter even in the absence of a finding of a policy violation in 34 percent of cases (19 cases). This reflects the AHP's effectiveness in helping NASA to address inappropriate behavior before it reaches the level of harassing conduct under the law. NASA also provided face-to-face anti-harassment training to managers, supervisors, and employees at six NASA Centers in FY 2017, as part of its strong commitment to harassment-free workplaces for its employees. In addition, in December 2016, ODEO issued new AHP guidance to the Centers specifically focusing on new and emerging issues, such as cases involving contractors as parties, the role of labor, and maintenance of an appropriate firewall between the EEO complaints process and the AHP.

NASA revised its procedures for ADR in the EEO process in 2017. NASA Procedural Requirement (NPR) 3713.2A had been updated in FY 2016 to incorporate changes required by EEOC in Management Directive 110 (issued August 15, 2015) to bolster ADR activity as a matter of Agency-wide policy and procedure. In FY 2017, additional updates were made to and incorporated into the new Agency-wide requirement that

ADR be utilized to the maximum extent practicable in EEO cases. The revised procedure, NPR 3713.2B, was issued on May 22, 2017.

In FY 2017, ODEO also established a NASA ADR working group with membership from EEO and legal communities to discuss issues pertaining to ADR, establish creative ways of addressing those concerns, and identify promising practices Agency wide. ODEO also issued a quarterly ADR scorecard (in April, July, and September 2017) designed to track and monitor ADR use, identify issues, and implement solutions before the end of the fiscal year. ODEO also developed and deployed mandatory ADR training for supervisors and managers, and updated ADR information in NASA's No FEAR Act training.

Examples of the numerous activities accomplished by NASA Centers demonstrating their responsiveness and compliance with applicable laws include:

- At Langley Research Center (LARC) facilities have been upgraded to better serve the community of individuals with disabilities, including increasing parking spaces for IWD and installing automatic door openers in restrooms.
- The Disability Program Monitor at KSC continued to monitor sign language interpreter (SLI) customer satisfaction and accommodation effectiveness. Based on identified needs of the users, an additional SLI was brought on board full time to support an employee's special requirements.

Proactive Prevention of Unlawful Discrimination

With leadership and guidance from ODEO, in partnership with the Office of Human Capital Management and the Office of Education, NASA continues to advance EEO in hiring, promotions, leadership development, and awards to provide work environments that honor the values of excellence, inclusion, teamwork, and safety. In FY 2017, NASA undertook a variety of efforts focused on advancing EEO in many NASA processes. For example, NASA Centers offered a variety of mentoring and leadership opportunities to their employees. Across the Agency, nearly 500 individuals served as mentors to NASA employees. The demographic makeup of the almost 550 mentees was mostly reflective of the employee population, with the exception of AAPI and White employees who participated in lower numbers than their overall representation.

One such program, HQ's Modern Mentoring Program, provides NASA HQ employees the opportunity to develop professionally through informal relationships. The program is based on the foundations of openness and equal access, diversity, flexibility, and self-empowerment. In FY 2017, this program sponsored a variety of events highlighted by an informal mentoring framework that encompasses group mentoring, reverse mentoring, speed mentoring, and situational mentoring.

Recognizing the importance of encouraging minority participation in STEM, as well as the need to target recruitment efforts to minority-serving institutions in order to attract a diverse workforce, NASA participated in a variety of outreach and recruitment events aimed at specific groups in FY 2017:

- ***American Indians and Alaska Natives:*** Agency-wide, ODEO coordinated NASA's participation at the annual conference of the American Indian Science and Engineering Society and the Society for Advancement of Chicanos/Hispanics and Native Americans in Science. In addition, NASA Center employees attended recruitment events at the University of Oklahoma, Oklahoma State

University, Comanche Nation Tribal College, and other tribal colleges and universities in North Dakota and Minnesota. In addition, NASA employees at ARC, GSFC, and MSFC conducted outreach programs for several American Indian communities. ARC staff visited Navajo Preparatory School in Farmington, New Mexico, and identified two students who became summer interns. GSFC employees participated in the Inter-Tribal Youth Climate Leadership Congress to encourage Native American youth in STEM and to showcase GSFC Earth Science missions. MSFC addressed elementary school students at the Uplift Community School in Gallop, New Mexico, where students are members of the Navajo, Hopi, and Zuni tribes.

- ***Asian Americans and Pacific Islanders****:* ODEO coordinated the participation of NASA employees at the annual conferences of the Society of Asian Scientists and Engineers and the Federal Asian Pacific American Council.
- ***Blacks and African Americans***: NASA supported the Black Engineer of the Year Award Global Competitiveness Conference as well as the annual conference of the National Society of Black Engineers (NSBE) and the NSBE Aerospace Systems Conference. In addition, NASA attended the Congressional Black Caucus and the National Association of African American Honors Programs Conference. NASA staff were involved in recruitment at the University of Maryland Eastern Shore, Florida A&M University, Spellman College, Morehouse College, Clark Atlanta University, Morgan State University, Norfolk State University, Hampton University, Johnson C. Smith University, North Carolina A&T University, Jackson State University, Tuskegee University, and other historically black colleges and universities.
- ***Hispanics and Latinos:*** NASA supported and participated in several conferences for Hispanics and Latinos in STEM professions, including those of the Hispanic Engineer National Achievement Awards Corporation, the Society of Hispanic Professional Engineers, and the National Council of La Raza. NASA employees also attended recruitment events at Hispanic-serving institutions, including the University of Puerto Rico and the University of Texas-El Paso. Outreach efforts included Goddard Space Flight Center staff attending the Latina SciGirls workshop at Fairfax Children Science Center in Virginia and JSC volunteers supporting a booth and presentation at the two-day Texas Association of Bilingual Educators in Galveston, Texas.
- ***Women and Girls:*** NASA supported the annual conferences of Women in Aerospace, the Society of Women Engineers, Women of Color in STEM, and Federally Employed Women. NASA Centers also partnered with organizations focused on mentoring and empowering girls, including Girls, Inc.; the Girls Scouts; the Self-eSTEM program of Oakland, California; and other local organizations. GSFC participated in two events sponsored by the organization Million Women Mentors, which is a national organization that aims to increase the presence of women in STEM fields.
- ***Lesbian, Gay, Bisexual, and Transgender Individuals***: NASA supported the following conferences for LGBT individuals: Out and Equal; Out in Science, Technology, Engineering, and Mathematics (oSTEM); and the National Organization of Gay and Lesbian Scientists and Technical Professionals.
- ***Individuals with Disabilities*****:** NASA Center staff attended events such as the California State University Northridge Federal Disability Recruitment Fair and worked with local departments of vocational rehabilitation, schools, and colleges and universities to recruit employees with disabilities. For example, MSFC continued existing partnerships with the Alabama and Tennessee Departments of Vocational Rehabilitation and the Alabama School for the Deaf and Blind, and Stennis Space Center (SSC) staff collaborated with Gulf Coast Ability Works Business Council, the

Mississippi Department of Rehabilitation, and the Louisiana Workforce Commission. In addition, KSC staff participated in the Bender Virtual Career Fair for People Living with Disabilities, and HQ staff attended the Operation Warfighter Outreach Event at the USO Warrior and Family Center Fort Belvoir, Virginia, which included many participating agencies and a high volume of recovering service members seeking internships.

NASA employees and employee resource groups participated in a variety of additional outreach programs for students, from participating in STEM workshops and other programs at colleges and universities, to providing tours of NASA facilities to elementary, middle, and high school students. For example, SSC staff participated in a program in Tupelo, Mississippi, that focused on public engagement and STEM awareness for 8th grade students located in northern Mississippi. Members of the JSC African American Employee Resource Group supported a Houston Community College "STEM Summit Panel," which reached over 250 middle school and high school students, and the JSC Exploration Integration and Science Directorate continued its long-term commitment to mentoring students via programs with two minority schools within the Houston Independent School District, Booker T. Washington High School, and Gregg Elementary School.

In FY 2017, NASA Centers leveraged the success of the movie *Hidden Figures* to highlight the contributions of women and African Americans to the NASA mission. As part of NASA's effort to inspire and educate the next generation of scientists, mathematicians and explorers, and to honor the story of African-American women who broke barriers at NASA and in 1960s society, the NASA Office of Education created the "Modern Figures Toolkit" for educators teaching grades K-12, and hosted a Digital Learning Network event on December 1, 2016, at LaRC to tell the story behind the story of the movie.

Several NASA Centers highlighted the movie and the "Modern Figure Toolkit" in their outreach activities. For example, the MSFC ODEO collaborated with other MSFC offices to sponsor a *Hidden Figures* lesson plan at Girls, Inc., a non-profit organization which provides after-school educational programs to girls in underserved areas. The purpose of this event was to inspire youth to begin setting career goals and to expose them to young scientists, engineers, and educators. SSC employees participated in an event recognizing women's accomplishments around the world at Martin Luther King, Jr. High School in Chalmette, Louisiana. SSC promoted and displayed the accomplishments of women in NASA's history and presented hands-on STEM activities from the Modern Figures toolkit. SSC employees also participated in a panel discussion at Louisiana State University titled, "Hidden Figures Revealed: Realizing the Dream." The goal of the event was to inspire young girls and women to work hard to realize their purpose, pursue their dreams, and operate at their maximum potential, especially in STEM careers.

Several Centers hosted showings and discussions of the movie for NASA employees and developed additional programs for staff related to the movie. At NASA Headquarters, for example, the local chapter of Blacks in Government hosted an event titled, "Hidden Figures – Lessons Learned: Remembering NASA's Past," with guest speakers William Berry, NASA Chief Historian, and Angela Mason, Mission Manager for the Earth Science Program Office at GSFC. Ms. Mason discussed her experiences as an African American female engineer at LARC and GSFC as well as reflections on her personal experience with one of the women on which the movie was based. Lastly, in March 2017, the Langley Research Center Colloquium Series featured Margot Shetterly, author of the book, *Hidden Figures: The American Dream and the Untold Story of the Black Women Mathematicians Who Helped Win the Space Race*, which became the basis for the motion picture. This event was live-streamed to other NASA Centers.

In recognition of the contributions to NASA and the Nation's space program made by Katherine G. Johnson, one of the "Human Computers" highlighted in the movie *Hidden Figures,* LARC named its recently constructed Computational Research Facility, in honor of Ms. Johnson. The Katherine G. Johnson Computational Research Facility ribbon-cutting ceremony took place on September 22, 2017. Honored guests for the occasion included Ms. Johnson and her family, U.S. Senator Mark Warner; Virginia Governor Terry McAuliffe; Mayor of Hampton, Virginia, Donnie Tuck; and other elected officials. Margot Lee Shetterly, author of *Hidden Figures*, was the keynote speaker. Dan Tenney, NASA's Associate Administrator for Mission Support, spoke on behalf of NASA HQ. Additionally, and per the request of the Johnson family and Langley's Office of Education, students from Black Girls Code and the 21st Century Community Learning Center (at Andrews Middle School in Hampton, Virginia) participated in the event.

Activities such as these help NASA better understand the experiences and contributions of different demographic groups to the Nation and the Agency and, thus, are a key component in NASA's efforts to proactively prevent the occurrence of discrimination. However, the activities discussed in this section reflect just a sampling of the numerous activities organized by Center EEO offices that highlight the contributions of women and racial/ethnic groups to the NASA mission. For a more expansive list, please refer to the Appendix for examples of Special Emphasis Program and Affinity Group Activities conducted in FY 2017.

C. EEO Challenges and Opportunities

The NASA EEO Strategic Plan for FY 17-19 addresses both Equal Employment Opportunity Program Challenges and Agency Challenges. *Program Challenges* are issues within NASA's EEO program that could lead to a deficiency in the organizational infrastructure that undermines the attainment of a Model EEO Workplace. *Agency Challenges* are policies, principles, practices, or conditions that, if not addressed, could result in a barrier to employment opportunities for members of a particular gender, race or ethnic background, or individuals based on disability status.

Equal Employment Opportunity Program Challenges[8]

1. Integration of EEO into the Agency's Strategic Mission

Enhance the Ability of EEO staff to Conduct Thorough Barrier Analyses. Center EEO offices noted that while they have sufficient resources to conduct analyses of the workforce and EEO policies and procedures, they could do more in-depth analyses with additional resources and training.[9] In its efforts to strengthen the EEO and D&I community of practice, NASA must ensure that staff responsible for conducting EEO barrier analyses and workforce analyses have the training and resources necessary to conduct thorough analyses. NASA must also leverage its relationship with OHCM which maintains the data systems that collect workforce data so that both offices can provide timely and informative workforce analyses to NASA management. New requirements for EEOC's MD-715 that go into effect for FY 2018 heighten the need for improved data capabilities. (See Challenge 1.)

FY 2017 Progress: In FY 2017, ODEO provided technical assistance to NASA Centers regarding MD-715 data analyses by developing data analysis templates and providing training to NASA Centers.

[8] EEO Program Challenges are reported to EEOC in Part H of the MD-715 submission.

[9] In EEOC's MD-715, Part G, section B4, NASA notes that EEO staff could do more detailed analyses with additional resources and training.

At the request of the EEO offices at SSC and GSFC, ODEO provided onsite refresher training to ensure Center EEO staff had the skills and tools needed to access data on the NASA workforce and conduct barrier analyses. In addition, several Centers already have robust data analysis efforts, and have strengthened them through the development of data dashboards and standard reporting tools that staff present to Center management. ODEO also continued its partnership with OHCM to address data needs. The two offices collaborated on implementing the Office of Personnel Management's (OPM) changes to the employee disability self-identification form (OPM Standard Form (SF) 256), as well as on additional improvements to data reporting systems.

2. Efficiency of EEO Operations

Meet Complaint Processing Timelines. NASA has been challenged in meeting regulatory timeframes for complaints processing, primarily due to a hiring freeze and the loss of experienced EEO specialists who have left the Agency. One reason for this is that the Complaints Management Division, due to the hiring freeze, has been unable to replace experienced EEO specialists who have left the Agency. As a result, processing times for various aspects of the complaints process, including investigations and adjudications, have been impacted. (See Challenge 2.)

Investigation into claims of discrimination is a key component of the formal EEO complaint process. EEOC regulation 29 C.F.R. §1614.106(e)(2) requires agencies to conduct an investigation and issue a report to the complainant within 180 days of the filing of a complaint unless: 1) the parties agreed to an extension of no more than 90 days (may not exceed 270 days); or 2) the complaint was amended or consolidated, which can add another 180 days to the period but may not exceed a total of 360 days. In FY 2017, NASA timely completed investigations 86 percent of cases, a significant increase from 73 percent in FY 2016 (including written agreements to extend the investigation and consolidated or amended complaints). NASA's average time to complete investigations increased from 230 days (33 cases) in FY 2016 to 254 days (29 cases) in FY 2017.

FY 2017 Progress: In FY 2017, NASA noted a significant drop in the number of contacts and informal complaints received, from 272 to 150 and 77 to 43, respectively. The percentage of workforce filing informal complaints also declined from 0.40 percent in FY 2016 to 0.23 percent in FY 2017. The number of formal complaints was at an all-time low at 30, compared to 52 in FY 2016 and 46 in FY 2015. The percent of the workforce filing formal complaints declined from 0.25 percent in FY 2016 to 0.16 percent in FY 2017. Harassment (non-sexual) remained the most prevalent claim and reprisal continued to be the top basis for EEO complaints filed.

Issuing Final Agency Decision (FADs) remains the most challenging area in complaints processing at NASA. In FY 2017, the NASA average processing time for issuing a merit decision was 302 days, increasing from 213 in FY 2016. Only 17 percent of FADs were issued timely.

However, ODEO implemented several changes in FY 2017 to further improve processing times. A new director of the Complaints Management Division (CMD) and a new FAD writer were hired. CMD also conducted a Lean Six Sigma review of its processes to identify specific areas for improvement. As a result, ODEO has eliminated excess layers of review and approval, delegated sign-off authority to the director of CMD, and developed templates for FAD letters to shorten review time. In addition, CMD continues to develop the competencies of its junior specialists to improve overall processing abilities.

CMD also contracted with two additional vendors to conduct investigations, which provides additional options to ensure quality and efficient investigations of cases. In addition, CMD implemented quarterly tag-ups with Center EEO offices and established a cadre of EEO counselors to provide quick and cost-effective responses to counseling needs across the Agency.

Increase Usage of Alternative Dispute Resolution. NASA seeks to improve EEO delivery through more efficient systems and processes designed to address EEO matters in a timely and effective manner. Improved marketing and usage of the ADR program is a key element of improving the process. (See Challenge 3.)

FY 2017 Progress: NASA updated and published the revised NPR 3713.2B on ADR on May 22, 2017. This updated policy requires that ADR be offered to the aggrieved and/or complainant in all cases unless there is a legitimate reason why ADR is not appropriate for a particular case. Pursuant to the NPR, NASA established an ADR Management Team at each Center and established a cadre of mediators for immediate, quality, and cost-effective response to solutions to ADR needs Agency wide. In October 2016, NASA participated in the worldwide observance of Conflict Resolution Day for the third consecutive year. Throughout the Agency, EEO offices collaborated with human resources (HR) offices and other organizations to hold commemorations and conduct educational awareness events throughout the month.

In FY 2017, ADR was offered in 86 percent of informal cases, which was a significant increase from 50 percent in FY 2016. The Government-wide rate is 88 percent. The participation rate for ADR at the informal stage also increased between FY 2016 and FY 2017 – from 51 percent to 65 percent, exceeding the Government-wide participation rate of 53 percent.

At the formal stage, both NASA's offer and participation rates exceeded the Government-wide standard in FY 2017. The offer rate was 53 percent in FY 2017 (an increase from 40 percent in FY 2016), compared to 20 percent elsewhere in the Federal Government. The participation rate remained high in FY 2017, where it was 75 percent (compared to 72 percent in FY 2016 and only 13 percent in FY 2015). The Government-wide participation rate at the formal stage is 9 percent.

3. Responsiveness and Legal Compliance

Develop Guidance on Religious Accommodation. NASA has not provided guidance to its Centers on the consistent provision of accommodations based on religion, pursuant to Title VII of the Civil Rights Act of 1964. NASA is in the process of developing such guidance and plans to issue it by the end of FY 18. (See Challenge 4.)

FY 2017 Progress: ODEO identified the need to develop guidance on religious accommodation for NASA managers and supervisors. In FY 2017, ODEO sent a call letters to the NASA Centers to measure the extent to which Centers had received requests for religious accommodation. Responses to the call letters signal the need for further guidance to Centers in this arena.

Address Revised EEOC Regulations on Individuals with Disabilities. The EEOC's final rule on Affirmative Action for Individuals with Disabilities in Federal Employment was issued January 3, 2017 (82 Fed. Reg. 654), and effective March 21, 2017 (82 Fed. Reg. 10863). Agencies must comply by January 3, 2018. (See Challenge 5.)

FY 2017 Progress: NASA is currently in the process of revising its Reasonable Accommodations (RA) procedures as well as updating data systems to ensure compliance with new requirements. In FY 2017, ODEO established a working group to address the new requirements regarding the provision of personal assistance services and make additional updates to the NASA RA procedures.

Ensure Compliance with EEOC Management Directive 110 (MD-110).[10] NASA must revise its policy directive on complaints processing to incorporate changes made in August 2015. (See Challenge 6.)

FY 2017 Progress: NASA is in the process of updating NPR 3713.6Q, "Delegation of Authority to Act in Matters Pertaining to Discrimination Complaints." The expected completion date is June 27, 2018.

Agency Challenges[11]

1. Leadership Positions and Promotions to Higher Grades

Increase opportunities for minorities and women in leadership positions and in promotions to GS-13 and above. NASA must ensure that opportunities for leadership positions and promotions are available to all employees, regardless of race, ethnicity, gender, or other demographic characteristics. (See Challenge 7.) Analyses of representation in senior and leadership positions and promotion actions in FY 2016 and FY 2017, reveal different levels of participation by race, ethnicity, and gender. Further, just over half of all NASA employees (55 percent) agree that promotions in their work unit are based on merit, and slightly more than one-third of employees (35 percent) agree that pay raises depend on how well employees perform their jobs.[12] NASA must continue to monitor promotions and leadership positions to ensure equal opportunity is afforded to all groups. For example:

- Compared to their overall employment at NASA, several groups participate at lower levels in certain categories (see Table 1).[13] The percentage of women, AAPI, Blacks, Hispanics, and individuals with disabilities among the NASA SES is lower than the percentage of these employees in the total NASA workforce. The percentage of Blacks, Hispanics, and women in SL and ST positions also is much lower than their participation in the NASA workforce. For example, Blacks and African Americans account for 11.6 percent of the NASA workforce, but only 1.3 percent of the ST and SL employees.
- In FY 2017, internal competitive promotions to GS-14 and above in S&E positions reflected the overall makeup of the workforce for most groups (see Table 2). However, while Hispanics accounted for 7 percent of GS-14 employees eligible to be promoted, they comprised 5 percent of those promoted to GS-15.
- Within professional administrative occupations, Black employees accounted for 28 percent of GS-12 employees eligible for promotions, yet comprised only 21 percent of those promoted to GS-13. Among AAPI and Hispanic employees, the percentage of those eligible for promotions to GS-15 and SES also was higher than the percentage promoted. (See Table 3.) Similarly, women in

[10] *See* EEOC, *Revised MD-110 Reference Guide*, September 2015, accessed at <https://www.eeoc.gov/federal/directives/md-110_reference_guide.cfm>.

[11] Agency Challenges are reported to EEOC in Parts I and J of the MD-715 submission.

[12] Federal Employee Viewpoint Survey, 2016, questions 22 and 33.

[13] As mentioned above, for the purposes of trigger identification, NASA considers a difference of 2 percentage points or more to be an area of potential concern, regardless of statistical significance. Further, areas of low participation provide an opportunity for NASA to increase the overall representation of that group.

professional administrative positions were promoted to GS-13, GS-15, and the SES at lower rates than their availability at the next lower grade. (See Table 4.)

Table 2. Internal Competitive Promotions in S&E Positions, by Race and Ethnicity: FY 2016 and FY 2017

FY 2017										
Promotion to Grade	**AAPI**		**Black**		**Hispanic**		**AIAN**		**White**	
	Pool	***Promoted***	***Pool***	***Promoted***	***Pool***	***Promoted***	***Pool***	***Promoted***	***Pool***	***Promoted***
GS-14 (n=157)	10%	9%	8%	9%	9%	11%	1%	1%	72%	71%
GS-15 (n=110)	8%	12%	5%	12%	7%	**5%**	1%	1%	78%	**70%**
SES (n=18)	8%	11%	5%	11%	5%	11%	1%	0%	81%	**67%**
FY 2016										
GS-14 (n=226)	10%	**8%**	8%	**4%**	8%	10%	1%	0%	72%	78%
GS-15 (n=141)	8%	**3%**	6%	10%	7%	6%	1%	1%	78%	80%
SES (n=28)	8%	7%	5%	4%	5%	4%	0%	0%	81%	82%

Table 3. Internal Competitive Promotions in Professional Administrative Positions, by Race and Ethnicity: FY 2016 and FY 2017

FY 2017										
Promotion to Grade	**AAPI**		**Black**		**Hispanic**		**AIAN**		**White**	
	Pool	***Promoted***	***Pool***	***Promoted***	***Pool***	***Promoted***	***Pool***	***Promoted***	***Pool***	***Promoted***
GS-13 (n=67)	4%	6%	28%	**21%**	9%	9%	2%	**0%**	57%	64%
GS-14 (n=60)	5%	5%	23%	**15%**	8%	7%	2%	2%	61%	72%
GS-15 (n=40)	5%	**0%**	20%	28%	8%	**5%**	1%	0%	64%	68%
SES (n=6)	3%	**0%**	17%	17%	6%	**0%**	2%	**0%**	72%	83%
FY 2016										
GS-13 (n=101)	4%	9%	28%	**14%**	7%	13%	1%	0%	60%	64%
GS-14 (n=92)	5%	7%	23%	**17%**	8%	11%	2%	2%	62%	63%
GS-15 (n=47)	5%	6%	20%	**15%**	7%	**4%**	1%	0%	66%	74%
SES (n=10)	3%	10%	17%	**0%**	6%	10%	2%	**0%**	72%	80%

Table 4. Promotions in Professional Administrative Positions, by Gender: FY 2016 and FY 2017

Promotion to Grade	**2017**				**2016**			
	Male		**Female**		**Male**		**Female**	
	Pool	***Promoted***	***Pool***	***Promoted***	***Pool***	***Promoted***	***Pool***	***Promoted***
GS-13	32%	39%	68%	**61%**	32%	42%	68%	**58%**
GS-14	39%	40%	61%	60%	38%	51%	62%	**49%**
GS-15	48%	50%	52%	**50%**	47%	**36%**	53%	64%
SES	50%	67%	50%	**33%**	52%	60%	48%	**40%**

Source for Tables 2-4: WICN (data as of 10/14/2017). Numbers in **red** indicate areas where the percentage of promotions is lower than the percentage of individuals in the available pool (i.e., individuals with 12 months or more at the next lower grade) by 2 percentage points or more; "n" equals the number of promotions. For purposes of analyzing the workforce, NASA considers a difference 2 percentage points or more to be an area of potential concern. While these differences are not necessarily statistically significant, as discussed above, they are indicators of the need for further analyses.

FY 2017 Progress: AAPI and Black employees in S&E positions were promoted to GS-14, GS-15, and the SES at rates similar to their availability at the next lower grade in FY 2017 in contrast to FY 2016 when these groups were underrepresented in promotions to these grades.

Centers participated in a variety of activities that demonstrate their commitment to increasing opportunities for minorities and women in leadership positions and in promotions to GS-13 and above. For example, at Glenn Research Center (GRC) mock interviews were conducted for civil servants, support service contractors, and interns to gain and refine interview skills. The participants were equipped with knowledge to successfully apply for positions and address the succession gap in hiring at NASA.

2. Representation of Women and Minorities in Certain Occupations

Increase opportunities for women and minorities in certain NASA occupations. NASA must advance EEO in hiring, promotions, leadership development, and awards to provide work environments that honor the values of excellence, inclusion, teamwork, and safety; NASA managers and supervisors will be held accountable for advancing EEO to better ensure healthy work environments in which fairness and equity can thrive. (See Challenge 8.)

NASA analyzed FY 2017 data for several occupations to determine whether individuals of various groups are represented in NASA occupations in similar proportions to their representation in the same occupations in the civilian labor force. The data revealed that employees in certain occupations are not employed in the same proportion, by race, ethnicity, and gender, as in the relevant civilian labor force.[14] For example:

- Asian Americans and Pacific Islanders are underrepresented in NASA aerospace technology (AST) engineering positions in comparison to the RCLF; AAPI comprise 11.8 percent of individuals in similar jobs in the civilian labor force but account for just 8.7 percent of the employees in AST engineering positions at NASA. Further, in recent years nearly 16 percent of individuals earning undergraduate and graduate degrees in related fields have been AAPI. AAPI participation in these occupations at NASA has remained unchanged over the past 5 years. (See Table 5).
- Women, Blacks, and AAPI are underrepresented in AST physical science positions at NASA, compared to the RCLF (see Table 6). For instance, although 14.4 percent of all physical scientists in the labor force are AAPI, only 9.1 percent of NASA physical scientists are AAPI. Further, fewer than 30 NASA physical scientists are either Black or AIAN.
- While White employees and males are overrepresented in NASA physical science positions (representing 83.5 percent of those in such jobs at NASA compared to 76.7 percent of individuals in similar jobs in the civilian labor force), they are employed in lower percentages in human resources, information technology, finance, accounting, program analysis, and contracting, when compared to the civilian labor force (see Table 7).

[14] As noted above, when analyzing individuals by occupation, EEOC requires the use of the RCLF, which is comprised of occupations similar to occupations in the agency. EEOC, *Instructions to Federal Agencies for EEO MD-715*, "Guidance for Completing the EEOC FORM 715-01 Workforce Data Tables," accessed at <https://www.eeoc.gov/federal/directives/715instruct/>.

Table 5. NASA AST Engineers by Race, Ethnicity, and Gender: FY 2017

	AAPI	Black	Hispanic	AIAN	White	Male	Female
AST Engineers (n=9,150)	**8.7%**	6.6%	7.5%	0.9%	76.1%	77.4%	22.6%
2010 RCLF	***11.8%***	***4.8%***	***5.2%***	***0.6%***	***77.2%***	***88.8%***	***11.2%***
2014 Graduates	*15.7%*	*5.1%*	*9.0%*	*0.3%*	*61.5%*	*75.0%*	*25.0%*

Percentages highlighted in **red** indicate a group whose employment at NASA is below the RCLF by 2 percentage points or more.

Table 6. NASA AST Physical Scientists by Race, Ethnicity, and Gender: FY 2017

	AAPI	Black	Hispanic	AIAN	White	Male	Female
AST Physical Scientists (n=859)	**9.1%**	2.9%	4.4%	0.1%	83.5%	74.2%	**25.8%**
2010 RCLF	***14.4%***	***3.5%***	***4.3%***	***0.6%***	***76.7%***	***62.6%***	***37.3%***
2014 Graduates	*6.4%*	*3.1%*	*7.0%*	*0.4%*	*75.2%*	*75.7%*	*24.3%*

Percentages highlighted in **red** indicate a group whose employment at NASA is below the RCLF by 2 percentage points or more.

Table 7. NASA Professional Administrative Employees, by Race, Ethnicity, and Gender: FY 2017

Occupation (OPM Occupation Code)		AAPI	Black	Hispanic	AIAN	White	Male	Female
Human Resources Specialist (0201) (n=299)	***NASA***	6.0%	28.1%	9.0%	1.3%	**54.8%**	**26.4%**	73.6%
	RCLF	4.3%	10.4%	9.5%	0.7%	74.6%	39.7%	60.3%
Information Technology Specialist (2210) (n=436)	***NASA***	**4.6%**	18.8%	7.8%	1.1%	**66.7%**	**58.7%**	41.3%
	RCLF	6.8%	11.1%	7.6%	0.8%	73.1%	70.4%	29.6%
Finance (0501, 0505) (n=336)	***NASA***	6.3%	22.0%	9.2%	0.9%	**61.6%**	**31.3%**	68.8%
	RCLF	5.0%	13.2%	9.8%	1.2%	71.1%	43.7%	56.3%
Accounting (5010, 5011) (n=320)	***NASA***	11.6%	27.5%	8.8%	0.6%	**51.3%**	**33.1%**	66.9%
	RCLF	8.6%	8.5%	6.1%	0.6%	76.0%	39.9%	60.1%
Program Analyst (0343) (n=792)	***NASA***	6.2%	20.2%	9.7%	2.3%	**60.7%**	**37.9%**	62.1%
	RCLF	5.9%	6.8%	4.6%	0.6%	81.6%	58.4%	41.6%
Contract Specialist (1102) (n=686)	***NASA***	4.2%	28.9%	9.5%	0.6%	**56.0%**	**41.3%**	58.7%
	RCLF	3.3%	8.5%	7.1%	0.8%	80.0%	46.2%	53.8%

Percentages highlighted in **red** indicate a group whose employment at NASA is below the RCLF by 2 percentage points or more.

Sources for Tables 5-7: WICN (data as of 10/1/2017); U.S Census Bureau EEO Tabulation from the 2006-2010 American Community Survey (data set EEO-CIT02R; National Science Foundation (NSF), *Science and Engineering Indicators 2016*, accessed at <http://www.nsf.gov/statistics/2016/nsb20161/#/data>. For comparison to the NASA AST Engineer workforce, the RCLF for AST Engineers includes occupations equivalent to the following occupational series: Aerospace (0861), Electrical (0850), Computer (0854), Electronics (0855), and General (0801) Engineers. The RCLF for AST Physical Scientists includes all occupations that are equivalent to the following occupations: Physical Scientists (1301), Physicists (1310), and Space Scientists (1330). Data for college graduates are provided for comparison only. These data include all earned Bachelor's, Master's, and Doctoral degrees in the relevant fields in 2013 (the most recent year for which data are available). In these data, "Multicultural" also includes "other races" and "unspecified" and, thus, is not comparable to the other data sources.

FY 2017 Progress: In FY 2017, for the first time, NASA reached parity with the RCLF in the employment of Hispanics as physical scientists. Between FY 2014 and FY 2017, NASA increased the percentage of physical scientists who are Hispanic from 3.7 percent to 4.4 percent and the number of Hispanics increased from 35 to 38.

In June NASA announced its selection of the 2017 astronaut class – the largest since 2000. NASA chose 5 women and 7 men for the 2-year astronaut training program, which began in August. In announcing the selections, NASA noted, "[t]he talented women and men selected for the new astronaut class represent the diversity of America and the career paths that can lead to a place in America's astronaut corps."[15]

Numerous activities were accomplished by NASA Centers that demonstrate their commitment to increasing opportunities for women and minorities in certain NASA occupational categories. For example, at KSC, the EEO director participated in all major developmental program selection panels to help better ensure fairness and equity in the selection process and diversity in the outcomes.

3. Opportunities for Individuals with Disabilities

Increase the hiring of individuals with disabilities. NASA must increase utilization of special hiring authorities for IWD, such as Schedule A, and broaden recruitment efforts to include IWD. In addition, NASA must provide training and information to Agency hiring managers regarding individuals with disabilities and individuals with targeted disabilities, particularly with regard to Schedule A hiring rules. (See Challenge 9.) Actions to address promotion opportunities through mentoring and other methods also will improve the workforce representation of individuals with disabilities. (See Challenge 7 and Challenge 8.) In addition, NASA must address EEOC's 2017 regulations on individuals with disabilities, including updating NASA's Reasonable Accommodations procedures. (See Challenge 3.)

In 2017, EEOC revised the Government-wide employment goals for IWD as follows: 12 percent for all individuals with disabilities (both targeted and non-targeted disabilities) and 2 percent for individuals with targeted disabilities. Further, the goals apply to two grade categories: GS-10 and below and GS-11 and above.[16] As such, ODEO readjusted its methods for calculating and presenting the number of individuals with disabilities employed at NASA. Although NASA exceeds the goals for grades GS-10 and below, it does not meet the goals for higher grades. Among NASA employees at grades GS-10 and below, 21 percent are individuals with disabilities and 5 percent have targeted disabilities. However, at grades GS-11 and above, only 9 percent are IWD and just 1 percent have targeted disabilities (see Figure 2).

The number of separations is low for NASA overall (190 voluntary and 18 involuntary separations of permanent employees). As such, ODEO has focused its efforts on other aspects of the employment of individuals with disabilities, yet continues to monitor employee separations by disability status. Nonetheless, it is worth noting that IWD accounted for 12 percent (20 individuals) of those who voluntarily left the Agency, which is higher than their overall representation at NASA (8 percent of the workforce). Of the 18 involuntary separations, 22 percent were individuals with disabilities (4 individuals). IWTD

[15] NASA, "NASA's Newest Astronaut Recruits to Conduct Research off the Earth, For the Earth and Deep Space Missions," press release no. 17-054, June 7, 2017, accessed at <https://www.nasa.gov/press-release/nasa-s-newest-astronaut-recruits-to-conduct-research-off-the-earth-for-the-earth-and>.

[16] 29 CFR Part 1614, §1614.203(d)(6)(ii) (82 Fed. Reg. 680).

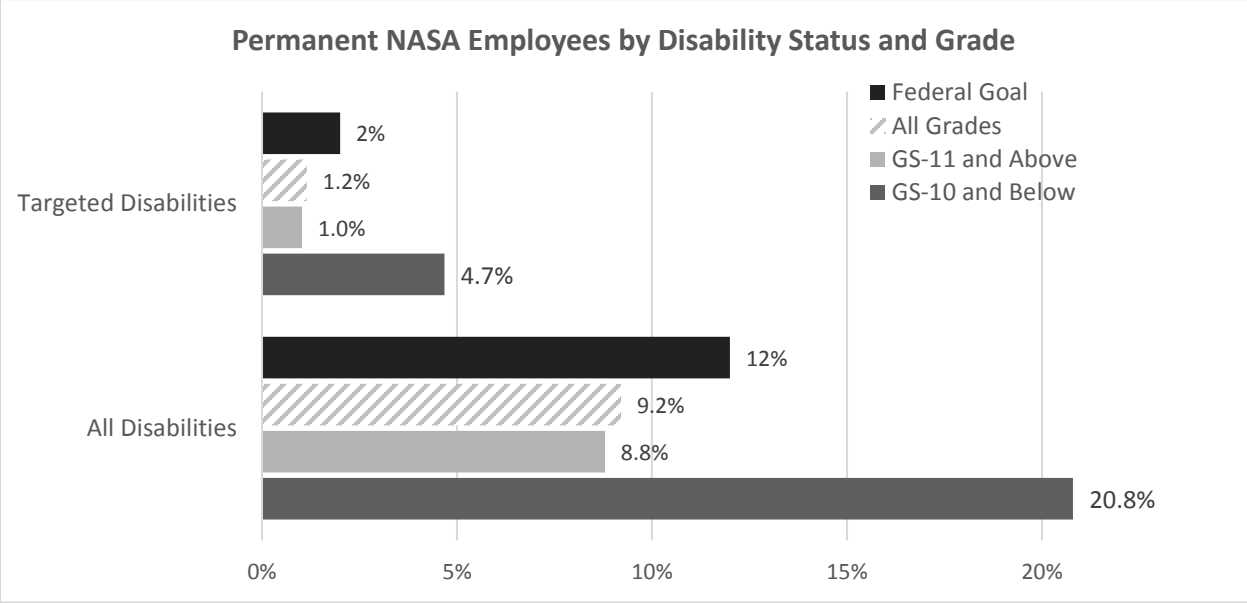
accounted for 2.6 percent of voluntary separations (5 individuals), yet only 1 percent of the permanent NASA workforce. There were no individuals with targeted disabilities who were terminated or removed.[17]

NASA's Federal Employee Viewpoint Survey results suggest that individuals with disabilities are less likely than other employee groups to agree that their talents are well-used in the workplace (percentage that agreed: 63 percent of IWD; 62 percent of AIAN, 70 percent of Hispanic, 74 percent of both White and Black, and 77 percent of AAPI employees; 74 percent of females; and 73 percent of males).[18]

FY 2017 Progress: NASA established an Agency-level Disability Working Group comprised of individuals from OHCM, EEO, Legal, and the unions, to align the Agency's current disability practices and reasonable accommodations procedure (NPR 3713.1B) with the new regulatory requirements. In addition, ODEO and OHCM worked together to address data- and systems-related issues with regard to the new EEOC regulations and changes made to OPM's Standard Form 256, "Self-Identification of Disability." NASA continues to strengthen its efforts with regard to usage of special hiring authorities for individuals with disabilities, such as Schedule A.

At JSC, the EEO office created a process to provide organizations unsolicited resumes of Schedule A employees which allows hiring managers to have a direct access to this specific pool of applicants. At MSFC, the EEO office collaborates with other offices to identify Schedule A candidates from entities such as the Alabama Department of Rehabilitation, universities, and colleges.

Figure 2. NASA Employees with Disabilities, by Grade Category: FY 2017



Source: WICN (data as of 10/1/2017). Data include all permanent non-student employees who identified as having a disability on OPM Standard Form (SF) 256, as well as employees hired under Schedule A, but classified in WICN as "non-permanent."

[17] Voluntary separations include employees who quit or transferred to another Federal agency; involuntary separations include employees who were terminated or removed from their positions. Retirements and deaths were excluded from the analysis.

[18] Federal Employee Viewpoint Survey, 2016, question 11.

NASA EQUAL EMPLOYMENT OPPORTUNITY STRATEGIC PLAN: FY 17-19

The challenges enumerated below and planned actions to achieve them were developed in FY 2016 and revised in FY 2017; the current status of completed actions is noted, where applicable. These actions are planned to be accomplished during the 3-year timeframe of the plan.

Statement of the Challenge	Responsible Official	Planned Actions to Address the Challenge	Planned Start	Planned Completion and Status
Challenge 1: Enhance Ability of EEO Staff to Conduct Thorough Barrier Analyses. Provide additional resources and training to enhance the ability of Center staff to conduct barrier and workforce data analyses. (Essential Element: Integration of EEO into Agency Strategic Mission)	AA for Diversity and Equal Opportunity and Center EEO Directors	ODEO develops templates for use in analyzing workforce data analysis and meeting requirements of MD-715.	Q2, 2017	3/30/2018
		ODEO establishes quarterly meetings of Center EEO staff responsible for data analyses to discuss data-related issues.	Q2, 2018	3/30/2018
		ODEO and Centers identify applicable training for EEO staff who conduct barrier and workforce data analyses and provide training plans to Center EEO directors.	Q1, 2016	3/30/2018
		Centers provide training to appropriate Center EEO staff, as necessary.	10/1/2018	9/30/2019
		ODEO collaborates with OHCM and the Department of Interior to ensure data systems conform to the new requirements for MD-715.	1/30/2018	6/30/2018
Challenge 2: Meet Complaint Processing Timelines. Streamline the processing of discrimination complaints (e.g., informal processing, investigations, and FADs to meet regulatory timeframes. (Essential Element: Efficiency)	Director of CMD, ODEO	Streamline the process of issuing acceptance/review letters, investigations, and FADs by eliminating duplicative layers of review and shortening the review and approval periods.	Q4, 2017	9/30/2018
		Review monthly informal complaint processing data by Center to track compliance to regulatory requirements and address timeliness and quality of processing issues as expeditiously as possible when there is a need; conduct visits to all Centers.	Q4, 2017	9/30/2019
Challenge 3: Increase Usage of Alternative Dispute Resolution. NASA will improve EEO delivery through more efficient systems and processes designed to address EEO matters in a timely and effective manner and improved marketing of the ADR program. (Essential Element: Efficiency)	Director of CMD	Develop an ADR toolkit that will include an ADR Web site, new brochure and quick tips card for Managers and Supervisors, and updated brochure for employees.	10/1/2016	9/30/2018
		Develop and deploy mandatory EEO ADR training to managers and supervisors.	6/1/2017	6/30/2017
		Develop and deploy supplemental or “Just in Time” training for managers and supervisors.	10/1/2016	9/30/2018
		Develop and deploy ADR training for NASA cadre of mediators, EEO staff, and ADR teams.	10/1/2017	9/30/2018
		Revise existing ADR training for employees.	10/1/2017	9/30/2018

Statement of the Challenge	Responsible Official	Planned Actions to Address the Challenge	Planned Start	Planned Completion and Status
Challenge 4: Develop Guidance and Training on Religious Accommodation. Develop guidance on religious accommodation under Title VII of the Civil Rights Act of 1964; ensure managers and supervisors are appropriately trained. (Essential Element: Responsiveness and Legal Compliance)	Director of Program Planning and Evaluation (PP&E), ODEO	Send call letter to Centers to collect information on current and past requests for religious accommodation.	8/15/2017	9/15/2017 **COMPLETED**
		Develop guidance document.	12/1/2017	3/31/2018
		Review guidance for legal sufficiency.	4/1/2018	4/30/2018
		Make final revisions and issue final guidance to Centers.	5/31/2018	6/30/2018
		Develop and implement training for practitioners (EEO, D&I, and HR staff), managers and supervisors, and employees regarding the provision of religious accommodations.	7/1/2018	9/30/2020
Challenge 5: Address EEOC's 2017 Regulations on Individuals with Disabilities. Review and update NASA policies, procedures, and practices to ensure alignment with requirements pertaining to employment of IWD under new EEOC regulations pursuant to Section 501 of the Rehabilitation Act (29 CFR § 1614.203). (Essential Element: Responsiveness and Legal Compliance)	AA for Diversity and Equal Opportunity and Disability Program Manager, ODEO	The Agency Disability Program Manager will establish an Agency-level Disability Working Group comprised of individuals from OHCM, EEO, Legal, and the unions, to align the Agency's current disability practices and reasonable accommodations procedures (NPR 3713.1B) with the new regulatory requirements.	3/21/2017	2/28/2018
		Develop new accommodation procedures for the provision of personal assistance services and reassignment for employees with disabilities; ensure managers and supervisors are trained on the procedures; and ensure the procedures are made available to employees, job applicants, and student interns.	3/21/2017	2/28/2018
Challenge 6: Ensure Compliance with EEOC Management Directive 110 (MD-110). To ensure NASA's complaints processing program is in accordance with EEOC regulations (29 CFR Part 1614) and guidance regarding complaints processing, NASA must update NPD 3713.6Q (Essential Element: Responsiveness and Legal Compliance)	Director of CMD, ODEO	Request extension on expiration of NPD 3713.6Q, "Delegation of Authority to Act in Matters Pertaining to Discrimination Complaints," to September 27, 2018.	12/1/17	12/15/17
		Update NPD 3713.6 to incorporate changes made to MD-110.	1/1/18	2/28/18
		Provide the Office of General Counsel opportunity for review and comment.	3/1/18	4/30/18
		Place in the NASA Online Directives Information System (NODIS) review process; disposition comments; send to Office of the Administrator for final approval.	5/1/18	9/30/18
Challenge 7: Increase Opportunities for Women and Minorities in Leadership Positions and in Promotions to GS-13 and	AA for Diversity and Equal Opportunity and AA for Human	Develop Agency plan for succession management, including plans for the placement of Career Development Program candidates, stretch assignments, detail opportunities, etc.	2/1/2018	9/30/2018
		Develop Agency plan to expand opportunities for mentoring.	2/1/2018	9/30/2018

Statement of the Challenge	Responsible Official	Planned Actions to Address the Challenge	Planned Start	Planned Completion and Status
Above. Ensure equity in decisions regarding promotions and selections for leadership positions. (Essential Element: Proactive Prevention of Discrimination) *Note: Several of the planned actions for Challenges 7-9 are relevant to all three challenges.*	Capital Management	When hiring panels are used, ensure they are comprised of diverse members, in terms of race, ethnicity, gender and other relevant factors.	2/28/2018	9/30/2018
		Establish a working group comprised of Agency and Center EEO and HR staff to develop a suite of "just in time" training to be deployed in a variety of contexts, e.g., when serving on a selection panel, promoting, hiring, conducting performance appraisal, offering awards, receiving requests for reasonable accommodations or allegations of harassment, etc.	1/1/18 (working group convened)	9/30/19 (training deployed)
Challenge 8: Increase Opportunities for Certain Groups in NASA Occupational Categories. NASA will advance EEO in hiring, promotions, leadership development, and awards to provide work environments that honor the values of excellence, inclusion, teamwork, and safety; NASA managers and supervisors will be held accountable for advancing EEO to better ensure healthy work environments in which fairness and equity can thrive. (Essential Element: Proactive Prevention of Discrimination)	AA for Diversity and Equal Opportunity, AA for Human Capital Management, AA for Education	Collaborate to implement recommendations from the Agency's Baseline Services Assessment for Human Capital regarding recruitment, including: developing an Agency-wide digital recruitment strategy and recruitment event framework.	10/1/2016	9/30/2018
		Include module on unconscious bias in SES training and training for managers and supervisors.	Q2, 2018	9/30/2018
		Leverage Agency and Center Web sites to reflect NASA's commitment to EEO and diversity; update ODEO Web site to make information easier to locate.	Q2, 2017	9/30/2019
		Analyze NASA workforce by both occupation and demographic characteristics, including identifying the RCLF for all NASA occupations.	Q3, 2016	7/30/2017 **COMPLETED**
		ODEO and Center EEO offices provide guidance on valid and effective EEO and diversity performance indicators for managers and supervisors.	Q2, 2018	9/30/2018
Challenge 9: Increase the Hiring of Individuals with Disabilities. Increase the understanding utilization of special hiring authorities for IWD, such as Schedule A, to assist the Agency in meeting new Federal workforce representation goals for IWD. (Essential Element: Proactive Prevention of Discrimination)	AA for Diversity and Equal Opportunity, AA for Human Capital Management, Center EEO offices, and Center Human Resources offices	Ensure that Agency and Center EEO and HR offices personnel and hiring managers are trained on the available Federal hiring authorities to recruit and hire qualified IWD.	10/1/2016	8/30/2018
		Agency and Center EEO and HR offices collaborate to identify potential Schedule A candidates.	10/1/2016	9/30/2018

APPENDIX A: FY 2017 SPECIAL EMPHASIS PROGRAM AND AFFINITY GROUP ACTIVITIES

In 1972, Congress amended the Civil Rights Act of 1964 to extend the Act's anti-discrimination protections to Federal employees. Government agencies with responsibility for implementing the Act began to focus increased attention on underrepresented groups in the Federal workforce, such as racial/ethnic minorities, women, and individuals with disabilities, including disabled veterans. One way in which this was done was through the establishment of Special Emphasis Programs (SEPs). SEPs have been authorized since the late 1960s and 1970s by Executive Branch regulations and Presidential Executive Orders for the purposes of helping underrepresented groups enter into the Federal workforce, develop professionally, and advance within its ranks.[19] The basic EEOC regulatory provision on SEPs states that each agency shall: "Designate a Director of Equal Employment Opportunity (EEO Director), EEO Officer(s), and such Special Emphasis Program Managers (e.g., People With Disabilities Program, Federal Women's Program and Hispanic Employment Program)… as may be necessary to carry out the functions described in this part in all organizational units of the agency and at all agency installations."[20]

The activities discussed below represent only a few of the many activities organized by Center EEO office Special Emphasis Program Managers and members of employee resource and affinity groups in FY 2017.

African American Special Emphasis Program

The purpose of the African American Special Emphasis Program is to help identify and eliminate actual recruitment and employment inequities that may adversely affect African American employees and applicants. Further, the program is used to identify areas with less than expected participation or underutilization of African Americans in NASA's workforce. The program also aims to educate the workforce about the history of and issues faced by Blacks and African Americans in the United States. For example, in observance of Black History Month, several Center EEO offices engaged in various events and activities, including:

- Glenn Research Center coordinated a program that offered an opportunity for NASA employees to hear from three African American educators in the Greater Cleveland area who spoke about the issues African American children face in the classroom and in society. The program was centered around the theme "The Crisis in Black Education" based on the reality of the disproportionate number of high school dropouts in the African-American community.
- Langley Research Center hosted Dr. Stephanie Adams, Dean of Engineering at Old Dominion University, who presented on the barriers faced by women and minorities in STEM.
- Stennis Space Center and the NASA Shared Services Center produced an interactive African American exhibit featuring Stennis Modern Figures. The display highlighted significant events at NASA and featured eight Modern Figures representing NASA, the Naval Oceanography and Meteorology Command, and the Department of Homeland Security.

[19] See, e.g., Executive Order 11478, accessed at <https://www.archives.gov/federal-register/codification/executive-order/11478.html>; 5 CFR Part 720.

[20] 29 CFR Part 1614.102(b)(4).

American Indian and Alaska Native Special Emphasis Program

The purpose of the American Indian and Alaska Native Special Emphasis Program is to address potential and validated discriminatory and inequitable practices in hiring and employment. Further, the program works to ensure the full participation of American Indian and Alaska Natives by implementing plans to eliminate adverse data trends in NASA's workforce. In observance of Native American Heritage Month, several Center EEO offices engaged in various events and activities, including:

- Goddard Space Flight Center hosted a film series to expand awareness and appreciation of Native American history and culture with films such as "We Shall Remain: After the Mayflower," "The Story of the Navajo Code Talkers," and "We Shall Remain: Trail Of Tears."
- Marshall Space Flight Center hosted a workshop featuring Robbie Hood, former NASA Astrophysics Scientist and a member of the Cherokee Nation. Attendees learned about common Native American cultural practices and heard traditional songs performed by Mr. Jimmy Yellowhorse.

Asian American and Pacific Islander Special Emphasis Program

The purpose of the Asian American and Pacific Islander Special Emphasis Program is to ensure equal access to all employment opportunities for Asian American and Pacific Islander employees. Further, the program seeks to promote equitable participation, enhance career development, and encourage awareness of the impact of Asian American and Pacific Islanders in NASA's workforce. In observance of Asian American Pacific Islander Heritage Month, several Center EEO offices engaged in various events and activities, including:

- Armstrong Flight Research Center co-hosted an Asian American and Pacific Islander Cultural Expo in which NASA Senior Leadership attended.
- Kennedy Space Center co-hosted Astronaut Soichi Noguichi, of the Japan Aerospace Exploration Agency who was a crew member of STS-114, the Return to Flight mission to the International Space Station (ISS), and was the first Japanese astronaut to perform Extra-Vehicular Activities on the ISS.
- Marshal Space Flight Center hosted Ms. Josephine Burnett, Director Exploration Research and Technology Programs at NASA who spoke about unconscious bias and the importance of being aware of, and positively addressing different biases. NASA employees also discussed the differences and similarities in many of our cultures, as well as how one group's cultural norms can be misinterpreted by others not in that group.

Hispanic Special Emphasis Program

The Hispanic Employment Program was established by President Richard Nixon on November 5, 1970, to ensure EEO for Hispanics in all aspects of Federal employment. The purpose of the Hispanic Special Emphasis Program is to track and monitor workforce and survey data to assess Hispanic representation across all segments of the NASA workforce. Further, the program leads outreach efforts to leverage NASA's brand and build bridges with underserved communities through sponsoring professional conferences and partnering with Hispanic serving institutions and community based organizations. In observance of Hispanic Heritage Month, several Center EEO offices engaged in various events and activities, including:

- At Marshal Space Flight Center, Astronaut John "Danny" Olivas spoke about utilizing innovation to solve problems. He accomplished the first ever spacewalk to repair the Space Shuttle while in orbit, when damaged heat shielding posed a potentially disastrous threat to the Shuttle and its crew. The goal of the event was not only to celebrate the diverse culture that Hispanic and Latino Americans contribute to American society, but also to help expose NASA managers, supervisors, team leads, and employees to the innovative contributions of Hispanic and Latin Americans to STEM fields.
- NASA Headquarters hosted astronauts Jose Hernandez and Diana Trujillo, Lead for Mars Curiosity Rover, in honor of contributions Hispanic employees have made to the Agency.
- Johnson Space Center hosted an informal question and answers session with Center Director Dr. Ellen Ochoa in which employees learned about her career path through an interactive session that helped the audience understand that not all Hispanic employees have the same experience. Dr. Ochoa also spoke at events at GRC and GSFC.

Federal Women's Program

Based on recommendations of the Commission on the Status of Women, established by President Kennedy and chaired by Eleanor Roosevelt, the Federal Women's Program (FWP) was established in 1963 as a vehicle to provide opportunities for recruitment, selection, training, and advancement of women in the Federal Government.[21] The purpose of the FWP at NASA is to improve the status of women in the NASA workforce through education and counseling for program members and NASA employees. Further, the program provides management officials with information on workforce trends relating to the employment and advancement of women at NASA. In observance of Women's History Month, several Center EEO offices engaged in various events and activities, including:

- Ames Research Center hosted U.S. Treasurer Rosie Rios who spoke to NASA employees on her career at the Treasury and her current efforts to provide increased recognition in education curriculum and imagery for women who have made contributions throughout U.S. history.
- Langley Research Center hosted Colonel Caroline Miller, Commander of the 633rd Air Base Wing and Joint Base Langley-Eustis in Hampton, Virginia, who presented her brief "Breaking Barriers" which focused on breaking the barriers women face in the workplace.

In commemoration of Women's Equality Day, several Center EEO offices engaged in various events and activities, including:

- Goddard Space Flight Center hosted Olivia Adrian, President of the Federal Asian Pacific American Council, who shared how she developed and improved her leadership skills and enhanced soft skills with a wide variety of networking opportunities.
- Johnson Space Center hosted a panel titled, "Ask Me Anything," which gave employees the opportunity to learn how to overcome barriers, accept disappointment, and develop leadership skills.

[21] In 1967, Executive Order 11375 added sex to other prohibited forms of discrimination such as race, color, religion, and national origin. In response to this, the Office of Personnel Management established the FWP. In 1969, Executive Order 11478 integrated the FWP into the Federal EEO Program and placed the FWP under the direction of EEO in each Federal agency. OPM regulations implementing the Equal Employment Opportunity Act of 1972 (Public Law 92-261, March 1972) require that Federal agencies designate a FWP Manager to advise the Director of EEO on matters affecting the employment and advancement of women. This law also requires that Federal agencies allocate sufficient resources for their Federal Women's Programs.

The panelists discussed the influence of bias on decisions and the importance of knowing one's own biases, and finding ways to neutralize bias when interfacing with people different from themselves.

LGBT Special Emphasis Program

The purpose of the Lesbian, Gay, Bisexual, and Transgender (LGBT) Special Emphasis Program is to better understand the issues LGBT employees are facing and to bring awareness of these issues with NASA management officials. Further, the program leads efforts to participate in conferences that may help recruit LGBT individuals to NASA and to show that NASA is supportive of the LGBT community. In order to promote the inclusion of the LGBT community in NASA's workforce, several Center EEO offices engaged in various events and activities, including:

- Johnson Space Center hosted Dr. Keo-Meier who made a presentation titled "The Science of Being Transgender." The presentation was Web-cast across NASA and helped the audience to understand the experience of transgender people by providing research to gain better insight into the journey of NASA's transgender workforce by dispelling certain myths that prevent inclusion.
- Goddard Space Flight Center co-sponsored a presentation titled "Over the Rainbow: Science, the White House, and LGBT and Asian-American and Pacific Islander Inclusion." The presentation focused on the importance of fostering participation in STEM fields among LGBT individuals.
- Kennedy Space Center coordinated a training session provided by the organization, Out & Equal. This training increased awareness of employees to develop a healthier and safer workplace by increasing the level of comfort and improving communication between LGBT and straight employees. Employees gained an understanding of terminology and concepts related to birth/assigned sex, gender identity, sexual orientation, and gender expression and how they impact each NASA employee.

Individuals with Disabilities Special Emphasis Program

The Individuals with Disabilities (IWD) Program seeks to promote understanding and appreciation of the needs and concerns of individuals with disabilities, create full participation in a work environment that capitalizes on creativity and richness, promote understanding of the requirements of the Rehabilitation Act of 1973 and Americans with Disabilities Act of 1990, provide reasonable accommodations and accessibilities, and encourage managers to provide career enhancement and promotions for people with disabilities. At NASA, the IWD Program tracks and monitors NASA's workforce of individuals with disabilities and individuals with targeted disabilities to ensure compliance with Federal workforce representation goals and statutory requirements. In order to ensure that managers are appropriately trained and employees are made aware of NASA's commitment to an environment that supports workplace accommodations and accessible tools and technology, several Center EEO offices engaged in various events and activities, including:

- NASA Headquarters hosted Adrienne Haslet, a survivor of the Boston Marathon bombing, who shared her experiences of how everyone can become disabled and the importance of providing assistance through workplace accommodations.
- The NASA Shared Services Center conducted a disability etiquette training to NASA managers and employees.
- Johnson Space Center hosted a seminar titled "Working with People Who Are Not Like Me" with Joe Bontke, Acting Deputy Director of the Houston District Office of the EEOC. The program encouraged employees to engage in open, cross-cultural communications for a diverse and inclusive workforce.

APPENDIX B: LIST OF FREQUENTLY USED ACRONYMS

AA	Associate Administrator
AAPI	Asian Americans and Pacific Islanders
ADR	Alternative Dispute Resolution
AFRC	Armstrong Flight Research Center
AHP	Anti-Harassment Program
AIAN	American Indians and Alaska Natives
ARC	Ames Research Center
AST	Aerospace Technology
CMD	Complaints Management Division
D&I	Diversity and Inclusion
EEO	Equal Employment Opportunity
EEOC	Equal Employment Opportunity Commission
GRC	Glenn Research Center
GSFC	Goddard Space Flight Center
HQ	NASA Headquarters
IWD	Individuals with Disabilities
IWTD	Individuals with Targeted Disabilities
JSC	Johnson Space Center
KSC	Kennedy Space Center
LARC	Langley Research Center
LGBT	Lesbian, Gay, Bisexual, and Transgender
MD-715	Management Directive 715
MSFC	Marshall Space Flight Center
NASA	National Aeronautics and Space Administration
NPD	NASA Policy Directive
NPR	NASA Procedural Requirement
NSSC	NASA Shared Services Center
ODEO	Office of Diversity and Equal Opportunity
OHCM	Office of Human Capital Management
OPM	Office of Personnel Management
PA	Professional Administrative
PP&E	Program Planning & Evaluation Division
RCLF	Relevant Civilian Labor Force
S&E	Science and Engineering
SEP	Special Emphasis Program
SES	Senior Executive Service
SSC	Stennis Space Center
STEM	Science, Technology, Engineering, and Mathematics