

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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(FY 2017 MD-715 REPORT)

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EXECUTIVE SUMMARY

<p>EEOC FORM 715-01 PART E</p>	<p align="center"><i>U.S. Equal Employment Opportunity Commission</i> FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</p>	
<p>National Aeronautics and Space Administration</p>	<p>For period covering October 1, 2016, to September 30, 2017.</p>	
<p align="center">EXECUTIVE SUMMARY</p>		
<p>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 <i>NASA Equal Employment Opportunity Strategic Plan</i>, which is used by Agency leadership to ensure equal opportunity and program accountability in NASA programs. 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.</p> <p>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.</p> <p>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.</p> <p>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.” NASA also ranked highest among large agencies on the Engagement Index (82 percent positive responses) and the New Inclusion Quotient (New IQ) Index (78 percent positive responses) of the Federal Employee Viewpoint Survey (FEVS). In fact, NASA scored higher than the government-wide average these indices and their sub-indices (the Engagement Index consists of the following indices: Leaders Lead, Supervisors, and Intrinsic Work Experience; the New IQ Index consists of the Supportive, Open, Empowered, Cooperative and Fair indices).</p>		

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 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."

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.

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. 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 full participation of that group. 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.

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:

- **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. 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.
- **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.
- **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 (IWTDD) 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 (MD-715 Plan).

B. EEO Successes in FY 2017

In FY 2017, NASA employees responded positively to questions on the FEVS regarding employee engagement and inclusion. Among large Federal agencies, NASA had the highest percentage of positive answers to questions comprising the FEVS' Engagement Index (82 percent) and New Inclusion Quotient (New IQ) Index (78 percent). NASA scored higher than the government-wide average these indices and their sub-indices (the Leaders Lead, Supervisors, Intrinsic Work Experience, Supportive, Open, Empowered, Cooperative and Fair indices). In addition, NASA was rated the best place to work among large Federal agencies according to the Partnership for Public Service. In particular, NASA was the leader among large agencies in the category of "Support for Diversity." 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:

- 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 is 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:

- Weekly senior leadership meeting conducted by the Administrator/Acting Administrator.
- Mission Support Council (MSC). The MSC is the Agency's senior decision-making body regarding the integrated Agency mission support portfolio. The council members are advisors to the Deputy Associate Administrator, as the MSC Chair and decision authority. The MSC assesses and determines mission support requirements to enable the successful accomplishment of the Agency's Mission.
- 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.

- Review panels for NASA’s most prestigious Agency recognition awards, the Agency Honor Awards, which include the Distinguished Service Medal, the Outstanding Leadership Medal, and the Equal Employment Opportunity Medal.

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 (BPR), attended by the Acting Administrator and NASA’s Officials-in-Charge. For the March 2017 BPR meeting, ODEO provided an update on the “state of EEO” at NASA. 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.

MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCIES AND PLANNED ACTIVITIES (MD-715 PART H)

EEOC FORM 715-01 PART H-1	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT	
National Aeronautics and Space Administration		FY 2017
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	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)	
OBJECTIVE:	Enhance the Ability of EEO staff to Conduct Thorough Barrier Analyses.	
RESPONSIBLE OFFICIAL:	Associate Administrator for Diversity and Equal Opportunity and Center EEO Directors	
DATE OBJECTIVE INITIATED:	9/1/2016	
TARGET DATE FOR COMPLETION OF OBJECTIVE:	9/30/2019	
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:		TARGET DATE (Must be specific)
1. ODEO develops templates for use in analyzing workforce data analysis and meeting requirements of MD-715.		3/30/2018
2. ODEO establishes quarterly meetings of Center EEO staff responsible for data analyses to discuss data-related issues.		3/30/2018
3. ODEO collaborates with OHCM and the Department of Interior to ensure data systems conform to the new requirements for MD-715.		6/30/2018
4. ODEO and Centers identify applicable training for EEO staff who conduct barrier and workforce data analyses and provide training plans to Center EEO directors.		9/28/2018
5. Centers provide training to appropriate Center EEO staff, as necessary.		9/30/2019
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE		
<p><u>FY 2017 Progress:</u> 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. 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.</p>		

EEOC FORM 715-01 PART H-2	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT	
National Aeronautics and Space Administration		FY 2017
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	Streamline the processing of discrimination complaints (e.g., informal processing, investigations, and FADs to meet regulatory timeframes. (Essential Element: Efficiency)	
OBJECTIVE:	Meet Complaint Processing Timelines	
RESPONSIBLE OFFICIAL:	Director of Complaints Management Division, Office of Diversity and Equal Opportunity	
DATE OBJECTIVE INITIATED:	7//2017	
TARGET DATE FOR COMPLETION OF OBJECTIVE:	9/30/2019	
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:		TARGET DATE (Must be specific)
1. Streamline the process of issuing acceptance/review letters, investigations, and FADs by eliminating duplicative layers of review and shortening the review and approval periods.		9/28/2018
2. 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.		9/30/2019
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE		
<p><u>FY 2017 Progress:</u> 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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>		

EEOC FORM 715-01 PART H-3	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT	
National Aeronautics and Space Administration		FY 2017
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	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)	
OBJECTIVE:	Increase Usage of Alternative Dispute Resolution	
RESPONSIBLE OFFICIAL:	Director of CMD	
DATE OBJECTIVE INITIATED:	10/3/2016	
TARGET DATE FOR COMPLETION OF OBJECTIVE:	9/28/2018	
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	TARGET DATE (Must be specific)	
1. 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.	9/28/2018	
2. Develop and deploy mandatory EEO ADR training to managers and supervisors.	6/30/2017	
3. Develop and deploy supplemental or "Just in Time" training for managers and supervisors.	9/28/2018	
4. Develop and deploy ADR training for NASA cadre of mediators, EEO staff, and ADR teams.	9/28/2018	
5. Revise existing ADR training for employees.	9/28/2018	
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE		
<p><u>FY 2017 Progress:</u> 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.</p> <p>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.</p> <p>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.</p>		

EEOC FORM 715-01 PART H-4		U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT	
National Aeronautics and Space Administration		FY 2017	
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	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)		
OBJECTIVE:	Develop Guidance and Training on Religious Accommodation		
RESPONSIBLE OFFICIAL:	Director of Program Planning and Evaluation (PP&E), ODEO		
DATE OBJECTIVE INITIATED:	8/15/2017		
TARGET DATE FOR COMPLETION OF OBJECTIVE:	9/30/2020		
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:		TARGET DATE (Must be specific)	
1. Send call letter to Centers to collect information on current and past requests for religious accommodation.		9/15/2017	
2. Develop guidance document.		12/31/2018	
3. Review guidance for legal sufficiency.		2/28/2019	
4. Make final revisions and issue final guidance to Centers.		3/29/2019	
5. Develop and implement training for practitioners (EEO, D&I, and HR staff), managers and supervisors, and employees regarding the provision of religious accommodations.		9/30/2020	
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE			
<p><u>FY 2017 Progress:</u> 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.</p>			

EEOC FORM 715-01 PART H-5		U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT	
National Aeronautics and Space Administration		FY 2017	
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	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)		
OBJECTIVE:	Address Revised EEOC Regulations on Individuals with Disabilities.		
RESPONSIBLE OFFICIAL:	AA for Diversity and Equal Opportunity and Disability Program Manager, ODEO		
DATE OBJECTIVE INITIATED:	3/21/2017		
TARGET DATE FOR COMPLETION OF OBJECTIVE:	2/28/2018		

PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	TARGET DATE (Must be specific)
1. 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.	2/28/2018
2. 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.	2/28/2018

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE
<u>FY 2017 Progress:</u> 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. 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.

EEOC FORM 715-01 PART H-6	<i>U.S. Equal Employment Opportunity Commission</i> FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
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National Aeronautics and Space Administration	FY 2017
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STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	To ensure NASA's complaints processing program is in accordance with EEOC regulations (29CFR Part 1614) and guidance regarding complaints processing, NASA must update NPD 3713.6Q (Essential Element: Responsiveness and Legal Compliance)
OBJECTIVE:	Ensure Compliance with EEOC Management Directive 110 (MD-110).
RESPONSIBLE OFFICIAL:	Director of CMD, ODEO
DATE OBJECTIVE INITIATED:	12/1/17
TARGET DATE FOR COMPLETION OF OBJECTIVE:	9/28/18

PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	TARGET DATE (Must be specific)
1. Request extension on expiration of NPD 3713.6Q, "Delegation of Authority to Act in Matters Pertaining to Discrimination Complaints," to September 27, 2018.	12/15/17
2. Update NPD 3713.6 to incorporate changes made to MD-110.	2/28/18
3. Provide the Office of General Counsel opportunity for review and comment.	4/30/18
4. Place in the NASA Online Directives Information System (NODIS) review process; disposition comments; send to Office of the Administrator for final approval.	9/28/18

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE
<u>FY 2017 Progress:</u> 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.

BARRIER ANALYSIS AND PLANNED ACTIVITIES (MD-715 PART I)

EEOC FORM 715-01 PART I	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT	
National Aeronautics and Space Administration	FY 2017	
<p>STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: Provide a brief narrative describing the condition at issue. How was the condition recognized as a potential barrier?</p>	<p>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 workunit are based on merit, and slightly more than one-third of employees (35 percent) agree that payraises depend on how well employees perform their jobs. NASA must continue to monitor promotions and leadership positions to ensure equal opportunity is afforded to all groups. Data also reveal that employees in certain occupations are not employed in the same proportion, by race, ethnicity, and gender, as in the relevant civilian labor force (RCLF).</p>	
<p>BARRIER ANALYSIS: Provide a description of the steps taken and data analyzed to determine cause of the condition.</p>	<p>NASA reviewed data on promotions and leadership positions to ensure equal opportunity is afforded to all groups. For example:</p> <ul style="list-style-type: none"> • Compared to their overall employment at NASA, several groups participate at lower levels in certain categories. The percentage of women, Asian Americans and Pacific Islanders (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 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. 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. Similarly, women in professional administrative positions were promoted to GS-13, GS-15, and the SES at lower rates than their availability at the next lower grade. <p>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. Findings included:</p> <ul style="list-style-type: none"> • Asian Americans and Pacific Islanders are underrepresented in NASA engineering positions in comparison to the RCLF; AAPI comprise 12 percent of individuals in similar jobs in the civilian labor force but account for just 9 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. • Women and AAPI are underrepresented in physical science positions at NASA, compared to the RCLF. AAPI account for 14 percent of physical scientists in the labor 	

	<p>force, and 9 percent of NASA physical scientists are AAPI. Women account for 26 percent of NASA physical scientists, compared to 37% in the RCLF.</p> <ul style="list-style-type: none"> • Fewer than 30 NASA physical scientists are either Black or American Indian/Alaska Native, though their percentage of the NASA physical science workforce is similar to the RCLF. • 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 RCLF. <p>Additional data and further analyses are necessary to determine if a barrier exists with regard to promotions and representation in certain occupations.</p>
STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.	NASA's barrier analysis was inconclusive; nonetheless, there are actions NASA can take to strengthen its data analytics capabilities and conduct in-depth barrier analyses.
OBJECTIVE: State the alternative or revised agency policy, procedure or practice to be implemented to correct the undesired condition.	NASA is committed to having a better understanding of EEO in the NASA work environment and is committed to enhancing its data analytical capabilities to clearly identify barriers to EEO and root causes of such barriers. NASA will continue its use of best practices, including Special Emphasis Programs, to address areas that indicate opportunity for improving EEO. With additional data, NASA will be better able to identify specific opportunities and develop data-driven solutions.
RESPONSIBLE OFFICIAL:	Associate Administrator for Diversity and Equal Opportunity
DATE OBJECTIVE INITIATED:	1/1/2018
TARGET DATE FOR COMPLETION OF OBJECTIVE:	9/30/2020
EEOC FORM 715-01 PART I-1	EEO Plan To Eliminate Identified Barrier
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	TARGET DATE (Must be specific)
1. The NASA Office of Diversity and Equal Opportunity (ODEO) will partner with other NASA organizations to strengthen its data analytics capabilities to enable ODEO to conduct in-depth barrier analyses.	9/28/2018
2. NASA will update and improve its standard data reports to ensure that the necessary data are available for conducting barrier analyses related to EEO.	9/30/2018
3. ODEO will leverage current NASA systems and develop additional data tools, including: the Federal Employee Viewpoint Survey, NASA Human Capital Management Workforce Analysis Business Intelligence Tools, climate surveys, pulse surveys, and potential new database systems. These additional tools will enhance ODEO's ability to analyze programs and practices at more granular levels.	9/30/2020
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE	

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. In addition, between FY 2014 and FY 2017, NASA increased the percentage of physical scientists who are Hispanic from 3.7 percent to 4.4 percent. NASA offices continue to collaborate on improving data availability and systems access to enhance analyses such as these to better pinpoint potential barriers to EEO.

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 Kennedy Space Center, 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. At Glenn Research Center, 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.

These and numerous other activities were accomplished by NASA Centers that demonstrate their commitment to increasing opportunities for women and minorities in certain NASA occupational categories. 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.”

SPECIAL PROGRAM PLAN FOR THE RECRUITMENT, HIRING, ADVANCEMENT, AND RETENTION OF PERSONS WITH DISABILITIES (MD-715 PART J)

To capture agencies' affirmative action plan for persons with disabilities (PWD) and persons with targeted disabilities (PWTD), EEOC regulations (29 C.F.R. § 1614.203(e)) and MD-715 require agencies to describe how their plan will improve the recruitment, hiring, advancement, and retention of applicants and employees with disabilities. All agencies, regardless of size, must complete this Part of the MD-715 report.

Section I: Efforts to Reach Regulatory Goals

EEOC regulations (29 C.F.R. § 1614.203(d)(7)) require agencies to establish specific numerical goals for increasing the participation of persons with reportable and targeted disabilities in the federal government.

1. Using the goal of 12% as the benchmark, does your agency have a trigger involving PWD by grade level cluster in the permanent workforce? If "yes", describe the trigger(s) in the text box.

a. Cluster GS-1 to GS-10 (PWD)	Yes	No <input checked="" type="checkbox"/>
b. Cluster GS-11 to SES (PWD)	Yes <input checked="" type="checkbox"/>	No

21% of NASA employees at grades GS-10 and below are PWD. However, only 9% those in grades GS-11 to SES are PWD.

2. Using the goal of 2% as the benchmark, does your agency have a trigger involving PWTD by grade level cluster in the permanent workforce? If "yes", describe the trigger(s) in the text box.

a. Cluster GS-1 to GS-10 (PWTD)	Yes	No <input checked="" type="checkbox"/>
b. Cluster GS-11 to SES (PWTD)	Yes <input checked="" type="checkbox"/>	No

5% of NASA employees at grades GS-10 and below are PWTD; but only 1% of those in grades GS-11 to SES are PWTD.

3. Describe how the agency has communicated the numerical goals to the hiring managers and/or recruiters.

The Agency's EEO personnel has communicated the new numerical goals in various forums, including briefings for managers and supervisors; individual meetings with hiring managers and recruitment managers; All-Hands meetings for supervisors; and the distribution of information sheets to management with workforce goals.

Section II: Model Disability Program

Pursuant to 29 C.F.R. §1614.203(d)(1), agencies must ensure sufficient staff, training and resources to recruit and hire persons with disabilities and persons with targeted disabilities, administer the reasonable accommodation program and special emphasis program, and oversee any other disability hiring and advancement program the agency has in place.

A. Plan to Provide Sufficient & Competent Staffing for the Disability Program

1. Has the agency designated sufficient qualified personnel to implement its disability program during the reporting period? If "no", describe the agency's plan to improve the staffing for the upcoming year.

Yes <input checked="" type="checkbox"/>	No
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The Agency has a designated Agency Disability Program Manager (DPM) in the Office of Diversity and Equal Opportunity. Additionally, the ten NASA Centers each have a designated DPM to manage the operational functions associated with the program.

2. Identify all staff responsible for implementing the agency’s disability employment program by the office, staff employment status, and responsible official.

Disability Program Task	# of FTE Staff by Employment Status			Responsible Official (Name, Title, Office, Email)
	Full Time	Part Time	Collateral Duty	
Processing applications from PWD and PWTD	10			All ten NASA Centers each have designated Human Capital personnel responsible for processing applications, including those from PWD.
Answering questions from the public about hiring authorities that take disability into account	20			Each NASA Centers has a designated DPM who is responsible for responding to questions related to the Agency’s Disability program and practices. Additionally, all ten NASA Centers each have designated Special Placement Coordinators in the Human Capital Offices who are responsible for responding to questions related to the Agency’s hiring practices related to disability.
Processing reasonable accommodation requests from applicants and employees	10			All ten NASA Centers each have designated DPMs who are responsible for processing accommodation requests.
Section 508 Compliance	11			NASA has a designated Section 508 Compliance Officer who manages the Agency’s policy and practices in this arena. Additionally, each NASA Centers has a designated Section 508 Compliance Officer who is responsible for ensuring compliance at the operational level.
Architectural Barriers Act Compliance	11			NASA has a designated Program Manager in the Facilities Engineering Division who manages the Agency’s strategic plan to ensure compliance in this arena. Additionally, all ten NASA Centers have designated Facilities Engineers who are responsible for ensuring compliance at the operational level.
Special Emphasis Program for PWD and PWTD	10			NASA has DPMs at each of the ten Centers responsible for managing SEP programs and activities across the agency.

3. Has the agency provided disability program staff with sufficient training to carry out their responsibilities during the reporting period? If “yes”, describe the training that disability program staff have received. If “no”, describe the training planned for the upcoming year.

Yes No

In FY 2017, the Agency’s DPMs were trained on the Agency’s Reasonable Accommodation Procedures. These procedures are currently being updated to align with the new disability regulations, and the DPMs will be trained on the revisions in late FY 2018/early FY 2019. Additionally, the DPMs are provided with ongoing technical assistance and training from the Agency’s DPM during monthly meetings and on an ad hoc basis.

B. Plan to Ensure Sufficient Funding for the Disability Program

Has the agency provided sufficient funding and other resources to successfully implement the disability program during the reporting period? If “no”, describe the agency’s plan to ensure all aspects of the disability program have sufficient funding and other resources.

Yes

No

The Agency has provided sufficient resources for agency-wide implementation of the Disability Program.

Section III: Plan to Recruit and Hire Individuals with Disabilities

Pursuant to 29 C.F.R. § 1614.203(d)(1)(i) and (ii), agencies must establish a plan to increase the recruitment and hiring of individuals with disabilities. The questions below are designed to identify outcomes of the agency’s recruitment program plan for PWD and PWTD.

A. Plan to Identify Job Applicants with Disabilities

1. Describe the programs and resources the agency uses to identify job applicants with disabilities, including individuals with targeted disabilities.

NASA’s efforts to identify job applicants with disabilities include:

Participating in targeted job fairs and outreach events and engaging in social networking platforms that support the employment of PWDs (e.g., LinkedIn, Facebook, and Twitter).

Building, sustaining and strengthening partnerships with local and federal disability organizations, including rehabilitation services, state and local employment agencies, and local colleges and universities.

Leveraging disability Employee Resource Groups (ERGs) and Special Emphasis Program Managers (SEPM) to communicate and encourage participation in career-enhancing training, developmental opportunities, and job opportunities within the PWD population.

Utilizing the Agency’s Pathways Program to convert interns to career-conditional or term appointments.

Specific examples for FY 2017:

Armstrong Flight Research Center (AFRC) converted two intern positions to civil service positions – one for an Engineering position and one for an Engineering Technician positions. Both positions were occupied by PWD who had been hired through AFRC’s partnership with the Local Veterans Administration (VA) office.

AFRC staff also attended the California State University Northridge Federal Disability Recruitment Fair, enabling outreach to 200 students from California State University’s Northridge and Los Angeles campuses. AFRC has hired one permanent employee who attended the career fair in 2015.

Stennis Space Center established partnerships with several external disability organizations, including the Mississippi Department of Rehabilitation and the Gulf Coast Ability Works Business Council. Marshall Space Flight Center continued existing partnerships with the Alabama and Tennessee Departments of Vocational Rehabilitation and the Alabama School for the Deaf and Blind. Kennedy Space Center staff participated in the Bender Virtual Career Fair for People Living with Disabilities. NASA Headquarters staff attended the Operation Warfighter Outreach Event at the USO Warrior and Family Center Fort Belvoir, VA, which included many participating agencies and a high volume of recovering service members seeking internships.

2. Pursuant to 29 C.F.R. § 1614.203(a)(3), describe the agency’s use of hiring authorities that take disability into account (e.g., Schedule A) to recruit PWD and PWTD for positions in the permanent workforce.

Information to be provided later.

3. When individuals apply for a position under a hiring authority that takes disability into account (e.g., Schedule A), explain how the agency (1) determines if the individual is eligible for appointment under such authority and (2) forwards the individual’s application to the relevant hiring officials with an explanation of how and when the individual may be appointed.

Information to be provided later.

NASA cautions that estimates of the relevant applicant pool are rough approximations. For ease of analysis, time-in-grade is measured at the beginning of the fiscal year; this excludes some employees who reached 12 months or more in grade later in the year. Further, the analysis presented here includes individuals in the broader occupational category (e.g., all engineering positions) for specific OPM occupations (e.g., aerospace engineering). For example, the analysis assumes that all individuals in engineering positions would be eligible for aerospace engineering jobs; however, this assumption excludes individuals in other positions who possess the required knowledge, skills, and abilities for aerospace engineering positions, but are not currently in engineering positions.

4. Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among employees promoted to any of the mission-critical occupations (MCO)? If “yes”, please describe the triggers below.

- | | | |
|------------------------------|---|--|
| a. Promotions for MCO (PWD) | Yes <input checked="" type="checkbox"/> | No |
| b. Promotions for MCO (PWTD) | Yes | No <input checked="" type="checkbox"/> |

A trigger exists for selections of PWD in engineering and contracting, compared to the qualified applicant pool. Although PWD were found to be qualified (2.4% and 11.5% of applicants for engineering and contracting positions, respectively), no PWD were selected for engineering positions and PWD accounted for 3.4% of those selected for contracting. No PWTD were found to be qualified or selected for either occupational category.

Section IV: Plan to Ensure Advancement Opportunities for Employees with Disabilities

Pursuant to 29 C.F.R §1614.203(d)(1)(iii), agencies are required to provide sufficient advancement opportunities for employees with disabilities. Such activities might include specialized training and mentoring programs, career development opportunities, awards programs, promotions, and similar programs that address advancement. In this section, agencies should identify, and provide data on programs designed to ensure advancement opportunities for employees with disabilities.

A. Advancement Program Plan

Describe the agency’s plan to ensure PWD, including PWTD, have sufficient opportunities for advancement.

The Agency’s EEO and Human Capital communities have developed multiple strategies to track and monitor the professional development and advancement of employees with disabilities. First, the Agency continually reviews the participation data for this population to ensure continued participation in key training and development opportunities across the Agency. Secondly, the Agency continually monitors participation data for this population by grade level and professional category, and develops corrective action plans as appropriate and necessary. Finally, the Agency uses assistive technology to ensure that professional development opportunities are made available to PWD and PWTD.

B. Career Development Opportunities

1. Please describe the career development opportunities that the agency provides to its employees.

NASA conducts Agency-wide, competitive developmental programs for employees, including: NASA Foundations of Influence, Relationships, Success, and Teamwork (NASA FIRST) for grades GS-11 and GS-12; the Mid-Level Leadership Program (MLLP) for grades GS-13 through GS-15; and NASA’s Leveraging Agency Supervisory Excellence and Resilience (LASER) program (the Agency’s leadership development program for first-line supervisors with at least two years of supervisory experience at NASA). Although there were no new classes for these programs in 2017, both the MLLP and LASER program classes, selected in FY 2016, completed their program in FY 2017. (Data for the MLLP are reported below.)

2. In the table below, please provide the data for career development opportunities that require competition and/or supervisory recommendation/approval to participate. [Collection begins with the FY 2018 MD-715 report, which is due on February 28, 2019.]

Career Development Opportunities	Total Participants (#)		PWD (%)		PWTD (%)	
	Applicants	Selectees	Applicants	Selectees	Applicants	Selectees
Internship Programs						
Fellowship Programs						
Mentoring Programs						
Coaching Programs						
Training Programs						
Detail Programs						
Other Career Develop. Programs (MLLP: 2016/17)	110	40	2.7%	2.5%	0.0%	0.0%

3. Do triggers exist for PWD among the applicants and/or selectees for any of the career development programs? (The appropriate benchmarks are the relevant applicant pool for the applicants and the applicant pool for selectees.) If “yes”, describe the trigger(s) in the text box.

- a. Applicants (PWD) Yes No
- b. Selections (PWD) Yes No

A trigger exists for applicants, given that PWD make up 7.4% of the relevant applicant pool, but only 2.7% of those who applied to the MLLP. There is no trigger for selections; 2.5% of selectees are PWD.

4. Do triggers exist for PWTD among the applicants and/or selectees for any of the career development programs identified? (The appropriate benchmarks are the relevant applicant pool for applicants and the applicant pool for selectees.) If “yes”, describe the trigger(s) in the text box.

- a. Applicants (PWTD) Yes No
- b. Selections (PWTD) Yes No

There are no triggers for PWTD applicants or selectees for the MLLP. PWTD account for 1.1% of the relevant applicant pool; no PWTD applied to the program.

C. Awards

1. Using the inclusion rate as the benchmark, does your agency have a trigger involving PWD and/or PWTD for any level of the time-off awards, bonuses, or other incentives? If “yes”, please describe the trigger(s) in the text box.

- a. Awards, Bonuses, & Incentives (PWD) Yes No
- b. Awards, Bonuses, & Incentives (PWTD) Yes No

There are no triggers. The inclusion rates for PWD and PWTD (at all grade-levels) are 9.2% and 1.3%, respectively. Both PWD and PWTD received time-off awards and cash awards in similar proportions to the inclusion rate.

2. Using the inclusion rate as the benchmark, does your agency have a trigger involving PWD and/or PWTD for quality step increases or performance-based pay increases? If “yes”, please describe the trigger(s) in the text box.

- a. Pay Increases (PWD) Yes No
- b. Pay Increases (PWTD) Yes No

There may be a trigger for PWD but not for PWTD with regard to quality step increases (QSIs). PWD accounted for 4.1% of those receiving QSIs (compared to their conclusion rate of 9.2%); PWTD accounted for 0.2% of those receiving QSIs (compared to the inclusion rate of 1.3%).

3. If the agency has other types of employee recognition programs, are PWD and/or PWTD recognized disproportionately less than employees without disabilities? (The appropriate benchmark is the inclusion rate.) If “yes”, describe the employee recognition program and relevant data in the text box.

a. Other Types of Recognition (PWD)	Yes	No	N/A
b. Other Types of Recognition (PWTD)	Yes	No	N/A

NASA data reports do not currently contain this information. NASA is working to address this need.

D. Promotions

1. Does your agency have a trigger involving PWD among the qualified internal applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in box.

a. SES [data unavailable]		
i. Qualified Internal Applicants (PWD)	Yes	No
ii. Internal Selections (PWD)	Yes	No
b. Grade GS-15		
i. Qualified Internal Applicants (PWD)	Yes	No X
ii. Internal Selections (PWD)	Yes	No X
c. Grade GS-14		
i. Qualified Internal Applicants (PWD)	Yes	No X
ii. Internal Selections (PWD)	Yes	No X
d. Grade GS-13		
i. Qualified Internal Applicants (PWD)	Yes	No X
ii. Internal Selections (PWD)	Yes X	No

A trigger exists for internal selections for promotions to GS-13, but not for promotions to grades GS-14 and GS-15 (data are unavailable for SES positions). PWD account for 13.4% of the qualified internal applicants for promotions to GS-13, but account for only 9.2% of individuals selected. There are no triggers for qualified internal applicants at the senior grade levels.

2. Does your agency have a trigger involving PWTD among the qualified internal applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the box.

a. SES [data unavailable]		
i. Qualified Internal Applicants (PWTD)	Yes	No
ii. Internal Selections (PWTD)	Yes	No
b. Grade GS-15		
i. Qualified Internal Applicants (PWTD)	Yes	No X
ii. Internal Selections (PWTD)	Yes	No X
c. Grade GS-14		
i. Qualified Internal Applicants (PWTD)	Yes	No X
ii. Internal Selections (PWTD)	Yes	No X
d. Grade GS-13		
i. Qualified Internal Applicants (PWTD)	Yes	No X
ii. Internal Selections (PWTD)	Yes	No X

There are no triggers for qualified internal applicants or selectees at the senior grade levels.

3. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWD among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box.

a. New Hires to SES (PWD)	Yes	No ?
b. New Hires to GS-15 (PWD)	Yes	No ?
c. New Hires to GS-14 (PWD)	Yes	No ?
d. New Hires to GS-13 (PWD)	Yes	No ?

Currently, NASA's applicant flow data reports do not include data on new hires by grade level, so data on the qualified applicant pool by grade are not available. NASA is working to update its data reports for FY 18. Notably, PWD accounted for a higher percentage of new hires at grades GS-13 and above (11.4%), than the existing workforce at the beginning of FY 17 (6.4%).

4. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWTD among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If "yes", describe the trigger(s) in the text box.

a. New Hires to SES (PWTD)	Yes	No ?
b. New Hires to GS-15 (PWTD)	Yes	No ?
c. New Hires to GS-14 (PWTD)	Yes	No ?
d. New Hires to GS-13 (PWTD)	Yes	No ?

NASA's applicant flow data reports currently do not include data by grade level. Hiring data for FY 2017 shows that no PWTDs were hired at grades GS-13 and above.

5. Does your agency have a trigger involving PWD among the qualified internal applicants and/or selectees for promotions to supervisory positions? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) If "yes", describe the trigger(s) in the text box.

a. Executives		
i. Qualified Internal Applicants (PWD)	Yes	No ?
ii. Internal Selections (PWD)	Yes	No ?
b. Managers		
i. Qualified Internal Applicants (PWD)	Yes	No ?
ii. Internal Selections (PWD)	Yes	No ?
c. Supervisors		
i. Qualified Internal Applicants (PWD)	Yes	No ?
ii. Internal Selections (PWD)	Yes	No ?

Currently, NASA's applicant flow data reports do not include data separated for executives, managers, and supervisors, so data on the qualified applicant pool for by these categories are not available. NASA is working to update its data reports for FY 18. Notably, the percentage of PWD in the relevant applicant pool (6.5%) is the same as the percentage of PWD in supervisory positions in FY 2017.

6. Does your agency have a trigger involving PWTD among the qualified internal applicants and/or selectees for promotions to supervisory positions? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) If "yes", describe the trigger(s) in the text box.

a. Executives		
i. Qualified Internal Applicants (PWTD)	Yes	No ?
ii. Internal Selections (PWTD)	Yes	No ?
b. Managers		
i. Qualified Internal Applicants (PWTD)	Yes	No ?
ii. Internal Selections (PWTD)	Yes	No ?
c. Supervisors		
i. Qualified Internal Applicants (PWTD)	Yes	No ?
ii. Internal Selections (PWTD)	Yes	No ?

Although NASA's applicant flow data reports do not include data separated for executives, managers, and supervisors, analyses show that the percentage of PWD in the relevant applicant pool (1.0%) is similar to the percentage of PWD in supervisory positions in FY 2017 (0.7%).

7. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWD among the selectees for new hires to supervisory positions? If "yes", describe the trigger(s) in text box.

a. New Hires for Executives (PWD)	Yes	No ?
b. New Hires for Managers (PWD)	Yes	No ?
c. New Hires for Supervisors (PWD)	Yes	No ?

Currently, NASA's applicant flow data reports do not include data separated for executives, managers, and supervisors, so data on the qualified applicant pool for by these categories are not available. NASA is working to update its data reports for FY 18. Notably, the percentage of PWD among new hires to supervisory positions (10.5%) is greater than the PWD in supervisory positions in FY 2017 (8.4%).

8. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWD among the selectees for new hires to supervisory positions? If "yes", describe the trigger(s) in text box.

a. New Hires for Executives (PWTD)	Yes	No ?
b. New Hires for Managers (PWTD)	Yes	No ?
c. New Hires for Supervisors (PWTD)	Yes	No ?

NASA's applicant flow data reports currently do not include data separated for executives, managers, and supervisors. Hiring data for FY 2017 shows that no PWDs were hired in supervisory positions in FY 2017.

Section V: Plan to Improve Retention of Persons with Disabilities

To be a model employer for persons with disabilities, agencies must have policies and programs in place to retain employees with disabilities. In this section, agencies should: (1) analyze workforce separation data to identify barriers retaining employees with disabilities; (2) describe efforts to ensure accessibility of technology and facilities; and (3) provide information on the reasonable accommodation program and workplace personal assistance services.

A. Voluntary and Involuntary Separations

1. In this reporting period, did the agency convert all eligible Schedule A employees with a disability into the competitive service after two years of satisfactory service (5 C.F.R. § 213.3102(u)(6)(i))? If "no", please explain why the agency did not convert all eligible Schedule A employees.

Yes No N/A ?

Currently, NASA does not track Schedule A conversions at the Agency level. Beginning in FY 2018, NASA will track all new Schedule A appointments to determine when and if they are converted into the competitive service, and, for those not converted, reasons why.

2. Using the inclusion rate as the benchmark, did the percentage of PWD among voluntary and involuntary separations exceed that of persons without disabilities? If "yes", describe the trigger below.

a. Voluntary Separations (PWD)	Yes	No X
b. Involuntary Separations (PWD)	Yes	No X

The number of separations is low for NASA overall (191 voluntary and 18 involuntary separations), rendering comparisons to the overall inclusion rate less meaningful. Of those who voluntarily separated from NASA, 24 were PWD (12.6%), which is higher than their overall representation at NASA (9.2% of the workforce). Of the 18 involuntary separations, 5 were PWD (27.8%).

3. Using the inclusion rate as the benchmark, did the percentage of PWTD among voluntary and involuntary separations exceed that of persons without targeted disabilities? If "yes", describe the trigger below.

a. Voluntary Separations (PWTD)	Yes	No X
b. Involuntary Separations (PWTD)	Yes	No X

There is no trigger among voluntary and involuntary separations of PWTD. Notably, only 5 PWTD voluntarily separated and there were no PWTD among involuntary separations.

4. If a trigger exists involving the separation rate of PWD and/or PWTD, please explain why they left the agency using exit interview results and other data sources.

NASA does not currently conduct exit interviews.

B. Accessibility of Technology and Facilities

Pursuant to 29 C.F.R. § 1614.203(d)(4), federal agencies are required to inform applicants and employees of their rights under Section 508 of the Rehabilitation Act of 1973 (29 U.S.C. § 794(b), concerning the accessibility of agency technology, and the Architectural Barriers Act of 1968 (42 U.S.C. § 4151-4157), concerning the accessibility of agency facilities. In addition, agencies are required to inform individuals where to file complaints if other agencies are responsible for a violation.

1. Please provide the internet address on the agency's public website for its notice explaining employees' and applicants' rights under Section 508 of the Rehabilitation Act, including a description of how to file a complaint.

Website: https://www.nasa.gov/accessibility/section508/sec508_overview.html

2. Please provide the internet address on the agency's public website for its notice explaining employees' and applicants' rights under the Architectural Barriers Act, including a description of how to file a complaint.

This information isn't currently available on NASA's website. The NASA Office of Diversity and Equal Opportunity Office is in the process of updating its website and this information will be added.

3. Describe any programs, policies, or practices that the agency has undertaken, or plans on undertaking over the next fiscal year, designed to improve accessibility of agency facilities and/or technology.

In regard to improving the accessibility of facility, NASA maintains an annual plan that identifies the facility accessibility needs of each NASA Center and their multi-year implementation plan. Agency leadership routinely reviews this plan and assesses status.

In regard to improving the accessibility of technology, the Agency has codified expectations in this arena in written policy in NPR 2800.2 – "Electronic and Information Technology Accessibility." Additionally, the Agency's 508 Compliance Officer maintains an annual plan that is designed to strategically address any identified barriers in this arena. This FY, the focus is on updating the Agency's 508 website and linking it to the new 508 toolkit and other relevant resources. Additionally, the Agency also has an informal 508 Compliance ERG that is comprised of volunteer employees from various professional disciplines across the Agency who meet monthly and assess any gaps and challenges in this arena experienced by the user community and communicates them to the Agency's DPM and 508 Compliance Officer.

C. Reasonable Accommodation Program

Pursuant to 29 C.F.R. § 1614.203(d)(3), agencies must adopt, post on their public website, and make available to all job applicants and employees, reasonable accommodation procedures.

1. Please provide the average time frame for processing initial requests for reasonable accommodations during the reporting period. (Please do not include previously approved requests with repetitive accommodations, such as interpreting services.)

The average processing time for processing NASA RA requests is currently 45 calendar days.

2. Describe the effectiveness of the policies, procedures, or practices to implement the agency's reasonable accommodation program. Some examples of an effective program include timely processing requests, timely providing approved accommodations, conducting training for managers and supervisors, and monitoring accommodation requests for trends.

Some examples of the effectiveness of NASA's RA program are: (1) Over 3,000 managers and supervisors have been trained on their roles/responsibilities in the RA arena; (2) RA awareness briefings across the agency are routinely provided to new employees; new supervisors; and to summer interns; and (3) All ten NASA Centers have designated DPMs to process RA requests and to provide technical assistance to employees, interns, managers and supervisors.

D. Personal Assistance Services Allowing Employees to Participate in the Workplace

Pursuant to 29 C.F.R. § 1614.203(d)(5), federal agencies, as an aspect of affirmative action, are required to provide personal assistance services (PAS) to employees who need them because of a targeted disability, unless doing so would impose an undue hardship on the agency.

Describe the effectiveness of the policies, procedures, or practices to implement the PAS requirement. Some examples of an effective program include timely processing requests for PAS, timely providing approved services, conducting training for managers and supervisors, and monitoring PAS requests for trends.

NASA began providing PAS in January 2018, as required by EEOC's new disability regulations. Therefore, NASA does not currently have any effective program practices to report to date in this arena.

Section VI: EEO Complaint and Findings Data

A. EEO Complaint data involving Harassment

1. During the last fiscal year, did a higher percentage of PWD file a formal EEO complaint alleging harassment, as compared to the government-wide average?

Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	N/A
-----	-------------------------------------	----	--------------------------	-----
2. During the last fiscal year, did any complaints alleging harassment based on disability status result in a finding of discrimination or a settlement agreement?

Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	N/A
-----	--------------------------	----	-------------------------------------	-----
3. If the agency had one or more findings of discrimination alleging harassment based on disability status during the last fiscal year, please describe the corrective measures taken by the agency.

N/A – there were no findings. In FY 2017, 39% of complaints filed (13 of 33) alleged harassment of a PWD (compared to 14.2% Government-wide).

B. EEO Complaint Data involving Reasonable Accommodation

1. During the last fiscal year, did a higher percentage of PWD file a formal EEO complaint alleging failure to provide a reasonable accommodation, as compared to the government-wide average?

Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	N/A
-----	-------------------------------------	----	--------------------------	-----
2. During the last fiscal year, did any complaints alleging failure to provide reasonable accommodation result in a finding of discrimination or a settlement agreement?

Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	N/A
-----	--------------------------	----	-------------------------------------	-----
3. If the agency had one or more findings of discrimination involving the failure to provide a reasonable accommodation during the last fiscal year, please describe the corrective measures taken by the agency.

N/A – there were no findings. In FY 2017, 27% of complaints filed (9 of 33) alleged failure to provide a reasonable accommodation (compared to 9.7% Government-wide).

Section VII: Identification and Removal of Barriers

Element D of MD-715 requires agencies to conduct a barrier analysis when a trigger suggests that a policy, procedure, or practice may be impeding the employment opportunities of a protected EEO group.

- Has the agency identified any barriers (policies, procedures, and/or practices) that affect employment opportunities for PWD and/or PWTD? Yes No **X**
- Has the agency established a plan to correct the barrier(s) involving PWD and/or PWTD? Yes No N/A **X**
- Identify each trigger and plan to remove the barrier(s), including the identified barrier(s), objective(s), responsible official(s), planned activities, and, where applicable, accomplishments.

Triggers	Although NASA exceeds the representation goals for PWD and PWTD in grades GS-10 and below, it does not meet the goals for higher grades. Among NASA employees at grades GS-10 and below, 15% are individuals with disabilities and 4% have targeted disabilities. However, at grades GS-11 and above, only 8% are IWD and just 1% have targeted disabilities. Among new hires, 8% were IWD and 0.3% were IWTD. Of the 70 new hires in grades GS-10 and below, 20% have a disability and 1.4% have a targeted disability. Of the 529 new hires at GS-11 and above, 6% are IWD and 0.2% are IWTD.			
Objective(s)	NASA must obtain additional data and conduct further analyses to determine causes of differences observed in the data categories described above and the causes for such differences. NASA is committed to having a better understanding of EEO in the NASA work environment and is committed to enhancing its data analytical capabilities to clearly identify barriers to EEO and root causes of such barriers. NASA will continue its use of best practices, including Special Emphasis Programs, to address areas that indicate opportunity for improving EEO. With additional data, NASA will be better able to identify specific opportunities and develop data-driven solutions.			
Responsible Official(s)		Performance Standards Address the Plan? (Yes or No)		
AA for Diversity and Equal Opportunity		No – these specific steps are not in the plan; EO matters in general are addressed.		
Target Date (mm/dd/yy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yy)	Completion Date (mm/dd/yy)
9/28/2018	The NASA Office of Diversity and Equal Opportunity (ODEO) will partner with other NASA organizations to strengthen its data analytics capabilities to enable ODEO to conduct in-depth barrier analyses.	Yes		
9/28/2018	NASA will update and improve its standard data reports to ensure that the necessary data are available for conducting barrier analyses related to the disability program.	Yes		
9/30/2020	ODEO will leverage current NASA systems and develop additional data tools, including: the Federal Employee Viewpoint Survey, NASA Human Capital Management Workforce Analysis Business Intelligence Tools, climate surveys, pulse surveys, and potential new database systems. These additional tools will enhance ODEO's ability to analyze programs and practices at more granular levels.	Yes		

Fiscal Year	Accomplishments
FY 2017	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 the Office of Personnel Management'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.
FY 2017	At JSC, the EO 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 EO office collaborates with other offices to identify Schedule A candidates from entities such as the Alabama Department of Rehabilitation, universities, and colleges.

4. Please explain the factor(s) that prevented the agency from timely completing any of the planned activities.

N/A

5. For the planned activities that were completed, please describe the actual impact of those activities toward eliminating the barrier(s).

These activities have not yet been completed.

6. If the planned activities did not correct the trigger(s) and/or barrier(s), please describe how the agency intends to improve the plan for the next fiscal year.

N/A

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.¹ 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."²

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.

¹ See, e.g., Executive Order 11478, accessed at <<https://www.archives.gov/federal-register/codification/executive-order/11478.html>>; 5 CFR Part 720.

² 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 Noguchi, 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.
- Marshall 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 Marshall 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.³ 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.

³ 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: DATA TABLES

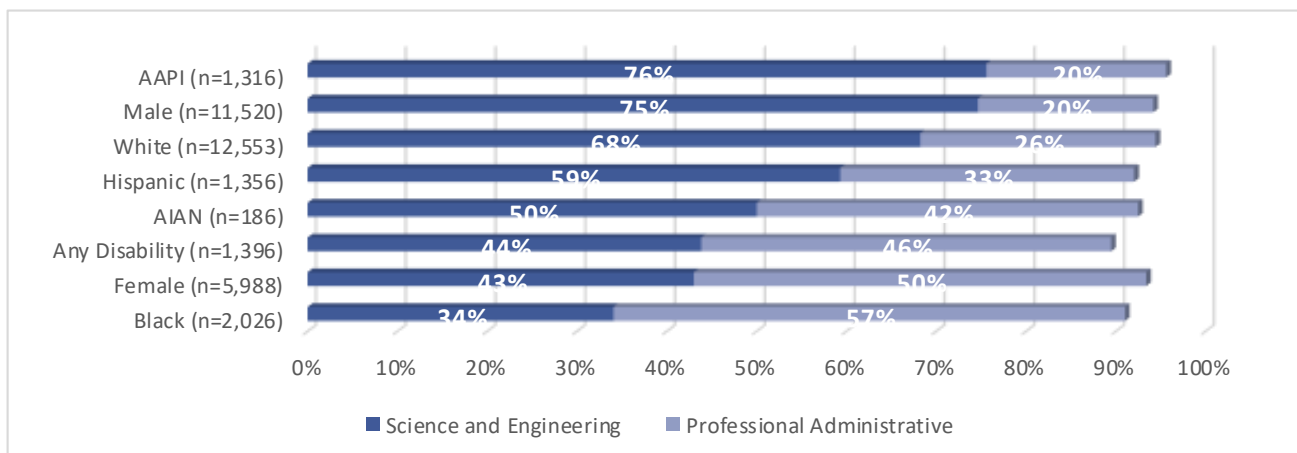
Note: Tables included in this Appendix are a subset of the tables provided to EEOC with the annual MD-715 submission; these tables were created for the purposes of conducting barrier analyses.

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%	--

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 201



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

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). "N" equals the number of promotions.

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%

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

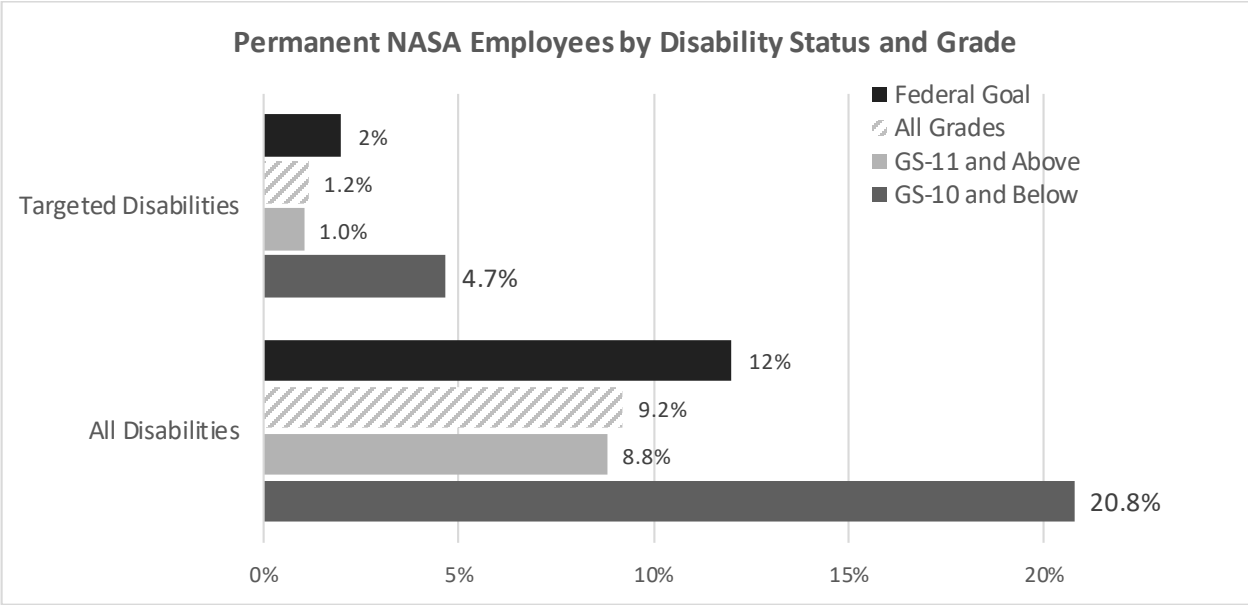
	AAPI	Black	Hispanic	AIAN	White	Male	Female
AST Physical Scientists (n=859)	9.1%	2.9%	4.4%	0.1%	83.5%	74.2%	25.8%
2010 RCLF	14.4%	3.5%	4.3%	0.6%	76.7%	62.6%	37.3%
2014 Graduates	6.4%	3.1%	7.0%	0.4%	75.2%	75.7%	24.3%

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%

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.

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.”

APPENDIX C: LIST OF FREQUENTLY USED ACRONYMS

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