NATIONAL AERONAUTICS AND SPACE ADMINISTRATION (NASA)

MODEL EQUAL EMPLOYMENT OPPORTUNITY PROGRAM STATUS REPORT: FISCAL YEAR (FY) 2023

NASA
MODEL EQUAL EMPLOYMENT OPPORTUNITY PROGRAM STATUS REPORT: FY 2023

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PARTS A-D: AGENCY INFORMATION

MD-715 PART A - D	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT				
For period covering October 1, 2022, to September 30, 2023.					
PART A Department or Agency Identifying Information	**Center**	National Aeronautics and Space Administration			
	Address	300 E Street, SW			
	City, State, Zip Code	Washington, DC 20546			
	CPDF Code	NN00			
	FIPS code(s)	01, 06, 11, 12, 22, 24, 28, 39, 48, 51			
PART B Total Employment	**Permanent Workforce**	16,459			
	Temporary Workforce	1,451			
	TOTAL EMPLOYMENT	18,492 (includes 582 NASA Pathways Interns/Students)			
PART C1 Head of Agency	**Leadership**	**Name**	**Title**		
	Head of Agency	Bill Nelson	Administrator		
PART C2 Agency Officials Responsible for Oversight of EEO Programs	**EEO Program Staff**	**Name/Title**	**Occupational Series/Pay Plan and Grade**	**Phone Number**	**Email Address**
	Principal EEO Director/Official	Elaine Ho, Associate Administrator, Office of Diversity and Equal Opportunity (ODEO)	0260/SES	(202) 358-1474	Elaine.p.ho@nasa.gov
	Affirmative Employment Program Manager	James Yamanaka, Executive Director, Policy, Programs, and Analytics Division	0301/SES	(202) 358-2167	James.k.yamanaka@nasa.gov
	Complaint Processing Program Manager	Paul Sullivan, Equal Employment Manager	0260/GS-14	(202) 358-0413	Paul.r.sullivan@nasa.gov
	Diversity & Inclusion Officer	Nicole Lassiter, Equal Employment Manager	0260/GS-15	(202) 358-1932	Nicole.e.lassiter@nasa.gov
	Hispanic Program Manager (SEPM)	Nicole Lassiter, Equal Employment Manager	0260/GS-15	(202) 358-1932	Nicole.e.lassiter@nasa.gov
	Women's Program Manager (SEPM)	Nicole Lassiter, Equal Employment Manager	0260/GS-15	(202) 358-1932	Nicole.e.lassiter@nasa.gov
	Disability Program Manager (SEPM)	Ashley White, Equal Employment Specialist	0260/GS-14	(281) 483-4835	Ashley.r.white@nasa.gov
	Selective Placement Program Coordinator (Individuals w/Disabilities)	Esteban Morales, Human Resources Specialist	0201/GS-14	(301) 286-3093	Esteban.morales@nasa.gov
	Reasonable Accommodation Program Manager	Ashley White, Equal Opportunity Specialist	0260/GS-14	(281) 483-4835	Ashley.r.white@nasa.gov
	Anti-Harassment Coordinator	Aleas Hammett, Equal Employment Specialist	0260/GS-14	(202) 880-5205	Aleas.n.hammett@nasa.gov

	ADR Program Manager	Rachael Myerly, Equal Employment Specialist	0260/GS-13	(281) 244-6962	Rachael.c.myerly@nasa.gov
	Compliance Manager	Paul Sullivan, Equal Employment Manager	0260/GS-14	(202) 358-0413	Paul.r.sullivan@nasa.gov
	Principal MD-715 Preparer	Patrick Feeney, Program Analyst	0343/GS-13	(831) 233-8034	Patrick.j.feeney@nasa.gov

PART D-1 List of Subordinate Components Covered in This Report	**Subordinate Component and Location (City/State)**	**CPDF and FIPS codes**	
	Ames Research Center (ARC), Moffett Field/CA	NN21	06001, 06003, 06005, 06013, 06085, 06087
	Armstrong Flight Research Center (AFRC), Edwards/CA	NN24	06029, 06037
	Glenn Research Center (GRC), Cleveland/OH	NN22	39035, 39055, 39143, 39153, 39085, 39093
	Goddard Space Flight Center (GSFC), Greenbelt/MD	NN51	24033, 24031, 24027, 24003, 11001, 51001
	Headquarters (HQ), Washington/DC	NN10	11001, 24033, 24031, 51013, 51059, 51107
	Johnson Space Center (JSC), Houston/TX	NN72	48157, 48167, 48291, 48473, 48071
	Kennedy Space Center (KSC), KSC/FL	NN76	12009, 12095
	Langley Research Center (LaRC), Hampton/VA	NN23	51115, 51650, 51700
	Marshall Space Flight Center (MSFC), Huntsville/AL	NN62	01089
	NASA Shared Services Center (NSSC), Stennis/MS	NN10	28045, 28047, 28059
	Stennis Space Center (SSC), Stennis/MS	NN64	28045, 28047, 28059
PART D-2 Mandatory and Optional Documents for this Report	See Appendix C.		

PART E: EXECUTIVE SUMMARY

MD-715 PART E	*U.S. Equal Employment Opportunity Commission* FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
National Aeronautics and Space Administration	**For period covering October 1, 2022, to September 30, 2023.**

EXECUTIVE SUMMARY

Section I. Center Mission and Leadership

The National Aeronautics and Space Administration's (NASA) mission is to explore the unknown in air and space, innovate for the benefit of humanity, and inspire the world through discovery. As stated in the NASA 2022 Strategic Plan, "NASA inspires the world through exploration and discovery, leading scientific and technological advancements that benefit Americans and all humanity. Our efforts in space help to further the national economy, including through innovative commercial partnerships with American businesses. With the increasing threat of climate change, NASA's efforts to study and understand the Earth are of critical global significance. In addition, NASA's partnerships with academic institutions support a robust Science, Technology, Engineering, and Mathematics (STEM) workforce and promote diversity, equity, and inclusion in the fields of science and technology."

For 11 years in a row, NASA is taking home the top honor of the Best Place to Work in the Federal Government among large agencies by the Partnership for Public Service. This honor reflects the Agency's compelling missions, culture of innovation, commitment to safety, inclusive workforce, and opportunities for professional growth. NASA was also voted one of America's Best Employers for Women in 2023 by Forbes. With top-level support from the NASA Administrator and leadership team, NASA and its Office of Diversity and Equal Opportunity (ODEO) engaged in significant activities to advance diversity, equity, inclusion, and accessibility (DEIA) throughout the Agency. NASA measures the success of its Equal Employment Opportunity (EEO) program against the six Essential Elements of a Model EEO Program, as outlined by the U.S. Equal Employment Opportunity Commission (EEOC) Management Directive 715 (MD-715). Fiscal Year (FY) 2023 program accomplishments and DEIA successes are identified and discussed below.

Section II. The Six Essential Elements of a Model EEO Program

NASA carefully examined its current EEO program status and compared it to the Model EEO Program Self-Assessment measures (Part G). Of the 156 measures, NASA identified three deficiencies within its program, reflecting a compliance rate of 98 percent. Utilizing the results of the self-assessment, the Agency developed plans to address program deficiencies (Part H) and workforce triggers regarding participation rates for certain groups in the workforce (Parts I and J).

1. Demonstrated Commitment of Agency Leadership

Throughout FY 2023, Agency leadership continued to demonstrate their commitment to DEIA and EEO through a variety of means. For instance, on June 16, 2023, Administrator Bill Nelson reissued NASA's annual DEIA Policy Statement. The Statement emphasizes NASA's commitment to DEIA, including the following priorities: promoting an environment where employees receive fair and just treatment, fostering a respectful and inclusive culture for all, and ensuring employees can fully and independently access facilities, information and communication technology, programs, and services. This DEIA Policy covers all EEO protected basis, including discrimination, harassment, retaliation, and barriers to inclusion and accessibility, as required by EEOC and Executive Orders (E.O.) issued by the Administration.

Throughout the year, the Administrator, Deputy Administrator, Associate Administrator, and other NASA leaders prioritized discussions with employees and employee resource groups (ERGs) and advocated for their inclusion in the development of DEIA policies and initiatives. Leadership at the NASA Center-level also support EEO and DEIA initiatives. For example, all NASA Centers have each established a DEIA Council comprised of Center senior leaders and representatives of offices across each Center, and senior leaders at NASA Centers continue to participate as champions and/or members of ERGs. Leaders also participated in a variety of special emphasis programs and outreach events (e.g., Federal Asian Pacific American Council 38th National Leadership Training Program, 2023 Society of Hispanic Professional Engineers National Convention, and 13th Annual Out in STEM Conference).

2. Integration of EEO into the Center's Strategic Mission

NASA continues to ensure that EEO and DEIA are integrated into all aspects of its work, from its scientific missions to recruitment and development of its employees. In January 2023, NASA issued its DEIA Strategic Plan which provides a roadmap to help the Agency continue to empower its employees to share their unique experiences and skills for the betterment of the Agency, while actively supporting individual progress and development. This Plan will ensure NASA can accomplish goals that support E.O. 14035, "Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce," and inspire others to join the NASA family. The Plan focuses on four strategic goals: (1) workforce diversity; (2) workforce equity and inclusion (employee experience); (3) accessibility and accommodation; and (4) DEIA integration into the NASA mission.

3. Management and Program Accountability

NASA regularly reports on EEO and DEIA performance outcomes at several Agency governance councils, including the NASA Executive Council and the Mission Support Performance Management Council. In addition, the Associate Administrator (AA) for ODEO is a full and active member of NASA's senior leadership team and regularly participates on various decision-making bodies, boards, panels, and councils, such as: the Senior Management Council, the Agency's senior decision-making body for strategic direction and planning; the Mission Support Council, the Agency's senior decision-making body regarding the integrated mission support portfolio; the

Performance Review Board, which conducts annual performance reviews of NASA's Senior Executive Service (SES) members; and the Executive Resources Board, which provides advice, counsel, and recommendations for consideration by the Administrator relating to the management of executive human resources.

Throughout FY 2023, ODEO continued to refine its MD-715 and DEIA Agency Self-Service Hub Dashboard reporting capabilities: including providing reports to NASA Centers on their workforce demographics; analyzing Office of Personnel Management (OPM) Federal Employee Viewpoint Survey (FEVS) and NASA's 2023 DEIA Climate Survey data; conducting a detailed barrier analysis of women and minorities in NASA physical scientist positions; and partnering with the Office of the Chief Human Capital Officer (OCHCO) on the NASA Pay Equity Assessment.

Although NASA collects applicant flow data and has analyzed it for previous MD-715 reports, those data were not yet available for FY 2022. This is due to NASA's adoption of a new USA Staffing solution in 2021, updates to the system implemented by OPM in 2022, and the lag time needed to develop the Agency's applicant flow data tables within the ODEO enterprise data platform Tableau environment. This year, the complete and accurate applicant flow data reports are available from our new MD-715 Application. NASA will continue to monitor triggers and initiate appropriate action and activities if trends develop.

4. Proactive Prevention of Unlawful Discrimination

In support of recent DEIA E.O., NASA:

- Published revised Guidance for Supporting Gender Transition/Affirmation in the Workplace (January 2022);
- Submitted a Gender Equity and Equality Action Plan to the White House Gender Policy Council (July 2022); and
- Issued its revised DEIA Strategic Plan (January 2023) and initiated the development of Center, Mission Directorate, and Lead Mission Support Office implementation plans.

Further, throughout FY 2023, NASA organized numerous cultural awareness events during special observance months to educate the workforce. NASA also encourages participation in the Agency's 96 ERGs, which play a vital role in NASA's retention and development efforts. NASA Centers and organizations also initiated several activities aimed at proactive prevention of discrimination and enhancing DEIA:

- In June 2023, NASA Headquarters (HQ) authorized the Progress Pride Flag to be raised in front of NASA HQ building for LGBTQ+ Pride Month for the first time, to be flown daily for the month, which led to all NASA Centers flying Pride Flags during June.

- The Ames Research Center (ARC) Associate Director is heading the Imagine Ames 2.0 effort, which identified 12 DEIA-related focus areas based on employee feedback. The initiative is comprised of several elements, including: to improve diversity of selection panels; increase belonging of new hires; increase STEM engagement for underrepresented communities; recruit from Historically Black Colleges and Universities and Minority Serving Institutions; and incorporate inclusion as a factor into the Ames Honor Awards.

- The Glenn Research Center (GRC) Director ensured that accessibility improvements of GRC facilities continued during FY 2023. These improvements included needed repairs of streets, sidewalks, and parking lots to ensure a smooth driving and walking surface. GRC also established three additional single-stall, all-gender restrooms. They are prepared to make ten additional all-gender (inclusive) restrooms available to mutually support LGBTQ+ and Disability communities.

- The Goddard Space Flight Center (GSFC) has dedicated staffers to manage each of its ten special emphasis programs, including three which are legally mandated. Ten Special Emphasis Program Managers (SEPMs) strategically partner with the Center's ERGs to facilitate early identification and potential resolution of issues for their respective constituencies and in the development of programming for the Center.

- The NASA Shared Services Center (NSSC) and Stennis Space Center (SSC) opened an onsite Reflection and Contemplation Room for use by Center employees. The purpose of the room is to provide a comfortable and quiet space for reflection, prayer, meditation, and contemplation.

- The Kennedy Space Center (KSC) American Sign Language Interpreter (SLI) cadre (four full-time and three on-call) is recognized as the best and most effective from across the Agency. In FY 2023, they provided 7,288 hours of support to our NASA clients. They were also critical to the success of several Agency-wide DEIA and Special Observance events. Their skills were highly lauded by their clients, event organizers and participants, and senior leaders everywhere.

5. Efficiency

On September 9, 2022, NASA established the first-ever Agency-wide SLI Blanket Purchasing Agreement (BPA). The SLI BPA will enable consistency in the services NASA provides to its deaf and hard-of-hearing employees, interns, applicants, and guests – no matter the individual's geographical location within the Agency. In FY 2023, three NASA Centers awarded year-long task orders to the SLI BPA, with one awarded in FY 2024 and another in work.

In addition, NASA continues to improve its data analytics capability and to obtain data needed to monitor workforce demographics and conduct barrier analyses efficiently and consistently. In FY 2023, NASA issued a statement of work for contractor support to build data pipelines to obtain

additional data for DEIA and MD-715 analytics. The contractor will build data dashboards and applications that will improve personnel and other data analytics capabilities across the Agency. The MD-715 Process Improvement Team will also recommend data driven strategies to enhance the MD-715 reporting process for principal preparers across the ten NASA Centers. This will include usability testing sessions, weekly office hours, knowledge share resources, and training new users to assist ODEO in ensuring a seamless integration of the reporting tools. ODEO is also currently engaged in a robust Reasonable Accommodation (RA) Process Improvement working group to evaluate all aspects of RA processing to seek potential areas of improvement.

6. Responsiveness and Legal Compliance

In FY 2023, NASA posted timely No FEAR Act data, met established deadlines for submitting the FY 2022 MD-715 report, and submitted a timely Annual Statistical Report of Discrimination Complaints (EEOC Form 462) to EEOC. In addition, NASA emphasizes a broad application of anti-harassment policy and procedures through its Agency Anti-Harassment Program (AHP), taking the Agency beyond legal compliance and focusing on workforce and mission. In FY 2023, NASA received 71 reports of harassment under the AHP, with an average processing time of 74 days, compared to 60 days in FY 2022. NASA continues to train the workforce with its award-winning, on-line "gamified" anti- harassment training. In September 2023, NASA launched the Anti-Harassment Program Case Management System to provide real-time monitoring and reporting, an interactive workflow structure, and centralized documentation to improve program efficiency based on data-driven insights.

Section III. Workforce Analyses

To attract and retain a diverse workforce, NASA works to ensure equal opportunity in all aspects of its human capital management, including recruitment, hiring, promotions, awards, etc. NASA monitors workforce composition data to determine if discrepancies exist in the participation rate of any demographic group.[1] The FY 2023 workforce composition data revealed the following triggers (see Appendix A, Table 2 and Part I, EEO plans to eliminate identified barriers):

- NASA Senior Executive Service (SES) members: Asian Americans, Native Hawaiians and Pacific Islanders (AANHPI), and Hispanics account for a lower percentage of the SES compared to their overall representation in the NASA workforce.
- Senior Level (SL) and Senior Scientific and Professional (ST) employees: AANHPI, Hispanics, Blacks, and Women make up a smaller proportion of SL positions than their overall representation in the workforce. Women overall are underrepresented in ST positions.

[1] Per OPM policy, as of September 30, 2024, NASA was required to remove the "Undeclared" status from the ethnicity hierarchy. A decision was made to code those individuals as "All Ethnicities." This resulted in those individuals being added to the "Hispanic" category. Due to this, the Hispanic population grew by approximately 23 percent. This can lead to faulty comparisons, resulting in erroneous analysis and potential decisions. Please take this into account while conducting analysis regarding ethnicity data.

- GS-14 through GS-15 and Supervisory positions: Women are underrepresented in GS-14 through GS-15 positions, accounting for 32.9 percent of the employees in those grades (compared to their overall representation in the NASA workforce of 36.3 percent). AANHPI employees are underrepresented in supervisory positions.

Triggers also exist with regard to specific occupations when compared to the Relevant Civilian Labor Force (RCLF) (see Appendix A, Tables 3-4). For example, Women account for 35.4 percent of NASA Physical Scientists (job series 1301) yet are 43.4 percent of Physical Scientists in the RCLF. Similarly, AANHPI make up 13.8 percent of Physical Scientists at NASA, but account for 16.4 percent of such positions in the RCLF. As noted in Part I of this report, NASA initiated a barrier analysis for Physical Science positions, the findings of which appear in Appendix B.

In contrast, AANHPI, Hispanics, Blacks, and Women represent a greater proportion of those occupying several Professional Administrative positions at NASA when compared to the RCLF (see Appendix A, Table 4). For example:

- AANHPI employees are 12.6 percent of NASA Accountants, compared to 8.6 percent of Accountants in the RCLF.
- Black employees are employed at a rate approximately three times their representation in the RCLF in Contract Specialist and Accountant positions. Blacks account for 24.3 percent of NASA Contract Specialists and 31.5 percent of NASA Accountants, compared to 8.5 percent and 8.1 percent, respectively, in the RCLF.
- Hispanic employees are 12.5 percent of Management and Program Analysts, compared to 4.6 percent in the RCLF; 12.7 percent Contract Specialists, compared to 7.1 percent in the RCLF; and 8.7 percent of Accountants, compared to 6.1 percent in the RCLF.

NASA exceeds the Federal goals for the employment of individuals with disabilities (IWD) and individuals with targeted disabilities (IWTD) (see Part J). These goals are: (1) IWD should account for 12 percent of employees in grades GS-10 and below and 12 percent of employees in grades GS-11 and above, and (2) IWTD should account for two percent of employees in these grade categories. For grades GS-10 and below: IWD and IWTD account for 17.5 percent and 2.7 percent of the NASA employees in those grades, respectively. For grades GS-11 and above, IWD and IWTD are 15.0 percent and 2.5 percent of NASA employees in those grades. (See Appendix A, Table 5.) The Agency will continue to monitor overall employment data on IWD and IWTD with regard to recruitment, hiring, promotions, awards, and retention.

Section IV. FY 2023 Model EEO Program Accomplishments

NASA corrected two of five program deficiencies identified in FY 2021:

- *Ensure EEO investigations are completed timely*. The timeliness of investigations increased from 95 percent in FY 2021 to 100 percent in FY 2022 and has remained at 100 percent in FY 2023. NASA will continue to closely monitor its investigations to ensure compliance with

regulations. NASA has made adjustment to the number of days to issue the acceptance/dismissal letters as well as added one contractor that will do all the investigations. These actions will ensure that NASA continues to be timely with its investigations.

- *Notify complainants of the date by which the investigation will be completed and of their right to request a hearing or file a lawsuit*. In FY 2022, NASA developed standard operating procedures for its complaints processing program and now issues 180-day letters on cases even when they will not be untimely. In FY 2023, NASA has also created a group to improve not only the standard operating procedures but also correct any other issues with the process – including issuance of 180-day letters.

Section V. FY 2024 Planned Activities

No new program deficiencies were identified in FY 2023; work continues on three deficiencies:

- *Revise Agency structure so that the AA, ODEO, reports directly to the NASA Administrator* (see Part H-1). While the FY 2023 report reflects a deficiency, moving forward, the ODEO AA will report to the NASA Administrator.

- *Conduct prompt inquiries of harassment allegations under the Anti-Harassment Program (beginning within ten days of notification)* (see Part H-2). In FY 2022, NASA embedded its Workplace Safety and Harassment Prevention and Response Plan into its DEIA Strategic Plan and identified the implementation of a NASA-wide Anti-Harassment Campaign as a key performance goal in the DEIA Strategic Plan. In FY 2023, 74-day average harassment processing time is above the 60-day threshold. Not enough data to assess if fact-finding was initiated within the required ten days. In FY 2023, NASA hired a dedicated Anti-Harassment and ADR Program Manager who will be responsible for initiating a new Anti-Harassment Campaign and delivering a training event for the Anti-Harassment Community of Practice.

- *Ensure EEO counseling is completed timely within 30 or 90 calendar days* (see Part H-3). In FY 2023, NASA completed 86 percent of its counseling timely (compared to 95 percent in FY 2022 and 89 percent in FY 2021). NASA will continue to review monthly complaint processing data to track compliance to regulatory requirements and will develop additional interventions, as necessary, to improve timeliness.

In addition, NASA continues to strengthen its data analytics capabilities and because of identified triggers, continues to conduct barrier analyses regarding Women, AANHPI, and IWD. NASA intends to initiate a barrier analysis regarding grade progression for women and minorities, given that an analysis of employees by grade revealed that the percentage of minorities and women decreases as grade levels increase (see Part I). NASA also will continue to address issues related to its disability program (see Part J).

PART F: CERTIFICATION OF ESTABLISHMENT OF CONTINUING EEO PROGRAMS

MD-715 PART F	NASA AGENCY ANNUAL EEO PROGRAM STATUS REPORT

CERTIFICATION of ESTABLISHMENT of CONTINUING EQUAL EMPLOYMENT OPPORTUNITY PROGRAMS

I,	**Elaine P. Ho, Associate Administrator for Diversity and Equal Opportunity/0260/SES**	**am the**
Principal EEO Director/Official	(Insert name, official title/series/grade above)	
for:	**National Aeronautics and Space Administration**	
	(Insert Agency/Component Name)	

The Agency has conducted an annual self-assessment of Section 717 and Section 501 programs against the essential elements as prescribed by EEO MD 715. If an essential element was not fully compliant with the standards of EEO MD 715, a further evaluation was conducted and, as appropriate, EEO Plans for Attaining the Essential Elements of a Model EEO Program are included with this Center Annual EEO Program Status Report.

The Agency has also analyzed its workforce profiles and conducted barrier analyses aimed at detecting whether any management or personnel policy, procedure, or practice is operating to disadvantage any group based on race, national origin, gender, or disability. EEO Plans to Eliminate Identified Barriers, as appropriate, are included with this Federal Agency Annual EEO Program Status Report.

I certify that proper documentation of this assessment is in place and is being maintained for EEOC review upon request.

Elaine Ho Digitally signed by Elaine Ho Date: 2024.04.16 09:03:11 -04'00'	April 16, 2024
Signature of Principal EEO Director/Official Certifies that this Federal Agency Annual EEO Program Status Report is in compliance with EEO MD 715.	Date
Bill Nelson	July 5, 2024
Signature of Agency Head or Designee	Date

PART G: AGENCY SELF-ASSESSMENT CHECKLIST - FY 2023

MD-715 PART G	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT		
Essential Element A: DEMONSTRATED COMMITMENT FROM AGENCY LEADERSHIP This element requires the agency head to communicate a commitment to equal employment opportunity and a discrimination-free workplace.			
A.1 – The agency issues an effective, up-to-date EEO policy statement.		**Measure Met?**	**Comments**
A.1.a	Does the agency annually issue a signed and dated EEO policy statement on agency letterhead that clearly communicates the agency's commitment to EEO for all employees and applicants? If "yes", please provide the annual issuance date in the comments column. [see MD-715, II(A)]	**Yes**	NASA issued an updated EEO and DEIA policy statement on June 16, 2023.
A.1.b	Does the EEO policy statement address all protected bases (age, color, disability, sex (including pregnancy, sexual orientation and gender identity), genetic information, national origin, race, religion, and reprisal) contained in the laws EEOC enforces? [see 29 CFR § 1614.101(a)]	**Yes**	
A.2 – The agency has communicated EEO policies and procedures to all employees.		**Measure Met?**	**Comments**
A.2.a	*Does the agency disseminate the following policies and procedures to all employees:*		
A.2.a.1	Anti-harassment policy? [see MD 715, II(A)]	**Yes**	
A.2.a.2	Reasonable accommodation procedures? [see 29 C.F.R § 1614.203(d)(3)]	**Yes**	
A.2.b	*Does the agency prominently post the following information throughout the workplace and on its public website:*		
A.2.b.1	The business contact information for its EEO Counselors, EEO Officers, Special Emphasis Program Managers, and EEO Director? [see 29 C.F.R § 1614.102(b)(7)]	**Yes**	
A.2.b.2	Written materials concerning the EEO program, laws, policy statements, and the operation of the EEO complaint process? [see 29 C.F.R § 1614.102(b)(5)]	**Yes**	
A.2.b.3	Reasonable accommodation procedures? [see 29 C.F.R. § 1614.203(d)(3)(i)] If so, please provide the internet address in the comments column.	**Yes**	https://nodis3.gsfc.nasa.gov/npg_img/N_PR_3713_001C_/N_PR_3713_001C_.pdf
A.2.c	*Does the agency inform its employees about the following topics:*		
A.2.c.1	EEO complaint process? [see 29 CFR §§ 1614.102(a)(12) and 1614.102(b)(5)] If "yes", please provide how often.	**Yes**	At least annually.
A.2.c.2	ADR process? [see MD-110, Ch. 3(II)(C)] If "yes", please provide how often.	**Yes**	At least annually.
A.2.c.3	Reasonable accommodation program? [see 29 CFR § 1614.203(d)(7)(ii)(C)] If "yes", please provide how often.	**Yes**	At least annually.
A.2.c.4	Anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1] If "yes", please provide how often.	**Yes**	At least annually.

A.2.c.5	Behaviors that are inappropriate in the workplace and could result in disciplinary action? [5 CFR § 2635.101(b)] If "yes", please provide how often.	**Yes**	At least annually.
A.3 – The agency assesses and ensures EEO principles are part of its culture.		**Measure Met?**	**Comments**
A.3.a	Does the agency provide recognition to employees, supervisors, managers, and units demonstrating superior accomplishment in equal employment opportunity? [see 29 CFR § 1614.102(a)(9)] If "yes", provide one or two examples in the comments section.	**Yes**	Examples: Agency Honor Awards – EEO Medal; Annual Robert H. Goddard Awards – Diversity/EEO Award; Ames EEO/Diversity Excellence Award; and KSC Diversity and Equal Opportunity Award.
A.3.b	Does the agency utilize the Federal Employee Viewpoint Survey or other climate assessment tools to monitor the perception of EEO principles within the workforce? [see 5 CFR Part 250]	**Yes**	
Essential Element B: INTEGRATION OF EEO INTO THE AGENCY'S STRATEGIC MISSION This element requires that the agency's EEO programs are structured to maintain a workplace that is free from discrimination and support the agency's strategic mission.			
B.1 - The reporting structure for the EEO program provides the principal EEO official with appropriate authority and resources to effectively carry out a successful EEO program.		**Measure Met?**	**Comments**
B.1.a	Is the agency head the immediate supervisor of the person ("EEO Director") who has day-to-day control over the EEO office? [see 29 CFR §1614.102(b)(4)]	**No**	See Part H-1. Moving forward, however, the ODEO Associate Administrator will report to the NASA Administrator.
B.1.a.1	If the EEO Director does not report to the agency head, does the EEO Director report to the same agency head designee as the mission-related programmatic offices? If "yes," please provide the title of the agency head designee in the comments.	**No**	See Part H-1.
B.1.a.2	Does the agency's organizational chart clearly define the reporting structure for the EEO office? [see 29 CFR §1614.102(b)(4)]	**Yes**	
B.1.b	Does the EEO Director have a regular and effective means of advising the agency head and other senior management officials of the effectiveness, efficiency and legal compliance of the agency's EEO program? [see 29 CFR §1614.102(c)(1); MD-715 Instructions, Sec. I]	**Yes**	
B.1.c	During this reporting period, did the EEO Director present to the head of the agency, and other senior management officials, the "State of the agency" briefing covering the six essential elements of the model EEO program and the status of the barrier analysis process? [see MD-715 Instructions, Sec. I)] If "yes", please provide the date of the briefing in the comments column.	**Yes**	ODEO briefed the State of DEIA at NASA to the Administrator in June 2024 and will present updates throughout the next year, including Baseline Performance Review and the Management Support Performance Management Council meetings.
B.1.d	Does the EEO Director regularly participate in senior-level staff meetings concerning personnel, budget, technology, and other workforce issues? [see MD-715, II(B)]	**Yes**	
B.2 – The EEO Director controls all aspects of the Center EEO program.		**Measure Met?**	**Comments**

B.2.a	Is the EEO Director responsible for the implementation of a continuing affirmative employment program to promote EEO and to identify and eliminate discriminatory policies, procedures, and practices? [see MD-110, Ch. 1(III)(A); 29 CFR §1614.102(c)]	**Yes**	
B.2.b	Is the EEO Director responsible for overseeing the completion of EEO counseling [see 29 CFR §1614.102(c)(4)]	**Yes**	
B.2.c	Is the EEO Director responsible for overseeing the fair and thorough investigation of EEO complaints? [see 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]	**Yes**	
B.2.d	Is the EEO Director responsible for overseeing the timely issuance of final agency decisions? [see 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]	**Yes**	
B.2.e	Is the EEO Director responsible for ensuring compliance with EEOC orders? [see 29 CFR §§ 1614.102(e); 1614.502]	**Yes**	
B.2.f	Is the EEO Director responsible for periodically evaluating the entire EEO program and providing recommendations for improvement to the agency head? [see 29 CFR §1614.102(c)(2)]	**Yes**	
B.2.g	If the agency has subordinate level components, does the EEO Director provide effective guidance and coordination for the components? [see 29 CFR §§ 1614.102(c)(2) and (c)(3)]	**Yes**	
B.3 - The EEO Director and other EEO professional staff are involved in, and consulted on, management/personnel actions.		**Measure Met?**	**Comments**
B.3.a	Do EEO program officials participate in agency meetings regarding workforce changes that might impact EEO issues, including strategic planning, recruitment strategies, vacancy projections, succession planning, and selections for training/career development opportunities? [see MD-715, II(B)]	**Yes**	
B.3.b	Does the agency's current strategic plan reference EEO / diversity and inclusion principles? [see MD-715, II(B)] If "yes", please identify the EEO principles in the strategic plan in the comments column.	**Yes**	Strategic Objective 4.1: Attract and develop a talented and diverse workforce
B.4 - The agency has sufficient budget and staffing to support the success of its EEO program		**Measure Met?**	**Comments**
B.4.a	*Per 29 CFR §1614.102(a)(1), has the agency allocated sufficient funding and qualified staffing to successfully implement the EEO program, for the following areas:*		
B.4.a.1	to conduct a self-assessment of the agency for possible program deficiencies? [see MD-715, II(D)]	**Yes**	
B.4.a.2	to enable the agency to conduct a thorough barrier analysis of its workforce? [see MD-715, II(B)]	**Yes**	
B.4.a.3	to timely, thoroughly, and fairly process EEO complaints, including EEO counseling, investigations, final agency decisions, and legal sufficiency reviews? [see 29 CFR § 1614.102(c)(5) & 1614.105(b) – (f); MD-110, Ch. 1(IV)(D) & 5(IV); MD-715, II(E)]	**Yes**	
B.4.a.4	to provide all supervisors and employees with training on the EEO program, including but not limited to retaliation, harassment, religious accommodations, disability accommodations, the EEO complaint process, and ADR? [see MD-715, II(B) and III(C)] If not, please identify the type(s) of training with insufficient funding in the comments column.	**Yes**	

B.4.a.5	to conduct thorough, accurate, and effective field audits of the EEO programs in components and the field offices, if applicable? [see 29 CFR §1614.102(c)(2)]	**Yes**	
B.4.a.6	to publish and distribute EEO materials (e.g. harassment policies, EEO posters, reasonable accommodations procedures)? [see MD-715, II(B)]	**Yes**	
B.4.a.7	to maintain accurate data collection and tracking systems for the following types of data: complaint tracking, workforce demographics, and applicant flow data? [see MD-715, II(E)]. If not, please identify the systems with insufficient funding in the comments section.	**Yes**	
B.4.a.8	to effectively administer its special emphasis programs (such as, Federal Women's Program, Hispanic Employment Program, and People with Disabilities Program Manager)? [5 USC § 7201; 38 USC § 4214; 5 CFR § 720.204; 5 CFR § 213.3102(t) and (u); 5 CFR § 315.709]	**Yes**	
B.4.a.9	to effectively manage its anti-harassment program? [see MD-715 Instructions, Sec. I); EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1]	**Yes**	
B.4.a.10	to effectively manage its reasonable accommodation program? [see 29 CFR § 1614.203(d)(4)(ii)]	**Yes**	
B.4.a.11	to ensure timely and complete compliance with EEOC orders? [see MD-715, II(E)]	**Yes**	
B.4.b	Does the EEO office have a budget that is separate from other offices within the agency? [see 29 CFR § 1614.102(a)(1)]	**Yes**	
B.4.c	Are the duties and responsibilities of EEO officials clearly defined? [see MD-110, Ch. 1(III)(A), 2(III), & 6(III)]	**Yes**	
B.4.d	Does the agency ensure that all new counselors and investigators, including contractors and collateral duty employees, receive the required 32 hours of training, pursuant to Ch. 2(II)(A) of MD-110?	**Yes**	
B.4.e	Does the agency ensure that all experienced counselors and investigators, including contractors and collateral duty employees, receive the required 8 hours of annual refresher training, pursuant to Ch. 2(II)(C) of MD-110?	**Yes**	
B.5 – The agency recruits, hires, develops, and retains supervisors and managers who have effective managerial, communications, and interpersonal skills.		**Measure Met?**	**Comments**
B.5.a	*Pursuant to 29 CFR § 1614.102(a)(5), have Center managers and supervisors received training on their responsibilities under the following areas under the agency EEO program:*		
B.5.a.1	EEO Complaint Process? [see MD-715(II)(B)]	**Yes**	
B.5.a.2	Reasonable Accommodation Procedures? [see 29 C.F.R. § 1614.102(d)(3)]	**Yes**	
B.5.a.3	Anti-Harassment Policy? [see MD-715(II)(B)]	**Yes**	
B.5.a.4	Supervisory, managerial, communication, and interpersonal skills in order to supervise most effectively in a workplace with diverse employees and avoid disputes arising from ineffective communications? [see MD-715, II(B)]	**Yes**	
B.5.a.5	ADR, with emphasis on the federal government's interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR? [see MD-715(II)(E)]	**Yes**	
B.6 – The agency involves managers in the implementation of its EEO program.		**Measure Met?**	**Comments**

B.6.a	Are senior managers involved in the implementation of Special Emphasis Programs? [see MD-715 Instructions, Sec. I]	**Yes**	
B.6.b	Do senior managers participate in the barrier analysis process? [see MD-715 Instructions, Sec. I]	**Yes**	
B.6.c	When barriers are identified, do senior managers assist in developing agency EEO action plans (Part I, Part J, or the Executive Summary)? [see MD-715 Instructions, Sec. I]	**Yes**	
B.6.d	Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans? [29 CFR § 1614.102(a)(5)]	**Yes**	
Essential Element C: MANAGEMENT AND PROGRAM ACCOUNTABILITY This element requires the agency head to hold all managers, supervisors, and EEO officials responsible for the effective implementation of the agency and Center EEO Program and Plan.			
C.1 – The agency conducts regular internal audits of its component and field offices.		**Measure Met?**	**Comments**
C.1.a	Does the agency regularly assess its component and field offices for possible EEO program deficiencies? [see 29 CFR §1614.102(c)(2)] If "yes", please provide the schedule for conducting audits in the comments section.	**Yes**	Agency ODEO reviews Center MD-715 plans annually, provides technical assistance as needed, and periodically conducts functional reviews.
C.1.b	Does the agency regularly assess its component and field offices on their efforts to remove barriers from the workplace? [see 29 CFR §1614.102(c)(2)] If "yes", please provide the schedule for conducting audits in the comments section.	**Yes**	Agency ODEO reviews Center MD-715 plans and accomplishments on an annual basis.
C.1.c	Do the component and field offices make reasonable efforts to comply with the recommendations of the field audit? [see MD-715, II(C)]	**Yes**	
C.2 – The agency has established procedures to prevent all forms of EEO discrimination.		**Measure Met?**	**Comments**
C.2.a	Has the agency established comprehensive anti-harassment policy and procedures that comply with EEOC's enforcement guidance? [see MD-715, II(C); Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]	**Yes**	
C.2.a.1	Does the anti-harassment policy require corrective action to prevent or eliminate conduct before it rises to the level of unlawful harassment? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1]	**Yes**	
C.2.a.2	Has the agency established a firewall between the Anti-Harassment Coordinator and the EEO Director? [see EEOC Report, Model EEO Program Must Have an Effective Anti-Harassment Program (2006]	**Yes**	
C.2.a.3	Does the agency have a separate procedure (outside the EEO complaint process) to address harassment allegations? [see Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]	**Yes**	
C.2.a.4	Does the agency ensure that the EEO office informs the anti-harassment program of all EEO counseling activity alleging harassment? [see Enforcement Guidance, V.C.]	**Yes**	

C.2.a.5	Does the agency conduct a prompt inquiry (beginning within 10 days of notification) of all harassment allegations, including those initially raised in the EEO complaint process? [see Complainant v. Dep't of Veterans Affairs, EEOC Appeal No. 0120123232 (May 21, 2015); Complainant v. Dep't of Defense (Defense Commissary Agency), EEOC Appeal No. 0120130331 (May 29, 2015)] If "no", please provide the percentage of timely-processed inquiries in the comments column.	**No**	In FY 2023, NASA completed 39 percent of cases in a timely fashion (within 60 days); absence of data prevents confirming harassment inquiry promptness within the required 10 days. See Part H-2.
C.2.a.6	Do the agency's training materials on its anti-harassment policy include examples of disability-based harassment? [see 29 CFR 1614.203(d)(2)]	**Yes**	
C.2.b	Has the agency established disability reasonable accommodation procedures that comply with EEOC's regulations and guidance? [see 29 CFR 1614.203(d)(3)]	**Yes**	
C.2.b.1	Is there a designated agency official or other mechanism in place to coordinate or assist with processing requests for disability accommodations throughout the agency? [see 29 CFR 1614.203(d)(3)(D)]	**Yes**	
C.2.b.2	Has the agency established a firewall between the Reasonable Accommodation Program Manager and the EEO Director? [see MD-110, Ch. 1(IV)(A)]	**Yes**	
C.2.b.3	Does the agency ensure that job applicants can request and receive reasonable accommodations during the application and placement processes? [see 29 CFR 1614.203(d)(1)(ii)(B)]	**Yes**	
C.2.b.4	Do the reasonable accommodation procedures clearly state that the agency should process the request within a maximum amount of time (e.g., 20 business days), as established by the agency in its affirmative action plan? [see 29 CFR 1614.203(d)(3)(i)(M)]	**Yes**	
C.2.b.5	Does the agency process all accommodation requests within the time frame set forth in its reasonable accommodation procedures? [see MD-715, II(C)] If "no", please provide the percentage of timely-processed requests in the comments column.	**Yes**	
C.2.c	Has the agency established procedures for processing requests for personal assistance services that comply with EEOC's regulations, enforcement guidance, and other applicable E.O., guidance, and standards? [see 29 CFR 1614.203(d)(6)]	**Yes**	
C.2.c.1	Does the agency post its procedures for processing requests for Personal Assistance Services on its public website? [see 29 CFR § 1614.203(d)(5)(v)] If "yes", please provide the internet address in the comments column.	**Yes**	https://nodis3.gsfc.nasa.gov/npg_img/N_PR_3713_001C_/N_PR_3713_001C__Chapter6.pdf
C.3 - The agency evaluates managers and supervisors on their efforts to ensure equal employment opportunity.		**Measure Met?**	**Comments**
C.3.a	Pursuant to 29 CFR §1614.102(a)(5), do all managers and supervisors have an element in their performance appraisal that evaluates their commitment to agency EEO policies and principles and their participation in the EEO program?	**Yes**	
C.3.b	*Does the agency require rating officials to evaluate the performance of managers and supervisors based on the following:*		
C.3.b.1	– Resolve EEO problems/disagreements/conflicts, including the participation in ADR proceedings? [see MD-110, Ch. 3.I]	**Yes**	

C.3.b.2	– Ensure full cooperation of employees under his/her supervision with EEO officials, such as counselors and investigators? [see 29 CFR §1614.102(b)(6)]	**Yes**	
C.3.b.3	– Ensure a workplace that is free from all forms of discrimination, including harassment and retaliation? [see MD-715, II(C)]	**Yes**	
C.3.b.4	– Ensure that subordinate supervisors have effective managerial, communication, and interpersonal skills to supervise in a workplace with diverse employees? [see MD-715 Instructions, Sec. I]	**Yes**	
C.3.b.5	– Provide religious accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(7)]	**Yes**	
C.3.b.6	– Provide disability accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(8)]	**Yes**	
C.3.b.7	– Support the EEO program in identifying and removing barriers to equal opportunity. [see MD-715, II(C)]	**Yes**	
C.3.b.8	– Support the anti-harassment program in investigating and correcting harassing conduct. [see Enforcement Guidance, V.C.2]	**Yes**	
C.3.b.9	– Comply with settlement agreements and orders issued by the agency, EEOC, and EEO-related cases from the Merit Systems Protection Board, labor arbitrators, and the Federal Labor Relations Authority? [see MD-715, II(C)]	**Yes**	
C.3.c	Does the EEO Director recommend to the agency head improvements or corrections, including remedial or disciplinary actions, for managers and supervisors who have failed in their EEO responsibilities? [see 29 CFR §1614.102(c)(2)]	**Yes**	
C.3.d	When the EEO Director recommends remedial or disciplinary actions, are the recommendations regularly implemented by the agency? [see 29 CFR §1614.102(c)(2)]	**Yes**	
C.4 – The agency ensures effective coordination between its EEO programs and Human Resources (HR) program.		**Measure Met?**	**Comments**
C.4.a	Do the HR Director and the EEO Director meet regularly to assess whether personnel programs, policies, and procedures conform to EEOC laws, instructions, and management directives? [see 29 CFR §1614.102(a)(2)]	**Yes**	
C.4.b	Has the agency established timetables/schedules to review at regular intervals its merit promotion program, employee recognition awards program, employee development/training programs, and management/personnel policies, procedures, and practices for systemic barriers that may be impeding full participation in the program by all EEO groups? [see MD-715 Instructions, Sec. I]	**Yes**	
C.4.c	Does the EEO office have timely access to accurate and complete data (e.g., demographic data for workforce, applicants, training programs, etc.) required to prepare the MD-715 workforce data tables? [see 29 CFR §1614.601(a)]	**Yes**	
C.4.d	Does the HR office timely provide the EEO office with access to other data (e.g., exit interview data, climate assessment surveys, and grievance data), upon request? [see MD-715, II(C)]	**Yes**	
C.4.e	*Pursuant to Section II(C) of MD-715, does the EEO and HR offices collaborate to:*		

C.4.e.1	Implement the Affirmative Action Plan for Individuals with Disabilities? [see 29 CFR §1614.203(d); MD-715, II(C)]	**Yes**	
C.4.e.2	Develop and/or conduct outreach and recruiting initiatives? [see MD-715, II(C)]	**Yes**	
C.4.e.3	Develop and/or provide training for managers and employees? [see MD-715, II(C)]	**Yes**	
C.4.e.4	Identify and remove barriers to equal opportunity in the workplace? [see MD-715, II(C)]	**Yes**	
C.4.e.5	Assist in preparing the MD-715 report? [see MD-715, II(C)]	**Yes**	
C.5 – Following a finding of discrimination, the agency explores whether it should take a disciplinary action.		**Measure Met?**	**Comments**
C.5.a	Does the agency have a disciplinary policy and/or table of penalties that covers discriminatory conduct? [see 29 CFR § 1614.102(a)(6); see also Douglas v. Veterans Administration, 5 MSPR 280 (1981)]	**Yes**	
C.5.b	When appropriate, does the agency discipline or sanction managers and employees for discriminatory conduct? [see 29 CFR §1614.102(a)(6)] If "yes", please state the number of disciplined/sanctioned individuals during this reporting period in the comments.	**Yes**	No individuals were disciplined or sanctioned in FY 2023.
C.5.c	If the agency has a finding of discrimination (or settles cases in which a finding was likely), does the agency inform managers and supervisors about the discriminatory conduct? [see MD-715, II(C)]	**Yes**	
C.6 – The EEO office advises managers/ supervisors on EEO matters.		**Measure Met?**	**Comments**
C.6.a	Does the EEO office provide management/supervisory officials with regular EEO updates on at least an annual basis, including EEO complaints, workforce demographics and data summaries, legal updates, barrier analysis plans, and special emphasis updates? [see MD-715 Instructions, Sec. I] If "yes", please identify the frequency of the EEO updates in the comments column.	**Yes**	At least annually.
C.6.b	Are EEO officials readily available to answer managers' and supervisors' questions or concerns? [see MD-715 Instructions, Sec. I]	**Yes**	
Essential Element D: PROACTIVE PREVENTION This element requires that the agency head make early efforts to prevent discrimination and to identify and eliminate barriers to equal employment opportunity.			
D.1 – The agency conducts a reasonable assessment to monitor progress towards achieving equal employment opportunity throughout the year.		**Measure Met?**	**Comments**
D.1.a	Does the agency have a process for identifying triggers in the workplace? [see MD-715 Instructions, Sec. I]	**Yes**	
D.1.b	Does the agency regularly use the following sources of information for trigger identification: workforce data; complaint/grievance data; exit surveys; employee climate surveys; focus groups; affinity groups; union; program evaluations; special emphasis programs; reasonable accommodation program; anti-harassment program; and/or external special interest groups? [see MD-715 Instructions, Sec. I]	**Yes**	
D.1.c	Does the agency conduct exit interviews or surveys that include questions on how the agency could improve the recruitment,	**Yes**	

	hiring, inclusion, retention and advancement of individuals with disabilities? [see 29 CFR 1614.203(d)(1)(iii)(C)]		
D.2 – The agency identifies areas where barriers may exclude EEO groups (reasonable basis to act.)		**Measure Met?**	**Comments**
D.2.a	Does the agency have a process for analyzing the identified triggers to find possible barriers? [see MD-715, (II)(B)]	**Yes**	
D.2.b	Does the agency regularly examine the impact of management/personnel policies, procedures, and practices by race, national origin, sex, and disability? [see 29 CFR §1614.102(a)(3)]	**Yes**	
D.2.c	Does the agency consider whether any group of employees or applicants might be negatively impacted prior to making human resource decisions, such as re-organizations and realignments? [see 29 CFR §1614.102(a)(3)]	**Yes**	
D.2.d	Does the agency regularly review the following sources of information to find barriers: complaint/grievance data, exit surveys, employee climate surveys, focus groups, affinity groups, union, program evaluations, anti-harassment program, special emphasis programs, reasonable accommodation program; anti-harassment program; and/or external special interest groups? [see MD-715 Instructions, Sec. I] If "yes", please identify the data sources in the comments column.	**Yes**	Complaints, climate surveys (e.g., FEVS), anti-harassment program data, affinity groups, Special Emphasis Program (SEPs), employee pulse surveys, and other sources (when available).
D.3 – The agency establishes appropriate action plans to remove identified barriers.		**Measure Met?**	**Comments**
D.3.a	Does the agency effectively tailor action plans to address the identified barriers, in particular policies, procedures, or practices? [see 29 CFR §1614.102(a)(3)]	**Yes**	
D.3.b	If the agency identified one or more barriers during the reporting period, did the agency implement a plan in Part I, including meeting the target dates for the planned activities? [see MD-715, II(D)]	**Yes**	See Part I.
D.3.c	Does the agency periodically review the effectiveness of the plans? [see MD-715, II(D)]	**Yes**	
D.4 – The agency has an affirmative action plan for people with disabilities, including those with targeted disabilities.		**Measure Met?**	**Comments**
D.4.a	Does the agency post its affirmative action plan on its public website? [see 29 CFR 1614.203(d)(4)] Please provide the internet address in the comments.	**Yes**	https://www.nasa.gov/odeo/data-and-analytics/
D.4.b	Does the agency take specific steps to ensure qualified people with disabilities are aware of and encouraged to apply for job vacancies? [see 29 CFR 1614.203(d)(1)(i)]	**Yes**	
D.4.c	Does the agency ensure that disability-related questions from members of the public are answered promptly and correctly? [see 29 CFR 1614.203(d)(1)(ii)(A)]	**Yes**	
D.4.d	Has the agency taken specific steps that are reasonably designed to increase the number of persons with disabilities or targeted disabilities employed at the agency until it meets the goals? [see 29 CFR 1614.203(d)(7)(ii)]	**Yes**	
Essential Element E: EFFICIENCY This element requires the agency head to ensure there are effective systems for evaluating the impact and effectiveness of the agency's EEO programs and an efficient and fair dispute resolution process.			
E.1 - The agency maintains an efficient, fair, and impartial complaint resolution process.		**Measure Met?**	**Comments**

E.1.a	Does the agency timely provide EEO counseling, pursuant to 29 CFR §1614.105?	**No**	NASA completed 86 percent of counseling timely in FY 2023. See Part H-3.
E.1.b	Does the agency provide written notification of rights and responsibilities in the EEO process during the initial counseling session, pursuant to 29 CFR §1614.105(b)(1)?	**Yes**	
E.1.c	Does the agency issue acknowledgment letters immediately upon receipt of a formal complaint, pursuant to MD-110, Ch. 5(I)?	**Yes**	
E.1.d	Does the agency issue acceptance letters/dismissal decisions within a reasonable time (e.g., 60 days) after receipt of the written EEO Counselor report, pursuant to MD-110, Ch. 5(I)? If so, please provide the average processing time in the comments.	**Yes**	The average processing time was 51 days.
E.1.e	Does the agency ensure all employees fully cooperate with EEO counselors and EEO personnel in the EEO process, including granting routine access to personnel records related to an investigation, pursuant to 29 CFR §1614.102(b)(6)?	**Yes**	
E.1.f	Does the agency timely complete investigations, pursuant to 29 CFR §1614.108?	**Yes**	
E.1.g	If the agency does not timely complete investigations, does the agency notify complainants of the date by which the investigation will be completed and of their right to request a hearing or file a lawsuit, pursuant to 29 CFR §1614.108(g)?	**Yes**	
E.1.h	When the complainant does not request a hearing, does the agency timely issue the final agency decision, pursuant to 29 CFR §1614.110(b)?	**Yes**	
E.1.i	Does the agency timely issue final actions following receipt of the hearing file and the administrative judge's decision, pursuant to 29 CFR §1614.110(a)?	**Yes**	
E.1.j	If the agency uses contractors to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays? [See MD-110, Ch. 5(V)(A)] If "yes", please describe how in the comments column.	**Yes**	Timelines in the statement of work, templates to ensure consistency, and contractors must provide weekly status updates and inform the Contracting Officer's Representative (COR) immediately of any issues causing delays. The COR has regular meetings with contractors to address deficiencies or improvements.
E.1.k	If the agency uses employees to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays during performance review? [See MD-110, Ch. 5(V)(A)]	**Yes**	
E.1.l	Does the agency submit complaint files and other documents in the proper format to EEOC through the Federal Sector EEO Portal (FedSEP)? [See 29 CFR § 1614.403(g)]	**Yes**	
E.2 – The agency has a neutral EEO process.		**Measure Met?**	**Comments**

E.2.a	Has the agency established a clear separation between its EEO complaint program and its defensive function? [see MD-110, Ch. 1(IV)(D)]	**Yes**	The attorney who provides legal advice to ODEO does not serve as the Agency representative.
E.2.b	When seeking legal sufficiency reviews, does the EEO office have access to sufficient legal resources separate from the agency representative? [see MD-110, Ch. 1(IV)(D)] If "yes", please identify the source/location of the attorney who conducts the legal sufficiency review in the comments column.	**Yes**	The attorney who provides legal advice to ODEO does not serve as the Agency representative.
E.2.c	If the EEO office relies on the agency's defensive function to conduct the legal sufficiency review, is there a firewall between the reviewing attorney and the agency representative? [see MD-110, Ch. 1(IV)(D)]	**Yes**	
E.2.d	Does the agency ensure that its agency representative does not intrude upon EEO counseling, investigations, and final agency decisions? [see MD-110, Ch. 1(IV)(D)]	**Yes**	
E.2.e	If applicable, are processing time frames incorporated for the legal counsel's sufficiency review for timely processing of complaints? [see EEOC Report, Attaining a Model Agency Program: Efficiency (Dec. 1, 2004)]	**Yes**	
E.3 - The agency has established and encouraged the widespread use of a fair alternative dispute resolution (ADR) program.		**Measure Met?**	**Comments**
E.3.a	Has the agency established an ADR program for use during both the pre-complaint and formal complaint stages of the EEO process? [see 29 CFR §1614.102(b)(2)]	**Yes**	
E.3.b	Does the agency require managers and supervisors to participate in ADR once it has been offered? [see MD-715, II(A)(1)]	**Yes**	
E.3.c	Does the agency encourage all employees to use ADR, where ADR is appropriate? [see MD-110, Ch. 3(IV)(C)]	**Yes**	
E.3.d	Does the agency ensure a management official with settlement authority is accessible during the dispute resolution process? [see MD-110, Ch. 3(III)(A)(9)]	**Yes**	
E.3.e	Does the agency prohibit the responsible management official named in the dispute from having settlement authority? [see MD-110, Ch. 3(I)]	**Yes**	
E.3.f	Does the agency annually evaluate the effectiveness of its ADR program? [see MD-110, Ch. 3(II)(D)]	**Yes**	
E.4 – The agency has effective and accurate data collection systems in place to evaluate its EEO program.		**Measure Met?**	**Comments**
E.4.a	*Does the agency have systems in place to accurately collect, monitor, and analyze the following:*		
E.4.a.1	Complaint activity, including the issues and bases of the complaints, the aggrieved individuals/complainants, and the involved management official? [see MD-715, II(E)]	**Yes**	
E.4.a.2	The race, national origin, sex, and disability status of agency employees? [see 29 CFR §1614.601(a)]	**Yes**	
E.4.a.3	Recruitment activities? [see MD-715, II(E)]	**Yes**	
E.4.a.4	External and internal applicant flow data concerning the applicants' race, national origin, sex, and disability status? [see MD-715, II(E)]	**Yes**	
E.4.a.5	The processing of requests for reasonable accommodation? [29 CFR § 1614.203(d)(4)]	**Yes**	

E.4.a.6	The processing of complaints for the anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.2]	**Yes**	
E.4.b	Does the agency have a system in place to re-survey the workforce on a regular basis? [MD-715 Instructions, Sec. I]	**Yes**	
E.5 – The agency identifies and disseminates significant trends and best practices in its EEO program.		**Measure Met?**	**Comments**
E.5.a	Does the agency monitor trends in its EEO program to determine whether the agency is meeting its obligations under the statutes EEOC enforces? [see MD-715, II(E)] If "yes", provide an example in the comments.	**Yes**	NASA regularly reviews data on the workforce, EEO complaints, and harassment allegations, and reports trends to leadership.
E.5.b	Does the agency review other agencies' best practices and adopt them, where appropriate, to improve the effectiveness of its EEO program? [see MD-715, II(E)] If "yes", provide an example in the comments.	**Yes**	NASA reviews other agencies' MD-715 reports, benchmarks with other agencies, reviews best practice, and adopts best practices when appropriate.
E.5.c	Does the agency compare its performance in the EEO process to other federal agencies of similar size? [see MD-715, II(E)]	**Yes**	
Essential Element F: RESPONSIVENESS AND LEGAL COMPLIANCE This element requires federal agencies to comply with EEO statutes and EEOC regulations, policy guidance, and other written instructions.			
F.1 – The agency has processes in place to ensure timely and full compliance with EEOC Orders and settlement agreements.		**Measure Met?**	**Comments**
F.1.a	Does the agency have a system of management controls to ensure that its officials timely comply with EEOC orders/directives and final agency actions? [see 29 CFR §1614.102(e); MD-715, II(F)]	**Yes**	
F.1.b	Does the agency have a system of management controls to ensure the timely, accurate, and complete compliance with resolutions/settlement agreements? [see MD-715, II(F)]	**Yes**	
F.1.c	Are there procedures in place to ensure the timely and predictable processing of ordered monetary relief? [see MD-715, II(F)]	**Yes**	
F.1.d	Are procedures in place to process other forms of ordered relief promptly? [see MD-715, II(F)]	**Yes**	
F.1.e	When EEOC issues an order requiring compliance by the agency, does the agency hold its compliance officer(s) accountable for poor work product and/or delays during performance review? [see MD-110, Ch. 9(IX)(H)]	**Yes**	
F.2 – The agency complies with the law, including EEOC regulations, management directives, orders, and other written instructions.		**Measure Met?**	**Comments**
F.2.a	Does the agency timely respond and fully comply with EEOC orders? [see 29 CFR §1614.502; MD-715, II(E)]	**Yes**	
F.2.a.1	When a complainant requests a hearing, does the agency timely forward the investigative file to the appropriate EEOC hearing office? [see 29 CFR §1614.108(g)]	**Yes**	
F.2.a.2	When there is a finding of discrimination that is not the subject of an appeal by the agency, does the agency ensure timely compliance with the orders of relief? [see 29 CFR §1614.501]	**Yes**	

F.2.a.3	When a complainant files an appeal, does the agency timely forward the investigative file to EEOC's Office of Federal Operations? [see 29 CFR §1614.403(e)]	**Yes**	
F.2.a.4	Pursuant to 29 CFR §1614.502, does the agency promptly provide EEOC with the required documentation for completing compliance?	**Yes**	
F.3 - The agency reports to EEOC its program efforts and accomplishments.		**Measure Met?**	**Comments**
F.3.a	Does the agency timely submit to EEOC an accurate and complete No FEAR Act report? [Public Law 107-174 (May 15, 2002), §203(a)]	**Yes**	
F.3.b	Does the agency timely post on its public webpage its quarterly No FEAR Act data? [see 29 CFR §1614.703(d)]	**Yes**	

PART H: ESSENTIAL ELEMENT DEFICIENCIES AND CENTER PLANNED ACTIVITIES

NASA completed Parts H-4 and H-5 in FY 2022; three deficiencies remain; no new deficiencies were identified in FY 2023.

MD-715 PART H-1	*U.S. Equal Employment Opportunity Commission* FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
DESCRIPTION AND TYPE OF PROGRAM DEFICIENCY:	The Agency head is not the immediate supervisor of the person ("EEO Director") who has day-to-day control over the EEO office [29 CFR §1614.102(b)(4)], nor does the EEO Director report to the same Agency head designee as the mission-related programmatic offices. (Part G, Integration of EEO into the Agency's Strategic Mission, Measure B.1.a, and Measure B.1.a1)
OBJECTIVE:	Revise Agency structure so that the AA, ODEO, reports directly to the NASA Administrator.
RESPONSIBLE OFFICIAL:	NASA Administrator; AA, ODEO

DO THE RESPONSIBLE OFFICIAL'S PEFORMANCE STANDARDS ADDRESS THIS PLAN? (Yes or No) No

DATES:	Date Initiated	Target Completion Date	Modified Date	Date Completed
	10/1/2020	9/30/2024	9/30/2023	Ongoing

PLANNED ACTIONS TOWARD COMPLETION OF OBJECTIVE:

Target Date	Planned Activities	Sufficient Funding & Staffing?	Modified Date	Completion Date
12/31/2021	1. NASA Administrator makes a decision on how to address this deficiency.	Yes	9/30/2023	Ongoing
12/31/2021	2. NASA completes administrative actions, including updating its organizational chart, to implement the new reporting structure.	Yes	9/30/2023	Ongoing
9/30/2024	3. Update agency directive to reflect applicable reporting structures, and post changes on agency portal (end of FY24).	Yes		Ongoing

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE

FY 2023 Progress and Accomplishments: NASA continues to revise its organizational structure.

Modifications to Objective: Modified completion date to 9/30/2024.

MD-715 PART H-2	*U.S. Equal Employment Opportunity Commission* **FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT**
DESCRIPTION AND TYPE OF PROGRAM DEFICIENCY:	NASA does not have enough data to assess initiation of fact-finding upon receipt of allegation. A prompt inquiry should begin within ten days of notification of all harassment allegations, including those initially raised in the EEO complaint process. (Part G, Management and Program Accountability, Measure C.2.5.a)
OBJECTIVE:	Establish timeframes for completing inquiries of harassment allegations under the Anti-Harassment Program.
RESPONSIBLE OFFICIAL:	AA, ODEO, and Director, Equal Opportunity Programs Division, ODEO

DO THE RESPONSIBLE OFFICIAL'S PEFORMANCE STANDARDS ADDRESS THIS PLAN? (Yes or No)

DATES:	Date Initiated	Target Completion Date	Modified Date	Date Completed
	2/1/2020	9/30/2024	9/30/2023	Ongoing

PLANNED ACTIONS TOWARD COMPLETION OF OBJECTIVE:

Target Date	Planned Activities	Sufficient Funding & Staffing?	Modified Date	Completion Date
3/30/2020	1. Draft revised procedures.	Yes		3/30/2020
6/30/2020	2. Obtain feedback from other NASA offices.	Yes		6/30/2020
11/30/2020	3. Make necessary revisions.	Yes		11/30/2020
1/31/2021	4. Finalize and publish new procedures.	Yes		1/12/2021
3/30/2022	5. Finalize development of and launch tracking system for anti-harassment cases.	Yes		09/29/2023
9/30/2022	6. Provide training and technical assistance to Center Anti-Harassment Coordinators on conducting immediate interviews.	Yes		06/22/2023
12/31/2022	7. Hire Anti-Harassment and ADR Program Manager.	Yes		1/03/2023
12/31/2022	8. Initiate Anti-Harassment Campaign 2.0 with NASA Administrator's message to the workforce.	Yes	9/30/2024	Ongoing
9/30/2023	9. Deliver a training event for the Anti-Harassment Community of Practice focused on ensuring a trauma-informed approach.	Yes	9/30/2024	Ongoing
9/30/2024	10. Provide guidance to Anti-Harassment Community of Practice on prompt initiation of cases.	Yes		Ongoing

9/30/2024	11. Update NASA's Anti-Harassment Implementation Guide.	Yes		Ongoing

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE

FY 2023 Progress and Accomplishments: On September 28, 2023, NASA launched the Anti-Harassment Program Case Management System to provide real-time monitoring and reporting, an interactive workflow structure, and centralized documentation to improve program efficiency based on data-driven insights. In addition, NASA undertook an internal assessment of its Anti-Harassment Program and is in the process of implementing several recommendations to improve the program, including providing additional training to Center Anti-Harassment Coordinators and updating its internal implementation guide.

Modifications to Objective: Planned activities #8-9 completion date modified to 9/30/2024; added activities 10 and 11.

MD-715 PART H-3	*U.S. Equal Employment Opportunity Commission* **FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT**
DESCRIPTION AND TYPE OF PROGRAM DEFICIENCY:	NASA does not complete all EEO counseling within the timeframes established by 29 CFR. Part 1614, Section 105 and EEOC regulations. (Part G, Efficiency, Measure E.1.a)
OBJECTIVE:	Ensure all EEO counseling is timely completed in accordance with all regulatory requirements.
RESPONSIBLE OFFICIAL:	AA, ODEO; Director, Complaints Management Division, ODEO; Center ODEO Directors

DO THE RESPONSIBLE OFFICIAL'S PEFORMANCE STANDARDS ADDRESS THIS PLAN? (Yes or No) Yes

DATES:	Date Initiated	Target Completion Date	Modified Date	Date Completed
	9/28/2018	9/30/2024	9/30/2023	Ongoing

PLANNED ACTIONS TOWARD COMPLETION OF OBJECTIVE:

Target Date	Planned Activities	Sufficient Funding & Staffing?	Modified Date	Completion Date
9/28/2018	1. Streamline processes by eliminating duplicative layers of review and shortening the review and approval periods.	Yes		9/28/2018
9/30/2019	2. Provide training in informal complaints processing, counseling techniques, writing counselor's reports, and framing claims.	Yes		9/30/2019

9/30/2019	3. Conduct quarterly discussions with responsible staff to address processing challenges and share/ implement changes, when and where needed.	Yes		9/30/2019
9/30/2019	4. Utilize Agency cadre of counselors.	Yes		9/30/2019
9/30/2019	5. Hold responsible staff, including contractors, responsible for timely and quality investigation of complaints.	Yes		9/30/2019
9/30/2019	6. Review monthly complaint processing data by Center to track compliance to regulatory requirements, send reminders, and address timeliness and quality of processing issues as expeditiously as possible.	Yes	9/30/2024	Ongoing
9/30/2021	7. Provide forums to discuss Agency-wide issues at the informal complaints stage to increase timeliness.	Yes	9/30/2024	Ongoing
9/30/2021	8. Provide training, including EEO Refresher Training focusing on specific NASA-related complaint issues.	Yes	9/30/2024	Ongoing
9/30/2023	9. Agency-level EEO Office provides more oversight on Informal Process to provide advice, guidance, and assistance to Center staff	Yes	9/30/2024	Ongoing

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE

FY 2023 Progress and Accomplishments: FY 2023, NASA completed 86 percent of its counseling timely (compared to 95 percent in FY 2022).

Modifications to Objective: NASA will continue to review monthly complaint processing data to track compliance to regulatory requirements and will develop additional interventions, as necessary, to improve timeliness. Timeliness has been added to performance appraisals for individuals responsible for the informal counseling. Further, the Agency-level EEO staff is providing more oversight, advice, guidance and support to Center EEO staff.

PART I: BARRIER ANALYSIS AND CENTER PLANNED ACTIVITIES

MD-715 PART I-1	*U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT*
TRIGGER ANALYSIS	
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?	A comparison of FY 2022-23 NASA workforce data to the RCLF revealed that AANHPI and Women have lower than expected participation rates in Physical Scientist positions (OPM code 1301)) at NASA. Specifically, AANHPI account for 13.8 percent of Physical Scientists at NASA compared to 16.4 percent in the RCLF. Women account for 35.4 percent of NASA Physical Scientists compared to 43.4 percent in the RCLF. Both AANHPI women and White women account for a lower percentage of Physical Scientists at NASA than they do in the RCLF. AANHPI women are 5.1 percent of NASA Physical Scientists yet are 7.5 percent of physical scientists in the RCLF. Similarly, White women are 23.7 percent of NASA Physical Scientists, compared to 29.8 percent in the RCLF.
SOURCE OF TRIGGER:	NASA has prolonged (FY 2018 to present), lower than expected, workforce participation compared to the RCLF benchmark for Physical Scientists.
MD-715 WORKFORCE DATA TABLE:	Table A6P: Mission-Critical Occupations – Distribution by Race, Ethnicity, and Gender

EEO GROUP(S) AFFECTED BY TRIGGER:	Check all that apply:			
	All Men		Asian Males	X
	All Women		Asian Females	X
	Hispanic or Latino Males		Native Hawaiian or Other Pacific Islander Males	X
	Hispanic or Latino Females		Native Hawaiian or Other Pacific Islander Females	X
	White Males		American Indian or Alaska Native Males	
	White Females	X	American Indian or Alaska Native Females	
	Black or African American Males		Two or More Races Males	
	Black or African American Females		Two or More Races Females	

BARRIER ANALYSIS PROCESS			
SOURCES OF DATA:	**Sources**	**Source Reviewed (Y/N)?**	**Identify Information Collected**
	Workforce Data Tables	Yes	Table A6P
	Complaint Data (Trends)	Yes	
	Grievance Data (Trends)	Yes	
	Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	N/A	
	Climate Survey (e.g., FEVS)	Yes	FEVS Indexes

	Exit Interview Data	No	
	Focus Groups	No	
	Interviews	Yes	
	Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	No	
	Other (Please Describe)	N/A	
STATUS OF BARRIER ANALYSIS PROCESS:	Barrier analysis process completed? (Y/N) No, five of seven phases completed.		
	Barrier(s) identified? (Y/N) Not completed.		
STATEMENT OF IDENTIFIED BARRIER(S): (Description of Policy, Procedure, or Practice)	Barriers not yet identified; pending completion of barrier analysis on or about 9/30/2024.		

EEO PLAN TO ELIMINATE IDENTIFIED BARRIER(S)

OBJECTIVE(S):	Objective	Date Initiated	Target Date	Sufficient Funding/ Staffing	Modified Date	Date Completed
	NASA will strengthen its data analytics capabilities and conduct in-depth barrier analyses to identify specific opportunities for positive change.	1/2/2018	9/30/2020	Yes		9/30/2020
	Track and monitor the participation rate of Women and AAPI in the Physical Scientists occupational category.	1/28/2019		Yes		9/30/2020
	Complete barrier analysis.	10/1/2020	9/30/2020	Yes	11/15/2022	Ongoing
	Implement a DEIA analytics capability within NASA's Enterprise Data Platform to enable evidence-based awareness, planning, decisions, and assessments of the current and future state of DEIA at NASA.	11/30/2021	9/30/2026	Yes		Ongoing

RESPONSIBLE OFFICIAL(S):	Title	Name	Performance Standards Address Plan? (Y/N)
	AA, ODEO	Elaine P. Ho	Yes

PLANNED ACTIONS TOWARD COMPLETION OF OBJECTIVE:

Target Date	Planned Activities	Modified Date	Completion Date

9/28/2018	1. ODEO will partner with other NASA organizations, including OCHCO and the Science Mission Directorate (SMD), to strengthen its data analytics capabilities to enable ODEO to conduct in-depth barrier analyses.		9/28/2018
9/30/2018	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.	5/15/2019	5/15/2019
9/30/2020	3. ODEO will leverage current NASA systems and develop additional data tools such as: FEVS, NASA Human Capital Management Workforce Analysis Business Intelligence Tools, climate surveys, pulse surveys, and potential new database systems, to enhance our ability to analyze programs and practices at more granular levels.		9/30/2020
9/30/2020	4. ODEO will review relevant data sources such as EEO complaints, grievances, surveys, exit interviews, and reports for any indicators of barriers regarding employment of women and AAPI as physical scientists.	9/30/2021	9/30/2021
9/30/2020	5. NASA will review applicant flow data by race and gender for Physical Scientist positions in FY 2020.	4/1/2021	4/1/2021
10/1/2020	6. NASA will develop a formal barrier analysis plan for barrier analysis of women and AAPI physical scientists.		10/1/2020
11/16/2020	7. NASA will examine participation triggers to include participation overall, by grade, and by position. (Phases 1-2 of the barrier analysis plan)		11/16/2020
4/1/2021	8. NASA will examine workforce data, training history, and other existing data sources for potential explanations for triggers identified in Phases 1-2 of the barrier analysis. (Phase 3)		4/1/2021
9/30/2021	9. NASA will collect qualitative information from NASA Centers and organizations to better understand trends identified in the initial phases of the barrier analysis. (Phase 4)	12/31/2021	12/10/2021
6/30/2022	10. NASA will collect qualitative and quantitative data from NASA Physical Science employees to gain deeper insight into potential barriers and potential solutions to those barriers. (Phases 5 and 6)	11/01/2022	5/10/2023
9/30/2022	11. NASA will review all data collected in Phases 1-6 of the barrier analysis to determine whether barriers to equal employment opportunity exist for Women and AAPI in the Physical Sciences at NASA. (Phase 7)	11/15/2022	6/9/2023
6/30/2022	12. Identify key data sources and new data collection, both internal and external to NASA, to support DEIA analytics and reporting requirements.		6/30/2022

9/30/2022	13. Create a DEIA data architecture that links data requirements to analytic questions, and strategic and operational decisions. Identify gaps in data elements and data standards that NASA can mitigate internally as well as communicate data gaps to OMB, OPM, and other external data stewards who can help address.		9/30/2022
9/30/2022	14. Establish a technical infrastructure and implement industry best-practice analytic tools to be able to exploit the benefits of cloud-based, big-data analytics.		9/30/2022
9/30/2026	15. Implement meaningful analytic products, dashboards, and models aligned to NASA's internal and external stakeholder and customer needs to improve decision-making, encourage data sharing, and improve accountability.		Ongoing
6/30/2022	16. Identify and acquire additional resources through the Federal Government and NASA's budget processes to successfully implement an effective analytics capability aligned with the new requirements extended by the Administration's priorities as well as NASA's internal requirements.		6/30/2022
9/30/2026	17. Assess current data governance and related policies to ensure effective data management, stewardship, and security.		Ongoing

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE

FY 2023 Progress: Prior to FY 2023, phases 1-5 of the physical science barrier analysis were complete, which included the examination of personnel data, key stakeholder interviews, and the use of psychometric survey data. This final phase, which took place in FY 2023, involved qualitative survey methodology. Following this final phase, NASA identified remaining root causes and potential corrective actions. As of early FY 2024, NASA has started rolling out corrective actions with key managers and process stakeholders.

For FY 2024, a new barrier analysis is planned that will examine agency wide triggers with specific attention to individuals with disabilities, LGBTQIA+, and leadership pipeline barriers. Expected completion for this barrier analysis is late FY 2024 or early FY 2025.

Modifications to Objective: Begin an Agency-wide barrier analysis.

MD-715 PART I-2	*U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT*

TRIGGER ANALYSIS

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?	A review of NASA workforce data revealed that the percentage of minorities and women decreases as grade levels increase. For example, in FY 2023, Hispanics and Latinos accounted for 11.5 percent of NASA employees at grade GS-13, 8.6 percent at grades GS-14 and GS-15, and 5.6 percent of the SES/SL/ST. Women account for 36.5 percent of those in grade GS-13, 32.9 percent in grades GS-14 and GS-15, and 32.1 percent of those in the SES/SL/ST. Although the percentages of minorities and women at each age group has increased slightly since FY 2017, this trend has remained. (See Appendix A.)
SOURCE OF TRIGGER:	Smaller percentage of the workforce occupied by women and minorities at higher grades.
MD-715 WORKFORCE DATA TABLE:	Table A4P: Participation Rates for GS and Senior Pay by Race, Ethnicity, and Gender

EEO GROUP(S) AFFECTED BY TRIGGER:	Check all that apply:			
	All Men		Asian Males	X
	All Women	X	Asian Females	X
	Hispanic or Latino Males	X	Native Hawaiian or Other Pacific Islander Males	X
	Hispanic or Latino Females	X	Native Hawaiian or Other Pacific Islander Females	X
	White Males		American Indian or Alaska Native Males	X
	White Females	X	American Indian or Alaska Native Females	X
	Black or African American Males	X	Two or More Races Males	X
	Black or African American Females	X	Two or More Races Females	X

BARRIER ANALYSIS PROCESS

SOURCES OF DATA:	**Sources**	**Source Reviewed (Y/N)?**	**Identify Information Collected**
	Workforce Data Tables	Yes	Table A4P
	Complaint Data (Trends)	No	
	Grievance Data (Trends)	No	
	Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	N/A	
	Climate Survey (e.g., FEVS)	Yes	FEVS Indexes
	Exit Interview Data	No	
	Focus Groups	Yes	

	Interviews	Yes	
	Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	No	
	Other (Please Describe)	N/A	
STATUS OF BARRIER ANALYSIS PROCESS:	Barrier analysis process completed? (Y/N) Yes		
	Barrier(s) identified? (Y/N) Yes		
STATEMENT OF IDENTIFIED BARRIER(S): (Description of Policy, Procedure, or Practice)	See Appendix B		

EEO PLAN TO ELIMINATE IDENTIFIED BARRIER(S)

OBJECTIVE(S):	Objective	Date Initiated	Target Date	Sufficient Funding/ Staffing	Modified Date	Date Completed
	Track and monitor the participation rate of Women and minorities at higher grades	6/30/2022	9/30/2024	Yes		Ongoing
	Complete barrier analysis.	10/30/2022	9/30/2025	Yes		Ongoing
	Establish process for routine barrier analyses	11/30/2022	9/30/2023	Yes		Ongoing

RESPONSIBLE OFFICIAL(S):	Title	Name	Performance Standards Address Plan? (Y/N)
	AA, ODEO	Elaine P. Ho	Yes

PLANNED ACTIONS TOWARD COMPLETION OF OBJECTIVE:

Target Date	Planned Activities	Modified Date	Completion Date
12/31/2022	1. Review relevant data sources such as EEO complaints, grievances, surveys, exit interviews, and reports for any indicators of barriers to advancement for women and minorities.		
02/28/2023	2. Examine participation triggers by location (NASA Center, occupation, and other factors).		
03/31/2023	3. Develop a formal barrier analysis plan for barrier analysis of the participation rates of Women and minorities at higher grades.		
06/30/2023	4. Conduct initial analyses as identified in the barrier analysis plan.		

9/30/2023	5. Develop data dashboards to aid in the analysis of data for this and future barrier analyses.		
9/30/2023	6. Institute a routine barrier analysis program designed to address potential barriers more quickly and complete multiple barrier analyses each year.		
9/30/2025	7. Complete barrier analysis of participation rates at higher grades.		

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE

FY 2023 Progress: NASA identified this trigger and began reporting progress regularly to the NASA Mission Support Performance Management Council and in progress updates to the NASA Strategic Plan and NASA DEIA Strategic Plan.

Modifications to Objective: This is a new objective for FY 2023.

PART J: CENTER'S SPECIAL PROGRAM PLAN FOR THE RECRUITMENT, HIRING, ADVANCEMENT, AND RETENTION OF PERSONS WITH DISABILITIES

MD-715 PART J	*U.S. Equal Employment Opportunity Commission* FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

To capture agencies' affirmative action plans for IWD and IWTD, EEOC regulations (29 CFR. § 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.

Section I: Efforts to Reach Regulatory Goals

EEOC regulations (29 CFR. § 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 Center have a trigger involving IWD 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 (IWD)	Yes	No **X**
b.	Cluster GS-11 to SES (IWD)	Yes	No **X**

There are no triggers. In FY 2023, IWD accounted for 24 percent of permanent employees GS-1 to GS-10 and 14 percent of permanent employees GS-11 to SES.

2. Using the goal of 2% as the benchmark, does your Center have a trigger involving IWTD 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 (IWTD)	Yes	No **X**
b.	Cluster GS-11 to SES (IWTD)	Yes	No **X**

There are no triggers. In FY 2023, IWTD accounted for seven percent of permanent employees GS-1 to GS-10 and three percent of permanent employees GS-11 to SES.

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

NASA continues to communicate disability numerical goals in various forums, including briefings for managers and supervisors, individual meetings with hiring and recruitment managers, and all-hands meetings for supervisors. Data on employees with disabilities is regularly communicated to Center Disability Program Managers (DPMs) and their supervisors. Further, in September 2023, NASA sent a memo to the NASA workforce explaining the purpose of and encouraging voluntary self-identification of employee disability status. As a result, the Agency had an increase of 87 self-identified employees with disabilities (78 non-targeted and nine targeted), in the two weeks after the memo was sent. This brings our five-year total for the Self-ID Campaign to ~393 employees self-identifying as a direct result of our annual memo to the workforce.

Section II: Model Disability Program

Pursuant to 29 CFR. §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 **X** No

NASA has an Agency DPM and a Center DPM at each NASA Center.

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 IWD and IWTD	10			All ten NASA Centers have designated Human Capital personnel responsible for processing applications, including those from IWD.
Answering questions from the public about hiring authorities that take disability into account	1			NASA has a designated Selective Placement Coordinator Team in OCHCO that is responsible for responding to questions related to the Agency's hiring practices related to disability. NASA Staffing Services receives and responds to questions from the public about hiring authorities, which includes disability. ODEO and the Office of the Chief Information Officer (OCIO) developed a public-facing webpage containing resources for NASA applicants regarding numerous disability resources, including technology accessibility.
Processing RA requests from applicants and employees	10			All ten NASA Centers have a designated DPM who is responsible for processing RA requests.
Section 508 Compliance	2			The NASA HQ Section 508 Compliance Officer manages the Agency's Section 508 policy and practices. NASA OCIO has a designated Agency-level Section 508 Compliance and Accessible Technology Customer Service Representative who is responsible for ensuring compliance across NASA. NASA DPMs

Disability Program Task	# of FTE Staff by Employment Status			Responsible Official (Name, Title, Office, Email)
	Full Time	Part Time	Collateral Duty	
				work closely with the Section 508 compliance end-user interest group on issues that arise, and the Agency DPM regularly communicates with OCIO on issues requiring technological solutions.
Architectural Barriers Act (ABA) 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, and who work closely with ODEO's DPMs to ensure ABA compliance. The Office of Strategic Infrastructure (OSI) works with their Facilities leads to create an ABA Compliance Report annually.
Special Emphasis Program (SEP) for IWD/IWTD	10			NASA has DPMs at each of the ten Centers responsible for managing SEP activities. NASA also has seven disability-focused ERGs.

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 **X** No

In FY 2023, the Agency-level Disability Employment Program (DEP) presented RA trainings at OCHCO's quarterly HR101 for New Supervisors and Managers. Center DPMs provide regular Reasonable Accommodation training for well over 1,400 supervisors, managers, and employees. In FY 2023, the DEP also worked with OCIO on their effort to provide trainings on makings document Section 508 compliant. Center-level DPMs received technical assistance and training from the Agency's DPM during quarterly meetings and on an ad hoc basis on a variety of topics surrounding disability and RAs.

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 **X** No

Adequate resources are provided for Agency-wide implementation of the Disability Program.

Section III: Plan to Recruit and Hire Individuals with Disabilities

Pursuant to 29 CFR. § 1614.203(d)(1)(i) and (ii), agencies must establish a plan to increase the recruitment and hiring of IWD. The questions below are designed to identify outcomes of the Agency's recruitment program plan for IWD and IWTD.

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 external efforts to identify job applicants with disabilities and targeted disabilities include: participating in targeted job fairs and outreach events, and engaging in social networking platforms that support employment of IWDs; building and strengthening partnerships with local and Federal disability organizations, state and local rehabilitation and employment agencies, local colleges and universities, and programs (such as Centers for Independent Living, Department of Labor's Workforce Recruitment Program, and Employment Network Service providers) to recruit and hire individuals with disabilities IWD and IWTD; and leveraging disability ERGs and SEPs to encourage participation in job opportunities within the IWD population, as well as to conduct outreach and mentoring opportunities for students with disabilities to increase the STEM pipeline to ensure future employees with disabilities/targeted disabilities.

NASA uses its internship programs as the primary method for hiring early career employees. On a continuing basis, ODEO and the Office of STEM Engagement (OSTEM) coordinated to support interns with disabilities. The DEP developed a NASA Disability Resources packet of information for OSTEM and Pathways interns containing information for NASA interns with disabilities, including disability- related materials and links, guidance for applicants with disabilities in the Federal hiring process, disability technology accessibility resources, and information on requesting an RA.

ODEO communicates as necessary with the OCHCO to ensure continuity of RAs for job applicants with disabilities and targeted disabilities.

2. Pursuant to 29 CFR. § 1614.203(a)(3), describe the agency's use of hiring authorities that take disability into account (e.g., Schedule A) to recruit IWD and IWTD for positions in the permanent workforce.

The NASA selective placement coordinator team works with managers and promotes recruitment utilizing special hiring authorities (i.e., Schedule A and disabled veterans' programs). A critical piece of NASA's recruitment strategy focuses on increasing workforce diversity, specifically targeting our veteran communities, by reaching new talent communities and establishing NASA as an employer that celebrates diversity and inclusion as key to its success. In addition, OCHCO has established communities of practice and tiger teams, and coordinated with ERGs across the Agency (including disability ERGs) to streamline recruitment efforts and establish consistent employer value proposition messaging and outreach strategies with diversity groups.
Specific initiatives included:

- Making NASA more accessible in our recruitment and social media messaging, especially to applicants with disabilities.
- Targeting outreach using hiring campaigns on LinkedIn to reach passive quality talent.
- Developing campaigns and talent networks for diverse candidates to receive ongoing newsletters and communications about careers at NASA.
- Hosting "question and answer" (Q&A) sessions on LinkedIn to interact with candidates about a career at NASA.
- Using graphic posts or hiring manager videos to promote specific vacancies on LinkedIn or other agency social media channels. NASA provides guidance to employees, including disability ERGs, on how to share this content with their own networks to reach a broader candidate pool.
- Leveraging relationships with organizations with diverse membership bases, as well as educational institutions.

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.

When applicants apply to NASA announcements open to individuals eligible under the Schedule A hiring authority, HR specialists provide information about the hiring authority and ask individuals if they are eligible. This enables HR specialists to identify and refer these individuals to hiring officials and provide information and guidance to hiring officials on using the authority. If selected under the Schedule A authority, the individual is asked to provide proof of eligibility before appointment.

4. Has the agency provided training to all hiring managers on the use of hiring authorities that take disability into account (e.g., Schedule A)? If yes, describe the type(s) of training and frequency. If no, describe the Center's plan to provide this training.

Yes **X** No N/A

NASA Centers provide regular training sessions for hiring officials, particularly for new managers and supervisors. In FY 2023, Center ODEOs provided training to well over 1,400 supervisors, managers, and employees. ODEO participates quarterly in OCHCO's "HR101" training for new supervisors and managers, which includes training on the full spectrum of hiring flexibilities, DEIA, RA for Employees with Disabilities, Anti-harassment, and EEO Complaints Management. Hiring managers are regularly reminded of the Schedule A hiring authority via consultation with their ODEO representatives and at various leadership meetings and recruitment discussions. Centers also conduct training for hiring officials on disability hiring authorities. OCHCO trains Centers on Schedule A, veterans preference in hiring, and conversion to permanent appointment. OCHCO provides a variety of mandatory and nonmandatory courses via our SATERN training platform concerning veteran hiring authorities and the importance of and value in hiring veterans. Additionally, OCHCO has developed a training course for new supervisors and managers that was recently redesigned to provide enhanced content on veteran hiring authorities. New comprehensive content on veterans preference and other veteran hiring authorities has been

provided by the OCHCO Veterans Employment Program Manager. All courses are available digitally and available to all NASA employees.

B. Plan to Establish Contacts with Disability Employment Organizations

Describe the agency's efforts to establish and maintain contacts with organizations that assist IWD, including IWTD, in securing and maintaining employment.

In FY 2023, NASA DPMs worked with a variety of partner organizations to recruit IWD. Several NASA Centers are located near military installations and thus have many opportunities to engage the local veteran community. NASA participates in employment fairs and outreach activities for veterans and disabled veterans and works with programs supporting employment of IWD and IWTD, including the Blinded Veterans Association National Conference, various state and local vocational rehabilitation offices, and the Veterans Administration. NASA partners with Federal, state, and local employment organizations, local colleges, and disability-related organizations to recruit and hire IWD and IWTD; these partners include groups such as American Job Centers, the Veterans' Vocational Rehabilitation and Employment Program, Centers for Independent Living, DOL, and Employment Network Service providers. NASA engages with a number of other professional organizations for IWD/IWTD via social media as well. The Agency DPM, who is also the Agency Disabled Veterans Program Manager, continues to be in regular contact with the Department of Veterans Affairs' (VA) Veteran Readiness and Employment Services' National Employment Coordinator to provide support for NASA's veterans ERGs.

C. Progression Towards Goals (Recruitment and Hiring)

1. Using the goals of 12% for IWD and 2% for IWTD as the benchmarks, do triggers exist for IWD or IWTD among the new hires in the permanent workforce? If yes, describe the triggers below.

    a. New Hires for Permanent Workforce (IWD) Yes **X** No
    b. New Hires for Permanent Workforce (IWTD) Yes **X** No

In FY 2023, 8.4 percent of all new hires for NASA permanent workforce gains were IWDs, of which 1.3 percent were IWTDs. (See MD-715 Table B1)

2. Using the qualified applicant pool as the benchmark, do triggers exist for IWD/IWTD among the new hires for any of the MCOs? If yes, describe the triggers below.

    a. New Hires for MCO (IWD) Yes **X** No N/A
    b. New Hires for MCO (IWTD) Yes **X** No N/A

In FY 2023, the USA Staffing data from the Annual Report on Agency Applicant Flow indicates that 78,377 individuals applied to NASA external vacancies. Of the 56,466 qualified applicants for mission-critical occupations (MCO), 6.1 percent had disabilities and 2.8 percent had targeted disabilities. Of the 783 selections, 3.8 percent had disabilities and 1.7 percent had targeted disabilities. No IWD/IWTD selected among new hires for MCO series 855, 850, 1301, 501, 201. (See MD-715 Table B7P).

3. Using the relevant applicant pool as the benchmark, do triggers exist for IWD/IWTD among the qualified internal applicants for any of the MCOs? If yes, describe the triggers below.

a. Qualified Applicants for MCO (IWD)	Yes X	No	N/A
b. Qualified Applicants for MCO (IWTD)	Yes X	No	N/A

In FY 2023, 8,125 individuals applied to NASA internal competitive promotions for MCOs, of which 7.0 percent had disabilities and 3.1 percent had targeted disabilities. Of the 2,829 qualified applicants, 6.4 percent had disabilities and 2.4 percent had targeted disabilities. No IWD/IWTD qualified among internal competitive promotions for MCO series 850, 1301, 1102. (See MD-715 Table B9P).

4. Using the qualified applicant pool as the benchmark, do triggers exist for IWD/IWTD among employees promoted to any of the MCOs? If yes, describe the triggers below.

a. Promotions for MCO (IWD)	Yes X	No	N/A
b. Promotions for MCO (IWTD)	Yes X	No	N/A

In FY 2023, of the 383 selected for NASA internal competitive promotions for MCOs, 2.6 percent had disabilities and 1.0 percent had targeted disabilities. No IWD/IWTD selected among internal competitive promotions for MCO series 855, 850, 1301, 1330, 1102, 301. (See MD-715 Table B9P).

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

Pursuant to 29 CFR §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 IWD and IWTD have sufficient opportunities for advancement.

NASA Centers regularly assess the demographics of employees applying for and receiving promotions, as well as assessing the diversity of selection panels and hiring officials, to ensure that IWD and other traditionally underrepresented groups are included. Further, the Agency conducts listening sessions with individuals who are members of underserved communities to understand their experience navigating the promotions process, as well as provides Executive Champions for under-represented employee groups. ODEO provides guidance and support for disability and disabled veterans ERG. These groups provide excellent resources for information sharing, mentorship, guidance, and networking. Most NASA Centers have a disability ERG or advisory group.

NASA is working on new systems and processes to collect the data necessary to evaluate promotion rates and practices, including training and development history, employee tenure, and education level.

B. Career Development Opportunities

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

NASA's policy on employee and organizational development is to support the full utilization of the workforce in achieving the Agency's strategic outcomes and managing its human capital. To do so, NASA makes training and developmental opportunities widely available to employees to enhance individual and organizational capabilities and competencies in accordance with Merit System Principles. NASA's learning and development strategy adheres to the 70/20/10 model. Employee development takes place on applied hands-on projects (70 percent); mentoring, coaching, and feedback (20 percent); and formal training (ten percent).

NASA is beginning to pilot professional development for targeted communities. Further, the NASA Emerging Leaders Program has a specific module dedicated to DEIA. This nine-month program will integrate DEIA into the fabric of the course rather than in a specific module. The program will include a self-assessment that measures individual cultural diversity, which will set the stage for self- awareness and action for change.

2. In the table below, please provide the data for career development opportunities that require competition and/or supervisory recommendation/approval to participate.

Career Development Opportunities	Total Participants (#)		IWD (%)		IWTD (%)	
	Applicants	Selectees	Applicants	Selectees	Applicants	Selectees
Internship Programs	54,429	1,991	5.7%	5.3%	--	--
Detail Programs	3,769	549	12.7%	7.5%	3.7%	2.0%
Fellowship Programs	Data not available or programs not conducted in FY 2023.					
Mentoring Programs						
Coaching Programs						
Training Programs						

Sources: Internship Programs - NASA Office of STEM Engagement (the number of interns with disabilities is the number of persons who requested a reasonable accommodation; OSTEM does not require interns to disclose the nature of their disabilities, thus data on IWTD are not collected). Detail Programs – OCHCO, Talent Marketplace data.

3. Do triggers exist for IWD among the applicants and/or selectees for any of the Center career development programs? (The 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 (IWD) Yes **X** No N/A
b. Selections (IWD) Yes **X** No N/A

There are no triggers for the internship program. For details, the IWD account for 14.3 percent of the relevant applicant pool but are only 12.7 percent of applicants. Further, IWD are only 7.5 percent of selectees.

4. Do triggers exist for IWTD among the applicants and/or selectees for any of the career development programs identified? (The 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 (IWTD)	Yes	No **X**
b.	Selections (IWTD)	Yes	No **X**

There are no triggers.

C. Awards

1. Using the inclusion rate as the benchmark, does your agency have a trigger involving IWD/IWTD for any level of the time-off awards, bonuses, or other incentives? If yes, describe the trigger(s).

a.	Awards, Bonuses, & Incentives (IWD)	Yes **X**	No
b.	Awards, Bonuses, & Incentives (IWTD)	Yes	No **X**

In FY 2023, the inclusion rates were 15 percent for IWD and 2.7 percent for IWTD (at all grade levels). There were triggers for IWD for time-off awards of 21 or more hours, and cash awards of $1,000 or more. NASA will continue to monitor the IWD and IWTD inclusion rates for awards. (See Table J1 below.)

2. Using the inclusion rate as the benchmark, does your agency have a trigger involving IWD/IWTD for quality step increases or performance-based pay increases? If yes, describe the trigger(s).

a.	Pay Increases (IWD)	Yes **X**	No
c.	Pay Increases (IWTD)	Yes	No **X**

IWD accounted for 12 percent of those receiving quality step increases. For other performance-based pay increases, IWD accounted for ten percent. (See Table J1.)

3. If the agency has other types of employee recognition programs, are IWD/IWTD recognized disproportionately less than employees without disabilities? (The benchmark is the inclusion rate.) If yes, describe the recognition program and relevant data.

a.	Other Types of Recognition (IWD)	Yes	No **X**	N/A
b.	Other Types of Recognition (IWTD)	Yes	No **X**	N/A

There is no data available for other types of non-monetary employee recognition such as certificates/letters of appreciation, etc.

Table J1. Employee Awards and Recognition

		IWD	IWTD
Inclusion Rates (all Grades)		***15%***	***2.7%***
Type of Award:			
Time Off Awards	1-10 hours	13.8%	2.5%
	11-20 hours	13.0%	2.4%
	21-30 hours	10.8%	1.4%
	31-40 hours	12.7%	2.2%
	41 or more hours	12.8%	1.7%
Cash Awards	$500 and Under	13.4%	2.2%
	$501 - 999	14.0%	2.4%
	$1000 - $1999	12.5%	1.9%
	$2000 - $2999	12.0%	2.2%
	$3000 - $3999	10.0%	1.8%
	$4000 - $4999	9.5%	1.3%
	$5000 or More	10.0%	1.2%
Other Awards	Performance Award	10.1%	0.8%
	Quality Step Increase	11.5%	1.4%

Source: NASA MD-715 Table B-13, data as of 9/30/2023.

D. Promotions

1. Does your agency have a trigger involving IWD among the qualified internal applicants and/or selectees for promotions to the senior grade levels? (The 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).

    a. SES
        i. Qualified Internal Applicants (IWD) Yes **X** No
        ii. Internal Selections (IWD) Yes **X** No
    b. Grade GS-15
        i. Qualified Internal Applicants (IWD) Yes **X** No
        ii. Internal Selections (IWD) Yes **X** No
    c. Grade GS-14
        i. Qualified Internal Applicants (IWD) Yes **X** No
        ii. Internal Selections (IWD) Yes **X** No
    d. Grade GS-13
        i. Qualified Internal Applicants (IWD) Yes No **X**
        ii. Internal Selections (IWD) Yes No **X**

In FY 2023, a total of 806 individuals applied to NASA internal competitive promotions for SES, of which 4.6 percent had disabilities. Of the 259 qualified internal applicants, 2.3 percent had disabilities. Of the 29 selectees for promotions to SES, no IWD selected. A total of 3,183 applied for GS-15, of which 6.5 percent had disabilities; of 1,019 qualified internal applicants, 4.4 percent had disabilities; and of 166 selectees for promotions to GS-15, 1.2 percent had disabilities. A total

of 3,448 applied for GS-14, of which 6.6 percent had disabilities; of 1,069 qualified internal applicants, 4.9 percent had disabilities; and of 211 selectees for promotions to GS-14, 3.3 percent had disabilities. A total of 1,784 applied for GS-13, of which 8.7 percent had disabilities; of 361 qualified internal applicants, 10.3 percent had disabilities; and of 83 selectees for promotions to GS-13, 9.6 percent had disabilities. (See MD-715 Table B11).

2. Does your agency have a trigger involving IWTD among the qualified internal applicants and/or selectees for promotions to the senior grade levels? (The 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).

a. SES			
i.	Qualified Internal Applicants (IWTD)	Yes X	No
ii.	Internal Selections (IWTD)	Yes X	No
b. Grade GS-15			
i.	Qualified Internal Applicants (IWTD)	Yes X	No
ii.	Internal Selections (IWTD)	Yes X	No
c. Grade GS-14			
i.	Qualified Internal Applicants (IWTD)	Yes X	No
ii.	Internal Selections (IWTD)	Yes X	No
d. Grade GS-13			
i.	Qualified Internal Applicants (IWTD)	Yes X	No
ii.	Internal Selections (IWTD)	Yes	No X

In FY 2023, 806 individuals applied to NASA internal competitive promotions for SES, of which 3.1 percent IWTD. Of the 259 qualified internal applicants, 0.8 percent IWTD. Of the 29 selectees for promotions to SES, no IWTD selected. A total of 3,183 applied for GS-15, of which 2.7 percent IWTD; of 1,019 qualified internal applicants, 1.7 percent IWTD; and of 166 selectees for promotions to GS-15, 0.6 percent IWTD. A total of 3,448 applied for GS-14, of which 2.6 percent IWTD; of 1,069 qualified internal applicants, 1.5 percent IWTD; and of 211 selectees for promotions to GS-14, 1.0 percent IWTD. A total of 1,784 applied for GS-13, of which 3.8 percent IWTD; of 361 qualified internal applicants, 3.3 percent IWTD; and of 83 selectees for promotions to GS-13, 3.6 percent IWTD. (See MD-715 Table B11).

3. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving IWD 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 (IWD)	Yes X	No
b. New Hires to GS-15 (IWD)	Yes X	No
c. New Hires to GS-14 (IWD)	Yes X	No
d. New Hires to GS-13 (IWD)	Yes X	No

In FY 2023, of the 176 qualified external applicants for SES, 4.6 percent IWD. Of the 14 selectees for new hires to SES, no IWD selected. A total of 16,423 qualified external applicants for GS-15,

of which 5.0 percent IWD; and of 206 selectees for new hires to GS-15, 1.0 percent IWD. A total of 25,335 qualified external applicants for GS-14, of which 6.3 percent IWD; and of 307 selectees for new hires to GS-14, 3.3 percent IWD. A total of 23,696 qualified external applicants for GS-13, of which 6.6 percent IWD; and of 291 selectees for new hires to GS-13, 4.1 percent IWD. (See MD-715 Table B15).

4. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving IWTD 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 (IWTD)	Yes **X**	No
b.	New Hires to GS-15 (IWTD)	Yes **X**	No
c.	New Hires to GS-14 (IWTD)	Yes **X**	No
d.	New Hires to GS-13 (IWTD)	Yes **X**	No

In FY 2023, of the 176 qualified external applicants for SES, 1.7 percent IWTD. Of the 14 selectees for new hires to SES, no IWTD selected. Total of 16,423 qualified external applicants for GS-15, of which 2.4 percent IWTD; and of 206 selectees for new hires to GS-15, 0.5 percent IWTD. A total of 25,335 qualified external applicants for GS-14, of which 2.7 percent IWTD; and of 307 selectees for new hires to GS-14, 1.0 percent IWTD. A total of 23,696 qualified external applicants for GS-13, of which 3.0 percent IWTD; and of 291 selectees for new hires to GS-13, 1.4 percent IWTD. (See MD-715 Table B15).

5. Does your agency have a trigger involving IWD 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 (IWD)	Yes **X**	No	N/A
	ii. Internal Selections (IWD)	Yes **X**	No	N/A
b.	Managers			
	i. Qualified Internal Applicants (IWD)	Yes	No	N/A **X**
	ii. Internal Selections (IWD)	Yes	No	N/A **X**
c.	Supervisors			
	i. Qualified Internal Applicants (IWD)	Yes **X**	No	N/A
	ii. Internal Selections (IWD)	Yes **X**	No	N/A

In FY 2023, 806 individuals applied to NASA internal competitive promotions for Executive positions, of which 3.1 percent IWTD. Of the 259 qualified internal applicants, 0.8 percent IWTD. Of the 29 selectees for Executives, no IWTD selected. A total of 1,437 applied for Supervisor positions, of which 3.5 percent IWTD; of 621 qualified internal applicants, 2.3 percent IWTD; and of 92 selectees for promotions to Supervisors, no IWTD. (See MD-715 Table B19). (Note that NASA does not track applicants for managerial positions – this information appears only in the text of the job announcement and is not included in the applicant flow data.)

6. Does your agency have a trigger involving IWTD 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 (IWTD)	Yes X	No	N/A
ii.	Internal Selections (IWTD)	Yes X	No	N/A
b. Managers				
i.	Qualified Internal Applicants (IWTD)	Yes	No	N/A X
ii.	Internal Selections (IWTD)	Yes	No	N/A X
c. Supervisors				
i.	Qualified Internal Applicants (IWTD)	Yes X	No	N/A
ii.	Internal Selections (IWTD)	Yes X	No	N/A

In FY 2023, 806 individuals applied to NASA internal competitive promotions for Executive positions, of which 3.1 percent IWTD. Of the 259 qualified internal applicants, 0.8 percent IWTD. Of the 29 selectees for Executives, no IWTD selected. A total of 1,437 applied for Supervisor positions, of which 3.5 percent IWTD; of 621 qualified internal applicants, 2.3 percent IWTD; and of 92 selectees for promotions to Supervisors, no IWTD. (See MD-715 Table B19). (Note that NASA does not track applicants for managerial positions – this information appears only in the text of the job announcement and is not included in the applicant flow data.)

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

a.	New Hires for Executives (IWD)	Yes X	No	N/A
b.	New Hires for Managers (IWD)	Yes	No	N/A X
c.	New Hires for Supervisors (IWD)	Yes X	No	N/A

In FY 2023, of the 176 qualified external applicants for Executive positions, 4.6 percent IWD. Of the 14 selectees for new hires for Executives, no IWD selected. A total of 6,384 qualified external applicants for Supervisors, of which 5.1 percent IWD; and of 64 selectees for new hires for Supervisors, 1.6 percent IWD. (See MD-715 Table B18). (Note that NASA does not track applicants for managerial positions – this information appears only in the text of the job announcement and is not included in the applicant flow data.)

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

a. New Hires for Executives (IWTD)	Yes **X**	No	N/A
b. New Hires for Managers (IWTD)	Yes	No	N/A **X**
c. New Hires for Supervisors (IWTD)	Yes **X**	No	N/A

In FY 2023, of the 176 qualified external applicants for Executive positions, 1.7 percent IWTD. Of the 14 selectees for new hires for Executives, no IWTD selected. A total of 6,384 qualified external applicants for Supervisors, of which 2.5 percent IWTD; and of 64 selectees for new hires for Supervisors, no IWTD selected. (See MD-715 Table B18). (Note that NASA does not track applicants for managerial positions – this information appears only in the text of the job announcement and is not included in the applicant flow data.)

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 CFR. § 213.3102(u)(6)(i))? If no, please explain why the Center did not convert all eligible Schedule A employees.

   Yes No **X** N/A

Of the 13 Schedule A hires with disabilities eligible for conversion (FY 2021 permanent Schedule A hires with satisfactory service), eight were converted and five were not converted. Of those not converted, one was terminated, and one was reassigned to a different organization.

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

   a. Voluntary Separations (IWD) Yes No **X**
   b. Involuntary Separations (IWD) Yes No **X**

IWD accounted for 50 percent of involuntary separations (8 of 16), which is higher than the inclusion rate for IWD of 15 percent; however, the small number of involuntary separations renders trigger analysis less meaningful. NASA will continue to monitor the IWD inclusion rate for separations. (See Table J2.)

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

   a. Voluntary Separations (IWTD) Yes No **X**
   b. Involuntary Separations (IWTD) Yes No **X**

Separations represent a small percentage of the total NASA workforce; thus, trigger identification is not meaningful. (See Table J2.)

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

Separations represent a small percentage of the total NASA workforce; thus, trigger identification is not meaningful. (See Table J2.)

Table J2. Separations by Disability Status

Separation Type		Total	IWD	IWTD
Inclusion Rate	***%***	***100.0%***	***15%***	***2.7%***
Removal (Involuntary)	#	16	8	3
	%	100.0%	50.0%	18.8%
Resignation (Voluntary)	#	264	31	8
	%	100.0%	11.7%	3.0%
Retirement (Voluntary)	#	627	97	28
	%	100.0%	15.5%	4.5%
Other Separations	#	142	29	5
	%	100.0%	20.4%	3.5%
Total Separations	#	1,049	165	44
	%	100.0%	15.7%	4.2%

Source: NASA MD-715 Table B-1 (losses), data as of 9/30/2023.
Data include permanent employees only. Triggers highlighted.

B. Accessibility of Technology and Facilities

Pursuant to 29 CFR. § 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 Web site 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 Web site for its notice explaining employees' and applicants' rights under the ABA, including a description of how to file a complaint.

Website: https://www.nasa.gov/sites/default/files/atoms/files/aba_statement_final_tagged.pdf

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 facilities and/or technology.

NASA maintains an Agency-wide multi-year implementation plan that identifies the facility accessibility needs of each NASA Center. Agency leadership routinely reviews this plan and assesses status. The facilities team creates an annual Architectural Barriers Act (ABA) report on all Center facility accessibility deficits and progress. The Agency-level DPM has held several information sessions with the Facilities Engineering Division to discuss ABA requirements and related legal authorities.

NASA OCIO maintains a webpage of all accessibility technology options across NASA. This page is available to employees and managers, as well as to applicants and the public. Currently, OCIO is developing a Self-Service Project to assist end-users with their accessibility technology needs. In FY 2022, ODEO's DEP participated on a hiring panel for a new position for the lead in OCIO's Accessibility Customer Engagement Program, as a part of a proactive effort by OCIO to enhance 508 Compliance across the Agency. As part of NASA's DEIA Plan for FY 2023, ODEO coordinated with OCIO on a memo to the workforce, sent on October 18, 2022, that communicated Agency roles and responsibilities for 508 Compliance, as well as expectations of NASA employees. This individual is also developing a list of accessibility technologies that are being used by NASA end-users as part of a catalog of available accessibility technologies and to document mission gaps in this area. This individual is also working toward the development of an OCIO-led accessibility technology help desk and 508 compliance complaints process.

At the Center-level, DPMs manage all RA requests, including technology accessibility issues, acting as liaisons between employees requiring accessibility technology and OCIO.

C. Reasonable Accommodation Program

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

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

In FY 2023, the NASA RA processing average was 32 days. (See Table J3 for average processing time by NASA Center.)

Table J3. Average Processing Times for RA Requests

Center	Average No. of Days
Ames Research Center	28
Armstrong Flight Research Center	14
Glenn Research Center	27
Goddard Space Flight Center	36
Headquarters	13
Johnson Space Center	51
Kennedy Space Center	18
Langley Research Center	3
Marshall Space Flight Center	30
NASA Shared Services Center	14
Stennis Space Center	10
NASA Total	32

Source: NASA RAMS, data for FY 2023.

2. Describe the effectiveness of the policies, procedures, or practices to implement the agency's reasonable accommodation program. 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.

NASA routinely provides RA awareness briefings and trainings to new employees, new supervisors, and interns. In FY 2023, NASA Centers trained more than 1,462 employees on their roles and responsibilities regarding RA, including at least 579 managers and supervisors. (Several Centers do not have a mechanism for separating the number of new managers and supervisors trained—so this data in the RA Report is incomplete.) Further, ODEO DEP presents a session on RA at OCHCO's quarterly HR101 trainings for new managers and supervisors across the Agency. In addition, all ten NASA Centers have designated DPMs to process RA requests and to provide technical assistance to employees, interns, managers, and supervisors. This year, NASA adopted a new Reasonable Accommodation Management System (RAMS), by which the Agency expects to increase timeliness and efficiency in processing requests.

In FY 2022, ODEO created a Disability and Accessibility presentation and information package for OSTEM and Pathways interns, which contained information and resources on RA. This packet of information is given to interns in new cohorts.

ODEO is also currently engaged in a robust RA Process Improvement working group to evaluate all aspects of RA processing to seek potential areas of improvement.

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

Pursuant to 29 CFR. § 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 policies/procedures/practices to implement the PAS requirement at the Center. Examples of an effective program include timely processing, timely providing approved services, conducting training for managers and supervisors, and monitoring requests for trends.

NASA has an Agency-wide BPA for personal assistance services (PAS), for greater efficiency and consistency in providing PAS across the Agency. Each Center has a PAS technical monitor to ensure timely PAS processing and services. The Agency-level DPM monitors requests for trends and acts as the Contracting Officer's Representative to the PAS BPA to monitor contractor timeliness and quality. NASA includes policy and procedures on PAS in its extensive NPR 3713.1C, Reasonable Accommodations Procedures for Individuals with Disabilities.

Section VI: EEO Complaint and Findings Data

A. EEO Complaint Data Involving Harassment

1. During the last fiscal year, did a higher percentage of IWD file a formal EEO complaint alleging harassment, as compared to the government-wide average of 23.1 percent?

Yes No X 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 No X N/A

3. If the Center 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 Center.

There were no findings.

B. EEO Complaint Data Involving Reasonable Accommodation

1. During the last fiscal year, did a higher percentage of IWD file a formal EEO complaint alleging failure to provide an RA, as compared to the government-wide average of 13.8 percent?

Yes No X N/A

2. During the last fiscal year, did any complaints alleging failure to provide RA in a finding of discrimination or a settlement agreement?

Yes No X N/A

3. If the agency had one or more findings of discrimination involving the failure to provide RA during the last fiscal year, please describe the corrective measures taken by the agency.

There were no findings.

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.

1. Has the agency identified any barriers (policies, procedures, and/or practices) that affect employment opportunities for IWD and/or IWTD?

Yes No X

2. Has the agency established a plan to correct the barrier(s) involving IWD and/or IWTD?

Yes No N/A X

3. Identify each trigger and plan to remove the barrier(s), including the barrier(s), objective(s), responsible official(s), planned activities, and, where applicable, accomplishments.

MD-715 PART J	*Affirmative Action Plan for Individuals with Disabilities*
Triggers	The preceding analyses revealed the following triggers: • Performance Awards: There were triggers for cash awards of $1,000 or more (see Part J, section IV, C). • Separations: Although the number of separations is small, there may be triggers for separations of IWD (see Part J, section V, A). • Schedule A Conversions: Not all FY 2021 Schedule A hires were converted to permanent positions with two years (see Part J, section V, A). Note that NASA implemented a new staffing solution in FY 2021; applicant flow data reports for FY 2022-23 are now available from the system. NASA will continue to monitor triggers and initiate appropriate action and activities if trends develop.
Source of Trigger	Workforce data tables.
EEO Group(s) Affected	Individuals with Disabilities and Individuals with Targeted Disabilities
EEO Sources Reviewed	Workforce data tables, complaints data, and FEVS data.
Status of Barrier Analysis Process	Barrier analysis not yet completed.
Objective(s) for the EEO Plan	Improve the monitoring of IWD and IWTD employment at NASA through the following: (1) 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; and (2) develop improved systems for collecting demographic data pertaining to career development programs.

Plan to Address Barriers/Triggers Identified

Responsible Official(s)	Performance Standards Address the Plan? (Yes or No)
Director, Diversity and Data/Analytics Division, ODEO	No; DEIA generally addressed.

Target Date	Planned Activities	Sufficient Staffing & Funding	Modified Date	Completion Date
9/30/2021	Investigate reasons for differences between the IWD inclusion rates and hiring/promotion rates of IWD and IWTD in mission critical occupations.	Yes	9/30/2023	
5/30/2022	Create presentation, video, and packet of information on disability and accessibility for OSTEM and Pathways interns with disabilities	Yes		5/30/2022

9/30/2022	Develop on-going training regarding the NASA Disability Employment Program and reasonable accommodations			9/30/2022
9/30/2022	Award Agency-wide Sign Language Interpretation Blanket Purchasing Agreement	Yes		9/9/2022
10/31/2022	Issue memo on 508 Compliance to the workforce	Yes	Ongoing	10/18/2023
1/31/2023	Implement new Reasonable Accommodations Management System	Yes		12/14/2022
9/30/2023	Collaborate with OCIO's Accessibility Customer Service Program to enhance accessibility technology customer support for end users.	Yes		Ongoing

Fiscal Year	Accomplishments
FY 2023	On September 9, 2022, NASA awarded the first-ever Agency-wide SLI BPA. The SLI BPA enables consistency in the services NASA provides its deaf/hard-of-hearing employees, interns, applicants, and guests – no matter the individual's geographical location within the Agency. In FY 2023, three NASA Centers awarded year-long task orders to the SLI BPA, with one awarded in FY 2024 and another in work.

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

Due to the allocation of resources focusing on developing the NASA DEIA Strategic Plan in adherence to Executive Order requirements, NASA was unable to complete the analysis of hiring and promotion rates of IWD and IWTD in mission critical occupations. However, as part of the key priority goals in the DEIA Strategic Plan, NASA has begun work on obtaining data (including applicant flow data) and developing automated applications to enhance barrier analysis.

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

NASA's Agency-level award of an SLI BPA is a tremendous step toward ensuring equity in services for NASA's deaf/hard-of-hearing workforce, no matter where an employee is located geographically. In FY 2023, three Centers awarded task orders to the SLI BPA. One task order has been awarded in 2024 with another Center in the process of preparing a task order. OCIO's hire of an Accessibility Technology and 508 Compliance customer service lead is a significant step in OCIO's support of NASA's employees with disabilities/targeted disabilities. This individual is also working toward the creation of an OCIO-owned technology accessibility and 508 compliance help desk and complaints system.

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

N/A

APPENDIX A: DATA ANALYSES

Note: The tables below 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 and trigger analyses.

Workforce Summary

External Benchmarks

The U.S. Equal Employment Opportunity Commission (EEOC) requires Agencies to compare the demographic profile of its employees to external benchmarks, such as the National Civilian Labor Force (CLF), which includes all non-institutionalized civilians aged 16 and over who are either employed or unemployed. A disparity between NASA's workforce and the CLF does suggest the need for action; however, in many cases that action is a long-term, societal-level change of increasing opportunities for individuals to enter occupations specific to the Agency.

Table 1. FY 2023 NASA Workforce and CLF Populations

Benchmark

	Male	Female	Hispanic	White	Black or AA	AANHPI	AIAN	Multiracial
CLF	51.8%	48.2%	13.0%	67.5%	12.3%	4.6%	0.6%	2.0%

Employees (By Type)	Total	Male	Female	Hispanic	White	Black or AA	AANHPI	AIAN	Multiracial
Permanent	16,459	64.2%	35.8%	9.4%	69.3%	11.2%	8.5%	0.9%	0.4%
Temporary	1,451	58.0%	42.0%	16.1%	62.1%	7.8%	11.6%	0.4%	0.3%
Student	582	61.7%	38.3%	16.7%	54.6%	7.4%	17.0%	0.5%	0.9%
Total Workforce	18,492	63.7%	36.3%	10.2%	68.3%	10.8%	9.1%	0.8%	0.4%

Sources: NASA MD-715 Application – Executive Summary Data Tables on Tableau Server (nasa.gov) (data as of 09/30/2023); U.S. Census Bureau, EEO Tabulation 2014-18 (American Community Survey data set EEO-CIT02R), accessed at https://www.census.gov/topics/employment/equal-employment-opportunity-tabulation.html

Table 1 shows that the composition of the NASA workforce by race, ethnicity, and gender is similar to the CLF, with three exceptions: (1) NASA employs a higher percentage of AANHPI (9.1 percent) than their representation in the CLF (4.6 percent); (2) NASA has a lower percentage of Hispanics (10.2 percent) than the CLF (13.0 percent); (3) the representation of women in the NASA workforce (36.3 percent) is lower than their representation in the CLF (48.2 percent).

Because the NASA workforce is highly specialized (two-thirds of NASA employees are in science and engineering (S&E) occupations) and the CLF includes all occupations in the country, a comparison to the CLF may not provide a full picture of how well NASA is doing with regard to diversity. In FY 2021, NASA developed an alternative benchmark to better understand how the demographic composition of the NASA workforce compares to an Organizational CLF (OCLF), which is comprised of only those occupations present in the NASA workforce. The OCLF is a weighted average of the RCLF for each occupation present in the Agency; it indicates what NASA would look like demographically if it were

hiring individuals in the same proportion as they are in the qualified applicant pool for the occupations in the NASA workforce (i.e., the RCLF). This metric is designed to bridge the gap between the non-specific CLF metric and the occupation specific RCLF metrics (the RCLF is discussed below).

Internal Benchmark

Per EEOC guidance, agencies also should compare subgroups of their workforce to the total workforce when doing trigger analysis. 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. For larger groups, NASA uses a standard of a two-percentage point difference from the benchmark when identifying triggers. Table 2 reveals the following triggers (highlighted in orange for 2-3 percent difference and red for 3 percent difference or more) for some traditionally underrepresented groups at NASA, when compared to their total representation:

- ***Asian Americans, Native Hawaiians and Pacific Islanders (AANHPI)*** are underrepresented in SES and SL positions (5.5 percent and 4.9 percent, respectively) compared to their overall participation in the NASA workforce (9.1 percent). AANHPI employees also are underrepresented in supervisory positions, in which they account for 5.9 percent.
- ***Blacks and African Americans*** are underrepresented in ST, SL, and student positions (1.2 percent, 2.0 percent, and 7.4 percent), compared to their overall participation in the NASA workforce (10.8 percent).
- ***Hispanics and Latinos*** are underrepresented in SES, ST, and SL positions (5.5 percent, 7.0 percent, and 4.9 percent, respectively) compared to their overall participation in the NASA workforce (10.2 percent). Hispanics also are slightly underrepresented in supervisory positions, in which they account for 8.1 percent.
- ***American Indians and Alaska Natives (AIAN)*** represent 0.8 percent of the NASA workforce. Their small number (155 AIAN individuals are employed by NASA), renders comparisons of smaller subgroups to their total employment less meaningful.
- ***Women*** are underrepresented in ST, SL, and GS-14/GS-15 positions (22.1 percent, 22.5 percent, and 32.9 percent, respectively) compared to their overall representation in the NASA workforce (36.3 percent).

These triggers are the same triggers identified in FY 2022.

Table 2. NASA Employees (Selected Groups) by Race, Ethnicity, and Gender: FY 2023

Benchmark

	Male	Female	Hispanic	White	Black or AA	AANHPI	AIAN	Multiracial
CLF	51.8%	48.2%	13.0%	67.5%	12.3%	4.6%	0.6%	2.0%

Employees (By Type)	Total	Male	Female	Hispanic	White	Black or AA	AANHPI	AIAN	Multiracial
Permanent	16,459	64.2%	35.8%	9.4%	69.3%	11.2%	8.5%	0.9%	0.4%
Temporary	1,451	58.0%	42.0%	16.1%	62.1%	7.8%	11.6%	0.4%	0.3%
Student	582	61.7%	38.3%	16.7%	54.6%	7.4%	17.0%	0.5%	0.9%
Total Workforce	18,492	63.7%	36.3%	10.2%	68.3%	10.8%	9.1%	0.8%	0.4%

		Male	Female	Hispanic	White	Black or AA	AANHPI	AIAN	Multiracial
GS 1-10 Cluster	925	51.5%	48.5%	14.9%	55.2%	13.5%	12.3%	0.6%	0.9%
GS 11-12 Cluster	2,180	51.7%	48.3%	13.4%	61.1%	15.0%	8.8%	0.6%	0.4%
GS 13	4,512	63.5%	36.5%	11.5%	65.6%	11.6%	8.9%	1.2%	0.5%
GS 14	4,872	64.8%	35.2%	10.0%	68.5%	10.3%	9.7%	0.9%	0.3%
GS 15	5,249	69.3%	30.7%	7.4%	74.4%	8.7%	8.4%	0.7%	0.3%
GS 14-15 Cluster	10,121	67.1%	32.9%	8.6%	71.6%	9.5%	9.0%	0.8%	0.3%
Subtotal	17,738	63.5%	36.5%	10.3%	67.9%	10.9%	9.1%	0.9%	0.4%

Executives		Male	Female	Hispanic	White	Black or AA	AANHPI	AIAN	Multiracial
EX	4	50.0%	50.0%		75.0%		25.0%		
SES	419	63.7%	36.3%	5.5%	77.1%	10.5%	5.5%	0.5%	0.7%
SL	102	77.5%	22.5%	4.9%	86.3%	2.0%	4.9%	2.0%	
ST	86	77.9%	22.1%	7.0%	79.1%	1.2%	12.8%		
Total	611	67.9%	32.1%	5.6%	78.9%	7.7%	6.5%	0.7%	0.5%

Other Pay Rates

All Other Pay Rates	143	63.6%	36.4%	15.4%	65.0%	6.3%	10.5%		

Source: NASA MD-715 Application – Executive Summary Data Tables on Tableau Server (nasa.gov) (data as of 09/30/2023). Triggers are highlighted. “All Other Pay Rates” include pay rates for Advisory Committee Members, Experts, and Consultants, and administratively determined rates. “Students” are interns hired through OPM’s Pathways program.

The percentage of minorities and women decreases as grade levels increase. For example, in FY 2023, Hispanics and Latinos accounted for 11.5 percent of NASA employees at grade GS-13, 8.6 percent at grades GS-14 and GS-15, and 5.6 percent of the SES/SL/ST. Women account for 36.5 percent of those in grade GS-13, 32.9 percent in grades GS-14 and GS-15, and 32 percent of those in the SES/SL/ST. Although the percentages of minorities and women at each grade level has increased slightly since FY 2017, this trend has remained. (See Figures 1 and 2). Future barrier analyses will further examine this trend for root causes.

Figure 1. NASA Workforce by Race/Ethnicity and Senior Grade Category: FY 2023

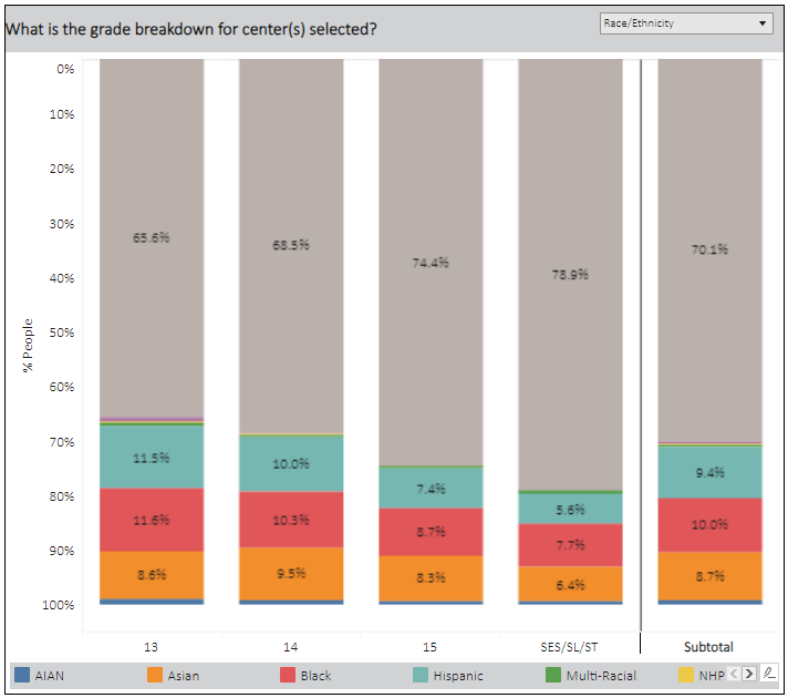
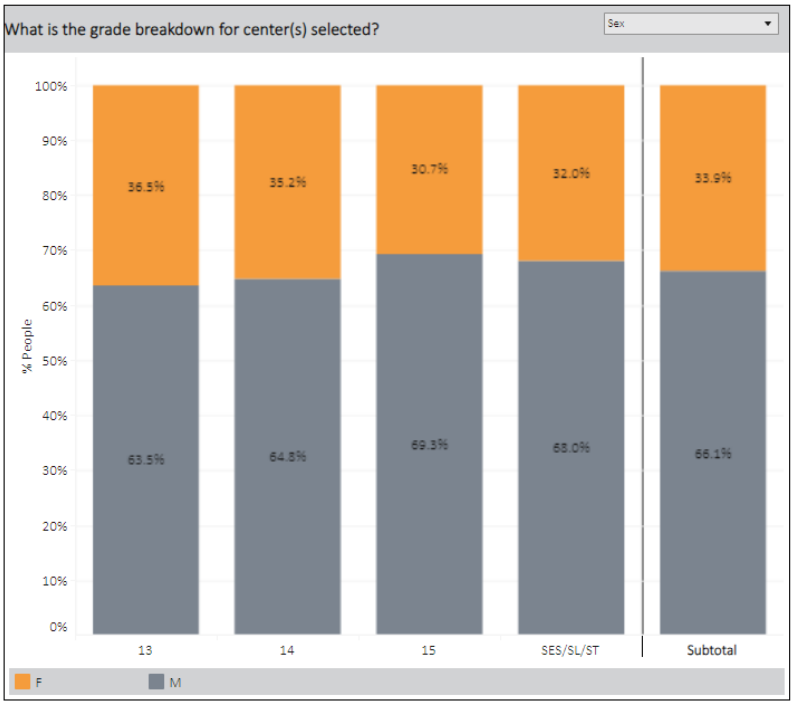


Figure 2. NASA Workforce by Gender and Senior Grade Category: FY 2023



Source for Figures 1 and 2: NASA Workforce Demographics Application on Tableau Server (nasa.gov) (data as of 9/30/2023).

Occupational Categories

Because the NASA workforce is highly specialized, it is useful to compare employees in specific occupations to the individuals in the civilian labor force in similar occupations (the RCLF). Employment ratios below the RCLF for any group is another trigger. Tables 3 and 4 reveal the following:

- In most NASA mission critical occupations, minorities and women are employed at higher percentages at NASA than in the RCLF. In fact, there are no triggers by race, ethnicity, or gender for Electrical Engineers, Electronics Engineers, Space Scientists, General Administrative positions, Management and Program Analysts, and Contract Specialists. However, the following triggers were observed:
  - ***Asian American, Native Hawaiians and Pacific Islanders*** are employed in lower percentages at NASA than in the RCLF in General Engineering, Computer Engineering, and Physical Science positions.
    - AANHPI account for 7.4 percent of General Engineering positions at NASA and 12.1 percent in the RCLF.
    - Similarly, AANHPI are 14.6 percent of NASA Computer Engineers, though they account for 19.0 percent in the RCLF.
    - AANHPI account for 13.8 percent of Physical Scientists at NASA and 16.4 percent in the RCLF. (In FY 2023, NASA completed its barrier analysis of demographic groups Physical Science positions; see Appendix B.)
  - There is no workforce participation of ***American Indians or Alaska Natives*** in Space Science positions at NASA and fewer AIAN individuals in Finance positions than expected.
  - ***Women*** account for 35.4 percent of Physical Scientists at NASA and 43.4 percent of those in the RCLF.
- Compared to the RCLF, AANHPI, Blacks, Hispanics, and Women are overrepresented in several Professional Administrative (PA) occupations, including Information Technology Specialists and Accountants. **Note:** Whites and Males are underrepresented in some S&E and PA occupations relative to the RCLF. However, because they account for the majority of employees in those occupations, NASA will focus on other triggers first.

Table 3. NASA Mission Critical S&E Occupations by Race, Ethnicity, and Gender: FY 2023

		AA-NHPI	Black	Hispanic	Multi-racial	AIAN	White	Unde-clared	Male	Female
0801 - General Engineer (n=3,431)	**NASA:**	**7.4%**	**6.3%**	**9.2%**	**0.3%**	**1.0%**	**75.4%**	**0.4%**	**70.1%**	**29.9%**
	RCLF:	12.1%	4.8%	6.9%	2.0%	0.2%	74.0%	--	87.1%	12.9%
0850 - Electrical Engineer (n=328)	**NASA:**	**14.3%**	**7.9%**	**13.4%**	**0.3%**	**0.9%**	**62.8%**	**0.3%**	**84.5%**	**15.5%**
	RCLF:	12.1%	5.6%	7.3%	2.1%	0.2%	72.8%	--	91.1%	8.9%
0854 - Computer Engineer (n=677)	**NASA:**	**14.6%**	**10.0%**	**10.6%**	**0.4%**	**0.6%**	**63.5%**	**0.1%**	**74.3%**	**25.7%**
	RCLF:	19.0%	8.4%	6.7%	1.7%	0.1%	64.2%	--	85.9%	14.1%
0855 - Electronics Engineer (n=749)	**NASA:**	**16.4%**	**6.1%**	**10.5%**	**0.3%**	**0.5%**	**65.8%**	**0.3%**	**84.2%**	**15.8%**
	RCLF:	12.1%	5.6%	7.3%	2.1%	0.2%	72.8%	--	91.1%	8.9%
0861 - Aerospace Engineer (n=4,511)	**NASA:**	**9.9%**	**5.9%**	**9.8%**	**0.2%**	**0.6%**	**73.4%**	**0.3%**	**76.3%**	**23.7%**
	RCLF:	11.2%	4.2%	7.8%	2.4%	0.3%	74.1%	--	87.4%	12.6%
1301 - Physical Scientist (n=486)	**NASA:**	**13.8%**	**3.1%**	**8.2%**	**0.0%**	**0.2%**	**74.5%**	**0.2%**	**64.6%**	**35.4%**
	RCLF:	16.4%	3.8%	5.6%	2.3%	0.2%	71.8%	--	56.6%	43.4%
1330 - Space Scientist (n=345)	**NASA:**	**8.1%**	**2.0%**	**8.4%**	**0.0%**	**0.0%**	**81.4%**	**0.0%**	**67.8%**	**32.2%**
	RCLF:	8.6%	3.6%	4.7%	1.8%	0.2%	81.0%	--	81.0%	19.0%

Table 4. NASA Mission Critical and Other Professional Administrative Occupations by Race, Ethnicity, and Gender: FY 2023

		AA-NHPI	Black	Hispanic	Multi-racial	AIAN	White	Unde-clared	Male	Female
0301 - General Administrative (n=975)	**NASA:**	**5.1%**	**19.1%**	**9.0%**	**1.0%**	**0.8%**	**64.2%**	**0.7%**	**38.2%**	**61.8%**
	RCLF:	6.3%	12.5%	8.7%	0.6%	1.0%	70.9%	--	36.7%	63.3%
0343 -Management and Program Analyst (n=897)	**NASA:**	**7.6%**	**16.7%**	**12.5%**	**0.6%**	**1.6%**	**60.4%**	**0.7%**	**35.2%**	**64.8%**
	RCLF:	5.9%	6.8%	4.6%	0.5%	0.6%	81.6%	--	58.4%	41.6%
0501 - Finance (n=317)	**NASA:**	**7.9%**	**24.0%**	**8.5%**	**0.3%**	**0.3%**	**59.0%**	**0.0%**	**30.3%**	**69.7%**
	RCLF:	5.0%	12.3%	9.8%	0.5%	1.2%	71.1%	--	43.7%	56.3%
0510 - Accountant (n=286)	**NASA:**	**12.6%**	**31.5%**	**8.7%**	**0.0%**	**1.0%**	**46.2%**	**0.0%**	**29.4%**	**70.6%**
	RCLF:	8.6%	8.1%	6.1%	0.5%	0.6%	76.0%	--	39.9%	60.1%
1102 - Contract Specialist (n=773)	**NASA:**	**7.4%**	**24.3%**	**12.7%**	**0.5%**	**0.6%**	**53.7%**	**0.8%**	**41.4%**	**58.6%**
	RCLF:	3.3%	8.5%	7.1%	0.4%	0.8%	80.0%	--	46.2%	53.8%
2210 - Information Technology Specialist (n=610)	**NASA:**	**7.7%**	**15.2%**	**8.9%**	**0.8%**	**1.1%**	**65.2%**	**1.0%**	**61.6%**	**38.4%**
	RCLF:	6.8%	11.1%	7.6%	0.6%	0.8%	73.1%	--	70.4%	29.6%

Sources: NASA MD-715 Application – Executive Summary Data Tables on Tableau Server (nasa.gov) (data as of 09/30/2023); U.S. Census Bureau, EEO Tabulation 2014-18 (American Community Survey data set EEO-CIT02R) at https://www.census.gov/topics/employment/equal-employment-opportunity-tabulation.html. Triggers are highlighted.

Individuals with Disabilities

NASA has made progress in achieving EEOC goals for the employment of individuals with disabilities (12 percent) and targeted disabilities (2 percent of 12 percent). NASA exceeds the EEOC goals for the employment of IWD and IWTD in grades GS-10 and below and grades GS-11 and above (See Table 5 below). NASA continues to monitor the workforce participation of IWD and IWTD and encourages individuals to update their disability status on an annual basis.

Table 5. Employees with Disabilities (% of NASA Workforce): FY 2023

Employees (By Type)	Total	Target Disability	Disability	Not Identified	No Disability
Permanent Workforce	16,459	2.7%	15.2%	5.5%	79.3%
Temporary	1,451	1.9%	15.9%	19.4%	64.7%
Student	582	0.7%	11.7%	18.9%	69.4%
Total NASA Workforce	18,492	2.5%	15.1%	7.0%	77.8%

Summary		Target Disability	Disability	Not Identified	No Disability
GS 1-10 Cluster	925	2.7%	17.5%	15.2%	67.2%
GS 11-15 + SES/SL/ST/Cluster	17,567	2.5%	15.0%	6.6%	78.4%

Source: NASA Management Directive 715 (MD-715) Application – Executive Summary Data Tables on Tableau Server (nasa.gov) (data as of 09/30/2023). Triggers are highlighted (IWD and IWTD are below affirmative employment goal in temporary and student positions). Notes for Table 5: NASA revised its calculations in September 2020 to better conform with EEOC guidance, which require agencies to report on full-time permanent employees. Data on IWD and IWTD include 1) all full-time, permanent non-student employees who identified as having a disability on OPM Standard Form (SF) 256; and 2) full-time, permanent disabled veterans who are classified as "10-Point/Compensable/30 Percent," but who have not claimed a disability on SF 256.

Federal Employee Viewpoint Survey (FEVS) Results

As a result of NASA's prioritization of DEIA, NASA has been ranked the "Best Place to Work in the Federal Government" among large Federal agencies for 11 consecutive years, based on data from the Federal Employee Viewpoint Survey (FEVS). These positive perceptions among the workforce help translate into NASA's continued viability as an employer of choice. Moreover, NASA maintained its status as a leader in Federal DEIA efforts, recognized by the Partnership for Public Service Best Places to Work in the Federal Government Rankings. NASA maintained its high positive scores on several DEIA-related questions. For example, in 2023, 92 percent of employees stated that they agreed with the statement "Employees in my work unit treat me as a valued member of the team." In addition, 89 percent of NASA employees responded positively to the statement "Employees in my work unit make me feel I belong." While 87 percent responded positively to the statement "My supervisor demonstrates a commitment to workforce diversity (e.g., recruitment, promotion opportunities, development)." (See Figure 3 below.)

Figure 3. FEVS Questions Focused on New DEIA Category (NASA % Positive): FY 2023

DEIA	Q43	My organization's management practices promote diversity (e.g., outreach, recruitment, promotion opportunities).	83.8%
	Q44	My supervisor demonstrates a commitment to workforce diversity (e.g., recruitment, promotion opportunities, develo..	86.8%
	Q45	I have similar access to advancement opportunities (e.g., promotion, career development, training) as others in my wo..	79.9%
	Q46	My supervisor provides opportunities fairly to all employees in my work unit (e.g., promotions, work assignments).	84.0%
	Q47	In my work unit, excellent work is similarly recognized for all employees (e.g., awards, acknowledgements).	79.1%
	Q48	Employees in my work unit treat me as a valued member of the team.	91.6%
	Q49	Employees in my work unit make me feel I belong.	88.8%
	Q50	Employees in my work unit care about me as a person.	87.1%
	Q51	I am comfortable expressing opinions that are different from other employees in my work unit.	84.9%
	Q52	In my work unit, people's differences are respected.	89.0%
	Q53	I can be myself and be successful within my organization.	84.9%
	Q54	My organization has an effective process for meeting accessibility needs (e.g., reasonable accommodations)	87.0%

Sources: OPM and NASA, FEVS Results (NASA began conducting the FEVS in-house in FY 2021). Percentages represent the percentage of responses that were positive. In FY 2023, there were 13,779 NASA respondents.

In 2022, OPM added several new questions to the FEVS focused on DEIA. An analysis of responses to those questions by demographic groups found that on those several measures, many members of minority groups have less positive responses than the NASA overall scores. For example, in 2023, the overall NASA response for the question, "My supervisor demonstrates a commitment to workforce diversity (e.g., recruitment, promotion opportunities, development)" was 87 percent positive. However, AIAN and Black employees responded much less favorably (78 percent positive and 80 percent positive, respectively). Further, individuals with disability had lower positive responses. A similar pattern in responses was observed for other questions related to DEIA. (See Table 5).

Table 5. Selected FEVS Responses by Ethnicity, Race, Gender and Disability Status: FY 2023

	FEVS Questions Focused on DEIA: 2023	NASA Total	Gender		Ethnicity	Race						IWD
			Female	Male	Hispanic	AIAN	Asian	Black	NHOPI	Multi-racial	White	
Q43	My organization's management practices promote diversity (e.g., outreach, recruitment, promotion opportunities)	83.8%	82.2%	86.1%	83.0%	77.6%	83.4%	73.1%	90.2%	79.8%	86.3%	80.0%
Q44	My supervisor demonstrates a commitment to workforce diversity (e.g., recruitment, promotion opportunities, development)	86.8%	85.8%	88.6%	85.6%	77.9%	85.0%	80.0%	95.0%	85.0%	88.7%	83.1%
Q45	I have similar access to advancement opportunities (e.g., promotion, career development, training) as others in my work	79.9%	80.3%	81.6%	80.7%	63.3%	81.4%	74.7%	79.1%	74.9%	82.2%	72.8%
Q46	My supervisor provides opportunities fairly to all employees in my work unit (e.g., promotions, work assignments)	84.0%	82.2%	86.7%	83.3%	71.6%	83.9%	78.7%	84.6%	80.1%	86.1%	77.7%
Q47	In my work unit, excellent work is similarly recognized for all employees (e.g., awards, acknowledgements)	79.1%	77.0%	82.0%	79.1%	72.7%	79.2%	75.2%	82.1%	76.2%	80.9%	72.5%
Q48	Employees in my work unit treat me as a valued member of the team	91.6%	91.5%	92.8%	90.5%	91.0%	91.1%	90.3%	93.0%	88.3%	92.7%	87.4%
Q49	Employees in my work unit make me feel I belong	88.8%	88.6%	90.4%	88.1%	84.8%	89.1%	86.5%	90.2%	84.0%	90.4%	84.3%
Q50	Employees in my work unit care about me as a person	87.1%	87.5%	88.2%	86.4%	83.1%	87.1%	83.3%	85.4%	81.6%	88.8%	83.0%
Q51	I am comfortable expressing opinions that are different from other employees in my work	84.9%	84.8%	86.7%	85.9%	77.2%	85.8%	84.6%	76.2%	79.3%	86.5%	82.0%
Q52	In my work unit, people's differences are respected	89.0%	88.3%	90.9%	89.3%	83.3%	87.8%	85.8%	90.0%	84.8%	90.7%	83.9%
Q53	I can be successful in my organization being myself	84.9%	85.0%	87.0%	85.0%	76.0%	86.1%	79.9%	80.9%	77.2%	87.3%	76.9%
Q54	My organization has an effecgtive process for meeting accessibility needs (e.g. reasonable accomodations)	87.0%	85.7%	89.0%	87.3%	88.4%	87.3%	85.5%	97.2%	85.0%	88.2%	80.2%

Source: NASA Office of the Chief Human Capital Officer (OCHCO), Federal Employee Viewpoint Survey, 2023.

APPENDIX B: PHYSICAL SCIENCE BARRIER ANALYSIS PLAN AND INITIAL FINDINGS

Barrier Analysis Overview

Purpose:
While preparing the agency MD-715 report, it was noticed that there were potential discrepancies between our workforce and metrics such as the Civilian Labor Force (CLF) and Relevant Civilian Labor Force (RCLF) within the physical science occupational series (1300s). Thus, the Agency is undertaking a process to further explore potential underlying causes of these discrepancies in order to determine their root cause.

Process Overview:
This barrier analysis uses a multiphase process to systematically dig deeper as guided by data. Phase 1 of this process examines general representation of demographic groups within the physical science positions. Phases 2 and 3 examine existing personnel data such as loss and hire data to further explore what factors may be contributing to discrepancies discovered in phase 1. At phase 4, a systematic set of questions is used to determine where we may still have missing information about triggers uncovered in phases 1-3. In phases 5-6, we use qualitative and quantitative data collection techniques to gain input from members of potentially affected demographic groups. Finally, at phase 7, we identify root causes that may be potential barriers, and document potential ways of addressing those barriers with future actions.

Table 1. List of Positions Examined.

1301-Physical Scientist
1306- Health Physicist
1310- Physicist
1311- Physical Science Technician
1313- Geophysicist
1320- Chemist
1330- Space Scientist
1340- Meteorologist
1360- Oceanographer
1386- Photographic Technologist
1399- Physical Science Trainee

Phase 1

Purpose of Phase:

In phase 1, the attention is focused primarily on general representation questions and surface level indicators of inclusion barriers. The goal is to identify where our existing workforce looks different from common metrics such as the CLF and the RCLF.

Data Examined:

We examine surface indicators of the following 5 questions:

- Does our diversity match the population?
- Is our diversity moving towards or away from equal participation?
- How does our diversity of specific positions match the labor force?
- Are there inconsistencies in advancement?
- Are there any potential barriers to inclusion?

For the first two questions, the current workforce is compared to the CLF and a weighted average of RCLF values specific to the NASA physical science workforce known as the Organization Civilian Labor Force (OCLF). This examination looks both at current participation as well as five-year trends in that participation. The same process is then used again for question 3, except the occupation specific RCLF replaces the CLF and the weighted average. For advancement concerns at this phase, participation percentages are examined across grade levels to determine whether demographic groups are reaching higher positions within the Agency. Finally, the main indices within the Federal Employee Viewpoint Survey (FEVS) are examined to determine whether there is a trigger indicating the potential presence of an inclusion barrier.

Data Findings:

First, all of the demographic group percentages in the workforce were compared to CLF values. Four races/ethnicities were below the CLF including African Americans, Hispanics, American Indian and Alaska Native (AIAN), and individuals identifying as more than one race. This last group is absent from the Physical Science workforce. Only one AIAN employee has been employed over the past five years in this series. However, the trend for African American participation and Hispanic participation has trended upward over the last five years (from 2.5 percent to 3 percent for African Americans, and from 4.1 percent to 5.7 percent for Hispanics). Comparing the groups to the weighted RCLF values, however, only Asian American and Pacific Islander (AAPI; within 1 percent), AIAN, and multiracial (absent) employees show low participation rates. For women, participation is below CLF values but above weighted RCLF values, and their participation in physical science jobs has grown by 5 percent points over the last five years. The results of these comparisons suggest that there is a need societally to work on building participation in physical science fields for women, African Americans, Hispanics, AIAN, and individuals identifying as more than one race. However, for AAPI, AIAN, and individuals identifying as more than one race, further exploration of potential triggers is needed.

Percentages were also examined by grade and within specific positions. Looking further at participation percentages by grade, it was identified that AAPI, Hispanic, and female employees are not participating equally in higher GS and/or executive grades. For specific position comparisons, the following groups show low participation compared to the RCLF:

- 1301: AAPI, African American women (slightly), AIAN, women
- 1310: Hispanics (men are low and women are absent) and AIAN (absent)
- 1330: AAPI men, African American men, and AIAN (absent)

Finally, the FEVS main indices were examined to determine if there is the potential for barriers to inclusion. For women, scores on the Inclusion index were about three points lower than the index for men. For Hispanics, all three indices were multiple points lower than the physical science average and the NASA average.

Center Insight:
Before digging deeper into the data, data analysts around the Agency provided input on why some of these trends may exist, and some potential recommendations for where to look next. The following is a summary of their input:

- Examine Asian Americans and Pacific Islanders separately in analyses. (This did not make much of a difference in the findings.)
- Ames Research Center noted low participation rates of AAPI employees within these positions, which was surprising given their location on the west coast. They were not able to immediately identify a cause for this trend.
- Headquarters noted that they have low participation rates for AAPI employees across positions that likely contributed to their low participation rates in physical sciences.
- It was also mentioned that long tenures in high positions and a lack of detail opportunities with physical science jobs may be contributing to low participations for certain groups at higher grades and in executive positions.

Table 2. NASA Physical Science Workforce Compared to the CLF and Weighted RCLF: FY 2016-Present.

	AAPI	Black	Hispanic	Multi-Racial	AIAN	White	Male	Female
CLF	**4.1%**	**12.0%**	**10.0%**	**0.6%**	**1.1%**	**72.3%**	**51.8%**	**48.2%**
Weighted RCLF	**10.6%**	**3.0%**	**4.1%**	**0.6%**	**0.6%**	**81.1%**	**72.2%**	**27.8%**
Current (September 2021)	10.0%	3.0%	5.7%	0.0%	0.1%	81.2%	71.1%	28.9%
FY 2020	10.0%	2.9%	5.0%	0.0%	0.1%	81.9%	72.5%	27.5%
FY 2019	9.7%	2.9%	5.0%	0.0%	0.1%	82.3%	74.3%	25.7%
FY 2018	8.6%	2.8%	4.8%	0.0%	0.1%	83.7%	75.2%	24.8%
FY 2017	9.0%	2.5%	4.1%	0.0%	0.1%	84.3%	75.6%	24.4%
FY 2016	8.5%	2.5%	4.1%	0.0%	0.1%	84.9%	76.0%	24.0%

Note: FY 2021 data was current as of phase 1 of barrier analysis.

Table 3. Current NASA Physical Science Workforce Compared to the Relevant Civilian Labor Force.

		AAPI	Black	Hispanic	Multi-Racial	AIAN	White	Male	Female
1301	RCLF	12.6%	3.0%	5.8%	0.0%	0.2%	78.5%	67.6%	32.4%
	NASA	14.9%	3.6%	4.3%	0.5%	0.6%	75.9%	60.8%	39.0%
1310	RCLF	9.0%	7.2%	2.7%	0.0%	0.0%	81.1%	83.8%	16.2%
	NASA	7.0%	2.2%	4.0%	0.6%	0.5%	85.5%	84.1%	15.7%
1330	RCLF	7.3%	1.5%	6.1%	0.0%	0.0%	85.2%	69.4%	30.6%
	NASA	7.0%	2.2%	4.0%	0.6%	0.5%	85.5%	84.1%	15.7%

Note: Only job series with more than 50 people are listed.

Table 4. 2020 FEVS Data in Physical Science Positions.

	NASA	Physical Science	AAPI	Black	Hispanic	White	Male	Female
Engagement	83	81.2	88.6	87.4	77.2	80.8	80.9	82.1
Satisfaction	81.5	79	81.3	81	77.5	78.8	77.4	82.5
Inclusion	79.3	76.3	80.3	86	71.5	76	74.2	74.2

Note: There was insufficient data to examine AIAN or multiracial demographic groups.

Phase 2

Purpose of Phase:
While phase 1 looked almost exclusively at participation percentages among groups, the goal of phase 2 was to look at other existing personnel data to begin identifying why participation discrepancies might exist.

Data Examined:
For the groups that showed low participation compared to RCLF data both within a single position (e.g., 1301) and across all the positions, hire and loss rates were examined to see if the discrepancies are best explained by the inability to hire members of that demographic versus high loss rates among that demographic.

For the groups that showed low participation rates in high and/or executive positions, multiple explanations were examined. We examined time-in-grade and time-in-position differences and percentages of the group promoted over the last 1, 3, and 5 years to see whether this is a promotional issue. Second, to ensure that the discrepancies were not accounted for by a high percentage of earlier career employees, average age as well as loss and hire percentages were examined. Finally, performance evaluation averages and education level distributions were examined to determine whether there is a qualification, perceived qualification, or work quality issue that may be slowing the group's average advancement.

The last data source examined in phase 2 was again the FEVS data. In phase 2, the sub-indices for inclusion were looked at by gender, and the sub-indices for all main indices were looked at for Hispanic employees, who previously showed low scores across all the indices.

Data Findings:
Looking first at the demographic groups that showed low participation overall compared to RCLF data, the following summarizes the findings for each demographic group:

- ***AAPI:*** As an Agency, hires have been above the Physical Science RCLF values (except for the 1301 series where they are just slightly below). Losses have slightly exceeded the size of the workforce over the past five years (8.8 percent of losses and 8.5 percent of the workforce in 2016). This trend is most notable in the 1301 series. At ARC, losses have been slightly elevated compared to their percentage of the workforce. In addition, hires have been low at HQ and MSFC, Centers that have low AAPI percentages overall.

- ***African Americans***: This group showed no disparities overall but showed some low participation rates in specific positions when examined in combination with gender. African American men have been hired to 1330 positions at a low rate, and African American women have been hired to 1301 positions at a low rate.

- ***AIAN***: There have been no hires to physical science positions in the last five years. There has only been one employee of this demographic group in these positions in the last five years, and they have not left the agency.
- ***Multiracial***: There have been no hires to physical science positions in the last five years, and there have been no losses because this demographic group has been absent for the duration.

Looking next at the demographic groups that showed low participation in high grades, the following summarizes the findings for each demographic group:

- ***AAPI***: This group shows high average linger times in their current grade and position.
- ***Hispanics***: High recent turnovers, high recent hires, and a younger average age than other demographic groups might suggest that some of the promotional disparity with this demographic could be accounted for by Hispanic employees being earlier in their careers. More data is needed to fully explore if and to what extent this explains the discrepancy. Furthermore, the combined data showing that they aren't reaching GS-15 positions at high levels with data showing that they aren't getting promoted below GS-15 at high parallel rates to other demographics suggests that there may be some promotional barrier stopping Hispanics from effectively reaching GS-15 positions. It should be noted that Hispanic employees do have a slightly low rate of PhDs compared to several of the other demographics (only about 79 percent of Hispanic employees compared to 82 percent of White employees and 87 percent of AAPI employees).
- ***Women:*** This group is actually getting promoted faster and at higher rates than men. Women show an average age about four years younger than men, which could suggest women in these positions are earlier in their careers. Women also show a lower percentage of graduate degrees and PhDs compared to men in these positions. As stated in the Center insight section of phase 1, it was also posed that high linger times in GS-15 and SES positions and few detail opportunities could be hindering women from higher grade levels despite them advancing quickly in general. The former appears to be supported by enhanced time-in-grade durations for GS-15 and SES employees in these positions. The latter will require input from OCHCO and/or current employees at later phases of this barrier analysis.

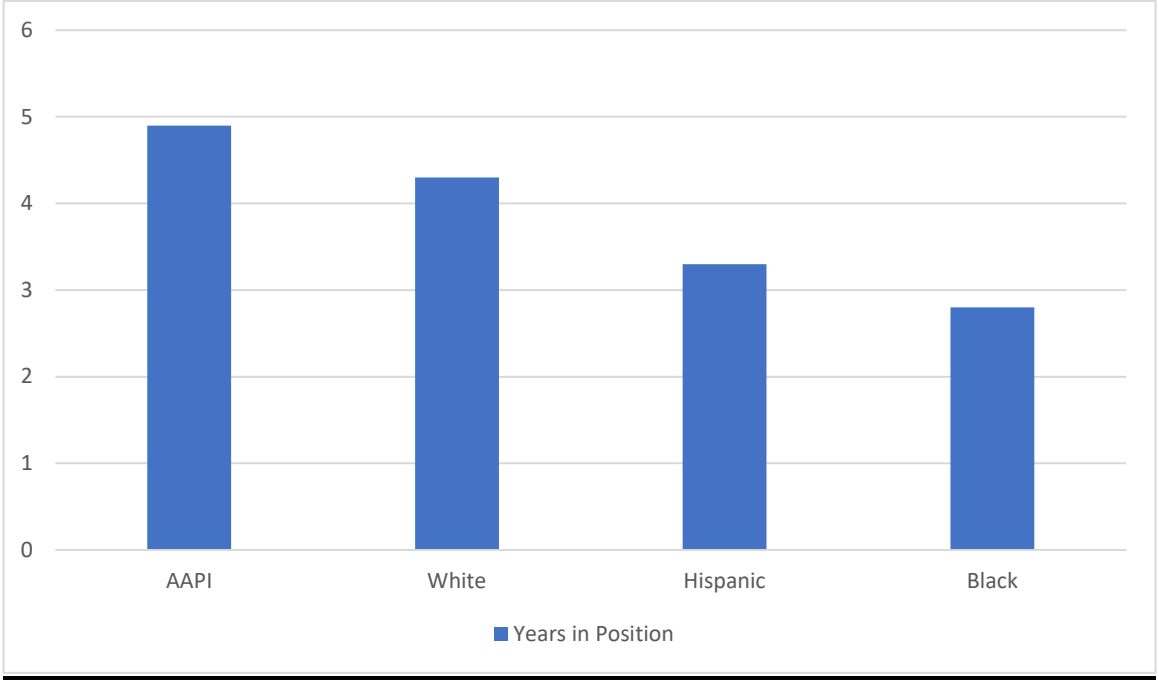
Finally, in examination of FEVS sub-indices, the following was found for each demographic group:

- ***Women:*** Women appear to show the greatest discrepancy from men on the cooperative and open sub-indices of inclusion but show a higher score for empowering.
- ***Hispanics:*** In engagement, Hispanics show lower scores for both the leadership and supervision indices. For inclusion, their scores are lower on the fair, open, and cooperative sub-indices. The discrepancy in satisfaction appears to be completely driven by response to intention to refer people to NASA, indicating that their dissatisfaction likely comes from sources other than their pay, job, or organization.

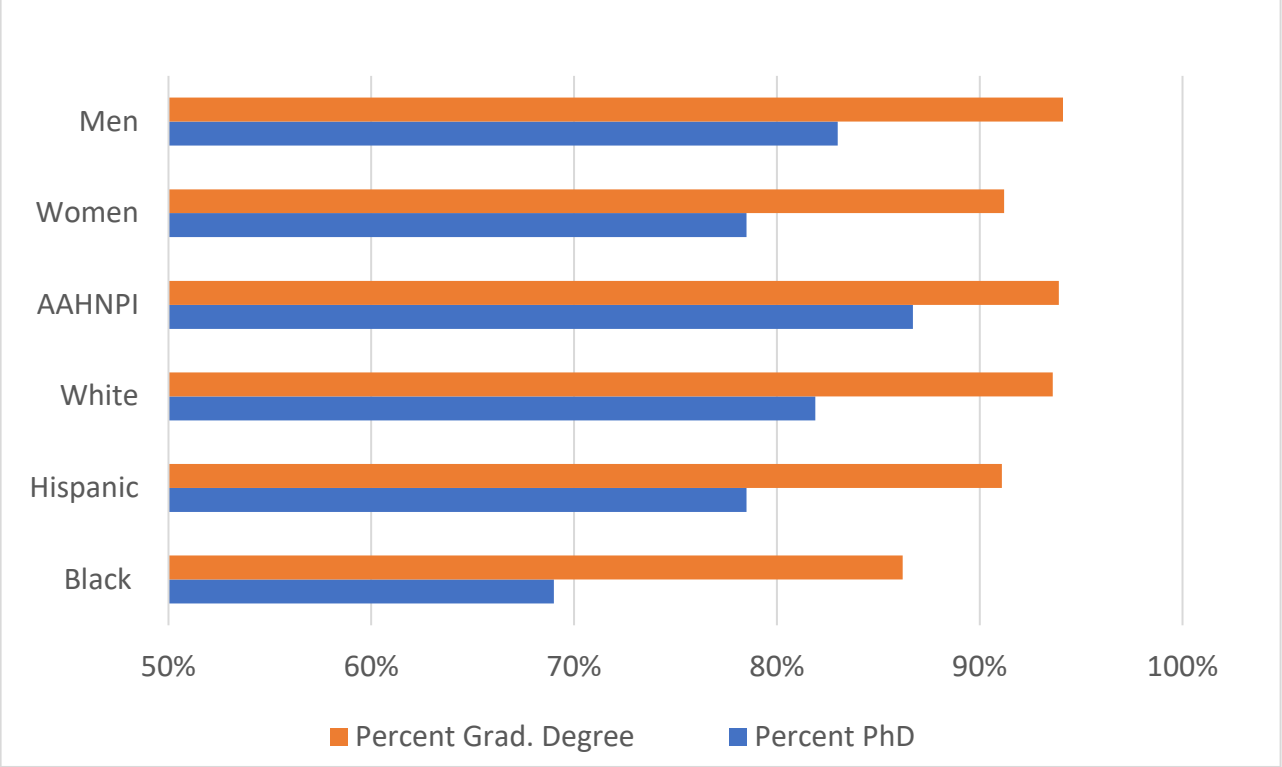
Center Insight:

- For HQ, they had high loss rates for AAPI. They suggest that it could be due in part to low satisfaction among the group. This is not a trend overall but may be affecting loss values for AAPI at their Center.
- For ARC, they also had high loss rates for AAPI, but noted that the group's losses were due to retirements. May suggest a need to look at post-retirement linger time to see if the group is staying less long past retirement compared to others.

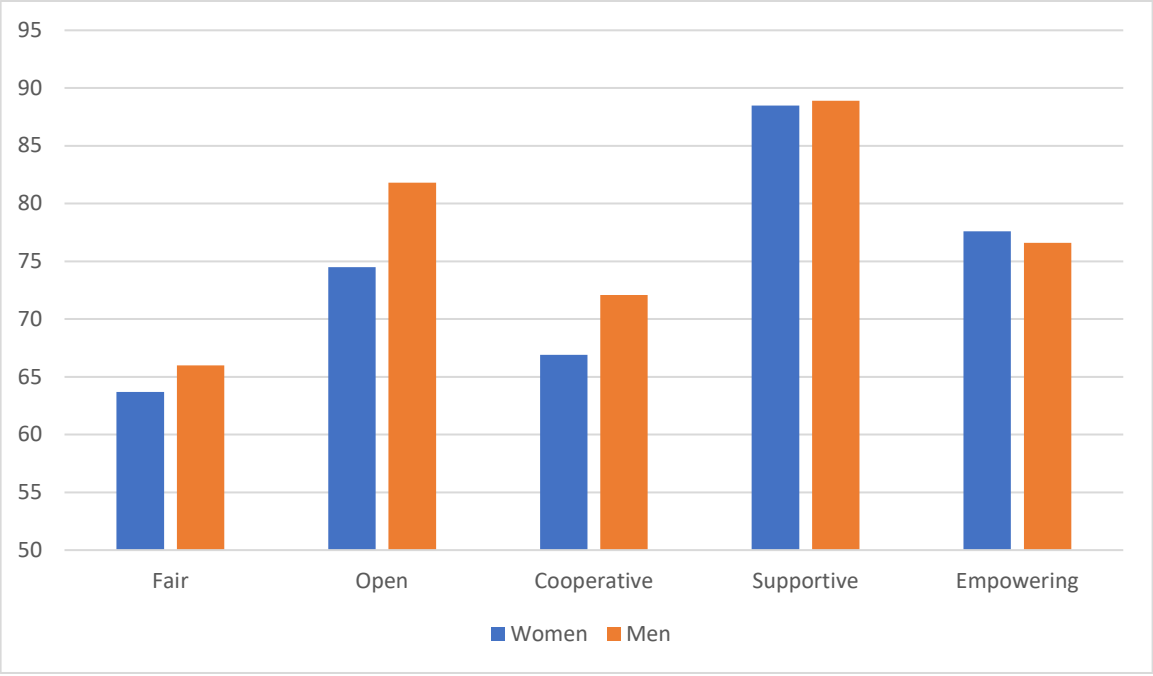
Graph 1. Position Linger Time by Race.



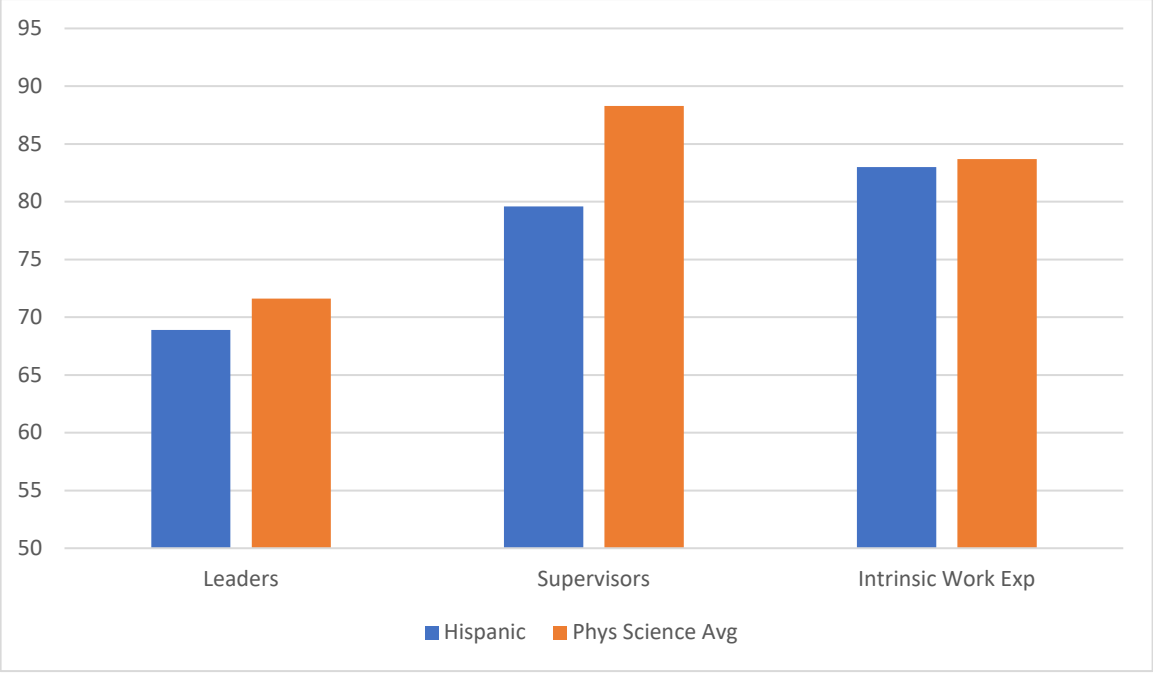
Graph 2. Degree Percentages by Gender and Race/Ethnicity.



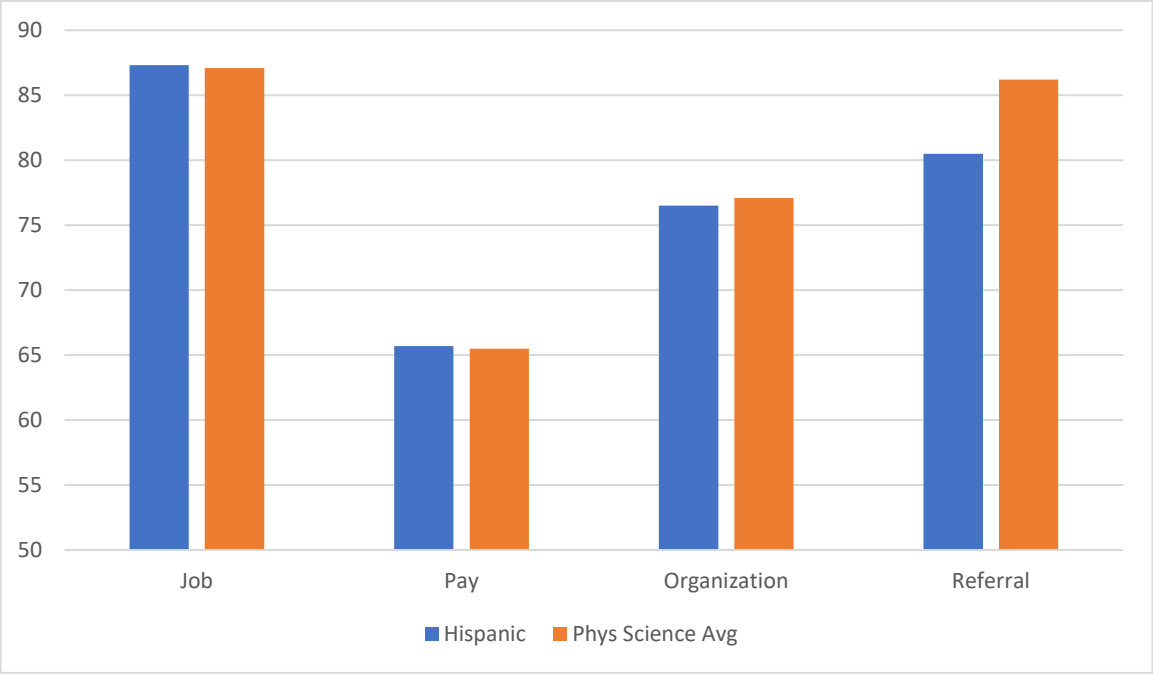
Graph 3. FEVS Inclusion Scores by Gender.



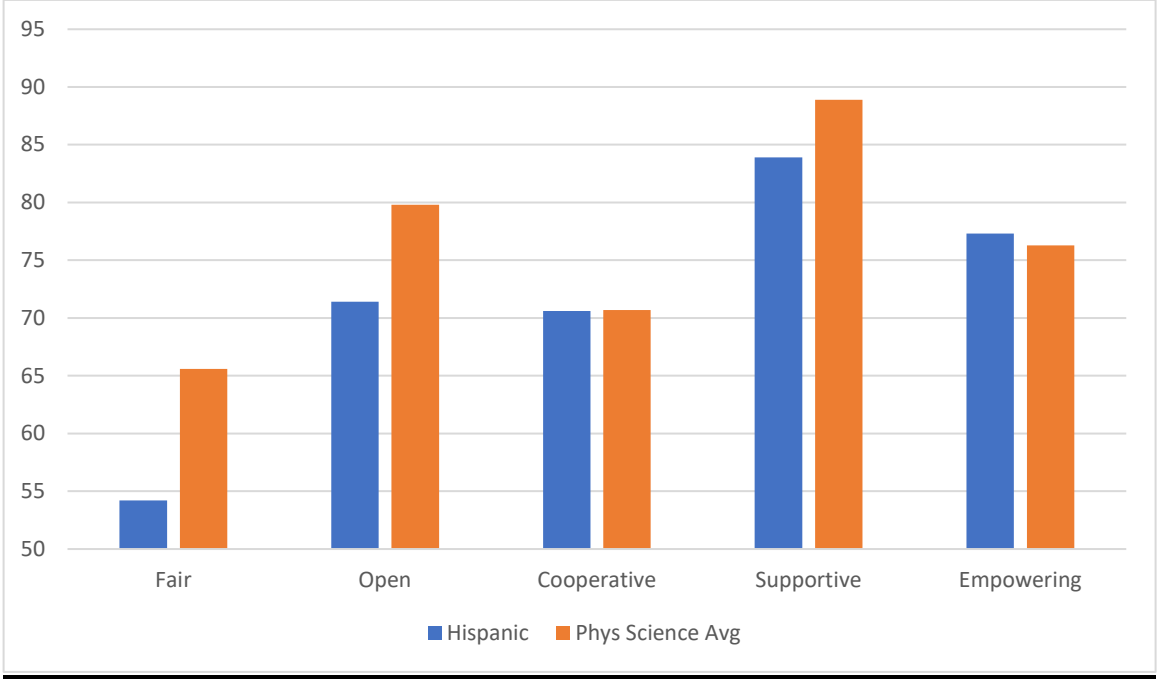
Graph 4. FEVS Engagement Scores by Ethnicity.



Graph 5. FEVS Satisfaction Scores by Ethnicity.



Graph 6. FEVS Inclusion Scores by Ethnicity.



Phase 3

Purpose:
Phase 3 is an expansion on phase 2, allowing us to dig further into personnel data. Using sources like applicant flow data, specific information on losses and post-retirement linger time, training/development history, and other existing sources allow us to gain additional insight before generating a strategy for our phases that require us to collect more data.

Data Examined:
For groups that showed potential discrepancies in hiring in phase 2, we examined applicant flow data to try to determine what might be stopping the groups from getting hired at higher rates. For groups that show high loss percentages, we examined the type of loss to determine if members of the group left at a higher rate before retirement, and we also examined linger time post-retirement to see if groups are leaving more immediately after their retirement date versus continue to work for longer. For groups that showed time in grade, time in position, or promotion rate differences, we examined training and development history to see if the group is taking advantage of programs to prepare them to advance at the same rates.

Data Findings:
An examination of applicant flow data revealed the following:

- For AIAN, applicant flow data suggests that 1-2 hires would have been expected given the qualified applicant pool available.
- For Multiracial, applicant flow data suggests that 1-2 hires would have been expected given the qualified applicant pool available.
- For Hispanics, low hire rates for 1310 positions do not appear to be attributed to recruiting disparities because the qualified applicant pool for this group was well developed.

An examination of loss data revealed the following:

- For AAPI, high losses seem to be connected to a high rate of retirement eligibility in recent years for this demographic group specifically.

An examination of training data yielded no notable differences among demographic groups.

Table 5. Retirement Eligibility by RNO.

AAPI	African American	Hispanic	White
32.9%	17.4%	21.1%	31.9%

Phase 4

Purpose:
Phase 4 was designed to summarize what is known from the first 3 phases of the barrier analysis, and to subsequently identify what data are still needed to completely and comprehensively identify barriers. This was done with two different approaches. First, interviews were conducted with HR and key organizational leaders that manage physical science occupations. These interviews were used to understand personnel management processes that exist within these physical science occupations. Second, the data from phases 1-3 were systematically summarized using questions recommended by EEOC for barrier analysis. The end goal of phase 4 is to identify key constructs of inquiry to further examine using psychometric surveys.

Data Examined:
First, the summarized data from phases 1-3 was more carefully examined for key trends or triggers that might indicate the presence of some kind of barrier. Next, interview data was collected from HR, SMD, and the Office of the Chief Scientist (OCS). HR was interviewed because of their familiarity with NASA personnel management processes. Leaders from SMD and OCS were interviewed because they are organizations containing high concentrations of physical scientists.

Data Findings:
During the interviews in phase 4, it was discovered that the recruitment strategy for these positions is very broad, and not particularly structured. In addition, hiring of physical scientists is very decentralized. Agency physical science leaders provide suggestions, but not oversight. Training and development are also not particularly structured or emphasized, allegedly because most employees come to the Agency at a GS-14 or above grade.

Table 6. Phase 4 Interview Findings.

Additional reasons diversity may not match the population:	• Recruitment strategies are broad and generally focus on student recruitment via social media platforms. Recruiting is not particularly strategic and appears to be more of an "as requested" service. • Selection panels are not given too much oversight. Centers largely oversee panels, and hiring managers are given a lot of freedom with interview structure/questions. For this position series, ODEO is rarely consulted regarding interview panel demographics. Senior leaders provide minimal oversight to senior managers on questions or scoring in interviews.
Additional reasons for grade discrepancies:	• Managers of these positions may not be utilizing developmental opportunities very well. They do not tend to use individual development plans (IDP), and they do not tend to present a lot of developmental activities, arguing that most of their workforce is senior grades already.
Additional reasons for satisfaction or inclusion discrepancies:	• Hispanic employees showed lower percentages for questions on training availability, programs promoting diversity, supervision, and prohibited personnel practices. • Women showed lower percentages for questions on programs promoting diversity.

Phase 5

Purpose:
Phase 5 is the first phase to involve data collection as well as analysis. In phase 5, a psychometric survey was administered to further examine triggers identified in phases 1-4. The constructs examined in this psychometric survey were psychological and behavioral constructs that connect specifically to previously identified triggers.

Data To Be Examined:
To identify root causes of low representation overall and in specific positions, the following constructs were examined:

- Procedural and informational justice in hiring
- Affective Commitment
- Intention to Turnover

To identify root causes of grade discrepancies, the following constructs were examined:

- Distributive and informational justice in development opportunities

To identify root causes of inclusivity discrepancies, the following constructs were examined:

- Trust in Executive Leadership
- Leadership Inventories (including Authentic and Transformational)
- Cultural Support for Diversity
- Supervisor Support

Validated measures for each construct are identified in the table on the next page.

Table 7. Constructs Examined in Survey.

Construct	Measure
1-Informational justice in selection/promotion process	Items from Colquitt et al. (2001) info justice adapted for selection purposes
2-Procedural fairness in selection/promotion process	Items from Colquitt et al. (2001) proc. Justice adapted for selection purposes
3-Affective Commitment	3 item measure from Huang & You
4-Intention to Turnover	Paul Spector's 3 item intent to turnover scale
5-Distributive justice in development	Items 1-4 from Colquitt et al. (2001) distributive justice adapted for development purposes
6-Informational justice in development	Items 1, 2, & 4 from Colquitt et al. (2001) info justice adapted for development purposes
7-Trust in Executive Leadership	Abridged TIM Scale (Consider Shortening Further)
8-Authentic Leadership	1, 4, 5, & 7 from Authentic Leadership Questionnaire
9-Transformational leadership	Items 1, 5, 6 & 7 from Short Measure of Transformational Leadership
10-Culture- Support for Diversity	3 Questions Self-Created
11-Supervisor Support	Modified Items (3, 8, 9, 21) from SPOS changed to reflect supervisory support
12-Ethnicity	Self-Identify
13-Race	Self-Identify
14-Gender	Self-Identify
15- Position	Self-Identify
16- Organizational Level	Self-Identify

Data Findings:

Looking first at the demographic groups that showed low participation overall compared to RCLF data, the following summarizes the findings for each demographic group:

-For AAPI, the underrepresentation seemed at least partially tied to a high rate of retirement eligible employees, leading to higher than par loss rates. But to further examine potential causes to loss rates, Affective Commitment, Turnover, and Fairness in Selection were examined in addition. However, no disparate findings existed for AAPI employees on these constructs. Yet, AAPI in 1330 positions had a significantly lower intention to turnover compared to White employees.

-Unfortunately, no data was reported for AIAN to help explain the slightly low hire rate.

-For Multiracial Employees, a low hire rate was also identified as contributing to low representation. Data suggested that lower perceptions of informational justice in selection and promotion by this group may point toward an explanation for this group.
-Women, who show low representation in 1301 positions, reported higher intention to turnover compared to male employees in this series.
-Hispanic employees showed low participation in 1310 positions. However, with only one Hispanic respondent to the survey in this position group, there was insufficient power to identify any significant trends that may account for this discrepancy.
- The same issue (as with Hispanic employees above) was found with Black employees in 1330 positions who had no survey participation.

Looking next at the demographic groups that showed low participation in high grades, the following summarizes the findings for each demographic group:

-AAPI employees have lower participation at SES positions compared to their percentage in the physical science workforce. Survey questions on development fairness did not yield any unique insights beyond what was found in phases 1-4.
-Hispanic employees showed low participation in GS-14 and GS-15 positions. A statistically significant difference was found for informational justice in development such that Hispanic employees see developmental activities as less fairly communicated and advertised compared to white employees.
-Women employees showed low participation in GS-15 positions. Survey questions on development fairness did not yield any unique insights beyond what was found in phases 1-4.

Finally, in examination of groups that found disparities on FEVS indices in subsequent phases, the following was identified for each demographic group:

- This survey found that women found supervisory leadership to be lower in quality compared to men and found that women have less trust that diversity is embraced by NASA compared to men.
- Hispanics showed lower scores compared to non-Hispanics and Whites on all three FEVS indices. However, no new insights were discovered in the survey to further explain these discrepancies.

Phase 6

Purpose:
From the results of the survey data, open-ended surveys were conducted with members of the demographic group. These serve two purposes. The first purpose is to explore where, when, why, and how some of these problems may be problems. The second purpose is to identify some potential steps that might help to remove or mitigate the barriers for the group.

Data To Be Examined:
In this phase, members of each demographic group responded to open ended questions specific to challenge of that demographic group as identified in the phase 5 survey.

In the survey, AAPI employees showed concerns over hiring and promotional fairness, showed lower affective organizational commitment, and also expressed concerns over development and advancement. Thus, the following questions were asked of this group:

1. A recent survey found that hiring processes are not always perceived as fair within the Physical Science occupations. Why do you think these processes could be seen as unfair?
2. The same survey found that promotions processes were also not always perceived as fair within the Physical Science occupations. Why do you think these processes could be seen as unfair?
3. Do you feel like there are any factors beyond your control that are stopping you from performing your job as well as you could. If so, what were they?
4. NASA is interested in learning more about how developmental opportunities are distributed. Do you believe that opportunities to develop including training opportunities and detail opportunities are dispersed fairly at NASA? Why or why not?
5. Do you believe that NASA values fairness? Why or why not?
6. Do you believe NASA is inclusive of all? Why or why not?
7. In your opinion, is there anything NASA could do different that would help Asian American, Native Hawaiian, and/or Pacific Islander employees advance into more senior positions?
8. In your opinion, what would help Asian American, Native Hawaiian, and/or Pacific Islander employees feel more empowered toward NASA's mission?

In the survey, women employees showed concerns over development and advancement fairness. This group also showed a higher likelihood of turnover and showed lower trust in diversity culture and leadership compared to men. Thus, the following questions were asked of this group:

1. Do you feel like there are any factors beyond your control that are stopping you from performing your job as well as you could. If so, what were they?

2. NASA is interested in learning more about how developmental opportunities are distributed. Do you believe that opportunities to develop including training opportunities and detail opportunities are dispersed fairly at NASA? Why or why not?
3. How might NASA's senior leadership more effectively show that they value Diversity, Equity, and Inclusion?
4. In what ways have you seen NASA underutilize its diversity?
5. Do you believe that NASA values fairness? Why or why not?
6. Do you believe NASA is inclusive of all? Why or why not?
7. In your opinion, is there anything NASA could do different that would help woman employees advance into more senior positions?
8. In your opinion, what would help women employees feel more empowered toward NASA's mission?

The final group, Hispanic employees had the most triggers in the survey, expressing concerns over hiring and promotional fairness, developmental fairness, affective commitment, perceived support and supervision quality, and trust in leadership. However, no Hispanic employees responded to the open-ended survey.

Because of the null response rate for Hispanic employees and the relatively low response rate for AAPI (three employees), the newly collected DEIA climate survey was also used at this step to help further identify root causes. The three groups examined in the open-ended survey (AAPI, Hispanic, and women employees within science occupations) were compared to their referent group on equity, inclusion, harassment, discrimination, and psychological safety.

Data Findings:
For AAPI employees, questions revealed a theme of informational and decision transparency. Sometimes information about promotion processes, hiring decisions, and developmental opportunities are not necessarily communicated clearly. Multiple respondents mentioned that they only knew of training opportunities if they found them on their own in the System for Administration, Training, and Educational Resources for NASA (SATERN). They did perceive NASA as generally valuing fairness and inclusion. However, they seemed to indicate that leaders fixate on what has gone well in terms of inclusion, sometimes dismissing discussions of things that aren't. In addition, the climate survey did show a significant difference in experienced discrimination between AAPI and white employees. Although, scores were generally low for both groups.

Findings for Hispanic employees were miniscule given the lack of responses from Hispanic employees on the open-ended survey. However, equity was significantly lower on the climate survey for Hispanic employees compared to white employees.

Women showed the most pronounced triggers from this phase of the barrier analysis both in the open-ended survey and the climate survey. Multiple respondents mentioned a problem with

unbalanced workloads, with women being given more administrative tasks within their teams. As for opportunities to develop and advance, respondents suggested that there are major communication lapses here. Managers are allegedly encouraging some people to engage in development while actively discouraging it for others, and the respondents hinted that gender is a factor in who gets encouraged versus discouraged. There also seems to be a breakdown in communication about opportunities to develop. Like AAPI respondents, it seems like training is not really advertised at all, and employees are having to look for their own opportunities in SATERN. Leaders and managers are seen as very passively supporting DEIA such that the words get mentioned a lot, but little is done to actually improve them within these positions. There was also a recurring theme about promotions. Promotions tend to overvalue experiences that women have not traditionally had access to and/or require networking with people in power to get exposure to. Another recurring theme was around supportive programs. Women employees seemed to suggest that schedule flexibility and child supportive assistance programs need improvement within the Agency. A final recurring theme was around women participation in advocacy. NASA focuses a lot of effort on putting women into speaking roles but doesn't do enough to give mission visibility. Furthermore, multiple respondents suggested that the same women are being asked to represent their gender on panels and speaking engagements, creating distractions from their main jobs and making it harder for them to advance in their careers. In addition to the open-ended survey findings, there were substantive results from the climate survey as well. Women in science positions showed significantly lower ratings for equity, inclusion, antiharassment, and psychological safety, and showed significantly higher perceived discrimination compared to men in these positions.

Phase 7

Purpose:
The data collected from phases 1 to 6 was collectively considered to determine where barriers potentially exist for various demographic groups in our workforce. From those findings, a list of challenges and recommended actions has been identified for the agency to address moving forward.

Summary of Findings by Gender
Women

- Four triggers were discovered for women employees. The first of these triggers is that participation for women employees overall is below the CLF. However, those numbers did trend up over a five-year period. Furthermore, compared against RCLF data and OCLF data, participation is above the benchmarks.
- The second trigger is that participation of women is low in 1301 positions compared to the RCLF. This seems to be at least partially affected by loss rates, which were slightly elevated over the five-year duration. Retirement eligibility at the beginning of this five years, however, was lower for men than for women. Women showed a higher rate of early resignations, leaving more frequently before maximizing their retirement benefits. This was further corroborated in the phase 5 survey, which found that women in these positions showed a higher intention to turnover compared to men in the same position series.
- While women are at parity to their workforce percentage in SES and GS-14 positions, there is a diminished percentage of GS-15 women physical science series employees, which is a concern given that GS-15 is the most common grade within these occupations. It should be noted that women in these positions are on average four years younger and have a lower percentage of PhDs compared to male colleagues. Furthermore, a higher percentage of women have been promoted in the last one, three, and five years. However, in addition to these factors, issues around training and development may also be hindering women in these series. Opportunities for development, advancement, details, etc. are not communicated very well or equitably, with managers only discussing such opportunities with some employees but not others. Furthermore, some employees alleged that managers are actively discouraging employees (most notably women) from applying for developmental opportunities. It was also suggested in open ended survey data that creating an open career advisement program, where people can discuss opportunities with employees outside of their immediate work group, might help to mitigate some of these challenges.
- Women in these positions also showed low scores on the inclusion (New IQ) measure within the FEVS. Further examination of score differences found that women scored lower on four of the five subdimensions (fairness, openness, supportiveness, and cooperation). They also showed lower endorsement of the FEVS question “policies and programs promote diversity in the workplace.” This was further corroborated with the phase 5 survey as women had lower

scores on trust in leader support for diversity and perceptions of supervisory leadership. Some additional explanations for each of the low scores on the subdimensions were identified in the open-ended survey in phase 6:

- Low fairness scores may be attributed to non-equitable use of soft rewards (e.g., praise and support) as well as perceptions that promotional decisions are tied to experiences that are not being made available to everyone.
- Low openness scores may be attributed to two things. First, there are concerns over how realistic diversity initiatives are being taken. Multiple respondents felt that words like "diversity" and "inclusion" are thrown around by managers but are not actually put into practice. Second, more than one respondent suggested that the wrong people are participating in DEIA and conflict management training. The managers that do not know how to handle those activities might not be the ones participating.
- Low supportiveness scores may be attributed to the aforementioned disparity in soft rewards as well as work-life balance initiatives. Women employees reported more need for flexibility and a lack of family and child supportive services by the Agency, particularly with children who have disabilities.
- Low cooperation scores may be attributed to commonly unbalanced workloads, with women reporting that they often get stuck with exhaustive administrative tasks.

- A final suggestion came out of the open-ended survey. Women who have served in advocacy roles (e.g., participating in panels about women at NASA, speaking, etc.) may be starting to get burned out with repetitively being asked to do so, which according to respondents, may be impeding their ability to highlight their mission relevant work as well as they could.

Men

- No barriers were identified across any of the phases.

Summary of Findings by Race/Ethnicity

Asian American and Pacific Islander

- AAPI showed four triggers. First, AAPI participation overall is slightly below the OCLF value (but still within 1 percent of the value). However, this group's participation was also steadily trending upward over the five-year duration. This seems to be largely due to a to an elevated percentage of losses over the five-year duration, especially at Ames Research Center. These losses seem to be largely due to elevated retirements. A larger percentage of AAPI employees in these occupations were retirement eligible at the beginning of the five-year duration. This suggests that this trend may be steadily correcting itself. Given the steady improvement over five years and how close the participation rate is to the OCLF, that should continue to be watched but that may not require corrective action at this time.
- Second, participation in 1301 positions is low for AAPI. For this group, losses were a bit elevated over the five-year duration, likely due to the reason described above. However,

hires were also a little below the RCLF for this position series over the five-year duration. However, an examination of applicant flow data suggests that hires are on par with recruitment percentages. Therefore, the hiring disparity within this series is likely due to a recruitment issue. Conversations with senior leaders and OCHCO personnel in phase 4 indicate that recruitment initiatives do not have a lot of centralized oversight. Centers tend to focus on recruiting schools. The Agency tends to recruit on social media platforms, but only at the request of managers.

- Third, AAPI male participation in 1330 positions is low. Hires have also been a little low for this position series. However, there was insufficient applicant flow data to determine whether this was a recruitment issue or a hiring issue as the number of hires to this group was relatively small.
- Though AAPI employees are reaching GS-14 and GS-15 positions at parity, they are not reaching SES positions at parity. Despite this group having active participation in training programs within SATERN, the group shows longer linger times in position and grade. There are a few potential root causes for this trigger. First, as previously discussed, SMD rarely uses IDPs, which may prevent employees from taking the steps to develop for SES positions. Second, like responses from women, AAPI employees show dissatisfaction for developmental opportunities and work unit support for development. AAPI employees see this as a communication fairness issue. Not all employees are given equivocal communication on development opportunities when they arise.
- A final suggestion came out of the open-ended survey. Even though they did not personally show any triggers related to this in phases 1-5, some employees echoed what was said by women. DEIA seems to be discussed, but leader behaviors are not always in line with those stated values. Leaders praise initiatives that work and are quick to point out where things are going well. However, they sometimes dismiss things that are not going well in terms of DEIA.

American Indian and Alaska Native

- AIAN only showed one trigger. AIAN employees are slightly underrepresented compared to both the CLF and the OCLF overall in the physical science workforce. This was a constant trend over the five years of personnel data examined in this barrier analysis. The group is outright absent from physical science occupations at a few centers, although some Centers do not employ many from these job series. Also, there were no hires of this demographic group over the five-year period. However, it should also be noted that hiring at parity for this group would have only been 1-2 hires in that duration.

Black

- Three triggers were discovered for Black employees. The first of these triggers is that participation for Black employees overall is below the CLF. However, those numbers did trend

up over a five-year period. Furthermore, compared against RCLF data and OCLF data, participation is above the benchmarks.

- The second trigger is that participation of Black men is low in 1330 positions compared to the RCLF. However, hiring has been equivalent to the RCLF for this series, and there was only one loss (a retirement) over a five-year stretch for this group.
- The final trigger is that participation of Black women was slightly below the RCLF for 1301 positions. This is partially explained by a lack of hires to for this demographic group for this series over a five-year stretch. Data did not identify any specific reasons for the lack of hires. However, there are some concerns over hiring processes overall that are further specified below in the Hispanic findings section.

Hispanic

- Three triggers were discovered in phase 1 for Hispanic employees. The first trigger is that Hispanic employees in these positions are not reaching senior GS grades. The barrier analysis identified several potential causes for this trigger.
    - One cause includes that Hispanics have a lower percentage of PhDs in these positions, which tend to require PhDs to advance since they are science positions.
    - In addition, retirements have been relatively common with this demographic along with a string of recent hires. So, it could be partially explained by the fact that the Hispanic physical science workforce is earlier in their career on average.
    - However, a bigger factor appears to relate to promotional problems. GS-13s and GS-14s of this demographic show lower rates of recent promotions compared to White coworkers. Several root causes were found to be contributing to this. First, there are some concern over selection panels in these positions. The Agency provides little oversight, and mostly leaves local managers to make unguided decisions. These managers have a lot of freedom on the questions used in interviews frequently without much ODEO input, and there are differences across Centers with how the panels are formed. Second, training and development are not being well managed within these occupations. Hispanics are, on average, completing more training in SATERN than their White coworkers. However, there is little use of IDPs within these positions, and Hispanic employees appear to be dissatisfied with both work unit support for training and the availability of training to advance into higher positions. This appears to also be related to communication issues. Hispanic employees perceive lower equity and lower informational fairness with development opportunities (i.e., they believe information is not being shared fairly).
- Within the 1310 occupations, there is low participation of Hispanic employees, especially Hispanic women. Evidence suggests that this is not a recruiting or qualification issue.

Hispanics are being recruited and certified at rates above the RCLF for these positions. However, they are not getting hired.

- Hispanics are showed diminished scores on all three FEVS indices. This seems to be largely tied to two factors in addition to potentially some of the factors discussed above. First, Hispanic employees show notably lower satisfaction with supervision. Second, Hispanic employees showed notably lower perceived support.

White

- No barriers were identified across any of the phases.

Multiracial

- There is only one challenge for multiracial employees. Multiracial employees are absent from the workforce and remained absent over the five-year duration. However, it should be noted that parity would equate to about three employees across the entire physical science workforce. Even though it would only equate to one hire, no multiracial employees were hired over the five-year duration.

List of Key Challenges

- Hispanic employees show low engagement, satisfaction, and perceived inclusion, driven largely by dissatisfaction with supervision and support.
- Women perceive low perceptions of inclusion within these occupations. With numerous things driving this perception. Soft rewards are distributed unfairly. Managers and supervisors are perceived as only valuing DEIA at face value and not actually acting in accordance with it. There are also workload and work-life balance disparities that appear to be partially driving this perception.
- Hispanic employees are struggling to advance in these positions across senior GS levels and SES positions, in part due to issues with developmental opportunities.
- AAPI employees are underrepresented in SES positions within physical science occupations and are lingering in their grades and positions longer than Caucasian coworkers. This appears to be partially explained by unequitable access to development.
- Women are underrepresented in GS-15 positions within physical science occupations. This appears to be partially explained by unequitable access to development.
- Women in 1301 positions are employed below parity, and it appears to be at least partially explained by elevated non-retirement turnover.
- AAPI in 1301 positions are employed below parity. Since hires were on par with recruitment percentages, this seems to be related to recruitment.
- Though both groups only amount to small percentage, AIAN employees are slightly underrepresented in the physical science workforce compared to the CLF and OCLF, and multiracial employees are absent from the physical science workforce.

- AAPI participation is below the OCLF. However, it is close to the OCLF value (within 1 percent) and was trending upwards over the five-year duration. Though it may not require any action at this time, ODEO should continue to monitor this trend.
- Although comparisons to industry specific benchmarks (RCLF/OCLF) show no triggers, Black and woman participation in physical science positions ins below parity with the CLF.

Recommended Actions

- Work with OCHCO's Organizational Development (OD) team to approach organizations with larger numbers of physical science occupations. This OD team can implement deeper cultural assessments to recommend organization specific changes that should enhance team and leader dynamics issues, addressing some of the engagement and inclusion issues.
- Work with OCHCO's training team to identify some leader and employee work-life balance training options that will help to mitigate issues around workload and role conflict.
- Examine the feasibility of implementing better child/family support programs around the Agency.
- Suggest that senior leaders over physical science concentrated organizations encourage front line supervisors and other managers to take managerial and conflict resolution training.
- Work with OCHCO's training team and senior leaders over physical science concentrated organizations to identify what kinds of training employees believe that they would benefit from that is unavailable or limited.
- Work with Office of Communications and senior leaders over physical science concentrated organizations to create an improved communications plan for existing and future training and development opportunities.
- Advise senior leaders over physical science concentrated organizations to provide more oversight on selection interviews, working in conjunction with Center ODEO and OCHCO offices.
- Advise senior leaders over physical science concentrated organizations to encourage managers to use IDPs.
- Encourage ODEO Center directors to work on expanding ERG participation to spread out advocacy workload.
- Coordinate an Agency-wide effort to expand targeted recruitment strategies for physical science positions for demographic groups where hires have been low.
- Using NASA Centers ODEO offices, work with community leaders around the country to build more interest in STEM occupations among pre-college Black citizens and women.
- Continue to monitor the AIAN, multiracial, and AAPI employees for improvements in participation rates.

APPENDIX C: DOCUMENTS REQUIRED BY EEOC

EEOC requires agencies to include several documents with their MD-715 report submissions. The required documents are available on the Web sites identified in the table below:

Mandatory Documents	Web site
Organizational Chart	https://www.nasa.gov/about/org_index.html
EEO Policy Statement	https://www.nasa.gov/offices/odeo/policy-and-publications
Strategic Plan	https://www.nasa.gov/news/budget/index.html
Anti-Harassment Policy and Procedures	https://www.nasa.gov/offices/odeo/policy-and-publications
Reasonable Accommodation Procedures	https://www.nasa.gov/offices/odeo/policy-and-publications
Personal Assistance Services Procedures	https://www.nasa.gov/offices/odeo/policy-and-publications
Alternative Dispute Resolution Procedures	https://www.nasa.gov/offices/odeo/policy-and-publications

Agencies have the option of submitting the documents listed in the following table. In addition, the appendices in this report are not required by EEOC but will be submitted with the MD-715 report as optional documents.

Optional Documents	Description and/or Web site
Federal Equal Opportunity Recruitment Program (FEORP) Report	NASA is participating in an OPM pilot to combine these reports. The report will be provided upon request.
Disabled Veterans Affirmative Action Program (DVAAP) Report	
Operational Plan for Increasing Employment of Individuals with Disabilities under E.O. 13548	Part J of this document serves as the plan for increasing the employment of individuals with disabilities.
Diversity and Inclusion Plan under E.O. 13583	https://www.nasa.gov/offices/odeo/diversity-and-inclusion
Diversity Policy Statement	https://www.nasa.gov/offices/odeo/policy-and-publications
Human Capital Strategic Plan	This document will be provided upon request.
EEO Strategic Plan	This report constitutes NASA's EEO Strategic Plan.
Results from most recent FEVS or Annual Employee Survey	NASA uses the results of the FEVS in conducting its trigger and barrier analyses for the MD-715 plan. See Table 5 in Appendix A for summary data.

APPENDIX D: LIST OF FREQUENTLY USED ACRONYMS

AA	Associate Administrator
AANHPI	Asian Americans, Native Hawaiians, and Pacific Islanders
ADR	Alternative Dispute Resolution
AFRC	Armstrong Flight Research Center
AHP	Anti-Harassment Program
AIAN	American Indians and Alaska Natives
ARC	Ames Research Center
AST	Aerospace Technology
CAP	Complaints and Programs Division
D&I	Diversity and Inclusion
DAD	Diversity and Data/Analytics Division
DEIA	Diversity, Inclusion, Equity, and Accessibility
EEO	Equal Employment Opportunity
EEOC	Equal Employment Opportunity Commission
ERG	Employee Resource Group
FEVS	Federal Employee Viewpoint Survey
GRC	Glenn Research Center
GSFC	Goddard Space Flight Center
HQ	NASA Headquarters
IWD	Individuals with Disabilities
IWTD	Individuals with Targeted Disabilities
JSC	Johnson Space Center
KSC	Kennedy Space Center
LaRC	Langley Research Center
LGBTQ+	Lesbian, Gay, Bisexual, Transgender, and Queer and/or Questioning
MD-715	Management Directive 715
MSFC	Marshall Space Flight Center
NASA	National Aeronautics and Space Administration
NCLF	National Civilian Labor Force
NPD	NASA Policy Directive
NPR	NASA Procedural Requirement
NSSC	NASA Shared Services Center
ODEO	Office of Diversity and Equal Opportunity
OCHCO	Office of the Chief Human Capital Officer
OPM	Office of Personnel Management
PA	Professional Administrative
PAS	Personal Assistance Services
RA	Reasonable Accommodation
RCLF	Relevant Civilian Labor Force
S&E	Science and Engineering
SEP	Special Emphasis Program
SES	Senior Executive Service
SSC	Stennis Space Center
STEM	Science, Technology, Engineering, and Mathematics
WFF	Wallops Flight Facility