Multiyear Affirmative Employment Program Plan

Fiscal Years 1998-2002

Office of Equal Opportunity Programs
NASA

National Aeronautics and
Space Administration

Washington, DC 20546

Multiyear Affirmative Employment Program Plan

Fiscal Years 1998-2002

Office of Equal Opportunity Programs
NASA

National Aeronautics and
Space Administration

Washington, DC 20546

AFFIRMATIVE EMPLOYMENT PROGRAM FOR
MINORITIES AND WOMEN

MULTIYEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN

* POLICY STATEMENT	* STATEMENT OF ADEQUATE MONITORING/EVALUATION SYSTEM
DELEGATION OF AUTHORITY	
ORGANIZATIONAL CHART	PROGRAM ANALYSIS
CERTIFICATION OF QUALIFICATIONS	PROBLEM/BARRIER IDENTIFICATION
* PLAN FOR THE PREVENTION OF SEXUAL HARASSMENT	* REPORT OF OBJECTIVES AND ACTION ITEMS

NATIONAL AERONAUTICS AND SPACE ADMINISTRATION
WASHINGTON, DC 20546-0001

ORGANIZATIONAL LEVEL: AGENCY

NUMBER OF EMPLOYEES COVERED BY PLAN: TOTAL 18,980

ORGANIZATIONAL LEVEL: AGENCY

NUMBER OF EMPLOYEES COVERED BY PLAN (Full-time permanent as of September 30, 1997):

PROFESSIONAL	11,025
ADMINISTRATIVE	4,012
TECHNICAL SUPPORT	1,888
CLERICAL--NONPROFESSIONAL ADMINISTRATIVE	1,659
OTHER (TRADES, LABOR, AND WAGE GRADE)	396
TOTAL (ALL OCCUPATIONS)	18,980

NAME AND TITLE OF PERSON WHO PREPARED REPORT: TELEPHONE NUMBER
James A. Westbrooks, Director, Affirmative Employment and Diversity Policy Division (202) 358-0958

George E. Reese 6/24/98
George E. Reese, Associate Administrator for Equal Opportunity Programs (Date)

NAME AND TITLE OF PRINCIPAL EO OFFICIAL WHO CERTIFIES BY SIGNATURE THAT THIS REPORT IS IN COMPLIANCE WITH EEO-MD-714.

Daniel S. Goldin JUL 16 1998
Daniel S. Goldin, Administrator (Date)
NAME AND TITLE OF HEAD OF AGENCY WHO CERTIFIES THAT THIS REPORT IS IN COMPLIANCE WITH EEO-MD-714.

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National Aeronautics and
Space Administration
Office of the Administrator
Washington, DC 20546-0001

Equal Opportunity and Civil Rights Policy Statement

It is the policy of the National Aeronautics and Space Administration (NASA) to ensure that equal opportunity and civil rights are afforded to all employees and applicants for employment, regardless of their race, religion, color, sex, national origin, age, or disability. This includes affirmative employment and nondiscrimination efforts in recruitment, hiring, promotions, transfers, reassignments, honor awards and training. We must continue our efforts to obtain a talented workforce that is culturally and gender diverse, and that accommodates individuals with disabilities and disabled veterans, particularly those with 30 percent or more disability. This policy also applies to NASA's federally conducted and federally assisted programs and activities. NASA grant recipients and contractors must also remain in compliance with relevant civil rights laws while doing business with NASA.

NASA is fully committed to implementing all Federal laws, regulations, and guidelines related to the development of affirmative employment plans and the annual reporting of accomplishments to the appropriate Federal agencies. NASA will not tolerate discrimination in personnel policies, technical program operations, or management practices. Moreover, NASA will provide a work environment free of sex discrimination for all employees. NASA will also ensure accessible facilities and appropriate assistive devices for individuals with disabilities and for disabled veterans. Managers and supervisors will be held accountable for ensuring that all employees and applicants for employment are able to exercise their civil rights without retribution.

We will institutionalize equal opportunity, equity, and diversity in all that we do. Women, minorities, and individuals with disabilities will be integrated into all occupational groups, grade levels, and organizational units; will hold significant project, program, and senior management positions; and will be in the pool of outstanding talent from which candidates are selected. These efforts are consonant with the Agency's strategy to ensure a workforce reflective of our society-at-large. In addition, we must make a personal commitment to take the necessary actions to enhance leadership in this arena. Each employee, at every level, must be held personally accountable for her or his performance in ensuring equal opportunity and promoting civil rights for all. Our Agency and our Nation will be stronger with this policy.

Daniel S. Goldin
Administrator

JUN 5 1994
Date

National Aeronautics and
Space Administration
Office of the Administrator
Washington, DC 20546-0001

Nondiscrimination - Nonharassment Policy Statement

I am personally committed to achieving and ensuring a workplace that is free of discriminatory treatment and harassment on the basis of race, sex, ethnicity, sexual orientation, color, religion, age, disability, or any other nonmerit-based factor. There is no place in our work environment for discriminatory actions of any kind. My personal commitment to diversity, equality, and nondiscrimination is longstanding and nonnegotiable.

All NASA managers and employees have a responsibility to uphold this policy. Each employee must be personally accountable for his or her performance in ensuring and promoting equal opportunity principles and in recognizing diversity as a source of strength for NASA. Moreover, managers and employees alike must work together to ensure a workplace free from any form of discrimination or sexual harassment.

Both discrimination and harassment are violations of the law as well as the policies of this Agency. If you feel you have been the victim of discrimination or harassment, there are a variety of remedies available for redress, based upon the specific facts of the particular incident. Contact your supervisor, local equal employment opportunity office, local union representative, or servicing personnel office for assistance.

To assist with compliance, the personnel, equal employment opportunity, and legal staffs will continue to educate employees about NASA's nondiscrimination policy and inform them about the various procedures available to safeguard their rights.

However, our commitment must go far beyond mere compliance with the law. I am requesting the support of all managers in welcoming responsibility for nurturing and capitalizing on the very best that every employee has to give. I am also asking all employees to understand that a diverse workplace means a better NASA.

Daniel S. Goldin
NASA Administrator

OCT 15 1996
Date

AFFIRMATIVE EMPLOYMENT PROGRAM PLAN

FOR WOMEN AND MINORITIES

DELEGATION OF AUTHORITY

==========

NASA Management Instruction 3713.2F, Federal Equal Opportunity Programs of NASA outlines NASA's Delegation of Authority.

Directive: NMI 3713.2F

Effective Date: March 24, 1995
Expiration Date: March 24, 1999

Responsible Office: E/Office of Equal Opportunity Programs

Subject: FEDERAL EQUAL OPPORTUNITY PROGRAMS OF NASA

1. PURPOSE

This Instruction reaffirms NASA policy relative to Equal Opportunity (EO) in all aspects of NASA's organization, facilities, and technical programs as well as all phases of management, administration, and personnel with regard to nondiscrimination on the basis of race, color, religion, sex, age, national origin, or mental or physical disability.

2. APPLICABILITY AND SCOPE

a. This Instruction is applicable to NASA Headquarters and NASA Centers.

b. The provisions of this Instruction cover all NASA employees (including those paid from nonappropriated funds), applicants for employment, and participants and beneficiaries of NASA programs and activities.

c. These provisions do not cover aliens employed or applying for employment outside the limits of the United States.

3. AUTHORITIES

*a. Title VII of the Civil Rights Act of 1964, as amended in 1972 and 1991 (42 U.S.C. 2000e-16), with guidance as codified in 29 CFR Parts 1604, 1605 1606, 1607, and 1614, prohibits discrimination based on an individual's race, color, religion,

sex, or national origin in Federal employment and requires Federal employers to take affirmative action.

Executive Order 12876, dated November 1, 1993, requires Federal agencies to increase their involvement and support to Historically Black Colleges and Universities (HBCU).

Executive Order 12900, dated February 22, 1994, requires agencies to be actively involved in helping advance educational opportunities for Hispanic Americans, including working with individuals and educational, business, and community groups serving Hispanic Americans, to the extent permitted by law.

d. Section 15 of the Age Discrimination in Employment Act of 1967, as amended (29 U.S.C. 633a), prohibits age discrimination in Federal employment.

*e. Sections 501 and 505 of the Rehabilitation Act of 1973, as amended (29 U.S.C. 791 and 794a), requires Federal executive branch agencies to develop affirmative action plans for individuals with disabilities.

*f Section 403 of the Vietnam Era Veterans Readjustment Assistance Act of 1974 (38 U.S.C. 4214) promotes the maximum employment and job advancement opportunities within the Federal Government for disabled veterans and eligible veterans of the Vietnam era and post-Vietnam era

g. Executive Order 11478, dated August 8, 1969, mandates Equal Employment Opportunity (EEO) in Federal employment.

*h. NASA's FY 1990 Appropriations Act (Public Law 101-144, November 9, 1989), FY 1991 Appropriations Act (Public Law 101-507, November 5, 1990), and FY 1993 Appropriations Act (Public Law 102-389, October 1992) require NASA to establish a goal of at least 8 percent of total procurement funding to be made available to small and minority businesses, including HBCU and women-owned businesses.

i. Title VI of the Civil Rights Act of 1964 (42 U.S.C. 2000d to 2000d-4) prohibits discrimination based on race, color, or national origin in programs or activities receiving Federal financial assistance.

*j. Title IX of the Education Amendments of 1972, as amended (20 U.S.C. 1681 to 1688), prohibits

discrimination based on sex in any educational programs or activity receiving Federal financial assistance.

k. Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. 794), prohibits discrimination based on an individual's disability in programs or activities receiving Federal financial assistance and in any program or activity conducted by any executive branch agency.

*l The Age Discrimination Act of 1975 (42 U.S.C. 6101, et seq.) prohibits discrimination based on age in programs or activities receiving Federal financial assistance.

m. Title VIII of the Civil Rights Act of 1968 (the Fair Housing Act, 42 U.S.C. 3601, et seq.) requires Federal agencies to plan facility locations in a nondiscriminatory manner.

n. Executive Order 12106, dated December 28, 1978, transferred certain EEO enforcement functions to the Equal Employment Opportunity Commission (EEOC)

*o The Equal Pay Act of 1963, 29 U.S.C. 206(d), amends the Fair Labor Standards Act of 1938 to prohibit wage differentials based on sex.

4. POLICY

*a. It is the policy of NASA to provide equal employment opportunity for all employees and applicants for employment, regardless of their race, religion, color, sex, national origin, age, or disability; to help reduce and to ensure against discrimination; and to promote the full realization of equal opportunity through a continuing affirmative employment program. This includes, but is not limited to, affirmative efforts in recruiting, hiring, promoting, and training of women, minorities, individuals with disabilities, particularly targeted disabled persons and disabled veterans, and disabled veterans with 30 percent or more disability ratings; and monitoring the employment processes such as hiring, transfers, reassignments, promotions, awards, benefits, and separations to gain and maintain a talented NASA workforce that is more culturally and gender diverse, and that accommodates disabled veterans and other individuals with disabilities.

*b. NASA is fully committed to implementing all Federal laws, regulations, and guidelines related to the development of affirmative employment plans and the annual reporting of accomplishments against those plans as well as prohibiting discrimination in all aspects of its personnel policies, technical program operations, and management practices. This commitment includes providing and maintaining a work environment that is free of sexual harassment, that does not discriminate against older employees, and that provides facilities and appropriate devices and makes reasonable accommodations for individuals with disabilities or religious preference. NASA employees will also be free from reprisals or retaliation for exercising employee rights in protected activities.

*c. NASA will be an active participant in achieving the President's educational goals and objectives, particularly in meeting the challenges for an increased level of participation in science and engineering education by underrepresented groups entitled to affirmative action under Title VII of the Civil Rights Act of 1964. The Agency will continue its outreach efforts to help increase the number of minorities, women, individuals with disabilities, and disabled veterans who prepare to become engineers and scientists. Included in these efforts will be the expansion of research and education initiatives with HBCU's, Hispanic-serving institutions (HSI), tribal colleges, and with other universities with substantial minority student populations, and with private and nonprofit organizations engaged in talent-building activities.

d. NASA's federally conducted and federally assisted programs will be implemented in accordance with all Federal laws, regulations, and guidelines and will be free of discrimination based on race, color, religion, national origin, age, sex, or disabling condition.

*e. NASA will not sponsor, support, or assist, directly or indirectly, any conference, convention, or meeting held under circumstances where participants are unlawfully segregated or are treated unequally because of race, religion, color, sex, age, disability, or national origin.

f. NASA representatives will not participate in public information programs, educational activities, conferences, conventions, meetings, or speak before audiences where any group has been unlawfully segregated or excluded from the meeting, the facilities, the conference, or from membership in the group.

5. RESPONSIBILITY

To ensure effective implementation of NASA's EO policy throughout the Agency, the following responsibilities are assigned:

*a. The Administrator, the Institutional Program Associate Administrators, Officials-in-Charge of Headquarters Offices, and NASA Center Directors will exercise personal leadership in establishing, maintaining, and carrying out a continuing affirmative employment program to promote EO in every aspect of Agency personnel policy and practice in the employment, development, advancement, and treatment of employees. These officials will be held accountable, as appropriate, for maintaining an environment where equity and diversity can flourish within their programs, missions, or strategic enterprises; for accomplishing NASA's equal opportunity and affirmative employment goals; and for ensuring that NASA and its representatives do not support or participate in any external activities that practice unlawful discrimination.

*b. The Associate Administrator for EO Programs will advise or take whatever action is required in accordance with NHB 1101.3, "The NASA Organization," Chapter 4, Mission Statements and Organizational Charts for Headquarters Offices, Section 404, Office of EO Programs, and NMI 3713.6, "Delegation of Authority - To Act in Matters Pertaining to Discrimination Complaints Processing Under 29 CFR Part 1614."

c. NASA managers and supervisors will be responsible for implementing this policy. The Performance Planning and Appraisal Process will document general and/or specific requirements as appropriate.

d. Every NASA employee is responsible for adhering to NASA's nondiscrimination policies.

e. NASA will make available multicultural and diversity training for all employees.

f. All employees are expected to adhere to the Agency's ethics standards with respect to EO in the workplace.

6. ACCOUNTABILITY

a. The NASA Administrator submits annual plans and accomplishment reports to the following regulatory or oversight agencies:

(1) The EEOC - NASA's affirmative employment plans and accomplishment reports relative to workforce integration of minorities, women, and individuals with disabilities, as well as periodic reports on the status of discrimination complaints (RCS 10-0000-00861).

The Office of Personnel Management - Disabled Veterans Affirmative Action Program Report. This reflects NASA's affirmative action plans and accomplishment reports relative to recruitment, hiring, placement, and advancement of disabled veterans, particularly with 30 percent or more disability (RCS 10-0000-00892).

*(3) The Office of Personnel Management - Federal Equal Opportunity Recruitment Program Report. This report reflects NASA's compliance with the Federal EO Recruitment Program requirements and how well the Agency was able to recruit and hire minorities, women, individuals with disabilities, and disabled veterans (RCS 10-0000-00891 and 10-0000-00892).

The White House Initiative Office on HBCU's - NASA's plans for working with HBCU's and performance reports (RCS 10-0000-00893 and RCS 10-0000-00894).

The Department of Justice - NASA's federally assisted and federally conducted program plans and accomplishments (RCS 2700-0058).

*(6) The White House Initiative on Educational Excellence for Hispanic Americans - NASA's plans to increase Hispanic American participation in the Agency's educational programs and working with HSI's, including performance reports.

*b The Associate Administrator for EO Programs monitors progress, evaluates results, initiates corrective actions, and reports periodically to key Agency managers, Personnel Directors, and EO Officers.

7. CANCELLATION

NMI 3713.2E dated May 2, 1991

/s/Daniel S. Goldin
Administrator

DISTRIBUTION
SDL 1

*Changed by this revision

AFFIRMATIVE EMPLOYMENT PROGRAM PLAN

FOR WOMEN AND MINORITIES

ORGANIZATIONAL CHART

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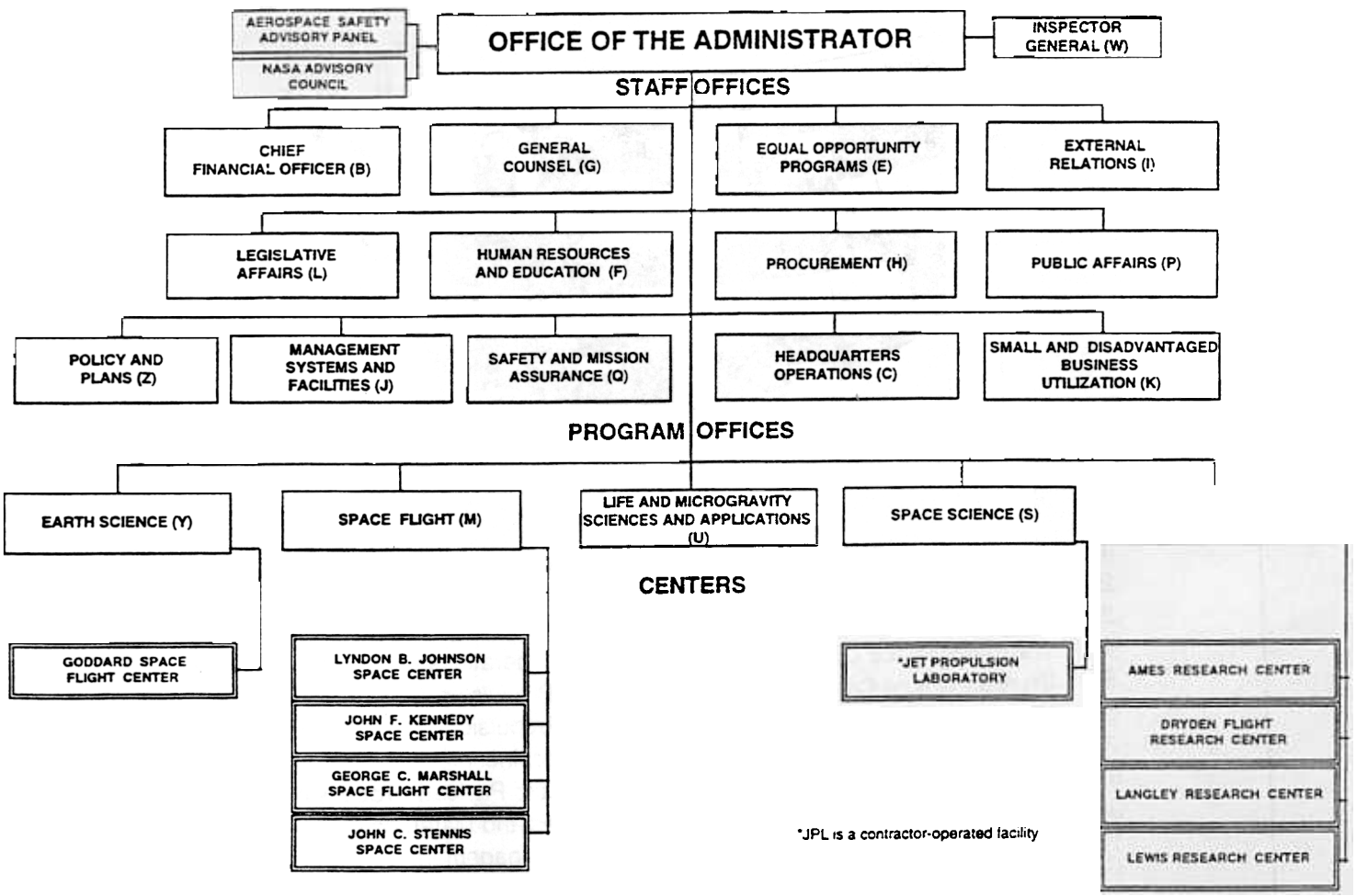
NATIONAL AERONAUTICS AND SPACE ADMINISTRATION



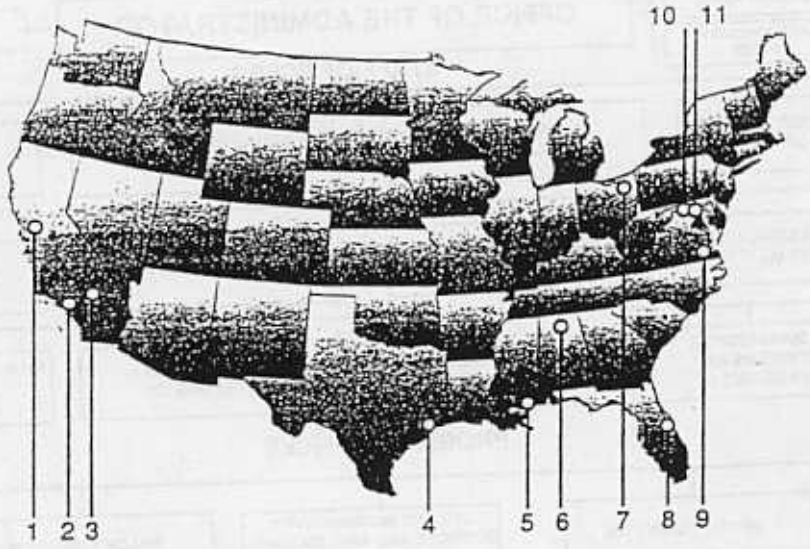
As of June 1998

AFFIRMATIVE EMPLOYMENT PROGRAM PLAN

FOR WOMEN AND MINORITIES

ORGANIZATIONAL CHART

Centers of Excellence



1	Ames Research Center	Information Technology
2	Jet Propulsion Laboratory	Deep Space Systems
3	Dryden Flight Research Center	Atmospheric Flight Operations
4	Johnson Space Center	Human Operations in Space
5	Stennis Space Center	Rocket Propulsion Test
6	Marshall Space Flight Center	Space Propulsion
7	Lewis Research Center	Turbomachinery
8	Kennedy Space Center	Launch and Payload Processing Systems
9	Langley Research Center	Structures and Materials
10	NASA Headquarters	Agency Management
11	Goddard Space Flight Center	Scientific Research

AFFIRMATIVE EMPLOYMENT PROGRAM PLAN

FOR WOMEN AND MINORITIES

ORGANIZATIONAL CHART

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Headquarters and NASA Centers

NASA's programs are implemented through its nine Centers, Headquarters, and the Jet Propulsion Laboratory. To improve the efficiency and effectiveness of its programs, NASA has defined the roles and responsibilities for each Center. To reduce overlap and streamline administrative and programmatic functions, NASA's Senior Management has established areas of excellence and specific missions for each Center and Headquarters.

Agency management, which primarily resides at NASA Headquarters, is responsible for leadership and management across the Strategic Enterprises as well as the development of strategy ("what, why, and for whom"). It serves as the principal interface with the Administration and Congress and is the focal point for accountability, communication, and liaison with external entities. It also provides budget integration, long-term institutional investment strategy, Agency policy and procedures, and functional leadership.

Centers of Excellence

Each Center of Excellence represents a focused, Agencywide leadership responsibility in a specific area of technology or knowledge. Centers of Excellence are chartered with a clear definition of their capabilities and boundaries. They are charged to be preeminent within the Agency, if not worldwide, with respect to the human resources, facilities, and other critical capabilities associated with the particular area of excellence. Each Center of Excellence must maintain or increase the Agency's preeminent position in the assigned area in line with the program requirements of the Strategic Enterprises and the long-term interests of the Agency. The capabilities to support a Center of Excellence can be distributed across multiple Centers. These capabilities are available to all of the Strategic Enterprises.

NASA's Strategic Enterprises include Space Science, Earth Science, Human Exploration and Development of Space, and Aeronautics and Space Transportation Technology. NASA's Centers' missions identify the concentration of capabilities to support the accomplishment of Strategic Enterprise goals. Each Center has been assigned responsibilities, which provide a basis for building human resource capabilities and a physical infrastructure in direct support of Enterprise

requirements. Enterprise program and project assignments are based on Center mission designations. Other Centers may support a primary Center in carrying out an Enterprise's missions.

In general, each NASA program is assigned to a Lead Center, which is responsible for implementation, accountability for meeting schedule and budget guidelines, and safety and reliability standards.

AFFIRMATIVE EMPLOYMENT PROGRAM PLAN

FOR WOMEN AND MINORITIES

CERTIFICATION OF QUALIFICATIONS OF EEO OFFICIALS

==========

I certify that the qualifications of all staff officials, full-time or part-time, responsible for the administration of the Equal Employment Opportunity Program have been reviewed by competent authority and incumbents of these positions meet standards outlined in the U.S. Office of Personnel Management Operating Manual under "Qualifications Standards for General Schedule Employees" or "Group Coverage Qualification Standards for General Schedule Employees" under "Positions Involving Equal Opportunity Collateral Assignments." Evidence that the review has been made and its findings are on file and available for review by Equal Employment Opportunity Commission Officials.

George E. Reese

June 24, 1998

George E. Reese
Associate Administrator for
Equal Opportunity Programs

Date

AFFIRMATIVE EMPLOYMENT PROGRAM PLAN

FOR WOMEN AND MINORITIES

PLAN FOR THE PREVENTION OF SEXUAL HARASSMENT

==========

National Aeronautics and
Space Administration
Office of the Administrator
Washington, DC 20546-0001

JUN 3 1994

TO: Officials-in-Charge of Headquarters Offices
Directors, NASA Field Installations
Director, Jet Propulsion Laboratory

FROM: A/Administrator

SUBJECT: NASA's Policy Statement on Sexual Harassment

NASA has a longstanding practice of fair and equitable treatment for all employees. NASA policy prohibits sexual harassment by any person. As specified in 29 C.F.R. Section 1604.11, Sexual harassment:

> "Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when:
>
> > submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment,
> > submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or
> > such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment."

Employees should report any harassment immediately to the supervisor, or an appropriate management official, who will make every effort to resolve the complaints promptly and effectively. Other possible channels for review of complaints of sexual harassment include the: (1) Agency internal grievance system; (2) Equal Opportunity (EO) Complaint System, if discrimination is alleged; (3) Negotiated grievance procedures; (4) Office of Special Counsel, if a prohibited personnel practice is involved; (5) Merit System Protection Board, if an appealable adverse action is involved; (6) and the Agency Office of Inspector General.

All actions taken to resolve issues of sexual harassment will be confidential. Retaliatory action against an employee who charges sexual harassment will not be tolerated.

Any employee found to have engaged in sexual harassment of any kind will be subject to appropriate sanctions, which may include dismissal from Federal service.

I urge your full support and cooperation in maintaining fair, hospitable, and equitable workplaces throughout NASA. Sexual harassment, like other forms of discriminatory behavior is prohibited and will not be tolerated.

This policy applies to all NASA employees in workplace relationships with contractors as well as with other Federal employees.

Daniel S. Goldin

AFFIRMATIVE EMPLOYMENT PROGRAM PLAN

FOR WOMEN AND MINORITIES

PLAN FOR THE PREVENTION OF SEXUAL HARASSMENT

==========

ISSUANCE OF NASA POLICY STATEMENTS:

NASA has a longstanding practice of fair and equitable treatment of all employees. NASA's Administrator signed a Sexual Harassment Policy Statement, dated June 1994, prohibiting sexual harassment by any person. The NASA Administrator stated that "Sexual harassment, like other forms of discriminatory behavior, is prohibited and will not be tolerated".

Sexual Harassment is defined in 29 CFR, Section 1604.11 as

"Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when (1) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment, (2) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or (3) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment."

The NASA Center Directors have issued written policy statements on sexual harassment, distributed them to all of their employees, and will continue to update as needed.

ISSUANCE OF APPROPRIATE SANCTIONS:

EEO Program posters will continue to be displayed on all official bulletin boards Agencywide at all times telling employees what action to take if they feel they have been victims of discrimination or sexual harassment.

TRAINING:

In 1994, the Office of Equal Opportunity Programs initiated and conducted training throughout NASA for the Inspector General (IG), the Deputy and Assistant IG's, and the OIG Center Directors and staffs on the Prevention of Sexual Harassment.

Each NASA Center continues to conduct prevention of sexual harassment training for all new employees and refresher courses for supervisors and managers.

INFORMATIONAL MATERIAL

Federal Women's Program Managers (FWPM) will ensure that materials on prevention of sexual harassment will be periodically published in the Centers' Newletters and Bulletins.

FWPM's will explore posting informational materials on their EO office home page.

NASA Centers will continue to make videos and training materials available to all employees, managers, supervisors and in-house contractors.

OTHER ACTIONS:

A compendium of NASA's sexual harassment policies and training has been developed and will be updated to be used as a tool for advising management, as well as a preventive tool for sexual harassment training interventions within NASA.

FWPM's will monitor and evaluate annually the number of sexual harassment complaints and identify and compare trends so as to eradicate all vestiges of unlawful discrimination.

AFFIRMATIVE EMPLOYMENT PROGRAM PLAN

FOR WOMEN AND MINORITIES

STATEMENT OF ADEQUATE MONITORING/EVALUATION SYSTEM

==========

NASA's Office of Equal Opportunity Programs (OEOP) conducts an internal evaluation during the first quarter of each fiscal year covering accomplishments made during the previous fiscal year in equal employment opportunity and affirmative employment. The Associate Administrator for Equal Opportunity Programs has the overall responsibility for ensuring the annual reviews and maintaining a Equal Employment Office (EEO) staff. The annual reviews are documented and the accomplishment reports are forwarded to the Equal Employment Opportunity Commission (EEOC), Federal Sector Programs, Washington, DC. In addition to the EEOC guidelines, the annual reviews take into account the following:

a. The utilization of diversity data which are maintained and retrieved electronically from the Office of Personnel Management's (OPM) certified Consolidated Agency Personnel and Payroll System (CAPPS) database. The data are analyzed by occupational categories, series, and diversity representation.

b. The annual accomplishment reports summarize in narrative form the trends reflected in the data. The reports have reasons for gains or losses and recommendations to address issues of concern in the workforce.

c. Assessments are made of the extent to which identified barriers to representative employment are relevant and within the control of the Agency. Relevant concerns to the diverse representation of the NASA workforce are assessed in the reports.

d. An assessment is also made of the effectiveness of joint planning for affirmative employment initiatives.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

PROGRAM ANALYSIS

==========

I. ORGANIZATION AND RESOURCES

NASA is comprised of nine Centers, Headquarters, and the Jet Propulsion Laboratory. The Agencywide Equal Opportunity (EO) workforce is comprised of approximately 80 employees, including permanent, temporary, and in some cases, contract support.

Each Center has a designated EO Officer, who reports directly to the Center Director. EO Officers have further access to top management through the NASA EO Board. The Board meets at least twice a year, enabling EO Officers and Deputy Center Directors to thoroughly review EO activities and initiatives.

Each NASA Center undertakes a wide scope of equal opportunity activities, including affirmative employment, educational outreach programs, special emphasis observances, sexual harassment prevention, diversity training, and discrimination complaints processing.

NASA's OEOP has a major function within NASA's management structure. OEOP is located at Headquarters and provides centralized leadership, coordination, monitoring, and evaluation of Agencywide EEO initiatives. OEOP establishes broad EEO administrative policies.

The Associate Administrator for Equal Opportunity Programs reports directly to the NASA Administrator. The OEOP has a staff of 30 full-time permanent employees.

OEOP consists of three major divisions, the Affirmative Employment and Diversity Policy Division, the Discrimination Complaints Division, and the Minority University Research and Education Division. OEOP makes annual reviews of Agencywide EEO initiatives in accordance with EEOC, OPM, and the Department of Health and Human Services (HHS) regulations.

The OEOP maintains control of its own operating budget. Funds are provided for the issuance of grants to minority organizations for scholarships and summer work experiences for minority students, for special emphasis program travel expenses, and for materials promoting EEO awareness.

The OEOP provides training to managers, EO staff, special emphasis groups, and other interested employees on the legal bases and requirements of NASA's Equal Opportunity and Affirmative Employment Programs. The training is typically seminar style and covers requirements of all the applicable civil rights laws, EEOC directives, and Federal regulations.

OEOP identified the following problems within NASA:

- Several NASA Center EO staffs report that the current staffing levels are not adequate to complete all OPM, EEOC, Department of Justice (DOJ), and NASA EO mission requirements.

- Several NASA Center EO staffs report that budget constraints hamper a Center's involvement in EO initiatives and projects.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR
MINORITIES AND WOMEN

PROGRAM ANALYSIS

REPORT OF OBJECTIVES AND ACTION ITEMS

==========

PROGRAM ELEMENT: Organization and Resources

PROBLEM/BARRIER STATEMENT: Several NASA Centers report inadequate staffing levels to address affirmative employment issues, reporting requirements, and diversity issues.

OBJECTIVE: Provide each Center with adequate staffing to implement programs and accomplishment mandated reporting requirements.

ACTION ITEMS:	Responsible Official	Target Date
A. Review staffing levels at NASA Centers.	OEOP, Associate Administrators (AA), Center Directors	Sept 30, 1999
B. Initiate staffing actions, as appropriate.	OEOP, AA's, Center Directors	Sept 30, 1999
C. Review and monitor NASA Center reports for completion of Agencywide initiatives.	OEOP, AA's, Center Directors	Sept 30, 1999
D. Utilize interns, detailees and other temporary assignments to augment permanent EO staff.	OEOP, AA's, Center Directors, EO Officers	Sept 30, 1999

AFFIRMATIVE EMPLOYMENT PROGRAM FOR
MINORITIES AND WOMEN

PROGRAM ANALYSIS

REPORT OF OBJECTIVES AND ACTION ITEMS

==========

PROGRAM ELEMENT: Organization and Resources

PROBLEM/BARRIER STATEMENT: Several NASA Centers report inadequate budgets to conduct EO initiatives and projects.

OBJECTIVE: Provide each Center with adequate funding to implement and conduct EO programs.

ACTION ITEMS:	Responsible Official	Target Date
A. Review EO budget levels at NASA Centers.	OEOP, AA's, Center Directors	Sept 30, 1999
B. Initiate budget actions, as appropriate, to expand budgets to enable NASA Centers to conduct EO programs.	OEOP, AA's, Center Directors	Sept 30, 1999

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II. WORKFORCE

For the past 5 years, NASA has undertaken an effort to instill a renewed definition of excellence in the Agency and the conduct of its research and technology programs. Driven initially by the need to formulate more realistic budgets and to achieve a streamlined workforce, NASA has embraced a philosophy of reinvention which extends beyond mandated reductions and focuses on maximizing the efficiency, effectiveness, and vitality of the Agency.

While these changes will touch all aspects of the products, organization, and culture of the Agency, a key dimension of this transformation is the restructuring of the civil service workforce to deliver a space and aeronautics program that is balanced, relevant, and at the forefront of technology development. By the end of FY 2000, the plan is for NASA to have restructured the size and composition of the workforce to fewer than 18,000 civil service personnel. This represents nearly a 30-percent reduction from the authorized FY 1992 levels of just over 25,000.

NASA has made significant progress in its movement toward a smaller, but more focused, civil service workforce. In fact, more than half of the 7,500 Full-Time Equivalent (FTE) reductions needed in the civil service workforce have already been accomplished through voluntary measures such as separation incentives, hiring freezes, attrition, and aggressive outplacement.

NASA began its restructuring efforts in 1993 when it had approximately 25,000 civil service personnel at its Headquarters and Centers. After intense downsizing efforts, the Agency had an employment level of 18,980, at the end of FY 1997. By the year 2000, NASA plans to have fewer than 18,000 civil service personnel. This workforce size was determined following a comprehensive Zero-Base Review that redefined roles and missions and program management structures consistent with outyear funding levels reflected in the Agency's FY 1996 budget. The staff reduction represents a 28-percent cut from 1993 levels and will result in the smallest civil service workforce at NASA since the early 1960's.

The ability to absorb these reductions does not reflect simply doing the same work with fewer people. A workforce

transformation is underway, guided by the Agency's ongoing strategic planning and strategic management process. This reinvention will return the Agency to a premier research and development organization, doing the things which NASA does best, and relying on others to do what they do best. This means reducing the infrastructure at Headquarters and the Centers transferring operational activities to commercial contractors as appropriate, and focusing internal efforts on technology development. Understandably, these changes have varied impacts across the Agency, and as a result, civil service personnel reduction targets have not been established uniformly across the Centers. Reductions vary significantly from location to location and are tied closely to programmatic restructuring and phasing. Targets do reflect the objective of ensuring that the right set of skills are in the right locations at the right time for efficient, successful program delivery.

An analysis of the Agency's workforce was conducted using the Professional, Administrative, Technical, Clerical, Other and Blue Collar (PATCOB) method by occupation series code and grade groupings as of the fourth quarter of fiscal year 1997. Appendix 1 lists NASA's 38 Major Occupations vs. U.S. Civilian Labor Force (CLF). It shows comparisons of EEO groups by the standard deviation method, with PATCOB using national Relevant Civilian Labor Force (RCLF) and CLF data, and grade groupings. The data were extracted from the CAPPS database.

The major NASA occupations were compared with the 1990 CLF data. The professional positions were compared with the national RCLF data. The administrative positions were compared with the national CLF data. A two standard deviation analysis was conducted on each position per the DOJ guidelines regarding the Adarand v. Pena Supreme Court case.

NASA OCCUPATIONAL SERIES ANALYSIS

The two-standard deviation analysis revealed that there is underrepresentation of minorities and women in the following occupational categories:

Professional	Groups
Aerospace Engineers, General Engineers	Asian /Pacific Islanders.
Computer Engineer, General Physical Scientists, Auditors:	White females.

Administrative

Administrative Officers	Black men
General Facilities and Equipment	White females, Black females
Miscellaneous Administrative Positions	Hispanic Men
Quality Assurance Positions	White females, Black and Hispanic females.
Security Administration Positions	White females.

Technical

Engineering Technicians, Electronic Technicians	White females, Black females, Hispanic females, and Asian /Pacific Islander females

Clerical

Personnel Clerical & Assistants.	White females
Secretary	Black men, Hispanic men, Asian /Pacific Islander men

Other

None

During FY 1997, OEOP analyzed OPM's Federal Equal Opportunity Recruitment Program (FEORP). FEORP was reviewed by NASA because aggregration of data often masks differences between gender groups, minority groups, and occupational groups. In order to effectively advance equal opportunities to those most in need, workforce data must be disaggregated to the lowest possible level.

Disaggregation of the data reveals a different picture. At NASA, Black females are underrepresented only in professional and blue collar positions, Black males only in clerical positions. Hispanic males are underrepresented in every occupational category except professional; Hispanic females are underrepresented in every occupational category except clerical. All females are underrepresented in NASA's professional positions, except American Indian females. Only Hispanic females are underrepresented in administrative positions. All females are underrepresented in technician positions, except Black females.

After reviewing NASA's data, the following findings are presented:

- The average grade of Black males (GS-12.3) is the lowest of all males at NASA; the average grades of all female groups (GS-10.7) are lower than all male groups (GS-13.1); the average grades of Black females (GS-9.6) and American Indian females (GS-9.8) are the lowest of all groups at NASA.

- Promotion rates at NASA are higher than representation rates at NASA for all minorities and females. However, promotion rates for most females and minorities are lower than in the Federal Government as a whole.

- Overall, a lower percentage of females at NASA have college degrees than males; Asian/Pacific Islander females are the exception. This pattern holds true for the administrative workforce, but not for other nonprofessional occupations where a higher percentage of Black females have college degrees than White or Hispanic males.

- Males at NASA, including minority males, are more likely to be aerospace or general engineers than any other occupation. Females, with the exception of Asian /Pacific Islander females, are more likely to be secretaries than any other occupation.

- Most Hispanic and Black males are in professional positions at NASA; most Black females are in clerical and administrative positions; most Hispanic females are in administrative and professional positions. Overall, most females are in professional and administrative positions. Very few women are in blue collar positions.

- Over the past five years, Blacks and Hispanics (males and females) have declined in actual numbers but have gained as a percentage of the total workforce.

- Asian/Pacific Islander females and American Indian females have gained in actual numbers and as a percentage of the total workforce over the past 5 years.

- Of all female and minority groups, only white females have not gained as a percentage of the total workforce during the past five years (they have remained the same).

Appendix 2, NASA CAPPS Strength Report by grade, as of 9/30/97, shows comparisons of NASA employees by grade.

In assessing the NASA Agencywide profile, 82 percent of nonminority males are in the top four grades (including special pay plans).

Based upon analysis of the workforce, several problems were identified which relate to the representation of females and minorities as compared to the national CLF. NASA has documented the following issues:

- The NASA workforce has underrepresentation for specific female and minority groups in Professional, Administrative, Technical and Clerical occupations.

- The NASA Agencywide analysis shares the results of information that is found virtually throughout all of NASA's organizations. White employees are generally found in grade interval GS-13-15 at an approximate rate of 80 percent, while minorities combine to comprise approximately 20 percent of NASA's total workforce.

- Minorities comprise 20 percent of NASA's workforce, but only 13 percent of NASA's managers and supervisors; females comprise 32 percent of NASA's workforce, but only 17 percent of managers and supervisors.

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REPORT OF OBJECTIVES AND ACTION ITEMS

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PROGRAM ELEMENT: Workforce

PROBLEM/BARRIER STATEMENT: The NASA Workforce has underrepresentation for specific women and minority groups in Professional, Administrative, Technical and Clerical occupations.

OBJECTIVE: To increase work force representation for specific women and minority groups in areas of underrepresentation.

ACTION ITEMS:	Responsible Officials	Target Date
Professional		
A. Aerospace Engineers, General Engineers: Increase the representation for the following group over the next 5 years: Asian/Pacific Islanders. Monitor hires over the next 5 years and alert selecting officials that underrepresentation exists prior to hiring actions. Review recruiting tactics/advertising areas to ensure that these groups are aware of vacancies so that they can be properly represented in applicant pools.	OEOP, AA's Center Directors Center EEO Directors Human Resources Directors	Sept 30, 2002
B. Computer Engineers, General Physical Scientists, Auditors: Increase the representation for the following group over the next 5 years: White females. Monitor hires over the next 5 years and alert selecting officials that underrepresentation exists prior to hiring actions. Review recruiting tactics/advertising areas to ensure that these groups are aware of vacancies so that they can be properly represented in applicant pools.	OEOP, AA's Center Directors Center EEO Directors Human Resources Directors	Sept 30, 2002

Administrative

C. Administrative Officers: Increase the representation for the following group over the next 5 years: Black males Monitor hires over the next 5 years and alert selecting officials that underrepresentation exists prior to hiring actions. Review recruiting tactics/advertising areas to ensure that these groups are aware of vacancies so that they can be properly represented in applicant pools.	OEOP, AA's Center Directors Center EEO Directors Human Resources Directors	Sept 30, 2002
D. General Facilities and Equipment: Increase the representation for the following groups over the next 5 years: White females, Black females Monitor hires over the next 5 years and alert selecting officials that underrepresentation exists prior to hiring actions. Review recruiting tactics/advertising areas to ensure that these groups are aware of vacancies so that they can be properly represented in applicant pools.	OEOP, AA's Center Directors Center EEO Directors Human Resources Directors	Sept 30, 2002
E. Miscellaneous Administrative Positions: Increase the representation for the following group over the next 5 years: Hispanic Males Monitor hires over the next 5 years and alert selecting officials that underrepresentation exists prior to hiring actions. Review recruiting tactics/advertising areas to ensure that these groups are aware of vacancies so that they can be properly represented in applicant pools.	OEOP, AA's Center Directors Center EEO Directors Human Resources Directors	Sept 30, 2002

F. Quality Assurance Positions: Increase the representation for the following groups over the next 5 years: White, Black, and Hispanic females. Monitor hires over the next 5 years and alert selecting officials that underrepresentation exists prior to hiring actions. Review recruiting tactics/advertising areas to ensure that these groups are aware of vacancies so that they canbe properly represented in applicant pools.	OEOP, AA's Center Directors Center EEO Directors Human Resources Directors	Sept 30, 2002
G. Security Administration Position: Increase the representation for the following groups over the next 5 years: White females. Monitor hires over the next 5 years and alert selecting officials that underrepresentation exists prior to hiring actions. Review recruiting tactics/advertising areas to ensure that these groups are aware of vacancies so that they can be properly represented in applicant pools.	OEOP, AA's Center Directors Center EEO Directors Human Resources Directors	Sept 30, 2002

Technical

H. Engineering Technicians, Electronic Technicians: Increase the representation for the following groups over the next 5 years: White, Black, Hispanic, and Asian /Pacific Islander females. Monitor hires over the next 5 years and alert selecting officials that underrepresentation exists prior to hiring actions. Review recruiting tactics/advertising areas to ensure that these groups are aware of vacancies so that they can be properly represented in applicant pools.	OEOP, AA's Center Directors Center EEO Directors Human Resources Directors	Sept 30, 2002

Clerical

Personnel Clerical & Assts. Increase the representation for the following group over the next 5 years: White females Monitor hires over the next 5 years and alert selecting officials that underrepresentation exists prior to hiring actions. Review recruiting tactics/advertising areas to ensure that these groups are aware of vacancies so that they can be properly represented in applicant pools.	OEOP, AA's Center Directors Center EEO Directors Human Resources Directors	Sept 30, 2002
J. Secretary Increase the representation for the following groups over the next 5 years: Black, Hispanic, and Asian /Pacific Islander males Monitor hires over the next 5 years and alert selecting officials that underrepresentation exists prior to hiring actions. Review recruiting tactics/advertising areas to ensure that these groups are aware of vacancies so that they can be properly represented in applicant pools.	OEOP, AA's Center Directors Center EEO Directors Human Resources Directors	Sept 30, 2002

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III. DISCRIMINATION COMPLAINTS

The Office of Equal Opportunity Programs' Discrimination Complaints Division is responsible for policy development and the interpretation of relevant EO laws, regulations and guidance pertaining to the Federal-sector complaints process as well as the overall administration of a centralized formal complaints processing and adjudication system for individual and class complaints of discrimination for the entire agency. The responsibility for administration of the pre-complaint counseling stage and implementation of Alternative Dispute Resolution (ADR) initiatives resides with the Center EO offices.

There are a number of new EO counselors who have received only basic EO counselor training and who have had little or no counseling activity. Some counselors do not have a thorough understanding of the kind of information that must be gathered in order to resolve or process particular types of complaints. These assessments are based on review of counselor report packages and discussion with Center EO staff and counselors.

In addition to there being a lack of consistency in the level of counselor skills, there is an underutilization of ADR. During FY 97, a total of 89 persons sought counseling, but only eight (9 percent) resolutions occurred at the precomplaint counseling stage, while 42 formal complaints were filed. With respect to the formal stage, a total of 37 complaints were closed, and of that number, 14 were settled. Although all Centers endeavor to employ some form of ADR technique at the informal stage, and eight Centers have a formal ADR process, there is need for greater utilization of ADR at both the informal and formal stages of the complaints process.

There also exists the need to reduce the length of time for processing complaints within the investigative period. In FY 1997, the Agency's average number of days for investigations completed during the fiscal year was 287. While there are a number of factors that can contribute to complaints processing delays, many delays can result from the time required to orient a number of contract investigators employed by various vendors to investigative requirements unique to the Agency. In addition to the need to frequently return reports for additional work, incomplete EO counseling packages also contribute to delays in processing complaints.

A review of the inventory data for FY 1994-97 reflects the following informal counseling and formal complaint filings:

	FY 1994	FY 1995	FY 1996	FY 1997
Informal/Formal	133/55	134/72	86/46	30/19
Resolutions (Informal/Formal)	16/29	15/16	8/8	5/11

Source: OEOP Discrimination Complaints Division (DCD)

The analysis revealed the following problems:

- There is a lack of consistency in the level of counselor skills.

- There is an underutilization of ADR techniques to reduce the number of informal and formal complaints and lack of adequate information on resolutions where ADR is employed.

- There is a need to improve timeliness in processing complaints within the 180-day regulatory timeframe.

These problems have been analyzed and addressed under the Discrimination Complaints program analysis section.

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PROGRAM ELEMENT: Discrimination Complaints

PROBLEM/BARRIER STATEMENT: There is a lack of consistency in the level of counselor skills.

OBJECTIVE: Each Center will ensure that counselors possess the requisite skills, knowledge, and abilities to effectively counsel employees.

ACTION ITEMS:	Responsible Official	Target Date
A. Provide advanced counselor training for all counselors.	OEOP/DCD	Sept 30, 1999
B. Provide quality training for new counselors and periodic updates.	Center EO Directors	Sept 30, 1999
C. Employ quality control measures to ensure that reports are complete.	Center EO Directors	Sept 30, 1999

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PROGRAM ELEMENT: Discrimination Complaints

PROBLEM/BARRIER STATEMENT: There is an underutilization of ADR techniques to reduce the number of informal and formal complaints and lack of adequate information on resolutions where ADR is employed.

OBJECTIVE: Each Center will increase emphasis on ADR techniques to reduce the number of informal and formal complaints and a more accurate means of tracking resolutions at the various stages of the process.

ACTION ITEMS:	Responsible Official	Target Date
A. Examination of complaints at the various stages of the process to determine whether ADR techniques should be employed.	OEOP/DCD Center Directors Center EO Directors Agency Counsel	Sept 30, 1999
B. Establishment of clearly defined ADR processes at each Center.	Center Directors Center EO Directors	Sept 30, 1999
C. Development of a reporting format to track the effectiveness of ADR at all stages of the process.	OEOP	Sept 30, 1999

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PROGRAM ELEMENT: Discrimination Complaints

PROBLEM/BARRIER STATEMENT: There is a need to improve timeliness in processing complaints within the 180 day regulatory timeframe.

OBJECTIVE: Each Center will improve timeliness in processing discrimination complaints within the 180 day regulatory timeframe.

ACTION ITEMS:	Responsible Official	Target Date
A. Develop specific investigative guidance for investigators to ensure that all requirements are consistently met and to eliminate the need for supplemental investigations or extensive corrective measures.	OEOP/DCD	Sept 30, 1999
B. Enhance the Discrimination Complaints Tracking System (DCTS) to track all stages within 180 day process.	OEOP	Sept 30, 1999
C. Employ quality control measures to ensure receipt of timely and completed counseling report packages.	Center EO Officers	Sept 30, 1999

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IV. RECRUITMENT AND HIRING

For the past 5 years, many NASA Centers underwent a freeze which limited the recruitment and hiring of females and minorities. To maintain national visibility, NASA advertisements were placed in numerous publications by both Headquarters and the Centers.

Since FY 1993, NASA has undertaken an effort to restructure the civil service workforce. Driven initially by the need to formulate more realistic budgets and to achieve a streamlined workforce, NASA has embraced a philosophy of reinvention which extends beyond mandated reductions and focuses on maximizing the efficiency, effectiveness, and vitality of the Agency. Continuing over the next several years, NASA plans to restructure the size and composition of the workforce to fewer than 18,000 civil service personnel. This represents nearly a 30-percent reduction from the authorized FY 1992 level of just over 25,000.

In the face of continuing downsizing and restructuring, NASA is proud of its continuing accomplishments to increase the minority and female representation in NASA. The Administrator continues to encourage managers and supervisors to provide employee advancement and development opportunities. As an Agency, NASA continues the commitment to use innovative and creative internal and external recruitment strategies in the quest to reflect America's diversity within its workforce.

Internal Recruiting

NASA's Centers continued to be visionary in planning developmental programs to enhance internal recruiting initiatives. For example, it is routine to review vacant positions for the potential of establishing bridge positions. NASA continues to use succession planning as a key tool to identify potential candidates from targeted populations. Internal processes and systems are constantly analyzed to determine whether there are any internal barriers precluding the advancement of minority candidates. Increased diversity has been achieved by making conversions from student employment programs. Training and development opportunities are key components offered Agencywide to enhance career development.

External Recruiting

External recruiting has been extremely limited due to NASA's restructuring and downsizing initiatives. To preclude a reduction in force, buyout and early out opportunities were extended to NASA employees. This decision had a significant positive impact on minority representation, as we found that reductions through voluntary measures resulted in a proportionately smaller impact on minority employees. Occupational analysis is continually performed to determine the needs for targeted recruitment. Recruitment efforts are adjusted, based on the results of the analysis.

NASA's workforce consists of five occupational categories, with each requiring different recruiting strategies to identify sufficient candidates to meet employment needs. The rate and location of FTE employment hiring for the next 2 years will be reassessed after the FY 1997 buyout results are known and have been analyzed. NASA anticipates that staff shortages in specific areas at Centers will be mitigated by use of temporary and term appointments during the transitional period.

OEOP reviews and coordinates recruitment initiatives with NASA's Office of Human Resources and Education which prepares the Agency's Federal Equal Opportunity Recruitment Program (FEORP) Plan Certifications and Accomplishment Reports.

OEOP identified the following problems within NASA:

- NASA's management has obtained marginal success in hiring females and minorities into the Senior Executive Service (SES).

- NASA's workforce is not fully representative of America's diversity.

- Several Center EEO officers do not participate in the selection process for awards, hires, and promotions in areas where underrepresentation exists.

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REPORT OF OBJECTIVES AND ACTION ITEMS

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PROGRAM ELEMENT: Recruitment and Hiring

PROBLEM/BARRIER STATEMENT: Since 1992, NASA's management has had some success in hiring females and minorities into the Senior Executive Service (SES), but progress has stabilized since 1996.

OBJECTIVE: To increase the representation of females and minorities in NASA's SES ranks.

ACTION ITEMS:	Responsible Official	Target Date
A. Increase the representation of females and minorities over the next 5 years.	Center Directors, AA's, and Agency Senior Management	Sept 30, 2002
B. Review all SES selections to determine whether female and minorities were considered.	Center Directors, AA's, and Agency Senior Management	Sept 30, 2002
C. Increase the appointment of SES Career Development Program (CDP) graduates to SES positions without further competition.	Center Directors, AA's, and Agency Senior Management	Sept 30, 2002
D. Monitor SES selections and document opportunities for selection.	Center Directors, AA's, and Agency Senior Management	Sept 30, 2002
E. Document underrepresentation areas for SES selecting officials.	Center Directors, AA's, and Agency Senior Management	Sept 30, 2002
F. Review certificates of eligibles prior to making selections or recommendations to the selection officials.	Center Directors, AA's, and Agency Senior Management	Sept 30, 2002

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PROGRAM ELEMENT: Recruitment and Hiring

PROBLEM/BARRIER STATEMENT: NASA's workforce is not fully representative of America's diversity.

OBJECTIVE: Recruit and hire individuals representative of America's diversity, consistent with opportunities available in the Agency.

ACTION ITEMS:	Responsible Official	Target Date
A. Include Historically Black Colleges and Universities (HBCU), Hispanic Serving Institutions (HSI), and Other Minority Universities (OMU) in all recruitment and co-op activities, as appropriate.	Center Directors AA's	Sept 30, 2002
B. Incorporate innovative techniques into recruitment and outreach activities	Center Directors AA's	Sept 30, 2002
C. Aggressively recruit and hire co-ops and/or fresh-outs from individuals from targeted and diverse groups (ITDGs).	Center Directors AA's	Sept 30, 2002
D. Recruit and hire individuals with targeted disabilities until a 2 percent Center representation is reached.	Center Directors AA's	Sept 30, 2002
E. Aggressively recruit and hire ITDGs for each occupational series and category.	Center Directors AA's	Sept 30, 2002
F. Aggressively recruit and hire ITDGs for occupations at grades 13 and above.	Center Directors AA's	Sept 30, 2002
G. Increase the use of the CO-OP Program to augment Professional Scientists and Engineers occupations in the workforce.	Center Directors AA's	Sept 30, 2002

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PROGRAM ELEMENT: Recruitment and Hiring

PROBLEM/BARRIER STATEMENT: Several NASA Centers have reported that EO Officers do not participate on selection panels or provide concurrence for awards, hires, and promotions.

OBJECTIVE: To increase EO Officer participation in the selection process for awards, hires, and promotions in areas where underrepresentation exists.

ACTION ITEMS:	Responsible Official	Target Date
A. Increase the representation of EO Officers on selection panels over the next 5 years.	Center Directors, AA's, and Agency Senior Management	Sept 30, 2002
B. EO offices will review all hires, promotions and awards information to ensure that processes and practices are administered without discrimination.	Center Directors, AA's, and Agency Senior Management	Sept 30, 2002

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V. EMPLOYEE DEVELOPMENT PROGRAMS

The NASA Professional Development Program (PDP) is a NASA-wide program, operated by the Office of Human Resources and Education, which allows selected employees to broaden their understanding of NASA through a combination of expanded work experiences and formal training. Participants have usually been with NASA for 5 to 10 years, are at grade 13 or above, and are willing to relocate for 4- to 12-month assignments.

Since FY 1993, there have been 125 participants in the PDP Program. The 125 included 65 (52 percent) White males, 31 (24.8 percent) white females, 8 (6.4 percent) Black males, 3 (2.4 percent) Black females, 11 (8.8 percent) Hispanic males, no Hispanic females, 5 (4 percent) Asian/Pacific Islander males, 2 (1.6 percent) Asian/Pacific Islander females, and no American Indian males or females.

During FY 1996-97, a diverse group of NASA employees participated in several Agencywide programs at universities and colleges, including Carnegie-Mellon, MIT, Harvard, Industrial College of the Armed Forces, Simmons, Smith, Stanford, Syracuse Maxwell, and Penn State. The objective of the program is to provide an intensive study of management and executive processes at the best possible schools. Individuals must have demonstrated the potential to manage at the senior levels of the Agency.

For the FY 1996-97 program year, there were 25 employees selected for NASA Fellowships. The 25 included 11 (44 percent) nonminority males, 9 (36 percent) nonminority females, 1 (4 percent) Black male, 1 (4 percent) Black female, 1 (4 percent) Hispanic male, and 2 (8 percent) Asian/Pacific Islander males.

In 1993, NASA initiated the Senior Executive Service Candidate Development Program (SESCDP) to prepare high-potential employees for the SES. During the first 2 years of this program, 1993 and 1994, 88 employees participated. These 88 included 41 (46.6 percent) White males, 24 (27.3 percent) White females, 8 (9.1 percent) Black males, 6 (6.8 percent) Black females, 2 (2.3 percent) Hispanic males, 3 (3.4 percent) Hispanic females, 3 (3.4 percent) Asian/Pacific Islander males, and 1 (1.1 percent) Asian/Pacific Islander female.

Of the 88 SESCDP graduates, 51 have been appointed to the SES. The 37 SESCDP graduates which have not been appointed to the SES include 17 White males (45.9 percent), 9 White females (24.3 percent), 3 Black males (8.1 percent), 2 Black females (5.4 percent), 3 Hispanic females (8.1 percent), 2 Asian American/Pacific Islanders (5.4 percent), and 1 Asian/Pacific Islander female (2.7 percent).

NASA's workforce analysis shows that as of August 30, 1997, NASA's SES corps consisted of 390 employees. Of the 390 SES corps employees 301 (77.2 percent) are White males, 44 (11.3 percent) are White females, 17 (4.4 percent) are Black males 8 (2.1 percent) are Black females, 9 (2.3 percent) are Hispanic males, 1 (0.3 percent) Hispanic female, 3 (0.8 percent) are American Indian males, 6 (1.5 percent) are Asian/Pacific Islander males, and 1 (0.3 percent) Asian/Pacific Islander female.

NASA did not sponsor a SESCDP in FY 1995-97. A SESCDP is planned for FY 1998. Many SESCDP graduates, including 20 women and minorities, continue to wait for SES appointments. NASA recently selected 32 additional SESCDP participants. Of the 32, 15 (46.9 percent) are White males, 7 (21.9 percent) are White females, 1 (3.1 percent) is a Black male, 1 (3.1 percent) is a Black female, 4 (12.5 percent) are Hispanic males, 1 (3.1 percent) is an Asian/Pacific Islander male, and 3 (9.4 percent) are Asian/Pacific Islander females.

OEOP identified the following problems within NASA:

- NASA's SES corps is not representative of America's Diversity.

- The pipeline of females and minorities in the NASA workforce for Grades 14 and above needs to be expanded

AFFIRMATIVE EMPLOYMENT PROGRAM FOR
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REPORT OF OBJECTIVES AND ACTION ITEMS

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PROGRAM ELEMENT: Employee Development and Outreach

PROBLEM/BARRIER STATEMENT: NASA's SES corps is not representative of America's diversity.

OBJECTIVE: To utilize the Agencywide employee development programs to increase the pool of females and minority senior-level management positions at GS-14 and above.

ACTION ITEMS:	Responsible Official	Target Date
A. Maintain Agencywide SESCDP to increase pool of females and minority SES candidates.	Center Directors, Code F, OEOP	Sept. 30, 1999
B. Select from the pool of SESCDP graduates, when possible, as SES vacancies are filled.	Center Directors, Code F, AA's	Sept 30, 1999
C. Increase the percentage of females and minorities participating in developmental assignments.	Center Directors, Code F, AA's	Sept 30, 1999
D. Provide developmental opportunities for females and minorities by appointing/ assigning them to Tiger Teams, Special Projects, and Boards.	Center Directors, Code F, AA's	Sept 30, 1999

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PROGRAM ELEMENT: Employee Development and Outreach

PROBLEM/BARRIER STATEMENT: The pipeline of females and minorities for Grades 14 and above requires expansion.

OBJECTIVE: To utilize the Agencywide employee development programs to increase the pool of females and minority candidates to fill future GS-14 and above positions.

ACTION ITEMS:	Responsible Official	Target Date
A. Develop Agencywide CDP Programs to increase pool of females and minority candidates.	Center Directors, Code F, OEOP	Sept. 30,1999
B. Increase the percentage of females and minorities participating in developmental assignments.	Center Directors, Code F AA's	Sept 30, 1999
C. Monitor the pipeline of females and minority candidates for future NASA positions.	Center Directors, AA's OEOP	Sept 30, 1999
D. Review application process and selection criteria of PDP Program to identify and eliminate barriers for minority females.	Center Directors, AA's OEOP	Sept 30, 1999

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VI. PROMOTIONS

During FY 1997, there were 2,493 promotions Agencywide. Of the 2,493 promotions, females received 1,161 or 47 percent of all Agencywide promotions. Minorities received 658 or 26 percent of all Agencywide promotions. Of the 658 minority promotions, Blacks received 340 for 13.6 percent, Hispanics received 142 for 5.7 percent, American Indians received 33 or 1.3 percent, and Asian/Pacific Islanders received 143 or 5.7 percent of all Agencywide promotions.

In reviewing the FY 1997 SES Vacancy selections by Centers, there were 39 selections made during FY 1997. Of the 39 selections, there were 31 promotions and 8 hires. Of the 31 promotions, 21 (68 percent) were White males, 7 (23 percent) were White females, 1 (3 percent) was a Hispanic male, 1 (3 percent) was an Asian/Pacific Islander male, and 1 (3 percent) was a Black female.

Also, during FY 1997, OEOP conducted an Agencywide analysis of promotion rates. The analysis of promotion rates involved a comparison of three variables: percentage representation of a group at NASA (rep rate), percentage of promotions received by a group (promotion rate), and percentage representation of a group in the RCLF (RCLF rep rate).

Summary of Problem Areas

Male/Female

Professional	Females' promotion rate is higher than representation rate, but is still below the RCLF in grades 13 and above.
Administrative	Females' representation rate and promotion rate are below CLF at grade 15.

Minority/Nonminority

Professional	Minority representative rate and promotion rate are below the RCLF at grade 15 and SES.

Agencywide, there were eight promotions to SES-level scientists. Seven promotions went to white males, and one to an Asian/Pacific Islander male. A more proportional promotion rate would have been five to white males and three to minorities or white women. All groups are below parity at the SES level except white males and American Indian males and females.

Real progress has been made in the diversity of the SES workforce. Minority and women's representation has increased in the SES from 53 to 88, a 66-percent increase in five years, at the same time the total SES downsized by 188 positions. This progress has mainly been the result of appointments by the Administrator and recruitment efforts by his Direct Reports.

Direct Reports to the NASA Administrator must evaluate <u>their</u> direct reports more closely in terms of diversity efforts in the upper grades. Lack of effort below the top level is most evident by the decline in promotions of minorities to the grade 15 level.

Accountability is of particular concern because of the new performance evaluation system (pass/fail). Senior managers at the Centers will need to make an extra effort to evaluate managers and supervisors on diversity efforts, since it may not be reflected in the overall rating.

Minorities and Females in the Pipeline:

Center Directors and Associate Administrators need to continue to pay careful attention to the diversity of employees being promoted to the SES and be cognizant of the pipeline. The progress made in diversifying the SES was primarily achieved from FY 1992 through FY 1996.

Women are being promoted at rates higher than their representation in grades 13 and above. However, the pipeline in these grades is inadequate for women to achieve parity solely through promotions.

The pipeline is fairly good for minorities in grades 12-13. However, the promotion rate to the 15 level needs to be improved for minorities to achieve parity in grades 15 and SES.

NASA's management promotes White males into the SES workforce at rates greater than their workforce representation.

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PROGRAM ELEMENT: Promotions

PROBLEM/BARRIER STATEMENT: NASA's management promotes White males into the SES workforce at rates greater than their workforce representation.

OBJECTIVE: To increase the representation of females and minorities receiving SES promotions in NASA.

ACTION ITEMS:	Responsible Official	Target Date
A. Review all female and minority applicants for SES promotional opportunities.	Center Directors, Agency Management	Sept 30, 1999
B. Increase promotions of specific PATCO occupations where females and minorities are underrepresented.	Center Directors, AA's	Sept 30, 1999
C. Monitor promotion data to determine effects of change.	OEOP, Center EO Officers, Center Management	Sept 30, 1999

AFFIRMATIVE EMPLOYMENT PROGRAM FOR
MINORITIES AND WOMEN

PROGRAM ANALYSIS

REPORT OF OBJECTIVES AND ACTION ITEMS

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PROGRAM ELEMENT: Promotions

PROBLEM/BARRIER STATEMENT: NASA's Centers do not collect and maintain data on the number of opportunities available to select or promote females and minorities to job vacancies where underrepresentation exists.

OBJECTIVE: To collect and maintain data on the number of opportunities available to select or promote females and minorities to job vacancies where underrepresentation exists.

ACTION ITEMS:	Responsible Official	Target Date
A. Establish and maintain a data format to measure the number of opportunities to select or promote females and minorities to vacancies where underrepresentation exists.	Center Personnel Directors Center EEO Officers	Sept 30, 1999
B. Institutionalize use of EEO data formats to record the number of opportunities to select females and minorities in PATCO occupations where underrepresentation exists.	Center Directors, AA's Center Personnel Directors Center EEO Officers	Sept 30, 1999

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VII. SEPARATIONS

NASA's prime system for tracking losses is the NASA Consolidated Agency Personnel/Payroll System (CAPPS) data base. The data compiled by this report are available on a monthly basis and are shared with Centers on an "as-needed" basis. Separation trends are assessed annually by OEOP.

During FY 1997, there were 1,486 losses to the Agency. The overall loss rates were 7.6 percent for males and 8.3 percent for females.

Loss rates, actual number of losses, and beginning-of-year representation are shown for all groups in the following table below:

Loss Rates

Target Groups	Males			Females			Total		
	#	L.	R.	#	L.	R.	#	L.	R.
Total Workforce	13019	989	7.6	5961	497	8.3	18980	1486	7.8
Nonminorities	10843	885	8.1	4336	380	8.7	15179	1265	8.3
Minorities	2176	104	4.7	1625	117	7.2	3801	221	5.8
Blacks	857	46	5.3	1072	74	6.9	1929	120	6.2
Hispanics	560	23	4.1	264	18	6.8	824	41	4.9
American Indians	100	4	4.0	67	6	8.9	167	10	5.9
Asian Amer/PI's	659	31	4.7	222	19	8.5	881	50	5.6

Loss Rates (R) = Number of losses (L) divided by Beginning of Year Representation (#)

The highest loss rates in FY 1997 were for American Indian females, (8.9 percent), White females (8.7 percent), and Asian/Pacific Islander females (8.5 percent).

During FY 1997, the largest number of losses occurred within the professional category. There were 805 losses for a 6-percent loss rate.

NASA has relied on several concurrent approaches for reducing staff and restructuring the organization:

Restricted Hiring. Beginning in FY 1993, some degree of hiring limitation has been in effect each year as hires have been held to a fraction of the losses. FY 1996 was the most restrictive hiring year of all, with only 119 full-time permanent appointments (46 outside hires, 73 conversions of co-op students and nonpermanent personnel) to fill gaps created by 650 losses. Before filling a job from outside, the hiring organization must search internally at other Centers to ensure that qualified individuals who could move to the vacancy have not been overlooked

Expanded Use of Nonpermanent Appointments. NASA has recently begun to use temporary and term appointments to acquire some new employees for noncontinuing work, especially work of a short-term project nature. This will create a more flexible workforce where modest fluctuations in employment levels can be accomplished by separating nonpermanent employees. During FY 1996, 144 such appointments were used. Individuals taking such appointments are aware of the time-limited nature of their employment.

Transfer of Positions and People. The restructuring of roles and missions among Centers has caused a need to transfer work and workers between organizations. All Centers are affected, but Kennedy Space Center (KSC) and NASA Headquarters are affected most. NASA is transferring program management responsibility from Headquarters to the Center, reducing the staff needed at Headquarters by half. The change to a single prime contractor for launch services at KSC has a profound effect on the number of NASA civil service employees required at KSC.

Where intact positions have been moved, the incumbents of those positions were offered the opportunity to transfer to the gaining Center. This strategy has been particularly effective in the downsizing of the Headquarters staff. During FY 1995, Headquarters transferred 83 employees to the Centers. During FY 1996, an additional 98 employees transferred. Transfers of staff from KSC to other Centers have also been important to the overall restructuring effort. The level of movement between Centers is more than double the level prior to undertaking restructuring.

The Agency has implemented strategies stressing use of voluntary approaches to downsizing in order to prevent or delay the use of involuntary methods. Relying on voluntary measures, over half the required staff cuts have already been achieved. Reducing staff levels has been a carefully managed process with continuous monitoring and adjusting.

Buyouts. NASA offered buyouts in 1994, when the authority was first available, and again in 1995. The staff reductions to date could not have been accomplished smoothly without these incentive payments. More than 2,600 employees left the Agency voluntarily during the first two buyouts. NASA's use of this program received praise from employees, managers, and unions and was recognized by both the Office of Personnel Management (OPM) and the Office of Management and Budget as a model program.

NASA developed a logical plan to ensure program integrity, fairness to employees, and assurance that it could continue to perform its functions after employees separated. Separation incentives allowed NASA to reduce overall workforce costs, maintain workforce diversity, and sustain continuity of operations with an appropriate blend of both junior and more senior employees.

Early Retirement. At NASA's request, the OPM has granted early retirement authority for use by NASA employees who do not meet the minimum age and service requirements for regular voluntary retirement. Used in conjunction with buyouts, early retirement authority has been extremely important to achieving voluntary staff reductions. Nearly 900 employees took an early retirement with its reduced annuity during FY 1994 to 1996.

Strategy for FY 1997-98

The remaining reduction of 3,000 civil service personnel represents a formidable objective, particularly since the Agency has made a commitment to its employees and Congress to exhaust all available voluntary measures before using involuntary mechanisms. NASA cannot simply allow attrition to take its natural course. That would lead inevitably to Reduction In Force (RIF) actions at multiple Centers. Active, Agency-level management is essential. A combination of strategies must be used to meet the target staffing levels.

Normal attrition is not enough. Each NASA Center has a civil service workforce target for FY 2000. Because of efforts to date, some Centers are closer to meeting their individual targets than others. However, from an Agency perspective, natural attrition will likely fall short by 1,700 to 1,900 losses. Further, even if a continued hiring freeze over the next 4 years did allow NASA to meet its downsizing goal, the workforce skill mix would become increasingly different from the skill requirements of the restructured Agency. NASA would experience spot skill shortages throughout the Agency because the results of natural attrition cannot be controlled. Moreover, normal losses do not occur at

precisely the right time or in the right proportions and locations to meet program requirements and intermediate year budgetary objectives.

Near-term buyouts are essential. In September 1996, NASA obtained a multiyear authority from Congress to pay voluntary separation incentives. It immediately instituted a third round of buyouts in order to continue aggressively reducing the workforce. The Agency set ambitious buyout targets for Headquarters and most Centers with the objectives of at least doubling the turnover NASA would otherwise expect during FY 1997, removing RIF from the agenda at nearly every Center, and achieving organizational stability more quickly. The FY 1997 buyout targets were deliberately set very high for Centers with the largest planned staff reductions.

Each NASA Center has focused the buyout at its site based on consideration of the types of employees that will be in excess in the future. The Centers developed local plans to involve the unions and to communicate the availability, terms, and procedures for the buyout to their employees.

Full-time equivalent (FTE) employment will be reduced with each buyout. The purpose of the buyout is to obtain a quick, permanent reduction in FTE employment levels. Nevertheless, NASA anticipates that some hiring will be necessary to replace critical losses that occur after the buyout. Moreover, the Agency is increasingly concerned about the effect that a severe and prolonged hiring freeze could have on the long-term viability of the technical staff at several Centers. Successful professional scientific and engineering research and development organizations must provide for a steady infusion of new technical talent to ensure organizational health and vitality and to ensure that the Government is providing for the future. Suspending new hiring contributes to technical stagnation and organizational atrophy. Early warning signs are already evident. For example, NASA now has more scientists and engineers over the age of 70 than below the age of 25. Steps must be taken to ensure some infusion of new technical talent into the Agency.

OEOP identified the following problem:

- The elimination of new hiring contributes to technical stagnation and organizational atrophy.

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PROGRAM ELEMENT: Separations

PROBLEM/BARRIER STATEMENT: NASA has implemented restricted hiring practices as separations occur within the workforce.

OBJECTIVE: To alleviate occupational stagnation as a result of downsizing.

ACTION ITEMS:	Responsible Official	Target Date
A. Use NASA-Department of Defense Exchange Program to share technical expertise.	Center Directors, AA's, Agency Management	Sept 30, 1999
B. Monitor separations data to determine adverse impact and skill mix issues.	Center EEO Directors, Agency Management	Sept 30, 1999

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VIII. PROGRAM EVALUATION

The NASA EO Board is the Agency's principal Senior Management advisory body on matters pertaining to equal opportunity. It is composed of the Agency's Associate Administrator for Equal Opportunity Programs, the Institutional Program Office Deputy Associate Administrators, the Deputy Associate Administrator for Human Resources and Education, the Deputy Directors and EO Officers from each NASA Center, and other Senior Managers as designated in the NASA Management Instruction 1152.65E. NASA's EO Officers consist of 1 Asian/Pacific Islander female, 1 Hispanic female, 1 White female, 3 Black females, 1 American Indian male, and 3 Black males.

During FY 1997, the EO Board met on two occasions. Major initiatives of the Board included reviewing the status of Agencywide implementation of Equal Opportunity and Diversity Management, Historically Black Colleges and Universities (HBCU)/Other Minority University (OMU) initiatives, Federal Dispute Resolution, and Federal Equal Opportunity Recruitment Program initiatives.

During FY 1994, the NASA EO Board completed an Agencywide EO and Diversity Management Plan (EODMP). The Plan was signed by the NASA Administrator, Headquarters Associate Administrators, and Center Directors. The Plan provided baseline standards to be met by each Center, including responsible management officials and dates for completion.

The plan focused on these four guiding principles:

I Employ and empower a competent and highly skilled workforce, representative of America's great diversity, which enables the Agency to accomplish its missions.

II. Create a work environment that is free of discrimination and accessible to individuals with disabilities.

III. Recognize, appreciate, and value diversity, thereby demonstrating trust, respect, and concern for the welfare of all people within the Agency.

IV Ensure that all policies, processes, and procedures provide all individuals the opportunity to develop, participate, and compete fairly and equitably.

Agencywide EO personnel are provided EO information and training as necessary. During FY 1997, NASA Centers completed FY 1996 Accomplishment Reports for Women and Minorities, Disabled Veterans, and Individuals with Disabilities. NASA Center EO Assessment Reports were also completed during FY 1997 for FY 1996. The EO Assessment Reports are functional management self-assessment tools used to evaluate program strengths and weaknesses.

In addition to annual accomplishment reports, the OEOP also undertakes annual assessments of Centers. Every year the Administrator is given an assessment of each Center's EO Program. The assessment is timed to coincide with the Center Director's performance evaluation. Also, OEOP annually directs the Centers to complete self-assessments of their EO program and activities.

Every year the OEOP undertakes a multitude of special studies. The studies focus on areas of particular concern at the time. Examples of these studies that were conducted over the past year include the impact of downsizing on diversity, defining the relevant civilian labor force, the diversity of NASA's managerial workforce, the Federal Equal Opportunity Recruitment Program (FEORP) Annual Report to Congress, and whether a glass ceiling exists at NASA. Typically, the studies are presented to Senior Management and distributed to NASA Officials-in-Charge.

During FY 1997, NASA Centers reported operational Equal Opportunity and Multicultural Advisory bodies which report progress, status and recommendations on multicultural issues to NASA Center Management.

The OEOP provides regular training to the Center EO Officers to keep them apprised of current Federal regulations and NASA policies, and also to build their management skills. This training typically takes place once or twice a year.

Following the Adarand vs.Pena decision, the OEOP briefed Senior Managers, including EO Officers, and human resources staff, to ensure that NASA's Affirmative Employment Program was consistent with Adarand principles. The briefing was based on guidance provided by the Department of Justice and included the appropriate use of workforce data.

During FY 1998, Affirmative Employment Program (AEP) Plan Training was conducted for NASA Centers and Headquarters. This workshop was developed to prescribe guidance to NASA Centers on policies, procedures, and formats for submitting

affirmative employment program plans and affirmative employment program accomplishment reports. The workshop was presented October 15, 1997. This technical training was necessary for NASA Centers to comply with Equal Employment Opportunity Commission Management Directive 714 and the Department of Justice Affirmative Action guidance resulting from Adarand vs. Pena.

OEOP identified the following problem within NASA for program evaluation initiatives:

- Onsite evaluations of EO programs and initiatives are not conducted at NASA Centers by the OEOP or other independent organizations.

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PROGRAM ELEMENT: Program Evaluation

PROBLEM/BARRIER STATEMENT: Onsite evaluations are not conducted at NASA Centers by OEOP or other independent organizations.

OBJECTIVE: To conduct periodic onsite evaluations of NASA Center EO programs and initiatives.

ACTION ITEMS:	Responsible Official	Target Date
A. Develop an instrument to measure EO programs and initiatives.	OEOP, Center Directors, AA's	Sept 30, 1999
B. Institutionalize the utilization of onsite evaluations to augment the evaluation of Center EO programs and initiatives.	OEOP, Center Directors, AA's	Sept 30, 1999