

National Aeronautics and
Space Administration



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Fiscal Years 2022–26

NASA STRATEGIC PLAN
for Diversity, Equity,
Inclusion,
& Accessibility



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Message from the Administrator

The National Aeronautics and Space Administration (NASA) leads the Nation on an unprecedented journey of discovery, exploration, and innovation. Our continued leadership is dependent first and foremost on the people of our great Agency. At NASA, we're committed to building a workforce that reflects the diversity of the American people. We ensure equitable opportunities and remove barriers for underrepresented audiences and are committed to engaging, inspiring, and promoting diverse student populations in science, technology, engineering, and math (STEM). Our new Diversity, Equity, Inclusion, and Accessibility (DEIA) Strategic Plan provides a roadmap that will help us accomplish these and many other goals.

In short, DEIA is critical to innovation, excellence, and mission success. To be successful in our efforts to explore the universe and answer humanity's most profound questions, we must recruit, hire, support and engage, and retain the most talented and promising individuals, from all backgrounds and all life experiences, to be part of our NASA family.

Our work touches all of America daily. NASA has a tremendously important role to play in the continued expansion of DEIA principles into practice. Our actions may inspire the next generation of talented job seekers, who are still in school today, to join the NASA team. NASA is a place where teams of diverse groups of people collaborate to do ground-breaking work across our extraordinary portfolio of activities. As we implement our DEIA Strategic Plan, we will continue to accomplish great things while assuring the best possible work environment for our workforce.

I expect and anticipate that NASA will be a model of excellence for DEIA strategy and implementation across the Federal Government. To do so, we each must embrace a culture inclusive of DEIA principles in the same way that we have successfully created a safety-conscious culture at NASA. Success requires the personal commitment of every employee to our DEIA strategy.



Moving forward, we must continue to embrace greater diversity and inclusive practices. We need to act intentionally, every day, to ensure that we are recruiting and including diverse talent and ideas in our work. We need to create work and educational spaces in which every individual is treated with respect and dignity while being given the chance to grow.

Our DEIA plan leads the Agency on a new journey, one based on the certainty that excellence, advancement, and mission execution are possible when we bring together a diversity of innovative ideas and talents, with an intentional focus on individual development. I invite everyone at NASA, and all of our partners, to join me as we lean into the future, recognizing that DEIA is integral to our success now and for years to come.

Bill Nelson

Executive Summary

To achieve its mission and goals, it is imperative that the National Aeronautics and Space Administration (NASA) embed Diversity, Equity, Inclusion, and Accessibility (DEIA) into all its actions. As such, this DEIA Strategic Plan directly aligns with Presidential Executive Order (E.O.) 14035, “Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce,” affirming that Federal agencies must serve as a model for DEIA principles and treat all employees with dignity and respect. Accordingly, NASA’s DEIA Strategic Plan for Fiscal Years (FYs) 2022–26 reaffirms NASA’s commitment not only to advancing scientific knowledge but also to caring for its workforce and contractors. 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. These four strategic goals build upon our current successes, which will help to achieve our vision as an important partner across the Federal Government and the private sector.

NASA’s Plan is aspirational and will help facilitate an organizational culture that enables employees to contribute their talents, skills, and expertise to accomplish the NASA mission. The Plan focuses on equity in outreach and accountability for executives, managers, and supervisors while promoting and supporting a work environment where employees feel valued, respected, and included. It includes strategic objectives, performance goals, and performance measures for ensuring success in achieving the strategic goals. In addition, this Plan identifies

key performance goals that the Agency has committed to achieving in FY 2022 and FY 2023. These key performance goals are:

- Ensure recruitment plans focus on underrepresented individuals and members of underserved communities and individuals with disabilities, utilizing the full potential of Special Emphasis Programs (SEPs) and Human Capital Strategic Planning. Launch strategic campaigns and initiatives to attract the best talent from a broad demographic of our society. **(Performance Goal 1.2.1)**
- Build a diverse future STEM workforce by engaging students in authentic learning experiences with NASA’s people, content, and facilities. **(Performance Goal 1.3.1)**
- Implement a continuous pay equity assessment process. **(Performance Goal 2.1.2)**
- Implement a second NASA-wide Anti-Harassment Campaign, with strategic communication from senior leadership and education and awareness opportunities for the entire workforce. **(Performance Goal 2.3.1)**
- Continue to ensure timely and effective accommodations for people with disabilities in accordance with all Federal and NASA requirements and DEIA objectives to ensure full participation of individuals with disabilities in all NASA programs and activities. **(Performance Goal 3.2.2)**
- By the fourth quarter of FY 2023, issue the first-ever NASA Procedural Requirements (NPR) on religious accommodation to ensure that all

religious faiths and practices at NASA are treated inclusively. **(Performance Goal 3.3.1)**

- Execute a data acquisition, ingestion, and cataloging blitz of critical data sources into NASA's Enterprise Data Platform (EDP) to address data gaps preventing DEIA analytics needed to ensure mission success and safety. **(Performance Goal 4.4.1)**
- Develop and implement automated, analytic products centered around measuring demographic representation and trends, employee and customer feedback, promoting paid internships, partnerships and recruitment, professional development and advancement, training and learning, advancing equity for employees with disabilities, advancing equity for LGBTQIA+ employees, and pay equity. **(Performance Goal 4.4.2)**

Embedded in the DEIA Strategic Plan is NASA's Workplace Safety and Harassment Prevention and Response Plan. This plan identifies existing policies, procedures, and programs focused on workplace safety and anti-harassment and identifies performance goals for improving such programs.

While NASA embraces DEIA, we know that challenges remain. Although NASA meets or exceeds the Federal STEM workforce and relevant civilian labor force diversity benchmarks for most STEM occupations, NASA employees and leadership agree that more attention must be paid to ensuring members of underrepresented and underserved communities have the opportunity and are encouraged to pursue careers in STEM, as well as experience equity and inclusion in the NASA and STEM workforce.

Challenges also remain in creating greater diversity at the top levels of the Agency. For example, Asian Americans and Pacific Islanders (AAPI) and Latinos and Hispanics in the NASA workforce account for a lower percentage of the Senior Executive Service (SES) compared to their overall representation.

Women and minorities are underrepresented in various locations along the leadership pipeline.

Another challenge is that NASA's DEIA assessment and Management Directive 715 (MD-715) analyses reveal several areas for which data analyses are lacking or data are not widely available. This lack of data analytics impacts NASA's ability to leverage data in making decisions—one of the priority areas identified in E.O. 14035—particularly with regard to DEIA and workforce initiatives. The Agency plans to embark on an ambitious program to harness existing data systems, artificial intelligence, and machine learning to analyze DEIA-relevant data. These analytics will provide a baseline and insight as NASA improves measures of Agency progress towards the strategic goals articulated in this Plan.

Support of NASA's DEIA vision will be the shared responsibility of all members of the NASA community. NASA continues to engage all Agency leadership and representatives from the workforce, including our Employee Resource Groups (ERGs), in the development and execution of this strategy.

NASA is aligning our DEIA Strategic Planning process with our Planning, Programming, Budgeting, and Execution (PPBE) process to ensure resource prioritization and allocation. NASA is taking an intentional approach to identify strategic goals, strategic objectives, and performance goals with the greatest value proposition. NASA will prioritize tactical implementation and allocate resources in alignment with priorities to achieve optimal outcomes.

NASA will use its DEIA governance structure and process to monitor and assess implementation progress and risk at a quarterly and annual cadence. NASA will continue to leverage its Baseline Performance Review (BPR) forum with its Executive Council to ensure continuous alignment with the Agency Strategic Plan per the Office of Management and Budget's (OMB) Circular A-11 requirements.

Within 120 days of the issuance of NASA's DEIA Strategic Plan, Center Offices of Diversity and Equal Opportunity (ODEO) and Mission Directorates will develop and submit their organization's implementation plans to the Agency ODEO. Implementation plans shall use program management methods that invite broad Center-level participation by individuals, formal groups, organizations, and leaders, and ensure strategic alignment of programs, initiatives, and activities to NASA's DEIA Strategic Plan; clear articulation and tracking of program milestones; and balanced and prioritized current (current fiscal year), deferred (next fiscal year), and future requirements (outyears).

In direct response to the shifting demographics in the United States (U.S.) and to ensure that NASA is positioned for "mission forward" success, the

Agency has undertaken a progressive, visionary approach to DEIA strategic planning and the Agency-wide implementation of its established Plan. NASA recognizes the strategic business advantage of maintaining a diverse workforce and strongly believes that an inclusive environment is vital to individual and organizational performance, resulting in positive mission outcomes. NASA understands that demographic diversity, equity, inclusivity, and accessibility are critical to NASA's ability to sustain its reputation as an industry leader and maintain competitive advantage in the global industry marketplace. NASA will use this Plan and the talents of all employees to ensure DEIA accountability to harvest creative ideas and innovations from our extraordinary, highly engaged, and valued workforce.

Introduction

The National Aeronautics and Space Administration (NASA) is America’s civil space program and the global leader in space exploration. The Agency has a diverse workforce of approximately 18,000 civil servants, and works with many contractors, academia, and international and commercial partners to explore, discover, and expand knowledge for the benefit of humanity. With an annual budget of \$23.2 billion in Fiscal Year (FY) 2021, which is less than 0.5 percent of the overall U.S. Federal budget, NASA supports more than 312,000 jobs across the United States, generating more than \$64.3 billion in total economic output (FY 2019).

At its 20 Centers and facilities across the country—including the only national laboratory in space—NASA studies the Earth, including its climate, the Sun, and the solar system and beyond. This includes research, testing, and development to advance aeronautics, including electric propulsion and supersonic flight. NASA also develops and funds space technologies that will enable future exploration and benefit life on Earth. NASA currently leads a Moon-to-Mars exploration approach, which includes working with U.S. industry, international partners, and academia to develop new technology to explore the universe.

NASA is pleased to publish its FY 2022–26 Diversity, Equity, Inclusion, and Accessibility (DEIA) Strategic Plan. This Plan outlines NASA’s approach to working toward Agency-wide DEIA growth and maturity over the next five years. This Plan is comprehensive and will help to facilitate an organizational culture that enables employees to contribute their talents, skills, and expertise to accomplish the NASA mission.

Our path forward directly aligns with Presidential Executive Order (E.O.) 14035, “Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce,” which states, “As the Nation’s largest employer, the Federal Government must be a model for diversity, equity, inclusion, and accessibility, where all employees are treated with dignity and respect. Accordingly, Federal Government must strengthen our ability to recruit, hire, develop, promote, and retain our Nation’s talent and remove barriers to equal opportunity. It must also provide resources and opportunities to strengthen and advance diversity, equity, inclusion, and accessibility across the Federal Government.”

DEIA Vision Statement

NASA is recognized as a preferred employer and partner by public and private entities, where our employees respect and value diversity, equity, inclusion, and accessibility and are unified in achieving the mission of the Agency.

DEIA Mission Statement

NASA achieves its mission by creating an environment that recognizes and appreciates all employees’ perspectives and talents, allowing everyone to reach their highest potential, and attracts and retains a diverse, highly capable workforce.

NASA’s Plan focuses on equity in outreach and accountability for executives, managers, and supervisors, while promoting and supporting a work environment where employees feel valued, respected, and included. The Plan incorporates four strategic goals focused on: (1) Workforce diversity; (2) Workforce equity and inclusion (employee experience); (3) Accessibility and accommodation; and (4) DEIA integration into the NASA mission. Together, the four strategic goals build upon our current successes, which will help to achieve our vision as an important partner across the Federal Government and the private sector.

Additionally, embedded in these Strategic Goals is NASA’s Workplace Safety and Harassment Prevention and Response Plan. In particular, Strategic Objective 2.3 commits NASA to continue striving for safe and inclusive workplaces that address harassment, retaliation, and discrimination effectively at the earliest opportunity. Specifically, NASA plans to implement a second NASA-wide Anti-Harassment Campaign, with strategic communication from senior leadership and education and awareness opportunities for the entire workforce (Performance Goal 2.3.1).

At NASA, we strive to maintain a high-performing, diverse, and inclusive workforce. We do so by paying close attention to creating a sense of belonging and ensuring equity and full accessibility for all employees. This includes fostering a culture and environment where everyone feels able to contribute, share their views, and develop professionally. Our commitment is to a “people first” focus that will serve as a unifying effort to accomplish NASA missions.

This Plan requires broad collaboration and participation at all levels of leadership, organizations, and members of the NASA team. The Plan was developed with inputs from all NASA employees and organizations, including ODEO, the Office of the Chief Human Capital Management (OCHCO), the Office of Communications (OCOMM), and the Office of STEM Engagement (OSTEM), as well as Center DEIA councils and ERGs. NASA will use this Plan and the talents of all employees to ensure accountability for DEIA to harvest creative ideas and innovations from our extraordinary, highly engaged, and valued workforce.

Strategic Goal
1
Workforce Diversity

Strategic Goal
2
Workforce Equity and Inclusion (Employee Experience)

Strategic Goal
3
Accessibility and Accommodation

Strategic Goal
4
DEIA Integration into the NASA Mission



Diversity, Equity, Inclusion, and Accessibility Defined

Based on the definitions in E.O. 14035, NASA's definitions for diversity, equity, inclusion, and accessibility are intended to establish a shared understanding of these terms:

Diversity	The entire universe of differences and similarities.
Equity	The consistent and systematic fair, just, and impartial treatment of all individuals, including individuals who belong to underserved communities* that have been historically denied such treatment, including Blacks and African Americans; Hispanics and Latinos; Indigenous, Native American, and Native Alaskan persons; Asian Americans, Native Hawaiians, and Other Pacific Islanders; other persons of color; members of religious groups; lesbian, gay, bisexual, transgender, queer/questioning, intersex, and asexual (LGBTQIA+) persons; persons with disabilities; persons who live in rural areas; and people otherwise adversely affected by persistent poverty or inequality.
Inclusion	The full participation, belonging, and contribution of organizations and individuals.
Accessibility	Providing accommodations and modifications to ensure equal access to employment and participation in activities, eliminating and reducing physical barriers to promote equitable opportunities, and ensuring every outward facing and internal activity or electronic space can be accessed by every person independently.

* The term "underserved communities" refers to populations sharing a particular characteristic, as well as geographic communities, that have been systematically denied a full opportunity to participate in aspects of economic, social, and civic life. Underserved communities include: people with disabilities; LGBTQIA+ individuals; individuals with limited English proficiency; older adults; people of color; individuals in rural communities; first-generation professionals, college students, and immigrants; formerly incarcerated individuals; persons adversely impacted by persistent poverty, discrimination, or inequality; women; individuals facing religious discrimination; veterans and military spouses; and parents, caregivers, and individuals facing pregnancy discrimination.

About NASA

Agency Vision, Mission, and Values

Vision

Exploring the secrets of the universe for the benefit of all.

Mission

NASA explores the unknown in air and space, innovates for the benefit of humanity, and inspires the world through discovery.

What We Value

Inclusion

NASA is committed to a culture of diversity, inclusion, and equity, where all employees feel welcome, respected, and engaged. To achieve the greatest mission success, NASA embraces hiring, developing, and growing a diverse and inclusive workforce in a positive and safe work environment where individuals can be authentic. This value will enable NASA to attract the best talent, grow the capabilities of the entire workforce, and empower everyone to fully contribute.

Safety

NASA's constant attention to safety is the cornerstone upon which we build mission success. We are committed, individually and as a team, to protecting the safety and health of the public, our team members, and those assets that the Nation entrusts to the Agency.

Integrity

NASA is committed to maintaining an environment of trust, built upon honesty, ethical behavior, respect, and candor. Our leaders enable this environment by encouraging and rewarding a vigorous, open flow of communication on all issues, in all directions, among all employees without fear of reprisal. Building trust through ethical conduct as individuals and as an organization is a necessary component of mission success.

Excellence

To achieve the highest standards in engineering, research, operations, and management in support of mission success, NASA is committed to nurturing an organizational culture in which individuals make full use of their time, talent, and opportunities to pursue excellence in both the ordinary and the extraordinary.

Excellence

Teamwork

NASA's most powerful tool for achieving mission success is a multidisciplinary team of diverse competent people across all NASA Centers. Our approach to teamwork is based on a philosophy that each team member brings unique experience and important expertise to project issues. Recognition of and openness to that insight improves the likelihood of identifying and resolving challenges to safety and mission success. We are committed to creating an environment that fosters teamwork and processes that support equal opportunity, collaboration, continuous learning, and openness to innovation and new ideas.

Teamwork



DEIA at NASA

In direct response to the shifting demographics in the U.S. and to ensure that NASA is positioned for “mission forward” success, the Agency has undertaken a progressive, visionary approach to DEIA strategic planning and the Agency-wide implementation of its established plan. NASA recognizes the strategic business advantage of maintaining a diverse workforce and strongly believes that an inclusive environment is vital to individual and organizational performance, resulting in positive mission outcomes. NASA further understands that demographic diversity, equity, inclusivity, and accessibility are critical to NASA’s ability to sustain its reputation as an industry leader and maintain competitive advantage in the global industry marketplace.

DEIA Vision Statement

NASA is recognized as a preferred employer and partner by public and private entities, where our employees respect and value diversity, equity, inclusion, and accessibility and are unified in achieving the mission of the Agency.

DEIA Mission Statement

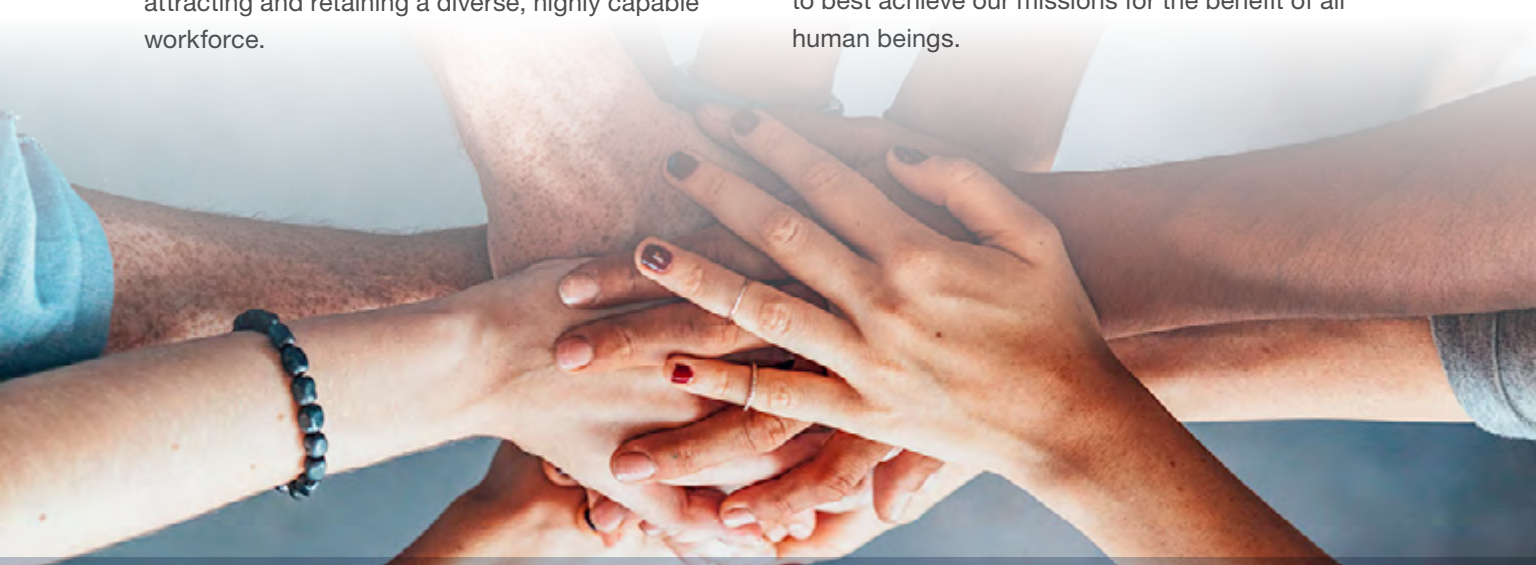
NASA achieves its mission by creating a work environment that recognizes and appreciates all employees’ perspectives and talents, allowing everyone to reach their highest potential, and by attracting and retaining a diverse, highly capable workforce.

State of the Agency

NASA is fully committed to DEIA for our entire workforce and all our workplaces. This means NASA prioritizes: reinforcing a culture in which our employees feel they can be authentic, welcomed, respected, included, and engaged; maintaining an environment where our employees consistently and systematically receive fair, just, and impartial treatment; and ensuring our employees can fully and independently access facilities, information and communication technology, programs, and services.

At NASA, we fully understand the critical importance and value of DEIA for our entire workforce. DEIA enables us to recruit and engage the best talent across the full spectrum of our society—with a variety of valuable skills, capabilities, perspectives, thinking, culture, and backgrounds. This strategically enables us to achieve superior performance, problem-solving, innovation, safety, and public service.

All NASA executives, managers, supervisors, and other employees are encouraged and expected to fully support DEIA for our workforce and workplaces, including our policies, programs, culture, facilities, technology, and all missions and operations. Doing so will enable all NASA organizations and individuals to maintain a transcendent focus on our common goals and to reinforce our connections—empowering us to work together as a team to best achieve our missions for the benefit of all human beings.



The impact of DEIA programs and initiatives are evident as NASA has been ranked “The Best Place to Work in the Federal Government” for nine consecutive years, based on data from the U.S. Office of Personnel Management’s (OPM) Federal Employee Viewpoint Survey (FEVS). Additionally, NASA has been ranked the most inclusive agency in each of the seven past consecutive years. Our recent successes include:

- NASA Anti-Harassment Program:** NASA’s Anti-Harassment Program (AHP) has been featured by the Equal Employment Opportunity Commission (EEOC) and the U.S. Commission on Civil Rights as a model AHP within the Federal Government. In FY 2021, NASA issued updated Agency anti-harassment procedures to enhance the AHP. Included among numerous enhancements to make the program even stronger, the procedures update NASA’s internal Agency policy to expand the definition of harassment under Agency policy pertaining to the NASA workforce and contractors. By broadening the definition of harassing conduct, the new policy enhances opportunities for all individuals to raise concerns regarding inequities in the workplace. Further, the expanded definition of harassment reinforces the Agency’s proactive approach and extends beyond legal compliance. NASA’s AHP procedures require immediate inquiry and prompt corrective action, and the Agency has achieved great success in augmenting a reporting culture, while promptly resolving an increased number of harassment instances without increasing the filing of subsequent formal Equal Opportunity Employment (EEO) complaints.
- NASA Disability Program:** NASA has rigorous policies and procedures for processing Reasonable Accommodations for Individuals with Disabilities (IWD) and Individuals with Targeted Disabilities (IWTD). NASA is committed to providing timely and effective reasonable accommodations to the known physical or mental limitations of individuals (employees and job applicants) who meet the statutory definition of a qualified individual with a disability, unless to do so would cause undue hardship to the Agency. All ten NASA Centers have designated Disability Program Managers to process reasonable accommodation requests and provide technical assistance to employees, interns, managers, and supervisors in this area. This focus on outreach, hiring, inclusion, and accommodation has resulted in NASA’s achievement of Federal goals for employment of IWD and IWTD. Other recent accomplishments in this area include awarding an Agency-wide blanket-purchasing agreement for Personal Assistance Services in FY 2020 and holding a three-day Accessibility Conference for the entire NASA workforce in FY 2021. The new purchasing agreement allows for greater efficiency and consistency in providing personal assistance services across the Agency.
- NASA Guidance for Supporting Gender Transition/Affirmation in the Workplace:** As part of NASA’s plan to prevent and combat discrimination on the basis of gender identity or sexual orientation, NASA engaged LGBTQIA+ ERGs across the Agency to develop a new *NASA Guidance for Supporting Gender Transition/Affirmation in the Workplace*, which was issued in January 2022. The Guidance document provides a process for gender transitioning employees, a sample gender transitioning plan and best practices for supervisors and employees, among other critical information and guidance provided.
- Mission and Mission Support Directorate Activities:** DEIA initiatives are found throughout NASA Mission and Mission Support Directorates. For example:

Office of STEM Engagement
NASA makes vital investments in STEM engagement, building a diverse national workforce prepared to address challenges in STEM, leveraging activities such as the OSTEM

internship program. NASA internships are competitive awards that provide unique NASA-related research and operational experiences for higher education students—experiences that can help them advance their careers in STEM. These opportunities serve students by integrating interns with career professionals, emphasizing mentor-directed, degree-related tasks, and contributing to the operation of a NASA facility or the advancement of NASA’s missions. A comparison of the demographics of NASA’s interns to both the U.S. STEM workforce and the Federal STEM workforce suggests that the percentage of American Indians and Alaska Natives, Asians, Native Hawaiians, and Other Pacific Islanders, and Blacks or African Americans is greater among NASA’s summer interns than that in the U.S. and Federal STEM workforce populations. Further, preliminary data regarding the NASA OSTEM Summer Internship Program suggests that, for most race/ethnicity groups, the number of both applicants and selections from most groups increased between 2020 and 2021.

Marshall Space Flight Center (MSFC) Engineering Directorate (ED) Hiring Initiative

In 2020, the MSFC ED launched a strategic initiative to cultivate a more diverse and inclusive workforce, drawing from the full diversity of the Nation and advancing EEO. This initiative improved hiring outcomes—driven by dedicated resources, strategic planning, goal setting, and evaluation. ED leadership’s commitment to DEIA requires leaders to rethink how they do recruitment and hiring, which includes working across traditional silos (e.g., OCHCO, OSTEM, ODEO), identifying and collaborating with minority-serving institutions, challenging long-held assumptions and processes, and demonstrating a willingness to try new approaches by leveraging new hiring authorities and time-limited appointments. For example, MSFC uses a data-driven approach to identify and establish partnerships with minority-serving institutions to build a more

diverse pipeline. This approach challenges past assumptions and embeds accountability and transparency in functional teams. While MSFC ED leadership implement strategic planning and processes to improve overall diversity, they also recognize a need for continuous improvement to incorporate DEIA into organizational planning, norms, and values and as a priority to improve culture. MSFC ED continues to take proactive steps to increase and enhance diversity in MSFC’s workforce by strategically seeking and hiring a talented, diverse workforce to accomplish our mission.

Gender-Neutral Restrooms

Several NASA Centers have converted or have plans to convert both single- and multi-stall restrooms to gender-neutral restrooms to provide adequate facility access to all employees, contractors, interns, and visitors that have adequate facility access, including individuals who are or identify as non-binary, transgender, and transitioning. NASA will continue to address this in its DEIA Plan.

The MSFC Blueprint to Reinforce Inclusivity and Diversity to Gain Equity (BRIDGE)

This program serves as the DEIA Council for MSFC. Previously called the “MD-715 Champions,” BRIDGE has served MSFC since 2015. The Deputy Center Director serves as the Executive Chairperson, with the Directors of the Office of Human Resources (OHR) and ODEO serving as co-lead sponsors. Comprising employees from each MSFC organization, an ERG representative, and ODEO’s Special Emphasis Program Managers (SEPMs), BRIDGE Champions are change agents for MSFC’s EEO strategic objective of equal employment through “Every Action, Every Day” initiatives and measures. These stakeholders play a vital role in the execution of the Center’s strategies and actions related to the EEOC Management Directive 715 (MD-715).

The BRIDGE Champions advocate and reinforce DEIA at MSFC by supporting the initiatives and objectives of OHR and ODEO, Executive Orders, MD-715, the Disability Employment Program, Diversity and Inclusion Plans, Special Emphasis Programs (SEPs), and ERGs. The Champions conduct root cause analyses and foster an inclusive culture that provides pathways for recruitment, employment, and career success aligning with NASA's mission and goals. This provides an opportunity for more people to contribute to the EEO program, making NASA one of the best places to work.

Science Mission Directorate (SMD) Inclusion, Diversity, Equity, and Accessibility (IDEA) Learning Curriculum

SMD has provided a multipronged internal learning curriculum for staff to engage in conversation and increase awareness on DEIA topics and applications to daily work. SMD organizes a monthly conversation series addressing fundamental topics such as cultural competency, psychological safety, bias, power dynamics, intersectionality, and microaggressions. Monthly conversations typically have 50 staff members attend per session. Additionally, approximately 150 SMD personnel have completed an anti-racism workshop series and an additional workshop is being planned.

SMD's Anonymous Feedback Form

SMD effectively developed an internal anonymous feedback form to enable all SMD personnel to provide input on furthering inclusion and belonging at SMD. Anonymous feedback is reviewed regularly by members of SMD's internal IDEA Working Group and comments are shared with owners/stakeholders to be addressed

accordingly. The feedback form has increased opportunity for bi-directional communication with personnel, where minimal channels existed previously for consistent anonymous input from the workforce.

Despite NASA's successes in these areas, challenges to ensuring DEIA remain. Three such challenges are:

- **Diversity in STEM Occupations:** Although NASA meets or exceeds the Federal STEM workforce and relevant civilian labor force diversity benchmarks for most STEM occupations,^{*} NASA believes that more attention must be paid to ensuring members of underrepresented and underserved communities have the opportunity and are encouraged to pursue careers in STEM and experience equity and inclusion in the NASA and STEM workforce. To that end, the NASA DEIA Strategic Plan identifies several strategic objectives and actions to address DEIA in STEM fields and in the NASA workforce.
- **Leadership Pipeline:** Challenges remain in creating greater diversity at the top levels of the Agency. Asian Americans and Pacific Islanders (AAPI) and Latinos and Hispanics in the NASA workforce account for a lower percentage of the SES compared to their overall representation. Overall, women and minorities are underrepresented in various locations along the leadership pipeline, including in grades GS-14 and GS-15 and in supervisory, senior level (SL), and senior scientific and professional (ST) positions.

NASA believes that greater attention must be paid to the pipeline leading to the top levels of leadership. Among the actions identified

^{*} As noted in NASA's MD-715 report and DEIA assessment, women account for 31.2 percent of NASA Physical Scientists (job series 1301) yet are 43.4 percent of Physical Scientists in the RCLF. Similarly, AAPI make up 13.2 percent of Physical Scientists at NASA, but account for 16.4 percent of such positions in the relevant civilian labor force (RCLF) (individuals in the civilian labor force in occupations equivalent to occupations in the Federal Government). In addition, AAPI account for 7.1 percent of General Engineers (job series 0801) compared to 12.1 percent in the RCLF. Further, Blacks and African Americans account for just 1.5 percent of NASA Space Scientists (job series 1330), though they are 3.6 percent of Space Scientists in the RCLF. (Additional research is required to determine if these differences are statistically significant.) In other STEM positions and professional administrative positions, women and minorities meet or exceed the RCLF.

to address this challenge are a greater focus on formal and informal education programs, including leadership development, mentoring, and coaching for employees. For managers and supervisors, there should be greater focus on training as well, in areas such as implicit bias and workforce diversity. Finally, the process of selecting top leaders can be updated to better reflect DEIA principles and practices. These efforts are incorporated into NASA's DEIA Strategic Plan.

- **Data Analytics Capability:** NASA's DEIA assessment and MD-715 analyses revealed several areas for which data analyses are lacking or data are not widely available. This lack of data analytics impacts NASA's ability to leverage data in making decisions—one of the priority areas identified in E.O. 14035—particularly regarding DEIA and workforce initiatives. Leveraging NASA's work in digital transformation and data analytics, the Agency will embark on an ambitious program to harness existing data systems, artificial intelligence, and machine learning to analyze DEIA-relevant data. These analytics will provide a baseline and insight as NASA better measures Agency progress towards the strategic goals articulated in this Plan.

DEIA Implementation

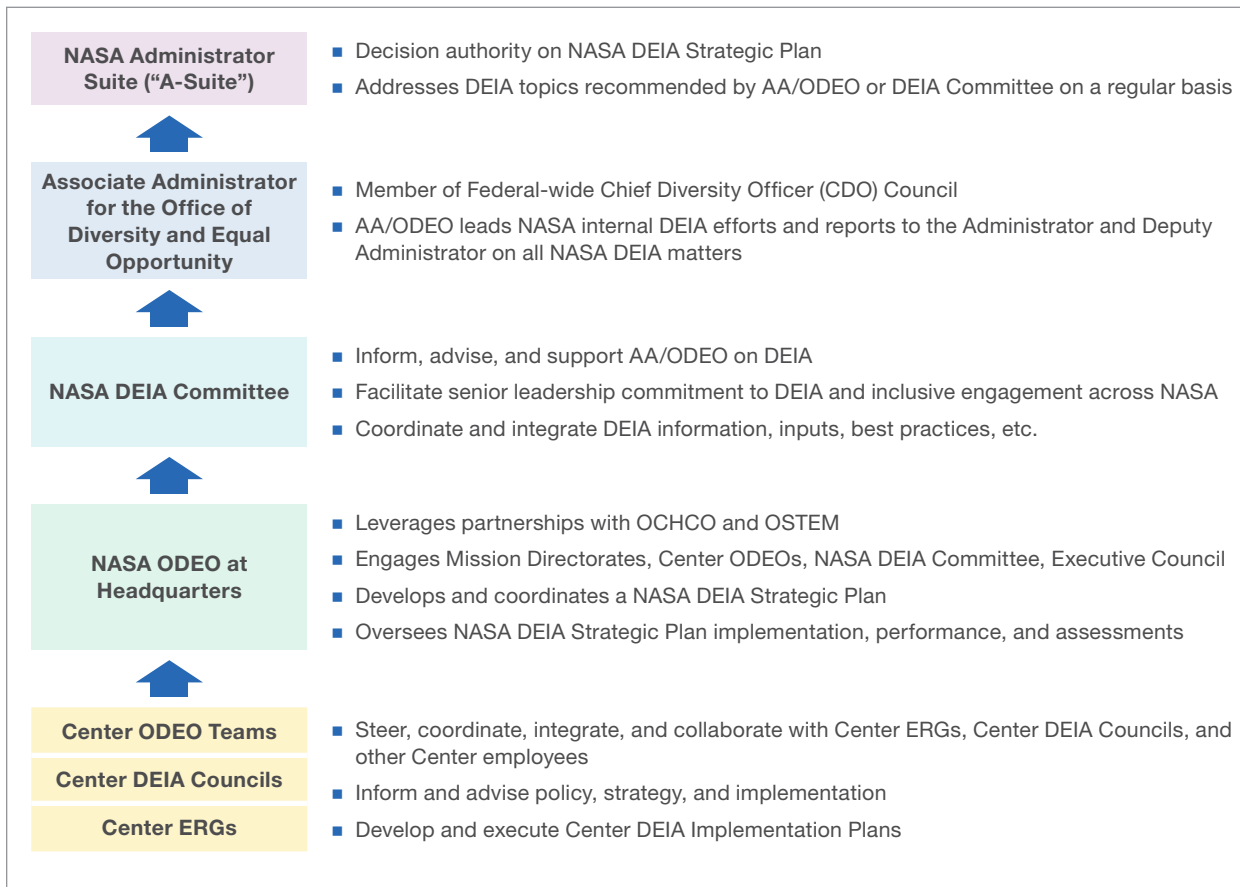
The NASA Associate Administrator (AA) for Diversity and Equal Opportunity serves as NASA's Chief Diversity Officer. Support of NASA's DEIA vision will be the shared responsibility of all members of the NASA community. The specific DEIA Strategic Goals and Objectives actions in this Plan will be implemented by the organizations responsible for the related functions later identified in this document. NASA will continue to engage all Agency leadership and representatives from the workforce, including our ERGs, in the development of this Strategy. As discussed below, Center and organizational implementation plans will be built with this framework in mind to address their specific concerns.

Governance/Roles and Responsibilities

NASA established a robust and inclusive governance structure (FIGURE 1) used in the development, review, adjudication, and approval of NASA's DEIA Strategic Plan. Due to the geographic and organizational distribution of NASA's workforce, the need to include perspectives and feedback through both formal and informal channels is critical to ensure NASA's Strategic Plan represents a holistic approach, while being aspirational in nature.



FIGURE 1. DEIA Governance Structure



Agency-wide Implementation

The goals and priorities outlined in this NASA DEIA Strategic Plan serve as a roadmap to maximize positive change at NASA. We embrace a holistic approach to diversity, equity, inclusion, and accessibility and will continue to work toward an environment where all employees feel valued and share a sense of belonging. As such, the implementation of NASA’s DEIA Strategic Plan will be monitored to ensure our efforts from FY 2022 to FY 2026 continually improve how we recruit, hire, develop, maintain, retain, and include a highly skilled, diverse, and mission-focused workforce.

The current constraints on budget and staffing resources present a challenge impacting NASA’s

ability to prioritize and sustain service levels and to innovate in DEIA programs and initiatives. Additional resources will be critical to enable NASA’s sustained dedication and success in the implementation of the Administration’s DEIA priorities, as well as continuing to reinforce a culture of employee engagement and unity that will empower NASA’s DEIA policies, programs, and activities. Despite the challenge posed by resource limitations, NASA is fully committed to DEIA as a mission imperative and strategic priority. To this end, NASA is taking a very intentional approach to identify strategic goals, strategic objectives, and performance goals with the greatest value proposition. NASA will prioritize tactical implementation and allocate resources in alignment with priorities to achieve optimal outcomes.

Synchronizing NASA's DEIA Efforts with the Planning, Programming, Budgeting, and Execution (PPBE) and Leveraging NASA's Program and Project Management Core Skills

NASA has assigned ODEO to lead internal Agency DEIA program responsibilities and activities. In FY 2022, the total number of full-time employees (FTE) in ODEO is 74. The current budget supporting DEIA is \$14.842 million, which includes labor and procurement. To ensure NASA's DEIA Strategic Plan and its activities are appropriately funded, NASA's ODEO will align the DEIA strategic planning and execution process with the Agency's Planning, Programming, Budgeting, and Execution (PPBE) process (FIGURE 2). NASA will also leverage its DEIA data analytics capability to provide the requisite reporting and analytics to support the assessment of "Are we doing what we said we would do?" (inputs and outputs), and "Are we getting what we expected?" (outcomes).

Implementation Plans

Within 120 days of the issuance of NASA's DEIA Strategic Plan, Center ODEO offices and Mission Directorates will develop and submit their organization's implementation plans to the Agency ODEO. Implementation plans shall use program management methods that invite broad Center-level

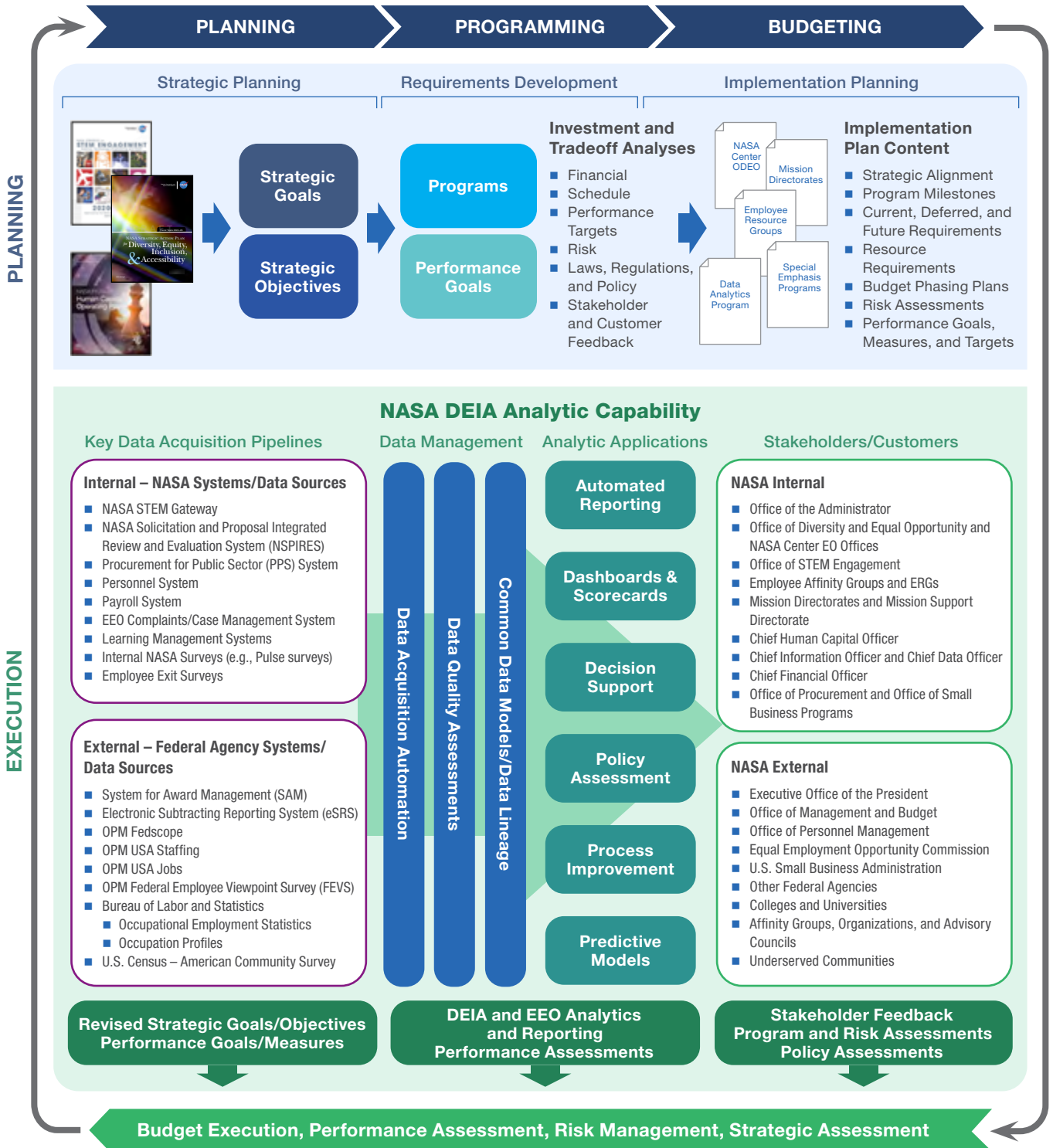
participation by individuals, formal groups, organizations, and leaders, and ensure:

- Strategic alignment of programs, initiatives, and activities to NASA's DEIA Strategic Plan.
- Clear articulation and tracking of program milestones.
- Balanced and prioritized current (current fiscal year), deferred (next fiscal year), and future (outyear) requirements.
- Resource requirements and budget phasing plans are accurately estimated in support of current, deferred, and future requirements.
- Appropriate risk management is applied in prioritizing and executing requirements.
- Performance goals, measures, and targets are formulated that align to and support the performance goals in NASA's DEIA Strategic Plan.

NASA will use its DEIA governance structure and process to monitor and assess implementation progress and risk at a quarterly and annual cadence. NASA will also continue to leverage its Baseline Performance Review (BPR) forum and process with its Executive Council to ensure continuous alignment with the Agency Strategic Plan per the Office of Management and Budget's (OMB) Circular A-11 requirements.



FIGURE 2. DEIA Strategic Management and Performance Assessment Framework Synchronizing with the PPBE Process



DEIA Framework

NASA's approach to DEIA reflects the requirements set forth in E.O. 14035 on Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce and requirements for Federal agencies identified by the OMB, OPM, and EEOC. The Plan also reflects NASA's EEO Program goals; NASA Safety Culture; NASA's Future of Work planning; input from NASA's Mission Directorates, Mission Support Directorates, employees, and ERGs; and the NASA Strategic Plan. The DEIA Plan focuses on four strategic goals: workforce diversity, workforce equity and inclusion, accessibility and accommodation, and integration of DEIA into the NASA mission.

Methodology

This Plan addresses the requirements of E.O. 14035 and incorporates the relevant principles and priorities of the *Government-Wide Strategic Plan to Advance Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce*. To develop the strategic objectives, performance goals, performance measures, and actions identified below, planning sessions were held with NASA's Executive Council and NASA Mission Directorates and Mission Support Directorate. Feedback from the NASA DEIA Council, Center DEIA Councils, and ERGs was incorporated. In addition, all NASA employees were invited to review the strategic goals and objectives via the NASA's intranet site and the Agency crowd-sourcing tool "NASA@Work."

This Plan focuses on alignment with and strategic integration of a variety of key resources and documents reflecting the Administration's and NASA's DEIA priorities. These include:

- **The Government-wide DEIA Plan.** The Government-wide Plan includes four "roadmaps" for diversity, equity, inclusion, and accessibility; refers to a maturity model for achieving DEIA; and requires agencies to create safe and inclusive work environments that strive to be free of harassment. NASA followed the Government-wide Plan's "roadmaps" in establishing its strategic goals and created a separate strategic objective devoted to safety and inclusion in a work environment free of harassment. Further, NASA used the maturity model scorecard provided by OMB as a baseline and to identify key priorities for the Plan.



- **The President’s Management Agenda.** NASA’s Plan also aligns with the President’s Management Agenda, which calls for a “workforce [that] is strong, empowered, and well-equipped to effectively deliver for the public ... a workforce—at every level—that looks like America.” NASA relies on these requirements as foundational aspects of its DEIA Plan, including strategic goals and objectives that specifically address these requirements.
- **Other Recent DEIA-related Executive Orders.** For example, the NASA Plan aligns with E.O. 13988, Preventing and Combating Discrimination on the Basis of Gender Identity and Sexual Orientation, and includes a performance goal, actions, and measures relating to the issuance of policy focused on the LGBTQIA+ community, including newly updated guidance for the workforce on gender transitioning. These actions are also included in NASA’s Gender Equity Action Plan.
- **Management Directive 715.** NASA’s DEIA Plan aligns with the EEO requirements of MD-715, which requires Federal agencies to conduct annual self-assessments of their EEO posture and efforts to analyze, mitigate, or eliminate barriers to EEO.
- **DEIA Assessment.** This Plan incorporates the findings and recommendations included in NASA’s DEIA assessment required by E.O. 14035 and submitted to OMB in October 2021, as well as OMB’s analysis of NASA’s efforts using the DEIA Maturity Model.*
- **NASA Strategic Plan.** Finally, the NASA DEIA Strategic Plan is aligned with the Agency’s Strategic Plan, which includes performance goals relating to DEIA within the workforce. Specifically, both plans require conducting DEIA barrier analyses and measuring employees’ perceptions around DEIA in the work environment.

In addition, NASA employed the Federal performance framework outlined in OMB circular A-11.

Assessing Progress

NASA will assess its performance in implementing this Plan on a quarterly basis and will report its progress annually. Regular updates will be provided at Agency meetings, such as meetings of the NASA DEIA Council and NASA’s monthly Baseline Performance Review meetings. In addition, Center-level plans will be developed, and progress will be assessed at the Center level.

* The Maturity Model is a tool for agencies to consider employing to assess the effectiveness of DEIA within their workforce policies and culture. This DEIA Maturity Model supports agencies in effectively building an infrastructure for DEIA within their organization to improve efficiency, effectiveness, and equity within their workforce. The model can be adopted or adapted to meet an agency’s unique structure and needs. It can be used to measure the “maturity” of a program based on the following levels: (1) Foundational Capacity, (2) Advancing Outcomes, and (3) Leading and Sustaining.



DEIA Strategic Goals, Strategic Objectives, and Performance Goals

The NASA DEIA Strategic Plan identifies actions to advance DEIA in the workforce and enables the continued identification and removal of barriers to DEIA. This Plan aligns with requirements and guidance specified in E.O. 14035 and the Government-wide Plan to Advance DEIA in the Federal Workforce, issued in November 2021. Further, the Plan leverages OMB Circular A-11, Part 6, Federal Performance Framework, to synchronize with NASA's budget process, Agency Strategic Plan, and Human Capital Operating Plan. This Plan reflects inputs from both leadership and the workforce.

The Plan consists of four Strategic Goals, aligned with the focus areas identified in E.O. 14035 and the Government-wide DEIA Plan. For each strategic goal, NASA has identified Strategic Objectives and Performance Goals. Among those, NASA selected eight Key Performance Goals (KPGs). KPGs are performance goals that NASA has determined are of strategic importance and that can be achieved in FY 2022 and FY 2023. Performance Measures and Actions have been identified for the Strategic Goals and the KPGs (see [TABLE 1](#)).

Strategic Goals and Objectives

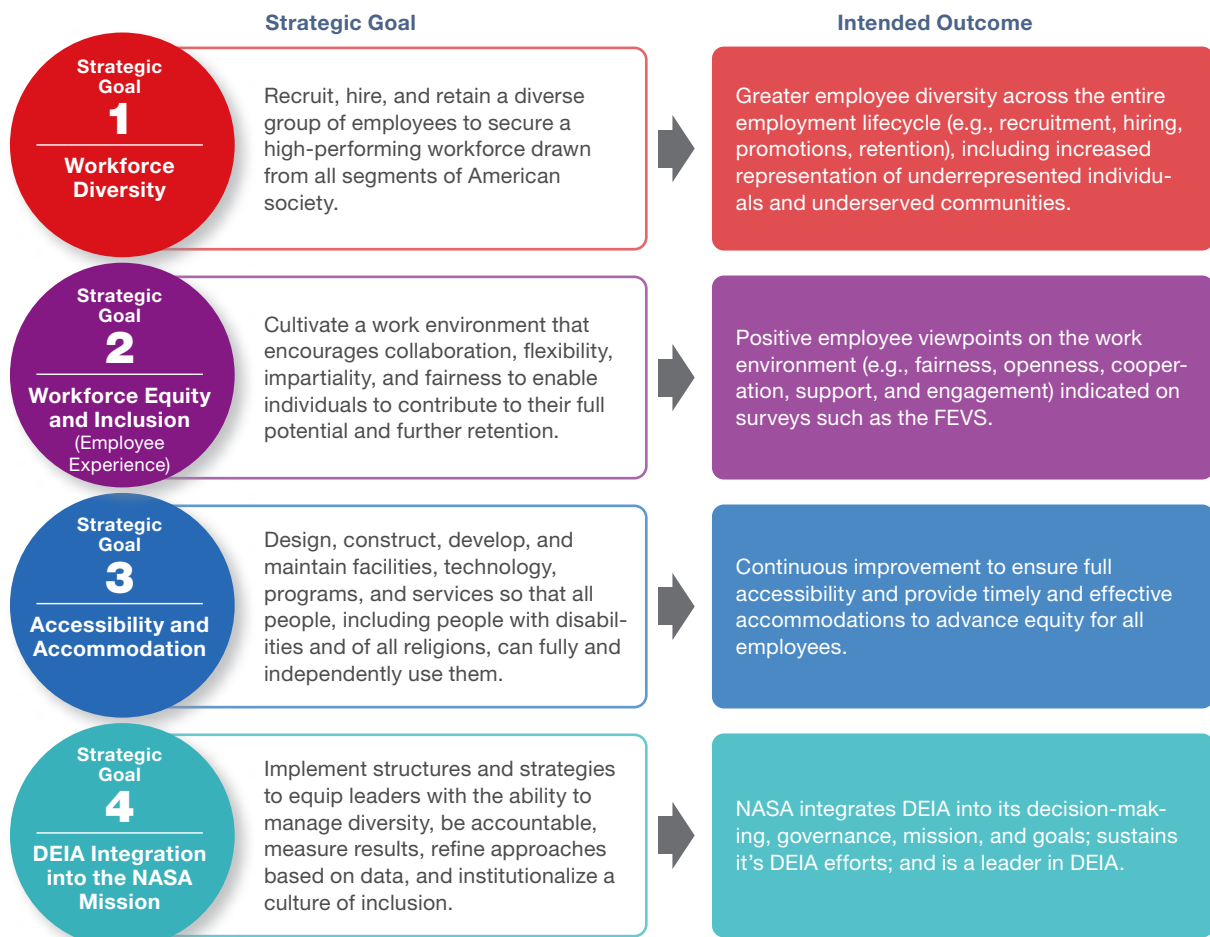
NASA's Strategic Goals and Objectives for DEIA are:



The NASA DEIA Strategic Plan is in alignment with E.O. 14035 as follows:

Executive Order 14035 Focus Areas	Alignment with NASA DEIA Strategic Plan
Data Analytics	Strategic Objective 1.4, Strategic Objective 4.4
Promoting Paid Internships	Strategic Objective 1.3
Partnerships and Equitable Recruitment	Strategic Objective 1.1, Strategic Objective 1.2
Professional Development and Advancement/Training and Learning	Strategic Goal 2
Advancing Equity for Employees with Disabilities	Strategic Goal 3
Advancing Equity for LGBTQIA+ Employees	Strategic Goal 2, Performance Goal 2.2.3
Pay Equity	Strategic Objective 2.1
Safe and Inclusive Workplaces	Strategic Objective 2.3

Further, NASA has identified the following high-level outcome measures for each of the Strategic Goals:



NASA identified additional performance measures based on the DEIA Maturity Model (see [APPENDIX A](#)).

Key Performance Goals

NASA identified a set of KPGs that will be priorities for FY 2022-23, some of which are dependent upon sufficient and/or additional funding, as identified in **TABLE 1**. Initial Performance Measures and Actions were identified consistent with the OMB A-11, Part 6, Federal Performance Framework.

TABLE 1. Key Performance Goals, Performance Measures, and Actions

Performance Key Goals (* = dependent on additional funding)	Performance Measures	Actions	Lead Office	NASA DEIA Strategic Objective	Linkage
Performance Goal 1.2.1: Ensure recruitment plans focus on underrepresented individuals and members of underserved communities and individuals with disabilities, utilizing the full potential of SEPs and Human Capital Strategic Planning. Launch strategic campaigns and initiatives to attract the best talent from a broad demographic of our society.	1.2.1: Percent of recruitment plans/strategies that include outreach to underserved communities.	<ul style="list-style-type: none"> Analyze recruitment and labor market information to connect recruitment efforts with underserved communities. 	OCHCO	1.2: Talent Acquisition, Recruitment, and Retention	Partnerships and Equitable Recruitment (E.O. 14035, Sec. 7)
*Performance Goal 1.3.1: Build a diverse future STEM workforce by engaging students in authentic learning experiences with NASA’s people, content, and facilities.	1.3.1.1: Number of significant, direct student awards in higher education provided to (1) students across all institutional categories and levels (as defined by the U.S. Department of Education); (2) racially or ethnically underrepresented students, (3) women, and (4) persons with disabilities at percentages that meet or exceed the national enrolled percentages for these populations, as determined by the most recent, publicly available data from the U.S. Department of Education’s National Center for Education Statistics for a minimum of two of the four categories.	<ul style="list-style-type: none"> Develop a joint strategy for Agency internships by conducting a comprehensive analysis of the Intern Life Cycle to develop and implement the design of an impactful and integrated internship experience for participants and stakeholders (by the end of FY 2022). Conduct Career Readiness Assessment of career NASA STEM professionals who had a NASA internship. Conduct comprehensive analysis of the OSTEM and OCHCO (Pathways) internship programs. Implement redesigned internship program (by FY 2025). 	OSTEM/ OCHCO	1.3: Internships	Promoting Paid Internships (E.O. 14035, Sec. 6)

Continued

Performance Key Goals (* = dependent on additional funding)	Performance Measures	Actions	Lead Office	NASA DEIA Strategic Objective	Linkage
<p>*Performance Goal 2.1.2: Implement a continuous pay equity assessment process.</p>	<p>2.1.2.1: Pay equity process assessment is conducted.</p> <p>2.1.2.2: Pay equity process is implemented.</p> <p>2.1.2.3: Number of pay equity statistics showing no areas of concern.</p>	<ul style="list-style-type: none"> • Conduct an Agency-wide Pay Equity Study (by December 2022). 	OCHCO	<p>2.1: Equity and Equal Employment Opportunity</p>	<p>Pay Equity (E.O. 14035, Sec. 12)</p>
<p>Performance Goal 2.3.1: Implement a second NASA-wide Anti-Harassment Campaign, with strategic communication from senior leadership and education and awareness opportunities for the entire workforce.</p>	<p>2.3.1.1: Launch NASA-wide Campaign with Message/video from Administrator.</p> <p>2.3.1.2: Continue campaign with Agency-wide training for the workforce — training of 100 percent of managers and supervisors in first year.</p> <p>2.3.1.3: Percentage increase in positive responses to FEVS questions on anti-harassment and proactive leadership and safety hazards question.</p>	<ul style="list-style-type: none"> • Complete an Agency-wide anti-harassment self-assessment to identify barriers to program enhancement, including review of all relevant internal policies and procedures. • Implement promising practices with specific milestones for attainment, including but not limited to: embedding an anti-harassment and safety emphasis at every level and ensuring leadership engagement in harassment prevention and response efforts and conducting preliminary climate surveys to assess harassment and safety issues. 	ODEO	<p>2.3: Safe and Inclusive Work Environments Free of Harassment, Retaliation, and Discrimination</p>	<p>Safe and Inclusive Workplaces (Government-wide DEIA Plan, Sec. 6)</p>
<p>Performance Goal 3.2.2: Continue to ensure timely and effective accommodations for people with disabilities in accordance with all Federal and NASA requirements and DEIA objectives to ensure full participation of individuals with disabilities in all NASA programs and activities.</p>	<p>3.2.2.1: Percentage of cases that meet the 30-day timeframe in NASA policy (NASA Procedural Requirement (NPR) 3713.1C, 2019) for resolution of accommodation requests for individuals with disabilities and religious accommodations requests and implementing practices to improve efficiencies.</p> <p>3.2.2.2: Percentage of supervisors and managers trained in reasonable accommodation.</p> <p>3.2.2.3: Percentage of NASA employees training in reasonable accommodation.</p> <p>3.2.2.4: Number of reasonable accommodations (RA) provided during recruitment phase and all stages of employee lifecycle, including interviews, training, etc.</p>	<ul style="list-style-type: none"> • Implement an enterprise-wide Sign Language Interpreter contract vehicle (in FY 2022). • Provide reasonable accommodation training to supervisors. • Ensure information regarding requesting reasonable accommodation is consistently provided and that a consistent process is followed during the recruiting/hiring phase. • Leverage government and industry best practices and technology to ensure NASA employees have the best accommodation available for mission and safety assurance. 	ODEO/ OCHCO/ All NASA organizations	<p>3.2: Reasonable Accommodation for Individuals with Disabilities</p>	<p>Advancing Equity for Employees with Disabilities (E.O. 14035, Sec. 10)</p>

Continued

Performance Key Goals (* = dependent on additional funding)	Performance Measures	Actions	Lead Office	NASA DEIA Strategic Objective	Linkage
<p>Performance Goal 3.3.1: By 4QTR FY 2023, issue first-ever NPR on religious accommodation to ensure that all religious faith and practice at NASA is treated inclusively.</p>	<p>3.3.1.1: By 4QTR FY2023, issue NPR on religious accommodation.</p>	<ul style="list-style-type: none"> Develop and issue NPR on religious accommodation (by the end of FY 2023). 	ODEO	<p>3.3: Religious Accommodation</p>	<p>Government-wide DEIA Plan, Inclusion Roadmap</p>
<p>* Performance Goal 4.4.1: Execute a data acquisition, ingestion, and cataloging blitz of critical data sources into NASA's Enterprise Data Platform (EDP) to address data gaps preventing DEIA analytics needed to ensure mission success and safety.</p>	<p>4.4.1.1: Number of critical internal NASA data sources identified.</p> <p>4.4.1.2: Number of critical internal NASA data sources acquired, ingested, catalogued, and in a production-ready state in EDP.</p> <p>4.4.1.3: Number of critical external NASA data sources identified.</p> <p>4.4.1.4: Number of critical external NASA data sources acquired, ingested, catalogued, and in a production-ready state in EDP.</p>	<ul style="list-style-type: none"> Identify key data sources new data collection, both internal and external to NASA, to support DEIA analytics and reporting requirements. Create a DEIA data architecture that links data requirements to analytic questions and strategic and operational decisions. Identifying 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 to help address. 	ODEO/ OCHCO	<p>4.4: NASA DEIA Data Analytics Capability</p>	<p>Data Analytics (E.O. 14035, Sec. 5; Government-wide DEIA Plan, Principle 1: Use Data and Evidence-based Decision-Making</p>
<p>* Performance Goal 4.4.2: Develop and implement automated, analytic products centered around Measuring Demographic Representation and Trends, Employee and Customer Feedback, Promoting Paid Internships, Partnerships and Recruitment, Professional Development and Advancement, Training and Learning, Advancing Equity for Employees with Disabilities, Advancing Equity for LGBTQIA+ Employees, and Pay Equity.</p>	<p>4.4.2.1: Number of Enterprise Data Platform analytic products at prototype stage.</p> <p>4.4.2.2: Number of Enterprise Data Platform analytic products at initial operating capability.</p> <p>4.4.2.3: Number of Enterprise Data Platform analytic products at final operating capability.</p> <p>4.4.2.4: Average number of frequent users per application.</p> <p>4.4.2.5: Average usage (hours/month) per application.</p>	<ul style="list-style-type: none"> Establish a technical infrastructure and implement industry best-practice analytic tools to be able to exploit the benefits of cloud-based, big-data analytics. 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. 	OCIO/ ODEO/ OCHCO	<p>4.4: NASA DEIA Data Analytics Capability</p>	<p>Data Analytics (E.O. 14035, Sec. 5; Government-wide DEIA Plan, Principle 1: Use Data and Evidence-based Decision-Making</p>

Strategic Objectives and Performance Goals

The Strategic Objectives and Performance Goals for each Strategic Goal are outlined on the following pages. Key performance goals are identified with a star (★). See [APPENDIX C](#) for performance measures and actions identified for all strategic objectives.

Strategic Goal 1: Workforce Diversity

Strategic Goal 1, Workforce Diversity, comprises four strategic objectives aligns with the E.O. 14035 focus areas of data analytics, paid internships, and partnerships and equitable recruitment as well as the Government-wide Plan’s roadmap for diversity.*

Strategic Goal
1
Workforce Diversity

Recruit, hire, and retain a diverse group of employees to secure a high-performing workforce drawn from all segments of American society

- Strategic Objective 1.1: Outreach and Stakeholder Engagement**
Conduct strategic outreach and engagement activities to enhance diverse workforce pipelines.
- Strategic Objective 1.2: Talent Acquisition, Recruitment, and Retention**
Recruit and hire talent from all segments of society.
- Strategic Objective 1.3: Internships**
Ensure equity in paid internships.
- Strategic Objective 1.4: Measure and Assess Workforce Demographics Across the Employee Lifecycle**
Advance DEIA in the workforce and remove barriers to DEIA.

Executive Order 14035 Focus Areas	Alignment with NASA DEIA Strategic Plan
Data Analytics	Strategic Objective 1.4 (also see Strategic Objective 4.4)
Promoting Paid Internships	Strategic Objective 1.3
Partnerships and Equitable Recruitment	Strategic Objective 1.1, Strategic Objective 1.2

* Related to this Strategic Goal is an action to address OMB’s request that, by July 2022, NASA Mission Directorates, OCHCO, and ODEO collect/analyze data and develop plans to brief OMB on the following: (a) data, metrics, and targets that are used by the Mission Directorates to assess workforce diversity efforts; (b) statistics on the demographics of personnel who have been newly hired or promoted into leadership positions (Division Directors, Deputy Division Directors, and Associate Directors, as well as front office hires) in the Human Exploration and Operations Mission Directorate (HEOMD), Aeronautics Research Mission Directorate (ARMD), Space Technology Mission Directorate (STMD), and SMD over the last five years, and a description of any efforts intended to increase the diversity of Mission Directorate leadership; (c) the extent to which policies and goals for increasing workforce diversity vary by Mission Directorate; (d) the people responsible and accountable for increasing workforce diversity for each Mission Directorate and a description of how they are accountable; (e) Mission Directorates’ plans over the next year to increase diversity and inclusion in its staffing at NASA Headquarters (HQ). (See [APPENDIX B](#) for Actions related to Performance Goal 1.4.4.)

Strategic Objective 1.1: Outreach and Stakeholder Engagement

Conduct strategic outreach and engagement activities to enhance diverse workforce pipelines.

Performance Goals

1.1.1: Enhance focused outreach to underrepresented and underserved students regarding NASA internships and opportunities.


1.1.2: Enhance partnerships between NASA Mission Support and Mission Directorates to include minority-serving institutions (MSIs) in NASA Programs.

1.1.3: Consistently and effectively engage with Internal and External NASA Stakeholders to enable an inclusive environment and better understand requirements and barriers to optimizing NASA's workforce diversity.

Strategic Objective 1.2: Talent Acquisition, Recruitment, and Retention

Recruit and hire talent from all segments of society.

Performance Goals

 **1.2.1:** Ensure recruitment plans focus on underrepresented individuals and members of underserved communities and individuals with disabilities, utilizing the full potential of SEPs and Human Capital Strategic Planning. Launch strategic campaigns and initiatives to attract the best talent from a broad demographic of our society.


1.2.2: Promote and recognize the application of recruitment and hiring best practices in recruitment and hiring (e.g., diverse selection panels, interviewing techniques) Agency-wide.

1.2.3: Monitor separation data/information to determine if barriers to retention exist.

Strategic Objective 1.3: Internships

Ensure equity in paid internships.

Performance Goals

 **1.3.1:** Build a diverse future STEM workforce by engaging students in authentic learning experiences with NASA's people, content, and facilities.

1.3.2: Ensure internship programs are available to individuals from underserved and underrepresented communities and that all interns, fellows, and apprentices have a process for requesting reasonable accommodations.

1.3.3: Reduce the practice of offering unpaid internships.

Strategic Objective 1.4: Measure and Assess Workforce Demographics Across the Employee Lifecycle

Advance DEIA in the workforce and remove barriers to DEIA.

Performance Goals

1.4.1: Measure demographic representation in the Agency's overall workforce composition, occupations, and across the employee lifecycle.

1.4.2: Measure demographic representation and trends related to diversity in Mission Directorates, programs, and projects.

1.4.3: Analyze data from USAJobs and USA Staffing to assess diversity in employment applications and hiring decisions.

1.4.4: Develop a baseline assessment and workplan for increasing diversity in Mission Directorate staffing, including leadership positions, at NASA HQ.

Strategic Goal 2: Workforce Equity and Inclusion (Employee Experience)

Strategic Goal 2, Workforce Equity and Inclusion (Employee Experience), has three strategic objectives and aligns with the E.O. 14035 focus areas of professional development and advancement/training and learning, advancing equity for LGBTQIA+ employees, pay equity, and safe and inclusive workplaces. It also aligns with as well as the Government-wide Plan’s roadmaps for equity and inclusion.*

Strategic
Goal
2
Workforce Equity
and Inclusion
(Employee
Experience)

Cultivate a work environment that encourages collaboration, flexibility, impartiality, and fairness to enable individuals to contribute to their full potential and further retention

Strategic Objective 2.1: Equity and Equal Employment Opportunity

Provide equity in opportunities for employees to advance in their careers and grow as leaders, including mitigating any potential biases or barriers to professional development and promotion.

Strategic Objective 2.2: Inclusion, Intersectionality, Community, and Communication

Empower and propel NASA organizations and people to work together even more effectively to accomplish our missions and advance our people.

Strategic Objective 2.3: Safe and Inclusive Work Environments Free of Harassment, Retaliation, and Discrimination

Strive for safe and inclusive workplaces that address harassment, retaliation, and discrimination effectively at the earliest opportunity.

Executive Order 14035 Focus Areas	Alignment with NASA DEIA Strategic Plan
Professional Development and Advancement/Training and Learning	Strategic Goal 2
Advancing Equity for LGBTQIA+ Employees	Strategic Goal 2, Performance Goal 2.2.3
Pay Equity	Strategic Objective 2.1
Safe and Inclusive Workplaces	Strategic Objective 2.3

* Related to this Strategic Goal is an action to address OMB’s request that by July 2022 NASA develop a white paper on the current state and future state envisioned for strengthening the pipeline for NASA employees in lower- or mid-level Center positions from underrepresented communities to progress to supervisory or leadership positions at Centers and Headquarters. Include coaching and mentoring programs, professional development opportunities, and training for managers on how to support diversity in career staff advancement. (See APPENDIX B for Actions related to Performance Goal 2.2.1.)

Strategic Objective 2.1: Equity and Equal Employment Opportunity

Provide equity in opportunities for employees to advance in their careers and grow as leaders, including mitigating any potential biases or barriers to professional development and promotion.

Performance Goals

2.1.1: Leverage and support ERGs and SEPs to engage the greater workforce, support mission priorities, and serve as strategic consultants to better understand workforce needs, making sure there is effective ERG engagement at the highest levels of the Agency.

★ **2.1.2:** Implement a continuous pay equity assessment process.

2.1.3: Continue to implement EEOC MD-715 and conduct analyses to identify, mitigate, and eliminate barriers to equity.

Strategic Objective 2.2: Inclusion, Intersectionality, Community, and Communication

Empower and propel NASA organizations and people to continue to effectively accomplish our missions and advance our people.

Performance Goals

2.2.1: Enhance training and education programs in DEIA and other disciplines to help create a pipeline of promotion-eligible candidates, including individuals from underserved communities.

2.2.2: Increase connectivity and strengthen networks for greater inclusion and collaboration with ERGs, Center DEIA Councils, and employees.

2.2.3: Provide employees, including LGBTQIA+ employees, with equitable access to support services.

Strategic Objective 2.3: Safe and Inclusive Work Environments Free of Harassment, Retaliation, and Discrimination

Strive for safe and inclusive workplaces that address harassment, retaliation, and discrimination effectively at the earliest opportunity.

Performance Goals

★ **2.3.1:** Implement a second NASA-wide Anti-Harassment Campaign, with strategic communication from senior leadership and education and awareness opportunities for the entire workforce.

2.3.2: Continue to implement NASA directives and procedural requirements to ensure that issues related to anti-harassment and workplace safety (including issues related to domestic violence, sexual assault, and stalking) are promptly and effectively addressed; ensure that such policies are regularly reviewed.

Strategic Goal 3: Accessibility and Accommodation

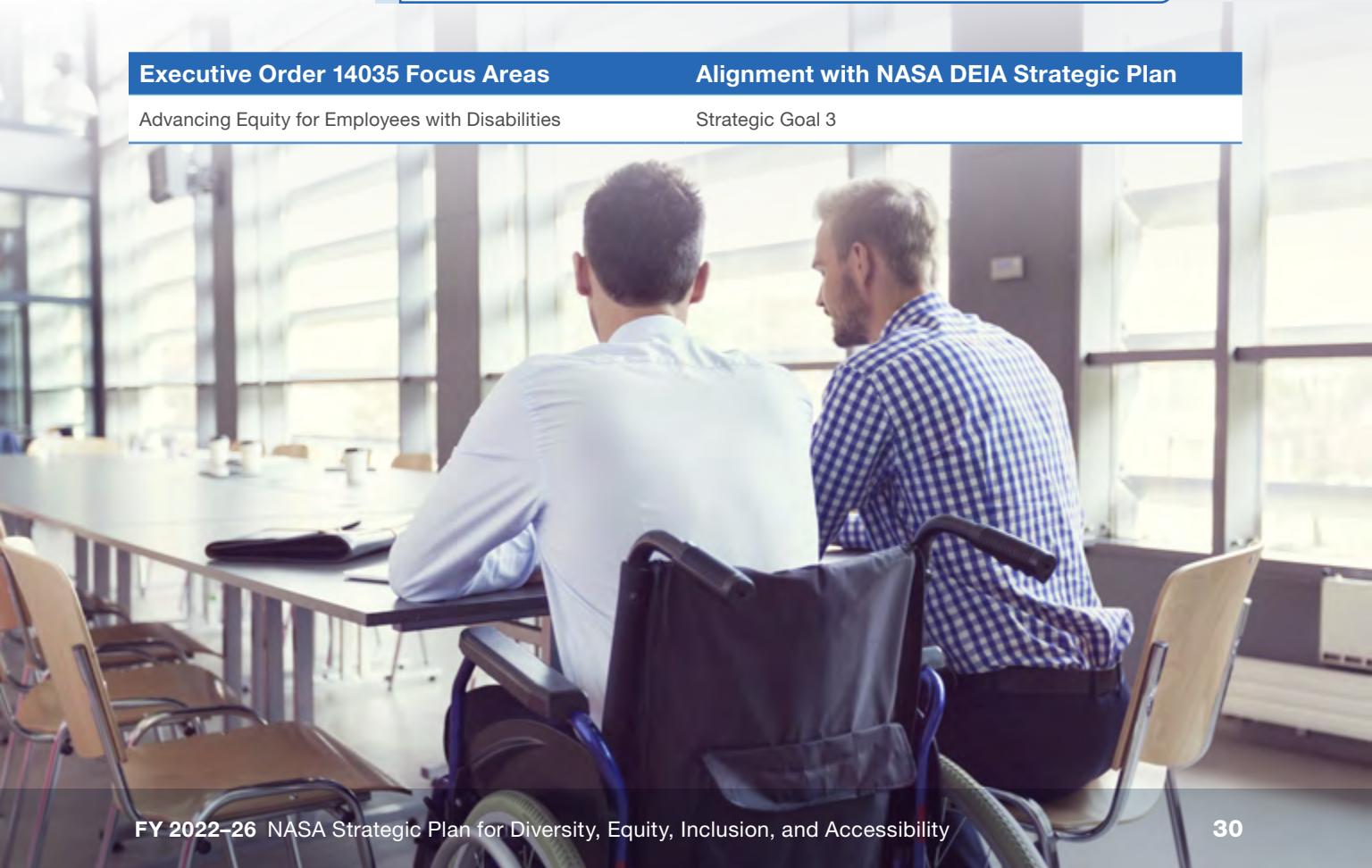
Strategic Goal 3, Accessibility and Accommodation, has three strategic objectives and aligns with the E.O. 14035 focus area of advancing equity for employees with disabilities and the Government-wide Plan’s roadmaps for equity, inclusion, and accessibility.

Strategic Goal
3
Accessibility and Accommodation

Design, construct, develop, and maintain facilities, technology, programs, and services so that all people, including people with disabilities and of all religions, can fully and independently use them

- Strategic Objective 3.1: Accessibility**
Make physical and virtual environments equitable spaces.
- Strategic Objective 3.2: Reasonable Accommodation for Individuals with Disabilities**
Provide accommodation for individuals with disabilities consistent with Federal requirements and DEIA principles.
- Strategic Objective 3.3: Religious Accommodation**
Provide religious accommodations consistent with Federal requirements and DEIA principles.

Executive Order 14035 Focus Areas	Alignment with NASA DEIA Strategic Plan
Advancing Equity for Employees with Disabilities	Strategic Goal 3



Strategic Objective 3.1: Accessibility

Make physical and virtual environments equitable spaces.

Performance Goals

3.1.1: Ensure new technology is compliant with Section 508 of the Rehabilitation Act prior to deployment and update legacy systems and technology that are not compliant.

3.1.2: Ensure that all physical spaces are compliant with Federal requirements (e.g., Section 501 of the Rehabilitation Act and the Americans with Disabilities Act Accessibility Guidelines).

Strategic Objective 3.2: Reasonable Accommodation for Individuals with Disabilities

Provide accommodation for individuals with disabilities consistent with Federal requirements and DEIA principles to ensure full participation of individuals with disabilities in all NASA programs and activities.

Performance Goals

3.2.1: Across the personnel lifecycle, assess reasonable accommodation program policies, processes, training programs, current assistive technology, and funding availability by 1QTR FY 2024.

- ★ **3.2.2:** Continue to ensure timely and effective accommodations for people with disabilities in accordance with all Federal and NASA Requirements and DEIA objectives.

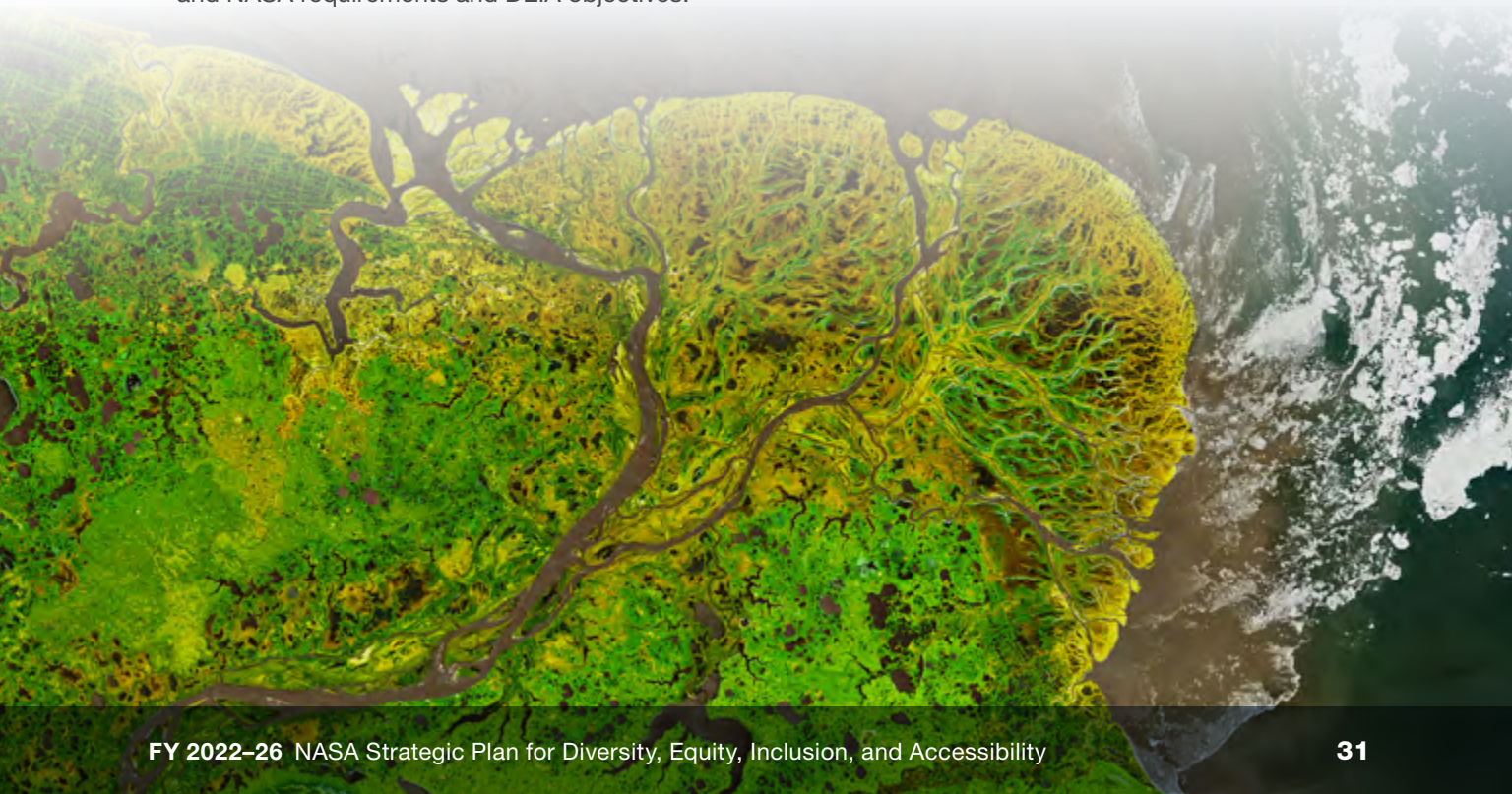
Strategic Objective 3.3: Religious Accommodation

Provide religious accommodations consistent with Federal requirements and DEIA principles to ensure that all religious faiths and practices at NASA are treated inclusively.

Performance Goals

- ★ **3.3.1:** By 4QTR FY 2023, issue first-ever NASA NPR on religious accommodation to ensure that all religious faiths and practices at NASA are treated inclusively.

3.3.2: Continue to ensure timely and effective religious accommodations in accordance with all Federal and NASA requirements and DEIA objectives.



Strategic Goal 4: DEIA Integration into the NASA Mission

Strategic Goal 4, DEIA Integration into the NASA Mission, has four strategic objectives and aligns with the E.O. 14035 focus area of data analytics and the Government-wide Plan’s five operating principles for DEIA: (1) Use data and evidence-based decision-making; (2) Focus on continuous improvement; (3) Adopt a collaborative, whole-of-Agency mandate with partnership engagement; (4) Prioritize accountability and sustainability; and (5) Understand the perspectives of the workforce and customers.

Strategic Goal
4
DEIA Integration into the NASA Mission

Implement structures and strategies to equip leaders with the ability to manage diversity, be accountable, measure results, refine approaches based on data, and institutionalize a culture of inclusion.

- Strategic Objective 4.1: Strategic Communication**
Disseminate consistent, timely, and informative internal and external communications to enhance workforce and public awareness of the Agency’s DEIA efforts and accomplishments.
- Strategic Objective 4.2: Accountability**
Develop mission-focused leaders with people-centric values.
- Strategic Objective 4.3: Agency Systems and Operations**
Leverage key business functions to implement needed infrastructure, policies, and processes to enhance evidence-based decisions.
- Strategic Objective 4.4: DEIA Data Analytics Capability**
Implement a DEIA analytics capability to enable evidence-based planning, decisions, and assessments of the current and future state of DEIA at NASA.

Executive Order 14035 Focus Areas	Alignment with NASA DEIA Strategic Plan
Data Analytics	Strategic Objective 1.4, Strategic Objective 4.4
<i>Government-wide Plan Operating Principles for DEIA:</i> Principle 1. Use data and evidence-based decision-making; Principle 2. Focus on continuous improvement; Principle 3. Adopt a collaborative, whole-of-Agency mandate with partnership engagement; Principle 4. Prioritize accountability and sustainability; and Principle 5. Understand the perspectives of the workforce and customers	Strategic Objective 4.1, 4.2, 4.3, 4.4

Strategic Objective 4.1: Strategic Communication

Disseminate consistent, timely, and informative internal and external communications to enhance workforce and public awareness of the Agency's DEIA efforts and accomplishments.

Performance Goals

4.1.1: Develop and Implement a Strategic DEIA Communications Plan.

4.1.2: Use NASA's various media platforms to promote workforce and public awareness of NASA's commitment to DEIA as a critical foundational element of successful organizational culture.

4.1.3: Review and update NASA public communications and outreach materials, including Agency directorate and major program communications plans, to ensure they reflect NASA's commitment to and strategy for DEIA.

4.1.4: Develop and disseminate consistent communication about the benefits of DEIA initiatives.

4.1.5: Publicize employee profiles and stories to demonstrate NASA diversity, including to nontraditional media outlets and communities, using Agency communication tools and methodologies.

Strategic Objective 4.2: Accountability

Develop mission-focused leaders with people-centric values.

Performance Goals

4.2.1: Leaders visibly and vocally demonstrate their commitment to DEIA as a mission priority, helping to ensure EEO through proactive advocacy for the removal of barriers that impact opportunities for minorities, women, and individuals with disabilities.

4.2.2: Provide leadership with multicultural and DEIA competency gained through participation in formal education programs and sponsored activities.

4.2.3: Leader actions and expectations demonstrate NASA's core values and are regularly communicated to all employees.

4.2.4: Leaders engage employees beyond established employee groups, teams, clubs, and networks to ensure broad understanding of workplace concerns and offer equitable access to senior leadership.

Strategic Objective 4.3: Agency Systems and Operations

Leverage key business functions to implement the needed infrastructure, policies, and processes to enhance evidence-based decisions.

Performance Goals

4.3.1: Ensure facilities and infrastructure are sufficient to enable DEIA principles and strategies, including Strategic Objective 3, Accessibility and Accommodation.

4.3.2: Ensure NASA directives, policies, and procedures incorporate DEIA principles.

4.3.3: Develop a DEIA governance structure at the Agency and Center levels.

4.3.4: Strategic Management — Ensure synchronization of strategic plans, DEIA plans, human capital operating plans, and related plans across the Agency.

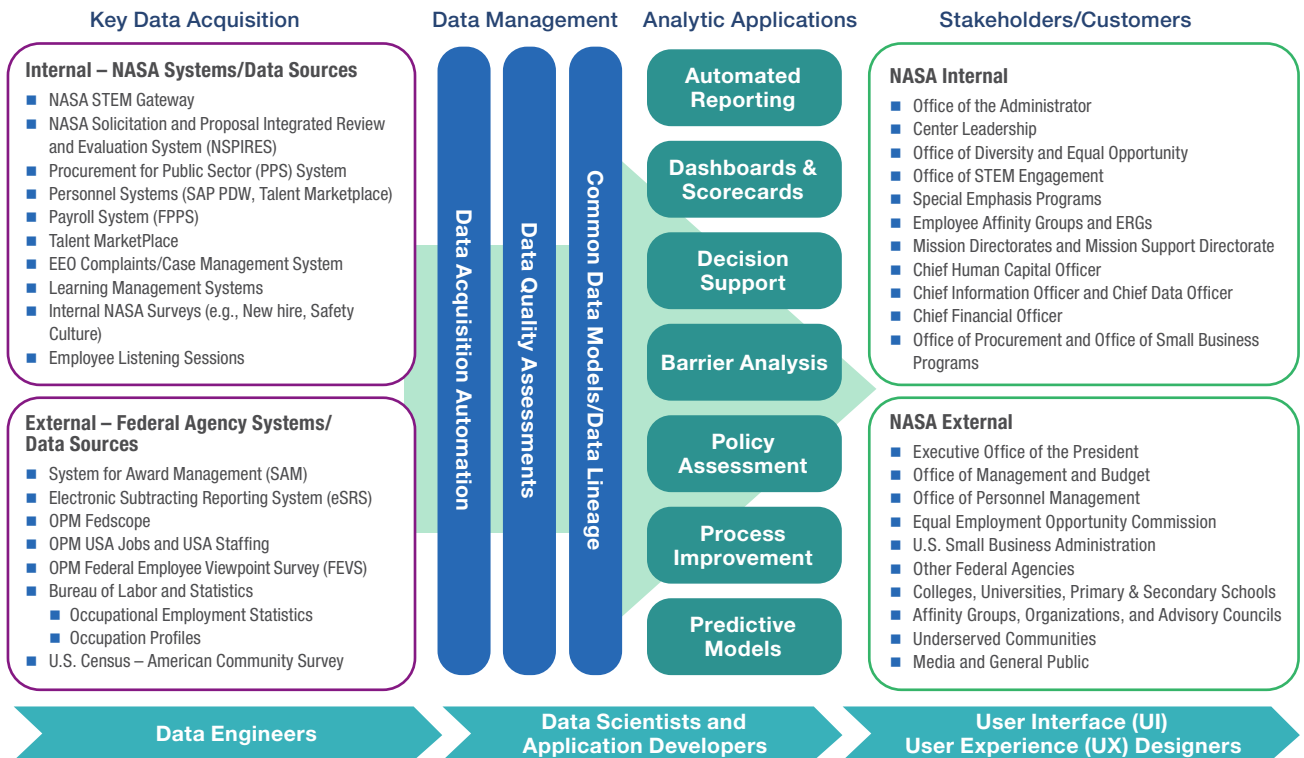
Strategic Objective 4.4: DEIA Data Analytics Capability

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 (see FIGURE 3).

Performance Goals

- ★ **4.4.1:** Execute a data acquisition, ingestion, and cataloging blitz of critical data sources into NASA’s Enterprise Data Platform (EDP) to address data gaps preventing DEIA analytics needed to ensure mission success and safety.
- ★ **4.4.2:** Develop and implement automated, analytic products centered around measuring demographic representation and trends, employee and customer feedback, promoting paid internships, partnerships and recruitment, professional development and advancement, training and learning, advancing equity for employees with disabilities, advancing equity for LGBTQIA+ employees, and pay equity.
- 4.4.3:** Enable routine use of DEIA analytic products in key NASA governance bodies to evaluate root causes, enable performance assessments, and inform evidence-based discussions, decisions, and policy making.
- 4.4.4:** Maximize Enterprise Data Platform automation of end-to-end data acquisition and ingestion of internal and external data sources to eliminate manual data collection and improve data quality.
- 4.4.5:** Implement a data quality framework, automate data quality assessment processes, and translate data quality to confidence levels for key performance metrics to better inform decision-makers.
- 4.4.6:** Enhance data science and analytic skills capacity across NASA’s DEIA workforce and develop DEIA perspective among NASA’s data science and analytics communities.

FIGURE 3. NASA DEIA Data Analytics Framework



Workplace Safety and Harassment Prevention and Response Plan

This Plan's Strategic Objective 2.3, "Safe and Inclusive Work Environments Free of Harassment, Retaliation, and Discrimination," charges NASA to strive for safe and inclusive workplaces that address harassment, retaliation, and discrimination effectively at the earliest opportunity. NASA has been at the forefront of anti-harassment best practices and strategies, but there is still much to do.

The Federal Government should be a model employer in promoting a safe and inclusive workplace, including by preventing and addressing workplace harassment (including sexual harassment) and fostering a safe work environment. The cornerstone of a successful anti-harassment strategy is consistent and demonstrated commitment to promote respectful workplaces and create and maintain a culture in which harassment and retaliation are not tolerated. OMB has noted that domestic violence, sexual assault, and stalking (DVSAS) have the potential to affect every Federal workplace across the U.S. The Federal Government must promote the health and safety of its employees by providing support and resources to employees who may be experiencing DVSAS as well as other forms of harassment. Guidance issued by OPM encourages agencies to consider the following areas when considering how to support federal employees who have experienced DVSAS: workplace flexibilities; disciplinary actions and legal considerations; training, awareness, and employee assistance programs; building safety and security; and accountability.*

Federal agencies are required to include a "Workplace Safety and Harassment Prevention and Response Plan" in their DEIA Strategic Plan. This plan should include the following: (1) a self-assessment of policies to provide support and assistance to Federal employees who may be experiencing DVSAS, (2) a review of anti-harassment and safety policies, and (3) priorities for advancing workplace safety and anti-harassment.

I. Self-Assessment of NASA Policies to Provide Support and Assistance to Federal Employees Who May Be Experiencing Domestic Violence, Sexual Assault, and Stalking

NASA regularly reviews its policies and procedures. In FY 2021, NASA closely examined its policies in response to E.O. 13988 on Preventing and Combatting Discrimination on the Basis of Gender Identity or Sexual Orientation, E.O. 14020 on the Establishment of the White House Gender Policy Council, and E.O. 14035 on Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce.

NASA Policy Directive (NPD) 1600.3, "Policy on Prevention of and Response to Workplace Violence," was reviewed and revalidated in 2021.

* U.S. Office Personnel Management, Guidance for Agency-Specific Domestic Violence, Sexual Assault, and Stalking Policies, Feb. 2013, accessed at <https://www.opm.gov/policy-data-oversight/worklife/reference-materials/guidance-for-agency-specific-dvsas-policies.pdf>.

The policy states that acts of violence, threats, harassment, intimidation, and other disruptive behavior involving a direct or indirect threat of physical harm are prohibited. Management officials are required to deal with such behavior immediately and appropriately, and those who commit such acts may be immediately removed from the premises, denied reentry pending completion of an appropriate investigation, and may be subject to administrative and/or disciplinary action, including removal, criminal prosecution, or both.

Additionally, *NPR 3790.1*, “Domestic Violence, Sexual Assault, and Stalking Response Plan,” revalidated in 2019, establishes procedures and responsibilities for responding to incidents of domestic violence, sexual assault, and stalking; providing support to employees; and enhancing awareness among employees regarding the assistance available to them.

NASA’s review of its policies and procedures found that they meet the requirements and recommendations of both OPM and EEOC. NASA will continue to review and adapt its policies and procedures as necessary. In addition, NASA leadership will continue to emphasize the need to ensure safe and inclusive work environments, both physical and virtual, as we embark on the future of work at NASA.

II. Review of NASA’s Anti-Harassment and Safety Policies

Inclusion is one of NASA’s five Core Values and the Agency views anti-harassment as a critical component of its efforts to maintaining a safe and inclusive workplace. NASA regularly reviews its Agency Anti-Harassment policies and procedures to assess their effectiveness and efficiency. Based on these assessments, in FY 2021 NASA issued updated Agency procedures to enhance its Anti-Harassment

Program (AHP) (*NPR 3713.3A*, “Anti-Harassment Procedures”). Among numerous changes, the procedures update NASA’s internal Agency policy to expand the definition of harassment under Agency policy pertaining to the NASA workforce and contractors. By broadening the definition of harassing conduct, the new policy enhances opportunities for all individuals to raise concerns regarding inequities in the workplace. Further, the expanded definition of harassment reinforces the Agency’s proactive approach and extends beyond legal compliance. NASA’s new AHP procedures require immediate inquiry and prompt corrective action, and the AHP has achieved great success in augmenting a reporting culture, while promptly resolving an increased number of harassment instances without increasing the filing of subsequent formal EEO complaints.

The only potential barrier observed related to the AHP is the relatively low numbers of harassment reports and formal EEO complaints. For the AHP, in each of the past five years the Agency has seen less than 100 reports per year out of a population of some 17,000 civil servants. For example, in FY 2020, there were a total of 66 reports of harassment (down from 75 in FY 2019). Of those reports, nine alleged sexual harassment and four resulted in findings of sexual harassment. Similarly, of the 39 complaints filed through the formal EEO complaints process in FY 2020, only two alleged sexual harassment. There had been no formal complaints regarding sexual harassment in the previous four years. Of the cases closed in FY 2020, there were no findings of discrimination. In FY 2021, there were a total of 47 reports of harassment, 11 of which alleged sexual harassment with four resulting in findings of sexual harassment.*

NASA’s AHP has been featured by EEOC and the U.S. Commission on Civil Rights as a model AHP for the Federal Government. NASA established an Agency-specific question in the Government-wide

* FY 2021 EEO complaints data have not yet been analyzed.

FEVS on whether employees view leadership as taking proactive steps to address harassment when it is alleged to have occurred. In the past three years, positive responses to the question have been in mid-80s percentile and have risen steadily. Nonetheless, NASA has identified actions to take to continue to strengthen its program. These include significant changes to the Agency’s Anti-Harassment policy and procedures, for example, expanding the definition of harassment, as discussed above. In addition, the Agency has created specific timeframes for initiating and completing harassment inquiries, in alignment with EEOC requirements and recommendations.

Safety is also one of NASA’s five Core Values. NASA’s constant attention to safety is the cornerstone upon which it builds mission success. NASA is committed to protecting the safety and health of the public, our team members, and those assets that the Nation entrusts to the Agency. **NASA Safety Culture’s** mission is to create an environment where everyone works safely, feels comfortable communicating safety issues, learns from mistakes and successes, feels confident balancing challenges and risks while keeping safety in the forefront, and trusts that safety is a priority.

With regard to safety issues, 94.0 percent of NASA respondents to the 2021 FEVS agreed with the statement, “Employees are protected from health and safety hazards on the job” (compared to 95.4 percent in 2020 and 93.4 percent in 2019). In particular, in 2020, NASA employees noted that they felt their organizations supported their physical and mental well-being during the coronavirus (COVID-19)

pandemic. In fact, the Partnership for Public Service ranked NASA number one among large agencies for its response to the pandemic.*

III. NASA’s Priorities for Advancing Workplace Safety and Anti-Harassment

On March 1, 2022, OPM issued its guidance instructing agencies to include a “Workplace Safety and Harassment Prevention and Response Plan” in their DEIA plans.† Such plans are to reflect EEOC’s core principles for workplace safety and anti-harassment:‡

1. Committed and Engaged Leadership
2. Consistent and Demonstrated Accountability
3. Strong, Comprehensive, and Consistently Applied Policies
4. Trusted and Accessible Complaint Procedures
5. Regular, Interactive and Tailored Training

In addition, OPM recommended that agencies explore the adoption or expansion of programs to support Federal employees who may be experiencing DVSA. These principles are reflected in this DEIA Strategic Plan in the following Performance Goals:

- **Performance Goal 2.3.1:** Implement a second NASA-wide Anti-Harassment Campaign, with strategic communication from senior leadership and education and awareness opportunities for the entire workforce. This performance goal has been identified by NASA as a Key Performance

* FEVS questions related to the pandemic include on whether organizations supported employees’ mental and physical well-being during the pandemic (96.9 percent positive responses); whether employees received the resources they needed to do their work (96.0 percent positive); whether their agencies were able to successfully deliver on their missions in the midst of the crisis (92.0 percent positive); and whether employees had leaders who communicated effectively and prioritized their welfare (95.6 percent positive).

† U.S. Office of Personnel Management, “Framework to Address Workplace Harassment and Promote Safe and Inclusive Workplaces” (March 2022).

‡ U.S. Equal Employment Opportunity Commission, *Select Task Force on the Study of Harassment in the Workforce: Report of Co-Chairs Chai R. Feldblum and Victoria A. Lipnic*, June 2016, accessed at <https://www.eeoc.gov/select-task-force-study-harassment-workplace>.

Goal in its DEIA Strategic Plan and will incorporate actions that reflects the EEOC core principles of:

- Committed and Engaged Leadership
 - Consistent and Demonstrated Accountability
 - Strong, Comprehensive, and Consistently Applied Policies
 - Regular, Interactive and Tailored Training
- **Performance Goal 2.3.2:** Continue to implement NASA directives and procedural requirements to ensure that issues related to anti-harassment and workplace safety (including issues related to domestic violence, sexual assault, and stalking) are promptly and effectively addressed; ensure that such policies are regularly reviewed. This performance goal reflects these core principles:
 - Consistent and Demonstrated Accountability
 - Strong, Comprehensive, and Consistently Applied Policies
 - Support Federal employees who may be experiencing DV/SAS

NASA has identified strategies, actions, and measures to address the six areas identified by OPM. The NASA Workplace Safety and Harassment Prevention and Response Implementation Plan appears in [APPENDIX B](#).

IV. Requirement for a 120-Day Supplemental Report

OPM requires that agencies submit a Workplace Safety and Harassment Prevention and Response Plan Supplemental Report within 120 days of the issuance of their DEIA Strategic Plans. Copies of any new/updated policies and procedures must be included with the supplemental report, as well as a description of the reviews conducted and input received to update the policies/procedures. This may include a description of, or as appropriate, links to research reports, focus groups, and scenario-based exercises so that agencies provide consistent guidance to supervisors and offer support for Federal employees. Agency partners during this process may include offices of security, human resources, EEO, legal counsel, anti-harassment coordinators, and workplace safety organizations.



Next Steps

The goals and priorities outlined in this Plan serve as a road-map to maximize positive change at NASA. NASA embraces a holistic approach to DEIA and envisions an environment where all employees feel valued and share a sense of belonging. As such, this Plan will be monitored to ensure our efforts from FY 2022 to FY 2026 make a meaningful difference in how we recruit, hire, develop, maintain, retain, and include a highly skilled, diverse workforce. NASA will update and improve the Plan annually, to assure we avoid bureaucratic obstacles and apply an agile and innovative approach during execution of our DEIA activities.

- Within 120 days of issuance of the Agency Plan, NASA Centers and Mission and Mission Support Directorates will develop and submit their organization’s implementation plan, including target completion dates, to the Agency ODEO.
 - Implementation plans should be accompanied by a current demographic profile.
 - Implementation plans should include actions that invite broad Center-level participation by individuals, formal groups, organizations, and leaders.
 - Mission Directorates and offices should report progress quarterly to the Agency’s DEIA Council.
 - Development of Center DEIA implementation plans will be led by Center ODEO offices in consultation with Center DEIA councils, Center organizations, and employees.
- Within 120 days of the issuance of the Agency Plan, NASA will issue a supplemental report regarding its Workplace Safety and Harassment Prevention and Response Plan.
- In July 2022, NASA must submit to OMB the following:
 - A baseline assessment and workplan for increasing diversity in Mission Directorate staffing, including leadership positions, at NASA HQ (see Performance Goal 1.4.4).



- A white paper on the current state and future state envisioned for strengthening the pipeline for NASA employees in lower- or mid-level Center positions from underrepresented communities to progress to supervisory or leadership positions at Centers and Headquarters (see actions related Performance Goal 2.2.1 in [APPENDIX B](#)).

As NASA embarks on this new and important effort, the Agency will regularly communicate to our workforce and the American people the progress we are making in our DEIA efforts. We invite everyone to engage and participate in this exciting work. For more information about NASA, ODEO, and our DEIA strategy, please visit us at:

<https://www.nasa.gov/offices/odeo/home>



Appendix A: DEIA Strategic Goals and Outcome Measures

NASA identified the intended outcomes and measures in the table below to measure its overall performance related to the Strategic Goals of this Plan. Performance measures in [APPENDIX B](#) will measure NASA's implementation of the Plan.

Strategic Goal	Strategic Objectives	Intended Outcome	Additional Outcome Measures
Strategic Goal 1: Workforce Diversity	<ol style="list-style-type: none"> 1.1. Outreach and Stakeholder Engagement. 1.2. Talent Acquisition, Recruitment, and Retention. 1.3. Internships. 1.4. Measure and Assess Workforce Demographics Across the Employee Lifecycle. 	Greater employee diversity across the entire employment lifecycle (e.g., recruitment, hiring, promotions, retention), including increased representation of underrepresented individuals and underserved communities.	<ul style="list-style-type: none"> ■ Recruitment policies and practices strategically integrate DEIA goals, explore opportunities to achieve more equitable outcomes, and actively work to mitigate the effects of systemic bias on underserved communities. ■ Hiring policies and practices strategically integrate DEIA goals, explore opportunities to achieve more equitable outcomes, and actively work to mitigate the effects of systemic bias on underserved communities. ■ The Agency leverages the diverse backgrounds of employees and ERGs to enhance results of Agency programs and initiatives.
Strategic Goal 2: Workforce Equity and Inclusion (Employee Experience)	<ol style="list-style-type: none"> 2.1. Equity and Equal Employment Opportunity. 2.2. Inclusion, Intersectionality, Community, and Communication. 2.3. Safe and Inclusive Work Environments Free of Harassment, Retaliation, and Discrimination. 	Positive employee viewpoints on the work environment (e.g., fairness, openness, cooperation, support, and engagement) indicated on surveys such as the FEVS.	<ul style="list-style-type: none"> ■ Promotion policies and practices strategically integrate DEIA goals, explore opportunities to achieve more equitable outcomes, and actively work to mitigate the effects of systemic bias on under- represented communities. ■ Retention practices actively work to mitigate barriers faced by employees in the workplace, including employees from under- represented communities. ■ Professional development programs and strategically advance equity for employees by mitigating barriers, including for employees from underserved communities. ■ Pay and compensation policies actively work to advance pay equity across the Agency. ■ DEIA trainings are an integral part of the Agency-wide learning agenda and are strategically leveraged to advance Agency-wide equity goals. ■ Workplace safety policies are promoted by the senior-most leaders within the Agency and are an integral part of workplace culture.

Continued

Strategic Goal	Strategic Objectives	Intended Outcome	Additional Outcome Measures
<p>Strategic Goal 3: Accessibility and Accommodation</p>	<p>3.1. Accessibility. 3.2. Reasonable Accommodation for Individuals with Disabilities. 3.3. Religious Accommodation.</p>	<p>Continuous improvement to ensure full accessibility and provide timely and effective accommodations to advance equity for all employees.</p>	<ul style="list-style-type: none"> ■ Agency proactively assesses the environment for barriers to accessibility and makes improvements based on continual evaluation of data and changes in legal requirements. ■ Reasonable accommodations policies advance accessibility Agency-wide and advance equity for Americans with disabilities. ■ Agency embeds inclusion of employees of all faiths and religious beliefs throughout workplace culture and continuously improves the religious accommodations process.
<p>Strategic Goal 4: DEIA Integration into the NASA Mission</p>	<p>4.1. Strategic Communication. 4.2. Accountability. 4.3. Agency Systems and Operations. 4.4. DEIA Data Analytics Capability.</p>	<p>NASA integrates DEIA into its decision-making, governance, mission, and goals.</p>	<ul style="list-style-type: none"> ■ DEIA is an integral part of overall Agency mission, vision, values, strategy, policies, and practices. Systematic implementation of DEIA driven through goal setting, data driven analysis, and continuous improvement. Agency undertakes structural reforms of policies and practices to mitigate barriers, if any. ■ Connecting, interrelated approach embraces multiple identities. ■ DEIA work fully resourced and led at highest levels of Agency leadership with significant and sustained SES responsibility. ■ DEIA goals fully and strategically integrated with Agency strategic planning, performance management, and learning agendas. ■ Appropriate funding and staffing connecting to specific metrics that are established for budget justifications for increased funding for DEIA. Continuous assessment of return on DEIA investments. ■ Chief Diversity Officer or Diversity and Inclusion Officer has direct line to the Agency head and coordinates DEIA policies and initiatives across Agency. ■ Agency subject matter experts and general managers leverage data to monitor outcomes and conduct root cause analysis. ■ Agency regularly assesses practices, addresses any potential barriers, analyzes data, and broadly communicates results/outcomes with the workforce and the public. ■ Leaders model and champion DEIA consistently. ■ Leaders integrate DEIA into their decision-making process, governance structure, mission, and goals. ■ The Agency has a formal DEIA strategy, including milestones/timelines and ongoing evaluation of effectiveness. ■ The Agency integrates workplace inclusion measures into overall performance management and strategic planning.

Appendix B: Agency Implementation Action Plan

Strategic Goal 1: Workforce Diversity

Performance Goals	Performance Measures	Actions	Target/Date	Lead Office [†]
Strategic Objective 1.1: Outreach and Stakeholder Engagement				
1.1.1: Enhance targeted outreach to underrepresented and underserved students regarding NASA internships and opportunities.	<p>1.1.1.1: Number of outreach activities that target MSIs and/or student groups that engage Black, Hispanic, Asian Americans and Pacific Islanders (AAPI), American Indians and Alaska Natives (AIAN), or multiracial students.</p> <p>1.1.1.2: Number of outreach activities that target student groups that engage women in STEM.</p>	Baseline the number of internship outreach activities/ events for underrepresented and underserved students.	FY 2022	OSTEM and OCHCO
1.1.2: Enhance partnerships between NASA Mission Support and Mission Directorates to include MSIs in NASA Programs.	1.1.2.1: Percentage of underrepresented talent out of total workforce representation.	Develop additional partnerships or collaborations with other NASA organizations that increase the access and/or participation of MSIs in the work of the Agency.	2 more partnerships by FY 2024	OSTEM
1.1.3: Consistently and effectively engage with internal and external NASA stakeholders to enable an inclusive environment and better understand requirements and barriers to optimizing NASA's workforce diversity.	1.1.3.1: Number of consultations with ERGs.	Meet regularly with and/or update ERGs on outreach and recruitment efforts.	Ongoing	Center DEIA Councils
	1.1.3.2: Complete K–12 needs assessment and gap analysis.	Conduct external K–12 stakeholder needs assessment and gap analysis.	FY 2022	OSTEM

continued

* Required by EEOC MD-715

** OMB Requirement

*** NASA Gender Equity Action Plan

† Acronyms used: MSD (Mission Support Directorate); OCFO (Office of the Chief Financial Officer); OCHCO (Office of the Chief Human Capital Officer); OCIO (Office of the Chief Information Officer); OCOMM (Office of Communications); ODEO (Office of Diversity and Equal Opportunity); OPS (Office of Protective Services); OSI (Office of Strategic Infrastructure); OSTEM (Office of STEM Engagement)

Strategic Goal 1: Workforce Diversity

Performance Goals	Performance Measures	Actions	Target/Date	Lead Office†
Strategic Objective 1.2: Talent Acquisition, Recruitment, and Retention				
<p>1.2.1: Ensure recruitment plans focus on underrepresented individuals and members of underserved communities and individuals with disabilities, utilizing the full potential of SEPs and Human Capital Strategic Planning. Launch strategic campaigns and initiatives to attract the best talent from a broad demographic of our society.</p> <p>1.2.2: Promote and recognize the application of recruitment and hiring best practices in recruitment and hiring (e.g., diverse selection panels, interviewing techniques) Agency-wide.</p> <p>1.2.3: Monitor separation data/information to determine if barriers to retention exist.</p>	<p>1.2.1.1: Percent of recruitment plans/strategies that include outreach to underserved communities.</p>	<p>Analyze recruitment and labor market information to connect recruitment efforts with underserved communities.</p>	Ongoing	OCHCO
	<p>1.2.2.1: Percent increase in hires from underrepresented and underserved communities.</p>	<p>Provide training to develop culturally competent hiring managers and equip managers with strategies to identify and hire a broad spectrum of top diverse talent.</p> <p>Identify and broadly communicate recruitment and hiring best practices Agency-wide.</p> <p>Continue to track and evaluate hiring process for efficiency and effectiveness to mitigate barriers.</p>	Ongoing	OCHCO
	<p>1.2.3.1: Percent of supervisors who conduct stay interviews with their employees.</p> <p>1.2.3.2: Increase in positive responses to FEVS Question: My supervisor is committed to a workforce representative of all segments of society.</p> <p>1.2.3.3: Increase in positive responses to FEVS Question: Supervisors in my work unit support employee.</p>	<p>Analyze workforce data and exit survey data on a regular basis to determine reasons separating from NASA and if there are barriers to retention for underserved and underrepresented communities.</p>	Ongoing	OCHCO and ODEO
Strategic Objective 1.3: Internships				
<p>1.3.1: Build a diverse future STEM workforce by engaging students in authentic learning experiences with NASA’s people, content, and facilities.</p>	<p>1.3.1.1: Number of significant, direct student awards in higher education provided to (1) students across all institutional categories and levels (as defined by the U.S. Department of Education); (2) racially or ethnically underrepresented students, (3) women, and (4) persons with disabilities at percentages that meet or exceed the national enrolled percentages for these populations, as determined by the most recent, publicly available data from the U.S. Department of Education’s National Center for Education Statistics for a minimum of two of the four categories.</p>	<p>Develop a joint strategy for Agency internships by conducting a comprehensive analysis of the intern lifecycle to develop and implement the design of an impactful and integrated internship experience for participants and stakeholders.</p>	End of FY 2022	OSTEM/OCHCO
		<p>Identify paid and unpaid NASA internship and fellowship opportunities (OSTEM, Pathways, and other programs) and measure diversity within those programs.</p>	TBD	OSTEM/OCHCO

continued

Strategic Goal 1: Workforce Diversity

Performance Goals	Performance Measures	Actions	Target/Date	Lead Office†
1.3.2: Ensure internships programs are available to individuals from underserved and underrepresented communities and that all interns, fellows, and apprentices have a process for requesting reasonable accommodations.	1.3.2.1: By 2QTR FY2023, develop a plan with actionable recommendations for the development and implementation of an impactful and integrated internship experience for participants and stakeholders targeted for operations in 2025.	Explore partnerships with other internship programs for providing NASA internship opportunities (including programs focused on individuals with disabilities (e.g., the U.S. Department of Labor Workforce Recruitment Program and similar programs)).	TBD	OCHCO/OSTEM
		Conduct Career Readiness Assessment of career NASA STEM professionals who had a NASA internship.	TBD	OSTEM/OCHCO
		Conduct comprehensive analysis of the OSTEM and OCHCO (Pathways) internship programs.	TBD	OSTEM/OCHCO
1.3.3: Reduce the practice of offering unpaid internships.	1.3.3.1: Number of paid and unpaid internships, including intern demographics, organizational and Mission Directorate/program affiliation.	Implement redesigned internship program.	FY 2025	OSTEM/OCHCO
		Strategic Objective 1.4: Measure and Assess Workforce Demographics Across the Employee Lifecycle		
1.4.1: Measure demographic representation in the Agency’s overall workforce composition, occupations, and across the employee lifecycle.	1.4.1.1: Workforce composition by race/ethnicity and gender. 1.4.1.2: Workforce composition by disability status. 1.4.3: Demographics across the employee lifecycle.	Conduct trigger analyses of workforce representation by demographic groups and disability status, focusing on (a) overall workforce composition, (b) senior workforce composition, (c) occupations, (d) promotions, and (e) attrition rates.	Ongoing	ODEO*
		Conduct annual State of EEO briefings for NASA leadership.	Annual	ODEO*
		Continue to monitor efforts to meet Federal goals for the employment of individuals with disabilities and targeted disabilities.	Ongoing	ODEO
1.4.2: Measure demographic representation and trends related to diversity in Mission Directorates, programs, and projects.	1.4.2.1: Number of demographic reports provided to NASA leadership. 1.4.2.2: Number of consultations with NASA leadership regarding demographics of Mission Directorates, Programs, and Projects.	Conduct analyses of employment applications and hiring decisions using applicant flow data from USA Staffing.	Ongoing	ODEO*
		1.4.3: Analyze data from USAJobs and USA Staffing to assess diversity in employment applications, qualified applicants, and hiring decisions.	1.4.3.1: Number of analyses conducted using applicant flow data (across the ODEO enterprise). 1.4.3.2: Percent hires in mission critical occupations meeting demographic targets.	Analyze diversity of NASA Mission Directorates, programs, and projects and provide demographic data to Agency leadership on an annual basis.

continued

Strategic Goal 1: Workforce Diversity

Performance Goals	Performance Measures	Actions	Target/Date	Lead Office†
<p>1.4.4: Develop a baseline assessment and workplan for increasing diversity in Mission Directorate staffing, including leadership positions, at NASA HQ.</p>	<p>1.4.4.1: Baseline assessment completed by July 2022.</p> <p>1.4.4.2: Briefing held with OMB.</p>	<p>Collect/analyze data and develop plans to brief OMB on the following: (a) data, metrics, and targets that are used by the Mission Directorates to assess workforce diversity efforts; (b) statistics on the demographics of newly hired or promoted personnel into HEOMD, ARMD, SMD, and STMD leadership positions (Division Directors, Deputy Division Directors and Associate Directors, as well as front office hires) over the last five years, and a description of any efforts intended to increase the diversity of Mission Directorate leadership; (c) the extent to which policies and goals for increasing workforce diversity vary by Mission Directorate; (d) the people responsible and accountable for increasing workforce diversity for each Mission Directorate and a description of how they are accountable; (e) Mission Directorates’ plans over the next year to increase diversity and inclusion in its staffing at NASA HQ.</p>	<p>July 2022</p>	<p>Mission Directorates/ OCHCO/ ODEO**</p>

Strategic Goal 2: Workforce Equity and Inclusion

Performance Goals	Performance Measures	Actions	Target/Date	Lead Office†
Strategic Objective 2.1: Equity and Equal Employment Opportunity				
<p>2.1.1: Leverage and support ERGs and SEPs to engage the greater workforce, support mission priorities and serve as strategic consultants to better understand workforce needs, making sure there is effective ERG engagement at the highest levels of the Agency.</p>	<p>2.1.1.1: Reissue ERG Guidance.</p>	<p>Update and reissue ERG Guidance.</p>	<p>TBD</p>	<p>ODEO</p>
	<p>2.1.1.2: Reissue SEPM Guidance.</p>			
	<p>2.1.1.3: Percentage of positive responses on relative FEVS questions and internal NASA Agency-wide surveys.</p>	<p>Update and reissue SEP Guidance.</p>	<p>TBD</p>	<p>ODEO</p>
<p>2.1.2: Implement a continuous pay equity assessment process.</p>	<p>2.1.2.1: Pay equity process assessment is conducted.</p> <p>2.1.2.2: Pay equity process is implemented.</p> <p>2.1.2.3: Number of pay equity statistics showing no areas of concern.</p>	<p>Conduct an Agency-wide Pay Equity Study.</p>	<p>FY 2024</p>	<p>OCHCO</p>

continued

Strategic Goal 2: Workforce Equity and Inclusion

Performance Goals	Performance Measures	Actions	Target/Date	Lead Office†
2.1.3: Continue to implement EEOC Management Directive 715 (MD-715) and conduct analyses to identify and mitigate and eliminate barriers to equity.	2.1.3.1: Timely completion of annual MD 715 report.	Continue to implement and improve NASA's barrier analysis implementation plan issued in 2021 (Women and AAPI in the Physical Sciences).	Sept. 2022	ODEO*
	2.1.3.2: Identification of barriers by FY 2022.	Implement any mitigation strategies that are recommended from barrier analyses (Women and AAPI in the Physical Sciences).	Sept. 2022	ODEO, OCHCO, Mission Directorates
	2.1.3.3: Evidence of mitigation of barriers, e.g., increase in relevant diversity statistics, by FY 2023.			
Strategic Objective 2.2: Inclusion, Intersectionality, Community, and Communication				
2.2.1: Enhance training and education programs and other career enhancing opportunities in DEIA and other disciplines to help create a pipeline of promotion-eligible candidates, including individuals from underserved communities.	2.2.1.1: Percentage increase in diversity statistics for employee development programs. 2.2.1.2: Percentage increase in diversity statistics for GS 14, 15, SES annually. 2.2.1.3: Participation rate in voluntary DEIA learning and development programs.	Review existing leadership development programs and where applicable recommend updates and methods to expand upon the established strategies, ensuring that they cultivate a broadly diverse pipeline for leadership positions and grow leaders who model inclusive behaviors and leverage diversity and equity to optimize mission impact. Expand the use of individual development plans, including skills assessments, mentoring, and coaching.	Ongoing	OCHCO and ODEO
		Track demographic data relating to participation in leadership and professional development programs and development opportunities and the rate of the placement of participating employees into senior positions (GS 15 or SES).	Ongoing	OCHCO and ODEO*
		Measure baseline participation and conduct and track participation in and response to voluntary DEIA learning and development programs.	FY 2023	OCHCO and ODEO
		Develop a white paper on the current state and future state envisioned for strengthening the pipeline for NASA employees in lower- or mid-level Center positions from underrepresented communities to progress to supervisory or leadership positions at Centers and Headquarters. Include coaching and mentoring programs, professional development opportunities, and training for managers on how to support diversity in career staff advancement.	July 2022	ODEO and OCHCO**

continued

Strategic Goal 2: Workforce Equity and Inclusion

Performance Goals	Performance Measures	Actions	Target/Date	Lead Office†
2.2.2: Increase connectivity and strengthen networks for greater inclusion, including greater collaboration with ERGs, Center DEIA Councils, and employees.	2.2.2.1: Percentage increase in positive responses to questions on FEVS and other survey instruments related to inclusion and the employee experience.	Utilize FEVS results to identify and reconcile barriers (e.g., behaviors and attitudes) to workplace inclusivity.	Ongoing	ODEO
		Update and issue DEIA Workforce Policy Statement to the workforce on at least an annual basis.	Annual	ODEO
		Issue Future of Work Guidance that supports an agile and equitable employee experience to modernize infrastructure and support technological modernization.	TBD	Chief Resilience Officer and/or relevant offices
		Establish a NASA Group Award for ERGs and for other employees in the DEIA space.	TBD	ODEO/OCHCO
2.2.3: Provide employees, including LGBTQIA+ employees, with equitable access to support services.	2.2.3.1: Issuance of guidance for gender transitioning employees in FY 2022.	Issue Gender Transition Guidance and update regularly, as needed to address emerging issues.	Feb. 2022	ODEO***
	2.2.3.2: Number of gender-neutral restroom stalls implemented.			
	2.2.3.3: Percentage of gender-neutral restroom stalls available.	Implement policy requirement for restroom inclusivity in current and future facilities planning and construction.	TBD	ODEO/OSI***
	2.2.3.4: Implement policy requirement for all Agency policies, guidance, procedures, and communications to use gender-inclusive language (including being reviewed to remove gender binary language), as appropriate.			
	2.2.3.5: Review and update badging and security procedures to remove any barriers to EEO and accessibility for LGBTQIA+ individuals.			
	2.2.3.6: Review and update NASA’s astronaut selection and retention standards, in alignment with updated Department of Defense medical standards and guidance by leading medical experts.	Review and update badging and security procedures to remove any barriers to EEO and accessibility for LGBTQIA+ individuals who require access to NASA facilities.	Sept. 2023	ODEO/OPS***
	2.2.3.7: Number of LGBTQIA+ based discrimination complaints.			

continued

Strategic Goal 2: Workforce Equity and Inclusion

Performance Goals	Performance Measures	Actions	Target/Date	Lead Office†
Strategic Objective 2.3: Safe and Inclusive Work Environments Free of Harassment, Retaliation, and Discrimination				
2.3.1: Implement a second NASA-wide Anti-Harassment Campaign, with strategic communication from senior leadership and education and awareness opportunities for the entire workforce.	2.3.1.1: Launch NASA-wide Campaign with Message/video from Administrator.	Complete an Agency-wide anti-harassment self-assessment to identify barriers to program enhancement, including review of all relevant internal policies and procedures.	TBD	ODEO
	2.3.1.2: Continue Campaign with Agency-wide training for the workforce — training of 100 percent of managers and supervisors in first year.	Assess the results of the second Anti-Harassment Campaign using survey instruments and analyzing anti-harassment allegations data.	TBD	ODEO
	2.3.1.3: Percentage increase in positive responses to FEVS questions on anti-harassment and proactive leadership and safety hazards.	Implement promising practices with specific milestones for attainment, including but not limited to: embedding an anti-harassment and safety emphasis at every level and ensuring leadership engagement in harassment prevention and response efforts and conducting preliminary climate surveys to assess harassment and safety issues.	TBD	ODEO
2.3.2: Continue to implement NASA directives and procedural requirements to ensure that issues related to anti-harassment and workplace safety (including issues related to domestic violence, sexual assault, and stalking) are promptly and effectively addressed; ensure that such policies are regularly reviewed.	2.3.2.1: Issue AHP Implementation Guide 3rd edition to better align with current NPR 3713.3.	Finalize development of and launch tracking system for anti-harassment cases to drive continuous improvement. Collect data on complaints of discrimination, harassment (including sexual harassment), and retaliation.	TBD	ODEO
	2.3.2.2: Maintain average processing time of 60 days or under Agency-wide for cases processed under AHP.	Provide training and technical assistance to NASA employees responsible for program implementation (Center Anti-Harassment Coordinators) on conducting immediate interviews.	TBD	ODEO
	2.3.2.3: Percentage increase in positive responses to FEVS questions on anti-harassment and proactive leadership and safety hazard question.	Issue the next edition of the Anti-Harassment Program Implementation Guide to continue to ensure prompt and effective processing of harassment allegations.	TBD	ODEO
		Review NPR 3790.1, “Domestic Violence, Sexual Assault, and Stalking Response Plan,” to ensure NASA’s response plan is appropriate and that ensure resources are available to victims.	TBD	OPS, EAP, OCHCO

Strategic Goal 3: Accessibility and Accommodation

Performance Goals	Performance Measures	Actions	Target/Date	Lead Office [†]
Strategic Objective 3.1: Accessibility				
3.1.1: Ensure new technology is compliant with Section 508 of the Rehabilitation Act prior to deployment and update legacy systems and technology that are not compliant.	3.1.1.1: Number of technology assessments conducted.	Develop and deploy annual memorandum to all NASA organizations regarding requirements for compliance with Section 508 of the Rehabilitation Act.	TBD	OCIO and ODEO
	3.1.1.2: Percentage of Web content in compliance with Section 508.	Regularly assess IT against benchmarks and industry standards to support equitable access and remove barriers.	TBD	OCIO
	3.1.1.3: Number of virtual technology upgrades accomplished.	Establish baseline of compliant NASA Web sites (i.e., Percent compliance with Section 508).	TBD	OCIO
	3.1.1.4: Dollars invested in information technology (IT) upgrades accomplished.	Regularly assess facilities against benchmarks and industry standards to support equitable access and remove barriers.	TBD	OSI
3.1.2: Ensure that all physical spaces are compliant with Federal requirements (e.g., Section 501 of the Rehabilitation Act and the Americans with Disabilities Act Accessibility Guidelines).	3.1.2.1: Number of facilities assessments conducted.	Allocate sufficient Agency resources to ensure that all physical and virtual spaces are accessible, ensure existing infrastructure is appropriately modernized to adapt to NASA's Future of Work objectives, and to support the rapid adoption of technological innovations.	TBD	NASA Centers/MSD
	3.1.2.2: Percentage of facilities compliant	Provide training and guidance on all processes to ensure awareness of accessibility requirements for managers, supervisors, and those with responsibilities related to IT or Facilities.	TBD	ODEO, OCIO, OSI
	3.1.2.3: Number of facility modifications accomplished.	Establish a centralized fund to improve accessibility and provide reasonable accommodations.	TBD	OCFO and ODEO
	3.1.2.4: Dollars invested in facility modifications accomplished.			
Strategic Objective 3.2: Reasonable Accommodation for Individuals with Disabilities				
3.2.1: Across the personnel lifecycle, assess reasonable accommodation program policies, processes, training programs, current assistive technology, and funding availability by 1QTR FY 2024.		Assess and ensure timely average processing time for reasonable accommodation requests and implement practices to improve efficiencies.	Ongoing	ODEO
	3.2.1.1: Complete assessment by 1QTR FY 2024.	Evaluate the need to establish an Agency-wide centralized fund for providing reasonable accommodation.	TBD	ODEO/OCFO
		Assess assistive technology available and approved for use on NASA systems and networks and the technology deployment process to effectively respond to employee reasonable accommodation requests.	TBD	OCIO/ODEO

continued

Strategic Goal 3: Accessibility and Accommodation

Performance Goals	Performance Measures	Actions	Target/Date	Lead Office [†]
3.2.2: Continue to ensure timely and effective accommodations for people with disabilities in accordance with all Federal and NASA requirements and DEIA objectives.	3.2.2.1: Percentage of cases that meet the 30-day timeframe in NASA policy (NPR 3713.1C, 2019) for resolution of accommodation requests for individuals with disabilities and religious accommodations requests and implementing practices to improve efficiencies.	Implement an enterprise-wide Sign Language Interpreter contract vehicle.	FY 2022	ODEO
	3.2.2.2: Percentage of supervisors and managers trained in reasonable accommodation.	Provide reasonable accommodation training to supervisors.	TBD	ODEO
	3.2.2.3: Percentage of NASA employees training in reasonable accommodation.	Ensure information regarding requesting reasonable accommodation is consistently provided and that a consistent process is followed during the recruiting/hiring phase.	TBD	OCHCO/ ODEO
	3.2.2.4: Number of RA provided during recruitment phase and all stages of employee lifecycle, including interviews, training, etc.	Leverage Government and industry best practices and technology to ensure NASA employees have the best reasonable accommodation available for mission and safety assurance.	TBD	All NASA organizations
Strategic Objective 3.3: Religious Accommodation				
3.3.1: By 4QTR FY 2023, issue first-ever NPR on religious accommodation to ensure that all religious faith and practice at NASA is treated inclusively.	3.3.1.1: By 4QTR FY2023, issue NPR on religious accommodation.	Develop and issue NPR on religious accommodation.	4QTR, FY 2023	ODEO
		Establish baseline average processing time for religious accommodation requests.	TBD	ODEO
		3.3.2: Continue to ensure timely and effective religious accommodations in accordance with all Federal and NASA Requirements and DEIA objectives.	3.3.2.1: Establish that baseline average processing time meets the requirements set forth in the proposed NPR.	Provide training to managers and supervisors on ensuring religious accommodation.
		Identify and provide spaces so employees have the opportunity for religious expression, including meditation and reflection.	TBD	OSI/ODEO

Strategic Goal 4: DEIA Integration into the NASA Mission

Performance Goals	Performance Measures	Actions	Target/Date	Lead Office†
Strategic Objective 4.1: Strategic Communication				
4.1.1: Develop and Implement a strategic DEIA communications plan.	4.1.1.1: Delivery of a strategic DEIA communications plan by Q4 FY 2022.	Create and execute a NASA DEIA strategic communications plan.	4QTR FY 2022	ODEO/ OCOMM
	4.1.1.2: Respond to pulse survey of workforce on DEIA awareness of Agency commitment.			
4.1.2: Use NASA’s various media platforms to promote workforce and public awareness of NASA’s commitment to DEIA as a critical foundational element of successful organizational culture.	4.1.2.1: Evidence of use of social media (e.g., number of page views, followers, number of Tweets, number of Facebook posts, number of LinkedIn posts, number of Instagram posts, DEIA hashtags, ODEO Blog).	Execute a NASA-unique digital and media DEIA awareness campaign for internal and external audiences.	Ongoing	OCOMM
		Implement an intranet platform that enables ERGs to connect, collaborate, and build relationships throughout the Agency.	TBD	ODEO/ OCOMM
		Hold an Agency-wide DEIA activity, such as a, an annual DEIA Stand-down Day.	FY 2022–25	ODEO/ NASA-wide
4.1.3: Review and update NASA public communications and outreach materials, including Agency directorate and major program communications plans, to ensure they reflect NASA’s commitment to and strategy for DEIA.	4.1.3.1: Provide evidence of review and update of materials.	Facilitate internal and external public engagements with nontraditional audiences, including participation of Agency principals to increase awareness of NASA’s DEIA culture.	Ongoing	OCOMM
4.1.4: Develop and disseminate consistent communication about the benefits of DEIA initiatives.	4.1.4.1: Provide evidence of consistent communication about the benefits of DEIA initiatives.	Through focused collaboration with Agency contractors, communicate internally and externally NASA’s strategic business rationale for the DEIA value proposition.	Ongoing	OCOMM
4.1.5: Publicize employee profiles and stories to demonstrate NASA diversity, including nontraditional media outlets and communities, using Agency communication tools and methodologies.	4.1.5.1: Provide evidence of publicized profiles.	Develop and highlight diverse employee profiles by using Agency communication tools, including television, Web, podcasts, social media and public outreach opportunities.	Ongoing	OCOMM
Strategic Objective 4.2: Accountability				
4.2.1: Leaders visibly and vocally demonstrate their commitment to DEIA as a mission priority, helping to ensure EEO through proactive advocacy for the removal of barriers that impact opportunities for minorities, women, and individuals with disabilities.	4.2.1.1: TBD	TBD	TBD	OCHCO
	4.2.1.2: TBD			
	4.2.1.3: TBD			

continued

Strategic Goal 4: DEIA Integration into the NASA Mission

Performance Goals	Performance Measures	Actions	Target/Date	Lead Office [†]
4.2.2: Leader actions and expectations demonstrate NASA core values and are regularly communicated to all employees.	4.2.3.1: TBD 4.2.3.2: TBD	DEIA perspectives and concepts are incorporated into current and future executive leadership programs.	Ongoing	OCHCO
		Update executive performance requirements to ensure DEIA is included.	FY 2023	OCHCO
		Provide leadership with multicultural and DEIA competency gained through participation in formal training and education programs and sponsored activities.	TBD	OCHCO/ ODEO
4.2.3: To ensure broad understanding of workplace concerns and offer equitable access to senior leadership, leaders engage employees beyond established employee groups, teams, clubs, and networks.	4.2.4.1: TBD 4.2.4.2: TBD	Leaders engage employees beyond established employee groups, teams, clubs, and networks to ensure broad understanding of workplace concerns and offer equitable access to senior leadership (e.g., provide employee formal and informal feedback vehicles, brown bags, focus groups, shadowing, panels).	TBD	NASA Center Leadership
Strategic Objective 4.3: Agency Systems and Operations				
4.3.1: Ensure facilities and infrastructure are sufficient to enable DEIA principles and strategies, including Strategic Objective 3, Accessibility and Accommodation.	4.3.1.1: Completion of annual facilities report (to comply with the Americans with Disabilities Act and the Architectural Barriers Act) identifying the percentage of NASA buildings that are compliant with Federal accessibility standards.	Conduct annual review of NASA facilities to ensure compliance with the Americans with Disabilities Act, the Rehabilitation Act, and the Architectural Barriers Act.	Annual	OSI*
		Assess supplier diversity across the full spectrum of procurement and contracting.	Ongoing	Procurement
4.3.2: Ensure NASA directives, policies, and procedures incorporate DEIA principles.	4.3.2.1: Number of policies reviewed.	Review NASA Procedural Directives and Requirements (including NPR 1400.1h, “NASA Directives and Charters Procedural Requirements”) to ensure they reflect EEO and DEIA principles.	Ongoing	ODEO/relevant offices*
4.3.3: Develop a DEIA governance structure at the Agency and Center levels.	4.3.3.1: Number of DEIA councils held.	Conduct regular meetings between the Agency and Center DEIA councils.	Ongoing	DEIA Councils
	4.3.3.2: Number of DEIA council decisions.			
4.3.4: Strategic Management — ensure synchronization of strategic plans, DEIA plans, human capital operating plans, and related plans across the Agency.	4.3.4.1: Number of plans incorporating DEIA principles.	Regularly review strategic plans, operating, plans, and action plans to ensure DEIA principles are incorporated and that plans are synced to one another.	Ongoing	Agency-wide

continued

Strategic Goal 4: DEIA Integration into the NASA Mission

Performance Goals	Performance Measures	Actions	Target/Date	Lead Office†
Strategic Objective 4.4: DEIA Data Analytics Capability				
4.4.1: Execute a data acquisition, ingestion, and cataloging blitz of critical data sources into NASA’s Enterprise Data Platform (EDP) to address data gaps preventing DEIA analytics needed to ensure mission success and safety.	4.4.1.1: Number of critical internal NASA data sources identified.	Identify key data sources new data collection, both internal and external to NASA, to support DEIA analytics and reporting requirements.	3QTR FY 2022	ODEO/ OCHCO
	4.4.1.2: Number of critical internal NASA data sources acquired, ingested, catalogued, and in a production-ready state in EDP. 4.4.1.3: Number of critical external NASA data sources identified. 4.4.1.4: Number of critical external NASA data sources acquired, ingested, catalogued, and in a production-ready state in EDP.	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.	4QTR FY 2022	ODEO/ OCHCO
4.4.2: Develop and implement automated, analytic products centered around measuring demographic representation and trends, employee and customer feedback, promoting paid internships, partnerships and recruitment, professional development and advancement, training and learning, advancing equity for employees with disabilities, advancing equity for LGBTQIA+ employees, and pay equity.	4.4.2.1: Number of Enterprise Data Platform analytic products at prototype stage. 4.4.2.2: Number of Enterprise Data Platform analytic products at initial operating capability. 4.4.2.3: Number of Enterprise Data Platform analytic products at final operating capability.	Establish a technical infrastructure and implement industry best-practice analytic tools to be able to exploit the benefits of cloud-based, big-data analytics.	4QTR FY 2022	OCIO
	4.4.2.4: Average number of frequent users per application. 4.4.2.5: Average usage (hours/month) per application.	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	ODEO/ OCHCO
4.4.3: Enable routine use of DEIA analytic products in key NASA governance bodies to evaluate root causes, enable performance assessments, and inform evidence-based discussions, decisions, and policy making.	4.4.3.1: Number of internal NASA governance bodies where DEIA analytics products are routinely used.	TBD		
	4.4.3.2: Number of external NASA governance bodies where DEIA analytics products are routinely used.			
	4.4.3.3: Stakeholder satisfaction with access and usefulness of analytic products.			

continued

Strategic Goal 4: DEIA Integration into the NASA Mission

Performance Goals	Performance Measures	Actions	Target/Date	Lead Office [†]
<p>4.4.4: Maximize Enterprise Data Platform automation of end-to-end data acquisition and ingestion of internal and external data sources to eliminate manual data collection and improve data quality.</p>	<p>4.4.4.1: Number of fully automated internal required NASA data sources.</p>	<p>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.</p>	<p>3QTR FY 2022</p>	<p>ODEO/ OCHCO/ OCIO*</p>
	<p>4.4.4.2: Number of internal required NASA data sources capable of full automation.</p>			
	<p>4.4.4.3: Number of fully automated external required NASA data sources.</p>			
	<p>4.4.4.4: Number of external required NASA data sources capable of full automation.</p>			
<p>4.4.5: Implement a data quality framework, automate data quality assessment processes, and translate data quality to confidence levels for key performance metrics to better inform decision-makers.</p>	<p>4.4.5.1: Develop a data quality framework and methodology by 1QTR FY2023.</p>	<p>Assess current data governance and related policies to ensure effective data management, stewardship, and security.</p>	<p>TBD</p>	<p>OCIO/ OCHCO/ MSD</p>
	<p>4.4.5.2: Number of data pipelines with automated data quality assessments of at least one data quality dimension (e.g., completeness, timeliness, accuracy, validity, etc.).</p>			
	<p>4.4.5.3: Number of data pipelines with automated data quality assessments of at least three data quality dimensions (e.g., completeness, timeliness, accuracy, validity, etc.).</p>			
	<p>4.4.5.4: Number of data sources with current data dictionaries with adequate fidelity to enable data quality assessments.</p>			
<p>4.4.6: Enhance data science and analytic skills capacity across NASA’s DEIA workforce and develop DEIA perspective among NASA’s data science and analytics communities.</p>	<p>4.4.6.1: Number of new civilian data scientists hired within the DEIA enterprise under the new OPM Data Scientist Occupational Series 1560.</p>	<p>Hire new talent and train current employees in current skillsets such as data engineering, data science, application development, and user interface and user experience design.</p>	<p>Ongoing</p>	<p>ODEO/ OCHCO/ OCIO</p>
	<p>4.4.6.2: Number of current civilian DEIA enterprise analysts with a completed data science certificate from an accredited institution.</p>			
	<p>4.4.6.3: Number of DEIA enterprise civilian employees who completed NASA Project Management Training.</p>			

Appendix C: NASA Workplace Safety and Harassment Prevention and Response Implementation Plan

Committed and Engaged Leadership

Goal: Implement a second NASA-wide Anti-Harassment Campaign, with strategic communication from senior leadership and education and awareness opportunities for the entire workforce. (See DEIA Strategic Plan Performance Goal 2.3.1)

Strategies	Actions	Operational Activities	Measures	Lead Office
<ul style="list-style-type: none"> ■ Provide regular Agency communications at the highest level of the Agency on the Agency's commitment to anti-harassment, safe and inclusive workplaces. ■ Maintain a comprehensive Agency anti-harassment policy and procedures that ensures fair, impartial, timely resolution of harassment allegations. ■ Ensure the Agency practitioners and the workforce are provided with interactive, comprehensive training opportunities on the Agency anti-harassment program. 	<ul style="list-style-type: none"> ■ Issue video message and memorandum from the Administrator. ■ Conduct regular briefings of the anti-harassment practitioner community Agency-wide to ensure optimal skill sets. ■ Provide interactive training opportunities for the workforce on the anti-harassment program. ■ Provide continuous evaluation of all NASA Center anti-harassment programs using the anti-harassment program tracking system for real-time program assessment. 	<ul style="list-style-type: none"> ■ Issue video message and memorandum from the Administrator. ■ Implement promising practices with specific milestones for attainment, including but not limited to: embedding an anti-harassment and safety emphasis at every level and ensuring leadership engagement in harassment prevention and response efforts and conducting preliminary climate surveys to assess harassment and safety issues. ■ Messages from Officials in Charge (OIC) and other leaders, reinforcing message and information sent by the Administrator to all NASA personnel. ■ All-hands meetings or Town Halls to reinforce commitment and prioritization of OICs and other leaders to preventing and promptly correcting harassment, and to engage employees in dialogues relating to their experiences, concerns, or ideas regarding harassment. ■ Organization-specific training or other proactive efforts (e.g., additional information-sharing, climate surveys, email/phone hotlines) to prevent harassment. ■ Continual communication of expectations, including in performance management discussions and evaluations, and holding individuals accountable for reasonably preventing and correcting harassment and for misconduct. 	<ul style="list-style-type: none"> ■ Positive responses to FEVS agency-specific question on proactive steps to address harassment ■ Responses on anti-harassment survey tool as part of the anti-harassment tracking system 	Administrator's Office, ODEO, OCOMM, OGC

Consistent and Demonstrated Accountability

Goal: Demonstrated commitment of senior leaders to create and maintain a culture and workplace environment both physical and virtual in which harassment is not tolerated

Strategies	Actions	Operational Activities	Measures	Lead Office
<p>Agency leaders:</p> <ul style="list-style-type: none"> Clearly, frequently, and unequivocally state that harassment is prohibited at all levels of the Agency. Allocate sufficient resources for effective harassment prevention program. Provide appropriate authority to individuals responsible for creating, implementing, and managing harassment prevention strategies. 	<ul style="list-style-type: none"> Regularly and effectively train all employees about the harassment policy and complaint system. Regularly and effectively train supervisors and managers about how to prevent, recognize, and respond to objectionable conduct that, if left unchecked, may rise to the level of prohibited harassment. Acknowledge employees, supervisors, and managers, as appropriate, for creating and maintaining a culture in which harassment is not tolerated and promptly reporting, investigating, and resolving harassment complaints. Impose discipline that is prompt, consistent, and proportionate to the severity of the harassment and/or related conduct, such as retaliation, when it determines that such conduct has occurred. 	Analyze complaints data to assess timeliness and efficiency in the process.	<ul style="list-style-type: none"> Positive responses to FEVS agency-specific question on proactive steps to address harassment Responses on anti-harassment survey tool as part of the anti-harassment tracking system 	Administrator's Office, ODEO, Agency Level Organizations, Center Directors' Offices, Center Organizations

Strong, Comprehensive, and Consistently Applied Policies

Goal: Continue to implement NASA's Agency Anti-Harassment policy and procedures embodied in NASA Procedural Requirement 3713.3 to ensure prompt and effective handling of harassment allegations

Strategies	Actions	Operational Activities	Measures	Lead Office
<p>Maintain an Agency anti-harassment policy that is based on the following:</p> <ul style="list-style-type: none"> Clear explanation of prohibited conduct; Assurance that employees who make complaints of harassment or provide information related to such complaints will be protected against retaliation; Clearly described complaint process that provides accessible avenues of complaint; Assurance the employer will protect the confidentiality of harassment complaints to the extent possible; A complaint process that provides a prompt, thorough, and impartial investigation; and Assurance the employer will take immediate and appropriate corrective action when it determines harassment has occurred. 	<p>Ensure that policies and communications materials on the policies such as brochures and guides are:</p> <ul style="list-style-type: none"> Provided to employees upon hire and during harassment trainings, and posted centrally, such as on the Agency's internal website, near employee time clocks, in employee break rooms, and in other commonly used areas or locations. Periodically reviewed and updated as needed, and re-translated, disseminated to staff, and posted in central locations and online. 	Analyze complaints data to assess timeliness and efficiency in the process.	<ul style="list-style-type: none"> Positive responses to FEVS agency-specific question on proactive steps to address harassment Responses on anti-harassment survey tool as part of the anti-harassment tracking system 	ODEO, OCHCO, OGC

Trusted and Accessible Complaint Procedures

Goal: Maintain an anti-harassment policy and program that operates promptly, thoroughly, and impartially; and imposes appropriate consequences for harassment or related misconduct, such as retaliation

Strategies	Actions	Operational Activities	Measures	Lead Office
<ul style="list-style-type: none"> ■ Is fully resourced, enabling the organization to respond promptly, thoroughly, and effectively to complaints. ■ Provides prompt, thorough, and neutral investigations. ■ Protects the privacy of alleged victims, individuals who report harassment, witnesses, alleged harassers, and other relevant individuals to the greatest extent possible, consistent with a thorough and impartial investigation and with relevant legal requirements. ■ Includes processes to convey the resolution of the complaint to the complainant and the alleged harasser and, where appropriate and consistent with relevant legal requirements, the preventative and corrective action taken. 	<ul style="list-style-type: none"> ■ Finalize development of and launch tracking system for anti-harassment cases to drive continuous improvement. ■ Collect data on EEO complaints of discrimination, harassment (including sexual harassment), and retaliation. 	Analyze complaints data to assess the extent and impact of workplace safety and harassment prevention issues.	<ul style="list-style-type: none"> ■ Positive responses to FEVS agency-specific question on proactive steps to address harassment ■ Responses on anti-harassment survey tool as part of the anti-harassment tracking system 	ODEO, OCHCO, OGC

Regular, Interactive and Tailored Training

Goal: Conduct regular, interactive, comprehensive training of all employees to help ensure that the workforce understands Agency anti-harassment and safety rules, policies, procedures, and expectations, as well as the consequences of misconduct

Strategies	Actions	Operational Activities	Measures	Lead Office
<p>Provide training that is:</p> <ul style="list-style-type: none"> ■ Championed by senior leaders; ■ Repeated and reinforced regularly; ■ Provided to employees at every level and location of the Agency; ■ Provided in a clear, easy to understand style and format; ■ Provided in all languages commonly used by employees; ■ Tailored to the specific workplace and workforce; ■ Conducted by qualified, live, interactive trainers, or, if live training is not feasible, designed to include active engagement by participants; and ■ Routinely evaluated by participants and revised as necessary. 	<ul style="list-style-type: none"> ■ Provide training new employees as part of their onboarding process and to all employees on a regular basis. ■ Provide tailored training to managers and supervisors on a regular basis. 	Assess training evaluation forms to determine whether or to what extent participants view the training as successful.	<ul style="list-style-type: none"> ■ Positive responses to FEVS agency-specific question on proactive steps to address harassment ■ Responses on anti-harassment pulse surveys designed to understand more about specific aspects of the program, such as the effectiveness of training 	ODEO, Center Anti-Harassment Coordinators

Provide Support and Assistance to Federal Employees Whose Working Lives are Affected by DV/SAS

Goal: Enforce NASA Procedural Requirement 3790.1, “Domestic Violence, Sexual Assault, and Stalking Response Plan,” to ensure appropriate response to domestic violence, including sexual assault and stalking

Strategies	Actions	Operational Activities	Measures	Lead Office
<ul style="list-style-type: none"> ■ Establish and coordinate policy direction and guidance to promote a safe and healthy work environment, increase awareness among employees and supervisors of the options available for assistance. ■ Establish the Agency’s OCHCO to be responsible for overall program accountability, serve as the Agency-level point of contact for the Agency’s domestic violence response plan, and identify training resources for Center use. ■ Ensure that NASA Centers’ policies address appropriate response and promote awareness. 	<ul style="list-style-type: none"> ■ Appoint and publicize a primary point of contact for the Center’s domestic violence response program. ■ Ensure the EAP counselor’s roles and responsibilities include the capability to support employees who request assistance and the capability to advise supervisors who are responding to the needs of employees affected by domestic violence. ■ Provide and publicize resources, technical expertise and consultation to supervisors and/or employees who disclose incidents of domestic violence both in and out of the workplace. ■ Make training available for employees and supervisors. 	<p>Conduct periodic reviews consistent with NPR 3790.1 to ensure program effectiveness.</p>	<p>Responses to survey instruments to determine the general workforce’s perceptions of the effectiveness of the program</p>	<p>OCHCO, Center HR Directors’ Offices, EAP, Office of Protective Services</p>



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