

OFFICE OF EQUAL OPPORTUNITY PROGRAMS

Functional Leadership Plan

(FY 2000 - FY 2003)



(NASA EQUAL OPPORTUNITY TROPHY)

Equal Opportunity for the New Millennium

MAY 2000

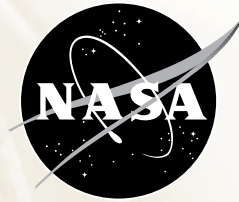
GENERAL POLICY STATEMENT OF THE U.S. EQUAL EMPLOYMENT OPPORTUNITY COMMISSION

*“It is the policy of the Government
of the United States
to provide equal opportunity
in employment for all
persons, to prohibit discrimination
in employment because of race,
color, religion, sex, national origin, age
or handicap and to promote
the full realization of equal
employment opportunity
through a continuing affirmative
program in each agency.”*

Table of Contents

The Office of Equal Opportunity Programs:

Message from the Associate Administrator	1
Roles and Organizational Structure	2
Framework	4
Responsibilities	5
Guiding Principles	6
Program Goals and Objectives	7



The NASA Vision

NASA is an investment in America's future.

As explorers, pioneers, and innovators,

we boldly expand frontiers in air and space

to inspire and serve America and to benefit

the quality of life on Earth.

Message from

The Associate Administrator for the Office of Equal Opportunity Programs

The successful execution of NASA's Strategic Plan requires each Functional Office to develop a Functional Leadership Plan to help the Agency accomplish its vision and mission. This document articulates NASA's Office of Equal Opportunity Programs (OEOP) Functional Leadership Plan. The OEOP provides the direction and a shared vision for a viable and challenging Equal Opportunity Program. This vision is reflected in the Office of Equal Opportunity Programs Functional Leadership Plan that declares:

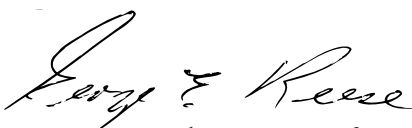
Equal Opportunity for the New Millennium

NASA programs lie at the heart of achieving the NASA vision and mission, and the ultimate success can only be achieved with the safety and health of our people. NASA science and technology have provided public inspiration, revealed new worlds, disclosed secrets of the universe, provided vital insights into Earth's environment, helped shape the development of atmospheric flight, and yielded information that has improved life on Earth. In short, NASA science is an investment in America's future.

Even more inspirational is the fact that NASA science and technology are systematically penetrating every aspect of the information technology process and education in America. NASA's Equal Opportunity Programs have been charged with the challenge of being preeminent in the Government, if not worldwide. Each NASA Strategic Enterprise, its component Field Centers, and the leadership provided by the Associate Administrators of the NASA Program Offices and Functional Offices, play a major role in maintaining and increasing our preeminent position associated with this particular area of excellence.

The OEOP Functional Leadership Plan outlines the Agency's Equal Opportunity Goals and Strategies. It reinforces the NASA Goals in the Agency Strategic Plan and reiterates the role and responsibility of the Office of Equal Opportunity Programs. It is also a roadmap for the next three years which will be evaluated and updated as we move forward.

In this new millennium, we must remember that equal opportunity benefits all of us; can only be obtained if we provide it; and can only be a reality if we take responsibility for it.



Associate Administrator for
Equal Opportunity Programs

THE OFFICE OF EQUAL OPPORTUNITY PROGRAMS' ROLES AND ORGANIZATIONAL STRUCTURE

The Office of Equal Opportunity Programs (OEOP) is a Functional Office that reports to the Administrator and helps NASA implement Civil Rights laws, regulations, and relevant Presidential Executive Orders. OEOP provides advice to the Administrator and executive leadership within NASA to achieve its equal opportunity mission. Agencywide leadership and assistance are provided to NASA managers in the following areas:

1. Recruiting, employing and empowering a competent and highly skilled workforce, representative of America's great diversity, which enables the Agency to accomplish its mission;
2. Creating a working environment that is free of unlawful discrimination and harassment, and accessible to individuals with disabilities;
3. Recognizing, appreciating and valuing diversity, thereby demonstrating trust, respect and concern for the welfare of all people within the agency;
4. Ensuring that all policies, processes and procedures provide all individuals the opportunity to develop, participate and compete fairly and equitably in the Agency's employment and financial assistance programs;
5. Promoting the full participation of minority institutions in the NASA-sponsored research and education community; and,
6. Providing leadership and guidance in acquiring and maintaining resources for equal opportunity programs.

The Office of Equal Opportunity Programs' organizational structure is as follows:

Office of the Associate Administrator (E)

The Office of the Associate Administrator for Equal Opportunity Programs provides executive leadership and strategies for building coalitions within NASA to achieve its equal opportunity mission; for contributing to educational excellence in minority institutions; for addressing and resolving claims of discrimination; for promoting equity and valuing diversity; and for maintaining a hospitable work environment for all NASA employees. The Office includes three divisions with the following responsibilities:

Discrimination Complaints Division (EC)

The Discrimination Complaints Division is responsible for the administrative processing and adjudication of individual and class complaints of discrimination for the Agency, including the fostering and implementation of Alternative Dispute Resolution (ADR) programs in this area. The Division is also responsible for the implementation of relevant Equal Opportunity (EO) laws, regulations, administrative and court decisions, Executive Orders, and Equal Employment Opportunity Commission (EEOC) directives and guidance, as well as the development of Agency policy and guidance regarding the same.

Affirmative Employment and Diversity Policy Division (EI)

The Affirmative Employment and Diversity Policy Division manages and directs the agency affirmative employment objectives and strategies as well as multi-cultural and diversity interventions. The Division has functional responsibilities for affirmative employment program planning and evaluation at the Agency level to ensure equitable opportunities for minorities, women, individuals with disabilities, and disabled veterans; and monitoring the compliance of Federally assisted and conducted programs with Titles VI and IX, Section 504 of the Rehabilitation Act, the Age Discrimination in Employment Act of 1967 and Section VIII of the Fair Housing Act and processing discrimination complaints against recipients.

Minority University Research and Education Division (EU)

The Minority University Research and Education Division is responsible for ensuring the Agency's responsiveness to Federal mandates related to Historically Black Colleges and Universities (HBCU's) and Other Minority Universities (OMU's), including Hispanic-Serving Institutions (HSI's) and Tribal Colleges and Universities (TCU's). The Division develops Agencywide policies and procedures related to the successful execution of NASA's Minority University Research and Education Program (MUREP), including the budget formulation, execution and accountability, program planning, evaluation and oversight, and liaison with internal and external customers and stakeholders.



Equal Opportunity Programs Framework

The Equal Opportunity Programs Framework illustrates what the Office of Equal Opportunity Programs is doing to support the goals and objectives described in the NASA Strategic Plan and the NASA Performance Plan. The OEOP Functional Leadership Plan documents how Equal Opportunity Programs will be effectively implemented and how it aligns with NASA's overall objective.

ADMINISTRATOR STRATEGIC ENTERPRISES And Functional Offices

Space Science
 Earth Science
 Aero-Space
 Technology
 Human Exploration and
 Development of Space
 Functional Office AA's

Equal Opportunity Leadership	Processing EO Complaints & Dispute Resolution	Civil Rights, Affirmative Employment Plans, Multicultural Education, & Diversity Policy	Minority University Research and Education Programs for HBCU's, HSI's and TCU's, and OMU's
------------------------------	-----------------------------------------------	-----------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------

Code E

Code EC

Code EI

Code EU

OFFICE OF EQUAL OPPORTUNITY PROGRAMS' RESPONSIBILITIES

-
- Ensure NASA Meets EO and Civil Rights Regulatory Requirements.

-
- Establish Program Direction and Policy For Affirmative Employment, Historically Black Colleges and Universities (HBCU's) and Other Minority Universities (OMU's), including Hispanic-Serving Institutions (HSI's) and Tribal Colleges and Universities (TCU's), and Advice on Equal Opportunity Matters.

-
- Develop and Implement Programs and Activities That Reach Underrepresented Groups Protected by Civil Rights and Equal Employment Opportunity Laws, Regulations, and Executive Orders.

-
- Represent the Administrator and NASA with stakeholders in the external community, with the lead agencies of the Federal Government, with HBCU's and OMU's, including HSI's and TCU's and organizations.

OFFICE OF EQUAL OPPORTUNITY PROGRAMS' GUIDING PRINCIPLES

In OEOP, we believe in, and practice:

Safety, Equity and Diversity

Commitment and dedication to safety, equity, and diversity in the workplace and in everything NASA does.

Customer Satisfaction

Meet the needs and high expectations of the OEOP leadership and our internal and external customers in an effective manner to gain their support and confidence. Intra- and inter-organizational collaboration to achieve program goals.

Top Quality Staff

Commitment to attracting, motivating, rewarding, and retaining a top quality staff and empowering them to do the job, by fostering (1) A can-do attitude; (2) Teamwork; (3) An atmosphere that is conducive to good communications and working relationships; (4) Professional respect at all levels; (5) Positive feedback and constructive criticism; (6) Employee training and recognition; and (7) Valuing individual growth.

Creativity, Innovation, Excellence, and Risk Taking

Striving to produce timely and flawless products and services through continuous improvement.

OFFICE OF EQUAL OPPORTUNITY PROGRAMS' GOALS AND OBJECTIVES

The Office of Equal Opportunity Programs collaborates with the program and functional offices to achieve the Agency's EO program goals and objectives by planning long-term institutional strategies and fulfilling infrastructure investment requirements. NASA's Centers are responsible for implementing the Agency plans, programs, and activities as an integral part of the Strategic Enterprises. The Center Directors and their EO Offices provide institutional management and support for the Agency's equal opportunity goals and objectives and functional leadership in the implementation process.

The primary goals to be addressed through the Office of Equal Opportunity Programs Functional Leadership Plan are as follows:

Goal 1

To provide equal employment opportunity for all employees and applicants for Federal employment through means such as recruiting, hiring, promotions, education and training, rewarding, and mentoring regardless of race, religion, color, sex, national origin, age, or disability.

OBJECTIVES:

- Develop, disseminate and ensure implementation of Agency EEO policies in accordance with relevant laws, and regulations.
- Assist the Agency in identifying and recruiting a diverse pool of highly qualified applicants for current and future NASA positions at all levels.
- Promote the equitable recognition of employees at all levels and in all job categories.
- Work with NASA managers to ensure that equal opportunity staffing standards and resource needs at each Center are adequately met.
- Work with NASA management to evaluate managers and supervisors on their efforts for

achieving equal opportunity goals consistent with the requirements established in the performance planning process.

- Establish performance standards for EO staff personnel to meet current and future Agency requirements.
- Evaluate the Agency's affirmative recruitment and employment efforts, special emphasis programs, matters related to individuals with disabilities, and contract compliance.

METRICS:

- OEOP prepares an annual assessment of each NASA Center's equal opportunity program performance for use by the Institutional Program Administrators and the Administrator in assessing EO Performance.
- OEOP participates in at least four activities at the national level with other Federal Agencies and Institutions, with schools and universities, and with other public and private groups in cooperative actions to increase awareness of NASA's employment and educational opportunities.
- Center Directors develop and submit annual Affirmative Employment Program Plans and Accomplishment Reports in compliance with EEOC, OPM, and Agency guidance.
- By the end of FY 2000, utilize the Minority University Research and Education Program-funded centralized database to supplement the Agency's and Centers' recruitment efforts.
- By September 2000, develop a career development plan for EO specialists.

INITIATIVES:

- Provide leadership, guidance and support for NASA-wide initiatives
 - Oversight and technical assistance visits
 - EO Board Meetings
- Provide Agencywide EO training
- Execute new and emerging initiatives, i.e. the Hispanic initiative, Asian American and Pacific Islanders (Executive Order #13125.)

- Build coalitions through cooperative ventures to achieve EO goals via internal and external customers.
- Assess diversity training and multicultural education efforts.
- Review staffing levels of EO Offices at each NASA Center.
- Provide technical assistance to NASA EO Officers to maintain requisite expertise needed to meet customer needs.

Goal 2

To manage and direct the Agencywide system for processing and adjudicating individual and class discrimination complaints, including ADR programs, in accordance with regulatory, statutory and judicial requirements.

OBJECTIVES:

- Ensure that complaints of employment discrimination are processed in accordance with regulatory, judicial and statutory requirements.
- Ensure that Final Agency Decisions and Final Orders are factually, logically, and legally sound.
- Assist the Agency in making ADR processes an integral part of the overall complaint process and a catalyst for resolving complaints at the informal and formal stages.
- Ensure that revised regulations for processing complaints of discrimination and contingent worker guidances are fully implemented.
- Ensure that NASA's Agencywide discrimination complaints tracking system is operational.
- Evaluate the Center's complaints processes.

METRICS:

- At least 85% of NASA's Final Agency Decisions and Final Orders each year are upheld by EEOC and Federal District Courts.

- Monitor the use and effectiveness of Agency and Center ADR processes on an annual basis.
- ADR Briefings for management officials at all NASA Centers are completed by March 31, 2000.
- NASA's Agencywide Discrimination Complaints Tracking System is operational by March 31, 2000.

INITIATIVES:

- Develop an evaluation mechanism for ADR processes.
- Monitor Center implementation of contingent worker guidance.
- Conduct Agencywide briefing session on revisions to the Federal sector discrimination complaint process.
- Serve as Agency representative on the National Performance Review/Equal Employment Opportunity Commission (NPR/EEOC) Discrimination Complaints Taskforce.

Goal 3

To develop and administer minority research and education programs that advance educational excellence and are responsive to all Federal mandates related to Historically Black Colleges and Universities (HBCU's) and Other Minority Universities (OMU's), including Tribal Colleges and Universities (TCU's) and Hispanic-Serving Institutions (HSI's).

OBJECTIVES:

- Facilitate research and development activities at HBCU's and OMU's, including TCU's and HSI's, that contribute to NASA's scientific mission.
- Enhance academic and research infrastructure at HBCU's and OMU's, including TCU's and HSI's, through partnerships and programs that strengthen research and educational outcomes in NASA-related fields.
- Inform and advise faculty and students at HBCU's and OMU's, including TCU's and HSI's, about NASA competitive research and education processes.
- Partner with HBCU's and OMU's, including TCU's and HSI's, to increase the number

of students who are academically prepared to enter college and successfully pursue and complete degrees in NASA-related fields.

METRICS:

- Develop and submit to the White House Initiatives Offices (WHIO's) and the Office of Management and Budget (OMB) NASA plans for HBCU's, TCU's, and Educational Excellence for Hispanic Americans (EEHA) that exceed, when possible, the actual amount of total funding obligation from the previous fiscal year.
- Establish at least one specific initiative with each Strategic Enterprise that enhances infrastructure at HBCU's and OMU's, including TCU's and HSI's, in areas related to their specific mission or to meet current and future human resources requirements.
- Before August 2000, pilot the centralized electronic database of MUREP-funded students to support NASA's human resource needs.
- Meet NASA procurement and financial management metrics for grants and cooperative agreements.
- Increase at HBCU's and OMU's, including TCU's and HSI's, the number of students who are academically prepared to enter college and successfully pursue and complete degrees in NASA-related fields.
- Submit annual report to the WHIO's and OMB on NASA HBCU, TCU, and EEHA performance.

INITIATIVES:

- Provide HBCU's and OMU's, including TCU's and HSI's, with information and technical assistance on strategies that enhance program development, management and sustainability, and their effectiveness in NASA-related areas.
- Work closely with Strategic Enterprises, other governmental agencies and other interested parties to develop research and education collaboration and partnerships with HBCU's and OMU's, including TCU's and HSI's.
- Serve on NASA's Science Council Working Group to develop strategies that enhance the presence, participation, and involvement of women, underrepresented groups, and

individuals with disabilities in the NASA-sponsored research and education community.

- Conduct program evaluation and Agencywide performance assessment; prepare and submit reports to regulatory agencies.

Goal 4

To evaluate the effectiveness of the Agency's overall Civil Rights, Equal Employment Opportunity and Minority University Research and Education Programs

OBJECTIVES:

- Redesign the system for periodically evaluating the effectiveness of the Agency's overall equal employment opportunity effort.
- Evaluate from time to time the sufficiency of the Agency's Equal Opportunity Program and report the results to the head of the Agency with recommendations as to any improvement or correction needed.
- As appropriate, evaluate specific EO issues or concerns.

METRICS:

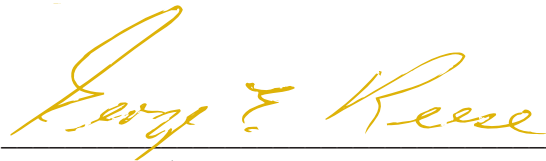
- By the end of FY 2000, finalize the design for on-site evaluation and schedule of visitation.
- Each fiscal year, conduct at least one comprehensive study of a specific EO issue or concern.
- Conduct on-site evaluations of the NASA Centers commencing FY 2001.

INITIATIVES:

- Program evaluation
- On-site reviews
- Technical assistance visits
- Special studies

OEOP MANAGEMENT CONCURRENCE

We, the Senior Management Officials in the Office of Equal Opportunity Programs with responsibility for implementing the OEOP Functional Leadership Plan, are committed to working together with the men and women of NASA and with our stakeholders, to achieve equal opportunity for the new millennium.



Associate Administrator for
Equal Opportunity Programs



Deputy Associate Administrator for
Equal Opportunity Programs



(Acting) Director, Affirmative Employment &
Diversity Policy Division



Director, Discrimination Complaints Division



Director, Minority University Research &
Education Division