

U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
National Science Foundation
For the Period Covering October 1, 2015 to September 30, 2016

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Glossary of Terms¹

ACTION ITEM: Clearly identified step to the attainment of an objective.

BARRIER: Personnel principle, policy, or practice, which restricts or tends to limit the representative employment of applicants and employees, especially minorities, women and individuals with disabilities.

CIVILIAN LABOR FORCE (CLF): Data derived from the decennial census reflecting persons 16 years of age or older, who were employed or seeking employment. This data excludes those in the Armed Services. CLF data used in this report is based on the 2010 Census.

CONSPICUOUS ABSENCE: A particular EEO group that is nearly or totally nonexistent from a particular occupation or grade level in the workforce.

INDIVIDUAL WITH A DISABILITY: A person who (1) has a physical impairment or mental impairment that substantially limits one or more of that person's major life activities; (2) has a record of such impairment; or (3) is regarded as having such an impairment.

TARGETED DISABILITIES: Disabilities "targeted" for emphasis in affirmative action planning. Targeted disabilities include deafness, blindness, missing extremities, partial paralysis, complete paralysis, convulsive disorders, intellectual disabilities, mental illness, and a genetic or physical condition affecting limbs and/or spine.

EEO GROUPS: White men and women (not of Hispanic origin); Black men and women (not of Hispanic origin); Hispanic men and women; Asian American/Pacific Islander men and women; and American Indian/Alaskan Native men and women.

EMPLOYEES: Permanent, full, or part-time members of the agency workforce including those in Excepted Service positions; this does not include temporary or intermittent individuals.

MAJOR OCCUPATIONS: Mission oriented occupations or other occupations with 50 to 100 or more employees.

MINORITIES: Black or African American, Hispanic or Latino, Asian, American Indian or Alaskan Native, Native Hawaiian or Other Pacific Islander.

NSF STAFF CATEGORIES: Science and Engineering (S&E) - includes positions in science, engineering, and education plus management and general administration positions with program responsibilities in the research directorates; Business Operations – includes "professional" positions such as Accountant/Auditor and Librarian plus all remaining administrative positions not included in the S&E category above. Business Operations positions are located in the research directorates as well as in the offices that provide support to the research directorates (e.g., finance, human resources, etc.).

OBJECTIVE: Statement of a specific end product or condition to be attained by a specific date. Accomplishment of an objective will lead to the elimination of a barrier or other problem.

¹ Definitions are in accordance with EEOC guidelines and NSF's staff groupings.

PARITY: Representation of EEO groups in a specific occupational category or grade level in the agency's workforce that is equivalent to its representation in the appropriate CLF.

PARTICIPATION RATE: The extent to which members of a specific demographic group participate in an agency's work force.

PROBLEM: A situation that exists in which one or more EEO groups do not have full equal employment opportunity.

PROGRAM ANALYSIS: Review of entire agency's affirmative employment program.

PROGRAM ELEMENT: Prescribed program area for assessing where agencies should concentrate their affirmative employment program analysis and plan development.

RACE-NATIONAL ORIGIN-ETHNICITY:

White – Not of Hispanic Origin. All persons having origins in any of the original peoples of Europe, North Africa, or the Middle East.

Black or African American – All person having origins in any of the Black racial groups of Africa.

Hispanic – All persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.

Asian – All persons having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent. This area includes Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.

American Indian or Alaskan Native – All persons having origins in any of the original peoples of North and South America (including Central America), and who maintain tribal affiliation or community attachment.

Native Hawaiian or Pacific Islander – All persons having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.

RELEVANT CIVILIAN LABOR FORCE (RCLF): Civilian Labor Force (CLF) data that are directly comparable (or relevant) to Federal workforce data.

RESPONSIBLE OFFICIAL: Executive, Manager, or Supervisor who is accountable for accomplishing an action item.

TOTAL WORK FORCE: All employees of an agency subject to 29 C.F.R. Part 1614 regulations, including temporary, seasonal, and permanent employees.

TARGET DATE: Date (month/year) for completion of an action item.

EEOC FORM 715-01 PART A - D	<i>U.S. Equal Employment Opportunity Commission</i> FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT			
For period covering October 1, 2015, to September 30, 2016.				
PART A Department or Agency Identifying Information	1. Agency		1. National Science Foundation	
	1.a. 2 nd level reporting component			
	1.b. 3 rd level reporting component			
	1.c. 4 th level reporting component			
	2. Address		2. 4201 Wilson Blvd.	
	3. City, State, Zip Code		3. Arlington, VA 22230	
	4. CPDF Code	5. FIPS code(s)	4. 51	5. 24, 11
PART B Total Employment	1. Enter total number of permanent full-time and part-time employees			1. 1,228
	2. Enter total number of temporary employees			2. 229
	3. Enter total number employees paid from non-appropriated funds			3. 0
	4. TOTAL EMPLOYMENT [add lines B 1 through 3]			4. 1,457
PART C Agency Official(s) Responsible For Oversight of EEO Program(s)	1. Head of Agency Official Title		1. Dr. Francis Córdova Director	
	2. Agency Head Designee		2. Rhonda J. Davis	
	3. Principal EEO Director/Official Official Title/series/grade		3. Rhonda J. Davis Office Head, ES-0260-00	
	4. Title VII Affirmative EEO Program Official		4. Nia Owens	
	5. Section 501 Affirmative Action Program Official		5. Pamela J. Smith	
	6. Complaint Processing Program Manager		6. Zita Barnett	
	7. Other Responsible EEO Staff		Donna Webb, Staff Association for Operations	

EEOC FORM 715-01 PART A - D	<i>U.S. Equal Employment Opportunity Commission</i> FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT		
PART D List of Subordinate Components Covered in This Report	Subordinate Component and Location (City/State)		CPDF and FIPS codes
	N/A		
EEOC FORMS and Documents Included With This Report			
*Executive Summary [FORM 715-01 PART E], that includes:	X	*Optional Annual Self-Assessment Checklist Against Essential Elements [FORM 715-01PART G]	X
Brief paragraph describing the agency's mission and mission-related functions	X	*EEO Plan To Attain the Essential Elements of a Model EEO Program [FORM 715-01PART H] for each programmatic essential element requiring improvement	X
Summary of results of agency's annual self-assessment against MD-715 "Essential Elements"	X	*EEO Plan To Eliminate Identified Barrier [FORM 715-01 PART I] for each identified barrier	X
Summary of Analysis of Work Force Profiles including net change analysis and comparison to RCLF	X	*Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals With Targeted Disabilities for agencies with 1,000 or more employees [FORM 715-01 PART J]	X
Summary of EEO Plan objectives planned to eliminate identified barriers or correct program deficiencies	X	*Copy of Workforce Data Tables as necessary to support Executive Summary and/or EEO Plans	X
Summary of EEO Plan action items implemented or accomplished	X	*Copy of data from 462 Report as necessary to support action items related to Complaint Processing Program deficiencies, ADR effectiveness, or other compliance issues	X
*Statement of Establishment of Continuing Equal Employment Opportunity Programs [FORM 715-01 PART F]	X	*Copy of Facility Accessibility Survey results as necessary to support EEO Action Plan for building renovation projects	NA
*Copies of relevant EEO Policy Statement(s) and/or excerpts from revisions made to EEO Policy Statements	X	*Organizational Chart	X

EEOC FORM 715-01 PART E	<i>U.S. Equal Employment Opportunity Commission</i> FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT	
National Science Foundation	For period covering October 1, 2015, to September 30, 2016.	
EXECUTIVE SUMMARY		
<p>The National Science Foundation (NSF) was established by Congress in 1950 as an independent agency of the Federal government with the mission "to promote the progress of science; to advance the national health, prosperity, and welfare; and to secure the national defense."¹ NSF supports fundamental research at the frontiers of knowledge, across all fields of science and engineering (S&E) and S&E education. With an annual budget of about \$7.5 billion (FY 2016), NSF funds approximately 24% of all federally supported fundamental research conducted by U.S. colleges and universities.</p> <p>NSF accomplishes its mission primarily by making merit-based grants and cooperative agreements to colleges, universities, and other institutions to support researchers throughout the nation. NSF uses a merit review process to select new awards from competitive proposals submitted by the S&E research and education communities. Each year, NSF evaluates approximately 50,000 proposals to make around 12,000 competitive awards. NSF’s merit review uses two criteria to evaluate research proposals—intellectual merit (i.e., the potential to advance knowledge) and broader impacts (i.e., the potential to benefit society).</p> <p>Over the years, NSF-funded research and education projects and world-class S&E infrastructure have led to many significant discoveries. For example, 223 Nobel Prize winners received support from NSF at some point in their careers. The highly acclaimed achievements of these laureates are but a small fraction of the advances enabled by NSF, which have, in turn, stimulated economic growth and improved the quality of life, health, and security for our nation.</p> <p>In order to unleash the United States’ innovation potential, it is essential to have a well-prepared S&E workforce, capable of taking advantage of the expanding knowledge base and advanced technology generated by fundamental research activities. NSF meets the U.S. S&E workforce needs by seamlessly integrating the education of future scientists, engineers, and educators into the broad portfolio of research that NSF supports. This investment strategy generates not only groundbreaking S&E discoveries, but it also equips the future S&E workforce with the knowledge and experience to apply the most advanced concepts and technology to meet societal challenges.</p>		

¹ National Science Foundation Act of 1950, as amended (42 U.S.C. §1861, et seq.), also known as the NSF Act.

NSF has a strong commitment to diversity, as reflected in one of the core values in NSF’s 2014-2018 Strategic Plan,² namely: *“Inclusiveness – seeking and embracing contributions from all sources, including underrepresented groups, regions, and institutions.”* Additionally, diversity and inclusion (D&I) are embodied in one of NSF’s strategic objectives under the third strategic goal to *“Excel as a Federal Science Agency.”* Specifically: *“Strategic Objective 1 (G3/O1): “Build an increasingly diverse, engaged, and high-performing workforce by fostering excellence in recruitment, training, leadership, and management of human capital.”*

NSF’s total workforce for FY 2016 consisted of 1,457 employees – 1,228 permanent and 229 temporary – according to the Federal Personnel Payroll System (FPPS).³ The NSF staff are distributed across seven science, technology, engineering and mathematics (STEM) directorates and five business offices. The STEM directorates include many temporary employees in both temporary federal appointments and as Visiting Scientists, Engineers, and Educators (VSEEs, which includes the members of the National Science Board). NSF does not employ wage grade workers.

SUMMARY ANALYSIS OF NSF’S WORKFORCE

Over the last fiscal year, the composition of NSF’s workforce has made some progress in increasing the diversity of its workforce through recruitment and retention activities. Additionally, NSF has made strides towards attaining model Equal Employment Opportunity EEO status as defined by the EEO Commission (EEOC). Consistent with NSF’s mission, a number of Broadening Participation programs seek to increase diversity in the wider academic and research communities, which supply the talent pool for staff serving under Intergovernmental Personnel Act (IPA) appointments, who are considered vital to NSF’s mission, but who are not included as employees in FPPS and, therefore, are not included in tabulations in this report.⁴

NSF Workforce by Race/Ethnicity and Sex

The EEOC requires that agencies compute the net change within each demographic category in the agency workforce, between the fiscal year just ended and the previous fiscal year. Table 1 summarizes data from Appendix Table A1. The percentage change between FY 2015 and FY 2016 is shown in the column labeled “Change: FY 2016 – FY 2015,” for each demographic category. Overall, the NSF workforce increased by six employees (0.41%) in FY 2016 compared to FY 2015. The composition of NSF’s workforce did not change markedly between FY 2015 and FY 2016. There was a slight increase (8.77%) in the representation of employees who reported Asian origin. The seemingly large proportionate increase in employees of American Indian / Alaska Native origin and decrease in employees of Native Hawaiian / Pacific Islander origin reflect the impact of change associated with relatively small baseline populations. These large proportionate changes reflected the addition or subtraction of one employee in each instance.

The Civilian Labor Force (CLF), as measured by the U.S. Bureau of Labor Statistics (BLS), is a benchmark for determining underrepresentation of demographic categories in NSF’s total

² National Science Foundation. (2014, March). “Investing in Science, Engineering, and Education for the Nation’s Future: Strategic Plan for 2014 – 2018.”

³ For FY 2016, the MD-715 report includes employees of the Office of Inspector General (OIG) and the National Science Board (NSB). Also, the data pulled from the FPPS reflect the use of the first and last full pay periods of FY 2016.

⁴ Limited data on IPAs are presented in the Barrier Analysis section to compare this segment of NSF’s workforce to the U.S. talent pool available for these positions.

workforce. Table 1 compares the NSF total workforce data to the CLF. The following groups were below parity:⁵

- Males (12.51% below parity);
- Whites (13.27% below parity); and
- Hispanic/Latinos (6.46% below parity).

Conversely, categories over-represented in the NSF total workforce when compared to the 2010 CLF were:

- Females (12.51% above parity);
- Blacks/African Americans (15.78% above parity); and
- Asians (4.61% above parity).

Table 1. NSF Total Workforce, FY 2015 and FY 2016

	Number		Percent of Total Workforce		Comparisons		
	FY 2016	FY 2015	FY 2016	FY 2015	Change: FY 2016 - FY 2015 (%)	2010 CLF (%)	Gap: FY 2016 - 2010 CLF (%)
All	1457	1451			0.41%		
Sex							
Female	884	878	60.67%	60.51%	0.68%	48.16%	12.51%
Male	573	573	39.33%	39.49%	0.00%	51.84%	-12.51%
Race/Ethnicity							
White	861	860	59.09%	59.27%	0.12%	72.36%	-13.27%
Black/African American	405	410	27.80%	28.26%	-1.22%	12.02%	15.78%
Asian	124	114	8.51%	7.86%	8.77%	3.90%	4.61%
Hispanic/Latino(a)	51	51	3.50%	3.51%	0.00%	9.96%	-6.46%
American Indian / Alaska Native	6	5	0.41%	0.34%	20.00%	1.08%	-0.67%
Native Hawaiian/Pacific Islander	3	4	0.21%	0.28%	-25.00%	0.14%	0.07%
Two or more races	7	7	0.48%	0.48%	0.00%	0.54%	-0.06%
Disability Status							
Targeted Disability	13	15	0.89%	1.03%	-13.33%		
Disability	120	214	8.24%	14.75%	-43.93%		
*Note: CLF = Civilian Labor Force							
Sources: Workforce Data Tables A1 and B1							

Table 2 disaggregates the NSF workforce by permanent (n=1,228) versus temporary appointments (n=229). Comparing the permanent and temporary workforces is important because of the research on labor force participation that suggests minority group members are more likely than

⁵ The data are extracted from data Table A1. The data tables are contained at Appendix A and B of this report. Also, as a result of rounding, there may be a slight difference in the numerical values provided throughout this report.

those in the majority group to occupy less secure positions.⁶ There were a few ways in which the NSF temporary workforce differed from those in the permanent workforce (see the column labeled “Gap: % Perm - % Temp”) as follows:

- Males were more likely to be in the NSF temporary workforce (which includes VSEEs), while females were more likely to be in the NSF permanent workforce;
- Whites⁷ were more likely to be in the NSF temporary workforce while Blacks/African Americans were more likely to be in the NSF permanent workforce; and
- Asians were slightly more likely to be in the NSF temporary workforce than to be in the permanent workforce.

Table 2. Comparison: FY 2016 NSF Permanent Workforce to FY 2016 NSF Temporary Workforce and 2010 Civilian Labor Force

	Number		Percent of Total Workforce		Gap: % Perm - % Temp	2010 CLF (%)	Gap: Perm - 2010 CLF
	Perm.	Temp.	Perm.	Temp.			
All	1228	229					
Sex							
Female	774	110	63.03%	48.03%	14.99%	48.16%	14.87%
Male	454	119	36.97%	51.97%	-14.99%	51.84%	-14.87%
Race/Ethnicity							
White	686	175	55.86%	76.42%	-20.56%	72.36%	-16.50%
Black/African American	388	17	31.60%	7.42%	24.17%	12.02%	19.58%
Asian	98	26	7.98%	11.35%	-3.37%	3.90%	4.08%
Hispanic/Latino(a)	42	9	3.42%	3.93%	-0.51%	9.96%	-6.54%
American Indian / Alaska Native	5	1	0.41%	0.44%	-0.03%	1.08%	-0.67%
Native Hawaiian/Pacific Islander	2	1	0.16%	0.44%	-0.27%	0.14%	0.02%
Two or more races	7	0	0.57%	0.00%	0.57%	0.54%	0.03%
Disability Status							
Targeted Disability	9	2	0.73%	0.87%	-0.14%		
Disability	102	18	8.31%	7.86%	0.45%		
*Note: CLF = Civilian Labor Force							
Sources: Workforce Data Tables A2 Permanent and A2 Temporary, B2 Permanent and B2 Temporary							

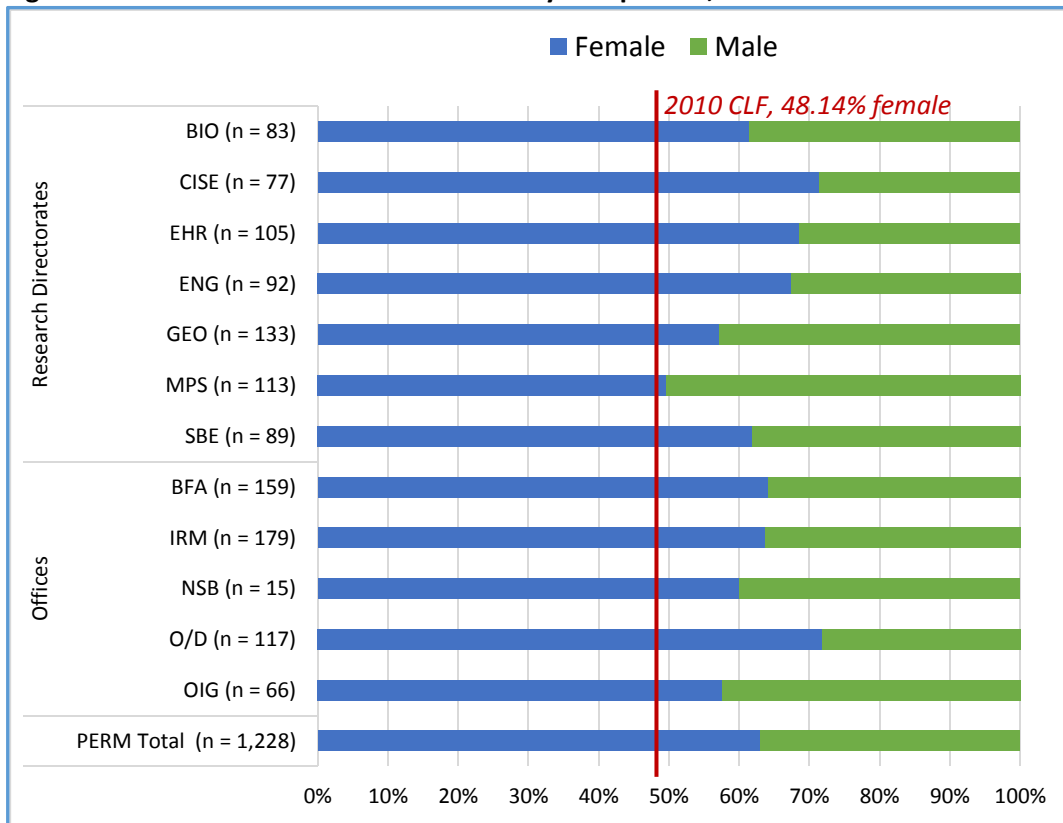
NSF’s 1,228 permanent employees in 2016 were distributed across 12 components, which include seven “research directorates,” which implement programs consistent with NSF’s mission and five “offices” that support NSF’s mission via business and administrative functions. The demographic composition for each of NSF’s 12 components by sex is shown in Figure 1, with the following key findings:

⁶ In this case, the terms “minority” and “majority” are used in a sociological sense to reference not sizes of groups, but historical power differences between such groups that play a role in the structures of labor markets. See, for example, Marger, Martin. (1994). *Race and Ethnic Relations: American and global perspectives*. (Wadsworth).

⁷ Throughout this report, consistent with Appendix Tables A1-A14, White, Black/African American, Asian, American Indian / Alaska Native, Native Hawaiian / Pacific Islander and Two or more races are all Non-Hispanic/Latino.

- Overall, 63% of NSF’s permanent employees were female, which is higher than the U.S. national representation of females in the labor force (48% female);
- Females accounted for at least half of all permanent employees in all of NSF’s directorates;
- The Mathematics and Physical Sciences (MPS) directorate had the lowest relative number of female employees (50%);
- Females accounted for more than 70% of employees in the Office of the Director (O/D) and in the Computer and Information Science and Engineering (CISE) directorate.

Figure 1. Sex of NSF Permanent Workforce by Component, FY 2016



Source: Workforce Data Table A2-Permanent

Figures 2 and 3 show the racial/ethnic composition of the FY 2016 NSF permanent workforce. Figure 2 shows that, overall, the NSF workforce had a relatively higher percentage of employees of color⁸ (44%) than the comparable U.S. civilian labor force (28%).

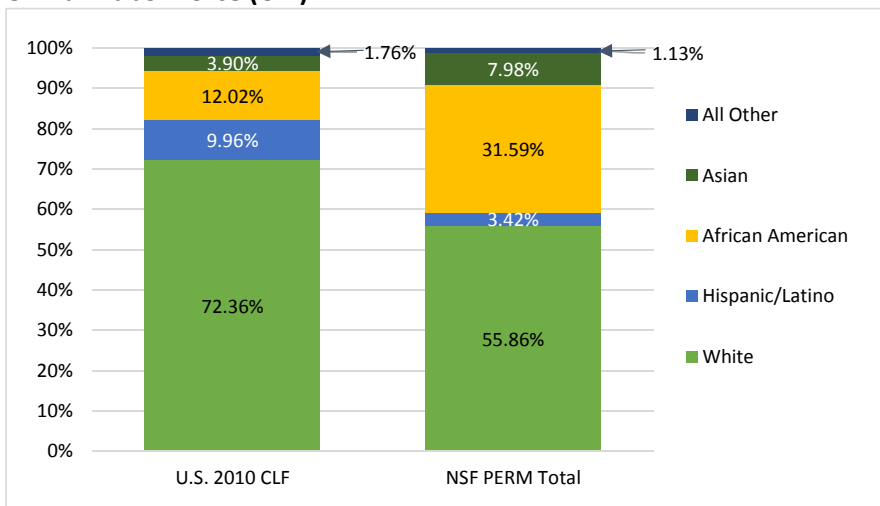
Key findings from Figure 3:

- Racial/ethnic composition varied greatly across NSF’s components, for example:
 - 82% of the NSF Office of the Inspector General (OIG) permanent workforce were White, with relatively small representations of Asians and Blacks/African Americans when compared to other offices and directorates;

⁸ “Employees of color” includes employees who simultaneously did not identify as white and did not indicate Hispanic/Latino origin.

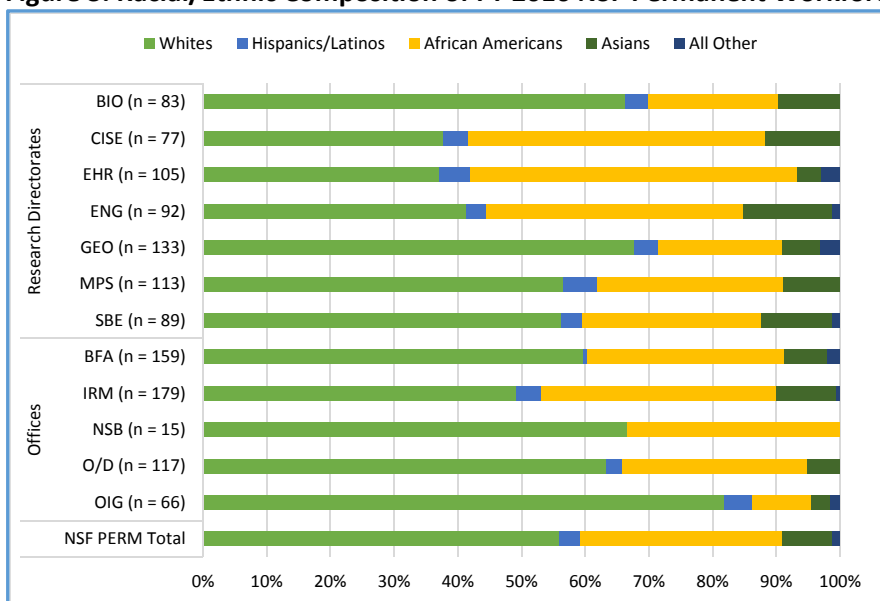
- Blacks/African Americans accounted for more than 40% of the permanent workforce in three directorates: Engineering (ENG), Computer and Information Science and Engineering (CISE), and Education and Human Resources (EHR).
- While Asian employees accounted for ~8% of NSF's overall permanent workforce and 4% of the comparable U.S. workforce, ENG, CISE, and the directorate of Social, Behavioral, and Economic Sciences (SBE) had workforces with 11% or more Asian permanent employees.
- Hispanic/Latinos accounted for 3.4% of the NSF permanent workforce, a rate lower than the U.S. comparable labor force of 10%; the MPS and EHR directorates had the highest representation of Hispanic/Latino permanent employees (~5%).

Figure 2. Racial/Ethnic Composition of the FY 2016 NSF Permanent Workforce Compared to the 2010 U.S. Civilian Labor Force (CLF)



Source: Workforce Data Table A2-Permanent

Figure 3. Racial/Ethnic Composition of FY 2016 NSF Permanent Workforce by Component

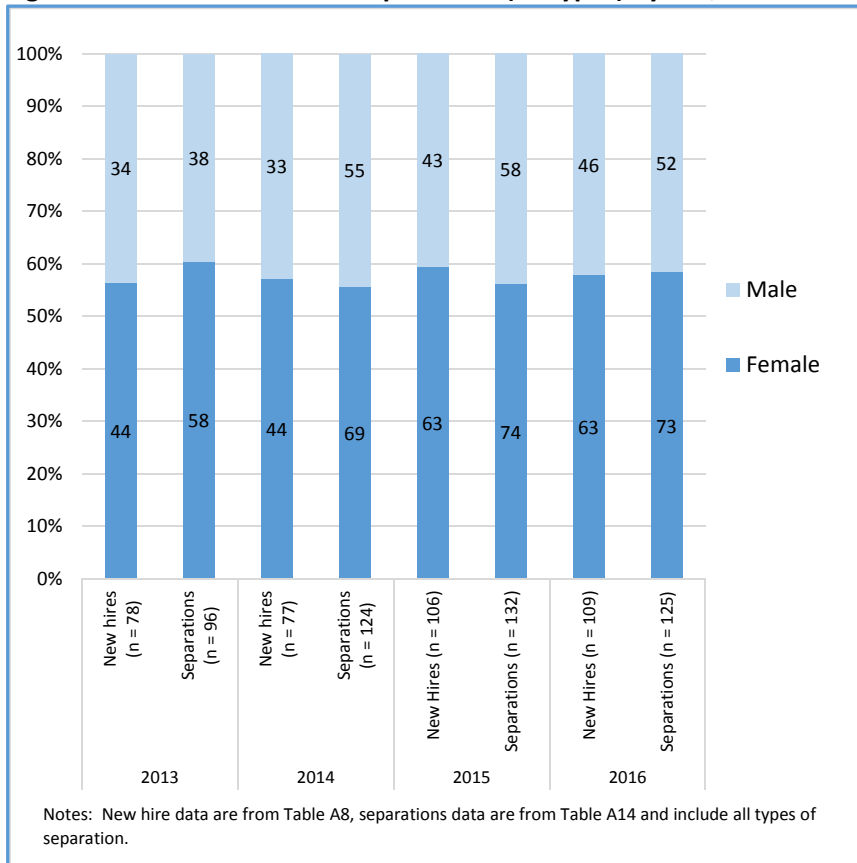


Source: Workforce Data Table A2-Permanent

Recent new hires to and separations from the NSF permanent workforce by race/ethnicity and sex are shown in Figures 4 and 5. There were a similar number of new hires in both 2013 and 2014 with a 38% increase in new hires in 2015, which was sustained in 2016 with 109 new permanent employees added to the agency. The number of total separations from the NSF workforce has risen each year since 2013 from 96 to 125 in 2016, a 30% increase compared to 2013. The increase has been anticipated. The agency is preparing to move from its current location in Arlington, VA to a new building under construction in Alexandria, VA. Long-time retirement-eligible employees started to retire throughout FY 2016 and are expected to continue to do so as the move date draws near (expected in the last quarter of FY 2017 or first quarter of FY 2018).

The sex representation among new hires and separations has changed little in the 2013 – 2016 period with women representing 56-59% of new hires and 54-60% of separations.

Figure 4. NSF New Hires and Separations (all types) by Sex, FY 2013 – FY 2016, Permanent Workforce



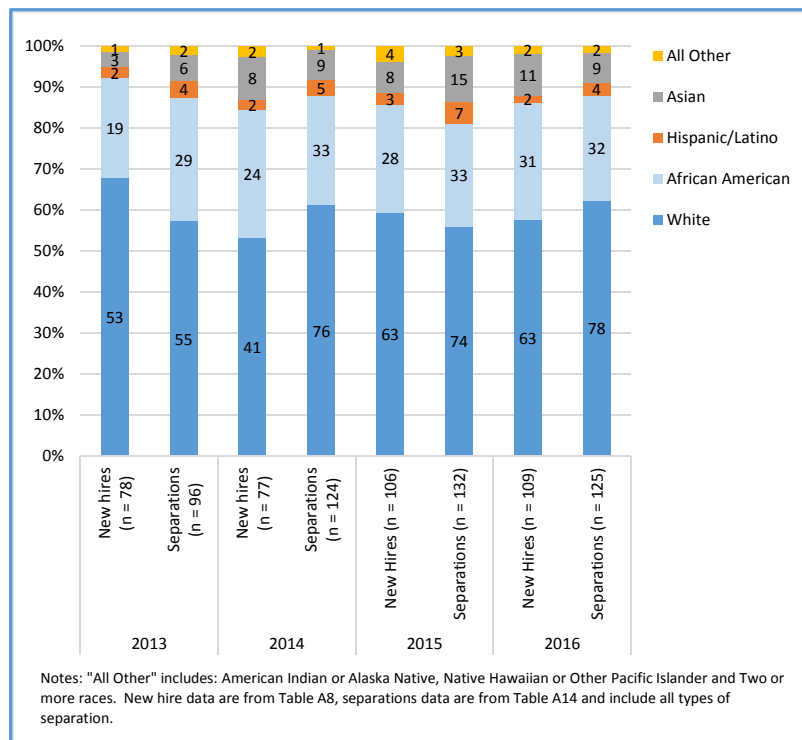
Source: Workforce Data Tables A8 and A14

Figure 5 shows hiring and separations by racial/ethnic category for FY 2013 – FY 2016, with the following findings:

- Blacks/African Americans accounted for 28% of permanent new hires in 2016;
- The representation of Blacks/African Americans among permanent employees who separated from NSF remained steady at ~25% in FY 2016, but declined from the 30% level in 2013;

- Hispanic/Latinos accounted for a proportionately low number of new hires (ranging from 1.8-2.8%) in each of the four years, underscoring previously identified issues associated with representation of Hispanic/Latinos in the NSF permanent workforce;
- NSF “lost” Hispanic/Latinos faster than they were hired between 2013 and 2016 – in each year only 2-3 new Hispanic/Latino employees were hired as permanent employees but 4-7 separated;
- FY 2016 is the first year since FY 2013 that NSF hired more Asians (n=11) than were lost due to separations (n=9) from the permanent workforce; and
- The representation of Whites among new hires declined from 68% in 2013 to 58% in 2016; White separations accounted for proportionately more in FY 2016 (62%) than in FY 2015 (58%).

Figure 5. NSF New Hires and Separations (all types) by Race/Ethnicity, FY 2013 – FY 2016, Permanent Workforce



Source: Workforce Data Tables A8 and A14

NSF Workforce by Disability Status

As shown in Table 1, NSF’s permanent workforce included 8.31% People with Disabilities (PWDs) and 0.73% People with Targeted Disabilities (PWTDs). NSF’s representations of PWDs and PWTDs slightly lag those for the federal government. According to the Office of Personnel Management (OPM), in FY 2015, PWDs accounted for 9.40% and PWTDs accounted for 1.11% of on board career employees in the federal workforce.⁹

⁹ Office of Personnel Management. (2016, October). “Report on the Employment of Individuals with Disabilities in the Federal Executive Branch, Fiscal Year 2015”. [Online at <https://www.opm.gov/policy-data-oversight/diversity-and-inclusion/reports/#url=Employment-Statistical-Reports> (Accessed 11 December 2016)].

Among NSF's new hires in FY 2016, 5.80% were PWDs, 0.72% were PWTs and 3.62% did not report a disability status. These rates lag those for the federal executive branch for FY 2015, when 9.40% of new hires were PWDs and 1.11% were PWTs. In FY 2016, more PWDs and PWTs left the permanent NSF workforce (n=18) than joined it (n=16). PWDs were overrepresented among NSF's permanent employees who left in FY 2016 by 6.09 percentage points. Similarly, PWTs were also more likely to leave (n=4, 3.20%) than to be hired (n=0) into NSF's permanent workforce in FY 2016.

EEOC'S FEDERAL SECTOR COMPLEMENT PLAN REVIEW - FIVE FOCUS AREAS

For this report, NSF focused on the following five areas: (1) Schedule A and Pathways conversions; (2) reasonable accommodations program in regard to NSF's Disability Program; (3) anti-harassment program; (4) barrier analysis of executive level positions; and (5) compliance with EEOC's management directive. In 2014, NSF began to identify relevant benchmarks and promising practices for these focus areas, which are addressed in other agency reports, including the Federal Equal Opportunity Recruitment Program (FEORP) and the Disabled Veterans Affirmative Action Program (DVAAP).

(1) Schedule A and Pathways Conversions

In FY 2016, NSF hired four employees with Schedule A Hiring Authority and had two conversions. One Pathways participant identified as having a disability, with two others not identifying disability status out of a total of 61 Pathways hired (including those with not-to-exceed dates) in FY 2016. There were 26 Pathways conversions to a career-conditional appointments in the competitive service in FY 2016, none of whom identified as having a disability.

NSF conducted the following outreach to persons with disabilities in FY 2016:

- Virginia Department for Aging and Rehabilitative Services (2/23/2016)
- Gallaudet University Career Center's Career Fair (3/4/2016)
- Presidential Management Fellows Job Fair (4/4/2016)

(2) Reasonable Accommodations Program

Supporting persons with disabilities through reasonable accommodations (RA) in compliance with laws and regulations governing Federal sector equal employment opportunity (EEO) and civil rights is a high priority of NSF. NSF also works to ensure equal opportunity through policy development, workforce analyses, outreach, and education. These programs benefit NSF employees with disabilities, specifically, but also help NSF provide an open and inclusive environment for all employees. NSF's Division of Administrative Services (DAS) continues to provide services, as approved by the Office of Diversity and Inclusion (ODI), to all NSF employees who required reasonable accommodations in their workspaces, such as standing workstations, combination workstations, and other modifications.

Three types of accommodations accounted for 81% of the 217 requested in FY 2016.¹⁰ Interpretive services were the most commonly requested service (n=129 requests), with these services

¹⁰ These do not include those provided via the Computer/Electronics Accommodation Program, reported separately, below.

routinely provided at all major agency-level events (e.g., Special Emphasis Programs, All-Hands meetings, etc.), as well as in response to specific requests by individuals. Equipment/furniture requests are next most common (n=29) followed by requests for expanded telework, alternative work schedules, or flexible leave accommodations (n=17).

NSF continued its partnership with the Department of Defense (DoD) Computer/Electronics Accommodation Program (CAP) to acquire assistive technology and accommodations for individuals with disabilities. In FY 2015¹¹ there were 37 accommodations provided at a total cost of ~\$17,500 and in FY 2016 there were 47 accommodations at a cost of ~\$10,600. The NSF Accessibility and Assessment Center (NAAC) is a collaborative effort between ODI, DAS, and DoD's CAP. Opened in October 2015, the NAAC provides NSF employees with on-site access rather than needing to schedule an appointment to travel to the Pentagon to use the CAP Technical Evaluation Center. NSF employees can test assistive technologies, receive virtual assessments from CAP representatives, and submit online equipment requests to CAP from the NAAC.

All new employees are provided information about NSF's RA services as a regular part of the onboarding process to ensure persons with disabilities know how to obtain an accommodation. NSF also delivered Disability Employment and Reasonable Accommodations training as part of NSF's Federal Supervision course and Merit Review Basics II.¹² The training included an overview of the laws governing EEO as they relate to disability employment and reasonable accommodations; a description of the process of requesting reasonable accommodations; and the role managers and supervisors play in this process. Frequent sessions are held to provide on-going training to the NSF community about topics associated with Section 508. Beyond NSF's own staff, NSF has provided cross-agency trainings on Section 508 compliance and has been promoting the use of virtual rather than in-person review panels to program officers.

(3) Anti-Harassment Programs

ODI participated in a number of sessions that provided an understanding for NSF employees of diversity and inclusion and EEO techniques. Courses included: Federal Supervision at NSF; New Employee Orientation; and Merit Review Basics.

In FY 2016, NSF and other Federal science agencies issued statements in response to a request for information from the Office of Science and Technology Policy on "Increasing Diversity in the STEM Workforce by Reducing the Impact of Bias," key highlights were as follows:

- NSF has developed a mandatory course, "Training for Managing Diversity," which entails extensive education and training for senior level executives, managers, and supervisors, with content about implicit bias;
- NSF's explicit policies about bias, EEO complaints processes, and compliance are prominently posted in agency common areas and communicated to staff on an on-going basis; and

¹¹ The FY 2015 CAP Technical Evaluation Center report was issued in late January of 2016, therefore, NSF is reporting both the FY 2015 and FY 2016 information.

¹² All NSF's rotational staff are required to take a series of classes about NSF's merit review process. Current staff often take these classes as "refreshers" but are not required to do so.

- NSF’s explicit external policies include nondiscrimination obligations and compliance with Title IX, both of which are monitored by ODI.

(4) Barrier Analysis of Executive Level Positions

For purposes of this report, the EEOC defines a barrier as “An agency personnel policy, principle, practice, or condition that limits or tends to limit the employment opportunities of members of a particular gender, race or ethnic background or for an individual (or individuals) based on disability status.”

Glass Ceiling Benchmarks and SES Pipeline Analyses, FY 2016

Several Upward Mobility Benchmarks (UMBs) were used to capture the different pathways into the SES for NSF employees. One SES pathway for NSF staff is upward progression through the GS-ranks. A second pathway is via NSF’s AD-4 and AD-5 excepted service positions.¹³ Table 3 provides the composition, simultaneously by race/ethnicity and sex, of NSF’s permanent (PERM) workforce: All; SES; AD-4 and AD-5; and those at each grade on the GS-13 – GS-15 pathway to the SES.

Table 3. Barrier Analysis Results, NSF Permanent Workforce, FY 2016

	Total #	RACE/ETHNICITY							
		Hispanic or Latino		Non- Hispanic or Latino				Asian	
		male	female	White male	White female	Black/African American male	Black/African American female	Asian male	Asian female
All NSF PERM	1228	1.55%	1.87%	26.14%	29.72%	5.86%	25.73%	3.18%	4.80%
SES	73	2.74%	1.37%	41.10%	38.36%	1.37%	8.22%	2.74%	4.11%
AD-4 & AD-5	367	3.27%	2.18%	44.14%	32.70%	2.45%	3.81%	4.90%	5.72%
GS-15	89	1.12%	0.00%	39.33%	40.45%	2.25%	13.48%	1.12%	2.25%
GS-14	190	2.11%	2.11%	20.53%	37.89%	8.95%	17.37%	3.16%	5.79%
GS-13	141	0.00%	1.42%	17.73%	26.95%	8.51%	38.30%	4.96%	1.42%
Gaps - Differences									
SES - AD4 & AD-5		-0.53%	-0.81%	-3.05%	5.66%	-1.08%	4.40%	-2.16%	-1.61%
SES - GS15		1.62%	1.37%	1.77%	-2.09%	-0.88%	-5.26%	1.62%	1.86%
GS15 - GS14		-0.98%	-2.11%	18.80%	2.55%	-6.70%	-3.89%	-2.03%	-3.54%
GS14 - GS13		2.11%	0.69%	2.80%	10.94%	0.44%	-20.93%	-1.81%	4.37%
Gaps - Ratios									
SES - AD4 & AD-5		0.84	0.63	0.93	1.17	0.56	2.15	0.56	0.72
SES - GS15		2.44	0.00	1.05	0.95	0.61	0.61	2.44	1.83
GS15 - GS14		0.53	0.00	1.92	1.07	0.25	0.78	0.36	0.39
GS14 - GS13		0.00	1.48	1.16	1.41	1.05	0.45	0.64	4.08

Source: Data for this table were extracted from Table A4-1 PERM. Data on AD-4 and AD-5 employees were from a separate analysis of this workforce segment.

The step-wise gaps are shown in two ways. First, differences in proportionate representation are shown for which a negative signed number indicates the demographic category accounts for proportionately *fewer* of those in the *higher* compared to the lower grade position. Second, ratios of those in the *higher* over those in the *lower* grade level were computed. Ratios *less than 1* indicate underrepresentation while those over 1 indicate overrepresentation at the higher grade relative to the lower grade. Key findings include:

¹³ AD is the designation used to identify excepted service positions established under the NSF Act. AD positions are used to recruit highly experienced staff such as scientists, engineers, educators and other professional positions, such as attorneys. NSF has five grades of AD positions (AD-1 through AD-5), with the minimum and maximum salary for each grade being set by the excepted service pay scale. VSEEs and IPAs are two specific types of AD positions.

- There are too few Hispanic/Latino employees to make conclusive assertions about potential barriers to advancement for this group;
- The GS-13-14-15 pathway to the SES suggests that white males and females are advantaged towards upward career movement,¹⁴ representing proportionately more employees at each subsequent step along the GS-pathway to the SES;
- African American males are slightly overrepresented in the GS-14 and GS-13 ranks relative to their overall participation in the NSF workforce, but underrepresented at the GS-15 level, suggesting a potential barrier to advancement at the GS-15 level;
- African American females are overrepresented at the GS-13 level compared to their overall NSF workforce participation, but their proportionate representation declines at the GS-14 level, suggesting this level to be a potential source of a barrier for African American females; and
- Asian males and females are more highly represented in the AD-pathway to the SES than they are in the GS-pathway.

NSF’s mission connection to the frontiers of science and engineering places a high value on graduate education credentials, with a doctoral degree seen as particularly important in the research directorates, while master’s and professional degrees in various fields (e.g., MBA, JD) key to the skillsets needed in most of the business operations positions of the agency. Within the agency, there is a cultural premium placed on a doctoral degree in an S/E field; such individuals are quite commonly recruited from the science directorates into business operations positions in NSF’s offices (e.g., human resources and financial positions). Such practices suggest that NSF must be vigilant when filling business operations positions held by senior executives with S&Es from the science directorates to avoid potential unintended consequences as it relates to the perception of a “glass ceiling” among senior staff in business operations positions.

Table 4, provides an overview of the relative percentage of occupants who hold a graduate degree in each type of SES-pathway positions and within each of the eight demographic categories.

Table 4. Percent of NSF’s Permanent Workforce with a Graduate Degree*

	Hispanic/Latino		White		Black/African American		Asian	
	Female	Male	Female	Male	Female	Male	Female	Male
SES	100.00	100.00	82.93	94.00	100.00	100.00	100.00	100.00
AD-4 and AD-5	87.50	100.00	98.11	95.17	92.86	100.00	89.47	100.00
GS-15	NA	0.00	61.11	54.29	25.00	50.00	100.00	0.00
GS-14	25.00	25.00	48.67	55.26	27.27	35.29	41.67	42.86
GS-13	100.00	NA	23.68	32.00	0.00	71.43	9.26	33.33

*Graduate Degrees include Master's, First Professional, and Doctoral degrees.

Educational attainment is important within the NSF workforce for placement into the SES. An overwhelming majority of NSF’s 73 SES members hold a graduate degree. This is also the case for NSF’s AD-4 and AD-5 employees, which may partially explain why the AD-4 and AD-5 and SES data

¹⁴ These patterns may also reflect differences in hiring practices if staff for higher level positions are recruited from outside the agency.

were so similar in Table 4. As a point of comparison, in FY 2011 – FY 2015 69-70% of all federal ES pay plan SES members held an advanced degree.¹⁵ At the GS-15 level, potentially a final step towards the SES, there are many differences in educational attainment of each demographic group. As shown in Table 4:

- 25% of GS-15 Black/African American females hold graduate degrees as compared to more than 50% of White males and females and 100% of GS-15 Asian females;
- 0% of GS-13 Black/African American females hold a graduate degree, suggesting educational attainment may be the underlying issue for the GS-13 to GS-14 barrier for Black/African American females at NSF;
- 71% of Black/African American males in the GS-13 ranks hold a graduate degree, which suggests that in coming years, as this cohort gains job tenure, that NSF may see an increase in Black/African American males' representation in the SES corps; and
- 100% of Asian males in AD-4 and AD-5 positions hold graduate degrees, yet they are about half as likely to be in the SES as they are to be in AD-4 and AD-5 positions.

Many of the AD-4 employees at NSF are individuals with advanced training in various S&E and education fields, who serve as program officers/directors to administer the ~\$7.1 billion granted to universities, industry, and non-profits to advance the frontiers of science. These positions generally require a doctoral degree and six years of work experience beyond the doctoral degree. As such, the characteristics of the national pool of individuals with doctoral degrees in S&E fields is a benchmark for this segment of NSF's labor force.

The most recent data about the U.S. doctoral-degreed workforce are available from the Survey of Doctorate Recipients, a nationally-representative biennial survey program of the NSF started in 1973. Detailed Statistical Tables for the most recent data, collected in 2013, indicate that there were 745,900 economically active¹⁶ individuals with doctoral degrees in S&E fields; among the 720,800 who were currently employed, 83.7% (n = 576,200) were six years or more beyond their doctoral degree.

Table 5 shows how NSF's AD-4/5 doctoral-degreed workforce compares to the national pool from which NSF's S&E program officers are drawn (individuals with a doctoral degree plus six years' experience). Using this benchmark, NSF has had success in recruitment of Blacks/African Americans and Hispanics/Latinos (of both sexes) from the small pools of available doctoral-degreed S&Es. However, the NSF recognizes that these national numbers, themselves, are an issue. NSF has worked for more than 30 years to address the national-level underrepresentation of various demographic categories in S&E. Over the years, numerous NSF programs have sought to increase the participation of underrepresented groups in S&E. For example, NSF invests ~\$700 million in Broadening Participation programs, including the Louis Stokes Alliances for Minority Participation, among others.

¹⁵ United States Office of Personnel Management. (2016, May). "2015 Senior Executive Service Report"

¹⁶ Economically active includes individuals who are employed (part and full time) and unemployed. It excludes individuals who are retired or who are not employed and not seeking work.

White females are overrepresented in NSF’s AD-4/5 doctoral workforce relative to their representation in the national pool, while white males are underrepresented, regardless of whether they are employed as rotators, temporary or permanent employees. While Asian males are represented in the NSF rotational workforce similar to their presence in the national PhD benchmark category, they are underrepresented within the similar NSF PERM workforce.

Table 5. NSF’s Doctoral-Degreed AD-4/5 Workforce Compared to the National Benchmark

	Asian		Black or African American		Hispanic or Latino		White	
	Female	Male	Female	Male	Female	Male	Female	Male
National PhD Pool, 6+ years Post-PhD*								
Number	26,300	76,500	7,800	9,700	7,300	11,600	134,600	294,600
Percent	4.56%	13.28%	1.35%	1.68%	1.27%	2.01%	23.36%	51.13%
NSF AD-4 & AD-5**								
"Rotators"	5.56%	13.89%	1.67%	2.78%	0.00%	1.67%	31.67%	42.78%
TEMP	1.69%	10.17%	6.78%	1.69%	1.69%	1.69%	30.51%	44.07%
PERM	6.18%	5.82%	4.00%	2.91%	2.55%	3.27%	29.82%	44.73%
All AD-4 & AD-5	5.45%	9.14%	3.50%	2.72%	1.56%	2.53%	30.54%	43.97%

*National PhD pool also includes: 700 men and 400 women of American Indian/Alaska Native heritage and 4,100 men and 2,600 women of "Other" heritage. The grand total number of employed PhD S&Es six or more years beyond their PhD in the United States is, therefore, 576,200 (the denominator for the percentage computations, above).

**NSF AD-4 and AD-5 is limited to those with doctoral degrees, who are predominantly scientific staff. Not shown (but included in the denominators used for computation) two PERM and one TEMP were American Indian/Alaska Native. "Rotators" includes IPAs and VSEEs.

Source: Office of Integrative Activities, Evaluation and Assessment Capability Section analysis of data from National Center for Science and Engineering Statistics. 2014. Survey of Doctorate Recipients, 2013: Data Tables, Table 27-1.

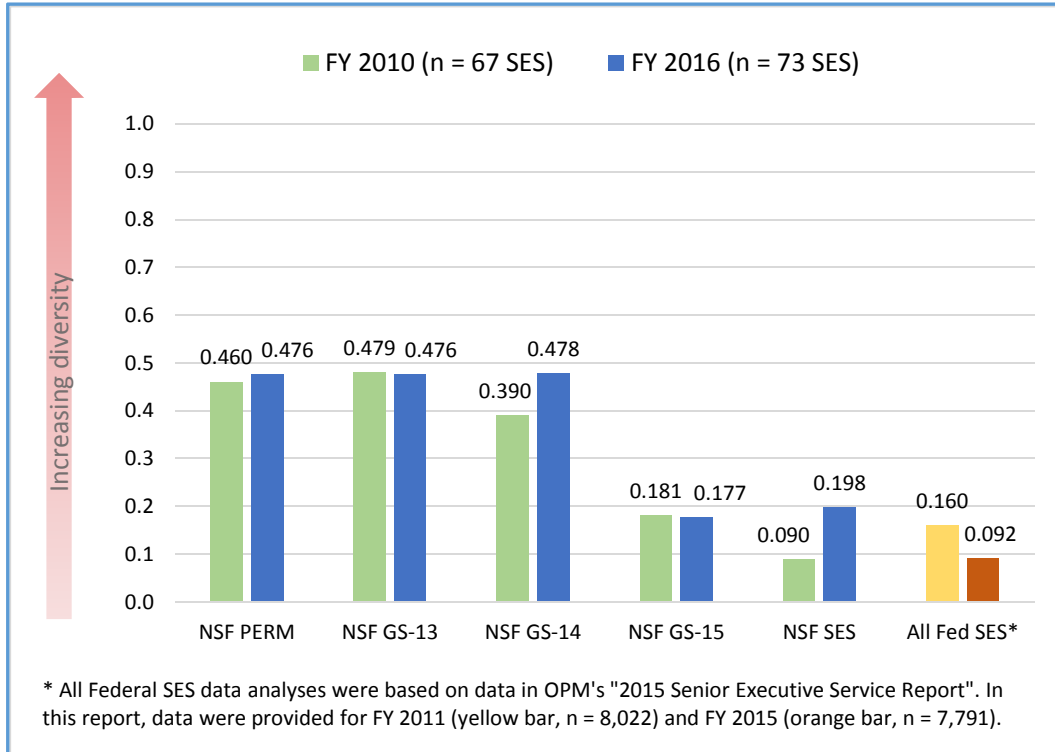
What has been the trend in the diversity of NSF’s SES workforce and of each of the three GS-pathway steps to the SES? Figure 6 plots the Racial/Ethnic Index of Diversity (REID)¹⁷ for FY 2016 compared to FY 2010, benchmarked to the same indicator for the ES plan SES members in the federal government. The REID has been used in the demographic and diversity literatures (e.g., Herring 2009) to measure the level of population differentiation. The index ranges from 0 (perfect homogeneity) to 1 (perfect heterogeneity). The REID is computed as follows:

$$REID = 1 - \frac{\sum n_i(n_i - 1)}{N(N - 1)} \left(1 - \frac{1}{i}\right)$$

Where: n_i = the population from each i group;
 N = the total population; and
 i = the number of racial/ethnic groups included.

¹⁷ The REID has been used in several studies as an “unbiased estimator of the probability that two individuals chosen at random and independently from the population will belong to two different racial groups.” (Herring 2009: 203) Full reference: Herring, Cedric. 2009. “Does Diversity Pay?: Race, Gender, and the Business Case for Diversity” *American Sociological Review* 74(2): 208-224.

Figure 6. Racial/Ethnic Index of Diversity, NSF Permanent Workforce – Pathway to the SES



As shown in Figure 6, while the overall composition of the NSF workforce and of employees at both the GS-13 and GS-14 levels were all about as diverse in 2016 as in 2010, diversity among the GS-14 level employees *increased slightly* in 2016 when compared to diversity in 2010. Diversity in both the GS-15 level (0.177 in FY 2016) and the SES (0.198 in FY 2016) continues to lag far behind the diversity of the NSF permanent workforce (0.476 in FY 2016) but there has been a *marked increase in diversity among NSF's SES corps* in 2016 when compared to 2010. During about the same period, when looking at the federal SES as a benchmark, the increase in the SES REID at NSF contrasts to a *decrease at the national level*. Finally, the level of diversity among NSF's PERM SES employees in 2016 was slightly higher than that among those at the GS-15 level, underscoring the importance of addressing the GS-15 barriers.

Leadership / Career Development Programs

NSF does not currently have a formal career development program as defined by OPM. However, NSF plans to launch a Senior Leadership Development Program (SLDP) and an Aspiring Leader Development Program (ALDP) in FY 2017. The ALDP will focus on the development of NSF employees whose next step is non-executive supervision. Over the past year, NSF has made significant progress in planning for implementation, including completing a pilot of the selection assessments that will be used to identify people for the program. Once established, these programs will position NSF for the future, as they will create a pipeline of leaders in alignment with NSF's succession strategy.

NSF has a flourishing mentoring program, which is offered to all employees.¹⁸ As shown in Table 6, the program has grown since its inception, from 39 to 73 mentees (87% growth). After initial growth in the number of mentors, from 34 in FY 2014 to 64 in FY 2015, there were fewer mentors in FY 2016 (58), which suggests a challenge area for the program to be able to support the increasing mentee demand. Men continue to be underrepresented as both mentors and mentees as compared to their participation in the NSF workforce.

Blacks/African Americans and Hispanic/Latinos were overrepresented among mentees when compared to the representation of these groups in the NSF total workforce, while Whites were underrepresented among mentees. Hispanic/Latinos were underrepresented among mentors, White, Asian American, and Black/African American employees participated as mentors at a rate similar to their representation in the NSF workforce.

Table 6. Mentoring Program Participant Demographics FY 2014, FY 2015, and FY 2016

	<u>FY 2014 Participants</u>		<u>FY 2015 Participants</u>		<u>FY 2016 Participants</u>		
	Mentees (n = 39)	Mentors (n = 34)	Mentees (n = 67)	Mentors (n = 64)	Mentees (n = 73)	Mentors (n = 58)	Total Workforce
Sex							
Female	87.18%	73.53%	71.64%	67.19%	80.82%	65.52%	60.67%
Male	12.82%	26.47%	28.36%	32.81%	19.18%	34.48%	39.33%
Race/Ethnicity							
White	46.15%	61.76%	44.78%	60.94%	50.68%	58.62%	59.09%
Black / African American	41.03%	32.35%	34.33%	26.56%	35.62%	29.31%	27.80%
Asian	10.26%	2.94%	8.95%	3.12%	5.48%	8.62%	8.51%
Hispanic/Latino	2.56%	2.94%	10.48%	7.81%	6.85%	1.72%	3.50%
All Other	0.00%	0.00%	1.50%	1.56%	1.37%	1.73%	1.10%
Disability Status							
People with Disabilities	10.26%	5.88%	8.95%	14.06%	5.48%	10.34%	8.24%

Source: NSF Division of Human Resource Management, FY 2016 FEORP Progress Tracker.

(5) Compliance with EEOC’s Management Directives: Summary of Agency Self-Assessment of Six Essential Elements

NSF’s FY 2014-2018 Strategic Plan connects the goal of attaining model EEO agency status to EEOC’s criteria, with Strategic Goal 3: “Excel as a Federal Science Agency.”

Essential Element A: Demonstrated Commitment from Agency Leadership → Fully Met

There were no changes in the EEO policy statement in FY 2016 over the new policy issued in FY 2015, therefore NSF publicized the FY 2015 policies via a “Weekly Wire” article sent to all employees on 15 march 2016. Additional measures reflect strong NSF leadership support for EEO, including:

- NSF is participating in interagency work related to addressing sexual harassment and other forms of sex-based discrimination in the sciences and engineering.

¹⁸ Including Interagency Personnel Agreement (IPA) employees, Visiting Scientists, Engineers, and Educators, Experts and Consultants.

- Additionally, NSF has partnered with the Department of Energy to conduct Title IX Compliance Review Site visits in FY 2016, with support from agency leadership.
- NSF issued a public summary report on “Increasing Diversity in the STEM Workforce by Reducing the Impact of Bias: Summary of Agency Final Report” on 16 June 2016.
- Finally, all NSF SES members’ performance plans include a D&I element and 68.9% of NSF’s senior leadership participated in a formal D&I training in FY 2016.

Essential Element B: Integration of EEO into the Agency’s Strategic Mission → Fully Met

NSF continued to meet all measures under Essential Element B.

- A D&I Leadership Group Charter was approved by the Agency Director, Dr. France Córdoba.
- NSF is developing a new strategic plan for FY 2019-2023. The importance of employment equity at NSF is reflected by the inclusion of Ms. Rhonda J. Davis, Office Head of the Office of Diversity and Inclusion, on the agency committee developing the new plan.
- ODI processed, via NSF’s centralized fund, 217 reasonable accommodation actions for persons with disabilities totaling ~\$125,700. The purpose of the centralized fund is to ensure that all employees, panelists, visitors, and applicants with disabilities are provided reasonable accommodations.

Essential Element C: Management and Program Accountability → Fully Met

NSF continued to meet all measures under Essential Element C. Highlights include:

- ODI staff participated in various learning and development events, including: OPM’s Master Game-Changer course; the Diversity Summit; and Leading at the Speed of Trust.
- Agency staff participated on inter-agency councils and groups, including the Government-wide D&I Council, EEOC’s Director’s Meetings, OPM’s D&I 60+ Federal Agencies Strategic Partnership, Federal Interagency Diversity Partnership; DOJ’s Title VI Working Group, Title IX Inter-Agency Working Group, Limited English Proficiency Working Group, and the Alternative Dispute Resolution Working Group, among others.
- The NSF Diversity and Inclusion Steering Committee (D&ISC) continued to hold regular meetings. The D&ISC includes the CHCO and the Office Head of ODI, among other staff, charged with implementing the action plan associated with the agency’s D&I strategic plan. The D&ISC was successful in securing approval of a charter for its D&I Leadership Group. Communications are in development to establish D&I Leadership Group membership and ensure the D&I Leadership Group is well represented by diverse members across the Foundation.

Essential Element D: Proactive Prevention of Unlawful Discrimination → Fully Met

NSF continued to meet all measures under Essential Element D. Analyses to identify and remove unnecessary barriers were conducted throughout FY 2016. Additionally, the agency met its requirement under the America COMPETES Act Reauthorization, to complete Title IX Compliance Site Visit Reviews. Staff from the NSF completed a joint compliance review site visit of the Iowa State University with Department of Energy in FY 2016.

NSF’s D&ISC reviewed data analyses that answered a number of questions about the equity of outcomes and management processes within the agency. These included:

- To what extent does NSF Federal Employee Viewpoint Survey (FEVS) results reflect meaningful differences and similarities for demographically different categories of employees?
- To what extent do members of different employee categories complete the FEVS?
- What have been the trends in response rates for different categories of NSF employees over time?
- How do NSF employees perceive “inclusiveness,” “fairness” or “equity” at NSF?
- To what extent are the NSF Director’s Awards winners’ demographic characteristics comparable to those of the NSF workforce?

Additionally, a “Diversity Workforce Analysis” report was completed that provided comparative analyses for sex, race/ethnic category, and disability status on a number of key outcome variables such as hires, separations, participation in discretionary learning and development activities, and the New Inclusion Quotient (New IQ).

In each case, the D&ISC reviewed a research brief and then developed collaborative approaches to address any issues that were suggested as in need of attention. For example:

- Overall, NSF has had one of the highest FEVS response rates government-wide, but minority staff are less likely than white staff to complete the survey. D&ISC members, including Office Head, Office of Diversity and Inclusion, emphasized the importance of completing the survey.
- While there is a common hypothesis that suggests large gaps exist between men’s and women’s responses and those of minority vs. non-minority staff, analysis of the NSF FEVS items found that there were only a handful of such differences; the important gaps were between employees in the GS 7-12 versus the GS 13-15 ranks.
- Analysis of data about the demographic characteristics of NSF Director’s Award Winners found that for the FY 2014 awards, both African Americans and individuals in the GS 0-7 pay categories had a lower likelihood of winning awards. By FY 2015, the differential for African Americans had been eliminated, but not the differential for staff in GS 0-7 ranks. NSF will continue to pay attention to these issues to ensure all NSF employees feel included in the awards celebration.
- NSF’s NEW IQ score of 63% (positive) was six percentage points higher than the government-wide average of 57% - importantly, there were *no statistically significant differences* on this score for:
 - Female and male staff; and
 - Black/African American, Asian, Hispanic/Latino, and White staff.
- There was a statistically significant difference in the New IQ among staff who reported a disability (56%) versus those who did not report a disability (65%).

Robust professional development and learning opportunities have been important in creating a culture of inclusion within NSF as well as providing concrete skills for employees to work collaboratively in an environment that embraces difference. Ongoing trainings throughout the year, including special emphasis observations, online classes, and other learning opportunities provide an array of choices for staff interested in developing knowledge and skills in the D&I area. In FY 2016, 34.84% of all NSF’s employees (including permanent, temporary, and rotational staff)

participated in at least one formal D&I training. In addition, all new NSF program officers (which includes the rotational staff) are required to complete a sequence of trainings on NSF’s merit review process, which includes training on unconscious bias.

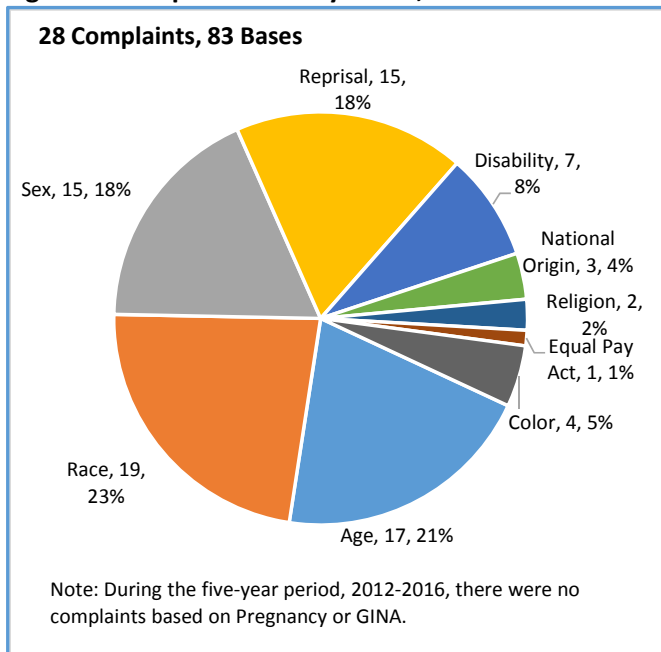
In FY 2016, as reported in NSF’s EEOC Form 462 report, there were six complaints representing 1.2% of NSF’s total workforce. Figure 7 combines data about the 18 bases of these complaints with that for the FY 2012-FY 2015 period. Highlights and additional details of the complaint activity include:

- Race was the basis for 23% of complaints in the past five-year period, followed by age (21%);
- Sex and reprisal were the basis (each) for 18% of complaints;
- Altogether, therefore, age, race, sex, and reprisal accounted for 80% of the bases for the 28 complaints made in the past year;
- Of the 15 complaints based on sex, eight were from men and seven from women; and
- In FY 2016, all four of the complaints alleging a race basis were from African Americans.

With a relatively small number of complaints each year (e.g., six in FY 2016), Figure 8 illustrates trends in complaint bases for FY 2012 – FY 2016 using three-year moving averages, showing:

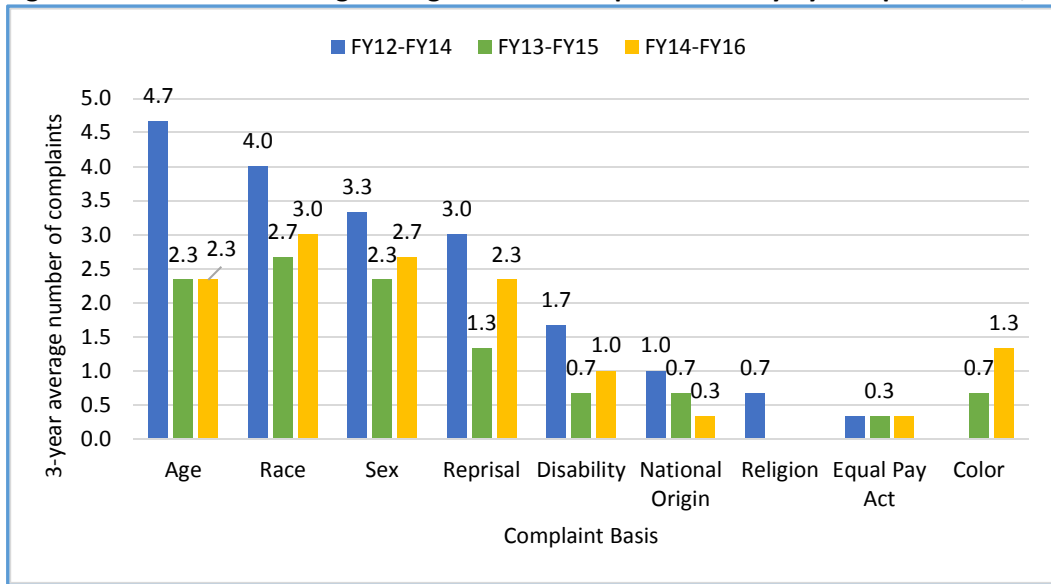
- The incidence of complaints based on age has declined since FY 2012 – FY 2014 from an average of 4.7 per year to 2.3 per year in the more recent two three-year periods;
- Race continues to be a basis for complaint activity at NSF – not shown here (see 462 report for more detail), the majority of complaints are from Blacks/African Americans (68%);
- In the most recent three-year period (FY14-FY16) compared to the previous three-year period (FY13-FY15), there has been an increase in the average number of complaints based on reprisal (77% increase) and color (86% increase).

Figure 7. Complaint Activity Bases, FY 2012 – FY 2016



Source: NSF EEOC Form 462 Reports for FY 2012-2016

Figure 8. Three-Year Moving Averages of NSF Complaint Activity by Complaint Basis, FY 2012-FY2016



Source: NSF EEOC Form 462 Reports for FY 2012-2016

Essential Element E: Efficiency → 30 / 32 Measures Met

NSF answered “No” on two items associated with Essential Element E. ODI continued to experience occasional delays in completing investigations in a timely fashion largely due to staffing vacancies, which are in the process of being filled. A new Complaints Manager position was filled on 8 January 2017, with the following additional actions taken:

- To proactively address staffing needs, a comprehensive work analysis of ODI was completed by the NSF Human Resource Management, Strategic Human Capital Planning branch.
- An Interagency Personnel Act employee with strong quantitative and organizational skills was detailed to ODI to provide additional support.
- NSF continues to track and monitor all EEO complaint activity at all stages via iComplaints.
- NSF maintained an ADR program, in which ADR was offered to every person who filed a complaint during the pre- and formal complaint stages of the EEO process.

Essential Element F: Responsiveness and Legal Compliance → Fully Met

NSF met all measures under Essential Element F. Some highlights of accomplishments under this element include the following:

- Continued to implement a system of management control via ODI and the Office of General Counsel to ensure timely compliance with all orders and directives issued by EEOC Administrative Judges.
- Continued to maintain control over the payroll processing function to guarantee responsive and timely processing of any monetary relief and to process any other form of ordered relief, if applicable.
- Provided, to the EEOC, all documentation for completing compliance in a timely manner.

CERTIFICATION of ESTABLISHMENT of CONTINUING
EQUAL EMPLOYMENT OPPORTUNITY PROGRAMS

I, **Rhonda J. Davis, Office Head, ES-0260-00** am the

(Insert name above)

(Insert official
title/series/grade above)

Principal EEO Director/Official for

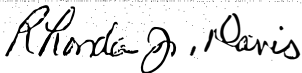
National Science Foundation

(Insert Agency/Component Name above)

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

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

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



Signature of Principal EEO Director/Official

Certifies that this Federal Agency Annual EEO Program Status Report is in compliance with EEO MD-715.

1-17-2017





Date









Signature of Agency Head or Agency Head Designee





1-23-17

Date







EEOC FORM 715-01 PART G		U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT		
Essential Element A: DEMONSTRATED COMMITMENT FROM AGENCY LEADERSHIP Requires the agency head to issue written policy statements ensuring a workplace free of discriminatory harassment and a commitment to equal employment opportunity.				
 Compliance Indicator	EEO policy statements are up-to-date.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	
The Agency Head was installed on 2 April 2014 The EEO policy statement was issued on 16 March 2015 Was the EEO policy Statement issued within 6 - 9 months of the installation of the Agency Head? If no, provide an explanation.		X		
During the current Agency Head's tenure, has the EEO policy Statement been re-issued annually? If no, provide an explanation.		X		
Are new employees provided a copy of the EEO policy statement during orientation?		X		
When an employee is promoted into the supervisory ranks, is s/he provided a copy of the EEO policy statement?		X		
 Compliance Indicator	EEO policy statements have been communicated to all employees.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	
Have the heads of subordinate reporting components communicated support of all agency EEO policies through the ranks?		X		
Has the agency made written materials available to all employees and applicants, informing them of the variety of EEO programs and administrative and judicial remedial procedures available to them?		X		
Has the agency prominently posted such written materials in all personnel offices, EEO offices, and on the agency's internal website? [see 29 CFR §1614.102(b)(5)]		X		





 Compliance Indicator	Agency EEO policy is vigorously enforced by agency management.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	
 Measures				
Are managers and supervisors evaluated on their commitment to agency EEO policies and principles, including their efforts to:		X		
resolve problems/disagreements and other conflicts in their respective work environments as they arise?		X		
address concerns, whether perceived or real, raised by employees and following-up with appropriate action to correct or eliminate tension in the workplace?		X		
support the agency's EEO program through allocation of mission personnel to participate in community out-reach and recruitment programs with private employers, public schools and universities?		X		
ensure full cooperation of employees under his/her supervision with EEO office officials such as EEO Counselors, EEO Investigators, etc.?		X		
ensure a workplace that is free from all forms of discrimination, harassment and retaliation?		X		
ensure that subordinate supervisors have effective managerial, communication and interpersonal skills in order to supervise most effectively in a workplace with diverse employees and avoid disputes arising from ineffective communications?		X		
ensure the provision of requested religious accommodations when such accommodations do not cause an undue hardship?		X		
ensure the provision of requested disability accommodations to qualified individuals with disabilities when such accommodations do not cause an undue hardship?		X		
Have all employees been informed about what behaviors are inappropriate in the workplace and that this behavior may result in disciplinary actions?		X		
Describe what means were utilized by the agency to so inform its workforce about the penalties for unacceptable behavior.				
Have the procedures for reasonable accommodation for individuals with disabilities been made readily available/accessible to all employees by disseminating such procedures during orientation of new employees and by making such procedures available on the World Wide Web or Internet?		X		
Have managers and supervisor been trained on their responsibilities under the procedures for reasonable accommodation?		X		





Essential Element B: INTEGRATION OF EEO INTO THE AGENCY'S STRATEGIC MISSION Requires that the agency's EEO programs be organized and structured to maintain a workplace that is free from discrimination in any of the agency's policies, procedures or practices and supports the agency's strategic mission.				
 Compliance Indicator	The reporting structure for the EEO Program provides the Principal EEO Official with appropriate authority and resources to effectively carry out a successful EEO Program.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		 Measures	Yes	
Is the EEO Director under the direct supervision of the agency head? [see 29 CFR §1614.102(b)(4)] For subordinate level reporting components, is the EEO Director/Officer under the immediate supervision of the lower level component's head official? (For example, does the Regional EEO Officer report to the Regional Administrator?)		X		
Are the duties and responsibilities of EEO officials clearly defined?		X		
Do the EEO officials have the knowledge, skills, and abilities to carry out the duties and responsibilities of their positions?		X		
If the agency has 2 nd level reporting components, are there organizational charts that clearly define the reporting structure for EEO programs?		NA		
If the agency has 2 nd level reporting components, does the agency-wide EEO Director have authority for the EEO programs within the subordinate reporting components?		NA		
If not, please describe how EEO program authority is delegated to subordinate reporting components.				
 Compliance Indicator	The EEO Director and other EEO professional staff responsible for EEO programs have regular and effective means of informing the agency head and senior management officials of the status of EEO programs and are involved in, and consulted on, management/personnel actions.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		 Measures	Yes	
Does the EEO Director/Officer have a regular and effective means of informing the agency head and other top management officials of the effectiveness, efficiency and legal compliance of the agency's EEO program?		X		
Following the submission of the immediately preceding FORM 715-01, did the EEO Director/Officer present to the head of the agency and other senior officials the "State of the Agency" briefing covering all components of the EEO report, including an assessment of the performance of the agency in each of the six elements of the Model EEO Program and a report on the progress of the agency in completing its barrier analysis including any barriers it identified and/or eliminated or reduced the impact of?		X		
Are EEO program officials present during agency deliberations prior to decisions regarding recruitment strategies, vacancy projections, succession planning, selections for training/career development opportunities, and other workforce changes?		X		
Does the agency consider whether any group of employees or applicants might be negatively impacted prior to making human resource decisions such as re-organizations and re-alignments?		X		





Are management/personnel policies, procedures and practices examined at regular intervals to assess whether there are hidden impediments to the realization of equality of opportunity for any group(s) of employees or applicants? [see 29 C.F.R. § 1614.102(b)(3)]		X		
Is the EEO Director included in the agency's strategic planning, especially the agency's human capital plan, regarding succession planning, training, etc., to ensure that EEO concerns are integrated into the agency's strategic mission?		X		
 Compliance Indicator	The agency has committed sufficient human resources and budget allocations to its EEO programs to ensure successful operation.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	
Does the EEO Director have the authority and funding to ensure implementation of agency EEO action plans to improve EEO program efficiency and/or eliminate identified barriers to the realization of equality of opportunity?		X		
Are sufficient personnel resources allocated to the EEO Program to ensure that agency self-assessments and self-analyses prescribed by EEO MD-715 are conducted annually and to maintain an effective complaint processing system?		X		
Are statutory/regulatory EEO related Special Emphasis Programs sufficiently staffed?		X		
Federal Women's Program - 5 U.S.C. 7201; 38 U.S.C. 4214; Title 5 CFR, Subpart B, 720.204		X		
Hispanic Employment Program - Title 5 CFR, Subpart B, 720.204		X		
People With Disabilities Program Manager; Selective Placement Program for Individuals With Disabilities - Section 501 of the Rehabilitation Act; Title 5 U.S.C. Subpart B, Chapter 31, Subchapter I-3102; 5 CFR 213.3102(t) and (u); 5 CFR 315.709		X		
Are other agency special emphasis programs monitored by the EEO Office for coordination and compliance with EEO guidelines and principles, such as FEORP - 5 CFR 720; Veterans Employment Programs; and Black/African American; American Indian/Alaska Native, Asian American/Pacific Islander programs?		X		
 Compliance Indicator	The agency has committed sufficient budget to support the success of its EEO Programs.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	
Are there sufficient resources to enable the agency to conduct a thorough barrier analysis of its workforce, including the provision of adequate data collection and tracking systems		X		





Is there sufficient budget allocated to all employees to utilize, when desired, all EEO programs, including the complaint processing program and ADR, and to make a request for reasonable accommodation? (Including subordinate level reporting components?)	X		
Has funding been secured for publication and distribution of EEO materials (e.g. harassment policies, EEO posters, reasonable accommodations procedures, etc.)?	X		
Is there a central fund or other mechanism for funding supplies, equipment and services necessary to provide disability accommodations?	X		
Does the agency fund major renovation projects to ensure timely compliance with Uniform Federal Accessibility Standards?	X		
Is the EEO Program allocated sufficient resources to train all employees on EEO Programs, including administrative and judicial remedial procedures available to employees?	X		
Is there sufficient funding to ensure the prominent posting of written materials in all personnel and EEO offices? [see 29 C.F.R. § 1614.102(b)(5)]	X		
Is there sufficient funding to ensure that all employees have access to this training and information?	X		
Is there sufficient funding to provide all managers and supervisors with training and periodic up-dates on their EEO responsibilities:	X		
for ensuring a workplace that is free from all forms of discrimination, including harassment and retaliation?	X		
to provide religious accommodations?	X		
to provide disability accommodations in accordance with the agency's written procedures?	X		
in the EEO discrimination complaint process?	X		
to participate in ADR?	X		







Essential Element C: MANAGEMENT AND PROGRAM ACCOUNTABILITY				
This element requires the Agency Head to hold all managers, supervisors, and EEO Officials responsible for the effective implementation of the agency's EEO Program and Plan.				
 Compliance Indicator	EEO program officials advise and provide appropriate assistance to managers/supervisors about the status of EEO programs within each manager's or supervisor's area or responsibility.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	
Are regular (monthly/quarterly/semi-annually) EEO updates provided to management/supervisory officials by EEO program officials?		X		
Do EEO program officials coordinate the development and implementation of EEO Plans with all appropriate agency managers to include Agency Counsel, Human Resource Officials, Finance, and the Chief information Officer?		X		
 Compliance Indicator	The Human Resources Director and the EEO Director meet regularly to assess whether personnel programs, policies, and procedures are in conformity with instructions contained in EEOC management directives. [see 29 CFR § 1614.102(b)(3)]	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	
Have time-tables or schedules been established for the agency to review its Merit Promotion Program Policy and Procedures for systemic barriers that may be impeding full participation in promotion opportunities by all groups?		X		
Have time-tables or schedules been established for the agency to review its Employee Recognition Awards Program and Procedures for systemic barriers that may be impeding full participation in the program by all groups?		X		
Have time-tables or schedules been established for the agency to review its Employee Development/Training Programs for systemic barriers that may be impeding full participation in training opportunities by all groups?		X		
 Compliance Indicator	When findings of discrimination are made, the agency explores whether or not disciplinary actions should be taken.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	
Does the agency have a disciplinary policy and/or a table of penalties that covers employees found to have committed discrimination?		X		
Have all employees, supervisors, and managers been informed as to the penalties for being found to perpetrate discriminatory behavior or for taking personnel actions based upon a prohibited basis?		X		
Has the agency, when appropriate, disciplined or sanctioned managers/supervisors or employees found to have discriminated over the past two years?		X		
If so, cite number found to have discriminated and list penalty /disciplinary action for each type of violation.				
Does the agency promptly (within the established time frame) comply with EEOC, Merit Systems Protection Board, Federal Labor Relations Authority, labor arbitrators, and District Court orders?		X		
Does the agency review disability accommodation decisions/actions to ensure compliance with its written procedures and analyze the information tracked for trends, problems, etc.?		X		

Essential Element D: PROACTIVE PREVENTION Requires that the agency head makes early efforts to prevent discriminatory actions and eliminate barriers to equal employment opportunity in the workplace.				
 Compliance Indicator	Analyses to identify and remove unnecessary barriers to employment are conducted throughout the year.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	
 Measures				
	Do senior managers meet with and assist the EEO Director and/or other EEO Program Officials in the identification of barriers that may be impeding the realization of equal employment opportunity?	X		
	When barriers are identified, do senior managers develop and implement, with the assistance of the agency EEO office, agency EEO Action Plans to eliminate said barriers?	X		
	Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans?	X		
	Are trend analyses of workforce profiles conducted by race, national origin, sex and disability?	X		
	Are trend analyses of the workforce's major occupations conducted by race, national origin, sex and disability?	X		
	Are trends analyses of the workforce's grade level distribution conducted by race, national origin, sex and disability?	X		
	Are trend analyses of the workforce's compensation and reward system conducted by race, national origin, sex and disability?	X		
	Are trend analyses of the effects of management/personnel policies, procedures and practices conducted by race, national origin, sex and disability?	X		
 Compliance Indicator	The use of Alternative Dispute Resolution (ADR) is encouraged by senior management.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	
	Are all employees encouraged to use ADR?	X		
	Is the participation of supervisors and managers in the ADR process required?	X		

Essential Element E: EFFICIENCY				
Requires that the agency head ensure that there are effective systems in place for evaluating the impact and effectiveness of the agency's EEO Programs as well as an efficient and fair dispute resolution process.				
 Compliance Indicator	The agency has sufficient staffing, funding, and authority to achieve the elimination of identified barriers.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	
Does the EEO Office employ personnel with adequate training and experience to conduct the analyses required by MD-715 and these instructions?		X		
Has the agency implemented an adequate data collection and analysis systems that permit tracking of the information required by MD-715 and these instructions?		X		
Have sufficient resources been provided to conduct effective audits of field facilities' efforts to achieve a model EEO program and eliminate discrimination under Title VII and the Rehabilitation Act?		NA		
Is there a designated agency official or other mechanism in place to coordinate or assist with processing requests for disability accommodations in all major components of the agency?		X		
Are 90% of accommodation requests processed within the time frame set forth in the agency procedures for reasonable accommodation?		X		
 Compliance Indicator	The agency has an effective complaint tracking and monitoring system in place to increase the effectiveness of the agency's EEO Programs.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	
Does the agency use a complaint tracking and monitoring system that allows identification of the location, and status of complaints and length of time elapsed at each stage of the agency's complaint resolution process?		X		
Does the agency's tracking system identify the issues and bases of the complaints, the aggrieved individuals/complainants, the involved management officials and other information to analyze complaint activity and trends?		X		
Does the agency hold contractors accountable for delay in counseling and investigation processing times?		X		
If yes, briefly describe how: <i>Constantly made aware of expectations to deliver in a timely manner.</i>				
Does the agency monitor and ensure that new investigators, counselors, including contract and collateral duty investigators, receive the 32 hours of training required in accordance with EEO Management Directive MD-110?		X		
Does the agency monitor and ensure that experienced counselors, investigators, including contract and collateral duty investigators, receive the 8 hours of refresher training required on an annual basis in accordance with EEO Management Directive MD-110?		X		

 Compliance Indicator	The agency has sufficient staffing, funding and authority to comply with the time frames in accordance with the EEOC (29 C.F.R. Part 1614) regulations for processing EEO complaints of employment discrimination.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	
 Measures				
Are benchmarks in place that compare the agency's discrimination complaint processes with 29 C.F.R. Part 1614?		X		
Does the agency provide timely EEO counseling within 30 days of the initial request or within an agreed upon extension in writing, up to 60 days?			X	<i>Some counseling is extended to 90 days for the completion of the ADR process and/or settlement.</i>
Does the agency provide an aggrieved person with written notification of his/her rights and responsibilities in the EEO process in a timely fashion?		X		
Does the agency complete the investigations within the applicable prescribed time frame?			X	<i>With the Complaints Manager position vacant in FY 2016, there have only been a few instances in which the timeframe was exceeded.</i>
When a complainant requests a final agency decision, does the agency issue the decision within 60 days of the request?		X		
When a complainant requests a hearing, does the agency immediately upon receipt of the request from the EEOC AJ forward the investigative file to the EEOC Hearing Office?		X		
When a settlement agreement is entered into, does the agency timely complete any obligations provided for in such agreements?		X		
Does the agency ensure timely compliance with EEOC AJ decisions which are not the subject of an appeal by the agency?		X		
 Compliance Indicator	There is an efficient and fair dispute resolution process and effective systems for evaluating the impact and effectiveness of the agency's EEO complaint processing program.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	
In accordance with 29 C.F.R. §1614.102(b), has the agency established an ADR Program during the pre-complaint and formal complaint stages of the EEO process?		X		
Does the agency require all managers and supervisors to receive ADR training in accordance with EEOC (29 C.F.R. Part 1614) regulations, with emphasis on the federal government's interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR?		X		
After the agency has offered ADR and the complainant has elected to participate in ADR, are the managers required to participate?		X		
Does the responsible management official directly involved in the dispute have settlement authority?		X		

 Compliance Indicator	The agency has effective systems in place for maintaining and evaluating the impact and effectiveness of its EEO programs.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	
 Measures				
	Does the agency have a system of management controls in place to ensure the timely, accurate, complete and consistent reporting of EEO complaint data to the EEOC?	X		
	Does the agency provide reasonable resources for the EEO complaint process to ensure efficient and successful operation in accordance with 29 C.F.R. § 1614.102(a)(1)?	X		
	Does the agency EEO office have management controls in place to monitor and ensure that the data received from Human Resources is accurate, timely received, and contains all the required data elements for submitting annual reports to the EEOC?	X		
	Do the agency's EEO programs address all of the laws enforced by the EEOC?	X		
	Does the agency identify and monitor significant trends in complaint processing to determine whether the agency is meeting its obligations under Title VII and the Rehabilitation Act?	X		
	Does the agency track recruitment efforts and analyze efforts to identify potential barriers in accordance with MD-715 standards?	X		
	Does the agency consult with other agencies of similar size on the effectiveness of their EEO programs to identify best practices and share ideas?	X		
 Compliance Indicator	The agency ensures that the investigation and adjudication function of its complaint resolution process are separate from its legal defense arm of agency or other offices with conflicting or competing interests.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	
	Are legal sufficiency reviews of EEO matters handled by a functional unit that is separate and apart from the unit which handles agency representation in EEO complaints?	X		
	Does the agency discrimination complaint process ensure a neutral adjudication function?	X		
	If applicable, are processing time frames incorporated for the legal counsel's sufficiency review for timely processing of complaints?	X		

Essential Element F: RESPONSIVENESS AND LEGAL COMPLIANCE				
This element requires that federal agencies are in full compliance with EEO statutes and EEOC regulations, policy guidance, and other written instructions.				
 Compliance Indicator	Agency personnel are accountable for timely compliance with orders issued by EEOC Administrative Judges.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	
	Does the agency have a system of management control to ensure that agency officials timely comply with any orders or directives issued by EEOC Administrative Judges?	X		
 Compliance Indicator	The agency's system of management controls ensures that the agency timely completes all ordered corrective action and submits its compliance report to EEOC within 30 days of such completion.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	
	Does the agency have control over the payroll processing function of the agency? If Yes, answer the two questions below.	X		
	Are there steps in place to guarantee responsive, timely, and predictable processing of ordered monetary relief?	X		
	Are procedures in place to promptly process other forms of ordered relief?	X		
 Compliance Indicator	Agency personnel are accountable for the timely completion of actions required to comply with orders of EEOC.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	
	Is compliance with EEOC orders encompassed in the performance standards of any agency employees?	X		
	If so, please identify the employees by title in the comments section, and state how performance is measured.	<i>Rhonda J. Davis, Office Head, ODI, measured this as part of the MD-715, which is an agency performance goal.</i>		
	Is the unit charged with the responsibility for compliance with EEOC orders located in the EEO office?	X		
	If not, please identify the unit in which it is located, the number of employees in the unit, and their grade levels in the comments section.	NA		
	Have the involved employees received any formal training in EEO compliance?	X		
	Does the agency promptly provide to the EEOC the following documentation for completing compliance:	X		
	Attorney Fees: Copy of check issued for attorney fees and /or a narrative statement by an appropriate agency official, or agency payment order dating the dollar amount of attorney fees paid?	X		

Awards: A narrative statement by an appropriate agency official stating the dollar amount and the criteria used to calculate the award?	X		
Back Pay and Interest: Computer print-outs or payroll documents outlining gross back pay and interest, copy of any checks issued, narrative statement by an appropriate agency official of total monies paid?	X		
Compensatory Damages: The final agency decision and evidence of payment, if made?	X		
Training: Attendance roster at training session(s) or a narrative statement by an appropriate agency official confirming that specific persons or groups of persons attended training on a date certain?	X		
Personnel Actions (e.g., Reinstatement, Promotion, Hiring, Reassignment): Copies of SF-50s	X		
Posting of Notice of Violation: Original signed and dated notice reflecting the dates that the notice was posted. A copy of the notice will suffice if the original is not available.	X		
Supplemental Investigation: 1. Copy of letter to complainant acknowledging receipt from EEOC of remanded case. 2. Copy of letter to complainant transmitting the Report of Investigation (not the ROI itself unless specified). 3. Copy of request for a hearing (complainant's request or agency's transmittal letter).	X		
Final Agency Decision (FAD): FAD or copy of the complainant's request for a hearing.	X		
Restoration of Leave: Print-out or statement identifying the amount of leave restored, if applicable. If not, an explanation or statement.	X		
Civil Actions: A complete copy of the civil action complaint demonstrating same issues raised as in compliance matter.	X		
Settlement Agreements: Signed and dated agreement with specific dollar amounts, if applicable. Also, appropriate documentation of relief is provided.	X		

Footnotes:

1. See 29 C.F.R. § 1614.102.

2. When an agency makes modifications to its procedures, the procedures must be resubmitted to the Commission. See *EEOC Policy Guidance on Executive Order 13164: Establishing Procedures to Facilitate the Provision of Reasonable Accommodation* (10/20/00), Question 28.

EEOC FORM 715-01 PART H	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT	
National Science Foundation		FY 2016
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	Element E – Efficiency “The agency has sufficient staffing, funding, and authority to comply with the timeframes in accordance with EEOC (29 C.F.R. Part 1614) regulations for processing EEO complaints of employment discrimination,” NSF reported no for two measures that pertain to counseling and investigations. NSF reported a few instances in which the EEO counselling extended to 90 days for the completion of alternative dispute resolution (ADR). In such cases, an extension in writing was agreed upon by the parties. Also, there have been a few instances in which the timeframe for completing EEO investigations has been exceeded because the Complaints Manager position was vacant and the hiring process was delayed until the results of an organizational assessment of ODI’s entire portfolio were available. As a result, ODI re-announced the EEO Complaint Manager position with a selection expected by January 16, 2017, and entered into an interagency agreement with the USPS to handle numerous phases of the EEO process. These combined effort will situate ODI to timely meet all expected processing timeframes.	
OBJECTIVE:	Permanently fill the Complaints Manager position and other FTEs that will augment the complaint processing function.	
RESPONSIBLE OFFICIAL:	Rhonda J. Davis, Office Head, Office of Diversity and Inclusion	
DATE OBJECTIVE INITIATED:	August, 2016	
TARGET DATE FOR COMPLETION OF OBJECTIVE:	January 2017	
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	TARGET DATE January 16, 2017 (Must be specific)	
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE (1) August 2016: vacancy was announced for the Complaints Manager position (2) October 2016: Work analysis of ODI tasks and functions completed (3) November - December 2016: Certificates for best qualified reviewed (4) December 2016: Schedule A applicant interviewed (5) December 2016: Re-wrote position to streamline with some work elements removed to be contracted to USPS – new position advertised with close date of 12/24/2016 (6) New Complaints Manager on-boarded on 1/9/2017.		

EEOC FORM 715-01 PART I	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT	
National Science Foundation	FY 2016	
<p>STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:</p> <p>Provide a brief narrative describing the condition at issue.</p> <p>How was the condition recognized as a potential barrier?</p>	<p><u>Issue #1: Recruitment and retention of Hispanic/Latino permanent staff</u></p> <p>Since FY 2013, NSF more Hispanic/Latinos left the NSF workforce than entered it: recruitment averaged 2.25 employees per year for FY 2013-FY 2016 (inclusive), while separations averaged 5.00 per year during the same period. NSF's 42 permanent Hispanic/Latino employees represented 3.4% of the permanent workforce in FY 2016. This is slightly below the overall availability of Hispanic/Latinos in the Washington DC metropolitan area (4.1% as per OPM October 2016 annual report on Hispanic employment in the federal government).</p> <p><u>Issue #2: Advancement of Black/African American (B/AA) permanent staff</u></p> <p>B/AA females are underrepresented at the GS-14 and GS-15 levels and in the SES relative to their overall representation in the NSF population. B/AA males are underrepresented in the GS-15 level and in the SES relative to their overall representation in NSF's permanent workforce.</p> <p>Appendix Table A11 also shows additional details about internal selections for senior level positions. These data indicate:</p> <ul style="list-style-type: none"> • ~1/4 B/AA males and ~1/3 B/AA females at the GS-14 internal applicants for GS-14 level positions were determine to be qualified, compared to ~54% of all internal applicants for these positions; • When found to be qualified, B/AA males and females were MORE likely to be selected for GS-14 positions than the overall likelihood; • There were only three (3) B/AA internal applicants for GS-15 positions. 	
<p>BARRIER ANALYSIS:</p> <p>Provide a description of the steps taken and data analyzed to determine cause of the condition.</p>	<p><u>Issue #1: Recruitment and retention of Hispanic/Latino permanent staff:</u></p> <ul style="list-style-type: none"> • MD-715 Tables A1, A8, A14 for FY 2013-FY 2016 (inclusive); • OPM (Oct. 2016). "Annual Report to the President: Hispanic Employment in the Federal Government"; • NSF Federal Equal Opportunity Recruitment Reports (FEORPs) FY 2014-FY 2016, inclusive. <p><u>Issue #2: Advancement of Black/African American (B/AA) permanent staff</u></p> <ul style="list-style-type: none"> • MD-715 Tables A1, A4-1 PERM, A11 for FY 2016; • Supplemental analysis FPPS data on NSF workforce educational credentials; • NSF Federal Equal Opportunity Recruitment Reports (FEORPs) FY 2016. <p><u>Both issues:</u></p> <ul style="list-style-type: none"> • Participation in NSF learning and development opportunities (FY 2016); • Federal Employee Viewpoint Survey results (FY 2012 – FY 2016, inclusive), including New Inclusiveness Quotient indices; • Demographic analysis of NSF's Director's awards in FY 2014 and FY 2015. • NSF completed a "Diversity Workforce Analysis" report in FY 2016 with many of the analyses included in the MD-715 (for FY 2015 and FY 2016). 	

<p>STATEMENT OF IDENTIFIED BARRIER:</p> <p>Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.</p>	<p>Issue #1: Awareness of strategies to increase outreach and recruitment to Hispanic/Latinos necessary.</p> <p>Issue #2: Lack of a career development program to provide learning and development opportunities for NSF staff at the GS-14 and GS-15 levels needed to increase leadership skillsets.</p> <p>For both Issue #1 and Issue #2: Culture of inclusion.</p>
<p>OBJECTIVE:</p> <p>State the alternative or revised agency policy, procedure or practice to be implemented to correct the undesired condition.</p>	<p>Issue #1: Recruitment and retention of Hispanic/Latino permanent staff Use innovative recruitment initiatives for increasing diversity of NSF staff.</p> <p>Issue #2: Advancement of Black/African American (B/AA) permanent staff NSF's "Senior Leadership Development Program" and "Aspiring Leader Development Program" in FY 2017</p>
<p>RESPONSIBLE OFFICIAL:</p>	<p>Office Head, Office of Diversity and Inclusion and Chief Human Capital Officer (CHCO), Office of Information and Resource Management</p>
<p>DATE OBJECTIVE INITIATED:</p>	<p>Issue #1: On-going; building and refining previous strategies</p> <p>Issue #2: FY 2015 planning for the Senior Leadership Development Program and the Aspiring Leader Development Program was initiated, continued in FY 2016.</p>
<p>TARGET DATE FOR COMPLETION OF OBJECTIVE:</p>	<p>Issue #1: On-going</p> <p>Issue #2: Implement new leadership development programs in FY 2017 (i.e., no later than 30 September 2017)</p>

EEOC FORM 715-01 PART I	EEO Plan To Eliminate Identified Barrier	
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	TARGET DATE (Must be specific)	
<p><u>Issue #1: Recruitment and retention of Hispanic/Latino permanent staff</u></p> <p>Educate division directors (i.e., selecting officials) on effective outreach to diverse populations and historically underrepresented groups by:</p> <ol style="list-style-type: none"> (1) Preparing and sharing with division directors information from the NSF "Diversity Workforce Analysis" (e.g., applicant flow analysis, snapshots of diversity at the first component level, etc.), unconscious bias, what it means to be diverse, and potential outreach opportunities; and (2) Meeting with division directors focusing on effective outreach to diverse populations. 	3 rd Quarter FY 2017	
<p><u>Issue #2: Advancement of Black/African American (B/AA) permanent staff</u></p> <p>Foster a culture of inclusion through change management efforts and leadership accountability by:</p> <ol style="list-style-type: none"> (1) Initiate Workforce Inclusiveness Assessment to identify impacts of change, the inclusiveness of NSF's environment, and best practices for improving workforce inclusiveness; and (2) Implement the New IQ process with two NSF organizational units (i.e., divisions within the research directorates and offices). <p>Implement the NSF Senior Leadership Development Program Implement the NSF Aspiring Leader Development Program</p>	4 th Quarter FY 2017	
<p>REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE</p>		
<p><u>Issue #1: Recruitment and retention of Hispanic/Latino permanent staff – FY 2016 Accomplishments</u></p> <ol style="list-style-type: none"> (1) NSF implemented a new "Recruiting Sources Survey" as part of New Employee Orientation to assess how new employees from different demographic backgrounds learn about positions at NSF; (2) NSF "refreshed" the "NSF Ambassador" program – the Recruiting Sources Survey results emphasized the importance of personal contacts and outreach by many NSF employees for recruitment of personnel to NSF's permanent, temporary, and Interagency Personnel Agreement (IPA) employees; (3) NSF participated in six Hispanic/Latino outreach activities: <ol style="list-style-type: none"> a. Hispanic Association of College and Universities Annual Conference (10/10/2015) b. National Society for Hispanic MBAs Executive Leadership Program (10/27/2015) c. Society for Advancement of Chicanos/Hispanics and Native Americans in Science (10/29/2015) d. Society of Hispanic Professional Engineers Conference (11/11/2015) e. NSF Hosted National Association of Hispanic Federal Executives (09/07/2016) f. <i>Prospanica</i> DC Annual Career Management Program (09/09/2016) <p><u>Issue #2: Advancement of Black/African American (B/AA) permanent staff</u></p> <ol style="list-style-type: none"> (1) Multiple analyses (described above and in MD-715 Form E) were completed in FY 2016; (2) Presentations about NSF workforce diversity were made to senior leadership, including the CHCO, Office Head of the Office of Diversity and Inclusion, and the Division Director of HRM; (3) Planning for the Workforce Inclusiveness Assessment was initiated in FY 2016; (4) In FY 2016, NSF has made significant progress in planning for implementation of the Senior Leadership Development Program and the Aspiring Leader Development Program. This included a pilot of the selection assessments that will be used to identify people for the programs. 		

EEOC FORM 715-01 PART J	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals With Targeted Disabilities
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PART I Department or Agency Information	1. Agency	1. National Science Foundation
	1.a. 2 nd Level Component	1.a.
	1.b. 3 rd Level or lower	1.b.

PART II Employment Trend and Special Recruitment for Individuals With Targeted Disabilities	Enter Actual Number at the beginning of FY.		... end of FY.		Net Change	
		Number	%	Number	%	Number	Rate of Change
	Total Work Force	1,451	100.00%	1,457	100.00%	+6	+0.41%
	Reportable Disability	124	8.55%	120	8.24%	-4	-3.23%
	Targeted Disability*	15	1.03%	13	0.89%	-2	-13.33%
	* If the rate of change for persons with targeted disabilities is not equal to or greater than the rate of change for the total workforce, a barrier analysis should be conducted (see below).						
1. Total Number of Applications Received From Persons With Targeted Disabilities during the reporting period.						384 ¹⁹	
2. Total Number of Selections of Individuals with Targeted Disabilities during the reporting period.						1 ¹	

PART III Participation Rates In Agency Employment Programs

Other Employment/Personnel Programs	TOTAL	Reportable Disability		Targeted Disability		Not Identified		No Disability	
		#	%	#	%	#	%	#	%
3. Competitive Promotions ²⁰	4	0	0.0%	0	0.0%	2	50.0%	2	50.0%
4. Non-Competitive Promotions ²¹	85	4	4.71%	1	1.18%	5	5.88%	76	89.41%
5. Employee Career Development Programs	NA	NA	NA	NA	NA	NA	NA	NA	NA
5.a. Grades 5 - 12	NA	NA	NA	NA	NA	NA	NA	NA	NA
5.b. Grades 13 - 14	NA	NA	NA	NA	NA	NA	NA	NA	NA

¹⁹ Table B7, Permanent (291 applications) and Temporary (93 applications) from IWTD

²⁰ Table B9, Selections

²¹ Table B10, Number eligible for non-competitive promotions

5.c. Grade 15/SES	NA	NA	NA	NA	NA	NA	NA	NA	NA
6. Employee Recognition and Awards ²²									
6.a. Time-Off Awards (Total hrs awarded)	1,712	128	7.48%	2	0.12%	43	2.51%	1,541	90.01%
6.b. Cash Awards (total \$\$\$ awarded)	\$2,127,416	\$160,036	7.52%	\$14,090	0.66%	\$54,670	2.57%	\$1,912,710	89.91%
6.c. Quality-Step Increase	\$432,326	\$34,685	8.02%	\$2,155	0.50%	\$4,738	1.10%	\$392,903	90.88%

EEOC FORM 715-01 Part J	Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals With Targeted Disabilities																																																																																									
Part IV Identification and Elimination of Barriers	<p>Agencies with 1,000 or more permanent employees MUST conduct a barrier analysis to address any barriers to increasing employment opportunities for employees and applicants with targeted disabilities using FORM 715-01 PART I.</p> <p>Following an approach similar to that used in the Barrier Analysis presented in Form E, the following results were found with respect to the representation in Permanent SES, AD-4 and AD-5, and GS 13-15 positions at NSF:</p> <table border="1"> <thead> <tr> <th rowspan="2"></th> <th colspan="4">DISABILITY STATUS</th> </tr> <tr> <th>No Disability</th> <th>Not Identified</th> <th>Disability</th> <th>Targeted Disability</th> </tr> </thead> <tbody> <tr> <td>NSF PERM Workforce</td> <td>88.93%</td> <td>2.77%</td> <td>8.31%</td> <td>0.90%</td> </tr> <tr> <td>SES</td> <td>95.89%</td> <td>0.00%</td> <td>4.11%</td> <td>0.00%</td> </tr> <tr> <td>AD-4 & AD-5</td> <td>87.26%</td> <td>3.79%</td> <td>8.94%</td> <td>0.54%</td> </tr> <tr> <td>GS-15</td> <td>94.38%</td> <td>2.25%</td> <td>3.37%</td> <td>1.12%</td> </tr> <tr> <td>GS-14</td> <td>88.95%</td> <td>3.16%</td> <td>7.89%</td> <td>0.00%</td> </tr> <tr> <td>GS-13</td> <td>87.94%</td> <td>2.13%</td> <td>9.93%</td> <td>1.42%</td> </tr> <tr> <td>Gaps - Differences</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>SES - AD4</td> <td>8.63%</td> <td>-3.79%</td> <td>-4.83%</td> <td>-0.54%</td> </tr> <tr> <td>SES - GS15</td> <td>1.51%</td> <td>-2.25%</td> <td>0.74%</td> <td>-1.12%</td> </tr> <tr> <td>GS15 - GS14</td> <td>5.43%</td> <td>-0.91%</td> <td>-4.52%</td> <td>1.12%</td> </tr> <tr> <td>GS14 - GS13</td> <td>1.00%</td> <td>1.03%</td> <td>-2.03%</td> <td>-1.42%</td> </tr> <tr> <td>Gaps - Ratios</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>SES - AD4</td> <td>1.10</td> <td>0.00</td> <td>0.46</td> <td>0.00</td> </tr> <tr> <td>SES - GS15</td> <td>1.02</td> <td>0.00</td> <td>1.22</td> <td>0.00</td> </tr> <tr> <td>GS15 - GS14</td> <td>1.06</td> <td>0.71</td> <td>0.43</td> <td>0.00</td> </tr> <tr> <td>GS14 - GS13</td> <td>1.01</td> <td>1.48</td> <td>0.80</td> <td>0.00</td> </tr> </tbody> </table> <p>Source: Data for this table were extracted from Table B4-1 PERM. Data on AD-4 and AD-5 employees were from a separate analysis of this workforce segment.</p> <p>Persons with disabilities (PWDs) account for 8.31% of NSF's permanent workforce but 4.11% of the SES workforce, a gap of over four percentage points. The overall number of persons with targeted disabilities is too small (n=13) for valid and reliable barrier analysis. PWDs account for 9.93% of GS-13 and 7.89% of GS-14 employees, but constitute only 3/37% of those at the GS-15 level, suggesting that a potential barrier to advancement to the SES may exist at the transition from the GS-14 to the GS-15 level.</p> <p>Similar to the analysis performed in Form E, educational credentials for PWDs was completed. The percentage of 100% of SES PWDs had a graduate degree, while 93.10% of those in the AD-4 and AD-5 ranks hold a graduate degree. In contrast, 28.57% of GS-13, 46.67% of GS-14, and 33.33% of GS-15 permanent PWDs had a graduate degree.</p> <p>NSF conducted outreach to persons with disabilities as follows in FY 2016 and plans similar efforts for FY 2017:</p> <ul style="list-style-type: none"> • Virginia Department for Aging and Rehabilitative Services (2/23/2016) 		DISABILITY STATUS				No Disability	Not Identified	Disability	Targeted Disability	NSF PERM Workforce	88.93%	2.77%	8.31%	0.90%	SES	95.89%	0.00%	4.11%	0.00%	AD-4 & AD-5	87.26%	3.79%	8.94%	0.54%	GS-15	94.38%	2.25%	3.37%	1.12%	GS-14	88.95%	3.16%	7.89%	0.00%	GS-13	87.94%	2.13%	9.93%	1.42%	Gaps - Differences					SES - AD4	8.63%	-3.79%	-4.83%	-0.54%	SES - GS15	1.51%	-2.25%	0.74%	-1.12%	GS15 - GS14	5.43%	-0.91%	-4.52%	1.12%	GS14 - GS13	1.00%	1.03%	-2.03%	-1.42%	Gaps - Ratios					SES - AD4	1.10	0.00	0.46	0.00	SES - GS15	1.02	0.00	1.22	0.00	GS15 - GS14	1.06	0.71	0.43	0.00	GS14 - GS13	1.01	1.48	0.80	0.00
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²² Total of Table B13, Permanent and B13, Temporary

	<ul style="list-style-type: none"> • Gallaudet University Career Center's Career Fair (3/4/2016) • Presidential Management Fellows Job Fair (4/4/2016) <p>Activities associated with PWDs are in alignment with the duties of NSF's Veterans Employment Coordinator (VEC), who is assigned under HRM. NSF used OPM's Feds Hire Vets website to reach the veteran population. The VEC met with and briefed representatives of senior management in all of NSF's directorates and offices and at various staff meetings on veteran hiring authorities, flexibilities, and practices. NSF continues to maintain its Veterans Working Group (VWG) for developing ideas to enhance program support and activities. The VWG strives to provide NSF stakeholders the opportunity to provide input and advice on areas such as educating the agency on veteran hiring initiatives; veteran onboarding protocols; promoting the NSF Mentoring program; and creating innovative recruitment strategies to attract disabled veterans, veterans, and military spouses.</p> <p>Opportunities to develop skills and learn are available via NSF's Academy, which offers a wide range of training opportunities to all NSF employees, including, but not limited to: the NSF Mentoring Program; individual development plans; and the After Hours (for employees in GS-09 positions and below without a bachelor's degree to develop skills necessary for career advancement).</p>
<p>Part V</p> <p>Goals for Targeted Disabilities</p>	<p>Agencies with 1,000 or more permanent employees are to use the space provided below to describe the strategies and activities that will be undertaken during the coming fiscal year to maintain a special recruitment program for individuals with targeted disabilities and to establish specific goals for the employment and advancement of such individuals. For these purposes, targeted disabilities may be considered as a group. Agency goals should be set and accomplished in such a manner as will effect measurable progress from the preceding fiscal year. Agencies are encouraged to set a goal for the hiring of individuals with targeted disabilities that is at least as high as the anticipated losses from this group during the next reporting period, with the objective of avoiding a decrease in the total participation rate of employees with disabilities.</p> <p>Goals, objectives and strategies described below should focus on internal as well as external sources of candidates and include discussions of activities undertaken to identify individuals with targeted disabilities who can be (1) hired; (2) placed in such a way as to improve possibilities for career development; and (3) advanced to a position at a higher level or with greater potential than the position currently occupied.</p> <p>Although no barrier was identified associated with the agency's policies, procedures, or practices, attitudinal barriers may exist. Additionally, the volume of requests for reasonable accommodations compared to the agency-level data on disability status suggests a need to encourage agency employees to update this status—which is mutable—on an annual basis to ensure adequate data are available for valid and reliable analyses. NSF will explore establishing a regular, on-going means of encouraging such updating of FPPS data in a way that does not reproduce stigma or bias.</p> <p>Additionally, NSF will work to increase usage of Schedule A and veteran's preference hiring authorities. NSF's HRM Service Teams provide operational support to NSF's directorates and offices, generally meeting with customers in these organizations on either a bi-weekly or monthly basis. The agenda for these meetings includes updates on on-going and future hiring actions in each organization. During these discussions, HRM emphasizes options available to hiring managers associated with various hiring authorities, including Schedule A and veteran's preference and the appointing authorities available to non-competitively hire disabled veterans. Issues related to increasing hiring diversity, in general, as well as processes to increase the hiring of PWDs are discussed at annual staffing planning meetings held with each directorate and office.</p> <p>Finally, NSF's Office of Diversity and Inclusion (ODI) will explore, in collaboration with the NSF Academy, how a scenario-based course can be made available that could raise employees' and managers' awareness about disability issues in the workplace. In alignment with OPM's general emphasis on employee engagement, a training program on effective engagement strategies for PWDs would provide a context for key discussions within NSF to address the potential attitudinal issues that impact hiring and advancement of PWDs.</p>