EEOC Form
715-01

U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
National Science Foundation
For Period Covering October 1, 2013 to September 30, 2014

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Glossary of Terms[1]

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 o   the 2000 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, 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 organizational 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; and Program Support - includes technical and clerical positions.

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.

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[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: situation that exists in which one or more EEO groups d 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 a   action item.

EEOC FORM 715-01 PARTS A - D	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT		
For period covering October 1, <u>2012</u>, to September 30, <u>2013</u>.			
PART A Department or Agency Identifying Information	**1. Agency**	**1.National Science Foundation**	
	1.a. 2nd level reporting component		
	1.b. 3rd level reporting component		
	1.c. 4th level reporting component		
	2. Address	**2.** 420 Wilson Boulevard	
	3. City, State, Zip Code	**3.** Arlington, Virginia 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.** 1228
	2. Enter total number of temporary employees		**2.** 204
	3. Enter total number employees paid from non-appropriated funds		**3.** 0
	4.TOTAL EMPLOYMENT [add lines through 3]		**4.** 1432
PART C Agency Official(s) Responsible For Oversight of EEO Program(s)	1.Head of Agency Official Title	**1.** Dr. France Cordova Director	
	2. Agency Head Designee	**2.** Claudia J. Postell	
	3. Principal EEO Director/ Official Title/series/grade	**3.** Claudia J. Postell, Director, ES-0260-00	
	4. Title VII Affirmative EEO Program Official	**4.** Tracey L. France	
	5. Section 501 Affirmative Action Program Official	**5.** Pamela J. Smith	
	6.Complaint Processing Program Manager	**6.** Terri L. Sisley	
	7. Other Responsible EEO Staff	**7.** Rhonda J Davis, Senior Advisor Donna Webb, Staff Associate for Operations	

<table>
<tr><td colspan="4" align="center">**EEOC FORM
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PARTS A - D
U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT**</td></tr>
<tr><td align="center">**PART D**

List of Subordinate Components Covered in This Report</td><td colspan="2" align="center">**Subordinate Component and Location (City/State)**

N/A</td><td align="center">**CPDF and FIPS codes**</td></tr>
</table>

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[2]	NA
*Copies of relevant EEO Policy Statement(s) and/or excerpts from revisions made to EEO Policy Statements	X	*Organizational Chart	X

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[2] Due to the moratorium on building renovation because of the anticipated move to the new building in 2017 – 2018, we do not have a facility accessibility survey

EEOC FORM
715-01
PART E
U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

National Science Foundation
October 1, 2013 to September 30, 2014

Executive Summary

The National Science Foundation (hereinafter "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." 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 $7.2 billion (fiscal year 2014), the agency is the funding source for approximately 24 percent of all federally supported fundamental research conducted by America's colleges and universities.

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. Each year, NSF uses a merit review process to select new awards from competitive proposals submitted by the S&E research and education communities. In FY 2014, NSF evaluated 48,074 proposals and made 10,981 competitive awards. NSF's merit review uses two criteria to evaluate the proposed activity—its intellectual merit (meaning the potential to advance knowledge) and the broader impacts (encompassing the potential to benefit society and contribute to achieving specific, desired societal outcomes).

Over the years, NSF-funded research and education projects and world-class S&E infrastructure have led to many significant discoveries. More than 200 Nobel Prize winners received support from NSF at some point in their careers, and the highly acclaimed achievements of these laureates are but a small fraction of the advances enabled by NSF--advances that, in turn, have stimulated economic growth and improved the quality of life, health, and security for all Americans.

In order to unleash the Nation's innovation potential, a well-prepared knowledge workforce-one that is steeped in the expanding knowledge base and the advanced technology being generated by fundamental research activities--is essential. NSF meets this need by seamlessly integrating the education of future scientists, engineers, and educators into the broad portfolio of research that we support. 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.

One of the core values in the 2014-2018 NSF Strategic Plan is: Inclusiveness – seeking and embracing contributions from all sources, including underrepresented groups, regions, and institutions. Diversity and

Inclusion (D&I) is one of the eight performance goals under NSF's "Excel as a Federal Science Agency" strategic goal. The D&I goal to "foster an environment of diversity and inclusion while ensuring compliance with the agency's civil rights programs" has three main targets:

- Track 1: Attain six of six essential elements of a model EEO agency.
- Track 2: Assist in implementation of one ODI action within NSF's D&I Strategic Plan.
- Track 3: Perform two compliance desk reviews under the applicable anti-discrimination laws.

The goal is specifically aligned with objective one: "build an increasingly diverse, engaged, and high-performing workforce by fostering excellence in recruitment, training, leadership, and management of human capital." NSF has a strong commitment to diversity and to taking the necessary actions to attain model EEO status.

The Federal Personnel Payroll System (FPPS) reflects that NSF's total workforce for FY 2014 consisted of 1432 employees – 1228 permanent and 204 temporary.[3] The NSF workforce is distributed across seven science, technology, engineering and mathematics (STEM) directorates and five business offices.   The STEM directorates include many temporary employees as either Intergovernmental Personnel Act (IPAs) or Visiting Scientists, Engineers, and Educators (VSEEs) working at NSF who are not captured in the FPPS.[4] NSF does not employ wage grade workers.

1.   SUMMARY ANALYSIS OF NSF'S WORKFORCE

Over the last fiscal year, NSF has made progress in diversifying and broadening participation in its workforce through recruitment and training activities and has made strides towards attaining model EEO status as defined by the Equal Employment Opportunity Commission (EEOC). NSF's workforce strategy seeks to serve not only the Federal workforce but the wider academic and research communities.

Table A-1 Total Workforce by Race/Ethnicity and Sex
The EEOC requires that agencies compute the net change within a demographic group, within the workforce, between two time periods. This net change is calculated by taking the difference between the number of employees in a demographic group at the end of the current fiscal year and the prior fiscal year and dividing this number by that in the prior fiscal year. If a group's percentage decreased, the net change is negative. If a group displays a net change lower than that for the total workforce, there may be a barrier to enhancing participation.

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[3]   For FY 2014, 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 2014.

[4]   IPAs are not reflected in this analysis. Nevertheless, NSF recognizes that IPAs are an important component of its workforce and plans to assemble data for this group in future reports.

Chart 1. NSF Total Workforce, FY 2013 and FY 2014
(Source: Workforce Data Tables A1 and B1)

	Number		Percent of Total Workforce		Change: F 2014 - FY
	FY 2014	FY 2013	F 2014	F 2013	201 (%)
All	1432	1478			-3.11%
Sex					
Female	882	910	61.59%	61.57%	-3.08%
Male	550	568	38.41%	38.43%	-3.17%
Race/Ethnicity					
White	854	891	59.64%	60.28%	-4.15%
Black/African American	403	410	28.14%	27.74%	-1.71%
Asian	107	112	7.47%	7.58%	-4.46%
Hispanic/Latino(a)	50	52	3.49%	3.52%	-3.85%
American Indian / Alaska Native	7	6	0.49%	0.41%	16.67%
Native Hawaiian/ Pacific Islander	6	4	0.42%	0.27%	50.00%
Two or more races	5	3	0.35%	0.20%	66.67%
Disability Status					
Targeted Disability	15	15	1.05%	1.01%	0.00%
Disability	125	126	8.72%	8.52%	-0.79%

Chart 2. NSF Permanent Workforce, FY 2013 and F   2014
(Source: Workforce Data Tables A1 and B1)

	Number		Percent of Permanent Workforce		Change: FY 2014 - FY 2013
	F 2014	F 2013	FY 2014	FY 2013	(%)
All	1228	1261			-2.6%
Sex					
Female	786	804	64.01%	63.76%	-2.23%
Male	442	457	35.99%	36.24%	-3.28%
Race/Ethnicity					
White	699	726	56.92%	57.57%	-3.72%
Black/African American	388	394	31.59%	31.24%	-1.52%
Asian	87	87	7.08%	6.89%	0%
Hispanic/Latino(a)	41	43	3.33%	3.40%	-4.65%
American Indian / Alaska Native	5	4	0.40%	0.31%	25%
Native Hawaiian/ Pacific Islander	4	4	0.32%	0.31%	0%
Two or more races	4	3	0.32%	0.23%	33.33%
Disability Status					
Targeted Disability	15	15	1.22%	1.19%	0%
Disability	115	110	9.36%	8.72%	4.55%

For purposes of this report, the EEOC defines a barrier as an agency personnel policy, principle, or practice that restricts or tends to limit the representative employment of applicants and employees as related to women, minorities, and individuals with disabilities. Types of data that are available to conduct barrier analysis are workforce demographic snapshots, nature of action data, applicant flow data, climate surveys, and EEO complaint trends.[5]

One benchmark for determining underrepresented groups in NSF's total workforce is the Civilian Labor Force (CLF); agency workforce data is compared to the national Civilian Labor Force (CLF). When compared to the CLF from Census 2010 American Community Survey, the following groups were identified as below parity, as reflected in the table below:[6]

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[5]   In accordance with NSF's Diversity and Inclusion Strategic Plan and Action Plan, the agency is completing deeper analyses of patterns related to staff distribution and staff participation in training, etc., that will further build upon the barrier analysis function in the future.

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

Chart 3. NSF Permanent Workforce, FY 2013 and F   2014 as Compared to the Civilian Labor Force (Source: Workforce Data Tables A1 and B1)

| EEO Categories	FY 2014 (%)	FY 2013 (%)	201 CLF (%)
Sex			
Male	38.41	38.43	51.84
Female	61.59	61.57	48.16
Race			
Hispanic or Latino	3.50	3.51	9.96
White	59.63	60.28	72.36
Black/African American	28.14	27.74	12.02
Asian	7.47	7.57	3.90
Native Hawaiian/Pacific Islander	0.42	0.27	0.14
American Indian/Alaska Native	0.49	0.41	1.08
Two or more races	0.35	0.21	0.54
Disability			
People with Targeted Disabilities	1.05	1.01	

*The Federal high for People with Targeted Disabilities was 2.27%

The data in the above table indicate that the number of female employees is almost double the number of male employees. Male employees have a lower participation rate than their availability in the CLF, whereas female employees exceed the CLF. White male employees in particular show a significantly lower participation rate than their availability in the CLF. Hispanic employees continue to show low participation rates in comparison to the CLF, as well as in comparison to other segments of the NSF workforce with the exception of Native Hawaiian/Pacific Islanders (NH/PI), American Indian/Alaskan Natives (AI/AN), Two/More Races (TMR), and People with Targeted Disabilities (PWTD). The stark contrast between the Hispanic employees and other underrepresented groups is that the participation rates for the other groups more closely match their availability in the CLF, whereas with Hispanics the availability in the CLF is almost three times their availability in the NSF workforce. The participation rate of African American males closely matches the CLF. Conversely, the participation rate of African American females is almost four times the CLF. The participation rates for Asian male and female employees almost mirror one another and both reflect higher participation rates in NSF's total workforce than their availability in the CLF. PWTDs at NSF continue to reflect lower participation rates in comparison to the federal high, which represents their availability in the federal workforce as a whole.

NSF's 1,176 permanent employees in 2014 were distributed across 12 components, which are referred to as "directorates" at NSF. The demographic composition for each of NSF's 12 components by sex and racial/ethnic category are shown in the charts, below.

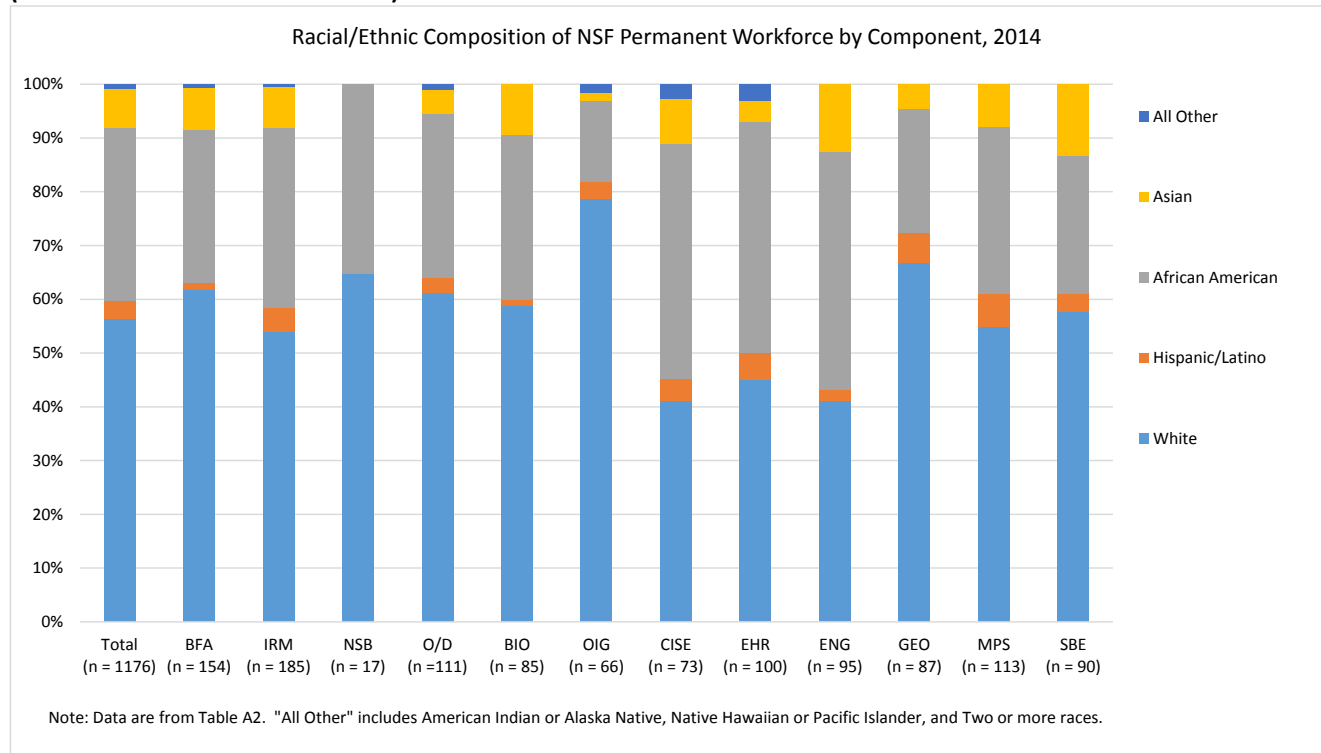**Chart 4. Sex of NSF Permanent Workforce by Component, FY 2014**
(Source: Workforce Data Table A2)

Sex Composition of NSF Permanent Workforce by Component, 2014

Note: Data are from Table A2.
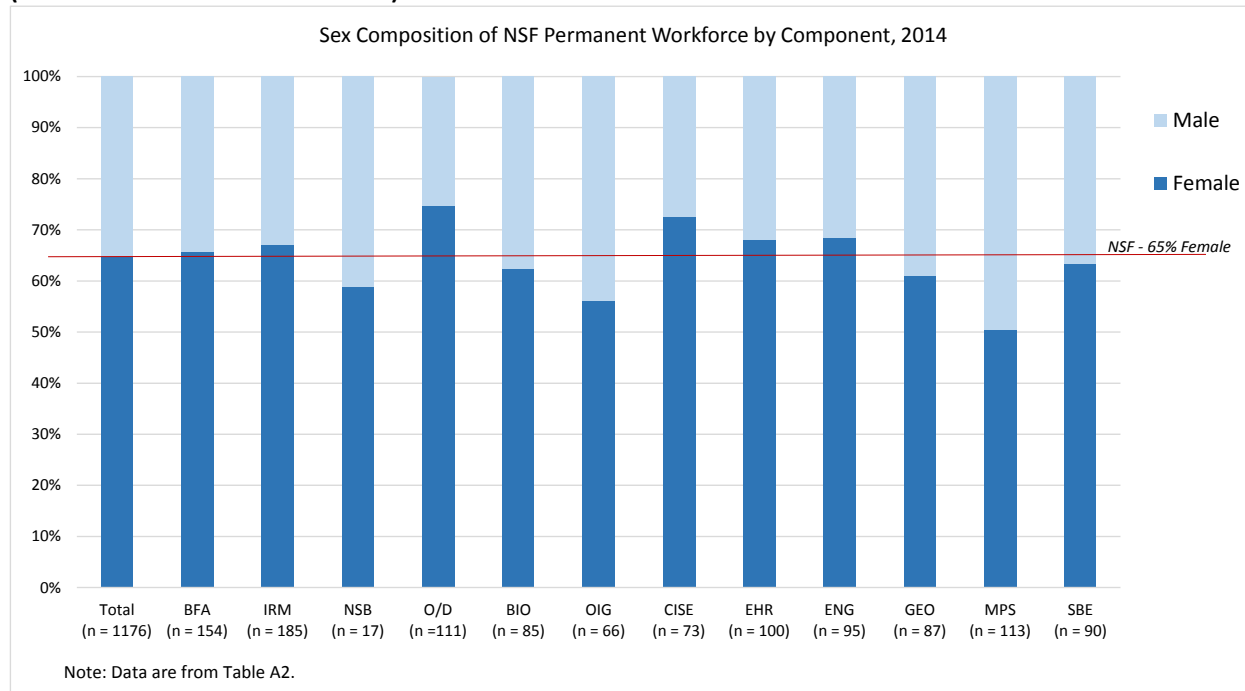
- Overall, 65% of NSF's permanent employees were female, which is higher than the U.S. national representation of females in the labor force (48% female);
- Females accounted for at least half of all permanent employees in all of NSF's directorates;
- The Mathematics and Physical Sciences (MPS) directorate 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.

**Chart 5. Race/Ethnicity of NSF Permanent Workforce by Component, FY 2014
(Source: Workforce Data Table A2)**

Racial/Ethnic Composition of NSF Permanent Workforce by Component, 2014

Note: Data are from Table A2. "All Other" includes American Indian or Alaska Native, Native Hawaiian or Pacific Islander, and Two or more races.
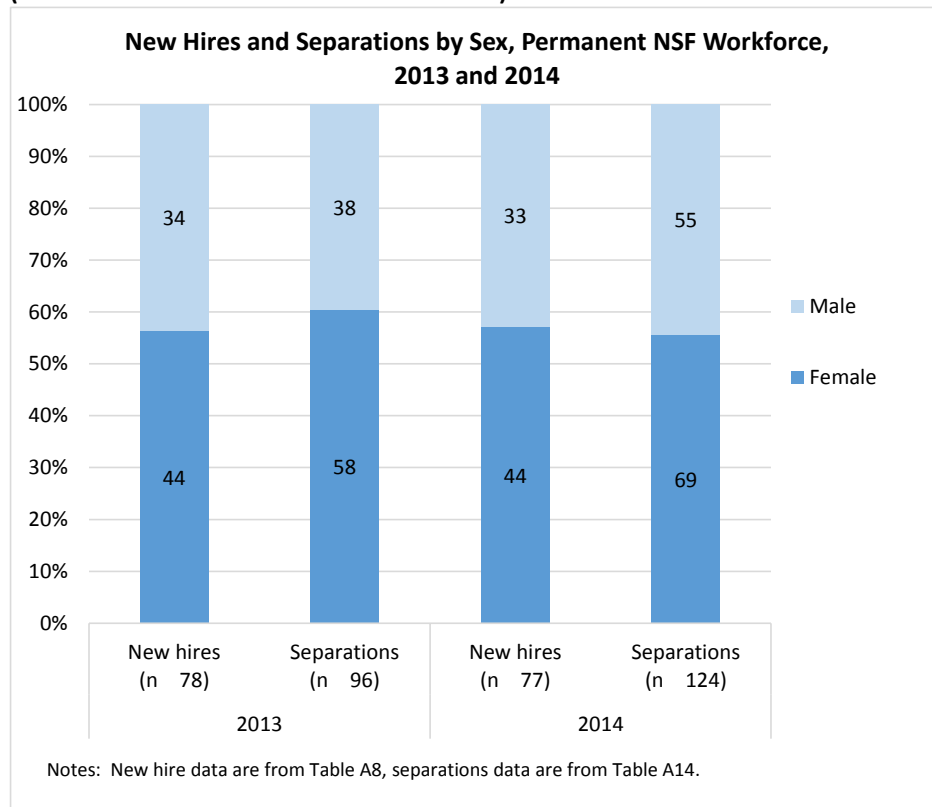
- Overall, the NSF workforce had a relatively higher percentage of employees of color (44%) than the U.S. comparable labor force (28%);
- Directorates' racial/ethnic compositions varied greatly, for example:
  - 79% of the NSF Office of the Inspector General (OIG) permanent workforce were white, with relatively small representations of Asians and African Americans when compared to other directorates;
  - African Americans accounted for ~44% 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 ~7% of NSF's overall permanent workforce and 4% of the comparable U.S. workforce, both ENG and the directorate of Social, Behavioral, and Economic Sciences (SBE) had workforces with 13% Asian permanent employees.
- Hispanic/Latinos accounted for 3.5% of the NSF workforce, a rate lower than the U.S. comparable labor force of 10% - the Geological Sciences (GEO) and MPS directorates had the highest representation of Hispanic/Latino permanent employees (~6%).

Recent new hires to and separations from the NSF permanent workforce by RNO and sex are shown in Charts 6 and 7. There were a similar number of new hires in both 2013 and 2014 but 29.2% more separations from the NSF permanent workforce in 2014 (n=124) than in 2013 (n=96).
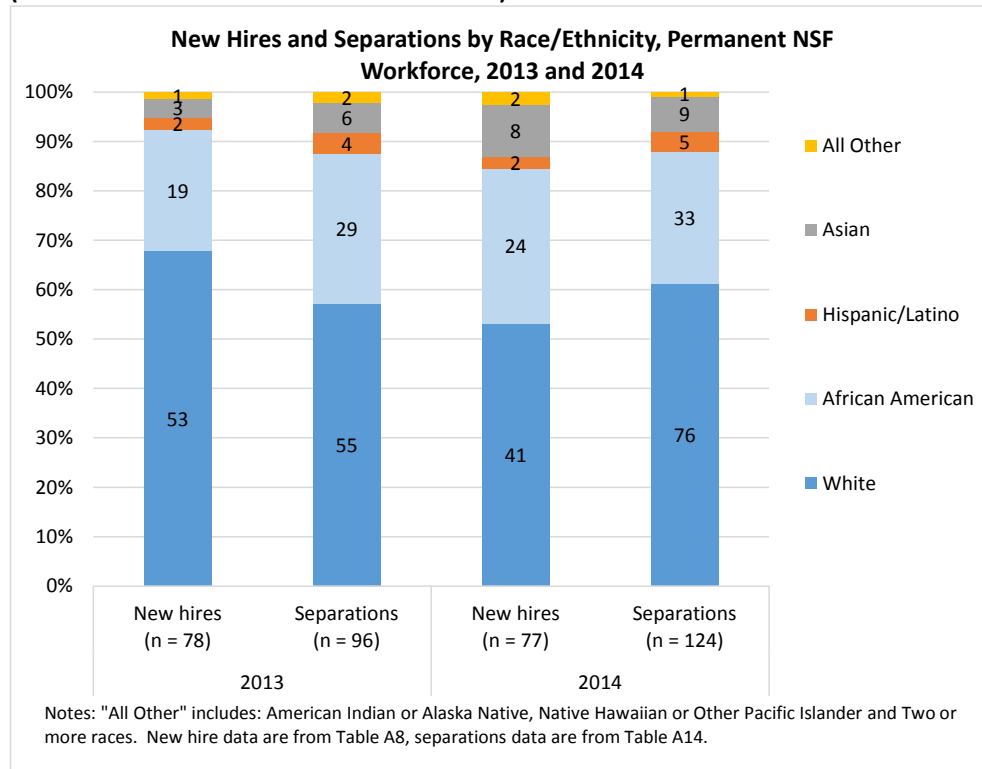
Chart 6. NSF New Hires by Sex, F   201   and 2014
(Source: Workforce Data Tables A8 and A14)

New Hires and Separations by Sex, Permanent NSF Workforce, 2013 and 2014

Notes: New hire data are from Table A8, separations data are from Table A14.

- The sex representation among new hires was similar in 2013 and 2014: ~56% of new NSF permanent employees were women in both years.
- Men accounted for a higher percentage of separations in 2014 (44%) than in 2013 (40%).

Chart 7. NSF New Hires and Separations by Race/Ethnicity, FY 201 and 2014 (Source: Workforce Data Tables A8 and A14)

New Hires and Separations by Race/Ethnicity, Permanent NSF Workforce, 2013 and 2014

Notes: "All Other" includes: American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander and Two or more races. New hire data are from Table A8, separations data are from Table A14.

- African Americans accounted for 31% of new hires in 2014, an increase from 24% in 2013 – concurrently, African Americans accounted for a lower percentage of separated employees in 2014 (27%) than in 2013 (30%);
- Hispanic/Latinos accounted for 4% of separations in both years but under 3% of new hires, underscoring previously identified issues associated with representation of Hispanic/Latinos in the NSF permanent workforce;
- The representation of Asians among new hires increased from 4% in 2013 to 10% in 2014;
- The representation of whites among new hires declined from 68% in 2013 to 53% in 2014, during this same time, white representation among separations increased from 57% in 2013 to 61% in 2014.

On April 16, 2014, the EEOC, Office of Federal Operations, Federal Sector Programs met with NSF to review the status of its EEO program with respect to 5 areas of focus: (1) Schedule A conversions; (2) reasonable accommodation program; (3) anti-harassment program; (4) barrier analysis focused on access to executive level positions; and (5) compliance with EEOC's Management Directives. The EEOC collected data and anecdotal information and in a letter dated September 29, 2014, provided NSF with feedback based on the aforementioned focus areas. Rather than try to address all of the workforce data tables – 28 combined – the EEOC recommends that federal agencies focus on a few target areas where we can make improvements. In accordance with the EEOC's recommendations, following is an update on each of the aforementioned focus areas based on the latest workforce data available.

(1) Schedule A Conversions

Disability is a unique aspect of diversity that crosses all racial, ethnic, gender, and socioeconomic categories. Accordingly, NSF's D&I Strategic Plan included the following goal:

Strategic Objective Concerning People with Disabilities (PWD): Use the Schedule A hiring authority for people with disabilities as an integral part of recruitment strategies to close identified workforce gaps.

An analysis of individuals with disabilities (IWDs) in NSF's workforce shows that 125 employees at NSF reported having disabilities and 15 employees self-identified as having targeted disabilities,[7] representing 1.01% of the total workforce. The number of employees with disabilities is below the federal high for individuals with targeted disabilities (IWTD), which is 2.27% (**Table B1**). There was no change in the number of IWTDs from FY13 to FY14 despite having an agency *Plan for the Recruitment and Hiring of Individuals with Disabilities and Targeted Disabilities FY 2011 – 2016*, which sets forth a 2% hiring goal for IWTDs.

In 2014, NSF hired 3 employees using the Schedule A Hiring Authority. The agency participated in 12 outreach activities focused on recruiting PWDs (see table below).

	Event	Location
1	Job Zone DC Army National Guard Career Fair	Washington DC Armory
2	Arlington Employment Career Fair	George Mason University
3	University of Maryland Career Fair	Largo, MD
4	Fort Myer Transition Office	Fort Myer, Arlington, VA
5	Operation War Fighter (OWF) Job Fair	Fort Belvoir, VA; Bethesda, MD
6	Job Zone DC Army National Guard Career Fair	Washington DC Armory
7	Persons With Disabilities Diversity Career Expo	Washington, DC
8	TAP Workshop	Fort Myer/Henderson Hall
9	Career Fair	Gallaudet University
10	Quantico Career Fair	Quantico, VA
11	Transitioning Veterans Workshop	Washington, DC
12	Operation War Fighter Employment Workshop	Alexandria, VA

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[7] The EEOC defines targeted disabilities as deafness, blindness, missing limbs, paralysis, convulsive disorders, mental impairment, and distortion (limb/spine).

NSF provided training to the NSF Administrative Managers Group, managers, and supervisors about the NSF Disability Program, including: Schedule A, SF-256 (Self-Identification of Disabilities), Executive Orders 13548 and 13518, and awareness of attitudinal barriers associated with people with disabilities. Internal discussions revealed the interrelationships between hiring activities and those associated with retention and advancement, underscoring the importance of emphasizing an inclusive work environment as critical in both recruiting and retaining people with disabilities.

(2) Reasonable Accommodations Program

NSF pursued an integrated set of strategies associated with "Reasonable Accommodations" (RA) as a means of fostering an inclusive work environment.

In FY 2014, NSF fulfilled 367 RA requests totaling approximately $171,000. The RAs provided to NSF employees cover a range of mental and physical disabilities including hidden disabilities (e.g., cognitive or learning disabilities), dexterity or mobility impairments, blind or visual impairments, deaf or hard of hearing, and post-traumatic stress disorder. Examples of fulfilled RAs include: Apple iPads, large monitors with LED displays, adjustable standing desks, keyboard trays, mouse modifications, anti-fatigue mats, ergonomic chairs, and Evernote software. Moreover, all in-person panelists and visitors may request reasonable accommodations while visiting NSF.

Inclusion transcends compliance to create a climate in which individuals are provided the resources to perform their jobs and in which all employees are encouraged to participate. The impact of NSF's RA program is substantial, improving the quality of life for an important segment of the workforce and providing an inclusive workplace for all. When a workplace barrier is removed for one employee, it improves that employee's morale and productivity, with residual benefits for all employees to accomplish the agency's mission.

An inclusive climate associated with disability status is reflected in other ways at NSF. For example, since 1994 the NSF Research in Disabilities in Education (RDE) funding program has advanced "…the goal of broadening the participation and achievement of postsecondary students with disabilities in STEM.… by making strategic investments in educational and institutional Model Building and in basic and applied Broadening Participation Research in STEM Education...." In FY 2013, with the consolidation of STEM investments, RDE became a component of other NSF human resources funding programs.

Section 508 Compliance
To ensure that NSF's electronic and information technology infrastructure is accessible to people with disabilities, NSF designed its website according to federal Section 508-compliance guidelines. Moreover, by encouraging all employees to telework and use virtual technology to connect to trainings, meetings, and town hall discussions, NSF has strengthened employee engagement and drastically improved career-life balance for its employees.

In addition, NSF has been a leader in implementing and continuing to expand the use of both Virtual Panels and Hybrid Panels to evaluate funding proposals submitted to NSF. The use of Virtual and Hybrid Panels provides an opportunity for a more

> *"Using my accommodations desk and monitor, I was able to conduct a meeting where it was key to be able to review documents on SharePoint. The monitor was optimally positioned for three persons to view and discuss electronic documents. The Evoluent mouse from CAPTEC is keeping wrist pain down, which is great. I continue to receive benefit from standing while working. I have pain free days now!!!"*
>
> *NSF Employee utilizing RA program*

diverse representation of proposal reviewers, who otherwise may not be able to travel to NSF's physical location due to a disability or other restrictions (e.g., individuals at teaching-intensive institutions or with family obligations that impact travel). A more diverse pool of reviewers ensures that the NSF merit review process receives input that represents a variety of perspectives.

NSF has partnered with the General Services Administration (GSA) to conduct trainings on a variety of Section 508 topics including: creating accessible documents; best practices for creating accessible e-Learning; and developing accessible multimedia including best practices for conducting accessible virtual meetings. NSF's leadership in this area resulted in the formation of a government-wide Instructional System Designer (ISD) Section 508 Compliance Working Group in partnership with GSA.

In summary, the actions NSF has taken associated with inclusion of people with disabilities have utilized equipment and technology to increase participation and inclusion of people with disabilities in NSF's workforce. NSF's successful approach to accommodating people with disabilities has been recognized and sought out by other agencies.

(3) Anti-Harassment Programs

In 2014, NSF facilitated Civil Treatment for Leaders, sponsored by ELI, which addressed the agency's need for managing conflict and for creating and maintaining a civil, productive, and inclusive work environment. The topics included welcoming concerns, coaching and managing performance, addressing inappropriate behavior, making employment decisions, and modeling behaviors that ensure an inclusive work environment. The course also emphasized leadership and leadership responsibilities involving:

- Harassment;
- Discrimination;
- Retaliation;
- Bullying/Abusive Treatment;
- Accountability and Performance Management;
- Duty to Act;
- Fair Hiring, Selection, and Promotion;
- Documenting Workplace Events and/or Accommodations; and
- Employee Requests for Leave

The certification training was provided to key personnel from the Office of Diversity and Inclusion and the Human Resource Management Division's (HRM) Employee Relations Branch, and the Academy. Once certified, these staff members will train the workforce on these important principles.

In addition, NSF is in the final stages of completing a workplace violence policy that includes attention to bullying and harassment. The civil treatment content in this policy is included in the curriculum for NSF's newly-launched "Introduction to Federal Supervision" course.

(4) Barrier Analysis Focused on Executive Level Positions

Glass Ceiling Benchmarks and SES Pipeline Analyses, FY 2014

Personnel data from the Federal Personnel Payroll System (FPPS) were downloaded using Hyperion into an Excel spreadsheet and then uploaded to the Statistical Package for the Social Sciences (SPSS) for analysis. Analysis was limited to the NSF permanent workforce, consistent with data in the original MD-715 workbook on tabs A2 Perm and B2 Perm[8].

Disaggregation of the 67 permanent SES employees in FY 2014 across the 12 directorates (first sub-agency organizational units) does not permit meaningful analyses by race/ethnicity and sex (in alignment with Table A2) or disability status (in alignment with Table B2). The seven Research Directorates (36 SES employees) are closely associated with execution of NSF's mission as a science agency, while the five Business Offices (31 SES employees) provide the critical support functions associated with mission execution. This aggregation permits limited analysis, but small subgroup sizes, especially associated with Asian and Hispanic/Latino employees need to be noted as potential limiting factors in analyses of the SES pipeline. Consolidation of data across several years may be more effective to obtain sufficient data for SES pipeline analyses.

NSF's 12 directorates were aggregated into the following two groups:

Research (STEM) Directorates	Business Offices
• Biological Sciences (BIO)	• Budget, Finance & Award Management (BFA)
• Computer & Information Sciences & Engineering (CISE)	• Information & Resource Management (IRM)
• Education & Human Resources (EHR)	• National Science Board (NSB)
• Engineering (ENG)	• Office of the Director (OD)
• Geosciences (GEO)	• Office of the Inspector General (OIG)
• Mathematical & Physical Sciences (MPS)	
• Social, Behavioral, & Economic Sciences (SBE)	

As one illustration of the workforce implications associated with Research Directorates versus the Business Offices, summary data from Tables A2 Perm and A2 Temp in the original MD-715 workbook indicate the following:

	Permanent	Temporary	Total
Research	643	153	796
Business	533	43	576
Total	**1,176**	**196**	**1,372**

Overall, 78 percent of NSF's Temporary employees are in the research directorates, generally as "rotators" who serve as program officers and administrators for one to four years and then return to their "home" institutions.

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[8] The titles for these tables were: "Table A2 – Permanent Workforce by Component – Distribution by Race/Ethnicity and Sex" and "Table B2 – Permanent Workforce by Component – Distribution by Disability."

Consistent with other MD 715 data provided by HRM, these new analyses were completed separately for race/ethnicity and sex and disability status, yet are presented together (a heavy black line indicates this separation).

For the Upward Mobility Benchmark (UMB), consistent with EEOC guidance, the UMB for each race/ethnicity by sex group was computed via the following equation:

$$\left(UMB_{i,j}\right) = \frac{x_{i,j}}{\sum \sum_{i=1,j=1}^{2,7} x_{i,j}}$$

Where: $x_{i,j}$ Permanent NSF workforce of given sex and race/ethnicity
i = sex   (2 categories: female, male)
j = race/ethnicity   (7 mutually exclusive categories: Asian, Black or African American, Hispanic or Latino, White, American Indian or Alaska Native, Native Hawaiian or Pacific Islander, Two or More Races)

Due to small subgroup sizes (as noted), individuals who indicated a race/ethnicity of "American Indian/Alaska Native," "Native Hawaiian/Pacific Islander," or "Two or More Races" were not reported in the "Glass Ceiling Benchmarks, FY 2014" and "SES Pipeline, FY 2014" tables. These individuals were not excluded from the computation of the denominator in the above equation.

The UMB for disability status was computed via the following equation:

$$\left(UMB_k\right) = \frac{x_k}{\sum_{k=1}^{3} x_k}$$

Where: x_k Permanent NSF workforce of given disability status
k = disability status   (3 categories: Reported a disability, no disability reported, and not identified)

"Professional Category," the term used in the EEOC September 29, 2014 memo, includes NSF permanent employees in the "Managerial" job family, which include positions with the primary responsibility for management of the NSF workforce. SES includes members of the NSF permanent workforce who were in the Excepted Service pay plan. The equations, above, were used to compute the SES and "Professional Category" benchmarks for each of the eight race/ethnicity and sex categories and the three disability status categories (i.e., "Glass Ceiling Benchmarks, FY 2014" and "SES Pipeline, FY 2014").

Demographic data on the 300 NSF permanent AD-4 employees[9] were included as an additional benchmark for the pipeline analysis because AD-4 employees form a potential feeder pool to the SES. Those in AD-5 positions generally do not advance to SES.

Key findings from the SES pipeline table indicate the following in the Research Directorates:

- There do not appear to be barriers in either the GS-pathway or the AD4 entry-point into the SES for Asian females or in the AD-4 entry point for African American females;
- The representation of African American females and males in the AD pipeline, of Asian males in the GS pipeline, and of Hispanic/Latino females and males both in the AD and GS pipelines into the SES is too low to draw meaningful conclusions;
- African American females and males are more highly represented at the GS13 level than at subsequent points in the pipeline into the SES;
- White females and males are more highly represented at subsequent GS levels beyond GS13 into the SES;
- Asian males are more highly represented in the AD-4 level than they are in the overall NSF workforce or in the SES; and
- Likewise, white females and males are also more highly represented in the AD-4 level than in the overall NSF workforce but unlike Asian males, are more highly represented in the SES.

The data suggest that Asian males may experience a barrier in moving from the AD-4 as a point-of-entry into the SES while African American females and males may experience a glass ceiling at the GS13 rank.

Key findings from the SES pipeline table indicate the following in the Business Offices:

- There do not appear to be barriers to advancement to the SES for Asian females and the low overall representation of Hispanic/Latinos of both sexes suggest caution in interpreting these data;
- Similar to findings in the Research Directorates analysis above, Asian males are more likely to be in the AD-4 level than in the overall NSF workforce within the Business Offices but are not represented in the SES positions, and while Asian males account for a small percent of those in GS13 and GS14 levels, they are absent from GS15 positions;
- African American females are more highly represented at the GS13 level and African American males are more highly represented at the GS14 level than they are among the SES;
- White females are more highly represented at each subsequent GS pathway step towards the SES but are less likely to be in the SES than at the GS15 level; and
- White males are more highly represented at each subsequent GS level and then at the SES level.

In terms of potential barriers to advancement into the SES within the Business Offices, therefore, the data suggest that Asian males may experience barriers in moving from the AD4 as a point-of-entry into the SES; African American females and males may experience barriers at the GS14 rank; and white females may experience barriers at the GS15 level on the pathway to the SES.

Among persons with disabilities, the data suggest there are no barriers to advancement to the SES in the Business Offices. Within the Research Directorates, however, the AD-4 level appears to be where barriers are impeding advancement into the SES.