

Diversity and EEO Supervisory Performance Indicators

The following performance indicators are examples of specific, measurable actions that can be taken to meet or exceed the diversity and EEO components of the critical element *“Leading and Managing People.”* The indicators are not meant to be exhaustive, nor would one expect every manager to be taking all of the actions described. Rather, the examples are intended to give rating officials a better understanding of what successful diversity and EEO performance might look like.

- ***Critical Element Language: An inclusive work environment exists where employees are valued and respected for their individual and cultural differences, treat one another fairly and with respect, and their talents are utilized, regardless of background.***

Examples:

- Advocates for diversity and inclusion in the organization.
- Values and considers diversity of team assignments, panel memberships, developmental opportunities, etc., and ensures under-represented populations are included.
- Participates in diversity dialogues and diversity training.
- Encourages employees to participate in diversity training.

- ***Critical Element Language: The work environment encourages the open and honest exchange of information and the expression of ideas, diverse opinions, and dissenting views while presenting one voice to the public.***

Examples:

- Solicits diverse points of view in meetings and offers alternative methods for expressing ideas, e.g., one-on-one conversations, emails, anonymously.
- Recognizes and rewards employees for open and honest exchanges of information.
- Uses trained facilitators to encourage exchange of information, when appropriate.

- ***Critical Element Language: The work environment is free of discrimination, harassment, and retaliation of any kind and accessible to qualified individuals with disabilities.***

Examples:

- Is knowledgeable of and implements NASA anti-harassment procedures.
- Promptly responds to requests for reasonable accommodations by qualified individuals with disabilities in accordance with NASA Procedural Requirement 3713.1A.
- Contacts EO Office for technical assistance on EEO matters, such as providing reasonable accommodations, anti-harassment procedures, religious accommodations, etc.

- Monitors employees' completion of required EEO training, e.g., No FEAR Act training, and encourages participation in non-required training.
- Proactively monitors work environment to ensure accessibility for individuals with disabilities, and contacts facilities manager if there are concerns.
- Reiterates and supports Diversity and EEO policies during all hands meetings at least annually.
- Reacts immediately and consistently to stop inappropriate jokes, language, and behavior, or any other discriminatory or retaliatory behavior.

➤ **Critical Element Language: Conflicts are resolved in a positive and constructive manner and complaints of discrimination are resolved, if possible, by engaging in an alternate dispute resolution (ADR) process.**

Examples:

- Participates in and encourages employees to participate in NASA Conflict Management Program training.
- Contacts EEO Office for technical assistance or advice at earliest possible stage, before conflicts rise to EEO complaints or grievances.
- Participates in, or advocates for ADR when appropriate.
- Cooperates with EEO officials in discrimination complaint process.
- Retaliation/reprisal against employees who engage in ADR or the EEO complaint process is not tolerated.

➤ **Critical Element Language: To address skill imbalances and succession needs, highly qualified candidates are hired, developed, and promoted ensuring adherence to the Merit Systems Principles and equal opportunity without regard to race, color, national origin, sex, sexual orientation, or religion and by providing, if needed, reasonable accommodation(s) to an otherwise qualified individual with a disability, utilizing all available hiring flexibilities.**

Examples:

- Ensures transparency in personnel practices so that all employees know of opportunities for mentoring, developmental programs, details, special assignments, "tiger teams," etc.
- Carefully reviews application and nomination packages to ensure all qualified employees and applicants have equal opportunities for employment, promotions, developmental programs, and awards.
- Makes effort to increase representation of under-represented populations in the organization through internships, co-op program, hires, promotions, details, etc.
- Seeks guidance from HC and EEO regarding Schedule A appointments to hire individuals with disabilities.
- Is familiar with the Model EEO Center Plan and works with the EO Office to implement specific actions of the Plan.

- Utilizes non-traditional recruitment sources when advertising vacancies, to broaden the applicant pool.