



# National Transportation Safety Board

Washington, DC 20594

Office of Equal Employment Opportunity,  
Diversity, and Inclusion

April 29, 2014

Mr. Dexter Brooks  
U.S. Equal Employment Opportunity Commission  
Office of Federal Operations  
PO Box 77960  
Washington, DC 20013

Dear Mr. Brooks:

Attached is the 2013 program status report for the National Transportation Safety Board (NTSB), as required by EEOC Management Directive 715. As requested, the attached report contains the NTSB's MD-715 report, workforce tables, organizational chart, and copies of EEO Policies.

If you have any questions regarding this report, please contact me at (202) 314-6190 or [guestf@ntsb.gov](mailto:guestf@ntsb.gov).

Sincerely,

Fara D. Guest  
EEO/ODI Director

Attachments



# National Transportation Safety Board

490 L'Enfant Plaza East,  
SW Washington, DC 20594

## Management Directive (MD) 715 Report FY 2013

|  |   |                        |   |                |
|--|---|------------------------|---|----------------|
| <b>EEOC FORM<br/>715-01<br/>PART A - D</b>   | <b>U.S. Equal Employment Opportunity Commission<br/>FEDERAL AGENCY ANNUAL<br/>EEO PROGRAM STATUS REPORT</b> |                        |   |                |
| <b>For period covering October 1, 2012 , to September 30, 2013</b>                             |   |                        |   |                |
| <b>PART A</b><br>Department<br>or Agency<br>Identifying<br>Information                         | <b>1. Agency</b>  |                        | <b>1. National Transportation Safety Board</b>        |                |
|  | 1.a. 2 <sup>nd</sup> level reporting component  |                        |   |                |
|  | 1.b. 3 <sup>rd</sup> level reporting component  |                        |   |                |
|  | 1.c. 4 <sup>th</sup> level reporting component  |                        |   |                |
|  | <b>2. Address</b>   |                        | <b>2. 490 L'Enfant Plaza SW</b>                       |                |
|  | <b>3. City, State, Zip Code</b>   |                        | <b>3. Washington, DC 20594-0001</b>                   |                |
|  | <b>4. CPDF Code</b>   | <b>5. FIPS code(s)</b> | <b>4. TB00</b>  | <b>5. 4107</b> |
| <b>PART B</b><br>Total<br>Employment   | <b>1. Enter total number of permanent full-time and part-time employees</b>                                 |                        | <b>1 396</b>  |                |
|  | <b>2. Enter total number of temporary employees</b>   |                        | <b>2. 14</b>  |                |
|  | <b>3. Enter total number employees paid from non-appropriated funds</b>                                     |                        | <b>3. 0</b>   |                |
|  | <b>4. TOTAL EMPLOYMENT [add lines B 1 through 3]</b>  |                        | <b>4.410</b>  |                |
| <b>PART C</b><br>Agency<br>Official(s)<br>Responsible<br>For Oversight<br>of EEO<br>Program(s) | <b>1. Head of Agency<br/>Official Title</b>   |                        | <b>1. Christopher A. Hart, Acting Chairman</b>        |                |
|  | <b>2. Agency Head Designee</b>  |                        | <b>2.</b>   |                |
|  | <b>3. Principal EEO Director/Official<br/>Official Title/series/grade</b>                                   |                        | <b>3. Fara D. Guest, EEODI Director, GS-260-14</b>    |                |
|  | <b>4. Title VII Affirmative EEO<br/>Program Official</b>  |                        | <b>4. Same as #3, above</b>                           |                |
|  | <b>5. Section 501 Affirmative Action<br/>Program Official</b>   |                        | <b>5. Same as #3, above</b>                           |                |
|  | <b>6. Complaint Processing Program<br/>Manager</b>  |                        | <b>6. Same as #3, above</b>                           |                |
|  | <b>7. Other Responsible EEO Staff</b>   |                        | Collateral Duty Special Emphasis Program Managers (2) |                |
| Collateral Duty Disability Employment Program Manager (1)                                      |   |                        |   |                |
|  |   |                        |   |                |

| EEOC FORM<br>715-01<br>PART A - D   | <i>U.S. Equal Employment Opportunity Commission</i><br>FEDERAL AGENCY ANNUAL<br>EEO PROGRAM STATUS REPORT |   |                       |
|---|---|---|-----------------------|
| <b>PART D</b><br>List of<br>Subordinate<br>Components<br>Covered in This<br>Report                        | <b>Subordinate Component and Location (City/State)</b>  | <b>CPDF<br/>and<br/>FIPS<br/>codes</b>  |                       |
|   |   |   |                       |
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|   |   |   |                       |
| <b>EEOC FORMS and Documents Included With This Report</b>   |   |   |                       |
| ▶ Executive Summary [FORM 715-01 PART E], that includes:  | X   | ▶ Optional Annual Self-Assessment Checklist Against Essential Elements [FORM 715-01, PART 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 715-01, PART 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] | N/A                   |
| 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<br>In<br>FED<br>SEP |
| ▶ 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  |                       |
| ▶ Copies of relevant EEO Policy Statement(s) and/or excerpts from revisions made to EEO Policy Statements | X   | ▶ Organizational Chart  | X                     |

National Transportation Safety Board

For period covering October 1, 2012 to  
September 30, 2013.

## EXECUTIVE SUMMARY

### INTRODUCTION

On October 1, 2003, Management Directive 715 (MD-715) became effective and superseded previous Equal Employment Opportunity Commission (EEOC) guidelines on federal affirmative employment. Under the new set of guidelines, the EEOC emphasized that Title VII of the Civil Rights Act of 1964, as amended, and Section 501 of the Rehabilitation Act of 1973, as amended, require federal agencies to take proactive steps to ensure equal employment opportunity (EEO) for all employees and applicants for employment. The overarching objective of MD-715 is to assist agencies with establishing systems that monitor compliance with federal anti-discrimination statutes and proactively prevent potential discrimination.

### MISSION

The NTSB is an independent federal agency charged by Congress with investigating every civil aviation accident in the United States and significant accidents in the other modes of transportation—railroad, highway, marine, and pipeline. We determine the probable cause of the accidents we investigate and issue safety recommendations aimed at preventing future accidents. In addition, we coordinate the resources of the federal government and other organizations to provide assistance to victims and their family members affected by major transportation disasters. And finally, the NTSB adjudicates airman and mariner certification appeals.

The NTSB derives its authority from Title 49 of the *United States Code*, Chapter 11, and its rules are available in [Chapter VIII, Title 49 of the Code of Federal Regulations](#).

#### **The NTSB's legislative mandate is to**

- Maintain our Congressionally mandated independence and objectivity;
- Conduct objective, precise accident investigations and safety studies;
- Perform fair and objective airman and mariner certification appeals;
- Advocate and promote safety recommendations; and
- Assist victims of transportation accidents and their families.

As the NTSB faces the challenges of significant workload growth and increasing numbers of retirements, we will continue to recruit, develop, and retain a high-performing workforce. The NTSB's Strategic Plan for fiscal years (FYs) 2013–2016 serves as a roadmap to guide the agency for the next 3 years. The plan establishes and prioritizes strategic goals, objectives, and strategies and sets the tangible standards to be used to measure our success in performing our mission and providing good resource stewardship.

The FY 2013–2016 Strategic Plan provides a revised mission statement reflecting the expansion of the agency’s core values to include diversity and inclusion in the workplace. The plan’s aim is to stimulate and promote beneficial change within the transportation community, consistent with NTSB’s mission and core values. The NTSB core values embrace transparency, accountability, integrity, diversity, and inclusion in our day-to-day work.

At the NTSB, we engage the entire workforce of 410 permanent and temporary employees to sustain an inclusive, innovative, and collaborative workplace. The NTSB senior management team is committed to achieving a workforce that is both high-performing and diverse, with full representation of women and men, minority groups, people with disabilities, and veterans. The agency’s concept of diversity encompasses differences of culture, background, and life experience. Fulfilling our diversity and inclusion vision requires the commitment of all employees, working together as we carry out our transportation safety mission.

## **EEO, DIVERSITY AND INCLUSION ACCOMPLISHMENTS**

FY 2013 was a period of growth, development, and engagement for the NTSB Equal Employment Opportunity, Diversity, and Inclusion (EEODI) program. Supported by the agency leadership, the EEODI Director promoted the program’s role, and it was fully integrated into the NTSB governance structure. The EEODI program gained greater visibility and credibility, which supported the agency leadership’s goals of creating a work environment that is inclusive, fair, and committed to EEO, Diversity, Inclusion and merit principles.

Our FY 2013 accomplishments, as identified below, reflect the agency’s strong commitment to the EEODI program and to the six essential elements of a model EEO program, listed in MD-715. (Essential elements A–F are discussed individually later in this report.)

The Director, EEODI selected two employees to serve on consecutive developmental details to enhance their knowledge, skills, and professional growth in the areas of EEO, Diversity, and Inclusion. This year, the Office of EEODI also collaborated with the Career Development Advisor in Office of the Managing Director to reach mutual target audiences, undertake new projects, and to form strategic partnerships to fully engage and integrate EEO, Diversity, and Inclusion objectives into the entire organizational culture.

## **EEODI COMMEMORATIVE MONTH PROGRAMS & DIVERSITY CELEBRATIONS**

January 2013, in conjunction with the Southwest Interagency Committee (SWIC), the NTSB presented the Martin L. King, Jr. commemorative celebration, with an author, television personality and motivational speaker, who shared his personal positive perspective on Dr. King’s “Dream of Freedom and Equality For All”.

In February 2013, the NTSB hosted and presented a Black History Month commemorative celebration, in conjunction with the Office of Personnel Management (OPM) and the Federal Interagency Diversity Partnership (FIDP). The theme was “At the Crossroads of Freedom and Equality”. The program acknowledged the significant historical impact of the 150<sup>th</sup> Anniversary Emancipation Program and the 50<sup>th</sup> Anniversary March on Washington. The keynote speakers were the Director of the U.S. Office of Personnel Management and an EEOC Commissioner. The

significant highlight of this event however, was the stories retold by actual participants of the 1963 Civil Rights March on Washington.

The NTSB, in collaboration with SWIC, hosted and presented the National Women's History Month Commemorative Program with the theme "Accelerating Science, Technology, Engineering, and Mathematics (STEM) Careers". The keynote speaker was the Director of the Office of Economic Impact and Diversity at the U.S. Department of Energy. The program included moderated career profile discussions with distinguished STEM panel member representatives from the Department of Health and Human Services, the National Aeronautical and Space Administration, the US Department of Energy, and the NTSB. STEM exhibits designed by NTSB women in our mission-oriented occupations showcased the critical investigative work performed in support of the transportation safety mission of the NTSB.

In May, 2013, in conjunction with the SWIC, the NTSB presented the 2013 Asian Pacific American Heritage Month Commemorative Celebration. The theme was "Leadership, Diversity, Empowerment and Beyond". The keynote speaker was the Managing Director of TransPacific Communications, who spoke on how she became the Director of her own company by overcoming struggles with language and communication with people from different cultures. The author of "American Superwoman" also told stories of Asian American women who were pioneers and how they dreamed big, persevered, and accomplished their career goals and objectives.

Also in May, 2013, in conjunction with the FIDP, the NTSB hosted a Holocaust Memorial Remembrance Program at the Lincoln Theatre; the theme was "Holocaust Children." There were several guest speakers including a Czech Jewish Holocaust Survivor of the Theresienstadt Concentration Camp, a German Jewish Holocaust survivor of the Theresienstadt Concentration Camp, and a Concentration Camp Liberator.

And, in May, 2013, the NTSB hosted its third annual Diversity Day Celebration; the theme was "Dare to Get On Board." This program was designed to engage and educate the entire workforce about the value and benefit of workplace diversity and inclusion. The keynote speaker was the special advisor on Performance Culture and Employee Engagement to the Deputy Chief of Staff, the Chief Human Capital Officers Council, and the Labor Management Council at the Office of Personnel Management (OPM). The NTSB Office of EEODI presented a Diversity DARE video that was developed in 2012. There were also employee exhibits displayed from the various cultures that are represented at the NTSB.

In September, 2013, the NTSB Hispanic Employment Program Manager (HEPM), in conjunction with the SWIC, hosted and presented the 2013 Hispanic Heritage Commemorative Celebration; the theme was "Hispanics Serving and Leading our Nation with Pride and Honor." The keynote speaker was the Office of Personnel Management's Director for the Office of Diversity and Inclusion. The Director focused on how to incorporate diversity and inclusion in the federal workplace, the significance of agency Employee View Point Survey (EVS) scores, cultural bias in the workplace, and the number of Hispanics that have served our nation in the past and present with honor and pride.

In October, 2013, in collaboration with the Broadcasting Board of Governors (BBG), the NTSB presented the National Disability Employment Awareness Month Celebration with the Commissioner of the Administration on Developmental Disabilities at the Department of Health

and Human Services as the keynote speaker.

The NTSB Director, Equal Employment Opportunity, Diversity, and Inclusion designed, developed, and distributed cultural awareness DVD Toolkits for senior management officials and other federal EEO practitioners . The toolkits contain DVD copies and flyers and program pamphlets of the most impactful special emphasis commemorative programs, and diversity series workshops and SES forums that were held at the NTSB and/or hosted by other federal affinity group partners in the local commuting area.

## **DIVERSITY AND INCLUSION BROWN BAG SERIES**

To gain more target audience participation, in June, 2013, the NTSB Mentoring Program and the EEODI Office collaborated to present a Diversity Brown Bag Series workshop on Resume Writing. A Recruitment Outreach Specialist at the Office of Personnel Management was the presenter. This workshop provided participants with information on how to develop a results-oriented resume that more effectively markets and brands their skills and accomplishments. The 101 NTSB and other federal agency participants left the workshop armed with information on how to create an effective resume.

In July, 2013, the EEODI Director presented several brown bag series workshops on “Branding Yourself for Success” for NTSB Professional Development Program (PDP) participants. The interactive multi-media presentation provided detailed information on how to discover, design, and define your personal, professional brand value and image. Employees left the work shop with new self-marketing tools and their own 30-second brand commercial. There were 15 participants at this event.

In August, 2013, the EEODI Office presented a Brown Bag Series titled “Suspending Judgment.” The Assistant Administrator in the Office of Equal Employment Opportunity and Civil Rights Compliance at the U.S. Small Business Administration served as the presenter. The interactive workshop covered the concepts, definitions, and the impact of cultural bias in the workplace and the need for managers and supervisors to develop cultural competency in order to communicate effectively across cultural lines to increase productivity and to obtain maximum employee engagement. There were 22 senior NTSB management officials in attendance that this event.

In April, 2014, the Deputy Director for the Office of Diversity and Inclusion at OPM, presented a Micro-Inequities Workshop for seven of the twelve members of the NTSB Diversity and Inclusion Advisory Committee (DIAC). This presentation was designed to identify what diversity and inclusion actually means with respect to American culture, and to define the basic building blocks that are required to help managers and supervisors advance fairness to increase productivity and morale in today’s federal workforce.

In September, 2013, in collaboration with NTSB Mentoring Program, the EEODI Office presented a Brown Bag Series workshop titled “Branding Yourself: How to Create a Professional Portfolio.” The Affirmative Employment Program Manager at the National Achieves and Records Administration served as the presenter. The workshop covered strategies for branding yourself by creating a professional business portfolio that will showcase the value, results, and impact of your past and present accomplishments.

During FY 2013, OPM hosted a Diversity and Inclusion Workshop for senior federal leaders. The Secretary General of the Council of Women World Leaders, Senior Advisor at Goldman Sachs, and author of the book *The Loudest Duck*, presented the workshop. The purpose of the workshop was to examine issues of diversity and inclusion, and how they affect the workplace today. Participants learned how to increase their ability to recognize the dynamics of diversity and inclusion within their individual federal organizations. Twelve (75%) of NTSB's senior management officials from the SES ranks attended these series of diversity workshops sponsored by OPM.

In November, 2012, the EEODI Office presented a Brown Bag Series workshop titled "Workplace Conflict Resolution;" a Commissioner with the Washington Field Office at the Federal Mediation and Conciliation Services presented the workshop. The interactive workshop was designed to inform managers and supervisors about the benefits of Alternative Dispute Resolution (ADR), how to deal with disgruntled employees, and how to build a mutually beneficial federal workplace. The event was attended by 20 NTSB supervisors and managers.

### **LEVERAGED SPECIAL EMPHASIS PROGRAM OUTREACH COLLABORATIONS**

During FY 2013, the NTSB co-sponsored (with 26 federal agencies) the 5th Annual Federal Diversity Interagency Partnership Training Day, which was held at the Hubert H. Humphrey Building. The theme was "Diversity and Inclusion: Why I CARE" (Competencies-Academia-Retention-Engagement). The forum was designed for change agents to discuss the current issues of diversity and inclusion in the federal workplace. The event also provided an opportunity for EEO, Diversity, and Inclusion practitioners to upgrade their skills on a variety of topics. Approximately 200 individuals attended this event.

In April, 2013, the NTSB Federal Women's Program Manager (FWPM) hosted a "Sister Summit" program, in collaboration with the US Department of Energy. The event was designed to encourage 50 high school and middle school students from the Washington DC metropolitan area to pursue Science, Technology, Engineering and Mathematics (STEM) education. Engineers from the NTSB Office of Research and Engineering displayed exhibits that highlighted the critical mission-oriented science, engineering, transportation safety, and accident investigative work performed at the NTSB.

In May 2013, several members of Women in Transportation International (WTS) participated in a guided tour at the NTSB Training Center that was hosted by the FWPM. At this event, NTSB investigators shared their experiences in investigating major aviation accidents.

In July 2013, the NTSB Chief of Computer Services, and Chief Information Security Officer participated in the YMCA Metropolitan Washington, Thingamajig Invention Convention at the Show Place Arena in Prince George's County, Maryland. This was the 19<sup>th</sup> Annual Thingamajig Invention Convention; this year's theme was "*Propelling a Child's Mind.*" Some of the sponsors for this year's event were the Federal Aviation Administration, DC Department of Public Works, Washington Gas, and many more. This event introduced students to the many career opportunities for youth, and encouraged youth development in STEM.

In September 2013, two employees from the NTSB's Office of Highway Safety participated in a STEM Career Fair at the Dulles Town Center, which was co-sponsored by Congressman Frank

Wolf and the National Science Foundation (NSF). The NTSB employees displayed several animations of accidents that the NTSB had investigated. They displayed an NTSB “go-bag,” and explained the equipment NTSB investigators use and the challenges of being on-call to investigate accidents. They also provided an interactive demonstration on how NTSB accident investigators calculate vehicle deceleration using speed and friction. Approximately 400 students and adults attended this event.

During FY 2013, the NTSB and the National Organizations for Youth Safety co-hosted their 3rd Annual Youth Open House and Transportation Education Day. It was open to ages 15 to 19 years old. The event was designed to focus the attention of young adults on traffic and transportation safety, and to acquaint them with the mission and functions of the NTSB. There were discussions addressing distracted and impaired driving, seat belt usage, roadway safety, and responsible driving behaviors. This event was attended by approximately 250 teens and adults.

In December, 2013, in collaboration with the FIDP, the NTSB hosted a brown bag session on “The Pros and Cons of Federal Agency Participation in Social Media”. The presenter was a Program Analyst in the Office of Diversity and Inclusion at OPM. The workshop discussed the potential strengths and weakness of using social media to reach the public that we serve, and explored the benefits versus risks of LinkedIn, Facebook, and Twitter from an overall practical business context. There were 18 attendees at this event.

### **MODEL EEO PROGRAM ASSESSMENT**

During the third quarter of FY 2013, the EEODI Director provided an overview of the functions of EEODI to the newly appointed members of the Diversity and Inclusion Advisory Committee (DIAC). The EEODI Director also delivered presentations and facilitated discussions on EEO, Diversity and Inclusion with various agency workgroups at the NTSB.

### **EMPLOYEE VIEWPOINT SURVEY IN AREAS RELATING TO DIVERSITY AND INCLUSION**

During FY 2013, the EEODI Director evaluated responses to two questions in the Employee Viewpoint Survey (EVS) relating to the EEO, Diversity and Inclusion. Positive ratings on Question 34, rating the policies and programs to promote diversity in the workplace (for example recruiting minorities and women, training in awareness of diversity issues, mentoring), decreased from 72.6% in FY 2012 to 66.71% in FY 2013—a decrease of 5.9%. Question 45, “My supervisor/team leader is committed to a workplace representative of all segments of society,” also showed a reduction in positive responses from 70.7% in FY 2012 to 68.18% in FY 2013—a decrease of 1.82%. All employees were invited to participate in the survey, which was conducted from April to May of 2013. The overall response rate in 2013 was 65.5%, which is significantly higher (8.6%) than last year’s response rate of 46.1%.

### **ISSUANCE OF REVISED EEO POLICIES AND NEW EEODI TRAINING CERTIFICATION**

In December 2013, the NTSB revised and published policies on (1) Anti-Harassment, Diversity and Inclusion, and (2) Equal Employment Opportunity. The No FEAR Act Notice was also issued

in August 26, 2013. In addition, mandatory “Limiting Harassment” on-line training was conducted, and was completed by 100 percent of the workforce.

### **PARTNERSHIP WITH THE US DEPARTMENT OF DEFENSE COMPUTER/ELECTRONIC ACCOMMODATIONS PROGRAM**

The NTSB maintains a permanent agreement with the US Department of Defense (DOD) Computer/Electronic Accommodations Program (CAP), which allows DOD CAP to provide assistive technology, devices, and reasonable accommodation assessment services to NTSB employees with disabilities at no cost to the agency. The EEODI Director, the Disability Employment Program Manager, and several NTSB employees visited the DOD CAP technology center in Virginia to discuss the new technologies the program has to offer and the process for obtaining DOD CAP services; the group also toured of the facility. As a result, in 2013, several NTSB employees received comprehensive assessments that resulted in the acquisition of approved telecommunication, computer, and office equipment in support of reasonable accommodation.

### **REORGANIZATION OF THE EEODI INTERNET PORTAL**

The EEODI Office maintained and updated its external website to cover the full scope of the EEODI office’s expanded mission and functions. The external portal was reorganized to offer new links to federal guidelines and resources. To inform and engage employees on diversity and inclusion issues and practices, an agency SharePoint site was created; it includes a diversity blog with information on cultural events, resources, and educational topics. It provides an e-mail address for the NTSB diversity “suggestion box” at [diversity@ntsb.gov](mailto:diversity@ntsb.gov). The portal also includes a link to EEODI policies and another link was provided to take the user to the diversity blogs.

### **SELF-ASSESSMENT**

Shortly after FY 2013 concluded, EEODI conducted the internal self-assessment required under Management Directive 715. Overall, NTSB met the majority of the compliance indicators under six (6) essential elements of the assessment (Part G). Below is the summary of the agency’s performance under each element of the self-assessment. When a compliance indicator was not met, EEODI developed an action plan (Part H) to close the gap.

#### **ESSENTIAL ELEMENT A: Demonstrated Commitment from NTSB Leadership**

MD-715 requires agency leadership and senior management officials to demonstrate a firm commitment to equal employment opportunities for all employees and applicants.

During FY2013, the NTSB Chairman, Vice Chairman, Board Members, and senior management officials demonstrated active participation and clear commitment to equal employment opportunity, diversity and inclusion. Examples of how agency leadership demonstrated its commitment to EEODI during 2013 include:

- The Chairman re-affirmed her commitment to EEO, Diversity and Inclusion by establishing diversity and inclusion as core organizational values at the 2013 all-hands meeting.

- The Chairman, Vice Chairman, and Board Members actively participated in all the agency-hosted special observances held during 2013. In addition, the NTSB Managing Director and several Office Directors participated in these events.
- The Chairman hosted a luncheon for Executive Women in Government, which included a roundtable discussion on professional development and networking.
- The Chairman issued revised EEODI policies on EEO, Anti-Harassment and Diversity and Inclusion. The revised policies were posted on the internal and external webpages.
- The Chairman hosted monthly brown bag lunch meetings with women at the GS-14 and above grade levels to discuss their perception of career advancement opportunities at the NTSB. As a result of these meetings, an Executive Shadowing Program was developed in FY 2013 to enhance career advancement opportunities for women in leadership and mission-critical positions. The pilot Executive Shadowing Program was launched in March 2014.

All of the actions above served to reaffirm the agency's dedication to these principles, which require NTSB employees to treat all individuals with dignity, equity, respect, and professionalism and to maintain an environment free of discrimination, harassment, and intimidation.

The EEODI Director is allocated sufficient resources and funding to ensure the success of the EEODI Office's operation and the fulfillment of its program mandate to achieve a model workplace. The EEODI Director was delegated authority to implement NTSB's EEO, Diversity and Inclusion plans and activities which are designed to improve EEO program efficiency and/or eliminate identified barriers to equality of opportunity for all NTSB employees and applicants. All supervisors and managers have EEODI compliance, with respect to staff participation, development, and employee engagement, as a critical element of their annual performance appraisals.

The NTSB met all but one (1) of the compliance indicators under Essential Element A. The compliance measure that was not fulfilled relates to managers and supervisors having received reasonable accommodation training in FY 2013. To partially comply with this requirement, NTSB senior management officials (including the Deputy Managing Director, the General and Deputy General Counsel, the Human Resource Management Chief and staff, the Office of General Counsel staff, and EEODI staff participated in the LRP publication webinar conference titled, *Reasonable Accommodation: Practical Guidance to Minimize Agency Liability*.

The current reasonable accommodation procedures are being revised and will be submitted to the EEOC for approval in April 2014. The EEODI Director will ensure that all managers and supervisors receive reasonable accommodation training during FY 2014, which will address the revised reasonable accommodation policy and procedures, changes under the ADA Amendment Act of 2008, and the Genetic Information Non-discrimination Act.

## **ESSENTIAL ELEMENT B: Integration of Equal Employment Opportunity, Diversity, and Inclusion into the NTSB's Mission**

Essential Element B links EEO and workforce diversity to the agency's ability to carry out its mission effectively. Element B also emphasizes the role of the EEODI Office as a resource for agency managers and supervisors, providing direction, guidance, and information (from monitoring the agency's activities) to ensure a diverse workforce. Examples of the agency's efforts to meet the objectives of Essential Element B are provided in this section.

The NTSB EEODI Director reports directly to the NTSB Chairman and functions as a full member of the NTSB Senior Management Team. In that capacity, the EEODI Director meets monthly with the Chairman on a variety of EEODI-related issues. The EEODI Director is an active member of the Senior Management Team and regularly provided feedback to agency leaders and office directors on all issues raised at the Chairman's weekly staff meetings.

The EEODI Director delivered the annual State of the Agency briefing to the Senior Management Team on December 18, 2013. In response to feedback from an April 18, 2013, EEOC technical site visit, the EEODI Director included confidentiality provisions in the December 2013 annual revision of the NTSB anti-harassment policy and operational procedures.

Two collateral duty EEODI staff members are also scheduled to participate in the EEOC MD-715 training on Barrier Analysis beginning in April 2014, as recommended in the November 1, 2013 EEOC technical site visit report. The EEODI Director worked to maintain and strengthen a positive working relationship with the Human Resources Division Chief, and they met frequently throughout the fiscal year to discuss Human Capital succession planning activities, the merit promotion plan, and hiring of women, minorities and individuals with disabilities in mission-critical positions. They also collaborated in developing and executing strategic recruitment plans for SES-level positions advertised during FY 2013.

The Chief Financial Officer (CFO) provided central funding for all approved accommodation requests that were not available through CAP. The EEODI Director engaged with other key offices to resolve EEO complaints and to plan and execute specific actions to fulfill EEO objectives and engage underutilized employees.

During FY 2013, the NTSB continued to fully integrate EEODI into the agency's strategic mission, as demonstrated by inclusion of the NTSB EEODI Director in the Chairman's weekly staff meetings and at the Executive Director's monthly standup meetings. This provided the EEODI Director with the opportunity to offer input into critical agency decisions and priorities, as well as feedback on NTSB policies and procedures.

The EEODI Director and collateral duty staff are trained annually to carry out their responsibilities and ensure the integrity of the EEODI Program. The NTSB EEODI program was sufficiently staffed and resourced to ensure a high degree of compliance with EEOC mandates.

The EEODI Director is supported by one full-time staff member, a collateral-duty Disability Employment Program Manager (DEPM), a collateral-duty Federal Women's Program Manager (FWPM), and a collateral-duty Hispanic Employment Program Manager (HEPM). The one

full-time EEO Specialist in EEODI attended *Writing Letters of Acceptance and Dismissal* training provided by Delany, Siegel, Zorn and Associates, Inc. (DSZ) and participated in online workshops on reasonable accommodation, and in webinars on the MD-715 certification process with the EEOC.

EEODI collateral duty staff also participated in the required annual technical training to maintain and enhance their EEODI competencies and/or EEO counselor annual certification updates. The HEPM also completed a Special Emphasis Program Manager certification course that was presented by the Defense Equal Opportunity Management Institute (DEOMI), which included an in-depth module on the MD-715 report.

The EEODI Director was involved in and consulted on the development of the agency's Strategic Plan for FY 2013-2016. In addition, the NTSB Diversity and Inclusion Strategic Plan (DISP) for FY 2012-2015, *Talent Management Objective 3.4.4* of the agency's Strategic Human Capital Plan, provides for the continued recruitment and retention of a highly skilled, diverse workforce; this is consistent with EEOC's MD-715 objectives for a model workplace. The EEODI Strategic Operating Plan objective 4.2 and 4.3 also tracks employee participation in diversity and inclusion organizational development activities, and in formal development programs. The EEODI Director has regularly scheduled meetings with the Acting Managing Director in 2013 and 2014 to collaborate on EEODI-planned activities and objectives for the strategic operating plan. In addition, as recommended in the November 1, 2013, EEOC technical site visit letter, the EEODI Director, in consultation with the Acting Managing Director, will conduct a benchmark study of small/medium-size federal agencies in FY 2014 to evaluate the feasibility of a separate strategic plan objective that supports diversity and inclusion in the NTSB workplace.

The Diversity and Inclusion Advisory Committee (DIAC) remained active in FY 2013. The DIAC is comprised of a cross-section of representatives from each office, and was established in FY 2012 to assist in supporting diversity and inclusion organizational development activities at the NTSB. The establishment of this committee is one of the first steps in a long-term agency strategy that demonstrates the Senior Management Team's sincere commitment to sustaining these practices within the NTSB organizational culture.

As previously stated, the EEODI Director collaborated with the NTSB Career Development Advisor on the development and execution of the NTSB Diversity Brown Bag Series workshops, the Mentoring Program, the Professional Development Program, the Leadership Development Program, and the new Pilot Executive Shadow Program.

The NTSB is working to foster a culture that encourages collaboration, flexibility, and fairness, enabling individuals to contribute to their full potential, and facilitating the retention of a diverse and highly skilled workforce. The NTSB is also creating structures and new strategies to equip leaders to manage diversity, be accountable, measure results with data, refine approaches on the basis of such data, and institutionalize a culture of inclusion and workforce engagement. Managers and supervisors are committed to achieving a workforce that is diverse, inclusive, and high performing. The NTSB's Senior Management Team has committed to creating and sustaining an organizational climate in which people of diverse backgrounds are fully included, engaged, valued, and respected.

NTSB managers and supervisors are also responsible for ensuring that the NTSB workplace is free

from discrimination, hostility, intimidation, reprisal, and harassment. They are expected to ensure that all employees are given equal opportunity for training and participation in NTSB career development programs, promotions, awards, details, work/life programs, and all other applicable benefits of federal employment. These expectations are reinforced at the Chairman's weekly staff meetings, and through training, diversity celebrations, and the day-to-day operation of the agency.

Agency-wide EEODI training is provided via online training, and is mandatory for all employees. The training covers the No Fear Act and Limiting Workforce Harassment; employees may also participate in the Diversity Brown Bag Series workshops and webinars. All employees have been briefed on the agency's EEODI policies through a variety of electronic communication mechanisms. The NTSB has also adopted core agency values of "transparency, accountability, integrity, diversity and inclusion".

### **ESSENTIAL ELEMENT C: Management and Program Accountability**

Essential Element C requires federal agencies to hold managers, supervisors, EEO officials, and human capital staff accountable for the implementation and management of the EEO program. During FY 2013, the NTSB met all compliance indicators under essential Element C, and no specific gaps were identified. Examples of how the NTSB met this requirement include the following:

The EEODI Director worked to maintain and strengthen a positive working relationship with the HR Chief and met with her frequently during the year. Additionally, the EEODI Director worked directly with the NTSB HR contractors that worked on the Agency's Human Capital Plan and the development and implementation of the NTSB Diversity and Inclusion Strategic Plan (DISP). Specifically, the EEODI Director—

- Reviewed the NTSB merit promotion plan to ensure the equitable recruitment of current and former federal employees with competitive service status, as well as the draft policy on category rating.
- Engaged with NTSB Office Directors to discuss EEODI policies.
- Reviewed and provided input for the development and execution of career ladder policy and procedures and various other specific workplace actions and programs that would recruit, engage, and develop underutilized employees.

The Human Resources Division, the Office of General Counsel, and the Office of EEODI worked closely in the development of the agency's revised draft reasonable accommodation policy and procedures that will be submitted with this year's 715 report. As a result of this collaboration, EEODI decided to make the Disability Employment Program Manager (DEPM) a key facilitator for ensuring accommodation requests are efficiently processed, mirroring some of the reasonable accommodation practices that are employed at the EEOC. Once the reasonable accommodation procedures are approved by the EEOC, the NTSB will conduct workshops on the new procedures that will be posted on the EEODI internal and external webpage(s) and will be provided to all new employees during the new employee orientation.

All managers and supervisors are required to take corrective actions to address systemic organizational barriers that may hinder progress in creating and maintaining an environment free from discrimination and all forms of harassment from which employees are protected by federal laws and regulations.

The NTSB Chairman will continue to hold all supervisors and managers accountable for ensuring that employees are aware of the regulations and laws governing discrimination, as well as those concerning harassment on all protected bases, including, but not limited to, sexual harassment, genetic information, and retaliation in the workplace. To demonstrate this value, the Chairman requires both in policy and in practice, that all NTSB employees maintain respectful and professional behavior as they interact with each other and/or the general public when conducting the agency's mission.

With respect to complaint processing (see EEOC Form 462 reports), complaints within the NTSB's administrative control were processed in a timely and efficient manner. Reasonable, good faith efforts were made to resolve EEO complaints throughout the informal and formal stages. ADR was offered to complainants at all stages of the complaint process.

The NTSB uses a complaint tracking and monitoring system (EEONET) to track the status of complaints at all stages. An updated PC version of this system will be purchased and deployed in FY 2014. In accordance with EEO MD-110, the NTSB verified that all contract counselors and investigators received the required 32 hours of training and 8 hours of annual refresher training. The agency has also implemented a procedure to improve its efficiency and the overall timeliness of EEO complaint investigations by not rehiring contractors that did not abide by MD-1614 timeline requirements.

### **ESSENTIAL ELEMENT D: Proactive Prevention**

Under this element, agencies are expected to be proactive in their efforts to prevent unlawful discrimination. This requires agencies to periodically review their systems and remove barriers to equal employment opportunity.

During FY 2013, the NTSB met all the compliance indicators and measures under Essential Element D, and no gaps were identified. NTSB demonstrated that it was proactive through the following:

- Office Directors proactively contacted the EEODI Director for assistance or guidance relating to the resolution of potential conflicts within their offices, which were addressed by customized "Civil Treatment" training or alternative dispute resolution (mediation) options. NTSB Office Directors also provided suggestions for and actively participated in the monthly special observances.

The NTSB published EEODI policy statements and published the annual the "No FEAR Act Notice." These materials are available to all employees, applicants, and contractors on the NTSB website and Intranet. Mandatory "Limiting Harassment" on-line training was fully implemented, with 100 percent of all NTSB employees completing the training for FY 2013.

As mentioned in the executive summary, NTSB maintained its permanent agreement with the Department of Defense's Computer/Electronic Accommodations Program (CAP). This agreement enables CAP to provide assistive technology, devices, and reasonable accommodation assessment services to NTSB employees with disabilities at no additional cost to the agency. During FY 2013, several NTSB employees requested and received comprehensive on-site assessment services and equipment from CAP.

Employees, managers, and supervisors are encouraged to resolve EEO issues at the lowest possible level and through mediation provided by external contractors or the Health and Human Services (HHS) Shared Neutrals Program. Employees can also participate in the ADR program, which the agency vigorously supports as a means of resolving conflicts informally—before they develop into complaints.

Again in FY 2013, NTSB employees were trained on their rights and available remedies under the federal anti-discrimination and whistleblower protection laws, in accordance with the "No FEAR Act" final rule requirements.

In response to Executive Order 13548, the agency developed a comprehensive Disability Employment Plan to proactively address the low participation rates for individuals with disabilities employed by the agency.

#### **ESSENTIAL ELEMENT E: Efficiency**

The EEOC maintains that a model EEO program offers complaint and ADR processes that are efficient and fair. Compliance indicators and measures under Essential Element E focus on the EEO program's ability to adequately implement and maintain these systems, and its competence to ensure neutrality. The NTSB fulfilled the objectives of Essential Element E in FY 2013, as follows:

The NTSB EEODI program was sufficiently staffed and resourced to ensure a high degree of compliance with EEOC mandates. The NTSB EEODI Director reports directly to the NTSB Chairman and has been highly visible at all weekly Senior Management Team meetings and briefings. The EEODI Director is supported by one full-time staff member and collateral duty staff, including a Disability Employment Program Manager, a Federal Women's Program Manager, and an Hispanic Employment Program Manager.

The EEODI Office has sufficient funding to conduct compliance reviews of NTSB offices to ensure that agency management officials adhere to federal civil rights laws and policies.

During the April 18, 2013, EEOC Technical Assistance site visit to the NTSB, EEOC Technical Compliance Representatives identified two headquarters building wheelchair accessibility concerns, noting: (1) narrow public restroom corridors and stalls; and (2) the lack of wheelchair accessibility to the NTSB Board Room and Conference Center.

To address these concerns, the EEODI Director worked closely with the NTSB Office of Administration, Facilities Division to evaluate whether, in fact, the NTSB's restrooms, boardroom, and conference center areas meet all the required accessibility standards under section 504 of the Rehabilitation Act of 1973. A short-term interim solution to one of the accessibility concerns noted

by EEOC, the existing ADA-compliant restrooms located on all floors in the NTSB headquarters office areas were unlocked and made available at all times, to employees and visitors with mobility issues.

In February 2014, the Deputy Managing Director convened a meeting with the Director of the Office of Administration, the Administrative Operations and Security Division Chief, the General Counsel, the Senior Human Resource Specialist, and the Director of EEODI. The meeting was held to evaluate whether the current GSA lease had fully addressed the federal building wheelchair accessibility standards with the landlord of the building. On February 26, 2014, the Office of Administration requested that GSA and the Property Management Company provide a thorough barrier analysis and evaluation for ADA compliance on handicap accessibility in NTSB's Board Room and Conference Center space. On April 4, 2014, met with the NTSB Administrative Operations and Security Division Chief and the Property Management Company to discuss accessibility requirements. Once they have reached a determination, we will notify you of the outcome.

In addition to leveraging internal NTSB resources, the NTSB EEODI Director maintained positive relationships with EEO Directors from other small agencies, as well as with colleagues at closely aligned federal agencies in the local southwest Washington, DC vicinity. This has enabled the NTSB to collaborate on diversity awareness, training, and other programmatic needs, thereby strengthening the agency's ability to promote diversity and inclusion in spite of its small size. These affiliations have also enabled the NTSB to evaluate other agencies' best practices, and adopt those that would strengthen the NTSB's EEODI program.

The NTSB uses an automated system (EEONET) to track and monitor the status of EEO complaints at all stages and will update this system in 2014. In accordance with MD-110, the NTSB has verified that all contract counselors and investigators received the required 32 hours of training and 8 hours of annual refresher training.

To address one compliance issue of concern in FY 2013, the agency followed a procedure to improve its efficiency and the timeliness of its investigations by conditioning the rehiring of contractors on their adherence to MD-1614 time limits.

The second compliance issue of concern at the NTSB relates to ADR training. In May 2014, the EEO/ADR Manager, Office of Opportunity and Inclusiveness, at the US Government Accountability Office will conduct a diversity brown bag series workshop on Alternative Dispute Resolution procedures for NTSB supervisors and managers.

The EEODI Director has direct access to workforce data reports through the Department of Interior Business Center (IBC), which provides payroll processing and other services for the NTSB. With this direct access, the EEO Director can routinely access important workforce data and can monitor trends at different stages of the employment cycle. A third compliance requirement that was not adequately fulfilled in FY 2013 relates to the tracking and analysis of the agency's recruitment efforts.

The Deputy Managing Director, who serves as the Chief Human Capital Officer, met with the HRD Chief and the EEODI Director to ensure that the EEODI Director can obtain access to the agency's applicant flow data in FY 2014. Definitive plans are underway to ensure that the EEODI

Director has full access to applicant flow data in FY 2014.

Although there was less recruitment and hiring activity during FY 2013 than in FY 2012, the NTSB remains committed to taking affirmative steps to target underrepresented demographic groups in its recruitment efforts and broaden the applicant pool through a variety of means, including: (1) contacting professional transportation, engineering, and aviation organizations; (2) contacting affinity organizations; (3) using Schedule A Hiring Authority to recruit individuals with disabilities; and (4) exploring alternative recruitment sources and strategies.

### **ESSENTIAL ELEMENT F: Responsiveness and Legal Compliance**

Essential Element F requires federal agencies to be in full compliance with EEO statutes and EEOC regulations, policies, and written instructions. It focuses on the formal EEO complaint process. In FY 2013, the EEODI Director ensured that all EEO-related reports were submitted in a timely manner. These documents included the EEOC Form 462 report, the EEOC MD-715 report, and the No FEAR Act report to Congress. In addition, the office posted the No FEAR Act notices and quarterly data reports to the NTSB's public and internal websites.

The NTSB follows EEOC reporting requirements and complies with all EEO orders and directives. The NTSB Office of the General Counsel, in coordination with the Chief Financial Officer, is responsible for processing monetary agreements/settlements associated with EEO complaints. Documentation for completion of personnel actions that are binding against the agency are promptly provided, reviewed, and enforced by the EEODI Director.

### **TOTAL WORKFORCE ANALYSIS AND BARRIER IDENTIFICATION (PERMANENT AND TEMPORARY)**

In accordance with EEOC MD-715 instructions for small agencies, the EEODI Office has completed data tables A1-4 and B1-4, containing comparative data on the agency workforce by race, national origin, sex, and disability. (Note: the NTSB employs no Wage Grade employees; consequently, tables A-5 and B-5 are not included). Data were analyzed against the appropriate benchmarks, including the civilian labor force (CLF) data from the 2010 Decennial Census data.

### **TOTAL WORKFORCE EMPLOYMENT (DISTRIBUTION BY SEX AND RACE/ETHNICITY)**

In accordance with EEOC MD-715 instructions to small agencies, the EEODI office has completed Data Tables A1-4 and B1-4, containing comparative data on agency workforce by race, national origin, sex and disability. (Note: as the agency does not employ wage grade employees, Data Tables A5 and B5 were not provided.) Data was analyzed against the 2010 Civilian Labor Force (CLF).

Due to the small size of NTSB's workforce, agency EEODI and HRD officials have approached workforce data analysis with caution and note that the gain or loss of even one employee in an underrepresented demographic group can have a significant impact; furthermore, the NTSB's reduction in overall employment can result in major fluctuations in the data, even when the number of employees in the demographic group remains the same.. The following depicts NTSB

employment levels (numbers and the national 2010 Civilian Labor Force percentages – CLF). The tables to support this data have been provided.

### **EEO Groups in the Workforce**

- NTSB’s total workforce decreased from 414 employees in FY 2012 to 410 employees during FY 2013. (See Data Table A1).
- The total permanent workforce in FY 2013 included 109 minorities: 9 Hispanic or Latinos, 19 Asians, 6 American Indian or Alaska Natives, 73 African Americans, 1 Native Hawaiian or other Pacific Islander, and 1 employee of Two or More Races. (See Data Table A1).
- During FY 2013, the participation rate of women increased slightly to 40.24% from 39.37% in FY 2012; however, this still remains significantly lower than the national 2010 CLF (48%). (See Data Table A1).
- The participation of White females increased slightly during FY 2013, from 22.46% to 23.17%; however, this is still below the national CLF of 34.03%. (See Data Table A1).
- The participation rate of Hispanic or Latino females increased during FY 2013, from 0.72% to 0.98%. Hispanic or Latino females still had a much lower than expected employment rate when compared to the national 2010 CLF of 4.79%. Representation of Hispanic or Latino males saw a slight decrease during FY 2013, from 1.45% to 1.22%; this rate is also significantly below the national 2010 CLF of 5.17%. (See Data Table A1).
- The employment rate of African American females remained stable during FY 2013, at 13.17%, which is above the national CLF of 6.53%. African American males currently represent 4.63% of the workforce, which is slightly below the national 2010 CLF of 5.49%. (See Data Table A1).
- The employment rate of Asian Americans remained stable. Asian males currently make up 2.68% of the workforce, which is above the national 2010 CLF rate of 1.97%. Asian females also remained stable during FY 2013, making up 1.95% of the workforce; this is comparable to the national 2010 CLF rate of 1.93%. (See Data Table A1).
- The employment rate of male Native Hawaiian or other Pacific Islanders remained stable, and currently comprise 0.24% of the workforce; female Native Hawaiian or other Pacific Islanders were absent from the NTSB’s workforce in FY 2013.
- The employment rate of male American Indian or Alaska Natives decreased slightly from 0.97% to 0.73%. American Indian or Alaska Native females remained stable at 0.73% of the workforce. (See Data Table A1).
- Females of two or more races decreased from 0.48% to 0.24% of the workforce; however, this is comparable to the national 2010 CLF rate of 0.28%. Males of two or more races were absent from the NTSB’s workforce. (See Data Table A1).

### **Applicant Pool Data**

- EEODI did not have access to applicant pool data in FY 2013. However, based on the feedback in the 2013 EEOC technical site visit report, a definitive plan is underway to ensure EEODI can obtain that data in FY 2014.

### **New Hires and Separations Data by RNO**

- There were 21 new hires in FY 2013; 9 were male and 12 were female. One new hire was an Hispanic female, 3 were African American females, 1 was an African American male, and 16 were non-minority males and females. (See Data Table A8).
- White males were hired at a rate (38.10%) that was comparable to their availability in the national 2010 CLF (38.33%). White females were hired at a rate (38.10%) that was slightly higher than their availability in the national 2010 CLF (34.03%). There were 3 African American females hired at a rate (14.29%) that was higher than their availability in the national 2010 CLF (6.53%), and 1 African American male hired at a rate (4.76%) that was lower than their availability in the national 2010 CLF (5.49%). (See data table A8).
- There were 24 voluntary separations from the NTSB in FY 2013. Thirteen were males, and 11 were females. One Hispanic male, 7 white females, 1 male American Indian or Alaska native, 1 African American male, 3 African American females, and 1 female of two or more races, voluntarily separated from the agency. Females, in general, separated at a higher rate (45.83%) than their participation rates (40.24%) in the NTSB workforce. (See data table A14).

### **NTSB Managers and Supervisors**

- White males have a higher participation rate (71.83%) in Executive and Senior-Level (Grades GS-15 and above) positions, when compared to their actual participation rate in NTSB's total workforce (50.24%). Conversely, African American males have a lower participation rate (2.9%) in Executive and Senior-Level positions than their actual employment rate (4.63%) at the agency. Asians, Hispanic or Latinos, American Indian or Alaska Natives, and African American females also have a lower participation rate than their employment levels at the NTSB. There are no Native Hawaiian or Other Pacific Islanders or employees of two or more races in Executive or Senior Level positions at the NTSB (see data table A3-1 and A-3-2).
- Eight out of 71 employees in the managers and supervisors occupational grouping were from underrepresented racial/ethnic groups. This equates to a participation rate of 11.27% for minority employees in the managers and supervisors occupational grouping. The

minority participation rate in this grouping is lower than their participation in NTSB's total permanent workforce, which is 26.59% (see data table A3-1 and data table A1).

### NTSB Mission-Critical Occupations

The NTSB has 8 Mission Critical Occupations: Accident Investigator, Air Safety Investigator, Aerospace Engineer General Engineer, Mechanical Engineer, Railroad Accident Investigator, Transportation Safety Specialist, and Technical Writer. Provided below are the workforce participation rates for these occupations: (see data table A6 and B6).

- **Accident Investigator** – there are 63 accident investigators, including 43 White males, 12 White females, 3 African American males, 1 African American female, 3 Asian males, and 1 Native Indian or Alaska Native. There are no Hispanic or Latinos, Asian Americans, Native Hawaiian or Other Pacific Islanders, and/or individuals with two or more races in this occupational category. Minority and female representation in NTSB's mission-critical occupation positions is significantly less than the potential population of employees when compared to the Occupational CLF for White, African American, Asian, and American Indian or Alaska Native females; and Hispanics or Latinos, Native Hawaiians or Other Pacific Islanders, and those of two or more race, for both males and females. (see table A-6).
- **Air Safety Investigators** – there are 43 Air Safety Investigators, including 2 Hispanic or Latino males, 1 Hispanic or Latino female, 33 White males, 5 White females, 1 Asian male, and 1 American Indian or Alaska Native female. There are no African American, Asian female, Native Hawaiian or Other Pacific Islander Air Safety Investigators, and none of two or more races. When compared to the Occupational CLF for this occupation, Hispanics or Latino males and females should represent 8.7%, African American males and females should represent 11.2%, and Asian American females should represent 2.1%; however, they are that are absent for this occupational group in the NTSB workforce.
- **Railroad Accident Investigator** – there are 9 Railroad Accident Investigators, including 8 White males and 1 American Indian or Alaska Native. There are no females, and no Hispanics or Latinos, African Americans, Asians, Native Hawaiians or Other Pacific Islanders of either gender. Except for White males, all are significantly below their expected representation rate in the Occupational CLF (see table A-6).
- **Transportation Safety Specialist** – there are 28 Transportation Safety Specialists, including 16 white males, 8 white females, 1 African American male, 2 African American females, and 1 Asian male. There are no Hispanic or Latino males or females, Asian females, Native Hawaiian or other Pacific Islanders, American Indian or Alaska Natives, or individuals of 2 or more races. When compared to the Occupational CLF, all other

racial/ethnic groups with the exception of Asian and White males are underrepresented at the NTSB (see table A-6).

- **General Engineer** – there are ten 10 General Engineers, including 7 White males, 2 White females, and 1 Asian female. There is no Asian males, and no Hispanics or Latinos, African Americans, Native Hawaiians or Other Pacific Islanders, American Indians or Alaska Natives, and none of two or more races in this occupation. When compared to the Occupational CLF, all racial/ethnic groups with the exception of White males and Asian females are underrepresented at the NTSB (see table A-6).
- **Mechanical Engineer** – there are 12 Mechanical Engineers, including 8 White males, and 4 White females. There is no Hispanics or Latinos, African Americans, Asians, Native Hawaiians or Other Pacific Islanders, American Indians or Alaska Natives, and no employees of two or more races in this occupation. When compared to the Occupational CLF, all racial/ethnic groups with the exception of White males and Asian females are underrepresented at the NTSB (see table A-6).
- **Aerospace Engineer** – there 29 Aerospace Engineers, including 25 White males, 2 White females, 1 Asian male, and 1 Native American Indian or Alaska Native male. There is no Hispanics or Latinos, African Americans, Asian females, Native Hawaiians or Other Pacific Islanders, Native American or Alaska Native females or individuals of two or more races represented in the occupation. All racial/ethnic groups are underrepresented except White males, when compared to the Occupational CLF. (See table A-6).
- **Technical Writer** – there are 15 Technical Writers at the NTSB: 1 White male, and 14 White females. There is no Hispanics or Latinos, African Americans, Asian Americans, Native Hawaiians or Other Pacific Islanders, American Indians or Alaska Natives, or individuals of two or more races in the occupation. Except for White females, all racial/ethnic groups are underrepresented when compared to the expected available applicant pool that is represented in the Occupational CLF.(see chart A-6).

### **INDIVIDUALS WITH TARGETED DISABILITIES**

The participation rate of persons with targeted disabilities is 1.25% of the NTSB's total Workforce in FY 2013. This is slightly below the 2% goal, which was established by the EEOC as the benchmark in FY2009. Based on a trend analysis (looking at previous years data), this figure has remained relatively consistent for the last five years. (See table B1).

To address the workforce concerns in a proactive manner, the Federal Women's Program Manager, Disability Program Manager, Hispanic Program Manager, Career Development Advisor, Human Resources Division, and the Diversity and Inclusion Advisory Committee are working with the

EEODI Director to examine recruitment, selection, and retention patterns and trends for these occupational categories.

In response to the concerns addressed in the November 1, 2013, EEOC technical site visit letter, the EEO Director from the Drug Enforcement Agency will work with the NTSB EEODI Director to conduct “Think Tank” brown bag sessions with women and minorities in June 2014 to discuss employment trends and possible recruitment and/or selection barriers that may inhibit advancement into Executive level positions at the NTSB. The results of these “Think Tank” sessions will be presented to the Senior Management Team with strategic recommendations to eliminate any potential barriers that are identified.

Taking into considerations the triggers identified in the analyses of the FY 2012-13 MD-715 Data Tables, NTSB is committed to completing four simple barrier analyses over the coming two-to-three years: (1) the low participation rates of Hispanics or Latinos in the agency’s total workforce, and in the 8 mission critical occupations; (2) the low participation rate of individuals with disabilities in the total workforce and EEOC’s approval of NTSB’s reasonable accommodation procedures and accessibility of the NTSB Boardroom and Conference Center; (3) the low participation rate of women and minorities in Executive-Level Managerial positions (grades GS-15 and above); and (4) the identification of the steps required for the EEODI Director to obtain access to applicant flow data.

### **RECRUITMENT (INTERNAL/EXTERNAL)**

The EEODI Director worked with the Human Capital Officer to develop diversity outreach measures and succession planning strategies for the NTSB’s workforce. As a result, NTSB supervisors and managers in modal and administrative support offices placed strategic advertisements in widely distributed, occupational affinity group publications to identify highly skilled, diverse candidates for hard-to-fill positions. The EEODI Director also worked with Office Directors to encourage the establishment of more diverse search committees to identify highly qualified and diverse candidates for GS-15/SES positions.

In accordance with the agency’s Diversity and Inclusion Strategic Plan, the following recruitment plan will be implemented during FY 2014 through FY 2016:

- The HR Division and the EEODI Office will collaborate with selecting officials and affinity groups to design and implement customized marketing/outreach plans and/or advertisements for all vacant NTSB positions, to increase diversity within the applicant pools for all agency vacancies.
- The HR Division will explore and implement mechanisms to collect and analyze the diversity of the NTSB’s vacancy announcement applicant flow data.
- The EEODI Office, the HR Division, and the Office of Communications (including Public Affairs) will partner to conduct community outreach activities to enhance strategic partnerships with academia and professional organizations; they will also provide information about the NTSB’s career opportunities and public safety mission.

- The HR Division will use executive recruitment consultants and/or diverse search committees when seeking to fill GS-15/SES positions.

In addition, to increase the number of Hispanics in the agency's applicant pools, the Hispanic Employment Program Manager will distribute information on NTSB vacancies to a broad network of Hispanic organizations and individuals.

The NTSB updated its recruitment exhibits, brochures, flyers, and exhibits to target and recruit highly qualified candidates from a broader cross section of the general population, to improve the diversity of NTSB's applicant pools. The HR Division updated its Human Capital Plan to include collaborative agency-wide objectives to recruit and retain a high quality, diverse workforce.

In accordance with the President's Hiring Reform Agenda, the Office of Administration and the HR Division worked jointly with NTSB offices and subject matter experts to revise the NTSB application procedures. Specifically, they eliminated "Knowledge, Skills, and Abilities" statements, developed category ranking questionnaires, accepted cover letter and resume applications, and provided better notification to applicants concerning their application status during the four key stages of recruitment. The NTSB now uses USA Staffing, an electronic jobs database, to advertise its vacancies and to accept applications. In addition, work is underway to conduct a variety of on-site information sessions for employees on the new hiring reforms and other personnel-related topics.

## **RETENTION AND CAREER DEVELOPMENT**

The two Employee Development Programs (the Leadership Development Program for GS-13 through GS-15 employees and the Professional Development Program for GS-5 through GS-13 employees) were evaluated, revised, and re-launched in 2013. Both programs resulted in the selection of 7 (4.0%) diverse employees from NTSB's permanent workforce (396) who began their developmental rotations in September 2013.

Sixty three of the agency's permanent employees (15.9%) participated in the mentoring program during FY 2013. Twenty-five percent of the agency's Senior Executives volunteered to serve as mentors. Seventeen NTSB managers and supervisors also actively participated in mentoring program activities.

## **STRATEGIC PLANNING**

The [Government-wide Diversity and Inclusion Strategic Plan](#), issued November 16, 2011, outlined the framework for the NTSB and all federal agencies to use in implementing [Executive Order 13583](#), which requires the establishment of a coordinated initiative to promote diversity and inclusion. This plan provided a shared vision and direction that encouraged the federal sector to commit to and create an alignment for diversity and inclusion in a collaborative and integrated manner. The NTSB's Diversity and Inclusion Strategic Plan was submitted to the OPM on March 16, 2012.

In February 2013, the OPM Office of Diversity and Inclusion met with the NTSB EEODI Director and the Chief of the Human Resource Division to follow up on progress toward a diverse and

inclusive workplace. The feedback indicated that in comparison to the *Employee Viewpoint Survey* ranking of other federal sector small agencies, NTSB's progress toward a diverse and inclusive culture was slightly above average. OPM indicated, however, that an area that needed definite improvement was in the lack of advancement of minorities into NTSB's Senior Executive ranks.

To continue our on-going efforts to develop and maintain a diverse, inclusive, and engaged workforce, the Diversity and Inclusion Strategic Plan is a top priority for the Senior Management Team, NTSB supervisors and managers, human resource professionals, and EEODI representatives. Diversity and inclusion constitutes a total workforce effort that requires ongoing organizational leadership, commitment, and engagement from each NTSB employee.

The NTSB established a "value-added" proposition for diversity and inclusion organizational development and incorporated it into the overall strategic planning process. Diversity and inclusion improve the quality of our investigative products because they increase employee engagement. Progress toward implementation of these stated objectives is monitored quarterly by the NTSB Diversity Implementation Action Team (DISP). The NTSB DISP objectives are:

- To design and implement strategic recruiting and outreach to reach all segments of society;
- To encourage the use of non-traditional hiring initiatives for people with disabilities and for veterans, and conduct a barrier analysis with EEODI to promote diversity and inclusion within the workforce;
- To retain an engaged, diverse, workforce and ensure equity in leadership development programs; and
- To cultivate a supportive, welcoming, inclusive, and equitable work environment.

The NTSB will continue to aggressively build a team of highly qualified individuals that is representative of America's diversity.

### **PRIORITIES FOR FISCAL YEAR 2014**

During FY 2014, the NTSB will remain firmly committed to Equal Employment Opportunity, Diversity, and Inclusion. Although the opportunities to recruit and hire likely will continue to be more limited than in recent years, the agency will continue to engage in outreach to affinity groups, widely promote all vacancies when they do occur, and focus more heavily on issues relating to the internal workforce, such as training and career development. Additional priorities for FY 2014 include:

- Execution of the NTSB State of the Agency annual status update in May/June 2014.
- EEOC Approval of revised Reasonable Accommodation procedures for posting and dissemination on the intranet and NTSB website in May/June 2014.

- Reasonable Accommodation training delivered to all managers, supervisors, and EEODI and HR staff members in July 2014.
- Refresher training for EEODI staff and collateral duty employees on barrier analysis and the six essential model program requirements of the EEOC MD 715 report, which will begin in April 2014.
- Continued identification and tracking of barriers, with recommendations for the full employment, engagement, and advancement of women, minorities, and the persons with disabilities in NTSB's Senior Executive, managerial, and mission-oriented occupations.
- Continuation of "brown bag" career enhancement listening sessions with the Chairman and the execution of planned workshops, such as "A Career Think Tank for Women," Civil Treatment Training, and Alternative Dispute Resolution (ADR).
- Implementation of the new Executive Shadowing Program that is targeted to enhance the overall employment cycle of women at the GS-14 grade level & above.
- Identification and a plan for correction of potential Section 504 structural accessibility concerns noted in the 2013 EEOC technical assistance site visit.
- Ensuring Section 508 compliance of all SEPM marketing flyers, online training, and presentations.
- Contract support for EEODI, and training funding for EEODI staff participation at EEOC's Barrier Analysis course in FY 2014.
- Finally, the NTSB Office of Administration will continue to work with the General Services Administration (GSA), the lease holder, to ensure that the NTSB is in compliance with federal building wheelchair accessibility standards.

Although small agencies are not required to provide applicant flow data in their MD-715 reports, the collection and evaluation of applicant flow data is essential to the development of an effective recruitment strategy and to assess its success. The analysis of applicant flow data is also essential to any meaningful assessment of hiring practices.

In order to determine whether there are any policies or practices that result in barriers to equal opportunity in hiring, an agency must first determine whether its applicant pool is sufficiently diverse. It is important to know whether individuals are not being hired because they are not represented in the pool of qualified applicants, or whether there is some hiring policy or practice that is eliminating qualified candidates from consideration. On May 22, 2009, the Office of Management and Budget (OMB) approved EEOC's Applicant Background Questionnaire, which provides a method by which agencies can track and record gender, race, and national origin information on applicants for federal employment.

The NTSB will continue to work with the Human Resources Division to obtain full access to the applicant flow data in FY 2014, so that the EEODI office can analyze who is applying, who is

qualified, and who is selected for positions. Once this data is available and analyzed, the agency can develop a plan of action to address any recruitment and/or selection barriers that are identified. The EEODI Director also now is participating in the USA Staffing Applicant Flow Data Workgroup.

**CERTIFICATION of ESTABLISHMENT of CONTINUING  
EQUAL EMPLOYMENT OPPORTUNITY PROGRAMS**

I, Fara D. Guest, EEODI Director, GS-0260-14 am the  
 (Insert name above) (Insert official title/series/grade above)

Principal EEO National Transportation Safety Board  
 Director/Official for the  
 (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.

|  |   |
|--|---|
| <span style="background-color: #cccccc; padding: 2px 20px;">Fara D. Guest, EEODI Director</span> | <span style="background-color: #cccccc; display: inline-block; width: 100%; height: 1.2em;"></span> |
|--|---|

|   |      |
|---|------|
| Signature of Principal EEO Director/Official<br>Certifies that this Federal Agency Annual EEO Program Status Report is in compliance with EEO MD-715. | Date |
|---|------|

|   |   |
|---|---|
| <span style="background-color: #cccccc; padding: 2px 20px;">Christopher A. Hart, Acting Chairman</span> | <span style="background-color: #cccccc; display: inline-block; width: 100%; height: 1.2em;"></span> |
|---|---|

|  |      |
|--|------|
| Signature of Agency Head or Agency Head Designee | Date |
|--|------|

|   |
|---|
| <b>Essential Element A: DEMONSTRATED COMMITMENT FROM AGENCY LEADERSHIP</b><br><b>Requires the agency head to issue written policy statements ensuring a workplace free of discriminatory harassment and a commitment to equal employment opportunity.</b> |
|---|

| <b>Compliance Indicator</b>  |   | 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 |
|--|---|----------------------|---|--|
| <b>Measures</b>  |   | Yes                  | No  |  |
| <b>EEO policy statements are up-to-date.</b>   |   |                      |   |  |
| The Agency Head was installed on August 28, 2009. The EEO policy statement was issued on December 12, 2009, and most recently reissued on December 31, 2013... Was the EEO policy Statement issued within 6 - 9 months of the installation of the Agency Head?<br>If no, provide an explanation. | X |                      | The agency's EEO Policy was issued within 4 months after the Chairman's installation. |  |
| During the current Agency Head's tenure, has the EEO policy Statement been re-issued annually?<br>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 |                      |   |  |
| <b>Compliance Indicator</b>  |   | 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 |
| <b>Measures</b>  |   | Yes                  | No  |  |
| <b>EEO policy statements have been communicated to all employees.</b>  |   |                      |   |  |
| 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 |                      | NTSB posts the NO FEAR Act Notice on its web site and intranet.                       |  |
| Has the agency prominently posted such written materials in all personnel offices, EEO offices, and on the agency's internal website? <b>[see 29 CFR §1614.102(b)(5)]</b>  | X |                      |   |  |

| <br><b>Compliance Indicator</b> | <b>Agency EEO policy is vigorously enforced by agency management.</b>  | Measure has been met |    | <b>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</b> |
|--|--|----------------------|----|---|
|  |  | Yes                  | No |   |
| <br><b>Measures</b>             |  |                      |    |   |
|  | 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  | We use contract counselors (external)   |
|  | 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.  |                      |    | The Table of Penalties is available to all employees on the NTSB intranet.  |
|  | 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                    |    |   |

| <b>Essential Element B: INTEGRATION OF EEO INTO THE AGENCY'S STRATEGIC MISSION</b><br><b>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.</b>   |  |                             |    |   |
|---|--|-----------------------------|----|---|
|  <b>Compliance Indicator</b>   | <b>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.</b>   | <b>Measure has been met</b> |    | <b>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</b> |
|  <b>Measures</b>   |  | Yes                         | No |   |
| Is the EEO Director under the direct supervision of the agency head? [see 29 CFR §1614.102(b)(4)]<br>For subordinate level reporting components, is the EEO Director/Officer under the immediate supervision of the lower level component's head official?<br>(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 <sup>nd</sup> level reporting components, are there organizational charts that clearly define the reporting structure for EEO programs?   |  | N/A                         |    |   |
| If the agency has 2 <sup>nd</sup> level reporting components, does the agency-wide EEO Director have authority for the EEO programs within the subordinate reporting components?  |  | N/A                         |    |   |
| If not, please describe how EEO program authority is delegated to subordinate reporting components.   |  |                             |    |   |
|  <b>Compliance Indicator</b>   | <b>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.</b> | <b>Measure has been met</b> |    | <b>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</b> |
|  <b>Measures</b>   |  | Yes                         | No |   |
| 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 management 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 |  |                             | X  | The briefing took place on December 18, 2013  |

|  |   |                             |           |   |
|--|---|-----------------------------|-----------|---|
| reduced the impact of?   |   |                             |           |   |
| 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                           |           |   |
|  <b>Compliance Indicator</b>  | <b>The agency has committed sufficient human resources and budget allocations to its EEO programs to ensure successful operation.</b> | <b>Measure has been met</b> |           | <b>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</b> |
|  <b>Measures</b>  |   | <b>Yes</b>                  | <b>No</b> |   |
| 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                           |           | NTSB has a collateral duty FWP manager  |
| Hispanic Employment Program - Title 5 CFR, Subpart B, 720.204  |   | X                           |           | NTSB has a collateral duty HEP manager  |
| 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                           |           | NTSB has a collateral duty DEPM   |
| 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  |  Measures | 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 |  |
| The agency has committed sufficient budget to support the success of its EEO Programs.  |  |                      |    |  |
| 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                    |    | The NTSB also has an MOA with CAP.   |
| Does the agency fund major renovation projects to ensure timely compliance with Uniform Federal Accessibility Standards?  |  |                      | X  | See Part H, Plan #1  |
| 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? <b>[see 29 C.F.R. § 1614.102(b)(5)]</b>  |  | 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                    |    |  |

| <b>Essential Element C: MANAGEMENT AND PROGRAM ACCOUNTABILITY</b>   |   |                             |    |   |
|---|---|-----------------------------|----|---|
| 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.   |   |                             |    |   |
|  <b>Compliance Indicator</b>   | <b>EEO program officials advise and provide appropriate assistance to managers/supervisors about the status of EEO programs within each managers or supervisor's area or responsibility.</b>  | <b>Measure has been met</b> |    | <b>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</b> |
|  <b>Measures</b>   |   | Yes                         | No |   |
| Are regular (monthly/quarterly/semi-annually) EEO updates provided to management/supervisory officials by EEO program officials?  |   | X                           |    | A bi-monthly review is scheduled with the Chairman.   |
| 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                           |    |   |
|  <b>Compliance Indicator</b>   | <b>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)]</b> | <b>Measure has been met</b> |    | <b>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</b> |
|  <b>Measures</b>  |   | 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                           |    | All agency policies are scheduled for biannual review.  |
| 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                           |    | All agency policies are scheduled for biannual review.  |
| 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                           |    | All agency policies are scheduled for biannual review.  |

| <br><b>Compliance Indicator</b>   | <b>When findings of discrimination are made, the agency explores whether or not disciplinary actions should be taken.</b> | <b>Measure has been met</b>         |                          | <b>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</b> |
|--|---|-------------------------------------|--------------------------|---|
| <br><b>Measures</b>   |   | <b>Yes</b>                          | <b>No</b>                |   |
| Does the agency have a disciplinary policy and/or a table of penalties that covers employees found to have committed discrimination?   |   | <input checked="" type="checkbox"/> | <input type="checkbox"/> | The Table of Penalties is posted on the NTSB intranet.  |
| 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? |   | <input checked="" type="checkbox"/> | <input type="checkbox"/> |   |
| Has the agency, when appropriate, disciplined or sanctioned managers/supervisors or employees found to have discriminated over the past two years?   |   | <input type="checkbox"/> N/A        | <input type="checkbox"/> | There have been no findings of discrimination within the past 2 years.  |
| 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?      |   | <input checked="" type="checkbox"/> | <input type="checkbox"/> |   |
| Does the agency review disability accommodation decisions/actions to ensure compliance with its written procedures and analyze the information tracked for trends, problems, etc.?                   |   | <input checked="" type="checkbox"/> | <input type="checkbox"/> |   |

| <b>Essential Element D: PROACTIVE PREVENTION</b><br><b>Requires that the agency head makes early efforts to prevent discriminatory actions and eliminate barriers to equal employment opportunity in the workplace.</b> |   |  |            |   |
|---|---|--|------------|---|
| <br><b>Compliance Indicator</b>  | <b>Analyses to identify and remove unnecessary barriers to employment are conducted throughout the year.</b>  | <b>Measure has been met</b>  |            | <b>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</b> |
|   |   | <br><b>Measures</b>   | <b>Yes</b> |   |
|   | 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  |            |   |
| <br><b>Compliance Indicator</b>  | <b>The use of Alternative Dispute Resolution (ADR) is encouraged by senior management.</b>  | <b>Measure has been met</b>  |            | <b>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</b> |
|   |   | <br><b>Measures</b> | <b>Yes</b> |   |
|   | Are all employees encouraged to use ADR?  | X  |            |   |
|   | Is the participation of supervisors and managers in the ADR process required?   | X  |            |   |

| <b>Essential Element E: EFFICIENCY</b>  |  |                             |           |   |
|---|--|-----------------------------|-----------|---|
| <b>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.</b>     |  |                             |           |   |
| <br><b>Compliance Indicator</b>  |  | <b>Measure has been met</b> |           | <b>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</b> |
| <br><b>Measures</b>  |  | <b>Yes</b>                  | <b>No</b> |   |
|   | <b>The agency has sufficient staffing, funding, and authority to achieve the elimination of identified barriers.</b>   |                             |           |   |
|   | 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?                     | X                           |           |   |
|   | 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                           |           |   |
| <br><b>Compliance Indicator</b>  | <b>The agency has an effective complaint tracking and monitoring system in place to increase the effectiveness of the agency's EEO Programs.</b>   | <b>Measure has been met</b> |           | <b>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</b> |
| <br><b>Measures</b>  |  | <b>Yes</b>                  | <b>No</b> |   |
|   | 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                           |           |   |
| <p>If yes, briefly describe how:<br/> The agency requires contractors to comply with established deadlines; when contractors do not, they are not rehired. The deadlines are outlined in the agreement with the contractor.</p> |  |                             |           |   |
|   | Does the agency monitor and ensure that new investigators, counselors, including contract and collateral duty investigators, receive the 32 hours of training required   | X                           |           |   |

|  |   |                             |           |   |
|--|---|-----------------------------|-----------|---|
| in accordance with EEO Management Directive MD-110?  |   |                             |           |   |
| 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                           |           |   |
|  <b>Compliance Indicator</b>  | <b>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.</b> | <b>Measure has been met</b> |           | <b>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</b> |
|  <b>Measures</b>  |   | <b>Yes</b>                  | <b>No</b> |   |
| Are benchmarks in place that compares 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                           |           |   |
| 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                           |           |   |
| 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                           |           |   |
|  <b>Compliance Indicator</b>  | <b>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.</b>                                      | <b>Measure has been met</b> |           | <b>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</b> |
|  <b>Measures</b>  |   | <b>Yes</b>                  | <b>No</b> |   |
| 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                |   |                             | X         | See Part H, Plan #3   |

|   |   |   |   |
|---|---|---|---|
| benefits associated with utilizing ADR?   |   |   |   |
| 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 | The RMO has limited settlement authority, as the agency's representative has ultimate settlement authority. |

|  <b>Compliance Indicator</b>   | <b>The agency has effective systems in place for maintaining and evaluating the impact and effectiveness of its EEO programs.</b> | Measure has been met |    | <b>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</b> |
|---|---|----------------------|----|---|
|   |   | Yes                  | No |   |
|  <b>Measures</b>   |   |                      |    |   |
| 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                    |    |   |

| <br><b>Compliance Indicator</b>  | <b>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.</b> | <b>Measure has been met</b>         |                          | <b>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</b> |
|---|--|-------------------------------------|--------------------------|---|
| <br><b>Measures</b>  |  | <b>Yes</b>                          | <b>No</b>                |   |
| 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? |  | <input checked="" type="checkbox"/> | <input type="checkbox"/> |   |
| Does the agency discrimination complaint process ensure a neutral adjudication function?  |  | <input checked="" type="checkbox"/> | <input type="checkbox"/> |   |
| If applicable, are processing time frames incorporated for the legal counsel's sufficiency review for timely processing of complaints?                                    |  | <input checked="" type="checkbox"/> | <input type="checkbox"/> |   |

| <b>Essential Element F: RESPONSIVENESS AND LEGAL COMPLIANCE</b>   |   |                             |    |  |
|---|---|-----------------------------|----|--|
| This element requires that federal agencies are in full compliance with EEO statutes and EEOC regulations, policy guidance, and other written instructions. |   |                             |    |  |
| <br><b>Compliance Indicator</b>  | <b>Agency personnel are accountable for timely compliance with orders issued by EEOC Administrative Judges.</b>   | <b>Measure has been met</b> |    | 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 |
| <br><b>Measures</b>  |   | 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                           |    |  |
| <br><b>Compliance Indicator</b>  | <b>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.</b> | <b>Measure has been met</b> |    | 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 |
| <br><b>Measures</b>  |   | 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                           |    |  |

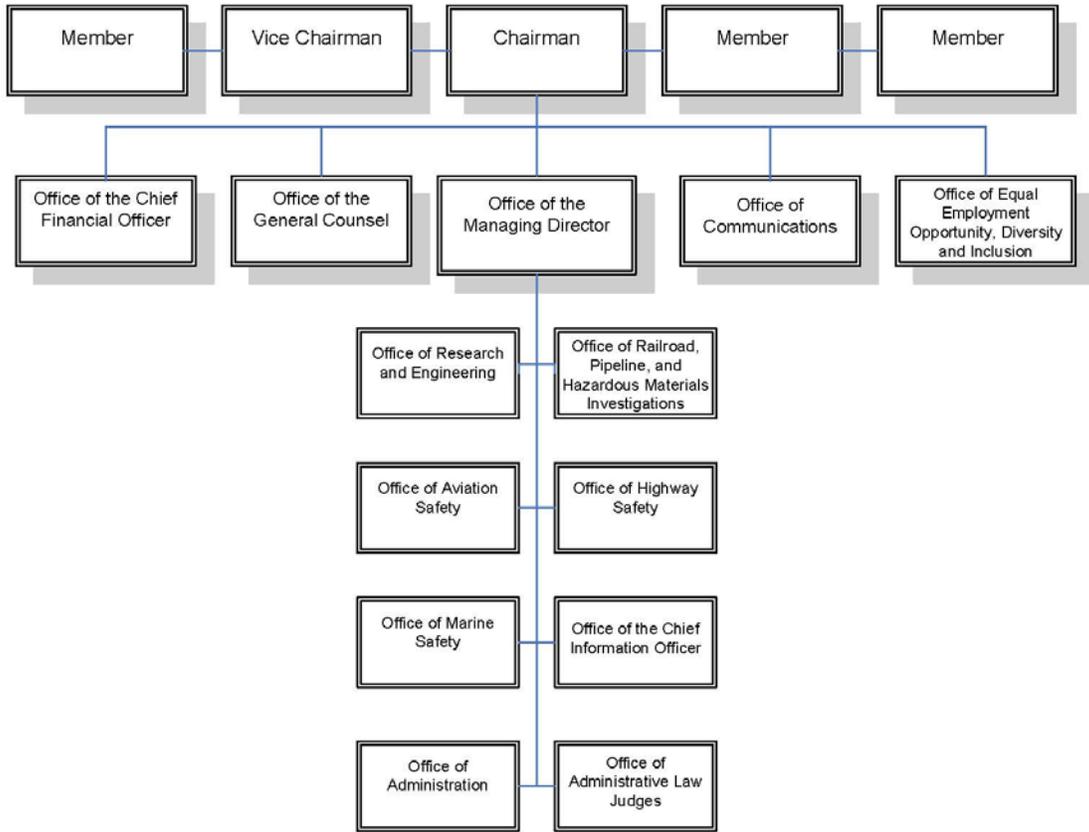
| <br><b>Compliance Indicator</b>   | <b>Agency personnel are accountable for the timely completion of actions required to comply with orders of EEOC.</b>                          | <b>Measure has been met</b>  |           | <b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b> |
|--|---|--|-----------|---|
| <br><b>Measures</b>   |   | <b>Yes</b>   | <b>No</b> |   |
| Is compliance with EEOC orders encompassed in the performance standards of any agency employees?   |   | <input checked="" type="checkbox"/>  |           |   |
|  | If so, please identify the employees by title in the comments section, and state how performance is measured.                                 | It is implied in the EEO Director's Performance Plan, as well as the General Counsel's Performance Plan. |           |   |
| Is the unit charged with the responsibility for compliance with EEOC orders located in the EEO office?   |   | <input checked="" type="checkbox"/>  |           |   |
|  | 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. |  |           |   |
| Have the involved employees received any formal training in EEO compliance?  |   | <input checked="" type="checkbox"/>  |           |   |
| Does the agency promptly provide to the EEOC the following documentation for completing compliance:  |   | <input checked="" type="checkbox"/>  |           |   |
| 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?               |   | <input checked="" type="checkbox"/>  |           |   |
| Awards: A narrative statement by an appropriate agency official stating the dollar amount and the criteria used to calculate the award?  |   | <input checked="" type="checkbox"/>  |           |   |
| 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? |   | <input checked="" type="checkbox"/>  |           |   |
| Compensatory Damages: The final agency decision and evidence of payment, if made?  |   | <input checked="" type="checkbox"/>  |           |   |
| 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?     |   | <input checked="" type="checkbox"/>  |           |   |
| Personnel Actions (e.g., Reinstatement, Promotion, Hiring, Reassignment): Copies of SF-50s   |   | <input checked="" type="checkbox"/>  |           |   |
| 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.                        |   | <input checked="" type="checkbox"/>  |           |   |

|  |   |  |  |
|--|---|--|--|
| 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 rose 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 |  |  |

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.

# NATIONAL TRANSPORTATION SAFETY BOARD



Effective 03/13/2011

| <b>Strategic Diversity Goals</b>                  | <b>Strategic Objective Supported</b>  | <b>Diversity Objectives</b>  |
|---|---|--|
| Create a diverse high performing workforce        | Align and improve human capital planning  | Ensure accountability for achieving diversity at all levels of the agency                          |
|   | Integrate long range planning in all elements of NTSB business.   | Educate and transmit the value proposition of diversity and inclusion in all aspects of operations |
|   | Integrate long range planning in all elements of NTSB business.   | Foster long term planning of diversity and inclusion   |
|   | Integrate long range planning in all elements of NTSB business.   | Benchmark best practice recruitment strategies and include in the hiring process                   |
| Develop a positive and inclusive work environment | Employ project management best practices to maximize the effective use of agency resources while maintaining high quality | Develop and maintain assessment strategies to ensure continual progress                            |
|   | Foster effective internal communication   | Promote significant outreach to broaden diversity awareness  |
| Ensure employee development and growth            | Integrate long range planning in all elements of NTSB business.   | Foster strong partnerships with other agencies to promote career development                       |
|   | Align and improve human capital planning  | Encourage mentoring to establish strong role models for future leaders                             |
|   | Align and improve human capital planning  | Provide recognition opportunities to staff who are diversity leaders                               |
|   | Maintain a competent and effective workforce through targeted training and development.                                   | Enhance training opportunities for all NTSB staff  |
|   | Foster effective internal communication   | Collaborate across functional lines to increase upward mobility and promote succession management  |



**National Transportation  
Safety Board**

**Memorandum**

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**Date:** December 31, 2013

**To:** All NTSB Employees

**From:** Deborah A.P. Hersman, Chairman 

**Subject:** 2014 NTSB Equal Employment Opportunity Policy

The National Transportation Safety Board (NTSB) will maintain a model work environment that is free from discrimination by fostering equal employment opportunities and building and maintaining a positive work environment through mutual respect, integrity, and fair treatment. The NTSB prohibits discrimination based on an individual's race, color, sex (including sex stereotyping), pregnancy or childbirth, sexual orientation, national origin, religion, age, disability (mental and/or physical), family medical history, and genetic information.

Managers and supervisors must lead by example to ensure that the workplace is free from all forms of discrimination, hostility, intimidation, reprisal, and harassment. I also expect managers and supervisors to ensure that all employees are given equal opportunity for training and participation in NTSB career development programs, promotions, awards, details, work life programs and all other applicable benefits of federal employment.

The NTSB supports the rights of employees to exercise all available rights under the civil rights statutes. Reprisal against individuals who engage in protected activity will not be tolerated. Employees and/or applicants who believe they have been subjected to unlawful discrimination and/or reprisal for opposing unlawful discrimination at the agency should contact the Office of Equal Employment Opportunity, Diversity, and Inclusion (EEODI) within 45 days as required under 29 *Code of Federal Regulations* 1614.

I thank you for your continued professionalism and respect and for contributing to a workplace free from discrimination and reprisal.



## National Transportation Safety Board

# Memorandum

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**Date:** December 31, 2013  
**To:** All NTSB Employees  
**From:** Deborah A.P. Hersman, Chairman  
**Subject:** 2014 NTSB Diversity and Inclusion Policy

A handwritten signature in black ink, appearing to read "DAH", with a long horizontal flourish extending to the right.

At the National Transportation Safety Board (NTSB), commitment to diversity and inclusion in the workplace is more than a program, plan, or policy—it is the foundation for how efficiently we operate and how positively the agency is viewed by our employees and the public we are privileged to serve. The NTSB is dedicated to keeping America moving safely in all modes of transportation. As problem solvers, innovation and creativity are part of the NTSB culture, and for these qualities to flourish, we must tap into a rich blend of backgrounds, experiences, beliefs, and cultures. Employees from diverse backgrounds bring different perspectives to innovation and management, which make our teams stronger and more effective. NTSB staff must also strive to understand and respect other cultural perspectives when they investigate accidents and handle relationships with victims, crewmembers, parties to investigations, and even our counterpart agencies in foreign countries.

We strive to create an environment in which all employees feel valued and part of the team. When employees feel valued, they have a higher level of commitment and are more motivated, engaged, and productive. Not only do we need diverse talents and perspectives, and a broad array of thoughts and opinions; we need the freedom to express them. To maintain diversity and inclusion within the NTSB culture, we must fully integrate and engage all our employees as one team—a team that is collectively focused on achieving the agency's commitment and mission to ensure transportation safety. Every recruitment initiative must ensure that we are bringing on board and retaining outstanding individuals from the most expansive range of available sources.

Please join me in supporting the NTSB's diversity and inclusion efforts by treating everyone with respect and being open to the ideas and perspectives of individuals throughout the organization. By working together, we can find and develop staff, create high-performing and diverse work teams, achieve excellence, maintain integrity in all that we do, and ultimately, achieve full mission success.



**National Transportation  
Safety Board**

**Memorandum**

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**Date:** December 31, 2013  
**To:** All NTSB Employees  
**From:** Deborah A.P. Hersman, Chairman  
**Subject:** 2014 NTSB Anti-Harassment Policy

A handwritten signature in black ink, appearing to read "DAH", with a long horizontal line extending to the right.

The National Transportation Safety Board (NTSB) is committed to providing a work environment that encourages each employee to perform at his or her best on the job. It is the NTSB's longstanding policy that harassment in the workplace is prohibited and will not be tolerated. This prohibition applies to harassment by anyone in the workplace, including supervisors, coworkers, and contractor personnel, at any NTSB facility or on-site workplace environment.

Harassment/harassing conduct is defined as any unwelcome conduct, verbal or physical, based on an individual's race, color, sex (including sex stereotyping), sexual orientation, national origin, religion, age, disability (mental and/or physical), genetic information, pregnancy or childbirth, or retaliation for making reports or allegations of harassment or providing information related to such allegations when (1) the behavior can reasonably be considered to adversely affect the work environment or (2) an employment decision affecting the employee is based upon the employee's acceptance or rejection of such conduct. Examples of harassment include, but are not limited to, unwanted touching or physical contact, use of epithets or other verbal abuse, inappropriate jokes, comments or innuendos, obscene or harassing phone calls, intimidation, ridicule or mockery, insults or put-downs, or offensive e-mails. Simply put harassment/harassing behavior are inappropriate conduct that will not be tolerated at the NTSB. To avoid such conduct, employees are expected to conduct themselves in a businesslike and professional manner in the office and when representing the NTSB at off-site premises, including while on the scene of a transportation accident, and must refrain from engaging in conduct that is offensive to others, disrupts the workplace, or affects the efficiency of operations and/or the mission of the agency.

Employees must become familiar with and comply with this policy, cooperate with any inquiry under this policy, and promptly report any incident of harassing conduct they may experience or have observed without fear of reprisal so that management can deal appropriately to correct the situation and prevent its escalation. We encourage the participation and cooperation of all employees in reporting harassing behavior because management cannot respond and resolve harassment unless it is aware of the situation. Further, the NTSB will not tolerate retaliation against any employee for making a report of harassing conduct under this policy or for assisting in any inquiry or investigation about such a report. Reports should be directed to (1) any person in the supervisory chain, (2) the Director, Office of Equal Employment Opportunity, Diversity, and Inclusion (EEODI), and/or (3) the Human Resources Division Employee/Labor Relations Staff.

The NTSB will conduct prompt, thorough, and impartial inquiries into claims of harassment to determine whether a particular act or course of conduct constitutes harassment under this policy. The alleged behavior will be evaluated in light of the totality of the particular circumstances, including the nature, frequency, intensity, location, context, and duration of the questioned behavior. Reports of alleged harassment and any related information will be maintained confidentially, to the greatest extent possible; however, absolute confidentiality cannot be ensured when it affects the conduct of an appropriate investigation into the allegations or when otherwise required by law (for example, in situations in which discipline is warranted.) If an inquiry establishes that an employee has engaged in harassing conduct, appropriate corrective action, disciplinary or otherwise, will be taken in accordance with applicable regulations.

| EEOC FORM<br>715-01<br>PART H   | U.S. Equal Employment Opportunity Commission<br>FEDERAL AGENCY ANNUAL<br>EEO PROGRAM STATUS REPORT   |         |
|---|--|---------|
| National Transportation Safety Board (NTSB)   |  | FY 2014 |
| STATEMENT of<br>MODEL PROGRAM<br>ESSENTIAL ELEMENT<br>DEFICIENCY:   | <b>Part H Plan # 1</b><br><b>Essential Element E:Efficiency</b><br>Have managers and supervisors been trained on their responsibilities under the updated procedures for reasonable accommodation? |         |
| OBJECTIVE:  | Train agency managers and supervisors on responsibilities under the updated procedures for reasonable accommodation  |         |
| RESPONSIBLE OFFICIAL:   | Director, Office of Equal Opportunity Diversity and Inclusion  |         |
| DATE OBJECTIVE INITIATED:   | September 12, 2013   |         |
| TARGET DATE FOR<br>COMPLETION OF OBJECTIVE:   | November 15, 2013  |         |
| PLANNED ACTIVITIES TOWARD<br>COMPLETION OF OBJECTIVE:   | TARGET DATE: November 30, 2013   |         |
| 1) Complete Revision of<br>Reasonable Accommodation<br>(RA) Procedures to reflect<br>ADA amendments Act and<br>Gina   | April 2014<br><br>Completed draft to be reviewed by the relevant NTSB offices and the updated reasonable accommodation plan forwarded to EEOC with the submission of the FY 2013 715 report.       |         |
| 2) Obtain feedback of revised<br>RA procedures from OGC and<br>Senior Leadership  | March 15, 2014 - on revised schedule   |         |
| 3) Submit revised RA<br>procedures to the EEOC for<br>review  | April 25, 2014   |         |
| 4) Develop and present RA<br>training workshop  | May 30. 2014   |         |
| <p><b>REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE:</b></p> <p>The newly drafted policy and procedures reflect the changes in the law and strengthen the reasonable accommodation program, as well as the newly defined role of the Disability Employment Program Manager (DEPM).</p> <p>The EEODI Director, the Disability Employment Program Manager, and representatives from the Human Resources Division developed Reasonable Accommodation Procedures training and a workshop on How to Conduct Proper Medical Inquires in Federal Sector Employment.</p> <p>The agency began efforts to identify and develop a plan for correction of potential Section 504 wheelchair accessibility concerns that were addressed in the EEOC technical site visit on 4/18/13. The Facility Director scheduled a meeting with the GSA leasing office to determine if the conference center space meets federal wheelchair accessibility standards.</p> |  |         |

|  |   |         |
|--|---|---------|
| <b>EEOC FORM<br/>715-01<br/>PART H</b>   | <b>U.S. Equal Employment Opportunity Commission<br/>FEDERAL AGENCY ANNUAL<br/>EEO PROGRAM STATUS REPORT</b>   |         |
| National Transportation Safety Board (NTSB)  |   | FY 2014 |
| STATEMENT of<br>MODEL PROGRAM<br>ESSENTIAL ELEMENT<br>DEFICIENCY:  | <b>Part H Plan # 2<br/>Essential Element E: Efficiency</b><br>Does the agency track recruitment efforts and analyze efforts to identify potential barriers with MD-715 model workplace standards? |         |
| OBJECTIVE:   | Track NTSB internal and external recruitment efforts, including developmental details and assignments, to identify potential barriers that may preclude full employee engagement and advancement. |         |
| RESPONSIBLE OFFICIAL:  | Director, Office of Equal Opportunity Diversity and Inclusion   |         |
| DATE OBJECTIVE INITIATED:  | September 15, 2013  |         |
| TARGET DATE FOR<br>COMPLETION OF OBJECTIVE:  | November 16, 2013   |         |
| PLANNED ACTIVITIES TOWARD<br>COMPLETION OF OBJECTIVE:  | TARGET DATE: November 30, 2013  |         |
| 1) Contact HRD to determine if they have identified a process to collect applicant flow data   | September 2013 - <b>COMPLETED</b>   |         |
| 2) Review current developmental opportunities, assignments and details at the NTSB   | September 2013- <b>COMPLETED</b>  |         |
| 3) Collect applicant flow data and conduct baseline analysis   | November/December 2013  |         |
| 4) Explore the feasibility of collecting RNO data during the new employee orientation process  | December 2013   |         |
| 5) Based upon the outcome of the applicant flow data analysis and a review of the agencies staffing practices, develop recommendations and novel approaches to recruitment and retention in efforts to expand the diversity within NTSB applicant pools  | April/May 2014  |         |
| <b>REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE:</b><br>During FY 2011 and FY 2012, the EEODI Director and Special Emphasis Program Managers (SEPMs) met with the HRD Chief to discuss EEODI reporting needs, to include the need for the EEODI Director to have access to applicant flow data in order to conduct barrier analysis. HRD has identified a mechanism to release applicant flow information. |   |         |

|   |  |         |
|---|--|---------|
| <b>EEOC FORM<br/>715-01<br/>PART H</b>  | <b>U.S. Equal Employment Opportunity Commission<br/>FEDERAL AGENCY ANNUAL<br/>EEO PROGRAM STATUS REPORT</b>  |         |
| National Transportation Safety Board (NTSB)   |  | FY 2014 |
| STATEMENT of<br>MODEL PROGRAM<br>ESSENTIAL ELEMENT<br>DEFICIENCY:   | <b>Part H Plan # 3<br/>Essential Element E: Efficiency</b><br>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? |         |
| OBJECTIVE:  | Continue ADR training as an annual EEODI Diversity and Inclusion brown bag series workshop until all NTSB supervisors and managers are trained.  |         |
| RESPONSIBLE OFFICIAL:   | Director, Office of Equal Opportunity Diversity and Inclusion  |         |
| DATE OBJECTIVE INITIATED:   | November 20, 2012  |         |
| TARGET DATE FOR<br>COMPLETION OF OBJECTIVE:   | November 2014  |         |
| PLANNED ACTIVITIES TOWARD<br>COMPLETION OF OBJECTIVE:   | TARGET DATE: November 30, 2013   |         |
| 1) ADR brown-bag workshop<br>2) conducted November 2012   | September 2013- <b>COMPLETED</b>   |         |
| 3)  | September 2013- <b>COMPLETED</b>   |         |
| 4)  |  |         |
| 5) Identification of new training<br>sources for ADR training   | December 2013  |         |
| 6) ADR Brown Bag scheduled  | May 29, 2014 updated ADR brown on revised schedule   |         |
| <b>REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE:</b><br><br>In November 20, 2012 the EEODI Office held a diversity brown bag workshop titled “ <b>Everyday Skills to Resolve Workplace Conflict</b> ” for supervisors, managers, and EEO and HR professionals. This workshop encouraged the use of alternative dispute resolution (ADR) principles to resolve workplace disputes.<br><br>An additional ADR diversity brown bag series workshop is scheduled for May 29, 2014. |  |         |

| <b>EEOC FORM<br/>715-01<br/>PART I</b>   | <b>U.S. Equal Employment Opportunity Commission<br/>FEDERAL AGENCY ANNUAL<br/>EEO PROGRAM STATUS REPORT</b>  |  |
|--|--|--|
| <b>National Transportation Safety Board</b>  | <b>FY 2014</b>   |  |
| <p><b>STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:</b></p> <p>Provide a brief narrative describing the condition at issue.</p> <p>How was the condition recognized as a potential barrier?</p> | <p><b>Part I, Plan #1</b><br/>Hispanics, Women, African and Asian Americans have lower-than-expected participation rates in NTSB's mission-critical positions (i.e. Accident Investigators, Air Safety Investigators and Aerospace Engineers). These triggers were identified through an analysis of the FY-2013 MD-715 data table A-6 and have an external focus.</p>   |  |
| <p><b>BARRIER ANALYSIS:</b></p> <p>Provide a description of the steps taken and data analyzed to determine cause of the condition.</p>   | <p>During FY 2013, the EEODI Office initiated a simple barrier analysis of these triggers, which should be completed in FY 2014. The following steps are also currently underway:</p> <ol style="list-style-type: none"> <li>1. Review current outreach, recruitment and hiring practices, both internal and external, in general, and specific to vacancies for NTSB's mission-critical positions.</li> <li>2. Work with SEPMs to interview hiring officials to determine what skills sets and backgrounds they require within their office/division.</li> <li>3. Contact professional organizations, affinity groups, and current subject matter experts at NTSB to network in their field of expertise to identify and create targeted vacancy distribution email lists in efforts to increase the diversity of the applicant pool for mission-critical positions.</li> </ol> |  |
| <p><b>STATEMENT OF IDENTIFIED BARRIER:</b> 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>No apparent barrier has been identified at this time as an analysis has not been completed.</p>   |  |
| <p><b>OBJECTIVE:</b></p> <p>State the alternative or revised agency policy, procedure or practice to be implemented to correct the undesired condition.</p>  | <p>The remaining sections of Part I will be completed once the barrier analysis has been finished.</p>   |  |
| <p><b>RESPONSIBLE OFFICIAL:</b></p>  | <p>EEODI Director</p>  |  |
| <p><b>DATE OBJECTIVE INITIATED:</b></p>  | <p>August 2013</p>   |  |
| <p><b>TARGET DATE FOR COMPLETION OF OBJECTIVE:</b></p>   | <p>December 2014</p>   |  |

| EEOC FORM<br>715-01<br>PART I  | U.S. Equal Employment Opportunity Commission<br>FEDERAL AGENCY ANNUAL<br>EEO PROGRAM STATUS REPORT  |  |
|--|---|--|
| National Transportation Safety Board   | FY 2014   |  |
| <p><b>STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:</b></p> <p>Provide a brief narrative describing the condition at issue.</p> <p>How was the condition recognized as a potential barrier?</p> | <p><b>Part I, Plan #2</b></p> <p>The participation rate of individuals with targeted disabilities in NTSB's total permanent workforce (1.42%) is only slightly lower than expected when compared to EEOC's goal of 2%. This trigger was identified through an analysis of Data table B1.</p>  |  |
| <p><b>BARRIER ANALYSIS:</b></p> <p>Provide a description of the steps taken and data analyzed to determine cause of the condition.</p>   | <p>During FY 2013-14, EEODI plans to initiate a simple barrier analysis of this trigger, which should be completed by FY 2014. The following steps will require a methodical approach to:</p> <ol style="list-style-type: none"> <li>1. Determine if the NTSB is utilizing all Schedule A hiring tools and authorities, and other available resources to recruit and hire individuals with disabilities.</li> <li>2. Complete assessment with GSA on the physical work environment at the NTSB HQ and in the NTSB Conference Center space.</li> </ol> |  |
| <p><b>STATEMENT OF IDENTIFIED BARRIER:</b></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>No barrier has been identified at this time as the analysis has not been completed.</p>  |  |
| <p><b>OBJECTIVE:</b></p> <p>State the alternative or revised agency policy, procedure or practice to be implemented to correct the undesired condition.</p>  | <p>The remaining sections of this Part I Plan will be completed once a barrier analysis has been finished.</p>  |  |
| <p><b>RESPONSIBLE OFFICIAL:</b></p>  | <p>EEODI Director</p>   |  |
| <p><b>DATE OBJECTIVE INITIATED:</b></p>  | <p>September 2013</p>   |  |
| <p><b>TARGET DATE FOR COMPLETION OF OBJECTIVE:</b></p>   | <p>December 2014</p>  |  |

| EEOC FORM<br>715-01<br>PART I  | EEO Plan To Eliminate Identified Barrier |  |
|--|--|--|
| PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:   | TARGET DATE<br>(Must be specific)        |  |
| Train agency managers and supervisors on responsibilities under the updated procedures for reasonable accommodation  | November 12, 2013                        |  |
| Track NTSB internal and external recruitment efforts, including developmental details and assignments, to identify potential barriers that may preclude full employee engagement and advancement.  | December 15, 2013                        |  |
| Continue ADR training as an annual EEODI Diversity and Inclusion brown bag series workshop until all NTSB supervisors and managers are trained.  | May 29, 2014                             |  |
| REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE   |  |  |
| <ul style="list-style-type: none"> <li>• The roles and responsibilities for the DEPM and the HR/ER Specialist and the Office of Occupational Safety will be clearly defined in the new RA procedures to support the goals of Executive Order 13548.</li> <li>• The EEODI Director will deliver reasonable accommodation training to NTSB supervisors and managers in FY 2014.</li> <li>• The EEODI Director and the DEPM will continue to promote the use of Schedule A hiring authority and will encourage all hiring managers to review qualified Schedule A applicants for all positions prior to the on-line publication of the vacancy.</li> <li>• The NTSB will continue to make concrete steps to strengthen its approach to Section 508 and 504 compliance. Based upon the 2013 EEOC technical site visit recommendations, the Facilities Director will work with General Services Administration (GSA), the administrator of the agency's lease, to conduct an inquiry into whether all agencies' office spaces are accessible to individuals with disabilities and meet mandatory compliance standards. This is particularly important in light of the fact that the agency must ensure that NTSB employees, applicants, and members of the public are fully able to participate in events, public forums and hearings, and board meetings at NTSB's facilities, to include the NTSB conference center.</li> <li>• Revised, EEOC-approved Reasonable Accommodation Procedures will be posted and disseminated on the intranet and NTSB website when they are approved by EEOC.</li> <li>• Reasonable Accommodation Training delivered to all managers and supervisors, to include EEODI and HRD staff members.</li> <li>• Refresher training to EEODI staff and collateral duty program managers on barrier analysis and the six essential model program requirements of the EEOC MD 715 report.</li> <li>• Another ADR brown bag briefing is scheduled for May 2014.</li> </ul> |  |  |

- The Director of EEODI conducted the NTSB State of the Agency annual status update in December 2013.
- Continued tracking, identification of barriers with recommendations for the full employment, engagement, and advancement of women, minorities, and persons with disabilities in NTSB's managerial and mission-oriented occupations is scheduled to take place in FY 2014.
- Continuation of brown bag diversity series and the career enhancement listening sessions with the Chairman in FY 2014.
- Implementation of a new Executive Shadowing program to enhance the overall employment cycle of women at the GS-14 grade level and above is scheduled for piloting in FY 2014.











**NTSB NATIONAL TRANSPORTATION SAFETY BOARD For Period ( 2012-10-01 TO 2013-09-30 )**

**Table A13 - Employee Recognition and Awards - Distribution by Race/Ethnicity and Sex - Permanent Workforce**

| Type of Award                      | TOTAL EMPLOYEES |           |           | RACE/ETHNICITY     |         |                         |          |                           |          |         |         |   |       |                                  |         |                   |       |
|------------------------------------|-----------------|-----------|-----------|--------------------|---------|-------------------------|----------|---------------------------|----------|---------|---------|---|-------|----------------------------------|---------|-------------------|-------|
|                                    |                 |           |           | Hispanic or Latino |         | Non- Hispanic or Latino |          |                           |          |         |         |   |       |                                  |         |                   |       |
|                                    |                 |           |           |                    |         | White                   |          | Black or African American |          | Asian   |         | Native Hawaiian or Other Pacific Islander |       | American Indian or Alaska Native |         | Two or more races |       |
| All                                | male            | female    | male      | female             | male    | female                  | male     | female                    | male     | female  | male    | female                                    | male  | female                           | male    | female            |       |
| <b>Time-Off Awards - 1-9 hours</b> |                 |           |           |                    |         |                         |          |                           |          |         |         |   |       |                                  |         |                   |       |
| Total Time-Off Awards Given        | #               | 4         | 1         | 3                  | 0       | 0                       | 0        | 2                         | 1        | 0       | 0       | 1   | 0     | 0                                | 0       | 0                 | 0     |
|                                    | %               | 100%      | 25.00%    | 75.00%             | 0.00%   | 0.00%                   | 0.00%    | 50.00%                    | 25.00%   | 0.00%   | 0.00%   | 25.00%                                    | 0.00% | 0.00%                            | 0.00%   | 0.00%             | 0.00% |
| Total Hours                        | 34              | 8         | 26        | 0                  | 0       | 0                       | 17       | 8                         | 0        | 0       | 9       | 0   | 0     | 0                                | 0       | 0                 | 0     |
| Average Hours                      | 9               | 8         | 9         | 0                  | 0       | 0                       | 9        | 8                         | 0        | 0       | 9       | 0   | 0     | 0                                | 0       | 0                 | 0     |
| <b>Time-Off Awards - 9+ hours</b>  |                 |           |           |                    |         |                         |          |                           |          |         |         |   |       |                                  |         |                   |       |
| Total Time-Off Awards Given        | #               | 6         | 2         | 4                  | 0       | 0                       | 2        | 3                         | 0        | 1       | 0       | 0   | 0     | 0                                | 0       | 0                 | 0     |
|                                    | %               | 100%      | 33.33%    | 66.67%             | 0.00%   | 0.00%                   | 33.33%   | 50.00%                    | 0.00%    | 16.67%  | 0.00%   | 0.00%                                     | 0.00% | 0.00%                            | 0.00%   | 0.00%             | 0.00% |
| Total Hours                        | 104             | 36        | 68        | 0                  | 0       | 36                      | 52       | 0                         | 16       | 0       | 0       | 0   | 0     | 0                                | 0       | 0                 | 0     |
| Average Hours                      | 17              | 18        | 17        | 0                  | 0       | 18                      | 17       | 0                         | 16       | 0       | 0       | 0   | 0     | 0                                | 0       | 0                 | 0     |
| <b>Cash Awards - \$100 - \$500</b> |                 |           |           |                    |         |                         |          |                           |          |         |         |   |       |                                  |         |                   |       |
| Total Cash Awards Given            | #               | 0         | 0         | 0                  | 0       | 0                       | 0        | 0                         | 0        | 0       | 0       | 0   | 0     | 0                                | 0       | 0                 | 0     |
|                                    | %               | 0%        | 0%        | 0%                 | 0%      | 0%                      | 0%       | 0%                        | 0%       | 0%      | 0%      | 0%  | 0%    | 0%                               | 0%      | 0%                | 0%    |
| Total Amount                       | \$0             | \$0       | \$0       | \$0                | \$0     | \$0                     | \$0      | \$0                       | \$0      | \$0     | \$0     | \$0                                       | \$0   | \$0                              | \$0     | \$0               | \$0   |
| Average Amount                     | 0               | 0         | 0         | 0                  | 0       | 0                       | 0        | 0                         | 0        | 0       | 0       | 0   | 0     | 0                                | 0       | 0                 | 0     |
| <b>Cash Awards - \$501+</b>        |                 |           |           |                    |         |                         |          |                           |          |         |         |   |       |                                  |         |                   |       |
| Total Cash Awards Given            | #               | 311       | 186       | 125                | 5       | 3                       | 156      | 75                        | 14       | 41      | 7       | 3   | 1     | 0                                | 3       | 2                 | 0     |
|                                    | %               | 100%      | 59.81%    | 40.19%             | 1.61%   | 0.96%                   | 50.16%   | 24.12%                    | 4.50%    | 13.18%  | 2.25%   | 0.96%                                     | 0.32% | 0.00%                            | 0.96%   | 0.64%             | 0.00% |
| Total Amount                       | \$324,791       | \$197,831 | \$126,960 | \$5,200            | \$2,800 | \$168,231               | \$77,360 | \$14,000                  | \$40,800 | \$6,800 | \$2,800 | \$1,200                                   | \$0   | \$2,400                          | \$2,400 | \$0               | \$800 |





**NTSB NATIONAL TRANSPORTATION SAFETY BOARD For Period ( 2012-10-01 TO 2013-09-30 )**

**Table A13-1 - Employee Recognition and Awards by Salary - Distribution by Race/Ethnicity and Sex - Permanent Workforce**

| Type of Award | TOTAL EMPLOYEES |          |          | RACE/ETHNICITY     |         |                         |          |                           |          |         |         |   |      |                                  |         |                   |       |
|---------------|-----------------|----------|----------|--------------------|---------|-------------------------|----------|---------------------------|----------|---------|---------|---|------|----------------------------------|---------|-------------------|-------|
|               |                 |          |          | Hispanic or Latino |         | Non- Hispanic or Latino |          |                           |          |         |         |   |      |                                  |         |                   |       |
|               |                 |          |          |                    |         | White                   |          | Black or African American |          | Asian   |         | Native Hawaiian or Other Pacific Islander |      | American Indian or Alaska Native |         | Two or more races |       |
| All           | male            | female   | male     | female             | male    | female                  | male     | female                    | male     | female  | male    | female                                    | male | female                           | male    | female            |       |
| Sum of Count  | \$28,000        | \$1,600  | \$26,400 | \$0                | \$2,000 | \$1,600                 | \$12,000 | \$0                       | \$11,600 | \$0     | \$0     | \$0                                       | \$0  | \$0                              | \$0     | \$0               | \$800 |
| Sum of Amount | 29              | 2        | 27       | 0                  | 2       | 2                       | 12       | 0                         | 12       | 0       | 0       | 0   | 0    | 0                                | 0       | 0                 | 1     |
| Average       | \$966           | \$800    | \$978    | \$0                | \$1,000 | \$800                   | \$1,000  | \$0                       | \$967    | \$0     | \$0     | \$0                                       | \$0  | \$0                              | \$0     | \$0               | \$800 |
| Sum of Count  | \$10,400        | \$4,400  | \$6,000  | \$0                | \$800   | \$1,600                 | \$0      | \$2,800                   | \$5,200  | \$0     | \$0     | \$0                                       | \$0  | \$0                              | \$0     | \$0               | \$0   |
| Sum of Amount | 11              | 5        | 6        | 0                  | 1       | 2                       | 0        | 3                         | 5        | 0       | 0       | 0   | 0    | 0                                | 0       | 0                 | 0     |
| Average       | \$945           | \$880    | \$1,000  | \$0                | \$800   | \$800                   | \$0      | \$933                     | \$1,040  | \$0     | \$0     | \$0                                       | \$0  | \$0                              | \$0     | \$0               | \$0   |
| Sum of Count  | \$29,000        | \$16,800 | \$12,200 | \$3,200            | \$0     | \$10,400                | \$5,000  | \$1,200                   | \$6,400  | \$2,000 | \$800   | \$0                                       | \$0  | \$0                              | \$0     | \$0               | \$0   |
| Sum of Amount | 31              | 17       | 14       | 3                  | 0       | 11                      | 6        | 1                         | 7        | 2       | 1       | 0   | 0    | 0                                | 0       | 0                 | 0     |
| Average       | \$935           | \$988    | \$871    | \$1,067            | \$0     | \$945                   | \$833    | \$1,200                   | \$914    | \$1,000 | \$800   | \$0                                       | \$0  | \$0                              | \$0     | \$0               | \$0   |
| Sum of Count  | \$36,000        | \$20,800 | \$15,200 | \$0                | \$0     | \$16,800                | \$8,800  | \$2,800                   | \$4,000  | \$1,200 | \$1,200 | \$0                                       | \$0  | \$0                              | \$1,200 | \$0               | \$0   |
| Sum of Amount | 38              | 23       | 15       | 0                  | 0       | 19                      | 9        | 3                         | 4        | 1       | 1       | 0   | 0    | 0                                | 1       | 0                 | 0     |
| Average       | \$947           | \$904    | \$1,013  | \$0                | \$0     | \$884                   | \$978    | \$933                     | \$1,000  | \$1,200 | \$1,200 | \$0                                       | \$0  | \$0                              | \$1,200 | \$0               | \$0   |
| Sum of Count  | \$46,000        | \$24,800 | \$21,200 | \$1,200            | \$0     | \$20,000                | \$15,600 | \$2,000                   | \$5,600  | \$800   | \$0     | \$0                                       | \$0  | \$800                            | \$0     | \$0               | \$0   |
| Sum of Amount | 44              | 25       | 19       | 1                  | 0       | 20                      | 14       | 2                         | 5        | 1       | 0       | 0   | 0    | 1                                | 0       | 0                 | 0     |
| Average       | \$1,045         | \$992    | \$1,116  | \$1,200            | \$0     | \$1,000                 | \$1,114  | \$1,000                   | \$1,120  | \$800   | \$0     | \$0                                       | \$0  | \$800                            | \$0     | \$0               | \$0   |
| Sum of Count  | \$57,980        | \$46,800 | \$11,180 | \$800              | \$0     | \$40,800                | \$7,580  | \$800                     | \$2,400  | \$2,800 | \$0     | \$0                                       | \$0  | \$1,600                          | \$1,200 | \$0               | \$0   |
| Sum of Amount | 61              | 49       | 12       | 1                  | 0       | 42                      | 8        | 1                         | 3        | 3       | 0       | 0   | 0    | 2                                | 1       | 0                 | 0     |
| Average       | \$950           | \$955    | \$932    | \$800              | \$0     | \$971                   | \$948    | \$800                     | \$800    | \$933   | \$0     | \$0                                       | \$0  | \$800                            | \$1,200 | \$0               | \$0   |

|               |          |          |          |     |     |          |          |         |         |     |       |         |     |     |     |     |     |
|---------------|----------|----------|----------|-----|-----|----------|----------|---------|---------|-----|-------|---------|-----|-----|-----|-----|-----|
| Sum of Count  | \$56,500 | \$31,600 | \$24,900 | \$0 | \$0 | \$29,600 | \$20,900 | \$800   | \$3,200 | \$0 | \$800 | \$1,200 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Sum of Amount | 54       | 31       | 23       | 0   | 0   | 29       | 19       | 1       | 3       | 0   | 1     | 1       | 0   | 0   | 0   | 0   | 0   |
| Average       | \$1,046  | \$1,019  | \$1,083  | \$0 | \$0 | \$1,021  | \$1,100  | \$800   | \$1,067 | \$0 | \$800 | \$1,200 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Sum of Count  | \$44,680 | \$34,800 | \$9,880  | \$0 | \$0 | \$31,200 | \$7,480  | \$3,600 | \$2,400 | \$0 | \$0   | \$0     | \$0 | \$0 | \$0 | \$0 | \$0 |
| Sum of Amount | 41       | 32       | 9        | 0   | 0   | 29       | 7        | 3       | 2       | 0   | 0     | 0       | 0   | 0   | 0   | 0   | 0   |
| Average       | \$1,090  | \$1,088  | \$1,098  | \$0 | \$0 | \$1,076  | \$1,069  | \$1,200 | \$1,200 | \$0 | \$0   | \$0     | \$0 | \$0 | \$0 | \$0 | \$0 |
| Sum of Count  | \$0      | \$0      | \$0      | \$0 | \$0 | \$0      | \$0      | \$0     | \$0     | \$0 | \$0   | \$0     | \$0 | \$0 | \$0 | \$0 | \$0 |
| Sum of Amount | 0        | 0        | 0        | 0   | 0   | 0        | 0        | 0       | 0       | 0   | 0     | 0       | 0   | 0   | 0   | 0   | 0   |
| Average       | \$0      | \$0      | \$0      | \$0 | \$0 | \$0      | \$0      | \$0     | \$0     | \$0 | \$0   | \$0     | \$0 | \$0 | \$0 | \$0 | \$0 |
| Sum of Count  | \$0      | \$0      | \$0      | \$0 | \$0 | \$0      | \$0      | \$0     | \$0     | \$0 | \$0   | \$0     | \$0 | \$0 | \$0 | \$0 | \$0 |
| Sum of Amount | 0        | 0        | 0        | 0   | 0   | 0        | 0        | 0       | 0       | 0   | 0     | 0       | 0   | 0   | 0   | 0   | 0   |
| Average       | \$0      | \$0      | \$0      | \$0 | \$0 | \$0      | \$0      | \$0     | \$0     | \$0 | \$0   | \$0     | \$0 | \$0 | \$0 | \$0 | \$0 |
| Sum of Count  | \$0      | \$0      | \$0      | \$0 | \$0 | \$0      | \$0      | \$0     | \$0     | \$0 | \$0   | \$0     | \$0 | \$0 | \$0 | \$0 | \$0 |
| Sum of Amount | 0        | 0        | 0        | 0   | 0   | 0        | 0        | 0       | 0       | 0   | 0     | 0       | 0   | 0   | 0   | 0   | 0   |
| Average       | \$0      | \$0      | \$0      | \$0 | \$0 | \$0      | \$0      | \$0     | \$0     | \$0 | \$0   | \$0     | \$0 | \$0 | \$0 | \$0 | \$0 |
| Sum of Count  | \$17,431 | \$17,431 | \$0      | \$0 | \$0 | \$17,431 | \$0      | \$0     | \$0     | \$0 | \$0   | \$0     | \$0 | \$0 | \$0 | \$0 | \$0 |
| Sum of Amount | 3        | 3        | 0        | 0   | 0   | 3        | 0        | 0       | 0       | 0   | 0     | 0       | 0   | 0   | 0   | 0   | 0   |
| Average       | \$5,810  | \$5,810  | \$0      | \$0 | \$0 | \$5,810  | \$0      | \$0     | \$0     | \$0 | \$0   | \$0     | \$0 | \$0 | \$0 | \$0 | \$0 |
| Sum of Count  | \$0      | \$0      | \$0      | \$0 | \$0 | \$0      | \$0      | \$0     | \$0     | \$0 | \$0   | \$0     | \$0 | \$0 | \$0 | \$0 | \$0 |
| Sum of Amount | 0        | 0        | 0        | 0   | 0   | 0        | 0        | 0       | 0       | 0   | 0     | 0       | 0   | 0   | 0   | 0   | 0   |
| Average       | \$0      | \$0      | \$0      | \$0 | \$0 | \$0      | \$0      | \$0     | \$0     | \$0 | \$0   | \$0     | \$0 | \$0 | \$0 | \$0 | \$0 |

**NTSB NATIONAL TRANSPORTATION SAFETY BOARD For Period ( 2012-10-01 TO 2013-09-30 )**

**Table B13-1 - Employee Recognition and Awards by Salary - Distribution by Disability - Permanent Workforce**

|                            |                                  |
|----------------------------|----------------------------------|
| Total by Disability Status | Detail for Targeted Disabilities |
|----------------------------|----------------------------------|













|                         |   |    |    |    |    |    |    |    |    |    |    |    |    |    |
|-------------------------|---|----|----|----|----|----|----|----|----|----|----|----|----|----|
| 7. Operatives           | % | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| 8. Laborers and Helpers | # | 0  | 0  | 0  | 0  | 0  | 0  | 0  | 0  | 0  | 0  | 0  | 0  | 0  |
|                         | % | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| 9. Service Workers      | # | 0  | 0  | 0  | 0  | 0  | 0  | 0  | 0  | 0  | 0  | 0  | 0  | 0  |
|                         | % | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |

NTSB NATIONAL TRANSPORTATION SAFETY BOARD Pay Period 201321

Table B3-2 - Occupational Categories - Distribution by Disability - Permanent Workforce

| Occupational Category                        | Total | Total by Disability Status |                        |                       |                     | Detail for Targeted Disabilities |                         |  |                              |                            |  |   |   |  |  |
|--|-------|----------------------------|------------------------|-----------------------|---------------------|----------------------------------|-------------------------|--|------------------------------|----------------------------|--|---|---|--|--|
|  |       | (04,05)<br>No Disability   | (01)<br>Not Identified | (06-98)<br>Disability | Targeted Disability | (16,19)<br>Deafness              | (21,23,25)<br>Blindness | (28,30,32-38)<br>Missing Limbs/<br>Extremities | (64-69)<br>Partial Paralysis | (71-79)<br>Total Paralysis | (82)<br>Convulsive Disorder/<br>Epilepsy | (90)<br>Mental Retardation/<br>Severe Intellectual Disability | (91)<br>Mental Illness/<br>Psychiatric Disability | (92)<br>Distortion Limb-Spine/<br>Dwarfism |  |
| 1. Officials and Managers                    |       |                            |                        |                       |                     |                                  |                         |  |                              |                            |  |   |   |  |  |
| Executive/Senior Level (Grades 15 and Above) | #     | 71                         | 65                     | 1                     | 5                   | 2                                | 0                       | 0  | 0                            | 1                          | 0  | 1   | 0   | 0  |  |
|  | %     | 100%                       | 17.76%                 | 14.29%                | 22.73%              | 50%                              | 0.00%                   | 0%   | 0%                           | 100.00%                    | 0%                                       | 100.00%   | 0%  | 0.00%                                      |  |
| Mid-Level (Grades 13-14)                     | #     | 4                          | 4                      | 0                     | 0                   | 0                                | 0                       | 0  | 0                            | 0                          | 0  | 0   | 0   | 0  |  |
|  | %     | 100%                       | 1.09%                  | 0%                    | 0%                  | 0%                               | 0.00%                   | 0%   | 0%                           | 0.00%                      | 0%                                       | 0.00%   | 0%  | 0.00%                                      |  |
| First-Level (Grades 12 and Below)            | #     | 0                          | 0                      | 0                     | 0                   | 0                                | 0                       | 0  | 0                            | 0                          | 0  | 0   | 0   | 0  |  |
|  | %     | 0%                         | 0%                     | 0%                    | 0%                  | 0%                               | 0.00%                   | 0%   | 0%                           | 0.00%                      | 0%                                       | 0.00%   | 0%  | 0.00%                                      |  |
| Other  | #     | 183                        | 170                    | 6                     | 7                   | 1                                | 0                       | 0  | 0                            | 0                          | 0  | 0   | 1   | 0  |  |
|  | %     | 100%                       | 46.45%                 | 85.71%                | 31.82%              | 25%                              | 0.00%                   | 0%   | 0%                           | 0.00%                      | 0%                                       | 0.00%   | 0%  | 100.00%                                    |  |
| Officials And Managers - TOTAL               | #     | 258                        | 239                    | 7                     | 12                  | 3                                | 0                       | 0  | 0                            | 1                          | 0  | 1   | 0   | 1  |  |
|  | %     | 65.32%                     | 65.3%                  | 100%                  | 54.55%              | 75%                              | 0.00%                   | 0%   | 0%                           | 100.00%                    | 0%                                       | 100.00%   | 0%  | 100.00%                                    |  |
| 2. Professionals                             | #     | 120                        | 112                    | 0                     | 8                   | 0                                | 0                       | 0  | 0                            | 0                          | 0  | 0   | 0   | 0  |  |
|  | %     | 30.38%                     | 30.6%                  | 0%                    | 36.36%              | 0%                               | 0.00%                   | 0%   | 0%                           | 0.00%                      | 0%                                       | 0.00%   | 0%  | 0.00%                                      |  |
| 3. Technicians                               | #     | 3                          | 2                      | 0                     | 1                   | 0                                | 0                       | 0  | 0                            | 0                          | 0  | 0   | 0   | 0  |  |
|  | %     | 0.76%                      | 0.55%                  | 0%                    | 4.55%               | 0%                               | 0.00%                   | 0%   | 0%                           | 0.00%                      | 0%                                       | 0.00%   | 0%  | 0.00%                                      |  |
| 4. Sales Workers                             | #     | 0                          | 0                      | 0                     | 0                   | 0                                | 0                       | 0  | 0                            | 0                          | 0  | 0   | 0   | 0  |  |
|  | %     | 0%                         | 0%                     | 0%                    | 0%                  | 0%                               | 0.00%                   | 0%   | 0%                           | 0.00%                      | 0%                                       | 0.00%   | 0%  | 0.00%                                      |  |
| 5. Administrative Support Workers            | #     | 14                         | 13                     | 0                     | 1                   | 1                                | 1                       | 0  | 0                            | 0                          | 0  | 0   | 0   | 0  |  |
|  | %     | 3.54%                      | 3.55%                  | 0%                    | 4.55%               | 25%                              | 100.00%                 | 0%   | 0%                           | 0.00%                      | 0%                                       | 0.00%   | 0%  | 0.00%                                      |  |



NTSB NATIONAL TRANSPORTATION SAFETY BOARD - Pay Period 201321

Table A4-1: Participation Rates for General Schedule Grades - Distribution by Race/Ethnicity and Sex - Permanent Workforce

| GS/GM, SES AND RELATED GRADES |      | TOTAL EMPLOYEES |        |         | RACE/ETHNICITY     |        |                         |        |                           |        |       |        |   |        |                                  |        |                   |  |  |  |
|-------------------------------|------|-----------------|--------|---------|--------------------|--------|-------------------------|--------|---------------------------|--------|-------|--------|---|--------|----------------------------------|--------|-------------------|--|--|--|
|                               |      |                 |        |         | Hispanic or Latino |        | Non- Hispanic or Latino |        |                           |        |       |        |   |        |                                  |        |                   |  |  |  |
|                               |      |                 |        |         |                    |        | White                   |        | Black or African American |        | Asian |        | Native Hawaiian or Other Pacific Islander |        | American Indian or Alaska Native |        | Two or more races |  |  |  |
| All                           | male | female          | male   | female  | male               | female | male                    | female | male                      | female | male  | female | male                                      | female | male                             | female |                   |  |  |  |
| GS-01                         | #    | 0               | 0      | 0       | 0                  | 0      | 0                       | 0      | 0                         | 0      | 0     | 0      | 0   | 0      | 0                                | 0      | 0                 |  |  |  |
|                               | %    | 0%              | 0%     | 0%      | 0%                 | 0%     | 0%                      | 0%     | 0%                        | 0%     | 0%    | 0%     | 0%  | 0%     | 0%                               | 0%     | 0%                |  |  |  |
| GS-02                         | #    | 0               | 0      | 0       | 0                  | 0      | 0                       | 0      | 0                         | 0      | 0     | 0      | 0   | 0      | 0                                | 0      | 0                 |  |  |  |
|                               | %    | 0%              | 0%     | 0%      | 0%                 | 0%     | 0%                      | 0%     | 0%                        | 0%     | 0%    | 0%     | 0%  | 0%     | 0%                               | 0%     | 0%                |  |  |  |
| GS-03                         | #    | 0               | 0      | 0       | 0                  | 0      | 0                       | 0      | 0                         | 0      | 0     | 0      | 0   | 0      | 0                                | 0      | 0                 |  |  |  |
|                               | %    | 0%              | 0%     | 0%      | 0%                 | 0%     | 0%                      | 0%     | 0%                        | 0%     | 0%    | 0%     | 0%  | 0%     | 0%                               | 0%     | 0%                |  |  |  |
| GS-04                         | #    | 0               | 0      | 0       | 0                  | 0      | 0                       | 0      | 0                         | 0      | 0     | 0      | 0   | 0      | 0                                | 0      | 0                 |  |  |  |
|                               | %    | 0%              | 0%     | 0%      | 0%                 | 0%     | 0%                      | 0%     | 0%                        | 0%     | 0%    | 0%     | 0%  | 0%     | 0%                               | 0%     | 0%                |  |  |  |
| GS-05                         | #    | 1               | 0      | 1       | 0                  | 0      | 0                       | 0      | 0                         | 0      | 0     | 0      | 0   | 0      | 1                                | 0      | 0                 |  |  |  |
|                               | %    | 100%            | 0.00%  | 100.00% | 0.00%              | 0.00%  | 0.00%                   | 0.00%  | 0.00%                     | 0.00%  | 0.00% | 0.00%  | 0.00%                                     | 0.00%  | 100.00%                          | 0.00%  | 0.00%             |  |  |  |
| GS-06                         | #    | 0               | 0      | 0       | 0                  | 0      | 0                       | 0      | 0                         | 0      | 0     | 0      | 0   | 0      | 0                                | 0      | 0                 |  |  |  |
|                               | %    | 0%              | 0%     | 0%      | 0%                 | 0%     | 0%                      | 0%     | 0%                        | 0%     | 0%    | 0%     | 0%  | 0%     | 0%                               | 0%     | 0%                |  |  |  |
| GS-07                         | #    | 9               | 2      | 7       | 0                  | 1      | 2                       | 1      | 0                         | 5      | 0     | 0      | 0   | 0      | 0                                | 0      | 0                 |  |  |  |
|                               | %    | 100%            | 22.22% | 77.78%  | 0.00%              | 11.11% | 22.22%                  | 11.11% | 0.00%                     | 55.56% | 0.00% | 0.00%  | 0.00%                                     | 0.00%  | 0.00%                            | 0.00%  | 0.00%             |  |  |  |
| GS-08                         | #    | 0               | 0      | 0       | 0                  | 0      | 0                       | 0      | 0                         | 0      | 0     | 0      | 0   | 0      | 0                                | 0      | 0                 |  |  |  |
|                               | %    | 0%              | 0%     | 0%      | 0%                 | 0%     | 0%                      | 0%     | 0%                        | 0%     | 0%    | 0%     | 0%  | 0%     | 0%                               | 0%     | 0%                |  |  |  |
| GS-09                         | #    | 16              | 1      | 15      | 0                  | 1      | 1                       | 8      | 0                         | 5      | 0     | 0      | 0   | 0      | 0                                | 0      | 1                 |  |  |  |
|                               | %    | 100%            | 6.25%  | 93.75%  | 0.00%              | 6.25%  | 6.25%                   | 50.00% | 0.00%                     | 31.25% | 0.00% | 0.00%  | 0.00%                                     | 0.00%  | 0.00%                            | 0.00%  | 6.25%             |  |  |  |
| GS-10                         | #    | 0               | 0      | 0       | 0                  | 0      | 0                       | 0      | 0                         | 0      | 0     | 0      | 0   | 0      | 0                                | 0      | 0                 |  |  |  |
|                               | %    | 0%              | 0%     | 0%      | 0%                 | 0%     | 0%                      | 0%     | 0%                        | 0%     | 0%    | 0%     | 0%  | 0%     | 0%                               | 0%     | 0%                |  |  |  |
| GS-11                         | #    | 13              | 1      | 12      | 0                  | 0      | 3                       | 1      | 8                         | 0      | 1     | 0      | 0   | 0      | 0                                | 0      | 0                 |  |  |  |
|                               | %    | 100%            | 7.69%  | 92.31%  | 0.00%              | 0.00%  | 23.08%                  | 7.69%  | 61.54%                    | 0.00%  | 7.69% | 0.00%  | 0.00%                                     | 0.00%  | 0.00%                            | 0.00%  | 0.00%             |  |  |  |
| GS-12                         | #    | 24              | 10     | 14      | 0                  | 0      | 5                       | 4      | 3                         | 10     | 2     | 0      | 0   | 0      | 0                                | 0      | 0                 |  |  |  |
|                               | %    | 100%            | 41.67% | 58.33%  | 0.00%              | 0.00%  | 20.83%                  | 16.67% | 12.50%                    | 41.67% | 8.33% | 0.00%  | 0.00%                                     | 0.00%  | 0.00%                            | 0.00%  | 0.00%             |  |  |  |
| GS-13                         | #    | 64              | 39     | 25      | 2                  | 2      | 30                      | 13     | 4                         | 7      | 3     | 2      | 0   | 0      | 1                                | 0      | 0                 |  |  |  |
|                               | %    | 100%            | 60.94% | 39.06%  | 3.13%              | 3.13%  | 46.88%                  | 20.31% | 6.25%                     | 10.94% | 4.69% | 3.13%  | 0.00%                                     | 0.00%  | 1.56%                            | 0.00%  | 0.00%             |  |  |  |
| GS-14                         | #    | 168             | 113    | 55      | 2                  | 0      | 99                      | 36     | 5                         | 14     | 5     | 4      | 0   | 0      | 2                                | 1      | 0                 |  |  |  |

|                                |   |      |        |        |        |       |        |        |       |       |       |       |       |       |       |       |       |       |
|--------------------------------|---|------|--------|--------|--------|-------|--------|--------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| GS-14                          | % | 100% | 67.26% | 32.74% | 1.19%  | 0.00% | 58.93% | 21.43% | 2.98% | 8.33% | 2.98% | 2.38% | 0.00% | 0.00% | 1.19% | 0.60% | 0.00% | 0.00% |
| GS-15                          | # | 77   | 53     | 24     | 0      | 0     | 46     | 20     | 4     | 3     | 1     | 1     | 1     | 0     | 1     | 0     | 0     | 0     |
|                                | % | 100% | 68.83% | 31.17% | 0.00%  | 0.00% | 59.74% | 25.97% | 5.19% | 3.90% | 1.30% | 1.30% | 1.30% | 0.00% | 1.30% | 0.00% | 0.00% | 0.00% |
| All other<br>(unspecified)     | # | 8    | 7      | 1      | 1      | 0     | 6      | 1      | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     |
|                                | % | 100% | 87.50% | 12.50% | 12.50% | 0.00% | 75.00% | 12.50% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Senior<br>Executive<br>Service | # | 16   | 11     | 5      | 0      | 0     | 11     | 5      | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     | 0     |
|                                | % | 100% | 68.75% | 31.25% | 0.00%  | 0.00% | 68.75% | 31.25% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |

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Table A4-2: Participation Rates for General Schedule Grades - Distribution by Race/Ethnicity and Sex - Permanent Workforce

| GS/GM, SES<br>AND<br>RELATED<br>GRADES | TOTAL EMPLOYEES |        |       | RACE/ETHNICITY        |       |                            |       |                                 |       |        |       |  |       |  |        |                      |       |
|--|-----------------|--------|-------|-----------------------|-------|----------------------------|-------|---------------------------------|-------|--------|-------|--|-------|--|--------|----------------------|-------|
|  |                 |        |       | Hispanic or<br>Latino |       | Non- Hispanic or<br>Latino |       |                                 |       |        |       |  |       |  |        |                      |       |
|  |                 |        |       |                       |       | White                      |       | Black or<br>African<br>American |       | Asian  |       | Native<br>Hawaiian or<br>Other Pacific<br>Islander |       | American<br>Indian or<br>Alaska Native |        | Two or more<br>races |       |
| All                                    | male            | female | male  | female                | male  | female                     | male  | female                          | male  | female | male  | female   | male  | female                                 | male   | female               |       |
| GS-01                                  | #               | 0      | 0     | 0                     | 0     | 0                          | 0     | 0                               | 0     | 0      | 0     | 0  | 0     | 0                                      | 0      | 0                    | 0     |
|  | %               | 0.00%  | 0.00% | 0.00%                 | 0.00% | 0.00%                      | 0.00% | 0.00%                           | 0.00% | 0.00%  | 0.00% | 0.00%  | 0.00% | 0%                                     | 0.00%  | 0.00%                | 0%    |
| GS-02                                  | #               | 0      | 0     | 0                     | 0     | 0                          | 0     | 0                               | 0     | 0      | 0     | 0  | 0     | 0                                      | 0      | 0                    | 0     |
|  | %               | 0.00%  | 0.00% | 0.00%                 | 0.00% | 0.00%                      | 0.00% | 0.00%                           | 0.00% | 0.00%  | 0.00% | 0.00%  | 0%    | 0.00%                                  | 0.00%  | 0%                   | 0.00% |
| GS-03                                  | #               | 0      | 0     | 0                     | 0     | 0                          | 0     | 0                               | 0     | 0      | 0     | 0  | 0     | 0                                      | 0      | 0                    | 0     |
|  | %               | 0.00%  | 0.00% | 0.00%                 | 0.00% | 0.00%                      | 0.00% | 0.00%                           | 0.00% | 0.00%  | 0.00% | 0.00%  | 0%    | 0.00%                                  | 0.00%  | 0%                   | 0.00% |
| GS-04                                  | #               | 0      | 0     | 0                     | 0     | 0                          | 0     | 0                               | 0     | 0      | 0     | 0  | 0     | 0                                      | 0      | 0                    | 0     |
|  | %               | 0.00%  | 0.00% | 0.00%                 | 0.00% | 0.00%                      | 0.00% | 0.00%                           | 0.00% | 0.00%  | 0.00% | 0.00%  | 0%    | 0.00%                                  | 0.00%  | 0%                   | 0.00% |
| GS-05                                  | #               | 1      | 0     | 1                     | 0     | 0                          | 0     | 0                               | 0     | 0      | 0     | 0  | 0     | 0                                      | 1      | 0                    | 0     |
|  | %               | 0.25%  | 0.00% | 0.63%                 | 0.00% | 0.00%                      | 0.00% | 0.00%                           | 0.00% | 0.00%  | 0.00% | 0.00%  | 0%    | 0.00%                                  | 33.33% | 0%                   | 0.00% |
| GS-06                                  | #               | 0      | 0     | 0                     | 0     | 0                          | 0     | 0                               | 0     | 0      | 0     | 0  | 0     | 0                                      | 0      | 0                    | 0     |
|  | %               | 0.00%  | 0.00% | 0.00%                 | 0.00% | 0.00%                      | 0.00% | 0.00%                           | 0.00% | 0.00%  | 0.00% | 0.00%  | 0%    | 0.00%                                  | 0.00%  | 0%                   | 0.00% |
| GS-07                                  | #               | 9      | 2     | 7                     | 0     | 1                          | 2     | 1                               | 0     | 5      | 0     | 0  | 0     | 0                                      | 0      | 0                    | 0     |
|  | %               | 2.27%  | 0.84% | 4.40%                 | 0.00% | 25.00%                     | 1.00% | 1.10%                           | 0.00% | 9.62%  | 0.00% | 0.00%  | 0.00% | 0%                                     | 0.00%  | 0.00%                | 0%    |
| GS-08                                  | #               | 0      | 0     | 0                     | 0     | 0                          | 0     | 0                               | 0     | 0      | 0     | 0  | 0     | 0                                      | 0      | 0                    | 0     |
|  | %               | 0.00%  | 0.00% | 0.00%                 | 0.00% | 0.00%                      | 0.00% | 0.00%                           | 0.00% | 0.00%  | 0.00% | 0.00%  | 0%    | 0.00%                                  | 0.00%  | 0%                   | 0.00% |



|                                |   |         |         |       |         |         |         |       |       |        |       |       |       |       |
|--------------------------------|---|---------|---------|-------|---------|---------|---------|-------|-------|--------|-------|-------|-------|-------|
| GS-03                          | # | 0       | 0       | 0     | 0       | 0       | 0       | 0     | 0     | 0      | 0     | 0     | 0     | 0     |
|                                | % | 0%      | 0%      | 0%    | 0%      | 0%      | 0%      | 0%    | 0%    | 0%     | 0%    | 0%    | 0%    | 0%    |
| GS-04                          | # | 0       | 0       | 0     | 0       | 0       | 0       | 0     | 0     | 0      | 0     | 0     | 0     | 0     |
|                                | % | 0%      | 0%      | 0%    | 0%      | 0%      | 0%      | 0%    | 0%    | 0%     | 0%    | 0%    | 0%    | 0%    |
| GS-05                          | # | 1       | 0       | 0     | 1       | 1       | 1       | 0     | 0     | 0      | 0     | 0     | 0     | 0     |
|                                | % | 100%    | 0.00%   | 0.00% | 100.00% | 100.00% | 100.00% | 0.00% | 0.00% | 0.00%  | 0.00% | 0.00% | 0.00% | 0.00% |
| GS-06                          | # | 0       | 0       | 0     | 0       | 0       | 0       | 0     | 0     | 0      | 0     | 0     | 0     | 0     |
|                                | % | 0%      | 0%      | 0%    | 0%      | 0%      | 0%      | 0%    | 0%    | 0%     | 0%    | 0%    | 0%    | 0%    |
| GS-07                          | # | 9       | 9       | 0     | 0       | 0       | 0       | 0     | 0     | 0      | 0     | 0     | 0     | 0     |
|                                | % | 100%    | 100.00% | 0.00% | 0.00%   | 0.00%   | 0.00%   | 0.00% | 0.00% | 0.00%  | 0.00% | 0.00% | 0.00% | 0.00% |
| GS-08                          | # | 0       | 0       | 0     | 0       | 0       | 0       | 0     | 0     | 0      | 0     | 0     | 0     | 0     |
|                                | % | 0%      | 0%      | 0%    | 0%      | 0%      | 0%      | 0%    | 0%    | 0%     | 0%    | 0%    | 0%    | 0%    |
| GS-09                          | # | 16      | 16      | 0     | 0       | 0       | 0       | 0     | 0     | 0      | 0     | 0     | 0     | 0     |
|                                | % | 100%    | 100.00% | 0.00% | 0.00%   | 0.00%   | 0.00%   | 0.00% | 0.00% | 0.00%  | 0.00% | 0.00% | 0.00% | 0.00% |
| GS-10                          | # | 0       | 0       | 0     | 0       | 0       | 0       | 0     | 0     | 0      | 0     | 0     | 0     | 0     |
|                                | % | 0%      | 0%      | 0%    | 0%      | 0%      | 0%      | 0%    | 0%    | 0%     | 0%    | 0%    | 0%    | 0%    |
| GS-11                          | # | 13      | 13      | 0     | 0       | 0       | 0       | 0     | 0     | 0      | 0     | 0     | 0     | 0     |
|                                | % | 100%    | 100.00% | 0.00% | 0.00%   | 0.00%   | 0.00%   | 0.00% | 0.00% | 0.00%  | 0.00% | 0.00% | 0.00% | 0.00% |
| GS-12                          | # | 24      | 21      | 1     | 2       | 0       | 0       | 0     | 0     | 0      | 0     | 0     | 0     | 0     |
|                                | % | 100%    | 87.50%  | 4.17% | 8.33%   | 0.00%   | 0.00%   | 0.00% | 0.00% | 0.00%  | 0.00% | 0.00% | 0.00% | 0.00% |
| GS-13                          | # | 64      | 56      | 3     | 5       | 1       | 0       | 0     | 0     | 0      | 1     | 0     | 0     | 0     |
|                                | % | 100%    | 87.50%  | 4.69% | 7.81%   | 1.56%   | 0.00%   | 0.00% | 0.00% | 0.00%  | 1.56% | 0.00% | 0.00% | 0.00% |
| GS-14                          | # | 168     | 158     | 2     | 8       | 1       | 0       | 0     | 0     | 0      | 0     | 0     | 1     | 0     |
|                                | % | 100%    | 94.05%  | 1.19% | 4.76%   | 0.60%   | 0.00%   | 0.00% | 0.00% | 0.00%  | 0.00% | 0.00% | 0.60% | 0.00% |
| GS-15                          | # | 77      | 73      | 1     | 3       | 1       | 0       | 0     | 0     | 0      | 1     | 0     | 0     | 0     |
|                                | % | 100%    | 94.81%  | 1.30% | 3.90%   | 1.30%   | 0.00%   | 0.00% | 0.00% | 0.00%  | 1.30% | 0.00% | 0.00% | 0.00% |
| All other<br>(unspecified)     | # | 8       | 6       | 0     | 2       | 1       | 0       | 0     | 0     | 1      | 0     | 0     | 0     | 0     |
|                                | % | 100.00% | 75.00%  | 0.00% | 25.00%  | 12.50%  | 0.00%   | 0.00% | 0.00% | 12.50% | 0.00% | 0.00% | 0.00% | 0.00% |
| Senior<br>Executive<br>Service | # | 16      | 14      | 0     | 2       | 0       | 0       | 0     | 0     | 0      | 0     | 0     | 0     | 0     |
|                                | % | 100.00% | 87.50%  | 0.00% | 12.50%  | 0.00%   | 0.00%   | 0.00% | 0.00% | 0.00%  | 0.00% | 0.00% | 0.00% | 0.00% |

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Table B4-2: Participation Rates for General Schedule Grades - Distribution by Disability - Permanent Workforce

|                            |                                  |
|----------------------------|----------------------------------|
| Total by Disability Status | Detail for Targeted Disabilities |
|----------------------------|----------------------------------|



































