

## Key Points for Managers

Regularly, and intentionally, demonstrate visible and credible commitment.

Develop and maintain close partnerships with the Equal Opportunity Programs Office, the Diversity & Inclusion Programs Office, and the Office of Human Capital Management.

Initiate & regularly conduct comprehensive self-assessments.

Know your workforce and know your workforce data.

Involve and consult your EEO officials if you have questions or need additional information.

Familiarize yourself with special hiring authorities, such as Schedule A.

Actively engage in the identification & eliminate barriers.

Do not tolerate discrimination, harassment, or retaliation.

Report barriers and other potential issues immediately.

Participate in EEO training.

As managers and supervisors,  
**you are a key part of the solution**  
in helping your organization and agency be  
accountable in the effective implementation  
of MD-715.



# Equal Opportunity Programs Office

*EOPO: Striving For Excellence, Achieving Results*

**Margareth Bennett**

*Director*

**Llauryn Iglehart**

*Deputy Director*

**EEO Compliance Program  
Management Directive 715 Program  
Special Emphasis Programs**

*Equality is one of the most fundamental principles of our nation's heritage. The Equal Opportunity Programs Office provides center-wide leadership and advice on issues of civil rights, equal employment opportunity, diversity, and reasonable accommodations.*

**For more information,  
please contact:**

Equal Opportunity Program Office  
Goddard Space Flight Center  
Building 8, Room 445  
Greenbelt, MD 20771

Main Number: (301) 286-7348  
Fax Number: (301) 286- 0298

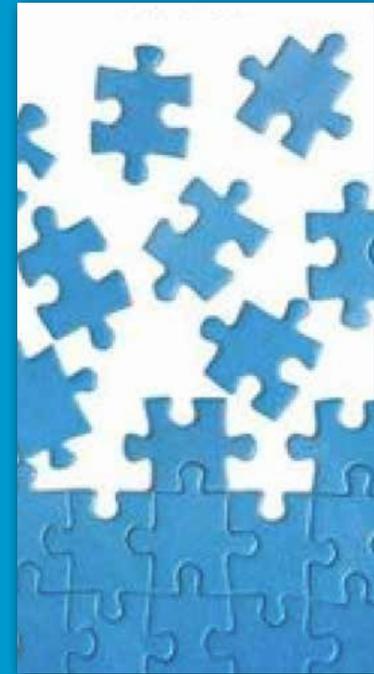
National Aeronautics and  
Space Administration



**Goddard Space Flight Center**

**Equal Opportunity  
Programs Office**

**Management Directive 715  
(MD-715)**



*Put the pieces together  
to attain & maintain  
a Model EEO Program*

[www.nasa.gov](http://www.nasa.gov)

## Management Directive 715 (MD-715)



(MD-715) provides directions for proactively eliminating barriers to equal employment opportunity at NASA's Goddard Space Flight Center.

In order to accomplish the goals of MD-715, the Equal Opportunity Programs Office (EPO) and the Office of Human Capital Management (OHCM) have formed a new partnership to help managers and supervisors support the Center in maintaining its model Equal Employment Opportunity (EEO) program.

MD-715 was issued on October 1, 2003, by the Equal Employment Opportunity Commission (EEOC). This directive provides the policy and guidance for each agency to attain a model EEO program. MD-715 is an outgrowth of Title VII of the Civil Rights Act of 1964, as amended, and Section 501 of the Rehabilitation Act of 1973, as amended. These two laws mandate that all federal personnel decisions be made free of discrimination on the basis of race, color, religion, sex, national origin, retaliation, and/or disability. MD-715 aims to proactively accomplish the intent of both of these laws.

This intent is accomplished by requiring federal agencies to:

1. Develop and maintain a model EEO program;
2. Ensure all employment decisions are free from discrimination
3. Examine employment policies, procedures, and practices to identify barriers to EEO;
4. Develop plans to correct identified barriers; and
5. Report plans and progress to the EEOC.

More information about MD-715 can be found at [www.eeoc.gov](http://www.eeoc.gov).

## DIRECT-ions for a Model EEO Program

Rather than focusing solely on the participation rates of minorities, women, and people with disabilities, MD-715 requires agencies to identify and eliminate policies, practices, procedures, and conditions ("barriers") that directly or indirectly prevent equal employment opportunity. In addition to providing guidance to help agencies comply with Title VII and the Rehabilitation Act, MD-715 identifies the six essential elements of "a model agency" and it mandates that agencies model their programs accordingly. This responsibility involves all managers, supervisors, and employees..

### 6 Essential Elements of a Model EEO Program

#### 1. Demonstrated Leadership Commitment

- ✓ Equal Employment Opportunity (EEO) must be modeled by the Center's leadership and communicated through the ranks, from the top down
- ✓ Zero tolerance of discrimination, harassment (including sexual harassment), bullying, and retaliation
- ✓ Center Director issues annual EEO and anti- harassment policy statements
- ✓ EEO is an integral part of the Center's culture

#### 2. Integration of EEO into Agency's Strategic Mission

- ✓ EEO program participates in human capital, recruitment, and succession planning
- ✓ EEO program has sufficient resources
- ✓ EEO officials are involved in strategic management/ deployment of work force

#### 3. Demonstrated Leadership Commitment

- ✓ Certify full compliance with EEO laws, EEOC regulations, policy guidance, and written instructions
- ✓ Report on the Center's EEO program efforts and accomplishments
- ✓ Comply with final EEOC orders for corrective action and relief

#### 4. Efficient and Fair Complaint Resolution Process

- ✓ Separate the investigation and adjudication functions from the legal defense arm
- ✓ Establish and encourage use of Alternative Dispute Resolution (ADR) program
- ✓ Maintain effective data collection systems on workforce, applicants, and complaints

#### 5. Compliance and Accountability of Managers

- ✓ Maintain EEO performance criteria for supervisors
- ✓ Address discrimination promptly and comply with settlements and orders
- ✓ Conduct regular internal audits to assess effectiveness of EEO program

#### 6. Proactive Prevention of Unlawful Discrimination

- ✓ Conduct a self-assessment on at least an annual basis to monitor progress and identify areas where barriers may be present (certain groups are affected)
- ✓ Develop strategic plans to eliminate identified barriers
- ✓ Train all staff (managers and employees)

### 6 Essential Elements = DIRECT

Demonstrated Leadership Commitment

Integration of EEO into Agency's Strategic Mission

Responsiveness and Legal Compliance

Efficient and Fair Complaint Resolution Process

Compliance and Accountability of Managers

Thorough Proactive Prevention of Unlawful Discrimination