The Basics

- NASA has a long history of investment and belief in developing leaders across the Agency

- Training & Development is a shared responsibility
  - Universe of options available to employees
  - Agency, centers, functional communities, teams, supervisors, peers, and self-generated development actions reinforce the value of learning in our culture.
  - Partnership Approach
  - Agency Succession Management
  - Umbrella of Learning and Development

- Points of consistency now and in the future
  - Self-awareness
  - Effective Teaming
  - Feedback
  - NASA culture
  - Diversity and Inclusion

- Learning has been evolutionary and cutting-edge (how and what)
The Evolution of Leadership Development at NASA

1980s
- NASA begins to focus on Influence Leaders
- Managing the Influence Process (MIP) created

1990s
- Well established programs serve hundreds of NASA leaders.
  - Managing the Influence Process (MIP)
  - Management Education Program (MEP)
  - SES Candidate Development Program (CDP)
  - Professional Development Program (PDP)
  - Fellowships
- Updates to the Agency Leadership Model

2000s
- Agency creates a long-term leadership development program for GS11-12 employees – NASA FIRST
- Robust Agency portfolio continues, major updates begin
- Executive Coaching Program begins

Future
- Development beyond knowledge and skill.
- Move to creating environments and experiences that foster connection, engagement, excitement, innovation and extraordinary effort in NASA employees

1978
- First Leadership Competency Model for NASA
- NASA Assessment created based on these competencies
- Agency develops leaders through the Management Education Program (MEP)

2014-2015
- Focus on long-term leadership development programs:
  - FIRST (GS11-12)
  - MLLP (GS13-15)
  - LASER (Supervisors)
  - SES CDP (GS15)
  - THRIVE (HC community)
- New Agency Leadership Model – Environment Matters
- Alignment to NASA Culture and Human Capital Strategy
“We must continue to cultivate a culture of inclusion and innovation to enable employees to feel motivated and supported to perform their best and accomplish the mission no matter what the job may be.”
– NASA Culture Strategy, 2013

- Evolutionary – letting go of what we’ve done in the past that can be done better elsewhere. Focusing our efforts on where we are most useful and effective.

- Cutting-edge – a focus not just on what we teach and develop within employees but, also how we engage with the workforce around this effort.
Evolutionary and Cutting-Edge - Examples

- Virtual Executive Summit
- Environment Matters Assessment
- SciComm
- LASER
Virtual Executive Summit

DISCOVER THE POSSIBILITIES
This will be fun. Trust us.

NASA & CONGRESS
June 12th - 1pm EST

JERI BUCHHOLZ
June 11th - 10am EST

NEW ASTRONAUT CLASS

ROBERT LIGHTFOOT
June 12th, 7pm EST
Virtual Executive Summit
AS WE WERE EXECUTING OUR FY13 BUDGET AND PLANNING FOR FY14 AND FY15 BUDGETS...

- Budget Control Act of 2011...deficits and caps (Aug 2011)
- Joint Select Committee unable to come to agreement (Nov 2011)
- American Taxpayer Relief Act of 2012...postpones cuts (Jan 2013)
- No Budget, No Pay Act of 2013 suspending debt limit (Feb 2013)
- President signs sequestration order (March 2013)
- Full-Year Continuing Appropriations Act of 2013 (March 2013)
- No agreement on FY14 appropriations (Oct 2013)
- Bipartisan Budget Act of 2013...raised caps (Dec 2013)
- FY14 Continuing Resolution passed (Oct 2013)
- Bipartisan Budget Act of 2013...raised caps (Dec 2013)
- Consolidated Appropriations Act of 2014 (Jan 2014)

"Sequestration" was hoped to be an incentive for the Joint Select Committee to reach a compromise

Bipartisan Budget Act has decreased urgency to address future mandatory/discretionary spending cuts until end of FY15

Continuing Resolution for first few months of FY15 or an enacted spending bill?
What we expect from leaders went beyond knowledge and skill and included creating environments and experiences that foster connection, engagement, excitement, innovation and extraordinary effort?
Competencies Versus Defining Behaviors

- Competencies are critical knowledge and skills.....

- Defining behaviors make the competencies come alive and have emotional impact

I can give feedback about performance

I can give feedback in a way that builds commitment, engagement, and loyalty
SciComm
SciComm

I grow plants in space.

I love what I do, and I want other people to know why I love what I do. I want other people to love what I love.

How do we make algorithms that are safe enough to trust our lives with?

People look at me and they say, “You don’t look like what I thought a scientist would look like.”
LASER

NASA CULTURE STRATEGY

BUILD MODEL SUPERVISOR

WHAT IF...?

WE WILL WORK SHOULDER TO SHOULDER

THE WAY OF THE SUPERVISOR

THIS IS A DISCIPLINE

THAT CAN BE DONE WELL

WE CAN DO GREAT THINGS

EXCITED ABOUT WORK

CONNECTED WITH OTHERS

REFRESHED AND INVIGORATED

BALANCE

FOCUS

LEADS TO MISSION SUCCESS

Office of Human Capital Management
The “Village”

Office of Human Capital Management

The Core Team
- Jeff Frank (HQ)
- Linda Jensen (ARC)
- Tom Edwards (ARC)
- Eugene Tu (ARC)
- Marla Perez-Davis (GRC)

Senior Development Guides
- Lesa Roe (HQ)
- Lauri Hansen (JSC)

The Calibration Team (Model Supervisors)
- Rick Keegan (HQ)
- Jennifer Cole (DFRC)
- Mark Wiese (KSC)
- Rob Button (GRC)
- Scott Green (GSFC)
- Todd Farley (ARC)
- Jeff Brown (MSFC)
- Teri Green (NSSC)
- Pam Covington (SSC)
- Trish Petete (JSC)
- Trina Chytka (LaRC)
- Erin Misegades (JSC)

Center HR Directors
- Jeff Frank (HQ)
- Tim Ruffner (GRC)
- Erica Bovaird (HQ)
- Crystal Gayhart (GSFC)

NASA T&D Community
NASA Coaching Community
NASA FIRST and MLLP Graduate Supervisors
Questions