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# Diversity and Inclusion



## MESSAGE FROM THE CHAIRMAN

It is with great pride that we share our first Stennis Space Center (SSC) Diversity and Inclusion Annual Report. This report represents the accomplishments and progress made by SSC toward the goals and objectives contained in the SSC Diversity and Inclusion Strategic Plan for Fiscal Years 2013 – 2016. The Plan was developed pursuant to President Obama’s Executive Order 13583, “Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal Workforce.”

The SSC Diversity and Inclusion Board has been instrumental in promoting and reporting on the Plan progress. As you will read in the following pages, SSC has made notable progress.

We are pleased with the outcomes but recognize more needs to be done. We thank all of you, our employees and stakeholders, for your commitment to diversity and inclusion and encourage you to continue thinking “outside the box” as we work together to develop new strategies to build a diverse and inclusive work environment at Stennis.

*Jerry Cook*

Diversity & Inclusion Board Chairman

### WHERE WE WERE AND WHERE WE ARE NOW!

We were certainly busy in 2013! Dr. Richard Gilbrech accepted the Center’s Diversity and Inclusion (D&I) Champion role and also served on the Agency Diversity and Inclusion Strategic Partnership. Additionally, NASA Headquarters and Curtis Lewis and Associates (CLA) were engaged in developing SSC’s Diversity and Inclusion Implementation Plan (DIIP).

The D&I Plan Working Group was established to develop the SSC D&I Plan and was composed of SSC managers and senior staff. SSC’s Chief Financial Officer, Jim Bevis, was assigned as Lead for the D&I Plan Working Group.

The D&I Board was also established during 2013 and the D&I Board Charter was developed. Jerry Cook, Deputy Director, was appointed as Chairman of the D&I Board. Other Board members included Jo Ann Larson, Equal Opportunity Manager, Dorsie Jones, Office of Human Capital Manager, Jim Bevis, Chief Financial Officer, and John Bailey, Strategic Business Development Manager. Two mid-level career employees, Jake Jacobs of the Office of Procurement and Meredith Blasingame of the Chief Counsel’s Office, were also selected

Diversity and Inclusion



for one-year stretch assignments to assist in the development of the Plan and to serve as non-voting members of the D&I Board.

In 2013, SSC's Office of Diversity and Equal Opportunity Manager, Jo Ann Larson, was appointed to serve a two-year term as the Agency D&I Chairman for the NASA Office of Diversity and Equal Opportunity community. Also during 2013, a fulltime employee (FTE) was allocated for a Diversity & Inclusion Program Manager in the Office of Diversity and Equal Opportunity to ensure that sufficient resources were available to achieve DIIP goals and objectives. In June 2013, Jake Jacobs was selected for this position.

The Diversity and Inclusion Plan was rolled out to the workforce in February 2014. Also during 2014, the Stennis D&I program remained focused on its goal to build and sustain an inclusive and equitable environment where every employee develops and contributes to the maximum extent possible. Our mantra for the year has been, "making the shift from awareness to action that has impact," which has been a constant reminder of our charge to foster an environment that embraces different perspectives, enables creativity to solve complex problems (technical, programmatic, and organizational), and values teamwork, trust and respect.

In addition to fortifying our partnerships with NASA Headquarters, other NASA Centers and the site-wide Stennis Diversity Council, we are serving as a resource across the Federal Government. In fact, SSC was ranked first out of 314 other agencies in the "Support for Diversity" category in the Federal Government's Best Places to Work survey results in 2013 and 2014! (The Support for Diversity category measures the extent to which employees believe that actions and policies of leadership and management promote and respect diversity.) Therefore, we are excited about the progress that has been made in 2014 and look forward to building upon these achievements as we move forward in 2015.

## **ACCOMPLISHMENTS 2014**

### **AA01/Office of the Chief Technologist**

A detail announcement was issued for Fiscal Year (FY) 2014. An employee selection was made that provided both technical capabilities and diversity in the office in a number of ways. The employee selected came from the Engineering and Test Directorate (E&TD). This is the first time that an AA01 employee has come from E&TD, so the detailee provided diversity of background to the employees in the office for reviewing proposals and determining



technical needs. This detail position also offered an opportunity for an employee to be included in a wide variety of activities to experience differing perspectives at the Center.

An AA01 employee served as the mentor for a student in the Harriet Jenkins Fellowship Program for underrepresented students during the 2013-2014 academic year, including a summer internship. The student became a physics instructor at a minority community college in Mississippi in August 2014. The student was also involved in a program through the SSC Education Office and will serve as the point of contact at Hinds Community College for promoting NASA Science, Technology, Engineering, and Mathematics (STEM) and SSC's interest in D&I imperatives.

### **AA02/Office of Diversity and Equal Opportunity**

In 2014, the SSC D&I Plan was rolled out to the workforce. ODEO presented D&I roadshows at all directorate staff meetings. ODEO also assisted in the development of the Extreme Ideas Future Leaders Employee Resource Group (ERG) and participated in multiple outreach and career fair activities. An interactive reporting tool for managers/supervisors was developed for managers and supervisors to submit their quarterly D&I accomplishments, highlights, and goals.

### **BA00/Office of the Chief Financial Officer**

D&I principles are regularly emphasized by BA00 management in staff meetings, safety meetings, etc. BA00 supervisory staff reviewed the Diversity and Inclusion Assessment Survey (DIAS) responses with Office of Human Capital (OHC). BA00 supervisors/team leads also reviewed the Employee Viewpoint Survey (EVS) findings with OHC and identified three actions designed to improve D&I and employee effectiveness (knowledge sharing, job shadowing, communication).

BA00 had 85% overall positive responses to EVS for the past two years. This is higher than the Agency and SSC overall.

BA00 conducted “knowledge sharing” sessions with finance/resources divisions to discuss reimbursable funding. Input from both accounting and budget personnel provided differing perspectives and experiences regarding the funding process and how costs are allocated/reported. Diverse participation in these discussions resulted in several process improvements.

SSC ODEO participated on review panel for two positions in the Finance Office.



A BA00 employee is leading the Extreme Ideas Team Employee Resource Group to provide an opportunity for younger employees to share ideas and insight to SSC senior management. BA00 worked with Projects Directorate and the Office of Procurement in acquisition of consolidated procurement and program control.

### **CA00/ Office of the Chief Counsel**

Office of Chief Counsel's (OCC) new initiative on diversity and inclusion is a monthly lecture series called, "Let's Talk." The first lecture was entitled, "The Value of Inclusion: Perception Versus Reality." The speaker, Ronald Rigney, discussed the unique makeup of each individual, regardless of background, and the value each brings to all aspects of SSC's and NASA's mission and business.

Chief Counsel served as one of three panel members for the SSC Women's History Month Program. The OCC has representation on the site wide Diversity Council, the D&I Board and the SSC Extreme Ideas Employee Resource Group. Other outreach activities included participating in G.E.M.S. (Girls Excited about Math and Science); serving as a facilitator for Louisiana State Bar Association's diversity and inclusion seminar; and participating in SSC's Essence Festival activity.

CA00 published an article in the *Lagniappe* entitled, "Pioneer Astronauts Changed Face of Space Program." The article discussed the value of diversity, focusing on NASA Astronaut Group 8. The group included NASA's first female astronauts and three African-Americans.

### **DA00/Office of Procurement**

Bi-weekly Small Business Tag up meetings were established with Procurement Management Support Division Chief to plan, discuss, and stimulate innovative ideas on how to better support small business, such as conducting a SSC Women Owned Small Business (WOSB), Minority Owned and Small Disadvantaged Business showcase. Center Director, Assistant Director, and Associate Director, along with each of the 11 direct reports, received an annual "State of Small Business Brief" to stay abreast of and effectively monitor events, metrics and outreach events to better promote and support the Small Business Program.

Office of Procurement was responsible for writing an article for the *Lagniappe* in January 2014 entitled "Managing Diversity and Inclusion in the Workplace."



## EA00/Engineering and Test Directorate

The Engineering and Test Directorate has a member on the Agency Human Systems Integration (HSI) Working Group that participated in the Johnson Space Center's Human Systems Integration Employee Resource Group. The ERG is aimed at promoting cross-directorate diversity of ideas and a common understanding of HSI to ensure that the human element is treated equally with systems.

E&TD recently established a small diverse group of individuals from within the directorate to review and make recommendations on the directorate's operating instructions. The intent is to have the way we do business viewed through a set of "fresh" diverse eyes. E&TD's representative on the SSC Diversity Council secured the guest speaker, Gwen Williams, for the Martin Luther King Program. E&TD hosted the Women's Equality Day Program in August 2014. The guest speaker was Dr. Lori Bruce of Mississippi State University.

The E&TD Director authored an article for the *Lagniappe* entitled "Age as an Element of Diversity."

E&TD actively seeks opportunities to broaden the diversity of the directorate, Center and Agency by encouraging employees to participate in Center and Agency level development opportunities. Four members in E&TD's Systems Engineering and Integration Division are currently participating on Agency level teams. One employee is applying for a HQ detail-in-place assignment with the Office of the Chief Technologist. One employee is currently detailed to the Office of the Chief Technologist at SSC.

E&TD established an expectation that employees within the directorate will be cross utilized as appropriate. Employees have been temporally detailed across divisions within the directorate to further their professional development. For example, Operations engineers have been detailed to Design and Analysis and visa versa.

E&TD continuously works to identify developmental opportunities with other NASA Centers. For example, E&TD selected a Design and Analysis employee for a six-month detail to MSFC.

E&TD also provided an early career female engineer to participate in a reverse mentoring role with the Center Director. Female engineers within the directorate supported the 2014 G.E.M.S. activity. E&TD supports numerous STEM and outreach activities throughout the year. E&TD is a key supporter of FIRST Robotics and Lego Team activities.



## IA00/Office of Communications

Stennis employees often utilize the anonymous email system which provides a venue for employees to express a broad range of issues including areas they feel need improvement and questions for senior leadership/all-hands speakers.

The G.E.M.S. event at SSC reached approximately 275 girls from 18 schools in the Mississippi and Louisiana regions as part of the Women's History Month activities. The Office of Communications partners with NASA TV to highlight employees discussing their unique heritage and the work they do for NASA. Videos include, but are not limited to, Women@NASA, Employee Diversity Profiles, and Civil Rights Act 50th Anniversary.

SSC's Community Outreach Program engages a range of individuals from students to technical organizations and community groups utilizing STEM. In Fiscal Year 2014, SSC coordinated over 30 activities reaching over 60,000 men, women and children across Mississippi and parts of Louisiana.

Speakers with the NASA Stennis Speakers Bureau represent the Agency at civic, professional, educational and other public venues to include pre-school to college classes, libraries and museums, scouts, professional and technical organizations, and community groups within Mississippi Delta, Central Mississippi, New Orleans, Louisiana, and Mississippi Gulf Coast. Fiscal Year 2014 totals include 46 events reaching more than 18,000 men, women and children.

The NASA SSC History Office highlights minority employee contributions to SSC and NASA through diversity articles in the Orbiter, *Lagniappe*, NASA History Office publication, and News and Notes.

## LA00/Office of Human Capital

Office of Human Capital Director met with Center Operations Directorate to discuss the D&I Plan. Ideas to engage employee involvement in D&I within the organization were discussed.

OHC held an initial discussion with SSC's Office of Communications Manager to champion an ERG for supervisors.

Employees updated the Competency Management System (CMS) and supervisors validated during the performance appraisal planning cycle. Stretch assignments are currently in full use. A new employee



was selected for the position of Executive Secretary to the Joint Management Council.

Organizations were briefed on EVS survey results. SSC's participation rate was 75.5%. Action plans were developed for go-forward progress.

D&I goals/principles were integrated into performance plans for Center managers and supervisors.

Non-supervisory team leads participated in all supervisory training offered.

The Agency developed a video of the Best Places to Work plaque at each Center. The video was shown at the Partnership for Public Service presentation at SSC in March 2014. Media attended this year's presentation by the Partnership for Public Service thereby engaging the local community with the Best Places to Work recognition.

#### **PA00/Project Directorate**

PA00 worked with the Office of the Chief Counsel to include OCC representatives during project formulation to provide a broader understanding of business development activities and options.

An employee was assigned to a one year detail to HQ in support of "NASA Partnership Office: Tool Development & Policy Support."

#### **QA00/Safety and Mission Assurance**

The Safety and Mission Assurance Directorate (S&MA) actively supports employees who participate in rotational/detail opportunities throughout SSC. S&MA also provides opportunities for employees to support rotational/detail positions within S&MA. An employee successfully completed a detail assignment within the Projects Directorate. A S&MA employee currently supports OSMA with a detail-in-place assignment.

S&MA facilitated Lunch and Learn Presentations where employees provided small technical presentations of topics of interest, tools, techniques or a skill set they possess. The intent is to share technical expertise and also to show the diversity of the skills and capabilities of the team.

S&MA also developed Employee Spotlight Presentations. On a voluntary basis, one employee a month was encouraged to share the following type of information about themselves: birthplace,



brothers/sisters, where they have lived, hobbies, sports, employment/jobs, personal/professional accomplishments, etc. This information helps to build cohesiveness of a team/organization by better understanding each of our coworkers.

S&MA participated in the STEM NOLA event in New Orleans, LA. This program is geared toward increasing the exposure of Science, Technology, Engineering, and Mathematics disciplines for inner city youth of New Orleans, LA.

S&MA Senior Staff discussed employment of a “D&I minute” at the beginning of S&MA Monthly Status Reviews, as well as during S&MA Senior Staff meetings. Plans were discussed for incorporating D&I activities into working meetings at all levels throughout the directorate.

### **RA00/Center Operations**

The Contracting Officer’s Representative (COR) assigned to the Facility Operating Service Contract (FOSC) is responsible for verifying contract performance through Technical Monitor input, monthly FOSC reviews, customer inputs (VIBEs), and informal feedback. All stakeholders are part of any discussion involving contractor performance input, both positive and negative. Diversity and inclusion are not just encouraged, but in most cases dictated by the circumstances. The COR considers all viewpoints and reviews all available data prior to recommending a course of action to the Contracting Officer.

A diverse team was established to perform an independent assessment of the operations and maintenance efforts supporting the National Center for Critical Information Processing and Storage (NCCIPS).

SSC Emergency Council is a Multi-Agency Coordinating Committee (MAC) that meets in May of each year and as needed during the year. Stennis Sustainability Working Group meets every two months to discuss implementation of the 10 Sustainability Goals at SSC. The Risk Management Group meets quarterly to discuss how the Center Operations Directorate (COD) is doing in mitigating its risks on projects. These groups represent a diversity of agencies and companies, men and women, scientists, directors, and mid-level personnel.

All COD employees are invited and encouraged to participate in a weekly Center Ops Tag-up telecom to share “hot topic” items that may be of interest to the organization and raise any issues and concerns.



SSC OHC met with employees at the Center Operations staff meeting to interpret results of the Employee Viewpoint Survey and review potential actions.

SSC OHC also provided a half hour D&I discussion at the Center Operations Directorate staff meeting. Specific D&I mission imperatives for Center Operations are:

- D&I inclusion at all Center Operations meetings: four division level meetings weekly; one Center Operations weekly meeting with all chiefs, deputies and leads.
- D&I support for Center functions and events, e.g. 50<sup>th</sup> Anniversary of the Civil Rights Act Event.
- Briefed Center Operations Directorate leaders in staff meeting on expanding employee involvement and promoting D&I in all activities for Stennis mission success. At the same meeting, discussed using ERG's to implement the D&I imperative.

Continually incorporate D&I in all project management (PM) activities by establishing the project teams consisting of employees from all levels of the organization to evaluate and execute projects. Specific PM projects included the continuing Project Funding Priority System Implementation Project, the Agency-wide Condition Based Maintenance Initiative, the monthly Operations and Maintenance of Facilities Innovation Team (OMFIT) meetings, annual OMFIT Face-to-Face (F2F) meetings, and a variety of facility related issues concerning NASA and tenant agencies.

The 2010 Diversity and Inclusion Assessment Survey showed an 81.2% positive response as the overall effectiveness of NASA in fostering mutual trust and respect in the workplace at SSC. However, with many of the bottom 10 positive scores focusing on inclusion, Center Operations recognized a need to engage more diversity within each division of the directorate. Supervisors are continually encouraged to engage more diversity when hiring, when assembling teams, or when making assignments.

Promoted diversity by assigning minority females as advisors to the SACOM Source Evaluation Board (SEB) and Lab Service PDT.

Outreach included diverse registration and participation in the intern sponsorship program with the Center Operations Environmental Office mentoring two summer interns and two fall interns. An environmental presentation was provided to a Vacation Bible School class.

One Center Operations Electrical Engineer was nominated for a National Achievement Award as part of the Great Minds in STEM initiative. The engineer received an honorable mention and certificate for this prestigious national award.



Center Operations participated in an onsite annual awards luncheon for one of SSC's small business contractors.

### **TA00/Rocket Propulsion Test Program Office**

Discussions on D&I have been included in organizational meetings. An ODEO representative presented D&I updates at a TA00 staff meeting. Options and opportunities available for individual staff member's career development are discussed throughout the performance year.

### **UA00/Office of Education**

SSC was the lead NASA Center for the 2014 Great Minds in STEM/25<sup>th</sup> Anniversary Hispanic Engineer National Achievement Awards Conference (HENAAC) in New Orleans, LA. Although impacted by the furlough, NASA support included scholarships, a career fair, and 27 registrants. Two NASA employees were recipients of awards: Ali Guarneros-Luna, ARC - Most Promising Engineer or Scientist; and George Salazar, JSC - Lifetime Achievement.

### **Employee Resource Group Extreme Ideas Team**

#### **Background**

An informal team was created in 2012 to collect ideas from the SSC workforce regarding changes, improvements, and new concepts that would potentially increase the overall mission effectiveness and workforce well-being of our federally shared facility. In late 2013, the team was approached as a candidate for an ERG. In 2014, the team developed a charter, was approved, and has become SSC's first official ERG.

#### **Highlights of 2014**

- Team was designated as an ERG and the charter was finalized in July.
- Team received approval to establish a website that will be available to anyone with access to the SSC Intranet. SSC workforce will be able to submit ideas and see the status of their requested idea. The website will also be available on mobile devices.
- Awareness has spread about the group and several employees have requested to join the team.
- Many new ideas have been flowing in from the new members, such as: alternative lawn mowing measures that will reduce cost and emissions, building blackout (telework) days that will reduce power consumption, and a walking/biking trail that will provide a safe area for SSC's workforce to stay active outdoors.



## Looking Forward – in the future

- Complete the development of the website and roll it out to the SSC community.
- Continue working on relationships with leadership to facilitate success of implementing ideas.
- Execute ideas and demonstrate to the SSC workforce that the ERG is open-minded and will make their ideas known.
- Continue to raise awareness of the ERG in multiple forums.

## FY 2013 – FY 2014 Diversity Training Events

The following D&I training events were conducted:

- A Managers Guide to Diversity, Inclusion, and Accommodation
- Different Like You: Appreciating Diversity in the 21st Century
- Diversity and Creativity Drive a Culture of Innovation
- Diversity In Teams
- Diversity Is Good Business
- Diversity in Business
- Leveraging Differences for Breakthrough Performance
- People, Engagement and Performance

At a leadership retreat, the Center Director's primary focus was D&I. The facilitator, Dr. William Guillory, conducted one-on-one interviews with approximately 20 managers and supervisors. Based on the information gathered during the interviews, Dr. Guillory developed a workshop to debrief the results at the retreat, which included a total of 45 managers and supervisors.

Dr. Guillory's report concluded that SSC has made considerable progress in its diversity and inclusion initiative. The comments expressed during the interviews clearly indicated actions that employees thought should be taken in going forward. The themes that emerged from the report included the following areas:

- Millennials, in terms of a focus on recruiting, retaining, and a more serious openness to their input
- Internal marketing for diversity and inclusion to position diversity and inclusion in a more positive light centered on business success
- Continuous education, awareness and skills development for all segments and levels of the organization
- Resolving unconscious bias in terms of in-depth dialogue, workshops, and forums to uncover and resolve underlying perceptions that prevent the progressive success of employees by group identification.

Dr. Guillory felt that each of the suggestions fits within some aspect of the SSC Diversity Strategic Plan.



## What You Can Do!

### Employees Can...

#### ✓ **Get Involved**

You make a difference! You are the Center's best ambassadors and recruiters. Reach out to your coworkers, colleagues, and your community.

#### ✓ **Model Respect and Value the Contributions of All**

Valuing diversity and inclusion is essential. Recognize that everyone contributes to the success of the Center. Be willing to encourage, accept, and promote the good ideas and contributions of others.

#### ✓ **Treat Others As You Want To Be Treated**

Create an environment of mutual respect. Applaud your colleagues' successes. Refuse to accept intolerance in any form, from anyone.

#### ✓ **Take Charge of Your Career**

Keep growing. Stretch your knowledge, skills and personal networks. Seek advice. Look and apply for new opportunities to apply your talents. Share your know-how.

#### ✓ **Have Meaningful Conversations with Your Supervisor**

Be open about your career goals and aspirations. Talk about job performance and future opportunities. Toot your own horn. If you've done a really good job, say so!

#### ✓ **Be a Leader, Even Without the Title**

Regardless of your position in the group, you can lead by example. Know your stuff and people will seek your advice. Be considerate and open-minded, and refuse to engage in discrimination toward others.



## What You Can Do!

### **Senior Center Management, Supervisors, Project Managers, and Team Leads can...**

#### ✓ **Understand the Current Culture and Environment**

Top-notch people are crucial to the ongoing success of our Center. Know your organization's strengths and weaknesses. Develop your employees. Cast a wide net when hiring; ensure that all candidates are evaluated fairly and hired on merit.

#### ✓ **Get Involved and Take Action**

As a manager or supervisor, you share the responsibility of creating the Center's culture. Your actions drive SSC's ability to attract, hire, develop and retain the best of the best. Your efforts ensure a thriving workforce that truly reflects the contributions of the diverse community in which we live.

#### ✓ **Set the Tone, Model Behavior**

If it's important to you, it will be important to your employees. Be their leader and champion. Encourage everyone to build professional relationships and reach out to exceptional people. Model the values of diversity and inclusion.

#### ✓ **Get Out and Talk With Your Employees**

Don't judge your employees performance from afar—get to know them, talk to them and listen to them. Be a mentor and an advisor. Advocate for them to expand their knowledge, skills and talents. Give them opportunities to showcase their talents. Acknowledge their efforts.

#### ✓ **Create a Positive Work Environment**

Each individual contributes to SSC's success. Recognize and cultivate the strengths of every member of your organization fully to bring powerful solutions to problems and plan the way forward.



## APPENDIX

- ❖ SSC Diversity and Inclusion Policy Statement
- ❖ SSC Diversity and Inclusion Strategic Plan  
FY 2013 – FY 2016

# Diversity and Inclusion



National Aeronautics and  
Space Administration  
**John C. Stennis Space Center**  
Stennis Space Center, MS 39529-6000



August 7, 2014

Reply to Attn of: **Office of the Director**

TO: NASA/SSC Employees  
FROM: Director  
SUBJECT: Diversity and Inclusion Policy Statement

Diversity and inclusion fosters creativity and innovation in the workplace and encourages more effective engagement with each other. SSC recognizes and respects the differences and unique talents each team member brings to their job. We are committed to using those differences to help us succeed in the workplace. This creates a work environment where team members feel included and motivated.

As your Diversity Champion, I appreciate the varied talents and dedication that each of you brings to the workplace. Leveraging our differences to accomplish our mission, and respecting each other while doing so, is a cornerstone for our success.

Even though SSC has numerous resources already in place to promote diversity and inclusion, there is always room for improvement. I want to ensure that SSC is an inclusive, open, and productive workplace where we are always open and receptive to good ideas. SSC is continuing to develop our diversity and inclusion initiatives to support the Agency's efforts. With this as an objective, the SSC Diversity and Inclusion Strategic Plan has been developed, and a Diversity and Inclusion Board has been established.

I expect all managers, supervisors, and employees to join me in making SSC a model for diversity and inclusion. For further information, please contact Jake Jacobs, Diversity and Inclusion Manager at Ext. 688-3931 or [jake.jacobs@nasa.gov](mailto:jake.jacobs@nasa.gov). You may also visit the Stennis Office of Diversity and Equal Opportunity webpage:  
<http://www.nasa.gov/centers/stennis/about/organization/odeo/index.html>

A handwritten signature in black ink, appearing to read "R. Gilbrech".

Richard J. Gilbrech, Ph.D.



## Message from the Center Director

The strength of Stennis Space Center (SSC) has always been its people and their dedication to the goals and missions of the Agency. At SSC, we are committed to developing and maintaining the best workforce possible to enable the successful execution of NASA's initiatives, including the recently announced Asteroid redirect mission and the associated Grand Challenge to protect our planet from potentially hazardous asteroids.

Diversity and Inclusion (D&I) are vital elements of a strong and healthy team. At SSC, we are focused on creating an environment that nurtures and encourages each individual to recognize his or her respective contributions to the Center and to NASA. As your Center Director, I appreciate the varied talents, expertise and knowledge that each employee brings to the workplace. Our selection as the "Best Place to Work" in NASA for the last two years is a testament of how we can all benefit from the results of embracing different perspectives and approaches to solving our challenges. While the survey results were positive, we can always strive to improve.

Earlier this year, we established the D&I Working Group and chartered them to develop the SSC D&I Implementation Plan based on the results of our D&I Survey and associated recommendations from our D&I Focus Group Report. The plan is not the final destination or product but merely the next step. The true measure of success lies in our ability and willingness to actively engage at all levels of the Center to make diversity and inclusion a part of our daily operation.

I encourage each of you to read the plan carefully and to identify your roles and responsibilities.

Additional information on SSC's diversity and inclusion efforts can be found at the Office of Diversity and Equal Opportunity website:

<http://www.nasa.gov/centers/stennis/about/organization/odeo>



Richard J. Gilbrech, Ph.D.  
Director

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## Introduction

Diversity and inclusion are integral to the mission success of NASA and the John C. Stennis Space Center (SSC). To stay competitive in today's global marketplace, we must have "an organizational culture and work environment where the best and brightest minds – employees with varying perspectives, education levels, skills, life experiences, and backgrounds – work together to achieve excellence and realize individual and organizational potential."<sup>1</sup>

In order to harness that potential, NASA developed a Diversity and Inclusion (D&I) Framework in FY 2010 to:

- Fully integrate diversity and inclusion into the strategic decision-making of the Agency to enhance organizational effectiveness, help achieve mission goals, and meet the challenges that lie ahead; and
- Strategically utilize and expand workforce talents, skills, and opportunities to maximize individual potential and productivity throughout the Agency.<sup>2</sup>

To determine how best to further the goals of the D&I Framework, "[t]he NASA Office of Diversity and Equal Opportunity (ODEO) sponsored the 2010 Diversity and Inclusion Assessment Survey (DIAS) to look at the current status of diversity and inclusion; identify strengths and challenges; and design future activities for the continuing enhancement of diversity and inclusion efforts at the Agency."<sup>3</sup>

In August 2011, President Obama issued Executive Order 13583, *Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal Workforce*, which "direct[ed] executive departments and agencies to develop and implement a more comprehensive, integrated, and strategic focus on diversity and inclusion as a key component of their human resources strategies."<sup>4</sup> The Executive Order highlighted the utility of enhancing diversity in the workplace.

To work toward the goals identified above, the Executive Order outlined focused, collaborative actions for the Office of Personnel Management (OPM), the Office of Management and Budget (OMB), the Equal Employment Opportunity Commission (EEOC), and the President's Management Council (PMC), as well as separate actions for executive agencies.<sup>5</sup> Soon thereafter, OPM issued the Government-wide Diversity and Inclusion Strategic Plan.<sup>6</sup>

The Government-wide plan embraces three broad goals: Workforce Diversity, Workplace Inclusion, and Sustainability.<sup>7</sup> NASA's Diversity and Inclusion Strategic Implementation Plan (NASA plan), issued in March of 2012, was NASA's response to the Government-wide Diversity and Inclusion Plan.<sup>8</sup> The NASA plan included a requirement that the Centers put that plan into action through aligned Center D&I Implementation plans.<sup>9</sup> The SSC Diversity and Inclusion Implementation Plan (DIIP) is SSC's response to the requirements of the NASA plan and the Government-wide initiative.

In August 2012, as part of a Pilot Program, SSC conducted a study of various focus groups composed of civil servant and contractor employees. Research questions used

by the DIAS were used to develop the prompts for the focus group interviews.<sup>10</sup> The results of the DIAS survey and the focus group study were analyzed, and were linked to the larger NASA Diversity and Inclusion Framework.<sup>11</sup> The result was a set of recommendations designed to help SSC develop a measurable, Center-specific DIIP that could be tied to a set of measurable outcomes.

Finally, an SSC Diversity and Inclusion working group composed of SSC managers and senior staff was assembled to begin developing the DIIP in accordance with the recommendations found in the SSC Diversity and Inclusion Focus Group Process Report. The independent professionals who conducted the focus group analysis and report were present during working group sessions, which sessions resulted in a draft DIIP.

## **Defining Diversity and Inclusion**

A shared understanding among all NASA employees, of what the terms “diversity” and “inclusion” mean is integral to achieving the goals established in the DIIP. NASA defines diversity as “the similarities and differences in the individual and organizational characteristics that shape our workplace.”<sup>12</sup> As stated in the SSC Diversity and Equal Opportunity Statement (SSC DEO Statement), “diversity comprises the unique characteristics, perspectives, and life experiences that define us as individuals.”<sup>13</sup>

Inclusion is “the means by which we optimize the benefits to the mission inherent in our diversity – for example, the policies, procedures, and practices that an organization puts in place to create more inclusive work environments.”<sup>14</sup> The SSC DEO Statement puts it simply: “In an inclusive environment, each employee feels valued and respected.”<sup>15</sup>

Throughout the DIAS and Focus Group studies, employee responses varied considerably, showing that employees have very different perspectives regarding diversity and inclusion. These differences were themselves due, in large part, to the fact that employees had different experiences with diversity and inclusion initiatives at SSC.<sup>18</sup> By implementing the SSC Diversity and Inclusion Focus Group Process Report recommendations, SSC hopes to create a shared appreciation for the benefits of diversity and inclusion; to foster an environment that promotes those benefits; and to create a Center-wide understanding of, and respect for, diversity and inclusion.

## **The Value of Diversity and Inclusion for NASA and Stennis Space Center**

The benefits of diversity and inclusion are recognized in the public and private sectors alike. A 2011 Forbes article stated that “[a]s innovation becomes more of a key differentiator for the world’s largest companies; these organizations increasingly see having a diverse and inclusive workforce as critical to driving the creation and execution of new products, services, and business processes. . . . For global companies, diversity is no longer simply a matter of creating a heterogeneous workforce, but using that workforce to innovate and give it a competitive advantage in the marketplace.”<sup>16</sup> Also recognized by those in the private sector, diversity is not just about promoting innovation within the workforce, but also about providing the best services possible to the diverse population a workforce serves.

The same applies to the Federal Government. In the words of the NASA plan, “[w]e know the best employees come from different backgrounds and hold divergent viewpoints and that workforce diversity, when fully utilized, leads to inclusion of more ideas and viewpoints, which in turn leads to more creativity and innovation. The bottom line is that NASA needs the best employees to design creative and innovative technical solutions. NASA must attract, fully utilize, and retain the best talent.”<sup>17</sup> A workforce that is both diverse and inclusive will increase NASA’s ability to appeal to a diverse population of stakeholders, and to remain relevant in this era of budget cuts and reevaluation of government priorities.

NASA must reach out to “educate a more diverse American public on the need for robust space and aeronautics programs and their value in advancing U.S. scientific, security, and economic interests.”<sup>18</sup> “To do so, NASA [will] increase outreach efforts to encourage and motivate people, especially young people, in diverse and underserved communities.”<sup>19</sup>

The SSC DEO Statement outlines the value to be gained from fostering equal opportunity and diversity at SSC by embracing SSC’s “opportunity to position [itself] to attract, fully utilize, and retain the best talent,” and links that opportunity to the goal of establishing a diverse environment.<sup>20</sup>

## Where We Are

SSC is preeminent among NASA Centers in employee satisfaction, and employee responses to the DIAS were more positive than those of the overall NASA population.<sup>21</sup> SSC had the highest rate of response to the 2012 DIAS.<sup>22</sup> Further, SSC ranked highest among NASA’s ten field Centers in the annual Best Places to Work in the Federal Government rankings, and ranked second out of all agency subcomponents across the Federal Government.<sup>23</sup> The SSC ODEO currently sponsors a variety of events, and provides a range of training and other resources related to diversity and inclusion to NASA civil servants, contractors, and SSC tenants.<sup>24</sup>

Events sponsored by the SSC ODEO include monthly diversity events, which celebrate groups, people, or events that have been subject to widespread discrimination or have been of significance to a segment of the population subject to that discrimination. These events highlight speakers or employee personal statements in association with, among other things, Black History Month, Martin Luther King Day, and the Holocaust Days of Remembrance.<sup>25</sup> In addition, SSC periodically hosts a Diversity Day, which allows employees to experience the food, music, and art of a range of cultures and gives employees access to information regarding how to join organizations that represent the interests of certain groups. These events are planned by the SSC Diversity Council, which is composed of representatives from the SSC residents.

The SSC ODEO website provides information regarding law, policy, and resources relevant to diversity and equal opportunity in the Federal workplace.<sup>26</sup> In addition, the ODEO provides information regarding available resources to each new employee. Updates in law or policy are communicated to the civil servant population through

required periodic training in NASA's online System for Administration, Training, and Educational Resources for NASA (SATERN).

## Results of the DIAS and Focus Group Analysis

Even though SSC received positive Diversity and Inclusion (D&I) Survey results, Best Places to Work ranking, and has numerous resources already in place to promote diversity and inclusion, there is always room for improvement.<sup>27</sup> Therefore, while appreciating the accomplishments achieved thus far, SSC continues to work to increase diversity and inclusion. Indeed, the SSC Diversity and Inclusion Focus Group Process Report warned of “the challenges of going from great to excellent,”<sup>28</sup> citing the difficulty of addressing resistance to the idea that additional changes need to be instituted when “positive perceptions of the Center’s D&I efforts are already ahead of the overall NASA curve.”<sup>29</sup> By implementing the SSC DIIP, SSC leadership signals its intention to continue to push forward and make changes needed to establish even more effective diversity and inclusion practices, and recognizes that such practices are an essential element to achieving mission success at the Center and throughout NASA.

The following themes highlighted in the Focus Group Report, DIAS, and Diversity and Inclusion Framework provide insight into possible opportunities for improvement in SSC’s Diversity and Inclusion approach:

### Education:

- Internal:
  - The role and impact of training generally and the lack of distinction between “training” and “education for professional development.”<sup>30</sup>
  - A need to emphasize how diversity and inclusion is useful, and to teach employees and supervisors alike how to take advantage of and/or foster the benefit of diversity and inclusion.<sup>31</sup>
- External:
  - A need to expand scope of outreach to include both a larger geographical range and populations with diverse backgrounds.<sup>32</sup>

### Leadership:

- In some instances, managers and supervisors lack skill in human resource management, as evidenced through consistent pattern of notable demographic differences between supervisory and non-supervisory employees in Center/NASA DIAS data and failure of supervisors to prioritize ODEO events.<sup>33</sup>

### Communication:

- Supervisors must be especially skilled in cultivating employees’ natural tendencies to perform and take appropriate and effective corrective action when employees do not respond.<sup>34</sup> Unfortunately, “[f]ocusing purely on the technical aspects of mission success can be a powerful force on an organization to maintain the status quo.”<sup>35</sup> Employees are more motivated

to perform well technically when supervisors make it clear that their contributions to an effort have a meaningful effect on the outcome.<sup>36</sup>

- In order to combat group think and the status quo, diverse employees need to be free to express diverse views and know that their views are valued and actually considered.<sup>37</sup>

## **Where We Are Going**

The SSC Diversity and Inclusion Working Group has created a Diversity and Inclusion Implementation Plan (DIIP), through which the recommendations of the SSC Diversity and Inclusion Focus Group Process Report will be implemented. The DIIP is centered on the principles that provide the foundation for the NASA D&I Framework, as refined to reflect the requirements of the Government-wide plan:

- Demonstrated Leadership Commitment
- Employee Engagement and Effective Communication
- Continuous Education, Awareness, and Skills Development
- Demonstrated Commitment to Community Partnerships
- Shared Accountability and Responsibility for Diversity and Inclusion
- Effective Measurement of Diversity and Inclusion Efforts

The NASA plan advises that “[t]he six principles are intentionally broad to allow the Agency and Center diversity leadership to expound upon and further specify the mechanisms through which the principles will be implemented[,] . . . consistent with the framework’s intent to provide [flexibility] to leadership Agency wide in developing Center plans to [put] the framework [into operation].”<sup>38</sup> Thus, the breadth of the principles themselves allows for accommodation of the diverse viewpoint, population, and mission of each Center. The SSC DIIP works toward a heightened commitment to each of the six principles consistent with the NASA plan and the recommendations of the SSC Diversity and Inclusion Focus Group Process Report.

## **In Conclusion**

The Diversity and Inclusion Implementation Plan addresses each of these principles in turn, outlining SSC’s plan for more fully leveraging our diversity over the next year. As such, it provides a starting point from which to work toward the development of innovative guidelines and strategies consciously designed to enhance the inclusiveness of our work environments and further broaden the reach of our education, recruitment, and small business efforts. The support and participation of everyone at NASA, including executive leadership, managers, supervisors, and employees, is critical for successful implementation of this plan. Responsibility for achieving the goals set forth in this plan resides with every SSC employee. Employees at all levels work together to nurture an environment that is diverse and inclusive, fostering innovation and attracting the talent that will move NASA and the Nation forward to even greater achievements.

# Stennis Space Center Diversity and Inclusion Implementation Plan (DIIP)

## CENTER PRINCIPLE 1:

### Demonstrated Leadership Commitment

**GOAL:** NASA makes diversity and inclusion a matter of policy and demonstrates a commitment at the highest levels of the organization.

Strategy 1.1	Primary Responsibility/ Timeframe
<b>Establish and support a Center-level team to develop initial DIIP</b>	
<b>Actions and Measures</b>	
<ul style="list-style-type: none"> <li>• Designate Center Director as SSC's D&amp;I Champion</li> </ul>	NASA Administrator 1 <sup>st</sup> Quarter 2013
<ul style="list-style-type: none"> <li>• Engage NASA Headquarters and Curtis Lewis &amp; Associates (CLA) in the development of the SSC Diversity and Inclusion Implementation Plan</li> </ul>	ODEO 2 <sup>nd</sup> Quarter FY 2013
<ul style="list-style-type: none"> <li>• Use Diversity and Inclusion Assessment Survey (DIAS) and focus group findings to improve workforce trust/engagement</li> </ul>	Managers/Supervisors 3 <sup>rd</sup> Quarter FY 2013 Ongoing
<ul style="list-style-type: none"> <li>• Designate Center responsibilities for development of SSC's Diversity &amp; Inclusion Implementation Plan (DIIP)</li> </ul>	Center Director 2 <sup>nd</sup> Quarter FY 2013
<ul style="list-style-type: none"> <li>• Ensure that sufficient resources are available to achieve DIIP goals and objectives:               <ul style="list-style-type: none"> <li>- FTE allocated for Diversity Manager in ODEO</li> <li>- Establish D&amp;I Board to monitor ongoing progress</li> <li>- Establish a Stretch Assignment encouraging employees to participate on the D&amp;I Board</li> </ul> </li> </ul>	ODEO/OHC 2 <sup>nd</sup> Quarter FY 2013

**CENTER PRINCIPLE 1:  
Demonstrated Leadership Commitment**

**Strategy 1.1**

**Accomplishments to Date:**

<ul style="list-style-type: none"> <li>• Center Director accepted D&amp;I Champion role. Also serves on the Agency Diversity and Inclusion Strategic Partnership (DISP).</li> <li>• CFO assigned as Lead for D&amp;I Strategic Plan development.</li> <li>• Advertised vacancy and selected a Diversity Manager.</li> <li>• D&amp;I Working Group established; consists of SES and GS-15 level employees.</li> <li>• Selected two employees (GS-12/13) for one-year Stretch Assignment.</li> <li>• Center Deputy Director appointed Chairman of D&amp;I Board.</li> <li>• D&amp;I Board membership and D&amp;I Charter completed.</li> <li>• Center Director presented SSC’s D&amp;I “Promising Practices” at May 2013 DISP meeting.</li> <li>• SSC ODEO Manager appointed to serve a two-year term as the Agency D&amp;I Chair for the ODEO Community.</li> </ul>	<p>FY 2013</p>
<ul style="list-style-type: none"> <li>• The Agency Office of Diversity and Equal Opportunity and the Agency Office of Human Capital Management provided their evaluation of SSC’s D&amp;I Strategic Implementation Plan which was considered to be noteworthy and “one of the best.”</li> <li>• Center Director’s primary focus at the March 2014 Leadership Retreat will be D&amp;I. Dr. William Guillory conducted one-on-one interviews with approximately 20 managers/supervisors. A workshop was developed to debrief the results of the interviews at the Retreat.</li> <li>• Every employee provided a copy of the Center D&amp;I Plan.</li> </ul>	<p>FY 2014</p>

**CENTER PRINCIPLE 1:  
Demonstrated Leadership Commitment**

<b>Strategy 1.2</b>	<b>Primary Responsibility/ Timeframe</b>
<b>Identify specific elements of D&amp;I mission imperative for SSC</b>	
<b>Actions and Measures</b>	
<ul style="list-style-type: none"> <li>Integrate D&amp;I goals/principles into performance plans for Center managers and supervisors</li> </ul>	ODEO/OHC FY 2014
<ul style="list-style-type: none"> <li>At every appropriate opportunity, i.e. All Hands meetings, etc., reinforce message that D&amp;I elements are critical to mission success</li> </ul>	Center Director 2 <sup>nd</sup> Quarter FY 2013 Ongoing
<ul style="list-style-type: none"> <li>Incorporate regular discussion of D&amp;I within organizations, i.e. staff meetings, etc., to increase employee understanding and their role in achieving SSC D&amp;I goals/objectives</li> </ul>	Senior Leadership Managers/Supervisors 3 <sup>rd</sup> Quarter FY 2014 Ongoing
<ul style="list-style-type: none"> <li>Identify ways to broaden diversity of employees assigned to Center/Agency task teams</li> </ul>	Managers/Supervisors 3 <sup>rd</sup> Quarter FY 2014 Ongoing
<ul style="list-style-type: none"> <li>Engage employees and encourage inclusion throughout all levels of the organization to collaborate towards solutions and process improvements</li> </ul>	Managers/Supervisors/Employees 4 <sup>th</sup> Quarter FY 2014 Ongoing
<ul style="list-style-type: none"> <li>Track D&amp;I Plan accomplishments and revise Plan as needed</li> </ul>	Managers/Supervisors 4 <sup>th</sup> Quarter FY 2014 Ongoing



## CENTER PRINCIPLE 2:

### Employee Engagement and Effective Communication

**Goal:** NASA builds an inclusive, collaborative, open, and innovative work environment that enhances employees' work life.

Strategy 2.1	Primary Responsibility/ Timeframe
<b>Engage employees in articulating the SSC D&amp;I Imperative</b>	
<b>Actions and Measures</b>	
<ul style="list-style-type: none"> <li>Work with diverse group of employees to determine how best to articulate the SSC D&amp;I goals/objectives</li> </ul>	D&I Board 3 <sup>rd</sup> Quarter FY 2014 Ongoing
<ul style="list-style-type: none"> <li>Expand employee involvement in promoting the role of D&amp;I and SSC mission success</li> </ul>	Senior Leadership/ Supervisors/Managers 4 <sup>th</sup> Quarter FY 2014 Ongoing
<ul style="list-style-type: none"> <li>Attention given to the SSC D&amp;I imperative at new employee orientations</li> </ul>	Center Director/ODEO 1 <sup>st</sup> Quarter FY 2014 Ongoing (brochure included in Supervisory Training classes and new employee orientation packages.)
<ul style="list-style-type: none"> <li>Identify and/or develop tools that help communicate the D&amp;I imperative for SSC</li> </ul>	D&I Board 3 <sup>rd</sup> Quarter FY 2014 Ongoing
<ul style="list-style-type: none"> <li>Ask employees to write articles on D&amp;I topics for the <i>Lagniappe</i> publication in the ODEO column and in other featured spaces. One article per quarter, alphabetically per Directorate</li> </ul>	Senior Leadership/ODEO 3 <sup>rd</sup> Quarter FY 2013 Ongoing

## CENTER PRINCIPLE 2: Employee Engagement and Effective Communication

### Strategy 2.1

#### Accomplishments to Date:

- D&I information displayed on ODEO bulletin board.
- “Marketing” of D&I on tabletops in Cafeteria and Atrium.
- Numerous articles about D&I published in *Lagniappe*.
- President’s D&I Proclamation sent to all employees.
- SSC D&I Survey and Agency D&I Plan posted on ODEO website.
- Employees engaged in D&I focus groups.
- All Employees invited to participate in outreach events.
- Office of Chief Technologist submitted April *Lagniappe* article “Diversity and Inclusion are Key to Innovation.”
- CFO’s Office submitted July *Lagniappe* article “Promote Team Diversity and Inclusion in Workplace.”
- Chief Counsel’s Office submitted November *Lagniappe* article “Pioneer Astronauts Changed Face of Space Program.”
- Office of Procurement submitted January article “Managing Diversity/Inclusion in the Workplace.”
- Engineering and Test Directorate submitted April *Lagniappe* article “Remember – Age is also a Dimension of Diversity.”

FY 2013

FY 2014

## CENTER PRINCIPLE 2: Employee Engagement and Effective Communication

Strategy 2.2	Primary Responsibility/ Timeframe
<b>Explore the use of Employee Resource Groups (ERGs) to implement the D&amp;I imperative (for mission success)</b>	
Actions and Measures	
<ul style="list-style-type: none"> <li>Ensure that implementation strategy for ERGs is in accordance with NASA guidelines</li> </ul>	D&I Board 4 <sup>th</sup> Quarter 2014
<ul style="list-style-type: none"> <li>Solicit interest areas from leadership and employees that would provide mutual benefit to the Center and employees alike</li> </ul>	D&I Board Ongoing
<ul style="list-style-type: none"> <li>Develop guidelines for ERGs and communicate them broadly to employees</li> </ul>	ODEO/OHC/D&I Board 4 <sup>th</sup> Quarter 2014
<ul style="list-style-type: none"> <li>Encourage existing groups to become formal ERGs</li> </ul>	Senior Leadership 3 <sup>rd</sup> Quarter FY 2014
<ul style="list-style-type: none"> <li>Solicit leadership willing to sponsor an ERG</li> </ul>	ODEO/OHC/D&I Board 4 <sup>th</sup> Quarter FY 2014
<ul style="list-style-type: none"> <li>Solicit ideas from leadership and employees that would provide mutual benefit</li> </ul>	D&I Board 4 <sup>th</sup> Quarter FY 2014
<ul style="list-style-type: none"> <li>Benchmark other agencies at SSC, i.e. Navy, etc.</li> </ul>	ODEO/OHC 3 <sup>rd</sup> Quarter FY 2014
<ul style="list-style-type: none"> <li>Explore inclusion of other agencies located at SSC into an integrated ERG framework</li> </ul>	D&I Board 4 <sup>th</sup> Quarter FY 2014

**CENTER PRINCIPLE 2:  
Employee Engagement and Effective Communication**

**Strategy 2.2**

**Accomplishments to Date:**

<ul style="list-style-type: none"><li>• Team of SSC Extreme Ideas Future Leaders established.</li></ul>	FY 2013
<ul style="list-style-type: none"><li>• Included employees with different interests to display at SSC Diversity Day including all agencies and tenants.</li></ul>	
<ul style="list-style-type: none"><li>• SSC’s Diversity Manager and OHC regularly participate in the Extreme Ideas Future Leaders meetings.</li></ul>	FY 2014

## CENTER PRINCIPLE 2:

### Employee Engagement and Effective Communication

Strategy 2.3	Primary Responsibility/ Timeframe
<b>Broaden access to and the number of opportunities for employees to develop leadership skills and abilities</b>	
<b>Actions and Measures</b>	
<ul style="list-style-type: none"> <li>Involve employees/leads in developing D&amp;I action plans at the Office or Directorate level in response to EVS findings</li> </ul>	Senior Leadership/ Supervisors/Managers 3rd Quarter FY 2013 Ongoing
<ul style="list-style-type: none"> <li>Improve the use of the Learning Plan process/tools to engage and empower the workforce using SATERN and other technological means through IDPs/EDPs</li> </ul>	OHC 4th Quarter FY 2013
<ul style="list-style-type: none"> <li>Expand employee engagement in Center-wide D&amp;I events and activities by seeking employee input, suggestions and ideas</li> </ul>	D&I Board 2nd Quarter FY 2014 Ongoing
<ul style="list-style-type: none"> <li>Identify and/or develop tools to capture employee skills and competencies to foster career advancement opportunities for all employees (CMS replacement; possible use of stretch assignments)</li> </ul>	OHC FY 2014-15 Ongoing
<ul style="list-style-type: none"> <li>Use Performance Planning/Appraisal period to communicate with employees about skills development</li> </ul>	OHC 2nd FY2014 Ongoing
<ul style="list-style-type: none"> <li>Leaders use results of survey data for decision-making and constructive feedback</li> </ul>	Senior Leadership/ OHC/ODEO 2nd Quarter FY2014 Ongoing
<ul style="list-style-type: none"> <li>Improve DIAS positive responses and EVS employee engagement feedback. The goal is to remain in the top percentile in both survey results; continue to develop annual action plans that focus on improvement; and review and track quarterly D&amp;I progress and accomplishments</li> </ul>	Senior Leadership/ OHC/ODEO 2nd Quarter FY2014 Ongoing
<ul style="list-style-type: none"> <li>EO Director will collaborate with Center succession planning team to highlight demographic diversity (or lack of) in needed competencies, particularly at high grade levels, and recommend strategies for increasing diversity</li> </ul>	OHC/ODEO/Managers/ Supervisors FY 2014-2015

**CENTER PRINCIPLE 2:  
Employee Engagement and Effective Communication**

**Strategy 2.3**

**Accomplishments to Date:**

- EVS reviews with office management (3 areas of improvement).
- Use DIAS survey data to develop areas for improvement (similar to EVS).
- Engaged employees to accept leadership roles in outreach events i.e. G.E.M.S., etc.
- Offered stretch assignments for D&I Board and other Center opportunities, i.e., Exchange, JMC, etc.
- Detail assignment opportunities announced and posted for employees to apply, i.e. detail assignment in October.

FY 2013 - Ongoing

FY 2014

## CENTER PRINCIPLE 3:

### Continuous D&I Education, Awareness and Skills Development

**Goal 3:** NASA has a continuous program built on ensuring that all employees have basic skill sets and are expected to model behaviors reflective of D&I principles.

Strategy 3.1	Primary Responsibility/ Timeframe
<b>Identify and/or develop effective D&amp;I education programs</b>	
<b>Actions and Measures</b>	
<ul style="list-style-type: none"> <li>• Expand access to D&amp;I education resources for use at SSC                             <ul style="list-style-type: none"> <li>- Avail ourselves of existing D&amp;I education</li> <li>- Engage corporate community and academia in discussions and sharing about promising D&amp;I practices for SSC</li> </ul> </li> </ul>	D&I Board FY 2014
<ul style="list-style-type: none"> <li>• Support an Agency team to develop a D&amp;I training curriculum for various levels of supervisors that can be used by all Centers</li> </ul>	D&I Board TBD by Agency
<ul style="list-style-type: none"> <li>• Expand cultural competence/awareness through Diversity Dialogues                             <ul style="list-style-type: none"> <li>- Conduct as stand-alone experiences or linked topically to online education and training</li> <li>- Utilize Stretch Assignment employee(s) to support</li> </ul> </li> </ul>	ODEO/OHC 2 <sup>nd</sup> Quarter FY 2014 Ongoing
<ul style="list-style-type: none"> <li>• Collaborate with NASA Headquarters to make introductory supervisor education accessible to non-supervisors                             <ul style="list-style-type: none"> <li>- Access determined when space/availability permits</li> </ul> </li> </ul>	OHC 4 <sup>th</sup> Quarter FY 2013
<ul style="list-style-type: none"> <li>• Increase number of Team Leads participation in supervisory training</li> </ul>	OHC FY 2014 & beyond

## CENTER PRINCIPLE 3:

### Continuous D&I Education, Awareness and Skills Development

#### Strategy 3.1

#### Accomplishments to Date:

- |   |         |
|---|---------|
| <ul style="list-style-type: none"><li>• Learning Through Influence (LTI) training at SSC.</li><li>• OHC scheduled HRU classes on D&amp;I that were open to all employees.</li><li>• ODEO staff attended Steve Robbins D&amp;I Boot Camp.</li><li>• ODEO presented SSC's D&amp;I Survey results at Directorate and office staff meetings.</li><li>• D&amp;I Training given to several employees (OHC, ODEO, AA00, Labor Relations Representative).</li></ul> | FY 2013 |
| <ul style="list-style-type: none"><li>• Dr. Guillory D&amp;I Training – two days of interviews with managers/supervisors.</li><li>• Employees designated as “Lead” attend supervisory training.</li><li>• Dr. Guillory provided training to 24 NASA employees titled “Leveraging Differences for Breakthrough Performance”.</li></ul>   | FY 2014 |

## CENTER PRINCIPLE 4:

### Demonstrated Commitment to Community Partnerships

**Goal 4:** NASA actively partners and builds constructive relationships with schools, community-based organizations, small businesses, and professional associations to expand outreach to diverse communities.

Strategy 4.1	Primary Responsibility/ Timeframe
<b>Expand and/or improve existing education and outreach programs</b>	
<b>Actions and Measures</b>	
<ul style="list-style-type: none"> <li>• Develop SSC promotional videos that demonstrate the D&amp;I work of SSC for use with colleges and universities, career fairs, and career centers                             <ul style="list-style-type: none"> <li>- Make part of a Stretch Assignment</li> <li>- Identify and use existing NASA videos</li> <li>- Provide to HQ ODEO for posting on the mission STEM website</li> <li>- Highlight achievements of employees of diverse backgrounds</li> </ul> </li> </ul>	IA/UA/OHC 3 <sup>rd</sup> Quarter FY 2014 Ongoing
<ul style="list-style-type: none"> <li>• Incorporate external awards of diverse SSC talent into promotional materials. i.e. employee patents, etc.</li> </ul>	OHC 2 <sup>nd</sup> Quarter FY 2014 Ongoing
<ul style="list-style-type: none"> <li>• Annually engage local community with “Best Places to Work” (BPTW) recognition</li> </ul>	IA/OHC 2 <sup>nd</sup> Quarter FY 2014 Ongoing
<ul style="list-style-type: none"> <li>• Engage Senior Leadership in annual outreach activities</li> </ul>	IA/OHC/UA FY 2014 Ongoing

## CENTER PRINCIPLE 4: Demonstrated Commitment to Community Partnerships

### Strategy 4.1

#### Accomplishments to Date:

<ul style="list-style-type: none"> <li>• Senior Retreat: Senior leadership participated in Outreach activities at Lillie Burney Elementary School and Children’s Hospital.</li> <li>• Invited community media to BPTW ceremony, published locally.</li> <li>• Established site-wide Stennis Diversity Council (2008).</li> <li>• Launched Recruitment and Outreach Team, meets quarterly.</li> <li>• Several employees have received patents at SSC and other external awards.</li> <li>• SSC Office of Education provided relevant education activities and experiences for teachers, students, and the general public. Activities included partnerships with INFINITY Science Center at Stennis Space Center, 4-H of Mississippi, the Boys &amp; Girls Club of America, development and delivery of educator professional development workshops that meet national curriculum standards; inquiry-based activities that emphasized the International Space Station, robotics, aeronautics, and propulsion testing; and development and installation of an interactive exhibit in INFINITY. The opening of INFINITY in April 2012 allowed a new opportunity for SSC to partner and expand NASA’s outreach.</li> <li>• A train-the-trainer session was conducted at the Boys and Girls Club of the Gulf Coast in Mississippi. The training session included NBS program overview and core concepts, review of hands-on activities from the guides and discussion on how to effectively deliver content to students. Five hundred (500) underserved youths were engaged in NBS activities during the summer of 2013 and clubs plan to continue activities during after-school programs.</li> <li>• Boys and Girls Club of Slidell, Louisiana – Same as above. Approximately 60-100 underserved youth were engaged in NBS activities during the summer of 2013.</li> <li>• 4-H Mississippi Clubs -Presented Robotics and Informal Educator Professional Development Workshops using Aeronautics Research Mission Directorate (ARMD) Museum in a Box (MIB).</li> <li>• Summer of Innovation (SOI) - SSC partnered with Mississippi State University (MSU) 4-H to deliver SOI, science, technology, engineering and math (STEM) and robotics content to youth across Mississippi.</li> <li>• 1,410 African American and 10 American Indian/Alaskan Native middle school students participated in Summer of Innovation activities sponsored by SSC.</li> <li>• SSC conducted training for 4-H agents, robotics volunteers on RobotC and Tetrax robotics. MSU was awarded \$5,000 from the CP4SMP+ to provide training for 50 4-H agents, senior robotics leaders, and volunteers. Training was also provided by SSC personnel on LEGO and MINDSTORMS NXT-G programming.</li> </ul>	<p>FY 2013</p>
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## CENTER PRINCIPLE 4: Demonstrated Commitment to Community Partnerships

### Strategy 4.1

#### Accomplishments to Date:

<ul style="list-style-type: none"> <li>• NASA/Jackson State University (NASA/JSU) Pre-Service Teacher Institute (PSTI) was a two-week residential institute that partnered SSC and JSU. The institute was held on the JSU campus in Jackson, Mississippi, with a one-day visit and workshops at SSC, for college students who attend a minority university and who are preparing to teach middle school. A financial support package was provided to all participants. The goal of this program was to increase skills in teaching mathematics and science to students, while incorporating technology in the curriculum, thereby promoting STEM literacy through strategic partnerships with minority universities.</li> <li>• NASA Day at Jackson State University – as a result of this event, one African American male student accepted an internship at SSC for spring 2014.</li> <li>• SSC was the lead Center for Great Minds in STEM Conference/25<sup>th</sup> Anniversary of Hispanic Engineer National Achievement Awards Conference (HENAAC) held in New Orleans. NASA support included scholarships, career fair and 27 registrants.</li> <li>• Nineteen (19) education workshops were provided with 456 participants. This is a culmination of onsite and offsite workshops sponsored by the Educator Resource Center.</li> <li>• Office of Communications provided monthly outreach activities at the INFINITY Science Center reaching more than 15,000 local, regional and national guests.</li> <li>• Office of Education provided support to the Mississippi Band of Choctaw Indians students in the FIRST LEGO and FIRST Robotics programs.</li> <li>• SSC coordinated over 30 activities reaching over 60,000 men, women and children within the Mississippi Delta, Central Mississippi, Louisiana and the Mississippi Gulf Coast.</li> <li>• As part of the Pathways to Possibilities program, the SSC Office of Communications participated in a Gulf Coast community initiative to educate 8<sup>th</sup> grade students from the six coastal counties regarding career opportunities in Mississippi.</li> </ul>	<p>FY 2013</p>
<ul style="list-style-type: none"> <li>• Center Director issued a letter to resident agencies asking for continued support and involvement in the site-wide Stennis Diversity Council.</li> <li>• Agency initiative “Welcome to My Lab” videos/interviews engage employees in their work areas; interviews are posted on NASA.Gov.</li> <li>• Invited public to Annual “Best Places to Work” ceremony.</li> </ul>	<p>FY 2014</p>

**CENTER PRINCIPLE 4:**

**Demonstrated Commitment to Community Partnerships**

**Strategy 4.2**

**Primary  
Responsibility/  
Timeframe**

**Enhance the Center’s Relationships with the Small Business Community**

**Actions and Measures**

- Increase Senior Management participation in small business outreach events and activities
- Enhance Acquisition Forecast reporting to provide accurate picture of upcoming requirements that assist small businesses with planning for future competitions

DA/Senior Leadership  
3<sup>rd</sup> Quarter FY 2014

DA/Senior Leadership  
1<sup>st</sup> Quarter FY 2014

## CENTER PRINCIPLE 4:

### Demonstrated Commitment to Community Partnerships

#### Strategy 4.2

#### Accomplishments to Date:

<ul style="list-style-type: none"><li>• SSC was awarded the Agency's FY 2011 Small Business Administrator's Cup Award (Best Center-level SB program in the Agency).</li><li>• SSC Multiple Award Construction Contract Team selected as the Agency Small Business Improvement Award Team of the Year.</li><li>• SSC is exceeding all of its small business goals except for HUBZone and Service Disabled Veteran-Owned Small Business (on track to achieve all goals).</li><li>• Direct Reports have appointed a Small Business Technical Coordinator (SBTC) to assist the Small Business Specialist in seeking potential small business opportunities.</li><li>• Senior leadership actively involved in meeting with small businesses and serving as featured speakers at outreach events, such as Stennis Industry Days in February 2013.</li><li>• Staffed booth at Stennis Industry Days to promote Small Business participants at SSC.</li><li>• NASA won the first annual Stennis Business Consortium (SBC) Team-member Achievement Recognition (STAR).</li></ul>	FY 2013
<ul style="list-style-type: none"><li>• SSC implemented a new NASA process consolidating the Acquisition Forecast format, merging data and incorporating the use of pivot tables for easy access. This new process produced an immediate increase in use by 10% and 73% of the respondents found it easier to use. More importantly, 38.8% of the businesses found new business leads.</li></ul>	FY 2014

**CENTER PRINCIPLE 5:**  
**Shared Accountability and Responsibility for**  
**Diversity and Inclusion**

**Goal 5:** There are organizational objectives on diversity and inclusion, and these are reflected in criteria for evaluating performance. There is an expectation, communicated at the highest levels, that diversity and inclusion are shared responsibilities among all managers and employees.

<b>Strategy 5.1</b>	<b>Primary Responsibility/ Timeframe</b>
<b>Develop structure and strategies to equip leaders with the ability to manage diversity, be accountable, measure results, refine approaches on the basis of such data, and institutionalize a culture of inclusion.</b>	
<b>Actions and Measures</b>	
<ul style="list-style-type: none"> <li>Issue executive level D&amp;I correspondence emphasizing Agency principles, SSC-specific translation of those principles (i.e., the Diversity and Inclusion Implementation Plan) as well as open, honest, and respectful communications about the work ahead.</li> </ul>	Director/Senior Staff 1 <sup>st</sup> Quarter 2014 Ongoing
<ul style="list-style-type: none"> <li>Educate the workforce about D&amp;I standards in the performance measures.</li> </ul>	OHC FY 2014
<ul style="list-style-type: none"> <li>Supervisory performance plans include mandatory D&amp;I element. Include supervisors at all grade levels and occupations. Train supervisors and managers on new performance plans that include D&amp;I Element.</li> </ul>	ODEO/OHC FY 2014

**CENTER PRINCIPLE 5:  
Shared Accountability and Responsibility for  
Diversity and Inclusion**

**Strategy 5.1**

**Accomplishments to Date:**

- |  |                |
|--|----------------|
| <ul style="list-style-type: none"> <li>• SSC led the Agency team in developing mandatory D&amp;I element in supervisor’s performance plans.</li> <li>• Lead the NASA-wide effort developing performance standards that provide a career trajectory, including D&amp;I performance standards.</li> <li>• The D&amp;I Working Group established to develop SSC’s D&amp;I Implementation Plan.</li> </ul> | <p>FY 2013</p> |
| <ul style="list-style-type: none"> <li>• Management recognizes that D&amp;I is an important aspect of consideration when establishing special teams and assignments in order to obtain fresh ideas and perspectives.</li> <li>• Rolled out the supervisory performance plan for 2013-2014 performance year which included critical element addressing D&amp;I.</li> </ul>                              | <p>FY 2014</p> |

## CENTER PRINCIPLE 6:

### Effective Measurement of Diversity and Inclusion Efforts

**Goal 6:** The organization establishes and utilizes steps to monitor and evaluate its efforts to create an inclusive work environment and to measure the impact of diversity efforts.

Strategy 6.1	Primary Responsibility/ Timeframe
<b>Develop effective measurements of the success of actions designed to promote Diversity and Inclusion Principles and alter actions as required to address weaknesses revealed going forward</b>	
Actions and Measures	
<ul style="list-style-type: none"> <li>Measurements outlined for Principles 1 through 5, above, are implemented</li> </ul>	D&I Board Senior Leadership FY 2013 – FY 2016
<ul style="list-style-type: none"> <li>Results of measurements constantly analyzed and alterations made to plan, as appropriate, within a reasonable period of time</li> </ul>	D&I Board FY 2013 – FY 2016
<ul style="list-style-type: none"> <li>D&amp;I Board develops an annual report highlighting accomplishments achieved in the areas of diversity and inclusion</li> </ul>	D&I Board FY 2014, FY 2015, FY 2016
<ul style="list-style-type: none"> <li>Directorates submit significant accomplishments, highlights, goals and strategies to be incorporated into the D&amp;I annual report</li> </ul>	Senior Leadership FY 2014, FY 2015, FY 2016



# APPENDIX A

## References

1. NASA DIVERSITY AND INCLUSION STRATEGIC IMPLEMENTATION PLAN 4 (2012).
2. *Id.* at 5.
3. WESTAT, 2010 NASA DIVERSITY AND INCLUSION ASSESSMENT SURVEY FINAL REPORT, PREPARED FOR STENNIS SPACE CENTER, MISSISSIPPI I (2011).
4. Exec. Order No. 13583, 76 Fed. Reg. 52,847 (Aug. 23, 2011).
5. *Id.*; *see also* NASA DIVERSITY AND INCLUSION STRATEGIC IMPLEMENTATION PLAN 4 (2012).
6. NASA DIVERSITY AND INCLUSION STRATEGIC IMPLEMENTATION PLAN 4 (2012).
7. *Id.* at 6-7; U.S. OFFICE OF PERS. MGMT OFFICE OF DIVERSITY & INCLUSION, GOVERNMENT-WIDE DIVERSITY AND INCLUSION STRATEGIC PLAN 2011 (2011), *available at* <http://archive.opm.gov/diversityandinclusion/reports/GovernmentwideDIStrategicPlan.pdf>.
8. NASA DIVERSITY AND INCLUSION STRATEGIC IMPLEMENTATION PLAN 6-7 (2012).
9. *Id.* at 7.
10. CURTIS LEWIS & ASSOC., JOHN C. STENNIS SPACE CENTER DIVERSITY AND INCLUSION FOCUS GROUP PROCESS REPORT 3 (2012).
11. *Id.*
12. NASA DIVERSITY AND INCLUSION STRATEGIC IMPLEMENTATION PLAN 4 (2012).
13. PATRICK E. SCHEUERMANN, EQUAL OPPORTUNITY AND DIVERSITY STATEMENT (2012).
14. NASA DIVERSITY AND INCLUSION STRATEGIC IMPLEMENTATION PLAN 4 (2012).
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16. Forbes Insights, *Summary of Global Diversity and Inclusion: Fostering Innovation Through a Diverse Workplace*, [WWW.FORBES.COM](http://www.forbes.com), [http://www.forbes.com/forbesinsights/innovation\\_diversity/index.html](http://www.forbes.com/forbesinsights/innovation_diversity/index.html) (last visited May 1, 2013). *See also* FORBES, GLOBAL DIVERSITY AND INCLUSION: FOSTERING INNOVATION THROUGH A DIVERSE WORKFORCE (2011), *available at* [http://images.forbes.com/forbesinsights/StudyPDFs/Innovation\\_Through\\_Diversity.pdf](http://images.forbes.com/forbesinsights/StudyPDFs/Innovation_Through_Diversity.pdf).
17. NASA DIVERSITY AND INCLUSION STRATEGIC IMPLEMENTATION PLAN 4 (2012).
18. *Id.*
19. *Id.*
20. PATRICK E. SCHEUERMANN, EQUAL OPPORTUNITY AND DIVERSITY STATEMENT (2012).
21. Partnership for Public Service, *The Best Places to Work in the Federal Government 2012 Rankings*, BESTPLACESTOWORK.ORG, <http://bestplacestowork.org/BPTW/index.php> (last visited May 1, 2013); *see also* CURTIS LEWIS & ASSOC., JOHN C. STENNIS SPACE CENTER DIVERSITY AND INCLUSION FOCUS GROUP PROCESS REPORT 4-5 (2012).
22. WESTAT, 2010 NASA DIVERSITY AND INCLUSION ASSESSMENT SURVEY FINAL REPORT, PREPARED FOR STENNIS SPACE CENTER, MISSISSIPPI II (2011); *see also* CURTIS LEWIS & ASSOC., JOHN C. STENNIS SPACE CENTER DIVERSITY AND INCLUSION FOCUS GROUP PROCESS REPORT 4 (2012).
23. Partnership for Public Service, *The Best Places to Work in the Federal Government 2012 Rankings*, BESTPLACESTOWORK.ORG, <http://bestplacestowork.org/BPTW/index.php> (last visited May 1, 2013); *see also*

- CURTIS LEWIS & ASSOC., JOHN C. STENNIS SPACE CENTER DIVERSITY AND INCLUSION FOCUS GROUP PROCESS REPORT 4-5 (2012).
24. See STENNIS SPACE CENTER OFFICE OF DIVERSITY AND EQUAL OPPORTUNITY (May 1, 2013), <http://www.nasa.gov/centers/stennis/about/organization/odeo/index.html>.
  25. *Id.*
  26. *Id.*
  27. See CURTIS LEWIS & ASSOC., JOHN C. STENNIS SPACE CENTER DIVERSITY AND INCLUSION FOCUS GROUP PROCESS REPORT 3-6, 9-10 (2012).
  28. *Id.* at 4.
  29. *Id.* at 4-5.
  30. See CURTIS LEWIS & ASSOC., JOHN C. STENNIS SPACE CENTER DIVERSITY AND INCLUSION FOCUS GROUP PROCESS REPORT 3, 6-7, 10-13 (2012).
  31. *Id.* at 9. See also WESTAT, 2010 NASA DIVERSITY AND INCLUSION ASSESSMENT SURVEY FINAL REPORT, PREPARED FOR STENNIS SPACE CENTER, MISSISSIPPI 15 & 54 (2011).
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  33. See CURTIS LEWIS & ASSOC., JOHN C. STENNIS SPACE CENTER DIVERSITY AND INCLUSION FOCUS GROUP PROCESS REPORT 6, 10, & 16 (2012).
  34. *Id.* at 6.
  35. *Id.*
  36. *Id.*
  37. *Id.* at 9.
  38. NASA DIVERSITY AND INCLUSION STRATEGIC IMPLEMENTATION PLAN 6 (2012).