

2014 NASA Diversity and Inclusion Assessment Survey

FINAL REPORT

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Executive Summary

Introduction

The NASA Office of Diversity and Equal Opportunity (ODEO) sponsored the 2014 Diversity and Inclusion Assessment Survey to identify strengths and challenges, and design future activities for the continuing enhancement of diversity and inclusion efforts at the Agency. The survey was designed to assess current workforce perceptions about diversity and inclusion with a focus on the following five topics:

- Employee understanding of diversity and inclusion and their benefits
- Employee perceptions about the culture of diversity and inclusion at NASA, including how managers, supervisors, and Center leadership promote and practice NASA diversity and inclusion policies
- Employee perceptions about their personal work experiences at NASA
- Employee understanding of and experiences with reasonable accommodations and mentoring at NASA
- Employee perceptions about the overall effectiveness of NASA in creating a diverse and inclusive work environment.

After an initial pre-notification e-mail from the NASA Administrator on February 18, 2014, the survey was administered electronically between February 20 and March 27, using e-mail with a Web link, to a census of all full-time and part-time NASA civil service employees. The response rate for Stennis Space Center (SSC) was 61.4%.

Findings

Demographic Comparison

SSC survey respondents were compared to the SSC population on several demographic characteristics, including supervisory status, race, gender, age, education, part-/full-time work status, and occupation.

SSC respondents were generally similar to the SSC population in terms of demographic and work-related characteristics with 3 exceptions. Differences of five percentage points or greater were found between SSC respondents and the SSC population for the following characteristics:

- Age
- Education
- Supervisory status

The Demographic Comparison table on page 9 provides more detail on the demographic comparisons between the SSC survey respondents and the population.

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Notable Demographic Differences of 10 Percentage Points or More for Percent Positive Responses

- 9 items were different between males and females,
- 47 items were different between White and non-White respondents,
- 38 items were different between supervisors and non-supervisors,
- 4 items were different between respondents who worked at NASA for 10 years or less and those who worked at NASA for more than 10 years, and
- 12 items were different between respondents who are younger than 40 years old and those who are 40 years old or older.

Comparison with NASA

SSC survey responses were compared to Agencywide responses. SSC had 68 items with 70% or greater positive responses compared to 47 items Agencywide.

Strengths, Considerations, and Opportunities - Overall

Out of 78 items,

- 68 are strengths,
- 8 are considerations, and
- 2 are opportunities.

Strengths are items with a 70 percent positive response or greater and indicate areas of success at SSC. Considerations are items with greater than 50 percent but less than 70 percent positive responses and may point to possible areas for enhancing diversity and inclusion at your center. Items with 50 percent or less positive responses highlight opportunities for SSC to make improvements to enhance diversity and inclusion. The top ten and bottom ten positive survey items for SSC can be found on pages 10 and 11 in the report.

Strengths, Considerations, and Opportunities - By Research Question

Strengths, considerations, and opportunities were also examined by research question as shown below.

RESEARCH QUESTION 1: Do employees at NASA understand diversity and inclusion and their benefits?

Out of 3 items,

- 2 are strengths,
- there are no considerations, and
- 1 is an opportunity.

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RESEARCH QUESTION 2: What are employees' perceptions regarding the culture of diversity and inclusion at NASA?

Out of 35 items,

- 30 are strengths,
- 4 are considerations, and
- 1 is an opportunity.

RESEARCH QUESTION 3: How do employees perceive their own experiences at NASA?

Out of 30 items,

- 27 are strengths,
- 3 are considerations, and
- there are no opportunities.

RESEARCH QUESTION 4: What are employees' understanding of and experiences with reasonable accommodations and mentoring at NASA?

Out of 3 items,

- 2 are strengths,
- 1 is a consideration, and
- there are no opportunities.

RESEARCH QUESTION 5: How effective do employees think NASA has been, overall, in creating a diverse and inclusive work environment?

Out of 7 items,

- 7 are strengths,
- there are no considerations, and
- there are no opportunities.

Recommendations for Action Planning Using the Action Plan Template

To help address diversity and inclusion problems, challenges, or opportunities based on the 2014 NASA Diversity and Inclusion Assessment Survey results, we have included an Action Plan Template in Appendix E with guidelines in the report for how to use the template. The template guidelines include the following ten key questions that should be answered when developing a diversity and inclusion action plan.

I. Defining your goals and selecting your initiative(s)

1. What problem, challenge, or opportunity will you address? To identify diversity and inclusion areas that may need improvement, we suggest reviewing the survey findings in this report, comparing diversity and inclusion perceptions from this survey to the 2014 Federal Employee Viewpoint Survey, and conducting focus groups and/or interviews to learn more about specific issues.

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2. What are your goals? The goals should stem from the problem, challenge, or opportunity, and be easily understood by Center leaders, employees, and stakeholders.

3. What initiative(s) will you implement? Methods used for identifying initiatives to achieve the stated goals should include learning what other (similar) organizations are doing, consulting experts, holding brainstorming sessions, and conducting interviews and focus groups with employees. Consideration should be given to how much Center leaders, managers, and employees will support the effort, how long it will take, how expensive it will be, and what the overall likelihood of success is.

II. Planning your initiative(s)

4. Who will be affected, and how? It is important to identify the key people (or groups of people) that will be affected by the initiative and/or any potential changes that result from it. It is also important to think about a potential domino effect and/or any unintended consequences of both the implementation and outcome of an initiative.

5. Who can lead the initiative? It is essential to identify a respected leader and/or champion for the diversity and inclusion initiative. This person should be enthusiastic about the initiative and have the energy to see it through, despite difficulties.

6. What resources will be needed? In addition to the team implementing the initiative, it is important to think about other people (from inside or outside your Center) who can help and whether any supplies, materials, equipment, or training will be necessary.

7. What are possible barriers, and how can they be overcome? Every barrier to the initiative (including people) should be identified and a corresponding strategy should be developed to overcome, minimize, or work around the barriers.

8. How will you measure progress and success? Action plans should clearly state the process measures used to monitor the implementation of the initiative, and the outcome measures used to determine success. Keep the measures simple and make sure that data collection on them can easily fit into daily work processes.

9. What is the timeline? An overall timeline should be developed that includes enough time to assess whether the goals have been met and what the action planning team did to achieve them. It's important to include milestones in the timeline. However, the schedule should be realistic and the team members flexible in case the dates need to be adjusted.

III. Communicating your action plan

10. How will you share your action plan? It is important to develop a strategy for effectively communicating the action plan to the Center employees, explaining the reason the initiative is being implemented, who is involved and supporting it, what the goals are, and when the outcomes can be expected. A mix of communication methods is best, including different types of social media outlets. It might also be beneficial to test the message and/or method of communication before disseminating the plan Centerwide.

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Overview

Introduction

The NASA Office of Diversity and Equal Opportunity (ODEO) has created a Diversity and Inclusion Framework that is designed to develop and sustain organizational environments Agencywide that fully realize individual potentials and make optimal use of employees' differing backgrounds, perspectives, and life experiences. The Framework focuses on demonstrated leadership commitment, effective communication, continuous education and awareness, shared accountability and responsibility for diversity and inclusion, demonstrated commitment to community partnerships, and effective measurement of diversity and inclusion efforts. In support of the Framework, ODEO contracted with Westat, a survey research organization in Rockville, MD, to develop and administer the 2014 Diversity and Inclusion Assessment Survey to all civil service employees.

Purpose

The purpose of the 2014 Diversity and Inclusion Assessment Survey is to assess current workforce perceptions about diversity and inclusion at NASA. Specifically, the survey was designed to answer the following five research questions:

- RESEARCH QUESTION 1: Do employees at NASA understand diversity and inclusion and their benefits?
- RESEARCH QUESTION 2: What are employees' perceptions regarding the culture of diversity and inclusion at NASA?
- RESEARCH QUESTION 3: How do employees perceive their own experiences at NASA?
- RESEARCH QUESTION 4: What are employees' understanding of and experiences with reasonable accommodations and mentoring at NASA?
- RESEARCH QUESTION 5: How effective do employees think NASA has been, overall, in creating a diverse and inclusive work environment?

NASA will use the survey results to identify strengths and challenges, and design future activities for the continuing enhancement of diversity and inclusion efforts at the Agency.

Organization of Report

In order to understand, interpret, and use the 2014 Diversity and Inclusion Assessment Survey results, this report contains the following sections:

- 1) Overview – provides an introduction to, and purpose for, the survey,
- 2) Methodology – includes details about the survey administration and response rates for the Agency and your Center,
- 3) Summary Results that include:

Overview

- Demographic Comparisons – shows your Center’s demographic characteristics for the population compared to the demographic characteristics for the survey respondents,
- Top 10 Survey Items – lists the ten survey items for your Center with the highest proportion of positive responses, compared to Agencywide percentages for the same items,
- Bottom 10 Survey Items – lists the ten survey items for your Center with the lowest proportion of positive responses, compared to Agencywide percentages for the same items, and
- Summary of Notable Demographic Differences for Percent Positive – shows a table with the number of items for each research question with demographic differences of ten percentage points or more.

4) Results by Research Question that include:

- A comparison with NASA – shows the percent positive for each survey item within the five research questions for your Center and for the Agency, and lists the survey items that are more or less positive by ten percentage points or more when compared to the Agencywide results,
- Strengths, Considerations, and Opportunities – shows the percent positive, neutral, and negative for your Center for each survey item broken out into the following categories:
 - Strengths: items with responses that are 70 percent positive or greater
 - Considerations: items with responses that are 51 to 69 percent positive
 - Opportunities: items with responses that are 50 percent positive or less
- Notable Demographic Differences for Percent Positive – lists the items and notable demographic differences of ten percentage points or more for gender, race, supervisor status, tenure, and age for each item, and
- Selected Comments for Research Question 5 – provides a variety of responses for the following open-ended survey item:
 - Survey item G1: Within the past 12 months, do you think that diversity and inclusion have improved or become more evident in the NASA workplace? Please explain why or why not.

5) Recommendations for Action Planning Using the Action Plan Template

The following five appendices provide additional information:

- Appendix A: Survey Instrument – includes a paper version of the Web survey.
- Appendix B: Results by Item – lists the positive, neutral, negative, and don’t know/does not apply responses for your Center and, if applicable, your Directorates. The NASA Agencywide results are also included for each survey item as well as responses for your Center by gender, race, supervisor status, tenure, and age.
- Appendix C: Results by Survey Item for 2010 and 2014 – lists the percent of positive responses for comparable 2010 and 2014 survey items and shows the percent positive difference between the two time points.

Overview

- Appendix D: Responses to the Open-Ended Survey Question – provides all comments in response to the one open-ended survey item.
- Appendix E: Action Plan Template – for use in developing an action plan to target diversity and inclusion challenges.

Methodology

Survey Administration

The 2014 NASA Diversity and Inclusion Assessment Survey was administered electronically using email with a web link between February 20 and March 27, 2014 to a census of all eligible full-time and part-time NASA civil services employees – a total of 17,763.

On February 18, a pre-notification email from the NASA Administrator was sent to all employees. It informed employees about the upcoming survey, introduced Westat as the survey administrator, explained the purpose of the survey, and encouraged employee participation in the survey. On February 20, Westat sent NASA employees an email invitation that contained a unique link to the survey. Up to five email reminder messages were sent to survey nonrespondents. These reminders were sent on February 26 (reminder 1), March 5 (reminder 2), March 11 (reminder 3), and March 19 (reminder 4). The final reminder was sent out between March 24 and March 26. Throughout the survey administration period, technical support was available via email and telephone to employees with questions or comments about the survey.

Response Rate

A total of 6,528 of 17,763 eligible employees responded to the survey, for a response rate of 36.8%. The response rate for your Center is shown in the table below.

In the table, for the “NASA Agencywide” row, the “Surveys Completed” column reflects the total number of respondents that completed the survey. The response rate for the “NASA Agencywide” row reflects the percentage of the NASA population that completed the survey. For your Center and if applicable, your Directorates, the “Surveys Completed” column reflects the number of respondents that completed the survey. The Center response rate reflects the percentage of your Center’s population that completed the survey.

Response Summary

	Surveys Completed	Response Rate
NASA Agencywide	6,528	36.8%
SSC	191	61.4%
Center Operations Directorate	35	--
Engineering and Test Directorate	52	--
Office of Communications	7	--
Office of Diversity and Equal Opportunity	3	--
Office of Education	3	--
Office of Human Capital	7	--
Office of Procurement	19	--
Office of the Chief Counsel	3	--
Office of the Chief Financial Office	15	--
Office of the Chief Technologist	4	--
Office of the Director	7	--
Project Directorate	12	--

Methodology

Response Summary

	Surveys Completed	Response Rate
NASA Agencywide	6,528	36.8%
SSC	191	61.4%
Rocket Propulsion Test Program Office	5	--
Safety and Mission Assurance Directorate	19	--

How to Interpret Results

Two 5-point Likert-type response scales were used in the 2014 NASA Diversity and Inclusion Assessment Survey. (Appendix A shows the survey.) The two 5-point scales are as follows:

- a) *Strongly Agree, Agree, Neither Agree nor Disagree, Disagree, Strongly Disagree*, and
- b) *Effective, Somewhat Effective, Neither Effective nor Ineffective, Somewhat Ineffective, Ineffective*.

In Sections A, B, and C of the survey, respondents had the additional option of answering *Don't Know/Does Not Apply*. When the frequency percentages were calculated, *Don't Know/Does Not Apply* responses were removed from the denominator.

Positive/Neutral/Negative Percentages

Throughout this report the percentages of positive, neutral, and negative perceptions for each survey item are shown. For most items, Positive, Neutral, and Negative were defined as follows:

Positive: the percentage of respondents answering *Strongly Agree or Agree*, or *Effective or Somewhat Effective*.

Neutral: the percentage of respondents choosing the middle response option in the 5-point scale (*Neither Agree nor Disagree, Neither Effective nor Ineffective*).

Negative: the percentage of respondents answering *Strongly Disagree or Disagree*, or *Somewhat Ineffective or Ineffective*.

For reverse-worded items, Positive and Negative were defined differently:

Positive: the percentage of respondents answering *Strongly Disagree or Disagree*.

Negative: the percentage of respondents answering *Strongly Agree or Agree*.

For reverse-coded items, disagreement reflects a positive response. Responses for the following survey items are reverse-coded: Section A – items 2 and 8; Section C – items 3, 6, 7, 8, 9a-9o, 11, 13, and 15. As an example, a response of *Disagree* to survey item C3, “I felt pressure to change things about myself in order to fit in at NASA” was classified as a positive response.

Methodology

For item D2-5, Positive, Neutral, and Negative were defined as follows:

Positive: the percentage of respondents answering *Very Useful*.

Neutral: the percentage of respondents answering *Somewhat Useful*.

Negative: the percentage of respondents answering *Not Very Useful*, or *Not At All Useful*.

All percentages in all figures have been rounded to whole numbers. Thus, for a single item they may not add to 100%.

Notable Demographic Differences for Percent Positive

Under the heading of “Notable Demographic Differences for Percent Positive” the results of selected cross-tabulations highlight differences in perceptions within respondent subgroups. The criterion for “notable” within a subgroup is a difference of ten or more percentage points in positive perceptions. The subgroups examined were as follows:

- Gender (survey item F3):
 - Males
 - Females
- Race (survey item F2):
 - White
 - Non-White (includes Asian/Pacific Islander, Hispanic/Latino American, Black/African American, American Indian/Alaska Native, and Multiracial)
- Supervisory status (survey item F1):
 - Supervisor (includes supervisor, manager, and executive response categories)
 - Non-supervisor (includes non-supervisor and team leader response categories)
- Tenure (survey item F7):
 - Worked at NASA 10 years or less
 - Worked at NASA 11 years or more
- Age (survey item F8):
 - Younger than 40 years old
 - 40 years old or older

Summary Results

Demographic Comparison

The table below shows percentages for different demographic characteristics (from survey items in Section F) for your Center's population compared to the survey respondents. Of the seven areas that are compared (e.g., supervisory status, race, gender, etc.) your Center had differences of five percentage points or more for 3 demographic areas.

	SSC Respondents	SSC Population
Supervisory status		
Non-supervisor	74.6%	83.8%
Supervisor	25.4%	16.3%
Race		
American Indian/Alaska Native	0.0%	1.6%
Asian/Pacific Islander	1.2%	2.5%
Black/African American	12.2%	13.4%
Hispanic/Latino American	3.7%	3.4%
White	80.5%	78.8%
Multiracial	2.4%	0.3%
Gender		
Male	59.9%	62.5%
Female	40.1%	37.5%
Age		
29 years old or younger	3.0%	6.6%
30 to 39 years old	15.7%	17.5%
40 to 49 years old	24.1%	24.7%
50 to 59 years old	47.6%	40.6%
60 years old or older	9.6%	10.6%
Education		
No degree	4.2%	7.5%
Associate degree	2.4%	2.5%
Bachelor's degree	47.0%	50.6%
Master's degree	39.8%	33.4%
Doctorate degree	6.6%	5.9%
Full-/Part-time work status		
Full-time	98.8%	100.0%
Part-time	1.2%	0.0%
Occupation		
Science and Engineering	60.8%	61.9%
Professional Administrative	36.1%	32.5%
Clerical	2.4%	4.7%
Technician/Wage	0.6%	0.9%

Top 10 Percent Positive Survey Items

This table shows the top 10 survey items with the highest percent positive responses for your Center. Your Center's percentages are compared to the overall Agencywide percent positive responses for these same items with the difference between the two shown in the right column. Positive differences mean your Center received a higher proportion of positive responses than the overall Agencywide average. Negative differences mean your Center received a lower proportion of positive responses on these items than the overall Agencywide average.

Order	Survey Number and Item	SSC Percent Positive	NASA Percent Positive	Difference
1	A-1 NASA policies promote fair treatment of employees regardless of their different diversity characteristics.	93.2%	83.3%	+9.9
2	A-6 Employee participation in diversity and inclusion training is encouraged at NASA.	92.7%	83.8%	+8.9
3	A-4 All employees at NASA have a responsibility to promote workplace diversity and inclusion.	92.6%	86.6%	+6.0
4	C-9J I have felt uncomfortable or out of place at work because of my sexual orientation.	92.0%	85.7%	+6.3
5	C-9I I have felt uncomfortable or out of place at work because of my gender identity.	90.6%	86.7%	+3.9
6	C-5 Coworkers typically listened respectfully to my views about work related matters.	88.2%	84.1%	+4.1
7	C-16 I have felt that I could recommend NASA as a good place to work.	87.7%	76.6%	+11.1
8	C-9L I have felt uncomfortable or out of place at work because of my disability.	86.9%	82.8%	+4.1
9	C-9G I have felt uncomfortable or out of place at work because of my language.	86.8%	84.8%	+2.0
10	B1-5 Supervisors & managers in my current branch, division, or directorate investigate reports of unfair treatment.	86.7%	70.4%	+16.3

Note: Differences are based on rounded numbers.

Bottom 10 Percent Positive Survey Items

This table shows the bottom 10 survey items with the lowest percent positive responses for your Center. Your Center's percentages are compared to the overall Agencywide percent positive responses for these same items with the difference between the two shown in the right column. Positive differences mean your Center received a higher proportion of positive responses than the overall Agencywide average. Negative differences mean your Center received a lower proportion of positive responses on these items than the overall Agencywide average.

Order	Survey Number and Item	SSC Percent Positive	NASA Percent Positive	Difference
1	A-8 NASA's efforts to achieve workforce diversity and inclusion sometimes lead to workplace problems.	36.8%	32.9%	+3.9
2	A-2 At NASA, diversity seems to be mostly about physical characteristics of people.	45.7%	38.9%	+6.8
3	B1-3 Supervisors & managers in my current branch, division, or directorate help employees to recognize biases that foster workplace discrimination or exclusion.	58.9%	49.3%	+9.6
4	B2-3 Center leadership helps employees to recognize biases that foster workplace discrimination or exclusion.	60.0%	55.2%	+4.8
5	A-5 NASA uses diversity and inclusion effectively to increase workforce productivity.	62.6%	49.0%	+13.6
6	C-3 I felt pressured to change things about myself in order to fit in at NASA.	66.5%	58.0%	+8.5
7	C-8 I felt that my supervisor or coworkers made assumptions about me that limited my opportunities for professional development.	68.0%	61.9%	+6.1
8	A-10 The diversity and inclusion training employees receive at NASA is useful.	68.9%	56.6%	+12.3
9	C-13 I felt there would be negative consequences for me if I reported unfair treatment at work.	69.0%	60.9%	+8.1
10	B2-1 Center leadership encourages employees to speak up when they disagree with what is being said.	69.7%	68.1%	+1.6

Note: Differences are based on rounded numbers.

Notable Demographic Differences for Percent Positive

The table below summarizes the number of notable differences between demographic groups on all survey items. Notable differences are defined as differences in the percent positive responses that are ten percentage points or more between the following demographic groups: between males and females, White and non-White, supervisors and non-supervisors, and between respondents under 40 years old and 40 years old and over, and those who have worked at NASA 10 years or less compared to those who have worked at NASA for more than 10 years. The specific survey items and the percentage point differences are shown in the report by research question.

	Number of Items With Notable Demographic Differences for Percent Positive					
	Gender	Race	Supervisor Status	Age	Tenure	Total
Research Question 1	2	2	0	1	0	5
Research Question 2	5	24	13	4	3	49
Research Question 3	2	17	18	2	0	39
Research Question 4	0	0	1	2	1	4
Research Question 5	0	4	6	3	0	13
Total	9	47	38	12	4	110

Results by Research Question

Research Question 1

Do employees at NASA understand diversity and inclusion and their benefits?

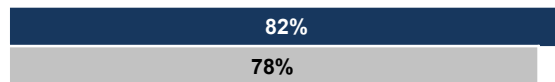
Comparison With NASA

The percent of respondents that gave a positive response for your Center are compared to the percent of Agencywide positive responses for each of the survey items within the research question. At the end of this section, a summary is shown that lists the survey items and differences when the differences between your Center and the Agencywide percent positive are ten percentage points or more.

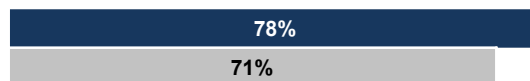
Percent Positive



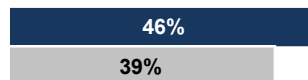
A-7. Having employees with diverse backgrounds is a source of business advantage at NASA.



A-9. Diversity and inclusion lead to innovative ideas at NASA.



A-2. At NASA, diversity seems to be mostly about physical characteristics of people.



Compared to Agencywide results, your Center had no items that were more positive by 10 percentage points or more.

Compared to Agencywide results, your Center had no items that were less positive by 10 percentage points or more.

Note: All percentages are displayed in Appendix B.

Research Question 1

Do employees at NASA understand diversity and inclusion and their benefits?

Strengths, Considerations, and Opportunities



STRENGTHS

The following findings indicate areas of success for your Center. Note: Items with 70 percent positive response or greater are considered strengths.

A-7. Having employees with diverse backgrounds is a source of business advantage at NASA.



A-9. Diversity and inclusion lead to innovative ideas at NASA.



OPPORTUNITIES

The following findings may point to opportunities for you to make improvements to enhance diversity and inclusion at your Center. Note: Items with 50 percent or less positive response are considered opportunities.

A-2. At NASA, diversity seems to be mostly about physical characteristics of people.



Note: % not displayed for 5% or less. All percentages are displayed in Appendix B.

Research Question 1

Do employees at NASA understand diversity and inclusion and their benefits?

Notable Demographic Differences

The survey items below are those with notable differences between one or more of the five demographic groups examined (i.e., between males and females, White and non-White, supervisors and non-supervisors, and between respondents under 40 years old and 40 years old and over, and those who have worked at NASA 10 years or less compared to those who have worked at NASA for more than 10 years). Notable differences are those in which the percent of positive responses differ by ten percentage points or more.

A-2. At NASA, diversity seems to be mostly about physical characteristics of people.

- 41% of males compared to 52% of females.
- 47% of White respondents compared to 34% of non-White.

A-9. Diversity and inclusion lead to innovative ideas at NASA.

- 73% of males compared to 86% of females.
- 76% of White respondents compared to 87% of non-White.
- 87% of those younger than 40 years old compared to 77% of those 40 years old or older.

Research Question 2

What are employees' perceptions regarding the culture of diversity and inclusion at NASA?

Comparison With NASA

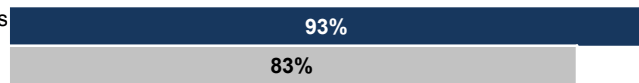
The percent of respondents that gave a positive response for your Center are compared to the percent of Agencywide positive responses for each of the survey items within the research question. At the end of this section, a summary is shown that lists the survey items and differences when the differences between your Center and the Agencywide percent positive are ten percentage points or more.

Percent Positive

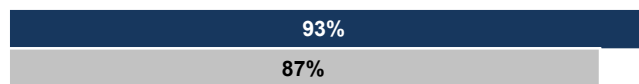


General Perceptions About the Organizational Culture

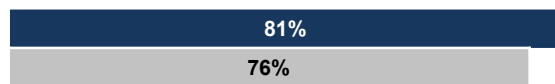
A-1. NASA policies promote fair treatment of employees regardless of their different diversity characteristics.



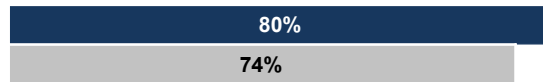
A-4. All employees at NASA have a responsibility to promote workplace diversity and inclusion.



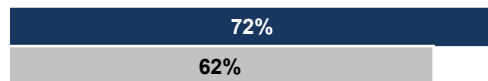
A-12. NASA values employees with varied backgrounds and experiences.



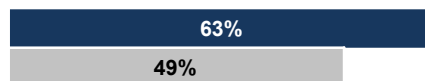
A-3. NASA employees actively include coworkers with different backgrounds in workplace tasks.



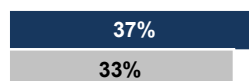
A-11. NASA employees encourage participation in projects by coworkers with different personal characteristics or viewpoints.



A-5. NASA uses diversity and inclusion effectively to increase workforce productivity.



A-8. NASA's efforts to achieve workforce diversity and inclusion sometimes lead to workplace problems.



Note: All percentages are displayed in Appendix B.

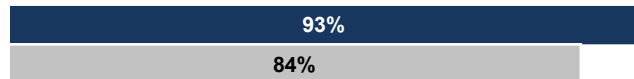
Research Question 2

What are employees' perceptions regarding the culture of diversity and inclusion at NASA?

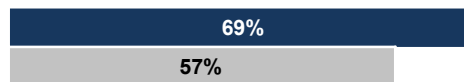
Comparison With NASA

Diversity and Inclusion Training

A-6. Employee participation in diversity and inclusion training is encouraged at NASA.

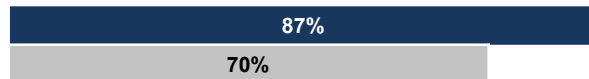


A-10. The diversity and inclusion training employees receive at NASA is useful.

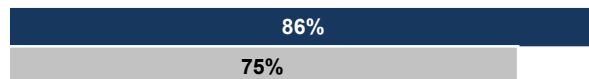


Employee Perceptions About Supervisors and Managers

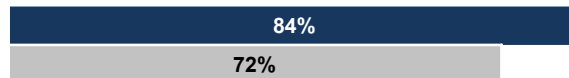
B1-5. Supervisors & managers in my current branch, division, or directorate investigate reports of unfair treatment.



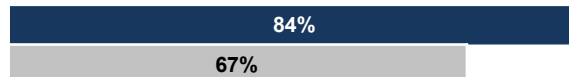
B1-9D. Supervisors & managers in my current branch, division, or directorate value differences in employees' expertise, technical, artistry, and other job skills.



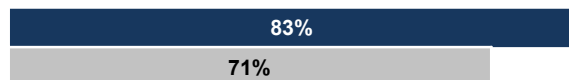
B1-1. Supervisors & managers in my current branch, division, or directorate encourage employees to speak up when they disagree with what is being said.



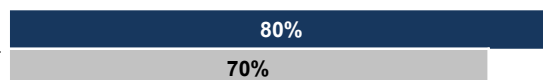
B1-7. Supervisors & managers in my current branch, division, or directorate are held accountable for ensuring that employees are treated fairly.



B1-2. Supervisors & managers in my current branch, division, or directorate value having employees with diverse views.



B1-9C. Supervisors & managers in my current branch, division, or directorate value differences in the way people approach problems.



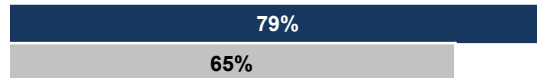
Note: All percentages are displayed in Appendix B.

Research Question 2

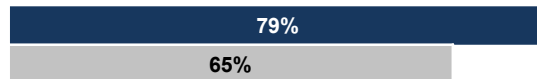
What are employees' perceptions regarding the culture of diversity and inclusion at NASA?

Comparison With NASA

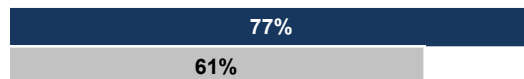
B1-9E. Supervisors & managers in my current branch, division, or directorate value differences in employees' interpersonal and communication skills.



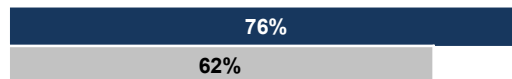
B1-9A. Supervisors & managers in my current branch, division, or directorate value differences in employees' individual characteristics, such as race, gender, age disability status, family caregiver status, or sexual orientation.



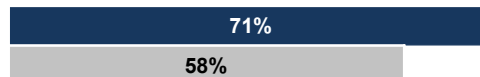
B1-8. Supervisors & managers in my current branch, division, or directorate encourage employees to work with coworkers having different diversity characteristics.



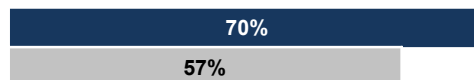
B1-9B. Supervisors & managers in my current branch, division, or directorate value differences in cultural characteristics, such as religion, ethnic background, or life experiences.



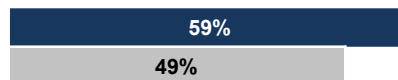
B1-6. Supervisors & managers in my current branch, division, or directorate help employees of different cultures to interact effectively in the workplace.



B1-4. Supervisors & managers in my current branch, division, or directorate assign employees with different diversity characteristics to work together.

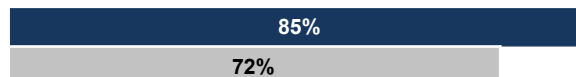


B1-3. Supervisors & managers in my current branch, division, or directorate help employees to recognize biases that foster workplace discrimination or exclusion.



Employee Perceptions About Center Leadership

B2-9D. Center Leadership values differences in employees' expertise, technical, artistry, and other job skills.



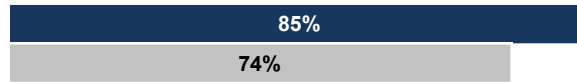
Note: All percentages are displayed in Appendix B.

Research Question 2

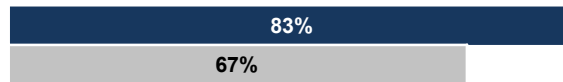
What are employees' perceptions regarding the culture of diversity and inclusion at NASA?

Comparison With NASA

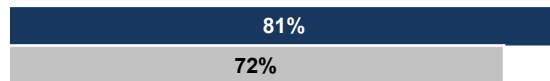
B2-5. Center leadership investigates reports of unfair treatment.



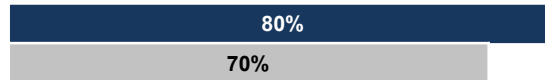
B2-7. Center leadership is held accountable for ensuring that employees are treated fairly.



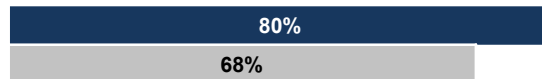
B2-2. Center leadership values having employees with diverse views.



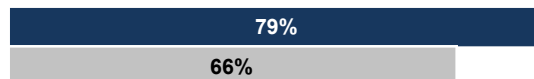
B2-9A. Center leadership values differences in employees' individual characteristics, such as race, gender, age, disability status, family caregiver status, or sexual orientation.



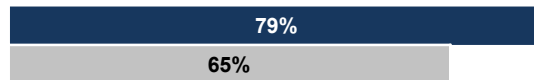
B2-9C. Center leadership values differences in the way people approach problems.



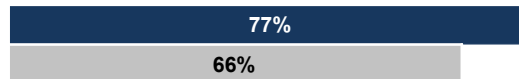
B2-8. Center leadership encourages employees to work with coworkers having different diversity characteristics.



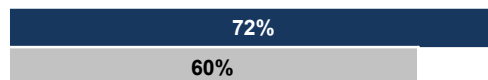
B2-9E. Center Leadership values differences in employees' interpersonal and communication skills.



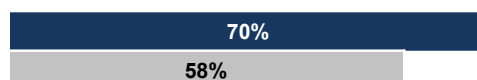
B2-9B. Center leadership values differences in cultural characteristics, such as religion, ethnic background, or life experiences.



B2-6. Center leadership helps employees of different cultures to interact effectively in the workplace.



B2-4. Center leadership assigns employees with different diversity characteristics to work together.



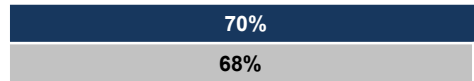
Note: All percentages are displayed in Appendix B.

Research Question 2

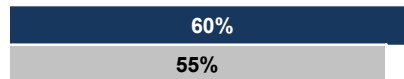
What are employees' perceptions regarding the culture of diversity and inclusion at NASA?

Comparison With NASA

B2-1. Center leadership encourages employees to speak up when they disagree with what is being said.



B2-3. Center leadership helps employees to recognize biases that foster workplace discrimination or exclusion.



Note: All percentages are displayed in Appendix B.

Research Question 2

What are employees' perceptions regarding the culture of diversity and inclusion at NASA?

Comparison With NASA

Compared to Agencywide results, your Center's responses were more positive by 10 percentage points or more on the following items:

- A_1.** NASA policies promote fair treatment of employees regardless of their different diversity characteristics. (+10% difference)
- A_5.** NASA uses diversity and inclusion effectively to increase workforce productivity. (+14% difference)
- A_10.** The diversity and inclusion training employees receive at NASA is useful. (+12% difference)
- A_11.** NASA employees encourage participation in projects by coworkers with different personal characteristics or viewpoints. (+10% difference)
- B1_1.** Supervisors & managers in my current branch, division, or directorate encourage employees to speak up when they disagree with what is being said. (+12% difference)
- B1_2.** Supervisors & managers in my current branch, division, or directorate value having employees with diverse views. (+12% difference)
- B1_3.** Supervisors & managers in my current branch, division, or directorate help employees to recognize biases that foster workplace discrimination or exclusion. (+10% difference)
- B1_4.** Supervisors & managers in my current branch, division, or directorate assign employees with different diversity characteristics to work together. (+13% difference)
- B1_5.** Supervisors & managers in my current branch, division, or directorate investigate reports of unfair treatment. (+17% difference)
- B1_6.** Supervisors & managers in my current branch, division, or directorate help employees of different cultures to interact effectively in the workplace. (+13% difference)
- B1_7.** Supervisors & managers in my current branch, division, or directorate are held accountable for ensuring that employees are treated fairly. (+17% difference)
- B1_8.** Supervisors & managers in my current branch, division, or directorate encourage employees to work with coworkers having different diversity characteristics. (+16% difference)
- B1_9A.** Supervisors & managers in my current branch, division, or directorate value differences in employees' individual characteristics, such as race, gender, age disability status, family caregiver status, or sexual orientation. (+14% difference)
- B1_9B.** Supervisors & managers in my current branch, division, or directorate value differences in cultural characteristics, such as religion, ethnic background, or life experiences. (+14% difference)
- B1_9C.** Supervisors & managers in my current branch, division, or directorate value differences in the way people approach problems. (+10% difference)

Research Question 2

What are employees' perceptions regarding the culture of diversity and inclusion at NASA?

Comparison With NASA

- B1_9D.** Supervisors & managers in my current branch, division, or directorate value differences in employees' expertise, technical, artistry, and other job skills. (+11% difference)
- B1_9E.** Supervisors & managers in my current branch, division, or directorate value differences in employees' interpersonal and communication skills. (+14% difference)
- B2_4.** Center leadership assigns employees with different diversity characteristics to work together. (+12% difference)
- B2_5.** Center leadership investigates reports of unfair treatment. (+11% difference)
- B2_6.** Center leadership helps employees of different cultures to interact effectively in the workplace. (+12% difference)
- B2_7.** Center leadership is held accountable for ensuring that employees are treated fairly. (+16% difference)
- B2_8.** Center leadership encourages employees to work with coworkers having different diversity characteristics. (+13% difference)
- B2_9A.** Center leadership values differences in employees' individual characteristics, such as race, gender, age, disability status, family caregiver status, or sexual orientation. (+10% difference)
- B2_9B.** Center leadership values differences in cultural characteristics, such as religion, ethnic background, or life experiences. (+11% difference)
- B2_9C.** Center leadership values differences in the way people approach problems. (+12% difference)
- B2_9D.** Center Leadership values differences in employees' expertise, technical, artistry, and other job skills. (+13% difference)
- B2_9E.** Center Leadership values differences in employees' interpersonal and communication skills. (+14% difference)

Compared to Agencywide results, your Center had no items that were less positive by 10 percentage points or more.

Research Question 2

What are employees' perceptions regarding the culture of diversity and inclusion at NASA?

Strengths, Considerations, and Opportunities



STRENGTHS

The following findings indicate areas of success for your Center. Note: Items with 70 percent positive response or greater are considered strengths.



Note: % not displayed for 5% or less. All percentages are displayed in Appendix B.

Research Question 2

What are employees' perceptions regarding the culture of diversity and inclusion at NASA?

Strengths, Considerations, and Opportunities

B1-2. Supervisors & managers in my current branch, division, or directorate value having employees with diverse views.

83%

10%

7%

B2-7. Center leadership is held accountable for ensuring that employees are treated fairly.

83%

14%

*

A-12. NASA values employees with varied backgrounds and experiences.

81%

14%

*

B2-2. Center leadership values having employees with diverse views.

81%

15%

*

B2-9A. Center leadership values differences in employees' individual characteristics, such as race, gender, age, disability status, family caregiver status, or sexual orientation.

80%

17%

*

B1-9C. Supervisors & managers in my current branch, division, or directorate value differences in the way people approach problems.

80%

12%

8%

B2-9C. Center leadership values differences in the way people approach problems.

80%

16%

*

A-3. NASA employees actively include coworkers with different backgrounds in workplace tasks.

80%

16%

*

B1-9E. Supervisors & managers in my current branch, division, or directorate value differences in employees' interpersonal and communication skills.

79%

13%

8%

B1-9A. Supervisors & managers in my current branch, division, or directorate value differences in employees' individual characteristics, such as race, gender, age disability status, family caregiver status, or sexual orientation.

79%

17%

*

Note: % not displayed for 5% or less. All percentages are displayed in Appendix B.

Research Question 2

What are employees' perceptions regarding the culture of diversity and inclusion at NASA?

Strengths, Considerations, and Opportunities

B2-8. Center leadership encourages employees to work with coworkers having different diversity characteristics.

79%

19%

*

B2-9E. Center Leadership values differences in employees' interpersonal and communication skills.

79%

17%

*

B1-8. Supervisors & managers in my current branch, division, or directorate encourage employees to work with coworkers having different diversity characteristics.

77%

19%

*

B2-9B. Center leadership values differences in cultural characteristics, such as religion, ethnic background, or life experiences.

77%

21%

*

B1-9B. Supervisors & managers in my current branch, division, or directorate value differences in cultural characteristics, such as religion, ethnic background, or life experiences.

76%

22%

*

B2-6. Center leadership helps employees of different cultures to interact effectively in the workplace.

72%

25%

*

A-11. NASA employees encourage participation in projects by coworkers with different personal characteristics or viewpoints.

72%

20%

9%

B1-6. Supervisors & managers in my current branch, division, or directorate help employees of different cultures to interact effectively in the workplace.

71%

22%

7%

B2-4. Center leadership assigns employees with different diversity characteristics to work together.

70%

28%

*

B1-4. Supervisors & managers in my current branch, division, or directorate assign employees with different diversity characteristics to work together.

70%

25%

*

Note: % not displayed for 5% or less. All percentages are displayed in Appendix B.

Research Question 2

What are employees' perceptions regarding the culture of diversity and inclusion at NASA?

Strengths, Considerations, and Opportunities

B2-1. Center leadership encourages employees to speak up when they disagree with what is being said.

70%

21%

10%

CONSIDERATIONS

The following findings may point to possible steps to enhance diversity and inclusion at your Center. Note: Items with greater than 50 but less than 70 percent positive response are considerations.

A-10. The diversity and inclusion training employees receive at NASA is useful.

69%

23%

8%

A-5. NASA uses diversity and inclusion effectively to increase workforce productivity.

63%

25%

13%

B2-3. Center leadership helps employees to recognize biases that foster workplace discrimination or exclusion.

60%

35%

*

B1-3. Supervisors & managers in my current branch, division, or directorate help employees to recognize biases that foster workplace discrimination or exclusion.

59%

32%

10%

OPPORTUNITIES

The following findings may point to opportunities for you to make improvements to enhance diversity and inclusion at your Center. Note: Items with 50 percent or less positive response are considered opportunities.

A-8. NASA's efforts to achieve workforce diversity and inclusion sometimes lead to workplace problems.

37%

31%

32%

Note: % not displayed for 5% or less. All percentages are displayed in Appendix B.

Research Question 2

What are employees' perceptions regarding the culture of diversity and inclusion at NASA?

Notable Demographic Differences

The survey items below are those with notable differences between one or more of the five demographic groups examined (i.e., between males and females, White and non-White, supervisors and non-supervisors, and between respondents under 40 years old and 40 years old and over, and those who have worked at NASA 10 years or less compared to those who have worked at NASA for more than 10 years). Notable differences are those in which the percent of positive responses differ by ten percentage points or more.

- A-1.** NASA policies promote fair treatment of employees regardless of their different diversity characteristics.
 - 97% of White respondents compared to 81% of non-White.
- A-3.** NASA employees actively include coworkers with different backgrounds in workplace tasks.
 - 76% of males compared to 86% of females.
 - 82% of White respondents compared to 69% of non-White.
- A-5.** NASA uses diversity and inclusion effectively to increase workforce productivity.
 - 55% of those younger than 40 years old compared to 67% of those 40 years old or older.
- A-6.** Employee participation in diversity and inclusion training is encouraged at NASA.
 - 95% of White respondents compared to 84% of non-White.
- A-11.** NASA employees encourage participation in projects by coworkers with different personal characteristics or viewpoints.
 - 75% of White respondents compared to 65% of non-White.
 - 81% of supervisors compared to 70% of non-supervisors.
- A-12.** NASA values employees with varied backgrounds and experiences.
 - 86% of White respondents compared to 69% of non-White.
- B1-1.** Supervisors & managers in my current branch, division, or directorate encourage employees to speak up when they disagree with what is being said.
 - 89% of males compared to 76% of females.
 - 86% of White respondents compared to 72% of non-White.
 - 98% of supervisors compared to 79% of non-supervisors.

Research Question 2

What are employees' perceptions regarding the culture of diversity and inclusion at NASA?

Notable Demographic Differences

- B1-2.** Supervisors & managers in my current branch, division, or directorate value having employees with diverse views.
- 88% of White respondents compared to 66% of non-White.
 - 98% of supervisors compared to 79% of non-supervisors.
- B1-3.** Supervisors & managers in my current branch, division, or directorate help employees to recognize biases that foster workplace discrimination or exclusion.
- 72% of supervisors compared to 55% of non-supervisors.
 - 70% of those younger than 40 years old compared to 57% of those 40 years old or older.
- B1-4.** Supervisors & managers in my current branch, division, or directorate assign employees with different diversity characteristics to work together.
- 73% of White respondents compared to 63% of non-White.
- B1-5.** Supervisors & managers in my current branch, division, or directorate investigate reports of unfair treatment.
- 90% of males compared to 80% of females.
 - 91% of White respondents compared to 69% of non-White.
 - 95% of supervisors compared to 82% of non-supervisors.
 - 80% of those with 10 years of service or less at NASA compared to 90% of those with 11 years or more.
- B1-6.** Supervisors & managers in my current branch, division, or directorate help employees of different cultures to interact effectively in the workplace.
- 73% of White respondents compared to 63% of non-White.
 - 81% of supervisors compared to 68% of non-supervisors.
- B1-7.** Supervisors & managers in my current branch, division, or directorate are held accountable for ensuring that employees are treated fairly.
- 88% of White respondents compared to 69% of non-White.
 - 100% of supervisors compared to 78% of non-supervisors.
- B1-8.** Supervisors & managers in my current branch, division, or directorate encourage employees to work with coworkers having different diversity characteristics.

Research Question 2

What are employees' perceptions regarding the culture of diversity and inclusion at NASA?

Notable Demographic Differences

- 83% of White respondents compared to 58% of non-White.
- 86% of supervisors compared to 75% of non-supervisors.

B1-9A. Supervisors & managers in my current branch, division, or directorate value differences in employees' individual characteristics, such as race, gender, age disability status, family caregiver status, or sexual orientation.

- 86% of supervisors compared to 76% of non-supervisors.

B1-9B. Supervisors & managers in my current branch, division, or directorate value differences in cultural characteristics, such as religion, ethnic background, or life experiences.

- 79% of White respondents compared to 65% of non-White.
- 83% of supervisors compared to 72% of non-supervisors.

B1-9C. Supervisors & managers in my current branch, division, or directorate value differences in the way people approach problems.

- 86% of males compared to 72% of females.
- 85% of White respondents compared to 63% of non-White.
- 95% of supervisors compared to 75% of non-supervisors.
- 75% of those with 10 years of service or less at NASA compared to 85% of those with 11 years or more.

B1-9D. Supervisors & managers in my current branch, division, or directorate value differences in employees' expertise, technical, artistry, and other job skills.

- 90% of White respondents compared to 75% of non-White.

B1-9E. Supervisors & managers in my current branch, division, or directorate value differences in employees' interpersonal and communication skills.

- 84% of White respondents compared to 68% of non-White.

B2-1. Center leadership encourages employees to speak up when they disagree with what is being said.

- 63% of those with 10 years of service or less at NASA compared to 73% of those with 11 years or more.
- 59% of those younger than 40 years old compared to 73% of those 40 years old or older.

Research Question 2

What are employees' perceptions regarding the culture of diversity and inclusion at NASA?

Notable Demographic Differences

- B2-2.** Center leadership values having employees with diverse views.
 - 85% of White respondents compared to 67% of non-White.
- B2-3.** Center leadership helps employees to recognize biases that foster workplace discrimination or exclusion.
 - 62% of White respondents compared to 52% of non-White.
 - 69% of supervisors compared to 57% of non-supervisors.
- B2-4.** Center leadership assigns employees with different diversity characteristics to work together.
 - 62% of those younger than 40 years old compared to 73% of those 40 years old or older.
- B2-5.** Center leadership investigates reports of unfair treatment.
 - 87% of White respondents compared to 77% of non-White.
- B2-6.** Center leadership helps employees of different cultures to interact effectively in the workplace.
 - 76% of males compared to 66% of females.
- B2-7.** Center leadership is held accountable for ensuring that employees are treated fairly.
 - 86% of White respondents compared to 75% of non-White.
- B2-8.** Center leadership encourages employees to work with coworkers having different diversity characteristics.
 - 83% of White respondents compared to 64% of non-White.
- B2-9C.** Center leadership values differences in the way people approach problems.
 - 84% of White respondents compared to 62% of non-White.
 - 88% of supervisors compared to 77% of non-supervisors.
- B2-9D.** Center Leadership values differences in employees' expertise, technical, artistry, and other job skills.
 - 88% of White respondents compared to 77% of non-White.

Research Question 2

What are employees' perceptions regarding the culture of diversity and inclusion at NASA?

Notable Demographic Differences

B2-9E. Center Leadership values differences in employees' interpersonal and communication skills.

- 82% of White respondents compared to 64% of non-White.

Research Question 3

How do employees perceive their own experiences at NASA?

Comparison With NASA

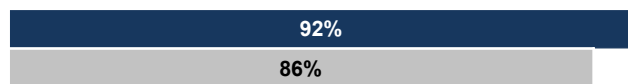
The percent of respondents that gave a positive response for your Center are compared to the percent of Agencywide positive responses for each of the survey items within the research question. At the end of this section, a summary is shown that lists the survey items and differences when the differences between your Center and the Agencywide percent positive are ten percentage points or more.

Percent Positive

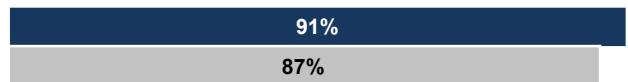


Personal Work Experiences: Acceptance

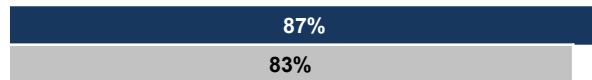
C-9J. I have felt uncomfortable or out of place at work because of my sexual orientation.



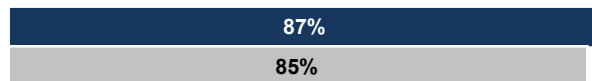
C-9I. I have felt uncomfortable or out of place at work because of my gender identity.



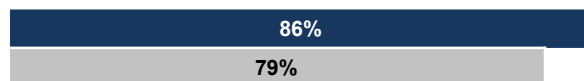
C-9L. I have felt uncomfortable or out of place at work because of my disability.



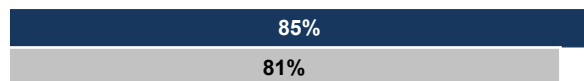
C-9G. I have felt uncomfortable or out of place at work because of my language.



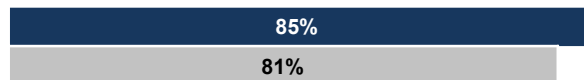
C-9D. I have felt uncomfortable or out of place at work because of my race.



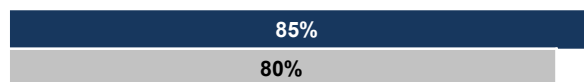
C-9N. I have felt uncomfortable or out of place at work because of my part/flex-time work status.



C-9M. I have felt uncomfortable or out of place at work because of my family caregiver role.



C-9E. I have felt uncomfortable or out of place at work because of my ethnicity.

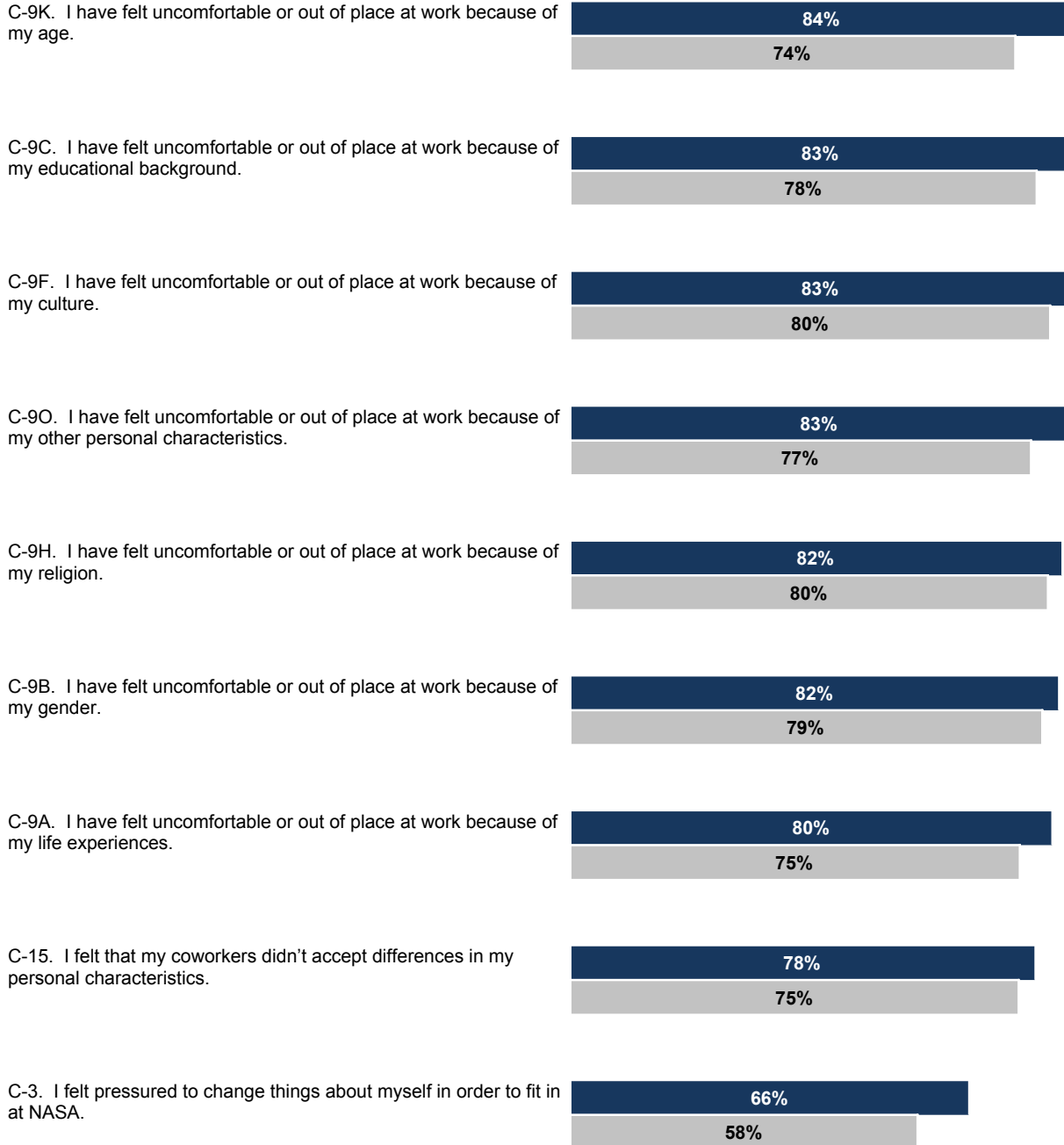


Note: All percentages are displayed in Appendix B.

Research Question 3

How do employees perceive their own experiences at NASA?

Comparison With NASA



Note: All percentages are displayed in Appendix B.

Research Question 3

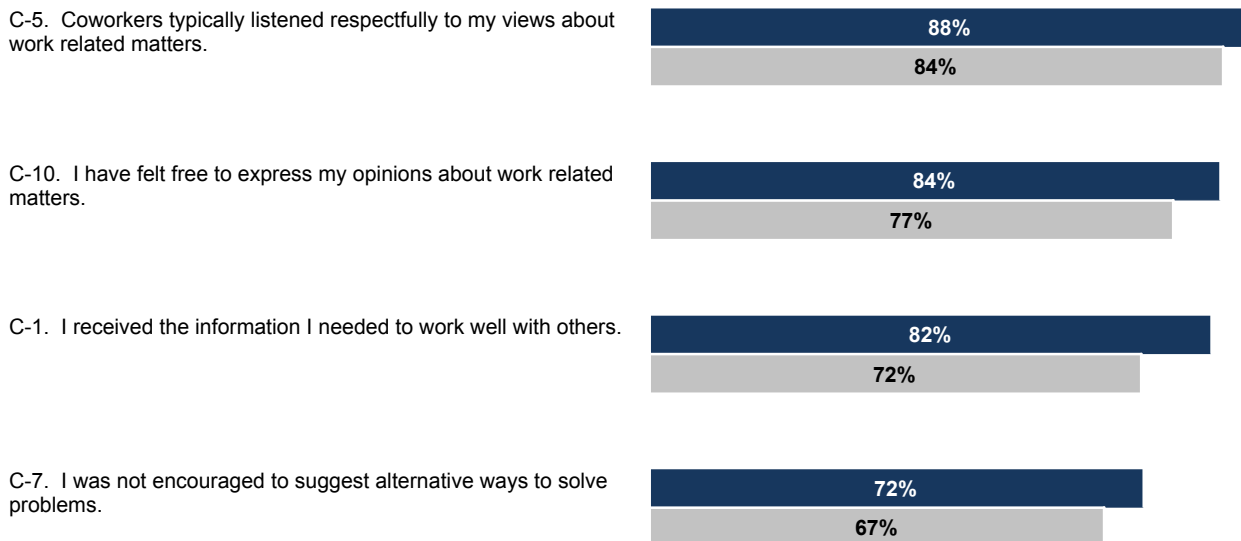
How do employees perceive their own experiences at NASA?

Comparison With NASA

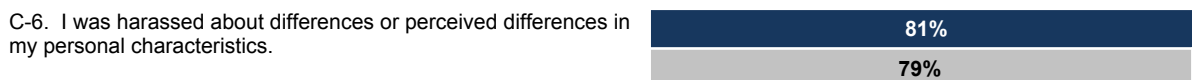
Personal Work Experiences: Opportunities



Personal Work Experiences: Open Communication



Personal Work Experiences: Fair Treatment

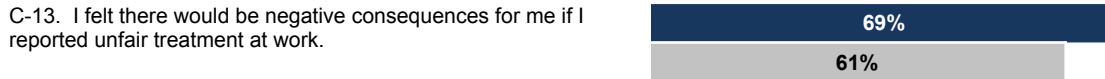
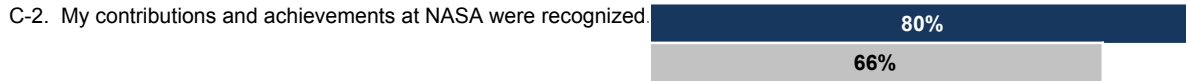


Note: All percentages are displayed in Appendix B.

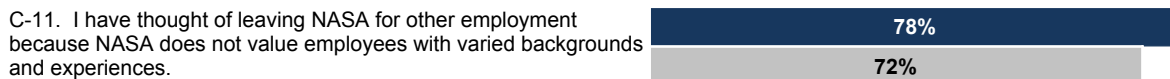
Research Question 3

How do employees perceive their own experiences at NASA?

Comparison With NASA



Personal Work Experiences: Attachment to NASA



Compared to Agencywide results, your Center's responses were more positive by 10 percentage points or more on the following items:

- C_1.** I received the information I needed to work well with others. (+10% difference)
- C_2.** My contributions and achievements at NASA were recognized. (+14% difference)
- C_9K.** I have felt uncomfortable or out of place at work because of my age. (+10% difference)
- C_14.** I have felt like a valued employee at NASA. (+10% difference)
- C_16.** I have felt that I could recommend NASA as a good place to work. (+11% difference)

Compared to Agencywide results, your Center had no items that were less positive by 10 percentage points or more.

Note: All percentages are displayed in Appendix B.

Research Question 3

How do employees perceive their own experiences at NASA?

Strengths, Considerations, and Opportunities



STRENGTHS

The following findings indicate areas of success for your Center. Note: Items with 70 percent positive response or greater are considered strengths.



Note: % not displayed for 5% or less. All percentages are displayed in Appendix B.

Research Question 3

How do employees perceive their own experiences at NASA?

Strengths, Considerations, and Opportunities



Note: % not displayed for 5% or less. All percentages are displayed in Appendix B.

Research Question 3

How do employees perceive their own experiences at NASA?

Strengths, Considerations, and Opportunities

C-11. I have thought of leaving NASA for other employment because NASA does not value employees with varied backgrounds and experiences.

78%

10%

12%

C-15. I felt that my coworkers didn't accept differences in my personal characteristics.

78%

14%

8%

C-7. I was not encouraged to suggest alternative ways to solve problems.

72%

12%

15%

C-4. NASA provided opportunities for me to advance in my career.

70%

17%

12%

CONSIDERATIONS

The following findings may point to possible steps to enhance diversity and inclusion at your Center. Note: Items with greater than 50 but less than 70 percent positive response are considerations.

C-13. I felt there would be negative consequences for me if I reported unfair treatment at work.

69%

11%

20%

C-8. I felt that my supervisor or coworkers made assumptions about me that limited my opportunities for professional development.

68%

12%

20%

C-3. I felt pressured to change things about myself in order to fit in at NASA.

66%

13%

21%

Note: % not displayed for 5% or less. All percentages are displayed in Appendix B.

Research Question 3

How do employees perceive their own experiences at NASA?

Notable Demographic Differences

The survey items below are those with notable differences between one or more of the five demographic groups examined (i.e., between males and females, White and non-White, supervisors and non-supervisors, and between respondents under 40 years old and 40 years old and over, and those who have worked at NASA 10 years or less compared to those who have worked at NASA for more than 10 years). Notable differences are those in which the percent of positive responses differ by ten percentage points or more.

C-2. My contributions and achievements at NASA were recognized.

- 82% of White respondents compared to 72% of non-White.
- 93% of supervisors compared to 77% of non-supervisors.

C-3. I felt pressured to change things about myself in order to fit in at NASA.

- 58% of those younger than 40 years old compared to 70% of those 40 years old or older.

C-4. NASA provided opportunities for me to advance in my career.

- 68% of White respondents compared to 78% of non-White.
- 86% of supervisors compared to 65% of non-supervisors.
- 80% of those younger than 40 years old compared to 69% of those 40 years old or older.

C-7. I was not encouraged to suggest alternative ways to solve problems.

- 88% of supervisors compared to 68% of non-supervisors.

C-8. I felt that my supervisor or coworkers made assumptions about me that limited my opportunities for professional development.

- 72% of White respondents compared to 53% of non-White.
- 79% of supervisors compared to 65% of non-supervisors.

C-9A. I have felt uncomfortable or out of place at work because of my life experiences.

- 84% of White respondents compared to 69% of non-White.
- 93% of supervisors compared to 77% of non-supervisors.

C-9B. I have felt uncomfortable or out of place at work because of my gender.

- 88% of males compared to 73% of females.
- 91% of supervisors compared to 80% of non-supervisors.

Research Question 3

How do employees perceive their own experiences at NASA?

Notable Demographic Differences

C-9C. I have felt uncomfortable or out of place at work because of my educational background.

- 93% of supervisors compared to 81% of non-supervisors.

C-9D. I have felt uncomfortable or out of place at work because of my race.

- 89% of White respondents compared to 72% of non-White.

C-9E. I have felt uncomfortable or out of place at work because of my ethnicity.

- 91% of White respondents compared to 63% of non-White.

C-9F. I have felt uncomfortable or out of place at work because of my culture.

- 88% of White respondents compared to 69% of non-White.

- 93% of supervisors compared to 81% of non-supervisors.

C-9G. I have felt uncomfortable or out of place at work because of my language.

- 91% of White respondents compared to 75% of non-White.

C-9H. I have felt uncomfortable or out of place at work because of my religion.

- 91% of supervisors compared to 80% of non-supervisors.

C-9I. I have felt uncomfortable or out of place at work because of my gender identity.

- 93% of White respondents compared to 83% of non-White.

C-9J. I have felt uncomfortable or out of place at work because of my sexual orientation.

- 94% of White respondents compared to 83% of non-White.

- 100% of supervisors compared to 90% of non-supervisors.

C-9K. I have felt uncomfortable or out of place at work because of my age.

- 87% of White respondents compared to 72% of non-White.

- 93% of supervisors compared to 81% of non-supervisors.

C-9M. I have felt uncomfortable or out of place at work because of my family caregiver role.

- 87% of White respondents compared to 77% of non-White.

Research Question 3

How do employees perceive their own experiences at NASA?

Notable Demographic Differences

- C-9N.** I have felt uncomfortable or out of place at work because of my part/flex-time work status.
- 89% of White respondents compared to 75% of non-White.
 - 97% of supervisors compared to 83% of non-supervisors.
- C-10.** I have felt free to express my opinions about work related matters.
- 98% of supervisors compared to 80% of non-supervisors.
- C-11.** I have thought of leaving NASA for other employment because NASA does not value employees with varied backgrounds and experiences.
- 81% of White respondents compared to 63% of non-White.
 - 90% of supervisors compared to 75% of non-supervisors.
- C-12.** I was given adequate opportunities to demonstrate my skills.
- 82% of White respondents compared to 72% of non-White.
 - 95% of supervisors compared to 76% of non-supervisors.
- C-13.** I felt there would be negative consequences for me if I reported unfair treatment at work.
- 76% of males compared to 60% of females.
 - 72% of White respondents compared to 55% of non-White.
 - 88% of supervisors compared to 63% of non-supervisors.
- C-14.** I have felt like a valued employee at NASA.
- 93% of supervisors compared to 75% of non-supervisors.
- C-15.** I felt that my coworkers didn't accept differences in my personal characteristics.
- 86% of supervisors compared to 75% of non-supervisors.
- C-16.** I have felt that I could recommend NASA as a good place to work.
- 92% of White respondents compared to 72% of non-White.

Research Question 4

What are employees' understanding of and experiences with reasonable accommodations and mentoring at NASA?

Comparison With NASA

This section contains two yes/no questions (D1-1 and D2-4) with the “yes” percentages shown below for your Center and compared to NASA Agencywide. Note that only those who answered “yes” to D1-1 responded to D1-3 and only those who answered “no” to D1-1 went on to respond to D1-2. In addition, only those that responded “yes” to D2-4 responded to D2-5. (See Appendix B for demographic breakdowns of “yes” and “no” responses for survey items D1-1 and D2-4.) For survey items D1-2, D1-3, and D2-5, the percent of respondents that gave a positive response for your Center are compared to the percent of Agencywide positive responses. For items D1-2 and D1-3, positive responses are defined as strongly agree or agree. For item D2-5, responses are defined as follows: “very useful” (positive), “somewhat useful” (neutral), and “not very useful” or “not at all useful” (negative). At the end of this section, a summary is shown that lists the survey items and differences when the differences between your Center and the Agencywide percent positive or percent “Yes” results are ten percentage points or more.

Percent Yes/Positive

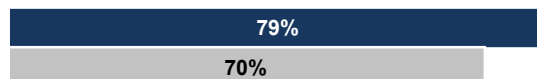


Employee Experiences with Reasonable accommodations

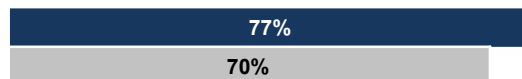
D1-1. In the past 12 months, I have requested a reasonable accommodation from NASA.



D1-2. I know the process for requesting a reasonable accommodation from NASA or feel confident that I could easily find information about the process.

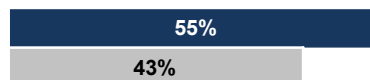


D1-3. I received a reasonable accommodation from NASA that helped me perform my job.

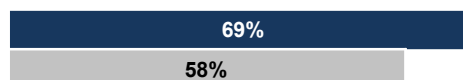


Employee Experiences with Mentoring

D2-4. In the past 12 months, have you received any formal or informal mentoring?



D2-5. If you participated as a mentee in a NASA formal mentoring program in the past 12 months, how useful was it?



Note: All percentages are displayed in Appendix B.

Research Question 4

What are employees' understanding of and experiences with reasonable accommodations and mentoring at NASA?

Comparison With NASA

Compared to Agencywide results, your Center's responses were more positive by 10 percentage points or more on the following items:

- D2_4.** In the past 12 months, have you received any formal or informal mentoring? (+12% difference)
- D2_5.** If you participated as a mentee in a NASA formal mentoring program in the past 12 months, how useful was it? (+11% difference)

Compared to Agencywide results, your Center had no items that were less positive by 10 percentage points or more.

Research Question 4

What are employees' understanding of and experiences with reasonable accommodations and mentoring at NASA?

Strengths, Considerations, and Opportunities



STRENGTHS

The following findings indicate areas of success for your Center. Note: Items with 70 percent positive response or greater are considered strengths.

D1-2. I know the process for requesting a reasonable accommodation from NASA or feel confident that I could easily find information about the process.



D1-3. I received a reasonable accommodation from NASA that helped me perform my job.



CONSIDERATIONS

The following findings may point to possible steps to enhance diversity and inclusion at your Center. Note: Items with greater than 50 but less than 70 percent positive response are considerations.

D2-5. If you participated as a mentee in a NASA formal mentoring program in the past 12 months, how useful was it?



Note: % not displayed for 5% or less. All percentages are displayed in Appendix B.

Research Question 4

What are employees' understanding of and experiences with reasonable accommodations and mentoring at NASA?

Notable Demographic Differences

The survey items below are those with notable differences between one or more of the five demographic groups examined (i.e., between males and females, White and non-White, supervisors and non-supervisors, and between respondents under 40 years old and 40 years old and over, and those who have worked at NASA 10 years or less compared to those who have worked at NASA for more than 10 years). Notable differences are those in which the percent of positive or “Yes” responses differ by ten percentage points or more.

D1-1. In the past 12 months, I have requested a reasonable accommodation from NASA.

- 5% of White respondents compared to 19% of non-White.
- 0% of supervisors compared to 10% of non-supervisors.
- 13% of those with 10 years of service or less at NASA compared to 3% of those with 11 years or more.

D1-2. I know the process for requesting a reasonable accommodation from NASA or feel confident that I could easily find information about the process.

- 86% of supervisors compared to 76% of non-supervisors.
- 68% of those with 10 years of service or less at NASA compared to 86% of those with 11 years or more.
- 70% of those younger than 40 years old compared to 81% of those 40 years old or older.

D1-3. I received a reasonable accommodation from NASA that helped me perform my job.

- 71% of males compared to 83% of females.
- 86% of White respondents compared to 67% of non-White.

D2-4. In the past 12 months, have you received any formal or informal mentoring?

- 72% of supervisors compared to 49% of non-supervisors.
- 61% of those with 10 years of service or less at NASA compared to 50% of those with 11 years or more.
- 68% of those younger than 40 years old compared to 53% of those 40 years old or older.

D2-5. If you participated as a mentee in a NASA formal mentoring program in the past 12 months, how useful was it?

- 86% of males compared to 71% of females.

Research Question 5

How effective do employees think NASA has been, overall, in creating a diverse and inclusive work environment?

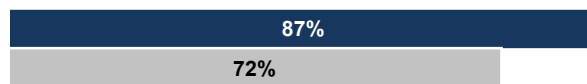
Comparison With NASA

The percent of respondents that gave a positive response to survey items E-1 through E-7 and the percent that gave a “yes” response to item G-1 are shown below for your Center and are compared to the percent of respondents Agencywide. (See Appendix B for a demographic breakdown of survey item G-1.) At the end of this section, a summary is shown that lists the survey items and differences when the differences between your Center and the Agencywide percent positive or percent “Yes” results are ten percentage points or more.

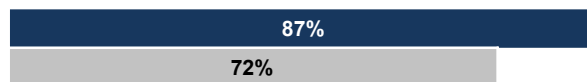
Percent Yes/Positive

SSC NASA

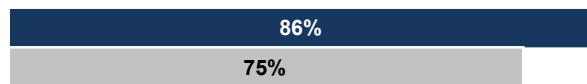
E-2. How would you rate the overall effectiveness of NASA in promoting professional growth for employees?



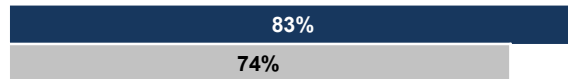
E-5. How would you rate the overall effectiveness of NASA in creating a strong teamwork culture?



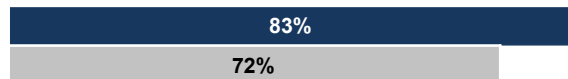
E-1. How would you rate the overall effectiveness of NASA in fostering mutual trust and respect in the workplace?



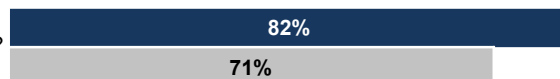
E-6. How would you rate the overall effectiveness of NASA in valuing individual contributions?



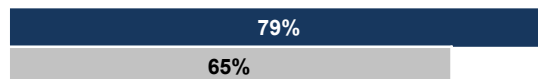
E-3. How would you rate the overall effectiveness of NASA in providing a supportive environment for every employee?



E-4. How would you rate the overall effectiveness of NASA in sharing information with employees so they can do their best work?



E-7. How would you rate the overall effectiveness of NASA in educating employees on how diversity and inclusion fosters innovation?



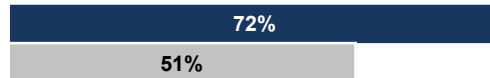
Note: All percentages are displayed in Appendix B.

Research Question 5

How effective do employees think NASA has been, overall, in creating a diverse and inclusive work environment?

Comparison With NASA

G-1. Within the past 12 months, do you think that diversity and inclusion have improved or become more evident in the NASA workplace?



Compared to Agencywide results, your Center's responses were more positive by 10 percentage points or more on the following items:

- E_1.** How would you rate the overall effectiveness of NASA in fostering mutual trust and respect in the workplace? (+11% difference)
- E_2.** How would you rate the overall effectiveness of NASA in promoting professional growth for employees? (+15% difference)
- E_3.** How would you rate the overall effectiveness of NASA in providing a supportive environment for every employee? (+11% difference)
- E_4.** How would you rate the overall effectiveness of NASA in sharing information with employees so they can do their best work? (+11% difference)
- E_5.** How would you rate the overall effectiveness of NASA in creating a strong teamwork culture? (+15% difference)
- E_7.** How would you rate the overall effectiveness of NASA in educating employees on how diversity and inclusion fosters innovation? (+14% difference)
- G_1.** Within the past 12 months, do you think that diversity and inclusion have improved or become more evident in the NASA workplace? (+21% difference)

Compared to Agencywide results, your Center had no items that were less positive by 10 percentage points or more.

Note: All percentages are displayed in Appendix B.

Research Question 5

How effective do employees think NASA has been, overall, in creating a diverse and inclusive work environment?

Strengths, Considerations, and Opportunities



STRENGTHS

The following findings indicate areas of success for your Center. Note: Items with 70 percent positive response or greater are considered strengths.

E-2. How would you rate the overall effectiveness of NASA in promoting professional growth for employees?



E-5. How would you rate the overall effectiveness of NASA in creating a strong teamwork culture?



E-1. How would you rate the overall effectiveness of NASA in fostering mutual trust and respect in the workplace?



E-6. How would you rate the overall effectiveness of NASA in valuing individual contributions?



E-3. How would you rate the overall effectiveness of NASA in providing a supportive environment for every employee?



E-4. How would you rate the overall effectiveness of NASA in sharing information with employees so they can do their best work?



E-7. How would you rate the overall effectiveness of NASA in educating employees on how diversity and inclusion fosters innovation?



Note: % not displayed for 5% or less. All percentages are displayed in Appendix B.

Research Question 5

How effective do employees think NASA has been, overall, in creating a diverse and inclusive work environment?

Notable Demographic Differences

The survey items below are those with notable differences between one or more of the five demographic groups examined (i.e., between males and females, White and non-White, supervisors and non-supervisors, and between respondents under 40 years old and 40 years old and over, and those who have worked at NASA 10 years or less compared to those who have worked at NASA for more than 10 years). Notable differences are those in which the percent of positive or “Yes” responses differ by ten percentage points or more.

- E-3. How would you rate the overall effectiveness of NASA in providing a supportive environment for every employee?
- 87% of White respondents compared to 69% of non-White.
 - 91% of supervisors compared to 81% of non-supervisors.
- E-4. How would you rate the overall effectiveness of NASA in sharing information with employees so they can do their best work?
- 93% of supervisors compared to 78% of non-supervisors.
 - 71% of those younger than 40 years old compared to 84% of those 40 years old or older.
- E-5. How would you rate the overall effectiveness of NASA in creating a strong teamwork culture?
- 89% of White respondents compared to 78% of non-White.
 - 95% of supervisors compared to 84% of non-supervisors.
- E-6. How would you rate the overall effectiveness of NASA in valuing individual contributions?
- 87% of White respondents compared to 75% of non-White.
 - 95% of supervisors compared to 81% of non-supervisors.
 - 77% of those younger than 40 years old compared to 87% of those 40 years old or older.
- E-7. How would you rate the overall effectiveness of NASA in educating employees on how diversity and inclusion fosters innovation?
- 85% of White respondents compared to 61% of non-White.
 - 90% of supervisors compared to 76% of non-supervisors.
 - 71% of those younger than 40 years old compared to 81% of those 40 years old or older.

Research Question 5

How effective do employees think NASA has been, overall, in creating a diverse and inclusive work environment?

Notable Demographic Differences

G-1. Within the past 12 months, do you think that diversity and inclusion have improved or become more evident in the NASA workplace?

- 84% of supervisors compared to 69% of non-supervisors.

Research Question 5

How effective do employees think NASA has been, overall, in creating a diverse and inclusive work environment?

Selected Comments

Survey item G-1 asked respondents a yes/no question with an opportunity to provide comments. The survey item read, “Within the past 12 months, do you think that diversity and inclusion have improved or become more evident in the NASA workplace? Please explain why or why not.” For your Center 45% of respondents provided a comment in response to this question. The comments below are a sample of the variety of responses received with all respondent comments for your Center shown in Appendix D.

Selected comments from respondents who answered 'Yes' to survey item G1:

- More information and education from Agency.
- Our leadership at the center level and the directorate level had discussed the strength of decisions that come from the diversity of the team/contributors.
- I believe Senior Management has emphasized D&I which has improved my awareness.
- XX has always done an outstanding job in promoting D&I
- Training, bulletin boards, surveys, and talk amongst personnel have all concerned diversity and opportunities to voice opinions or give input concerning diversity.
- There has been more discussions in staff meeting and more emails concerning Diversity and Inclusion.
- NASA has provided more opportunities for diversity training and has also provided more presentations to demonstrate that all cultures have unique skills and talents that can be used as assets in our mission.
- I believe NASA's continued effort to focus on diversity has paid significant dividends. In fact, the principle of diversity is now inherent to the NASA culture. It's a much different environment than when I joined the agency as a scientist in XX. At that time (and for several years afterward), I was one of only five XX that held technical positions (the other four were XX) at XX. I can recall many instances where we were viewed as somewhat of an oddity. Fortunately those days are long gone.
- Several teams I have participated in during the last 12 months included a diverse group of individuals.
- It is more evident because a number of individuals had one-on-one interviews with a diversity and inclusion expert; and because the Center's Diversity and Inclusion Implementation Plan was recently distributed to Center employees.

Selected comments from respondents who answered 'No' to survey item G1:

- We don't hire folks too often. So, new people are not coming in and out.
- To many budget exercises, lack of clear mission followed by a unplanned vacation from our Congress/President haven't allowed for much time to work on improving our workplace. Note: If we are spending time worrying about our jobs / protecting our jobs - diversity and inclusion aren't going to be high on our list of things to engage on.
- They 'check the box', that is all.

Note: Comments are listed exactly as they were provided by respondents, except for reasonable de-identification.

Research Question 5

How effective do employees think NASA has been, overall, in creating a diverse and inclusive work environment?

Selected Comments

- The extent of my knowledge regarding XX and diversity and inclusion is that center leadership sends out emails saying that it is or needs to be a part of what we do and that it is important. In reality, I don't see the impact in the everyday work that we do. Simply, there are people with specialized experience bases that are necessary to get our job done, and those are the people that are trusted and relied upon to get the work done. We are not told to include a person or group of people in our work activities in order to make what we do more effective because of diversity. The work gets done by the people who have the experience to do it. If the people who are needed to get the work done happen to fit the role of 'diverse', then I guess that box is checked, but we are not forced to include or not include anyone.
- NASA has for a long time been good at hiring diversely, addressing specific diversity-related grievances, providing diversity-themed programs. On the other hand, I have personally felt written off due to my age, passed over because of my gender. I have felt plugged into a job that needed to be filled ('someone's got to do it') rather than assigned to a position that expects/allows me to work at my potential.
- XX leadership XX and XX need development in diversity and inclusion. They are unable to accept ideas, concepts, and diverse solutions from employees and therefore lack true diversity and inclusion.
- Awareness has been heightened. I feel that we're struggling to solve a problem that I'm not really sure we have.
- Already work in a Diversified Group
- Probably need more interactive training.
- I see no effort to promote people of color into leadership positions. Individuals are performing in a leadership role and at a higher grade level and have been recognized by their management as doing such, but no effort has been made to promote these individuals even after a request is made. The common line is "I would like to but can not at this time because" Time goes by, others are promoted around you at the center, others are moved into roles that can lead to a promotion and eventually do, but no effort is made to assist you with your career goals.

Note: Comments are listed exactly as they were provided by respondents, except for reasonable de-identification.

Recommendations for Action Planning Using the Action Plan Template

Recommendations for Action Planning Using the Action Plan Template

Introduction

NASA has identified diversity and inclusion as an integral part of its mission success. The results from the 2014 NASA Diversity and Inclusion Assessment Survey provide a glimpse of employees' perceptions about issues related to diversity and inclusion at NASA. This report contains your Center's results, providing an opportunity to identify areas of success and areas in need of improvement. To help address diversity and inclusion challenges based on the survey results, we have included an Action Plan Template in Appendix E with corresponding guidelines in this section of the report on how to use the template. The template guidelines offer ten key questions that need to be answered when developing an action plan aimed at improving diversity and inclusion at your Center. Specifically, the Action Plan Template can be used as a tool to document goals, planned initiatives, resources needed, process and outcome measures, and timelines.

Getting Started - Form an Action Planning Team

To begin, we recommend forming an action planning team. The first task of the action planning team should be to identify the problem, challenge, or opportunity that needs to be addressed. The team will also work together to create actionable items for the areas needing improvement and will ultimately develop, execute, and evaluate the action plan. Consider the following suggestions when identifying and organizing your action planning team members:

- Recruit employees from different areas within the Center. In addition to choosing employees from different Directorates, employees with different roles, skills, and areas of expertise should be selected. Given the personal and sensitive nature of diversity and inclusion in the workplace, your Center's action planning team should also include members of underrepresented groups, including females; racial and ethnic minorities; gay, lesbian, bisexual, and transgender employees; individuals with disabilities; and employees of different ages and life experiences. Your Center may already have a team in place similar to this that can be used as the core of your action planning team.
- Encourage senior leaders to participate in the action planning team efforts. This will suggest to other employees that the team efforts are supported and encouraged by the Center leadership, which can then promote buy-in from supervisors and mid-level managers.

After an action planning team has been identified, a kick off meeting should be held to assign team members' roles and responsibilities. The team atmosphere should be one in which members are encouraged to speak up and share their opinions (and share the opinions of co-workers) about diversity and inclusion issues. Since this type of team membership is often dynamic, team members may be added as needed throughout the action planning process.

Answering the Ten Key Questions

To develop a successful action plan, the team members should work together to answer the following ten questions, grouped here under three main categories:

I. Defining your goals and selecting your initiative(s)

1. What problem, challenge, or opportunity will you address?

2. What are your goals?
3. What initiative(s) will you implement?

II. Planning your initiative(s)

4. Who will be affected, and how?
5. Who can lead the initiative?
6. What resources will be needed?
7. What are possible barriers, and how can they be overcome?
8. How will you measure progress and success?
9. What is the timeline?

III. Communicating your action plan

10. How will you share your action plan?

We recommend keeping the following points in mind as you build your diversity and inclusion action plan:

- Answering some of the key questions will take longer than others, and may require input from other employees and/or the senior leaders in your Center.
- You will probably develop several drafts before your action plan is ready to be implemented.
- After you begin implementing your action plan, you may need to modify it, so it's important for the team to remain flexible to accommodate the changes needed along the way.

The ten key questions are part of the Action Plan Template shown in Appendix E. Note that this template can (and should) be completed for each diversity and inclusion problem, challenge, or opportunity, that will be addressed.

I. Defining Your Goals and Selecting Your Initiatives

1. What problem, challenge, or opportunity will you address?

To begin, the team should identify the problem, challenge, or opportunity that needs to be addressed. There may be only one or there may be several. As an initial step in addressing the diversity and inclusion challenge(s) at your Center, we recommend conducting the following activities:

- Review the survey findings in this report, including the comments in response to the open-ended survey question (survey item G-1). Reviewing the Top 10 and Bottom 10 survey items in the beginning of the report will also provide a starting point in identifying strengths and areas for improvement at your Center. It may also be beneficial to compare the survey findings from your Center to the survey findings Agencywide, and across different demographic subgroups (e.g., males and females, supervisors and non-supervisors, etc.). These results can be found in Appendix B.
- Compare the findings from the 2014 survey to the 2010 survey. A comparison of the 2014 to the 2010 survey results is provided in Appendix C. Particular attention should be paid to items where positive responses have decreased by 5 percentage points or more between 2010 and 2014, especially if this decrease is observed across multiple subgroups.
- Compare the diversity and inclusion perceptions from the 2014 Diversity and Inclusion Assessment

Survey to those from the 2014 Federal Employee Viewpoint Survey.

- Consult the NASA Diversity and Inclusion Strategic Implementation Plan and assess where your Center-specific needs for improvement may fit. (The NASA Diversity and Inclusion Strategic Implementation Plan for FY2012 – FY2015 can be found at: <http://odeo.hq.nasa.gov/documents/diversityInclusion.pdf>.) The Strategic Plan may offer insight into the principles and goals that NASA has identified as important for fostering diversity and inclusion Agencywide. Furthermore, NASA provides strategies for improving diversity and inclusion related to each of the Strategic Plan goals. These strategies may present suggestions for addressing areas in need of improvement at your Center, and may serve to open a dialog about addressing challenges that exist.
- Conduct focus groups or one-on-one interviews with employees to gain a more in-depth understanding of an issue. Such open lines of communication may allow for a greater understanding of the area(s) identified as challenges at your Center. Moreover, the free flowing nature of this type of information gathering may also unveil other underlying sources of concern and/or suggestions for improvement.

If there is more than one area in need of improvement, an action plan should be developed for each one based on the completed Action Plan Template(s). To prioritize among several potential improvement areas, consider selecting those that align with:

- Your Center's mission or vision,
- Past or current initiatives to improve diversity and inclusion at your Center,
- Priorities that employees and the Center leadership would support,
- The expected positive impact that improvement in an area would have, and
- The potential for success for a particular priority, given available resources and time.

See Item 1 in the Action Plan Template: What problem, challenge, or opportunity will you address?

2. What are your goals?

The goals should stem from the problem, challenge, or opportunity identified by the action planning team. They should be clearly stated and easily understood by everyone, especially Center leaders, those supporting the team's efforts, and the team members who are tasked with addressing the identified problem(s) or challenge(s). The goals should also be communicated and understood by employees (or employee groups) who may be affected by a change that occurs as a result of addressing the diversity and inclusion issue(s). Finally, one or more goals should be developed for each problem or challenge identified by the action planning team.

See Item 2 in the Action Plan Template: What are your goals?

3. What initiative(s) will you implement?

The action planning team should consider the following methods to identify initiatives to achieve its goals:

- **Learn about what other organizations are doing.** Find out what initiatives other organizations or government agencies are implementing to improve diversity and inclusion in the areas the team has identified as needing improvement.
- **Consult experts.** Seek advice from university faculty members or other diversity and inclusion

experts/consultants. It is likely they have spent many years studying diversity and inclusion issues and can offer suggestions for initiatives that promote change.

- **Hold brainstorming sessions.** Hold brainstorming sessions with NASA employees to gather as many improvement activity ideas as possible. Encourage everyone to speak up. Don't let senior staff or more forceful personalities dominate the session(s). Consider allowing people to provide suggestions anonymously. Do not analyze or criticize the usefulness of any particular idea. Just write down all of the ideas that people offer. Include individuals whose work may be directly affected by the potential changes. Understanding their perspectives will help you identify better solutions and develop stronger employee engagement when you implement your action plan.
- **Conduct walkarounds.** Conduct walkarounds or talk one-on-one with employees to learn more about their concerns and potential solutions.
- **Conduct focus groups** with employees to generate ideas for resolving the identified problem(s).
- **Consult the NASA Diversity and Inclusion Strategic Plan.** When assessing the initiatives proposed by the action planning team, members should consult the NASA Diversity and Inclusion Strategic Implementation Plan for guidance. The plan contains information on developing strategies for implementation and measurement of initiatives.

Evaluate each initiative

After generating a list of potential initiatives, each one should be evaluated by asking the following questions:

- How well will it help you achieve your goals?
- How well does it support the Agency's or your Center's mission?
- How much support will Center leaders, stakeholders, and employees provide for it?
- How long will it take to implement?
- How expensive will it be to implement?
- Are the benefits likely to justify the cost of the initiative?
- What is its overall likelihood of success?

Select the initiative(s) to be implemented

For each area needing improvement, identify the potential initiatives that have the highest chance of success in achieving the stated goals. Consider whether each initiative should be started on a small scale first, before expanding it Centerwide. Conducting a small-scale pilot will allow the team to learn from the results and make modifications before investing a large amount of resources. Discuss the list of potential initiatives among the action planning team to select the one(s) you will implement.

See Item 3 in the Action Plan Template: What initiative(s) will you implement?

II. Planning Your Initiative(s)

In the planning stage, the action planning team should gather information about how the selected initiative(s) should be implemented.

- Find out what specific activities are required and document what it will take to implement the initiative.
- Consider whether the initiative will involve training or securing a consultant.

- Talk with other organizations or government agencies that have implemented the same or similar initiatives to find out how they did it and identify lessons learned.

4. Who will be affected, and how?

Identify key people who will be affected by the initiative. Consider the employees who will be directly affected by changes in any diversity and inclusion processes or policies. In addition, think about the domino effect a change in a diversity and inclusion process or policy can have on other employees or directorates. Make sure you consider the unintended consequences of any initiative before implementing it.

See Item 4 in the Action Plan Template: Who will be affected, and how?

5. Who can lead the initiative?

It is essential to identify a leader and/or champion for the team's diversity and inclusion initiative. The leader should have the necessary skills to manage the project and be accountable for timely deliverables. This person should be enthusiastic about the initiative and have the energy to see it through, despite difficulties. The person should also be respected by others. A leader or champion might be:

- A person in a high-level position whose strong support can make it easier to get resources and implement the initiative, or
- A person who may not be in a high-level position, but has demonstrated interest in the initiative, would be an enthusiastic supporter, and has influence with other employees.

See Item 5 in the Action Plan Template: Who can lead the initiative?

6. What resources will be needed?

What staff will you need?

In addition to the action planning team members, it's important to think about what other staff you will need to help with the diversity and inclusion initiative(s). Think about administrative support and information systems staff within your Center and any outside trainers or consultants who may need to be hired.

How much staff time will be needed?

Estimate how much of each person's time will be needed for the initiative (e.g., hours per week, percentage of time, or hours per month) and how long they will be needed.

What supplies, materials, equipment, or training will be needed?

Think about the required resources and the costs that will be incurred as a result of the initiative(s). If items need to be purchased, consider how you will justify the need for them.

What are the estimated costs of these resources?

Produce dollar estimates of your resource needs and estimate the total costs of the initiative in terms of staff time and materials. If your initial cost estimates seem high:

- Consider reducing staffing costs or other expenses,
- Build a strong rationale or "business case" for why funding the initiative will ultimately benefit the Center and be worth the up-front costs, and/or

- Investigate additional public or private sources of funding including foundation grants.

See Item 6 in the Action Plan Template: What resources will be needed?

7. What are possible barriers, and how can they be overcome?

Barriers are things that will make it difficult to implement the team's diversity and inclusion initiative(s). Resources such as staff time and costs are typical barriers, but it is useful to identify other barriers, including people, that could stall the initiative. Develop strategies for overcoming, minimizing, or working around them. Consider the following questions:

What are potential reasons the initiative might not get the support it needs?

Employees within your Center might not support the initiative for several reasons, including:

- Satisfaction with things the way they are, and not seeing a need for change,
- Not fully understanding, or misunderstanding, the proposed initiative or its goals,
- Experience with previous failed attempts at change, or with failure to sustain change,
- Inadequate plans for training, or inadequate preparation of employees for the change,
- Competing priorities, and
- Lack of Center leadership or management support.

Strategies for overcoming these barriers include sharing details about your initiative and listening to employees who have expressed concerns. Their opinions and experiences may give you insights and bring to light the reasons that previous efforts may have failed. Analysis of past failures can also help the action planning team avoid making similar mistakes in implementing the initiative(s).

What other possible barriers should you think about?

Other potential barriers might include more basic issues such as meeting logistics, ensuring that staff can leave work to attend trainings or meetings, selecting meeting locations that are accessible and convenient for team members, including employees who are off-site or telecommute, and ensuring team communication is accessible to all members. Draw on the experiences of those within your Center to help you identify other possible barriers and to develop strategies for dealing with them.

See Item 7 in the Action Plan Template: What are possible barriers, and how can they be overcome?

8. How will you measure progress and success?

Action plans should clearly state the process measures you will use to monitor the implementation of your initiative, and the outcome measures you will use to assess whether you have achieved success (i.e., have met your goals). You should develop these measures before implementation. Keep them simple. Make sure that data collection on these measures can fit into daily work processes.

What process measures will you use to monitor the implementation of the initiative?

You need to assess whether your initiative is being implemented according to plan. Is the initiative progressing as scheduled? Are actual costs in line with budgeted costs? The information you collect may include quantitative data as well as qualitative data such as stories or anecdotes.

Examples of process measures include:

- Number of employees trained,
- Number of messages in various categories on social media sites (Facebook, Twitter, Yammer)
- Number of comments as a result of relevant news stories,
- Interim results for the activities, processes, or beliefs you are trying to encourage or change,
- Status of implementation progress at specified times, and
- Information provided during walkarounds, focus groups, or interviews.

What outcome measures will you use to assess the success of the initiative?

Outcome measures help you assess whether your initiative has been successful in achieving its goals and answers the question, “What were the effects of making this change?” In many cases, goal achievement cannot be assessed immediately after implementing an initiative because it takes time to see the effects of change. Think about when it will be best for you to measure outcomes, and then plan accordingly.

Examples of outcome measures include:

- Change in the number of events reported from time 1 to time 2,
- Change in the number of employees that participate in certain events,
- Improvements in evaluation (or satisfaction) ratings of events or trainings,
- Change in the type of comments (e.g., supportive vs. non-supportive) on social media sites,
- An increase in the percentage of positive responses (or a decrease in the percentage of negative responses) for certain items or groups of items on the Diversity and Inclusion Assessment Survey, and
- A change in the proportion of negative vs. positive comments from the open-ended item(s) on the Diversity and Inclusion Assessment Survey.

See Item 8 in the Action Plan Template: How will you measure progress and success?

9. What is the timeline?

Develop an overall timeline for your action plan that includes time to assess whether goals have been met and to enable you to tell an informative story about what you did and how well it worked. If you plan to implement multiple initiatives, set a timeline for each.

- Make your timeline realistic. Include start dates and the expected time it will take to complete the initiative.
- You may need to adjust your timeline if you see the schedule start to slip.
- Plan to provide routine monthly or quarterly progress updates to your action planning team, Center leadership, and those affected by the initiative.

See Item 9 in the Action Plan Template: What is the timeline?

III. Communicating Your Action Plan

The last item to consider is how you will share your action plan.

10. How will you share your action plan?

Get feedback on the draft action plan, revise as needed, and obtain final approval

Review your action plan to make sure it is complete and accurate. Then review and discuss the draft plan with Center leaders and other individuals whose support you need for your initiatives. Incorporate their feedback into your plan and present the final plan for official approval.

Share the action plan

Think about effective ways to communicate your action plan to the Center employees, explaining the reasons it is being implemented, who is involved, what its goals are, what initiatives will be conducted, and the expected timelines.

Consider using a mix of communication methods, including social media outlets such as Facebook or Twitter, Yammer, email, web pages (including blogs), posters, flyers, bulletin boards, and staff representatives in your Center or directorates. Allow time to address employee concerns before actually beginning the initiative(s). You may also want to share interim results with the Center leadership and other employees as needed. If warranted, plan to test out your message and/or method of communication before disseminating your plan Centerwide.

See Item 10 in the Action Plan Template: How will you share your action plan?

Appendix A

Survey Instrument

2014 NASA Diversity and Inclusion Assessment Survey

**Sponsored by:
NASA**

**Conducted by:
Westat**

Welcome to the 2014 NASA Diversity and Inclusion Assessment Survey!

This survey is designed to assess workforce perceptions about diversity and inclusion at NASA. NASA will use the findings to promote a workforce culture that seeks, values, and utilizes employee contributions at all levels.

The survey should take about 15-20 minutes to complete. Please choose the survey responses that best describe your own perceptions and experiences. You may skip questions you do not wish to answer, but we encourage you to answer all of them.

Your participation in this survey is voluntary, but be assured that your responses will be kept confidential. Westat, an independent research company in Rockville, MD, will aggregate the survey results before providing them to NASA to ensure that individuals cannot be identified.

For questions or concerns, please contact Westat at
NASADiversityandInclusionSurvey@Westat.com or 1-855-884-7309 (toll free)

At NASA, our Diversity and Inclusion Framework is designed to develop and sustain organizational environments Agency wide that fully realize individual potentials and make optimal use of our differing backgrounds, perspectives, and life experiences.

DEFINITION OF DIVERSITY AND INCLUSION

Please keep the following definitions in mind when completing this survey.

Diversity is the similarities and differences in the individual and organizational characteristics that shape our workplace.

Inclusion is the means by which we optimize the benefits to mission that is inherent in our diversity.

SECTION A: Understanding and Awareness of Diversity and Inclusion at NASA

This section asks about your general perceptions about workplace diversity and inclusion and your perceptions about the current NASA workforce environment.

How much do you agree or disagree with the following statements?

	Strongly Agree ▼	Agree ▼	Neither Agree nor Disagree ▼	Disagree ▼	Strongly Disagree ▼	Don't Know/ Does Not Apply ▼
1. NASA policies promote fair treatment of employees regardless of their different diversity characteristics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. At NASA, diversity seems to be mostly about physical characteristics of people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. NASA employees actively include coworkers with different backgrounds in workplace tasks.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. All employees at NASA have a responsibility to promote workplace diversity and inclusion.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. NASA uses diversity and inclusion effectively to increase workforce productivity.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Employee participation in diversity and inclusion training is encouraged at NASA	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Having employees with diverse backgrounds is a source of business advantage at NASA	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. NASA's efforts to achieve workforce diversity and inclusion sometimes lead to workplace problems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Diversity and inclusion lead to innovative ideas at NASA	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. The diversity and inclusion training employees receive at NASA is useful.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. NASA employees encourage participation in projects by coworkers with different personal characteristics or viewpoints.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. NASA values employees with varied backgrounds and experiences.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION B: NASA Leadership

This section asks for your opinions about NASA leadership. **Based on your perceptions, how much do you agree or disagree with the following statements?**

- In the first column, think about the supervisors and managers in your current branch, division, or directorate.
- In second column, think about the Center leadership at your Center.

	Supervisors and Managers						Center Leadership					
	Strongly Agree ▼	Agree ▼	Neither Agree nor Disagree ▼	Disagree ▼	Strongly Disagree ▼	Don't Know/ Does Not Apply ▼	Strongly Agree ▼	Agree ▼	Neither Agree nor Disagree ▼	Disagree ▼	Strongly Disagree ▼	Don't Know/ Does Not Apply ▼
1. Encourage employees to speak up when they disagree with what is being said	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Value having employees with diverse views...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Help employees to recognize biases that foster workplace discrimination or exclusion ..	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Assign employees with different diversity characteristics to work together	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Investigate reports of unfair treatment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Help employees of different cultures to interact effectively in the workplace	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Are held accountable for ensuring that employees are treated fairly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Encourage employees to work with coworkers having different diversity characteristics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

		Supervisors and Managers						Center Leadership					
		Strongly Agree ▼	Agree ▼	Neither Agree nor Disagree ▼	Disagree ▼	Strongly Disagree ▼	Don't Know/ Does Not Apply ▼	Strongly Agree ▼	Agree ▼	Neither Agree nor Disagree ▼	Disagree ▼	Strongly Disagree ▼	Don't Know/ Does Not Apply ▼
9.	Value the following diverse characteristics:												
	a. Differences in employees' individual characteristics, such as race, gender, age, disability status, family caregiver status, or sexual orientation.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	b. Differences in cultural characteristics, such as religion, ethnic background, or life experiences	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	c. Differences in the way people approach problems.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	d. Differences in employees' expertise, technical, artistry, or other job skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	e. Differences in employees' interpersonal and communication skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION C: Your Personal Work Experiences at NASA

How much do you agree or disagree with the following statements?

In the past 12 months...	Strongly Agree ▼	Agree ▼	Neither Agree nor Disagree ▼	Disagree ▼	Strongly Disagree ▼	Don't Know/ Does Not Apply ▼
1. I received the information I needed to work well with others.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. My contributions and achievements at NASA were recognized	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. I felt pressured to change things about myself in order to fit in at NASA	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. NASA provided opportunities for me to advance in my career	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Coworkers typically listened respectfully to my views about work-related matters.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. I was harassed about differences or perceived differences in my personal characteristics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. I was not encouraged to suggest alternative ways to solve problems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. I felt that my supervisor or coworkers made assumptions about me that limited my opportunities for professional development.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. I have felt uncomfortable or out of place at work because of my						
a. life experiences.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. gender.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. educational background.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. race	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. ethnicity.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. language	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. religion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. gender identity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. sexual orientation.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k. age	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
l. disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
m. family caregiver role.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
n. part/flex-time work status.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o. other personal characteristics.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

In the past 12 months...	Strongly Agree ▼	Agree ▼	Neither Agree nor Disagree ▼	Disagree ▼	Strongly Disagree ▼	Don't Know/ Does Not Apply ▼
10. I have felt free to express my opinions about work-related matters	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. I have thought of leaving NASA for other employment because NASA does not value employees with varied backgrounds and experiences	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. I was given adequate opportunities to demonstrate my skills.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. I felt there would be negative consequences for me if I reported unfair treatment at work.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. I have felt like a valued employee at NASA	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. I felt that my coworkers didn't accept differences in my personal characteristics ...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. I have felt that I could recommend NASA as a good place to work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION D1: Reasonable Accommodations at NASA

The next set of questions are about reasonable accommodations at NASA. By reasonable accommodation we mean any change in the work environment or in the way things are customarily done that enables an individual with a disability to enjoy equal employment opportunities.

Within the past 12 months...

1. I have requested a reasonable accommodation from NASA.

- ☐ Yes (SKIP TO Question 3)
- ☐ No (Continue to the next question)

2. I know the process for requesting a reasonable accommodation from NASA or feel confident that I could easily find information about the process.

- ☐ Strongly agree
 - ☐ Agree
 - ☐ Neither agree nor disagree
 - ☐ Disagree
 - ☐ Strongly disagree
- } Continue to Section D2

3. I received a reasonable accommodation from NASA that helped me perform my job.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

SECTION D2: Mentoring at NASA

Next, we would like to ask you about mentoring at NASA. Mentoring experiences support and encourage personal and professional growth through interactions (with an individual or with groups, virtually or in-person) which can vary in number, length of time, and formality. Mentors may be peers, managers, supervisors, senior executives, and other supporters, including someone more junior.

4. In the past 12 months, have you received any formal or informal mentoring?

- ☐ Yes
- ☐ No (Continue to Section E)

5. If you participated as a mentee in a NASA formal mentoring program in the past 12 months, how useful was it?

- ☐ I did not participate as a mentee in a NASA formal mentoring program in the past 12 months
- ☐ Very useful
- ☐ Somewhat useful
- ☐ Not very useful
- ☐ Not at all useful

SECTION E: Your Ratings of NASA's Overall Effectiveness

Over the past 12 months...

How would you rate the overall effectiveness of NASA in:	Effective ▼	Somewhat Effective ▼	Neither Effective nor Ineffective ▼	Somewhat Ineffective ▼	Ineffective ▼
1. Fostering mutual trust and respect in the workplace?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Promoting professional growth for employees?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Providing a supportive environment for every employee?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Sharing information with employees so they can do their best work?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Creating a strong teamwork culture?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Valuing individual contributions?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Educating employees on how diversity and inclusion fosters innovation?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION F: About You

This section asks questions about your employment and your personal characteristics. Your answers to these questions will help us to analyze survey results.

1. What is your supervisory status? (Mark one of the following.)

- ☐ **Non-Supervisor:** You do not supervise other employees.
- ☐ **Team Leader:** You are not an official supervisor; you provide employees with day-to-day guidance in work projects, but do not have supervisory responsibilities or conduct performance appraisals.
- ☐ **Supervisor:** You are responsible for employees' performance appraisals and approval of their leave, but you do not supervise other supervisors.
- ☐ **Manager:** You are in a management position and supervise one or more supervisors.
- ☐ **Executive:** Member of Senior Executive Service or equivalent.

2. What do you consider yourself to be? (Mark all that apply.)

- ☐ American Indian/Alaska Native
- ☐ Asian/Pacific Islander
- ☐ Black/African American
- ☐ Hispanic/Latino American
- ☐ White
- ☐ Other (please specify): _____

3. How do you describe your gender?

- ☐ Male
- ☐ Female
- ☐ Transgender Female
- ☐ Transgender Male
- ☐ Other (please specify): _____

4. Please identify which of the following best describes you.

- ☐ Heterosexual/straight
- ☐ Bi-sexual
- ☐ Gay/lesbian
- ☐ Other (please specify): _____

5. Please identify the Center where you are currently employed.

- ☐ Ames
- ☐ Dryden
- ☐ Glenn

Goddard

- ☐ Greenbelt
- ☐ IV&V
- ☐ Wallops
- ☐ Other

Headquarters

- ☐ Washington
- ☐ NSSC

Johnson

- ☐ Houston, TX
- ☐ White Sands

- ☐ Kennedy
- ☐ Langley
- ☐ Marshall
- ☐ Stennis

6. Please identify your Directorate.

(Response options will depend on center selected)

- ☐ Other (please specify): _____

7. How long have you worked for NASA?

- ☐ Less than 1 year
- ☐ 1 to 2 years
- ☐ 3 to 5 years
- ☐ 6 to 10 years
- ☐ 11 to 20 years
- ☐ More than 20 years

8. What is your age group?

- ☐ 25 years old or younger
- ☐ 26-29 years old
- ☐ 30-39 years old
- ☐ 40-49 years old
- ☐ 50-59 years old
- ☐ 60 years old or older

9. What is the highest grade or level of schooling you have completed?

- ☐ Some high school
- ☐ High school graduate or GED
- ☐ Some college
- ☐ 2-year degree
- ☐ 4-year college graduate
- ☐ Master's degree
- ☐ Doctorate degree
- ☐ Post-doctorate

10. Please identify your skill code. (Mark one of the following.)

- ☐ Clerical
- ☐ Engineer
- ☐ Professional Administrative
- ☐ Scientist
- ☐ Technician/Wage Grade

11. Are you a full-time or part-time employee at NASA?

- ☐ Full-time
- ☐ Part-time

12. Do you consider yourself disabled?

- ☐ Yes
- ☐ No

SECTION G: Your Final Thoughts and Comments

Earlier, we provided you with a definition of diversity and inclusion to think about as you completed the survey. Now we'd like to know....

Within the past 12 months, do you think that diversity and inclusion have improved or become more evident in the NASA workplace?

☐ Yes

☐ No

Please explain why or why not. (You may include personal experiences, examples, or stories.)

Appendix B

Results by Survey Item

Notes for Appendix B

Results by Survey Item

- Survey items were collapsed from five-categories to three-categories in the report and in Appendix B.
 - Five-category items in sections A, B1, B2, C, and D1 use response categories of *Strongly Agree*, *Agree*, *Neither Agree nor Disagree*, *Disagree*, and *Strongly Disagree*. For these items, *Strongly Agree* and *Agree* represent **Positive** responses; *Neither Agree nor Disagree* represents **Neutral** responses; and *Disagree*, and *Strongly Disagree* represent **Negative** responses.
 - Five-category items in section E use response categories of *Effective*, *Somewhat Effective*, *Neither Effective nor Ineffective*, *Somewhat Ineffective*, and *Ineffective*. For these items *Effective* and *Somewhat Effective* represent **Positive** responses; *Neither Effective nor Ineffective* represents **Neutral** responses; and *Somewhat Ineffective* and *Ineffective* represent **Negative** responses.
 - **Positive** responses for Item D2-5 represent respondents who answered *Very useful*; **Neutral** responses represent respondents who answered *Somewhat useful*; and **Negative** responses represent respondents who answered either *Not very useful* or *Not at all useful*.
- For most survey items, agreement indicates a positive response (e.g., support for NASA’s diversity and inclusion efforts). For reverse-coded items, disagreement reflects a positive response (still defined as support for NASA’s diversity and inclusion efforts). Responses for the following survey items are reverse-coded: Section A – items 2 and 8; Section C – items 3, 6, 7, 8, 9a-9o, 11, 13, and 15.
- All percentages are based on the number of respondents who responded to each item. The number of respondents who responded "Don’t know/Does not apply" are not included in the percentages or the "N" column preceding the percentages. All calculations are made with unrounded numbers. Results are presented rounded.
- Responses to question D1-2 are only presented for respondents who answered “No” to question D1-1, while responses to question D1-3 are presented for respondents who answered “Yes” to question D1-1. Also, responses to question D2-5 are only presented for respondents who answered “Yes” to question D2-4.
- To protect respondent privacy and confidentiality, Section F does not provide the number of respondents who answered each survey item.

SECTION A: Understanding and Awareness of Diversity and Inclusion at NASA

1. NASA policies promote fair treatment of employees regardless of their different diversity characteristics.

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	6,432	83.3%	8.0%	8.8%	69
SSC	191	93.2%	5.2%	1.6%	0
Center Operations Directorate		91.4%	8.6%	0.0%	0
Engineering and Test Directorate		92.3%	3.8%	3.8%	0
Office of Communications		100.0%	0.0%	0.0%	0
Office of Diversity and Equal Opportunity		--	--	--	0
Office of Education		--	--	--	0
Office of Human Capital		100.0%	0.0%	0.0%	0
Office of Procurement		84.2%	10.5%	5.3%	0
Office of the Chief Counsel		--	--	--	0
Office of the Chief Financial Office		86.7%	13.3%	0.0%	0
Office of the Chief Technologist		--	--	--	0
Office of the Director		100.0%	0.0%	0.0%	0
Project Directorate		100.0%	0.0%	0.0%	0
Rocket Propulsion Test Program Office		--	--	--	0
Safety and Mission Assurance Directorate		94.7%	5.3%	0.0%	0
Male		93.0%	5.0%	2.0%	0
Female		94.0%	6.0%	0.0%	0
White		97.0%	3.0%	0.0%	0
Non-White		81.3%	12.5%	6.3%	0
American Indian/Alaska Native		--	--	--	0
Asian/Pacific Islander		--	--	--	0
Black/African American		85.0%	15.0%	0.0%	0
Hispanic/Latino American		83.3%	16.7%	0.0%	0
Multiracial		--	--	--	0
Supervisor		100.0%	0.0%	0.0%	0
Non-supervisor		91.3%	7.1%	1.6%	0
Worked at NASA 10 years or less		90.3%	8.3%	1.4%	0
Worked at NASA 11 years or more		95.8%	3.1%	1.0%	0
Younger than 40 years old		93.5%	6.5%	0.0%	0
40 years old or older		93.3%	5.2%	1.5%	0

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION A: Understanding and Awareness of Diversity and Inclusion at NASA

2. At NASA, diversity seems to be mostly about physical characteristics of people.

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	6,268	38.9%	22.5%	38.5%	211
SSC	186	45.7%	29.6%	24.7%	4
Center Operations Directorate		31.4%	31.4%	37.1%	0
Engineering and Test Directorate		37.3%	33.3%	29.4%	1
Office of Communications		85.7%	14.3%	0.0%	0
Office of Diversity and Equal Opportunity		--	--	--	0
Office of Education		--	--	--	0
Office of Human Capital		85.7%	14.3%	0.0%	0
Office of Procurement		55.6%	27.8%	16.7%	1
Office of the Chief Counsel		--	--	--	0
Office of the Chief Financial Office		60.0%	26.7%	13.3%	0
Office of the Chief Technologist		--	--	--	0
Office of the Director		71.4%	0.0%	28.6%	0
Project Directorate		27.3%	54.5%	18.2%	1
Rocket Propulsion Test Program Office		--	--	--	0
Safety and Mission Assurance Directorate		35.3%	29.4%	35.3%	1
Male		40.8%	35.7%	23.5%	2
Female		51.5%	21.2%	27.3%	1
White		47.3%	30.2%	22.5%	3
Non-White		34.4%	34.4%	31.3%	0
American Indian/Alaska Native		--	--	--	0
Asian/Pacific Islander		--	--	--	0
Black/African American		35.0%	25.0%	40.0%	0
Hispanic/Latino American		50.0%	33.3%	16.7%	0
Multiracial		--	--	--	0
Supervisor		48.8%	18.6%	32.6%	0
Non-supervisor		44.3%	33.6%	22.1%	3
Worked at NASA 10 years or less		40.6%	33.3%	26.1%	2
Worked at NASA 11 years or more		48.4%	28.4%	23.2%	1
Younger than 40 years old		51.6%	22.6%	25.8%	0
40 years old or older		44.7%	31.8%	23.5%	3

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION A: Understanding and Awareness of Diversity and Inclusion at NASA

3. NASA employees actively include coworkers with different backgrounds in workplace tasks.

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	6,372	74.3%	15.8%	9.9%	103
SSC	188	79.8%	16.0%	4.3%	2
Center Operations Directorate		88.6%	8.6%	2.9%	0
Engineering and Test Directorate		68.0%	28.0%	4.0%	2
Office of Communications		100.0%	0.0%	0.0%	0
Office of Diversity and Equal Opportunity		--	--	--	0
Office of Education		--	--	--	0
Office of Human Capital		100.0%	0.0%	0.0%	0
Office of Procurement		84.2%	10.5%	5.3%	0
Office of the Chief Counsel		--	--	--	0
Office of the Chief Financial Office		73.3%	20.0%	6.7%	0
Office of the Chief Technologist		--	--	--	0
Office of the Director		100.0%	0.0%	0.0%	0
Project Directorate		50.0%	41.7%	8.3%	0
Rocket Propulsion Test Program Office		--	--	--	0
Safety and Mission Assurance Directorate		77.8%	11.1%	11.1%	0
Male		75.8%	20.2%	4.0%	1
Female		86.4%	9.1%	4.5%	1
White		82.3%	15.4%	2.3%	2
Non-White		68.8%	18.8%	12.5%	0
American Indian/Alaska Native		--	--	--	0
Asian/Pacific Islander		--	--	--	0
Black/African American		60.0%	25.0%	15.0%	0
Hispanic/Latino American		83.3%	16.7%	0.0%	0
Multiracial		--	--	--	0
Supervisor		83.7%	16.3%	0.0%	0
Non-supervisor		78.0%	16.3%	5.7%	2
Worked at NASA 10 years or less		84.1%	10.1%	5.8%	2
Worked at NASA 11 years or more		78.1%	18.8%	3.1%	0
Younger than 40 years old		86.7%	3.3%	10.0%	1
40 years old or older		79.9%	17.2%	3.0%	1

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION A: Understanding and Awareness of Diversity and Inclusion at NASA

4. All employees at NASA have a responsibility to promote workplace diversity and inclusion.

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	6,410	86.6%	9.1%	4.3%	73
SSC	190	92.6%	5.8%	1.6%	0
Center Operations Directorate		91.4%	8.6%	0.0%	0
Engineering and Test Directorate		92.3%	5.8%	1.9%	0
Office of Communications		100.0%	0.0%	0.0%	0
Office of Diversity and Equal Opportunity		--	--	--	0
Office of Education		--	--	--	0
Office of Human Capital		100.0%	0.0%	0.0%	0
Office of Procurement		89.5%	5.3%	5.3%	0
Office of the Chief Counsel		--	--	--	0
Office of the Chief Financial Office		86.7%	13.3%	0.0%	0
Office of the Chief Technologist		--	--	--	0
Office of the Director		100.0%	0.0%	0.0%	0
Project Directorate		100.0%	0.0%	0.0%	0
Rocket Propulsion Test Program Office		--	--	--	0
Safety and Mission Assurance Directorate		88.9%	5.6%	5.6%	0
Male		92.0%	6.0%	2.0%	0
Female		94.0%	4.5%	1.5%	0
White		94.7%	4.5%	0.8%	0
Non-White		87.5%	9.4%	3.1%	0
American Indian/Alaska Native		--	--	--	0
Asian/Pacific Islander		--	--	--	0
Black/African American		90.0%	10.0%	0.0%	0
Hispanic/Latino American		83.3%	0.0%	16.7%	0
Multiracial		--	--	--	0
Supervisor		97.7%	0.0%	2.3%	0
Non-supervisor		91.2%	7.2%	1.6%	0
Worked at NASA 10 years or less		90.1%	5.6%	4.2%	0
Worked at NASA 11 years or more		94.8%	5.2%	0.0%	0
Younger than 40 years old		90.3%	6.5%	3.2%	0
40 years old or older		94.1%	4.4%	1.5%	0

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION A: Understanding and Awareness of Diversity and Inclusion at NASA

5. NASA uses diversity and inclusion effectively to increase workforce productivity.

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	6,237	49.0%	30.8%	20.2%	245
SSC	182	62.6%	24.7%	12.6%	8
Center Operations Directorate		58.8%	26.5%	14.7%	1
Engineering and Test Directorate		52.9%	33.3%	13.7%	1
Office of Communications		85.7%	14.3%	0.0%	0
Office of Diversity and Equal Opportunity		--	--	--	0
Office of Education		--	--	--	0
Office of Human Capital		100.0%	0.0%	0.0%	0
Office of Procurement		80.0%	6.7%	13.3%	4
Office of the Chief Counsel		--	--	--	0
Office of the Chief Financial Office		80.0%	6.7%	13.3%	0
Office of the Chief Technologist		--	--	--	0
Office of the Director		100.0%	0.0%	0.0%	0
Project Directorate		41.7%	33.3%	25.0%	0
Rocket Propulsion Test Program Office		--	--	--	0
Safety and Mission Assurance Directorate		43.8%	50.0%	6.3%	2
Male		61.2%	28.6%	10.2%	2
Female		70.3%	14.1%	15.6%	3
White		65.9%	23.3%	10.9%	3
Non-White		58.1%	25.8%	16.1%	1
American Indian/Alaska Native		--	--	--	0
Asian/Pacific Islander		--	--	--	0
Black/African American		55.0%	30.0%	15.0%	0
Hispanic/Latino American		--	--	--	1
Multiracial		--	--	--	0
Supervisor		64.3%	28.6%	7.1%	1
Non-supervisor		63.6%	21.5%	14.9%	4
Worked at NASA 10 years or less		59.7%	25.4%	14.9%	4
Worked at NASA 11 years or more		67.4%	21.1%	11.6%	1
Younger than 40 years old		54.8%	29.0%	16.1%	0
40 years old or older		66.9%	20.8%	12.3%	5

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION A: Understanding and Awareness of Diversity and Inclusion at NASA

6. Employee participation in diversity and inclusion training is encouraged at NASA.

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	6,377	83.8%	11.7%	4.5%	92
SSC	191	92.7%	6.3%	1.0%	0
Center Operations Directorate		94.3%	5.7%	0.0%	0
Engineering and Test Directorate		94.2%	3.8%	1.9%	0
Office of Communications		100.0%	0.0%	0.0%	0
Office of Diversity and Equal Opportunity		--	--	--	0
Office of Education		--	--	--	0
Office of Human Capital		100.0%	0.0%	0.0%	0
Office of Procurement		89.5%	10.5%	0.0%	0
Office of the Chief Counsel		--	--	--	0
Office of the Chief Financial Office		86.7%	6.7%	6.7%	0
Office of the Chief Technologist		--	--	--	0
Office of the Director		100.0%	0.0%	0.0%	0
Project Directorate		83.3%	16.7%	0.0%	0
Rocket Propulsion Test Program Office		--	--	--	0
Safety and Mission Assurance Directorate		84.2%	15.8%	0.0%	0
Male		93.0%	6.0%	1.0%	0
Female		92.5%	6.0%	1.5%	0
White		94.7%	4.5%	0.8%	0
Non-White		84.4%	12.5%	3.1%	0
American Indian/Alaska Native		--	--	--	0
Asian/Pacific Islander		--	--	--	0
Black/African American		80.0%	15.0%	5.0%	0
Hispanic/Latino American		100.0%	0.0%	0.0%	0
Multiracial		--	--	--	0
Supervisor		97.7%	2.3%	0.0%	0
Non-supervisor		91.3%	7.1%	1.6%	0
Worked at NASA 10 years or less		90.3%	6.9%	2.8%	0
Worked at NASA 11 years or more		94.8%	5.2%	0.0%	0
Younger than 40 years old		87.1%	9.7%	3.2%	0
40 years old or older		94.1%	5.2%	0.7%	0

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SECTION A: Understanding and Awareness of Diversity and Inclusion at NASA

7. *Having employees with diverse backgrounds is a source of business advantage at NASA.*

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	6,312	77.7%	16.7%	5.6%	159
SSC	187	81.8%	16.0%	2.1%	3
Center Operations Directorate		77.1%	22.9%	0.0%	0
Engineering and Test Directorate		78.8%	17.3%	3.8%	0
Office of Communications		100.0%	0.0%	0.0%	1
Office of Diversity and Equal Opportunity		--	--	--	0
Office of Education		--	--	--	0
Office of Human Capital		100.0%	0.0%	0.0%	0
Office of Procurement		88.9%	11.1%	0.0%	1
Office of the Chief Counsel		--	--	--	0
Office of the Chief Financial Office		73.3%	20.0%	6.7%	0
Office of the Chief Technologist		--	--	--	0
Office of the Director		71.4%	28.6%	0.0%	0
Project Directorate		72.7%	27.3%	0.0%	1
Rocket Propulsion Test Program Office		--	--	--	0
Safety and Mission Assurance Directorate		77.8%	16.7%	5.6%	0
Male		80.8%	17.2%	2.0%	1
Female		85.1%	13.4%	1.5%	0
White		84.7%	13.7%	1.5%	1
Non-White		78.1%	18.8%	3.1%	0
American Indian/Alaska Native		--	--	--	0
Asian/Pacific Islander		--	--	--	0
Black/African American		65.0%	30.0%	5.0%	0
Hispanic/Latino American		100.0%	0.0%	0.0%	0
Multiracial		--	--	--	0
Supervisor		83.7%	16.3%	0.0%	0
Non-supervisor		83.1%	14.5%	2.4%	1
Worked at NASA 10 years or less		78.9%	18.3%	2.8%	0
Worked at NASA 11 years or more		85.3%	13.7%	1.1%	1
Younger than 40 years old		83.9%	12.9%	3.2%	0
40 years old or older		82.8%	15.7%	1.5%	1

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SECTION A: Understanding and Awareness of Diversity and Inclusion at NASA

8. NASA's efforts to achieve workforce diversity and inclusion sometimes lead to workplace problems.

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	6,114	32.9%	28.5%	38.6%	358
SSC	185	36.8%	30.8%	32.4%	6
Center Operations Directorate		20.0%	31.4%	48.6%	0
Engineering and Test Directorate		34.6%	30.8%	34.6%	0
Office of Communications		85.7%	14.3%	0.0%	0
Office of Diversity and Equal Opportunity		--	--	--	0
Office of Education		--	--	--	0
Office of Human Capital		71.4%	14.3%	14.3%	0
Office of Procurement		44.4%	38.9%	16.7%	1
Office of the Chief Counsel		--	--	--	1
Office of the Chief Financial Office		33.3%	33.3%	33.3%	0
Office of the Chief Technologist		--	--	--	0
Office of the Director		33.3%	16.7%	50.0%	1
Project Directorate		27.3%	45.5%	27.3%	1
Rocket Propulsion Test Program Office		--	--	--	0
Safety and Mission Assurance Directorate		41.2%	23.5%	35.3%	2
Male		35.7%	27.6%	36.7%	2
Female		38.1%	31.7%	30.2%	4
White		36.2%	27.6%	36.2%	5
Non-White		38.7%	35.5%	25.8%	1
American Indian/Alaska Native		--	--	--	0
Asian/Pacific Islander		--	--	--	0
Black/African American		50.0%	40.0%	10.0%	0
Hispanic/Latino American		--	--	--	1
Multiracial		--	--	--	0
Supervisor		35.7%	28.6%	35.7%	1
Non-supervisor		37.2%	28.9%	33.9%	5
Worked at NASA 10 years or less		36.8%	32.4%	30.9%	4
Worked at NASA 11 years or more		37.2%	28.7%	34.0%	2
Younger than 40 years old		40.0%	30.0%	30.0%	1
40 years old or older		36.2%	30.0%	33.8%	5

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SECTION A: Understanding and Awareness of Diversity and Inclusion at NASA

9. Diversity and inclusion lead to innovative ideas at NASA.

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	6,228	71.4%	22.3%	6.3%	234
SSC	183	78.1%	17.5%	4.4%	7
Center Operations Directorate		76.5%	17.6%	5.9%	1
Engineering and Test Directorate		72.0%	24.0%	4.0%	2
Office of Communications		85.7%	14.3%	0.0%	0
Office of Diversity and Equal Opportunity		--	--	--	0
Office of Education		--	--	--	0
Office of Human Capital		100.0%	0.0%	0.0%	0
Office of Procurement		76.5%	17.6%	5.9%	2
Office of the Chief Counsel		--	--	--	0
Office of the Chief Financial Office		73.3%	20.0%	6.7%	0
Office of the Chief Technologist		--	--	--	0
Office of the Director		71.4%	28.6%	0.0%	0
Project Directorate		90.9%	9.1%	0.0%	1
Rocket Propulsion Test Program Office		--	--	--	0
Safety and Mission Assurance Directorate		76.5%	17.6%	5.9%	1
Male		73.5%	23.5%	3.1%	2
Female		85.7%	11.1%	3.2%	4
White		76.4%	19.7%	3.9%	5
Non-White		87.1%	9.7%	3.2%	1
American Indian/Alaska Native		--	--	--	0
Asian/Pacific Islander		--	--	--	0
Black/African American		94.7%	5.3%	0.0%	1
Hispanic/Latino American		66.7%	33.3%	0.0%	0
Multiracial		--	--	--	0
Supervisor		83.7%	16.3%	0.0%	0
Non-supervisor		75.8%	19.2%	5.0%	5
Worked at NASA 10 years or less		77.6%	17.9%	4.5%	4
Worked at NASA 11 years or more		78.7%	19.1%	2.1%	2
Younger than 40 years old		86.7%	13.3%	0.0%	1
40 years old or older		76.9%	19.2%	3.8%	5

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SECTION A: Understanding and Awareness of Diversity and Inclusion at NASA

10. The diversity and inclusion training employees receive at NASA is useful.

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	6,151	56.6%	29.2%	14.2%	307
SSC	180	68.9%	22.8%	8.3%	6
Center Operations Directorate		64.7%	23.5%	11.8%	1
Engineering and Test Directorate		51.0%	33.3%	15.7%	1
Office of Communications		83.3%	16.7%	0.0%	0
Office of Diversity and Equal Opportunity		--	--	--	0
Office of Education		--	--	--	0
Office of Human Capital		100.0%	0.0%	0.0%	0
Office of Procurement		81.3%	12.5%	6.3%	2
Office of the Chief Counsel		--	--	--	0
Office of the Chief Financial Office		66.7%	26.7%	6.7%	0
Office of the Chief Technologist		--	--	--	0
Office of the Director		100.0%	0.0%	0.0%	0
Project Directorate		63.6%	36.4%	0.0%	1
Rocket Propulsion Test Program Office		--	--	--	0
Safety and Mission Assurance Directorate		62.5%	31.3%	6.3%	1
Male		65.6%	28.1%	6.3%	3
Female		75.0%	17.2%	7.8%	2
White		69.5%	23.4%	7.0%	3
Non-White		66.7%	26.7%	6.7%	1
American Indian/Alaska Native		--	--	--	0
Asian/Pacific Islander		--	--	--	0
Black/African American		68.4%	21.1%	10.5%	1
Hispanic/Latino American		50.0%	50.0%	0.0%	0
Multiracial		--	--	--	0
Supervisor		71.4%	21.4%	7.1%	1
Non-supervisor		67.5%	25.0%	7.5%	3
Worked at NASA 10 years or less		71.2%	22.7%	6.1%	3
Worked at NASA 11 years or more		67.0%	24.5%	8.5%	2
Younger than 40 years old		66.7%	20.0%	13.3%	0
40 years old or older		69.8%	24.8%	5.4%	5

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SECTION A: Understanding and Awareness of Diversity and Inclusion at NASA

11. NASA employees encourage participation in projects by coworkers with different personal characteristics or viewpoints.

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	6,295	62.1%	24.6%	13.3%	174
SSC	187	71.7%	19.8%	8.6%	2
Center Operations Directorate		71.4%	17.1%	11.4%	0
Engineering and Test Directorate		64.0%	26.0%	10.0%	1
Office of Communications		85.7%	14.3%	0.0%	0
Office of Diversity and Equal Opportunity		--	--	--	0
Office of Education		--	--	--	0
Office of Human Capital		100.0%	0.0%	0.0%	0
Office of Procurement		72.2%	27.8%	0.0%	1
Office of the Chief Counsel		--	--	--	0
Office of the Chief Financial Office		66.7%	20.0%	13.3%	0
Office of the Chief Technologist		--	--	--	0
Office of the Director		100.0%	0.0%	0.0%	0
Project Directorate		58.3%	25.0%	16.7%	0
Rocket Propulsion Test Program Office		--	--	--	0
Safety and Mission Assurance Directorate		66.7%	22.2%	11.1%	0
Male		70.4%	22.4%	7.1%	1
Female		75.8%	12.1%	12.1%	1
White		74.8%	17.6%	7.6%	1
Non-White		64.5%	19.4%	16.1%	0
American Indian/Alaska Native		--	--	--	0
Asian/Pacific Islander		--	--	--	0
Black/African American		63.2%	10.5%	26.3%	0
Hispanic/Latino American		66.7%	33.3%	0.0%	0
Multiracial		--	--	--	0
Supervisor		81.0%	19.0%	0.0%	1
Non-supervisor		69.9%	18.7%	11.4%	1
Worked at NASA 10 years or less		67.6%	22.1%	10.3%	2
Worked at NASA 11 years or more		75.0%	16.7%	8.3%	0
Younger than 40 years old		65.5%	20.7%	13.8%	1
40 years old or older		74.6%	17.2%	8.2%	1

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SECTION A: Understanding and Awareness of Diversity and Inclusion at NASA

12. NASA values employees with varied backgrounds and experiences.

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	6,382	76.2%	14.3%	9.4%	92
SSC	191	81.2%	13.6%	5.2%	0
Center Operations Directorate		88.6%	2.9%	8.6%	0
Engineering and Test Directorate		75.0%	19.2%	5.8%	0
Office of Communications		100.0%	0.0%	0.0%	0
Office of Diversity and Equal Opportunity		--	--	--	0
Office of Education		--	--	--	0
Office of Human Capital		100.0%	0.0%	0.0%	0
Office of Procurement		73.7%	21.1%	5.3%	0
Office of the Chief Counsel		--	--	--	0
Office of the Chief Financial Office		66.7%	33.3%	0.0%	0
Office of the Chief Technologist		--	--	--	0
Office of the Director		100.0%	0.0%	0.0%	0
Project Directorate		66.7%	16.7%	16.7%	0
Rocket Propulsion Test Program Office		--	--	--	0
Safety and Mission Assurance Directorate		78.9%	15.8%	5.3%	0
Male		79.0%	16.0%	5.0%	0
Female		83.6%	10.4%	6.0%	0
White		85.6%	9.8%	4.5%	0
Non-White		68.8%	25.0%	6.3%	0
American Indian/Alaska Native		--	--	--	0
Asian/Pacific Islander		--	--	--	0
Black/African American		75.0%	20.0%	5.0%	0
Hispanic/Latino American		66.7%	33.3%	0.0%	0
Multiracial		--	--	--	0
Supervisor		88.4%	9.3%	2.3%	0
Non-supervisor		78.6%	15.1%	6.3%	0
Worked at NASA 10 years or less		76.4%	16.7%	6.9%	0
Worked at NASA 11 years or more		85.4%	10.4%	4.2%	0
Younger than 40 years old		80.6%	12.9%	6.5%	0
40 years old or older		81.5%	13.3%	5.2%	0

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SECTION B1: NASA Leadership—Supervisors and Managers

1. *Supervisors & managers in my current branch, division, or directorate encourage employees to speak up when they disagree with what is being said.*

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	5,575	72.2%	11.6%	16.2%	37
SSC	174	83.9%	9.2%	6.9%	0
Center Operations Directorate		74.2%	16.1%	9.7%	0
Engineering and Test Directorate		91.8%	6.1%	2.0%	0
Office of Communications		--	--	--	0
Office of Diversity and Equal Opportunity		--	--	--	0
Office of Education		--	--	--	0
Office of Human Capital		66.7%	16.7%	16.7%	0
Office of Procurement		70.6%	17.6%	11.8%	0
Office of the Chief Counsel		--	--	--	0
Office of the Chief Financial Office		66.7%	6.7%	26.7%	0
Office of the Chief Technologist		--	--	--	0
Office of the Director		100.0%	0.0%	0.0%	0
Project Directorate		91.7%	8.3%	0.0%	0
Rocket Propulsion Test Program Office		--	--	--	0
Safety and Mission Assurance Directorate		88.2%	5.9%	5.9%	0
Male		89.0%	9.0%	2.0%	0
Female		76.1%	10.4%	13.4%	0
White		86.4%	8.3%	5.3%	0
Non-White		71.9%	15.6%	12.5%	0
American Indian/Alaska Native		--	--	--	0
Asian/Pacific Islander		--	--	--	0
Black/African American		80.0%	15.0%	5.0%	0
Hispanic/Latino American		66.7%	16.7%	16.7%	0
Multiracial		--	--	--	0
Supervisor		97.7%	2.3%	0.0%	0
Non-supervisor		79.4%	11.1%	9.5%	0
Worked at NASA 10 years or less		80.6%	9.7%	9.7%	0
Worked at NASA 11 years or more		86.5%	9.4%	4.2%	0
Younger than 40 years old		80.6%	9.7%	9.7%	0
40 years old or older		85.2%	8.9%	5.9%	0

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SECTION B1: NASA Leadership—Supervisors and Managers

2. Supervisors & managers in my current branch, division, or directorate value having employees with diverse views.

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	5,497	70.7%	15.1%	14.3%	103
SSC	174	83.3%	9.8%	6.9%	0
Center Operations Directorate		80.6%	3.2%	16.1%	0
Engineering and Test Directorate		79.6%	18.4%	2.0%	0
Office of Communications	--	--	--	--	0
Office of Diversity and Equal Opportunity	--	--	--	--	0
Office of Education	--	--	--	--	0
Office of Human Capital		83.3%	16.7%	0.0%	0
Office of Procurement		76.5%	11.8%	11.8%	0
Office of the Chief Counsel	--	--	--	--	0
Office of the Chief Financial Office		73.3%	13.3%	13.3%	0
Office of the Chief Technologist	--	--	--	--	0
Office of the Director		100.0%	0.0%	0.0%	0
Project Directorate		83.3%	8.3%	8.3%	0
Rocket Propulsion Test Program Office	--	--	--	--	0
Safety and Mission Assurance Directorate		88.2%	5.9%	5.9%	0
Male		86.0%	11.0%	3.0%	0
Female		79.1%	9.0%	11.9%	0
White		87.9%	6.8%	5.3%	0
Non-White		65.6%	21.9%	12.5%	0
American Indian/Alaska Native	--	--	--	--	0
Asian/Pacific Islander	--	--	--	--	0
Black/African American		70.0%	15.0%	15.0%	0
Hispanic/Latino American		66.7%	33.3%	0.0%	0
Multiracial	--	--	--	--	0
Supervisor		97.7%	2.3%	0.0%	0
Non-supervisor		78.6%	12.7%	8.7%	0
Worked at NASA 10 years or less		81.9%	9.7%	8.3%	0
Worked at NASA 11 years or more		85.4%	9.4%	5.2%	0
Younger than 40 years old		87.1%	6.5%	6.5%	0
40 years old or older		83.7%	10.4%	5.9%	0

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SECTION B1: NASA Leadership—Supervisors and Managers

3. Supervisors & managers in my current branch, division, or directorate help employees to recognize biases that foster workplace discrimination or exclusion.

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	5,299	49.3%	31.0%	19.6%	284
SSC	168	58.9%	31.5%	9.5%	3
Center Operations Directorate		54.8%	35.5%	9.7%	0
Engineering and Test Directorate		54.2%	37.5%	8.3%	1
Office of Communications		--	--	--	0
Office of Diversity and Equal Opportunity		--	--	--	0
Office of Education		--	--	--	0
Office of Human Capital		66.7%	33.3%	0.0%	0
Office of Procurement		60.0%	33.3%	6.7%	1
Office of the Chief Counsel		--	--	--	0
Office of the Chief Financial Office		40.0%	46.7%	13.3%	0
Office of the Chief Technologist		--	--	--	0
Office of the Director		85.7%	14.3%	0.0%	0
Project Directorate		58.3%	25.0%	16.7%	0
Rocket Propulsion Test Program Office		--	--	--	0
Safety and Mission Assurance Directorate		73.3%	13.3%	13.3%	1
Male		61.6%	31.3%	7.1%	0
Female		57.1%	30.2%	12.7%	3
White		62.2%	29.9%	7.9%	3
Non-White		53.1%	28.1%	18.8%	0
American Indian/Alaska Native		--	--	--	0
Asian/Pacific Islander		--	--	--	0
Black/African American		55.0%	20.0%	25.0%	0
Hispanic/Latino American		66.7%	33.3%	0.0%	0
Multiracial		--	--	--	0
Supervisor		72.1%	23.3%	4.7%	0
Non-supervisor		55.0%	34.2%	10.8%	3
Worked at NASA 10 years or less		55.9%	32.4%	11.8%	2
Worked at NASA 11 years or more		62.8%	29.8%	7.4%	1
Younger than 40 years old		70.0%	20.0%	10.0%	0
40 years old or older		57.3%	33.6%	9.2%	3

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION B1: NASA Leadership—Supervisors and Managers

4. Supervisors & managers in my current branch, division, or directorate assign employees with different diversity characteristics to work together.

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	5,215	57.4%	29.1%	13.5%	368
SSC	170	70.0%	24.7%	5.3%	3
Center Operations Directorate		67.7%	29.0%	3.2%	0
Engineering and Test Directorate		70.8%	22.9%	6.3%	1
Office of Communications		--	--	--	0
Office of Diversity and Equal Opportunity		--	--	--	0
Office of Education		--	--	--	0
Office of Human Capital		100.0%	0.0%	0.0%	0
Office of Procurement		80.0%	13.3%	6.7%	2
Office of the Chief Counsel		--	--	--	0
Office of the Chief Financial Office		60.0%	26.7%	13.3%	0
Office of the Chief Technologist		--	--	--	0
Office of the Director		71.4%	28.6%	0.0%	0
Project Directorate		50.0%	41.7%	8.3%	0
Rocket Propulsion Test Program Office		--	--	--	0
Safety and Mission Assurance Directorate		62.5%	31.3%	6.3%	0
Male		69.7%	27.3%	3.0%	1
Female		72.7%	19.7%	7.6%	1
White		73.1%	23.1%	3.8%	2
Non-White		62.5%	25.0%	12.5%	0
American Indian/Alaska Native		--	--	--	0
Asian/Pacific Islander		--	--	--	0
Black/African American		70.0%	20.0%	10.0%	0
Hispanic/Latino American		50.0%	50.0%	0.0%	0
Multiracial		--	--	--	0
Supervisor		74.4%	25.6%	0.0%	0
Non-supervisor		69.1%	23.6%	7.3%	2
Worked at NASA 10 years or less		72.5%	21.7%	5.8%	2
Worked at NASA 11 years or more		69.8%	26.0%	4.2%	0
Younger than 40 years old		70.0%	23.3%	6.7%	1
40 years old or older		70.9%	24.6%	4.5%	1

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION B1: NASA Leadership—Supervisors and Managers

5. Supervisors & managers in my current branch, division, or directorate investigate reports of unfair treatment.

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	4,431	70.4%	17.3%	12.3%	1,141
SSC	143	86.7%	9.8%	3.5%	31
Center Operations Directorate		75.0%	21.4%	3.6%	3
Engineering and Test Directorate		87.5%	10.0%	2.5%	9
Office of Communications		--	--	--	2
Office of Diversity and Equal Opportunity		--	--	--	0
Office of Education		--	--	--	0
Office of Human Capital		--	--	--	1
Office of Procurement		70.0%	30.0%	0.0%	7
Office of the Chief Counsel		--	--	--	0
Office of the Chief Financial Office		83.3%	0.0%	16.7%	3
Office of the Chief Technologist		--	--	--	0
Office of the Director		100.0%	0.0%	0.0%	0
Project Directorate		100.0%	0.0%	0.0%	2
Rocket Propulsion Test Program Office		--	--	--	0
Safety and Mission Assurance Directorate		100.0%	0.0%	0.0%	4
Male		90.5%	7.1%	2.4%	16
Female		79.6%	14.8%	5.6%	13
White		90.7%	6.5%	2.8%	24
Non-White		69.2%	23.1%	7.7%	6
American Indian/Alaska Native		--	--	--	0
Asian/Pacific Islander		--	--	--	0
Black/African American		82.4%	11.8%	5.9%	3
Hispanic/Latino American		--	--	--	2
Multiracial		--	--	--	1
Supervisor		95.3%	4.7%	0.0%	0
Non-supervisor		82.5%	12.4%	5.2%	29
Worked at NASA 10 years or less		80.0%	14.5%	5.5%	17
Worked at NASA 11 years or more		90.5%	7.1%	2.4%	12
Younger than 40 years old		91.7%	4.2%	4.2%	7
40 years old or older		85.0%	11.5%	3.5%	22

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION B1: NASA Leadership—Supervisors and Managers

6. Supervisors & managers in my current branch, division, or directorate help employees of different cultures to interact effectively in the workplace.

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	5,108	57.9%	29.1%	13.0%	464
SSC	166	71.1%	22.3%	6.6%	7
Center Operations Directorate		74.2%	22.6%	3.2%	0
Engineering and Test Directorate		60.0%	28.9%	11.1%	4
Office of Communications		--	--	--	0
Office of Diversity and Equal Opportunity		--	--	--	0
Office of Education		--	--	--	0
Office of Human Capital		100.0%	0.0%	0.0%	0
Office of Procurement		75.0%	18.8%	6.3%	1
Office of the Chief Counsel		--	--	--	0
Office of the Chief Financial Office		60.0%	33.3%	6.7%	0
Office of the Chief Technologist		--	--	--	0
Office of the Director		100.0%	0.0%	0.0%	0
Project Directorate		41.7%	50.0%	8.3%	0
Rocket Propulsion Test Program Office		--	--	--	0
Safety and Mission Assurance Directorate		71.4%	14.3%	14.3%	2
Male		71.1%	24.7%	4.1%	3
Female		70.3%	20.3%	9.4%	3
White		73.0%	22.2%	4.8%	6
Non-White		62.5%	25.0%	12.5%	0
American Indian/Alaska Native		--	--	--	0
Asian/Pacific Islander		--	--	--	0
Black/African American		70.0%	20.0%	10.0%	0
Hispanic/Latino American		66.7%	33.3%	0.0%	0
Multiracial		--	--	--	0
Supervisor		81.0%	16.7%	2.4%	1
Non-supervisor		67.5%	24.2%	8.3%	5
Worked at NASA 10 years or less		70.1%	23.9%	6.0%	4
Worked at NASA 11 years or more		72.3%	22.3%	5.3%	2
Younger than 40 years old		67.7%	22.6%	9.7%	0
40 years old or older		72.1%	23.3%	4.7%	6

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION B1: NASA Leadership—Supervisors and Managers

7. *Supervisors & managers in my current branch, division, or directorate are held accountable for ensuring that employees are treated fairly.*

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	5,096	67.2%	15.7%	17.2%	470
SSC	161	83.9%	10.6%	5.6%	13
Center Operations Directorate		76.7%	10.0%	13.3%	1
Engineering and Test Directorate		88.4%	11.6%	0.0%	6
Office of Communications		--	--	--	0
Office of Diversity and Equal Opportunity		--	--	--	0
Office of Education		--	--	--	0
Office of Human Capital		100.0%	0.0%	0.0%	0
Office of Procurement		75.0%	18.8%	6.3%	1
Office of the Chief Counsel		--	--	--	0
Office of the Chief Financial Office		76.9%	7.7%	15.4%	2
Office of the Chief Technologist		--	--	--	0
Office of the Director		100.0%	0.0%	0.0%	0
Project Directorate		90.0%	0.0%	10.0%	2
Rocket Propulsion Test Program Office		--	--	--	0
Safety and Mission Assurance Directorate		75.0%	25.0%	0.0%	1
Male		85.9%	9.8%	4.3%	8
Female		81.0%	11.1%	7.9%	4
White		88.3%	7.5%	4.2%	12
Non-White		68.8%	21.9%	9.4%	0
American Indian/Alaska Native		--	--	--	0
Asian/Pacific Islander		--	--	--	0
Black/African American		80.0%	10.0%	10.0%	0
Hispanic/Latino American		50.0%	50.0%	0.0%	0
Multiracial		--	--	--	0
Supervisor		100.0%	0.0%	0.0%	0
Non-supervisor		78.1%	14.0%	7.9%	12
Worked at NASA 10 years or less		82.4%	10.3%	7.4%	4
Worked at NASA 11 years or more		86.4%	9.1%	4.5%	8
Younger than 40 years old		90.0%	6.7%	3.3%	1
40 years old or older		83.9%	10.5%	5.6%	11

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION B1: NASA Leadership—Supervisors and Managers

8. Supervisors & managers in my current branch, division, or directorate encourage employees to work with coworkers having different diversity characteristics.

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	5,304	61.0%	27.2%	11.8%	262
SSC	171	77.2%	18.7%	4.1%	2
Center Operations Directorate		77.4%	19.4%	3.2%	0
Engineering and Test Directorate		72.9%	20.8%	6.3%	1
Office of Communications		--	--	--	0
Office of Diversity and Equal Opportunity		--	--	--	0
Office of Education		--	--	--	0
Office of Human Capital		100.0%	0.0%	0.0%	0
Office of Procurement		76.5%	17.6%	5.9%	0
Office of the Chief Counsel		--	--	--	0
Office of the Chief Financial Office		66.7%	26.7%	6.7%	0
Office of the Chief Technologist		--	--	--	0
Office of the Director		100.0%	0.0%	0.0%	0
Project Directorate		66.7%	33.3%	0.0%	0
Rocket Propulsion Test Program Office		--	--	--	0
Safety and Mission Assurance Directorate		66.7%	26.7%	6.7%	1
Male		77.6%	19.4%	3.1%	2
Female		77.6%	16.4%	6.0%	0
White		83.2%	13.0%	3.8%	1
Non-White		58.1%	35.5%	6.5%	1
American Indian/Alaska Native		--	--	--	0
Asian/Pacific Islander		--	--	--	0
Black/African American		65.0%	35.0%	0.0%	0
Hispanic/Latino American		--	--	--	1
Multiracial		--	--	--	0
Supervisor		86.0%	11.6%	2.3%	0
Non-supervisor		74.8%	20.3%	4.9%	2
Worked at NASA 10 years or less		72.9%	22.9%	4.3%	1
Worked at NASA 11 years or more		82.1%	13.7%	4.2%	1
Younger than 40 years old		71.0%	22.6%	6.5%	0
40 years old or older		79.7%	16.5%	3.8%	2

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SECTION B1: NASA Leadership—Supervisors and Managers

9a. Supervisors & managers in my current branch, division, or directorate value differences in employees' individual characteristics, such as race, gender, age disability status, family caregiver status, or sexual orientation.

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	5,173	65.1%	24.3%	10.6%	381
SSC	163	79.1%	17.2%	3.7%	10
Center Operations Directorate		78.6%	17.9%	3.6%	3
Engineering and Test Directorate		79.5%	20.5%	0.0%	5
Office of Communications		--	--	--	0
Office of Diversity and Equal Opportunity		--	--	--	0
Office of Education		--	--	--	0
Office of Human Capital		100.0%	0.0%	0.0%	0
Office of Procurement		66.7%	26.7%	6.7%	2
Office of the Chief Counsel		--	--	--	0
Office of the Chief Financial Office		60.0%	26.7%	13.3%	0
Office of the Chief Technologist		--	--	--	0
Office of the Director		100.0%	0.0%	0.0%	0
Project Directorate		66.7%	25.0%	8.3%	0
Rocket Propulsion Test Program Office		--	--	--	0
Safety and Mission Assurance Directorate		75.0%	18.8%	6.3%	0
Male		79.8%	18.1%	2.1%	6
Female		78.1%	17.2%	4.7%	3
White		80.2%	16.7%	3.2%	6
Non-White		74.2%	19.4%	6.5%	1
American Indian/Alaska Native		--	--	--	0
Asian/Pacific Islander		--	--	--	0
Black/African American		73.7%	21.1%	5.3%	1
Hispanic/Latino American		66.7%	33.3%	0.0%	0
Multiracial		--	--	--	0
Supervisor		85.7%	14.3%	0.0%	1
Non-supervisor		76.3%	18.6%	5.1%	7
Worked at NASA 10 years or less		78.8%	16.7%	4.5%	5
Worked at NASA 11 years or more		80.4%	17.4%	2.2%	4
Younger than 40 years old		77.4%	19.4%	3.2%	0
40 years old or older		80.3%	16.5%	3.1%	8

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION B1: NASA Leadership—Supervisors and Managers

9b. *Supervisors & managers in my current branch, division, or directorate value differences in cultural characteristics, such as religion, ethnic background, or life experiences.*

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	5,137	62.3%	27.2%	10.6%	425
SSC	161	75.8%	22.4%	1.9%	12
Center Operations Directorate		75.9%	20.7%	3.4%	2
Engineering and Test Directorate		73.3%	26.7%	0.0%	4
Office of Communications		--	--	--	0
Office of Diversity and Equal Opportunity		--	--	--	0
Office of Education		--	--	--	0
Office of Human Capital		100.0%	0.0%	0.0%	0
Office of Procurement		66.7%	26.7%	6.7%	2
Office of the Chief Counsel		--	--	--	0
Office of the Chief Financial Office		71.4%	21.4%	7.1%	1
Office of the Chief Technologist		--	--	--	0
Office of the Director		100.0%	0.0%	0.0%	0
Project Directorate		45.5%	54.5%	0.0%	1
Rocket Propulsion Test Program Office		--	--	--	0
Safety and Mission Assurance Directorate		64.3%	35.7%	0.0%	2
Male		72.6%	26.3%	1.1%	5
Female		80.6%	16.1%	3.2%	5
White		79.0%	20.2%	0.8%	8
Non-White		64.5%	29.0%	6.5%	1
American Indian/Alaska Native		--	--	--	0
Asian/Pacific Islander		--	--	--	0
Black/African American		68.4%	26.3%	5.3%	1
Hispanic/Latino American		50.0%	50.0%	0.0%	0
Multiracial		--	--	--	0
Supervisor		83.3%	16.7%	0.0%	1
Non-supervisor		72.4%	25.0%	2.6%	9
Worked at NASA 10 years or less		78.5%	18.5%	3.1%	6
Worked at NASA 11 years or more		73.9%	25.0%	1.1%	4
Younger than 40 years old		74.2%	22.6%	3.2%	0
40 years old or older		76.0%	22.4%	1.6%	10

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION B1: NASA Leadership—Supervisors and Managers

9c. Supervisors & managers in my current branch, division, or directorate value differences in the way people approach problems.

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	5,384	70.2%	15.9%	13.9%	174
SSC	170	80.0%	12.4%	7.6%	4
Center Operations Directorate		71.0%	16.1%	12.9%	0
Engineering and Test Directorate		87.0%	6.5%	6.5%	3
Office of Communications	--	--	--	--	0
Office of Diversity and Equal Opportunity	--	--	--	--	0
Office of Education	--	--	--	--	0
Office of Human Capital		83.3%	16.7%	0.0%	0
Office of Procurement		75.0%	12.5%	12.5%	1
Office of the Chief Counsel	--	--	--	--	0
Office of the Chief Financial Office		60.0%	26.7%	13.3%	0
Office of the Chief Technologist	--	--	--	--	0
Office of the Director		100.0%	0.0%	0.0%	0
Project Directorate		83.3%	16.7%	0.0%	0
Rocket Propulsion Test Program Office	--	--	--	--	0
Safety and Mission Assurance Directorate		70.6%	17.6%	11.8%	0
Male		85.6%	11.3%	3.1%	3
Female		71.6%	14.9%	13.4%	0
White		84.6%	9.2%	6.2%	2
Non-White		62.5%	25.0%	12.5%	0
American Indian/Alaska Native	--	--	--	--	0
Asian/Pacific Islander	--	--	--	--	0
Black/African American		70.0%	20.0%	10.0%	0
Hispanic/Latino American		50.0%	33.3%	16.7%	0
Multiracial	--	--	--	--	0
Supervisor		95.2%	4.8%	0.0%	1
Non-supervisor		75.0%	15.3%	9.7%	2
Worked at NASA 10 years or less		74.6%	15.5%	9.9%	1
Worked at NASA 11 years or more		85.1%	9.6%	5.3%	2
Younger than 40 years old		77.4%	19.4%	3.2%	0
40 years old or older		81.1%	10.6%	8.3%	3

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION B1: NASA Leadership—Supervisors and Managers

9d. *Supervisors & managers in my current branch, division, or directorate value differences in employees' expertise, technical, artistry, and other job skills.*

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	5,408	74.6%	12.5%	12.9%	150
SSC	169	86.4%	7.7%	5.9%	5
Center Operations Directorate		74.2%	12.9%	12.9%	0
Engineering and Test Directorate		93.5%	2.2%	4.3%	3
Office of Communications		--	--	--	0
Office of Diversity and Equal Opportunity		--	--	--	0
Office of Education		--	--	--	0
Office of Human Capital		100.0%	0.0%	0.0%	0
Office of Procurement		68.8%	12.5%	18.8%	1
Office of the Chief Counsel		--	--	--	0
Office of the Chief Financial Office		85.7%	7.1%	7.1%	1
Office of the Chief Technologist		--	--	--	0
Office of the Director		100.0%	0.0%	0.0%	0
Project Directorate		83.3%	16.7%	0.0%	0
Rocket Propulsion Test Program Office		--	--	--	0
Safety and Mission Assurance Directorate		94.1%	5.9%	0.0%	0
Male		86.6%	9.3%	4.1%	3
Female		84.8%	6.1%	9.1%	1
White		89.9%	6.2%	3.9%	3
Non-White		75.0%	12.5%	12.5%	0
American Indian/Alaska Native		--	--	--	0
Asian/Pacific Islander		--	--	--	0
Black/African American		80.0%	10.0%	10.0%	0
Hispanic/Latino American		50.0%	33.3%	16.7%	0
Multiracial		--	--	--	0
Supervisor		90.5%	9.5%	0.0%	1
Non-supervisor		85.4%	7.3%	7.3%	3
Worked at NASA 10 years or less		85.7%	7.1%	7.1%	2
Worked at NASA 11 years or more		87.2%	7.4%	5.3%	2
Younger than 40 years old		93.5%	0.0%	6.5%	0
40 years old or older		84.7%	9.2%	6.1%	4

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION B1: NASA Leadership—Supervisors and Managers

9e. *Supervisors & managers in my current branch, division, or directorate value differences in employees' interpersonal and communication skills.*

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	5,350	65.4%	18.8%	15.8%	196
SSC	168	79.2%	12.5%	8.3%	5
Center Operations Directorate		67.7%	16.1%	16.1%	0
Engineering and Test Directorate		77.8%	15.6%	6.7%	3
Office of Communications		--	--	--	0
Office of Diversity and Equal Opportunity		--	--	--	0
Office of Education		--	--	--	0
Office of Human Capital		100.0%	0.0%	0.0%	0
Office of Procurement		75.0%	12.5%	12.5%	1
Office of the Chief Counsel		--	--	--	0
Office of the Chief Financial Office		66.7%	20.0%	13.3%	0
Office of the Chief Technologist		--	--	--	0
Office of the Director		85.7%	14.3%	0.0%	0
Project Directorate		75.0%	16.7%	8.3%	0
Rocket Propulsion Test Program Office		--	--	--	0
Safety and Mission Assurance Directorate		93.8%	0.0%	6.3%	1
Male		83.2%	11.6%	5.3%	4
Female		74.6%	13.4%	11.9%	0
White		83.7%	9.3%	7.0%	2
Non-White		67.7%	19.4%	12.9%	1
American Indian/Alaska Native		--	--	--	0
Asian/Pacific Islander		--	--	--	0
Black/African American		68.4%	21.1%	10.5%	1
Hispanic/Latino American		66.7%	16.7%	16.7%	0
Multiracial		--	--	--	0
Supervisor		85.7%	14.3%	0.0%	1
Non-supervisor		77.0%	12.3%	10.7%	3
Worked at NASA 10 years or less		80.0%	10.0%	10.0%	2
Worked at NASA 11 years or more		79.6%	14.0%	6.5%	2
Younger than 40 years old		86.7%	6.7%	6.7%	1
40 years old or older		78.6%	13.7%	7.6%	3

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION B2: NASA Leadership—Center Leadership

1. Center leadership encourages employees to speak up when they disagree with what is being said.

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	4,898	68.1%	17.2%	14.7%	382
SSC	155	69.7%	20.6%	9.7%	7
Center Operations Directorate		55.2%	24.1%	20.7%	0
Engineering and Test Directorate		72.1%	20.9%	7.0%	4
Office of Communications		--	--	--	0
Office of Diversity and Equal Opportunity		--	--	--	0
Office of Education		--	--	--	0
Office of Human Capital		66.7%	33.3%	0.0%	0
Office of Procurement		71.4%	21.4%	7.1%	0
Office of the Chief Counsel		--	--	--	0
Office of the Chief Financial Office		75.0%	16.7%	8.3%	2
Office of the Chief Technologist		--	--	--	0
Office of the Director		100.0%	0.0%	0.0%	0
Project Directorate		83.3%	8.3%	8.3%	0
Rocket Propulsion Test Program Office		--	--	--	0
Safety and Mission Assurance Directorate		71.4%	21.4%	7.1%	1
Male		69.9%	21.5%	8.6%	1
Female		69.0%	20.7%	10.3%	4
White		71.1%	19.8%	9.1%	4
Non-White		63.0%	25.9%	11.1%	1
American Indian/Alaska Native		--	--	--	0
Asian/Pacific Islander		--	--	--	0
Black/African American		70.6%	11.8%	17.6%	1
Hispanic/Latino American		66.7%	33.3%	0.0%	0
Multiracial		--	--	--	0
Supervisor		69.0%	19.0%	11.9%	0
Non-supervisor		70.9%	21.8%	7.3%	5
Worked at NASA 10 years or less		63.5%	25.4%	11.1%	4
Worked at NASA 11 years or more		73.0%	18.0%	9.0%	1
Younger than 40 years old		58.6%	27.6%	13.8%	1
40 years old or older		72.5%	19.2%	8.3%	4

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION B2: NASA Leadership—Center Leadership

2. Center leadership values having employees with diverse views.

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	4,850	72.5%	17.5%	10.0%	423
SSC	153	81.0%	15.0%	3.9%	9
Center Operations Directorate		72.4%	20.7%	6.9%	0
Engineering and Test Directorate		78.6%	21.4%	0.0%	5
Office of Communications		--	--	--	0
Office of Diversity and Equal Opportunity		--	--	--	0
Office of Education		--	--	--	0
Office of Human Capital		66.7%	33.3%	0.0%	0
Office of Procurement		84.6%	15.4%	0.0%	1
Office of the Chief Counsel		--	--	--	0
Office of the Chief Financial Office		83.3%	8.3%	8.3%	2
Office of the Chief Technologist		--	--	--	0
Office of the Director		100.0%	0.0%	0.0%	0
Project Directorate		83.3%	8.3%	8.3%	0
Rocket Propulsion Test Program Office		--	--	--	0
Safety and Mission Assurance Directorate		85.7%	7.1%	7.1%	1
Male		82.4%	15.4%	2.2%	3
Female		79.3%	13.8%	6.9%	4
White		85.0%	11.7%	3.3%	5
Non-White		66.7%	25.9%	7.4%	1
American Indian/Alaska Native		--	--	--	0
Asian/Pacific Islander		--	--	--	0
Black/African American		82.4%	5.9%	11.8%	1
Hispanic/Latino American		50.0%	50.0%	0.0%	0
Multiracial		--	--	--	0
Supervisor		85.4%	14.6%	0.0%	1
Non-supervisor		79.8%	14.7%	5.5%	6
Worked at NASA 10 years or less		82.3%	12.9%	4.8%	5
Worked at NASA 11 years or more		80.7%	15.9%	3.4%	2
Younger than 40 years old		79.3%	10.3%	10.3%	1
40 years old or older		83.1%	14.4%	2.5%	6

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION B2: NASA Leadership—Center Leadership

3. Center leadership helps employees to recognize biases that foster workplace discrimination or exclusion.

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	4,601	55.2%	32.1%	12.7%	654
SSC	150	60.0%	34.7%	5.3%	9
Center Operations Directorate		57.1%	35.7%	7.1%	1
Engineering and Test Directorate		58.1%	37.2%	4.7%	4
Office of Communications		--	--	--	0
Office of Diversity and Equal Opportunity		--	--	--	0
Office of Education		--	--	--	0
Office of Human Capital		66.7%	33.3%	0.0%	0
Office of Procurement		58.3%	41.7%	0.0%	1
Office of the Chief Counsel		--	--	--	0
Office of the Chief Financial Office		33.3%	58.3%	8.3%	2
Office of the Chief Technologist		--	--	--	0
Office of the Director		100.0%	0.0%	0.0%	0
Project Directorate		66.7%	25.0%	8.3%	0
Rocket Propulsion Test Program Office		--	--	--	0
Safety and Mission Assurance Directorate		84.6%	15.4%	0.0%	1
Male		62.2%	33.3%	4.4%	3
Female		56.1%	36.8%	7.0%	4
White		61.5%	35.9%	2.6%	6
Non-White		51.9%	29.6%	18.5%	1
American Indian/Alaska Native		--	--	--	0
Asian/Pacific Islander		--	--	--	0
Black/African American		52.9%	17.6%	29.4%	1
Hispanic/Latino American		66.7%	33.3%	0.0%	0
Multiracial		--	--	--	0
Supervisor		69.0%	28.6%	2.4%	0
Non-supervisor		57.1%	37.1%	5.7%	7
Worked at NASA 10 years or less		55.9%	35.6%	8.5%	6
Worked at NASA 11 years or more		61.4%	35.2%	3.4%	1
Younger than 40 years old		66.7%	25.9%	7.4%	2
40 years old or older		57.6%	37.3%	5.1%	5

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION B2: NASA Leadership—Center Leadership

4. Center leadership assigns employees with different diversity characteristics to work together.

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	4,331	57.9%	32.3%	9.7%	922
SSC	149	70.5%	27.5%	2.0%	12
Center Operations Directorate		67.9%	28.6%	3.6%	1
Engineering and Test Directorate		66.7%	31.0%	2.4%	5
Office of Communications		--	--	--	0
Office of Diversity and Equal Opportunity		--	--	--	0
Office of Education		--	--	--	0
Office of Human Capital		83.3%	16.7%	0.0%	0
Office of Procurement		84.6%	15.4%	0.0%	1
Office of the Chief Counsel		--	--	--	0
Office of the Chief Financial Office		58.3%	33.3%	8.3%	2
Office of the Chief Technologist		--	--	--	1
Office of the Director		83.3%	16.7%	0.0%	0
Project Directorate		54.5%	45.5%	0.0%	1
Rocket Propulsion Test Program Office		--	--	--	0
Safety and Mission Assurance Directorate		69.2%	30.8%	0.0%	1
Male		70.0%	30.0%	0.0%	4
Female		69.6%	25.0%	5.4%	6
White		70.7%	27.6%	1.7%	9
Non-White		66.7%	29.6%	3.7%	1
American Indian/Alaska Native		--	--	--	0
Asian/Pacific Islander		--	--	--	0
Black/African American		82.4%	11.8%	5.9%	1
Hispanic/Latino American		33.3%	66.7%	0.0%	0
Multiracial		--	--	--	0
Supervisor		71.4%	28.6%	0.0%	0
Non-supervisor		70.2%	26.9%	2.9%	10
Worked at NASA 10 years or less		72.9%	23.7%	3.4%	7
Worked at NASA 11 years or more		69.0%	29.9%	1.1%	3
Younger than 40 years old		61.5%	30.8%	7.7%	4
40 years old or older		72.9%	26.3%	0.8%	6

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION B2: NASA Leadership—Center Leadership

5. Center leadership investigates reports of unfair treatment.

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	4,004	73.7%	18.0%	8.3%	1,242
SSC	130	85.4%	11.5%	3.1%	32
Center Operations Directorate		80.0%	16.0%	4.0%	4
Engineering and Test Directorate		80.6%	19.4%	0.0%	11
Office of Communications		--	--	--	2
Office of Diversity and Equal Opportunity		--	--	--	0
Office of Education		--	--	--	0
Office of Human Capital		--	--	--	1
Office of Procurement		75.0%	25.0%	0.0%	6
Office of the Chief Counsel		--	--	--	0
Office of the Chief Financial Office		81.8%	0.0%	18.2%	3
Office of the Chief Technologist		--	--	--	0
Office of the Director		100.0%	0.0%	0.0%	0
Project Directorate		100.0%	0.0%	0.0%	2
Rocket Propulsion Test Program Office		--	--	--	0
Safety and Mission Assurance Directorate		100.0%	0.0%	0.0%	3
Male		88.6%	10.1%	1.3%	15
Female		80.9%	12.8%	6.4%	15
White		87.1%	9.9%	3.0%	24
Non-White		77.3%	18.2%	4.5%	6
American Indian/Alaska Native		--	--	--	0
Asian/Pacific Islander		--	--	--	0
Black/African American		86.7%	6.7%	6.7%	3
Hispanic/Latino American		--	--	--	2
Multiracial		--	--	--	1
Supervisor		88.1%	11.9%	0.0%	0
Non-supervisor		84.9%	10.5%	4.7%	29
Worked at NASA 10 years or less		81.1%	13.2%	5.7%	14
Worked at NASA 11 years or more		87.8%	10.8%	1.4%	16
Younger than 40 years old		91.7%	4.2%	4.2%	6
40 years old or older		84.0%	13.0%	3.0%	24

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION B2: NASA Leadership—Center Leadership

6. Center leadership helps employees of different cultures to interact effectively in the workplace.

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	4,390	60.0%	31.0%	9.0%	859
SSC	146	71.9%	25.3%	2.7%	15
Center Operations Directorate		79.3%	20.7%	0.0%	0
Engineering and Test Directorate		58.5%	34.1%	7.3%	6
Office of Communications		--	--	--	0
Office of Diversity and Equal Opportunity		--	--	--	0
Office of Education		--	--	--	0
Office of Human Capital		100.0%	0.0%	0.0%	0
Office of Procurement		76.9%	23.1%	0.0%	1
Office of the Chief Counsel		--	--	--	0
Office of the Chief Financial Office		66.7%	33.3%	0.0%	2
Office of the Chief Technologist		--	--	--	1
Office of the Director		100.0%	0.0%	0.0%	0
Project Directorate		50.0%	50.0%	0.0%	2
Rocket Propulsion Test Program Office		--	--	--	0
Safety and Mission Assurance Directorate		72.7%	18.2%	9.1%	3
Male		76.1%	22.7%	1.1%	6
Female		66.1%	28.6%	5.4%	6
White		73.2%	24.1%	2.7%	13
Non-White		67.9%	28.6%	3.6%	0
American Indian/Alaska Native		--	--	--	0
Asian/Pacific Islander		--	--	--	0
Black/African American		72.2%	22.2%	5.6%	0
Hispanic/Latino American		66.7%	33.3%	0.0%	0
Multiracial		--	--	--	0
Supervisor		75.0%	20.0%	5.0%	2
Non-supervisor		71.8%	26.2%	1.9%	11
Worked at NASA 10 years or less		69.5%	28.8%	1.7%	7
Worked at NASA 11 years or more		74.1%	22.4%	3.5%	5
Younger than 40 years old		65.5%	27.6%	6.9%	1
40 years old or older		74.3%	23.9%	1.8%	11

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION B2: NASA Leadership—Center Leadership

7. Center leadership is held accountable for ensuring that employees are treated fairly.

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	4,440	67.1%	19.0%	13.9%	803
SSC	148	83.1%	13.5%	3.4%	14
Center Operations Directorate		75.0%	17.9%	7.1%	1
Engineering and Test Directorate		85.4%	14.6%	0.0%	6
Office of Communications		--	--	--	0
Office of Diversity and Equal Opportunity		--	--	--	0
Office of Education		--	--	--	0
Office of Human Capital		100.0%	0.0%	0.0%	0
Office of Procurement		76.9%	23.1%	0.0%	1
Office of the Chief Counsel		--	--	--	0
Office of the Chief Financial Office		72.7%	18.2%	9.1%	3
Office of the Chief Technologist		--	--	--	0
Office of the Director		100.0%	0.0%	0.0%	0
Project Directorate		90.0%	0.0%	10.0%	2
Rocket Propulsion Test Program Office		--	--	--	0
Safety and Mission Assurance Directorate		85.7%	14.3%	0.0%	1
Male		83.7%	12.8%	3.5%	8
Female		80.7%	15.8%	3.5%	5
White		85.7%	11.6%	2.7%	13
Non-White		75.0%	17.9%	7.1%	0
American Indian/Alaska Native		--	--	--	0
Asian/Pacific Islander		--	--	--	0
Black/African American		83.3%	5.6%	11.1%	0
Hispanic/Latino American		50.0%	50.0%	0.0%	0
Multiracial		--	--	--	0
Supervisor		90.2%	9.8%	0.0%	1
Non-supervisor		80.6%	14.6%	4.9%	12
Worked at NASA 10 years or less		79.4%	17.5%	3.2%	4
Worked at NASA 11 years or more		86.4%	9.9%	3.7%	9
Younger than 40 years old		89.7%	6.9%	3.4%	1
40 years old or older		82.1%	15.2%	2.7%	12

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SECTION B2: NASA Leadership—Center Leadership

8. Center leadership encourages employees to work with coworkers having different diversity characteristics.

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	4,549	65.7%	26.5%	7.8%	687
SSC	150	78.7%	18.7%	2.7%	9
Center Operations Directorate		79.3%	20.7%	0.0%	0
Engineering and Test Directorate		65.1%	27.9%	7.0%	3
Office of Communications		--	--	--	0
Office of Diversity and Equal Opportunity		--	--	--	0
Office of Education		--	--	--	0
Office of Human Capital		100.0%	0.0%	0.0%	0
Office of Procurement		78.6%	21.4%	0.0%	0
Office of the Chief Counsel		--	--	--	0
Office of the Chief Financial Office		83.3%	16.7%	0.0%	2
Office of the Chief Technologist		--	--	--	1
Office of the Director		100.0%	0.0%	0.0%	0
Project Directorate		81.8%	18.2%	0.0%	1
Rocket Propulsion Test Program Office		--	--	--	0
Safety and Mission Assurance Directorate		75.0%	16.7%	8.3%	2
Male		78.9%	18.9%	2.2%	3
Female		77.2%	19.3%	3.5%	4
White		83.2%	14.3%	2.5%	6
Non-White		64.0%	32.0%	4.0%	1
American Indian/Alaska Native		--	--	--	0
Asian/Pacific Islander		--	--	--	0
Black/African American		75.0%	25.0%	0.0%	0
Hispanic/Latino American		--	--	--	1
Multiracial		--	--	--	0
Supervisor		83.3%	14.3%	2.4%	0
Non-supervisor		77.1%	20.0%	2.9%	7
Worked at NASA 10 years or less		75.0%	23.3%	1.7%	5
Worked at NASA 11 years or more		81.6%	14.9%	3.4%	2
Younger than 40 years old		75.0%	17.9%	7.1%	1
40 years old or older		79.5%	18.8%	1.7%	6

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION B2: NASA Leadership—Center Leadership

9a. Center leadership values differences in employees' individual characteristics, such as race, gender, age, disability status, family caregiver status, or sexual orientation.

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	4,557	70.3%	23.0%	6.7%	656
SSC	148	80.4%	16.9%	2.7%	13
Center Operations Directorate		74.1%	25.9%	0.0%	2
Engineering and Test Directorate		76.2%	21.4%	2.4%	5
Office of Communications		--	--	--	0
Office of Diversity and Equal Opportunity		--	--	--	0
Office of Education		--	--	--	0
Office of Human Capital		100.0%	0.0%	0.0%	0
Office of Procurement		75.0%	25.0%	0.0%	2
Office of the Chief Counsel		--	--	--	0
Office of the Chief Financial Office		75.0%	16.7%	8.3%	2
Office of the Chief Technologist		--	--	--	1
Office of the Director		100.0%	0.0%	0.0%	0
Project Directorate		83.3%	8.3%	8.3%	0
Rocket Propulsion Test Program Office		--	--	--	0
Safety and Mission Assurance Directorate		84.6%	7.7%	7.7%	1
Male		80.9%	15.7%	3.4%	5
Female		80.0%	18.2%	1.8%	7
White		82.6%	15.7%	1.7%	10
Non-White		74.1%	18.5%	7.4%	1
American Indian/Alaska Native		--	--	--	0
Asian/Pacific Islander		--	--	--	0
Black/African American		76.5%	11.8%	11.8%	1
Hispanic/Latino American		66.7%	33.3%	0.0%	0
Multiracial		--	--	--	0
Supervisor		85.4%	14.6%	0.0%	1
Non-supervisor		78.8%	17.3%	3.8%	10
Worked at NASA 10 years or less		80.7%	15.8%	3.5%	9
Worked at NASA 11 years or more		80.5%	17.2%	2.3%	3
Younger than 40 years old		78.6%	14.3%	7.1%	2
40 years old or older		81.7%	16.5%	1.7%	9

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION B2: NASA Leadership—Center Leadership

9b. Center leadership values differences in cultural characteristics, such as religion, ethnic background, or life experiences.

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	4,508	66.3%	26.1%	7.6%	716
SSC	150	76.7%	20.7%	2.7%	11
Center Operations Directorate		75.0%	25.0%	0.0%	1
Engineering and Test Directorate		74.4%	23.3%	2.3%	4
Office of Communications		--	--	--	0
Office of Diversity and Equal Opportunity		--	--	--	0
Office of Education		--	--	--	0
Office of Human Capital		100.0%	0.0%	0.0%	0
Office of Procurement		75.0%	25.0%	0.0%	2
Office of the Chief Counsel		--	--	--	0
Office of the Chief Financial Office		75.0%	16.7%	8.3%	2
Office of the Chief Technologist		--	--	--	1
Office of the Director		100.0%	0.0%	0.0%	0
Project Directorate		50.0%	41.7%	8.3%	0
Rocket Propulsion Test Program Office		--	--	--	0
Safety and Mission Assurance Directorate		69.2%	23.1%	7.7%	1
Male		74.7%	22.0%	3.3%	3
Female		80.0%	18.2%	1.8%	7
White		78.6%	19.7%	1.7%	8
Non-White		70.4%	22.2%	7.4%	1
American Indian/Alaska Native		--	--	--	0
Asian/Pacific Islander		--	--	--	0
Black/African American		76.5%	11.8%	11.8%	1
Hispanic/Latino American		50.0%	50.0%	0.0%	0
Multiracial		--	--	--	0
Supervisor		78.0%	22.0%	0.0%	1
Non-supervisor		76.4%	19.8%	3.8%	8
Worked at NASA 10 years or less		81.0%	15.5%	3.4%	8
Worked at NASA 11 years or more		73.9%	23.9%	2.3%	2
Younger than 40 years old		78.6%	14.3%	7.1%	2
40 years old or older		76.7%	21.6%	1.7%	8

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION B2: NASA Leadership—Center Leadership

9c. Center leadership values differences in the way people approach problems.

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	4,561	68.4%	22.1%	9.5%	663
SSC	149	79.9%	16.1%	4.0%	13
Center Operations Directorate		71.4%	21.4%	7.1%	1
Engineering and Test Directorate		80.5%	12.2%	7.3%	6
Office of Communications		--	--	--	0
Office of Diversity and Equal Opportunity		--	--	--	0
Office of Education		--	--	--	0
Office of Human Capital		83.3%	16.7%	0.0%	0
Office of Procurement		76.9%	15.4%	7.7%	1
Office of the Chief Counsel		--	--	--	0
Office of the Chief Financial Office		72.7%	27.3%	0.0%	3
Office of the Chief Technologist		--	--	--	1
Office of the Director		100.0%	0.0%	0.0%	0
Project Directorate		83.3%	16.7%	0.0%	0
Rocket Propulsion Test Program Office		--	--	--	0
Safety and Mission Assurance Directorate		78.6%	21.4%	0.0%	1
Male		81.1%	14.4%	4.4%	4
Female		77.8%	18.5%	3.7%	8
White		84.5%	11.2%	4.3%	9
Non-White		61.5%	34.6%	3.8%	2
American Indian/Alaska Native		--	--	--	0
Asian/Pacific Islander		--	--	--	0
Black/African American		75.0%	25.0%	0.0%	2
Hispanic/Latino American		50.0%	33.3%	16.7%	0
Multiracial		--	--	--	0
Supervisor		87.8%	9.8%	2.4%	1
Non-supervisor		77.1%	18.1%	4.8%	10
Worked at NASA 10 years or less		79.7%	16.9%	3.4%	8
Worked at NASA 11 years or more		80.2%	15.1%	4.7%	4
Younger than 40 years old		78.6%	17.9%	3.6%	2
40 years old or older		80.7%	14.9%	4.4%	10

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION B2: NASA Leadership—Center Leadership

9d. Center Leadership values differences in employees' expertise, technical, artistry, and other job skills.

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	4,625	72.0%	18.8%	9.2%	601
SSC	151	85.4%	9.3%	5.3%	11
Center Operations Directorate		78.6%	14.3%	7.1%	1
Engineering and Test Directorate		83.3%	9.5%	7.1%	5
Office of Communications		--	--	--	0
Office of Diversity and Equal Opportunity		--	--	--	0
Office of Education		--	--	--	0
Office of Human Capital		100.0%	0.0%	0.0%	0
Office of Procurement		76.9%	15.4%	7.7%	1
Office of the Chief Counsel		--	--	--	0
Office of the Chief Financial Office		83.3%	8.3%	8.3%	2
Office of the Chief Technologist		--	--	--	1
Office of the Director		100.0%	0.0%	0.0%	0
Project Directorate		91.7%	8.3%	0.0%	0
Rocket Propulsion Test Program Office		--	--	--	0
Safety and Mission Assurance Directorate		92.9%	7.1%	0.0%	1
Male		87.8%	6.7%	5.6%	4
Female		82.1%	12.5%	5.4%	6
White		88.1%	6.8%	5.1%	7
Non-White		76.9%	15.4%	7.7%	2
American Indian/Alaska Native		--	--	--	0
Asian/Pacific Islander		--	--	--	0
Black/African American		87.5%	6.3%	6.3%	2
Hispanic/Latino American		50.0%	33.3%	16.7%	0
Multiracial		--	--	--	0
Supervisor		87.8%	7.3%	4.9%	1
Non-supervisor		85.0%	9.3%	5.6%	8
Worked at NASA 10 years or less		86.4%	8.5%	5.1%	8
Worked at NASA 11 years or more		85.2%	9.1%	5.7%	2
Younger than 40 years old		88.9%	3.7%	7.4%	3
40 years old or older		85.5%	9.4%	5.1%	7

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION B2: NASA Leadership—Center Leadership

9e. *Center Leadership values differences in employees' interpersonal and communication skills.*

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	4,535	64.6%	24.5%	10.8%	681
SSC	149	78.5%	16.8%	4.7%	13
Center Operations Directorate		67.9%	25.0%	7.1%	1
Engineering and Test Directorate		70.7%	22.0%	7.3%	6
Office of Communications		--	--	--	0
Office of Diversity and Equal Opportunity		--	--	--	0
Office of Education		--	--	--	0
Office of Human Capital		100.0%	0.0%	0.0%	0
Office of Procurement		76.9%	23.1%	0.0%	1
Office of the Chief Counsel		--	--	--	0
Office of the Chief Financial Office		75.0%	25.0%	0.0%	2
Office of the Chief Technologist		--	--	--	1
Office of the Director		100.0%	0.0%	0.0%	0
Project Directorate		83.3%	8.3%	8.3%	0
Rocket Propulsion Test Program Office		--	--	--	0
Safety and Mission Assurance Directorate		92.3%	7.7%	0.0%	2
Male		79.5%	14.8%	5.7%	6
Female		76.8%	19.6%	3.6%	6
White		82.1%	13.7%	4.3%	8
Non-White		64.0%	28.0%	8.0%	3
American Indian/Alaska Native		--	--	--	0
Asian/Pacific Islander		--	--	--	0
Black/African American		73.3%	20.0%	6.7%	3
Hispanic/Latino American		66.7%	16.7%	16.7%	0
Multiracial		--	--	--	0
Supervisor		78.0%	19.5%	2.4%	1
Non-supervisor		79.0%	15.2%	5.7%	10
Worked at NASA 10 years or less		79.3%	19.0%	1.7%	9
Worked at NASA 11 years or more		78.2%	14.9%	6.9%	3
Younger than 40 years old		84.6%	15.4%	0.0%	4
40 years old or older		78.4%	16.4%	5.2%	8

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION C: Your Personal Work Experiences at NASA

1. I received the information I needed to work well with others.

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	5,176	72.1%	18.0%	10.0%	164
SSC	169	82.2%	12.4%	5.3%	2
Center Operations Directorate		77.4%	16.1%	6.5%	0
Engineering and Test Directorate		83.0%	14.9%	2.1%	0
Office of Communications	--	--	--	--	0
Office of Diversity and Equal Opportunity	--	--	--	--	0
Office of Education	--	--	--	--	0
Office of Human Capital	100.0%	0.0%	0.0%	0.0%	0
Office of Procurement	64.7%	23.5%	11.8%		0
Office of the Chief Counsel	--	--	--	--	1
Office of the Chief Financial Office	80.0%	6.7%	13.3%		0
Office of the Chief Technologist	--	--	--	--	0
Office of the Director	100.0%	0.0%	0.0%		0
Project Directorate	81.8%	9.1%	9.1%		0
Rocket Propulsion Test Program Office	--	--	--	--	0
Safety and Mission Assurance Directorate	87.5%	6.3%	6.3%		1
Male		84.8%	13.1%	2.0%	1
Female		78.8%	10.6%	10.6%	1
White		83.3%	11.4%	5.3%	0
Non-White		76.7%	16.7%	6.7%	2
American Indian/Alaska Native	--	--	--	--	0
Asian/Pacific Islander	--	--	--	--	1
Black/African American	78.9%	15.8%	5.3%		1
Hispanic/Latino American	66.7%	33.3%	0.0%		0
Multiracial	--	--	--	--	0
Supervisor		90.5%	7.1%	2.4%	1
Non-supervisor		80.8%	12.8%	6.4%	1
Worked at NASA 10 years or less		77.1%	15.7%	7.1%	2
Worked at NASA 11 years or more		85.4%	10.4%	4.2%	0
Younger than 40 years old		77.4%	9.7%	12.9%	0
40 years old or older		84.2%	12.8%	3.0%	2

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION C: Your Personal Work Experiences at NASA

2. *My contributions and achievements at NASA were recognized.*

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	5,306	66.4%	14.5%	19.1%	37
SSC	170	80.0%	6.5%	13.5%	1
Center Operations Directorate		64.5%	16.1%	19.4%	0
Engineering and Test Directorate		87.2%	2.1%	10.6%	0
Office of Communications		--	--	--	0
Office of Diversity and Equal Opportunity		--	--	--	0
Office of Education		--	--	--	0
Office of Human Capital		100.0%	0.0%	0.0%	0
Office of Procurement		68.8%	12.5%	18.8%	1
Office of the Chief Counsel		--	--	--	0
Office of the Chief Financial Office		73.3%	0.0%	26.7%	0
Office of the Chief Technologist		--	--	--	0
Office of the Director		100.0%	0.0%	0.0%	0
Project Directorate		72.7%	9.1%	18.2%	0
Rocket Propulsion Test Program Office		--	--	--	0
Safety and Mission Assurance Directorate		88.2%	0.0%	11.8%	0
Male		82.0%	7.0%	11.0%	0
Female		78.8%	6.1%	15.2%	1
White		81.7%	6.1%	12.2%	1
Non-White		71.9%	9.4%	18.8%	0
American Indian/Alaska Native		--	--	--	0
Asian/Pacific Islander		--	--	--	0
Black/African American		75.0%	10.0%	15.0%	0
Hispanic/Latino American		66.7%	16.7%	16.7%	0
Multiracial		--	--	--	0
Supervisor		93.0%	4.7%	2.3%	0
Non-supervisor		76.8%	6.4%	16.8%	1
Worked at NASA 10 years or less		77.5%	5.6%	16.9%	1
Worked at NASA 11 years or more		82.3%	7.3%	10.4%	0
Younger than 40 years old		80.6%	3.2%	16.1%	0
40 years old or older		81.3%	6.7%	11.9%	1

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SECTION C: Your Personal Work Experiences at NASA

3. *I felt pressured to change things about myself in order to fit in at NASA.*

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	5,282	58.0%	16.8%	25.2%	57
SSC	170	66.5%	12.9%	20.6%	1
Center Operations Directorate		61.3%	9.7%	29.0%	0
Engineering and Test Directorate		76.6%	14.9%	8.5%	0
Office of Communications		--	--	--	0
Office of Diversity and Equal Opportunity		--	--	--	0
Office of Education		--	--	--	0
Office of Human Capital		66.7%	16.7%	16.7%	0
Office of Procurement		64.7%	11.8%	23.5%	0
Office of the Chief Counsel		--	--	--	0
Office of the Chief Financial Office		60.0%	0.0%	40.0%	0
Office of the Chief Technologist		--	--	--	0
Office of the Director		85.7%	0.0%	14.3%	0
Project Directorate		54.5%	18.2%	27.3%	0
Rocket Propulsion Test Program Office		--	--	--	0
Safety and Mission Assurance Directorate		50.0%	18.8%	31.3%	1
Male		68.0%	14.0%	18.0%	0
Female		67.2%	9.0%	23.9%	0
White		66.7%	12.9%	20.5%	0
Non-White		68.8%	12.5%	18.8%	0
American Indian/Alaska Native		--	--	--	0
Asian/Pacific Islander		--	--	--	0
Black/African American		75.0%	10.0%	15.0%	0
Hispanic/Latino American		66.7%	16.7%	16.7%	0
Multiracial		--	--	--	0
Supervisor		69.8%	14.0%	16.3%	0
Non-supervisor		65.6%	12.0%	22.4%	1
Worked at NASA 10 years or less		67.6%	8.5%	23.9%	1
Worked at NASA 11 years or more		67.7%	16.7%	15.6%	0
Younger than 40 years old		58.1%	12.9%	29.0%	0
40 years old or older		69.6%	12.6%	17.8%	0

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION C: Your Personal Work Experiences at NASA

4. NASA provided opportunities for me to advance in my career.

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	5,274	63.9%	16.9%	19.2%	64
SSC	169	70.4%	17.2%	12.4%	2
Center Operations Directorate		64.5%	12.9%	22.6%	0
Engineering and Test Directorate		61.7%	23.4%	14.9%	0
Office of Communications		--	--	--	0
Office of Diversity and Equal Opportunity		--	--	--	0
Office of Education		--	--	--	0
Office of Human Capital		100.0%	0.0%	0.0%	0
Office of Procurement		68.8%	25.0%	6.3%	1
Office of the Chief Counsel		--	--	--	0
Office of the Chief Financial Office		73.3%	13.3%	13.3%	0
Office of the Chief Technologist		--	--	--	0
Office of the Director		100.0%	0.0%	0.0%	1
Project Directorate		54.5%	18.2%	27.3%	0
Rocket Propulsion Test Program Office		--	--	--	0
Safety and Mission Assurance Directorate		88.2%	5.9%	5.9%	0
Male		67.0%	20.0%	13.0%	0
Female		75.4%	12.3%	12.3%	2
White		67.7%	19.2%	13.1%	2
Non-White		78.1%	12.5%	9.4%	0
American Indian/Alaska Native		--	--	--	0
Asian/Pacific Islander		--	--	--	0
Black/African American		85.0%	5.0%	10.0%	0
Hispanic/Latino American		50.0%	33.3%	16.7%	0
Multiracial		--	--	--	0
Supervisor		86.0%	9.3%	4.7%	0
Non-supervisor		65.3%	19.4%	15.3%	2
Worked at NASA 10 years or less		68.6%	18.6%	12.9%	2
Worked at NASA 11 years or more		70.8%	16.7%	12.5%	0
Younger than 40 years old		80.0%	13.3%	6.7%	1
40 years old or older		68.7%	17.9%	13.4%	1

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION C: Your Personal Work Experiences at NASA

5. Coworkers typically listened respectfully to my views about work related matters.

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	5,306	84.1%	9.7%	6.2%	30
SSC	169	88.2%	8.3%	3.6%	1
Center Operations Directorate		93.5%	3.2%	3.2%	0
Engineering and Test Directorate		80.4%	15.2%	4.3%	0
Office of Communications	--	--	--	--	0
Office of Diversity and Equal Opportunity	--	--	--	--	0
Office of Education	--	--	--	--	0
Office of Human Capital		83.3%	16.7%	0.0%	0
Office of Procurement		81.3%	12.5%	6.3%	1
Office of the Chief Counsel	--	--	--	--	0
Office of the Chief Financial Office		86.7%	0.0%	13.3%	0
Office of the Chief Technologist	--	--	--	--	0
Office of the Director		100.0%	0.0%	0.0%	0
Project Directorate		100.0%	0.0%	0.0%	0
Rocket Propulsion Test Program Office	--	--	--	--	0
Safety and Mission Assurance Directorate		88.2%	11.8%	0.0%	0
Male		87.9%	9.1%	3.0%	1
Female		89.4%	6.1%	4.5%	0
White		89.2%	6.9%	3.8%	1
Non-White		84.4%	12.5%	3.1%	0
American Indian/Alaska Native	--	--	--	--	0
Asian/Pacific Islander	--	--	--	--	0
Black/African American		90.0%	10.0%	0.0%	0
Hispanic/Latino American		66.7%	33.3%	0.0%	0
Multiracial	--	--	--	--	0
Supervisor		95.3%	4.7%	0.0%	0
Non-supervisor		86.3%	8.9%	4.8%	1
Worked at NASA 10 years or less		88.7%	7.0%	4.2%	0
Worked at NASA 11 years or more		88.4%	8.4%	3.2%	1
Younger than 40 years old		93.5%	3.2%	3.2%	0
40 years old or older		88.0%	8.3%	3.8%	1

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SECTION C: Your Personal Work Experiences at NASA

6. I was harassed about differences or perceived differences in my personal characteristics.

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	5,209	79.4%	11.5%	9.1%	128
SSC	170	81.2%	11.8%	7.1%	0
Center Operations Directorate		74.2%	12.9%	12.9%	0
Engineering and Test Directorate		80.4%	17.4%	2.2%	0
Office of Communications		--	--	--	0
Office of Diversity and Equal Opportunity		--	--	--	0
Office of Education		--	--	--	0
Office of Human Capital		83.3%	0.0%	16.7%	0
Office of Procurement		70.6%	23.5%	5.9%	0
Office of the Chief Counsel		--	--	--	0
Office of the Chief Financial Office		80.0%	13.3%	6.7%	0
Office of the Chief Technologist		--	--	--	0
Office of the Director		85.7%	0.0%	14.3%	0
Project Directorate		100.0%	0.0%	0.0%	0
Rocket Propulsion Test Program Office		--	--	--	0
Safety and Mission Assurance Directorate		82.4%	5.9%	11.8%	0
Male		83.0%	11.0%	6.0%	0
Female		78.8%	13.6%	7.6%	0
White		82.4%	11.5%	6.1%	0
Non-White		78.1%	12.5%	9.4%	0
American Indian/Alaska Native		--	--	--	0
Asian/Pacific Islander		--	--	--	0
Black/African American		85.0%	10.0%	5.0%	0
Hispanic/Latino American		83.3%	16.7%	0.0%	0
Multiracial		--	--	--	0
Supervisor		83.7%	9.3%	7.0%	0
Non-supervisor		80.8%	12.0%	7.2%	0
Worked at NASA 10 years or less		81.7%	14.1%	4.2%	0
Worked at NASA 11 years or more		83.3%	10.4%	6.3%	0
Younger than 40 years old		83.9%	9.7%	6.5%	0
40 years old or older		81.3%	12.7%	6.0%	0

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION C: Your Personal Work Experiences at NASA

7. *I was not encouraged to suggest alternative ways to solve problems.*

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	5,247	66.6%	16.5%	16.9%	91
SSC	170	72.4%	12.4%	15.3%	0
Center Operations Directorate		74.2%	16.1%	9.7%	0
Engineering and Test Directorate		71.7%	15.2%	13.0%	0
Office of Communications		--	--	--	0
Office of Diversity and Equal Opportunity		--	--	--	0
Office of Education		--	--	--	0
Office of Human Capital		83.3%	0.0%	16.7%	0
Office of Procurement		52.9%	17.6%	29.4%	0
Office of the Chief Counsel		--	--	--	0
Office of the Chief Financial Office		66.7%	20.0%	13.3%	0
Office of the Chief Technologist		--	--	--	0
Office of the Director		85.7%	0.0%	14.3%	0
Project Directorate		100.0%	0.0%	0.0%	0
Rocket Propulsion Test Program Office		--	--	--	0
Safety and Mission Assurance Directorate		58.8%	11.8%	29.4%	0
Male		73.0%	12.0%	15.0%	0
Female		72.7%	13.6%	13.6%	0
White		71.0%	12.2%	16.8%	0
Non-White		75.0%	12.5%	12.5%	0
American Indian/Alaska Native		--	--	--	0
Asian/Pacific Islander		--	--	--	0
Black/African American		80.0%	10.0%	10.0%	0
Hispanic/Latino American		83.3%	16.7%	0.0%	0
Multiracial		--	--	--	0
Supervisor		88.4%	9.3%	2.3%	0
Non-supervisor		68.0%	12.8%	19.2%	0
Worked at NASA 10 years or less		71.8%	14.1%	14.1%	0
Worked at NASA 11 years or more		74.0%	11.5%	14.6%	0
Younger than 40 years old		77.4%	6.5%	16.1%	0
40 years old or older		71.6%	14.2%	14.2%	0

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION C: Your Personal Work Experiences at NASA

8. I felt that my supervisor or coworkers made assumptions about me that limited my opportunities for professional development.

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	5,208	61.9%	15.5%	22.6%	124
SSC	169	68.0%	12.4%	19.5%	1
Center Operations Directorate		64.5%	6.5%	29.0%	0
Engineering and Test Directorate		69.6%	13.0%	17.4%	0
Office of Communications		--	--	--	0
Office of Diversity and Equal Opportunity		--	--	--	0
Office of Education		--	--	--	0
Office of Human Capital		83.3%	0.0%	16.7%	0
Office of Procurement		70.6%	17.6%	11.8%	0
Office of the Chief Counsel		--	--	--	0
Office of the Chief Financial Office		46.7%	13.3%	40.0%	0
Office of the Chief Technologist		--	--	--	0
Office of the Director		85.7%	0.0%	14.3%	0
Project Directorate		54.5%	27.3%	18.2%	0
Rocket Propulsion Test Program Office		--	--	--	0
Safety and Mission Assurance Directorate		68.8%	18.8%	12.5%	1
Male		72.0%	15.0%	13.0%	0
Female		63.6%	9.1%	27.3%	0
White		71.8%	12.2%	16.0%	0
Non-White		53.1%	15.6%	31.3%	0
American Indian/Alaska Native		--	--	--	0
Asian/Pacific Islander		--	--	--	0
Black/African American		50.0%	20.0%	30.0%	0
Hispanic/Latino American		66.7%	16.7%	16.7%	0
Multiracial		--	--	--	0
Supervisor		79.1%	14.0%	7.0%	0
Non-supervisor		65.3%	12.1%	22.6%	1
Worked at NASA 10 years or less		74.3%	10.0%	15.7%	1
Worked at NASA 11 years or more		65.6%	14.6%	19.8%	0
Younger than 40 years old		74.2%	6.5%	19.4%	0
40 years old or older		67.9%	14.2%	17.9%	0

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION C: Your Personal Work Experiences at NASA

9a. I have felt uncomfortable or out of place at work because of my life experiences.

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	5,254	75.1%	11.7%	13.2%	84
SSC	169	80.5%	8.9%	10.7%	2
Center Operations Directorate		77.4%	9.7%	12.9%	0
Engineering and Test Directorate		83.0%	6.4%	10.6%	0
Office of Communications		--	--	--	0
Office of Diversity and Equal Opportunity		--	--	--	0
Office of Education		--	--	--	0
Office of Human Capital		100.0%	0.0%	0.0%	0
Office of Procurement		70.6%	17.6%	11.8%	0
Office of the Chief Counsel		--	--	--	0
Office of the Chief Financial Office		73.3%	13.3%	13.3%	0
Office of the Chief Technologist		--	--	--	1
Office of the Director		85.7%	0.0%	14.3%	0
Project Directorate		90.9%	0.0%	9.1%	0
Rocket Propulsion Test Program Office		--	--	--	0
Safety and Mission Assurance Directorate		75.0%	6.3%	18.8%	1
Male		83.0%	6.0%	11.0%	0
Female		77.3%	12.1%	10.6%	1
White		84.0%	7.6%	8.4%	1
Non-White		68.8%	15.6%	15.6%	0
American Indian/Alaska Native		--	--	--	0
Asian/Pacific Islander		--	--	--	0
Black/African American		75.0%	20.0%	5.0%	0
Hispanic/Latino American		66.7%	16.7%	16.7%	0
Multiracial		--	--	--	0
Supervisor		93.0%	4.7%	2.3%	0
Non-supervisor		77.4%	8.9%	13.7%	2
Worked at NASA 10 years or less		81.4%	8.6%	10.0%	2
Worked at NASA 11 years or more		81.3%	9.4%	9.4%	0
Younger than 40 years old		80.0%	3.3%	16.7%	1
40 years old or older		81.5%	9.6%	8.9%	0

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION C: Your Personal Work Experiences at NASA

9b. I have felt uncomfortable or out of place at work because of my gender.

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	5,252	78.7%	10.5%	10.8%	89
SSC	169	81.7%	11.2%	7.1%	2
Center Operations Directorate		77.4%	19.4%	3.2%	0
Engineering and Test Directorate		76.6%	8.5%	14.9%	0
Office of Communications	--	--	--	--	0
Office of Diversity and Equal Opportunity	--	--	--	--	0
Office of Education	--	--	--	--	0
Office of Human Capital	100.0%	0.0%	0.0%	0.0%	0
Office of Procurement	76.5%	23.5%	0.0%	0.0%	0
Office of the Chief Counsel	--	--	--	--	0
Office of the Chief Financial Office	80.0%	6.7%	13.3%	13.3%	0
Office of the Chief Technologist	--	--	--	--	1
Office of the Director	85.7%	0.0%	14.3%	14.3%	0
Project Directorate	90.9%	9.1%	0.0%	0.0%	0
Rocket Propulsion Test Program Office	--	--	--	--	0
Safety and Mission Assurance Directorate	93.8%	6.3%	0.0%	0.0%	1
Male		88.0%	10.0%	2.0%	0
Female		72.7%	13.6%	13.6%	1
White		83.2%	9.9%	6.9%	1
Non-White		78.1%	15.6%	6.3%	0
American Indian/Alaska Native	--	--	--	--	0
Asian/Pacific Islander	--	--	--	--	0
Black/African American	85.0%	10.0%	5.0%	5.0%	0
Hispanic/Latino American	83.3%	16.7%	0.0%	0.0%	0
Multiracial	--	--	--	--	0
Supervisor		90.7%	7.0%	2.3%	0
Non-supervisor		79.8%	12.1%	8.1%	2
Worked at NASA 10 years or less		85.7%	11.4%	2.9%	2
Worked at NASA 11 years or more		80.2%	11.5%	8.3%	0
Younger than 40 years old		90.0%	3.3%	6.7%	1
40 years old or older		80.7%	13.3%	5.9%	0

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION C: Your Personal Work Experiences at NASA

9c. I have felt uncomfortable or out of place at work because of my educational background.

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	5,261	77.7%	11.7%	10.6%	76
SSC	169	83.4%	9.5%	7.1%	2
Center Operations Directorate		80.6%	12.9%	6.5%	0
Engineering and Test Directorate		87.2%	10.6%	2.1%	0
Office of Communications	--	--	--	--	0
Office of Diversity and Equal Opportunity	--	--	--	--	0
Office of Education	--	--	--	--	0
Office of Human Capital		83.3%	16.7%	0.0%	0
Office of Procurement		70.6%	23.5%	5.9%	0
Office of the Chief Counsel	--	--	--	--	0
Office of the Chief Financial Office		80.0%	0.0%	20.0%	0
Office of the Chief Technologist	--	--	--	--	1
Office of the Director		85.7%	0.0%	14.3%	0
Project Directorate		81.8%	9.1%	9.1%	0
Rocket Propulsion Test Program Office	--	--	--	--	0
Safety and Mission Assurance Directorate		87.5%	6.3%	6.3%	1
Male		86.0%	10.0%	4.0%	0
Female		80.3%	9.1%	10.6%	1
White		84.0%	7.6%	8.4%	1
Non-White		81.3%	15.6%	3.1%	0
American Indian/Alaska Native	--	--	--	--	0
Asian/Pacific Islander	--	--	--	--	0
Black/African American		90.0%	10.0%	0.0%	0
Hispanic/Latino American		66.7%	33.3%	0.0%	0
Multiracial	--	--	--	--	0
Supervisor		93.0%	4.7%	2.3%	0
Non-supervisor		81.5%	10.5%	8.1%	2
Worked at NASA 10 years or less		87.1%	8.6%	4.3%	2
Worked at NASA 11 years or more		81.3%	10.4%	8.3%	0
Younger than 40 years old		90.0%	0.0%	10.0%	1
40 years old or older		82.2%	11.9%	5.9%	0

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION C: Your Personal Work Experiences at NASA

9d. I have felt uncomfortable or out of place at work because of my race.

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	5,246	78.7%	10.8%	10.6%	91
SSC	169	85.8%	9.5%	4.7%	2
Center Operations Directorate		80.6%	12.9%	6.5%	0
Engineering and Test Directorate		89.4%	6.4%	4.3%	0
Office of Communications	--	--	--	--	0
Office of Diversity and Equal Opportunity	--	--	--	--	0
Office of Education	--	--	--	--	0
Office of Human Capital	100.0%	0.0%	0.0%	0.0%	0
Office of Procurement	70.6%	29.4%	0.0%	0.0%	0
Office of the Chief Counsel	--	--	--	--	0
Office of the Chief Financial Office	86.7%	6.7%	6.7%	6.7%	0
Office of the Chief Technologist	--	--	--	--	1
Office of the Director	85.7%	0.0%	14.3%	0.0%	0
Project Directorate	90.9%	9.1%	0.0%	0.0%	0
Rocket Propulsion Test Program Office	--	--	--	--	0
Safety and Mission Assurance Directorate	81.3%	6.3%	12.5%	12.5%	1
Male		87.0%	8.0%	5.0%	0
Female		83.3%	12.1%	4.5%	1
White		89.3%	7.6%	3.1%	1
Non-White		71.9%	15.6%	12.5%	0
American Indian/Alaska Native	--	--	--	--	0
Asian/Pacific Islander	--	--	--	--	0
Black/African American	75.0%	10.0%	15.0%	15.0%	0
Hispanic/Latino American	66.7%	33.3%	0.0%	0.0%	0
Multiracial	--	--	--	--	0
Supervisor		88.4%	2.3%	9.3%	0
Non-supervisor		85.5%	11.3%	3.2%	2
Worked at NASA 10 years or less		84.3%	12.9%	2.9%	2
Worked at NASA 11 years or more		87.5%	7.3%	5.2%	0
Younger than 40 years old		86.7%	6.7%	6.7%	1
40 years old or older		85.2%	10.4%	4.4%	0

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION C: Your Personal Work Experiences at NASA

9e. *I have felt uncomfortable or out of place at work because of my ethnicity.*

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	5,219	80.3%	11.3%	8.4%	116
SSC	169	84.6%	9.5%	5.9%	2
Center Operations Directorate		83.9%	16.1%	0.0%	0
Engineering and Test Directorate		83.0%	6.4%	10.6%	0
Office of Communications	--	--	--	--	0
Office of Diversity and Equal Opportunity	--	--	--	--	0
Office of Education	--	--	--	--	0
Office of Human Capital	100.0%	0.0%	0.0%	0.0%	0
Office of Procurement	70.6%	29.4%	0.0%	0.0%	0
Office of the Chief Counsel	--	--	--	--	0
Office of the Chief Financial Office	86.7%	6.7%	6.7%	6.7%	0
Office of the Chief Technologist	--	--	--	--	1
Office of the Director	85.7%	0.0%	14.3%	14.3%	0
Project Directorate	90.9%	9.1%	0.0%	0.0%	0
Rocket Propulsion Test Program Office	--	--	--	--	0
Safety and Mission Assurance Directorate	75.0%	6.3%	18.8%	18.8%	1
Male		85.0%	9.0%	6.0%	0
Female		83.3%	10.6%	6.1%	1
White		90.8%	7.6%	1.5%	1
Non-White		62.5%	15.6%	21.9%	0
American Indian/Alaska Native	--	--	--	--	0
Asian/Pacific Islander	--	--	--	--	0
Black/African American	70.0%	10.0%	20.0%	20.0%	0
Hispanic/Latino American	50.0%	16.7%	33.3%	33.3%	0
Multiracial	--	--	--	--	0
Supervisor		90.7%	4.7%	4.7%	0
Non-supervisor		83.1%	10.5%	6.5%	2
Worked at NASA 10 years or less		84.3%	11.4%	4.3%	2
Worked at NASA 11 years or more		86.5%	8.3%	5.2%	0
Younger than 40 years old		86.7%	3.3%	10.0%	1
40 years old or older		84.4%	11.1%	4.4%	0

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION C: Your Personal Work Experiences at NASA

9f. I have felt uncomfortable or out of place at work because of my culture.

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	5,230	80.0%	11.5%	8.5%	108
SSC	169	83.4%	11.2%	5.3%	2
Center Operations Directorate		80.6%	19.4%	0.0%	0
Engineering and Test Directorate		80.9%	10.6%	8.5%	0
Office of Communications		--	--	--	0
Office of Diversity and Equal Opportunity		--	--	--	0
Office of Education		--	--	--	0
Office of Human Capital		100.0%	0.0%	0.0%	0
Office of Procurement		70.6%	23.5%	5.9%	0
Office of the Chief Counsel		--	--	--	0
Office of the Chief Financial Office		86.7%	6.7%	6.7%	0
Office of the Chief Technologist		--	--	--	1
Office of the Director		85.7%	0.0%	14.3%	0
Project Directorate		90.9%	9.1%	0.0%	0
Rocket Propulsion Test Program Office		--	--	--	0
Safety and Mission Assurance Directorate		81.3%	6.3%	12.5%	1
Male		85.0%	11.0%	4.0%	0
Female		81.8%	10.6%	7.6%	1
White		87.8%	9.2%	3.1%	1
Non-White		68.8%	18.8%	12.5%	0
American Indian/Alaska Native		--	--	--	0
Asian/Pacific Islander		--	--	--	0
Black/African American		75.0%	15.0%	10.0%	0
Hispanic/Latino American		66.7%	16.7%	16.7%	0
Multiracial		--	--	--	0
Supervisor		93.0%	4.7%	2.3%	0
Non-supervisor		81.5%	12.1%	6.5%	2
Worked at NASA 10 years or less		84.3%	11.4%	4.3%	2
Worked at NASA 11 years or more		84.4%	11.5%	4.2%	0
Younger than 40 years old		83.3%	3.3%	13.3%	1
40 years old or older		84.4%	12.6%	3.0%	0

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION C: Your Personal Work Experiences at NASA

9g. *I have felt uncomfortable or out of place at work because of my language.*

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	5,186	84.8%	11.6%	3.5%	152
SSC	167	86.8%	9.6%	3.6%	4
Center Operations Directorate		83.3%	16.7%	0.0%	1
Engineering and Test Directorate		82.6%	8.7%	8.7%	1
Office of Communications	--	--	--	--	0
Office of Diversity and Equal Opportunity	--	--	--	--	0
Office of Education	--	--	--	--	0
Office of Human Capital	100.0%	0.0%	0.0%	0.0%	0
Office of Procurement	76.5%	23.5%	0.0%	0.0%	0
Office of the Chief Counsel	--	--	--	--	0
Office of the Chief Financial Office	86.7%	6.7%	6.7%	0.0%	0
Office of the Chief Technologist	--	--	--	--	1
Office of the Director	85.7%	0.0%	14.3%	0.0%	0
Project Directorate	90.9%	9.1%	0.0%	0.0%	0
Rocket Propulsion Test Program Office	--	--	--	--	0
Safety and Mission Assurance Directorate	93.8%	6.3%	0.0%	0.0%	1
Male		86.9%	10.1%	3.0%	1
Female		86.2%	9.2%	4.6%	2
White		90.7%	7.8%	1.6%	3
Non-White		75.0%	15.6%	9.4%	0
American Indian/Alaska Native	--	--	--	--	0
Asian/Pacific Islander	--	--	--	--	0
Black/African American	85.0%	15.0%	0.0%	0.0%	0
Hispanic/Latino American	66.7%	16.7%	16.7%	0.0%	0
Multiracial	--	--	--	--	0
Supervisor		93.0%	4.7%	2.3%	0
Non-supervisor		85.2%	10.7%	4.1%	4
Worked at NASA 10 years or less		88.4%	11.6%	0.0%	3
Worked at NASA 11 years or more		87.4%	8.4%	4.2%	1
Younger than 40 years old		93.3%	3.3%	3.3%	1
40 years old or older		85.7%	11.3%	3.0%	2

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION C: Your Personal Work Experiences at NASA

9h. I have felt uncomfortable or out of place at work because of my religion.

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	5,183	79.8%	12.6%	7.7%	153
SSC	168	82.1%	11.9%	6.0%	3
Center Operations Directorate		83.3%	16.7%	0.0%	1
Engineering and Test Directorate		80.9%	8.5%	10.6%	0
Office of Communications	--	--	--	--	0
Office of Diversity and Equal Opportunity	--	--	--	--	0
Office of Education	--	--	--	--	0
Office of Human Capital		83.3%	16.7%	0.0%	0
Office of Procurement		76.5%	23.5%	0.0%	0
Office of the Chief Counsel	--	--	--	--	0
Office of the Chief Financial Office		80.0%	6.7%	13.3%	0
Office of the Chief Technologist	--	--	--	--	1
Office of the Director		85.7%	0.0%	14.3%	0
Project Directorate		81.8%	18.2%	0.0%	0
Rocket Propulsion Test Program Office	--	--	--	--	0
Safety and Mission Assurance Directorate		87.5%	6.3%	6.3%	1
Male		83.0%	12.0%	5.0%	0
Female		81.5%	10.8%	7.7%	2
White		83.8%	10.0%	6.2%	2
Non-White		78.1%	18.8%	3.1%	0
American Indian/Alaska Native	--	--	--	--	0
Asian/Pacific Islander	--	--	--	--	0
Black/African American		85.0%	15.0%	0.0%	0
Hispanic/Latino American		66.7%	33.3%	0.0%	0
Multiracial	--	--	--	--	0
Supervisor		90.7%	7.0%	2.3%	0
Non-supervisor		80.5%	12.2%	7.3%	3
Worked at NASA 10 years or less		82.9%	12.9%	4.3%	2
Worked at NASA 11 years or more		83.2%	11.6%	5.3%	1
Younger than 40 years old		83.3%	3.3%	13.3%	1
40 years old or older		82.8%	13.4%	3.7%	1

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION C: Your Personal Work Experiences at NASA

9i. *I have felt uncomfortable or out of place at work because of my gender identity.*

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	4,917	86.7%	11.3%	2.1%	416
SSC	159	90.6%	8.2%	1.3%	12
Center Operations Directorate		89.7%	10.3%	0.0%	2
Engineering and Test Directorate		92.9%	7.1%	0.0%	5
Office of Communications	--	--	--	--	0
Office of Diversity and Equal Opportunity	--	--	--	--	0
Office of Education	--	--	--	--	0
Office of Human Capital	100.0%	0.0%	0.0%	0.0%	0
Office of Procurement	73.3%	26.7%	0.0%	0.0%	2
Office of the Chief Counsel	--	--	--	--	0
Office of the Chief Financial Office	86.7%	6.7%	6.7%	6.7%	0
Office of the Chief Technologist	--	--	--	--	1
Office of the Director	85.7%	0.0%	14.3%	14.3%	0
Project Directorate	90.9%	9.1%	0.0%	0.0%	0
Rocket Propulsion Test Program Office	--	--	--	--	0
Safety and Mission Assurance Directorate	93.3%	6.7%	0.0%	0.0%	2
Male		92.4%	7.6%	0.0%	8
Female		87.5%	9.4%	3.1%	3
White		92.7%	6.5%	0.8%	8
Non-White		83.3%	13.3%	3.3%	2
American Indian/Alaska Native	--	--	--	--	0
Asian/Pacific Islander	--	--	--	--	0
Black/African American	89.5%	10.5%	0.0%	0.0%	1
Hispanic/Latino American	--	--	--	--	1
Multiracial	--	--	--	--	0
Supervisor		97.4%	2.6%	0.0%	4
Non-supervisor		89.0%	9.3%	1.7%	8
Worked at NASA 10 years or less		89.4%	10.6%	0.0%	6
Worked at NASA 11 years or more		92.2%	6.7%	1.1%	6
Younger than 40 years old		96.6%	0.0%	3.4%	2
40 years old or older		88.9%	10.3%	0.8%	9

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION C: Your Personal Work Experiences at NASA

9j. I have felt uncomfortable or out of place at work because of my sexual orientation.

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	4,940	85.7%	11.8%	2.6%	387
SSC	162	92.0%	6.2%	1.9%	9
Center Operations Directorate		92.9%	7.1%	0.0%	3
Engineering and Test Directorate		95.5%	4.5%	0.0%	3
Office of Communications	--	--	--	--	0
Office of Diversity and Equal Opportunity	--	--	--	--	0
Office of Education	--	--	--	--	0
Office of Human Capital	100.0%	0.0%	0.0%	0.0%	0
Office of Procurement	76.5%	23.5%	0.0%	0.0%	0
Office of the Chief Counsel	--	--	--	--	0
Office of the Chief Financial Office	86.7%	6.7%	6.7%	6.7%	0
Office of the Chief Technologist	--	--	--	--	1
Office of the Director	85.7%	0.0%	14.3%	14.3%	0
Project Directorate	90.9%	9.1%	0.0%	0.0%	0
Rocket Propulsion Test Program Office	--	--	--	--	0
Safety and Mission Assurance Directorate	93.3%	0.0%	6.7%	6.7%	2
Male		93.8%	6.3%	0.0%	4
Female		88.9%	6.3%	4.8%	4
White		94.5%	3.9%	1.6%	5
Non-White		82.8%	13.8%	3.4%	3
American Indian/Alaska Native	--	--	--	--	0
Asian/Pacific Islander	--	--	--	--	0
Black/African American	89.5%	10.5%	0.0%	0.0%	1
Hispanic/Latino American	--	--	--	--	1
Multiracial	--	--	--	--	1
Supervisor		100.0%	0.0%	0.0%	0
Non-supervisor		89.7%	7.7%	2.6%	9
Worked at NASA 10 years or less		89.7%	8.8%	1.5%	4
Worked at NASA 11 years or more		94.5%	4.4%	1.1%	5
Younger than 40 years old		96.6%	0.0%	3.4%	2
40 years old or older		90.7%	7.8%	1.6%	6

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION C: Your Personal Work Experiences at NASA

9k. I have felt uncomfortable or out of place at work because of my age.

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	5,225	74.2%	12.0%	13.8%	112
SSC	169	84.0%	6.5%	9.5%	2
Center Operations Directorate		83.9%	6.5%	9.7%	0
Engineering and Test Directorate		78.7%	8.5%	12.8%	0
Office of Communications		--	--	--	0
Office of Diversity and Equal Opportunity		--	--	--	0
Office of Education		--	--	--	0
Office of Human Capital		100.0%	0.0%	0.0%	0
Office of Procurement		76.5%	17.6%	5.9%	0
Office of the Chief Counsel		--	--	--	0
Office of the Chief Financial Office		80.0%	6.7%	13.3%	0
Office of the Chief Technologist		--	--	--	1
Office of the Director		85.7%	0.0%	14.3%	0
Project Directorate		90.9%	0.0%	9.1%	0
Rocket Propulsion Test Program Office		--	--	--	0
Safety and Mission Assurance Directorate		81.3%	6.3%	12.5%	1
Male		83.0%	6.0%	11.0%	0
Female		84.8%	7.6%	7.6%	1
White		87.0%	5.3%	7.6%	1
Non-White		71.9%	12.5%	15.6%	0
American Indian/Alaska Native		--	--	--	0
Asian/Pacific Islander		--	--	--	0
Black/African American		85.0%	10.0%	5.0%	0
Hispanic/Latino American		50.0%	33.3%	16.7%	0
Multiracial		--	--	--	0
Supervisor		93.0%	2.3%	4.7%	0
Non-supervisor		81.5%	7.3%	11.3%	2
Worked at NASA 10 years or less		82.9%	7.1%	10.0%	2
Worked at NASA 11 years or more		85.4%	6.3%	8.3%	0
Younger than 40 years old		90.0%	0.0%	10.0%	1
40 years old or older		82.2%	8.1%	9.6%	0

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION C: Your Personal Work Experiences at NASA

9L. I have felt uncomfortable or out of place at work because of my disability.

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	4,394	82.8%	12.8%	4.5%	933
SSC	145	86.9%	9.0%	4.1%	26
Center Operations Directorate		88.0%	12.0%	0.0%	6
Engineering and Test Directorate		89.7%	5.1%	5.1%	8
Office of Communications		--	--	--	2
Office of Diversity and Equal Opportunity		--	--	--	0
Office of Education		--	--	--	0
Office of Human Capital		--	--	--	1
Office of Procurement		68.8%	25.0%	6.3%	1
Office of the Chief Counsel		--	--	--	2
Office of the Chief Financial Office		86.7%	6.7%	6.7%	0
Office of the Chief Technologist		--	--	--	1
Office of the Director		71.4%	14.3%	14.3%	0
Project Directorate		90.0%	10.0%	0.0%	1
Rocket Propulsion Test Program Office		--	--	--	0
Safety and Mission Assurance Directorate		84.6%	7.7%	7.7%	4
Male		89.3%	7.1%	3.6%	16
Female		82.8%	12.1%	5.2%	9
White		88.6%	7.0%	4.4%	18
Non-White		80.8%	15.4%	3.8%	6
American Indian/Alaska Native		--	--	--	0
Asian/Pacific Islander		--	--	--	1
Black/African American		88.2%	11.8%	0.0%	3
Hispanic/Latino American		--	--	--	1
Multiracial		--	--	--	1
Supervisor		94.1%	2.9%	2.9%	9
Non-supervisor		85.3%	10.1%	4.6%	17
Worked at NASA 10 years or less		85.5%	11.3%	3.2%	10
Worked at NASA 11 years or more		88.8%	7.5%	3.8%	16
Younger than 40 years old		92.3%	0.0%	7.7%	5
40 years old or older		85.2%	11.3%	3.5%	20

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION C: Your Personal Work Experiences at NASA

9m. I have felt uncomfortable or out of place at work because of my family caregiver role.

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	4,705	80.5%	13.0%	6.4%	621
SSC	150	84.7%	10.7%	4.7%	20
Center Operations Directorate		76.9%	19.2%	3.8%	5
Engineering and Test Directorate		85.7%	9.5%	4.8%	5
Office of Communications		--	--	--	2
Office of Diversity and Equal Opportunity		--	--	--	0
Office of Education		--	--	--	0
Office of Human Capital		--	--	--	1
Office of Procurement		75.0%	18.8%	6.3%	1
Office of the Chief Counsel		--	--	--	1
Office of the Chief Financial Office		86.7%	6.7%	6.7%	0
Office of the Chief Technologist		--	--	--	1
Office of the Director		71.4%	14.3%	14.3%	0
Project Directorate		90.0%	10.0%	0.0%	1
Rocket Propulsion Test Program Office		--	--	--	0
Safety and Mission Assurance Directorate		84.6%	7.7%	7.7%	3
Male		85.4%	12.4%	2.2%	10
Female		82.8%	8.6%	8.6%	9
White		87.3%	9.3%	3.4%	14
Non-White		76.9%	15.4%	7.7%	5
American Indian/Alaska Native		--	--	--	0
Asian/Pacific Islander		--	--	--	0
Black/African American		88.2%	11.8%	0.0%	3
Hispanic/Latino American		--	--	--	1
Multiracial		--	--	--	1
Supervisor		89.5%	7.9%	2.6%	5
Non-supervisor		83.6%	10.9%	5.5%	15
Worked at NASA 10 years or less		82.0%	13.1%	4.9%	10
Worked at NASA 11 years or more		88.4%	9.3%	2.3%	10
Younger than 40 years old		88.5%	0.0%	11.5%	5
40 years old or older		84.2%	13.3%	2.5%	14

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION C: Your Personal Work Experiences at NASA

9n. I have felt uncomfortable or out of place at work because of my part/flex-time work status.

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	4,409	80.8%	13.1%	6.1%	919
SSC	143	85.3%	11.2%	3.5%	28
Center Operations Directorate		84.6%	15.4%	0.0%	5
Engineering and Test Directorate		83.8%	13.5%	2.7%	10
Office of Communications		--	--	--	1
Office of Diversity and Equal Opportunity		--	--	--	0
Office of Education		--	--	--	0
Office of Human Capital		--	--	--	1
Office of Procurement		66.7%	20.0%	13.3%	2
Office of the Chief Counsel		--	--	--	2
Office of the Chief Financial Office		80.0%	13.3%	6.7%	0
Office of the Chief Technologist		--	--	--	2
Office of the Director		85.7%	0.0%	14.3%	0
Project Directorate		90.0%	10.0%	0.0%	1
Rocket Propulsion Test Program Office		--	--	--	1
Safety and Mission Assurance Directorate		92.9%	7.1%	0.0%	3
Male		86.7%	12.0%	1.2%	17
Female		82.8%	10.3%	6.9%	9
White		89.0%	8.3%	2.8%	23
Non-White		75.0%	21.4%	3.6%	4
American Indian/Alaska Native		--	--	--	0
Asian/Pacific Islander		--	--	--	0
Black/African American		82.4%	17.6%	0.0%	3
Hispanic/Latino American		66.7%	33.3%	0.0%	0
Multiracial		--	--	--	1
Supervisor		97.0%	3.0%	0.0%	10
Non-supervisor		82.6%	12.8%	4.6%	17
Worked at NASA 10 years or less		85.2%	13.1%	1.6%	11
Worked at NASA 11 years or more		87.3%	10.1%	2.5%	17
Younger than 40 years old		92.6%	0.0%	7.4%	4
40 years old or older		84.1%	14.2%	1.8%	22

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SECTION C: Your Personal Work Experiences at NASA

9a. *I have felt uncomfortable or out of place at work because of my other personal characteristics.*

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	4,781	76.9%	13.4%	9.7%	531
SSC	159	83.0%	8.8%	8.2%	12
Center Operations Directorate		79.3%	10.3%	10.3%	2
Engineering and Test Directorate		88.1%	7.1%	4.8%	5
Office of Communications		--	--	--	0
Office of Diversity and Equal Opportunity		--	--	--	0
Office of Education		--	--	--	0
Office of Human Capital		100.0%	0.0%	0.0%	0
Office of Procurement		70.6%	23.5%	5.9%	0
Office of the Chief Counsel		--	--	--	1
Office of the Chief Financial Office		71.4%	7.1%	21.4%	1
Office of the Chief Technologist		--	--	--	1
Office of the Director		85.7%	0.0%	14.3%	0
Project Directorate		90.9%	9.1%	0.0%	0
Rocket Propulsion Test Program Office		--	--	--	0
Safety and Mission Assurance Directorate		73.3%	6.7%	20.0%	2
Male		87.4%	8.4%	4.2%	5
Female		78.7%	8.2%	13.1%	6
White		84.1%	6.3%	9.5%	6
Non-White		77.8%	18.5%	3.7%	5
American Indian/Alaska Native		--	--	--	0
Asian/Pacific Islander		--	--	--	0
Black/African American		88.2%	11.8%	0.0%	3
Hispanic/Latino American		--	--	--	1
Multiracial		--	--	--	1
Supervisor		90.2%	2.4%	7.3%	2
Non-supervisor		81.9%	9.5%	8.6%	10
Worked at NASA 10 years or less		85.3%	8.8%	5.9%	4
Worked at NASA 11 years or more		83.0%	9.1%	8.0%	8
Younger than 40 years old		82.8%	3.4%	13.8%	2
40 years old or older		84.1%	9.5%	6.3%	9

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SECTION C: Your Personal Work Experiences at NASA

10. I have felt free to express my opinions about work related matters.

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	5,324	76.7%	9.5%	13.7%	20
SSC	171	83.6%	7.6%	8.8%	0
Center Operations Directorate		80.6%	6.5%	12.9%	0
Engineering and Test Directorate		87.2%	6.4%	6.4%	0
Office of Communications	--	--	--	--	0
Office of Diversity and Equal Opportunity	--	--	--	--	0
Office of Education	--	--	--	--	0
Office of Human Capital	100.0%	0.0%	0.0%	0.0%	0
Office of Procurement	64.7%	23.5%	11.8%		0
Office of the Chief Counsel	--	--	--	--	0
Office of the Chief Financial Office	73.3%	6.7%	20.0%		0
Office of the Chief Technologist	--	--	--	--	0
Office of the Director	100.0%	0.0%	0.0%	0.0%	0
Project Directorate	90.9%	9.1%	0.0%	0.0%	0
Rocket Propulsion Test Program Office	--	--	--	--	0
Safety and Mission Assurance Directorate	82.4%	5.9%	11.8%		0
Male		88.0%	7.0%	5.0%	0
Female		79.1%	9.0%	11.9%	0
White		84.1%	6.8%	9.1%	0
Non-White		84.4%	9.4%	6.3%	0
American Indian/Alaska Native	--	--	--	--	0
Asian/Pacific Islander	--	--	--	--	0
Black/African American	90.0%	10.0%	0.0%	0.0%	0
Hispanic/Latino American	83.3%	16.7%	0.0%	0.0%	0
Multiracial	--	--	--	--	0
Supervisor		97.7%	2.3%	0.0%	0
Non-supervisor		80.2%	8.7%	11.1%	0
Worked at NASA 10 years or less		80.6%	8.3%	11.1%	0
Worked at NASA 11 years or more		87.5%	6.3%	6.3%	0
Younger than 40 years old		90.3%	3.2%	6.5%	0
40 years old or older		84.4%	7.4%	8.1%	0

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SECTION C: Your Personal Work Experiences at NASA

11. *I have thought of leaving NASA for other employment because NASA does not value employees with varied backgrounds and experiences.*

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	5,244	72.3%	11.3%	16.4%	91
SSC	168	78.0%	10.1%	11.9%	2
Center Operations Directorate		74.2%	9.7%	16.1%	0
Engineering and Test Directorate		80.9%	6.4%	12.8%	0
Office of Communications	--	--	--	--	0
Office of Diversity and Equal Opportunity	--	--	--	--	0
Office of Education	--	--	--	--	0
Office of Human Capital	100.0%	0.0%	0.0%	0.0%	0
Office of Procurement	70.6%	17.6%	11.8%		0
Office of the Chief Counsel	--	--	--	--	1
Office of the Chief Financial Office	73.3%	20.0%	6.7%		0
Office of the Chief Technologist	--	--	--	--	0
Office of the Director	85.7%	0.0%	14.3%		0
Project Directorate	72.7%	0.0%	27.3%		0
Rocket Propulsion Test Program Office	--	--	--	--	0
Safety and Mission Assurance Directorate	73.3%	13.3%	13.3%		1
Male		77.8%	9.1%	13.1%	0
Female		80.3%	10.6%	9.1%	1
White		81.1%	9.1%	9.8%	0
Non-White		63.3%	16.7%	20.0%	1
American Indian/Alaska Native	--	--	--	--	0
Asian/Pacific Islander	--	--	--	--	0
Black/African American	68.4%	21.1%	10.5%		1
Hispanic/Latino American	--	--	--	--	0
Multiracial	--	--	--	--	0
Supervisor		90.5%	7.1%	2.4%	1
Non-supervisor		75.0%	9.7%	15.3%	1
Worked at NASA 10 years or less		81.2%	8.7%	10.1%	2
Worked at NASA 11 years or more		77.1%	11.5%	11.5%	0
Younger than 40 years old		80.6%	6.5%	12.9%	0
40 years old or older		78.2%	10.5%	11.3%	1

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SECTION C: Your Personal Work Experiences at NASA

12. I was given adequate opportunities to demonstrate my skills.

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	5,307	71.9%	13.8%	14.3%	28
SSC	171	80.1%	10.5%	9.4%	0
Center Operations Directorate		77.4%	6.5%	16.1%	0
Engineering and Test Directorate		80.9%	6.4%	12.8%	0
Office of Communications		--	--	--	0
Office of Diversity and Equal Opportunity		--	--	--	0
Office of Education		--	--	--	0
Office of Human Capital		100.0%	0.0%	0.0%	0
Office of Procurement		70.6%	23.5%	5.9%	0
Office of the Chief Counsel		--	--	--	0
Office of the Chief Financial Office		66.7%	20.0%	13.3%	0
Office of the Chief Technologist		--	--	--	0
Office of the Director		100.0%	0.0%	0.0%	0
Project Directorate		90.9%	0.0%	9.1%	0
Rocket Propulsion Test Program Office		--	--	--	0
Safety and Mission Assurance Directorate		76.5%	17.6%	5.9%	0
Male		83.0%	8.0%	9.0%	0
Female		77.6%	11.9%	10.4%	0
White		81.8%	9.1%	9.1%	0
Non-White		71.9%	18.8%	9.4%	0
American Indian/Alaska Native		--	--	--	0
Asian/Pacific Islander		--	--	--	0
Black/African American		75.0%	20.0%	5.0%	0
Hispanic/Latino American		66.7%	16.7%	16.7%	0
Multiracial		--	--	--	0
Supervisor		95.3%	2.3%	2.3%	0
Non-supervisor		76.2%	11.9%	11.9%	0
Worked at NASA 10 years or less		77.8%	11.1%	11.1%	0
Worked at NASA 11 years or more		82.3%	9.4%	8.3%	0
Younger than 40 years old		77.4%	12.9%	9.7%	0
40 years old or older		81.5%	8.9%	9.6%	0

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION C: Your Personal Work Experiences at NASA

13. I felt there would be negative consequences for me if I reported unfair treatment at work.

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	5,071	60.9%	15.2%	23.9%	265
SSC	168	69.0%	10.7%	20.2%	3
Center Operations Directorate		69.0%	10.3%	20.7%	2
Engineering and Test Directorate		69.6%	8.7%	21.7%	1
Office of Communications		--	--	--	0
Office of Diversity and Equal Opportunity		--	--	--	0
Office of Education		--	--	--	0
Office of Human Capital		66.7%	33.3%	0.0%	0
Office of Procurement		70.6%	11.8%	17.6%	0
Office of the Chief Counsel		--	--	--	0
Office of the Chief Financial Office		40.0%	26.7%	33.3%	0
Office of the Chief Technologist		--	--	--	0
Office of the Director		85.7%	0.0%	14.3%	0
Project Directorate		72.7%	9.1%	18.2%	0
Rocket Propulsion Test Program Office		--	--	--	0
Safety and Mission Assurance Directorate		70.6%	5.9%	23.5%	0
Male		75.8%	9.1%	15.2%	1
Female		60.0%	13.8%	26.2%	2
White		72.3%	10.0%	17.7%	2
Non-White		54.8%	16.1%	29.0%	1
American Indian/Alaska Native		--	--	--	0
Asian/Pacific Islander		--	--	--	0
Black/African American		60.0%	20.0%	20.0%	0
Hispanic/Latino American		66.7%	16.7%	16.7%	0
Multiracial		--	--	--	1
Supervisor		88.4%	4.7%	7.0%	0
Non-supervisor		63.4%	13.0%	23.6%	3
Worked at NASA 10 years or less		73.2%	12.7%	14.1%	1
Worked at NASA 11 years or more		68.1%	9.6%	22.3%	2
Younger than 40 years old		67.7%	12.9%	19.4%	0
40 years old or older		70.5%	10.6%	18.9%	3

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SECTION C: Your Personal Work Experiences at NASA

14. I have felt like a valued employee at NASA.

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	5,314	69.5%	16.2%	14.4%	20
SSC	170	78.8%	10.6%	10.6%	0
Center Operations Directorate		74.2%	9.7%	16.1%	0
Engineering and Test Directorate		83.0%	6.4%	10.6%	0
Office of Communications		--	--	--	0
Office of Diversity and Equal Opportunity		--	--	--	0
Office of Education		--	--	--	0
Office of Human Capital		100.0%	0.0%	0.0%	0
Office of Procurement		70.6%	11.8%	17.6%	0
Office of the Chief Counsel		--	--	--	0
Office of the Chief Financial Office		53.3%	33.3%	13.3%	0
Office of the Chief Technologist		--	--	--	0
Office of the Director		100.0%	0.0%	0.0%	0
Project Directorate		81.8%	0.0%	18.2%	0
Rocket Propulsion Test Program Office		--	--	--	0
Safety and Mission Assurance Directorate		87.5%	6.3%	6.3%	0
Male		83.0%	8.0%	9.0%	0
Female		76.1%	11.9%	11.9%	0
White		81.1%	11.4%	7.6%	0
Non-White		71.9%	6.3%	21.9%	0
American Indian/Alaska Native		--	--	--	0
Asian/Pacific Islander		--	--	--	0
Black/African American		75.0%	5.0%	20.0%	0
Hispanic/Latino American		50.0%	16.7%	33.3%	0
Multiracial		--	--	--	0
Supervisor		93.0%	2.3%	4.7%	0
Non-supervisor		75.2%	12.8%	12.0%	0
Worked at NASA 10 years or less		77.5%	11.3%	11.3%	0
Worked at NASA 11 years or more		80.2%	10.4%	9.4%	0
Younger than 40 years old		80.6%	12.9%	6.5%	0
40 years old or older		80.0%	8.9%	11.1%	0

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION C: Your Personal Work Experiences at NASA

15. *I felt that my coworkers didn't accept differences in my personal characteristics.*

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	5,184	74.8%	16.1%	9.0%	145
SSC	170	77.6%	14.1%	8.2%	0
Center Operations Directorate		71.0%	12.9%	16.1%	0
Engineering and Test Directorate		80.9%	14.9%	4.3%	0
Office of Communications		--	--	--	0
Office of Diversity and Equal Opportunity		--	--	--	0
Office of Education		--	--	--	0
Office of Human Capital		83.3%	16.7%	0.0%	0
Office of Procurement		64.7%	17.6%	17.6%	0
Office of the Chief Counsel		--	--	--	0
Office of the Chief Financial Office		66.7%	26.7%	6.7%	0
Office of the Chief Technologist		--	--	--	0
Office of the Director		85.7%	0.0%	14.3%	0
Project Directorate		90.9%	9.1%	0.0%	0
Rocket Propulsion Test Program Office		--	--	--	0
Safety and Mission Assurance Directorate		75.0%	12.5%	12.5%	0
Male		78.0%	13.0%	9.0%	0
Female		77.6%	14.9%	7.5%	0
White		78.0%	15.2%	6.8%	0
Non-White		75.0%	12.5%	12.5%	0
American Indian/Alaska Native		--	--	--	0
Asian/Pacific Islander		--	--	--	0
Black/African American		80.0%	15.0%	5.0%	0
Hispanic/Latino American		83.3%	16.7%	0.0%	0
Multiracial		--	--	--	0
Supervisor		86.0%	4.7%	9.3%	0
Non-supervisor		75.2%	16.8%	8.0%	0
Worked at NASA 10 years or less		80.3%	14.1%	5.6%	0
Worked at NASA 11 years or more		78.1%	13.5%	8.3%	0
Younger than 40 years old		80.6%	9.7%	9.7%	0
40 years old or older		78.5%	14.8%	6.7%	0

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION C: Your Personal Work Experiences at NASA

16. I have felt that I could recommend NASA as a good place to work.

	N	Positive	Neutral	Negative	Don't Know/ Does Not Apply
NASA Agencywide	5,306	76.6%	15.2%	8.2%	26
SSC	171	87.7%	7.6%	4.7%	0
Center Operations Directorate		77.4%	12.9%	9.7%	0
Engineering and Test Directorate		87.2%	10.6%	2.1%	0
Office of Communications		--	--	--	0
Office of Diversity and Equal Opportunity		--	--	--	0
Office of Education		--	--	--	0
Office of Human Capital		100.0%	0.0%	0.0%	0
Office of Procurement		82.4%	11.8%	5.9%	0
Office of the Chief Counsel		--	--	--	0
Office of the Chief Financial Office		86.7%	6.7%	6.7%	0
Office of the Chief Technologist		--	--	--	0
Office of the Director		100.0%	0.0%	0.0%	0
Project Directorate		81.8%	9.1%	9.1%	0
Rocket Propulsion Test Program Office		--	--	--	0
Safety and Mission Assurance Directorate		94.1%	0.0%	5.9%	0
Male		87.0%	9.0%	4.0%	0
Female		88.1%	6.0%	6.0%	0
White		91.7%	5.3%	3.0%	0
Non-White		71.9%	18.8%	9.4%	0
American Indian/Alaska Native		--	--	--	0
Asian/Pacific Islander		--	--	--	0
Black/African American		70.0%	25.0%	5.0%	0
Hispanic/Latino American		66.7%	16.7%	16.7%	0
Multiracial		--	--	--	0
Supervisor		88.4%	7.0%	4.7%	0
Non-supervisor		88.1%	7.1%	4.8%	0
Worked at NASA 10 years or less		84.7%	9.7%	5.6%	0
Worked at NASA 11 years or more		89.6%	6.3%	4.2%	0
Younger than 40 years old		90.3%	6.5%	3.2%	0
40 years old or older		86.7%	8.1%	5.2%	0

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION D1: Reasonable Accommodations at NASA

1. In the past 12 months, I have requested a reasonable accommodation from NASA.

	N	Yes	No
NASA Agencywide	5,361	8.7%	91.3%
SSC	171	7.6%	92.4%
Center Operations Directorate		3.2%	96.8%
Engineering and Test Directorate		6.4%	93.6%
Office of Communications		--	--
Office of Diversity and Equal Opportunity		--	--
Office of Education		--	--
Office of Human Capital		16.7%	83.3%
Office of Procurement		11.8%	88.2%
Office of the Chief Counsel		--	--
Office of the Chief Financial Office		13.3%	86.7%
Office of the Chief Technologist		--	--
Office of the Director		0.0%	100.0%
Project Directorate		9.1%	90.9%
Rocket Propulsion Test Program Office		--	--
Safety and Mission Assurance Directorate		17.6%	82.4%
Male		7.0%	93.0%
Female		9.0%	91.0%
White		5.3%	94.7%
Non-White		18.8%	81.3%
American Indian/Alaska Native		--	--
Asian/Pacific Islander		--	--
Black/African American		15.0%	85.0%
Hispanic/Latino American		16.7%	83.3%
Multiracial		--	--
Supervisor		0.0%	100.0%
Non-supervisor		10.3%	89.7%
Worked at NASA 10 years or less		12.5%	87.5%
Worked at NASA 11 years or more		3.1%	96.9%
Younger than 40 years old		12.9%	87.1%
40 years old or older		6.7%	93.3%

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SECTION D1: Reasonable Accommodations at NASA

2. I know the process for requesting a reasonable accommodation from NASA or feel confident that I could easily find information about the process.

	N	Positive	Neutral	Negative
NASA Agencywide	4,884	69.7%	18.9%	11.4%
SSC	158	79.1%	14.6%	6.3%
Center Operations Directorate		66.7%	20.0%	13.3%
Engineering and Test Directorate		77.3%	13.6%	9.1%
Office of Communications	--	--	--	--
Office of Diversity and Equal Opportunity	--	--	--	--
Office of Education	--	--	--	--
Office of Human Capital	--	--	--	--
Office of Procurement		86.7%	13.3%	0.0%
Office of the Chief Counsel	--	--	--	--
Office of the Chief Financial Office		84.6%	7.7%	7.7%
Office of the Chief Technologist	--	--	--	--
Office of the Director		100.0%	0.0%	0.0%
Project Directorate		60.0%	40.0%	0.0%
Rocket Propulsion Test Program Office	--	--	--	--
Safety and Mission Assurance Directorate		92.9%	0.0%	7.1%
Male		77.4%	16.1%	6.5%
Female		80.3%	13.1%	6.6%
White		78.4%	14.4%	7.2%
Non-White		80.8%	15.4%	3.8%
American Indian/Alaska Native	--	--	--	--
Asian/Pacific Islander	--	--	--	--
Black/African American		88.2%	5.9%	5.9%
Hispanic/Latino American	--	--	--	--
Multiracial	--	--	--	--
Supervisor		86.0%	14.0%	0.0%
Non-supervisor		76.1%	15.0%	8.8%
Worked at NASA 10 years or less		68.3%	20.6%	11.1%
Worked at NASA 11 years or more		86.0%	10.8%	3.2%
Younger than 40 years old		70.4%	14.8%	14.8%
40 years old or older		81.0%	15.1%	4.0%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION D1: Reasonable Accommodations at NASA

3. I received a reasonable accommodation from NASA that helped me perform my job.

	N	Positive	Neutral	Negative
NASA Agencywide	467	70.4%	12.0%	17.6%
SSC	13	76.9%	7.7%	15.4%
Center Operations Directorate	--	--	--	--
Engineering and Test Directorate	--	--	--	--
Office of Communications	--	--	--	--
Office of Diversity and Equal Opportunity	--	--	--	--
Office of Education	--	--	--	--
Office of Human Capital	--	--	--	--
Office of Procurement	--	--	--	--
Office of the Chief Counsel	--	--	--	--
Office of the Chief Financial Office	--	--	--	--
Office of the Chief Technologist	--	--	--	--
Office of the Director	--	--	--	--
Project Directorate	--	--	--	--
Rocket Propulsion Test Program Office	--	--	--	--
Safety and Mission Assurance Directorate	--	--	--	--
Male		71.4%	14.3%	14.3%
Female		83.3%	0.0%	16.7%
White		85.7%	0.0%	14.3%
Non-White		66.7%	16.7%	16.7%
American Indian/Alaska Native		--	--	--
Asian/Pacific Islander		--	--	--
Black/African American		--	--	--
Hispanic/Latino American		--	--	--
Multiracial		--	--	--
Supervisor		--	--	--
Non-supervisor		76.9%	7.7%	15.4%
Worked at NASA 10 years or less		88.9%	0.0%	11.1%
Worked at NASA 11 years or more		--	--	--
Younger than 40 years old		--	--	--
40 years old or older		66.7%	11.1%	22.2%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION D2: Mentoring at NASA

4. In the past 12 months, have you received any formal or informal mentoring?

	N	Yes	No
NASA Agencywide	5,344	43.0%	57.0%
SSC	171	55.0%	45.0%
Center Operations Directorate		64.5%	35.5%
Engineering and Test Directorate		48.9%	51.1%
Office of Communications		--	--
Office of Diversity and Equal Opportunity		--	--
Office of Education		--	--
Office of Human Capital		50.0%	50.0%
Office of Procurement		52.9%	47.1%
Office of the Chief Counsel		--	--
Office of the Chief Financial Office		46.7%	53.3%
Office of the Chief Technologist		--	--
Office of the Director		57.1%	42.9%
Project Directorate		63.6%	36.4%
Rocket Propulsion Test Program Office		--	--
Safety and Mission Assurance Directorate		64.7%	35.3%
Male		57.0%	43.0%
Female		52.2%	47.8%
White		56.8%	43.2%
Non-White		50.0%	50.0%
American Indian/Alaska Native		--	--
Asian/Pacific Islander		--	--
Black/African American		65.0%	35.0%
Hispanic/Latino American		16.7%	83.3%
Multiracial		--	--
Supervisor		72.1%	27.9%
Non-supervisor		49.2%	50.8%
Worked at NASA 10 years or less		61.1%	38.9%
Worked at NASA 11 years or more		50.0%	50.0%
Younger than 40 years old		67.7%	32.3%
40 years old or older		52.6%	47.4%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION D2: Mentoring at NASA

5. If you participated as a mentee in a NASA formal mentoring program in the past 12 months, how useful was it?

	N	Positive	Neutral	Negative
NASA Agencywide	591	58.0%	34.5%	7.4%
SSC	16	68.8%	31.3%	0.0%
Center Operations Directorate	--	--	--	--
Engineering and Test Directorate	--	--	--	--
Office of Communications	--	--	--	--
Office of Diversity and Equal Opportunity	--	--	--	--
Office of Education	--	--	--	--
Office of Human Capital	--	--	--	--
Office of Procurement	--	--	--	--
Office of the Chief Counsel	--	--	--	--
Office of the Chief Financial Office	--	--	--	--
Office of the Chief Technologist	--	--	--	--
Office of the Director	--	--	--	--
Project Directorate	--	--	--	--
Rocket Propulsion Test Program Office	--	--	--	--
Safety and Mission Assurance Directorate	50.0%	50.0%	0.0%	
Male	85.7%	14.3%	0.0%	
Female	71.4%	28.6%	0.0%	
White	63.6%	36.4%	0.0%	
Non-White	--	--	--	
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	--	--	--	
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	--	--	--	
Non-supervisor	58.3%	41.7%	0.0%	
Worked at NASA 10 years or less	60.0%	40.0%	0.0%	
Worked at NASA 11 years or more	--	--	--	
Younger than 40 years old	--	--	--	
40 years old or older	77.8%	22.2%	0.0%	

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION E: Your Ratings of NASA's Overall Effectiveness

1. How would you rate the overall effectiveness of NASA in fostering mutual trust and respect in the workplace?

	N	Positive	Neutral	Negative
NASA Agencywide	5,321	75.3%	11.3%	13.4%
SSC	171	86.0%	8.8%	5.3%
Center Operations Directorate		77.4%	16.1%	6.5%
Engineering and Test Directorate		85.1%	10.6%	4.3%
Office of Communications		--	--	--
Office of Diversity and Equal Opportunity		--	--	--
Office of Education		--	--	--
Office of Human Capital		83.3%	0.0%	16.7%
Office of Procurement		94.1%	5.9%	0.0%
Office of the Chief Counsel		--	--	--
Office of the Chief Financial Office		80.0%	6.7%	13.3%
Office of the Chief Technologist		--	--	--
Office of the Director		100.0%	0.0%	0.0%
Project Directorate		81.8%	9.1%	9.1%
Rocket Propulsion Test Program Office		--	--	--
Safety and Mission Assurance Directorate		100.0%	0.0%	0.0%
Male		87.0%	9.0%	4.0%
Female		86.6%	6.0%	7.5%
White		87.9%	7.6%	4.5%
Non-White		81.3%	12.5%	6.3%
American Indian/Alaska Native		--	--	--
Asian/Pacific Islander		--	--	--
Black/African American		75.0%	15.0%	10.0%
Hispanic/Latino American		83.3%	16.7%	0.0%
Multiracial		--	--	--
Supervisor		90.7%	4.7%	4.7%
Non-supervisor		84.9%	9.5%	5.6%
Worked at NASA 10 years or less		86.1%	6.9%	6.9%
Worked at NASA 11 years or more		85.4%	10.4%	4.2%
Younger than 40 years old		87.1%	9.7%	3.2%
40 years old or older		86.7%	7.4%	5.9%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION E: Your Ratings of NASA's Overall Effectiveness

2. How would you rate the overall effectiveness of NASA in promoting professional growth for employees?

	N	Positive	Neutral	Negative
NASA Agencywide	5,317	72.2%	10.0%	17.7%
SSC	171	86.5%	4.7%	8.8%
Center Operations Directorate		77.4%	6.5%	16.1%
Engineering and Test Directorate		85.1%	4.3%	10.6%
Office of Communications		--	--	--
Office of Diversity and Equal Opportunity		--	--	--
Office of Education		--	--	--
Office of Human Capital		100.0%	0.0%	0.0%
Office of Procurement		88.2%	5.9%	5.9%
Office of the Chief Counsel		--	--	--
Office of the Chief Financial Office		80.0%	6.7%	13.3%
Office of the Chief Technologist		--	--	--
Office of the Director		85.7%	0.0%	14.3%
Project Directorate		72.7%	18.2%	9.1%
Rocket Propulsion Test Program Office		--	--	--
Safety and Mission Assurance Directorate		100.0%	0.0%	0.0%
Male		86.0%	5.0%	9.0%
Female		88.1%	3.0%	9.0%
White		87.9%	3.0%	9.1%
Non-White		87.5%	6.3%	6.3%
American Indian/Alaska Native		--	--	--
Asian/Pacific Islander		--	--	--
Black/African American		85.0%	5.0%	10.0%
Hispanic/Latino American		83.3%	16.7%	0.0%
Multiracial		--	--	--
Supervisor		90.7%	2.3%	7.0%
Non-supervisor		84.9%	5.6%	9.5%
Worked at NASA 10 years or less		90.3%	4.2%	5.6%
Worked at NASA 11 years or more		84.4%	4.2%	11.5%
Younger than 40 years old		90.3%	3.2%	6.5%
40 years old or older		86.7%	4.4%	8.9%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION E: Your Ratings of NASA's Overall Effectiveness

3. How would you rate the overall effectiveness of NASA in providing a supportive environment for every employee?

	N	Positive	Neutral	Negative
NASA Agencywide	5,314	71.9%	12.1%	16.0%
SSC	170	82.9%	11.2%	5.9%
Center Operations Directorate		80.6%	6.5%	12.9%
Engineering and Test Directorate		83.0%	12.8%	4.3%
Office of Communications		--	--	--
Office of Diversity and Equal Opportunity		--	--	--
Office of Education		--	--	--
Office of Human Capital		100.0%	0.0%	0.0%
Office of Procurement		88.2%	5.9%	5.9%
Office of the Chief Counsel		--	--	--
Office of the Chief Financial Office		73.3%	20.0%	6.7%
Office of the Chief Technologist		--	--	--
Office of the Director		85.7%	0.0%	14.3%
Project Directorate		81.8%	9.1%	9.1%
Rocket Propulsion Test Program Office		--	--	--
Safety and Mission Assurance Directorate		68.8%	31.3%	0.0%
Male		83.0%	12.0%	5.0%
Female		85.1%	7.5%	7.5%
White		87.1%	6.8%	6.1%
Non-White		68.8%	28.1%	3.1%
American Indian/Alaska Native		--	--	--
Asian/Pacific Islander		--	--	--
Black/African American		65.0%	35.0%	0.0%
Hispanic/Latino American		83.3%	16.7%	0.0%
Multiracial		--	--	--
Supervisor		90.7%	4.7%	4.7%
Non-supervisor		80.8%	12.8%	6.4%
Worked at NASA 10 years or less		83.1%	11.3%	5.6%
Worked at NASA 11 years or more		82.3%	11.5%	6.3%
Younger than 40 years old		87.1%	12.9%	0.0%
40 years old or older		82.2%	10.4%	7.4%

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SECTION E: Your Ratings of NASA's Overall Effectiveness

4. How would you rate the overall effectiveness of NASA in sharing information with employees so they can do their best work?

	N	Positive	Neutral	Negative
NASA Agencywide	5,319	71.0%	12.5%	16.5%
SSC	170	82.4%	6.5%	11.2%
Center Operations Directorate		80.6%	6.5%	12.9%
Engineering and Test Directorate		80.9%	6.4%	12.8%
Office of Communications		--	--	--
Office of Diversity and Equal Opportunity		--	--	--
Office of Education		--	--	--
Office of Human Capital		100.0%	0.0%	0.0%
Office of Procurement		82.4%	11.8%	5.9%
Office of the Chief Counsel		--	--	--
Office of the Chief Financial Office		73.3%	6.7%	20.0%
Office of the Chief Technologist		--	--	--
Office of the Director		85.7%	0.0%	14.3%
Project Directorate		90.9%	0.0%	9.1%
Rocket Propulsion Test Program Office		--	--	--
Safety and Mission Assurance Directorate		75.0%	12.5%	12.5%
Male		85.0%	6.0%	9.0%
Female		79.1%	6.0%	14.9%
White		83.3%	5.3%	11.4%
Non-White		81.3%	9.4%	9.4%
American Indian/Alaska Native		--	--	--
Asian/Pacific Islander		--	--	--
Black/African American		85.0%	10.0%	5.0%
Hispanic/Latino American		83.3%	0.0%	16.7%
Multiracial		--	--	--
Supervisor		93.0%	0.0%	7.0%
Non-supervisor		78.4%	8.8%	12.8%
Worked at NASA 10 years or less		78.9%	8.5%	12.7%
Worked at NASA 11 years or more		84.4%	5.2%	10.4%
Younger than 40 years old		71.0%	9.7%	19.4%
40 years old or older		84.4%	5.9%	9.6%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION E: Your Ratings of NASA's Overall Effectiveness

5. How would you rate the overall effectiveness of NASA in creating a strong teamwork culture?

	N	Positive	Neutral	Negative
NASA Agencywide	5,315	71.6%	12.3%	16.1%
SSC	171	86.5%	7.0%	6.4%
Center Operations Directorate		77.4%	6.5%	16.1%
Engineering and Test Directorate		87.2%	8.5%	4.3%
Office of Communications		--	--	--
Office of Diversity and Equal Opportunity		--	--	--
Office of Education		--	--	--
Office of Human Capital		100.0%	0.0%	0.0%
Office of Procurement		82.4%	11.8%	5.9%
Office of the Chief Counsel		--	--	--
Office of the Chief Financial Office		80.0%	6.7%	13.3%
Office of the Chief Technologist		--	--	--
Office of the Director		100.0%	0.0%	0.0%
Project Directorate		81.8%	9.1%	9.1%
Rocket Propulsion Test Program Office		--	--	--
Safety and Mission Assurance Directorate		94.1%	5.9%	0.0%
Male		88.0%	7.0%	5.0%
Female		85.1%	6.0%	9.0%
White		89.4%	5.3%	5.3%
Non-White		78.1%	12.5%	9.4%
American Indian/Alaska Native		--	--	--
Asian/Pacific Islander		--	--	--
Black/African American		80.0%	10.0%	10.0%
Hispanic/Latino American		83.3%	16.7%	0.0%
Multiracial		--	--	--
Supervisor		95.3%	2.3%	2.3%
Non-supervisor		84.1%	8.7%	7.1%
Worked at NASA 10 years or less		83.3%	5.6%	11.1%
Worked at NASA 11 years or more		88.5%	8.3%	3.1%
Younger than 40 years old		80.6%	12.9%	6.5%
40 years old or older		87.4%	5.9%	6.7%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION E: Your Ratings of NASA's Overall Effectiveness

6. How would you rate the overall effectiveness of NASA in valuing individual contributions?

	N	Positive	Neutral	Negative
NASA Agencywide	5,312	73.5%	11.8%	14.6%
SSC	169	83.4%	8.9%	7.7%
Center Operations Directorate		74.2%	9.7%	16.1%
Engineering and Test Directorate		80.9%	14.9%	4.3%
Office of Communications		--	--	--
Office of Diversity and Equal Opportunity		--	--	--
Office of Education		--	--	--
Office of Human Capital		100.0%	0.0%	0.0%
Office of Procurement		82.4%	11.8%	5.9%
Office of the Chief Counsel		--	--	--
Office of the Chief Financial Office		73.3%	13.3%	13.3%
Office of the Chief Technologist		--	--	--
Office of the Director		100.0%	0.0%	0.0%
Project Directorate		90.0%	0.0%	10.0%
Rocket Propulsion Test Program Office		--	--	--
Safety and Mission Assurance Directorate		93.8%	0.0%	6.3%
Male		86.9%	7.1%	6.1%
Female		80.6%	9.0%	10.4%
White		87.0%	7.6%	5.3%
Non-White		75.0%	9.4%	15.6%
American Indian/Alaska Native		--	--	--
Asian/Pacific Islander		--	--	--
Black/African American		75.0%	5.0%	20.0%
Hispanic/Latino American		83.3%	16.7%	0.0%
Multiracial		--	--	--
Supervisor		95.2%	2.4%	2.4%
Non-supervisor		80.8%	10.4%	8.8%
Worked at NASA 10 years or less		80.3%	7.0%	12.7%
Worked at NASA 11 years or more		86.3%	9.5%	4.2%
Younger than 40 years old		77.4%	9.7%	12.9%
40 years old or older		86.6%	6.7%	6.7%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION E: Your Ratings of NASA's Overall Effectiveness

7. How would you rate the overall effectiveness of NASA in educating employees on how diversity and inclusion fosters innovation?

	N	Positive	Neutral	Negative
NASA Agencywide	5,310	64.8%	20.3%	14.8%
SSC	169	79.3%	12.4%	8.3%
Center Operations Directorate		83.3%	10.0%	6.7%
Engineering and Test Directorate		68.1%	14.9%	17.0%
Office of Communications		--	--	--
Office of Diversity and Equal Opportunity		--	--	--
Office of Education		--	--	--
Office of Human Capital		100.0%	0.0%	0.0%
Office of Procurement		70.6%	23.5%	5.9%
Office of the Chief Counsel		--	--	--
Office of the Chief Financial Office		86.7%	6.7%	6.7%
Office of the Chief Technologist		--	--	--
Office of the Director		100.0%	0.0%	0.0%
Project Directorate		72.7%	27.3%	0.0%
Rocket Propulsion Test Program Office		--	--	--
Safety and Mission Assurance Directorate		75.0%	12.5%	12.5%
Male		78.0%	13.0%	9.0%
Female		81.8%	10.6%	7.6%
White		84.8%	9.8%	5.3%
Non-White		61.3%	16.1%	22.6%
American Indian/Alaska Native		--	--	--
Asian/Pacific Islander		--	--	--
Black/African American		57.9%	21.1%	21.1%
Hispanic/Latino American		83.3%	0.0%	16.7%
Multiracial		--	--	--
Supervisor		90.5%	7.1%	2.4%
Non-supervisor		76.0%	13.6%	10.4%
Worked at NASA 10 years or less		74.3%	14.3%	11.4%
Worked at NASA 11 years or more		83.3%	10.4%	6.3%
Younger than 40 years old		71.0%	12.9%	16.1%
40 years old or older		81.3%	11.9%	6.7%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION F: About You

1. What is your supervisory status?

	Non-Supervisor	Team Leader	Supervisor	Manager	Executive
NASA Agencywide	54.7%	27.4%	10.3%	4.2%	3.5%
SSC	62.1%	12.4%	14.8%	5.3%	5.3%

2. What do you consider yourself to be:

	American Indian/ Alaska Native	Asian/ Pacific Islander	Black/ African American	Hispanic/ Latino American	White	Multi-racial
NASA Agencywide	0.5%	5.7%	11.7%	8.1%	70.3%	3.6%
SSC	0.0%	1.2%	12.2%	3.7%	80.5%	2.4%

3. How do you describe your gender?

	Male	Female	Other
NASA Agencywide	59.9%	38.8%	1.2%
SSC	59.9%	39.5%	0.6%

4. Please identify which of the following best describes you.

	Heterosexual/ straight	Bi-sexual/ gay/ lesbian/ other
NASA Agencywide	93.8%	6.2%
SSC	95.2%	4.8%

7. How long have you worked for NASA?

	Less than 1 year	1 to 2 years	3 to 5 years	6 to 10 years	11 to 20 years	More than 20 years
NASA Agencywide	2.5%	4.2%	9.4%	15.6%	19.2%	49.1%
SSC	3.6%	6.0%	17.9%	15.5%	30.4%	26.8%

8. What is your age group?

	25 years old or younger	26-29 years old	30-39 years old	40-49 years old	50-59 years old	60 years old or older
NASA Agencywide	1.8%	2.7%	12.9%	25.1%	43.7%	13.7%
SSC	1.2%	1.8%	15.7%	24.1%	47.6%	9.6%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION F: About You

9. What is the highest grad of schooling you have accomplished?

	Some high school	High school graduate or GED	Some college	2-year degree	4-year college graduate	Master's degree	Doctorate degree	Post-doctorate
NASA Agencywide	0.1%	1.3%	5.3%	4.8%	36.4%	39.4%	9.1%	3.8%
SSC	0.0%	0.6%	3.6%	2.4%	47.0%	39.8%	6.0%	0.6%

10. Please identify your skill code.

	Clerical	Engineer	Professional Administrative	Scientist	Technician/Wage Grade
NASA Agencywide	1.8%	55.8%	31.3%	7.3%	3.8%
SSC	2.4%	57.2%	36.1%	3.6%	0.6%

11. Are you full-time or part-time employee at NASA?

	Full-time	Part-time
NASA Agencywide	99.0%	1.0%
SSC	98.8%	1.2%

12. Do you consider yourself disabled?

	Yes	No
NASA Agencywide	6.4%	93.6%
SSC	5.4%	94.6%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

SECTION G: Your Final Thoughts and Comments

1. Within the past 12 months, do you think that diversity and inclusion have improved or become more evident in the NASA workplace?

	N	Yes	No
NASA Agencywide	5,177	50.8%	49.2%
SSC	165	72.1%	27.9%
Center Operations Directorate		63.3%	36.7%
Engineering and Test Directorate		62.2%	37.8%
Office of Communications		--	--
Office of Diversity and Equal Opportunity		--	--
Office of Education		--	--
Office of Human Capital		100.0%	0.0%
Office of Procurement		76.5%	23.5%
Office of the Chief Counsel		--	--
Office of the Chief Financial Office		66.7%	33.3%
Office of the Chief Technologist		--	--
Office of the Director		100.0%	0.0%
Project Directorate		81.8%	18.2%
Rocket Propulsion Test Program Office		--	--
Safety and Mission Assurance Directorate		80.0%	20.0%
Male		71.4%	28.6%
Female		75.4%	24.6%
White		72.7%	27.3%
Non-White		71.9%	28.1%
American Indian/Alaska Native		--	--
Asian/Pacific Islander		--	--
Black/African American		75.0%	25.0%
Hispanic/Latino American		83.3%	16.7%
Multiracial		--	--
Supervisor		83.7%	16.3%
Non-supervisor		68.6%	31.4%
Worked at NASA 10 years or less		67.1%	32.9%
Worked at NASA 11 years or more		76.3%	23.7%
Younger than 40 years old		76.7%	23.3%
40 years old or older		71.6%	28.4%

Note: The number of respondents is not provided for Section F and percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality. Also, please use caution when interpreting percentages in rows with less than 20 respondents.

Appendix C

Results by Survey Item

for 2010 and 2014

Notes for Appendix C

Results by Survey Item for 2010 and 2014

- Survey items are presented with the 2014 survey item number. Certain items were dropped in 2014, resulting in changes to item numbering. The table below summarizes the item number changes.

2010	2014
C8	C7
C9	C8
C10a	C9d
C10b	C9e
C10c	C9f
C10d	C9a
C10e	C9b
C10f	C9c
C10g-C10o	C9g-C9o
C11	C10
C12	C11
C13	C12
C14	C13
C15	C14
C16	C15
C17	C16

- Only items that were included in both the 2010 and 2014 surveys are included in Appendix C.
- Changes between 2010 and 2014 that are equal to or greater than 5% are noted with arrows depicting the direction of the change. Negative changes represent items where a lower percentage of respondents had positive opinions in 2014. Positive changes represent items where a higher percentage of respondents had positive opinions in 2014. Negative changes that are equal to or greater than 5% are depicted with an arrow pointing down (↓) while positive changes that are equal to or greater 5% are depicted with an arrow pointing up (↑).
- Note that the 2010 “% positive” shown for non-White respondents may differ from the “% positive” shown for non-White respondents in the 2010 report. This is due to a change in the way the “Other” race category has been coded for both the 2010 and 2014 data. This change more accurately reflects the percentage of non-White respondents who gave positive responses to the 2010 survey items.
- Percentages are not reported for any row where the number of respondents is equal to or less than 5 to protect respondent privacy and confidentiality.
- Multi-racial differences between 2010 and 2014 should be interpreted with caution due to small sample sizes.

SECTION A: Understanding and Awareness of Diversity and Inclusion at NASA

1. NASA policies promote fair treatment of employees regardless of their different diversity characteristics.

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	82.8%	83.3%	+0.5%	
SSC	87.6%	93.2%	+5.6%	↑
Male	85.7%	93.0%	+7.3%	↑
Female	93.1%	94.0%	+0.9%	
White	90.3%	97.0%	+6.7%	↑
Non-White	84.6%	81.3%	-3.3%	
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	93.3%	85.0%	-8.3%	↓
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	100.0%	100.0%	+0.0%	
Non-supervisor	84.5%	91.3%	+6.8%	↑
Worked at NASA 10 years or less	87.7%	90.3%	+2.6%	
Worked at NASA 11 years or more	87.5%	95.8%	+8.3%	↑
Younger than 40 years old	93.1%	93.5%	+0.4%	
40 years old or older	86.0%	93.3%	+7.3%	↑

2. At NASA, diversity seems to be mostly about physical characteristics of people.

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	40.5%	38.9%	-1.6%	
SSC	51.1%	45.7%	-5.4%	↓
Male	52.0%	40.8%	-11.2%	↓
Female	50.0%	51.5%	+1.5%	
White	54.0%	47.3%	-6.7%	↓
Non-White	40.0%	34.4%	-5.6%	↓
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	35.7%	35.0%	-0.7%	
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	70.4%	48.8%	-21.6%	↓
Non-supervisor	46.2%	44.3%	-1.9%	
Worked at NASA 10 years or less	49.2%	40.6%	-8.6%	↓
Worked at NASA 11 years or more	52.9%	48.4%	-4.5%	
Younger than 40 years old	53.6%	51.6%	-2.0%	
40 years old or older	50.0%	44.7%	-5.3%	↓

SECTION A: Understanding and Awareness of Diversity and Inclusion at NASA

3. NASA employees actively include coworkers with different backgrounds in workplace tasks.

	2010 Positive	2014 Positive	Difference
NASA Agencywide	74.6%	74.3%	-0.3%
SSC	76.3%	79.8%	+3.5%
Male	75.3%	75.8%	+0.5%
Female	78.6%	86.4%	+7.8% ↑
White	83.2%	82.3%	-0.9%
Non-White	57.7%	68.8%	+11.1% ↑
American Indian/Alaska Native	--	--	--
Asian/Pacific Islander	--	--	--
Black/African American	53.3%	60.0%	+6.7% ↑
Hispanic/Latino American	--	--	--
Multiracial	--	--	--
Supervisor	84.6%	83.7%	-0.9%
Non-supervisor	74.3%	78.0%	+3.7%
Worked at NASA 10 years or less	82.8%	84.1%	+1.3%
Worked at NASA 11 years or more	70.4%	78.1%	+7.7% ↑
Younger than 40 years old	78.6%	86.7%	+8.1% ↑
40 years old or older	75.5%	79.9%	+4.4%

4. All employees at NASA have a responsibility to promote workplace diversity and inclusion.

	2010 Positive	2014 Positive	Difference
NASA Agencywide	84.9%	86.6%	+1.7%
SSC	88.1%	92.6%	+4.5%
Male	88.0%	92.0%	+4.0%
Female	89.7%	94.0%	+4.3%
White	92.1%	94.7%	+2.6%
Non-White	80.8%	87.5%	+6.7% ↑
American Indian/Alaska Native	--	--	--
Asian/Pacific Islander	--	--	--
Black/African American	80.0%	90.0%	+10.0% ↑
Hispanic/Latino American	--	--	--
Multiracial	--	--	--
Supervisor	96.3%	97.7%	+1.4%
Non-supervisor	86.1%	91.2%	+5.1% ↑
Worked at NASA 10 years or less	89.2%	90.1%	+0.9%
Worked at NASA 11 years or more	87.1%	94.8%	+7.7% ↑
Younger than 40 years old	86.2%	90.3%	+4.1%
40 years old or older	88.6%	94.1%	+5.5% ↑

SECTION A: Understanding and Awareness of Diversity and Inclusion at NASA

5. NASA uses diversity and inclusion effectively to increase workforce productivity.

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	45.5%	49.0%	+3.5%	
SSC	57.3%	62.6%	+5.3%	↑
Male	52.7%	61.2%	+8.5%	↑
Female	64.3%	70.3%	+6.0%	↑
White	64.3%	65.9%	+1.6%	
Non-White	42.3%	58.1%	+15.8%	↑
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	40.0%	55.0%	+15.0%	↑
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	80.8%	64.3%	-16.5%	↓
Non-supervisor	51.4%	63.6%	+12.2%	↑
Worked at NASA 10 years or less	58.7%	59.7%	+1.0%	
Worked at NASA 11 years or more	55.9%	67.4%	+11.5%	↑
Younger than 40 years old	69.0%	54.8%	-14.2%	↓
40 years old or older	53.5%	66.9%	+13.4%	↑

6. Employee participation in diversity and inclusion training is encouraged at NASA.

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	79.6%	83.8%	+4.2%	
SSC	91.9%	92.7%	+0.8%	
Male	86.8%	93.0%	+6.2%	↑
Female	98.3%	92.5%	-5.8%	↓
White	94.1%	94.7%	+0.6%	
Non-White	84.6%	84.4%	-0.2%	
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	86.7%	80.0%	-6.7%	↓
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	96.3%	97.7%	+1.4%	
Non-supervisor	90.8%	91.3%	+0.5%	
Worked at NASA 10 years or less	92.2%	90.3%	-1.9%	
Worked at NASA 11 years or more	91.7%	94.8%	+3.1%	
Younger than 40 years old	89.7%	87.1%	-2.6%	
40 years old or older	92.5%	94.1%	+1.6%	

SECTION A: Understanding and Awareness of Diversity and Inclusion at NASA

7. *Having employees with diverse backgrounds is a source of business advantage at NASA.*

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	75.1%	77.7%	+2.6%	
SSC	73.7%	81.8%	+8.1%	↑
Male	73.3%	80.8%	+7.5%	↑
Female	75.0%	85.1%	+10.1%	↑
White	77.0%	84.7%	+7.7%	↑
Non-White	64.0%	78.1%	+14.1%	↑
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	71.4%	65.0%	-6.4%	↓
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	88.5%	83.7%	-4.8%	
Non-supervisor	70.1%	83.1%	+13.0%	↑
Worked at NASA 10 years or less	75.8%	78.9%	+3.1%	
Worked at NASA 11 years or more	71.8%	85.3%	+13.5%	↑
Younger than 40 years old	82.1%	83.9%	+1.8%	
40 years old or older	71.2%	82.8%	+11.6%	↑

8. *NASA's efforts to achieve workforce diversity and inclusion sometimes lead to workplace problems.*

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	31.9%	32.9%	+1.0%	
SSC	36.8%	36.8%	+0.0%	
Male	32.4%	35.7%	+3.3%	
Female	44.2%	38.1%	-6.1%	↓
White	40.2%	36.2%	-4.0%	
Non-White	36.0%	38.7%	+2.7%	
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	50.0%	50.0%	+0.0%	
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	44.4%	35.7%	-8.7%	↓
Non-supervisor	34.7%	37.2%	+2.5%	
Worked at NASA 10 years or less	40.0%	36.8%	-3.2%	
Worked at NASA 11 years or more	34.3%	37.2%	+2.9%	
Younger than 40 years old	50.0%	40.0%	-10.0%	↓
40 years old or older	33.0%	36.2%	+3.2%	

SECTION A: Understanding and Awareness of Diversity and Inclusion at NASA

9. Diversity and inclusion lead to innovative ideas at NASA.

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	68.3%	71.4%	+3.1%	
SSC	70.9%	78.1%	+7.2%	↑
Male	67.6%	73.5%	+5.9%	↑
Female	75.9%	85.7%	+9.8%	↑
White	70.0%	76.4%	+6.4%	↑
Non-White	76.9%	87.1%	+10.2%	↑
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	86.7%	94.7%	+8.0%	↑
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	96.3%	83.7%	-12.6%	↓
Non-supervisor	64.5%	75.8%	+11.3%	↑
Worked at NASA 10 years or less	68.3%	77.6%	+9.3%	↑
Worked at NASA 11 years or more	73.2%	78.7%	+5.5%	↑
Younger than 40 years old	82.8%	86.7%	+3.9%	
40 years old or older	67.3%	76.9%	+9.6%	↑

10. The diversity and inclusion training employees receive at NASA is useful.

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	50.1%	56.6%	+6.5%	↑
SSC	60.6%	68.9%	+8.3%	↑
Male	52.7%	65.6%	+12.9%	↑
Female	71.4%	75.0%	+3.6%	
White	66.7%	69.5%	+2.8%	
Non-White	46.2%	66.7%	+20.5%	↑
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	53.3%	68.4%	+15.1%	↑
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	77.8%	71.4%	-6.4%	↓
Non-supervisor	56.2%	67.5%	+11.3%	↑
Worked at NASA 10 years or less	59.0%	71.2%	+12.2%	↑
Worked at NASA 11 years or more	62.0%	67.0%	+5.0%	↑
Younger than 40 years old	69.2%	66.7%	-2.5%	
40 years old or older	59.0%	69.8%	+10.8%	↑

SECTION A: Understanding and Awareness of Diversity and Inclusion at NASA

11. NASA employees encourage participation in projects by coworkers with different personal characteristics or viewpoints.

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	60.5%	62.1%	+1.6%	
SSC	64.1%	71.7%	+7.6%	↑
Male	59.5%	70.4%	+10.9%	↑
Female	70.9%	75.8%	+4.9%	
White	71.1%	74.8%	+3.7%	
Non-White	38.5%	64.5%	+26.0%	↑
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	33.3%	63.2%	+29.9%	↑
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	80.0%	81.0%	+1.0%	
Non-supervisor	60.4%	69.9%	+9.5%	↑
Worked at NASA 10 years or less	69.8%	67.6%	-2.2%	
Worked at NASA 11 years or more	58.8%	75.0%	+16.2%	↑
Younger than 40 years old	75.0%	65.5%	-9.5%	↓
40 years old or older	60.8%	74.6%	+13.8%	↑

12. NASA values employees with varied backgrounds and experiences.

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	75.0%	76.2%	+1.2%	
SSC	80.3%	81.2%	+0.9%	
Male	77.9%	79.0%	+1.1%	
Female	82.8%	83.6%	+0.8%	
White	83.5%	85.6%	+2.1%	
Non-White	69.2%	68.8%	-0.4%	
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	66.7%	75.0%	+8.3%	↑
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	92.6%	88.4%	-4.2%	
Non-supervisor	77.3%	78.6%	+1.3%	
Worked at NASA 10 years or less	80.0%	76.4%	-3.6%	
Worked at NASA 11 years or more	80.6%	85.4%	+4.8%	
Younger than 40 years old	89.7%	80.6%	-9.1%	↓
40 years old or older	77.6%	81.5%	+3.9%	

SECTION B1: NASA Leadership—Supervisors and Managers

1. Supervisors & managers in my current branch, division, or directorate encourage employees to speak up when they disagree with what is being said.

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	72.3%	72.2%	-0.1%	
SSC	77.4%	83.9%	+6.5%	↑
Male	77.9%	89.0%	+11.1%	↑
Female	75.9%	76.1%	+0.2%	
White	76.7%	86.4%	+9.7%	↑
Non-White	80.8%	71.9%	-8.9%	↓
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	86.7%	80.0%	-6.7%	↓
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	88.9%	97.7%	+8.8%	↑
Non-supervisor	74.5%	79.4%	+4.9%	
Worked at NASA 10 years or less	72.3%	80.6%	+8.3%	↑
Worked at NASA 11 years or more	81.9%	86.5%	+4.6%	
Younger than 40 years old	82.8%	80.6%	-2.2%	
40 years old or older	75.7%	85.2%	+9.5%	↑

2. Supervisors & managers in my current branch, division, or directorate value having employees with diverse views.

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	70.7%	70.7%	+0.0%	
SSC	73.1%	83.3%	+10.2%	↑
Male	69.7%	86.0%	+16.3%	↑
Female	76.8%	79.1%	+2.3%	
White	78.0%	87.9%	+9.9%	↑
Non-White	61.5%	65.6%	+4.1%	
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	60.0%	70.0%	+10.0%	↑
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	92.6%	97.7%	+5.1%	↑
Non-supervisor	68.2%	78.6%	+10.4%	↑
Worked at NASA 10 years or less	71.9%	81.9%	+10.0%	↑
Worked at NASA 11 years or more	74.3%	85.4%	+11.1%	↑
Younger than 40 years old	72.4%	87.1%	+14.7%	↑
40 years old or older	73.1%	83.7%	+10.6%	↑

SECTION B1: NASA Leadership—Supervisors and Managers

3. Supervisors & managers in my current branch, division, or directorate help employees to recognize biases that foster workplace discrimination or exclusion.

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	48.9%	49.3%	+0.4%	
SSC	58.9%	58.9%	+0.0%	
Male	58.9%	61.6%	+2.7%	
Female	61.1%	57.1%	-4.0%	
White	65.3%	62.2%	-3.1%	
Non-White	46.2%	53.1%	+6.9%	↑
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	40.0%	55.0%	+15.0%	↑
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	73.1%	72.1%	-1.0%	
Non-supervisor	55.3%	55.0%	-0.3%	
Worked at NASA 10 years or less	60.7%	55.9%	-4.8%	
Worked at NASA 11 years or more	57.4%	62.8%	+5.4%	↑
Younger than 40 years old	66.7%	70.0%	+3.3%	
40 years old or older	56.4%	57.3%	+0.9%	

4. Supervisors & managers in my current branch, division, or directorate assign employees with different diversity characteristics to work together.

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	55.7%	57.4%	+1.7%	
SSC	60.2%	70.0%	+9.8%	↑
Male	57.5%	69.7%	+12.2%	↑
Female	66.7%	72.7%	+6.0%	↑
White	67.0%	73.1%	+6.1%	↑
Non-White	45.8%	62.5%	+16.7%	↑
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	42.9%	70.0%	+27.1%	↑
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	81.5%	74.4%	-7.1%	↓
Non-supervisor	54.2%	69.1%	+14.9%	↑
Worked at NASA 10 years or less	61.1%	72.5%	+11.4%	↑
Worked at NASA 11 years or more	59.4%	69.8%	+10.4%	↑
Younger than 40 years old	70.4%	70.0%	-0.4%	
40 years old or older	56.8%	70.9%	+14.1%	↑

SECTION B1: NASA Leadership—Supervisors and Managers

5. Supervisors & managers in my current branch, division, or directorate investigate reports of unfair treatment.

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	69.4%	70.4%	+1.0%	
SSC	75.0%	86.7%	+11.7%	↑
Male	76.6%	90.5%	+13.9%	↑
Female	74.0%	79.6%	+5.6%	↑
White	84.7%	90.7%	+6.0%	↑
Non-White	56.0%	69.2%	+13.2%	↑
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	50.0%	82.4%	+32.4%	↑
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	96.2%	95.3%	-0.9%	
Non-supervisor	68.9%	82.5%	+13.6%	↑
Worked at NASA 10 years or less	73.6%	80.0%	+6.4%	↑
Worked at NASA 11 years or more	76.2%	90.5%	+14.3%	↑
Younger than 40 years old	78.3%	91.7%	+13.4%	↑
40 years old or older	73.9%	85.0%	+11.1%	↑

6. Supervisors & managers in my current branch, division, or directorate help employees of different cultures to interact effectively in the workplace.

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	55.8%	57.9%	+2.1%	
SSC	60.3%	71.1%	+10.8%	↑
Male	54.1%	71.1%	+17.0%	↑
Female	70.6%	70.3%	-0.3%	
White	67.0%	73.0%	+6.0%	↑
Non-White	48.0%	62.5%	+14.5%	↑
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	50.0%	70.0%	+20.0%	↑
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	73.1%	81.0%	+7.9%	↑
Non-supervisor	57.0%	67.5%	+10.5%	↑
Worked at NASA 10 years or less	69.5%	70.1%	+0.6%	
Worked at NASA 11 years or more	52.2%	72.3%	+20.1%	↑
Younger than 40 years old	77.8%	67.7%	-10.1%	↓
40 years old or older	55.1%	72.1%	+17.0%	↑

SECTION B1: NASA Leadership—Supervisors and Managers

7. Supervisors & managers in my current branch, division, or directorate are held accountable for ensuring that employees are treated fairly.

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	68.3%	67.2%	-1.1%	
SSC	73.2%	83.9%	+10.7%	↑
Male	72.9%	85.9%	+13.0%	↑
Female	75.0%	81.0%	+6.0%	↑
White	81.1%	88.3%	+7.2%	↑
Non-White	53.8%	68.8%	+15.0%	↑
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	46.7%	80.0%	+33.3%	↑
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	92.6%	100.0%	+7.4%	↑
Non-supervisor	68.0%	78.1%	+10.1%	↑
Worked at NASA 10 years or less	76.3%	82.4%	+6.1%	↑
Worked at NASA 11 years or more	70.6%	86.4%	+15.8%	↑
Younger than 40 years old	85.2%	90.0%	+4.8%	
40 years old or older	69.7%	83.9%	+14.2%	↑

8. Supervisors & managers in my current branch, division, or directorate encourage employees to work with coworkers having different diversity characteristics.

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	59.5%	61.0%	+1.5%	
SSC	64.6%	77.2%	+12.6%	↑
Male	61.3%	77.6%	+16.3%	↑
Female	70.6%	77.6%	+7.0%	↑
White	71.6%	83.2%	+11.6%	↑
Non-White	48.0%	58.1%	+10.1%	↑
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	46.7%	65.0%	+18.3%	↑
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	85.2%	86.0%	+0.8%	
Non-supervisor	59.0%	74.8%	+15.8%	↑
Worked at NASA 10 years or less	71.9%	72.9%	+1.0%	
Worked at NASA 11 years or more	58.6%	82.1%	+23.5%	↑
Younger than 40 years old	75.0%	71.0%	-4.0%	
40 years old or older	61.2%	79.7%	+18.5%	↑

SECTION B1: NASA Leadership—Supervisors and Managers

9a. Supervisors & managers in my current branch, division, or directorate value differences in employees' individual characteristics, such as race, gender, age disability status, family caregiver status, or sexual orientation.

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	63.0%	65.1%	+2.1%	
SSC	73.8%	79.1%	+5.3%	↑
Male	72.6%	79.8%	+7.2%	↑
Female	76.8%	78.1%	+1.3%	
White	78.4%	80.2%	+1.8%	
Non-White	61.5%	74.2%	+12.7%	↑
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	53.3%	73.7%	+20.4%	↑
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	81.5%	85.7%	+4.2%	
Non-supervisor	71.8%	76.3%	+4.5%	
Worked at NASA 10 years or less	79.0%	78.8%	-0.2%	
Worked at NASA 11 years or more	69.1%	80.4%	+11.3%	↑
Younger than 40 years old	86.2%	77.4%	-8.8%	↓
40 years old or older	70.0%	80.3%	+10.3%	↑

9b. Supervisors & managers in my current branch, division, or directorate value differences in cultural characteristics, such as religion, ethnic background, or life experiences.

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	61.0%	62.3%	+1.3%	
SSC	67.7%	75.8%	+8.1%	↑
Male	63.9%	72.6%	+8.7%	↑
Female	73.2%	80.6%	+7.4%	↑
White	75.0%	79.0%	+4.0%	
Non-White	42.3%	64.5%	+22.2%	↑
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	33.3%	68.4%	+35.1%	↑
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	76.9%	83.3%	+6.4%	↑
Non-supervisor	65.4%	72.4%	+7.0%	↑
Worked at NASA 10 years or less	70.5%	78.5%	+8.0%	↑
Worked at NASA 11 years or more	65.2%	73.9%	+8.7%	↑
Younger than 40 years old	75.9%	74.2%	-1.7%	
40 years old or older	65.0%	76.0%	+11.0%	↑

SECTION B1: NASA Leadership—Supervisors and Managers

9c. *Supervisors & managers in my current branch, division, or directorate value differences in the way people approach problems.*

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	71.5%	70.2%	-1.3%	
SSC	69.4%	80.0%	+10.6%	↑
Male	65.3%	85.6%	+20.3%	↑
Female	73.7%	71.6%	-2.1%	
White	74.0%	84.6%	+10.6%	↑
Non-White	53.8%	62.5%	+8.7%	↑
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	46.7%	70.0%	+23.3%	↑
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	77.8%	95.2%	+17.4%	↑
Non-supervisor	67.3%	75.0%	+7.7%	↑
Worked at NASA 10 years or less	62.5%	74.6%	+12.1%	↑
Worked at NASA 11 years or more	75.7%	85.1%	+9.4%	↑
Younger than 40 years old	69.0%	77.4%	+8.4%	↑
40 years old or older	69.2%	81.1%	+11.9%	↑

SECTION B2: NASA Leadership—Center Leadership

1. Center leadership encourages employees to speak up when they disagree with what is being said.

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	67.6%	68.1%	+0.5%	
SSC	74.8%	69.7%	-5.1%	↓
Male	69.7%	69.9%	+0.2%	
Female	81.1%	69.0%	-12.1%	↓
White	76.5%	71.1%	-5.4%	↓
Non-White	72.0%	63.0%	-9.0%	↓
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	78.6%	70.6%	-8.0%	↓
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	85.2%	69.0%	-16.2%	↓
Non-supervisor	72.1%	70.9%	-1.2%	
Worked at NASA 10 years or less	76.7%	63.5%	-13.2%	↓
Worked at NASA 11 years or more	73.2%	73.0%	-0.2%	
Younger than 40 years old	89.7%	58.6%	-31.1%	↓
40 years old or older	70.3%	72.5%	+2.2%	

2. Center leadership values having employees with diverse views.

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	70.2%	72.5%	+2.3%	
SSC	75.2%	81.0%	+5.8%	↑
Male	70.7%	82.4%	+11.7%	↑
Female	81.1%	79.3%	-1.8%	
White	79.4%	85.0%	+5.6%	↑
Non-White	64.0%	66.7%	+2.7%	
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	71.4%	82.4%	+11.0%	↑
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	85.2%	85.4%	+0.2%	
Non-supervisor	72.5%	79.8%	+7.3%	↑
Worked at NASA 10 years or less	73.3%	82.3%	+9.0%	↑
Worked at NASA 11 years or more	76.8%	80.7%	+3.9%	
Younger than 40 years old	89.3%	79.3%	-10.0%	↓
40 years old or older	71.0%	83.1%	+12.1%	↑

SECTION B2: NASA Leadership—Center Leadership

3. Center leadership helps employees to recognize biases that foster workplace discrimination or exclusion.

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	56.5%	55.2%	-1.3%	
SSC	66.9%	60.0%	-6.9%	↓
Male	66.2%	62.2%	-4.0%	
Female	70.6%	56.1%	-14.5%	↓
White	74.2%	61.5%	-12.7%	↓
Non-White	56.0%	51.9%	-4.1%	
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	57.1%	52.9%	-4.2%	
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	81.5%	69.0%	-12.5%	↓
Non-supervisor	62.8%	57.1%	-5.7%	↓
Worked at NASA 10 years or less	67.9%	55.9%	-12.0%	↓
Worked at NASA 11 years or more	66.2%	61.4%	-4.8%	
Younger than 40 years old	76.9%	66.7%	-10.2%	↓
40 years old or older	63.8%	57.6%	-6.2%	↓

4. Center leadership assigns employees with different diversity characteristics to work together.

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	58.4%	57.9%	-0.5%	
SSC	60.5%	70.5%	+10.0%	↑
Male	58.2%	70.0%	+11.8%	↑
Female	65.2%	69.6%	+4.4%	
White	69.9%	70.7%	+0.8%	
Non-White	41.7%	66.7%	+25.0%	↑
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	46.2%	82.4%	+36.2%	↑
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	84.6%	71.4%	-13.2%	↓
Non-supervisor	53.4%	70.2%	+16.8%	↑
Worked at NASA 10 years or less	58.3%	72.9%	+14.6%	↑
Worked at NASA 11 years or more	62.1%	69.0%	+6.9%	↑
Younger than 40 years old	65.2%	61.5%	-3.7%	
40 years old or older	58.9%	72.9%	+14.0%	↑

SECTION B2: NASA Leadership—Center Leadership

5. Center leadership investigates reports of unfair treatment.

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	72.5%	73.7%	+1.2%	
SSC	80.4%	85.4%	+5.0%	↑
Male	77.4%	88.6%	+11.2%	↑
Female	83.3%	80.9%	-2.4%	
White	85.5%	87.1%	+1.6%	
Non-White	69.6%	77.3%	+7.7%	↑
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	66.7%	86.7%	+20.0%	↑
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	96.2%	88.1%	-8.1%	↓
Non-supervisor	75.6%	84.9%	+9.3%	↑
Worked at NASA 10 years or less	76.0%	81.1%	+5.1%	↑
Worked at NASA 11 years or more	83.9%	87.8%	+3.9%	
Younger than 40 years old	91.3%	91.7%	+0.4%	
40 years old or older	77.3%	84.0%	+6.7%	↑

6. Center leadership helps employees of different cultures to interact effectively in the workplace.

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	58.0%	60.0%	+2.0%	
SSC	64.5%	71.9%	+7.4%	↑
Male	63.4%	76.1%	+12.7%	↑
Female	67.3%	66.1%	-1.2%	
White	73.3%	73.2%	-0.1%	
Non-White	45.8%	67.9%	+22.1%	↑
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	46.2%	72.2%	+26.0%	↑
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	81.5%	75.0%	-6.5%	↓
Non-supervisor	59.6%	71.8%	+12.2%	↑
Worked at NASA 10 years or less	68.5%	69.5%	+1.0%	
Worked at NASA 11 years or more	61.2%	74.1%	+12.9%	↑
Younger than 40 years old	74.1%	65.5%	-8.6%	↓
40 years old or older	61.3%	74.3%	+13.0%	↑

SECTION B2: NASA Leadership—Center Leadership

7. Center leadership is held accountable for ensuring that employees are treated fairly.

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	68.3%	67.1%	-1.2%	
SSC	78.0%	83.1%	+5.1%	↑
Male	73.9%	83.7%	+9.8%	↑
Female	84.6%	80.7%	-3.9%	
White	79.3%	85.7%	+6.4%	↑
Non-White	79.2%	75.0%	-4.2%	
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	84.6%	83.3%	-1.3%	
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	88.9%	90.2%	+1.3%	
Non-supervisor	75.0%	80.6%	+5.6%	↑
Worked at NASA 10 years or less	79.6%	79.4%	-0.2%	
Worked at NASA 11 years or more	76.8%	86.4%	+9.6%	↑
Younger than 40 years old	100.0%	89.7%	-10.3%	↓
40 years old or older	72.4%	82.1%	+9.7%	↑

8. Center leadership encourages employees to work with coworkers having different diversity characteristics.

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	63.6%	65.7%	+2.1%	
SSC	66.7%	78.7%	+12.0%	↑
Male	64.3%	78.9%	+14.6%	↑
Female	71.4%	77.2%	+5.8%	↑
White	73.9%	83.2%	+9.3%	↑
Non-White	56.0%	64.0%	+8.0%	↑
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	64.3%	75.0%	+10.7%	↑
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	84.6%	83.3%	-1.3%	
Non-supervisor	61.7%	77.1%	+15.4%	↑
Worked at NASA 10 years or less	68.5%	75.0%	+6.5%	↑
Worked at NASA 11 years or more	65.2%	81.6%	+16.4%	↑
Younger than 40 years old	79.2%	75.0%	-4.2%	
40 years old or older	63.2%	79.5%	+16.3%	↑

SECTION B2: NASA Leadership—Center Leadership

9a. *Center leadership values differences in employees' individual characteristics, such as race, gender, age, disability status, family caregiver status, or sexual orientation.*

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	66.3%	70.3%	+4.0%	
SSC	74.2%	80.4%	+6.2%	↑
Male	71.8%	80.9%	+9.1%	↑
Female	78.8%	80.0%	+1.2%	
White	81.5%	82.6%	+1.1%	
Non-White	56.0%	74.1%	+18.1%	↑
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	64.3%	76.5%	+12.2%	↑
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	80.8%	85.4%	+4.6%	
Non-supervisor	72.4%	78.8%	+6.4%	↑
Worked at NASA 10 years or less	75.0%	80.7%	+5.7%	↑
Worked at NASA 11 years or more	73.5%	80.5%	+7.0%	↑
Younger than 40 years old	85.2%	78.6%	-6.6%	↓
40 years old or older	70.8%	81.7%	+10.9%	↑

9b. *Center leadership values differences in cultural characteristics, such as religion, ethnic background, or life experiences.*

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	64.3%	66.3%	+2.0%	
SSC	70.7%	76.7%	+6.0%	↑
Male	66.7%	74.7%	+8.0%	↑
Female	76.9%	80.0%	+3.1%	
White	77.8%	78.6%	+0.8%	
Non-White	56.0%	70.4%	+14.4%	↑
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	57.1%	76.5%	+19.4%	↑
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	84.6%	78.0%	-6.6%	↓
Non-supervisor	67.0%	76.4%	+9.4%	↑
Worked at NASA 10 years or less	74.5%	81.0%	+6.5%	↑
Worked at NASA 11 years or more	67.6%	73.9%	+6.3%	↑
Younger than 40 years old	85.2%	78.6%	-6.6%	↓
40 years old or older	66.3%	76.7%	+10.4%	↑

SECTION B2: NASA Leadership—Center Leadership

9c. Center leadership values differences in the way people approach problems.

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	70.1%	68.4%	-1.7%	
SSC	72.8%	79.9%	+7.1%	↑
Male	68.1%	81.1%	+13.0%	↑
Female	78.4%	77.8%	-0.6%	
White	78.3%	84.5%	+6.2%	↑
Non-White	60.0%	61.5%	+1.5%	
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	57.1%	75.0%	+17.9%	↑
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	84.6%	87.8%	+3.2%	
Non-supervisor	69.7%	77.1%	+7.4%	↑
Worked at NASA 10 years or less	70.2%	79.7%	+9.5%	↑
Worked at NASA 11 years or more	75.0%	80.2%	+5.2%	↑
Younger than 40 years old	74.1%	78.6%	+4.5%	
40 years old or older	72.2%	80.7%	+8.5%	↑

SECTION C: Your Personal Work Experiences at NASA

1. I received the information I needed to work well with others.

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	68.4%	72.1%	+3.7%	
SSC	77.0%	82.2%	+5.2%	↑
Male	71.1%	84.8%	+13.7%	↑
Female	85.7%	78.8%	-6.9%	↓
White	82.0%	83.3%	+1.3%	
Non-White	63.0%	76.7%	+13.7%	↑
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	60.0%	78.9%	+18.9%	↑
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	88.9%	90.5%	+1.6%	
Non-supervisor	74.1%	80.8%	+6.7%	↑
Worked at NASA 10 years or less	81.3%	77.1%	-4.2%	
Worked at NASA 11 years or more	73.2%	85.4%	+12.2%	↑
Younger than 40 years old	82.8%	77.4%	-5.4%	↓
40 years old or older	75.2%	84.2%	+9.0%	↑

2. My contributions and achievements at NASA were recognized.

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	73.9%	66.4%	-7.5%	↓
SSC	71.5%	80.0%	+8.5%	↑
Male	68.4%	82.0%	+13.6%	↑
Female	75.9%	78.8%	+2.9%	
White	71.6%	81.7%	+10.1%	↑
Non-White	70.4%	71.9%	+1.5%	
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	80.0%	75.0%	-5.0%	↓
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	82.1%	93.0%	+10.9%	↑
Non-supervisor	68.8%	76.8%	+8.0%	↑
Worked at NASA 10 years or less	64.6%	77.5%	+12.9%	↑
Worked at NASA 11 years or more	77.8%	82.3%	+4.5%	
Younger than 40 years old	70.0%	80.6%	+10.6%	↑
40 years old or older	71.7%	81.3%	+9.6%	↑

SECTION C: Your Personal Work Experiences at NASA

3. *I felt pressured to change things about myself in order to fit in at NASA.*

	2010 Positive	2014 Positive	Difference
NASA Agencywide	60.5%	58.0%	-2.5%
SSC	61.8%	66.5%	+4.7%
Male	56.6%	68.0%	+11.4% ↑
Female	70.2%	67.2%	-3.0%
White	66.3%	66.7%	+0.4%
Non-White	48.1%	68.8%	+20.7% ↑
American Indian/Alaska Native	--	--	--
Asian/Pacific Islander	--	--	--
Black/African American	60.0%	75.0%	+15.0% ↑
Hispanic/Latino American	--	--	--
Multiracial	--	--	--
Supervisor	74.1%	69.8%	-4.3%
Non-supervisor	58.7%	65.6%	+6.9% ↑
Worked at NASA 10 years or less	60.0%	67.6%	+7.6% ↑
Worked at NASA 11 years or more	63.4%	67.7%	+4.3%
Younger than 40 years old	60.0%	58.1%	-1.9%
40 years old or older	62.9%	69.6%	+6.7% ↑

4. *NASA provided opportunities for me to advance in my career.*

	2010 Positive	2014 Positive	Difference
NASA Agencywide	65.0%	63.9%	-1.1%
SSC	68.6%	70.4%	+1.8%
Male	67.1%	67.0%	-0.1%
Female	72.4%	75.4%	+3.0%
White	67.6%	67.7%	+0.1%
Non-White	81.5%	78.1%	-3.4%
American Indian/Alaska Native	--	--	--
Asian/Pacific Islander	--	--	--
Black/African American	80.0%	85.0%	+5.0% ↑
Hispanic/Latino American	--	--	--
Multiracial	--	--	--
Supervisor	82.1%	86.0%	+3.9%
Non-supervisor	65.1%	65.3%	+0.2%
Worked at NASA 10 years or less	69.2%	68.6%	-0.6%
Worked at NASA 11 years or more	68.1%	70.8%	+2.7%
Younger than 40 years old	73.3%	80.0%	+6.7% ↑
40 years old or older	67.0%	68.7%	+1.7%

SECTION C: Your Personal Work Experiences at NASA

5. Coworkers typically listened respectfully to my views about work related matters.

	2010 Positive	2014 Positive	Difference
NASA Agencywide	84.4%	84.1%	-0.3%
SSC	89.8%	88.2%	-1.6%
Male	90.8%	87.9%	-2.9%
Female	89.7%	89.4%	-0.3%
White	89.2%	89.2%	+0.0%
Non-White	96.3%	84.4%	-11.9% ↓
American Indian/Alaska Native	--	--	--
Asian/Pacific Islander	--	--	--
Black/African American	100.0%	90.0%	-10.0% ↓
Hispanic/Latino American	--	--	--
Multiracial	--	--	--
Supervisor	96.4%	95.3%	-1.1%
Non-supervisor	88.1%	86.3%	-1.8%
Worked at NASA 10 years or less	90.8%	88.7%	-2.1%
Worked at NASA 11 years or more	88.9%	88.4%	-0.5%
Younger than 40 years old	93.3%	93.5%	+0.2%
40 years old or older	88.7%	88.0%	-0.7%

6. I was harassed about differences or perceived differences in my personal characteristics.

	2010 Positive	2014 Positive	Difference
NASA Agencywide	79.6%	79.4%	-0.2%
SSC	84.7%	81.2%	-3.5%
Male	80.3%	83.0%	+2.7%
Female	91.4%	78.8%	-12.6% ↓
White	87.3%	82.4%	-4.9%
Non-White	77.8%	78.1%	+0.3%
American Indian/Alaska Native	--	--	--
Asian/Pacific Islander	--	--	--
Black/African American	93.3%	85.0%	-8.3% ↓
Hispanic/Latino American	--	--	--
Multiracial	--	--	--
Supervisor	85.7%	83.7%	-2.0%
Non-supervisor	84.4%	80.8%	-3.6%
Worked at NASA 10 years or less	89.2%	81.7%	-7.5% ↓
Worked at NASA 11 years or more	80.6%	83.3%	+2.7%
Younger than 40 years old	90.0%	83.9%	-6.1% ↓
40 years old or older	83.0%	81.3%	-1.7%

SECTION C: Your Personal Work Experiences at NASA

7. *I was not encouraged to suggest alternative ways to solve problems.*

	2010 Positive	2014 Positive	Difference
NASA Agencywide	62.3%	66.6%	+4.3%
SSC	70.8%	72.4%	+1.6%
Male	69.7%	73.0%	+3.3%
Female	72.4%	72.7%	+0.3%
White	67.6%	71.0%	+3.4%
Non-White	85.2%	75.0%	-10.2% ↓
American Indian/Alaska Native	--	--	--
Asian/Pacific Islander	--	--	--
Black/African American	100.0%	80.0%	-20.0% ↓
Hispanic/Latino American	--	--	--
Multiracial	--	--	--
Supervisor	82.1%	88.4%	+6.3% ↑
Non-supervisor	67.9%	68.0%	+0.1%
Worked at NASA 10 years or less	75.4%	71.8%	-3.6%
Worked at NASA 11 years or more	66.7%	74.0%	+7.3% ↑
Younger than 40 years old	80.0%	77.4%	-2.6%
40 years old or older	67.9%	71.6%	+3.7%

8. *I felt that my supervisor or coworkers made assumptions about me that limited my opportunities for professional development.*

	2010 Positive	2014 Positive	Difference
NASA Agencywide	61.0%	61.9%	+0.9%
SSC	69.3%	68.0%	-1.3%
Male	71.1%	72.0%	+0.9%
Female	67.2%	63.6%	-3.6%
White	74.5%	71.8%	-2.7%
Non-White	51.9%	53.1%	+1.2%
American Indian/Alaska Native	--	--	--
Asian/Pacific Islander	--	--	--
Black/African American	60.0%	50.0%	-10.0% ↓
Hispanic/Latino American	--	--	--
Multiracial	--	--	--
Supervisor	78.6%	79.1%	+0.5%
Non-supervisor	67.0%	65.3%	-1.7%
Worked at NASA 10 years or less	69.2%	74.3%	+5.1% ↑
Worked at NASA 11 years or more	69.4%	65.6%	-3.8%
Younger than 40 years old	73.3%	74.2%	+0.9%
40 years old or older	67.9%	67.9%	+0.0%

SECTION C: Your Personal Work Experiences at NASA

9a. *I have felt uncomfortable or out of place at work because of my life experiences.*

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	76.6%	75.1%	-1.5%	
SSC	74.6%	80.5%	+5.9%	↑
Male	75.3%	83.0%	+7.7%	↑
Female	75.9%	77.3%	+1.4%	
White	77.7%	84.0%	+6.3%	↑
Non-White	66.7%	68.8%	+2.1%	
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	80.0%	75.0%	-5.0%	↓
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	82.1%	93.0%	+10.9%	↑
Non-supervisor	72.7%	77.4%	+4.7%	
Worked at NASA 10 years or less	78.5%	81.4%	+2.9%	
Worked at NASA 11 years or more	71.2%	81.3%	+10.1%	↑
Younger than 40 years old	80.0%	80.0%	+0.0%	
40 years old or older	72.9%	81.5%	+8.6%	↑

9b. *I have felt uncomfortable or out of place at work because of my gender.*

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	77.9%	78.7%	+0.8%	
SSC	83.9%	81.7%	-2.2%	
Male	85.7%	88.0%	+2.3%	
Female	84.2%	72.7%	-11.5%	↓
White	86.4%	83.2%	-3.2%	
Non-White	76.9%	78.1%	+1.2%	
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	80.0%	85.0%	+5.0%	↑
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	92.9%	90.7%	-2.2%	
Non-supervisor	81.7%	79.8%	-1.9%	
Worked at NASA 10 years or less	85.9%	85.7%	-0.2%	
Worked at NASA 11 years or more	82.2%	80.2%	-2.0%	
Younger than 40 years old	93.3%	90.0%	-3.3%	
40 years old or older	81.1%	80.7%	-0.4%	

SECTION C: Your Personal Work Experiences at NASA

9c. *I have felt uncomfortable or out of place at work because of my educational background.*

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	78.4%	77.7%	-0.7%	
SSC	78.3%	83.4%	+5.1%	↑
Male	76.6%	86.0%	+9.4%	↑
Female	82.8%	80.3%	-2.5%	
White	80.6%	84.0%	+3.4%	
Non-White	74.1%	81.3%	+7.2%	↑
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	80.0%	90.0%	+10.0%	↑
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	92.9%	93.0%	+0.1%	
Non-supervisor	74.5%	81.5%	+7.0%	↑
Worked at NASA 10 years or less	84.6%	87.1%	+2.5%	
Worked at NASA 11 years or more	72.6%	81.3%	+8.7%	↑
Younger than 40 years old	90.0%	90.0%	+0.0%	
40 years old or older	75.7%	82.2%	+6.5%	↑

9d. *I have felt uncomfortable or out of place at work because of my race.*

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	81.1%	78.7%	-2.4%	
SSC	84.8%	85.8%	+1.0%	
Male	81.8%	87.0%	+5.2%	↑
Female	91.4%	83.3%	-8.1%	↓
White	91.3%	89.3%	-2.0%	
Non-White	63.0%	71.9%	+8.9%	↑
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	60.0%	75.0%	+15.0%	↑
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	89.3%	88.4%	-0.9%	
Non-supervisor	83.6%	85.5%	+1.9%	
Worked at NASA 10 years or less	87.7%	84.3%	-3.4%	
Worked at NASA 11 years or more	82.2%	87.5%	+5.3%	↑
Younger than 40 years old	86.7%	86.7%	+0.0%	
40 years old or older	84.1%	85.2%	+1.1%	

SECTION C: Your Personal Work Experiences at NASA

9e. *I have felt uncomfortable or out of place at work because of my ethnicity.*

	2010 Positive	2014 Positive	Difference
NASA Agencywide	82.4%	80.3%	-2.1%
SSC	84.8%	84.6%	-0.2%
Male	81.8%	85.0%	+3.2%
Female	91.4%	83.3%	-8.1% ↓
White	91.3%	90.8%	-0.5%
Non-White	63.0%	62.5%	-0.5%
American Indian/Alaska Native	--	--	--
Asian/Pacific Islander	--	--	--
Black/African American	66.7%	70.0%	+3.3%
Hispanic/Latino American	--	--	--
Multiracial	--	--	--
Supervisor	92.9%	90.7%	-2.2%
Non-supervisor	82.7%	83.1%	+0.4%
Worked at NASA 10 years or less	87.7%	84.3%	-3.4%
Worked at NASA 11 years or more	82.2%	86.5%	+4.3%
Younger than 40 years old	86.7%	86.7%	+0.0%
40 years old or older	84.1%	84.4%	+0.3%

9f. *I have felt uncomfortable or out of place at work because of my culture.*

	2010 Positive	2014 Positive	Difference
NASA Agencywide	80.9%	80.0%	-0.9%
SSC	81.0%	83.4%	+2.4%
Male	77.6%	85.0%	+7.4% ↑
Female	87.9%	81.8%	-6.1% ↓
White	86.3%	87.8%	+1.5%
Non-White	63.0%	68.8%	+5.8% ↑
American Indian/Alaska Native	--	--	--
Asian/Pacific Islander	--	--	--
Black/African American	66.7%	75.0%	+8.3% ↑
Hispanic/Latino American	--	--	--
Multiracial	--	--	--
Supervisor	89.3%	93.0%	+3.7%
Non-supervisor	78.9%	81.5%	+2.6%
Worked at NASA 10 years or less	87.7%	84.3%	-3.4%
Worked at NASA 11 years or more	75.0%	84.4%	+9.4% ↑
Younger than 40 years old	86.7%	83.3%	-3.4%
40 years old or older	79.2%	84.4%	+5.2% ↑

SECTION C: Your Personal Work Experiences at NASA

9g. *I have felt uncomfortable or out of place at work because of my language.*

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	85.8%	84.8%	-1.0%	
SSC	85.5%	86.8%	+1.3%	
Male	84.4%	86.9%	+2.5%	
Female	89.7%	86.2%	-3.5%	
White	88.3%	90.7%	+2.4%	
Non-White	77.8%	75.0%	-2.8%	
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	93.3%	85.0%	-8.3%	↓
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	89.3%	93.0%	+3.7%	
Non-supervisor	84.5%	85.2%	+0.7%	
Worked at NASA 10 years or less	89.2%	88.4%	-0.8%	
Worked at NASA 11 years or more	82.2%	87.4%	+5.2%	↑
Younger than 40 years old	93.3%	93.3%	+0.0%	
40 years old or older	83.2%	85.7%	+2.5%	

9h. *I have felt uncomfortable or out of place at work because of my religion.*

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	81.7%	79.8%	-1.9%	
SSC	81.0%	82.1%	+1.1%	
Male	79.2%	83.0%	+3.8%	
Female	86.0%	81.5%	-4.5%	
White	81.4%	83.8%	+2.4%	
Non-White	85.2%	78.1%	-7.1%	↓
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	93.3%	85.0%	-8.3%	↓
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	85.7%	90.7%	+5.0%	↑
Non-supervisor	79.8%	80.5%	+0.7%	
Worked at NASA 10 years or less	84.6%	82.9%	-1.7%	
Worked at NASA 11 years or more	77.8%	83.2%	+5.4%	↑
Younger than 40 years old	90.0%	83.3%	-6.7%	↓
40 years old or older	79.2%	82.8%	+3.6%	

SECTION C: Your Personal Work Experiences at NASA

9i. *I have felt uncomfortable or out of place at work because of my gender identity.*

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	87.0%	86.7%	-0.3%	
SSC	86.2%	90.6%	+4.4%	
Male	87.0%	92.4%	+5.4%	↑
Female	87.9%	87.5%	-0.4%	
White	86.4%	92.7%	+6.3%	↑
Non-White	88.9%	83.3%	-5.6%	↓
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	93.3%	89.5%	-3.8%	
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	89.3%	97.4%	+8.1%	↑
Non-supervisor	85.5%	89.0%	+3.5%	
Worked at NASA 10 years or less	89.2%	89.4%	+0.2%	
Worked at NASA 11 years or more	83.6%	92.2%	+8.6%	↑
Younger than 40 years old	90.0%	96.6%	+6.6%	↑
40 years old or older	85.0%	88.9%	+3.9%	

9j. *I have felt uncomfortable or out of place at work because of my sexual orientation.*

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	86.4%	85.7%	-0.7%	
SSC	87.7%	92.0%	+4.3%	
Male	87.0%	93.8%	+6.8%	↑
Female	91.4%	88.9%	-2.5%	
White	88.3%	94.5%	+6.2%	↑
Non-White	88.9%	82.8%	-6.1%	↓
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	93.3%	89.5%	-3.8%	
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	92.9%	100.0%	+7.1%	↑
Non-supervisor	86.4%	89.7%	+3.3%	
Worked at NASA 10 years or less	89.2%	89.7%	+0.5%	
Worked at NASA 11 years or more	86.3%	94.5%	+8.2%	↑
Younger than 40 years old	90.0%	96.6%	+6.6%	↑
40 years old or older	86.9%	90.7%	+3.8%	

SECTION C: Your Personal Work Experiences at NASA

9k. *I have felt uncomfortable or out of place at work because of my age.*

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	76.2%	74.2%	-2.0%	
SSC	78.3%	84.0%	+5.7%	↑
Male	75.3%	83.0%	+7.7%	↑
Female	84.5%	84.8%	+0.3%	
White	79.6%	87.0%	+7.4%	↑
Non-White	77.8%	71.9%	-5.9%	↓
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	86.7%	85.0%	-1.7%	
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	85.7%	93.0%	+7.3%	↑
Non-supervisor	76.4%	81.5%	+5.1%	↑
Worked at NASA 10 years or less	78.5%	82.9%	+4.4%	
Worked at NASA 11 years or more	78.1%	85.4%	+7.3%	↑
Younger than 40 years old	80.0%	90.0%	+10.0%	↑
40 years old or older	77.6%	82.2%	+4.6%	

9l. *I have felt uncomfortable or out of place at work because of my disability.*

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	79.4%	82.8%	+3.4%	
SSC	81.6%	86.9%	+5.3%	↑
Male	82.0%	89.3%	+7.3%	↑
Female	82.9%	82.8%	-0.1%	
White	81.7%	88.6%	+6.9%	↑
Non-White	85.0%	80.8%	-4.2%	
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	83.3%	88.2%	+4.9%	
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	100.0%	94.1%	-5.9%	↓
Non-supervisor	77.1%	85.3%	+8.2%	↑
Worked at NASA 10 years or less	85.0%	85.5%	+0.5%	
Worked at NASA 11 years or more	78.7%	88.8%	+10.1%	↑
Younger than 40 years old	93.8%	92.3%	-1.5%	
40 years old or older	78.9%	85.2%	+6.3%	↑

SECTION C: Your Personal Work Experiences at NASA

9m. *I have felt uncomfortable or out of place at work because of my family caregiver role.*

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	78.2%	80.5%	+2.3%	
SSC	83.2%	84.7%	+1.5%	
Male	80.0%	85.4%	+5.4%	↑
Female	88.6%	82.8%	-5.8%	↓
White	83.6%	87.3%	+3.7%	
Non-White	85.7%	76.9%	-8.8%	↓
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	90.9%	88.2%	-2.7%	
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	95.0%	89.5%	-5.5%	↓
Non-supervisor	80.2%	83.6%	+3.4%	
Worked at NASA 10 years or less	86.7%	82.0%	-4.7%	
Worked at NASA 11 years or more	80.4%	88.4%	+8.0%	↑
Younger than 40 years old	94.7%	88.5%	-6.2%	↓
40 years old or older	81.5%	84.2%	+2.7%	

9n. *I have felt uncomfortable or out of place at work because of my part/flex-time work status.*

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	76.9%	80.8%	+3.9%	
SSC	85.6%	85.3%	-0.3%	
Male	86.5%	86.7%	+0.2%	
Female	86.5%	82.8%	-3.7%	
White	85.7%	89.0%	+3.3%	
Non-White	90.5%	75.0%	-15.5%	↓
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	91.7%	82.4%	-9.3%	↓
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	100.0%	97.0%	-3.0%	
Non-supervisor	82.4%	82.6%	+0.2%	
Worked at NASA 10 years or less	86.4%	85.2%	-1.2%	
Worked at NASA 11 years or more	84.8%	87.3%	+2.5%	
Younger than 40 years old	94.7%	92.6%	-2.1%	
40 years old or older	82.9%	84.1%	+1.2%	

SECTION C: Your Personal Work Experiences at NASA

9a. *I have felt uncomfortable or out of place at work because of my other personal characteristics.*

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	73.4%	76.9%	+3.5%	
SSC	78.6%	83.0%	+4.4%	
Male	74.1%	87.4%	+13.3%	↑
Female	86.0%	78.7%	-7.3%	↓
White	77.9%	84.1%	+6.2%	↑
Non-White	85.0%	77.8%	-7.2%	↓
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	91.7%	88.2%	-3.5%	
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	95.5%	90.2%	-5.3%	↓
Non-supervisor	74.1%	81.9%	+7.8%	↑
Worked at NASA 10 years or less	79.2%	85.3%	+6.1%	↑
Worked at NASA 11 years or more	78.2%	83.0%	+4.8%	
Younger than 40 years old	90.9%	82.8%	-8.1%	↓
40 years old or older	75.0%	84.1%	+9.1%	↑

10. *I have felt free to express my opinions about work related matters.*

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	70.4%	76.7%	+6.3%	↑
SSC	73.0%	83.6%	+10.6%	↑
Male	75.3%	88.0%	+12.7%	↑
Female	70.2%	79.1%	+8.9%	↑
White	73.5%	84.1%	+10.6%	↑
Non-White	70.4%	84.4%	+14.0%	↑
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	80.0%	90.0%	+10.0%	↑
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	78.6%	97.7%	+19.1%	↑
Non-supervisor	71.6%	80.2%	+8.6%	↑
Worked at NASA 10 years or less	67.2%	80.6%	+13.4%	↑
Worked at NASA 11 years or more	78.1%	87.5%	+9.4%	↑
Younger than 40 years old	75.9%	90.3%	+14.4%	↑
40 years old or older	72.0%	84.4%	+12.4%	↑

SECTION C: Your Personal Work Experiences at NASA

11. I have thought of leaving NASA for other employment because NASA does not value employees with varied backgrounds and experiences.

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	74.7%	72.3%	-2.4%	
SSC	81.9%	78.0%	-3.9%	
Male	81.8%	77.8%	-4.0%	
Female	84.5%	80.3%	-4.2%	
White	84.5%	81.1%	-3.4%	
Non-White	77.8%	63.3%	-14.5%	↓
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	86.7%	68.4%	-18.3%	↓
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	92.9%	90.5%	-2.4%	
Non-supervisor	79.1%	75.0%	-4.1%	
Worked at NASA 10 years or less	81.5%	81.2%	-0.3%	
Worked at NASA 11 years or more	82.2%	77.1%	-5.1%	↓
Younger than 40 years old	83.3%	80.6%	-2.7%	
40 years old or older	81.3%	78.2%	-3.1%	

12. I was given adequate opportunities to demonstrate my skills.

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	69.5%	71.9%	+2.4%	
SSC	71.7%	80.1%	+8.4%	↑
Male	76.6%	83.0%	+6.4%	↑
Female	67.2%	77.6%	+10.4%	↑
White	73.8%	81.8%	+8.0%	↑
Non-White	70.4%	71.9%	+1.5%	
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	73.3%	75.0%	+1.7%	
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	85.7%	95.3%	+9.6%	↑
Non-supervisor	68.2%	76.2%	+8.0%	↑
Worked at NASA 10 years or less	69.2%	77.8%	+8.6%	↑
Worked at NASA 11 years or more	74.0%	82.3%	+8.3%	↑
Younger than 40 years old	66.7%	77.4%	+10.7%	↑
40 years old or older	72.9%	81.5%	+8.6%	↑

SECTION C: Your Personal Work Experiences at NASA

13. I felt there would be negative consequences for me if I reported unfair treatment at work.

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	61.5%	60.9%	-0.6%	
SSC	69.3%	69.0%	-0.3%	
Male	71.4%	75.8%	+4.4%	
Female	68.4%	60.0%	-8.4%	↓
White	73.5%	72.3%	-1.2%	
Non-White	55.6%	54.8%	-0.8%	
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	60.0%	60.0%	+0.0%	
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	74.1%	88.4%	+14.3%	↑
Non-supervisor	68.2%	63.4%	-4.8%	
Worked at NASA 10 years or less	73.8%	73.2%	-0.6%	
Worked at NASA 11 years or more	65.3%	68.1%	+2.8%	
Younger than 40 years old	80.0%	67.7%	-12.3%	↓
40 years old or older	66.0%	70.5%	+4.5%	

14. I have felt like a valued employee at NASA.

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	72.1%	69.5%	-2.6%	
SSC	73.9%	78.8%	+4.9%	
Male	71.4%	83.0%	+11.6%	↑
Female	77.6%	76.1%	-1.5%	
White	77.7%	81.1%	+3.4%	
Non-White	55.6%	71.9%	+16.3%	↑
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	53.3%	75.0%	+21.7%	↑
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	78.6%	93.0%	+14.4%	↑
Non-supervisor	72.7%	75.2%	+2.5%	
Worked at NASA 10 years or less	70.8%	77.5%	+6.7%	↑
Worked at NASA 11 years or more	76.7%	80.2%	+3.5%	
Younger than 40 years old	73.3%	80.6%	+7.3%	↑
40 years old or older	73.8%	80.0%	+6.2%	↑

SECTION C: Your Personal Work Experiences at NASA

15. I felt that my coworkers didn't accept differences in my personal characteristics.

	2010 Positive	2014 Positive	Difference
NASA Agencywide	74.7%	74.8%	+0.1%
SSC	77.5%	77.6%	+0.1%
Male	76.6%	78.0%	+1.4%
Female	79.3%	77.6%	-1.7%
White	82.5%	78.0%	-4.5%
Non-White	66.7%	75.0%	+8.3% ↑
American Indian/Alaska Native	--	--	--
Asian/Pacific Islander	--	--	--
Black/African American	73.3%	80.0%	+6.7% ↑
Hispanic/Latino American	--	--	--
Multiracial	--	--	--
Supervisor	89.3%	86.0%	-3.3%
Non-supervisor	74.5%	75.2%	+0.7%
Worked at NASA 10 years or less	83.1%	80.3%	-2.8%
Worked at NASA 11 years or more	72.6%	78.1%	+5.5% ↑
Younger than 40 years old	80.0%	80.6%	+0.6%
40 years old or older	76.6%	78.5%	+1.9%

16. I have felt that I could recommend NASA as a good place to work.

	2010 Positive	2014 Positive	Difference
NASA Agencywide	78.5%	76.6%	-1.9%
SSC	84.1%	87.7%	+3.6%
Male	81.8%	87.0%	+5.2% ↑
Female	87.9%	88.1%	+0.2%
White	85.4%	91.7%	+6.3% ↑
Non-White	81.5%	71.9%	-9.6% ↓
American Indian/Alaska Native	--	--	--
Asian/Pacific Islander	--	--	--
Black/African American	86.7%	70.0%	-16.7% ↓
Hispanic/Latino American	--	--	--
Multiracial	--	--	--
Supervisor	92.9%	88.4%	-4.5%
Non-supervisor	81.8%	88.1%	+6.3% ↑
Worked at NASA 10 years or less	83.1%	84.7%	+1.6%
Worked at NASA 11 years or more	84.9%	89.6%	+4.7%
Younger than 40 years old	86.7%	90.3%	+3.6%
40 years old or older	83.2%	86.7%	+3.5%

SECTION E: Your Ratings of NASA's Overall Effectiveness

1. How would you rate the overall effectiveness of NASA in fostering mutual trust and respect in the workplace?

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	75.8%	75.3%	-0.5%	
SSC	81.2%	86.0%	+4.8%	
Male	75.3%	87.0%	+11.7%	↑
Female	91.4%	86.6%	-4.8%	
White	82.5%	87.9%	+5.4%	↑
Non-White	77.8%	81.3%	+3.5%	
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	93.3%	75.0%	-18.3%	↓
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	92.9%	90.7%	-2.2%	
Non-supervisor	78.2%	84.9%	+6.7%	↑
Worked at NASA 10 years or less	81.5%	86.1%	+4.6%	
Worked at NASA 11 years or more	80.8%	85.4%	+4.6%	
Younger than 40 years old	83.3%	87.1%	+3.8%	
40 years old or older	80.4%	86.7%	+6.3%	↑

2. How would you rate the overall effectiveness of NASA in promoting professional growth for employees?

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	75.3%	72.2%	-3.1%	
SSC	77.5%	86.5%	+9.0%	↑
Male	72.7%	86.0%	+13.3%	↑
Female	84.5%	88.1%	+3.6%	
White	78.6%	87.9%	+9.3%	↑
Non-White	74.1%	87.5%	+13.4%	↑
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	86.7%	85.0%	-1.7%	
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	92.9%	90.7%	-2.2%	
Non-supervisor	73.6%	84.9%	+11.3%	↑
Worked at NASA 10 years or less	78.5%	90.3%	+11.8%	↑
Worked at NASA 11 years or more	76.7%	84.4%	+7.7%	↑
Younger than 40 years old	83.3%	90.3%	+7.0%	↑
40 years old or older	75.7%	86.7%	+11.0%	↑

SECTION E: Your Ratings of NASA's Overall Effectiveness

3. How would you rate the overall effectiveness of NASA in providing a supportive environment for every employee?

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	71.7%	71.9%	+0.2%	
SSC	75.9%	82.9%	+7.0%	↑
Male	75.3%	83.0%	+7.7%	↑
Female	78.9%	85.1%	+6.2%	↑
White	78.4%	87.1%	+8.7%	↑
Non-White	66.7%	68.8%	+2.1%	
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	73.3%	65.0%	-8.3%	↓
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	92.9%	90.7%	-2.2%	
Non-supervisor	71.6%	80.8%	+9.2%	↑
Worked at NASA 10 years or less	73.8%	83.1%	+9.3%	↑
Worked at NASA 11 years or more	77.8%	82.3%	+4.5%	
Younger than 40 years old	83.3%	87.1%	+3.8%	
40 years old or older	73.6%	82.2%	+8.6%	↑

4. How would you rate the overall effectiveness of NASA in sharing information with employees so they can do their best work?

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	69.2%	71.0%	+1.8%	
SSC	73.2%	82.4%	+9.2%	↑
Male	67.5%	85.0%	+17.5%	↑
Female	81.0%	79.1%	-1.9%	
White	73.8%	83.3%	+9.5%	↑
Non-White	74.1%	81.3%	+7.2%	↑
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	80.0%	85.0%	+5.0%	↑
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	82.1%	93.0%	+10.9%	↑
Non-supervisor	70.9%	78.4%	+7.5%	↑
Worked at NASA 10 years or less	69.2%	78.9%	+9.7%	↑
Worked at NASA 11 years or more	76.7%	84.4%	+7.7%	↑
Younger than 40 years old	73.3%	71.0%	-2.3%	
40 years old or older	72.9%	84.4%	+11.5%	↑

SECTION E: Your Ratings of NASA's Overall Effectiveness

5. How would you rate the overall effectiveness of NASA in creating a strong teamwork culture?

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	72.0%	71.6%	-0.4%	
SSC	78.3%	86.5%	+8.2%	↑
Male	74.0%	88.0%	+14.0%	↑
Female	84.5%	85.1%	+0.6%	
White	77.7%	89.4%	+11.7%	↑
Non-White	81.5%	78.1%	-3.4%	
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	100.0%	80.0%	-20.0%	↓
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	89.3%	95.3%	+6.0%	↑
Non-supervisor	75.5%	84.1%	+8.6%	↑
Worked at NASA 10 years or less	76.9%	83.3%	+6.4%	↑
Worked at NASA 11 years or more	79.5%	88.5%	+9.0%	↑
Younger than 40 years old	83.3%	80.6%	-2.7%	
40 years old or older	76.6%	87.4%	+10.8%	↑

6. How would you rate the overall effectiveness of NASA in valuing individual contributions?

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	75.2%	73.5%	-1.7%	
SSC	76.8%	83.4%	+6.6%	↑
Male	74.0%	86.9%	+12.9%	↑
Female	81.0%	80.6%	-0.4%	
White	77.7%	87.0%	+9.3%	↑
Non-White	70.4%	75.0%	+4.6%	
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	86.7%	75.0%	-11.7%	↓
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	85.7%	95.2%	+9.5%	↑
Non-supervisor	74.5%	80.8%	+6.3%	↑
Worked at NASA 10 years or less	73.8%	80.3%	+6.5%	↑
Worked at NASA 11 years or more	79.5%	86.3%	+6.8%	↑
Younger than 40 years old	80.0%	77.4%	-2.6%	
40 years old or older	75.7%	86.6%	+10.9%	↑

SECTION E: Your Ratings of NASA's Overall Effectiveness

7. How would you rate the overall effectiveness of NASA in educating employees on how diversity and inclusion fosters innovation?

	2010 Positive	2014 Positive	Difference	
NASA Agencywide	59.2%	64.8%	+5.6%	↑
SSC	67.9%	79.3%	+11.4%	↑
Male	59.7%	78.0%	+18.3%	↑
Female	80.7%	81.8%	+1.1%	
White	70.6%	84.8%	+14.2%	↑
Non-White	63.0%	61.3%	-1.7%	
American Indian/Alaska Native	--	--	--	
Asian/Pacific Islander	--	--	--	
Black/African American	73.3%	57.9%	-15.4%	↓
Hispanic/Latino American	--	--	--	
Multiracial	--	--	--	
Supervisor	85.7%	90.5%	+4.8%	
Non-supervisor	63.3%	76.0%	+12.7%	↑
Worked at NASA 10 years or less	65.6%	74.3%	+8.7%	↑
Worked at NASA 11 years or more	69.9%	83.3%	+13.4%	↑
Younger than 40 years old	69.0%	71.0%	+2.0%	
40 years old or older	67.3%	81.3%	+14.0%	↑

Appendix D

Responses to Open Ended

Question G1

Comments

G1. In the past 12 months, has diversity and inclusion improved or become more evident in the NASA workplace? Please explain why or why not.

Comments from respondents who answered 'Yes' to survey item G1:

- Our leadership at the center level and the directorate level had discussed the strength of decisions that come from the diversity of the team/contributors.
- I believe Senior Management has emphasized D&I which has improved my awareness.
- NASA has provided more opportunities for diversity training and has also provided more presentations to demonstrate that all cultures have unique skills and talents that can be used as assets in our mission.
- I think we have provided more opportunities to openly discuss D&I rather than the standard measure of metrics. We sometimes want to talk about D&I but seem to focus on just the Diversity aspect. The survey dealt a lot with diversity but was less penetrating on the "inclusion" aspect of things.
- This survey demonstrates that NASA takes as important the diversity and inclusion of its workforce
- There is more public emphasis of D&I efforts and activities.
- XX has developed a Diversity and Inclusion Strategic Implementation Plan that identifies the value of D&I as well as where we are and where we are going with D&I. The plan also lays out accountability and responsibilities. The Office of Diversity and Equal Opportunity at XX provided our organization a briefing on D&I. I believe with the information and education being provided by NASA that D&I is becoming more evident at NASA.
- It is more evident because a number of individuals had one-on-one interviews with a diversity and inclusion expert; and because the Center's Diversity and Inclusion Implementation Plan was recently distributed to Center employees.
- I have seen a few communications and efforts to increase diversity and inclusion awareness in the NASA workforce. Also, since the Supreme Court Ruling and the Federal Government recognizing gay marriage, I think NASA HR did a great job communicating the changes that came from that to help employees make changes to their benefit plans.
- Diversity and inclusion goals appear to be applied selectively and not applied equally across all areas (race, sex, ethnicity, ability/disability, age, experience, etc.). It appears that the goal of enhancing diversity and achieving inclusion is applicable, technically, to all areas, but, may not be equally applied and implemented....
- D&I has improved due to the roll out of the Agency D&I plan and the Center D&I plan.
- Increased emphasis on D&I at the top level has pululated throughout the organization. The agency and center rankings among the best place to work in the federal sector are indications that D&I is improving across the agency.
- Yes, there has been much focus on the diversity and inclusion plan and ways to incorporate those goals into every day work and also ways to live with the same perspective
- There has been more talk and email about Diversity and inclusion, but generally XX is open and respectful community. There is a general trend to work together to get the work done regardless of who you have to work with.
- Diversity and Inclusion meetings at the Administrator level have translated into action at my Center where we have developed and communicated our Diversity and Inclusion Implementation Plan. Our Diversity and Inclusion Board was formed and meets regularly to review Center metrics and progress on our Implementation Plan. We recently had a D&I consultant interview senior staff and will review and discuss his results in a senior retreat which he will facilitate. Our Employee Viewpoint surveys continue to improve year over year in those areas that closely relate to D&I.
- More information about varying people, cultural activities

Notes: 45% of SSC respondents provided comments for survey item G1. Comments are in random order.
Comments are listed exactly as they were provided by respondents, except for reasonable de-identification.

Comments

G1. In the past 12 months, has diversity and inclusion improved or become more evident in the NASA workplace? Please explain why or why not.

- NASA has always had as a part of it's work culture the fundamental but unvoiced concept of diversity and inclusion in all the area's I have worked in, such as the XX Directorate and the XX Directorate. In the last couple of years the ideas of diversity and inclusion have come into focus as a subject to be discussed, through a structured program.
- It has always been a common place to for diversity / inclusion, there may be more awareness through briefings and surveys like this one.
- Training, bulletin boards, surveys, and talk amongst personnel have all concerned diversity and opportunities to voice opinions or give input concerning diversity.
- In the past 12 month more emphasis and discussion on diversity and inclusion has occurred.
- There has been a great deal of effort to extend benefits to same sex married couples.
- additional attention and education...to include this survey
- There has been more mention of diversity and inclusion. There have been discussions in my office as well as emails from NASA officials about D and I. Since America was founded on the ideal that from many, we are one, a whole that is greater than the sum of its parts. That is the rationale for inclusion. To gain the maximum benefit from our increasingly diverse workforce, we must make every employee feel welcome and motivated to work their hardest and rise through the ranks. We must affirm that we work better together because of our differences, not despite them. I think NASA at XX does an excellent job in making this a good arena for all of it's employees. NASA is truly the best place to work!
- I see an improved mix of cultures in meetings, etc.
- Our recent hires in EA have been a more diverse group than existing employees.
- There has been more discussions in staff meeting and more emails concerning Diversity and Inclusion.
- I believe there has been more of a focus on the benefits of diversity and inclusion through training.
- I am encouraged by the new attempts to foster involvement. We used to try to develop minority employees into what our idea of what a NASA employee should be. It was our attempt to train people with diverse Culture and backgrounds to be like us. We are now recognizing the value of difference and relationships.
- I have just witnessed the various employees with diverse backgrounds gel more together as a team and become more efficient. People seem to feel more comfortable to speak out when they have an idea or suggestion. When problems or set backs arise everybody gets involved and there is a strong "can do" attitude by the culture here.
- because recognition of the need and value of diversity and inclusion has been communicated in various ways. The more it is discussed the more likely that honesty will exist in the communication that occurs.
- XX has always done an outstanding job in promoting D&I
- Because of the emphasis placed on the subject.
- Increased emphasis from HQ has generated work on D & I planning.
- yes
- Everyone works together to mission needs and regardless of the person's characteristics the job gets accomplished as a team.
- There is a new diversity and inclusion board
- I have become more tolerant of Generation X, Y and Z and their reliance on social media and computer programs. Huge step for me as I am from a generation that valued the employee that understood the why behind decisions and choices.

Notes: 45% of SSC respondents provided comments for survey item G1. Comments are in random order.
Comments are listed exactly as they were provided by respondents, except for reasonable de-identification.

Comments

G1. In the past 12 months, has diversity and inclusion improved or become more evident in the NASA workplace? Please explain why or why not.

- I regularly see e-mails from NASA executives, often with attached letters, that state the importance of diversity and why it is important. The repetition, although annoying from time to time, is effective and necessary in my view to keep us paying attention to this matter. I think this coupled with having good experiences working with others of different backgrounds has caused most people in all positions to have a genuine belief that workplace diversity is necessary and important.
- Diversity and Inclusion have improved and the training offered was very useful.
- XX has made great strides in the past 12 months. Earlier in the year, we established the D&I Working Group and chartered them to develop the XX D&I Implementation Plan based on the results of our 2010 D&I Survey and associated recommendations from our D&I Focus Group Report. The D&I Plan was completed in June 2013. We have also established a D&I Board with our Deputy Director as the Chairperson. An additional FTE was allotted to the ODEO office for a full-time Diversity Manager. Additionally, once again, XX was noted as #1 in all federal government in appreciation of Diversity.
- I believe NASA's continued effort to focus on diversity has paid significant dividends. In fact, the principle of diversity is now inherent to the NASA culture. It's a much different environment than when I joined the agency as a scientist in XX. At that time (and for several years afterward), I was one of only five XX that held technical positions (the other four were XX) at XX. I can recall many instances where we were viewed as somewhat of an oddity. Fortunately those days are long gone.
- Increased focus by center management.
- XX is a great place to work, but there are some areas of improvement. XX personnel are not considered "real engineers" by other organizations and are often excluded from technical discussions. Often, contractors and other NASA organizations expect NASA XX personnel to perform contractor duties. Many technicians and engineers had prejudicial view of me when I first started working in XX
- Not given any opportunities to advance. Not recognized properly for contributions.
- Because I have made an effort
- Through special projects, we are encouraged to work in diverse groups across the Center.
- The concept of diversity and inclusion has become more prominent in the last 12 months. The concept still means different things to different people. Also what it really looks like leading to and during implementation is still unclear. Some see it as another form of affirmative action and a threat to majority group(s).
- More awareness is provided.
- I definitely think it has become more 'evident' but I don't think it has added any value to what we do or improved the quality of our processes.
- More information and education from Agency.
- Over the past 12-months I have been involved in the improvement of diversity and inclusion at our Center, from a supervisory perspective as well as XX. I have served on the XX; I have played a key role in XX to the workforce; I have structured the Center's XX; I have arranged for XX - feedback which will be used for XX. Additionally, as a supervisor, I champion and value diversity and inclusion in my work area among the employees I supervise.
- Seeing more information in NASA publications and training.
- More awareness is being placed on both diversity and inclusion.
- Several teams I have participated in during the last 12 months included a diverse group of individuals.
- At every opportunity the Center Director and senior staff have addressed D&I with the workforce in direct and considerate terms. Without a doubt, we have benefitted from these efforts.

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Comments

G1. In the past 12 months, has diversity and inclusion improved or become more evident in the NASA workplace? Please explain why or why not.

- Recently, our department hired multiple employees. These employees were previous contractors, tenants, fresh-outs, civil servants from other Centers, etc. I think that the diverse group that was brought on board recently displays our department's commitment and contribution towards the diversity and inclusion principles.
- in the past year, I have noticed more promotion on diversity and include in the workforce.
- I am a XX female employed by NASA XX over XX years. I have a XX and various personal challenges that has occurred during my time here. I feel strongly that my management and the staff here has allowed me to work productively to meet my professional goals, while meeting my personal needs. Example - I am allowed to telework, I have been allowed leave for a couple of XX (with no fear of adverse action). Upon my request, I was allowed reasonable accomodation (XX). Over the years, I have seen the minority employees population increase substantially and selected for management positions. I have also seen an increased recognition and acceptance of various cultural/gender/religious groups.
- Based on my experience, NASA is working to improve diversity and inclusion within the Agency.
- More unprepared personnel are hired that are not based on skill level but based on meeting a quota.
- This agency should hire people from diverse backgrounds to deal with its' difficult challenges. This agency should not be known for being inclusive if it jeopardizes schedule, cost, quality, effectiveness or safety.

Comments from respondents who answered 'No' to survey item G1:

- To many budget exercises, lack of clear mission followed by a unplanned vacation from our Congress/President haven't allowed for much time to work on improving our workplace. Note: If we are spending time worrying about our jobs / protecting our jobs - diversity and inclusion aren't going to be high on our list of things to engage on.
- Tired of doing the same XX survey. Heard it all before and I don't forget. The repetition is not helping.
- We don't hire folks too often. So, new people are not coming in and out.
- Already work in a Diversified Group
- NASA has for a long time been good at hiring diversely, addressing specific diversity-related grievances, providing diversity-themed programs. On the other hand, I have personally felt written off due to my age, passed over because of my gender. I have felt plugged into a job that needed to be filled ('someone's got to do it')rather than assigned to a position that expects/allows me to work at my potential.
- Nothing specific, just haven't noticed any significant changes for good or bad in the program. About the same.
- I am not aware of any changes or increased activities related to inclusion or diversity. I am aware of the government's policy regarding these topics; however, I cannot attribute any issues that I feel were related to my being excluded.
- Have noticed no evident change. I am also not aware of any negative incidents.
- Appears to be the same.
- Everyone tries to be inclusive. The local does not always attract a 'more diverse' population so we work with the same workforce that we have for years. I'm not sure there there are many improvements to be made, other than to recognize those few pockets where gender or race may be a factor in how someone is treated (either in overcompensating to include someone of minority or in treating them differently without realizing it).... I'd rather everyone be treated the same, not overcompensation but not completely ignored.... so there are still pockets to improve upon but overall the effort is usually there.
- Awareness has been heightened. I feel that we're struggling to solve a problem that I'm not really sure we have.

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Comments

G1. In the past 12 months, has diversity and inclusion improved or become more evident in the NASA workplace? Please explain why or why not.

- XX leadership XX and XX need development in diversity and inclusion. They are unable to accept ideas, concepts, and diverse solutions from employees and therefore lack true diversity and inclusion.
- They 'check the box', that is all.
- It has always been effective as is. I am not aware of any problems in this area needing management attention.
- My workplace has always maintained a mode of operation that includes all employees to express their thoughts and excel regardless of their diversities.
- I see no effort to promote people of color into leadership positions. Individuals are performing in a leadership role and at a higher grade level and have been recognized by their management as doing such, but no effort has been made to promote these individuals even after a request is made. The common line is "I would like to but can not at this time because" Time goes by, others are promoted around you at the center, others are moved into roles that can lead to a promotion and eventually do, but no effort is made to assist you with your career goals.
- Probably need more interactive training.
- Diversity and Inclusion training maybe mandated but I don't know if it actually taken serious in regards to race or gender
- The extent of my knowledge regarding XX and diversity and inclusion is that center leadership sends out emails saying that it is or needs to be a part of what we do and that it is important. In reality, I don't see the impact in the everyday work that we do. Simply, there are people with specialized experience bases that are necessary to get our job done, and those are the people that are trusted and relied upon to get the work done. We are not told to include a person or group of people in our work activities in order to make what we do more effective because of diversity. The work gets done by the people who have the experience to do it. If the people who are needed to get the work done happen to fit the role of 'diverse', then I guess that box is checked, but we are not forced to include or not include anyone.
- I think it has been about the same throughout my time employed with NASA - no more and no less.
- Men seem to have more opportunities for advancement in the XX/XX world.
- My management sees it as a check in the box.
- In the beginning, diversity and inclusion was fine, but lately it has gone down hill. The females in my group has come together and discussed the situation. We all feel as though we are being treated unfairly. We are going to discuss this with our supervisor about this matter.
- No changes over the past 12 months. It still seems that NASA is still trying to be diverse based on race and gender and not experiences that truly benefit the NASA mission.
- Promotions to high levels of management are non existent for minorities in my group.

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Appendix E

Action Plan Template

Action Plan Template

I. Defining Your Goals and Selecting Your Initiatives			
1. What problem, challenge, or opportunity will you address?			
2. What are your goals?			
3. What initiative(s) will you implement?			
II. Planning Your Initiative(s)			
4. Who will be affected, and how?			
5. Who can lead the initiative?			
6. What resources will be needed?	Position or type of staff needed	Staff time needed	Estimated costs
	Supplies, materials, equipment, & other resources needed		Estimated costs

Action Plan Template

II. Planning Your Initiative(s)		
7. What are possible barriers, and how can they be overcome?	Barriers	Strategies for overcoming barriers
	1.	
	2.	
	3.	
8. How will you measure progress and success?	Process (progress) measures	
	1.	
	2.	
	3.	
	Outcome (success) measures	
	1.	
	2.	
	3.	
9. What is the timeline?		
III. Communicating Your Action Plan		
10. How will you share your action plan?		