



Stennis Space Center

Diversity & Inclusion Strategic Implementation Plan

February
2014



● Strategy

Principles



Diversity



● Plan



Implementation

Framework



Inclusion

Partners

FY 2013 – FY 2016

Message from the Center Director

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

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

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

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

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

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



Richard J. Gilbrech, Ph.D.
Director

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Introduction

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

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

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

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

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

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

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

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

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

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

Defining Diversity and Inclusion

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

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

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

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

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

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

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

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

Where We Are

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

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

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

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

Results of the DIAS and Focus Group Analysis

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

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

Education:

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

Leadership:

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

Communication:

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

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

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

Where We Are Going

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

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

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

In Conclusion

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

Stennis Space Center Diversity and Inclusion Implementation Plan (DIIP)

CENTER PRINCIPLE 1:

Demonstrated Leadership Commitment

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

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

**CENTER PRINCIPLE 1:
Demonstrated Leadership Commitment**

Strategy 1.1

Accomplishments to Date:

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

**CENTER PRINCIPLE 1:
Demonstrated Leadership Commitment**

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

CENTER PRINCIPLE 2:

Employee Engagement and Effective Communication

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

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

CENTER PRINCIPLE 2: Employee Engagement and Effective Communication

Strategy 2.1

Accomplishments to Date:

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

FY 2013

FY 2014

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

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

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

Strategy 2.2

Accomplishments to Date:

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

CENTER PRINCIPLE 2:

Employee Engagement and Effective Communication

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

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

Strategy 2.3

Accomplishments to Date:

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

FY 2013 - Ongoing

FY 2014

CENTER PRINCIPLE 3:

Continuous D&I Education, Awareness and Skills Development

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

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

CENTER PRINCIPLE 3:

Continuous D&I Education, Awareness and Skills Development

Strategy 3.1

Accomplishments to Date:

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

CENTER PRINCIPLE 4:

Demonstrated Commitment to Community Partnerships

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

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

CENTER PRINCIPLE 4: Demonstrated Commitment to Community Partnerships

Strategy 4.1

Accomplishments to Date:

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

Strategy 4.1

Accomplishments to Date:

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

CENTER PRINCIPLE 4:

Demonstrated Commitment to Community Partnerships

Strategy 4.2

**Primary
Responsibility/
Timeframe**

Enhance the Center’s Relationships with the Small Business Community

Actions and Measures

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

DA/Senior Leadership
3rd Quarter FY 2014

DA/Senior Leadership
1st Quarter FY 2014

CENTER PRINCIPLE 4:

Demonstrated Commitment to Community Partnerships

Strategy 4.2

Accomplishments to Date:

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

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

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

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

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

Strategy 5.1

Accomplishments to Date:

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

CENTER PRINCIPLE 6:

Effective Measurement of Diversity and Inclusion Efforts

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

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

CENTER PRINCIPLE 6:
Effective Measurement of Diversity and Inclusion Efforts

Strategy 6.1

Accomplishments to Date:

- | | |
|---|---------|
| <ul style="list-style-type: none">• Conducted and evaluated results of DIAS and Focus Group analysis.• Created Diversity and Inclusion Working Group to implement the recommendations of the Focus Group Report. | FY 2013 |
| <ul style="list-style-type: none">• SSC ODEO developed an interactive reporting tool for managers/supervisors to submit quarterly significant D&I accomplishments, highlights, and goals. | FY 2014 |

APPENDIX A

References

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

- CURTIS LEWIS & ASSOC., JOHN C. STENNIS SPACE CENTER DIVERSITY AND INCLUSION FOCUS GROUP PROCESS REPORT 4-5 (2012).
24. See STENNIS SPACE CENTER OFFICE OF DIVERSITY AND EQUAL OPPORTUNITY (May 1, 2013), <http://www.nasa.gov/centers/stennis/about/organization/odeo/index.html>.
 25. *Id.*
 26. *Id.*
 27. See CURTIS LEWIS & ASSOC., JOHN C. STENNIS SPACE CENTER DIVERSITY AND INCLUSION FOCUS GROUP PROCESS REPORT 3-6, 9-10 (2012).
 28. *Id.* at 4.
 29. *Id.* at 4-5.
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 34. *Id.* at 6.
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 36. *Id.*
 37. *Id.* at 9.
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