



Stennis Space Center

Office of Diversity & Equal Opportunity

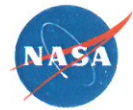
EEO Plan

2018-2020



**Model Center
Equal Employment Opportunity Plan
FY 2018 - FY 2020**

**Prepared by:
MD 715 Strategic Planning Team**



NASA Stennis Space Center

Model Equal Employment Opportunity Center Plan Fiscal Year (FY) 2018 - 2020

This is to certify that the NASA Stennis Space Center Model Equal Employment Opportunity (EEO) Center Plan is in compliance with EEO Management Directive 715.

Office of Diversity & Equal Opportunity


Katrina Y. Emery, EEO Manager


Date

Office of the Center Director


Richard J. Gilbrech, Ph.D., Center Director



Date

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Executive Summary

NASA Stennis Space Center (SSC) demonstrates its commitment to equal employment opportunity (EEO) in the workplace through a variety of means, including the development and implementation of a 3-year Model EEO Center Plan. This plan, required by the U.S. Equal Employment Opportunity Commission (EEOC), under Management Directive 715 (MD-715), is used by Center leadership to ensure equal opportunity and program accountability in NASA programs.

In FY 2014, NASA developed a streamlined approach to development of the EEO Plan. The new approach had two purposes: 1) to focus attention and actions on a limited number of high-priority challenges; and 2) to define the over-arching Agency challenges and strategies, but allow flexibility for the NASA Centers to define the tactical actions they will use to address the challenges. This was a departure from the past, when the Office of Diversity & Equal Opportunity (ODEO) identified a number of detailed actions for all Centers to implement. The FY 2018 - FY 2020 EEO Plan is the second 3-year plan under this streamlined approach.

In FY 2015, SSC established the MD-715 Strategic Planning Team to develop the three-year Model Center EEO Plan. The team continued to be active throughout the prior plan implementation. A new team was appointed to formulate the FY 2018 - FY 2020 three-year plan. The group was led by the Deputy Center Director who is the MD-715 Center Champion. Members included representatives from ODEO, Office of Human Capital (OHC), Engineering & Test Directorate, Rocket Propulsion Test Office, and Safety & Mission Assurance Directorate (SMA).

In developing the plan for FY 2018 - FY 2020, the Planning Team reviewed the challenges, strategies, and results of the FY 2015 - FY 2017 EEO Plan and consulted with ODEO to identify challenges relating to the six essential elements of a Model EEO Plan. In addition, the team reviewed the workforce demographic data included in Appendix A, the FY 2018 - FY 2021 Diversity & Inclusion (D&I) Plan, and data from the 2016 and 2017 Federal Employee Viewpoint Surveys (EVS) to identify areas where EEO groups may be faring differently or having different experiences than other groups at SSC. The Planning Team used this information to develop strategies and actions to address the challenges identified. The team will continue to meet on a regular basis during the plan implementation to review and report on the Center's Plan.

SSC's Model EEO Plan for FY 2018 - FY 2020 addresses three of the six essential elements of a Model EEO Agency identified by EEOC as follows: 1) Demonstrated Leadership Commitment; 2) Proactive Prevention of Discriminatory Actions; and 3) Integration of EEO into the Agency Strategic Mission.

The following plan describes high-level challenges and strategies that relate to each of the three identified essential elements. For each strategy listed, specific actions, measurements, lead offices, and timeframes for implementation have been identified and defined.

Model EEO Center Plan FY 2018 - FY 2020

Challenge 1. Demonstrated Leadership Commitment

Challenge: Stennis Space Center Senior Management demonstrates its commitment to equal employment opportunity by affirming EEO policy, communicating EEO messages, modeling EEO in personnel actions, and supporting the principles of the Agency and Center Diversity & Inclusion (D&I) Plan.

Strategy 1.1: Challenge supervisors (from Center Director down to branch level) to mentor at least one employee who has a different set of experiences and share their experiences. Mentoring experiences include reverse, traditional, informal, and situational mentoring.

Actions	Measurement	Timeframe for Implementation	Primary Office Responsibility
(a) Encourage participation in the SSC Mentoring Program, which offers reverse, traditional, informal, and situational mentoring experiences	Senior Staff reports directorate participation in quarterly D&I report presented at Senior Staff meeting	Annually until 9/30/2020	Senior Staff, Supervisors

Strategy 1.2: Senior management will encourage managers at all levels to make informal visits to employees (in and out of their directorates) giving employees the opportunity to interact with management on a one-on-one basis and providing a snapshot of how they contribute to the mission.

Actions	Measurement	Timeframe for Implementation	Primary Office Responsibility
(a) Senior managers will encourage managers at all levels to engage employees through formal and informal methods to communicate goals and share ideas	<ul style="list-style-type: none"> Number of informal engagements reported in quarterly D&I report presented at Senior Staff meeting Number of formal engagement opportunities such as, staff meetings and all hands Number of discussions during employee performance plan reviews including beginning of plan year, mid-term review, and end of plan year 	Ongoing until 9/30/2020	Senior Staff, Supervisors

Strategy 1.3: Leadership creates opportunities for innovation to occur and seeks ways to recognize employee innovation and creativity.

(a) Supervisors identify ways to create opportunities for employees to be creative and innovative and seek ways to recognize innovation and creativity.	<ul style="list-style-type: none"> Supervisors report annually on number of innovation coins issued to employees Number of new opportunities created each year 	Annually until 09/30/2020	Supervisors, Office of Chief Technologist
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Challenge 2. Proactive Prevention of Discriminatory Actions

Challenge: SSC takes actions to prevent EEO discrimination in hiring, promotions, leadership development, and awards to provide work environments that honor the values of excellence, inclusion, teamwork, and safety.

Strategy 2.1: Increase the hiring and retention of underrepresented groups including Individuals with a Disability (IWD), Individuals with a Targeted Disability (IWTD), Asians, and Hispanics. Increase outreach activities and increase the understanding and utilization of special hiring authorities for IWDs, such as Schedule A, to assist the Center in meeting Federal workforce representation goals of 12% IWDs and 2% IWTDs.

Actions	Measurement	Timeframe for Implementation	Primary Office Responsibility
<p>(a) Target recruitment events and outreach activities for targeted demographics to increase the pool of IWDs, IWTDs, Asian, and Hispanic applicants through OPM Workforce Recruitment Program, corporate recruitment sites, disability service organizations, and Pathways Program. (Local outreach will be included in SSC's strategy that is rolled up to the Agency level.)</p>	<ul style="list-style-type: none"> • Number of recruitment and outreach events attended • Number of IWTDs hired • Number of Asians and Hispanics hired 	<p>Annually until 09/30/2020</p>	<p>OHC, Hiring Managers, ODEO, Office of Communications (OC), Office of STEM Engagement</p>
<p>(b) Educate supervisors and managers on various hiring authorities, i.e. Schedule A and Agency 2% goal of hiring IWTDs.</p>	<p>Number of managers and supervisors trained</p>	<p>Annually until 09/30/2020</p>	<p>OHC, ODEO</p>
<p>(c) Coordinate with all SSC organizations attending outreach activities to capture the total number of Center outreach efforts.</p>	<p>All Center outreach efforts are captured in a single document</p>	<p>Annually until 09/30/2020</p>	<p>OHC, Office of STEM Engagement, ODEO, OC</p>

Strategy 2.2: Ensure that leadership and career development opportunities at all levels are available to a wide variety of potential leaders.

Actions	Measurement	Timeframe for Implementation	Primary Office Responsibility
<p>(a) Continue to widely publicize opportunities associated with developmental opportunities and mentoring.</p>	<ul style="list-style-type: none"> • Publish (through existing resources like the <i>Orbiter</i>) the names of those selected for leadership opportunities • Use the New IQ Index of the EVS survey to annually assess employee engagement 	<p>Ongoing until 09/30/2020</p>	<p>OHC, ODEO, Supervisors</p>
<p>(b) Solicit feedback on effectiveness of mentoring and career development opportunities such as detail and stretch assignments. Track career progress of all formal development program graduates, including grade level and responsibility progression to measure success of the</p>	<ul style="list-style-type: none"> • Use the New IQ Index of the EVS survey to annually assess employee engagement • Detailees present a summary of their details to Senior Staff 	<p>Annually 09/30/2020</p>	<p>OHC, ODEO</p>

programs. Evaluate more carefully who is selected for programs.	<ul style="list-style-type: none"> Number of development program graduates advancing in their careers 		
(c) Grow SSC STEM internship program participation in STEM focused directorates. Fill all slots given to SSC each year and hire interns into STEM programs beyond internships. Encourage organizations to exceed the minimum number of interns.	<ul style="list-style-type: none"> Number of interns hired Track number of interns who compete and are selected for Pathways All intern slots filled each year 	Annually until 9/30/2020	OHC, Office of STEM Engagement, ODEO
Strategy 2.3: Ensure that employees have the opportunity to be heard and receive feedback, have appropriate access to critical information, and ensure that diverse ideas and viewpoints are respected, valued, and encouraged.			
Actions	Measurement	Timeframe for Implementation	Primary Office Responsibility
(a) Continue to increase employee engagement at SSC, including “ask me anything events,” town halls, access to the SSC anonymous email account, ERGs, Supervisory Cafés, and skip-level meetings.	<ul style="list-style-type: none"> Use the New IQ Index of the EVS survey to annually assess employee engagement Senior Staff reports Directorate participation in quarterly D&I report presented at Senior Staff meeting Office of Communications tracks responses to anonymous email submissions 	09/30/2020	Senior Staff, OC
Strategy 2.4: Improve communication and fairness by exploring methods to increase communication from senior leadership down to all employees.			
Actions	Measurement	Timeframe for Implementation	Primary Office Responsibility
(a) <u>Year 1</u>: Conduct a survey, via Survey Monkey, to gauge the type of information employees want and how often they want town halls and all-hands meetings	<ul style="list-style-type: none"> Survey conducted 	Annually until 9/30/2020	OHC, OC
(a) <u>Year 2</u>: Determine feasibility of actions to be implemented from survey and implement the actions	<ul style="list-style-type: none"> Actions from survey implemented and assessed 		
(a) <u>Year 3</u>: Assess actions and measure success	<ul style="list-style-type: none"> Program success is evaluated 		
(b) Review EVS data relating to fairness and the safety culture. Review trends in formal and informal complaints, harassment complaints, awards, and promotions.	<ul style="list-style-type: none"> Use Safety Culture Survey to assess trends 	09/30/2019	OHC, OC, ODEO, Safety & Mission Assurance (SMA), Center Anti-Harassment
	<ul style="list-style-type: none"> Develop action plan to address concerns 	09/30/2020	

Monitor results and develop action plan to address concerns.	<ul style="list-style-type: none"> Use EVS data to assess trends 	Annually until 09/30/2020	Coordinator (CAHC)
Strategy 2.5: Improve education and communication to employees on work/life balance opportunities and ensure management support.			
Actions	Measurement	Timeframe for Implementation	Primary Office Responsibility
(a) Educate employees on alternative work schedule opportunities such as telework, compressed work schedules, and Maxiflex. Use various means to communicate to employees including training, road shows, Supervisory Café, Orbiter newsletter articles, and a link to Time and Attendance Handbook on the CFO webpage. Ensure management support of alternative work schedules in environments where it is appropriate or possible.	<ul style="list-style-type: none"> Number of road shows conducted Number of formal and informal training Number of employees trained EVS data used to assess trends Trends in movement reviewed 	Annually until 09/30/2020	OHC, Office of Chief Financial Officer
(b) Communicate opportunities for millennials/early career hires to advance within NASA through stretch assignments, formal and informal mentoring, developmental opportunities, rotational assignments, FIRST, and SEPM. Use creative ideas to attract.	<ul style="list-style-type: none"> Number of employees participating in opportunities Trends in career progression reviewed Demographics of employees participating reviewed Participant feedback reviewed and evaluated 	Annually until 09/30/20	OHC, Supervisors

Challenge 3. Integration of EEO into the Center's Strategic Mission

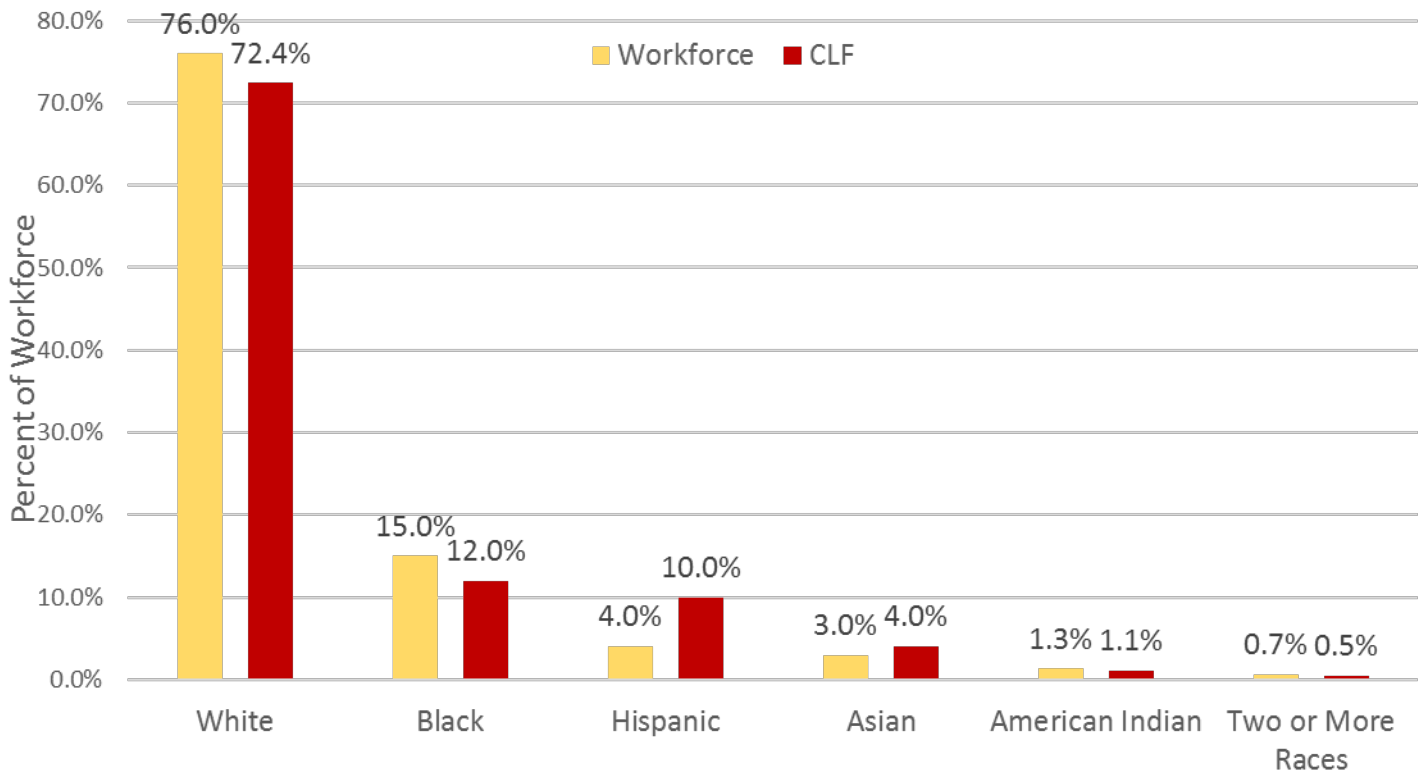
Challenge: EEO is a fundamental part of SSC's strategic mission and critical to strategic planning and key workforce decision making.

Strategy 3.1: D&I performance standards are reflected in the Supervisory Competency Element for Senior Leadership.

Actions	Measurement	Timeframe for Implementation	Primary Office Responsibility
(a) Continue to include mandatory D&I element in supervisory performance plans at all grade levels and occupations.	<ul style="list-style-type: none"> Ensure performance evaluations for supervisors are tied to successful D&I outcomes Participation documented in quarterly D&I report presented at Senior Staff meeting 	Ongoing until 09/30/2020	Center Director, OHC

Appendix A: Workforce Analysis

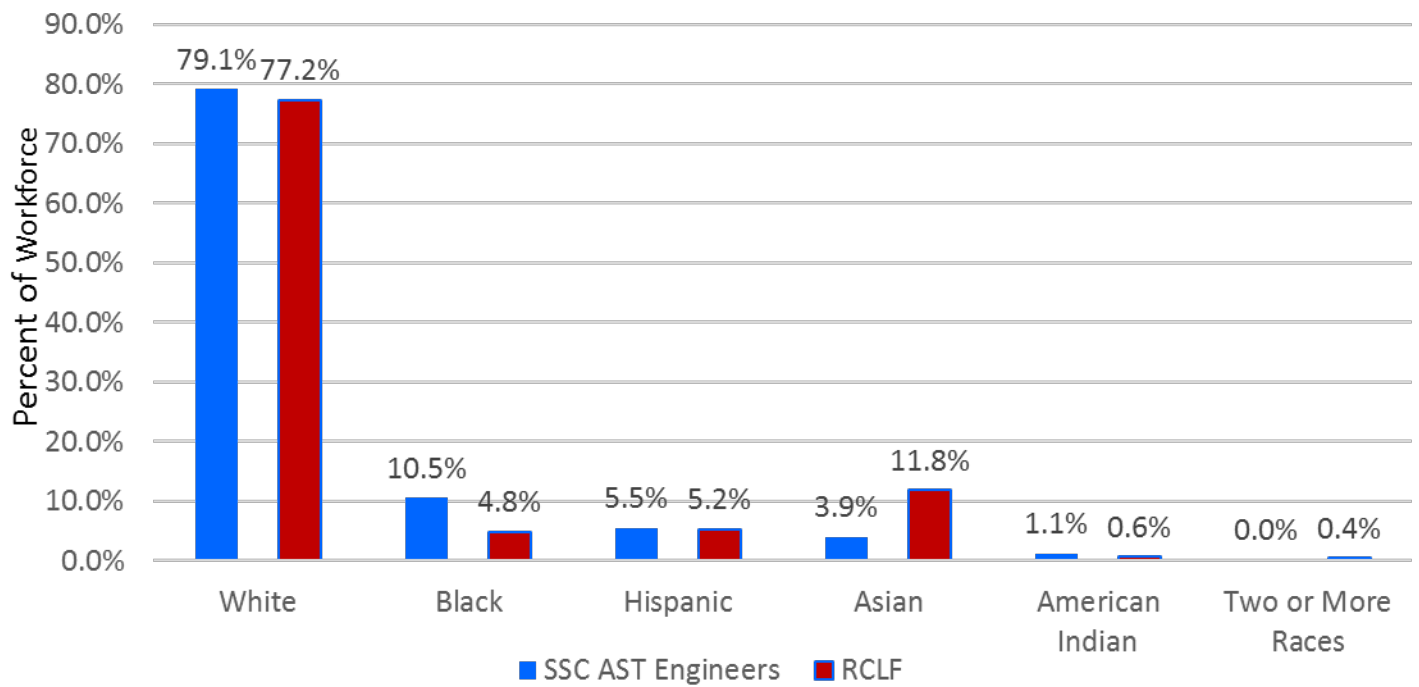
SSC Workforce by Race/National Origin (RNO) Compared to Civilian Labor Force (CLF) as of 9/30/2017



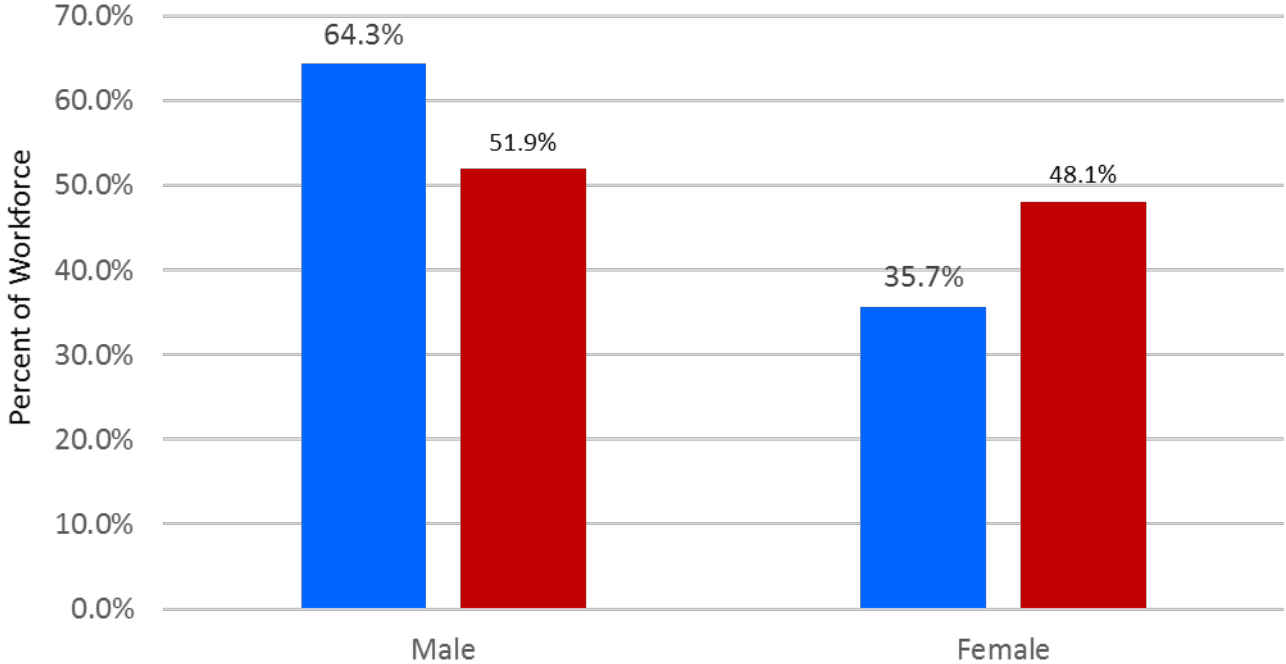
Total workforce = 300

Note: Used Table A1: Total Workforce

SSC AST Engineers by RNO Compared to the Relevant Civilian Labor Force (RCLF)*



SSC Workforce by Gender Compared to Civilian Labor Force (CLF) as of 9/30/2017

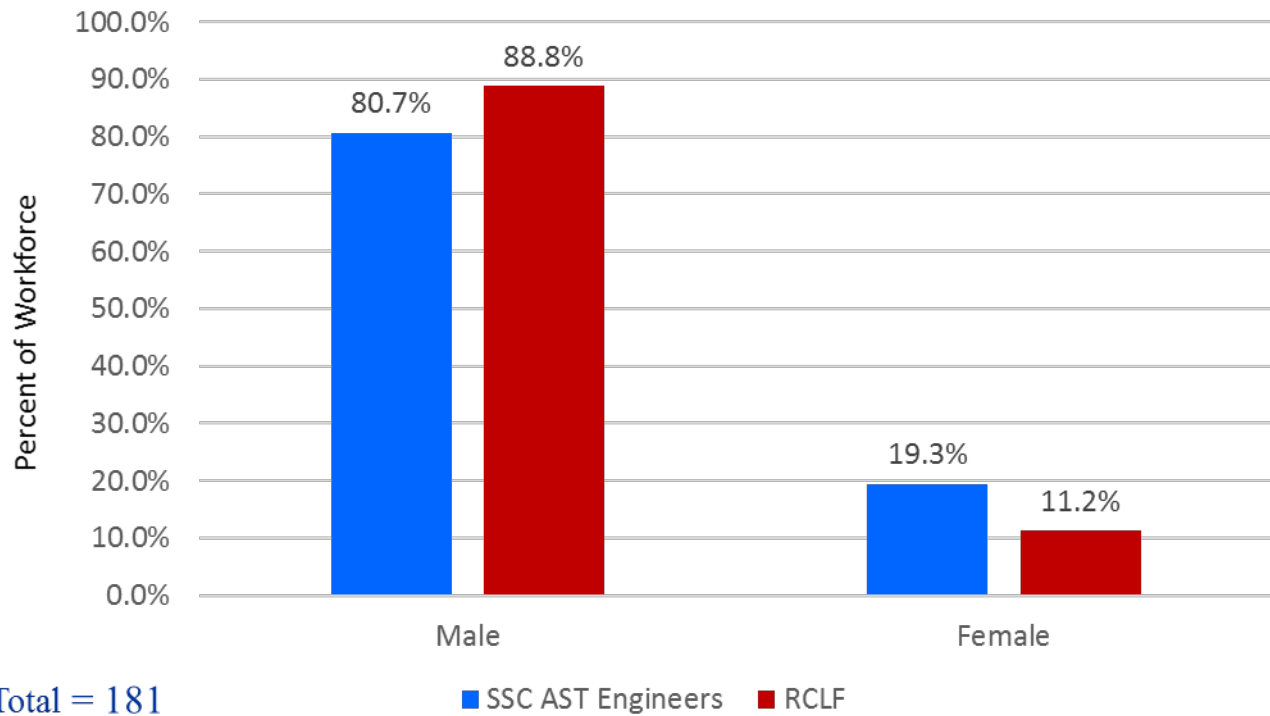


Total workforce = 300

■ Workforce ■ CLF

Note: Used Table A1: Total Workforce

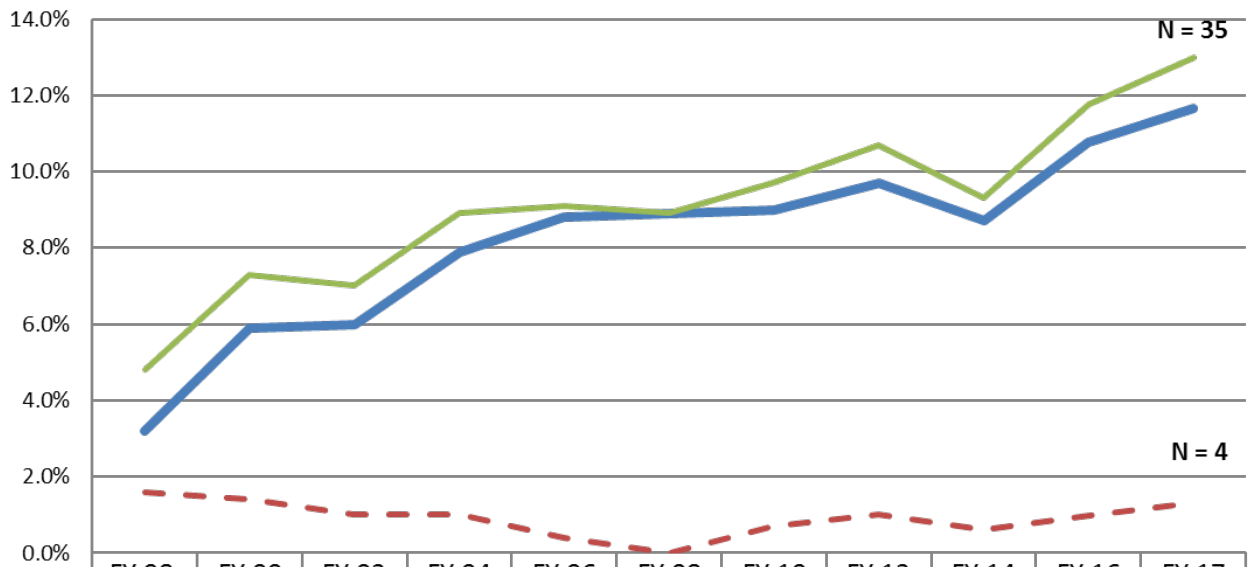
SSC AST Engineers by Gender Compared to the RCLF*



*RCLF includes General (0801), Electrical (0850), Computer (0854), Electronic (0855), and Aerospace (0861) Engineers.

Note: Used Table A6: Participation Rates for Major Occupations

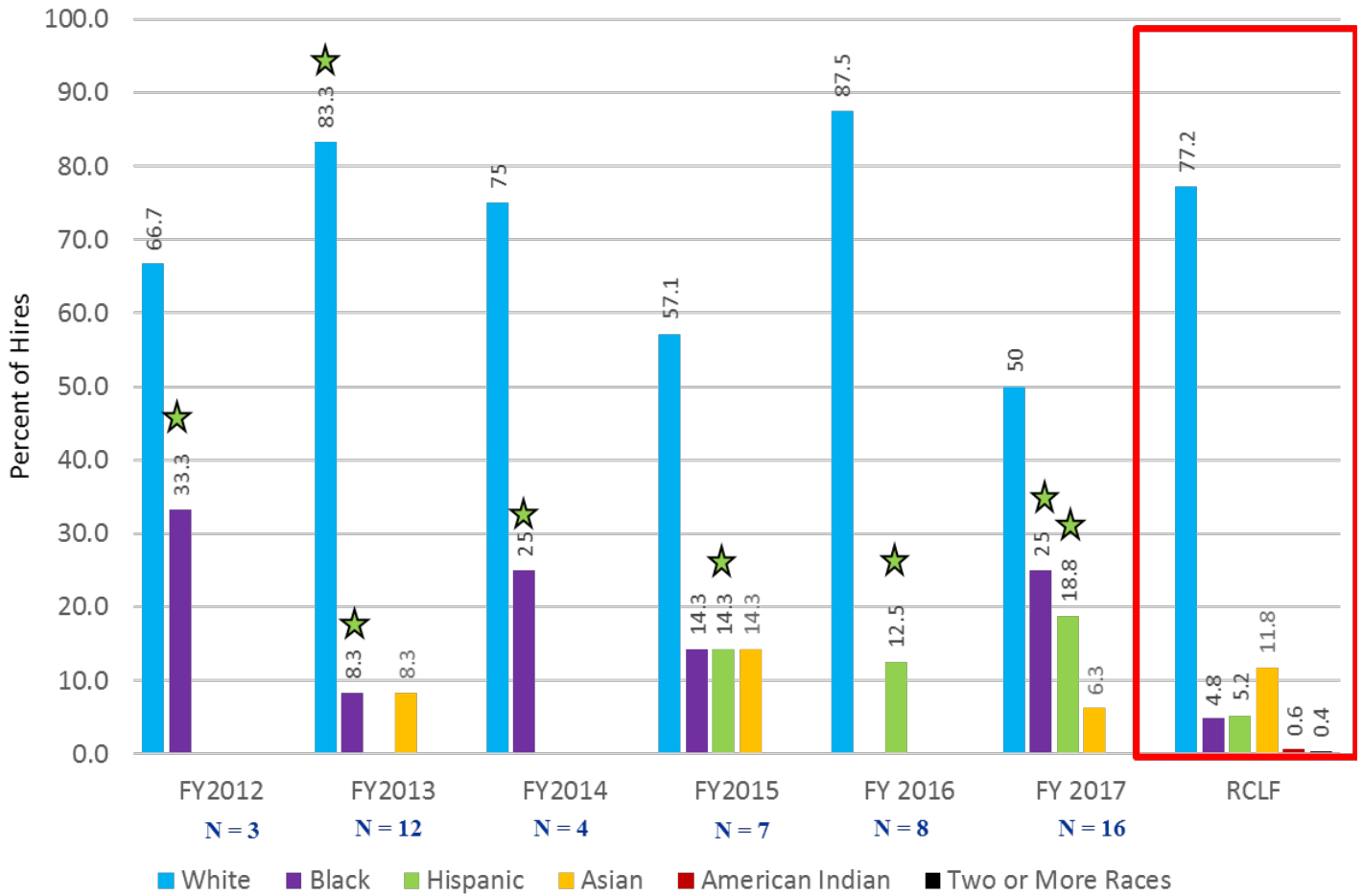
Individuals with Disabilities (IWD) Since FY 1998



— Non-Targ. Dis.	3.2%	5.9%	6.0%	7.9%	8.8%	8.9%	9.0%	9.7%	8.7%	10.8%	11.7%
- - Targeted Dis.	1.6%	1.4%	1.0%	1.0%	0.4%	0.0%	0.7%	1.0%	0.6%	1.0%	1.3%
— All Disabilities	4.8%	7.3%	7.0%	8.9%	9.1%	8.9%	9.7%	10.7%	9.3%	11.8%	13.0%

- Government-wide goal for Targeted Disabilities (IWTD) is 2% of the workforce
- Government-wide goal for IWD is 12% of the workforce

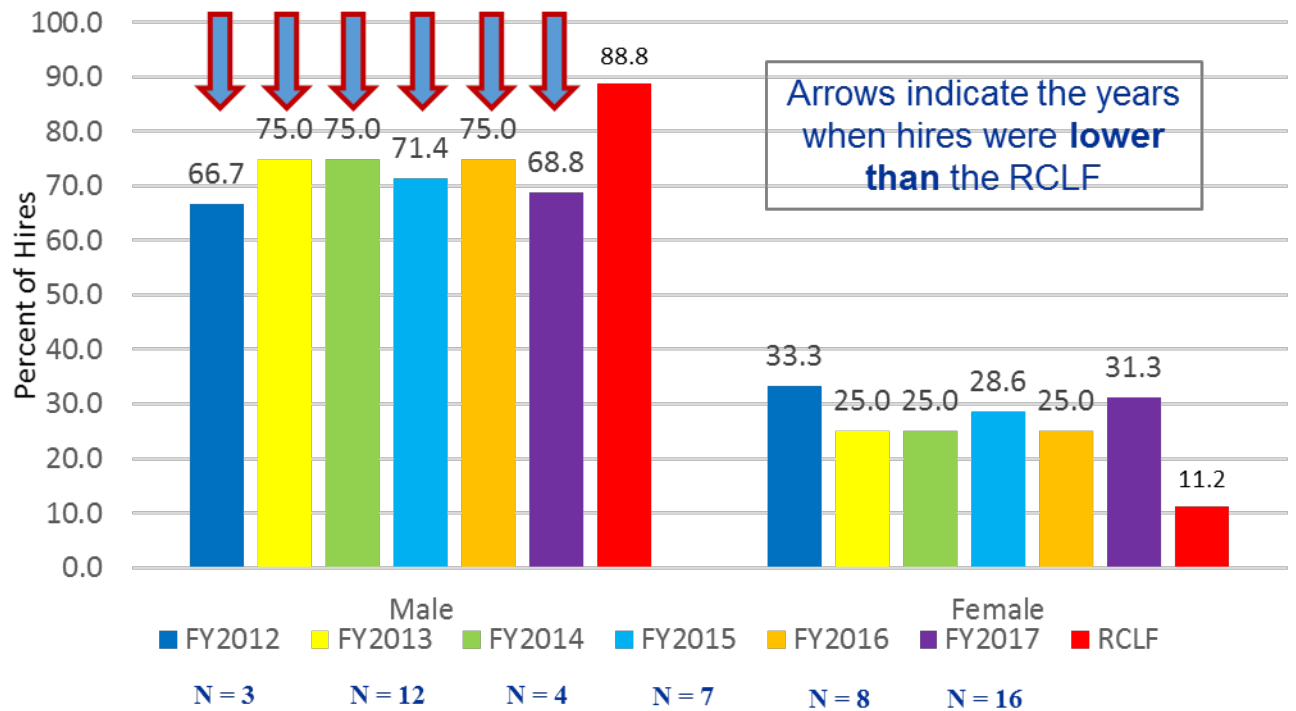
SSC AST Engineer Hires by RNO Compared to the Relevant Civilian Labor Force (RCLF)



★ Stars indicate groups that were **not underrepresented** in comparison with the RCLF.

Note: Used Table A7: Hires for Major Occupations – FY2012 thru FY 2017

SSC AST Engineer Hires by Gender Compared to the RCLF



Note: Used Table A7: Hires for Major Occupations – FY2012 thru FY 2017

Summary

- Compared to the Civilian Labor Force, SSC is:
 - underrepresented in Hispanics and Asians
 - underrepresented in Females
- Compared to the Relevant Civilian Labor Force, SSC AST Engineers are:
 - underrepresented in Asians and Two or More Races
 - underrepresented in males
 - below the RCLF in Hires for Whites, Asians, American Indians and Two or More Races in FY 2017
 - below the RCLF in Hires for Males over the six-year period FY12-FY17
- In FY2017, Hispanic AST Engineers were below others races in average GS Grade
- SSC is below the Government-wide goal of 2% for Individuals with a Targeted Disability