



Johnson Space Center 2017 - 2019 Diversity and Inclusion Strategic Implementation Plan



2017 – 2019

June 27, 2017

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JSC Diversity and Inclusion Strategic Implementation Plan

This plan describes initiatives designed to create an atmosphere that signals that all employees are valued, respected, and have access to the same opportunities. If we have a welcoming climate, the presence of diverse talent and perspectives make innovation not just possible, but probable.

To ensure full integration between the agency and the center, the JSC Diversity and Inclusion Implementation Plan acknowledges the agency Diversity and Inclusion (D&I) Plan that include Center actions, and complements the agency plan by identifying center specific strategies and actions. JSC practices the agency's five guiding principles that fully integrate D&I into NASA's mission and strategic decision-making.

These principles are:

1. Demonstrated Leadership Commitment

JSC Goal: JSC senior leadership makes D&I a priority, demonstrates its commitment at the highest levels of the organization, and champions inclusive leadership at all managerial levels.

2. Employee Engagement and Effective Communication

JSC Goal: JSC cultivates an inclusive, collaborative, open, and innovative work environment that encourages creativity and engagement throughout the workforce.

3. Continuous D&I Education, Awareness, and Skills Development

JSC Goal: JSC has a continuous D&I program that provides all employees with the necessary education and skills to be successful and effectively model behaviors reflective of D&I principles and cultural competence.

4. Demonstrated Commitment to Community Partnerships

JSC Goal: JSC actively builds constructive relationships with schools, community-based organizations, small businesses, and professional associations to provide diverse communities with access to information and opportunities.

5. Shared Accountability and Responsibility for D&I

JSC Goal: There is an expectation, communicated at all levels, that diversity and inclusion are shared responsibilities among all managers and employees.

PRINCIPLE 1 – DEMONSTRATED LEADERSHIP COMMITMENT

JSC Goal: JSC senior leadership makes D&I a priority, demonstrates its commitment at the highest levels of the organization, and champions inclusive leadership at all managerial levels.

JSC Strategy 1.1			
At the Center level, senior leadership conveys the critical nature of D&I to mission success as demonstrated through policy and strategic planning. They endorse the linkage of inclusion practices to innovative outcomes as the business imperative for diversity. Center leadership serves as role models and advocates of D&I, including the wide dissemination of JSC’s D&I/I&I messages.			
Actions	Measures	Implementation Date	Primary Office Responsible
1.1.1 Widely distribute D&I topics from HQ Vits and JSC Senior Staff <i>Supports agency strategy 1.1</i>	Weekly/Monthly distribution through senior staff resources website and inclusive leadership email distribution.	When available	Office of Equal Opportunity and Diversity (OEOD)
1.1.2 Center leadership discusses D&I/I&I related matters through a variety of communication methods, including notes to the workforce, at all-hand meetings, etc.	With Senior Staff - Monthly All Hands at least 2 times per year I&I Council – quarterly	Ongoing 2017 - 2019	Center Director (CD)/OEOD
1.1.3 Senior managers of organizations discuss D&I/I&I related matters in staff meetings and address challenge areas.	Challenge areas for the organization are identified, addressed and reported in the organization’s I&I Status card report or as needed.	2017 – 2019 biannually	All orgs/OEOD
1.1.4 Senior leaders serve as executive sponsors for D&I/I&I initiatives.	Participation by all JSC organizations every two years as ERG Executive Sponsors.	Annual	OEOD
1.1.5 Inclusive Leadership Cadre members are active work place culture change agents that engage the entire workforce in D&I/I&I.	Cadre is expanded by adding 1-2 new members from each directorate/office/program. Specific actions for Cadre members are identified and scheduled.	2/1/2017 Annually at a minimum beginning April 2017	OEOD/ Human Resources (HR)

JSC Strategy 1.2			
Mentoring Engagement: Leaders are expected to annually engage in at least one mentoring commitment with an employee different from themselves and highlight/report/share experience at appropriate meetings.			
Actions	Measures	Implementation Date	Primary Office Responsible
1.2.1 Develop and execute a plan to engage JSC Senior Staff and their senior leadership team in mentoring at least one individual from a different	Results are reported in executive performance accomplishments.	9/30/2017	HR

affinity group (e.g., race, national origin and gender). <i>Supports Agency Strategy 1.2</i>			
1.2.2 Develop and execute a plan to engage all JSC SES in mentoring at least one individual from a different affinity group (e.g., race, national origin and gender). <i>Supports Agency Strategy 1.2</i>	Results are reported in executive performance accomplishments.	9/30/2018	HR

JSC Strategy 1.3			
Strengthen first-line supervisors' engagement in D&I/I&I efforts.			
Actions	Measures	Implementation Date	Primary Office Responsible
1.3.1 Develop and execute a communications campaign about the value of I&I (the business case), employee engagement, and ERGs with supervisors as the primary audience.	Attendance increases at I&I related activities.	September 2017	OEOD
1.3.2 Include leads and supervisors in activities planned by the Inclusive Leadership Cadre.	Track participation and solicit feedback via short surveys.	July 2017	OEOD
1.3.3 Explore additional strategies and actions.	Added to D&I Plan updates annually.	March 2018	OEOD/I&I Council

PRINCIPLE 2 – EMPLOYEE ENGAGEMENT AND EFFECTIVE COMMUNICATION

JSC Goal: JSC cultivates an inclusive, collaborative, open, and innovative work environment that encourages creativity and engagement throughout the workforce.

JSC Strategy 2.1			
Understand the perspectives of our workforce in order to enhance employee engagement, empowerment, and inclusion. Ensure that diverse ideas and viewpoints are respected, valued, and encouraged and that employees have the opportunity to be heard and receive feedback.			
Actions	Measures	Implementation Date	Primary Office Responsible
2.1.1 Analyze Federal, Agency, and Center surveys by race, age, gender and other demographics to understand work environment perceptions.	Present Employee Viewpoint Survey (EVS) engagement and inclusion indices and findings to the I&I Council as part of an annual planning process.	When data is made available annually	OEOD/HR

2.1.2 Continue to increase employee engagement through discussion groups, seminars, lunch and learns, panel discussions, town halls, etc that include participation by supervisors and managers. <i>Supports agency strategy 2.3</i>	Monitor attendance numbers, use attendee evaluation sheets to gather feedback on the effectiveness of the program.	June 2017	ODEO
2.1.3 Initiate a communication campaign on Self-Identification of disabilities and serious health conditions to accurately reflect our current population of individuals with disabilities.	Monitor data for progress before and after campaign.	By Dec 2017	ODEO and HR

JSC Strategy 2.2			
Support employee resource groups and demonstrate their value by linking their outcomes to business contributions (recruiting, onboarding/retention, outreach and Center challenge projects).			
Actions	Measures	Implementation Date	Primary Office Responsible
2.2.1 Develop the relationship between ERGs and SEPs to increase effectiveness. SEP Managers and ERGs collaborate on observance planning and execution.	2) SEP goals and objectives are presented to ERGs annually.	January 2017 Begin January 2018	OEOD
2.2.2 ERGs demonstrate inclusiveness by collaborating on center-wide challenge projects and mutually beneficial activities	Report twice per year to the Inclusion & Innovation Council	Ongoing annually	OEOD

JSC Strategy 2.3			
Ensure that all employees are aware of leadership and career development opportunities at all levels.			
Actions	Measures	Implementation Date	Primary Office Responsible
2.3.1 Continue to use the Transparent Opportunities Program (TOP) as a method to make stretch assignments available to all employees	Accomplishments are reported on the I&I Status Card.	January 2018	All managers, supervisors, and HR
2.3.2 Develop a plan to increase the pipeline of potential leaders from under-represented groups.	Present a plan to I&I Council/Senior Council.	Proposal by January 2018	OEOD/HR/I&I Council

PRINCIPLE 3 – CONTINUOUS D&I EDUCATION AND SKILLS DEVELOPMENT

JSC Goal: JSC has a continuous D&I program that provides all employees with the necessary education and skills to be successful and effectively model behaviors reflective of D&I principles and cultural competence.

JSC Strategy 3.1			
Increase D&I Competencies for Managers, Supervisors and Employees			
Increase D&I competencies through effective training programs offered online and face to face and through participation in DI&I programs conducted onsite by ERGs, corporate D&I Councils, etc.			
Actions	Measures	Implementation Date	Primary Office Responsible
3.1.1 Require employees who are not supervisors, managers, or leads to complete the one-day Introduction to Inclusion and Innovation.	Continue to conduct course evaluations to measure perceptions as to the availability and effectiveness of the course and report to the I&I Council annually. Plan adjustments accordingly.	Ongoing annually	HR/OEOD
3.1.2 Require all supervisors to complete Advanced I&I.	One session offered annually. Continue to conduct course evaluations to measure perceptions as to the effectiveness of the course and report to the I&I Council annually. Plan adjustments accordingly.	Ongoing	JSC Organizations/ HR
3.1.3 Encourage supervisors to continually develop leadership competencies and cultural competence by participating in 2-3 activities each year.	Supervisors discuss their activities during midyear and final performance discussions.	March 2018	All JSC organizations
3.1.4 Provide Just-in-Time training that incorporates implicit bias learning for specific actions: i.e., Recruiting, selection panels, accommodation requests, harassment allegations	Assess and report progress of individual offices D&I EVS scores during June BPR. Continue progress accomplished in prior years.	January 2018	OEOD

JSC Strategy 3.2			
Offer and continually update D&I training options to ensure follow-on development opportunities are provided and D&I modules are integrated into leadership courses.			
Actions	Measures	Implementation Date	Primary Office Responsible
3.2.1 Offer and continually update D&I training options to ensure follow-on development opportunities are provided.	Monitor course evaluations.	Annually in June/July	HR/OEOD

3.1.2 Continue to review and adjust JSC Leadership curriculum offerings to incorporate D&I topics when appropriate.	Document which courses have been evaluated and adjusted. Monitor course evaluations.	September 2017	HR
3.1.3 Continue to benchmark D&I training and development best practices.	Annually connect with at least 1 new external organization in a highly technical field that is a recognized leader in D&I to benchmark their best practices in D&I training and development.	July 2017	OEOD/HR

PRINCIPLE 4 – DEMONSTRATED COMMITMENT TO COMMUNITY PARTNERSHIPS

JSC Goal: JSC actively builds constructive relationships with schools, community-based organizations, small businesses, and professional associations to provide diverse communities with access to information and opportunities.

Strategy 4.1			
Expand education and outreach with under-represented educational communities to foster early talent detection in K-12 students and engage students from previously unexplored schools (HQ and Centers)			
JSC Supporting Actions	Measures	Implementation Date	Primary Office Responsible
4.1.1 Develop a plan to formally document and track the adoption of local K-12 underserved or underrepresented schools <i>Support agency strategy 4.1</i>	Monitor progress and report on Center progress during BPR.	9/30/17	AD
4.1.2 Identify charter, disabled and STEM/STEAM focused schools to conduct or partner with on at least one event – invite multiple schools to participate <i>Supports agency strategy 4.1</i>	Conduct at least one event with a non-traditional school annually.	11/15/17 and annually	AD
4.1.3 Develop a process to facilitate and track SES participation in at least one outreach event per year promoting education and outreach to enhance diversity and outreach efforts. <i>Supports agency strategy 4.1</i>	1) Reach at least 50% participation from SES leadership in outreach activities. 2) Reach 100% participation from SES leadership in an annual activity. 3) Report progress semiannually on I&I Status Card.	1) 7/30/17 2) 9/30/18	AD/HR

JSC Strategy 4.2			
Ensure JSC's Small Business program expands and enhances supplier diversity efforts to increase contract participation of the small business community.			
Actions	Measures	Implementation Date	Primary Office Responsible
4.2.1 JSC Small Business Office will support Agency goals <i>Supports agency strategy 4.2</i>	Meet or exceed Agency goals	9/30/2016 – 9/30/2019	BA
4.2.2 Participate in small business development outreach events.	Approximately 13 per year	FY 17 – FY19	BA
4.2.2 Center Management to monitor and report performance against Small Business goals at BPR and in Annual Small Business Report.	Annually	FY 17 – FY19	BA
4.2.3 Conduct Small Business Roundtables to discuss small business issues and regulatory changes and their potential impacts.	Monthly	FY 17 – FY19	BA

PRINCIPLE 5 – SHARED ACCOUNTABILITY AND RESPONSIBILITY FOR D&I

JSC Goal: There is an expectation, communicated at all levels, that diversity and inclusion are shared responsibilities among all managers and employees.

JSC Strategy 5.1			
JSC Senior Staff level Directors track and report on both qualitative and quantitative measures related to D&I.			
Actions	Measures	Implementation Date	Primary Office Responsible
5.1.1 Center Director direct reports complete the I&I Status Card report detailing activities in their directorate that engage employees or provide more transparency in processes that affect development opportunities, awards, promotions, etc.	Best practices are shared semiannually (January - May and June - December)	Semi-annually	All orgs
5.1.2 Each director reviews completed Status Card report with the Center Director and best practices are shared.	Highlights and/or accomplishments are included in performance reviews.	Ongoing Semi-annually	All orgs
5.1.4 Ensure that members of the Inclusive Leadership Cadre have the opportunity to present as part of	Monitor course evaluations and report feedback to full Cadre.	July 2017	HR

leadership training, HRM, or other I&I classes.			
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JSC Strategy 5.2			
D&I/I&I is recognized as a leadership competency. D&I performance standards are reflected in the performance requirements of JSC managers, supervisors, and employees.			
Actions	Measures	Implementation Date	Primary Office Responsible
5.2.1 Require annual 2 nd level reviewer training (available in SPACE) to ensure the validation of distinguished ratings of SES and GS supervisors in the D&I arena <i>Supports agency strategy 5.1.2</i>	Monitor progress of supervisory indicators relative to D&I in EVS and D&I.	9/30/2017	HR
5.2.2 Performance evaluations for SES/ST are tied to successful outcomes, with D&I being one of the factors.	Monitor progress of senior leadership indicators relative to D&I in EVS surveys.	1/2018	HR/OEOD