



2017

# OMBUDSMAN PROGRAM

CONFIDENTIALITY  NEUTRALITY  INFORMALITY  INDEPENDENCE

A safe place to raise concerns • An opportunity to be heard  
An opportunity to consider options • Coaching

Visit the Ombudsman Program home page at <http://ombuds.hq.nasa.gov>.

# Executive Summary

The NASA Ombudsman Program was established in January 2005 in response to a recommendation of the Columbia Accident Investigation Board to provide the NASA workforce with a supplemental channel of communication to raise issues and concerns they perceive could impact safety, organizational performance, or mission success. The program is based on the principles of confidentiality, neutrality, informality, and independence, as laid out by the Code of Ethics and Standards of Practice as established by the International Ombudsman Association. NASA Policy Directive (NPD) 2025.1B, The NASA Ombudsman Program, documents the program policy and direction.

In 2017, the NASA Ombudsmen saw a total of 168 visitors. This was a 50 percent drop in volume from the previous year. The decreases in volume were primarily at Goddard Space Flight Center and at Armstrong Flight Research Facility. In 2016 Goddard had an increase in case volume as a result of several team issues that drew many visitors to the Ombudsman Office. Without those team issues in 2017, the case numbers returned to numbers reflective of previous years. AFRC experienced a similar decline where the Ombudsman had previously

worked with a number of teams or organizations that drove the visitor count up. Of the total 168 cases in 2017, 65 percent were from civil servants, 33 percent were contractors, and 2 percent students and other.

The majority of the cases across all Centers were related to Organizational Performance (86 percent), which includes those concerning interpersonal conflict, management behavior, career development or job fit, performance/discipline/termination, and harassment. Within Organizational Performance, Career development was a significant category this year. Many visitors expressed frustration with the promotion process and a lack of understanding of how selection and promotion processes work. The Ombudsman also saw visitors with concerns around the viability of taking on detail assignments because of lack of management support, funding to support the detail, and personnel to backfill positions. In addition, visitors felt their supervisors were not equipped to have effective career discussions with them.

Visitors also saw Ombudsmen regarding management behavior. The issues with supervisors

included not being accessible to their team, bullying, or overcontrolling. The Ombudsmen were able to help visitors address these issues by coaching them on how to have constructive conversations with the other party as well as understand escalation and formal processes. In many of these situations fear of retaliation was a major concern and limited the visitors' willingness to take action.

Along with management behavior an increase in workload was described as a major cause for stress and health concerns among visitors. In some cases, the Ombudsman was able to bring the concern to a higher level and more direct action was taken through restructuring, job reassignment, or removal of a supervisor.

In one case the Ombudsman was able to help a Center be proactive in writing policies to address potential harassment situations during field-work assignments. These situations may be unique in that small teams are put together to work in remote locations for a period of time. A visitor helped raise the concern that NASA may want to have better defined policies on who to call and descriptions of the processes.

Safety and Mission Success issues accounted for 13 percent of the cases and the remaining 1 percent fell in an “Other” category. Examples of safety concerns included a perception that safety measures were not being followed, the need to update safety instructions at some sites for active shooter situations, and how to best communicate safety matters to workers at a site impacted by asbestos. A couple of cases also involved concerns regarding IT security/vulnerability at NASA. These concerns were raised to the Chief Information Officer and Security Offices for investigation. In most cases the Ombudsman added their voice to concerns that had already been raised but where action was not visible to the general NASA population. In all cases the NASA Ombudsmen were able to ensure formal resources were called in to

assess potential risk while keeping the identities of the visitors confidential, if requested.

An example of a mission success case involved a contracting officer who had a relative on the team that was awarded a contract. The Ombudsman was able to get this concern to the formal resources for investigation.

In 2016 the Ombudsman Office conducted a biennial survey. From that survey we learned that many NASA people did not understand the independence or usefulness of the Ombudsman Program. In response to this feedback we have attempted to clarify our messages in presentations and articles giving more examples that demonstrate that the Ombudsman’s role is one of an option creator, not a decision maker, and carries on those

responsibilities outside of their full-time role. In the Ombudsman role the individual can listen and take action without control or oversight of management. In this Annual Report and in updates with Center Management we shared examples of the kinds of actions that Ombudsmen took and the outcomes they were able to influence. Many visitors tell us that the Ombudsmen’s greatest value is that they listen without judgment.

In addition to seeing visitors, the NASA Ombudsman Program continued its outreach activities by developing Center-specific Communication Plans targeting specific populations within their Center. The program also continued to make progress on the goals outlined in the Program’s first five-year strategic plan.

## The four goals from this plan are:

- Awareness and outreach
- Upward feedback and identifying opportunities for systemic change
- Executing case handling best practices
- Professional development of the Ombudsman

The NASA Ombudsmen provided a valuable service to NASA and its workforce. As a result of their efforts and assistance, visitors were able to rebuild work relationships, raise important safety concerns, or move on within the Agency, without spending valuable time and resources working through formal processes.<sup>1</sup>

<sup>1</sup> Formal resources include Human Resources, the Union, the Office of the General Counsel, etc.

# The Ombudsman Program: An Overview

*The Ombudsman Program differs from formal resources, like Human Resources, Unions, the Office of Diversity and Equal Opportunity (ODEO), and the Office of the Inspector General (OIG) in that it provides an opportunity to raise concerns in an “off-the-record” manner.”*

## The Ombudsman Program provides:

**Confidentiality** – The Ombudsman maintains complete confidentiality as to the identity of visitors, except in situations that present an imminent risk of harm to an individual, damage to property, or a crime.

**Neutrality** – The Ombudsman does not serve as a representative or advocate of any visitor’s concerns within NASA, however, the Ombudsman does advocate for fair processes and administration.

**Informality** – The Ombudsman functions outside all formal management, administrative, or criminal processes. The Ombudsman does not serve as an agent for notice to NASA. The Ombudsman assists the visitor in accessing appropriate formal systems, offices, or processes as needed.

**Independence** – The Ombudsman is not encumbered by line management functions and in their Ombudsman role report to the Center Director (Center Ombudsman) or Headquarters Executive Director (HQ Ombudsman).

Visitors that come to the Ombudsman have an opportunity to consider options for resolution and discuss the pros and cons of those options. Ultimately, it is the visitor who selects what option will be pursued. If requested, the Ombudsman can also seek out and obtain information for the visitor so that their identity is not revealed and there are no records with Agency officials. Visitors often comment on how helpful it is to have an

objective ear to listen to their concerns, gather information and help them strategize on next steps without having to “go public” or start a formal process. Ombudsmen continually help the NASA workforce be heard in a way that they had not previously experienced.

The Ombudsmen have a number of different ways to ensure a visitor’s concerns are addressed. For example, visitors may ask

the Ombudsman to meet with a formal resource to gather information or elevate the situation to Center or Agency leadership. In most cases, the Ombudsman only identifies the visitor with his or her permission and works to resolve the issue at the lowest level possible.



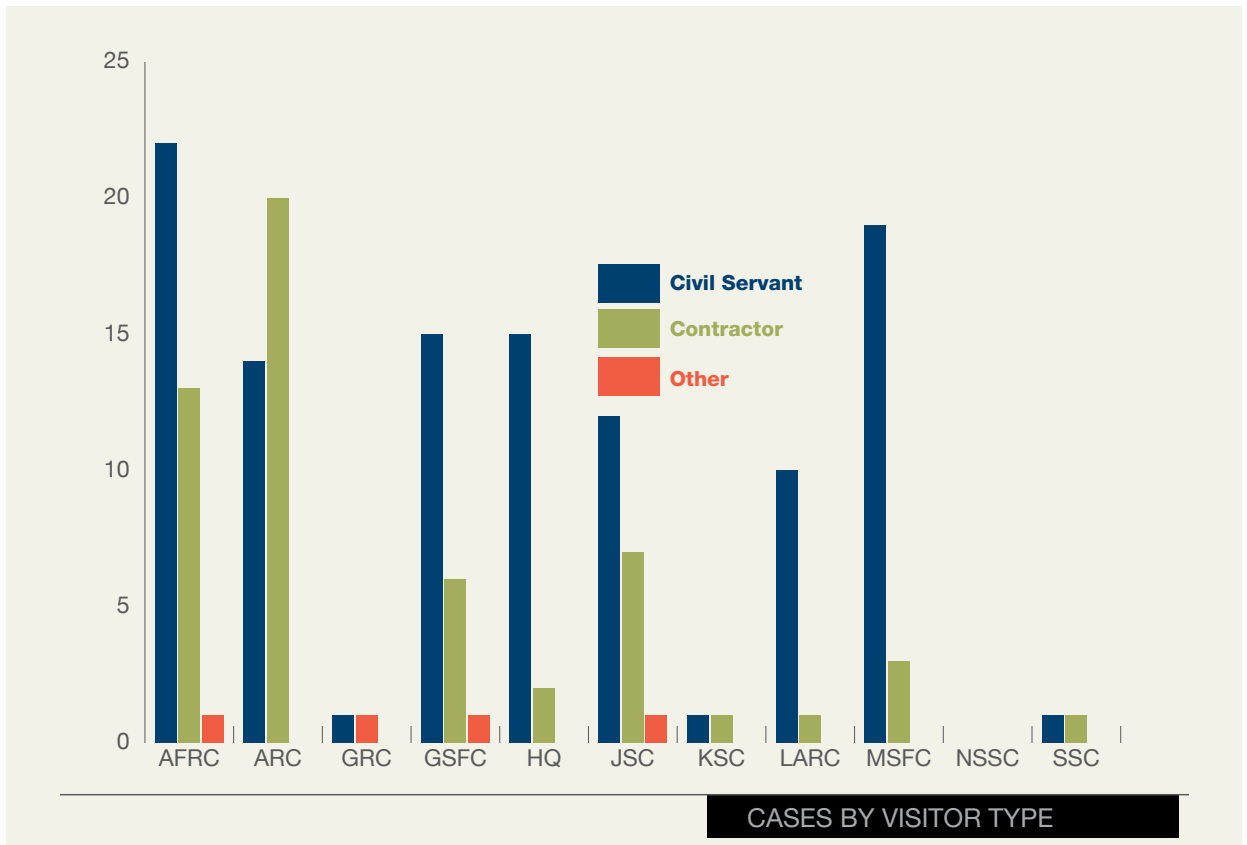
# 2017 Cases and Results

Ombudsman cases are categorized into four types: Organizational Performance, Safety, Mission Success, and Other. Organizational Performance includes interpersonal conflict, management behavior, career development, discipline/performance/termination, and harassment. Safety cases are those that affect the health and safety of employees or contractors. Examples of safety issues include: safety measures being compro-

mised, workload issues causing shortcuts and potential risk to safety, and health issues due to environment hazards and lack of practiced procedures for violence in workplace situations. Mission Success cases are those that impact the quality, timing, integrity of information or work directed at a mission. Examples here can be IT security risks or projects not staffed appropriately. While the program gets very few “Other” cases, those

cases generally deal with business/ financial practices, retaliation, intellectual property, privacy, conflicts of interest, or criminal activity (theft and/or fraud).

Since the program’s inception, a majority of the cases have been of an organizational performance nature. In 2016 and 2017, 86 percent of our cases were in this category. Within organizational performance, career development





**ORGANIZATIONAL PERFORMANCE CASES**

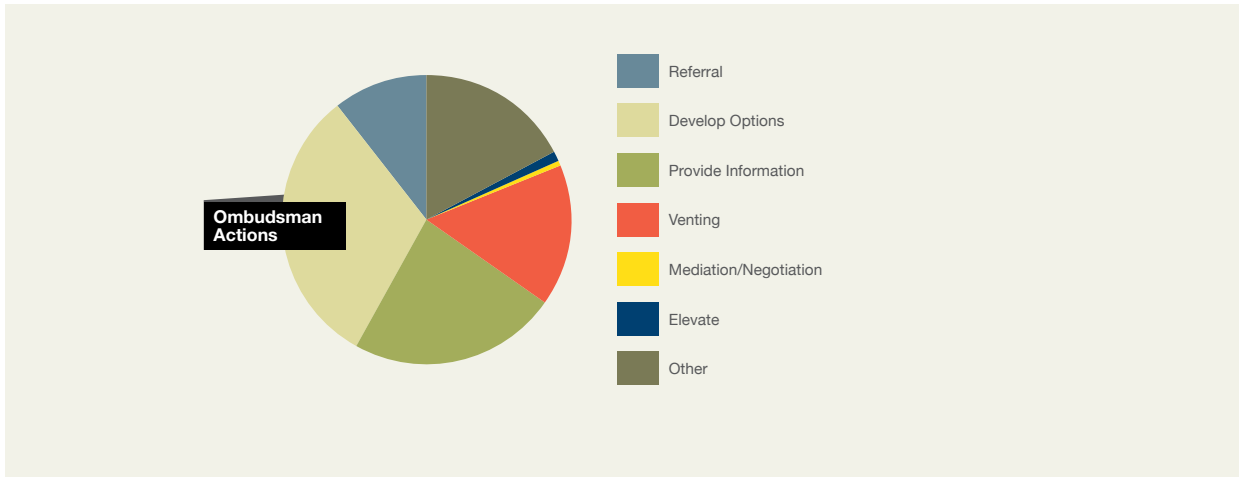
*\* A single visitor's concern may be reflected in more than one of these categories.*

cases increased in 2017. Visitors articulated concerns over supervisors/managers lack of ability to help them prepare for career growth and act as advocates for their advancement. It was unclear whether supervisors are lacking skills or motivation to assist their employees in this area. Ombudsmen were able to assist visitors by coaching them on how to have productive conversations with their managers and utilize formal resources. In addition, the Ombudsmen helped visitors understand their own role in proactively building the skills needed to advance, and in cultivating relationships and experiences to best position oneself for career advancement. Another theme that emerged in 2017 is visitor issues surrounding detail opportunities.

In this regard, visitors relayed their frustration with their inability to take advantage of detail assignments due to lack of funds to support the assignment and lack of back-up personnel to fill gaps. Those who have been on assignments have not had the opportunity to share knowledge learned when they have returned to their home organizations. The full value of these assignments may not be realized due to this lack of follow-up process. Career development appears to be an area where NASA could benefit from training for both employees and supervisors.

Another organizational performance theme that emerged in 2017 is that civil servants and contractors are experiencing

threatening, bullying, or harassing behavior from their supervisors. The major message we received in these areas is that visitors do not feel comfortable using the formal resources because of perceived or actual retribution as well as questions on fairness of investigation. Visitors shared that the result of speaking up about bullying or harassing behavior was punishment in the form of poor performance reviews, demotion, or lack of positive job assignments. The Ombudsmen have been able to help visitors get more comfortable with the formal process, find ways to transition to new positions, or coach them to minimize the impact of the negative behavior. In a couple of these situations the Ombudsman was able to support the individual



in finding a new position in the organization. In another situation, the Ombudsman was able to get the situation investigated and ensured education was provided for Center staff. In this situation there was a turnaround in behavior and visitors were pleased with the outcome.

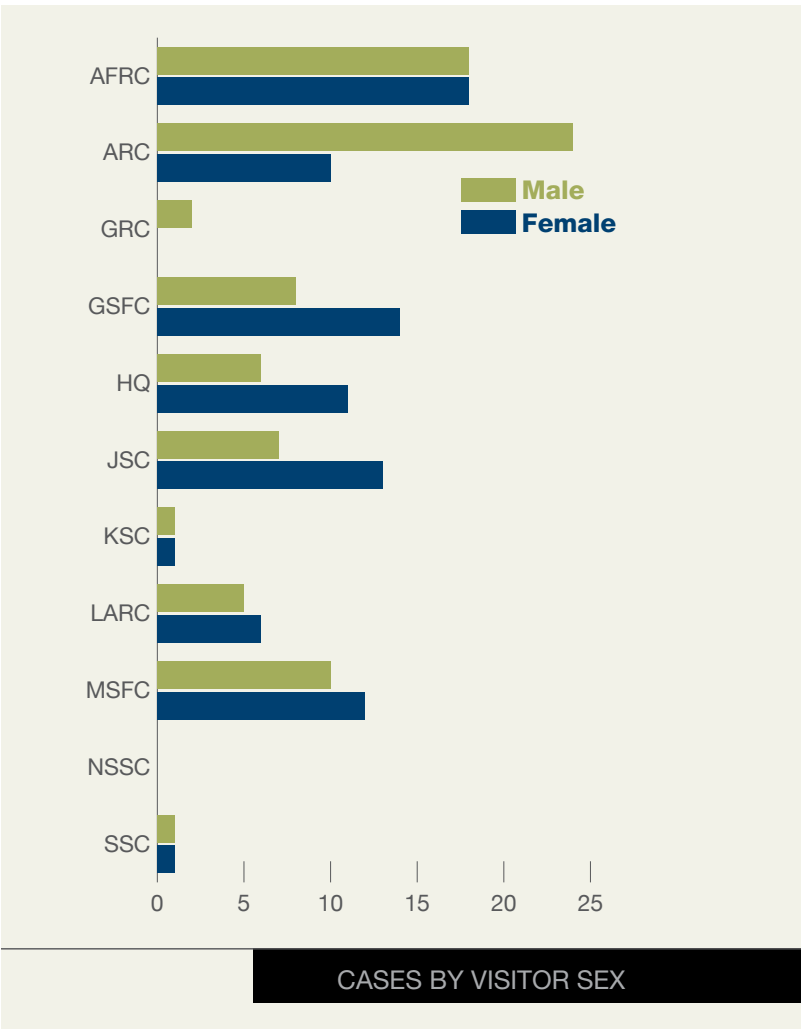
Throughout the year the Ombudsmen heard from individuals with policy questions, concerns about how certain policies were being implemented, and disagreements with the policies. One of the policies challenged this year was the priority protocol for admissions into childcare centers at a NASA

site. Military personnel, located on NASA property, now have priority over contractors. Some contractors were concerned about this because of the \$50 nonrefundable application fee and the small likelihood that their children would now be admitted into the program. Another policy theme that emerged in 2017 is that the process for securing a reasonable accommodation is cumbersome. Users of the program described a process that seems to come piecemeal and all that is needed is not communicated up front. Users complain that they have to make multiple requests to doctors and this eats up time and energy. Finally, cases related to

travel policies and reimbursement process were brought forward. One of the concerns was that people have to pay their credit card bills prior to getting reimbursement from NASA and this can cause a major financial strain on workers. There is an opportunity to do more training of travelers on how to fill out reimbursement forms and avoid common mistakes.

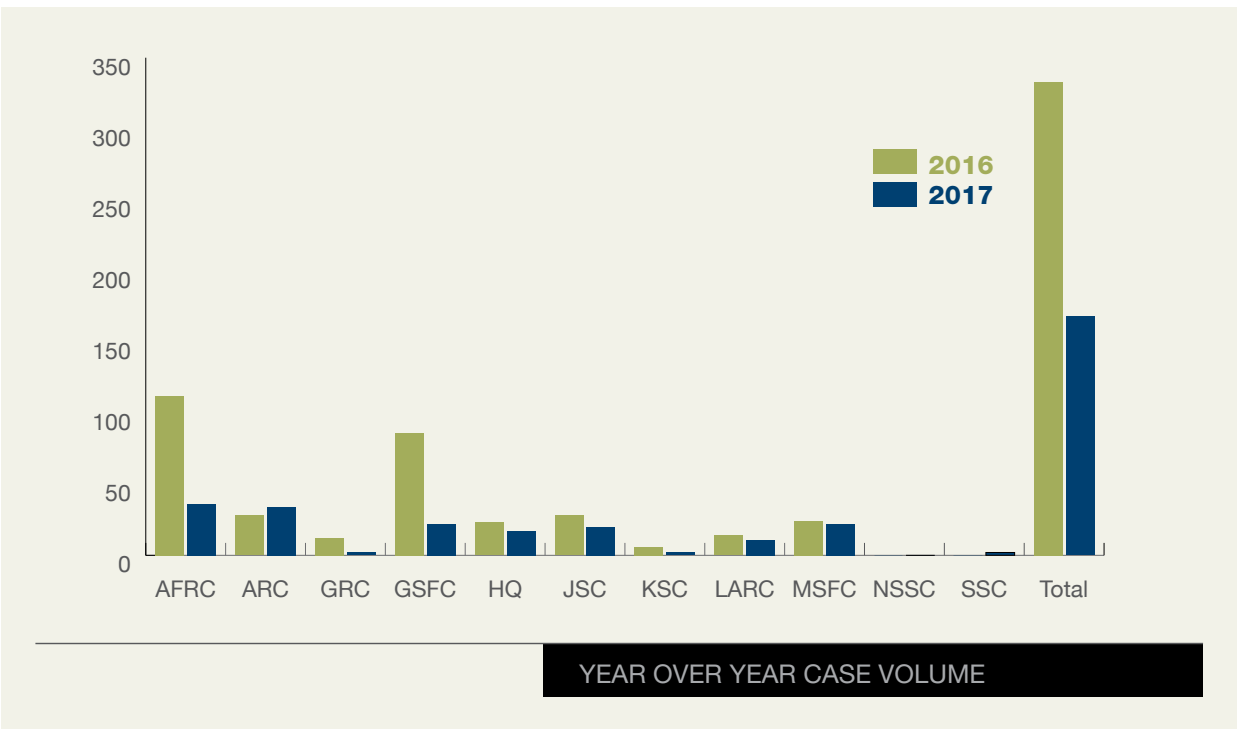
As in previous years, the percentage of visitors from the civil servant ranks surpassed the percentage of contractors who chose to see an Ombudsman (65 percent vs. 33 percent).





The types of contractor cases in 2017 included:

- Unrealistic expectations and workload issues
- Abusive treatment from site manager
- Concern about safety procedures in clean rooms
- Questions regarding how to apply for civil service position
- Concerns regarding admission into childcare facilities at NASA Centers and questions on admission into mother's nursing lounges
- Relationship issues with Contracting Officers Representatives (CORs)



# Going Forward

In 2016, the Ombudsman Program developed a five-year strategic plan to address consistency across all Centers and to provide stretch goals for the Ombudsman team. In 2017 we continued to implement this plan. Goals were to:

## 1. Build Awareness and Outreach

### ACTIONS

- I. Updated posters with new Ombudsman pictures
- II. Participated in Conflict Resolution Day and other events at specific Centers
- III. Met with formal leaders, especially those new to role
- IV. Presented to new employee orientations
- V. Attended Contractor Council meetings

## 2. Provide Upward Feedback and Increase Opportunities to Influence Systemic Change

### ACTIONS

- I. Meet with Center leaders semi-annually
- II. Meet with process owners and provided feedback when appropriate

## 3. Execute Case Handling Best Practices

### ACTIONS

- I. Followed up on expectations set in 2016

## 4. Continue Professional Development and Growth as Ombudsmen

### ACTIONS

- I. All new Ombudsmen attended 3-day Foundations Training
- II. Many Ombudsman attended International Ombudsman Annual Conference
- III. Coaching provided to Ombudsmen when dealing with complex cases
- IV. Conducted Ombudsmen Annual training at NASA Headquarters which included coaching and problem solving training



# The NASA Ombudsman

Each year the Ombudsman Program says goodbye to a number of Ombudsman who leave our ranks due to retirement and/or change in position.

## This year the Ombudsman Program said farewell to:

Connie Bosworth (AFRC)

Patty Currier (HQ)

Marsha Nall (GRC)

Brenda Mulac (HQ)

Ed Rogers (GSFC)

The new Ombudsmen have been appointed to serve their Center populations. We welcome the following individuals to the NASA Ombudsman Program:

Dane Lariosa (ARFC)

Clarence Bostic (LARC)

Phil Fluegemann (ARC)

Brandi Quam (LARC)

Xaivian Raymond (HQ)

Michael Walker (LARC)

Peter Wilczynski (HQ)

Belfield Collymore (SSC)

# 2017 NASA Ombudsman Biographies



**Kevin T. Reilly, (AFRC)**

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Kevin Reilly has been employed with NASA for over 16 years and served in roles in safety and process analysis. He currently works in the Office of Internal Controls and Management Systems as the Lead Management and Program Analyst overseeing all Center processes. Kevin joined the Armstrong Ombudsman team in June 2010 and wants everyone who works at or transits Armstrong to understand that people do care and want to help mold the work environment to be positive and caring. “I enjoy helping others search out solutions to their concerns to reach a better common good.”



**Miriam Rodon-Naveira, (AFRC)**

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Dr. Miriam Rodon-Naveira has been employed with NASA for 15 years. Previously she worked for the Environmental Protection Agency (EPA) for 10 years in various capacities from Research Biologist to Branch Chief to Deputy Director for an Exposure Assessment Laboratory. While at EPA she worked on the development of a Diversity Management program within the EPA’s Office of Research and Development, as well as leading various Federal Special Emphasis Events and employee empowerment initiatives. Since she came to NASA, she has held a number of position within AFRC including Higher Education Program Manager and Education Director for 5 years. Miriam has a BS in psychology, a PhD in microbiology, and recently obtained a graduate certification in industrial hygiene from Tulane University, School of Tropical Medicine and Public Health. She is also fluent in Spanish and conversant in French. She is currently AFRC’s Occupational Health Program Manager and has served as an Ombudsman since 2014.



**Al Bowers, (AFRC)**

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Al Bowers is the Center Chief Scientist at NASA’s Armstrong Flight Research Center. Al has been at NASA Armstrong for 34 years. In his position, Al is responsible for defining NASA Armstrong’s strategic technical direction for the Center, including advanced aeronautical designs, research, and space technologies. Prior to his present position, Al served as Associate Director of the Research and Engineering Directorate, and Director of Dryden’s Aeronautics Mission Directorate and as a project manager. He also served as the Chief of the Aerodynamics Branch of Dryden’s Research Engineering Directorate from 2002 to 2004, acted as Deputy Director of the Research and Engineering Directorate from 2004 to 2008, and acted as the Special Assistant to the Associate Administrator of Aeronautics in 2008. Al earned a BS in aeronautical engineering and an MS in engineering from California Polytechnic State University, San Luis Obispo. He was awarded the Exceptional Service Medal in 2006 and the Exceptional Engineering Achievement Medal in 2014 and is AFRC’s longest serving Ombudsman.



**Dane Lariosa, (AFRC)**

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Dane Lariosa has over 22 years of experience at Armstrong Flight Research Center (AFRC) and is the newest Ombudsman for the Center. His experience has been in avionics, instrumentation, telemetry, and quality inspection. At AFRC, he has been a vital team member on a variety of aircraft, helicopter, and rocket platforms. He has an extensive background in flight tests, providing consultation to Principal Investigators, Project and Operations management, and System and Instrumentation engineering. He's provided inspection, evaluation, design, and fabrication for a broad spectrum of experimental aircraft to include complex hi-speed data instrumentation acquisition systems and stand-alone JPL developmental experiments. Currently, he is a quality inspector supporting various flight projects including joint collaboration with site evaluation, inspection, and airworthiness verification. He also served as the lead technician for the Engineering Support Branch Telemetry Shop and was AFRC's first Flight Termination Systems Administrator. He was an electronics technician contractor for 3 years, before transitioning to a civil servant position in the AFRC's Avionics and Instrumentation Branch. Before his career at AFRC, he spent 8 years in the USAF as B-1B Offensive Avionics technician.



**Lisa Lockyer, (ARC)**

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Lisa Lockyer is the Legislative Director for NASA Ames Research Center and has served as an Ombudsman for 4 years. In this position, she handles all Federal, state and local government affairs for Ames. Prior to this position, she was Deputy Director of the New Ventures and Communications Directorate with responsibility for partnership development, public affairs and education. From 2003–2009, Lisa was Chief of the Technology Partnerships Division. She was responsible for managing Ames' intellectual property portfolio, marketing technologies and partnership opportunities, and assisting in the structure, development and execution of deals with external partners. She spent a year at NASA Headquarters as Deputy Director of the Innovative Partnerships Program. Lisa earned a BA from Harvard University, and a JD from Hastings College of the Law in 1993. Prior to joining NASA Ames in 1998, she practiced criminal law as a deputy district attorney in Alameda County.



**Phil Fluegemann, (ARC)**

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Philip R. Fluegemann began serving as the Executive Officer to the Deputy Director at NASA's Ames Research Center in 2009. He began his career at NASA in 1989, serving in several assignments of increasing responsibility, including the lead aeronautics analyst in the Resources Management Office; resources executive for the Aeronautics Directorate; business manager for Aerospace Programs; and Deputy Chief Financial Officer (DCFO)-Finance. He also served as the Associate Director for Center Operations, including key roles as the Ames Lead for NSSC and the Liaison with the Ames Federal Partners. Fluegemann is a Certified Government Financial Manager and earned his BBA from the University of Cincinnati; and a Certificate in Public Administration from Syracuse University—Maxwell School of Citizenship and Public Affairs. He is the recipient of NASA's Exceptional Service Medal in 2001; NASA Group Achievement Award for his involvement with the Project Columbia Team in 2005; and NASA's Outstanding Leadership Medal for his involvement in the NASA/USAF/CA ANG/129th RQW Permit Team in 2011.



**Jack Boyd, (ARC)**

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Jack Boyd serves as Senior Advisor to the Center Director, the Senior Advisor for History, and has been an Ombudsman for 11 years. Jack started at Ames in 1947, when it was Ames Aeronautical Laboratory and was still part of the National Advisory Committee for Aeronautics (NACA). His own work as an aeronautical research engineer involved wind tunnel studies of supersonic and subsonic aircraft and included major contributions to theories of conical camber. He later did early research on the design of unpowered planetary probes to explore Mars and Venus, and he helped develop early configurations for the Mercury, Gemini, and Apollo capsules. Beginning in the mid-1960s, Jack increasingly served in managerial positions at NASA Ames. He served as Executive Assistant to the Ames Center Director, Deputy Director of Dryden Flight Research Center, Deputy and Associate Director of Ames Research Center, and Associate Administrator for Management at NASA Headquarters. Additionally, he has served as Chancellor for Research for the University of Texas System, and has also been an adjunct professor at the University of Texas, Austin, El Paso, and Pan American campuses.



**Harvey Schabes, (GRC)**

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Harvey Schabes has been at NASA for over 30 years and has served as an Ombudsman for the past 3 years. During his career he has served as a researcher, project engineer, project manager, and a manager in both technical and administrative organizations. Harvey joined the Technology transfer Office in October 2015 and serves as the Senior Strategy Manager. He coordinates the overall Space Act Agreement area as well as other key Office, Directorate and Center-wide activities. Harvey joined NASA as a research engineer developing new computer models for predicting the performance of new de-icing systems and performed extensive testing in the Icing Research Tunnel. He earned a Bachelor of Science degree in Mechanical Engineering from the University of Pittsburgh and a Master of Science degree in Mechanical Engineering from the University of Toledo. Harvey has a very outgoing personality and enjoys interacting with people.



**Gwynn Severt, (GRC)**

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Gwynn Severt has been at NASA for 26 years. She started out at Glenn Research Center at Lewis Field as a mechanical engineering Cooperative Education student working on space experiments and was hired after graduation in the role of a Test Engineer in the aeronautics test facilities. After a brief period in the Aero-Acoustic Propulsion Laboratory (AAPL), she transferred into the Engine Research Building (ERB) as an engineer for the Advanced Nozzle Test Facility. During her time in that facility, she obtained her MS in both Industrial Engineering and Business Administration. After working in multiple facilities in ERB, she was selected as the Facility Manager for ERB, the Advanced Subsonic Combustion Rig (ASCR), the 1' x 1' Supersonic Wind Tunnel, and the Engine Components Research Facility (ECRL). In that role, she is responsible for managing the budgets and schedules for the various test facilities, and for interacting with the customers, both internal and external, who use those facilities. Throughout her career, she has participated in a number of Center and outreach activities that have enabled her to interact with a multitude of people throughout the Center. She has been an Ombudsman for NASA Glenn since 2016.





**Dr. Joyce Winterton, (GSFC, WFF)**

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Dr. Joyce Winterton is the Senior Advisor for Education and Leadership Development at the NASA Goddard Space Flight Center/Wallops Flight Facility and has served as an Ombudsman since 2013. Prior to her current position, Joyce served as NASA's Assistant Administrator for Education, directing the development and implementation of the Agency's education programs that strengthen student involvement and public awareness of its scientific goals and missions. Joyce has also worked in the U.S. Department of Education and the U.S. Senate Committee on Labor and Human Resources. She completed her doctorate in teacher education and administration at Colorado State University in Fort Collins.



**Torry Johnson, (GSFC)**

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Torry A. Johnson has been with NASA for over 10 years and currently serves as the Assistant Deputy Director of Hydrospheric and Biospheric Sciences in the Earth Science Division at Goddard Space Flight Center. In addition, he heads up the Agency's Tribal College and University Project. Torry joined the Ombudsman Program in 2010.



**Dr. Kim Weaver, (GSFC)**

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Dr. Kim Weaver has been with NASA for 16 years and is currently an astronomer in the Laboratory for High-Energy Astrophysics, using space-based satellites to study galaxies and super massive black holes. Kim previously served as the Associate Director of Science for the Goddard Space Flight Center Astrophysics Division, Program Scientist at NASA HQ for the Spitzer Space Telescope, and Press and Education/Outreach liaison for the NASA HQ Astrophysics Division. As the press and education/outreach liaison, she participated in discussions regarding policy, procedure, and methodology, and worked internal and cross-discipline communications strategy issues. Dr. Weaver is also an occasional media spokesperson for NASA.



**Pete Wilczynski, (HQ)**

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Pete Wilczynski has over 30 years of U.S. Government service in military and civil remote sensing satellite design, development, and operations. He served 11 years on active duty in the U.S. Air Force from flying airplanes to operating Missile Warning Satellites. He worked 17 years for the National Oceanic and Atmospheric Administration (NOAA) where he led the design, development, and operations of some of the most complex space systems that NOAA's ever put into operation, including NOAA's ocean altimetry program, a partnership with Europe known as JASON-3, and their partnership GPS radio occultation mission with Taiwan known as COSMIC-2. Pete has been at NASA Headquarters in the Science Mission Directorate (SMD) Joint Agency Satellite Division (JASD) for nearly 3 years and is the NASA HQ's Program Executive for the Nation's next generation polar-orbiting operational satellite system known as Joint Polar Satellite System (JPSS). Pete Joined the Ombudsman Program in 2017.



**Dr. Xaivian Raymond, (HQ)**

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Dr. Xaivian L. Raymond currently serves as the Executive Officer for the Office of the Chief Scientist at NASA Headquarters and has been an Ombudsman since 2017. In this capacity, Xaivian is responsible for providing leadership, oversight, and direction for a broad spectrum of business management functions. This includes performing extensive research to advise the Agency's Chief Scientist on various policies and strategies. In 2005, Raymond began his career at NASA Kennedy Space Center and has served in numerous positions within the Human Resources Office, including workforce planner, student programs manager, and recruitment manager. More recently, he served as a business manager and was responsible for administering and monitoring multiple contracts and services that were designed to enhance employee morale and welfare. Raymond earned a BS in business administration from Bethune-Cookman University, an MBA from Florida Institute of Technology, and a PhD in organizational leadership from Nova Southeastern University.



**Craig Dinsmore, (JSC)**

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Craig Dinsmore joined the NASA JSC community in 1982 and after working for several support contractors became a civil servant in 1988. Craig became an Ombudsman in 2015. He has worked in test operations safety, managed several branches within the Crew and Thermal Systems Division (CTSD) in the Engineering Directorate, completed a year rotation at NASA Headquarters, and now serves as Deputy Division Chief in CTSD. Craig received both his BS and MS in mechanical engineering from Rice University. He later received an MS in environmental management from the University of Houston—Clear Lake, and an MS in space systems engineering from Stevens Institute of Technology.



**Donna Blackshear-Reynolds, (JSC)**

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Donna Blackshear-Reynolds is the Division Chief, Program Resources Management Division under the JSC Office of the Chief Financial Officer and has served as an Ombudsman for 8 years. Donna began at Johnson Space Center in 1981 as a Presidential Management Intern and has served in progressively more responsible positions involved in budgeting, program planning, and analysis, as well as program evaluation. Donna's educational background includes a BA in government from University of Texas at Austin; and MPA from Harvard University, Kennedy School of Government; and post-graduate study in public policy at the University of Pennsylvania, Wharton School of Finance.



**Hortense Blackwell Diggs, (KSC)**

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Hortense Blackwell Diggs is currently Chief of The Education Projects and Youth Engagement Office within the Commutations and Public Engagement Directorate at NASA KSC. She joined NASA in 2000 as a flight assurance manager in the Expendable Launch Vehicles Safety and Flight Assurance Office, where she was responsible for developing and implementing flight assurance activities. She was the Mission Assurance Manager on both Mars Exploration Rover Missions A and B and the Deep Impact missions. She is a graduate of Prairie View A&M University, where she received a BS in mechanical engineering. Hortense has been an Ombudsman since 2007.



**Justin Junod, (KSC)**

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Justin Junod is currently the civil engineering lead within the Construction of Facilities Division of the Center Operations Directorate at NASA KSC and has served as an Ombudsman since 2012. In 2000, he began his career with NASA as a cooperative education student in the Facilities Engineering Division, where he spent 10 years serving in the roles of project manager, lead design engineer, and construction manager for Institutional and Programmatic facilities and systems. He is a graduate of the University of Central Florida where he received a BS in civil engineering and an MS in industrial engineering.



**Brandi M. Quam, (LARC)**

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Brandi Quam has been employed with NASA for 7 years. She is aligned to the Science Directorate at NASA Langley Research Center as the Deputy Head of the Atmospheric Science Data Center (ASDC)—an active archive for Earth Science Data management. She is a Center Associate for the Earth Science Technology Office (ESTO) where she oversees a portfolio of technology development projects and leads the newly formed Airborne Data Management Group (ADMG) for the Earth Science Data Systems Program (HQ). Prior to joining NASA, she worked for a Defense Consulting firm providing decision support, policy analysis, and Strategic Planning expertise for a range of Federal Government customers (DOD, DHS, DARPA, and OSD). She is a Veteran of the United States Air Force, where she served as an Intelligence Analyst for three Operational Fighter Squadrons during several contingencies (Operations Enduring and Iraqi Freedom). Brandi holds an M.B.A and a B.S. in Psychology. Additionally, she has a Masters Certificate in Human Resource Management, has completed post-graduate studies in Organizational Psychology, and is working to gain fluency in American Sign Language. Brandi joined the Ombudsman Program in 2017.



**Clarence Bostic, (LARC)**

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Clarence Bostic has been employed as a NASA contractor at three different NASA Centers since 2000, before transitioning to a civil servant position in the Office of Education at Langley. Currently, he is an education specialist, where he manages several university-focused initiatives. He has also served as a POIC safety engineer at the Payload Operations and Integration Center (POIC) at Marshall Space Flight Center. He has also worked as a NASA Explorer Schools Coordinator at Kennedy Space Center teaching schools how to align their curricula to NASA resources. Clarence has also worked at the Department of Defense Education Activity (DODEA) as the chief of science, health and physical education, where he developed policy and budget requirements; responded to congressional requests; and led curricula design/acquisition for PK–16 grades in all areas of science, health education, and physical education programs for military dependent schools. Before his Federal service, he worked as a research chemist and as a pharmaceutical biochemist, and taught college-level courses. He has a BS in biology and an MS in natural and applied sciences. Clarence Joined the Ombudsman Program in 2017.



**Michael “Lynn” Walker, (LARC)**

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Lynn Walker began his career with the Federal Government in 1983 as a pipe-fitter apprentice at Norfolk Naval Shipyard (NNSY) while attending classes at Tidewater Community College. In 1985 he completed nuclear training at NNSY and graduated from the apprentice school in October 1987. He transferred to NASA in 1989, working with the Operations Support Division in fluid systems. In 1995 he transferred to the Zone Management group and served as the assistant manager for Zone 6. In 2002 Lynn returned to tunnel operations, working with the jet exit test group, and in 2003 took a position at the 8' High Temperature Tunnel where he continues to work as an equipment specialist performing hypersonic ground testing at speeds ranging from Mach 3 to Mach 7. He also teaches AED/CPR at Langley Research Center and joined the Ombudsman Program in 2017.



**Susan Cloud, (MSFC)**

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Susan Cloud has over 35 years with NASA and currently is Special Assistant to the Director of Human Capital and the Diversity Manager for Marshall Space Flight Center. Prior to her current position, Ms. Cloud served as Acting Director for the Office of Diversity and Equal Opportunity and Deputy Director for the Directorate which manages human resources, media, legislative affairs and technology transfer. Susan has served as an Ombudsman for 9 years. Susan has a BA from the University of Alabama and a JD from Cumberland School of Law, Samford University.



**Nelson Parker, (MSFC)**

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Nelson Parker has over 40 years of experience with NASA, and currently serves as Deputy Manager of the Chief Engineers Office at the Marshall Space Flight Center. This office provides Engineering Technical Authority at the system level through Chief Engineers across the entire spectrum of MSFC programs and projects and ensures that integrated systems developed for these programs and projects meet technical requirements and function adequately to achieve mission objectives. Nelson's previous assignments include a variety of technical leadership roles at the team, branch, division, laboratory/department, and directorate levels within the Center's Engineering Directorate. He was also selected for a rotational assignment to the MSFC Safety and Mission Assurance Directorate, where he served as Deputy Director for Program Assurance over the final three years of the Space Shuttle Program. He has been an Ombudsman at MSFC since 2016.



**Shannon Walker, (NESC)**

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Shannon Walker has been worked for the Federal Government since 1987 and began her career with the Department of Defense in Norfolk, where she was a contract management assistant. She transferred to NASA LARC in 1990 as a secretary in Programs and Resources Division (now referred to as CFO). She later worked in the Office of Procurement for several years, and then in the Engineering Directorate. She moved to the Science Directorate in 2000, where she has held several roles (secretary, administrative officer, management and program analyst). She is now a Contracting Officer's Representative for the Science Support Services Contract with the NASA Engineering and Safety Center. She began her service as Ombudsman with LARC and has been with the program since 2013.



**Christine Gex**, (NSSC)

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Christine Gex began her career as a systems analyst for a nonprofit organization. In 2000, she was selected for a civil servant job with the NASA's Stennis Space Center (SSC), where she was a systems accountant, program analyst, and then Chief Information Security Officer (CISO) for SSC. She transferred to the NASA Shared Services Center (NSSC) in 2009 as the NSSC Deputy CISO and now is the NSSC CISO. She has been an Ombudsman for 2 years. Christine received a BS from University of Southern Mississippi and an MBA from William Carey College.



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Belfield Collymore has been with NASA for 2 years and currently serves as a Contracting Officer in the Office of Procurement at Stennis Space Center and joined the Ombudsman Program shortly thereafter. He is a retired member of our Nation's armed forces, having served 20 years in the U.S. Air Force. Immediately prior to coming to NASA, he served as a Branch Chief and Contracting Officer for the Naval Oceanographic Office at Stennis Space Center. He has also served as Branch Chief and Contracting Officer for the United States Transportation Command and Air Mobility Command, both located at Scott Air Force Base, Illinois.



**Fatima Johnson**, (HQ)

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Fatima Johnson has served as the Ombudsman Program Manager and Executive Officer in the Office of Strategic Infrastructure, which manages the Program, since 2007. In addition to her duties as program manager, Fatima provides leadership, oversight, and direction for a broad spectrum of operations and business management functions related to aircraft, environmental, real property, logistics, and space environments testing capabilities. Prior to joining NASA she served as the Special Assistant to the Deputy Assistant Secretary for Operations and Management in Fair Housing and Equal Opportunity (FHEO) at the Department of Housing and Urban Development (HUD). Fatima began Government service as a Presidential Management Fellow in the office of the Assistant Secretary for FHEO in 2002 upon graduation from the Columbus School of Law at the Catholic University of America. Fatima received a BA in political science from the University of North Carolina at Asheville.





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