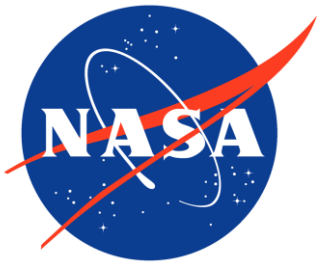
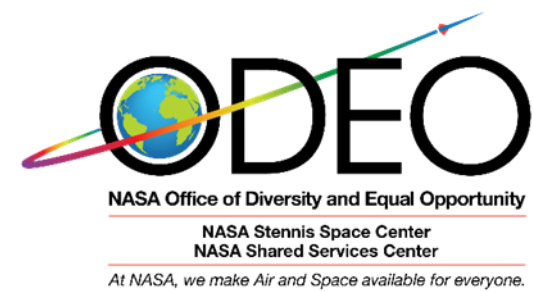


STENNIS SPACE CENTER (SSC) & NASA SHARED SERVICES CENTER (NSSC) DIVERSITY, EQUITY, INCLUSION, & ACCESSIBILITY (DEIA) IMPLEMENTATION PLAN

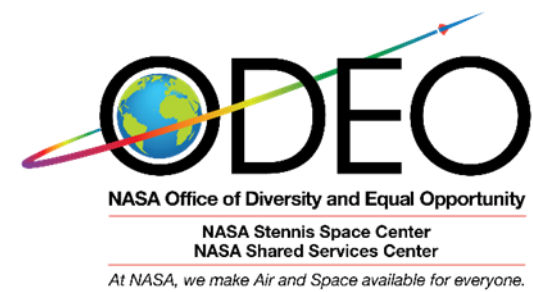
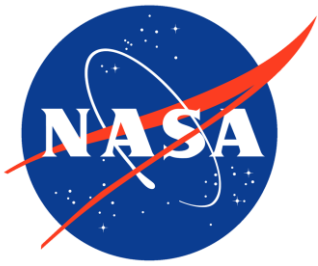
November 30, 2022



Executive Summary



The SSC/NSSC DEIA Implementation Plan was developed to align with the NASA DEIA Strategic Plan in response to Presidential Executive Order 14035, “Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce. Through engagement, collaboration, and broad participation from SSC/NSSC senior leadership, the DEIA Board, and civil servant personnel, a detailed Plan was created to address the four NASA Strategic Goals. SSC/NSSC senior leadership completed a baseline assessment to assess the current state of DEIA at the Center; workforce data and Federal Employee Viewpoint Survey results were analyzed; and five DEIA brainstorming sessions were conducted with approximately 20% of the SSC/NSSC civil servant workforce participating. The DEIA Board which comprises senior leaders, employee resource group (ERG) chairs, special emphasis program managers (SEPM), and office/ directorate representatives utilized the data mentioned above to select the appropriate strategic objectives and performance goals to develop actions and metrics vital to advancing DEIA at SSC and NSSC during fiscal years 2023 through 2026. The primary actions in the Plan are shown in blue text and any supporting actions created are bulletized underneath the primary action. The DEIA Implementation Plan will be housed and managed in the Agency AchieveIt system. AchieveIt is a web-based strategy execution and project management platform that enables performance tracking, detailed project statuses, automated reporting and dashboards, and the integration of DEIA plans at every level in the Agency. The primary actions will be uploaded into AchieveIt via a Microsoft Form. The supporting actions will be put into AchieveIt prior to the Plan being baselined to allow an opportunity for refinement of any actions, metrics, etc. by the Center.



Strategic Goal 1: Workforce Diversity

Recruit, hire, and retain a diverse group of employees to secure a high-performing workforce drawn from all segments of American society

Strategic Goal 1: Workforce Diversity

Strategic Objective	Performance Goal	Action	Metric	Start Date	Target Completion Date	Office/ Personnel Responsible
<p>1.1 : Outreach & Stakeholder Engagement</p> <p>Conduct strategic outreach and engagement activities to enhance diverse workforce pipelines.</p>	<p>1.1.1 Enhance focused outreach to underrepresented and underserved students regarding NASA internships and opportunities.</p>	<p>1. Build relationships with local (LA and MS) colleges and universities within 300-mile radius of SSC to develop a pipeline of underrepresented students to include individuals with disabilities, women, veterans, and the LGBTIA+ for NASA OSTEM internships and OCHCO Pathways opportunities.</p> <ul style="list-style-type: none"> Get student demographics from local colleges for targeted majors and determine which schools align with SSC and NSSC underrepresentation; if the Asian/Pacific Islander and Hispanic. underrepresented population cannot be addressed from local schools, seek out other Minority Serving Institutions (MSI) across the nation. Meet with college/university career placement office and academic departments to establish relationships; understand their requirements and barriers; and ensure awareness of employment opportunities and that NASA is being effective in recruiting; identify a university liaison to serve as primary POC and provide consistency of communication. Meet with professional and student organizations on the college/ university campuses identified to establish relationships; understand their requirements and barriers; and ensure awareness of employment opportunities and that NASA is being effective in recruiting; identify an organization liaison to serve as primary POC and provide consistency of communication. Conduct workshops on value of, opportunities for, and how to apply for NASA OSTEM internships and OCHCO Pathways opportunities (in-person and virtual). In communications, include process for requesting an accommodation, if needed. Attend college/ university career fairs and career fairs conducted by professional organizations such as National Society of Black Engineers (NSBE), Society of Hispanic Professional Engineers (SHPE), National Association of Black Accountants (NABA), etc. Each office/directorate identify projects for internship opportunities. Advertise internship programs/ opportunities in preferred mechanisms where they will be seen by targeted communities (i.e., Professional orgs, SHPE, NSBE, student-led orgs, social media platforms – twitter, Facebook, LinkedIn, TickTok, Instagram. In communications, include process for how to request an accommodation, if needed. 	<ul style="list-style-type: none"> Engage two schools (one MSI and one PWI) in year 1 and add two schools each year until relationships are established with 8 schools that can assist in filling internship and Pathways vacancies each year 100% touch point with HBCUs and schools with a higher underrepresented population within 300-mile radius of SSC Attend a minimum of two career fairs per year relevant to the underrepresented group(s) at the respective Center. Attend one career fair/conference each year by a professional organization such as NSBE, SHPE, NABA, etc. 30% increase in applications from target communities Conduct one workshop annually At a minimum, each office/directorate identify one project for an intern each year 	<p>CY2023 1/2/2023</p>	<p>FY2026 9/30/2026</p>	<p>OSTEM (Internships), OCHCO (Pathways), ODEO, OCOMM, DEIA Board, Office of General Counsel, Offices/ Directorates</p> <p>Lead: OSTEM Kelly Martin-Rivers</p>

Note: **Highlighted** dates were entered in the Agency DEIA Implementation Plan Microsoft Form

Strategic Goal 1: Workforce Diversity

Strategic Objective	Performance Goal	Action	Metric	Start Date	Target Completion Date	Office/ Personnel Responsible
1.1 : Outreach & Stakeholder Engagement Conduct strategic outreach and engagement activities to enhance diverse workforce pipelines.	1.1.3 Consistently and effectively engage with internal and external NASA stakeholders to enable an inclusive environment and better understand requirements and barriers to optimizing NASA's workforce diversity.	2. Engage with stakeholders such as community interest groups (ex. Chamber of Commerce, Partners for Stennis, Workforce Developers, etc.) to understand their requirements and barriers and how NASA can partner with them to ensure our constituent base is aware of employment opportunities and NASA is being effective in recruiting.	5 (total) new contacts with community interest groups in LA and MS	CY2023 1/2/2023	CY2026 9/30/2026	OSTEM (Internships), OCHCO (Pathways), ODEO, OCOMM, DEIA Board, Office of General Counsel Lead: OCOMM Pam Covington
		3. Engage the LA and MS K-12 school districts in St. Tammany Parish, Pearl River, Hancock, and Harrison Counties to determine how SSC/NSSC can collaborate and support K-12 schools.	100% contact with LA and MS school districts in St. Tammany Parish, Pearl River, Hancock, and Harrison Counties to assess their needs	CY2023 1/2/2023	FY2026 9/30/2026	OSTEM Lead: OSTEM Kelly Martin-Rivers

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Strategic Goal 1: Workforce Diversity

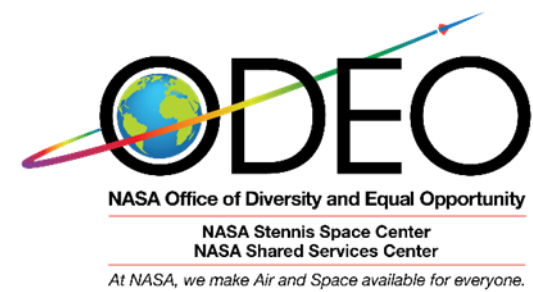
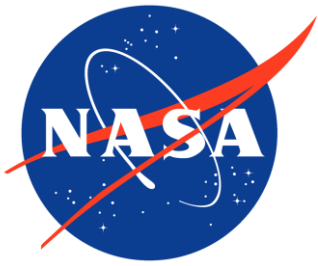
Strategic Objective	Performance Goal	Action	Metric	Start Date	Target Completion Date	Office/ Personnel Responsible
1.2: Talent, Acquisition, Recruitment & Retention Recruit and hire talent from all segments of society.	1.2.1 Ensure recruitment plans focus on underrepresented individuals and members of underserved communities and individuals with disabilities, utilizing the full potential of SEPs and Human Capital Strategic Planning. Launch strategic campaigns and initiatives to attract the best talent from a broad demographic of our society.	4. Review the DEIA Plans submitted for contracts \$5 million or greater, except for construction and commercial supply contracts and individual task/delivery orders against NASA Indefinite – Delivery, Indefinite - Quantity Contracts.	100% DEIA Plans reviewed	CY2023 1/2/2023	FY2026 9/30/2026	Office of Procurement/ ODEO Lead: ODEO Katrina Emery
		5. Develop relationships with OSTEM interns and NASA Pathways interns to create a pipeline of potential new hires with a concentration on OSTEM interns. <ul style="list-style-type: none"> Encourage hiring supervisors to attend OSTEM internship presentations. Leverage existing resources, platforms, etc. used by OSTEM to conduct workshops for OSTEM interns to communicate topics such as available SSC and NSSC civil servant and contractor job opportunities, how to apply, resume writing tips, interviewing best practices, and mock interviews. Use a train-the-trainer approach to allow civil servant employees to conduct workshops. Provide a list of SSC and NSSC OSTEM interns annually to NASA and contractor organizations for potential new hires. 	<ul style="list-style-type: none"> 100% supervisors invited to OSTEM internship presentations each semester Workshops offered at least twice a year to OSTEM interns and NASA Pathways interns OSTEM and NASA Pathways intern list provided to NASA and contractor organizations annually 	CY2023 1/2/2023	FY2026 9/30/2026	OSTEM & OCHCO Lead: OCHCO Terrance Jones

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Strategic Goal 1: Workforce Diversity

Strategic Objective	Performance Goal	Action	Metric	Start Date	Target Completion Date	Office/ Personnel Responsible
<p>1.2: Talent, Acquisition, Recruitment & Retention</p> <p>Recruit and hire talent from all segments of society.</p>	<p>1.2.2 Promote and recognize the application of recruitment and hiring best practices in recruitment and hiring (e.g., diverse selection panels, interviewing techniques) Center-wide.</p>	<p>6. Equip hiring managers with strategies to identify and hire a broad spectrum of top diverse talent.</p> <ul style="list-style-type: none"> • Provide training for hiring managers. • Identify and broadly communicate recruitment and hiring best practices Center-wide. • Continue to track and evaluate hiring process for efficiency and effectiveness to mitigate barriers. 	<p>1% increase in hires from underrepresented and underserved communities</p>	<p>Jan 2023 1/2/2023</p>	<p>Oct 2023 10/31/2023</p>	<p>OCHCO</p> <p>Lead: OCHCO Terrance Jones</p>
<p>1.4: Measure and Assess Workforce Demographics Across the Employee Lifecycle</p> <p>Advance DEIA in the workforce and remove barriers to DEIA</p>	<p>1.4.4 Develop a baseline assessment and workplan for increasing diversity in staffing, including leadership positions, at SSC and NSSC.</p>	<p>7. Collect/analyze workforce demographics and develop a plan to increase diversity in staffing and leadership positions.</p> <ul style="list-style-type: none"> • Analyze data, metrics, and targets that are used by SSC and NSSC to assess workforce diversity efforts. • Review statistics on the demographics of newly hired or promoted personnel into leadership positions (Directorates, Divisions, Associate Directors, as well as front office hires) over the last five years. • Brief plan to SSC/NSSC Senior Leadership. • Increase diversity and inclusion in its staffing at SSC and NSSC over the next year according to the Offices/ Directorates' plan. • Track how successful directorates are with their plan. 	<ul style="list-style-type: none"> • Completion of the baseline assessment • Increase in detail opportunities and promotions 	<p>Jan 2023 1/2/2023</p> <p>CY2023</p>	<p>Jul 2023</p> <p>CY2026 9/30/2026</p>	<p>Offices/ Directorates, OCHCO, ODEO</p> <p>Offices/ Directorates</p> <p>Lead: OCHC Terrance Jones</p>

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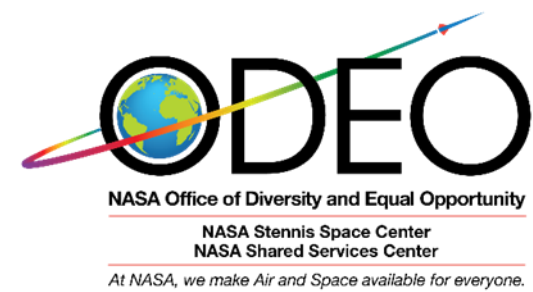
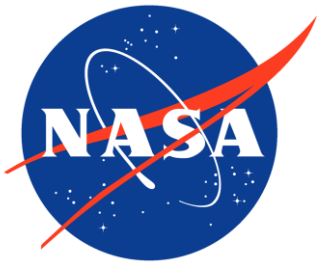
Strategic Goal 2: Workforce Equity & Inclusion

Cultivate a work environment that encourages collaboration, flexibility, impartiality, and fairness to enable individuals to contribute to their full potential and further retention

Strategic Goal 2: Workforce Equity & Inclusion

Strategic Objective	Performance Goal	Action	Metric	Start Date	Target Completion Date	Office/ Personnel Responsible
<p>2.1: Equity and Equal Employment Opportunity</p> <p>Provide equity in opportunities for employees to advance in their careers and grow as leaders, including mitigating any potential biases or barriers to professional development and promotion.</p>	<p>2.1.1</p> <p>Leverage and support ERGs and SEPs to engage the greater workforce, support mission priorities, and serve as strategic consultants to better understand workforce needs, making sure there is effective ERG engagement at the highest levels of the Agency.</p>	<p>1. Benchmark other Center ERGs to baseline requirements of a successful ERG.</p>	Benchmark 4 ERGs from different Centers	Feb 2023 2/1/2023	Jul 2023 7/31/2023	ODEO WISE VERG Lead: ODEO Katrina Emery
		<p>2. Survey SSC/ NSSC personnel to understand potential barriers to creating ERGs and develop recommendations to overcome barriers.</p>	Complete survey	Aug 2023 8/1/2023	Dec 2023 12/31/2023	ODEO Lead: ODEO Katrina Emery
<p>2.2</p> <p>Inclusion, Intersectionality, Community, and Communication</p> <p>Empower and propel NASA organizations and people to continue to effectively accomplish our missions and advance our people</p>	<p>2.2.2</p> <p>Increase connectivity and strengthen networks for greater inclusion and collaboration with ERGs, Center DEIA Councils, and employees.</p>	<p>3. Develop an ongoing communication strategy to advertise and leverage Agency ERGs as opportunities for employee participation with Agency ERGs.</p>	Quarterly communications to employees regarding programs sponsored by ERGs across NASA	CY2023 1/2/2023	FY2026 9/30/2026	ODEO OCOMM/SIC WISE VERG Lead: OCOMM Anna Turner
		<p>4. Reinvigorate existing SSC ERGs.</p>	<p>Identified chairs and co-chairs</p> <p>Identified executive sponsors</p> <p>-----</p> <p>Quarterly meetings</p>	CY2023 1/2/2023	<p>Mar 2023</p> <p>-----</p> <p>Dec 2023 12/29/2023</p>	<p>WISE VERG</p> <p>Lead: ODEO Katrina Emery</p>
		<p>5. Collaborate with onsite Agencies and contractor partners to increase synergy in common areas of diversity, equity, inclusion, and accessibility at SSC. (e.g. Re-establishment of Diversity Council).</p>	Sponsorship of 1 annual Center-wide event	CY2023 1/2/2023	FY2026 9/30/2026	ODEO OCOMM/ SIC Lead: ODEO Katrina Emery

Note: **Highlighted** dates were entered in the Agency DEIA Implementation Plan Microsoft Form



Strategic Goal 3: Accessibility & Accommodation

Design, construct, develop, and maintain facilities, technology, programs, and services so that all people, including people with disabilities and of all religions, can fully and independently use them

Strategic Goal 3: Accessibility & Accommodation

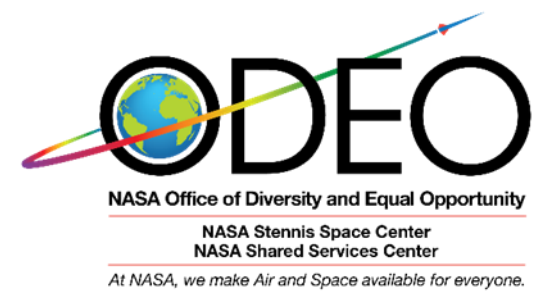
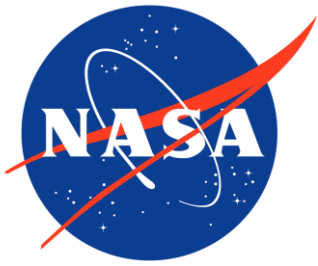
Strategic Objective	Performance Goal	Action	Metric	Start Date	Target Completion Date	Office/ Personnel Responsible
3.1: Accessibility Make physical and virtual environments equitable spaces.	3.1.1 Ensure new technology is compliant with Section 508 of the Rehabilitation Act prior to deployment and update legacy systems and technology that are not compliant.	1. Create an Accessibility Resource page (SharePoint site) that will include information on making virtual environments equitable and in compliance with Section 508. <ul style="list-style-type: none"> Information for Resource Page will include information on Section 508 compliance, virtual participation guide, how to make meetings more accessible, how to request a Sign Language Interpreter, disability etiquette, etc. Conduct an awareness campaign on the importance of accessibility in virtual spaces and how to access the Accessibility Resource Page. The campaign would be conducted via Orbiter, Lagniappe, Building Buzz, lunch and learns, presentations for organizational staff meetings, DEIA topic for senior staff each year and as a one of the Monthly Health and Safety topic (MHST) each year. 	Resource Page created and maintained	CY2023 1/2/2023	FY2024	OCIO & ODEO
		2. Conduct training on how to make documents Section 508 accessible. Record training and make video available on Accessibility Resource Page.	Awareness Campaign conducted annually	CY2023	FY2026	ODEO
	3. Conduct assessment of buildings, redesigned spaces, and hoteling spaces to ensure they are Section 501 compliant and meet the needs of Individuals with a Disability. <ul style="list-style-type: none"> Determine which buildings will be assessed. If needed, create a risk in the Center Risk Management system. 	DEIA Topic on Accessibility at senior Leadership meeting annually	CY2023	FY2026	Senior Leaders	
			MHST on Accessibility conducted annually	FY2024	FY2026 9/30/2026	SMA Lead: OCIO Dinna Cottrell
			Training conducted, recorded, and placed on resource page	FY2024 10/1/2023	FY2024 9/30/2024	OCIO & ODEO Lead: OCIO Dinna Cottrell
	3.1.2 Ensure that all physical spaces are compliant with Federal requirements (e.g., Section 501 of the Rehabilitation Act and the Americans with Disabilities Act Accessibility Guidelines).		Assessment conducted	CY2023 1/2/2023	FY2024 9/30/2024	COD ODEO Lead: COD Patrick Appelman

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Strategic Goal 3: Accessibility & Accommodation

Strategic Objective	Performance Goal	Action	Metric	Start Date	Target Completion Date	Office/ Personnel Responsible
<p>3.2: Reasonable Accommodation for Individuals with Disabilities</p> <p>Provide accommodation for individuals with disabilities consistent with Federal requirements and DEIA principles to ensure full participation of individuals with disabilities in all NASA programs and activities.</p>	<p>3.2.1 Across the personnel lifecycle, assess reasonable accommodation program policies, processes, training programs, current assistive technology, and funding availability by 1QTR FY 2024.</p>	<p>4. Provide annual training on the reasonable accommodations process to supervisors and employees.</p>	<p>Number of supervisors trained each year</p> <p>Number of employees trained each year</p>	<p>CY2023 1/2/2023</p>	<p>FY2026 9/30/2026</p>	<p>ODEO</p> <p>Lead: ODEO Katrina Emery</p>
	<p>3.2.2 Continue to ensure timely and effective accommodations for people with disabilities in accordance with all Federal and NASA Requirements and DEIA objectives.</p>	<p>5. Include information on how to request an accommodation (internal and external) in training offerings (when possible), vacancy announcements (require Agency level approval), and interview invitations. ODEO will provide language.</p> <ul style="list-style-type: none"> Annually remind managers and supervisors of this requirement. <p><i>Note: Per OCHCO, Agency level approval is required for vacancy announcements and some training.</i></p>	<p>Number of communications that include verbiage</p> <p>Managers/supervisors reminded annually</p>	<p>CY2023 1/2/2023</p>	<p>FY2026 9/30/2026</p>	<p>OCHCO</p> <p>Managers/ Supervisors</p> <p>ODEO</p> <p>Lead: OCHCO Terrance Jones</p>
<p>3.3: Religious Accommodation</p> <p>Provide religious accommodations consistent with Federal requirements and DEIA principles to ensure that all religious faiths and practices at NASA are treated inclusively.</p>	<p>3.3.2 Continue to ensure timely and effective religious accommodations in accordance with all Federal and NASA requirements and DEIA objectives.</p>	<p>6. Provide a meditation room for religious expression.</p> <ul style="list-style-type: none"> Conduct an assessment of suitable buildings/locations for the room(s). Partner with onsite Federal agencies, as necessary. Select the location for the meditation room Publicize the availability and location of room to Center employees. 	<p>Assessment completed</p> <p>Location selected</p> <p>Room is open and employees informed of location</p>	<p>CY2023 1/2/2023</p> <p>CY2023</p> <p>May 1, 2023</p>	<p>March 31, 2023</p> <p>April 15, 2023</p> <p>May 1, 2023 5/1/2023</p>	<p>Center Operations</p> <p>ODEO</p> <p>ODEO</p> <p>Lead: COD Patrick Appelman</p>

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Strategic Goal 4: DEIA Integration into the NASA Mission

Implement structures and strategies to equip leaders with the ability to manage diversity, be accountable, measure results, refine approaches based on data, and institutionalize a culture of inclusion

Strategic Goal 4: DEIA Integration into the NASA Mission

Strategic Objective	Performance Goal	Action	Metric	Start Date	Target Completion Date	Office/ Personnel Responsible
4.1: Strategic Communication Disseminate consistent, timely, and informative internal and external communications to enhance workforce and public awareness of the Agency's DEIA efforts and accomplishments.	4.1.5 Publicize employee profiles and stories to demonstrate NASA diversity, including to nontraditional media outlets and communities, using Agency communication tools and methodologies.	1. Highlight employees during special emphasis month celebrations. <ul style="list-style-type: none"> Share with news media in those specific areas. Highlight on Center social media accounts. Leaders bring attention to employee stories in staff meetings/highlight employees across the board. Identify which special emphasis programs will include employee highlights & which employees will participate (create initial list to get started, review annually). Highlight employees, publicize, bring attention to stories. 	Employees identified Employees highlighted ~once a quarter	CY2023 1/2/2023 CY2024	CY2023 CY2024 12/31/2024	ODEO, ERGs, Executive Leadership/ Senior Leadership Team, OCOMM Lead: OCOMM Pam Covington/ Anna Turner *Center specific
		2. Write key messages about DEIA for leaders to infuse in various meetings and speak the consistent message often. <ul style="list-style-type: none"> Give time for DEIA during staff meetings at various levels. Show how SSC/NSSC leaders are supporting DEIA in Center Webpages and/or newsletters. 	Create key messages on DEIA topics relevant to the work environments ~once a quarter	CY2023 1/2/2023	FY2026 9/30/2026	OCOMM, ODEO, Executive Leaders Lead: OCOMM* Pam Covington/ Anna Turner *Center specific
4.2: Accountability Develop mission-focused leaders with people-centric values.	4.2.1 Leaders visibly and vocally demonstrate their commitment to DEIA as a mission priority, helping to ensure EEO through proactive advocacy for the removal of barriers that impact opportunities for minorities, women, and individuals with disabilities.	3. Update DEIA topic list/align with strategic plan – consider setting topics based on DEIA plans.	One-time action, unless DEIA plan changes	CY2024 1/1/2024	CY2024 12/31/2024	ODEO Lead: ODEO Katrina Emery

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Strategic Goal 4: DEIA Integration into the NASA Mission

Strategic Objective	Performance Goal	Action	Metric	Start Date	Target Completion Date	Office/ Personnel Responsible
<p>4.3: Agency Systems and Operations</p> <p>Leverage key business functions to implement the needed infrastructure, policies, and processes to enhance evidence-based decisions.</p>	<p>4.3.4 Strategic Management — Ensure synchronization of strategic plans, DEIA plans, human capital operating plans, and related plans across the Agency.</p>	<p>4. Develop consistent messaging.</p> <ul style="list-style-type: none"> Leaders talk about these plans with employees annually (show them where to find the plans, encourage employees to read them). Create an easily accessible self-service location (DEIA Teams Channel, webpage, or other location) with links to all documents (authoritative source of the data). Emphasize DEIA on Center level webpages (customize external webpages, banner in InsideNASA pages, or other). Create written communication to send to all employees and then also speak it verbally Create location for all employees to find links to plans; review annually. Due to continuous changes to NASA.gov and InsideNASA, verify DEIA content is still accessible; if not, look for opportunities to move DEIA content to internal/ external web pages, and inform employees of any changes. 	<p>Communication sent to all employees once a year</p> <p>Link to plans created and provided to employees</p> <p>DEIA content on NASA.gov and InsideNASA is reviewed every 6 months</p>	<p>CY2023 1/2/2023</p> <p>CY2024</p>	<p>CY2023</p> <p>CY2024 12/31/2024</p>	<p>OEDO, Executive Leadership, OCOMM, OCIO, OSTEM, Office of Procurement, Office of General Counsel</p> <p>Lead: OCOMM* Pam Covington/ Anna Turner *Center specific</p>

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