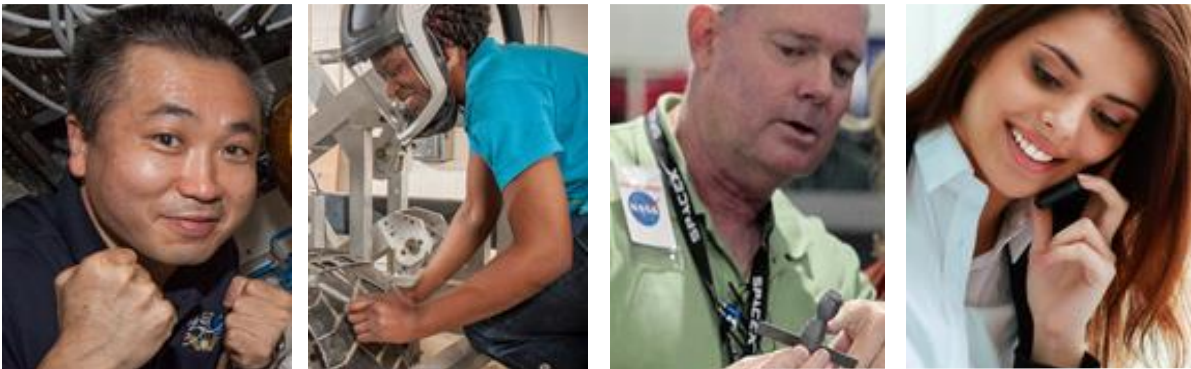




# NASA 2016 Diversity and Inclusion Strategic Implementation Plan



FY 2016 – FY 2019

August 15, 2016

## MESSAGE FROM THE ADMINISTRATOR



At NASA, we have long recognized diversity and inclusion (D&I) as vital components of mission success. The D&I Plan for FY 16-19 provides a roadmap for continuing to do so throughout this decade. As we approach the next decade of space exploration and scientific advance, we need diverse people and perspectives more than ever before. As I said when we launched the NASA D&I Framework in 2010, “Diversity and inclusion are integral to mission success at NASA. First and foremost, our commitment to these principles helps us to ensure fairness and equity in all of our decision making. Diversity and inclusion also help us to fully engage and utilize the talents, backgrounds, and capabilities of individuals and teams, allowing us to create and maintain a work environment where diverse ideas are highly valued and viewed as critical to effective technical solutions, the lifeblood of NASA's work. In turn, individuals can reach their potential and maximize their contributions to our strategic goals.”

That is just as true today as it was then. From a strategic standpoint, we are approaching the most complex and challenging project of our storied career as an agency: the journey to Mars. Getting there will require the best talent the country has to offer, and it will require a NASA organizational environment that encourages, even demands, creativity, innovation, and the freedom and support needed to pursue excellence. We know that creative minds and innovators do not all come in the same package – they don't look alike, think alike, or come from the same regional, educational, or cultural backgrounds. Those are facts – and we must continue to take them into account if we want to go on arriving at the best technical solutions and building on NASA's legacy as a world leader in science, aeronautics, space exploration, and technology.

I am extremely proud of the strides NASA has made on its D&I journey over the past six years. We have been recognized many times as the best place to work in government. Now is the time to ramp up our efforts. I challenge all senior leaders, managers, and employees, whether supervisory or not, to make D&I an integral part of their strategic decision-making and everyday workplace interaction. Now more than ever before, as we focus on landing humans on Mars, we must recognize that we will not reach our goal unless we value both technical expertise and commitment to D&I equally. I know that those astronauts who will walk on Mars one day, young as they are now, will be a highly capable, extremely diverse group of individuals. Let's honor that dream of tomorrow by making diversity and inclusion the values we live today.

Charlie B.

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## Introduction

Creating a diverse and inclusive NASA work environment is critical to the successful accomplishment of NASA mission objectives. Staying competitive in today's global marketplace and economy requires an organizational culture and work environment at all levels of the Agency where the best and brightest minds - employees with varying perspectives, education levels, skills, life experiences, and backgrounds - work together to achieve excellence and realize individual and organizational potential.

In August 2011, President Obama issued Executive Order 13583, Establishing a Coordinated Government-wide *Initiative to Promote Diversity and Inclusion* in the Federal Workforce, outlining a commitment to equal opportunity, diversity, and inclusion for the Federal Government and identifying focused, collaborative actions for the Office of Personnel Management (OPM), the Office of Management and Budget (OMB), the Equal Employment Opportunity Commission (EEOC), and the President's Management Council (PMC) as well as separate actions for executive agencies. Soon thereafter, OPM issued the Government-wide Diversity and Inclusion Strategic Plan and in response to that plan, NASA developed its 2011-2015 Diversity and Inclusion Strategic Implementation Plan.

For the Agency's 2016-2019 D&I Plan, the Diversity and Inclusion Strategic Partnership (DISP) Leadership Working Group developed the plan, which incorporates effective and measureable actions to assist the Agency in achieving its D&I goals.

This plan helps ensure mission success for NASA by enabling a positive environment valuing diversity and inclusion.

## Defining Diversity and Inclusion

The Agency's definitions for diversity and inclusion are intended to establish a shared understanding of the meaning of these terms. We have, therefore, sought to define these terms in the simplest, most straightforward manner possible. **Diversity** is the similarities and differences in the individual and organizational characteristics that shape our workplace. **Inclusion** is the means by which we optimize the benefits of the NASA workforce inherent in our diversity to create more inclusive work environments.

# The Value of Diversity and Inclusion for NASA

## Internal Drivers

Today, the U.S. workforce is more diverse than ever before - the Nation's best and the brightest represent an endless variety of cultural, geographical, and educational backgrounds, not to mention life experiences and perspectives. We know the best employees come from different backgrounds and hold divergent viewpoints and that workforce diversity, when fully utilized, leads to inclusion of more ideas and viewpoints, which in turn leads to more creativity and innovation. The bottom line is that NASA must attract, fully utilize, and retain the best talent to design creative and innovative technical and organizational solutions to achieve its mission, NASA must be viewed as an employer of choice for a diverse workforce.

## External Drivers

NASA, like all organizations, has a mission and a series of goals and objectives designed to help achieve it. NASA's mission is to drive advances in science, technology, research and development, aeronautics and space exploration to enhance knowledge, education, innovation, economic vitality, and stewardship of Earth. The Agency's stakeholders include the U.S. Congress, the commercial space industry, the American public, and ultimately all of humankind. NASA needs to be reflective of the diversity of America at all levels of the organization. We must educate a more diverse American public on the need for robust space and aeronautics programs and their value in advancing U.S. scientific, technical security, and economic interests. Awareness and motivation for science, technology, engineering, and mathematics (STEM) educational and job opportunities are lacking, and too many students/families are unaware of the available resources and potentials. NASA will increase outreach efforts to encourage and motivate people, especially young people (the "Mars Generation"), in diverse and underserved communities to pursue careers in STEM. We also need to work as effectively as possible with a host of industry and international partners. A comprehensive, fully realized approach to diversity and inclusion is a powerful tool that can assist in accomplishing all of these objectives.

## Principles of a Successful Diversity and Inclusion Approach

### NASA Diversity and Inclusion Framework

The Agency Diversity and Inclusion Strategic Implementation Plan is the centerpiece of the NASA Diversity and Inclusion (D&I) Framework. The framework was initiated in FY 2010 to:

- Fully integrate diversity and inclusion into the strategic decision making of the Agency to enhance organizational effectiveness, help achieve mission goals, and meet the challenges that lie ahead.

- Strategically utilize and expand workforce talents, skills, and opportunities to maximize individual potential and productivity Agency wide.

The framework provides the Agency with a solid foundation, based on recognized principles, for fully integrating D&I into NASA's mission and strategic decision making and developing strategies and initiatives at both the Agency and Center levels. These principles are:

1. Demonstrated Leadership Commitment
2. Employee Engagement and Effective Communication
3. Continuous D&I Education, Awareness, and Skills Development
4. Demonstrated Commitment to Community Partnerships
5. Shared Accountability and Responsibility for D&I

The five principles along with effective measurements of D&I efforts are intentionally broad to allow the Agency and Center diversity leadership to expound upon and further specify the mechanisms through which the principles will be implemented. The broad-based nature of the principles is consistent with the framework's intent to provide latitude to leadership Agencywide in developing this plan and Center plans to operationalize the framework.

This plan is NASA's blueprint for fully leveraging our diversity over the course of four years. As such, it provides innovative guidelines and strategies consciously designed to enhance the inclusiveness of our work environments and further broaden the reach of our education, recruitment, and small business efforts. The support and participation of everyone, including executive leaders, managers, supervisors, and employees, are critical for successful implementation of this plan. Responsibility for achieving the goals set forth in this plan resides with all of us. With this in mind, the plan identifies the officials and offices with primary responsibility for program implementation, while at the same time recognizing that all of us are required to advance the D&I goals and strategies.

## PRINCIPLE 1 – DEMONSTRATED LEADERSHIP COMMITMENT

**Goal:** All levels of Agency leadership, following the example of the Administrator and Deputy Administrator, will demonstrate their commitment to diversity and inclusion through career assignments and awards, their individual actions, and by highlighting the topic at leadership meetings.

| Strategy 1.1  |  |                       |   |
|---|--|-----------------------|---|
| Monthly D&I Topic Discussions   |  |                       |   |
| Promote monthly D&I topics at Agency VITS; host topics at Center/Mission Directorate Senior staff meetings (similar to Safety and Counterintelligence topics) highlighting specific desired D&I behaviors, challenges, or information in order to help internalize D&I. |  |                       |   |
| Actions   | Measures   | Completion Date       | Primary Office Responsible  |
| (1) Conduct D&I topic discussions once per month at the Senior Leadership VITS.   | Develop the plan and implementation schedule for both VITS (Agency) and MD/Center Senior staff meetings for D&I topic discussions. | 9/30/2016             | Associate Administrator (AA)/Mission Directorate (MD)/Center Directors (CD) |
| (2) Leaders at all levels conduct regular meetings to focus on diversity and inclusion topics.  | Diversity and Inclusion Strategic Partnership (DISP) members Report out at appropriate DISP meetings.                              | 9/30/2016 and ongoing | Agency and Center Leadership  |

## Strategy 1.2

### Reverse Mentoring Engagement

Challenge each leader (from Administrator down to branch level) to mentor at least one employee who has a different set of experiences (reverse mentoring) and highlight/report/share experience at appropriate meetings.

| Actions  | Measures  | Completion Date | Primary Office Responsible  |
|--|---|-----------------|---|
| (1) Administrator issues a challenge to Officials-in-Charge (OICs) to participate in a reverse mentoring experience. | Report at an Strategic Management Council (SMC) (date TBD)    | 12/30/2016      | Administrator/<br>Office of Human Capital (OHCM)/<br>Office of Diversity and Equal Opportunity (ODEO) |
| (2) Expand reverse mentoring opportunity to all SES/ST/SL employees.   | Results are reported in executive performance accomplishments | 9/30/2017       | Officials-in-Charge (OICs)/OHCM/<br>ODEO  |

## Strategy 1.3

### Dashboard Reporting Measures

Develop a “dashboard” of metrics to be annually reviewed with the SMC, to include diversity in training, leadership positions, awards, and appointments to committees/boards/teams.

| Actions  | Measures  | Completion Date | Primary Office Responsible |
|--|---|-----------------|----------------------------|
| (1) Recommend a standard set of metrics to be used to assess the Agency’s progress in providing career | Recommendation is adopted by SMC. Baseline data is developed. | 12/30/2016      | OHCM/ODEO                  |



|   |                                    |            |           |
|---|------------------------------------|------------|-----------|
| enhancing opportunities, awards, and recognition to a diverse cross-section of the workforce. |                                    |            |           |
| (2) Collect data and review annually at SMC   | Review and assess against baseline | 12/30/2017 | OHCM/ODEO |

**Strategy 1.4**

**Benchmark Other Organizations**  
 Benchmark other organizations, federal/civilian/private corporations/non-profits, to continue to move NASA's D&I effort forward and to serve as idea generators for advancing NASA's D&I efforts.

| <b>Actions</b>   | <b>Measures</b>  | <b>Completion Date</b> | <b>Primary Office Responsible</b> |
|--|--|------------------------|-----------------------------------|
| (1) Benchmark the leaders in the D&I arena and compare to NASA to identify opportunities for improvement.    | Assemble team to begin Actions #1 and #2.                              | 9/30/2016              | ODEO/OHCM                         |
| (2) Analyze and compile promising or emerging practices for consideration to assist in NASA's D&I portfolio. | Complete Action #1<br>Begin compilation of new programs and platforms  | 9/30/2017              | ODEO/OHCM                         |
| (3) Present findings from benchmarking study to DISP for consideration for implementation.                   | Complete Action #2 and assess results                                  | 9/30/2018              | ODEO/OHCM                         |
|  | Using results from Action #3, begin implementation, where appropriate. | 9/30/2019              | ODEO/OHCM                         |

## PRINCIPLE 2 – EMPLOYEE ENGAGEMENT AND EFFECTIVE COMMUNICATION

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

### Strategy 2.1

#### Strong Mentoring Programs

Promote strong and effective mentoring program to enable employee engagement and effective communication.

| Actions   | Measures   | Completion Date | Primary Office Responsible                   |
|---|--|-----------------|--|
| (1) Update and distribute 2013 inventory of mentoring practices and programs and distribute widely.                                     | Inventory is updated and distributed.              | 9/30/2016       | OHCM and Center Human Resources (HR) Offices |
| (2) Develop a strategy for leveraging promising practices across Centers on a regular basis, including mentoring programs for GS 9-13s. | Strategy is developed and publicizing has started. | 9/30/2017       | OHCM/Mentoring Community of Practice         |

### Strategy 2.2

#### Career enhancing leadership assignments

Enable diverse/inclusive career leadership opportunities across NASA to enhance Senior Executive Service (SES) and Senior Leaders / Senior Technicians (SL/ST) workforce.

| Actions  | Measures                  | Completion Date | Primary Office Responsible          |
|--|---------------------------|-----------------|-------------------------------------|
| (1) Actively monitor the ST/SL candidate pool and continue strategies to increase diversity among ST/SL cadre. | Guidance Developed        | 2/28/2017       | ST/SL Executive Resource Board/OHCM |
|  | Report on progress at SMC | 9/30/2017       | AA, Executive Resource Board/OHCM   |

**Strategy 2.3**

**Effective employee engagement**  
 Enhance employee engagement through new and innovative forums that bring in diverse ideas, individuals and perspectives.

| Actions  | Measures   | Completion Date | Primary Office Responsible |
|--|--|-----------------|----------------------------|
| (1) Continue to increase employee engagement Agency-wide, including conducting activities such as breakfast seminars, lunch colloquia, “ask me anything” events, town halls, etc. with a diverse audience and the Agency leadership. | Identify and develop plans to integrate new actions or activities.   | 9/30/2016       | ODEO/OHCM/ Centers         |
|  | Baseline the engagement index of the Employee Viewpoint Survey (EVS) for the Agency and the Centers and track Center activities. | 9/30/2017       | ODEO/OHCM/ Centers         |
|  | Annually assess progress using the Engagement Index of the EVS report and track Agency and Center activities.                    | 9/30/2018-19    | ODEO/OHCM/ Centers         |

## PRINCIPLE 3 – CONTINUOUS D&I EDUCATION AND SKILLS DEVELOPMENT

**Goal:** NASA maintains a continuous program to ensure that all employees understand the importance of embracing D&I and acquire the skills needed to demonstrate actions and behaviors across the wide demographic of the Agency.

### Strategy 3.1

#### Heighten D&I Awareness

Raise awareness of D&I across the Agency using media; recognize leadership as part of award process; and enable effective D&I training.

| Actions  | Measures   | Completion Date | Primary Office Responsible                  |
|--|--|-----------------|---|
| (1) HQs and Centers launch NASA D&I Websites and other social media; develop D&I posters, banners, videos and brochures; Ensure there is information available via social media.       | Assess visitation to D&I websites. Report on Center success during Baseline Performance Reviews (BPR). | 9/30/2016       | HQ/Center EEO and D&I offices               |
| (2) Explore extending the EEO medal to include D&I as part of the Agency honor award.  | Recommendation to DISP for inclusion.  | 9/30/2017       | OHCM/Center HR Offices/Center Award Offices |
| (3) Provide Just-in-Time training that incorporates implicit bias learning for specific actions: i.e., Recruitments, Selection Boards, accommodation requests, harassment allegations. | Assess and report progress of individual offices D&I EVS scores during June BPR.                       | 9/30/2018       | ODEO/OHCM and Center counterparts           |
|  | Continue progress accomplished in prior years.   | 9/30/2019       | (ODEO/OHCM and Center counterparts)         |

## Strategy 3.2

### Increase D&I Competencies for Managers, Supervisors and Employees

Increase D&I competencies through effective training programs online and classroom.

| Actions:  | Measures:  | Completion Date       | Primary Office Responsible            |
|---|--|-----------------------|---------------------------------------|
| (1) Provide D&I training to all NASA managers, supervisors, and employees.  | Monitor progress through existing survey instruments, EVS and D&I Survey Report on Center attendance and success during BPR. | 9/30/2016 and Ongoing | ODEO/Center EEO and Diversity offices |
| (2) Continue to embed D&I concepts in Agency/Center developmental training (Foundations of Influence, Relationships, Success, and Teamwork (FIRST), Mid-Level Leader Program (MLLP), SES Candidate Program (SESCDP), Leveraging Agency Supervisory Excellence and Resilience (LASER), etc.), including Just-in-Time training. | Monitor progress through existing survey instruments, EVS and D&I Survey. Report on Center success during BPR.               | 9/30/2019             | OHCM/ODEO                             |
| (3) Align efforts with Baseline Survey Assessment (BSA) “zero-based review” (ZBR) on Agency-wide training to help enhance D&I training efforts.   | Pending results of the zero based review recommend appropriate measures for the training programs.                           | 9/30/2017             | Centers                               |

**PRINCIPLE 4 – DEMONSTRATED COMMITMENT TO COMMUNITY PARTNERSHIPS**

**Goal:** Actively partner and build constructive relationships with schools, community-based organizations, small businesses, and professional associations to expand outreach to diverse communities.

| Strategy 4.1   |   |                 |                            |
|--|---|-----------------|----------------------------|
| Educational involvement to promote early education and inclusion   |   |                 |                            |
| 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).                      |   |                 |                            |
| Actions  | Measures  | Completion Date | Primary Office Responsible |
| (1) Each Center and Headquarters, under the leadership of the Agency Office of Education (OE), foster early talent detection through the adoption of “local” K-12 schools where there is a broad diverse student population. | Monitor progress and report on Center success during BPR.             | 9/30/2016       | OE/Center Directors/HQ     |
| (2) Each Center and Headquarters, under the leadership of the Agency Office of Education (OE), conduct an annual activity/event/program with a non-traditional school, such as schools for the disabled                      | Each Center conduct at least one event with a non-traditional school. | 9/30/2017       | OE/Center Directors/HQ     |

|  |   |           |                    |
|--|---|-----------|--------------------|
| and help promote NASA with broad-based groups and further enable diversity.  |   |           |                    |
| (3) NASA Senior Executives to actively support and participate in at least one outreach per year event promoting education and outreach to enhance diversity and outreach efforts. | Reach at least 50% participation from SES leadership in outreach activities. Report on progress at the BPR. | 9/30/2018 | OE/SESs/Centers/HQ |
|  | Reach 100% participation from SES leadership in an annual activity.   | 9/30/2019 | OE/Centers/HQ      |

**Strategy 4.2**

**Small Business Program Goals to help expand diversity**

Continue to enhance and accomplish small business program objectives to ensure broad and diverse partnerships for NASA.

| <b>Actions</b>   | <b>Measures</b>   | <b>Completion Date</b> | <b>Primary Office Responsible</b> |
|--|---|------------------------|-----------------------------------|
| (1) NASA Office of Small Business Programs (OSBP) continue to work with Agency leaders and effectively achieve or exceed small business program objectives | Meet or exceed small business goals as an Agency  | 9/30/2016-9/30/2019    | OSBP                              |
| (2) NASA Office of Small Business Programs works with the Office of Procurement (OP) to explore ways to expand participation of diverse suppliers.         | Increase in minority owned businesses contracting with NASA (use comparison of a baseline statistic (number as of FY 2015) with the number in FY 2019 | 9/30/2016-9/30/2019    | OSBP/OP                           |

**PRINCIPLE 5 – SHARED ACCOUNTABILITY AND RESPONSIBILITY FOR D&I**

**Goal:** All leaders, managers and employees at NASA model inclusive behavior through individual and organizational actions that foster NASA’s ability to promote diverse viewpoints, backgrounds and experience.

| Strategy 5.1   |  |                 |                            |
|--|--|-----------------|----------------------------|
| Utilize performance plans to address D&I standards   |  |                 |                            |
| Continue to incorporate D&I criteria in SES and GS supervisory performance plans to ensure D&I accountability.                                     |  |                 |                            |
| Actions  | Measures   | Completion Date | Primary Office Responsible |
| (1) Continue to include an element in SES and GS supervisory performance plans to ensure accountability for D&I is addressed in all organizations. | Monitor progress of senior leadership indicators relative to D&I in EVS Surveys. | 9/30/2016       | OHCM/ODEO                  |
| (2) Require annual 2nd level reviewer training to ensure the validation of distinguished ratings of SES and GS supervisors in the D&I arena.       | Monitor progress of supervisory indicators relative to D&I in EVS.               | 9/30/17         | Centers/HQ                 |