

National Aeronautics and Space Administration

NASA SHARED SERVICES CENTER DIVERSITY AND INCLUSION STRATEGIC IMPLEMENTATION PLAN FY 2013 – FY 2015

Updated Mar. 4, 2014



MESSAGE FROM THE NSSC EXECUTIVE DIRECTOR

The week of August 18, 2011 started out as a usual week at the NSSC with one very important exception: Executive Order 13583 “***Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal Workforce***”, was issued on Monday, August 18, 2011. By issuing this Executive Order, which in the words of President Obama was for “the nation’s largest employer”, the President took a giant step towards creating a diverse and inclusive America.

Per the Executive Order the Director of the Office of Personnel Management, the Deputy Director for Management of the Office of Management and Budget, the President’s Management Council and the Chair of the Equal Employment Opportunity Commission were charged with establishing a coordinated Government-wide initiative to promote diversity and inclusion in the Federal workforce within 90 days. In the weeks and months that followed a “Government Wide Diversity and Inclusion Strategic Plan was issued, followed on March 16, 2013 by the NASA Diversity and Inclusion Strategic Implementation Plan and now, I am pleased to share the NSSC Diversity and Inclusion Strategic Implementation Plan.

The Executive Order contained 2 phrases whose concepts, I believe, speak to the framework and foundation of the NSSC vision and mission and will help lead us to accomplishing our goals and objectives:

“We are at our best when we draw on the talents of all parts of our society, and our greatest Accomplishments / Status are achieved when diverse perspectives are brought to bear to overcome our greatest challenges.”

“Further, the Federal Government must create a culture that encourages collaboration, flexibility, and fairness to enable individuals to participate to their full potential.”

As I continued to read through the Executive Order I remember thinking, yes, every single one of us who works at the NSSC brings our own unique talents, experiences and perspectives to work each day; and only by capitalizing on each and every one of these talents, experiences and perspectives, will the NSSC be able to succeed to its highest potential.

The NSSC Diversity and Inclusion Strategic and Implementation Plan is owned by you, the NSSC workforce. It outlines our way forward towards creating and maintaining a stellar organization where each individual is valued, respected and enabled to reach his/her highest potential.

I consider this plan a living document which will continue to grow and expand with your ideas, input and dedication. Each day will bring us closer to fulfilling our individual and collective aspirations.

| TABLE OF CONTENTS | |
|---|-------------|
| Title | Page |
| Introduction . | 4 |
| NSSC Policy Statement on Diversity and Inclusion | 5 |
| NSSC Commitment to the Principles of Diversity and Inclusion | 6 |
| NSSC Diversity and Inclusion Strategic Implementation Plan | 7 |
| Principle 1: Demonstrated Leadership Commitment | 7 |
| Principle 2: Employee Engagement and Effective Communication | 9 |
| Principle 3: Continuous Education, Awareness, and Skills Development | 14 |
| Principle 4: Demonstrated Commitment to Community Partnerships | 17 |
| Principle 5: Shared Accountability and Responsibility | 22 |

INTRODUCTION

NSSC JOURNEY TOWARDS CREATING AND MAINTAINING A DIVERSE AND INCLUSIVE ENVIRONMENT

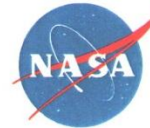
The NSSC began to formally document its Diversity and Inclusion (D&I) activities in July 2008 with the development and distribution of the initial NSSC D&I Strategy which was followed by the development and distribution of the initial NSSC D&I Implementation Plan in June 2009. In the months and years that followed the NSSC steadfastly increased its focus on embracing and implementing the principles of D&I. The NSSC D&I Strategic Implementation Plan provides an opportunity for the NSSC to further cement its commitment to D&I principles.

The NSSC Diversity and Inclusion (D&I) Strategic Implementation Plan is modeled after the NASA D&I Strategic Implementation Plan Issued March 16, 2012. The NSSC D&I Strategic Implementation Plan includes actions from several sources including the NASA D&I Strategic Implementation Plan, NSSC D&I Pilot and NSSC Culture Development Initiative (CDI).

The NSSC's journey (as well as that of all Federal Agencies) towards creating a diverse and inclusive environment for all employees to do their best work and reach their highest potential was significantly advanced on August 18, 2011 when President Obama signed Executive Order 13583. The Executive Order, titled "Establishing a Coordinated Government-Wide Initiative to Promote Diversity and Inclusion in the Federal Workforce", required each Federal Agency to submit and implement its own: "Agency-specific Diversity and Inclusion Strategic Plan for recruiting, hiring, training, developing, advancing, promoting, and retaining a diverse workforce consistent with applicable law, the Government-wide Plan, merit system principles, the agency's overall strategic plan, its human capital plan prepared pursuant to Part 250 of title 5 of the Code of Federal Regulations, and other applicable workforce planning strategies and initiatives".

The NSSC was already ahead of the curve since it had initiated its D&I efforts in the beginning of FY 2008 when it made a commitment to develop a diversity strategy for attracting, developing and retaining a high quality and diverse workforce. This commitment was reflected as a tactical objective on the 2008 NSSC Balanced Scorecard (BSC); which serves as the NSSC's strategic planning process in aligning and managing the NSSC's organization performance against the NSSC's strategic goals. The NSSC D&I Strategy was finalized in July 2008 and shared with all NSSC employees. The NSSC furthered its commitment to D&I by developing an implementation plan for the NSSC D&I Strategy. During the next year concepts from the NSSC D&I Strategy and Implementation Plan were shared and emphasized with managers, supervisors and employees through a variety of venues including Quarterly Supervisory Meetings, Supervisory Roundtables, functional group meetings, NSSC BSC, e-mail messages from the NSSC Diversity and EO Office, posters and the NSSC website.

The NSSC continues to be committed to creating, establishing and maintaining a culture which promotes diversity and inclusion and values the contributions of each NSSC employee. This NSSC D&I Strategic Implementation Plan is the NSSC's dedicated roadmap to achieving that goal.



NASA Shared Services Center Policy Statement on Diversity and Inclusion

The NASA Policy Statement on Diversity and Inclusion states " Diversity and Inclusion are integral to mission success at NASA". For the NSSC to achieve its own mission success, the NSSC must consistently attract, hire and retain a highly qualified diverse workforce of individuals who bring a wide range of views, ideas, perspectives, training and experiences to the NSSC. The NSSC is committed to creating and maintaining a diverse and inclusive environment which promotes creativity, innovation, productivity and provides opportunities for all individuals to contribute their best work and experience personal growth.

In order to ensure its success the NSSC must capitalize on the talents of all employees and maintain an environment in which differences are celebrated as strengths and the concepts of diversity, inclusion, creativity, innovation and productivity are intertwined throughout the organization. Talented people, having a variety of skills and perspectives, will ensure the NSSC optimizes its effectiveness and performance in the long term. The NSSC must create and sustain a culture that seeks out, values and respects all individual contributors.

The NSSC will continue to foster an environment where all individuals can contribute fully and are valued, engaged and supported to reach their full potential. The NSSC workforce must be persistent in its pursuit to stay motivated and proactive in seeking out methods for improving and streamlining processes. As a result the NSSC will experience better problem solving and improved work products that will lead to making the NSSC an even more stellar organization than it already is. Each of us has a vital role in this endeavor.



Michael J. Smith
NSSC Executive Director

JANUARY 2, 2013
Date

NSSC COMMITMENT TO THE PRINCIPLES OF DIVERSITY AND INCLUSION

The NSSC is fully committed to and aligned with the NASA D&I Strategic Implementation Plan and has modeled the NSSC D&I Strategic Implementation Plan to mirror the agency plan. The following excerpts from the agency plan are included for reference:

NASA Principles of a Successful Diversity and Inclusion Approach

NASA Diversity and Inclusion Framework

The Agency Diversity and Inclusion Strategic Implementation Plan (the 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:

- ***Demonstrated Leadership Commitment***
- ***Employee Engagement and Effective Communication***
- ***Continuous Education, Awareness, and Skills Development***
- ***Demonstrated Commitment to Community Partnerships***
- ***Shared Accountability and Responsibility for Diversity and Inclusion***
- ***Effective Measurement of Diversity and Inclusion Efforts***

The six principles 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 Agency wide in developing this plan and Center plans to operationalize the framework."

NSSC DIVERSITY AND INCLUSION STRATEGIC IMPLEMENTATION PLAN

Principle 1: Demonstrated Leadership Commitment

Goal: NSSC makes diversity and inclusion a matter of policy and demonstrates a commitment throughout the organization.

| Strategy 1.1 | | | |
|--|---------------------------------------|--------------------|--|
| NSSC aligns with the NASA D&I Strategic Implementation Plan. NSSC Executive Director issues NSSC policies reflective of the Agency’s D&I philosophy. NSSC leadership models D&I behaviors, including widely disseminating the Agency’s D&I messages in venues internal and external to the Agency and by recognizing D&I excellence. | | | |
| Actions and Measurements | Responsible Officials | Target Date | Accomplishments / Status |
| 1. Develop initial NSSC D&I Strategy | Executive Director EO/HR Directors | 2008 | Initial NSSC D&I Strategy developed and shared with workforce in July 2008 |
| 2. Analyze NSSC survey and assessment results and develop Initial NSSC D&I Implementation Plan | EO Director | 2009 | Initial NSSC D&I Implementation Plan developed and shared with workforce in June 2009 |
| 3. Provide D&I training to NSSC workforce | Executive Director | 2009 | Steve Robbins presented “Unintentional Intolerance” to NSSC supervisors and employees in Nov. 2009 |
| 4. Include and track NSSC D&I Implementation Plan actions in NSSC Balanced Scorecard (BSC) and share information with NSSC workforce | Executive Director EO Director | 2010 | NSSC D&I Implementation Plan actions included in NSSC BSC and shared by Executive Director with employees during functional group meetings in 2010 |
| 5. Issue annual D&I Policy | Executive Director | 2010 | Issued 2010 Ongoing on annual basis |
| 6. Establish initial D&I Council and D&I Council Charter | Executive Director | 2010 | Initial D&I Council and D&I Council Charter established Dec. 2010 |
| 7. Participate in first NASA D&I Strategic Partnership (DISP) meeting | Executive Director | 2010 | Executive Director, NSSC Diversity Champion, participated in first Agency DISP meeting Dec. 2010 |

| | | | |
|---|---------------------------|-----------------|---|
| <p>8. Procure the services of a Consultant to assist the NSSC in launching the Culture Development Initiative (CDI) designed to:</p> <ul style="list-style-type: none"> ▪ Assess the current NSSC culture ▪ Define the desired NSSC culture ▪ Identify the gaps between the current and desired cultures ▪ Develop actions to overcome the gaps and take the NSSC from the current culture to the desired culture | <p>Executive Director</p> | <p>Q1 2013</p> | <p>NSSC contracted with a Consultant and launched the NSSC CDI in Oct. 2012</p> |
| <p>9. Expand the membership of the D&I Council and approve an expanded version of the D&I Council Charter.</p> | <p>Executive Director</p> | <p>Q2 2013</p> | <p>Membership of the D&I Council expanded and D&I Council Charter expanded in Jan. 2013</p> |
| <p>10. Participate in second Agency DISP meeting</p> | <p>Executive Director</p> | <p>Q 3 2013</p> | <p>Executive Director, NSSC Diversity Champion, attended second Agency DISP meeting held May 1, 2013</p> |
| <p>11. Sponsor first LGBT Special Observance Speaker event to be held at the Stennis Space Center</p> | <p>Executive Director</p> | <p>Q 3 2013</p> | <p>NSSC held first LGBT Special Observance program at Stennis Space Center which featured a LGBT speaker on June 12, 2013</p> |
| <p>12. Create an environment that is innovative and collaborative at all levels of the NSSC</p> | <p>Executive Director</p> | <p>2014</p> | |

Principle 2: Employee Engagement and Effective Communication

Goal: NSSC builds an inclusive, collaborative, open, and innovative work environment that enhances employees' work life.

| Strategy 2.1 | | | |
|--|------------------------------|----------------------|---|
| Utilize workplace policies that encourage employee engagement and empowerment. | | | |
| Actions and Measurements | Responsible Officials | Target Date | Accomplishments / Status |
| 1. Deploy surveys and assessments to measure levels of employee engagement and empowerment. | Executive Director | 2006 Thru 2008 | Five surveys and assessments deployed between 2006 – 2008 |
| 2. Partner with SSC and the Navy to establish a center-wide Stennis Diversity Council (SDC) to promote diversity and equal opportunity within the Stennis Space Center | EO Director | 2007 Ongoing | <ul style="list-style-type: none"> a. EO Director partnered with SSC and Navy EO Officers to establish the SDC which is comprised or representatives from the agencies and companies residing within the Stennis Space Center b. NSSC has supported and sponsored numerous SDC programs and activities c. EO Director led the 2012 SDC Diversity Day International Food Court committee, representing the Navy, NASA and SSC contractors in arranging for food vendors to offer over 25 ethnic foods for sale during the event |
| 3. Utilize findings from NSSC and OPM deployed surveys to develop actions for initial NSSC D&I Implementation Plan | EO Director | 2009 | Survey findings were analyzed to identify D&I gaps; action items to overcome gaps were developed and integrated into the initial NSSC D&I Implementation Plan developed in June 2009 |

| | | | |
|---|--------------------|--------------|---|
| 4. Encourage NSSC workforce to participate in NASA D&I Baseline Survey deployed Sept./Oct. 2010 | Executive Director | 2010 | NASA D&I Baseline Survey results and findings were utilized in the deployment of the NSSC D&I Pilot and CDI |
| 5. Share results from the NASA/NSSC D&I Baseline Surveys | Executive Director | 2011 | Survey results received in June 2011 and shared with NSSC workforce and posted on NSSC Diversity and EO website |
| 6. Volunteer the NSSC to serve as the first NASA Center to participate in the Agency ODEO sponsored D&I Pilot program | Executive Director | Q1 2012 | D&I Pilot conducted by CLA Dec. 2011; CLA held 17 demographic focus groups with NSSC supervisors and employees |
| 7. Share D&I Pilot Report findings with NSSC workforce | Executive Director | 2012 | D&I Pilot Report findings shared with NSSC workforce Q2, 2012 |
| 8. Establish Culture Development Team (CDT) to work with CDI Consultant | Executive Director | Q1 2013 | CDT, comprised of employees representing NSSC functional organizations, established in Oct. 2012 |
| 9. Conduct focus group interviews with NSSC employees and supervisors and individual interviews with senior managers | Executive Director | Q1 2013 | CDI Consultant conducted 9 focus group interviews with NSSC employees and supervisors and individual interviews with senior managers Nov./Dec. 2012 |
| 10. Issue CDI Data Assessment Report based on feedback received from focus group and individual interviews | Executive Director | Q1 2013 | CDI Consultant issued CDI Data Assessment Report based on feedback received from focus group and individual interviews and discussed results with senior leaders in Jan. 2013 |
| 11. Share CDI Data Assessment Report findings with NSSC workforce | Executive Director | Q2 2013 | CDT shared CDI Data Assessment Report findings with NSSC workforce Mar. 2013 |
| 12. Schedule CDI "Open Space" event to bring employees, supervisors and senior leaders together to develop recommendations and actions to address issues raised in CDI Data Assessment Report | Executive Director | Q3 2013 | "Open Space" event held April 30, 2013. Over 120 individuals including employees, supervisors and senior leaders successfully collaborated to develop recommendations and actions to carry the NSSC from the current culture to the desired culture |
| 13. Solicit NSSC volunteers to participate in Diversity Months videos to be submitted to agency PAO for TWAN and You Tube | EO/HR Directors | 2013 Ongoing | First Diversity Month video developed for 2013 African American History Month and submitted to agency PAO; subsequent Diversity Months requests for volunteers sent |

| | | | |
|---|------------------------------|--------------------|--|
| | | | throughout 2013 and will continue on an ongoing basis |
| 14. Develop a methodology to collect feedback and new ideas from the organization, and provide a response | Executive Director | 2014 | |
| 15. Engage employees throughout all levels of the organization to collaborate towards solutions and process improvements | Executive Director | 2014 | |
| 16. Launch "NSSC on the Radar" to create a mechanism and venue for employees to share interests and concerns and discuss issues openly. | B&A Director | 2014 | |
| Strategy 2.2 | | | |
| NSSC supports participation in employee affinity and resource groups and provides such groups with access to NSSC senior leadership. | | | |
| Actions and Measurements | Responsible Officials | Target Date | Accomplishments / Status |
| 1. Share agency "Guidance for Developing Effective Employee Resource Groups (ERGs)" with NSSC workforce | Executive Director | Q3 2013 | a. Agency guidance shared with NSSC employees on 6/1/2013 b. Employees encouraged to contact NSSC EO Director for additional information or if they are interested in forming a group |
| 2. Encourage and support ERGs, advisory committees, and special emphasis groups and provide them regular access to NSSC leadership. | D&I Council | Q3 2013 Ongoing | Various communication venues including e-mails, Communicator newsletter and websites utilized to encourage employees to form/and or participate in ERGs |
| Strategy 2.3 | | | |
| Ensure that leadership and career development opportunities at all levels are available to a wide variety of potential leaders. | | | |
| Actions and Measurements | Responsible Officials | Target Date | Accomplishments / Status |
| 1. Publicize leadership, career development and mentoring programs to all NSSC employees | HR Director | 2006 Ongoing | Implemented in 2006 and on an ongoing basis agency leadership programs, local leadership programs, vacancy announcements and mentoring opportunities are shared with the NSSC workforce |
| 2. Solicit feedback on | Training | 2006 | Implemented in 2006 and on an |

| | | | |
|---|------------------------------|--------------------|---|
| effectiveness of mentoring and career development opportunities | Officer Supervisors | Ongoing | ongoing basis feedback on effectiveness of mentoring and career development opportunities has been solicited from employees |
| 3. Provide mentoring opportunities for NSSC workforce | HR Director D&I Council | 2006 Ongoing | NSSC mentoring program consists of: a. Informal mentoring by senior leaders and supervisors b. Mentoring delivered in conjunction with Agency Leadership programs c. Participation in SSC formal mentoring program in 2013 |
| Strategy 2.4 | | | |
| Ensure that employees have the opportunity to be heard and receive feedback, have appropriate access to critical information, and also ensure that diverse ideas and viewpoints are respected, valued and encouraged. | | | |
| Actions and Measurements | Responsible Officials | Target Date | Accomplishments / Status |
| 1. Implement the agency Standard Performance Appraisal Communication Environment (SPACE) | HR Director | Q3 2012 | NSSC was one of the initial 4 centers to pilot and implement SPACE in May 2012 |
| 2. Deploy surveys and assessments to measure whether employees have an opportunity to be heard and receive feedback, have appropriate access to critical information, and that diverse ideas and viewpoints are respected, valued and encouraged. | Executive Director | 2006 Ongoing | a. Since the NSSC was established in 2006 the following surveys and assessments have been deployed i. Five surveys and assessments deployed 2008 – 2009. ii. OPM Human Capital and Employee Viewpoint Survey deployed beginning 2006 and annually as of 2010 iii. NASA D&I Baseline Survey - 2010 iv. Agency ODEO D&I Pilot - 2011 v. NSSC CDI – launched 2012 and ongoing b. All survey and assessment results and findings have been and will continue to be reviewed, analyzed and utilized to improve D&I, the environment and culture within the NSSC: |

| | | | |
|--|--|--|---|
| | | | <ul style="list-style-type: none">i. Survey and assessment results received between 2006 – 2008 were used in developing the actions for the initial NSSC D&I Implementation Plan in 2009ii. Following receipt of the 2011 EVS results, a team of employees representing NSSC organizations was formed to collaborate with their fellow employees and develop recommendations for enhancing NSSC D&I, environment and culture; the majority of the recommendations were implemented in April 2012iii. NASA D&I Survey and D&I Pilot results were used in the CDI in 2012 - 2013iv. CDI results were used in developing the NSSC D&I Strategic Implementation Plan 2012 - 2013 |
|--|--|--|---|

Principle 3: Continuous D&I Education, Awareness, and Skills Development

Goal 3: NSSC has a continuous program built on ensuring that all employees have basic skill sets and are expected to model behaviors reflective of D&I principles.

| Strategy 3.1 | | | |
|--|---------------------------------------|--------------------|---|
| NSSC has a continuous program to ensure that all employees have basic skill sets and are expected to model behaviors reflective of D&I principles. | | | |
| Actions and Measurements | Responsible Officials | Target Date | Accomplishments / Status |
| 1. Deliver Agency ODEO sponsored Conflict Management Program (CMP) Training to NSSC workforce | Executive Director EO Director | 2008 | Separate training sessions for supervisors and employees delivered in July 2008 |
| 2. Deliver Agency ODEO sponsored Advanced CMP Training to NSSC workforce | Executive Director EO Director | 2009 | Training delivered in Oct. 2009 |
| 3. Provide "Unintentional Intolerance" training to NSSC workforce | Executive Director EO/HR Directors | 2009 | Separate training sessions for supervisors and employees delivered in Nov. 2009 |
| 4. Brief new supervisors on D&I, EEO, Alternative Dispute Resolution and Anti-Harassment | EO Director | 2009 Ongoing | Briefings provided to new supervisors on an ongoing basis |
| 5. Deliver Agency ODEO sponsored Anti-Harassment Training to Supervisors | EO Director | 2011 | Training delivered in June 2011 |
| 6. Deliver the same presentation given to all NASA executives during the NASA Executive Forum in Mar. 2011: "The Impact of Diversity and Inclusion on Innovation" to NSSC workforce; training to include the Business Case for D&I | Executive Director | 2011 | Training delivered on Aug. 24, 2011 |
| 7. Deliver Agency ODEO sponsored CMP training to NSSC employees and supervisors who did not previously complete this training | Executive Director EO Director | 2013 | Separate training sessions for supervisors and employees delivered in May 2013 |

| | | | |
|--|--|----------------------------|--|
| 8. In light of the agency's decision to not hold the agency leadership programs during 2014, expand area of consideration for local leadership programs to include Grade 11 employees for 2013 – 2014 announcements | Executive Director HR Director | 2013 | Two Grade11 employees were among the selected participants |
| 9. Deliver Agency ODEO sponsored Anti-Harassment Training for supervisors and employees | Executive Director EO Director | Q4 2013 | |
| 10. Review NSSC internal orientation and training to identify sections for potential enhancement to be more inclusive | D&I Council | 2014 | |
| Identify appropriate D&I training for NSSC workforce which includes education and skill-building on interpersonal communication and how to utilize diversity and inclusive practices to cultivate excellent performance. | Executive Director EO/HR Directors D&I Council | 2014 | |
| Strategy 3.2 | | | |
| Ensure D&I resources are readily available to managers, supervisors, and employees. | | | |
| Actions and Measurements | Responsible Officials | Target Date | Accomplishments / Status |
| 1. Publicize D&I resources | Executive Director EO/HR Directors | 2008 Ongoing | D&I resources continuously shared with workforce via NSSC Diversity/EO website, posters, newsletters, all hands, e-mail messages |
| 2. Provide leadership and teambuilding training which includes D&I Principles to managers and supervisors | Executive Director HR/EO Directors | 2014 | |
| 3. Brief the NSSC D&I Strategic Implementation Plan to NSSC workforce by attending functional group meetings and solicit ideas for additional goals and actions | EO Director | Q4 2013 thru 2014 | |
| Strategy 3.3 | | | |

| NSSC builds an innovative D&I Communications strategy to educate and engage | | | |
|--|--|-----------------|--|
| Actions and Measurements | Responsible Officials | Target Date | Accomplishments / Status |
| 1. Upon issuance of the Agency D&I Communication Plan develop and issue a NSSC D&I Communications Plan | D&I Council | TBD by Agency | |
| 2. Utilize Employee Viewpoint Survey (EVS) and NASA D&I Survey results and findings to measure perceptions as to the availability and effectiveness of D&I resources | Executive Director EO/HR Directors D&I Council | 2010 Ongoing | <ul style="list-style-type: none"> a. 2010 EVS and the NASA D&I Survey results were used in developing the NSSC D&I Pilot b. Following receipt of the 2011 EVS results, a team of employees representing NSSC organizations was formed to collaborate with their fellow employees and develop recommendations for enhancing NSSC D&I, environment and culture; the majority of the recommendations were implemented in April 2012 c. The 2011 EVS and NASA D&I Survey results were used in developing the CDI |

Principle 4: Demonstrated Commitment to Community Partnerships

Goal 4: NSSC actively partners and builds constructive relationships with schools, community-based organizations, small businesses, and professional associations to expand outreach to diverse communities.

| Strategy 4.1 | | | |
|--|-----------------------------------|--------------------|--|
| NSSC's outreach programs highlight the center's diversity and the importance of our work to society. | | | |
| Actions and Measurements | Responsible Officials | Target Date | Accomplishments / Status |
| 1. Sponsor NSSC employees to participate in local community leadership programs | Executive Director HR Director | 2007 Ongoing | Since 2007, NSSC employees have participated in the annual local leadership training programs sponsored by Hancock County, Leadership Northshore, Leadership Gulf Coast, Leadership St. Tammany and Partners in Leadership Pearl River |
| 2. Participate in "NASA Day at the Capital" in Jackson, MS | Executive Director | 2009 Ongoing | Annually the NSSC participates in "NASA Day at the Capital" in Jackson, MS – NSSC representatives meet with members of the state legislature |
| 3. Participate in St. Tammany Parish Job Fair to publicize the NSSC and recruit for job vacancies | B&A Director | 2009 | Event provided excellent opportunity for the NSSC to interact with local community constituents |
| 4. Participate in Mississippi and Louisiana local school career days | B&A Director | 2010 Ongoing | NSSC is participating in local school career days in Mississippi and Louisiana on an ongoing basis |
| 5. Sponsor NSSC Information Booth during the annual Essence Festival in New Orleans | B&A Director | 2010 Ongoing | Since 2010 the NSSC has sponsored a booth at this event on a regular basis |

| | | | |
|--|--------------|------|---|
| 6. Participate in the Association of Government Accountants (AGA) Professional Development Conference; AGA leads and encourages change that benefits financial professionals in government | Chief, FM | 2011 | Event provided excellent opportunity for NSSC financial employees to network with other federal financial professionals |
| 7. Partner with SSC in hosting an outreach activity in Picayune, MS | B&A Director | 2012 | Event focused on helping area residents learn about NASA and the Stennis Space Center role in the future of space exploration |
| 8. Present information on career path development at Picayune Memorial High School | Chief, FM | 2014 | |

Strategy 4.2

NSSC participates in education related activities.

| Actions and Measurements | Responsible Officials | Target Date | Accomplishments / Status |
|--|------------------------------|--------------------|---|
| Partner with SSC and other Centers in education related activities | Executive Director | 2012 Ongoing | a. In support of the government-wide Science, Technology, Engineering and Math (STEM) education strategic plan, NSSC partnered with SSC and JPL in holding a NASA Informal Education Institution Grantees Reverse Site Visit in June 2012. This event also included a presentation on Non-Discrimination Compliance Reviews provided by a member of the NASA Office of Diversity and EO b. NSSC collaborated with SSC in holding a STEM outreach program for 200 local high school girls in 2012 and 2013. |

Strategy 4.3

NSSC's outreach and recruitment strategies maximize the NSSC's ability to recruit from a diverse, broad spectrum of potential applicants.

| Actions and Measurements | Responsible | Target | Accomplishments / Status |
|---------------------------------|--------------------|---------------|---------------------------------|
|---------------------------------|--------------------|---------------|---------------------------------|

| | Officials | Date | |
|--|-----------------------------------|--------------|--|
| 1. Implement the OPM Pathways program to enhance innovation | HR Director | 2012 | OPM Pathways program implemented in July 2012 |
| 2. Establish a partnership with SSC to partner and collaborate in recruitment and outreach activities | HR/EO Directors | 2012 Ongoing | Partnership established in Sept. 2012 and continuing on an ongoing basis |
| 3. Establish strategy for recruiting and hiring to include: <ul style="list-style-type: none"> ▪ Vacancy announcements will be advertised to maximize the pool of candidates and selection flexibility ▪ If U.S. citizens are to be considered, both a Merit Promotion and a Competitive announcement will be opened ▪ Status candidates, including NASA term employees eligible for conversion under the NASA Flexibility Act of 2004, will be considered under merit promotion procedures. ▪ A diverse interview panel, to include at least one member from an organization external to the position, must conduct interviews face-to-face or use a video mechanism (e.g., WebEx, ViTS, Communicator) for candidates to be interviewed ▪ A meet/greet (informal interview) will be completed by the Division Chiefs and/or Deputy Director/Director after the official face-to-face interviews to obtain multiple perspectives of the | Executive Director HR Director | 2013 | Strategy established in April 2013 and shared with all supervisors during the Quarterly Supervisors Meeting held in May 2013 |

| | | | |
|---|---|-------------------------------|---|
| <p>candidates</p> <ul style="list-style-type: none"> ▪ Selecting officials discuss the NSSC concept and the working environment ▪ Selecting officials will perform full employment reference checks, to include current and former supervisors, if possible, as well as other relevant employment references. ▪ The selection must be electronically signed by the selecting official and a higher level reviewing official ▪ For supervisory positions candidates will be given behavioral based interviews to focus on interpersonal skills instead of technical skills | | | |
| <p>4. In light of the agency's decision to not hold the agency leadership programs during 2014, expand area of consideration for local leadership programs to include Grade 11 employees for 2013 – 2014 announcements.</p> | <p>Executive Director HR Director</p> | <p>2013</p> | <p>Two Grade11 employees were among the selected participants</p> |
| <p>5. Utilize ERGs to assist in outreach and recruitment.</p> | <p>Executive Director HR/EO Directors</p> | <p>2014</p> | |
| <p>6. Partner with and provide support to SSC regarding its sponsorship and agency leadership of the Hispanic Engineer National Achievement Awards Corporation (HENAAC) Great Minds in STEM Conference for 2013, 2014, 2015</p> | <p>Executive Director HR/EO Directors D&I Council</p> | <p>2013 thru 2015</p> | <p>a. NSSC is participating on the SSC sponsored HENNAC agency bi-weekly conference calls b. Executive Director scheduled to participate in the HENAAC conference</p> |
| <p>Strategy 4.4</p> | | | |

| NSSC expands outreach within the small business community by: establishing greater NSSC senior management participation in the contract award process and by providing NASA small business outreach information on its small business Web site and post details of these events. | | | |
|--|---|--------------------|--|
| Actions and Measurements | Responsible Officials | Target Date | Accomplishments / Status |
| 1. Expand NSSC senior management participation in local small business outreach activities to reinforce the Agency's commitment to the small business program both within the NSSC and to the local community | Executive Director Small Business Specialist | 2009 Ongoing | a. Executive Director made presentation during Stennis Industry Day to business owners interested in doing business with NASA b. Service Delivery Director participated in Capabilities Briefing for HUBzone & Women-Owned Small Business c. Small Business Technical Advisor made presentation to the NOLA Chapter of AFCEA, for Military IT Industry Day |
| 2. Continued expansion of the Enterprise License Management Team's (ELMT) portfolio of software licenses to provide additional procurement opportunities for small businesses to obtain NSSC contracts | ELMT Chief Strategist Small Business Specialist Procurement Officer | 2010 Ongoing | Over 70% of the ELMT's existing software license agreements have been awarded to small businesses (15 of 21 Agreements) |
| 3. Continued emphasis on identifying procurement opportunities for award to categories of small business (HUBZone, SDVSB, etc.) that NASA historically has had challenges meeting | Small Business Specialist Procurement Officer Contracting Officers | 2009 Ongoing | Small Business Specialist and Contracting Officers diligently reviewing every procurement opportunity for set-aside opportunities. Particular scrutiny is being paid to software licenses managed by the ELMT and internal training purchased on behalf of Center training organizations |
| 4. Expand NSSC senior management participation in small business outreach activities such as local government, Chamber of Commerce, manufacturing, trade shows and federal agency events | Small Business Specialist | 2014 2015 | |

Principle 5: Shared Accountability and Responsibility for D&I

Goal 5: There are organizational objectives on diversity and inclusion, and these are reflected in criteria for evaluating performance. There is an expectation, communicated at the highest levels, that diversity and inclusion are shared responsibilities among all managers and employees.

Strategy 5.1

D&I Performance Standards are reflected in the performance requirements of NSSC managers and supervisors.

| Actions and Measurements | Responsible Officials | Target Date | Accomplishments / Status |
|--|--|-----------------|---|
| 1. NSSC performance evaluations for SES/ST/SL are tied to successful D&I outcomes. | HR Director | 2010 Ongoing | Implemented 2010 |
| 2. NSSC performance evaluations for non-SES/ST/SL supervisory employees are tied to successful D&I outcomes. | HR Director | 2013 Ongoing | Implemented for the 2013 - 2014 performance cycle |
| 3. Oral and written communications are open and honest, and there is sensitivity to individual and cultural differences: a. Use the performance evaluation system and the Individual Development Plan as tools to improve productivity b. Utilizing the performance indicators in the new Employee Performance Management critical element for supervisors, link clear direction to clear performance outcomes and hold employees at all levels accountable for them c. Offer employees regular opportunities to provide feedback or concerns regarding their | NSSC Managers and Supervisors NSSC Employees | 2014 Ongoing | |

| | | | |
|---|-------------------------------|------|--|
| responsibilities | | | |
| 4. Establish Non-monetary Awards Program to recognize employees in “real time” for above and beyond performance | HR Director D&I Council | 2013 | |