Message from the Executive Director

At the NASA Shared Services Center (NSSC), we have long recognized diversity and inclusion as vital components of mission success. As we strive to provide unparalleled service, timely, accurate, high-quality, cost-effective and customer focused support for selected NASA business and technical services, I know that we need diverse people and perspectives more than ever before.

Achieving mission success will require the best talent the country has to offer, and it will require an organizational environment that encourages, and even demands, creativity, innovation, and the freedom and support needed to support excellence. I know that creative and innovative minds do not come in the same package. They do not think alike, look alike, or come from the same regional, educational, or cultural backgrounds. We must continue to take this under advisement if we want to build on the NSSC’s legacy of excellence in customer service.

The FY 2018-2021 Diversity and Inclusion Strategic Implementation Plan provides a roadmap for continuing to do so. While we have made much progress on our diversity and inclusion journey, we must ramp up our efforts. We must recognize that we will not reach our goals unless we value both technical expertise and commitment to diversity and inclusion equally. Join me, as we work together to make diversity and inclusion an integral part of our strategic decision-making and everyday workplace interaction.

Mark V. Glorioso
Executive Director
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Introduction

Creating a diverse and inclusive NASA work environment is critical to the successful accomplishment of the NSSC 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 (D&I) 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 D&I Strategic Plan and in response to that plan, NASA developed its 2011-2015 D&I Strategic Implementation Plan. The NSSC issued its first plan in 2012.

The NSSC D&I Council developed the NSSC’s FY 2018-2021 D&I Strategic Implementation Plan, which incorporates effective and measureable actions to assist the NSSC in achieving its D&I goals. The Plan is not only owned by NSSC leadership, all NSSC employees must take ownership of the goals reiterated in this Plan.

This plan helps ensure mission success for the NSSC by enabling a positive environment valuing D&I.

Defining Diversity and Inclusion

The Agency’s definitions for D&I are intended to establish a shared understanding of the meaning of these terms. NASA has 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 the NSSC must attract, fully utilize, and retain the best talent to design creative and innovative technical and organizational solutions to achieve its mission. The NSSC must be viewed as an employer of choice for a diverse workforce.

External Drivers

D&I is directly related to business outcomes. The NSSC has a mission and a series of goals and objectives designed to help achieve it. The NSSC’s mission is to provide timely, accurate, high-quality, cost-effective, and customer-focused support for selected NASA business and technical services. The NSSC’s stakeholders include the U.S. Congress, the commercial space industry, other government agencies, and the American public. The NSSC needs to be reflective of the diversity of America at all levels. 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. A comprehensive, fully realized approach to D&I is a powerful tool that can assist in accomplishing these objectives.

Principles of a Successful Diversity and Inclusion Approach

NASA D&I Framework

The Agency D&I Strategic Implementation Plan is the centerpiece of the NASA D&I Framework. The framework was initiated in FY 2011 to:

- Fully integrate D&I 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 Agency wide in developing this plan and Center plans to operationalize the framework.

Development of this Plan

The NSSC D&I Council developed the FY 2018-2021 D&I Strategic Implementation Plan. The Council consists of members of the Senior Leadership Team, or their direct reports, in Human Resources, Procurement, Finance and Information Technology. Although the Council is responsible for overseeing and monitoring the implementation of D&I efforts, the support and participation of every employee at the NSSC is critical for successful implementation of the Plan.

This plan is the NSSC’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. 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 ONE**  
**DEMONSTRATED LEADERSHIP COMMITMENT**

**Goal:** All levels of NSSC leadership, following the example of the Executive Director, will demonstrate their commitment to D&I through developmental assignments and awards, their individual actions and by highlighting the topic at Leadership and Division meetings.

### Strategy 1.1  
**Senior Leadership Team Quarterly Reports**

Senior Leadership Team (SLT) members present quarterly D&I Reports at SLT meetings highlighting their Division’s participation in D&I initiatives.

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<th>Measures</th>
<th>Completion Date</th>
<th>Primary Office Responsibility</th>
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<tbody>
<tr>
<td>(1) SLT reports quarterly on D&amp;I initiatives taken within their Division</td>
<td>• Quarterly reports are presented at SLT meetings and maintained by Office of Diversity and Equal Opportunity (ODEO)</td>
<td>Quarterly until 09/30/2021</td>
<td>SLT</td>
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| (2) ODEO develops a template for the quarterly reports and maintains the reports presented by SLT. Quarterly reports will be available to NSSC employees via the ODEO webpage. | • Update ODEO website quarterly  
• Provide Executive Office with quarterly reports annually | Quarterly until 09/30/2021 | ODEO |

### Strategy 1.2  
**Review Employee Performance Ratings**

ODEO will evaluate performance plans which receive a “distinguished” rating and validate all employees are given a fair rating.

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<tbody>
<tr>
<td>(1) Review a random selection of “distinguished” ratings to identify any disparities in employees receiving fair ratings, regardless of race, color, gender, national origin, religion, age, disability, genetic information, sexual orientation, status as a parent, or gender identity</td>
<td>• ODEO, in conjunction with the Office of Human Capital Management (OHCM), will review performance evaluations and develop analysis mechanisms to determine if all employees are given an equal opportunity to receive a “distinguished” performance review</td>
<td>06/30/2018</td>
<td>OHCM / ODEO</td>
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(2) Review a random selection of “distinguished” ratings of supervisors to ensure that the D&I element of their performance plan is being met

- ODEO, in conjunction with OHCM, will review performance evaluations to ensure “distinguished” ratings are being awarded fairly

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<th>Actions</th>
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<tr>
<td>(1) SLT conducts D&amp;I topic discussions once per month at Senior Staff (5 minute time limit)</td>
<td>Participation from each Division is presented at quarterly SLT meeting in the quarterly reports by members of the SLT</td>
<td>Monthly until 09/30/2021</td>
<td>SLT</td>
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<tr>
<td>(2) Leaders at all levels conduct D&amp;I discussions at staff meetings focused on the topic introduced at the monthly SLT meeting</td>
<td>Participation from each Division is presented at quarterly SLT meeting in the quarterly reports by members of the SLT</td>
<td>Monthly until 09/30/2021</td>
<td>Supervisors</td>
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**PRINCIPLE TWO**
EMPLOYEE ENGAGEMENT AND EFFECTIVE COMMUNICATION

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

### Strategy 2.1

**Focus on Career Development**

Ensure that leadership and career development opportunities at all levels are available to a wide variety of potential leaders.

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</table>
| (1) Widely publicize opportunities associated with developmental opportunities and the mentoring partnership with Stennis Space Center (SSC) | • Ensure discussion of opportunities at staff meetings  
• Utilize social media and publication tools to ensure wide dissemination  
• Participation from each Division is presented at quarterly SLT meeting in the quarterly reports by members of the SLT | 09/30/2021       | OHCM / SLT / Supervisors      |
| (2) Develop “what’s in it for me?” sessions for employees to encourage participation in career development opportunities (local leadership programs, etc.) | • Use the New IQ Index of the EVS survey to annually assess employee engagement | 09/30/2021       | OHCM / SLT / Supervisors      |
**PRINCIPLE THREE**

**CONTINUOUS D&I EDUCATION AND SKILLS DEVELOPMENT**

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

### Strategy 3.1

**Heighten D&I Awareness**

Assess the current state of D&I training and develop opportunities to ensure that state-of-the-art opportunities are available to meet workforce needs.

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<tr>
<td>(1) Continually assess the current state of D&amp;I and developmental opportunities to ensure opportunities (including virtual opportunities) are available to meet workforce needs; utilize digital displays, the <em>Orbiter</em>, <em>Building Buzz</em>, and <em>Lagniappe</em> newsletters</td>
<td>• Annually assess employee engagement using New IQ Index of the EVS survey</td>
<td>09/30/2021</td>
<td>OHCM / ODEO</td>
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| (2) Provide training and educational opportunities for SLT, Supervisors, and employees to develop awareness of D&I, best practices, skills based development and cultural competency to advance D&I at NSSC | • Annually assess progress using New IQ Index of the EVS survey  
• D&I training presented yearly at SLT retreat by ODEO | Annually until 09/30/2021 | OHCM / ODEO |
| (3) Leadership encourages employee attendance at ODEO events | • Participation from each Division is presented at quarterly SLT meeting in the quarterly reports by members of the SLT | 09/30/2021 | SLT |
PRINCIPLE FOUR
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.

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<tr>
<th>Strategy 4.1</th>
<th>Small Business Goals to help expand diversity</th>
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<tbody>
<tr>
<td><strong>Action</strong></td>
<td>Measures</td>
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<tr>
<td>(1) The NSSC Procurement Services Division Small Business Specialist continues to work to expand participation of diverse suppliers</td>
<td>• Participation from each Division is presented at quarterly SLT meeting in the quarterly reports by members of the SLT</td>
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<tr>
<th>Strategy 4.2</th>
<th>Participation in local programs and community outreach</th>
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<tr>
<td><strong>Action</strong></td>
<td>Measures</td>
</tr>
<tr>
<td>(1) When feasible, encourage participation in local community leadership programs, job fairs, career days, etc., by recognizing participation</td>
<td>• Participation / interest from each Division is presented at quarterly SLT meeting in the quarterly reports by members of the SLT</td>
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<tr>
<td>(2) If possible, utilize SSC resources and participate in SSC outreach events</td>
<td>• Participation from each Division is presented at quarterly SLT meeting in the quarterly reports by members of the SLT</td>
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**PRINCIPLE FIVE**  
**SHARED ACCOUNTABILITY AND RESPONSIBILITY FOR D&I**

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

<table>
<thead>
<tr>
<th>Strategy 5.1</th>
<th>Employee Engagement in the NSSC D&amp;I Strategic Implementation Plan</th>
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<tr>
<td><strong>Educate employees on the NSSC D&amp;I Strategic Implementation Plan to improve employee awareness of the Plan and NSSC accountability for Plan success.</strong></td>
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<tbody>
<tr>
<td>(1) Engage and educate employees on the Plan during Division meetings hosted by the D&amp;I Champion / ODEO / D&amp;I Council members</td>
<td>● Participation from each Division is presented at quarterly SLT meeting in the quarterly reports by members of the SLT</td>
<td>12/30/2017</td>
<td>D&amp;I Council / ODEO</td>
</tr>
<tr>
<td>(2) Publish quarterly D&amp;I Reports on the ODEO webpage</td>
<td>● Update ODEO website quarterly</td>
<td>Quarterly until 9/30/2021</td>
<td>ODEO</td>
</tr>
<tr>
<td>(3) In an effort to expand the D&amp;I Council, consider amending the Council charter to include employees at various supervisory levels</td>
<td>● Council will report in the quarterly report when they review and if they amend the document</td>
<td>09/30/2018</td>
<td>D&amp;I Council/ODEO</td>
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