

NSSC INCLUSION AND INNOVATION STRATEGY

Developed June 2008

NASA's policy statement on Diversity states that "Diversity is integral to mission success at NASA". The NASA Shared Services Center (NSSC) is committed to attracting, developing, and retaining a high quality, diverse workforce. Having diversity in the NSSC work force is not enough, the NSSC must create and maintain an inclusive environment in which all individuals can contribute their best work and experience personal growth.

All members of the NSSC community have responsibility for abiding by the spirit of the NSSC Inclusion and Innovation Strategy and to speak out in the event they experience or witness a deficiency or failure of its application.

Attracting a High Quality Diverse Workforce

In order to be successful the NSSC must consistently maintain a highly qualified diverse workforce of individuals who bring a wide range of views, ideas, perspectives, training and experiences to the NSSC. The NSSC will implement the following activities to assist in building a strong diverse team comprised of employees with varied backgrounds and cultures:

- Vacancy announcements will be distributed to the widest pool of applicants feasible;
- If possible, vacancy announcements will include a statement regarding NASA's commitment to diversity such as "NASA is fully committed to diversity as a model for helping to identify and develop the best talent, create effective teams, achieve excellence and realize mission success"; and,
- A recruitment plan will be developed and implemented to recruit at activities which sponsor highly qualified applicants in the under-represented groups including individuals with targeted disabilities.

Developing a High Quality Diverse Workforce

In order to be successful the NSSC must capitalize on the talents of all employees. An inclusive environment is one where differences are celebrated as strengths and the concept of diversity is woven throughout the organization. Talented people, having a variety of skills and perspectives, will ensure the NSSC is able to deliver unparalleled service. To enable each employee to reach his/her potential the NSSC will implement the following:

- The Diversity and Equal Opportunity Manager will collaborate with the Human Resources Officer on strategic workforce initiatives such as Human Capital Plans, career pathing, recruitment, training and career development opportunities and managerial, supervisory and employee training curricula;

- Managers and supervisors will meet at least semi-annually with each employee to discuss competencies, training needs and career goals; and,
- Managers and supervisors will offer to assist employees in preparing meaningful Individual Development Plans.

Retaining a High Quality Diverse Workforce

The NSSC must retain a high quality diverse workforce to optimize its effectiveness and performance in the long term. In order to obtain long term commitment from employees, the NSSC must create a culture that seeks out, values and respects individual contributions; promotes inclusiveness and sponsors excellence, growth and learning in daily work. To achieve such a culture the NSSC will focus on three interrelated key areas: Inclusive Environment, Leadership and Working Relationships.

Inclusive Environment

NSSC will create and sustain an environment in which all individuals are:

- Valued and respected for their differences;
- Encouraged to share their ideas and opinions;
- Provided the tools, resources and opportunities to do their best work;
- Engaged in NSSC goals and objectives and activities through collaboration, teamwork, and individual involvement and contributions; and,
- Held accountable for their actions.

Leadership

NSSC managers and supervisors will continue to develop their skills through training and participation in events including Quarterly Supervisor Meetings, Supervisor Round Tables, NSSC Leadership Development training and by demonstrating application of behaviors in the NSSC Leadership Capability Model.

- Models the Way: establishes personal credibility and integrity as a leader by doing what one says one will do.
- Understands the Business: applies industry knowledge to NSSC business situations to generate options and approaches.
- Seeks Improvement and Innovation: creates an environment where people are willing to try new ways and learn.
- Promotes Collaboration: builds positive relationships and alliances across the organization.
- Develop Others / Teams: recognizes people's contributions and invests in their growth.

Working Relationships

The NSSC will foster formal and informal mechanisms for individuals to collaborate and build working relationships across the NSSC by:

- a) Seeking, valuing and rewarding individual and team input to improve customer experiences and processes;
- b) Providing employees with opportunities to participate in collaborative efforts including working groups, cross training and knowledge sharing; and,
- c) Providing recognition and visibility for contributions at the individual and team levels for unique perspectives, creativity and innovation.