



Goddard Space Flight Center

# Flight Projects Directorate Diversity Council Strategic Plan



## Workplace Vision:

*Goddard employees respect, appreciate, and value individual differences so that we can capitalize on the strengths of a diverse workforce to better perform our mission through teamwork and innovation.*

## Background:

The Flight Projects Directorate (FPD) Diversity Council Strategic Plan is modeled after the Goddard Space Flight Center (GSFC) Diversity Council Strategic Plan. The FPD Strategic Plan provides the necessary support to Center initiatives to assist the Center in accomplishing its diversity related goals and objectives.

## Strategies:

The FPD Strategic Plan contains measurable steps that address critical areas of diversity such as recruitment and retention of the best and brightest employees. The three key diversity strategies are to:

- Develop employees to their maximum potential
- Create an inclusive environment and culture
- Work towards being an “Employer of Choice”

This plan is a living document and will evolve to reflect changing circumstances and continual progress.



# Flight Projects Directorate Diversity Council Strategic Plan SIGNATURE PAGE



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**Prepared by the FPD Diversity Council:**

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# Strategy 1: Develop employees to their maximum potential



Goals	Objectives/Steps	Action Plan	Outcomes
<p>Goal 1: Opportunities for growth exist equitably for all employees</p>	<p>Ensure diverse participation in and recognition for:</p> <ul style="list-style-type: none"> <li>Awards (Center and Agency Honor awards, and monetary awards such as Performance and Special Acts awards)</li> <li>Promotions</li> <li>Developmental assignments (formal details requiring paper)</li> <li>Work teams</li> <li>Leadership Training</li> </ul>	<p>1. Monitor use of panel interviews for all selections. Ensure panels have diverse representation from customers / stakeholders and include the selection official. Publish requirement for diverse panel. Track "actual" panel participation, applicant demographics and debriefing of applicants. Incorporate WAC Survey recommendations</p> <p>FPD Contact: Administrative Officer, Lisa Carroll Assigned to: George Barth (quarterly report) Status: First report was given 5/11/06 <b>Next Status Report Due: 6/12/08</b></p> <p>2. Monitor management use of matrices of all employees to track the progress of directorate employee leadership training.</p> <p>a. Encourage and champion mixed gender development opportunities and coaching (eg. 4-D Leadership Development) for supervisors and project managers.</p> <p>FPD Contact : Training Coordinator, MEL Assigned to: George Barth (quarterly report) Status: First report was given 5/11/06 <b>Next Status Report Due: 6/12/08</b></p> <p>3. Analyze Code 400 data from IDP Survey. Determine whether there are any concerns and make recommendations to management.</p> <p>FPD Contact : Administrative Officer, Lisa Carroll Assigned to: Patricia Fogleman Status: Pat presented Code 400 IDP data; no recommendations from Council. Next Status Report Due: <b>CLOSED</b></p>	<p>Selection decisions consider a broad range of inputs, resulting in fairer and more successful selections.</p> <p>Managers at the Directorate and Program level are proactive about identifying future leaders and all employees are considered.</p> <p>Ensures all individuals have the opportunity for development and engages managers in identifying options</p>



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# Strategy 1: Develop employees to their maximum potential (continued)



Goals	Objectives/Steps	Action Plan	Outcomes
<p>Goal 1: Opportunities for growth exist equitably for all employees (continued)</p>	<p>Promote &amp; expand mentoring opportunities (defined as Center-wide and directorate-wide formal/informal mentoring programs)</p>	<ol style="list-style-type: none"> <li>1. Work with management to revive mentoring program. Supervisors discuss mentoring opportunities with employees during biannual and annual performance planning. Assigned to: Nicole Turner Status: <b>Next Status Report Due: 5/8/08</b></li> <li>2. Encourage senior management champions to “tap the shoulder” of viable women and other underrepresented candidates for senior positions. FPD Contact : George Barth Assigned to: Nicole Turner Status: A suggestion was made to have supervisor’s discuss the benefits/advantageous of mentoring (during an employees performance evaluation). Senior management mentors available for technical and administrative, if desired. Will be mentioned in the next Code 400 All Hands Meeting. <b>Next Status Report Due: 6/12/08</b></li> </ol>	<p>Proactive approach optimizes those who need mentoring get it.</p> <p>Employees obtain insights and feedback from experienced managers to assist in overcoming the barriers to full inclusiveness and utilization.</p> <p>Continuous improvement of FFPD mentoring program is more timely and effective at meeting employee needs.</p>



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# Strategy 1: Develop employees to their maximum potential (continued)



Goals	Objectives/Steps	Action Plan	Outcomes
<p>Goal 2: Supportive environment exists for employee development</p>	<p>Support and gain insight from culture surveys/audits</p>	<p>1. Seek opportunity to participate in culture survey development.            FPD Contact: Administrative Officer, Lisa Carroll            Assigned to: Roberto Aleman            Status: Roberto sent email to Kris Brown requesting Code 400 specific data.  <b>Next Status Report Due: TBD</b></p> <p>2. Review results of Culture survey data and make recommendations as appropriate.            FPD Contact: Administrative Officer, Lisa Carroll            Assigned to: TBD            Status: Diversity Council ready to analyze data once next Culture Survey is complete.  <b>Next Status Report Due: 4/10/08</b></p>	<p>Directorate employees have opportunity to be a part of the survey development and response rather than rely only on management interpretation.</p>



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# Strategy 1: Develop employees to their maximum potential (continued)



Goals	Objectives/Steps	Action Plan	Outcomes
Goal 2: Supportive environment exists for employee development (continued)	Develop and implement action plans based on results of survey, as appropriate	<p>1. Present recommendations from Culture Survey analysis to Code 400 management and document agreements for action.</p> <p><b>Assigned to: TBD</b></p> <p><b>Due Date: TBD</b></p> <p>2. Encourage senior champions who are from an underrepresented group to create a supportive, network-enriched environment.</p> <p>Assigned to: George Barth (quarterly report)</p> <p>Status:</p> <p><b>Next Status Report Due: <u>5/08/08</u></b></p>	<p>Action plans are tailored to address Directorate unique issues and concerns.</p> <p>Obtains buy in by leadership team and ensures accountability for results.</p>



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## Strategy 2: Create an inclusive environment and culture



Goals	Objectives/Steps	Action Plan	Outcomes
<p>Goal 1: Environment is well-balanced and stress-reduced</p>	<p>Support the Centers Human Capital Management strategy.</p> <p>Support the Vision for Future activities</p>	<p>1. Participate actively in all Center Human Capital planning and communicate these initiatives/actions to workforce and build action plans. Report quarterly.</p> <p>Assigned to: Deputy Director, George Barth Status: Ongoing <b>Next Status Report Due: 4/10/08</b></p> <p>2. Participate as member of steering committee and ad hoc group.</p> <p>Assigned to: George Barth Status: Nicole and Priti have been identified as Code 400 representatives for Center's future planning activity. <b>Next Status Report Due: 4/10/08</b></p>	<p>Directorate needs for Human capital are addressed in center level plans and decisions. Employees understand and feel represented in Center Human Capital plans and policies.</p>
<p>Goal 2: Communication with and among employees is timely and open</p>	<p>Encourage employees to participate in existing diversity dialogue forums</p>	<p>1. Encourage FPD participation in the Diversity Dialogue Project (DDP) sessions. Monitor whether participation meets or exceeds target allocations by number of participants. Communicate across Directorate.</p> <p>FPD Contact: DDP Coordinator, Julia Knight Assigned to: George Barth; Priti Vasudeva Status: Next Session (Phase N) starts in May 2008. <b>Next Status Report Due: 4/10/08</b></p> <p>2. Encourage participation in next phase.</p> <p>Assigned to: George Barth; Priti Vasudeva Status: Pending <b>Next Status Report Due: 4/10/08</b></p>	<p>Expanded employee awareness of differences and perspectives of others and the effect on working relationships and behaviors.</p>



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## Strategy 2: Create an inclusive environment and culture (continued)



Goals	Objectives/Steps	Action Plan	Outcomes
	<p>Utilize open forums and internal media to communicate diversity initiatives, action plans and results.</p>	<p>1. Include Diversity on the agenda for Directorate All-Hands meetings.</p> <p style="padding-left: 20px;">a. Raise awareness of goal to increase representation of underrepresented groups in key leadership positions within the directorate.</p> <p>Assigned to: George Barth</p> <p>Status: Included in All-Hands meetings on 5/5 and 5/16. All Hands: 4/3/08</p> <p><b>Next Status Report Due: 4/10/08</b></p> <p>2. Submit "Cultural Tidbits" and other relevant Council news, etc., for each <i>Critical Path</i> newsletter.</p> <p>Assigned to: Andrea Razzaghi</p> <p>Status: Quarterly submit</p> <p><b>Next Status Report Due: 4/10/08</b></p> <p>3. Maintain up-to-date Diversity Council website. Publicize across Code 400 and GSFC.</p> <p>Assigned to: Steve Dobrosielski</p> <p>Status: Council picture has been added to website. Not all members are present. Make-up shot pending.</p> <p><b>Next Status Report Due: 4/10/08</b></p>	<p>Increased awareness and understanding of diversity and it's relationship to organizational mission success.</p>





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## Strategy 2: Create an inclusive environment and culture (continued)



Goals	Objectives/Steps	Action Plan	Outcomes
	<p>Utilize open forums and internal media to communicate diversity initiatives, action plans and results.</p>	<p>4. Plan and host a yearly special event with a diversity theme. Assigned to: Andrea Razzaghi Status: Planning to host sessions on DDP films and gender, power, and privilege workshop/forum or brown bag lunch series.</p> <p><b>Next Status Report Due: <u>4/10/08</u></b></p> <p>5. Represent Code 400 in planning and implementing Center Diversity activities (eg. Celebrate Goddard Day). Assigned to: Mindy Deyarmin Status: Closed for 2007. <b>Next Status Report Due: <u>Spring 2008</u></b></p> <p>6. Roll out Race, Power and Privilege Workshop Directorate-wide. Assigned to: Andrea Razzaghi <b>Status: Code 420 will be the first 400 organization to go through Center-Wide Workshop</b></p> <p><b>Next Status Report Due: <u>4/10/08</u></b></p>	<p>Increased awareness and understanding of diversity and it's relationship to organizational mission success.</p>



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## Strategy 2: Create an inclusive environment and culture (continued)



Goals	Objectives/Steps	Action Plan	Outcomes
<p>Goal 3: Employees and supervisors are educated on diversity and its value to the GSFC mission</p>	<p>Supervisors, managers and team leaders are trained and can communicate with employees on the need to develop inclusive environment.</p>	<p>1. Provide status report on participation of new and existing supervisors participate in diversity training.</p> <p>Assigned to: FPD Deputy Director, George Barth</p> <p>Status: Quarterly report</p> <p><b>Next Status Report Due: <u>6/12/08</u></b></p> <p>2. Maintain Diversity education material on website. (e.g., include "Cultural Tidbits", articles, topics from Council sessions, relevant links, self assessments, training info, etc.</p> <p>Assigned to: Steve Dobrosielski</p> <p>Status: Steve suggested adding DDP films to site. Nicole provided DDP articles for website.</p> <p><b>Next Status Report Due: <u>6/12/08</u></b></p>	<p>Supervisors are able to communicate consistent, clear and significant message of the importance of diversity relevance to the workforce.</p> <p>All potential future project managers are trained in Diversity in alignment with Center models.</p> <p>Establishes common leadership model philosophy across projects, incorporating framework for behaviors and relationships</p> <p>Diversity messages to workforce are incorporated into daily operations of projects and communication flows back to Directorate management and reflects needs and interests of the projects and their employees.</p>



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# Strategy 3: Work towards being an “Employer of Choice”



Goals	Objectives/Steps	Action Plan	Outcomes
Goal 1: High awareness of, and respect for diversity	Study, benchmark and adopt best practices	<p>1. Recommend planning and implementation of one-day annual event with all directorate diversity teams. Share best practices across Center.</p> <p>Assigned to: Nicole Turner</p> <p><b>Next Status Report Due: 4/10/08</b></p> <p>Status: Andrea and Nicole met with Code 500 Diversity Council. Nicole and Andrea held meeting with Chairs of Codes 600 and 800 Diversity Councils. Code 500 was also invited but didn't make it. Andrea met with Code 150 during their council kick-off meeting.</p> <p>2. Chair and/or Vice Chair attend industry/government diversity forums, workshops. Diversity council visit local museums.</p> <p>Assigned to: Andrea Razzaghi</p> <p><b>Next Status Report Due: 4/10/08</b></p>	Utilize best practices and leverage efforts of each organization to achieve maximum results.
Goal 2: Diversity initiatives are linked to Center's strategy and outcomes	Recognize and reward team leaders, supervisors and managers who successfully implement diversity initiatives	<p>1. <b>TBD</b></p> <p><b>Need to define a new action on this .</b></p> <p><b>Next Status Report Due: TBD</b></p>	Managers role model behaviors through public recognition of successes.
	Managers and supervisors utilize multi-rater feedback and assessment	<p>1. Encourage all supervisors to obtain 360 Feedback (Employee Supervisory Feedback System). Encourage all employees to participate. Monitor participation.</p> <p>Assigned to: Directorate Management, George Morrow and George Barth</p> <p>Status: George Barth will provide information, status and quarterly report.</p> <p><b>Next Status Report Due: 4/10/08</b></p>	Managers understand areas for their improvement and become more effective at dealing with organizational and workforce issues and needs.

Revised March 13, 2008