



OFFICE OF DIVERSITY AND EQUAL OPPORTUNITY

Endeavor

Spring/Summer 2009

NASA News

Bolden Nominated as NASA Administrator

By David Chambers

Charles F. Bolden, Jr., has been nominated by President Obama to be the next Administrator of NASA. Bolden, a former NASA astronaut and retired U.S. Marine Corps major general, is the first African American to be named to the top spot at NASA.

President Obama also announced his intention to nominate former NASA official Lori Garver, who headed Obama's space transition team, to become Deputy Administrator.

In making the announcement of his nominations, President Obama said that "these talented individuals will help put NASA on course to boldly push the boundaries of science, aeronautics, and exploration in the



Maj. Gen. Charles F. Bolden, Jr.

21st century and ensure the long-term vibrancy of America's space program."

Bolden first piloted the shuttle Columbia in 1986 and followed with three more Space Shuttle flights, including the flight that deployed the celebrated Hubble Space Telescope in 1990. Bolden logged a total of 680 hours in Earth orbit.

In addition to being a former astronaut, Bolden is a major general in the U.S. Marine Corps and a Naval Aviator who became one of America's outstanding combat pilots, flying more than 100 missions in the skies of Vietnam, Laos, and Cambodia during the Vietnam War. He is a graduate of the U.S. Naval Academy, where he was elected president of his class

and graduated with the gold bars of a Marine second lieutenant.

Garver, president of the Capital Space consulting group, previously served as NASA's associate administrator of Policy and Plans from 1998 to 2001.

Senate confirmation of Bolden and Garver is expected this summer.



Lori Garver

"These talented individuals will help put NASA on course to boldly push the boundaries of science, aeronautics, and exploration in the 21st century and ensure the long-term vibrancy of America's space program."

—President Obama

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ODEO–OHCM Hold Joint Meeting on NASA Diversity and Inclusion Strategies for the 21st Century

By David Chambers

The Agency's Office of Diversity and Equal Opportunity (ODEO) and the Office of Human Capital Management (OHCM), along with their Center EO and HR counterparts, recently held a joint meeting of the two communities for the first time since the 1970s. The meeting took place on May 6, 2009, at the Bolger Center in Potomac, MD.

The joint meeting was conceived and executed under the leadership of Toni Dawsey, Assistant Administrator for Human Capital Management and the NASA Chief Human Capital Officer, and Brenda R. Manuel, Assistant Administrator for Diversity and Equal Opportunity. Both Ms. Dawsey and Ms. Manuel believe the meeting was needed as a critical step in establishing a stronger and more collaborative partnership between the two communities as the Agency moves forward with its transition from the Shuttle to the Constellation program.

According to Ms. Manuel, it was important for the two offices to come together now for a number of reasons. "Now more than ever we're looking at a turning point for the Agency," Ms. Manuel explained. "While ODEO and OHCM have very distinct roles and responsibilities, there are commonalities that need to be more fully explored—there are tremendous opportunities for us to come together to establish this partnership as a new way of doing business."

Ms. Dawsey agreed, stating that the work of the two offices is "becoming more and more interrelated on many levels, e.g., recruitment, training and development, and cross-generational activities. We both fo-



A group photo of the ODEO and OHCM communities.

cus on the workforce." Associate Deputy Administrator Charles Scales set the tone for the meeting with remarks on the importance of greater collaboration between the Agency's EO and HR communities at this juncture. In his remarks, Mr. Scales noted that both communities, individually and jointly, are critical to mission success at NASA.

"Now more than ever we're looking at a turning point for the Agency. While ODEO and OHCM have very distinct roles and responsibilities, there are commonalities that need to be more fully explored."

—Brenda R. Manuel, Assistant Administrator for Diversity and Equal Opportunity

Participants heard presentations on several Agency-wide initiatives that will impact the workforce and the workplace, such as ODEO's Diversity and Inclusion Framework, and OHCM's Early Career Hiring Initiative. Participants shared innovative ideas and promising practices on how the Agency and Centers can establish and maintain stronger,

more effective recruitment and retention policies and practices as the pace of the transition increases and as new and greater demands are placed on the workforce.

An important focus of the meeting was the need for the Agency to continue to bring onboard the "best and the brightest," through innovative and inclusive strategies that will reach out to a broadly diverse pool of candidates, while at the same time recognizing the importance of retaining and strengthening the diverse workforce we have now at NASA. In this regard, participants were briefed by Barbara Spotts, Agency Diversity Manager, on the Agency's Diversity and Inclusion Framework, to be rolled out in the coming months. Participants also heard from Ron Brade, OHCM's point person on its Early Career Hiring Initiative.

Another major topic at the meeting was an Agency-wide strategy for increasing our pool of candidates who are individuals with targeted disabilities (IWTG) and doing a better job of retaining our IWTG employees. Brenda Dingwall, EO Director at Wallops Flight Facility, who has been tapped to lead a working group to design IWTG strategies under the leadership of Ms. Manuel, also presented to the joint meeting.

In Ms. Manuel's view, the joint meeting helped to lay the groundwork for a host of strategic steps needed to move the Agency forward as a leader in diversity and inclusion. "There are opportunities for the two offices to collaborate going forward, for example, in the further deployment of the Conflict Management Program and in the implementation of the Agency Diversity and Inclusion Framework," explained Ms. Manuel.

Finally, Ms. Manuel and Ms. Dawsey view the joint meeting as an important step toward a more strategic, Agency-wide approach to recruitment and retention policies and practices, including diversity and inclusion. Ms. Manuel stated: "One of the means of achieving this goal is the framework, which will allow ODEO, OHCM, and a number of other key stakeholders to provide an Agency-wide structure and phi-

losophy for diversity and inclusion going forward."

Ms. Dawsey said: "NASA is transforming right now. We're beginning to establish the workforce of the future, and we're bringing diversity to the forefront, for example, with our cross-generational activities, and so it makes sense for the two offices to work together more closely."

EEO Matters

President Obama Signs Lilly Ledbetter Fair Pay Act

On January 29, 2009, President Obama signed the Lilly Ledbetter Fair Pay Act of 2009, which supersedes a private sector U.S. Supreme Court decision requiring a compensation discrimination charge (complaint) to be filed within 180 days (or 45 days in the case of Federal employees) of a discriminatory pay-setting decision.

The act restores the pre-Ledbetter position of the EEOC that each paycheck that delivers discriminatory compensation is a wrong actionable under the Federal EEO statutes, regardless of when the discrimination began. As noted in the act, it recognizes the "reality of wage discrimination" and restores "bedrock principles of American law."



President Obama signs the Lilly Ledbetter Fair Pay Act.

The act has a retroactive effective date of May 28, 2007, and applies to all claims of discriminatory compensation pending on or after that date.

EEOC to Issue New Age Discrimination in Employment Regulations

EEOC is revising its regulations under the Age Discrimination in Employment Act to conform to a 2005 U.S. Supreme Court ruling that disparate impact claims are cognizable under the ADEA.

"Disparate impact" claims of discrimination allege that facially neutral policies of an employer are nonetheless having a discriminatory effect based on a protected classification, such as age. While the Court held that such claims are cognizable under the ADEA, it also held that liability against an employer is precluded when the impact is attributable to a "reasonable factor other than age." However, current EEOC regulations interpret the ADEA as prohibiting an employment practice that has a disparate impact on individuals within the protected age group, unless it is justified as a business necessity, a higher standard for the employer to meet. EEOC is revising its ADEA regulations accordingly and expects to issue a final rule in FY 2009.

The new rules demonstrate, among other things, the need for employers to be vigilant in ensuring that workforce policies and practices, such as recruitment and retention strategies, are broadly inclusive, regardless of age.

EEOC's proposed ADEA regulations are accessible at: <http://edocket.access.gpo.gov/2008/pdf/E8-6517.pdf>.

EEOC to Issue GINA Regulations

The Genetic Information Non-discrimination Act (GINA) was passed on May 21, 2008. GINA prohibits employment discrimination on the basis of genetic information (such as genetic test results or information about an individual's family medical history, for example the manifestation of a disease or disorder).

The employment discrimination provisions of GINA become effective on November 21, 2009. EEOC is set to issue regulations implementing the employment provisions of the Act and has published a Notice of Proposed Rulemaking (NPRM) under GINA. The public comment period on the NPRM has ended, and EEOC expects to issue the final rule this summer.

For more information on GINA, visit: http://www.eeoc.gov/policy/docs/qanda_geneticinfo.html.

Center Spotlight

Langley Research Center

Office of Equal Opportunity Programs

By Janet Sellars, EEO Director, LaRC



LaRC's Vision for EO and Diversity

NASA Langley Research Center's Office of Equal Opportunity Programs (OEOP) seeks to empower all Langley employees by helping them rise to their highest potential and to be valuable contributors to the NASA mission. OEOP's mission includes but is not limited to:

- Assisting employees, managers, and supervisors in building and sustaining a respectful, inclusive, and motivated workforce;
- Enhancing management's understanding and practice of diversity, equity, inclusion, and conflict resolution; and
- Maintaining compliance with all applicable laws and guidelines.

Strategic Alignment with Center Goals

OEOP continues its goal of making

Diversity Forum

Topics in Diversity and Inclusion: Generations in the NASA Workplace

By Barbara Spotts

As we enter the second decade of the 21st century, there is greater diversity of age in our workplaces than ever before. At NASA, as in many workforces across the country, there are four generations working side by side in many organizations.

Much has been written lately about the four generations. These generations span more than 60 years, including Traditionalists (generally

those born between 1925–1945), Baby Boomers (1946–1964), Generation X (1965–1979), and Generation Y (born 1980 and after). Each generation brings different life experiences, perspectives, work styles, strengths, and expectations to the workplace. Despite the perceived “generation gap,” with the differing viewpoints and potential conflicts, it may suggest, any and all organizations have the opportunity to fully utilize the best of the skills, talents, and experiences of each generation and create opportunities to develop innovative ideas and solutions. It is important to note in this

Collaboration with Partners

Collaboration is key for OEOP. For example, Langley's Disability Program Manager, Venita Robinson,

partnered with the Office of Safety and Mission Assurance in providing the support to obtain funding for two-way pagers for hearing impaired employees as an additional safeguard in the event of an emergency.

OEOP, in cooperation with the Langley Office of Human Capital Management, also drafted a comprehensive recruitment strategy addressing skill mix imbalances and increasing the representation of minorities and individuals with disabilities in the science, technology, engineering, and mathematics (STEM) disciplines. The strategy includes creating clusters of recruitment teams consisting of a subject matter expert, a hiring manager, an HR specialist, and EEO representative.

To read more about equal opportunity at Langley, visit: <http://oeop.larc.nasa.gov>

regard that a judgment based upon broad generational categorization is nothing less than stereotyping and denies the individuality of the members of that generation. The generational profiles may be true in that there may be many people in the group who exhibit a specific trait or characteristic, but the profiles cannot predict whether it will be true for any particular individual. Individuals may appear to reflect some traits of their generational profile but may not.

As in all diverse settings, organizations need to understand differences so that they don't misinterpret what the differences mean. They

also need to discover commonalities, on which to build. In summary:

- All the generations have some commonalities/similarities that can be leveraged to create a work environment that is supportive and inclusive.
- Everyone wants respect.
- Everyone wants a supportive work environment where he or she is recognized, appreciated, valued, and empowered.
- Everyone is uncomfortable with

change at some level.

- Everyone wants leaders who are credible and trustworthy.
- Everyone wants to learn.
- Everyone wants feedback on performance

Diversity is about the inclusion of differences . . . and that very much includes diversity of our generations in the workplace.

For an example from among the many media reports on generations

“Each generation brings different life experiences, perspectives, work styles, strengths and expectations to the workplace.”

in the workplace, see: <http://content.comcast.monster.com/business-communication/The-Workplace-Generation-Gap/home.aspx>.

Diversity Forum

A NASA ‘Outreach Ambassador’: Willis S. Jenkins, Jr.

By Mervyn Jones

In recognition of the contributions of NASA employees who give unselfishly of themselves in the interest of creating greater understanding and awareness of the Space Program, *Endeavor* occasionally spotlights individual employees.

In this issue, we spotlight Willis Jenkins, Jr., a NASA HQ Program Executive in the Heliophysics Division of NASA’s Science Mission Directorate, who, like many employees, wears several hats for the Agency. Within his role in the Explorer Program, he is responsible for projects from definition and formulation through funding and accomplishment of objectives.

What makes Mr. Jenkins’s work extraordinary is that, in addition to his Mission Directorate responsibilities, he has assisted the Office of Diversity and Equal Opportunity (ODEO), the Office of Education, the NASA Speakers Bureau, and the Science Mission Directorate by participating in outreach events, at which he addresses space flight, career development, and the value of science and technology education.

Mr. Jenkins’s presentations have been provided to children, teens, and adults, and he focuses on space exploration, spacecraft, and the importance of studying science in school. What makes Mr. Jen-



Willis Jenkins, Jr., addressing a group of Montgomery County, MD, students.

kins such an interesting speaker is that he brings real-life experiences with which the students can readily identify. He develops a unique relationship with his audiences that relates the Space Program to everyday experiences, goals, and aspirations.

His audiences are diverse in many respects. For example, he address-

es groups at all levels, from K-12 students to seasoned NASA science and engineering professionals. For example, his recent engagements include addressing K-12 students during his participation in Career Day activities at Bladensburg Elementary School in Bladensburg, MD, as well as addressing a special session at the White House Initiative on Historically Black College and Universities (HBCU) for all University Presidents in Washington, DC.

Mr. Jenkins was the 2008 recipient of NASA’s Equal Opportunity Medal, for outstanding volunteer outreach activities to the youth community, which is among a number of other awards and accolades he has garnered for his outreach work.

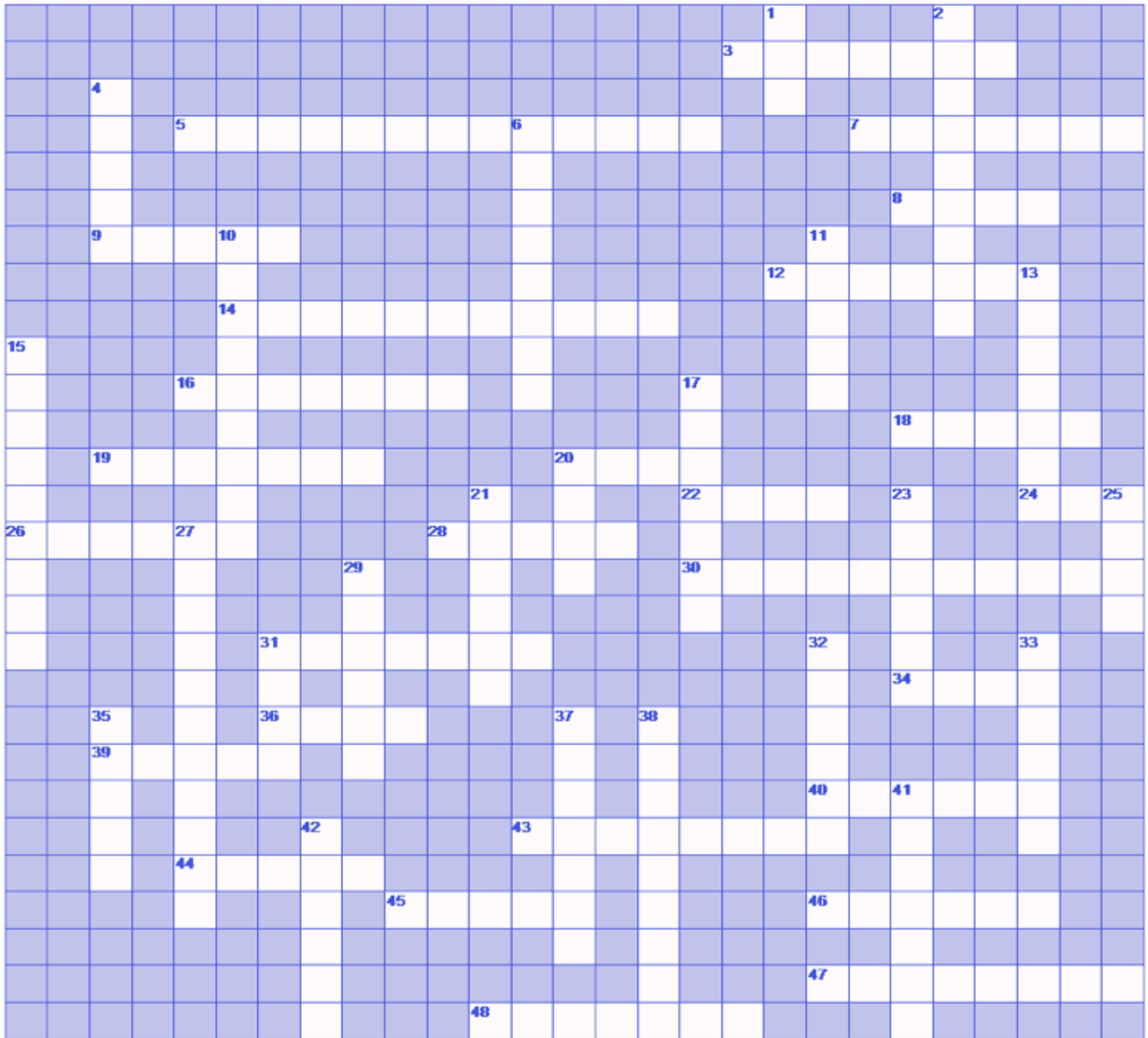
Mr. Jenkins began his career with NASA at the Goddard Space Flight Center in Greenbelt, MD, in 1994. Prior to NASA, Jenkins enjoyed a successful career in the private sector as an electrical systems manager, electrical engineer, and military personnel trainer.

The Endeavor Team:
David Chambers, Fred Dalton, Merv Jones, Aisha Moore, Judy Phillips (Articles Editor), Bonita Soley (Endeavor Challenge), and Barbara Spotts

The Endeavor Challenge!

Welcome to the newest section of Endeavor – Challenge your mind – Test your NASA knowledge!

NASA EQUINOX by BJS



Across		Down	
3. OBJECTIVE	28. AS FROM A BRUISE	1. SHOOT DOWN	27. MAY COME KNOCKING
5. CANCER IS ONE	30. EXCHANGE	2. COULD BE REPORTED	29. CONVICTION
7. OVER WATER	31. FATHER OF MODERN SCIENCE	4. THE WORLD TO HYDRA	31. CENTER MISSION
8. LACKING PIGMENT	34. DASH	6. LOST TO SEA	32. MAY SPURT
9. MAY BE CIRCULAR	36. BLOODTHIRSTY OLYMPIAN	10. HERMIT'S BANE	33. FOLLOWS AIM
12. PASSED INFORMATION	39. MATCHED	11. BELTED BY THE THREE KINGS	35. ISHTAR TO THE BABYLONIANS
14. EXTENSION TO USDA	40. OBTAIN A CRISP BITE	13. HETEROGENEOUS	37. CARRIES THE WEFT
16. CAN BE FOLLOWED BY SHOCK	43. SCRIPT POTENCY	15. CULTURE	38. LEDA'S RELATION TO JUPITER
18. ON HOLLYWOOD AND VINE	44. ONE AS HYPERION	17. VIEWED AS A LADY	41. SOURCE OF CHINA RED
19. ANOTHER NAME FOR THE 41ST	45. TRAIN	20. RARELY BLUE	42. COUPLED WITH OPS
20. VIKING LANDING	46. GO THROUGH THE ROOF	21. ASTROLOGICAL OBJECT	
22. MAY PRECEDE SPIRIT	47. DEVIATION FROM THE STANDARD	23. MAY BE MASCULINE	
24. CAN FOLLOW SUPER	48. FRANKLIN'S REQUEST	25. CAN PRECEDE SESAME	
26. MUST BE PAID			

Solution at: www.hq.nasa.gov/office/codee/index.html