



OFFICE OF DIVERSITY AND EQUAL OPPORTUNITY

Endeavor

Summer/Fall 2012

NASA News

NASA Issues First Diversity and Inclusion Strategic Implementation Plan

By Barbara Spotts, Agency Diversity Manager

On July 23, 2011, the Administrator issued NASA's first [Diversity and Inclusion Strategic Implementation Plan](#). The Plan was submitted to the Office Of Personnel Management in March 2012, consistent with President Obama's [Executive Order 13583](#) (August 2011), requiring Federal agencies to develop and implement a D&I plan that runs from FY 2012 - 2015. On June 5, the plan was formally presented to OPM and implementation of the Plan has now begun, through a partnership between ODEO, the Office of Human Capital Management (OHCM) and the full complement of Agency and Center leadership.

In his memorandum to OICs transmitting the Plan, the Administrator described its main purpose for the Agency, stating: "...[the Plan] provides a blueprint for building an in-

clusive, engaging, and highly innovative work environment. It envisions a NASA workplace defined by our efforts to seek diverse inputs into decision-making, create more effective channels of communication between managers and employees, enhance employee work life, and provide real opportunities for improving skills and leadership capabilities. The Plan also looks externally at our partnerships with schools, small businesses, and advocacy groups to help ensure that our relationships with these organizations are fully reflective of our commitment to D&I."

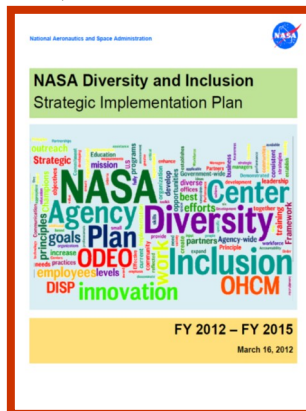
The Plan is the centerpiece of the [NASA Diversity and Inclusion \(D&I\) Framework](#). The Framework was initiated in FY 2010 to:

- 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; and

- Strategically utilize and expand workforce talents, skills, and opportunities to maximize individual potential and productivity Agency wide.

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Highlights:

- Steps forward for the Agency's LGBT community
- EO and Diversity promising practices of Goddard Space Flight Center
- A first-hand look at the Mid-Level Leadership Program

The NASA Framework is based on the following recognized diversity and inclusion principles:

- *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 Agency D&I Plan is NASA's blueprint for fully leveraging our diversity over the course of four years. As such, it provides innovative Agency 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. The support and participation of everyone at NASA, including executive leadership, managers, supervisors, and our employees,

are critical for successful implementation. Additionally, the Plan identifies the officials and offices with primary responsibility for program implementation, while at the same time recognizing that it is NASA as a whole, all of us, at every Center, whose leadership is required to advance the goals and strategies forward.

To learn more, visit <http://odeo.hq.nasa.gov/quicklinks.html>, or contact the Office of Diversity and Equal Opportunity at (202) 358-2167

NASA Issues Procedures for Sexual Orientation Discrimination Complaints

By David Chambers, Senior Civil Rights Analyst

On June 1, 2012, the Administrator signed [NASA Procedural Requirement 3713.4](#), Procedures for Discrimination Complaints Based on Sexual Orientation. This NPR provides an internal Agency administrative process to address complaints of sexual orientation discrimination by NASA employees or applicants for employment. The new process also provides an avenue of redress for claims of reprisal for participating in this process or opposing sexual orientation discrimination.

The process is comparable to the EEO complaints process, to the extent permitted by law. As the process de-

rives from NASA policy and not a federal anti-discrimination law, there are certain limitations on the process. For example, complainants under the new process cannot appeal to the U.S. Equal Employment Opportunity Commission. However, both the EEO complaints process and the new process have informal and formal stages, with the same timeframes ap-

plying. Also, complainants under both the EEO and the new process are entitled to receive counseling at the informal stage of the process and are encouraged to pursue Alternative Dispute Resolution at both the formal and informal stages of the process. In these and other respects the new process mirrors the EEO complaints process.

For those NASA employees covered under the Agency union grievance process, the new NPR provides an alternative forum for redress in addition to the union grievance process, the NASA Administrative Grievance System, NPR 3771, which, as of



the issuance of the new NPR, does not exclude grievances based on sexual orientation. When an employee is covered by a collective bargaining agreement that does not preclude sexual orientation discrimination claims to be raised in the negotiated grievance procedure, an employee wishing to file a complaint may raise the matter either under the new procedures or

the negotiated grievance procedure, but not both.

Under the NPR, NASA Officials-in-Charge and Center Directors have the responsibility to assist the Office of Diversity and Equal Opportunity (ODEO) with ensuring compliance with the new procedures, and other NASA policies regarding sexual orientation discrimination complaints. OICs and Center leadership

are also tasked with helping to ensure appropriate dissemination of such policies and procedures to NASA employees.

For those who wish to learn more, please contact the Office of Diversity and Equal Opportunity Complaints Management Division on 202-358-2180.

Case Law Update

EEOC Rules Gender Identity Covered Under Title VII: *Macy v. Holder*

By David Chambers

On April 20, 2012, the U.S. Equal Employment Opportunity Commission (EEOC) issued a [unanimous decision](#) finding that claims of discrimination based on transgender status, also referred to as claims of discrimination based on gender identity, are cognizable under the sex discrimination prohibition of Title VII of the Civil Rights Act of 1964. They may therefore be processed under the complaints process set forth under EEOC regulations.

In its ruling, EEOC concluded that intentional discrimination against a transgender individual because that person is transgender, is, by definition, discrimination based on sex, and such discrimination therefore violates Title VII. It is

important to note that this is a precedential decision since it was circulated amongst all the Commission members. It specifically overrules prior decisions.

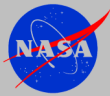


It should also be noted that the Commission decision **did not** address the **merits** of the complaint brought by an applicant for a contract position at the DOJ's Alcohol Tobacco, Firearms, and Explosives (ATFE), who appeared to be specifically qualified for the position, and had been told that by the Director of the ATFE's Walnut Creek Lab. The complainant asserted that the ATFE discriminated against her based on her gender identity when it notified her that, due to

budget cuts the position would not be filled, *after* she informed them that she was transitioning from male to female. She later learned that the position was filled by another applicant. The decision remands the case to the agency for an investigation of the merits.

Nonetheless, as a result of *Macy v. Holder*, transgender individuals seeking to file complaints regarding gender identity can file their claims under Part 1614 of EEOC's federal sector EEO complaints process.

If you have any questions, feel free to contact the Office of Equal Opportunity Complaints Management Division on 202-358-2180.



Equal Opportunity Programs Office

By Veronica Hill, EO Director, GSFC

The Goddard Space Flight Center creates cutting edge technology for Earth and space exploration - we're also mounting the bar to become a [model EEO](#) NASA Center. The GSFC Equal Opportunity Programs Office (EOPO) and D&I Office are a vital part of this journey, implementing best practices that have been benchmarked within the Agency and the broader federal sector. For the past 2 years, the Center ranked 2 of 223 federal agency subcomponents in support of Diversity in the Partnership for Public Service ratings for "Best Places to Work in the Federal Government."

Equal Opportunity Programs

At Goddard, our new supervisors/team leads participate in basic EEO training within 6 months of their appointment, and all supervisors/team leads must take EEO refresher training tri-annually. Goddard also integrates EO and D&I through 9 active and engaged [Advisory Committees](#) that provide vital support in maintaining a culture of inclusion and excellence critical to our mission success. The committees help to identify and surface perceived workplace barriers to the Center Director and senior management. Each committee has a designated Program Manager from the EOPO and D&I staff, who provides subject matter expertise

and serves as a liaison to the EOPO and D&I office heads.

An excellent example of accomplishments achieved through the partnership between EOPO and an Advisory Committee is Goddard's Disability Program. In December 2010, GSFC's Disability Program was publicly recognized by the Partnership for Public Service in an article in Government Executive entitled ["America Has Talent: Breaking the Mold for Federal Recruiting"](#).



Kareem Dale, Special Assistant to the President for Disability Policy (center) tours the satellite testing facility at NASA Goddard Space Flight Center.

Goddard was recognized for significantly increasing the number of employees with disabilities, from 1.3% to around 1.9 % since March 2009. The program was subsequently highlighted in an article on the White House website entitled ["NASA Goddard Space Flight Center: Disability Employment Done Right,"](#) by Kareem Dale, Associ-

ate Director, White House Office of Public Engagement & Special Assistant to the President for Disability Policy. Mr. Dale, who participated in Goddard's Disability Month activities in 2011, noted that the Center's Disability Program is not just a 'check the box' exercise. We agree - at Goddard inclusion is a business imperative.

D&I Initiatives

The D&I Office, which partners closely with EOPO, has a number of independent initiatives. For example, Goddard is implementing ["Power & Privilege \(P&P\)"](#) to promote awareness and dialogue around workplace challenges on topics such as race, disability, gender, sexual orientation, among others. So far, P&P has rolled-out series on race and disability, training 1,100 managers and influence leaders. P&P has proven to be a powerful and thought-provoking experience for its participants and will continue to move forward, addressing other topics such as gender and sexual orientation.

Conclusion

EO and D&I are integral to Goddard culture. EOPO and D&I work to ensure that everyone at Goddard—regardless of where they sit in the organization—plays a role in our ongoing success.

ODEO Hosts Mid Level Leader Program (MLLP) Participant

By Carolyn Green-Fritz, Deputy Manager, Inclusion and Innovation Office, JSC

The NASA Office of Diversity and Equal Opportunity (ODEO) recently hosted a Mid Level Leader Program (MLLP) participant, Carolyn Green-Fritz from the Johnson Space Center (JSC). Ms. Green-Fritz completed a three-month rotational assignment as part of the MLLP.

The MLLP is an Agency level program that provides significant leadership development for an Agency-wide group of individuals who have high potential for assuming greater leadership responsibilities in formal management or program/project management roles. The program actively seeks a diverse mix of program participants with wide-ranging professional backgrounds and work experiences.

Participation in the MLLP can also help to facilitate a more extensive background in different areas of the Agency's work. For example, Ms. Green-Fritz's background encompassed 29 years of mechanical engineering experience; part of the reason she sought an MLLP rotational assignment with ODEO was that she wanted to learn more about how D&I competencies

could be utilized in her day-to-work work as a Deputy Branch Chief in her Engineering Directorate at JSC. For Ms. Green-Fritz, a prior MLLP rotational assignment with JSC's Inclusion & Innovation (I&I) Office helped to solidify greater interest in D&I. By following that up with an assignment with the Agency ODEO, she was able to gain both a Center and an Agency perspective.

Ms. Green-Fritz MLLP rotational assignment helped to increase her level of understanding and perspective regarding the Agency's D&I vision and strategies. In addition, she gained significant exposure and built strong collaborative cross-Agency relationships with others in the Agency's diversity and EO community, as well as participation in interfaces with the Office of Personnel Management (OPM) and other federal agencies. This Agency level exposure and experience, provided through the MLLP, ultimately led Ms. Green-Fritz to seek a career change from Engineering to D&I



Carolyn Green-Fritz

Deputy Manager for JSC's Inclusion and Innovation Office.

Ms. Green-Fritz' experiences with the MLLP are a perfect example of how the program is integral to NASA's efforts not only to increase awareness and understanding of the value of D&I but also to foster a more inclusive work environment, with greater potential for career advancement, for all employees.

To learn more about the Agency's MLLP, go to http://leadership.nasa.gov/Development/Mid_Level_Leader/Mid_Level_Leader.htm

To learn more about the Agency's D&I efforts, visit http://odeo.hq.nasa.gov/diversity_framework.html



upon her return to JSC. She applied for a position in the D&I area at JSC and has since been selected as the

Special Thanks to the Endeavor Team:

David Chambers, Sarah Cloud, Fred Dalton, Aisha Moore, Bonita Soley, and Barbara Spotts

Diversity Calendar

Summer/Fall 2012

Endeavor presents a non-exhaustive list of some of the diversity highlights for the months of June-November.



JUNE

Gay, Lesbian, Bisexual and Transgender Pride Month

Gay, Lesbian, Bisexual and Transgender (GLBT) Pride Month is celebrated each year for the month of June. The last Sunday in June is celebrated as Gay Pride Day. The month was chosen to remember the 1969 Stonewall riots and to recognize the impact of GLBT individuals.

National Caribbean-American Heritage Month

During this month the Nation celebrates the ways that Caribbean-Americans have enriched our society and added to the strength of America. For more information visit the Caribbean American Heritage Month Web site: <http://www.caribbeanamericanmonth.org>.

June 19

Juneteenth

Juneteenth, also known as Freedom Day or Emancipation Day, commemorates the announcement in Texas in 1865 of the abolition of slavery - two years after President Lincoln signed the Emancipation Proclamation.

JULY

July 4

Independence Day or Fourth of July

Independence Day was first celebrated on July 8, 1776 when the Declaration of Independence was read to the public. Congress declared the day a federal legal holiday in 1941. The holiday is celebrated with parades, fireworks, picnics, sporting events, and music, including the "Star-Spangled Banner" and several marches of John Philip Sousa.

July 26

Anniversary of the Signing of American's with Disabilities Act

The Americans with Disabilities Act of 1990 (ADA) is a law that was enacted by the U.S. Congress in 1990 "to establish a clear and comprehensive prohibition of discrimination on the basis of disability." The ADA was amended with changes effective January 1, 2009.

AUGUST

August 26

Women's Equality Day

Introduced by Rep. Bella Abzug and established in 1971, this day commemorates the passage of the 19th Amendment, the Woman Suffrage Amendment to the U.S. Constitution, which in 1920 gave women in the United States full voting rights. Visit the National Women's History Museum for more information: <http://www.nwhm.org>.

SEPTEMBER

September 15-October 15

Hispanic Heritage Month

In 1988, this weeklong event grew to a month-long celebration of Hispanic culture and tradition. To learn more about Hispanic artists who have had a lasting impact on world culture go to <http://hispanicheritagemonth.gov>. <<http://hispanicheritagemonth.gov/>>.

September 15-16

Mexican Independence Days

These days celebrate the start in 1810 of Mexico's struggle for independence from Spain. Each year, the president of Mexico rings the bells of the National Palace in Mexico City. September 16 is Independence Day in Mexico and is considered a patriotic holiday.

September 17

Citizenship Day (or Constitution Day)

On this day in 1787, the 55 delegates to the Constitutional Convention met to sign the Constitution of the United States of America. Visit the National Constitution Center: <http://constitutioncenter.org> and the Constitution Day Web site: <http://www.constitutionday.com> for more information and teacher resources.

OCTOBER

National Disability Employment Awareness Month

This effort to educate the American public about issues related to disability and employment actually began in 1945, when Congress enacted a law declaring the first week in October each year "National Employ the Physically Handicapped Week." In 1988, Congress expanded the week to a month and changed the name to "National Disability Employment Awareness Month."

October 2

Gandhi's Birthday & International Day of Nonviolence

Mohandas Karamchand "Mahatma" Gandhi is one of the most respected spiritual and political leaders of the Twentieth Century. Through nonviolent resistance, Gandhi helped free India from British rule. The Indian people called Gandhi "Mahatma," meaning Great Soul. See Mohandas Gandhi biography. http://en.wikipedia.org/wiki/Mohandas_Karamchand_Gandhi.

October 6

German American Day

Proclaimed by President Ronald Reagan in 1983, this day commemorates the 1683 arrival in America of 13 German families on board a sailing vessel.

NOVEMBER

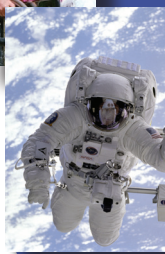
American Indian Heritage Month

November was officially recognized as National American Indian and Alaska Native Heritage Month in 1990 when President George H.W. Bush signed it into Public Law. See these sites for more information: Native American Heritage Month Web site: <http://nativeamericanheritagemonth.gov/>, American Indians/Alaska Natives: Education Issues: <http://www.nea.org/home/15596.htm>, Native American Book List: <http://www.nea.org/grants/29498.htm>.

November 11

Veterans Day

Veterans Day is an annual American holiday honoring military veterans. U.S. President Woodrow Wilson first proclaimed an Armistice Day for November 11, 1919. In 1938, the United States Congress made the 11th of November in each year a legal holiday. See more at <http://www.military.com/>.



THE ENDEAVOR CHALLENGE

CRYPTIC QUOTES - WORDS OF WISDOM

Below are two separate quotes written as cryptograms - each with it's own key. Each quote has numbers assigned to letters of the alphabet. To decipher the quotes, correctly identify which letters are represented by each number. Letters are provided to give you a start!

1.

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O **C** **E** **E** **C** **C** **E** **T** **O** **T** ,
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E **O** **E** **O** **T** **E** .
 26 14 23 10 6 14 11 10 17 5 4 20 14 19

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2.

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19								11																	

A **A** **A**
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A **I**
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A **I** **I** **I** **A** **A** **A**
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