NASA Diversity and Inclusion
Strategic Implementation Plan

FY 2012 – FY 2015

March 16, 2012

Enclosure

Message from the Administrator

As we continue our diversity and inclusion efforts, I hope you will recognize and appreciate that this is a journey, not a destination. The success of this plan lies in our ability to actively engage our employees -- including leadership at all levels -- in that journey. Diversity and inclusion are significant responsibilities with the potential to be enormously rewarding.

We should understand that diversity and inclusion are not just "something nice" to do in addition to our "real work," but are central to mission success, as evidenced by their alignment with the NASA values of integrity, teamwork, and excellence. Excellence is achieved when we value and leverage the unique abilities and experiences that every employee brings to the organization, when we realize the benefits that result from a diversity of perspectives, and when we encourage and celebrate innovation.

Each of us is responsible for diversity and inclusion. Therefore, a primary measurement of our progress will be based on your feedback. Your perceptions will be gathered through periodic surveys, such as follow-ups to our NASA Diversity and Inclusion Assessment Survey, deployed in FY 2010, as well as the annual government-wide Employee Viewpoint Survey. We will also conduct focus groups to gain more of your insights.

As we travel the diversity and inclusion journey together, think of this plan as our roadmap. Read it carefully. Identify your roles and responsibilities. How you can best support the goals and strategies of diversity and inclusion? How can you help others to engage?

I look forward to travelling with you on this critical undertaking. Welcome aboard!

Charles F. Bolden, Jr.
Administrator

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Introduction

Diversity and inclusion are integral to NASA's mission success. 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 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 Diversity and Inclusion Strategic Plan, and NASA's Diversity and Inclusion Strategic Implementation Plan (the plan) is NASA's response to the Government-Wide Diversity and Inclusion Plan.

Defining Diversity and Inclusion

The Agency's definitions for diversity and inclusion are intended to establish a shared understanding of the meaning of these terms. We have, therefore, 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 to the mission inherent in our diversity, for example, the policies, procedures, and practices that an organization puts in place 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 NASA needs the best employees to design creative and innovative technical solutions. NASA must attract, fully utilize, and retain the best talent. This includes being viewed as an employer of choice for a diverse workforce.

External Drivers

NASA, like all organizations, has a mission and a series of goals and objectives designed to help achieve it. NASA's mission encompasses the U.S. space program, aeronautics research, and related science and technology development. The Agency's stakeholders include the U.S. Congress, the commercial space industry, the American public, and ultimately the world community - in a rapidly changing world. NASA needs to be reflective of the diversity of America at all levels of the organization. We also must educate a more diverse American public on the need for robust space and aeronautics programs and their value in advancing U.S. scientific, security, and economic interests.   To do so, NASA shall increase outreach efforts to encourage and motivate people, especially young people, in diverse and underserved communities. Awareness and motivation for science, technology, engineering, and mathematics (STEM) educational and job opportunities are lacking, and too many students/families are unaware of the available resources and potentials.   We also need to work as effectively as possible with a host of international partners. A comprehensive, fully realized approach to diversity and inclusion is a powerful tool that can assist in accomplishing all of these objectives.

Principles of a Successful Diversity and Inclusion Approach

NASA Diversity and Inclusion Framework

The Agency Diversity and Inclusion Strategic Implementation Plan (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.

- 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:

- ***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 six principles 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

As envisioned under the framework, the Agency body charged with overseeing and monitoring the implementation of D&I efforts is the Diversity and Inclusion Strategic Partnership (DISP), comprised of NASA senior leadership (the DISP Operational Structure may be found at Appendix A). In December 2010, the DISP began work on this plan, developing goals, strategies, and actions for five of the six principles and incorporating the sixth, Effective Measurement, as an element in each of the other five. A number of Agency and Center offices were already engaging in programs and initiatives that address one or more of the plan's principles and goals. These Agency efforts were incorporated into this plan. Likewise, existing Center efforts may be incorporated into Center D&I plans.

In August 2011, President Obama issued Executive Order 13583, Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal Workforce. Under the Executive Order, agencies were to develop agency-specific D&I Implementation plans by March 2012, based on a Government-wide D&I plan and Guidance issued by the U.S. Office of Personnel Management (OPM). Accordingly, NASA further refined this plan to reflect the new requirements, as well as to designate responsible officials/offices, timeframes, and measurements.

In addition, NASA developed a "crosswalk" document to ensure that this plan, along with relevant actions from the NASA Model EEO Agency plan, fully addresses all requirements under the Government-wide plan (see Appendix B). As the Government-wide plan

encompasses three broad goals: Workforce Diversity, Workplace Inclusion, and Sustainability, the crosswalk establishes how the three goals of the Government-wide plan align with the six NASA D&I principles and appropriate aspects of the NASA Model EEO plan.

This plan was provided to OPM on March 16, 2012. NASA Centers will develop or align existing Center D&I efforts, consistent with this Agency plan. Centers may choose to enhance or otherwise expand on the structure through additional goals and strategies needed to address the specific interests and concerns of the Center.

NASA Diversity and Inclusion Strategic Implementation Plan

This 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 of this plan. Responsibility for achieving the goals set forth in this plan resides with all of us. We envision that a great deal of the participation will come at the grass roots level, Center by Center. With this in mind, 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.[1]

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[1] This plan consists of five of the NASA Framework's principles and associated goals and strategies. The sixth Principle, Effective Measurement, is incorporated as an element in each of the other five, as mentioned in the introductory section. For those viewing the plan electronically, each strategy (shown in blue) is hyperlinked to specific responsible offices, measurements, and timeframes. If viewing in hard-copy format, these strategies are located in the Measurements and Timeframes section, starting on p. 11. The numbering system for the responsible offices, timeframes, and measurements corresponds to the number or letter of the strategy, for example 1.1.

Principle 1: Demonstrated Leadership Commitment

Goal: NASA makes diversity and inclusion a matter of policy and demonstrates a commitment at the highest levels of the organization.

Strategies

1.1 At the Agency level, NASA senior leadership conveys the critical nature of D&I to mission success as demonstrated through Agency policy, strategic planning, messaging, and behaviors reflective of D&I. Agency senior leadership inspires and incentivizes all levels of leadership and employees through D&I recognition.

1.2 At the Center level, Centers operationalize this plan through Center D&I Implementation plans aligned with the Agency plan. In addition, Center Directors[2] follow the lead of the Administrator and issue Center policies reflective of the Agency's D&I philosophy. Center leadership also models D&I behaviors, including widely disseminating the Agency's D&I messages in venues internal and external to the Agency and by recognizing D&I excellence.

Principle 2: Employee Engagement and Effective Communication

Goal: NASA builds an inclusive, collaborative, open, and innovative work environment that enhances employees' work life.

Strategies

The Agency:

2.1 Utilizes workplace policies that encourage employee engagement and empowerment.

2.2 Supports participation in employee affinity and resource groups and provides such groups with access to Agency senior leadership.

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

2.4 Ensures that employees have the opportunity to be heard and receive feedback, have appropriate access to critical information, and also ensures that diverse ideas and viewpoints are respected, valued, and encouraged.

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[2] All references to Center Directors are intended to include the Executive Director, Headquarters Operations and the Executive Director, NASA Shared Services Center.

Principle 3: Continuous D&I Education, Awareness, and Skills Development

Goal 3: NASA has a continuous program built on ensuring that all employees have basic skill sets and are expected to model behaviors reflective of D&I principles.

Strategies

The Agency:

3.1 Continually assesses the current state of D&I training and development opportunities to ensure that state-of-the-art opportunities are available to meet workforce needs.

3.2 Ensures D&I resources are readily available to managers, supervisors, and employees.

3.3 Builds an innovative D&I communications strategy to educate and engage.

Principle 4: Demonstrated Commitment to Community Partnerships

Goal 4: NASA actively partners and builds constructive relationships with schools, community-based organizations, small businesses, and professional associations to expand outreach to diverse communities.

Strategies

4.1 NASA's outreach programs highlight the Agency's diversity and the importance of our work to society.

4.2 NASA's Education program increases its impact on areas of greatest national need with emphasis on STEM by casting a wider geographic net and increasing programs/services to underserved and underrepresented populations.

4.3 NASA's outreach and recruitment strategies maximize the Agency's ability to recruit from a diverse, broad spectrum of potential applicants.

4.4 NASA's Small Business program expands and enhances supplier diversity efforts to increase contract participation of the small business community.

Principle 5: Shared Accountability and Responsibility for D&I

Goal 5: There are organizational objectives on diversity and inclusion, and these are reflected in criteria for evaluating performance. There is an expectation, communicated at the highest levels, that diversity and inclusion are shared responsibilities among all managers and employees.

Strategies

5.1 The Agency has established D&I goals, objectives, and measurements in its performance, accountability, and infrastructure.

5.2 D&I Performance Standards are reflected in the performance requirements of NASA managers, supervisors, and employees.

Primary Offices, Actions, Measurements and Timeframes

Principle 1: Demonstrated Leadership Commitment

Goal: NASA makes diversity and inclusion a matter of policy and demonstrates a commitment at the highest levels of the organization.

Strategy 1.1	Lead Offices/Officials
At the Agency level, NASA senior leadership conveys the critical nature of D&I to mission success as demonstrated through Agency policy, strategic planning, messaging, and behaviors reflective of D&I. Agency senior leadership inspires and incentivizes all levels of leadership and employees through D&I recognition.	NASA Administrator, Deputy Administrator, Diversity and Inclusion Strategic Partnership (DISP), and other Agency leaders
Actions and Measurements	**Timeframe for Implementation**
• Administrator issues NASA D&I Plan	Q3, 2012
• D&I outcomes and objectives are reflected in the Agency's Strategic Plan.	Accomplished in Feb. 2011
• D&I messages from the Administrator and senior leadership are disseminated regularly, to include the NASA Business case for D&I, and communications materials Agency wide contain D&I messages.	Commenced Q3, 2010 Ongoing
• NPD issued codifying D&I; disseminated and reissued as appropriate.	Q2 2013

• Manager, supervisory, and employee understanding of the value of D&I is measured through feedback from focus groups and survey vehicles, for example, the D&I Assessment Survey and the Employee Viewpoint Survey.	Q4, 2012 Ongoing
• Explore opportunities to inspire and recognize D&I excellence. Back to Strategies	Q1, 2012 Ongoing

Strategy 1.2	Lead Offices/Officials
At the Center level, Centers operationalize this plan through Center D&I Implementation Plans aligned with the Agency plan. In addition, Center Directors follow the lead of the Administrator and issue Center policies reflective of the Agency's D&I philosophy. Center leadership also models D&I behaviors, including widely disseminating the Agency's D&I messages in venues internal and external to the Agency and by recognizing D&I excellence.	Center Directors (D&I Champions), other Center Senior Leadership
Actions and Measurements	**Timeframe for Implementation**
• Center Directors as D&I Champions fulfill roles and responsibilities as defined in the DISP Charter.	Accomplished Q1, 2010 Ongoing
• Center Directors issue Center D&I Plan and related D&I Policies aligned with Agency D&I Framework.	Q3, 2013
• D&I messages from Center Directors and Center leadership are disseminated regularly, to include the NASA Business case for D&I, and communications materials Center wide contain D&I messages consistent with the Agency D&I philosophy.	Q4, 2012 Ongoing

• Center manager, supervisor, and employee understanding of the value of D&I is measured through feedback from focus groups and survey vehicles, for example, the D&I Assessment Survey, and the Employee Viewpoint Survey. Back to Strategies	Q4, 2012 Ongoing

Principle 2: Employee Engagement and Effective Communication

Goal: NASA builds an inclusive, collaborative, open, and innovative work environment that enhances employees' work life.

Strategy 2.1	Lead Offices/Officials
Utilize workplace policies that encourage employee engagement and empowerment.	Office of Human Capital Management (OHCM), Office of Diversity and Equal Opportunity (ODEO)
Actions and Measurements	**Timeframes for Implementation**
• Survey employees and conduct focus groups to measure levels of engagement and empowerment. Back to Strategies	Q4, 2012 Ongoing

Strategy 2.2	Lead Offices/Officials
Support participation in employee affinity and resource groups and provide such groups with access to Agency senior leadership.	ODEO, OHCM
Actions and Measurements	**Timeframes for Implementation**
• Agency guidance, including criteria, for effective Employee Resource Groups (ERG) management and functioning is developed and disseminated.	Q4, 2012
• Centers encourage and support ERGs, advisory committees, and special emphasis groups and provide them regular access to Agency and Center senior leadership.	Q4, 2012 Ongoing
• Survey employees and conduct focus groups to measure levels of ERG support and utilization. Back to Strategies	Q4, 2012 Ongoing

Strategy 2.3	Lead Offices/Officials
Ensure that leadership and career development opportunities at all levels are available to a wide variety of potential leaders.	OHCM, ODEO
Actions and Measurements	**Timeframe for Implementation**
• Conduct an Agency-wide assessment of the utilization and effectiveness of mentoring to identify best practices and areas for improvement and expansion.	Q4, 2013
• Emphasize mentoring programs and enhance dissemination of best practices for both formal and informal mentoring.	Q4, 2013 Ongoing
• Broadly disseminate and widely publicize opportunities associated with leadership, developmental opportunities, and mentoring.	Q1, 2012 Ongoing

• Solicit feedback on effectiveness of mentoring and career development opportunities through employee surveys and focus groups. **Back to Strategies**	Accomplished Q4, 2011 Ongoing

Strategy 2.4	**Lead Offices/Officials**
Ensure that employees have the opportunity to be heard and receive feedback, have appropriate access to critical information, and also ensures that diverse ideas and viewpoints are respected, valued, and encouraged.	Office of the Administrator, OHCM, ODEO, Office of the Chief Information Officer (OCIO), Office of Communications (OC), Office of the Chief Engineer (OCE)
Actions and Measurements	**Timeframe for Implementation**
• Encourage and more widely disseminate utilization of multi-disciplinary problem-solving Web sites such as NASA @ Work.	Q3, 2012 Ongoing
• Implement the Standard Performance Appraisal Communications Environment (SPACE) at all NASA Centers to ensure that each employee has a performance plan, participates in a mid-term discussion with supervisor, and receives a performance rating.	Accomplished Q3, 2011 Ongoing
• Survey employees and conduct focus groups to measure perceptions as to whether alternative viewpoints are respected, valued, and encouraged and whether they receive critical information. **Back to Strategies**	Q4, 2012 Ongoing

Principle 3: Continuous D&I Education, Awareness, and Skills Development

Goal 3: NASA has a continuous program built on ensuring that all employees have basic skill sets and are expected to model behaviors reflective of D&I principles.

Strategy 3.1	Lead Offices/Officials
Continually assess current state of D&I training and development opportunities to ensure that state-of-the-art opportunities are available to meet workforce needs.	ODEO, OHCM
Actions and Measurements	**Timeframe for Implementation**
• Benchmark external D&I training and development best practices and establish evaluation criteria.	Q3, 2012 Ongoing
• Assess and enhance Agency leadership and development programs to ensure effective and consistent D&I content, including the NASA D&I business case and the value of diverse ideas and differing viewpoints.	Accomplished Q4, Ongoing
• Assess current System for Administration, Training, and Educational Resources for NASA (SATERN) D&I courses and establish consistent quality standards.	Q3, 2012 Ongoing
• Assess Center D&I course content to ensure that it meets quality standards. Back to Strategies	Q3, 2013

Strategy 3.2	Lead Offices/Officials
Ensures D&I resources are readily available to managers, supervisors, and employees.	ODEO, OHCM
Actions and Measurements	**Timeframes for Implementation**
• Encourage and widely disseminate best practices around informal D&I awareness efforts, such as learning circles, diversity dialogues, social media, and other vehicles.	Q3, 2012 Ongoing
• Provide D&I resources, e.g., a toolkit to managers, supervisors, and employees.	Q2, 2013
• Survey employees and conduct focus groups to measure perceptions as to the availability and effectiveness of D&I resources. Back to Strategies	Q4, 2013 Ongoing

Strategy 3.3	Lead Offices/Officials
NASA builds an innovative D&I communications strategy to educate and engage.	OC, OCIO, ODEO, OHCM
Actions and Measurements	**Timeframes for Implementation**
• Establish a DISP Communications Team to develop an Agency D&I Communications Plan.	Q4, 2012
• Upon DISP approval, the Communication Plan is issued and implemented.	Q4, 2012 Ongoing
• Survey employees and conduct focus groups to measure effectiveness of D&I messaging. Back to Strategies	Q4, 2013 Ongoing

Principle 4: Demonstrated Commitment to Community Partnerships

Goal 4: NASA actively partners and builds constructive relationships with schools, community-based organizations, small businesses, and professional associations to expand outreach to diverse communities.

Strategy 4.1	**Lead Offices/Officials**
NASA's outreach programs highlight the Agency's diversity and the importance of our work to society.	OC, ODEO, OHCM
Actions and Measurements	**Timeframes for Implementation**
• Assess Agency and Center outreach and communication materials to ensure that they reflect the D&I message and reach broadly diverse audiences. Back to Strategies	Q2, 2013 Ongoing

Strategy 4.2	**Lead Offices/Officials**
NASA's Education program increases its impact on areas of greatest national need with emphasis on STEM by casting a wider geographic net and increasing programs/services to underserved and underrepresented populations.	Office of Education (OE)
Actions and Measurements	**Timeframes for Implementation**
• Ensure that student participants in NASA Education projects are representative of the diversity of the Nation, including increased participation among underserved and underrepresented populations, based on student enrollment data maintained by the U.S. Department of Education's National Center for Education Statistics. Back to Strategies	Accomplished as of Q1, 2011 Ongoing

Strategy 4.3	Lead Offices/Officials
NASA's outreach and recruitment strategies maximize the Agency's ability to recruit from a diverse, broad spectrum of potential applicants.	OHCM, ODEO
Actions and Measurements	**Timeframes for Implementation**
• Implement the OPM Pathways program to enhance innovation.	Q4, 2011 Ongoing
• Assess current recruitment implementation to ensure that it reaches a broadly diverse population, including, but not limited to, those who are underrepresented/underserved.	Q3, 2012 Ongoing
• Utilize ERGs and affinity groups to assist in outreach and recruitment. Back to Strategies	Q1, 2012 Ongoing

Strategy 4.4	Lead Offices/Officials
NASA's Small Business program expands and enhances supplier diversity efforts to increase contract participation of the small business community.	Office of Small Business Programs (OSBP)
Actions and Measurements	**Timeframes for Implementation**
• Expand outreach within the small business community by: establishing greater NASA senior management participation in the contract award process and by providing NASA small business outreach information on its small business Web site and post details of these events.	Q3, 2013 Ongoing
• Develop a mechanism to measure the success of this strategy. Back to Strategies	Q3, 2014

Principle 5: Shared Accountability and Responsibility for D&I

Goal 5: There are organizational objectives on diversity and inclusion, and these are reflected in criteria for evaluating performance. There is an expectation, communicated at the highest levels, that diversity and inclusion are shared responsibilities among all managers and employees.

Strategy 5.1	Lead Offices/Officials
The Agency has established D&I goals, objectives, and measurements in its performance accountability infrastructure.	Office of the Chief Financial Officer (OCFO), ODEO, OHCM
Actions and Measurements	**Timeframes for Implementation**
• NASA Performance and Accountability Plans and Reports include D&I five-year and annual performance goals: accomplishments toward completion of goals reported in the NASA PAR. Back to Strategies	Accomplished Q1, 2010 Ongoing

Strategy 5.2	Lead Offices/Officials
D&I Performance Standards are reflected in the performance requirements of NASA managers, supervisors, and employees.	OHCM, ODEO
Actions and Measurements	**Timeframes for Implementation**
• Performance evaluations for SES/ST/SL are tied to successful D&I outcomes.	Accomplished Q4, 2010 Ongoing
• Performance evaluations for non-SES/ST/SL supervisory employees are tied to successful D&I outcomes.	Q3, 2013 Ongoing
• Oral and written communications are open and honest, and there is sensitivity to individual and cultural differences; this is appropriately documented in performance evaluations. Back to Strategies	Q3, 2013 Ongoing

Appendix A. Diversity and Inclusion Strategic Partnership Operational Structure

Diversity and Inclusion Strategic Partnership (DISP)

Members
- AA, ODEO, Co-Chair
- AA, OHCM, Co-Chair
- AA, Mission Support, Senior Advisor
- Associate Administrator
- Chief of Staff
- Associate Deputy Administrator
- Associate Deputy Administrator for Policy Integration
- Chief Financial Officer
- Chief Information Officer
- Chief Engineer
- Chief Health and Medical Officer
- Chief, Safety and Mission Assurance
- Chief Scientist
- Chief Technologist
- General Counsel
- AA, Communications
- AA, Education
- AA, International and Interagency Relations
- AA, Legislative Affairs and Intergovernmental Affairs
- AA, Small Business Programs
- AA, Aeronautics Research Mission Directorate
- AA, Human Exploration and Operations Mission Directorate
- AA, Science Mission Directorate
- AA, Strategic Infrastructure
- AA, Internal Controls and Management Systems
- AA, Procurement
- AA for Protective Services
- Director, NASA Management Office
- Center Directors (Diversity Champions (11))
- Director, Jet Propulsion Laboratory
- Co-Chair for Diversity, NASA Diversity and EO Cadre
- Co-Chair for EO, NASA Diversity and EO Cadre
- Co-Chair for HR

Executive Leadership

Administrator (Agency Diversity Champion)

Deputy Administrator (President's Management Council Member and Liaison for D&I)

Associate Administrator for Mission Support, Senior Advisor

Associate Administrator for Diversity and Equal Opportunity, DISP Co-Chair

Assistant Administrator for Human Capital Management, DISP Co-Chair

Non-Voting (Advisory) Members

- Director, Program Planning and Evaluation (PPE) Division, ODEO
- Director, Complaints Management Division, ODEO
- Director, Workforce Management Division, OHCM
- Agency Diversity and Inclusion Manager, ODEO
- Assistant Director, PPE/Agency MD-715 Manager, ODEO
- Conflict Management Program Manager, ODEO
- Senior Civil Rights Analyst, ODEO (Executive Secretary)
- Senior Attorney, Office of the General Counsel
- Union Representative(s)

Appendix B. D&I Crosswalk

Government-wide D&I Strategic Plan	NASA D&I Strategic Implementation Plan	MD-715	Responsible Office(s)
Key Goal: Workforce Diversity	**Principle 4: Community Partnerships**[3]		
Priority 1.1: Design and perform strategic outreach and recruitment to reach all segments of society.	**Goal 4: NASA actively partners and builds constructive relationships with schools, community-based organizations, small businesses, and professional associations to expand outreach to diverse communities.**		
1. Collect and analyze applicant flow data. [Note: Such data is not available for individuals with disabilities at NASA because OMB has not granted the Agency approval to continue collecting it.]		Applicant flow data is collected (OHCM) and analyzed (ODEO) for race, national origin, and gender as part of barrier analysis, not collected for disability	ODEO, OHCM
2. Coordinate outreach and recruitment strategies to maximize ability to recruit from a diverse, broad spectrum of potential applicants, including a variety of geographic regions, academic sources, and professional disciplines.	4.1 NASA's outreach programs highlight the Agency's diversity and the importance of our work to society. 4.2 NASA's Education program increases its impact on areas of greatest national need with emphasis on STEM by casting a wider geographic net	H-1.3 EO and HR offices will collaborate in the selection of recruitment sites that address underrepresented groups, as identified in the Center Federal Equal Opportunity Recruitment Program (FEORP) plan and the EO office's barrier analysis, including	OHCM, ODEO, Centers, OSBP, OE, Mission Directorates

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[3] Principle 4 - Goal - The organization actively partners and builds constructive relationships with local governments, schools, and community-based organizations and professional associations for the purpose of expanding outreach to diverse communities, expands opportunity, and enhances access to audiences not ordinarily reached.

Government-wide D&I Strategic Plan	NASA D&I Strategic Implementation Plan	MD-715	Responsible Office(s)
	and increasing programs/services to underserved and underrepresented populations. 4.3 NASA's outreach and recruitment strategies maximize the Agency's ability to recruit from a diverse, broad spectrum of potential applicants. 4.4 NASA's Small Business program expands and enhances supplier diversity efforts to increase contract participation of the small business community.	individuals with targeted disabilities. H-1.4 Center EO and HR officials will meet annually to evaluate the effectiveness of their recruitment strategies in addressing identified areas of underrepresentation (e.g., examine applicant data, hiring data, Co-op data, etc.). I-1.7 Center EO Staff, Selective Placement Coordinators (SPCs), and other human resources staff will meet quarterly to develop and implement strategic approaches for outreach, recruiting, and hiring qualified individuals with targeted disabilities (IWTD).	
3. Ensure that outreach and recruitment strategies designed to draw from all segments of society, including those who are underrepresented, are employed when using staffing flexibilities and alternative hiring authorities.	4.1 NASA's outreach programs highlight the Agency's diversity and the importance of our work to society. 4.2 NASA's Education program increases its impact on areas of greatest national need with emphasis on STEM by casting a wider geographic net and increasing programs/services to underserved and underrepresented		ODEO, OHCM, Centers, OSBP, OE, Mission Directorates

Government-wide D&I Strategic Plan	NASA D&I Strategic Implementation Plan	MD-715	Responsible Office(s)
	populations. 4.3 NASA's outreach and recruitment strategies maximize the Agency's ability to recruit from a diverse, broad spectrum of potential applicants. 4.4 NASA's Small Business program expands and enhances supplier diversity efforts to increase contract participation of the small business community.		
4. Develop strategic partnerships with a diverse range of colleges and universities, trade schools, apprentice programs, and affinity organizations from across the country.	**Goal 4: NASA actively partners and builds constructive relationships with schools, community-based organizations, small businesses, and professional associations to expand outreach to diverse communities.** 4.2 NASA's Education program increases its impact on areas of greatest national need with emphasis on STEM by casting a wider geographic net and increasing programs/services to underserved and underrepresented populations. 4.3 NASA's outreach and recruitment strategies maximize the		ODEO, OHCM, Centers, OSBP, OE, Mission Directorates

Government-wide D&I Strategic Plan	NASA D&I Strategic Implementation Plan	MD-715	Responsible Office(s)
	Agency's ability to recruit from a diverse, broad spectrum of potential applicants.		
5. Involve managers and supervisors in recruitment activities and take appropriate action to ensure that outreach efforts are effective in addressing barriers.	NASA's outreach and recruitment strategies maximize the Agency's ability to recruit from a diverse, broad spectrum of potential applicants.	I-2.1 SES Analysis: ODEO, in collaboration with OHCM, will examine SES selection demographics and conduct demographic analyses of past Senior Executive Service Candidate Development Program (SESCDP) classes. 1-2.4 Student Opportunities: OHCM, in collaboration with ODEO and Center HR and EO Offices, will improve participation of all underrepresented groups in student opportunities and career development programs through improved communications, marketing, rotational and short-term developmental assignments, and examination of factors impacting student conversions.	ODEO, OHCM, Centers, OSBP, OE, Mission Directorates
6. Review and ensure that student internship and fellowship programs have diverse pipelines to draw candidates from all segments of society.	4.3 NASA's outreach and recruitment strategies maximize the Agency's ability to recruit from a diverse, broad spectrum of potential applicants.	I-2.4 OHCM, in collaboration with ODEO and Center HR and EO Offices, will improve participation of all underrepresented groups in student opportunities … through improved	ODEO, OHCM, Centers, OSBP, OE, Mission Directorates

Government-wide D&I Strategic Plan	NASA D&I Strategic Implementation Plan	MD-715	Responsible Office(s)
		communications, marketing … and examination of factors impacting student conversions.	
Priority 1.2: Use strategic hiring initiatives for people with disabilities and for veterans, conduct barrier analysis, and support Special Emphasis Programs (SEPs), to promote diversity within the workforce.	4.3 NASA's outreach and recruitment strategies maximize the Agency's ability to recruit from a diverse, broad spectrum of potential applicants.	I-1.3 ODEO and OHCM will conduct periodic technical assistance for Center Disability Program Managers and Selective Placement Coordinators to ensure that they have subject matter expertise and a working knowledge of applicable laws, Executive Orders, policies, reasonable accommodations procedures, Schedule A hiring procedures, etc.	
1. Review results of barrier analyses required under MD 715, develop action plans to eliminate any identified barrier(s), and coordinate implementation of action plans.		H-1.2 Center EO staff will meet with the Center FEORP Manager, Co-op Manager, and Center Recruiter(s) to share results of barrier analysis, particularly the identification of underrepresented groups in the Center's major occupations. Also see: Barriers I-1 and I-2 and their actions.	
2. Use Schedule A hiring authority for people with disabilities and Veteran Hiring Authorities as part of strategy to recruit and retain a diverse workforce.		I-1.7 - Ensure that selecting officials are aware of Schedule A hiring authority and know how to use it.	

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3. Support SEPs and appoint SEP Managers as advisors on hiring, retaining, and promoting a diverse workforce.	2.2 Supports participation in employee affinity and resource groups and provide such groups with access to Agency's senior leadership.	I-2.7 Center Special Emphasis Program Managers (SEPMs) will coordinate education and awareness events designed to better inform the workforce and help to eliminate possible negative stereotypes and bias, particularly by showcasing success stories of NASA employees.	
Key Goal: Workplace Inclusion	**Principle 2: Employee Engagement and Effective Communication & Principle 3: Continuous D&I Education, Awareness, and Skills Development**		
Priority 2.1: Promote diversity and inclusion in leadership development programs.	**Goal 2: NASA builds an inclusive, collaborative, open, and innovative work environment that enhances employees' work life.** **Goal 3: NASA has a continuous program built on ensuring that all employees have basic skill sets and are expected to model behaviors reflective of D&I principles.**		
1. Review leadership development programs, determine whether they draw from all segments of the workforce, and develop strategies to eliminate barrier(s) where they exist.	2.3 Ensure that leadership and career development opportunities at all levels are available to a wide variety of potential leaders.	H-1.5 Center EO offices will obtain Center-level data from HR on applications/ nominations for leadership developmental programs to include all applicants, not only those forwarded to the	

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		Agency panel. EO offices will use this data in their barrier analysis. H-1.6 Center HR Directors will collaborate with EO Directors in the nomination process for leadership development programs, e.g., disseminating information to employees, nomination panels, application workshops, etc. I-2.1 ODEO, in collaboration with OHCM, will … conduct demographic analyses of past SESCDP classes, to include data reflecting selections, graduations, SES certifications, and SES appointments. I-2.2 OHCM, in collaboration with ODEO and NASA Center EO and HR offices, will: a. Analyze nomination and selection data for the NASA Foundations of Influence, Relationships, Success and Teamwork (FIRST), NASA Mid-Level Leadership, and Fellowship Programs to identify EEO groups that are under-participating.	

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		b. Explore reasons for low participation of underrepresented groups in development programs (e.g., through surveys, focus groups, and other mechanisms) and address, as appropriate.	
2. Enhance mentoring programs within agencies for employees at all levels with an emphasis on aspiring Executive level employees.	2.3 Ensure that leadership and career development opportunities at all levels are available to a wide variety of potential leaders.	I-2.2. Explore reasons for low participation of underrepresented groups in mentoring (e.g., through surveys, focus groups, and other mechanisms) and address, as appropriate.	
3. Develop and implement a succession planning system for mission-critical occupations that includes broad outreach to a wide variety of potential leaders.	2.3 Ensure that leadership and career development opportunities at all levels are available to a wide variety of potential leaders.		
Priority 2.2: Cultivate a supportive, welcoming, inclusive, and fair work environment.		I-2.7 Center SEPMs will coordinate education and awareness events designed to better inform the workforce and help to eliminate possible negative stereotypes and bias, particularly by showcasing success stories of NASA employees.	
1. Use flexible workplace policies that encourage employee engagement and empowerment, including, but not limited to, telework,	**Goal 2: NASA builds an inclusive, collaborative, open, and innovative work environment that enhances employees' work life.**		

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flexiplace, wellness programs, and other work-life flexibilities and benefits.	2.1 Utilize workplace policies that encourage employee engagement and empowerment. 2.2 Support participation in employee affinity and resource groups and provide such groups with access to Agency senior leadership. 2.4 Ensure that employees have the opportunity to be heard and receive feedback, have appropriate access to critical information, and that diverse ideas and viewpoints are respected, valued, and encouraged.		
2. Support participation in employee affinity and resource groups and provide such groups with access to Agency's senior leadership.	2.2 Supports participation in employee affinity and resource groups and provide such groups with access to Agency's senior leadership.		
3. Administer a robust orientation process for new Federal employees and new members of the SES to introduce them to the Agency culture and to provide networking opportunities.		I-1.8 Center EO staff, SPCs, and other HR staff will meet quarterly to improve retention rates of IWTD… including onboarding efforts to improve initial experiences of IWTD.	
Key Goal: Sustainability	**Principle 1: Demonstrated Leadership Commitment, Principle**		

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	5: Shared Accountability and Responsibility for Diversity and Inclusion, & Principle 6: Effective Measurement		
Priority 3.1: Demonstrate leadership accountability, commitment, and involvement regarding diversity and inclusion in the workplace.	**Goal 1: NASA makes diversity and inclusion a matter of policy and demonstrates a commitment at the highest levels of the organization.** **Goal 5: There are organizational objectives on diversity and inclusion, and these are reflected in criteria for evaluating performance. There is an expectation, communicated at the highest levels, that diversity and inclusion are shared responsibilities among all managers and employees.**		
1. Affirm the value of workforce diversity and inclusion in each agency's strategic plan and include them in workforce planning activities.	1.1 At the Agency level, NASA senior leadership conveys the critical nature of D&I to mission success as demonstrated through Agency policy, strategic planning, messaging, and behaviors reflective of D&I. Agency senior leadership inspires and incentivizes all levels of leadership and employees	*Completed*	

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	through D&I recognition.		
2. Develop an agency-specific diversity and inclusion strategic plan, and implement that plan, through the collaboration and coordination of the Chief Human Capital Officer, the EEO Director, and the Director of Diversity (if any).		H-3.5 NASA, utilizing results of the Diversity and Inclusion Assessment Survey, input provided by the DISP, and guidance from OPM, will develop a Diversity and Inclusion Strategic Plan.	
3. Ensure that all SES members, managers, supervisors and employees throughout the Agency have performance measures in place to ensure the proper execution of the agency's strategic plan, which includes diversity and inclusion, and that all are trained regarding relevant legal requirements.	3.2 Ensures D&I resources are readily available to managers, supervisors, and employees. 5.2 D&I Performance Standards are reflected in the performance requirements of NASA managers, supervisors, and employees.	*SES – Completed* H-2.2 OHCM will review the Agency's performance management process, and in collaboration with ODEO, will ensure that "diversity/inclusion" is factored into the management competencies for supervisors.	
4. Develop and widely distribute a set of diversity and inclusion measures to track agency efforts and provide a mechanism for refining plans.	5.1 The Agency has established D&I goals, objectives, and measurements in its performance accountability infrastructure.		
Priority 3.2: Fully and timely comply with all Federal laws, regulations, Executive orders, management directives, and policies related to promoting diversity and inclusion in the		H-5.3 ODEO and Center EO offices, in consultation with the OGC, will continue to provide appropriate guidance, information, and technical assistance to managers, supervisors, and employees	

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Federal workforce.		regarding Americans with Disabilities Act Amendments Act (ADAAA) and Genetic Information Nondiscrimination Act (GINA) to ensure that the Agency complies with the requirements of the new laws.	
1. Employ a diversity and inclusion dashboard with metrics as a tool for agency workforce planning and reporting.	5.1 The Agency has established D&I goals, objectives, and measurements in its performance accountability infrastructure.	*Completed*	
2. Timely submit to the U.S. Office of Personnel Management (OPM) reports required by Federal laws, regulations, Executive orders, management directives, and policies. Where an agency fails to do so, OPM will issue a Diversity and Inclusion Improvement Notice and notify the President's Management Council (PMC) of the deficiency.	Although not specifically written in the plan, it is NASA's intent to comply with laws, regulations, Executive Orders, Management Directives, and policies.		
Priority 3.3: Involve employees as participants and responsible agents of diversity, mutual respect and inclusion.	**Goal 5: There are organizational objectives on diversity and inclusion, and these are reflected in criteria for evaluating performance. There is an expectation, communicated at the highest levels, that diversity and inclusion are shared**		

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	responsibilities among all managers and employees.		
1. Create a formal diversity and inclusion council at each agency with visible leadership involvement.	1.1 At the Agency level, NASA's senior leadership conveys the critical nature of D&I to mission success as demonstrated through Agency policy, strategic planning, messaging, and behaviors reflective of D&I. Agency's senior leadership inspires and incentivizes all levels of leadership and employees through D&I recognition. See also Appendix A. Diversity and Inclusion Strategic Partnership Operational Structure		
2. Participate in, and contribute to, OPM's Diversity and Inclusion Best Practice Program, pursuant to Executive Order 13583.	**Goal 1: NASA makes diversity and inclusion a matter of policy and demonstrates a commitment at the highest levels of the organization.**		
3. Ensure all employees have access to diversity and inclusion training and education, including the proper implementation of the Agency-Specific Diversity and Inclusion Strategic Plan as well as relevant legal	3.1 Continually assesses current state of D&I training and development opportunities to ensure that state-of-the-art opportunities are available to meet workforce needs. 3.2 Ensures D&I		

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requirements.	resources are readily available to managers, supervisors, and employees. 3.3 NASA builds an innovative D&I communications strategy to educate and engage.		