



Diversity and Inclusion Implementation Plan



FY 2013 - FY 2016

Message from the Center Director

A diverse workplace, dedicated to maximizing the potential of every employee, is integral to the vision and mission of Ames and a necessity for the success of NASA in the 21st century. Diversity is a management philosophy and core value for maximizing potential at both the individual and organizational levels. It achieves this by fostering awareness, understanding, and respect for individual differences and by capitalizing on the knowledge, expertise, and unique background and life experiences offered by each individual.

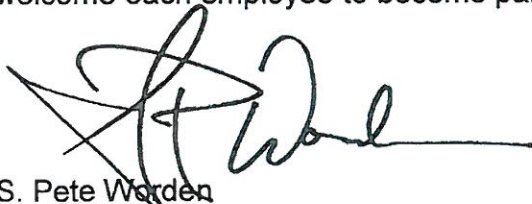
Ames will exemplify in all of our decision-making the principle that employees have the freedom to compete on a fair and level playing field and, thereby empower everyone to fully contribute. We will provide a workplace environment that is professionally supportive and intellectually stimulating.

Diversity is the catalyst for innovation, creativity, and technological advancement. The role of diversity within Ames is not only to function as a program or philosophy, but to also exist as an integral part of the formula for Ames' success. In order to uphold this ideal, Ames will strive to find and recruit from a myriad of available sources that champion diversity in the workforce.

Ames will strengthen and maintain a workplace culture that promotes understanding and appreciation of diverse cultural and ethnic backgrounds and lifestyles. In doing so, Ames will continue to encourage respect for the value of diverse ideas, perspectives, and experiences, acknowledging the benefits for innovation and excellence that such diversity can bring.

Accordingly, our commitment to diversity and inclusion is essential for success. A high-performing workforce enhances our ability to more effectively implement NASA's mission, vision and core values. I am reaffirming the Center's commitment to diversity and inclusion. I am committed to doing my part and I challenge you to do yours.

The success of this Diversity and Inclusion Implementation Plan relies heavily on our Center's ability to engage our employees, including leadership, to understanding the importance of diversity in our workforce. We are all responsible for the implementation of this plan and welcome each employee to become part of our Center's diversity and inclusion efforts.



S. Pete Worden
Center Director

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. Soon thereafter, OPM issued the Government-wide Diversity and Inclusion Strategic Plan, and NASA's Diversity and Inclusion Strategic Implementation Plan is NASA's response to the Government-Wide Diversity and Inclusion Plan. Each NASA Center 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.

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.

Diversity and Inclusion Strategic Implementation Plan FY 13-16

This plan is Ames Research Center's blueprint for fully leveraging the Center's diversity over the course of four years. This plan has been aligned with the Agency's Diversity and Inclusion Strategic Implementation Plan. It provides innovative Center 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 Ames, including executive leadership, managers, supervisors, and our employees, are critical for successful implementation of this plan. The plan identifies the officials and offices with primary responsibility for program implementation, while at the same time recognizing that it is Ames as a whole, all of us, whose leadership is required to advance the goals and strategies forward.

The framework provides the Center with a solid foundation, based on recognized principles, for fully integrating D&I into the Center's mission and strategic decision making and developing strategies and initiatives at the Center level. These principles are:

- ***Demonstrated Leadership Commitment***
- ***Employee Engagement and Effective Communication***
- ***Continuous Education, Awareness, and Skills Development***

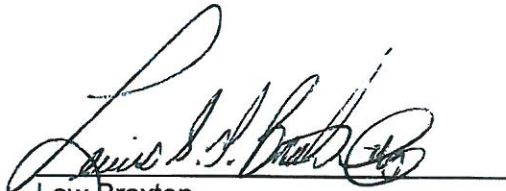
- **Demonstrated Commitment to Community Partnerships**
- **Shared Accountability and Responsibility for Diversity and Inclusion**

Each principle has a corresponding list of actions and measurements with timeframes for implementation. Human Capital, Education, and ODEO will continue to contribute efforts for the implementation and completion of actions in this plan.

Senior Management Concurrence



S. Pete Worden
Center Director




Lew Braxton
Deputy Center Director



Steve Zornetzer
Associate Technical Director



Deb Feng
Associate Mission Support Director

for 


Thomas A. Edwards
Director of Aeronautics

for 


Paul R. Agnew
Chief Financial Officer



Janice Fried
Director of Human Capital



Jerry L. Davis
Director of Information Technology

for 

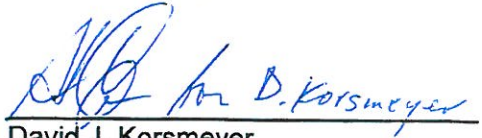
Charles W. Duff
Director of Center Operations

for 

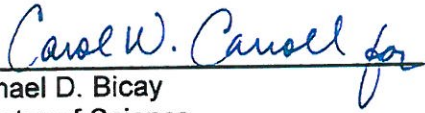
Alan Weston
Director of Programs & Projects



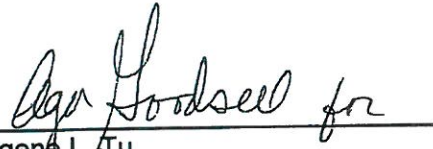
Michel Liu
Director of Safety & Mission Assurance

for 

David J. Korsmeyer
Director of Engineering



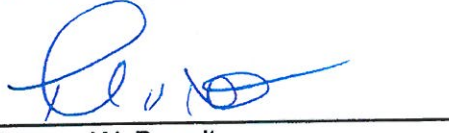
Michael D. Bicay
Director of Science



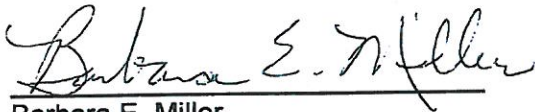
Eugene L. Tu
Director of Exploration Technology



Donald G. James
Acting Director of New Ventures &
Communications



Thomas W. Berndt
Chief Counsel

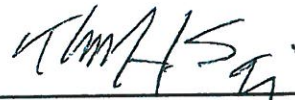


Barbara E. Miller
Director Office of Diversity and Equal Opportunity

Ames Advisory Group Chair(s) Concurrence



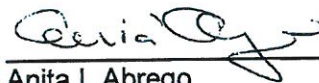
Rose M. King
African American Advisory Group (AAAG)



Thomas H. Squire
Lesbian, Gay, Bisexual & Transgender
Advisory Group (LGBTAG)



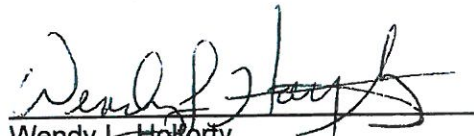
Sean S. Swei
Asian American Pacific Islander Advisory
Group (AAPIAG)



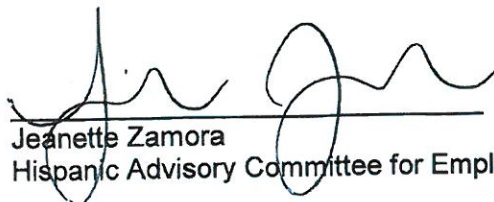
Anita I. Abrego
Native American Advisory Committee
(NAAC)



Dana G. Bolles
Employees with Disabilities Advisory Group (EDAG)



Wendy L. Holforty
Women's Influence Network (WIN)



Jeanette Zamora
Hispanic Advisory Committee for Employees (HACE)

Principle 1: Demonstrated Leadership Commitment

Goal: Ames Research Center makes diversity and inclusion a matter of policy and practice demonstrating its commitment at the highest levels of the organization.

| Strategy 1.1 | Lead Offices |
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| <p>Ames Research Center will implement this D&I Plan through alignment with the Agency D&I Plan. In addition, Center Director will follow the lead of the Agency Administrator and issue Center policies reflective of the Agency's D&I philosophy. Center leadership will also model 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.</p> | <p>Ames Center Director, D&I Champions, Center Senior Leadership, OHCM, Diversity & Equal Opportunity Board (DEOB)</p> |
| Actions and Measurements | Timeframe for Implementation |
| <p>1.1.1 Center Director issues Center D&I Plan and related D&I Policies aligned with Agency D&I Framework.</p> | <p>Q3, 2013</p> |
| <p>1.1.2 D&I messages from Center Director and Center leadership are disseminated as necessary, to include the NASA Business case for D&I, and communication materials contain D&I messages consistent with the Agency D&I philosophy.</p> | <p>Q4, 2013 Ongoing</p> |
| <p>1.1.3 Center managers, supervisors, and employees understand the value of D&I and is measured through feedback from focus groups and survey vehicles, for example, the D&I Assessment Survey, and the Employee Viewpoint Survey.</p> | <p>Q1, 2014</p> |

Principle 2: Employee Engagement and Effective Communication

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

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| Strategy 2.1 | Lead Offices/Officials |
| Utilize workplace policies that encourage employee inclusiveness, engagement, and empowerment. | OHCM, ODEO, DEOB |
| Actions and Measurements | Timeframe for Implementation |
| 2.1.1 Survey employees and conduct focus groups to measure levels of inclusion, engagement, and empowerment. | Q4, 2013 |
| 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, DEOB, AG's |
| Actions and Measurements | Timeframes for Implementation |
| 2.2.1 Agency and Center guidance, including criteria for effective Advisory Groups management and functioning is developed and disseminated to AG Chairs. | Q3, 2013 Completed |
| 2.2.2 Center encourages and supports Advisory Groups and provides a forum to communicate D&I concerns to Center senior leadership. | Q3, 2013 Ongoing |
| 2.2.3 Survey employees and conduct focus groups to measure levels of Advisory Group support and utilization. | Q1, 2014 |

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| 2.2.4 Encourage Advisory Groups to create an Annual Activity Plan and a Community Outreach Plan to assure Center Management and senior leadership is aware of events occurring throughout the year. | Q1, 2014 Ongoing |
| Strategy 2.3 | Lead Offices/Officials |
| Ensure that leadership, mentorship, and career development opportunities at all levels are available to a wide variety of employees. | OHCM, ODEO, Education |
| Actions and Measurements | Timeframe for Implementation |
| 2.3.1 Conduct a Center-wide assessment of the utilization and effectiveness of mentoring to identify best practices and areas for improvement and expansion. | Q2, 2014 |
| 2.3.2 Emphasize mentoring programs and enhance dissemination of best practices for both formal and informal mentoring. | Q2, 2014 Ongoing |
| 2.3.3 Broadly disseminate and widely publicize opportunities associated with leadership, career counseling, coaching, developmental opportunities, and mentoring. | Q2, 2014 Ongoing |
| 2.3.4 Solicit feedback on effectiveness of mentoring and career development opportunities through employee surveys and focus groups. | Q3, 2014 Ongoing |
| 2.3.5 Encourage Individual Development Plans (IDP's) to assist employees with obtaining career goals. | Q3, 2014 Ongoing |
| Strategy 2.4 | Lead Offices/Officials |

| <p>Ensure that employees at Ames Research Center have the opportunity to be heard and receive feedback, have appropriate access to critical information, and also ensure that diverse ideas and viewpoints are valued, encouraged, and respected.</p> | <p>ODEO, OHCM, DEOB</p> |
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| <p>Actions and Measurements</p> | <p>Timeframe for Implementation</p> |
| <p>2.4.1 Encourage use of the Standard Performance Appraisal Communications Environment (SPACE) at Ames to ensure that each employee has a performance plan, participates in a mid-term discussion with supervisors, and receives a performance rating. Conduct lunch-time employee seminars to help employees use SPACE more effectively.</p> | <p>Q4, 2013 Ongoing</p> |
| <p>2.4.2 Survey employees and conduct focus groups to measure perceptions to determine if alternative viewpoints are valued, encouraged, and respected and whether they receive critical information.</p> | <p>Q4, 2014 Ongoing</p> |
| <p>2.4.3 Encourage use of EPCS Supervisor Feedback Tool (SFT) to allow employees to give suggestions to their supervisors anonymously.</p> | <p>Q1, 2015 Ongoing</p> |

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

Goal: Ames Research Center 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 |
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| 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 |
| 3.1.1 Benchmark external D&I training and development best practices and establish evaluation criteria. | Q4, 2014 |
| 3.1.2 Assess and enhance Center 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. | Q4, 2014 Ongoing |
| 3.1.3 Assess Systems for Administration, Training, and Educational Resources for NASA (SATERN) Center specific online D&I courses and establish consistent quality standards. | Q1, 2015 Ongoing |
| 3.1.4 Assess internal Center D&I course content and training to ensure that it meets quality standards. | Q1, 2015 |
| Strategy 3.2 | Lead Offices/Officials |
| Ensure D&I resources are readily available to managers, supervisors, and employees. | ODEO, OHCM, DEOB |

| Actions and Measurements | Timeframe for Implementation |
|---|------------------------------|
| 3.2.1 Encourage and widely disseminate best practices around informal D&I awareness efforts, such as learning circles, diversity dialogues, social media, and other vehicles. | Q1, 2015 |
| 3.2.2 Provide D&I resources, e.g., a toolkit for managers, supervisors, and employees. | Q4, 2013 Completed |
| 3.2.3 Survey employees and conduct focus groups to measure perceptions regarding the availability and effectiveness of D&I resources. | Q2, 2015 |

Principle 4: Demonstrated Commitment to Community Partnerships

Goal: Ames Research Center actively partners and builds constructive relationships with schools, community-based organizations, small businesses, and professional associations to expand outreach to diverse communities and the Center’s underrepresented demographic, to include individuals with disabilities and veterans.

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| Strategy 4.1 | Lead Offices/Officials |
| Ames outreach programs highlight the Center’s diversity and the importance of our work to society. | ODEO, OHCM, Education, DEOB, Advisory Groups |
| Actions and Measurements | Timeframes for Implementation |
| 4.1.1 Assess Center outreach and communication materials to ensure that they reflect the D&I message and reach broadly diverse audiences. Utilize Center Advisory Groups to assist in reviewing communications materials for accuracy. | Q2, 2015 Ongoing |
| Strategy 4.2 | Lead Offices/Officials |
| Ames Education program increases its impact on areas of greatest national need with emphasis on STEM by casting wider geographic outreach and increasing programs/services to underserved and underrepresented populations. | Education Office |
| Actions and Measurements | Timeframes for Implementation |
| 4.2.1 Ensure that student participants in Ames Education projects are representative of the diversity of the Nation, including participation among underrepresented populations, based on student enrollment | Q3, 2015 |

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| <p>data maintained by the U.S. Department of Education’s National Center for Education Statistics.</p> | |
| <p>Strategy 4.3</p> | <p>Lead Offices/Officials</p> |
| <p>Ames outreach and recruitment strategies maximize the Center and Agency’s ability to recruit from a diverse and broad spectrum of potential applicants.</p> | <p>OHCM, ODEO, DEOB</p> |
| <p>Actions and Measurements</p> | <p>Timeframes for Implementation</p> |
| <p>4.3.1 Assess current recruitment implementation and outreach practices to ensure that it reaches a broadly diverse population, including, but not limited to, those who are underrepresented.</p> | <p>Q3, 2015 Ongoing</p> |
| <p>4.3.2 Utilize ERG, advisory group, and/or affinity group membership to assist in outreach and recruitment activity.</p> | <p>Q4, 2015 Ongoing</p> |
| <p>4.3.3 Develop an Annual Center Outreach and Recruitment Report for Center Director and DEOB to review and approve.</p> | <p>Q4, 2015</p> |
| <p>Strategy 4.4</p> | <p>Lead Offices/Officials</p> |
| <p>Ames Small Business Program expands and enhances supplier diversity efforts to increase contract participation of the small business community.</p> | <p>ODEO, Small Business Office</p> |
| <p>Actions and Measurements</p> | <p>Timeframes for Implementation</p> |
| <p>4.4.1 Explore ways to expand participation of diverse suppliers.</p> | <p>Q4, 2015 Yearly</p> |
| <p>4.4.2 Collaborate with Small Business Office to assess small business community outreach and conduct a diversity and inclusion assessment 2 times per year.</p> | <p>Q4, 2015 Ongoing</p> |

Principle 5: Shared Accountability and Responsibility for D&I

Goal: There are D&I EPCS objectives that are reflected in the criteria for evaluating performance. There is an expectation communicated at the highest levels which indicates diversity and inclusion are shared responsibilities among all managers, supervisors, and employees.

| Strategy 5.1 | Lead Offices/Officials |
|---|--------------------------------------|
| Ames Research Center has established D&I goals, objectives, and measurements in its performance accountability infrastructure. | ODEO, OHCM, DEOB |
| Actions and Measurements | Timeframes for Implementation |
| 5.1.1 Performance Appraisals (EPCS) for managers and supervisors reflect their individual D&I efforts. | Q1, 2016 |
| 5.1.2 Management commitment, sponsorship, or attendance at D&I events and training. | Q2, 2016 |
| 5.1.3 Managers and supervisors encourage and permit employee participation in D&I events and trainings. | Q3, 2016 |
| 5.1.4 Managers and supervisors encourage employees to give them feedback through SPACE and EPCS Supervisor Feedback Tool (SFT). | Q3, 2016 Ongoing |

