

SUBORBITAL AND SPECIAL ORBITAL PROJECTS DIRECTORATE

SSOPD (Code 800) Diversity Plan

Effective: October 1, 2012

Expiration: September 30, 2013



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Suborbital and Special Orbital Projects Directorate (SSOPD)



National Aeronautics and
Space Administration

Goddard Space Flight Center

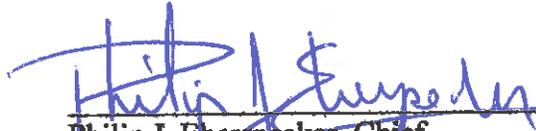
Wallops Flight Facility

Wallops Island, Virginia 23337

Concurrence



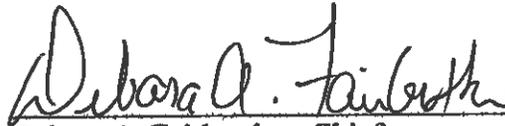
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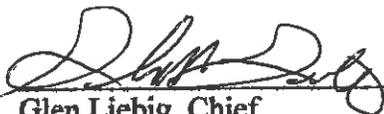
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Change History Log

Revision	Effective Date	Description of Changes
Baseline	January 2003	Initial Release
A	October 2003	<ul style="list-style-type: none"> • Plan revised to cover fiscal year not calendar year, references to CY changed to FY. • Implementation Strategies, #4. Added statement about balance of work life and personal life. • Implementation Strategies, #5. Combined with previous strategy #6 "Mentor Training" – No change in context or content. • Attachment – defined the responsibilities of the ad hoc member to the Diversity Working Group. • Change History page reformatted and moved from page 2 to page 3
B	December 9, 2004	<ul style="list-style-type: none"> • Plan revised for FY05 • Changed website address for location of plan. • Changes made to distinguish requirements from recommendations in accordance with the NASA rules update mandate. • Implementation Strategies, #1. Added statement for pamphlet and availability of metrics and plan on website. • Implementation Strategies, #3. Added statement for exit interviews for employees leaving Code 800 • Implementation Strategies, #4. Deleted statement concerning surveys for external customers. • Performance Metrics, PM #2. Added an FY05 goal of 80% compliance by each Code 800 office. • Performance Metrics, PM #3. Changed to a metric requiring exit interviews for Code 800 selection panels and all employees leaving Code 800. • Performance Metrics, PM #4. Changed annual goal from 75% to 80%. • Attachment A – Added that the Working Group will provide recommendations on employee training to the Directorate.
C	December 12, 2005	<ul style="list-style-type: none"> • Plan revised for FY06. • Forward: First paragraph, changed "first steps" to "continuing efforts." • 3.0 – added paragraph about collaborative opportunities for the workforce. • 6.1 – replaced "pamphlet" with "copy" of diversity plan. • 6.2 – added specifics about commitment to using GOBBS. • 6.3 – changed title from "Employee Customer Feedback" to "Employee Feedback." Added sentences that discuss interviews for newly hired personnel as well as random interviews for existing employees along with the collection of feedback from SSOPD personnel after diversity training events. • 6.4 – addition of assigning mentors to all newly hired employees. • 6.5 – added new paragraph entitled "Fully Utilizing Experienced Employees." • PM2 – added additional measurement to cover directorate use of collaborative opportunities. • PM3 – added interviews of newly hired employees and random interviews of existing employees.

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Change History Log (continued)

Revision	Effective Date	Description of Changes
D	October 1, 2007	<ul style="list-style-type: none"> • Plan revised for FY 08 • Removed Code 870 from signature concurrence page • Changed website address for location of plan • Updated table of contents <p>7.0 -- added "leadership workshop" and/or further external and internal training on Diversity and mentoring programs</p>
E	October 1, 2008	<ul style="list-style-type: none"> • Plan revised for FY 09 • Updated signature concurrence to reflect change in Safety Office Chief • Section 3.0 Rewrite of last sentences in section for better clarity • Section 4.0 Added paragraph describing relationship of Diversity Working Group to Diversity Council. Added direct report of Working Group to Director of SSOPD. • Section 6.3 Eliminated the collection of feedback from personnel after completing Diversity Plan training • Section 7.0 Changed number of metrics to three • Section 7.0 Added the term current fiscal year on metrics instead of specifying the year • Section 7.0 Changed reporting to directorate management instead of Council representative • Section 7.0 Added goal of 100% for training. • Section 7.0 Added contacting employees for exit interviews after 6 months. • Attachment Modified meetings to approximately once a month and monthly reports to meeting reports. Clarified liaison with Wallops Diversity and GSFC Diversity Councils. Added that chairperson is a member of the Wallops Diversity Council.
F	October 1, 2009	<ul style="list-style-type: none"> • Plan revised for FY 10 • Updated signature concurrence to reflect changes in Resources Office and new Deputy Director • Section 6.2 removed all from conducting exit interviews for personnel leaving 800. • Section 7.0 Changed all 800 offices conducting exit interviews to Code 800 Diversity Working Group shall perform exit interviews for those leaving Code 800. • Section 6.2 Removed details from metrics reporting. • Section 7.0 Removed details from metrics reporting.
G	October 1, 2010	<ul style="list-style-type: none"> • Plan revised for FY 11 • Updated signature concurrence to reflect change in Director • Section 4.0 changed reporting to management on metrics quarterly to yearly • Section 5.0 moved Charter from attachment to section 5.0 • Section 5.0 changed recommended service to two years • Section 7.2 removed mention of GSFC Diversity Website and distribution of Diversity Plan to all Code 800 employees

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H	December 1, 2011	<ul style="list-style-type: none">• Plan revised for FY 12• Updated signature concurrence to reflect change in Branch Chiefs• Section 5 changed diagram to show multiple Code working groups• Foreword and Section 6.0 updated goals to latest four goals
I		<ul style="list-style-type: none">• Plan revised for FY13• Updated signature concurrence to reflect change in Branch Chiefs

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Table of Contents

Foreword	<u>78</u>
Diversity Plan.....	<u>89</u>
1.0 Workplace Vision	<u>89</u>
2.0 Diversity Definition	<u>89</u>
3.0 Unique Challenges	<u>89</u>
4.0 Management Accountability	<u>89</u>
5.0 Diversity Working Group Charter	<u>910</u>
6.0 Goals and Objectives	<u>1011</u>
7.0 Implementation Strategies.....	<u>1011</u>
7.1 Training.....	<u>1011</u>
7.2 Career and Training Opportunities	<u>1011</u>
7.3 Employee Feedback.....	<u>1112</u>
7.4 Mentoring in Code 800.....	<u>1112</u>
7.5 Fully Utilizing Experienced Employees.....	<u>1112</u>
8.0 Performance Measurements (PM)	<u>1112</u>
9.0 Conclusion	<u>1213</u>

Foreword

This Diversity Plan represents the continuing efforts of the Suborbital and Special Orbital Projects Directorate (SSOPD), Code 800, towards realizing Goddard Space Flight Center's goals for diversity in the workforce:

- To assure that opportunities are open and available to all employees
- To champion an open, inclusive and equitable work environment
- To be an employer of choice
- To give voice to employees who may feel invisible

SSOPD management is dedicated to implementing the strategies in this Plan. We realize that our geographical location and homogeneous cultural environment present challenges to achieving our goals; however, we are confident that this Plan's communication and training strategies can be met.

The Code 800 Diversity Working Group shall review and update this plan annually, identifying new goals and performance measurements based on survey results and other feedback. Employees are encouraged to discuss this plan, its strategies and goals, with management. Together we will realize the positive business benefits of operating within a diverse culture.

Diversity Plan

1.0 Workplace Vision

The Suborbital and Special Orbital Projects Directorate (SSOPD) (Code 800) is committed to furthering scientific, educational and economic advancement by providing the facilities and expertise to enable frequent flight opportunities for a diverse customer base. To that end, all SSOPD employees shall respect, appreciate, and value individual differences, which helps us capitalize on the strengths of a diverse workforce to better perform our mission through teamwork and innovation.

2.0 Diversity Definition

Per GPD 3000.1, "Goddard Space Flight Center (GSFC) Diversity Council," diversity includes a number of important human characteristics that affect an individual's values and opportunities and also influences perceptions of self and others at work. These primary characteristics include, but are not limited to age, ethnicity, gender, ability, race, and sexual orientation. They also include secondary characteristics such as: geographic location, military experience, work experience, income, religion, first language, organizational role and level, communication style, family status, work style, and education.

3.0 Unique Challenges

Since the majority of the SSOPD population is located at the Wallops Flight Facility (WFF), the Directorate faces several challenges that are unique from the situations encountered at GSFC as a whole. These unique challenges include a very small local workforce situated in a rural area, near-by employment competition with large, metropolitan areas, a fairly homogeneous local cultural environment, and a workforce whose average age exceeds the NASA average. Only one tenth the number of civil servants at the Greenbelt campus of GSFC is employed at WFF. Due to that very small contingent, collaborative opportunities for our workforce are much more of a challenge to implement in Code 800.

4.0 Management Accountability

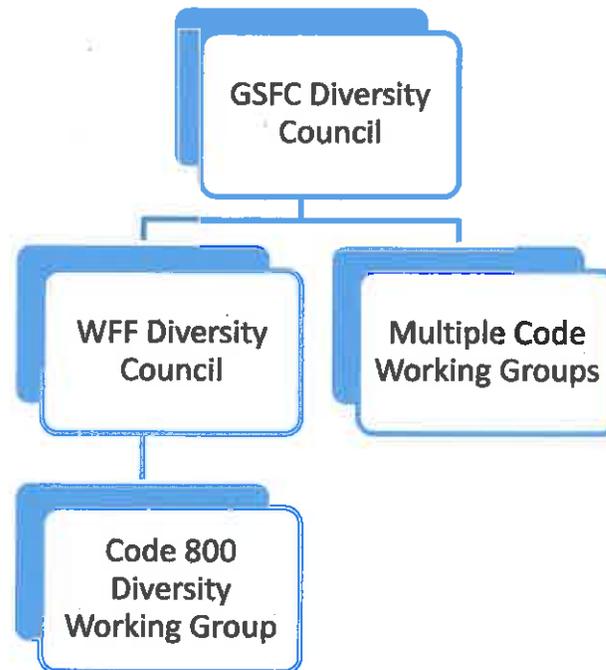
The Code 800 Diversity Working Group is a permanent body that reports to the Director of SSOPD. The Code 800 Diversity Working Group shall serve as a change agent to promote an inclusive work environment that furthers the Center's vision for diversity and shall identify specific goals to achieve this vision. The Diversity Council shall take action within its authority to create, facilitate, implement, and evaluate actions and programs that are further attainments of this vision and goals.

The implementation of this plan shall be the responsibility of SSOPD management. Communication of this plan and its goals are priorities within the Directorate. Performance measures listed in this plan shall be directly tied to SSOPD managers' performance appraisals.

The Code 800 Diversity Working Group shall be responsible for tracking the performance measures identified in this plan and for reporting to SSOPD senior management on a yearly basis the status of the performance measures.

5.0 Diversity Working Group Charter

The Code 800 Diversity Working Group is tasked with establishing and implementing a Directorate Diversity Plan through cooperative efforts with Wallops management, employee organizations and individual employees. The Working Group shall accomplish this through the collection and analysis of personnel and employee data, input from various Center resources and a collaborative effort in designing and implementing an effective plan.



The Working Group is comprised of both managers and employees, representing a cross-section of professional and cultural backgrounds. The chairperson of the Code 800 Diversity Working Group is also a member of the Wallops Diversity Council. The Wallops Diversity Council coordinates policies and implementation plans with the GSFC Diversity Council. The Working Group shall assist Code 800 management in providing data and progress reports to the Wallops and GSFC Diversity Councils on a routine basis.

Recommended service for members is about 2 years. Working Group meetings shall occur approximately once a month and the chairperson will provide meeting reports to Code 800 management.

The Working Group shall provide recommendations of training to the Directorate annually or as the need arises.

After group training is provided on the Agency and GSFC visions of diversity management, the Code 800 Working Group shall review the Directorate Diversity Plan annually and suggest implementation strategies, metrics and feedback mechanisms to Code 800 management.

6.0 Goals and Objectives

In alignment with the GSFC Diversity Strategic Plan, the SSOPD cultural diversity goals are:

- To assure that opportunities are open and available to all employees
- To champion an open, inclusive and equitable work environment
- To be an employer of choice
- To give voice to employees who may feel invisible

7.0 Implementation Strategies

In order to achieve our diversity goals, the Directorate shall take concrete, measurable actions to ensure the accomplishment of our diversity goals. The following strategies shall be employed to ensure our successful implementation of this plan:

- 7.1 Training** -- Communication is the key to understanding the case for workplace diversity. Therefore, all SSOPD employees and supervisors shall be trained to understand the value of diversity in our work environment and how diversity can improve our effectiveness as a team to fulfill our mission. This plan, along with the results of prior year's metrics, shall be posted on the WFF Web site.
- 7.2 Career and Training Opportunities** -- SSOPD management recognizes that career advancement and professional growth are often linked to more informal opportunities such as task teams, training assignments, and panels. In support of the goal to create an open, inclusive work environment, SSOPD management shall ensure the equitable distribution of work and training opportunities within the Directorate. SSOPD management shall ensure all Code 800 employees have full access to these informal career opportunities that better position them for advancement and Center-wide recognition. Code 800 commits to using the Goddard Opportunities Bulletin Board Web site (<http://gobbs.gsfc.nasa.gov/>) to ensure our employees have equitable access to the variety of career-enhancing opportunities at WFF and GSFC.

SSOPD management shall also ensure that selecting officials perform exit interviews for all SSOPD job applicants to make certain meaningful feedback is provided to all interviewees and to help ensure their future success within the Directorate and within GSFC as a whole. As another venue for meaningful feedback, exit interviews shall also be performed for personnel leaving Code 800. The Directorate shall continue to measure the number and make-up of job applicants for all SSOPD vacancies.

In support of the goal to develop employees to their fullest potential, supervisors shall encourage all employees to develop formal Individual Development Plans (IDPs). In addition to the obvious benefits of a formal training plan, IDPs open a dialogue between employees and supervisors, and enable further communication and understanding of personal and organizational goals. SSOPD management shall also encourage active participation in all GSFC leadership and development programs and encourage collaborative opportunities between and within Code 800 offices.

- 7.3 Employee Feedback** – Understanding employee needs and concerns is vital to the Directorate’s success in accomplishing its mission. The Directorate recognizes that an employee’s work life and personal life contributes to the vitality both of the individual and of the Center. In support of being an employer of choice, the Directorate shall use Wallops diversity dialog groups as resources to ascertain the effectiveness of current Directorate processes, as well as to understand perceived employee barriers to a rewarding, successful career within the Directorate and GSFC. The Directorate shall perform interviews for newly-hired personnel to assess their familiarity with and expectations of the Directorate’s Diversity Plan, as well as conduct random interviews for existing employees to determine their perception of how effectively the Diversity Plan is being implemented.
- 7.4 Mentoring in Code 800** – Supervisors shall encourage all employees to participate in the Mentoring Program as a mentor and/or a mentee. All employees shall also be encouraged to participate in mentor training. The Directorate shall assign mentors (informal or formal) to all newly-hired employees to ensure a smooth integration into SSOPD and improve their understanding of WFF and GSFC cultures.
- 7.5 Fully Utilizing Experienced Employees** – The Directorate recognizes that our most experienced employees represent a knowledge repository that is vital to SSOPD’s continued success. In an effort to engage and develop these employees, the Directorate will encourage continuous learning for all employees, regardless of age or seniority. Their active participation in succession planning efforts, knowledge management, and mentoring less experienced employees is critical to the accomplishment of our mission, both now and in the future.

8.0 Performance Measurements (PM)

Performance measurements are necessary to evaluate the success of any diversity plan. Three PM’s have been identified for the implementation strategies listed above.

- **PM1** – The Code 800 Diversity Working Group shall provide cultural diversity and mentor training for all SSOPD employees and supervisors during the current fiscal year. This shall include formal training, participation in diversity dialogues, leadership workshops and/or further external and internal training on Diversity and mentoring programs. Directorate Goal: 80% of employees shall attend diversity training in the current fiscal year. The Diversity Working Group will strive to train 100%; however, realistically, 80% achievement is expected.
- **PM2** – All Code 800 offices shall document and report the make-up of selection panels, special task teams, and training assignments to the Directorate. The Code 800 Diversity Working Group shall review and analyze this data and make recommendations to Directorate Management. The Directorate goal is 80% employee participation from each Directorate office in the current fiscal year. Directorate use of collaborative opportunities, such as cross-training, job sharing, shadowing and matrixed employee support, will also be collected during the current fiscal year, with an overall Directorate participation goal of 20%.

- **PM3** –The Code 800 Diversity Working Group shall perform exit interviews for those leaving Code 800. Employees that have left will be contacted approximately 6 months after leaving for an interview. Newly-hired employee interviews and random interviews with existing employees will also be conducted routinely throughout the year to assess the effectiveness of this Diversity Plan. The feedback shall be reviewed by the Code 800 Diversity Working Group and conclusions shall be presented to the Code 800 Directorate Management.

9.0 Conclusion

Management support and long-term commitment are the foundations of a successful diversity program. In addition, the diversity process is dynamic, it does not stop once goals and objectives are met. This plan shall be reviewed annually to ensure that diversity issues among the workforce are being met and that all SSOPD employees are involved in the process. Communication, cooperation, and coordination shall help us realize GSFC's goals for diversity in the workplace.