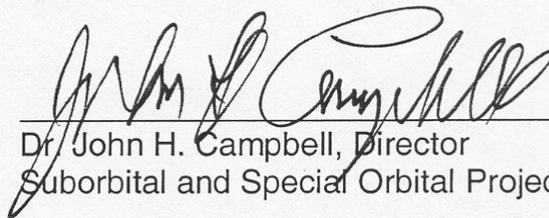


**SUBORBITAL AND SPECIAL ORBITAL PROJECTS DIRECTORATE**

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**SSOPD (Code 800) Diversity Plan**

**Effective December 9, 2004**



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Suborbital and Special Orbital Projects Directorate



National Aeronautics and  
Space Administration

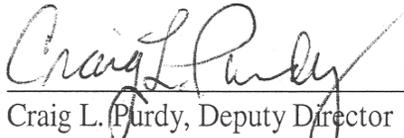
**Goddard Space Flight Center**

Wallops Flight Facility

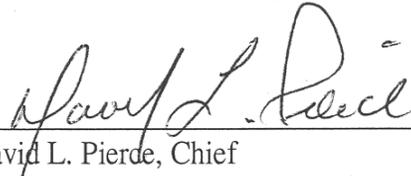
Wallops Island, Virginia 23337

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Concurrence



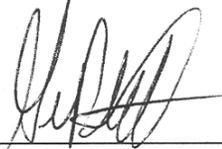
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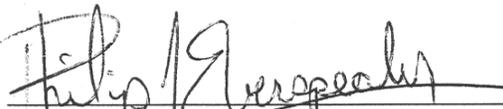
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## Change History Log

Revision	Effective Date	Description of Changes
Baseline	January 2003	Initial Release
A	October 2003	<ul style="list-style-type: none"> <li>• Plan revised to cover fiscal year not calendar year, references to CY changed to FY.</li> <li>• Implementation Strategies, #4. Added statement about balance of work life and personal life.</li> <li>• Implementation Strategies, #5. Combined with previous strategy #6 “Mentor Training” – No change in context or content.</li> <li>• Attachment – defined the responsibilities of the ad hoc member to the Diversity Working Group.</li> <li>• Change History page reformatted and moved from page 2 to page 3</li> </ul>
B	December 2004	<ul style="list-style-type: none"> <li>• Plan revised for FY05</li> <li>• Changed website address for location of plan.</li> <li>• Changes made to distinguish requirements from recommendations in accordance with the NASA rules update mandate.</li> <li>• Implementation Strategies, #1. Added statement for pamphlet and availability of metrics and plan on website.</li> <li>• Implementation Strategies, #3. Added statement for exit interviews for employees leaving Code 800</li> <li>• Implementation Strategies, #4. Deleted statement concerning surveys for external customers.</li> <li>• Performance Metrics, PM #2. Added an FY05 goal of 80% compliance by each Code 800 office.</li> <li>• Performance Metrics, PM #3. Changed to a metric requiring exit interviews for Code 800 selection panels and all employees leaving Code 800.</li> <li>• Performance Metrics, PM #4. Changed annual goal from 75% to 80%.</li> <li>• Attachment A – Added that the Working Group will provide recommendations on employee training to the Directorate.</li> </ul>

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## Foreword

This Diversity Plan represents the SSOPD's (Code 800) first steps towards realizing Goddard Space Flight Center's goals for diversity in the workforce:

- To develop employees to their maximum potential
- To create an open, inclusive work environment
- To become an employer of choice

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 within FY05.

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.

## **The Suborbital and Special Orbital Projects Directorate (SSOPD) Diversity Plan**

### **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.

### **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.

### **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, and a fairly homogeneous local cultural environment.

### **Management Accountability**

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 below 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 quarterly basis the status of the performance measures. The Code 800 Diversity Working Group Charter is included as an attachment to this plan.

### **Goals and Objectives**

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

- To develop employees to their maximum potential;
- To create an open, inclusive work environment; and
- To become an employer of choice.

## 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:

- 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 website and also on the GSFC Diversity webpage. A pamphlet briefly describing the Code 800 Diversity Plan shall be created and made available to all Code 800 personnel.
- 2. Individual Development Plans (IDPs)** – In support of the goal to develop employees to their fullest potential, supervisors shall encourage all employees to develop formal 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.
- 3. Career and Training Opportunities** – SSOPD management recognizes that career advancement and professional growth are often linked to more informal opportunities such as details, 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.

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 all personnel leaving Code 800. The Directorate shall continue to measure the number and make-up of job applicants for all SSOPD vacancies.

- 4. Employee and Customer Feedback** – Understanding employee and customer 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.
- 5. Mentoring in Code 800** – Supervisors shall encourage all employees to participate in the Mentoring Program as a mentor and/or a mentee. Employees shall also be encouraged to participate in mentor training. In support of employee development and increased career

opportunities, the Directorate should train all its managers and supervisors to become mentors.

### **Performance Measurements (PM)**

Performance measurements are necessary to evaluate the success of any diversity plan. Four PMs have been identified for the implementation strategies listed above.

- **PM1** – Provide cultural diversity training for all SSOPD employees and supervisors during FY05. This shall include formal training on this plan, participation in diversity dialogues, and/or further external and internal training on Diversity. Directorate Goal: 80% of employees shall attend diversity training in FY05.
- **PM2** –All Code 800 offices shall document and report the make-up of selection panels, special task teams, training assignments, and details to the Directorate. The Code 800 Diversity Working Group shall review and analyze the data and make recommendations to the GSFC Diversity Council representative. Directorate Goal: 80% employee participation from each Directorate office in FY05.
- **PM3** – All Code 800 offices shall offer and/or perform exit interviews for all job interviewees, as well as any employees leaving Code 800. This feedback shall be reviewed by the Code 800 Diversity Working Group and conclusions shall be presented to the Code 800 GSFC Diversity Council representative.
- **PM4** – Encourage mentor training and workshops for all SSOPD supervisors, managers, and employees. Directorate Goal: 80% of employees will attend mentor training in FY05.

### **Conclusion**

Management support and long term commitment are the foundations of a successful diversity program. In addition, the diversity process is dynamic, the process 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.

## ATTACHMENT

### **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. There is also one senior management *ad hoc* member who serves as a liaison to the GSFC Diversity Council ensuring coordination between the directorate and Center policies and implementation plans. All members will serve at least one year. Working Group meetings shall occur at least monthly, and the chairperson will provide monthly progress 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. The Working Group shall assist Code 800 management in providing data and progress reports to the GSFC Diversity Council on a routine basis.