DIVERSITY

NASA GODDARD SPACE FLIGHT CENTER

DIVERSITY COUNCIL

2003 ANNUAL REPORT

Workplace Vision: ***Goddard employees respect, appreciate, and value individual differences so that we can capitalize on the strengths of a diverse workforce to better perform our mission through teamwork and innovation.***

Message from The Chair

I am very pleased to share with you our fourth Annual Report of the Goddard Space Flight Center (GSFC) Diversity Council. The Council represents every major organization of the Center. I invite you to read this report to learn about the Center's achievements of the past year, the activities of the present, and plans for the future. I also invite you to visit the diversity Website at ***http://diversity.gsfc.nasa.gov/.***

We began the year with a new Assistant Administrator for the Office of Equal Opportunity and Diversity at NASA Headquarters. Dr. Dorothy Hayden-Watkins comes from a diversity background in private industry and we are pleased to welcome her to the NASA family.

In our fourth year, the Council continued to apply our strategic implementation of diversity management with the objective of maximizing the potential of every employee. With the Columbia Accident Investigation Board (CAIB) determining the need for improved communication and the creation of an environment that is inclusive of all opinions and welcomes differing and alternate perspectives and opinions, we continued to work on improving our communications with and among employees.

I continued dialogues with supervisors to help them better understand the opportunities available within our diverse workforce and to directly solicit their support for what the Center is doing with respect to effecting full utilization of our workforce. Our 3-year Diversity Strategic Plan that addresses developing employees to reach personal maximum potential, works on creating an inclusive environment/culture, and aids us in becoming an Employer of Choice, continued to be implemented with your support.

Our workforce is the most important resource and capital investment that we can make. Diversity is a way of looking at how we conduct business that takes full advantage of our differences to seek solutions from varying points of view. To gain that valuable insight, each of us needs to consider differences and be inclusive of others in discussions and actions.

With your help, we will make Goddard an Employer of Choice, a place where every employee counts for who they are and what they do. The Best Places to Work in the Federal Government report from the Partnership for Public Service and the Institute for the Study of Public Policy Implementation showed that we are making progress as employees ranked Goddard as the third Best Place to Work, out of 189 organizations in all of government.

The report outlines our efforts as the Center continues to pursue its Workplace vision. The report is important to us, and I hope you will pass it on to your colleagues. Our commitment to diversity is genuine, and our willingness to work towards greater inclusion is honest. The Council is eager to hear from you and appreciates your constructive comments as we seek to build an even better GSFC in the future.

I hope all of you will work with us as partners as we seek to capitalize on the talents of Goddard's diverse workforce so that individual differences can carry us forward with continued success into our future.

W. F. Townsend

W.F. Townsend
Deputy Director

Diversity includes a number of important human characteristics that affect an individual's values and opportunities and 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.

Adapted from "Implementing Diversity" by Marilyn Loden

INTRODUCTION

The year 2003 was another exciting year for the Diversity Council. In its fourth year of operation, the Council saw many of its initiatives come to fruition, continued with others and started new ones. While the year was a continuation of many programs, the development of the infrastructure for diversity to become integrated in the workplace such that it becomes an everyday practice and process continued in earnest.

In our strategic approach to institutionalize diversity, and achieve our Workplace Vision, the 3-year Goddard Diversity Strategic Plan continued to be implemented to aid us in moving along the Equity Continuum by Trevor Wilson, Inc. (TWI) (see Appendix A).

PRIORTIES AND ACCOMPLISHMENTS FOR 2003

Diversity Strategic Plan -- The 3-year Diversity Strategic Plan continues to be a positive step towards achieving improved communications and common understanding among employees. The three key diversity strategies identified **are (1) to develop employees to their maximum potential, (2) create an inclusive environment/ culture, and (3) to work towards being an Employer of Choice**. The plan is considered as a work in progress with directorates reporting annually on their progress towards the objectives. While the format of the reports changed from that of 2002, it was still an effort to (1) demonstrate how directorates take advantage of the diversity within their directorates, (2) explain what they are doing to promote an inclusive environment, (3) describe Best Practices which other directorates learn from, and (4) detail what is actually being done to demonstrate progress and how successful the directorates are at doing so.

Diversity Dialogue Project (DDP) --- Phases D and E of an innovative facilitated dialogue program to increase employees understanding of diversity issues was completed. Approximately 13% of the Goddard workforce has participated since the DDP began in 2001. In addition, DDP "reunions" were held with Deputy Director and Diversity Champion, Bill Townsend, in which past participants shared their thoughts and networked with each other. Mr. Townsend also began participating with the groups beginning with Phase E (July – December). During this Phase, a transition from an outside vendor to utilizing Goddard employees to facilitate the DDP began with seven civil servant employees who volunteered and were provided facilitator training. With positive feedback provided by the participants, the DDP will be on a continuing basis.

Supervisors training on diversity – Supervisors were provided ½ day diversity briefings by Trevor Wilson, Inc. (TWI) as part of "Round 2" of supervisory awareness around diversity. These briefings are primarily focused on providing and implementing a management model for understanding and working with diversity, and was provided to both the Goddard's Executive Council and Diversity Council. The purpose is to:

- To increase overall awareness and scope of diversity as a business issue
- To understand the benefits and importance of addressing diversity and inclusion at NASA
- To identify how to disrupt the mechanics of discrimination

Approximately 65% of supervisors/ managers participated in the briefings, in addition to over a hundred non-supervisory employees. Additional TWI sessions will be scheduled in 2004, as well as development of "Round 3" for continued supervisor diversity learning to include skill-based competencies around diversity.

Dialogue with supervisors -- Deputy Director and Diversity Champion, Bill Townsend, continued his dialogue with supervisors, which began in 2001. Mr. Townsend attended a portion of every TWI diversity briefings for supervisors, and engaged supervisors in a dialogue on diversity issues as part of "Round 2". Mr. Townsend plans to continue the dialogue in "Round 3".

Goddard Opportunities Bulletin Board (GOBBS) – Development of GOBBS began in earnest in the spring and the pilot program began in October. The purpose of GOBBS is to enable managers and supervisors to advertise special opportunities to employees. It promotes and increases diversity in selections for high profile projects by broadening the pool of talented candidates and opportunities available to employees, As the year ended, and after half way into the pilot, 30% (~1060) of civil servant employees had visited the GOBBS website at http://gobbs.gsfc.nasa.gov/ to view opportunities.

Quality of Work Life (QWL) Program – With the results of the QWL needs assessment study evaluating employees' needs with respect to balancing work and family life against how the Center currently supports employees in meeting their needs, a QWL Expo was planned and implemented in April. The Expo was an official rollout and introduction of QWL to the Center, to provide an opportunity to showcase the various QWL activities and services available on Center, and to demo the QWL website. In addition, WorkLife4You, a comprehensive resource and referral program, at no cost to employees, was introduced to help employees manage important events in their lives while meeting the demands of work (http://www.WorkLife4You.com). Additionally, development began on policies dealing with flexible workplace and telework, which are scheduled to be released in 2004.

Mentoring Programs – The Center-wide Mentoring program is continuing as a tool to help us achieve the full utilization of our workforce. Other directorates such as the Applied Engineering and Technology Directorate (AETD) and the Flight Programs and Project (FPP) Directorate continued with directorate-specific mentoring initiatives.

Communication – Employees are kept abreast of the Center's diversity initiatives and activities through periodic articles in Goddard News, through mention during the All Hands, through their directorate representative on the Diversity Council, through the diversity Website and through the Diversity Council's Annual Report. In addition, the following were introduced:

- *Video:* A diversity video featuring Deputy Center Director and Diversity Champion Bill Townsend was produced to be used as the opening message at diversity briefings and other forums.
- *Poster:* A diversity poster with the theme of "Goddard is teaming with diverse experience" was developed to showcase the teamwork exhibit by Goddard's diverse workforce.
- *Can We Talk:* Planning began to develop a monthly brown-bag event in the spirit of NASA's commitment to enhance communication, which eventually became 'Can We Talk' in 2004.

Measurement Tools – With the release of the Culture Survey results, the Equity Assessment, a tool for assessing employees' views of progress against the Diversity Strategic Plan, was postponed pending assessment and resulting action plans from the Culture Survey.

- *Culture Survey:* The Council reviewed the results of the Culture Survey from a diversity perspective and is in the process of developing Next Steps to identify areas that the Council can work on.
- *Work Team Diversity metrics* --- This metric strives to understand the level of diversity on the Center's work teams, sensitizing team leaders to take responsibility for ensuring diversity on their work teams. Ultimately, expanded participation in work teams will demonstrate the validity of the Business Case for diversity. Collection of data was postponed until evaluation of GOBBS for its usage and effectiveness.

Management Retreats -- The Diversity Council planned its two-day Annual Retreat for January 2004 with Marilyn Loden. Ms. Loden returned to Goddard after facilitating the first Diversity Council Retreat in early 2000.

The Retreat is a way for Council members to continue the learning by hearing different and varying perspectives on diversity, helping broaden their perspectives, exploring the spectrum of diversity and validating our progress. This Retreat will be a way for the Council to review accomplishments, determine effectiveness and progress towards the Center's diversity strategy, and develop an action plan to focus on the most significant diversity-related things for the near future.

Celebrate Goddard (CG)/Celebrate Wallops Day – A highly successful CG event was held in June at the Greenbelt facility to celebrate the accomplishments of Goddard's diverse workforce and showcase the diversity within each organization. An employee-organized team of civil servant and contractor volunteers organized directorate exhibits, entertainment, food, Arts and Crafts exhibits, an educational component, and the Directorate Open Mic/Karaoke competition where directorates creatively demonstrated their diversity success stories in which Code 200 was the winner. The original Celebrate Goddard Day was expanded to three days of activities beginning with a "Movie Day" in which a movie with diversity themes was shown, followed by a drama day, using drama to explain the importance of diversity. In addition, Celebrate Wallops Day was also held at the Wallops Flight Facility in October. These provided employees the opportunity to learn about diversity at Goddard, not only within the directorates but also within the various clubs and activities that are on-going, and how everyone contributes to the success of Goddard.

Goddard Diversity Action Team (GDAT) – At the conclusion of the Celebrate Goddard activities, members of the planning committee requested to become a standing committee to plan activities throughout the year to support the Diversity Council in strengthening the understanding of and appreciation for diversity as a critical component of Goddard's mission success, through events, activities, contests, and dialogues. As the year ended, GDAT held a Retreat to develop their Action Plan and provided logistical support for the Dialogue on Sexual Orientation.

Diversity Awareness Programs/workshop –

- *Sexual Orientation:* A member of the Federal Gay, Lesbian or Bisexual Employees (FedGLOBE) was invited to address the Council to bring awareness and understanding of a challenging topic. Following this, a Center-wide Dialogue on Sexual Orientation was held in December to reiterate the importance of creating respectful workplace environments and to increase knowledge, awareness and sensitivity on the issue of sexual orientation and how to include all members of the Goddard family. Approximately 100 employees attended the dialogue, and the formation of a FedGLOBE chapter at Goddard was proposed.
- *Diversity workshops:* Diversity courses were available to employees who wanted to expand their knowledge of diversity. These included:
    - Leading Diverse Teams to Excellence (WFF)
    - Cultural Competency (Greenbelt)
- *Diversity videos:* Diversity videos were made available in the Learning Library to employees for review.

Additional courses are being developed and we will continue to evaluate various resources to help educate employees on the importance of respect, opportunity and inclusion.

Directorate-specific diversity activities – Directorates reported on on-going activities in support of diversity, and many implemented or expanded current activities. Directorates began reporting based on topics from a Center perspective. In addition to discussions by topics, at the end of the year, the directorates provided a single report on those items that are dealing with diversity and that minimizes EEO representational data. These included things being done to move the Center forward, to provide opportunity and utilize employees' talents to their fullest abilities. The reports focus on: (1) progress towards the Center's diversity strategy, including areas for improvement and accomplishments, (2) any associated activities not mentioned, and (3) plans for the next year. See Appendix B for directorate summary reports.

All in all, it has been a busy year, and we look forward to continuing our projects and programs.

PLAN FOR 2004

While many accomplishments were realized in 2003, the Council will continue to focus on institutionalizing diversity. In addition to the strategies, goals and objectives outlined in the 3-year Diversity Strategic Plan to achieve a Level 3 on the Equity Continuum, the Diversity Council will continue to focus on the following in 2004:

- Diversity Dialogue Project – increase participation by 10% from previous year of all Center employees by the end of 2004
- Attain >= 80% participation in TWI diversity briefings or other equivalent diversity training for supervisors
- Develop Next Steps learning for supervisors (Round 3)
- Goddard Culture Survey to be analyzed from a diversity perspective and action plans developed
- TWI's Equity Assessment to be implemented for a subset of employees
- Establish and fund QWL project

2003 MEMBERS OF THE DIVERSITY COUNCIL

Name	Title	Code
William F. Townsend	Deputy Center Director	100
Sharon Wong	Special Assistant for Diversity	100
Thomas Paprocki	Acting Director, Office of Human Resources	110
Dillard Menchan	Chief, Equal Opportunity Program Office	120
Mark Hess	Chief, Public Affairs Office, Code 100 Representative	130
Jon Wolz	Director, Regional Finance Office	150
Valorie Burr	Chief, Procurement Operations Division, Management Operations Directorate	210
Abby Harper	Deputy Director, Office of Systems Safety and Mission Assurance	300
Krista Paquin	Deputy Director for Resources, Flight Programs and Projects Directorate	400
Alda Simpson [1]	Associate Director, Applied Engineering and Technology Directorate (AETD)	500
John Dalton	Deputy Director, Space Sciences Directorate	600
Craig Purdy	Deputy Director, Suborbital and Special Orbital Projects Directorate	800
Dot Zukor	Deputy Director, Earth Sciences Directorate	900
Robin Dixon[1]	Chair, African American Advisory Committee (AAAC)	572
Chopo Ma [1]	Chair, Advisory Committee on Asian and Pacific Americans Employees (ACAPAE)	926
Amri Hernandez-Pellerano	Chair, Hispanic Advisory Committee for Employees (HACE)	935
Jennell Dewitt [1]	Chair, People with Disabilities Advisory Committee (PWDAC)	292
Patty Huber [1]	Chair, Women's Advisory Committee (WAC)	303
Debra Parks [1]	Chair, Wallops Equal Opportunity Advisory Committee for Minorities and People with Disabilities	589
Tom Fountain [1]	Steward, WAMTC	227.1
Linda Layton [1]	Steward, Wallops AFGE Local 2755	157
Walter Flournoy	Vice President, GESTA	585

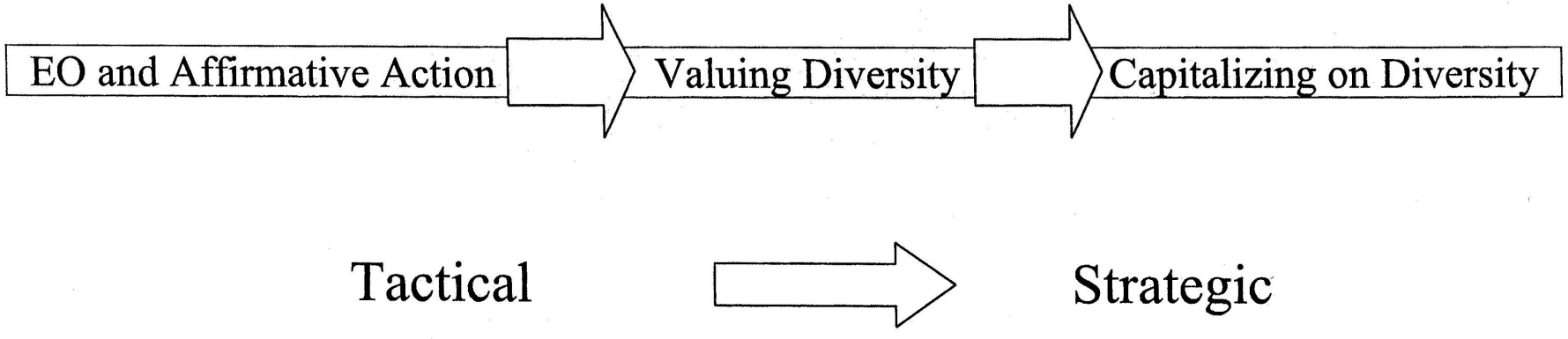
[1] As of the writing of this report, these members have been replaced due to promotions, resignations, reassignments, or term of office expired, and their replacements will be listed in the 2004 Annual Report.

- 500/Bruce Butterworth replaced Alda Simpson
- AAAC/Nate James replaced Robin Dixon
- ACAPAE/Parminder Ghuman replaced Chopo Ma
- PWDAC/Mary Dant replaced Jennell Dewitt
- WAC/Donya Douglas replaced Patty Huber
- Wallops/Barbara Justis replaced Debra Parks
- WAMTC/Lenny Kayton replaced Tom Fountain
- AFGE/William Mast replaced Linda Layton

APPENDIX A

The Equity Continuum*
(how organizations deal with issues of fairness and equity)

Level 1	Level II	Level III	Level IV	Level V
Compliance	Beyond Compliance	The Business Case	Integrated Diversity	Global Employer of Choice



* The Equity Continuum is based on a model in Trevor Wilson's Book, *Diversity at Work.* Trevor Wilson visited the Center in May 2000 as part of the Director's Colloquia Series. He was invited back to facilitate the Diversity Council Retreat in November 2000 after which the Diversity Council adopted his model of the Equity Continuum. The Center continues to work with Trevor towards its goal of achieving a Level III in three years.

The Equity Continuum

Level I Compliance	Level II Moving Beyond Compliance	Level III The Business Case	Level IV Integrated Diversity	Level V Global Employer of Choice
• **Reactive Approach** •Avoid Negative Consequences of non-compliance •External pressures to implement	• **Beyond representation** •Do the "right thing" for disadvantaged groups •Enhance public image •Isolated diversity initiatives on high visibility programs or actions •Appointment of minorities/women to high visibility positions **•No integration into broader aspects of HR management and organizational culture**	• **Recognition that managing diversity can yield positive business benefits** •Moving in a direction to attract and retain the best, diversified workforce **•Identifying barriers to diversity and developing HR strategies that encourage and support a diverse workforce** •Benchmark and adopt best practices	**•Internalized diversity as an integral part of the organizational culture - i.e., diversity is a value** •No longer debate the value of diversity **•Diversity is embedded in the culture, its programs, and products - as a result products and services are more relevant to a wide range of stakeholders** •Commitment to organization mission •Commitment to merit •Continually breaking down barriers •Experiencing the financial and non-financial benefits of diversity •Viewed as an "Employer of Choice"	• **Foster diversity beyond the organizations own boundaries** •Diversity is an organizational, community, national and global imperative •Diversity is a core value •Industry leader - benchmark for others **•Merit-based OHR practices** •Anticipate and eliminate emerging barriers •Experience financial and non-financial benefits **•Recognize the needs of diverse stakeholders and expect affiliates to embrace diversity and merit principles** •Are committed to long term, far reaching impact on their organization and the global community

APPENDIX B
Directorate Annual summaries

Code 110 Office of Human Resources

Accomplishments for 2003

- Aligned business approach with Human Capital Plan pillars
- Established liaisons in 4 directorates, and created directorate-focused teams to support the liaisons
- Used brown bag lunches to focus on different issues raised
- Working with each Office Chief to develop plans to:
    - Improve partnering with other Offices
    - Delegate more responsibility
    - Increase risk taking
    - Foster upwards communication
- Broaden opportunities for employees (expand visibility and opportunities)
    - Provide opportunities for employees to work on Center and agency teams
    - Expand training opportunities
    - Continue to promote detail opportunities
- Participated in mentoring programs (5 mentors, 6 mentees)
- Participate in diversity training
- 6 of 8 supervisors received feedback from Supervisory Feedback Tool
    - 4 of 6 held facilitated discussions – actions taken include identifying top 2 –3 priorities with staff
- Participate in Alternative Work Opportunities
    - 30 employee participating in telework program
    - 40 employees participating in AWS

Plans for 2004

- Continue to have open and frank dialogue
- Continue to engage all employees
- Continue to expand employee growth opportunities
- Continue to look at how we are organized to deliver services
- Continue to foster creativity and innovation
- Establish separate office to coordinate all initiatives and major actions

Code 150 Office of the Chief Financial Officer

Accomplishments for 2003

- Good participation/representation by the Office of the Chief Financial Officer in the Diversity Dialogue Project (DDP) sessions during the year
- Several supervisors attended the TWI Briefings.
- DCFO/Finance Officer was selected to serve on the Center's Diversity Council, and communicates activities to the CFO Leadership Team and to the staff members.
- Employees currently participate in the Graduate Studies Program and the Undergraduate Studies program.
- Employees maintain their CPA or Certified Government Financial Manager's Certificates by attending necessary Accounting or Financial Management Training, including the Association of Government Accountants Professional Development Conference and the Department of the Treasury's Year End Closing Seminar.
- A summer college student majoring in Accounting was recruited and hired from Howard University.
- A stay in school student was hired from Eleanor Roosevelt High School.
- A manager was accepted and began participating in the Council for Excellence in Government Leadership Program for FY 2003 and FY 2004.

Plans for 2004

- Continue to recruit and be cognizant of the Code's diversity goals towards Hispanics/Asian and Pacific Islanders and males
- Continue to work with The Equal Opportunity Programs Office to recruit for an accounting Co-Op student from the University of Puerto Rico.
- Review the organization's work force to match employees with roles, and begin planning for a CFO reorganization.
- Recruit for a summer accounting intern from Howard University.
- Continue to hire stay in school students, from Eleanor Roosevelt High School.
- Continue to communicate news regarding the NSSC activities to Regional Finance Office (RFO) employees. Will continue to place employees on developmental detail assignments. Participation will continue with NSSC planning activities, including the Transition Team.
- Continue participation in the DDP sessions.
- Attain 100% management participation in Diversity training sessions for supervisors.
- Reestablish Code 150 Diversity Council.
- Participate in Celebrate Goddard activities.
- Train supervisors on the new Flexible Work schedule and Telework opportunities

Code 200 Management Operations Directorate

Accomplishments for 2003

- Provided Developmental assignments
  - Formal details/rotations for employees
- Provided Mentoring opportunities
  - PMDE, Leadership Alchemy, Leadership Development Program, SESCDP, Advanced Leadership Program, Professional Intern Program
  - Goddard Opportunity Bulletin Board (GOBBS) -- pilot Co-Lead with Code 500
- Career Development Working Group
  - Employee forums
  - IDP Training
- Provided Management Coaching
  - Roger Mellot facilitating and teaching Directorate management team to work more effectively
- Conducted Panel Interviews
  - Debriefs regularly offered
  - Follow-up opportunities
- Implemented QWL program
- Conducted regular Supervisor and Employee All-Hands
  - Topic examples: Performance Accountability, EEO/Affirmative Action Briefing, Legal/Ethics Briefing, Buy-Out Plans, NSSC
- Conducted Award Ceremonies
- Participated in the Center's Advisory Committees
- Participated in Diversity Training
  - TWI Sessions, Diversity Dialogue Project
- Reviewed Center's Culture Survey
  - Employee Working Group Review/Analysis
  - Report to Code 200's Management Team (MODBOD, Individual Divisions)
  - Follow-up sessions with Divisions
    - Understanding Results of Survey
    - Assistance in Developing Improvement Plans
  - Divisions Reporting Back to Director of
- Reviewed and assessed Directorate Metrics (Promotions, Awards, Other Statistics) with follow-up actions assigned, when appropriate
- Used 180 Feedback in Performance Planning and Evaluation activities
- FAIR and Competitive Sourcing
  - Directorate effected by Agency activities
  - Transition Plans being worked
  - Information briefings supported
  - Representation on all related team activities (e.g., NSSC Transition Team)
  - Responsive to formal (Congressional and Union) and employee inquiries

Plans for 2004

- Outreach to employees
- Other areas to be identified as part of Culture Survey results and developed improvement plans

Code 300 Office of Systems Safety and Mission Assurance

Accomplishments for 2003

- Good participation in Goddard's diversity activities (e.g. DDP, TWI, Celebrate Goddard, WAC)
- Conducted directorate-level review of Culture Survey by OSSMA Diversity Council
    - Generally tracks with Center
    - Follow up issues with a Directorate Team
    - Planned participation in Center Matrix Employee working group
- Active Telework Program
- Conducted directorate level review of:
    - Training allocations, MEP, etc.
    - Assignments to "high potential" positions
    - Time-in-grade, development planning
- Disseminated Center level opportunities. Plan to participate in new web-based program

Areas for Improvement:

- Mentor Program/No internal program
    - Recommendations:
        - Improve emphasis and knowledge of Center programs
        - DAC to Evaluate Directorate program
- Matrix Employees/Professional growth (IDPs), recognition, access to administrative and technical info
    - Recommendations:
        - Attend Division Staffs, "tag ups"
        - Open directorate door for IDP/career help
        - Employee recognition display
        - Information access via internal web (implemented email staff notes, 300 Issues listing, web monthly info)
- No Peer Award Program
    - Recommendation:
        - Implement this year
- Developmental opportunities/lateral assignments to "high potential" jobs not open
    - Implemented: Lateral assignments now reviewed at Directorate level. Opportunity to "compete"
- Promotional Opportunities/How to offer open promotional opportunities with constrained ceiling
    - Recommendations:
        - Compete all vs. lateral (implemented)
        - External (non300) panel member (implemented)
        - Term hires for external flexibility. Still issue of opportunities for non-300 GSFC people.

Plans for 2004

- Train supervisors in new Flexible Work schedule and telework opportunities.
- Continued participation in Center and Agency diversity training. Particularly DDP.
- Facilitate access to administrative and technical information via internal OSSMA website
- Peer Review Program

Code 400 Flight Programs and Projects Directorate

Accomplishments for 2003

- Expanded representation on FPPD Diversity Council
    - Representatives from Program areas, and from Advisory Groups
- Created Standing Awards Committee for Directorate
- Implemented informal Mentoring Program with 30 Mentors and 10 Mentees
- Implemented use of Expert Practitioners
- Directorate Office participated in 4-D Culture Survey (400/403)
- Critical Path Newsletter (Highlights employees in the Directorate; Cultural Tidbits)
- New PMDE class
- Successful Celebrate Goddard Day booth
- Expanded Hiring Methods
- Conducted Project Management Conference
- Creative Learning Group
- Required mandatory participation in DDP for PMDE class
- Formed team to analyze Culture Survey Results (Center Survey)
- Utilized 4 Dimensional (4-D) tools and resources
    - Projects using 4-D Resources and Tools
        - **Stereo** - leadership assessments, cultural assessments, workshop, expert practitioner
        - **GLAST** - cultural assessment, expert practitioner
        - **JWST** - Cultural assessments
        - **Con-X** - expert practitioners
        - **LISA** - leadership assessments, cultural assessments, workshop, expert practitioners
        - **MAXIM** - leadership assessment, expert practitioner
        - **Laser Ranging System Project** - expert practitioner
        - **ST-7** - Cultural assessment, leadership assessment
        - **Mars Telesat** - expert practitioner
    - The following projects are in the formative stages of receiving 4-D support:
        - **STScI**
        - **Earth Science Program -** We hope to expand this area over the coming year.
- Held Senior Management Retreats
- Identified Deputy Director for Resources as Champion for ALP
- Participated in Diversity Dialogue Project
    - 3 Code 400 employees completed training and serve as DDP facilitators
    - 2 Code 400 facilitators volunteered to facilitate the Greenbelt/Wallops group
- Represented on GDAT Committee
- Participated in 4-D Culture Survey (400/403) -- Results expected soon

Plans for 2004

- Revamping PMDE program
- Leadership Dialogue Pilot
- Conduct TWI sessions – early March
- Clarify criteria for FPPD Diversity Award
- Expand use of 4-D resources and tools
- Conduct Directorate level meetings with supervisors to talk about Diversity
- Update FPPD Diversity Web Site
- Establish a Directorate-level supervisory award for diversity

Code 500 Applied Engineering and Technology Directorate

Accomplishments for 2003

- Conducted Annual Diversity Retreat
- Continued Female Technician Forum
- AETD Excellence in Diversity Award
- Participated in Celebrate Goddard booth/skit
- Held Brown Bag Knowledge Capture sessions
- Conducted Technical Manager's Training -- Diversity Sessions
- Developed AETD Diversity Website
- Established Directorate Quality Work Life Committee
- Provided Diversity Action Plan to Directorate

Plans for 2004

- Formation of New Employee Committee
- Formation of Matrixed Employee Committee
- Development of "New to AETD" class
- PIP/Co-op trips from Greenbelt to Wallops and vise versa
- Develop AETD Dashboard Metrics
- Develop AETD Diversity Plan
- Develop AETD Culture Survey
- Develop AETD Diversity Logo/T-shirt
- Revised AETD Communication Plan
- Develop AETD Diversity Brochure
- Develop AETD Diversity Library

Code 600 Space Sciences Directorate

Accomplishments for 2003

- Conducted Independent Audit of work environment – done by American Physical Society Committee on Status of Women in Physics and Committee on Minorities. Full "Report on the 'Climate for Women and Minorities in Physics' Site Visit" and directorate policies can be found at http://space.gsfc.nasa.gov/internal/
    - Actions taken:
        - Restructured strategic planning process to begin work at grass roots with employee involvement
        - Director of meets periodically with employee groups to discuss strategic plans and solicit input
        - Director of meeting with women scientists to understand and address workplace issues
        - Mentoring policy established
        - Issued policy statement that all job openings be posted on internal website
        - Established policy that all jobs be filled through advertisement and search committees.
        - Director of makes annual visits to minority educational institutions to recruit interns and grad students
        - Remind supervisors of responsibility for discussing criteria for promotion at quarterly meetings
- Participated in Supervisory training (TWI and DP)
- Established directorate mentoring policy
- Participated in Celebrate Goddard booth

Plans for 2004

- Institute informal on-going dialogues with SSD members of Center advisory committees
    - Identify common issues and actions to improve
- Continue to engage supervisors to expand understanding of diversity issues and to improve SSD work environment
- Implement recommendations from Workplace Assessment Study

Code 800 Suborbital and Special Orbital Projects Directorate

Accomplishments for 2003

- Increased attendance and involvement in directorate Diversity Working Group
- Directorate Diversity Plan Published and signed by every supervisor – includes four Performance Measurements
- Support formal and informal Mentoring
    - Dr. Campbell firm supporter of Mentoring/discusses at all levels
- Ensure that employees receive training, developmental experiences, and tools that they need to attain the highest levels of professional excellence and professional growth
    - Data compiled by Directorate Quality Rep, and reported at Directorate Report to Management Council
- Directorate discussions of Diversity in Staff have led to better understanding of our goals.
    - Supervisors have been encouraged to do the same in their staff meetings and report to directorate.
- DDP participation encouraged and discussed post participation – no WFF sessions in last two sessions.
- Director's initiative to provide details and assignments to all employees (more equally shared).
- All Offices participate in outreach
    - Many targeted schools and organizations
    - Graduate Student Information Technology Initiative (GSITI)
    - Student Sounding Rockets, National Federation of Blind
    - Suborbital Center of Excellence – 800, NMSU
- 88% of Code 800 employees participate in some form of Alternate Work Plan
- New hire statistics
    - 8 positions filled from outside of the directorate
        - 1 minority female, 5 non-minority females, 2 non-minority males
- Buyout – Questions/Concern about targeting technicians as a group
    - Explained well by Codes 500 and 801 but very little interest by eligible Code 800 employees
- Conducted Wallops Forum for a Changing Workforce
    - Significant discussions on issues of persons with disabilities led to several changes at WFF.
    - Reviewed the WFF Culture Survey Results and presented Findings and Recommendations to senior management
- Conducted highly successful American Heritage Week program
    - Lectures, Displays, Working Groups.
    - Celebrate Wallops Day (fun and well attended) Parade. Colloquia.
    - International Luncheon success - packed house.
- Conducted Women Of Wallops (WOW) – Federal Women Program (FWP) events
    - Women's History Month - Luncheon and Guest speaker
    - Women's Equality Day - Luncheon and Guest speaker
    - Women of Wallops Day - Panel Discussions
    - Take our Children to Work day

Plans for 2004

- Code 800 Culture Survey Results
    - Review and implement recommendations from the Diversity Working Group
- Modify and update Diversity Plan
- Expand Diversity Working Group
- Implement recommendations from WFF Cultural Survey
- Conduct WOW Child Care Survey
- Implement WOW program with Guest speaker, Bill Townsend

Code 900 Earth Sciences Directorate

Accomplishments for 2003

- Selection of two non-minority females to management positions: one as a branch head and one as an office head.
- Selection and participation of an African-American male in the SESCDP.
- Refresh manager accountability on a regular basis (communication, recruitment, career development and training, awards and recognition and promotion).
- Support yearly site reviews of NASA's HBCU grant at the Tropical Center for Earth and Space Studies at the University of Puerto Rico at Mayaquez.
- Directorate review of awards and promotions with respect to Diversity.
- Utilizing the University Programs, Coop program, and actively recruiting minorities by targeting and working with HBCU's, Tribal Colleges, Howard University, GEST, and UMBC to encourage minorities to obtain advanced degrees.
- Encourage participation in the Diversity Dialogues Program by referring to those who have participated.
- Tracked of participation in Center Diversity activities (DDP, meeting w/Bill, TWI).
- EO class well attended and well received.
- Encouraged details and IPA appointments. Currently have several details, two employees on IPA appointments, and three participating in the Research Study Fellowship Program.
- Continuing to promote and expand mentoring opportunities. Active recruitment of mentors. (D. Zukor is Center Mentoring Champion).
- Successful Celebrate Goddard Day booth.
- Encouraging employees to participate in programs to further their education. Currently have six participating in the part-time graduate program and three in the undergraduate program.
- Continue to give employees the opportunity to exercise a variety of flexible work options (Alternative Work Schedules, Telecommute, Part-time).
- Conduct Directorate interdisciplinary seminars during the year to which all are welcome (e.g. Aerosols, Hydrology).
- Formed a Diversity Focused Creative Learning Group. Examples include:
    - Persuasive Communications
    - Honoring Differences
    - Diversity
    - Complete Communications
    - Compassion Fatigue

Plans for 2004

- Start a series of seminars on various diversity topics.
- Encourage participation in new Code 400 CLG.
- Perform spot checks of performance appraisals starting in March 2004.
- Increase Code 900 participation in DDP.