National Aeronautics and Space Administration

DIVERSITY AND INCLUSION COMMITTEE

2011 ANNUAL REPORT

diversity & inclusion

Diversity and Inclusion Vision

Enabling inclusion, innovation and creativity by leveraging the diversity of thought, perspectives, backgrounds and talents inherent in our workforce to ensure mission success.

TABLE OF CONTENTS

Message From The Chair 3

Introduction 4

Center Initiatives, Accomplishments, And Outcomes For 2011 5

GSFC Diversity And Inclusion Committee Plans For 2012 11

Conclusion 11

Appendix A: "i am goddard" 12

Appendix B: Directorate Annual Reports 14
- *Code 100 | Office Of The Director* 15
- *Code 110 | Office Of Human Capital Management* 16
- *Code 140 | Office Of Chief Counsel* 18
- *Code 150 | Office Of The Chief Financial Officer* 19
- *Code 160 | Office Of Education* 21
- *Code 180 | Independent Verification And Validation Facility* 22
- *Code 200 | Management Operations Directorate* 23
- *Code 300 | Safety And Mission Assurance Directorate* 24
- *Code 400 | Flight Projects Directorate* 26
- *Code 500 | Applied Engineering And Technology Directorate* 28
- *Code 600 | Space Exploration Directorate* 29
- *Code 700 | Information Technology And Communications Directorate* 31
- *Code 800 | Suborbital and Special Orbital Projects Directorate* 32

Appendix C: Advisory Committee Annual Reports 34
- *African American Advisory Committee* 35
- *Asian Pacific American Advisory Committee* 36
- *Equal Accessibility Advisory Committee* 37
- *Gay, Lesbian, Bisexual, And Transgender Advisory Committee* 38
- *Hispanic Advisory Committee for Employees* 39
- *Native American Advisory Committee* 41
- *New And Developing Professionals* 42
- *Veteran's Advisory Committee* 43
- *Women's Advisory Committee* 44

2011 Members Of The Diversity And Inclusion Committee 45

Diversity and Inclusion

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MESSAGE FROM THE CHAIR

I am pleased to share with you the 2011 Annual Report of the Goddard Space Flight Center (GSFC) Diversity and Inclusion Committee.

This past year was one of significant transition in diversity and inclusion (D&I) for both the Federal Government and the Center. President Obama signed an unprecedented Executive Order establishing a coordinated Government-wide initiative to promote diversity and inclusion in the Federal workforce. The Executive Order set forth policy, launched a government-wide Diversity and Inclusion Initiative and Strategic Plan, and identified responsibilities of Executive departments and agencies, along with general provisions.

At the Center level, Special Assistant for Diversity Sharon Wong departed Goddard to take on a new role in the Office of Diversity and Inclusion in the Office of Personnel Management. After Sharon's departure, Dr. Dan Krieger was appointed as D&I Program Manager bringing a wealth of D&I experience to the position. He has played an active role in the progression of Goddard's D&I posture since the 1990's, which includes serving as founding member of the Multicultural Advisory Team (precursor to the D&IC), holding the Center's first official D&I position, and writing his doctoral dissertation on Workforce Diversity: A Historical Case Study of NASA's Goddard Space Flight Center. Dan has stepped in and continues to lead our D&I efforts with passion and commitment. Indeed, an important constant that transcends changes in our D&I leadership is Goddard's relentless commitment to fostering the principals of diversity and inclusion. We are seen as D&I leaders across the Agency, and our D&I accomplishments are models of D&I best practices across the Federal Government.

This is the second year in a row Goddard has excelled in the "Best Places to Work in the Federal Government" category that measures the extent to which employees believe that the actions and policies of leadership and management promote and respect diversity. Goddard was ranked number 2 out of 229 agency subcomponents in support for diversity and inclusion, indicative of our commitment to D&I.

I encourage you to read this year's report and provide your feedback and comments to a member of the GSFC Diversity and Inclusion Committee; D&I Program Manager, Dan Krieger; or me. We look forward to hearing from you and welcome your insights as we strive to build an equitable and inclusive work environment for every employee. We can be proud of the accomplishments described in this report, and are optimistic about the future and the exciting road ahead as we continue this journey together.

Arthur (Rick) Obenschain
Deputy Center Director

Diversity Definition
Diversity means the unique characteristics, perspectives and life experiences that define us as individuals.

Inclusion Definition
Inclusion means fostering an environment where all individuals can contribute fully and are valued, engaged and supported to reach their full potential.

INTRODUCTION

Every day, in all that we do, Goddard strives to promote an organizational culture that values the whole individual; respects the diversity of viewpoint, experience, talents, and ideas; and fosters inclusion. At Goddard Space Flight Center, diversity and inclusion are more than a moral commitment or organizational goal—they are a business imperative that drives innovation and creativity, which is critical to the continued success of NASA. Diversity and inclusion make us a better Agency, a better partner in the communities we serve, and a better place to work.

The Goddard Space Flight Center Diversity and Inclusion Committee (GSFC D&IC) (formerly Diversity Council) provides leadership to the diversity and inclusion related efforts of the Center and facilitates diversity and inclusion as an integral part of Center policies and practices. The D&I Committee continued to make strides in 2011 through the sustained vitality of the Diversity Dialogue Program (DDP), the expanded scope of the Power and Privilege (P&P) education series, as well as D&I projects, outreach efforts, and collaborations. Key to the vigor of GSFC's D&I program strategy is the D&I work among the Directorates and Advisory Committees.

Deputy Directors from each Directorate serve as members of the GSFC D&I Committee. They work in conjunction with members of the D&I Community of Practice (CoP) forum. The CoP is comprised of individuals who play an active role in planning or implementing D&I activities in their organizations and come together to share learning, knowledge, resources, and ideas. Within one year of its existence, the CoP has become a valued resource among the Directorates. In 2011, several Directorates established their own diversity and inclusion committees, and many of the existing committees became more active, which increased their level of impact upon the D&I culture.

Goddard also has nine Employee Resource Groups, referred to as Advisory Committees, whose chairpersons serve as members on the GSFC D&I Committee. Three of the Advisory Committees fall under the purview of the D&I Program. These include the Gay, Lesbian, Bi-Sexual and Transgender Advisory Committee; the recently established New and Developing Professionals Advisory Committee, which kicked off at Celebrate Goddard Day 2011; and the Veterans Advisory Committee, which was established in the latter part of 2010. The other six Advisory Committees fall under the purview of the Equal Opportunity Programs Office. These include the African American Advisory Committee, Asian Pacific American Advisory Committee, Equal Accessibility Advisory Committee, Hispanic Advisory Committee for Employees, Native American Advisory Committee, and Women's Advisory Committee.

We are pleased to include specific accounts of D&I initiatives led by the Directorate and Advisory Committees, as well as the award winning "i am goddard" campaign.

We highlight how persons throughout the GSFC Community are embracing the charge to shift from awareness to action to impact, thereby taking the Center to new heights with regards to fostering a diverse and inclusive workplace.

CENTER INITIATIVES, ACCOMPLISHMENTS, AND OUTCOMES FOR 2011

Diversity Dialogue Project

In 2011, the D&IC completed Phases T and U of the Diversity Dialogue Project (DDP). The DDP is a facilitated dialogue process that brings small groups of employees together in an open, non-judgmental, and safe environment to discuss differences based on the many dimensions of diversity and inclusion that impact the workplace on a daily basis. The original intent of the DDP was to facilitate a deeper understanding of diversity issues among Center employees. Beginning with Phase Q, we shifted the emphasis from awareness to "actions that have impact" and have continued this focus in the phases conducted in 2011. The new format challenged participants to take action with the insights that they have gained in the dialogue sessions. Participants were encouraged to engage in reflective journaling after each session and to think about what actions they could take, personally, to make Goddard more inclusive and respectful. The DDP still enhances personal growth and effectiveness; however, we also wanted DDP participants to take responsibility for how their actions and behaviors could either foster or hinder an equitable, inclusive, and respectful workplace.

During Phase T, the Center offered three groups including one supervisory-only session, with a total of 48 participants. In Phase U, we conducted three groups: two were conducted at Greenbelt, and one session was held at Wallops Flight Facility. In 2010, Phase S was facilitated solely by internal facilitators with a total of 41 participants. Topics that were explored included, but were not limited to: micro-inequities, privilege, sexual orientation, religion, race, disability, and gender. A final action-planning session provided an opportunity for participants to brainstorm about specific activities that they could carry forward in order to advance diversity and inclusion at Goddard.

A Brown Bag Information Session was held for interested employees in May 2011. The session included an overview of DDP, with a mini-discussion that simulated a DDP dialogue among the current facilitators, previous participants, and interested participants. The session was a follow-on to the highly successful information sessions held in 2010. Participants expressed their desire for the Committee to continue to sponsor these information sessions, to coordinate with the call for nominations, and to provide an introduction to DDP for those who are interested in participating.

A DDP Reunion for Phases P and Q (CY 2009) was held in October 2011. Participants shared key highlights and takeaways from their DDP experience as well as actions they

have taken since DDP to be diversity change-agents at Goddard. Many talked about joining Advisory Committees, looking differently at hiring decisions, and taking more aggressive steps to recruit a more diverse candidate pool. Also highlighted was the importance of listening and understanding the perspectives of those in their organization. There was a lengthy conversation about "getting past the numbers" and moving to true inclusion by building genuine relationships with each individual. The event was a huge success, and many participants asked if we could host more reunions in the future.

Other notable events for the year included a DDP facilitator retreat and continuous-learning training for facilitators, which focused on the topic of managing triggers.

Power & Privilege Workshops

The primary objective of the Power and Privilege (P&P) workshop is to examine issues of power, privilege, diversity, and inclusion, and how such issues affect everyone at Goddard. The P&P workshops are essential to helping Goddard to create and to maintain an equitable and inclusive work environment—a work environment where the talents and contributions of every employee are used to achieve Goddard's mission. If we are to be an employer of choice and leaders in scientific discovery, we will need to access and to leverage the diversity that is inherent in our workforce.

This was a groundbreaking year. In 2011 the Center established a diversified Power and Privilege Program portfolio. Four contracts were awarded, in addition to P&P: Race that addressed the topics of Disability, Gender, Generations, and Sexual Orientation.

- *P&P: Race – Having completed the initial P&P: Race workshops in March 2010, the Center remained committed to providing an opportunity for supervisors and influence leaders to participate in this core P&P learning experience during 2011. One workshop was held with 13 new supervisors and 22 influence leaders attending.*
- *P&P: Disability – The Center expanded the scope of the P&P Program to include the topic of disability. P&P: Disability was piloted in March with members of the GSFC D&IC, Equal Accessibility Advisory Committee, other Advisory Committees, and Directorate diversity committees. P&P: Disability was officially launched with sessions at Greenbelt (June) and Wallops (September).*
- *Future P&P topics – The Center is positioned to offer future P&P workshops on the topics of Gender, Generations, and Sexual Orientation.*

Goddard Opportunities Bulletin Board System

The Goddard Opportunities Bulletin Board System (GOBBS) is a tool that allows managers and supervisors to advertise special assignment opportunities to employees. GOBBS continues to be a valuable tool for informing employees about opportunities to enhance their current skills and develop new ones. It promotes and increases diversity

in selections for high-profile projects by broadening the pool of talented candidates and making these opportunities available to employees.

During FY2011, Goddard released 97 GOBBS ads to GSFC employees, compared to 112 in FY2010 and 87 in FY2009. The breakdown of these opportunities follows:

In total, 110 ads were submitted into GOBBS during FY2011:

- *13 (12 percent) – Total ads declined by the content managers.*
- *97 (88 percent) – Total ads released to GSFC employees.*

Of the 97 advertised GOBBS opportunities:

- *30 (31 percent) – GOBBS ads opened, but never closed in FY2011 (selection officials may have extended the offer, but never returned to the system to officially make the selection in GOBBS).*
- *46 (47 percent) (8 percent decrease from FY2010) – GOBBS ads opened, selections made.*
- *21 (22 percent) (7 percent increase from FY2010) – GOBBS ads with no selections made, reasons included: ads had no applicants, none of the applicants were qualified, offers were extended and declined, or ads were withdrawn.*

Of the 46 ads that had selections:

- *7 (15 percent) – of selected candidates came from within their own Division.*
- *25 (54 percent) – of selected candidates came from within their own Directorate.*
- *14 (31 percent) – of selected candidates came from another Directorate.*
- *14 (30 percent) – of the GOBBS ads had several selections in FY2011 (review panels, committees, etc.).*

In FY2011, there were 16 fewer positions advertised via GOBBS, with a 33 percent increase in the number of positions filled from within the Directorate and a 27 percent decrease in positions filled from within the Division. FY2011 had a 12 percent increase in GOBBS being used to fill positions on committees and review panels. To view GOBBS opportunities, visit the website at http//:gobbs.gsfc.nasa.gov/.

Communications

Throughout 2011, Center employees were informed of the Center's D&I programs, events, and activities via Goddard's internal website (InsideGoddard, http://internal.gsfc.nasa.gov), Goddard's electronic gate signs, Goddard Dateline, GoddardView (our bi-weekly electronic news publication), e-mail blaster messages, the D&IC Web site, 2010 D&IC Annual Report, D&I briefings, and the Directorates' D&IC representative.

In partnership with the Office of Public Affairs, we continued to publish a monthly calendar that informs employees of activities related to diversity and inclusion on Center, as well as those external to the Center. This calendar also lists a wide variety of observances and significant events in NASA's history.

Celebrate Goddard Day and The Science Jamboree

Celebrate Goddard Day was held in conjunction with the Science Jamboree, adding a new dimension to the annual event, which took place on June 23, 2011. The occasion, touted as a day for employees by employees, featured joint festivities aimed at providing an opportunity to recognize our commitment to fostering an environment of diversity and inclusion, and acknowledging the important and ground-breaking science that is conducted here at Goddard. The science community, members of the D&IC, Advisory Committees, Directorates, contractors, and GEWA-sponsored clubs came together and assembled an impressive array of exhibits to reflect how their activities enrich the Goddard community. Each activity, in its own way, reflected the unique and diverse talents and abilities our employees bring to the workplace. This year's theme, "Diversity: The Goddard Advantage," conceptualized by Janice Angevine (Code 600 contractor), underscored the business advantage Goddard maintains due to the diversity of its workforce.

Celebrate Goddard served to demonstrate inclusion, innovation, and creativity by leveraging the diversity of thought, perspectives, backgrounds, and talents inherent in our workforce. The event kicked off with a parade, where Code 150 won the "Judges Choice." The Veterans Advisory Committee and New & Developing Professionals Advisory Committee tied for first as the "Peoples Choice." The Mall event featured Advisory Committees and Directorates showcasing the many projects, missions, and services that shape and define Goddard. Activities to promote employee engagement included a basketball tournament, car show competition, Zumba sessions, a "Win It in a Minute" contest (won by Code 500), and Goddard's Got Talent show (won by Darryl Fountain of Code 600). Celebrate Goddard also featured special employee tours of Building 28, Mission Operations in Building 3, and the Visualization Labs. In addition, the event offered food vendors specializing in ethnic cuisine and showcased entertainment reflecting various cultures.

The Science Jamboree provided an opportunity for the Goddard community to become better acquainted with some of the activities within the Sciences and Exploration Directorate and included extraordinary talks, panel discussions, open houses, and outdoor tent displays. Highlights of the day included a panel presentation on the search for Earth-like worlds and the introduction of Dr. Piers Sellers, Goddard's new Deputy Director for Space and Exploration Directorate, who described his experiences as an astronaut on three Space Shuttle missions.

By exploring and reflecting upon the Center's successful missions, projects, and programs, Goddards's contractors, civil servants, and summer interns had the opportunity to 1) learn about many scientific aspects pursued here at Goddard and 2) see how Goddard's accomplishments are made possible by the unique contributions of each employee.

Celebrate Wallops Day

The Wallops Beach Party was held on September 16th on Wallops Island. The celebration highlighted their commitment to diversity and inclusion goals:

- *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.*

The participants enjoyed volleyball, kite flying, horseshoes, a water-rocket contest, and plenty of food. This prospective, annual D&I event was open to all Wallops employees and their families as an opportunity to increase the sense of community among hard-working Wallops employees engaged in successful missions, projects, and programs.

The "i am goddard" Campaign

Launched in 2010, the "i am goddard" campaign continues to inspire and capture the essence and significance of being a workplace that embraces diversity and inclusion. The key messages for the campaign—inspiring vision, valuing all contributions, and transferring knowledge—are in direct alignment with the definition that the Center holds for diversity and inclusion. In 2011 the "i am goddard" Core Implementation Team was recognized with a Robert H. Goddard Award for Exceptional Achievement in Diversity and EEO. The following excerpt from the newly established "i am goddard" website reflects the essence of the award winning campaign:

> For over 50 years, NASA's Goddard Space Flight Center has been critical to the Agency's achievements. Everyone at Goddard—scientists, engineers, machinists, analysts, administrators, guards and groundskeepers, managers and individual contributors, civil servants and contractors, irrespective of race, ethnicity, sexual orientation, or physical constraint—plays a role in our ongoing success. Respect and inclusion across our diverse population is critical for building connections inside and out, attracting and keeping new talent, and sustaining our futures. i am goddard is a celebration of the many individual contributions that make Goddard successful.
>
> In saying, "i am goddard," you acknowledge that you make a difference. i am goddard is about the positive actions we take—individually and working with each other collectively—to help ourselves, and NASA thrive.

Appendix A provides an overview of the "i am goddard" campaign, a summary of products and vehicles, a listing of past-featured employees and upcoming profiles, and the next steps for this award winning campaign. More information can also be found on the "i am goddard" website located at http://iamgoddard.gsfc.nasa.gov/index.html.

Education and Training

The Learning Center maintains several diversity-related videos that are available for employees to view. These resources are updated frequently and are used by various organizations and groups at the Center for training, dialogues, and awareness initiatives. Some of the more popular titles include:

- *Drop by Drop.*
- *Diversity Face to Face.*
- *Little Things Mean a Lot.*
- *Clown.*
- *Race: The Power of an Illusion (P&P: Race workshop resource).*
- *The Color of Fear (P&P: Race workshop resource).*
- *Village of 100 (two-day New Employee Orientation resource).*

Diversity and Inclusion Awareness Programs, Workshops, and Briefings

The D&IC participated in or offered several opportunities to build competency in diversity and inclusion. In 2011, the committee:

- *Provided a D&I briefing for the New Employee Orientation called Making Space for Everyone! Welcome To The NASA/Goddard Family: Captivating, Cultivating, and Challenging You.*
- *Conducted D&I briefings as part of the newly designed New Supervisor Training*
- *Presented the business case for diversity and inclusion to the Center Director.*
- *Briefed several Directorate diversity and inclusion committees on D&I initiatives and best practices.*
- *Sponsored Power & Privilege: Race and Disability workshops*
- *Offered a D&I metrics workshop to Directorate D&IC representatives and D&I Community of Practice members providing insights on the relevance of D&I metrics for understanding principles and best practices.*
- *Held a Diversity and Inclusion Office Open House with dialogue on diversity and inclusion.*
- *Participated in D&I webinars such as Moving the Pendulum on D&I Education and How to Create your ROI Focused 2011 Diversity Strategic Plan.*
- *Took part in Confronting Diversity Resistance Course.*
- *Joined the DDP facilitators and Goddard's Diversity Action Club in collaboration to host an outing to the Smithsonian's National Museum of Natural History in Washington, D.C. to see an exhibit called RACE: Are We So Different. This exhibit is the first national exhibition to tell the stories of race from biological, cultural, and historical points of view. The DDP facilitators led a small discussion group, on-site, after viewing the exhibit. A museum point of contact was also provided to answer any additional questions about the exhibit.*

Special Assistant for Diversity

In 2011, the Special Assistant for Diversity Sharon Wong:

- *Served on the OPM Diversity and Inclusion team responsible for drafting Presidential Executive Order 13583—Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal Workforce.*
- *Addressed the FBI Office of Equal Employment Opportunity Affairs in Quantico, VA on experiences establishing affinity groups and best practices in partnership with Goddard's EOPO Chief.*
- *Was a member of the Employee Concerns Resources Forum established by the Center Ombudsman.*

Following Sharon's departure in the fall of 2011, Dan Krieger assumed the duties of Diversity and Inclusion Program Manager.

Federal Agency Partnering

The D&IC partners with other Federal agencies. In 2011 we:

- *Participated in the American Council for Technology– Industry Advisory Council (ACT-IAC) D&I Best Practices benchmark study that was sponsored by OPM. The agency received appreciation and acknowledgement—NASA "shined." A link to final published paper available upon request.*
- *Provided a D&I overview as part of GSFC's Briefing on Disability to Kareem Dale, Associate Director, White House Office of Public Engagement and Special Assistant to the President for Disability Policy.*
- *Continued to partner with the Federal Interagency Diversity Partnership.*
- *Partnered for the Annual Federal Interagency Holocaust Remembrance program.*
- *Invited the OPM Student Program Manager, Ms. Juanita Wheeler, to brief the OHCM Board of Directors and selected staff on OPM Student Programs and discussed where student programs are headed in the future.*

GSFC Collaborations

The D&IC partners with other GSFC offices and organizations throughout the year. In 2011, the D&IC

- *Continued to partner with OHCM and EOPO on a variety of activities such as the analysis of the "Employee Viewpoint Survey" and the "Diversity & Inclusion Assessment Survey," along with presentation of findings to the senior staff.*
- *Supported the assessment of diversity competencies in the Leadership Development and Excellence in Management (LDEM) Curriculum with OHCM for presentation to Center management.*
- *Partnered with the EOPO on the Martin Luther King Commemoration Event.*
- *Participated on the Center's Pipeline Team, addressing topics such as recruitment planning and support for Science, Technology, Engineering, and Math (STEM) exposure opportunities for students in support of a Center recruitment strategy.*

- *Collaborated with EOPO and the Music and Drama Club (MAD) to develop an educational component around the MAD production of Show Boat.*
- *Partnered with the AETD D&I Committee to host a Center-wide event in recognition of October's National Disability Employment Awareness Month. The panel discussion entitled, "Let's Talk Disabilities," featured AETD Director, Dennis Andrucyk along with a diverse panel of employees.*
- *Co-hosted the Summer Student Intern Open House.*
- *Supported the 4th Annual Career Networking Event for summer interns, hosted by OHCM and EOPO.*

Goddard Diversity Action Club

The Goddard Diversity Action Club (GDAC) provides another venue to celebrate all of the dimensions of diversity and inclusion that manifest in the workplace. This GEWA club offers additional opportunities for people to get involved in D&I work at the Center, and also sponsors events that are fun and educational. The club works with other clubs and organizations at Goddard to promote an inclusive and respectful workplace. Club members include Goddard employees from many professional backgrounds including telecommunications, equal opportunity specialists, professional administrators, and engineers.

In 2011, GDAC co-sponsored events with Advisory Committees and Goddard's Diversity and Inclusion Office, which included:

- *A DDP Brown Bag Information Session, along with Goddard's Diversity and Inclusion Office on May 3rd.*
- *The annual "Celebrate Goddard Day" event on June 22nd, which highlighted the diverse skills and individual differences that have made our legacy of success possible. All members of the GDAC, once again, participated as members of the Center-wide "Celebrate Goddard Day" planning committee.*
- *The GDAC sponsored a trip to the Smithsonian National Museum of Natural History on August 10th. This event was sponsored for Goddard employees to acquire a better knowledge of diversity while touring the exhibit, RACE: Are We So Different.*

  In this learning experience, participants toured the exhibit, which is the first national exhibition to tell the stories of race from the biological, cultural, and historical points of view. A discussion on race, diversity, and culture with DDP Facilitators and participating employees followed the tour of the exhibit.

The Diversity Action Club will continue to emphasize outreach, inclusion, awareness, and education during 2012. The club seeks to expand its membership to include employees who also celebrate all of the various dimensions of diversity that manifest itself in the workplace, as well as those who are eager to learn about diversity and inclusion, and share the wealth of information with workplace colleagues.

GSFC DIVERSITY AND INCLUSION COMMITTEE PLANS FOR 2012

Building on our past successes, next year the GSFC D&IC plans to:

- *Continue P&P: Race sustainment workshops for supervisors.*
- *Continue P&P: Disability workshops for supervisors.*
- *Initiate and hold DDP Phase V and W sessions.*
- *Continue Supervisor DDP and Wallops DDP offerings.*
- *Train a new group of DDP facilitators to augment the existing cadre.*
- *Convene a D&IC retreat.*
- *Update the Goddard Space Flight Center Diversity and Inclusion Committee GPD 3000.1.*
- *Continue partnership with OHCM to brief Directorate leadership on diversity and inclusion related survey results to enable development of action plans to address identified concerns, where appropriate.*
- *Learn from diversity and inclusion related survey results and program evaluation feedback; and develop action plans to address identified concerns where appropriate.*
- *Develop a diversity and inclusion brochure highlighting all of the Advisory Committees.*
- *Continue to partner with other agencies and organizations to share best practices.*
- *Influence and align with guidance for Agency-specific diversity and inclusion strategic plans in support of the coordinated, Government-wide, D&I initiative.*

CONCLUSION

Our progress is evident. GSFC again ranked number 2 out of 229 agency subcomponents in support for diversity in the "Best Places to Work in the Federal Government" 2011 rankings. As we celebrate and acknowledge our successes, we also remain diligent in our efforts to honor and exercise the principles of a successful diversity and inclusion approach:

- *Demonstrated leadership commitment.*
- *Employee engagement and effective communication.*
- *Continuous education, awareness, and skills enhancement.*
- *Shared accountability and responsibility for diversity and inclusion.*
- *Demonstrated commitment to community partnerships.*
- *Effective measurement of diversity and inclusion efforts.*

APPENDIX A: "i am goddard"

"i am goddard," an outgrowth of the 2010 Workforce Diversity and Inclusion Team, focuses on the importance of individual contributions to the Center and reminds all employees that everyone is included in making Goddard high-performing and successful. The key messages interwoven into the campaign (inspiring vision, valuing all contributions, and transferring knowledge) are in direct alignment with the Center's definition of Diversity and Inclusion.

The "i am goddard" Core Implementation Team was the catalyst for bringing the whole campaign to life. This was done through the meticulous analysis of the 2010 Workforce Diversity and Inclusion White Paper. The team extracted several principles of diversity, inclusion, and respect and creatively assembled a campaign designed to empower both employees and managers. All employees have been encouraged to emulate and promote the values of the campaign: creating a positive work environment where our ideas span beyond the breadth of today's view, our contributions are valued, and we continue to share our knowledge base with each other.

After the crux of the campaign was established and approved by the Center Director, members of the Core Team developed a rollout strategy that introduced the campaign to the Goddard community. To ensure that a diverse mix of employees and managers that represent a broad array of backgrounds and experiences were included in the campaign, the team sought the guidance and advice of the Special Assistant for Diversity and Inclusion, which resulted in every Directorate identifying employees and supervisors to be a potential "featured employees" of the campaign.

Based on direct feedback from employees, the Core Team has learned that a sense of community and belonging has emerged as a direct result of the implementation of the campaign. All of the employees and managers featured to date have acknowledged that more people around the Center have engaged with them, using the campaign as a catalyst for that discussion. The Core Team has also seen an influx in interested parties who would like to be featured in the campaign. This further exemplifies that the essence of the campaign is being felt and understood by more and more of the Goddard community each day. All of this feedback has proven to be vital to the Core Team. It affirms that our efforts to make the campaign appealing and engaging for all - have been successful.

Products and Vehicles

The products and vehicles established through this campaign continue to spark engagement on many levels. In an effort to make the campaign appealing, characteristic terminology and several visual products were developed to bring attention to this new effort. The popular term "i am" was selected to engage the reader by placing themselves in the role of what it means to be a part of Goddard, allowing that reader to acknowledge that they, along with the rest of the Center, make a difference. The visual elements were developed, organized, and featured at the campaign rollout during the 2010 Celebrate Goddard Day.

Posters were unveiled that highlighted the presence of this new effort. Electronic and paper posters continue to be displayed throughout the Center that highlight the newest employee and/or supervisor to be featured. Light pole banners were designed and installed near Goddard's front gate to remind people as they leave the Greenbelt campus that they are individually a part of this workforce and, when they arrive on Center, that they are a part of a much larger team.

A year after the initial rollout and many creative brainstorming meetings later, a new Web site has been born. The site was developed by the creative team to showcase all of the featured employees with stunning visuals that tell their stories through photography and video, offering new insight into who these employees are beyond who people see and interact with daily. The stories have been developed in a creative and thoughtful way to entice everyone into initiating conversations with people who they may not normally engage, allowing people to see beyond the obvious while challenging preconceived notions of who we all are. All featured employees are also showcased extensively in Goddard View.

Past Featured Employees (2010 - 2011)

Core Value	Featured Employee/Supervisor*
Get Involved	*David Long*
Understand Current Culture and Environment	*Curtis Johnson**
Treat Others As You Want to be Treated	*Cynthia Simmons*
Set the Tone and Model the Behavior	*Scott Webb**
Model Respect and Value Contributions of All	*Diana Yon*

** denotes supervisory position*

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Upcoming Profiles (2012)

Core Value	Featured Employee/Supervisor*
Create A Positive Work Environment	*Jeff Northey**
Have Meaningful Conversations with Your Supervisor	*Karen Weaver*
Get Out and Talk with Employees	*Braulio Ramon**
Be a Leader Even Without the Title	*Ralph Kahn*
Get Involved and Take Action	*Shannon Rodriguez**
Take Charge of Your Career	*Oscar Cheatom*

** denotes supervisory position*

Next Steps

After all of the 2012 profiles have been created/posted (noted above), we will move into our next cycle of the campaign. While the next cycle will be similar in nature to our initial effort, it will have a different focus to it.

We will engage the "i am goddard" Champion (Christyl Johnson), the Diversity and Inclusion Office, the Diversity and Inclusion Committee, and interested parties from the 2010 Workforce Initiative Committee to brainstorm and determine next steps for the campaign.

APPENDIX B: DIRECTORATE ANNUAL REPORTS

This section of the report provides information about the D&I leadership and employee engagement originating within the Directorates and its impact on fostering diversity and an inclusive workplace.

Directorates

Code 100 | Office of the Director
Code 110 | Office of Human Capital Management (OHCM)
Code 140 | Office of Chief Counsel (OCC) and Office of Patent Counsel (OPC)
Code 150 | Office of the Chief Financial Officer (OCFO)
Code 180 | Independent Verification & Validation Facility (IV&V)
Code 200 | Management Operations Directorate (MOD)
Code 300 | Safety and Mission Assurance Directorate (SMA)
Code 400 | Flight Projects Directorate (FPD)
Code 500 | Applied Engineering and Technology Directorate (AETD)
Code 600 | Space Exploration Directorate (SED)
Code 700 | Information Technology and Communications Directorate (ITCD)
Code 800 | Suborbital and Special Orbital Projects Directorate (SSOPD)

Code 100 | Office Of The Director

The Office of the Director Diversity and Inclusion Committee (ODDIC) has been extremely active this past year. Named the "ODDIC" in 2011 and nearly one year after our committee began meeting, we have strived to elevate our activities, and expand the impact of those activities.

Our first major milestone in 2011 was to develop and implement a peer award program for the Office of the Director. In March we officially launched the program, asking for nominations from our Directorate colleagues using six possible nomination categories. We received 17 nominations and selected 3 civil servant winners and 1 contractor winner. In July, we held an awards ceremony where the winners were announced. The feedback from attendees in the various staff offices was overwhelmingly positive. Most appreciated that the Office of the Director now has a peer award program so that they can recognize the many wonderful accomplishments of their coworkers and saw this as another step toward awareness and inclusiveness across the Directorate, not just within a single staff office.

Other significant accomplishments of the ODDIC were the logo competition and open house event held in early May 2011. The logo contest was open to the entire Directorate. It solicited ideas for an emblem that would represent the ODDIC as we move forward with other diversity and inclusion activities. We had seven separate submissions and selected one to represent the ODDIC based on a popular vote. The logo has now become

an integral part of the ODDIC and is an identifiable and distinctive mark. At the very first ODDIC open house, held May 4, 2011, the logo was officially unveiled. The open house was well attended, and it included food, fellowship, and the official signing of the ODDIC charter. A questionnaire was distributed to request feedback regarding diversity and inclusion questions, issues, and activities. One common theme that was noted among the received responses was the desire to bring our Directorate together more often, which we are making a priority for 2012.

In 2012, our committee looks forward to holding more Directorate-wide events such as a town hall meeting and our second annual peer awards program. We are also looking forward to participating again in the Celebrate Goddard Day event. This past year we were represented in the parade for this event, and we had our own table where we gave out information about our committee and our Directorate. Next year, we hope to increase our participation and presence at Celebrate Goddard Day, as well as other Directorate and Center-wide events. The ODDIC challenges Code 100 employees to demonstrate the values of diversity and inclusiveness, engage one another in conversations within our organization as well as across other Directorates, and foster collaboration, teamwork, and innovation. Such efforts will contribute greatly to the Office of the Director's duty to provide excellence in customer service and support the overall Goddard mission.

Overall, 2011 has been quite a successful year for the ODDIC and the Directorate that we represent. For both of our major events in 2011, there was strong support from our senior leaders who were not only present at the events, but also showed a strong commitment to ensuring their success. In fact, the co-chair of the ODDIC was awarded a Robert H. Goddard Award for her efforts and support for diversity and equal employment opportunity within the Office of the Director. The ODDIC, as well as senior leadership within the Office of the Director, looks forward to continuing the diversity and inclusion journey in 2012.

Code 110 | Office Of Human Capital Management

Priorities for the Year:

The Office of Human Capital Management (OHCM) set the following diversity and inclusion priorities for 2011:

- *Continue to strengthen relationships with Center's Advisory Committees by ensuring OHCM liaisons are teamed up with each committee; report, address and track actions from the Committees, and report to each Committee.*
- *Continue working with the Office of Education to strengthen the intern pipeline for workforce planning.*

Accomplishments/Activities/Programs

OHCM achieved the following diversity and inclusion priorities for 2011:

- *Collaborated with the Equal Opportunities Program Office to meet and assess "barriers to participating in training" concerns from the Equal Accessibility Advisory Committee (EAAC). Conducted a Center-wide, focus group conversation with the EAAC and other support services organizations to gain insight to the barriers. Actions included:*
    - *Providing transportation for those with disabilities needing accommodations to training.*
    - *Establishing a dedicated station in both the Learning Centers at Greenbelt and WFF that can accommodate a wide array of Assistive Technology for learning and training (now available).*
    - *Collaborating with Code 120 to develop and deliver an Accessibility in Training workshop for OHCM Training Program Managers.*

Collaborating with the Equal Opportunities Program Office, Legal, and Procurement to develop standard contract language to require 508-compliant course materials and media for training contracts.

- *Provided a welcoming environment in which New and Developing Professionals (NDP) took a leadership role in planning fun and diverse activities for OHCM.*
- *Held monthly diversity and inclusion discussions open to all of OHCM. These facilitated meetings provided an opportunity to hold open and honest conversations in a safe environment. Employees discussed diversity issues that could cause barriers in achieving a diverse and inclusive workforce.*

Held OHCM "all hands" meetings and learning forums to keep the communication channels open, provide information to employees, and allow employees to share their work products.

- *Supported the intern and co-ops programs as a pipeline to bring in students, particularly in areas where we are below parity for D&I goals.*

Center-wide Accomplishments

This year, OHCM

- *Partnered extensively with the Special Assistant for Diversity and EOPO Chief on the Power and Privilege Source Evaluation Board Implementation Team and conducted two P&P: Disability workshops.*
- *Developed a three-year Center Recruitment Strategy covering FY 2012 through FY 2014 that included a focus on creating a diverse applicant pool.*
    - *Partnered with the Office of Education, the D&I Program Manager, the Equal Opportunity Programs Office, the Directorates, and the Advisory Committees.*

- *Successfully vetted the strategy through the stakeholders and interest groups and received approval from Center management, making it the first-ever integrated, Center-level, recruitment strategy.*
- *Created a final product that is comprehensive and reflective of Goddard's goals towards diversity and inclusion.*

- *Conducted a series of information sessions with EOPO entitled "What is a disability? Let's talk about it."*
  - *Sessions were open to all and topics addressed included: disability etiquette, working with a disabled person, experiences of people with a disability, special hiring authorities, and retaining persons with a disability.*
  - *Managers requested more training regarding disability topics and the inclusion of a Disability Fact Sheet in the on-line Supervisor's Tool Kit. The sessions also resulted in some employees disclosing disabilities via the SF-256.*
- *Developed a tactical plan to recruit veterans for employment at GSFC.*
  - *Participated in the Transition Assistance Program sessions at local military installations to speak with active-duty, senior service members about GSFC programs and to promote Explore@NASA Goddard.*
  - *Made excellent progress towards the new Veteran and Disabled Veteran hiring goals.*
- *Gave several presentations throughout the Center on D&I issues.*
  - *Evaluated the results of the "Employee Viewpoint Survey (EVS)."*
  - *Briefed the Advisory Committee Chairs and the Diversity Council on EVS results specific to Race and National Origin (RNO) and gender in order to provide insight into EVS responses and determine whether action was needed in changing the culture.*
  - *Partnered with the D&I Program Office to brief Center management on our results from the Agency's Diversity and Inclusion Assessment survey.*
  - *Presented to the D&I monthly on How to Lead Generation Y.*
  - *Held an Exploring Leadership Colloquium on the Loudest Duck: Moving Beyond Diversity.*

Impact of Accomplishments and Activities

OHCM continues to positively influence diversity and inclusion practices on Center and external to the Center. We continue to take tactical actions in support of an overall strategic approach to expand awareness among employees and management. The impact of our OHCM liaisons to the EOPO, D&I committees, and the Talent Cultivation Office was far reaching this year. Significant strides were made in understanding the challenges that persons with disabilities experience in the training arena; we believe that the actions taken so far have made a positive impact. We will continue to be active listeners with our partners and continue to bridge gaps to foster an inclusive environment for all employees.

Code 140 | Office Of Chief Counsel

Diversity-Related Priorities

Goals for 2010 through 2011:

- *Continued effective teaming and collaboration between the Office of Chief Counsel (OCC) and the Office of Patent Counsel (OPC) internally and externally—the impact is that increased emphasis on inclusiveness yields more effective client guidance and more strategic work-products.*
- *OCC/OPC involvement in and support for diversity and inclusion events.*
- *Attendance at diversity and inclusion related-events and training.*
- *"Walking the Talk"—being inclusive within the OCC/OPC and within the greater GSFC and NASA community.*

Accomplishments

Our accomplishments for 2011 include:

- *Monthly social gatherings of legal staff fosters sense of community.*
- *Quarterly gatherings of legal and procurement staff to enhance partnering.*
- *OCC has active members in the Gay, Lesbian, Bi-Sexual and Transgender Advisory Committee (GLBTAC) and the Native American Advisory Committee (NAAC).*
- *All OCC and OPC personnel have attended DDP.*
- *OPC supervisor attended P&P: Disability.*
- *OPC personnel play an active role on Code 100 D&I Committee.*
- *OCC support for Celebrate Goddard Day team.*
- *OCC support for the Martin Luther King (MLK) Team.*
- *OCC support for the Music and Drama Club's Show Boat Brown Bag session.*
- *OCC support for GSFC Ambassador program.*
- *Periodic attendance at Center colloquia and diversity and inclusion presentations and events.*
- *Consistently emphasized leadership development and detail opportunities for all staff with several individuals going on detail to other organizations at GSFC or Headquarters (HQ).*

Impacts

Our efforts have

- *Increased communication between OCC/OPC and customers, which means people are more willing to share concerns with Legal if they have an established relationship.*

- *Increased collaboration among members of OCC and OPC who work more effectively together despite being located in different offices and doing very different work.*
- *Increased understanding of customer issues and perspective, which enables more effective working relationships during stress of litigation.*

Code 150 | Office Of The Chief Financial Officer

Priorities for 2011

The Office of the Chief Financial Officer (OCFO) set the following D&I priorities for 2011:

- *Continue to strengthen a culture in Code 150 that embraces the value of individual talents and contributions.*
- *Build personal connections between employees to reduce barriers, increase sense of inclusion, and promote teamwork.*
- *Support individuals of diverse talents and backgrounds, unified by our core values and common methodologies, which positions OCFO to deliver high performance with the best mix of great capabilities and experiences.*
- *Participate fully in Goddard's D&I activities.*

Accomplishments, Activities, and Programs

Several Code 150 employees are members of GSFC advisory committees, including the HACE, WAC, VAC, and Equal Accessibility Advisory Committees. The CFO serves as Senior Champion of the Native American Advisory Committee.

The Code 150 Inclusion Committee established in the fall of 2010 has been working to help create an environment where all Code 150 staff feels appreciated and valued. Code 150 invited the GSFC Office of Diversity and Inclusion to a Committee meeting to provide a D&I briefing, which included educating the team on D&I concepts and Center-wide D&I strategies. The OCFO D&I Committee representative and the Office of D&I Directorate Liaison attended a D&I Community of Practice meeting with AETD. The participants shared ongoing and planned activities in the Directorate, lessons learned, best practices, and strategies to seek support from the D&I community.

Goals: *This year, our goals were to 1) expand participation in our D&I committees within the OCFO; 2) gain significant visibility and insight for diversity concerns in the OCFO by developing a D&I metric to assess progress on workforce diversity and organizational inclusion; 3) expand the OCFO diversity and inclusion training portfolio; and 4) deploy customized D&I training opportunities.*

Recruiting and Hiring: *We used the summer internship program to expand the diversity of new hires. In FY2011 we sponsored an initiative with the University of Puerto Rico to facilitate early participation of student interns in summer hiring, aligned with Directorate D&I goals.*

Training: *All managers were actively encouraged to participate in the P&P: Race training seminar. As a new member of the GSFC D&IC, the Deputy CFO participated in the pilot trial run and the evaluation of the P&P: Disability training program held at the Maritime Institute. The Deputy CFO also participated in the briefing to senior leadership by providing feedback on potential program improvements. The Deputy CFO invited Office of Diversity and Inclusion's directorate liaison to share insights, experiences, expertise, and best practices with the OCFO D&I team so that they could build upon the foundation of D&I activities within the OCFO. The OCFO D&I committee held a "how to" session on "speed networking" with best practices provided by a Code 300 D&I member.*

Code 150 conducted a successful OCFO Peer Award recognition campaign that incorporated events throughout the year. The award process provided an opportunity for all staff to participate in acknowledging and recognizing the accomplishments of peers, regardless of awardees' position in the organization. Code 150 has seen a marked increase in employee morale attributable directly to these activities.

OCFO actively supported Celebrate Goddard Day festivities by participating in the parade (winning the "Judges' Choice" award), hosting a table on the Mall, and sponsoring the second-annual, Center-wide basketball tournament. Our OCFO D&I committee drew upon the contributions from a diverse team of employees across segments of the OCFO. Our success at the Celebrate Goddard Day exemplifies our commitment to an inclusive environment in the OCFO.

As part of the Deputy CFO's on-boarding process, he addressed and strengthened the D&I capability of his organization by facilitating opportunities for OCFO staff to participate in details and new learning opportunities in other parts of the organization. These new opportunities enabled individuals to gain experience in other segments of the OCFO so that they continued to develop and contribute to the maximum extent possible. The goal is to create an environment that embraces different perspectives; enables creativity to solve complex problems (technical, programmatic, and organizational); and values teamwork, trust, and respect.

Code 160 | Office Of Education

Priorities for Year:

The Office of Education set the following diversity and inclusion priorities for 2011:

- *Focus on recruitment of minority and underrepresented students for internship, scholarship and fellowship opportunities.*
- *Focus on developing relationships that support Historically Black Colleges and Universities, Hispanic serving institutions, and majority institutions in support of their NASA-related research and engineering interests.*
- *Develop relationships with the science and technical Directorates to create partnerships with institutions related to NASA science and technology.*

- *Develop relationships with Center Advisory Committees toward establishing a unified recruitment and workforce pipeline.*
- *Manage a robust and diverse intern program.*
- *Implement an Office of Education organizational development plan in conjunction with OHCM.*

Accomplishments, Activities, and Programs

The Education Office achieved the following diversity and inclusion priorities for 2011:

- *Successfully managed an intern program for 525 summer interns*
- *Achieved 50-percent participation of students with disabilities, minority, and underrepresented students in the intern program.*
- *Developed a Center recruitment strategy in coordination with OHCM, EOPO, and Directorates, including training for mentors, and Directorate and programmatic representatives.*
- *Implemented NASA's One Stop Shopping Initiative (OSSI): Student On-Line Application for Recruiting Interns (SOLAR) system for all interns, with an emphasis on diversity.*
- *Served as the single Agency-pilot site for NASA Education's new OSSI: SOLAR System.*
- *Conducted Center-wide town hall information meetings and training sessions for OSSI: SOLAR.*
- *Implemented returning student program:*
    - *Developed a pilot program for returning students in cooperation with science and technical Directorates.*
    - *Implemented process to identify students for workforce pipeline.*
- *Redesigned intern program for 2012 in alignment with HQ Office of Education priorities.*

Code 180 | Independent Verification And Validation Facility

Diversity-and Inclusion-Related Priorities and Goals for 2011

The Independent Verification and Validation (IV&V) Facility set the following diversity and inclusion priorities for 2011:

- *Continue to embrace NASA's and GSFC's diversity and inclusion strategies.*
- *Participate in diversity and inclusion events.*
- *Encourage and enhance an open, transparent, and inclusive values-based environment within the IV&V Program.*

Accomplishments/Impacts

IV&V achieved the following diversity and inclusion priorities for 2011:

- *Participated in P&P: Disability workshop. The workshop helps promote inclusive behaviors and making the overall environment more equitable.*

- *Continued informal mentorship program for IV&V women with female SES leaders. This program provides encouragement, support, and feedback to participants.*
- *Continued emphasis of the IV&V Program's values (safety, integrity, respect, teamwork, balance, innovation, and excellence) in performance plans. Values are the behaviors or characteristics that are revered in all that is done both within and outside the NASA IV&V organization. These values are essential to maintaining and supporting the culture of the NASA IV&V organization.*
- *Provided opportunities for staff to participate in detail opportunities. These opportunities help individuals to gain experience in other segments of NASA.*
- *Attendance (via VITS) at Center Colloquia and diversity presentations and events. These events foster an organizational climate where employee diversity and mutual respect are vehicles for creativity and team effectiveness.*
- *Hosted 30 summer interns in 2011. The students were given a professional environment to report their summer accomplishments. This provided Code 180 employees with the opportunity to observe the great potential of the up and coming generation as well as provided the students visibility to several levels of future coworkers.*

Code 200 | Management Operations Directorate

Diversity Related Priorities and Goals for 2011-2012

The Management Operations Directorate (MOD) set the following diversity and inclusion priorities for 2011:

- *Promote a culture that is perceived as equitable by all Code 200 employees.*
- *Proactively promote diversity work, aligning activities with strategic priorities.*
- *Participate fully in Center D&I activities.*
- *Focus on effective teaming and collaboration.*
- *Encourage relationship building and networking throughout the Directorate.*

Accomplishments

Code 200 achieved the following diversity and inclusion priorities for 2011:

- *Throughout 2011, we continued the Talent On-Boarding Program for 16 new employees. This program begins 30 days before new employees arrive in Code 200 and continues throughout the first year on the job. The primary objective was to provide new employees with the opportunity to more effectively integrate into the organization. Outcomes realized included: aligning new employees with critical business goals and strategies; improving time to productivity; improving retention rates; improving employee morale; and promoting our vision of equity and inclusion.*

- *November 2011, Code 200 conducted the Mission, Vision, People (MVP) workshop for 25 employees. The goals of MVP are to provide MOD employees an opportunity to participate in a relationship and skill-building seminar. Outcomes realized included: exposing employees to the diverse population of MOD; strengthening teaming and collaborative skills; and experiencing first-hand MOD's commitment to valuing a diversity of ideas, experiences, and creativity.*
- *In February 2011, Code 200 instituted the Lunch Bunch, a monthly brown bag luncheon open to all civil servant and contractor employees of Code 200. This year's series culminated with a "chili cook-off" complete with judges and prizes for the spiciest, the most unique, and the overall tastiest chili! In addition to great fun, the monthly luncheons provide a casual, "agenda-free" opportunity for employees to communicate and interact with a variety of their fellow Code 200 employees including senior management.*
- *In November, we also instituted the Directorate Speaker series. Employees were invited to hear individuals from each Division highlight the range of services provided by their particular Division and its interrelationship to the Directorate and the Center. The first speaker in this series was Neal Patel from Code 279 who enlightened us on the process for transporting spaceflight hardware for various GSFC projects to a number of locations including the Kennedy Space Center.*
- *The Code 200 Awards ceremony and picnic was held in June 2011; 74 nominations resulted in 38 individual and 11 team awards.*
- *The Procurement Operations Division, Code 210, continued to embrace diversity and inclusion strategies with the continuation of three procurement learning groups—one group for new contract specialists, one group for senior Contracting Officer, and a combined group for all. The Procurement Management Team recently completed training on improving communications as well as continued their participation in the Diversity Dialogue program. Procurement personnel along with other Directorate employees participated in the Center's offering.*
- *In October we instituted Paprocki's Post-Its, a newsletter for Code 200 employees featuring news you can use, dates to remember, and employee spotlight.*
- *To increase emphasis on teaming and collaborative efforts, 25 new and "seasoned" Greenbelt civil servants and contractors visited Wallops on November 30, 2011. Events for the day included a tour and overview of each Wallops Code 200 Division with emphasis on the key projects and services they provide. This gave employees—many of whom have been here for years but have not had the opportunity to visit the Wallops facility—with a broader view of the Code 200 operations at Wallops.*

Code 300 | Safety And Mission Assurance Directorate

Diversity

Recruiting and Hiring

FY 2011 hiring exceeded Directorate diversity goals. FY 2011 hires were persons with disabilities (7.14 percent), persons with targeted disabilities (3.17 percent), veterans (37.5 percent), and disabled veteran (4.6 percent). Our student co-op and intern program also addressed diversity goals.

Code 322 formalized the System Reliability Research Assistant Program, established with Morgan State University. The program provides workplace opportunities for students to develop particular competencies important to GSFC in order to expand the pool of hiring candidates.

- *Impact of the activities: The work done early in the process in 2011 enabled the Directorate to progress towards its hiring and diversity goals and introduced managers to successful short- and long-term strategies. These strategies also improved communications between the student candidates, the Code 300 HR staff, and the Division/Branch managers about hiring opportunities and processes.*

Center-wide D&I Support

The following Center-level D&I Advisory Committees have members from Code 300: WAC, Renee Robinson; Judy Bruner (Management Champion); AAAC, Carol Hamilton; APAAC, Naveed Quraishi; EAAC, Linda Millsap; HACE, Jeff Dalhoff; GLBTAC, Sanjeev Sharma (matrixed employee to Code 300); NAAC, Orson John.

Code 300 actively participated in Center-sponsored training on P&P: Disabilities as program evaluators, consultants, ambassadors, and pilot participants. Code 300 sent five people from four Branches to participate in the Diversity Dialogue Program during 2011.

- *Impact of the activities: Several members of Code 300 now have a baseline understanding about considerations and skills that are required when hiring and supervising our workforce, many who may have a disability or may acquire one during their lifetime. We learned how to recognize the need for accommodations and how to ask for them.*

Inclusion

Directorate Support of Center Initiatives

Code 300 directly supported the following Center initiatives with attendee participation, booths, food vendor management, and general volunteers: Explore Goddard Day; Celebrate Goddard; D&I Community of Practice (CoP); GSFC D&I metrics workshop; Women@NASA; and Women of Goddard STEM book, a book highlighting women in science, technology, engineering, and math (STEM). The Code 300 D&I Team chairperson attended D&I meetings in Codes 200, 500, and 700 to share best practices.

- *Impact of the activities: Code 300 continues to be an active advocate for the Center's D&I initiative through its commitment and participation in Center-sponsored activities. Employees are given the clear message that Code 300 buys into the Center's initiative and will be both beneficiaries and contributors as well.*

Peer Appreciation and Advancement

Code 300 processed eighteen proposals for peer awards in 2010. Twelve were awarded to civil servants and contractors. Directorate-wide parties were held including appreciation socials for the administrative assistants, student interns, and retiring employees. The Code 300 Career Path Web Tool prototype was completed.

- *Impact of the activities: The social event and peer award activities provide examples of accomplishments to all staff, which are highly valued regardless of awardees' position or organization. The Career Development tool signals to the Code 300 staff that we value competency and job access, and reject the paradigm of "It's not what you know but who you know."*

Code 300 Diversity and Inclusion Committee Activities

In 2011, Code 300 started its own internal D&I Committee.

- ***Speed Networking:*** *Speed Networking was rolled out in 2011. Five events were held both within Code 300 and between Code 300 and other organizations. Speed networking kits were assembled for Codes 200, 400, and 700. Feedback from these events showed that 96 percent agreeing that it was a positive experience. Likewise, 94 percent would recommend Speed Networking to their coworkers.*

- ***Islam in the Media:*** *Four sessions of this video and discussion were conducted on Center in 2011. The video, Islam: A Faith Hijacked, was shown and an open discussion followed, moderated by a practicing American Muslim. These open discussion sessions allowed participants to both learn about the American Muslim community beyond what the mainstream media offers and understand the perspectives and thoughts of their colleagues.*

- ***Round Table Discussion with the GLBT Advisory Committee:*** *Code 300 hosted an open discussion session with the GLBT Advisory Committee. The topic of being "out" at work constituting a private matter was used to kick-off the conversation. The discussion enabled participants to see the primacy of the "safe" work environment for enabling people with all work styles and temperaments to be who they fully are at work as well as to be productive and have healthy networks. Participants also shared the emotional cost of not being able to be totally honest about oneself in the workplace.*

- ***Process Documentation and Website:*** *The Code 300 internal policy for diversity and inclusion was updated and reinvigorated. Work started in 2011 on a new Code 300 website to facilitate information sharing and competency with the language and goals of D&I initiatives.*

- *Impact of the activities: The impact is that the staff and the committee are clearer about what is meant by inclusion and how it differs from diversity. The Directorate has some small experiences with the value of getting to know "the other" personally through speed networking, talking about being Muslim in America, and GLBT issues.*

Plans for 2012:

In 2012, Code 300 will:

- *Continue to run our signature activities: speed networking, parties, employee profiles, peer awards, and website as well as support Center-wide initiatives;*
- *Seek speed-networking opportunities across the Center;*
- *Create a tool in the new website that anonymously captures employee issues and concerns. The Directorate can use these issues as topics for round table discussions or "let's lunch" sessions. This program will attempt to probe into the issues on the ground in Code 300. This will give us a reading of where we are and where we need to go as a Directorate.*

Code 400 | Flight Projects Directorate

Accomplishments and Impacts

With the launching of the Creating a New Future Initiative (CNFI), the Flight Projects Directorate's (FPD) commitment to diversity and inclusion is important to the success of the Directorate. When fully implemented, this initiative will engender an organization that is open and inclusive, have a diverse cross-section of people, encourage innovation and creativity, elevate the performance of existing personnel beyond current success, expand leadership opportunities for current and future employees, and attract the best and brightest.

The Directorate is nearing completion of the first phase of this initiative. The teams have generated key deliverables to be unveiled to the Directorate, with future rollout planned for other partnering directorates.

With the premise of "creating a new future," a 12-member design team was formed from a cross-section of the Directorate to canvass employees inside and outside the Directorate, at NASA Headquarters, and in other partnering governmental agencies. From the feedback, three areas of improvement emerged: people, relationships, and processes. Three teams were formed: the people group, the relationship group and the processes/ tools group. In conjunction with senior leaders over the last 18 months, these teams have established specific measures to successfully address issues identified within each group.

The second phase will plan for sustained implementation. We will be reaching out to our partnering Directorates to review and evaluate our progress, while soliciting feedback

on methods developed to reinforce this new culture and processes. We invite all to participate in this strategic dialogue as we strive to leverage the unique talents of our stakeholders and partners.

Diversity Committee Highlights:

During FY 2011, Code 400

- *Served, through Flight Projects Directorate Diversity Committee Chair, on a Modified Acquisition Board for the Power and Privilege follow-on courses: Disability, Gender, Generations and Sexual Orientations. Additionally, the Co-Chair acted as a student for the Power and Privilege: Generations session.*
- *Emphasized through Senior management the importance of diversity at the All-Hands Meetings and extends invitations to all employees to join the committee or learn more through the directorate web site or contacting committee members.*
- *Maintained a diversity and inclusion website on the Directorate's homepage with events, articles, and cultural tidbits.*
- *Maintained a dedicated diversity and inclusion page within the Critical Path Newsletter, published quarterly.*
- *Supported the annual Celebrate Goddard Day activities with committee members serving on the Center planning committees.*
- *Actively supported the "Civility Collaboration" hosted by Code 600.*
- *Met monthly to discuss a diversity and inclusion article and to review strategic plan updates.*
- *Met regularly to identify emerging trends that could impact realization of an inclusive environment and culture (Chair and Co-Chair with FPD management).*
- *Attended other Directorate's diversity and inclusion meetings to benchmark and adopt best practices (Chair and Co-Chair).*
- *Supported the Community of Practice initiatives and meetings held by the Diversity and Inclusion Office.*

Diversity Committee FY2011 Highlights:

- *Sponsored Suzanne Jenniches, VP and General Manager of the Northrop Grumman Electronic Systems Division as a speaker for the Women's Advisory Committee and Women in Aerospace Equality Day in August 2011.*
- *Held a speed-networking event with Code 300 designed to enable connections that reinforce relationships between both Directorates.*

Diversity Committee Activities Planned:

- *Holding Executive Leaders Panel for 2012.*
- *Benchmarking industry and academia with Intelsat and American University.*
- *Coordinating a internal presentation by Dr. Hossin Abdeldayem on Islam and the Media.*
- *Holding a religion panel.*

Code 500 | Applied Engineering And Technology Directorate

The Applied Engineering and Technology Directorate (AETD) represents just over 40 percent of Goddard's civil service workforce. To carry out our missions, we recruit from the pool of top engineering students at colleges across the United States, which ensures robust intern, cooperative education, and early career programs. As such, our workforce is representative of the nation-wide diversity that exists in our technical disciplines. The AETD workforce is also the main source of employees migrating into the Center's senior technical and management pipeline; and as such, our present workforce efforts will make for a more diverse Center senior management pool in the future.

AETD's significant accomplishments in 2011 were:

- *Active participation by AETD supervisors and our influence leaders in the Center's P&P: Disability training. In support of initiating this second portion of the Power and Privilege series, AETD senior staff and members of our AETD D&I Committee participated in the P&P Source Evaluation Board process as an evaluator and as "Mock Session" participants. A number of senior staff also participated in the pilot offering of the course.*
- *AETD achieved the Federal 2-percent participation rate for people with targeted disabilities in the Federal workforce and the 50-percent early career Center hiring goal.*
- *AETD continued to grow our partnerships with universities that are minority-based or with a high concentration of minority students including: Spellman, Morehouse, University of Puerto Rico, Bowie State, Salish Kootenai, Prairie View A&M, Alabama A&M, North Carolina A&T, Hampton University, Howard University, Delaware State, and Norfolk State University. AETD also remains an active member of the Massachusetts Institute of Technology Industry Advisory Council for Minority Education.*
- *AETD established a D&I Peer Award in 2011 to recognize that diversity and inclusion is a core value and to raise awareness of those members of the Directorate who are "walking the talk."*
- *The Directorate continues to serve as champion for the Greenbelt Chapter of the National Society of Black Engineers, providing 100 percent of the resources for their workforce development, education, and outreach programs broaden STEM interest and involvement in grades K–12 for the region.*

- *AETD's senior staff actively lead D&I efforts within the Directorate and across Center, including: the Director serving as a Senior Champion for the African American Advisory Committee and participating in the Center Let's Talk Disabilities session in October 2011; the Deputy Director leading the planning for African American History, Month 2012; and two Divisions having established their own Diversity Working Groups.*
- *AETD D&I Committee's 2011 activities included: establishment of an AETD D&I Wiki, https://aetdwiki.gsfc.nasa.gov/display/AETDDC/AETD+Diversity+Committee; participation in the Center's D&I Community of Practice Discussions and attending D&I committee meetings in other Directorates; and hosting a Center-wide open house for the Haiti documentary, entitled Lift-Up, which was a one-year anniversary follow-on activity associated with the 2010 Haiti Earthquake Benefit Concert.*

Code 600 | Space Exploration Directorate

2011 Diversity and Inclusion Priorities, Accomplishments, and Impacts

Management support has prompted more regular, open discussion about how to improve diversity and inclusion within the Space Exploration Directorate (SED).

- *There is consistent attention on diversity and inclusion across the activities of the Directorate from hiring, to award nominations-both internal and external, to internal and invited seminar speakers.*
- *We are focusing on the pipeline of students from middle school to post graduate work.*
- *Our goal is to create a more inclusive workplace where people can contribute to their maximum potential. In addition, we are giving our staff the tools to deal with difficult situations more effectively.*

Accomplishments

- *SED expanded the Women's Science Forum to the Women and Minorities Science Forum by adding the Advisory Committee Representatives. This group continues to focus on issues associated with these groups within SED.*
- *We have continued to use the co-op program to attract minorities in the sciences. We expect two of them in 610 to complete their PhDs this coming year.*
- *The SED diversity team meets monthly to discuss diversity challenges. The Directorate supports the facilitator for these sessions. The SED also supports the Civility Collaborative along with the Flight Projects Directorate.*
- *An informal lunch for women scientists takes place about twice a month to build community and to share information.*

- *To improve the future science pipeline, SED sponsors a number of activities at UMBC through the Goddard Earth Sciences and Technology Center Staff (GEST) and the Joint Center for Earth Systems Technology (JCET) to support women and minorities, as well as at Howard University to support African-American Ph.D. candidates. A new student pipeline through USRA's Goddard Earth Sciences Technology and Research (GESTAR) Studies and Investigations is being developed.*

From September 21–24, 2011, we supported the annual joint conference of the National Society of Hispanic Physicists and the National Society of Black Physicists in Austin, Texas. We had at least one Goddard Scientist representing each of the four Science Divisions at Goddard.

A Goddard heliophysicist attended the annual meeting of the Society for Advancement of Chicanos and Native Americans in Science (SACNAS) October 26–28, 2011 as a representative for Code 670. Discussion at the end of the presentation focused on opportunities for students at Goddard.

The GSFC Summer of Innovation—Middle School Week drew over 800 students to the Greenbelt campus during the week of October 12–15, 2010 with the goal of making STEM real and understandable. The week provided an opportunity for middle school student to engage with GSFC STEM professionals, experience hands-on activities, and explore career opportunities. GSFC targeted Title I middle schools with a minimum of 50 percent or more families below the poverty line and serve large populations of underserved and underrepresented students.

A Code 610 scientist, Lola Fatoyinbo, was a panel member in a webcast for Black History Month and Engineering Week that featured African American scientists and engineers. The scientists and engineers were asked questions from students across the country related to their careers and research.

Goddard Center for Astrobiology (GCA)

- *The Undergraduate Research Associates in Astrobiology (URAA) had three associates this past summer (2011); two were women and one was Hispanic. Lunar and Planetary Science Academy (LPSA).*
- *LPSA is a residential summer internship program for college and graduate students with emphasis on authentic hands-on activities in lunar and planetary science. The 20 students and staff assistants of the 2011 LPSA represented 17 schools from 15 different states. 50 percent were woman and 20 percent were minority students (one Native American, one African American, two Hispanic).*

The Women of Goddard booklet featured 103 women in STEM careers.

- *SED developed, printed, and has distributed the Women of Goddard booklet featuring 103 women in STEM careers at Goddard. This publication was initiated by the request from the Maryland Women's Heritage Center for an input from Goddard. The women spanned many scientific and technical disciplines, demographics, and organizations; they are civil servants, contractors, and students. The Heritage Center's exhibit entitled Explorations & Discoveries: Maryland Women in Science, Technology, Engineering and Mathematics will be on display for one year in Baltimore, MD.*
- *The 600 Diversity Team or Civility Collaborative have hosted meetings covering a wide array of subjects such as confronting diversity resistance, stress and resiliency, four generations in the workplace, GLBT topics, Islam and the media, disabilities, how to handle difficult interpersonal situations.*

Impacts

- *The ability to hire a large number of scientists early in their careers over the last few years has been essential for increasing the Diversity within the SED. The challenge now is to retain these high performing young scientists and to provide a work environment in which they can thrive.*
- *According to studies, mentoring is important to both attract and retain students in the sciences. We are paying much more attention to mentoring as a means to acclimate newcomers to Goddard and to develop their scientific credentials while they are here. In many cases, the new hire has two mentors—an organizational mentor and a scientific mentor.*
- *New hires and existing staff are being made aware of and given the opportunity to attend Technical Managers Training, Road to Mission Success training, etc. In the past year, Project Scientist training has been developed and many of the newly hired scientists were actively encouraged to participate.*
- *The Earth Science Division conducts a networking event monthly in the lobby following the Director's seminar. This creates networking opportunities to discuss the subject of the talks and also access to Division leadership in an informal setting.*
- *The Solar System Exploration Division held a monthly lunchtime discussions relating to Diversity and Inclusion over the entire year. Each month a different Advisory Council Chair and Vice Chair came to discuss with the 690 Lab Chiefs and their associates the issues pertaining to their particular group. These monthly discussions all pertained to issues concerning our workforce that is diverse in every factor. They were facilitated by Howard Kea, who led the discussions. They have been very helpful in giving our supervisors a wider picture of the issues faced by different people and have also been a forum for discussing how the supervisors do their jobs to the best advantage of everyone involved.*

Code 700 | Information Technology And Communications Directorate

The Information Technology and Communications Directorate (ITCD) focused its 2011 Diversity and Inclusion efforts on its resources and services to the Center to help advance the Center's D&I goals. It also continued its participation in all Center Advisory Committees with the use of increased hiring authority.

The ITCD is very proud of its formulation of a Directorate-wide Diversity and Inclusion Committee (beginning in September 2011). It has ten very active members from various divisions and representation from almost all of the Center's Advisory Committees. This committee has already begun to motivate the Directorate's employees to engage in discussions and thoughts on how diversity and inclusion is imperative for all of ITCD and its customers.

The ITCD believes and supports the diversity of its employees and contractors; this has been shown in the expansion of the New and Developing Professionals (NDP) Advisory Committee, which is a merger of the former Goddard Developing Professionals committee and the New Employee Welcoming Board (NEWB) committee. The NDP strives to serve as an open forum to collaborate, coordinate, and build sustainable partnerships across all Directorates. Overall, NDP advocates for inclusion of all employees into the Goddard workforce and appreciates insight and contributions of all employees including contractors and civil servants. ITCD employees have been instrumental in its cultivation, which illustrates that NDP's efforts in diversity and inclusion affect staff and the mindset about how all people affect our workplace.

In addition, the Directorate welcomed 13 summer interns who were representatives of various minority demographics and were active participants in NDP and the organization. ITCD has also extended its community outreach by engaging local schools and programs in the metropolitan area. This year, students from Year Up—an information technology program geared towards urban youth—visited the Directorate to learn, firsthand, about the various IT disciplines that comprise the organization.

The ITCD continues to provide the Goddard oversight that ensures the accessibility of IT resources to all employees, an area in which we also provide significant leadership for NASA. We continue to provide co-leadership for the Center's new Advancing Communications Techniques Project. In this continued initiative, we are bringing our technology leadership to bear on enhancing communication channels and content to better resonate with audiences of different ages, interests, and skill sets. This initiative is a natural extension of our NASA and broader Government work to expand the use of our IT resources in the area of social media and collaboration, developing bridges and pathways of communications across all boundaries.

Code 800 | Suborbital and Special Orbital Projects Directorate

Training: *The Code 800 Diversity Working Group (DWG) planned upcoming Code 800 Diversity training for FY2012. The training plan for FY2012 consists of an all-hands Code 800 meeting without supervisors conducted by the DWG chairperson. There will also be two make-up meetings. The 30 to 40-minute training will be a combination of the Employee Viewpoint Survey (EVS) results discussion, a six-minute Village of 100 video, metrics results, and interview results. We will distribute the EVS survey results and the presentation electronically before the meeting. The goal is to obtain responses from the workforce, and then the results will be presented to Code 800 management.*

Membership: *The DWG continued to recruit new members and continue to have a broad representation from across Code 800.*

Metrics: *We continued collecting participation metrics. Metrics help supervisors and management notice if the same small group of "go-to" employees is participating in all the activities and if they are giving fair and equal treatment to all employees. The Code 800 DWG collected and compiled full-year metrics for FY2010 and compared them to FY2009. Results were posted on the Code 800 Web site. We also collected metrics for the first six months of FY2011. In FY2010, Code 800 employee participation was 96 percent, and Code 800 collaborative opportunities participation was 45 percent—against goals of 80 percent and 20 percent, respectively.*

Interviews: *The DWG continued to conduct interviews for Code 800 new hires, random employees, and exiting employees. Interview data is being collected and compiled for analysis and recommendations to Directorate management.*
Wallops-wide Communication: Activities are communicated to the Wallops workforce by means of email blasts, notification in Wallop's Inside the Gate video newsletter, and signs for events.

Diversity Working Group Goals:

The DWG has four major goals:

- *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 a voice to employees who may feel invisible.*

FY 2011 Diversity Training Events:

Inclusive Community Awareness Network (ICAN): *The DWG continued the ICAN speed networking events. We have found that people enjoy the experience of being in a high-performing team and crave that synergy when they find themselves in other social groups. The goal of ICAN is to bring this opportunity for community synergy to our workforce at the Center level. The first session at Wallops was held on January 26, 2011 and the second session was held on July 7th. Feedback was extremely positive. The sessions were well attended, and comments from those who attended included "fun," "thumbs up," and "exceeded expectations." We have begun planning for the next event in January 2012.*

P&P: Disability Workshop: *Center sponsored workshop held at Wallops for employees in September 2011 regarding issues of power, privilege, disability and inclusion. Thirty people attended.*

DDP: *With support from Greenbelt DDP counselors, a DDP session (August through December 2010) was conducted at WFF for the first time in several years. Also started a second DDP session at WFF in August 2011 and anticipate completion by the end of December 2011. An emphasis on new employees taking the DDP training was made in order to enhance networking across all of WFF.*

Wallops Flight Facility has a facility-wide Diversity Committee as well as a Code 800 Diversity Working Group. These groups collaboratively hosted a number of events including ICAN speed networking, and commemorative events.

APPENDIX C: ADVISORY COMMITTEE ANNUAL REPORTS

This section of the report provides information about Goddard's Advisory Committees and how they are fostering Diversity and Inclusion across the Center.

Advisory Committees

African American Advisory Committee (AAAC)
Asian Pacific Americans Advisory Committee (APAAC)
Equal Accessibility Advisory Committee (EAAC)
Gay, Lesbian, Bi-Sexual, Transgender Advisory Committee (GLBTAC)
Hispanic Advisory Committee for Employees (HACE)
Native American Advisory Committee (NAAC)
New and Developing Professionals (NDP)
Veteran's Advisory Committee (VAC)
Women's Advisory Committee (WAC)

African American Advisory Committee

The African American Advisory Committee (AAAC) informs and makes recommendations to all levels of management concerning systemic issues and concerns of African American (AA) employees. The AAAC provides recommendations to management that promote diversity and inclusion for the benefit of all GSFC employees. The AAAC creates partnerships within the GSFC community for fostering an environment of inclusion that will ensure the career progression of all employees.

One of our diversity and inclusion priorities for 2011 was to reach out more to the Generation Y employees and to identify common issues and concerns among all Goddard constituency groups in an effort to build alliances to address and/or advocate our commonalities. The AAAC also embraces the message of Power & Privilege training and encourages increased awareness of personal lenses and filters. The AAAC is advocating for a diverse and inclusive working environment that appreciates and embraces the contributions of all employees.

2011 Accomplishments

In 2011, the AAAC:

- *Raised issues and concerns of the AA community to senior management that impacted center strategies and tactical approaches for the betterment of Goddard and mission success.*

- *Built partnerships with Center Management to discuss and address diversity and inclusion issues. These partnerships have resulted in opening lines of communication and a greater awareness of issues and concerns currently facing the workforce. Hence, some organizations performed a self-examination and have begun to create an inclusive environment of change and possibilities.*
- *Encouraged AA constituents to apply for career development and professional growth opportunities. As a result, we have noticed an increase in AA employees in supervisory and managerial roles.*
- *Participated on the Martin Luther King (MLK) Committee and in the MLK Program.*
- *Sponsored events that provided awareness of African American contributions, culture and history. Some of the activities consisted of: Gen X/Gen Y Panel, Self-Branding Workshop and Developing Your Own Family Tree.*
- *Held the AAAC retreat in May 2011. The retreat theme was, "Renewal, Rededication, and Recommitment." The AAAC retreat gave the members an opportunity to meet with senior management from AETD and EOPO and to discuss AA issues and concerns.*
- *Participated in the development of the Non-Competitive Placement Process (formerly known as Accretion Promotion Review Process). Served on the NCPP Implementation Team and Advisory Board.*
- *Provided required information and analysis to the Office of Human Capital and the Education Office for more strategic recruitment resulting in a more diverse applicant pool of Goddard interns. AAAC members also served on the Combined Advisory Committee Recruitment Subcommittee. Participated on the P&P: Disabilities pilot training.*

Asian Pacific American Advisory Committee

The Asian Pacific American Advisory Committee (APAAC) provides advice, guidance, and recommendations to the Goddard Director for planning, implementing, and monitoring the Center's Affirmative Action program on the employment and advancement of Asian and Pacific Americans (APA). APAAC also serves as a focal point for the concerns of Asian and Pacific American employees on matters affecting their employment at Goddard and helps resolve Center-wide problems affecting Asian and Pacific American employees. Our goal is to increase the Goddard community's awareness of APA cultures and values.

This year we added three new civil servant members to the committee. The contractor employees have been invaluable as volunteers during May's APA Heritage month and other diversity and inclusion activities and events (e.g. Goddard Day, Intern Open House, Explore@NASA Goddard).

Below are some highlights of our accomplishments for 2011:

- *During Asian Pacific American Heritage Month, we had an exceptionally good turnout for our Taste of Asia event in the Building 8 Auditorium. The large space provided ample room for presentations that entertained and educated employees about Asian culture while they sampled Asian cuisine. The educational activities in conjunction with the food tasting were well received and we plan to continue them in 2012.*
- *We had two excellent speakers during APA Heritage Month: Congresswoman Madeleine Bordallo (Representative from Guam) and Kalpen Modi (Associate Director, Office of Public Engagement, The White House). Congresswoman Bordallo spoke at our Taste of Asia event, which was co-sponsored by the Women's Advisory Committee (WAC), and Kalpen Modi delivered the keynote address for Heritage Month. In addition to our speakers, we held a Heritage Month luncheon that was co-sponsored by the Goddard Chinese American Club (GCAC).*
- *A member of APAAC continues to serve in the Standing Awards Committee (SAC).*
- *Members of our committee served on the Combined Advisory Committee Recruitment Sub-team, which worked with OHCM to identify new avenues for recruiting APAs. One member of the APAAC and one APA constituent presented at the first annual Society of Asian Scientists and Engineers (SASE) conference in Baltimore, MD. The constituent served on a panel for information on transitioning from school to the workforce.*
- *The APAAC charter was revised to increase the number of Directorate representatives on the committee and to enable members to serve more terms on the committee to provide greater continuity.*

Looking Forward

During the upcoming year, our committee will continue to examine the impact of activities that we plan and execute as well as our voluntary commitments. In particular, during Heritage month, we would like to ensure that our activities are well attended by APA and non-APA employees alike, and that attendees find the time spent both enjoyable and worthwhile. The APAAC plans further outreach to our constituents and to establish networks with other organizations. We recently reached out to the Asian clubs at the University of Maryland and will be strategizing on how we can help each other.

Despite the prospect of limited hiring in the upcoming year, we will work to improve processes for identifying and on-boarding qualified APA candidates through intern and co-op programs.

On Center, relatively few Asian and Pacific Americans are in supervisory roles and professional administrative positions. In the coming year we will work with our constituency and interested Directorates to encourage interested APAs to develop skills required for leadership and management positions.

Equal Accessibility Advisory Committee

The primary mission for Equal Accessibility Advisory Committee (EAAC) is to assist all levels of management in creating an environment that is conducive to the recognition, development, understanding, and utilization of the abilities, skills, and knowledge of employees with accessibility needs, in order to achieve maximum productivity. The EAAC continues to demonstrate leadership in issues involving Goddard employees with disabilities. By working closely with various Goddard organizations, the EAAC identified and addressed important issues facing the Goddard disability community. Some of the challenges addressed this year included accessibility of training material, recruiting, and information technology.

A key accomplishment this past year for the EAAC was working with the Diversity and Inclusion Committee to formulate the next series of Power & Privilege workshops pertaining to disability. The EAAC provided guidance and inputs for formulating the workshops, participated in the focus groups for the vendor selection, and further strengthened the workshop by participating in the pilot session. The EAAC regards P&P: Disability as an important and significant component to improve the inclusion of Federal employees with disabilities in the workplace.

Below are some highlights of our accomplishments for 2011:

- *Partnered with the AETD Diversity Committee to conduct a panel event that discussed disabilities in the workplace. This helped to improve the awareness of supervisors and division chiefs regarding issues for employees with disabilities in the workplace .*
- *Partnered with OHCM to improve and increase training opportunities through improved accessibility of training material and access to training. This resulted in a document that is now being incorporated into all new training procurements that outlines the roles and responsibilities of all stakeholders in ensuring accessibility and inclusion. This served to help ensure that all training material is accessible for all employees, not just for employees with disabilities.*
- *Worked with the Office of the Director to welcomed Kareem Dale, Associate Director, White House Office of Public Engagement and Special Assistant to the President for Disability Policy, and showcase Goddard's accomplishments and initiatives as a model for other Federal agencies for inclusion of Persons with Disabilities (PWD) in the workplace.*
- *Successfully encouraged the Center to add a second Goddard taxi to increase the efficiency of transportation shuttle options for employees with disabilities on site. In addition, Code 200 is now offering transportation assistance to employees with disabilities to travel to NASA-sponsored offsite activities and training.*
- *Showcased the EAAC at Goddard Day, which included a demonstration of various accessibility products.*

Looking Forward

During the upcoming year, our committee will:

- *In concert with OHCM, continue to recruit individuals with disabilities in order to maintain or exceed the Federal hiring goal of two percent for persons with targeted disabilities.*
- *Continue recruiting employees with disabilities by encouraging the use of the Schedule A hiring authority by hiring managers and by establishing pipelines with academic institutions.*
- *Support the continuation of P&P: Disability series in order to reach as many supervisors, chiefs, and key influence leaders as possible.*
- *Increase senior management's awareness and knowledge of disabilities through the use of workshops and hands-on activities in order to gain a better appreciation of the challenges that employees with disabilities encounter.*

Gay, Lesbian, Bisexual, And Transgender Advisory Committee

This year, the Gay, Lesbian, Bisexual, and Transgender Advisory Committee (GLBTAC) held information and discussion sessions with Directorates and Divisions across the Center. Some of these were at the constituent's request, while others were part of our continuing efforts for outreach and education on Center. Focal points for these discussions were to introduce the use of inclusive terminology to allow GLBT constituents to feel a part of discussions concerning workplace and life issues as well as the limited options for health care and other partner benefits currently in the Federal workforce. The GLBTAC continued partnering with other Advisory Committees, such as the Hispanic Advisory Committee for Employees (HACE) and the New and Developing Professionals (NDP). We were pleased to see that Advisory Committee issues, concerns, and inputs are now sought proactively for Directorate and Division meetings, recruiting events, and other Center activities. As an example of this support, for only the second year we participated in outreach and recruiting activities with support from the Office of Human Capital Management at Capital Pride and the Out for Work Conference, both of which took place in Washington, DC.

The GLBTAC continued its participation in a NASA Headquarters-coordinated, Agency-wide activity where GLBT issues and concerns across the Agency are discussed. The most obvious information that has come out of those conversations is that the visibility of and empathy toward GLBT issues varies widely from Center to Center within NASA. Because Goddard's GLBTAC is relatively well established, we have become one of the leading voices in these Agency-wide discussions, sharing our lessons-learned and advice based on our experiences and other activities that we have planned and performed. Beyond NASA, we also had a number of representatives from the GLBTAC, as well as other representatives from Goddard Diversity initiatives, attend the Out & Equal Workplace Summit, which took place in Los Angeles in October. This was an invaluable opportunity to meet with some of our NASA colleagues from other Centers also in attendance, and it provided a chance to interact with representatives from industry and other Federal agencies to discuss GLBT issues in the workplace.

During 2011, the GLBTAC planned and executed a number of educational and cultural activities as a part of our mission. During our traditional Pride Month commemoration in June, we held a GLBT Discussion Panel, which focused on GLBT perspectives across the generations. A wide range of people from the Goddard community attended the panel, whose members included Angela Jones, Jason Kuznicki, Clark Ray, Gary Regan, and Stephanie Remick. In addition to the panel discussion, we had our annual Advisory Committee Meet-and-Greet at the picnic pavilion near the Child Development Center, a dinner dance— our Pride Month Fiesta—co-sponsored with HACE, and a financial seminar aimed at unmarried couples and younger employees co-sponsored with the NDP. The financial seminar was also notable because, by working with the Agency-wide GLBT group, we were able to set up a ViTS teleconference that for the first time allowed Headquarters, JPL, and two other NASA Centers to participate simultaneously.

Hispanic Advisory Committee for Employees

Accomplishments 2011

The mission of the Hispanic Advisory Committee for Employees (HACE) is to represent and promote the interest of the GSFC Hispanic community; advise the Center Director, Center management and the Equal Opportunity Programs Office (EOPO) about initiatives that could help the recruitment, hiring, retention, and professional development of Hispanics; and to assist all levels of management to create an environment that is conducive to the recognition, appreciation, and full utilization of each employee's abilities, skills, and knowledge in order to achieve maximum productivity. Our sponsoring organization is the EOPO.

- *Informal talks with Divisions and organizations: The Hispanic Advisory Committee (HACE) was invited by some Divisions and organizations to talk about the challenges of the Hispanic community. The conversations spanned several topics such as training opportunities, training participations, language barriers, adaptation difficulties, hiring, career developmental opportunities, or best practices in hiring and retention, among others. These conversations have cultivated awareness on both sides and should continue more consistently.*
- *The Advisory Committees' recruitment sub-committee: HACE has had an active role in this group since its beginnings. The group focuses on recruiting and leverages on resources, successes and experiences from other committees to address deficiencies, produce outreach material, and support the recruiting efforts at the Center.*
- *HACE new members: HACE is comprised of employees from different organizations, backgrounds, and nationalities, including several non-Hispanic members who are very engaged in the community's issues and success. Every year, the committee recruits new members to contribute to the overall mission.*
- *Meeting with Senior Management: On March 2011, HACE met with the Center's Senior Leadership after more than three years without having a formal meeting. In this meeting, Senior Management had a chance to learn about the committee's accomplishments and meet the committee members.*

The Center's leadership heard first-hand of the challenges of the committee and the Hispanic population, especially the challenging aspects of Hispanic representation at all levels and skill groups as well as finding ways to enable uniquely Hispanic initiatives.

- *Cinco de Mayo celebration: On May 5th, HACE commemorated Cinco de Mayo by holding a lunchtime session, where we gave a brief history of the significance of that day for Mexicans and the controversy of the celebration. After the history session, HACE piloted a Spanish language lesson to all the attendees. HACE plans to continue these lessons more consistently in the future, as many civil servants and contractors have showed interest.*
- *Engineering Day: HACE sent a representative to "Engineering Day" in Washington, DC. This individual was able to talk to entire families about his work as an engineer and Goddard's research. Parents, children, and grandparents were surprised and motivated to learn more about Goddard and how the children could become NASA engineers. The employee also had a chance to engage Hispanics by providing information in Spanish. The Hispanic students were inspired and their parents were very grateful.*
- *HACE retreat: HACE held a retreat, which laid the foundation for creating a strategy to achieve the short term and long-term goals of the committee, as well as help define the role of the organization at the Center.*
- *Translators at Explore@NASA Goddard: Members of HACE made themselves available as Spanish-speaking translators during Explore@NASA Goddard. Members of HACE showed a strong commitment to engage the community by providing information in Spanish and connecting in a very personal way with the visiting Hispanics. The event was a great success for the entire inner and outer community.*
- *Partnered with GLBT for a night social: At the end of June, HACE partnered with the Gay, Lesbian, Bisexual, and Transgender Committee to hold a social event. The event was opened to employees of other Agencies. The social provided an opportunity to meet and network with other Federal employees and even break barriers on a personal level. All the attendees had a chance to taste a local restaurant's Peruvian catering and enjoy some dancing.*
- *Power & Privilege: Disability workshop: The HACE chairs participated in the Power & Privilege: Disability workshop. The workshop helped the chair people to become more sensitive and aware about the needs, contributions, advantages, and challenges of the people with disabilities.*
- *Hispanic Heritage Luncheon - This annual celebration is sponsored by HACE and catered by a local Hispanic restaurant, with additional culinary contributions by HACE members. The event provides an opportunity to join Hispanics from all nationalities and start conversation that have sparked further discussions or understanding of what is to be Hispanic.*
- *Hispanics community inputs: During the luncheon, HACE was able to collect input from the attendees about their careers, general concerns, issues as Hispanics, and the committee's role. The attendees were engaged and have helped the committee guide their focus.*

- *University of Puerto Rico's recruiting: OHCM participated at the University of Puerto Rico's job fair in September. Kennedy Space Center and Glen Research Center were also present during the event. Goddard had a opportunity to showcase the Center's role, contributions, and future endeavors, as well as provide information for the students who were interested in internship or co-op positions at the different Centers. The university also had a special event in which many student organizations had a chance to meet with recruiters, show their accomplishments, and present proposals. Students were very organized, well prepared, and very enthused about their organizations, which was especially visible through their achievements and future plans. Goddard made a special effort to connect with business administration organizations in order to establish a sustainable and effective relationship with diverse students in this field, which is so critical to Goddard's mission.*
- *HACE website: As part of engaging both the inside and outside communities, HACE began work on revamping its website. The committee is interested in keeping it current and relevant to the information that Hispanics need or are seeking.*

Native American Advisory Committee

The Native American Advisory Committee's (NAAC) purpose is (1) to develop, promote, and sustain appropriate programs, policies, and events to encourage the recruitment and participation of Native American individuals at GSFC, and (2) become a trusted resource to promote understanding of, and growth and enrichment in the Native communities.

In support of these goals, in 2011, the NAAC retreat focused separately on reviewing our strategic plan and cultural enrichment for our members. In March, the NAAC held a half-day retreat onsite at GSFC to review the latest accomplishments and compare them to the strategic plans for FY 2012 to organize the activities into one of our four strategic thrusts:

- *Goddard Native American partnerships*
- *Current and future workforce*
- *Strong advisory committee*
- *Successful and productive advocacy.*

In May, the Committee met at the National Museum of the American Indian (NMAI), who once again offered their space and resources to host the NAAC Cultural Enrichment retreat. The NMAI arranged for guest speaker Jerry Gidner, Deputy Director, Office of Strategic Employee and Organizational Development (Department of Interior). Mr. Gidner provided an overview of the history of government relations with Indian Tribes.

The NAAC supported the American Indian Science and Engineering Society (AISES) by support for the local internship program participant, by participating in opening and closing events and hosting an intern luncheon for all AISES students and their mentors. In addition, the NAAC Chair attended the AISES Annual Conference in Minneapolis, MN to recruit potential Native American summer interns and delivered two talks, one on the Transition from Technical/Research to Management and the other on Resume Building from a Hiring Manager Perspective.

A significant contribution that the NAAC provided to AISES was to organize and host a collaborative meeting on July 14 with the AISES Government Relations Council (GRC). The purpose of this meeting was to discuss ideas and strategies to increase partnerships among Federal agencies to attract and retain American Indian and Alaska Natives in the science, technology, engineering, and math (STEM) fields. The GRC meeting was attended by 75 people spanning 20 Federal agencies, and was the largest participation of any previous GRC meeting. The NASA Glenn Research Center NAAC was included through ViTS. Guest speakers included representatives from NASA Headquarters and GSFC Senior Management, Dr. William Mendoza, Deputy Director and Acting Director of the White House Initiative on Tribal Colleges and Universities (WHITCU), and Mr. Charles Galbraith, Associate Director of the White House Office of Public Engagement.

During Native American Heritage Month, the NAAC partnered with the Veterans Advisory Committee for two events:

- *A video and discussion on the contributions and heroics of the Navajo Code Talkers during WWII;*
- *Hosted Daniel "Firehawk" Abbott, a Vietnam era veteran, at Wallops for a demonstration of the application of native science and technology of the First People of the Eastern Shore. Mr. Abbot demonstrated a variety of prehistoric functional arts including stone and bone tool manufacture, ceramics, natural fiber technologies, home construction, and friction fire making. Mr. Abbott gave a similar demonstration at GSFC Greenbelt during Earth Day.*

For a second time, the NAAC participated in the University of Maryland College Park American Indian Student Union Powwow by setting up a table to inform the student and community population about our organization.

Throughout 2011, the NAAC continued to collaborate with the other Advisory Committees, OHCM, EOPO, the Education Office and the Diversity and Inclusion Committee, to provide guidance to employees and management on a variety of issues and to facilitate engagement of the larger Native community for recruitment to internships and hiring opportunities.

New And Developing Professionals

Founded in June 2011, the New and Developing Professionals (NDP) is a merger between a grass roots organization, Goddard Developing Professionals, and the New Employee Welcoming Board (NEWB). NDP assists with the on-boarding of new employees at Goddard Space Flight Center. It also supports current developing professionals who are seeking a venue for networking and developmental opportunities.

NDP's priorities span across many areas. It strives to serve as an open forum to collaborate, coordinate, and build sustainable partnerships across all Directorates. It also seeks to cultivate an empowered and capable workforce promoting career

advancement and leadership opportunities. Overall, NDP advocates for inclusion of all employees into the Goddard workforce and appreciates insight and contributions from all employees including contractors and civil servants.

Highlights for 2011

- *NDP built a network of nearly 400 Goddard employees.*
- *Worked closely with the Office of Education to improve involvement and support to Goddard's 2011 summer interns. Hosted the 2011 Intern Career Panel.*
- *Partnered with various advisory committees to promote collaboration and educate employees on a variety of topics. Co-hosted a financial seminar with the GLBTAC that educated unmarried couples, singles, and young employees on their economic futures.*

Looking Forward

In the future, we plan to:

- *Host Goddard Maker Camp, a day of innovation for all Goddard employees*
- *Coordinate between the Office of Human Capital Management and their Professional Intern Program.*
- *Improve participation at Agency-level with a similar organization called NASA Forward.*

Veteran's Advisory Committee

The Veteran's Advisory Committee (VAC) has experienced a very exciting and dynamic year. The VAC has established itself both formally, with the Diversity and Inclusion Committee, and professionally, with all employees, veterans and non-veterans. During this year the committee has elected two co-chairs, Madison Townley, representing Greenbelt, and Sophie Parker, representing Wallops Flight Facility. Mr. Adrian Gardner, Director of Code 700, has been named our Senior Champion. And most importantly, our charter has been submitted to senior management for signature. Official members and associates have been identified, and their appointment letters have been issued. Early in the year we reached out to employees through many media sources to establish a list of all veterans and those with a nexus to veterans. This effort was very successful as it expanded our outreach to over 165 members. We have continued to grow in both email distribution and participants for the committee.

The first significant event for the committee took place on Memorial Day. This event was attended by many employees and veterans. The event started with a breakfast social followed by a ceremony to recognize those who have given the supreme sacrifice for their country.

The Committee has been active in many events on Center and continues to provide an outreach to educate the workforce about veterans on Center as well as provide support to those veterans and their families.

Our Veterans Day event was extremely successful with over 150 employees and distinguished guests attending. The event began with a breakfast social followed by videos and photos of Goddard employees during their military career. The guest speaker, former Navy Captain and NASA Astronaut Frank Culbertson, gave a wonderful presentation and set the stage for recognition of all veterans serving and served.

During the Veterans Day event, the VAC announced its next event, "Operation Give Thanks". This effort was designed to collect items that troops operating in combat areas would greatly appreciate during the holidays. With the support of the Center Director and many senior executive leaders within GSFC, the VAC put this initiative in motion. We established a list of desired items and set collection points and dates. Once the items were collected, the VAC invited any and all employees to join us on December 7th, Pearl Harbor Day, to help pack care boxes and send them off to our troops. The support and charity given by so many was overwhelming. The VAC received so many items, cards, letters, and comforts that our storage area had to be expanded. Children from the Goddard Child Development Center sent hand-written cards and letters to the troops. The group packed over 100 care-packages, which were mailed to our troops in Iraq and Afghanistan with the support of Code 200.

We are looking forward to 2012 and to providing additional outreach for our veterans through partnerships with the Veterans Administration (VA), other Federal agencies, and most importantly our efforts to bring more Wounded Warriors into NASA's GSFC workforce.

Women's Advisory Committee

In order to strengthen the workplace for all people, the Women's Advisory Committee (WAC) was chartered to provide advice, guidance, and recommendations to Center management with respect to the employment and advancement of women. We serve as the focal point for the concerns of women on matters affecting their employment and work life. The committee also helps resolve Center-wide issues affecting women employees and managers on women's issues.

Our mission is to advocate and endorse women's contributions to Goddard's mission through education, awareness, collaboration, and empowerment.

Below are some highlights of our 2011 accomplishments.

- *Celebrated Goddard Day with the Center to promote awareness, diversity, and inclusion.*
- *Supported the Center-wide science, technology, engineering, and math (STEM) invitation to middle school girls. We encouraged the next generations to explore the idea of entering into STEM fields.*
- *Co-sponsored an "Equality Day Event" with the organization Women In Aerospace. The event included distinguished women leaders in aerospace-*

related fields telling their stories and commemorated women's full voting rights in the United States. In addition, to increasing our collaborative efforts with organizations outside Goddard, this event gave women at NASA an opportunity to network with prominent women leaders in science and technology.

- *Collaborated with the Maryland Women's Heritage Center Project Team in recognizing, respecting, and transmitting the experiences and contributions of Maryland women and girls of diverse backgrounds and regions. The WAC facilitated write-ups for Goddard women in the exhibit for the accompanying report that will be available for future Center-wide events.*
- *Organized the 2011 GSFC Women Leaders Panel that featured Emma Antunes, Chris Brown, Judy Bruner, Marla Moore, Cynthia Simmons, and Marilyn Tolliver. These participants shared their professional journey to becoming a GSFC women leader and provided on-the-spot mentoring for all event attendees.*
- *Co-Sponsored an event with the NASA Federal Credit Union that highlighted opportunities to "Organize Your Financial Records". In these tough economic times, the WAC felt it important to share pertinent information could benefit all GSFC employees.*
- *Co-hosting a film screening of For the Next 7 Generations with the Native American Advisory Committee. This film detailed the work of the International Council of Thirteen Indigenous Grand-mothers. The WAC is working hard to build coalitions and collaborate with other groups on Center.*
- *Partnered with the Asian Pacific American Advisory Committee in celebrating Asian Pacific American Women. The event featured a "Taste of Asia and Pacific Islands" with guest speaker Madelein Bordallo of Guam. The event improved understanding of cultural differences resulting in personal growth and development and a more inclusive work environment.*
- *Participated in the Explore@NASA Goddard to provide insight and inspiration, and to encourage interest in STEM careers as well as careers other than science and engineering at GSFC.*
- *Participated in the GSFC Women Leaders Panel that featured Emma Antunes, Judith Bruner, Marla Moore, Cynthia Simmons, and Marilyn Moore as they share their professional journey to becoming a GSFC women leader.*
- *Hosted the presentation by Dorothy Cochrane "Anne Morrow Lindbergh: Wife, Pilot and Literary Light in Aviation". Ms. Cochrane is a curator in the Aeronautics Department at the National Air and Space Museum. The event was hosted to bring about an awareness of the early history of women in aviation.*
- *Participated in GSFC "2011 Take Your Children to Work Day." This event was developed to enrich the educational experience of our children. It provided an opportunity to inspire the next generation.*

Diversity and Inclusion

2011 Members of the Diversity and Inclusion Committee

Name	Title	Code
Rick Obenschain	Deputy Center Director	100
Sharon Wong*	Special Assistant for Diversity and Inclusion	100
Lisa Kelleher	Chief Operations Officer, Code 100 D&IC Chair	100
Ron Brade	Director, Office of Human Capital Management	110
Veronica Hill	Chief, Equal Opportunity Program Office	120
Mark Hess	Chief, Public Affairs Office	130
Dee Kerr	Associate Chief Counsel, Office of Chief Counsel	140
Frank Ramos	Deputy, Office of the Chief Financial Officer	150
Bob Gabrys	Chief, Education Office	160
Donna Ozburn	Chief, Resource Management Office; Chief, Communications/Outreach, IV&V	180
Valorie Burr	Associate Director for Acquisitions, Management Operations Directorate (MOD)	200
Maria So	Deputy Director, Safety and Mission Assurance Directorate (SMA Directorate)	300
Stephen Shinn	Deputy Director for Planning & Business Management, Flight Programs and Projects Directorate (FPPD)	400
Karen Flynn	Deputy Director for Planning and Development, Applied Engineering and Technology Directorate (AETD)	500
Dot Zukor	Deputy Director, Earth-Sun Exploration Division, Space and Exploration Directorate	610
Dennis VanderTuig	Deputy Director for Operations, IT and Communications Directorate (ITCD)	700
Judy Vucovich	Deputy Director for Business, Suborbital and Special Orbital Projects Directorate (SSOPD)	800
Sanjeev Sharma	Co-Chair, Gay, Lesbian, Bisexual, and Transgender Advisory Committee (GLBTAC)	700
Wanda Peters	Chair, African American Advisory Committee (AAAC)	540
Ed Matsuoka	Co-Chair, Asian Pacific Americans Advisory Committee (APAAC)	701
Susan Trelease	Chair, Equal Accessibility Advisory Committee (EAAC)	501
Dani Alvarado	Co-Chair, Hispanic Advisory Committee for Employees (HACE)	556
Marcellus Proctor	Chair, Native American Advisory Committee (NAAC)	555
Val Lunz **	Co-Chair, New and Developing Professionals (NDP)	703
Madison Townley	Co-Chair Veteran's Advisory Committee (VAC)	240
Ledetria Beaudoin +	Co-Chair, Women's Advisory Committee (WAC)	151
Walter Flournoy	Vice President, GESTA	585/405
Lenny Kayton	Acting Chief Shop Steward, WAMTC	227.3
Bruce Smith	Steward, Wallops AFGE Local 2755	569
Dan Krieger	ADR Program Manager	100
Brenda Dingwall	WFF-DC Chair	120
D&I Staff:		
Sheri Brown		100
Shavondalyn Givens		100

* Kelly Farrell served as Acting Special Assistant for Diversity and Inclusion (Feb-May); Sharon Wong transferred to the OPM Office of Diversity and Inclusion (Sep); Dan Krieger became the D&I Program Manager (Sep)

** Founded in June 2011, the New and Developing Professionals (NDP) is a merger between the grass roots organization, Goddard Developing Professionals, and the New Employee Welcoming Board (NEWB)

+ Mary Cummings served in this position from January to September