

DIVERSITY MANAGEMENT COUNCIL

2006 ANNUAL REPORT

December 20, 2006

Diversity Management Council **2006 Annual Report**

Overview

The NASA Glenn Research Center at Lewis Field (GRC) has a long and rich history in recognizing and elevating the importance of diversity. Diversity management is led top down, with Senior Management taking responsible roles in the design and development of GRC's diversity-enlightened processes. At GRC, diversity is recognized as "the uniqueness and similarities each individual brings to the fulfillment of the GRC mission." The Center also supports the idea that "a diverse and inclusive workforce provides us a strategic advantage to be successful and to respond quickly to change."

The GRC Diversity Management Office assists the Center by helping to ensure it continues to have a work environment workforce which embraces creativity and differing perspectives. Throughout the year, the Diversity Management Office oversees a number of initiatives that are designed to integrate diversity and inclusion principles in its practices. Examples of these initiatives include the Diversity Dialogue Sessions, diversity training, and Diversity Leadership Guides. The Diversity Dialogue Sessions are used to open lines of communication at all levels of the organization. Diversity training enhances our understanding of the differences and similarities necessary to achieve our goals. And, the Diversity Leadership Guides help further dialogue on diversity-related topics between managers and staff.

Through these ongoing activities, employees develop a thorough knowledge of diversity and its importance in establishing excellence in the GRC workplace. For a complete history of Diversity at GRC, please visit <http://www.grc.nasa.gov/WWW/diversity/>.

Establishment of the Diversity Management Council

In the spring of 2006, Dr. Woodrow Whitlow, Jr., GRC Center Director, established the Diversity Management Council to strengthen employee input and enhance employee participation at the Center. The Diversity Council includes participation from all GRC directorate and staff offices, and provides an accurate signature of the diversity of the Center.

The Council is chaired by Vernon (Bill) Wessel, GRC Associate Director, and is supported functionally and administratively by the Diversity Management Office. Further, Dr. Darryl Tukufu, a nationally renowned Diversity Management Consultant, has assisted in the Council's development. Members include: Anita Alexander, Robert Angus, Joseph Connolly, Kelly DiFrancesco, Lancert Foster, Robyn Gordon, Kaprice Harris, Luz Jeziorowski, Chi-Ming Lee, Shantaram Pai, Lori Pietravoia, David Sagerser, Mary Salvo, Vincent Satterwhite, Duane Schaft, Lizalyn Smith, Thomas Spicer, Robert Romero, Vanessa Webbs and Bill Wessel. These members represent the diverse nature

of the civil servants working at GRC and provide a connection to all occupational categories, directorates, interest groups, genders and cultural/ethnic affiliations.

The Diversity Management Council was established to serve the Center Director as a working advisory board to:

1. Provide input on the development and implementation of diversity management initiatives including: improving understanding of cultural characteristics and differences within the workforce; performing organizational assessments, serving as a change agent to improve the organization culture, and supporting leadership development in the area of diversity management and conflict prevention and resolution.
2. Ensure diversity is considered in strategic management initiatives, and that strategic planning is aligned with diversity management objectives and support initiatives aimed at promoting diversity.
3. Serve as a link between employees and management and as a communication channel through which all employees will be able to express ideas as they relate to diversity issues.

This Diversity Council supports a proactive, Agency-wide process for ensuring an effective diversity management program. In his letter dated March 20, 2006, NASA Administrator Michael Griffin highly endorsed the importance of diversity in achieving excellence. Upon his arrival to the Center in January 2006, Dr. Whitlow clearly defined the importance of diversity at GRC in a letter to all civil servants, support service contractors and the NASA Exchange personnel. "Simply put, diversity is a necessary fact of everyday workplace life and will be increasingly important as time goes on and the demographics of the workplace change. When we properly support diversity in the workplace, we will reap many tangible benefits."

Diversity Management Council CY 2006 Accomplishments

The best way of conveying the Council's accomplishments is to provide a summary of the formal meetings that were held in CY 2006. Below is a brief description of each meeting and the group's activities.

Our first meeting held on May 9-10 was an introductory meeting to establish our operational norms and expected behaviors. Dr. Whitlow opened the meeting by discussing the importance of the Diversity Management Council and his expectation that it be the pulse of the Center. He also expects the Council to bring forth issues and recommendations on creating and maintaining an inclusive and supportive environment enabling all employees to meet the Center and NASA goals. Dr. Tukufu provided us with a comprehensive review of diversity, its elements and the technical excellence experienced by organizations that truly embrace diversity. The product of the first meeting was the draft Mission Statement and the Charter, that would be finalized at our next meeting.

The Council next met on June 12-13 and finalized the Mission Statement and Charter for Dr. Whitlow's approval. Dr. Whitlow approved the Mission Statement and Charter shortly after the meeting (see Attachment 1). Additionally, the Council determined that the work would best be accomplished by the establishment of three subcommittees: Measurement, Communication and Education. The subcommittees were defined and populated, and goals and objectives were established for each. Then subcommittee members selected their highest priority goal that they would implement during the remainder of CY 2006 and agreed to work as subteams throughout the remainder of the year to accomplish the objectives of this goal.

At our next meeting on August 15, the group opened by presenting each subcommittee's progress to date. We then began to develop an "elevator speech", a concise presentation to express our core message, for the individual case for diversity, the business case for diversity, and the difference between the current Diversity Management Council and its predecessors. It was decided that these presentations would be very valuable as we answered these most frequently asked questions. We wanted our answers to be brief, clear and consistent. Our draft was complete at the end of our meeting and we agreed to refine electronically until we reached a final product.

On September 8, Dr. Tukufu, along with the Diversity Council, presented the "elevator speech" to Dr. Whitlow and the Director's Leadership Team. It was very well received and was later used by each Director and Staff Office Chief during their staff meeting for diversity awareness. At this meeting, Dr. Whitlow took the opportunity to recognize each Diversity Council Management member and provide them with a "Starfish – Make a Difference" plaque.

During our next meeting on October 17-18, we summarized our progress and then met in our three subcommittees to continue work on CY 2007 goals and objectives. On November 13, we held our last CY 2006 meeting to determine the Annual Report format and began to summarize our Committee's progress this year. During this meeting, each subcommittee developed a one-page summary report and reviewed the complete list of Measurement, Communication and Education goals and objectives. The Council updated its goals and objectives for CY 2007, and developed a schedule for completing the Annual Report in December.

It has been an action-packed year and the entire Council has enjoyed the challenge and opportunity that has been afforded to us. We have much work before us, and look forward to doing our part in making GRC a "Center of Excellence" within NASA. Details of the Measurement, Communication, and Education Committees annual activities comprise the remainder of this report.

Measurement/Metrics Subcommittee Activity Report

Measurement/Metrics Subcommittee

Members: Robyn Gordon, Chi-Ming Lee, Shantaram Pai, Robert Romero, Dave Sagerser, and Lizalyn Smith.

MEASUREMENT/METRICS SUBCOMMITTEE GOAL(S):

1. Develop a standard method to gather and report Diversity/Inclusion measurement information to establish metrics and gap.

2006 OBJECTIVES:

1. **Establish benchmark data (what is being collected) from each organization**
(Completion Date: July 31, 2006)

Actions to Date:

Collected data from:

- a. **EEO Statistics** – Collected Management Action Plan for Equal Opportunity from each Directorate which includes workforce data, workforce representation, hires, losses, promotions, and awards by EEO Groups and individual action plans, identification of barriers, best practices, and lessons learned.
 - b. **HR Metrics** – Collected Management Information Meetings HR data with following important items; Cumulative FTP Hires, Losses, Historical Conversion of Co-op and compared by other Centers, Directorate wide Budget Awards, Time-Off Awards, Employee Suggestion Program, Appeal/Grievances activity, Disciplinary adverse actions, Training Status and Development Programs.
 - c. **Education Metric-** Collected data by tracking student programs participation by high school, college, and teachers and by race, national origin, gender, and disability
 - d. **Other information gathered by individual Directorates** – No addition data provided other than Center Operations Directorate plans to reinstitute the Employee Satisfaction Survey
 - e. **Other NASA Centers** – Plan to request data
 - f. **Best Practices (external organizations)** – Awaiting responses from the Commission on Economic Inclusion
 - g. **Diversity Dialogue Information** – In process
2. **Determine the need for additional data (information) collection (2007)**
 3. **Establish exit (end goals) criteria for each metric and gap (2007)**

MEASUREMENT/METRICS GOAL REMAINS UNCHANGED FOR 2007

Communication Subcommittee Activity Report

Communication Subcommittee

Members: Anita Alexander, Kelly DiFrancesco, Lancert Foster, Kaprice Harris, Luz Jeziorowski, Lori Pietravoia and Bill Wessel

COMMUNICATION SUBCOMMITTEE GOALS:

1. To communicate the Glenn Research Center commitment to diversity as essential to the achievement of excellence in aeronautics and space exploration.
2. To transmit a consistent diversity message at all organizational levels.
3. To help Glenn Research Center employees value and embrace diversity through all communications.

Selected Goal and Objectives for 2006:

2. To transmit a consistent diversity message at all organizational levels.

2006 OBJECTIVES:

1. **To make center employees aware of the existence, purpose, and responsibilities of the Diversity Management Council.**

(Completion date: July 31, 2006)

Communication Tool Utilized:

- Diversity Management Council article in July 2006 issue of NASA Glenn's *AeroSpace Frontiers* newsletter

2. **To keep employees abreast of Diversity Management Council activities.**

(Completion date: Quarterly Basis)

Communication Tool(s) to be Utilized:

- Today@Glenn daily news bulletin on 11/15, 11/16, 11/20, 12/5, 12/6
- Director's Leadership Team (DLT) Meeting Notes (10/30/06)
- Official Center Memos (none to date)
- Content on GRC's Diversity Management Office Web site
 - Mission and Charter
 - Elevator Speech*
 - Annual Report

3. **To begin communicating a consistent Diversity Management Council message/business case.**

(Completion date: September 30, 2006)

Communication Tool(s) to be Utilized:

- Elevator Speech to DLT (9/30/06): The elevator speech illustrates the importance of diversity in the workplace. Attached is the presentation delivered to the DLT. For more information, visit the Diversity Office Web site. (File attachment: Diversity Council Presentation_Sept06)

Education Subcommittee Activity Summary

Education Subcommittee

Members: Robert Angus, Joseph Connolly, Mary Salvo, Vincent Satterwhite, Duane Schaft, Thomas Spicer, Vanessa Webbs

EDUCATION SUBCOMMITTEE GOALS:

1. Recommend Centerwide diversity curriculum.
2. Educate Education Committee and Diversity Management Council.

2006 OBJECTIVES:

1. Established and categorized individual course list by November 1.

Diversity Curriculum

New Hires

1. Why Diversity Matters – HR0021
Simulation: Managing Diversity

2. Organizational Inclusion –

New Supervisors - Up to 2 years in role; Team Leads; Project Managers

1. Introduction to Workforce Generations – LEAD0231
Simulation: Leading the Workforce Generations – LEAD0230
2. Establish and Maintain Authority (Women) – LEAD0135
3. Conquering Conflict Through Communication – TEAM0214
4. Changing the Corporate Culture – HR0022

Established Employees – 2 years or more

1. The Secrets of Female Leaders – LEAD0131
Simulation: Leadership Skills for Women
2. Introduction to Workforce Generations – LEAD0231
3. Conquering Conflict Through Generations – TEAM0214
4. Changing the Corporate Culture – HR0022

Teams

1. Making Cross-Generational Teams Work – LEAD0235
2. Getting Past Clashes: Valuing Team Diversity – TEAM0213
3. The Individual's Role in a Team – TEAM0173
4. Leading Successful On-Site Teams – TEAM0152

Mid-Level Managers

Courses TBD

2. Education Committee members take two new Diversity Curriculum Skillssoft courses and complete course surveys by November 9.

Goal for 2007: Determine percent of lab by Directorate to complete one Diversity Curriculum Skillssoft Course.

NASA Glenn Research Center Diversity Management Council

CHARTER

A. Committee's Official Designation

The official designation of this committee is the "Diversity Management Council of the National Aeronautics Space Administration (NASA) Glenn Research Center (GRC)."

B. Objective and Scope of Activities

NASA is an integral part of the federal government. To grow and continue to provide the services needed to create an open and inclusive workplace, the following serves as responsibilities of this committee:

- Provide counsel and advice to senior management and the Diversity Office on issues (short and long term) and challenges related to diversity.
- Establish and review the procedures, practices and activities that are in place to assure compliance and adherence to GRC's diversity policies.
- Provide input on the development and implementation of diversity management initiatives including: improving understanding of cultural characteristics and differences within the workplace; performing organizational assessments; serving as a change agent to improve the organizational culture; and supporting leadership development in the area of diversity management, and conflict prevention and resolution.
- Ensure diversity is considered in strategic management initiatives and that strategic planning is aligned with diversity management objectives and supports initiatives aimed at promoting diversity.
- Provide periodic reports to the GRC Director on diversity progress
- To engage, via the Diversity Office and with approval from the GRC Director, outside consultants, as it deems necessary and appropriate, to implement its responsibilities under this Charter.

C. Time Necessary to Carry Out Purpose

There is no sunset; this council will serve at the discretion of the Center Director.

D. Official to Whom Council Reports

The GRC Director.

E. Agency Responsible for Providing Support

NASA GRC will provide the facilities and support staff necessary to conduct meetings of the Council. Council members will use their home organization charge code for Diversity Council activities.

F. Estimated Annual Operating Costs

Annual operating costs associated with supporting the Council functions will be estimated at the beginning of the each fiscal year and included in the Diversity Management Office budget.

G. Estimated Number and Frequency of Meetings

The Council shall meet monthly, at start up, and then move to a minimum of four (4) times per year. The Council is authorized to facilitate its work, through subcommittees, which shall report their activities and recommendations to the Council as a whole. It is anticipated that after the initial start up, the work of subcommittees can be supplemented through telephone calls, e-mail correspondence, and e-mail discussion lists. Recommendations of subcommittees must be reported to the Council as a whole, and once approved by this body proceed and/or be reported to the GRC Director.

H. Charter Review

The Council will conduct an annual review of the charter and via consensus make any amendments to the charter.

I. Membership

The Diversity Council shall consist of no more than twenty (20) individuals. Members of the Council shall be appointed by the GRC Director in consultation with senior management involved in the Council and the director of the Diversity Office. Members will be selected to balance the demographics of GRC, e.g., race, gender, work department, etc. Council members will serve a minimum of one (1) two-year term.

J. Chairperson

The GRC Director shall appoint the chairperson of the Council.

K. Sub-Committees

Members shall serve on Council sub-committees. Council membership will establish sub-committees, which may be augmented, on a limited basis, as needed. Sub-committee chairs will be elected by sub-committee members.

L. Meetings

Meetings shall be conducted in accordance with Roberts Rules of Order. Records of the meetings shall be kept in the Diversity Office.

**NASA Glenn Research Center
Diversity Management Council**

MISSION STATEMENT

The Diversity Management Council recommends practices, programs, policies and communication that support and demonstrate an inclusive environment that allows everyone to achieve their full career potential.