



OFFICE OF DIVERSITY AND EQUAL OPPORTUNITY

# Endeavor

NASA News

Winter/Spring 2013

## NASA Holds Diversity and Inclusion Leadership Meeting

By David Chambers

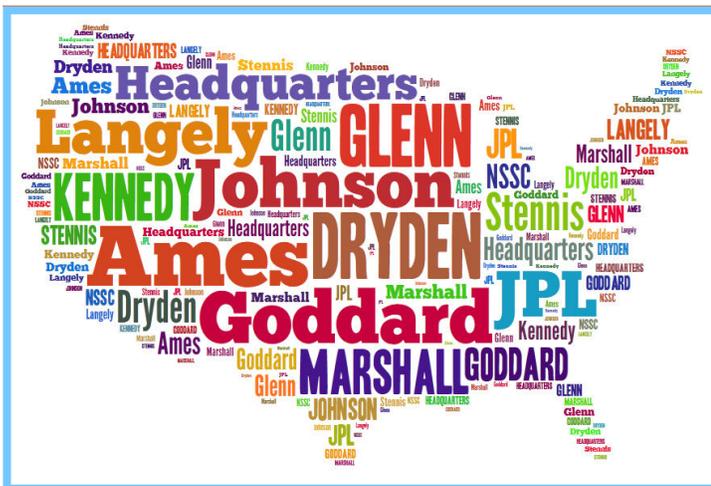
The Agency's Diversity and Inclusion Strategic Partnership (DISP), held its second meeting on May 1, 2013, at Goddard Space Flight Center (GSFC). The DISP is comprised of the Administrator, in his role as Agency D&I Champion, the Deputy Administrator, who serves on the President's Management Council, and is the NASA liaison for D&I on the PMC, and the full complement of Agency and Center leadership. In addition, the DISP includes representatives from the Centers' EO and HR communities, as well as labor representation.

### Tools for Measuring D&I Progress: The Inclusion Index

The meeting focused on efforts to enhance employee

engagement across NASA, including measurements of employee perceptions about the NASA workplace acquired from the Employee Viewpoint Survey's (EVS) "Inclusion Index," created by the U.S. Office of Personnel Manage-

ment. The Inclusion Index is based on sets of EVS questions and responses in five key areas or "inclusive habits" of an organization. These are: Cooperation, Empowerment, Fairness, Openness, and Supportiveness. It was reported that in the most recent Inclusion Index data, NASA scored very highly in four of the five areas, with scores ranging in the 70<sup>th</sup> and 80<sup>th</sup> percentiles.



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### Highlights:

- Martin Luther King Jr. Memorial
- New progress against LGBT discrimination
- Center D&I implementation progress and tips
- Word search challenge

ly dealing with poor performers and providing awards and recognition for outstanding work.

The Inclusion Index is a tool NASA will continue to use in measuring the progress of the Agency's D&I efforts, and in initiating changes to policies and practices to address areas of opportunity. While NASA's scores remain among the best in the Federal government across all five inclusive habits and in fact have improved in all since 2010, there is always room for further improvement. The DISP members engaged in a robust discussion of the appropriate mix of measures for assessing NASA's continuing D&I progress, for example, changes in NASA employee perceptions of their workplaces, increases in our demographic diversity, and greater diversity in leadership positions. These will be used in both responding

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to employee concerns as well as gauging the success of the Agency's and Centers' efforts in addressing those concerns.

The DISP membership will continue to play an instrumental role in measuring, and informing the workforce about, the progress we're making as an Agency and among the Centers to fully integrate D&I into the culture of our organizations.

**Center D&I Efforts: Promising Practices**

The meeting also focused on promising practices for D&I emanating from the Centers. The DISP heard from five Centers about their D&I promising practices, especially regarding efforts to enhance employee engagement and improve communications up and down the management chain. For example, Johnson Space Center reported, among many other things, that is now offers both introductory and advanced

"Inclusion and Innovation" training, and has developed an I&I Status Card to track the progress of its efforts, including I&I education and training numbers, awards and recognition, support of I&I activities, and representation data.

The information shared and discussed at this most recent meeting of the DISP is being utilized to further D&I efforts at both the Agency and Center levels. Look for more information on these efforts as we continue our D&I journey at NASA.

To learn more about NASA's D&I efforts, view the Agency's D&I Strategic Implementation Plan at

<http://odeo.hq.nasa.gov/documents/diversityInclusion.pdf>

To learn more about the government-wide D&I effort visit: <http://www.opm.gov/policy-data-oversight/diversity-and-inclusion/>.

**EEO Matters**

**EEOC Issues New Reports on EEO Barriers for African Americans and Asian Americans in the Workplace**

The U.S. Equal Employment Opportunity Commission has recently issued two reports on addressing EEO barriers in the Federal workplace: [A Practical Guide to Common Issues and Possible Barriers Which Asian and Native Hawaiian or Other Pacific Is-](#)

[lander Employees May Face in the Federal Workplace](#) (September 2012) and the [African American Workgroup Report](#) (March 2013).

Both reports focus on strategies and actions agencies may

take to address EEO challenges. For example, the report on African Americans recommends that agencies take steps to address unconscious biases and perceptions about African Americans that can still play a significant role in employment decisions in the

## EEO Matters

federal sector. Such steps might include conducting unconscious bias training for all employees and making sure selection panelists and selection officials receive comprehensive training on unconscious bias, to keep them attuned to the subtle ways that race bias can negatively affect all aspects of employment.

The report on Asian Americans and Pacific Islanders

(AAPIs) identifies common challenges relating to outreach, recruitment, and career advancement of AAPIs, as well as negative perceptions of AAPI employees' (including accent and language). Among the report's recommendations for addressing these problems: ensure that new hires and long-time employees are aware of career

development and advancement opportunities and how to take advantage of them.

To learn about steps NASA is taking to address these and similar challenges, review the Agency's [Model EEO Plan Update for FY 13 and Report for FY 12](#), or contact your Center EO office.



The Martin Luther King Jr. Memorial located southwest of the National Mall in Washington, D.C. overlooking the Tidal Basin

The memorial opened to the public on August 22, 2011. The official address of the monument, 1964 Independence Avenue, S.W., commemorates the year that the Civil Rights Act of 1964 became law.

## Case Law Update

### LGBT Discrimination and Sex Stereotyping: EEOC Rulings

By Aisha Moore

In two recent cases, *Veretto v. U.S.P.S* and *Castello v. U.S.P.S*, the U.S. Equal Employment Opportunity Commission (EEOC) has held that sexual orientation discrimination is sex stereotyping, and therefore covered under Title VII of the Civil Rights Act as a form of sex discrimination. Title VII does not explicitly prohibit discrimination on the basis of sexual orientation, and therefore persons who filed a claim on that basis would likely see their case dismissed for

“failure to state a claim” in accordance with EEOC regulations. Based on recent interpretations in the Federal courts, however, strict dismissal of sexual orientation is not always proper, particularly in cases where the discrimination is based on “sex stereotyping”, that is, sex discrimination



against an individual whose behavior and actions are viewed as contrary to traditionally held views of what constitutes “masculine” and “feminine” behavior, i.e., sex or gender stereotypes. In *Veretto* and *Castillo*, EEOC is following the lead of these courts.

In *Veretto v. U.S.P.S.*, EEOC Appeal No. 0120110873 (July 1, 2011), the wedding announcement of the com-

plainant to his male partner was posted in the society section of the Hartford, Connecticut newspaper. A few days later, the complainant was attacked at work by a male coworker who confronted him over the article and “became extremely upset and began yelling about the wedding and the fact that the complainant was marrying another man.” A couple of weeks later, when the complainant had a verbal disagreement with that coworker’s wife, the coworker again approached the complainant, bumping his chest into the complainant’s, poking the complainant and backing him up and trapping him. Throughout this assault, the complainant states that the coworker screamed and swore at him, threatening that, “I will beat you, you f---ing queer.”

The complainant reported the incident and the coworker was immediately removed from the work space. However, a few months later, the coworker was allowed to return, without prior notice to the complainant, at which point the complainant filed a complaint of harassment. The Agency initially dismissed the formal complaint for failure to state a

“Since the coworker’s actions were motivated by his attitudes about stereotypical gender roles in marriage, the EEOC found that complainant stated a claim of sex discrimination in the form of sexual stereotyping and stated a viable hostile work environment claim under Title VII.”

claim pursuant to EEOC regulations, determining that the complainant was bringing a claim based on his sexual orientation, which was not protected under Title VII. On appeal, the EEOC determined that Title VII does, however, prohibit sex stereotyping discrimination. It was determined that this was a plausible sex stereotyping claim because the agitated coworker attacked the complainant when he learned that he was marrying a man, contrary to the sexual stereotype that marrying a woman is an essential part of being a man. Since the coworker’s actions were motivated by his attitudes about stereotypical gender roles in marriage, the EEOC found that complainant stated a claim of sex discrimination in the form of sexual stereotyping and stated a viable hostile work environment claim under Title VII.

Similarly, in *Castello v. U.S.P.S.*, EEOC Request No. 0520110649 (Dec. 20, 2011), the complainant filed a complaint when the Manager of Distribution Operations (MDO) stated that Complainant “gets more p---sy than the men in the building.” Because Complainant indicated sexual orientation and sex as the ba-

ses for her complaint, the Agency dismissed her complaint for failure to state a claim. The Agency believed that the complainant was alleging harassment on the basis of sexual orientation, which was not covered by Title VII. On appeal, it was determined that the complainant had alleged a plausible sex stereotyping case, which entitled her to relief under Title VII, if successful. The complainant successfully argued that the MDO’s actions were motivated by the sexual stereotype that having relationships with men is an essential part of being a woman, based on stereotypical gender roles in relationships. Referencing *Veretto*, the EEOC determined that the complainant’s allegation of sexual stereotypes was sufficient to state a viable hostile work environment claim under Title VII.

In sum: while Title VII’s prohibition of discrimination does not explicitly include sexual orientation as a basis, EEOC has found that sexual orientation discrimination claims by lesbian, gay, or bisexual are a form of sex stereotyping because the complainants in these cases failed to conform to the “ultimate” sex stereotype, that is, that men date and marry members of the opposite sex.

## Two Centers D&I Efforts Spotlighted

In this issue, Endeavor spotlights the D&I efforts of two centers, Dryden Flight Research Center and NASA Shared Services Center. Both Centers have stories to tell about the challenges they face and the progress they are making as they move forward, along with the rest of NASA, in redefining our workforce and workplaces for the 21<sup>st</sup> Century.

### Diversity and Inclusion at Dryden: Building a D&I Plan

*By Keri Eliason, EEO Director, Dryden Flight Research Center*

NASA was recently voted the Best Place to Work in the federal government among large agencies by the non-profit organization, Partnership for Public Service. One of the many reasons NASA employees feel so favorably overall toward the Agency is its unique and awe-inspiring missions. Whether in human space exploration, planetary

science, aeronautics, or space technology, NASA relies heavily on creative thinking, ingenuity, and innovation to accomplish these missions. Our newest objective: identifying, capturing, and placing an asteroid into lunar orbit and ultimately sending astronauts to explore it “up close and personal,” will certainly require the talent and creativity of a diverse group of individuals.

At Dryden, we are trying to make sure that our diversity, in all its forms, is fully leveraged in helping NASA to achieve mission success. As President Obama said in his recent Executive Order creating a government-wide diver-

come our greatest challenges.” As part of this D&I strategic initiative, NASA has developed, and the Centers are currently developing, D&I Plans tailored to meet organizational needs.

At Dryden, we quickly realized how beneficial an effective D&I Plan would be for our Center because we know the success of our main mission – aeronautics research – depends on diverse people and perspectives. With limited local resources, we took advantage of technical assistance from the Agency Office of Diversity and Equal Opportunity (ODEO). In developing our D&I Plan and initiative, ODEO and its vendor, Curtis Lewis and Associates (CLA), worked closely with Dryden over the course of several months. ODEO provided an analysis of the Center’s results from the 2010 D&I Assessment Survey, and facilitated focus groups of Dryden employees, with participants selected by CLA and all discussions kept confidential. The information from these different groups provided valuable insight into the climate and culture of the Center.



Dryden Center Director David McBride and Deputy Center Director Patrick Stoliker working with employees on the Diversity and Inclusion plan.

sity and inclusion (D&I) initiative, “... our greatest accomplishments are achieved when diverse perspectives are brought to bear to over-

We also found through this process how challenging it can be to objectively evaluate your own organization. While familiar with many of our challenges as a Center, there were some we couldn't see clearly from within Dryden; so we found that having someone from outside of our organization, and in the case of CLA, outside of NASA, to come and do an objective analysis and evaluation of our data to be a very valuable exercise. It provided us with validation in some areas and valuable insights and feedback in others.

In March 2013, ODEO came back to Dryden to provide the Center with further D&I technical assistance. A meeting was conducted for all supervisors to discuss the business necessity of D&I for Dryden. The rest of the two-day visit was spent creating an initial draft of the Center D&I Plan with the Dryden Diversity Council. Feedback from both the survey and the focus groups was used to put together a draft plan to address the unique local challenges and concerns.

To be inclusive, this draft plan was distributed to all Dryden employees for their review and input. They were given two weeks to provide comments. During that timeframe, we held both a "Supervisory Chat" and an

employee "brown bag" to answer questions and solicit feedback. These sessions produced healthy discussions and a greater awareness of some strong initiatives already underway.

Lynette Chappell-Williams, Associate Vice-President for Inclusion and Workforce Diversity at Cornell University has said, "When you have an environment that is truly inclusive, individuals feel comfortable being themselves. They feel more comfortable sharing ideas, and it's through all these different perspectives that you come up with innovation." This is the environment we are striving for at Dryden. We see our D&I Plan as an important step to being more diverse, inclusive and innovative.



Dryden Flight Research Center and Lakebed

## **NASA Shared Services Center's Journey to Diversity and Inclusion**

*By Ruth McNeil, EO Director, NASA Shared Services Center*

The NASA Shared Services Center (NSSC) began operations in March 2006 almost five years after NASA formed a team to study the feasibility of Shared Services within NASA (the Consolidated Business Services Study.) The NSSC has consistently been an award-winning shared services organization each year since its initial 2007 recognition as "First Runner-up for Shared Services Outsourcing Network's: Best New Shared Services Organization."

These awards and recognitions are consistent with the NSSC philosophy of creating and maintaining a diverse and inclusive environment to enable each individual within the NSSC workforce to attain his/her highest potential.

Following a review and analysis of a number of employee survey results and findings, Mike Smith, NSSC Executive Director, and the Senior Leadership Team decided to embark on a Culture Development Initiative (CDI). The purpose of the CDI was identifying the desired culture

for the NSSC.

The CDI steps that would take the NSSC to its desired culture involved four phases:

- Assess the current culture at the NSSC
- Define the desired culture for the NSSC
- Identify the gaps between the current and desired culture
- Develop and implement action items to overcome the identified gaps

The NSSC obtained the services of a consultant and established a Culture Development

Team (CDT) whose diverse members represented the functional organizations within the NSSC. The consultant and CDT formed a collaborative working group whose first steps were to look at the data received from previous NSSC employee surveys and the NSSC Diversity & Inclusion (D&I) Pilot Report. The NSSC had volunteered to serve as the first NASA Center to participate in the D&I Pilot initiative sponsored by the NASA Office of Diversity and EO. The D&I Pilot included focus group interviews with demographic groups of the NSSC workforce, which re-

sulted in a report of findings providing valuable insight regarding the NSSC workforce.

With support and guidance from the consultant the CDT defined five potential areas for



Culture Development Team Members (Pictured left to right back row: Ken Fortenberry, Heather Wantland, Cassandra Williams, DeLunzo Bartee, and Scott Taylor. Front row: Susan Diamond, Amy Alexander, and Kim Zimmerman. Not pictured: Sheila Arrington, Doug LeMere.)

improvement to take the NSSC from its current culture to its desired culture: Mutual Respect, Performance, Training and Development, Innovation and Empowerment and Talent Deployment. These areas became the topics for one-on-one and focus group interviews involving approximately 120 individuals between Oct. – Dec. 2012. The interview results clearly defined both the current and desired culture for the NSSC; the desired state for creating a diverse and inclusive environment for the NSSC was very well identified. This de-

sired state is a vision of what the NSSC can be, and it is very compelling.

The next step in the CDI involved hosting and facilitating a large scale design and planning session, called the “Open Space” during which over 100 employees, supervisors and senior leaders came together to collaborate on developing recommendations and action items to take the NSSC from its current culture to its desired culture. The all-day “Open Space” was held on April 30, 2013; collaboration during this event resulted in the identification of 12 proposals for taking

the NSSC to its desired culture. The actions resulting from these proposals will be incorporated into the NSSC D&I Strategic Implementation Plan currently being developed at the NSSC. The NSSC is committed to transforming itself into the stellar organization its workforce has identified.

### Special Thanks to the Endeavor Team:

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# THE ENDEAVOR CHALLENGE

## LOST IN THE CLOUDS

"Once we accept our limits, we go beyond them" - Albert Einstein

There are 50 Nebulae hiding in the puzzle below - they can be vertical, horizontal, diagonal, forward, or backward! Circle them as you find them - and Good Luck!

D S K I C N I D K P H H H A T H G H O S T O F J U P I T E R  
 N E C K L A C E S Y O G W F Y A N H G D M K W H T W U A B N  
 J U U Z E B Q Y H M E L B A I R A V S E L B B U H S R S H O  
 B Y T J N N N P U I E I X D D L N C A R I N A O K A X I O O  
 P E B T N K L N V G J M S Y I P I C P A A O F N G T I L U G  
 E V I A O L C U T G B O O M E R A N G E P B X V B U K K R A  
 N R W C W U A M C E K Y Z Q A C G S T I N G R A Y R T W G L  
 C S B R L V K W A N E V X J M Q F M L T V X S F M N U O L J  
 I B S U T A R D V E R L U B T N E C S E R C Z Q X F L R A K  
 L K S X C L A I E T W G B W I H O R S E S H O E L B I M S S  
 C R E D R U M R W T T C U B F X D G E J S Z D A E A P J S P  
 R C R U S T K O H O H Y B L U P J Z X X W Z M R V R Y G U I  
 A O A C T N C S C R W Y U H E B G V E K J E A U F N A V C R  
 B T U A H A E E Z Y S S G O L K Q E N O E Q Z F Z A Y V E O  
 C T Q C N R H T O F L O M R O S A B O L R M R D T R I Q G G  
 J O S O O A C T T X S H F S H F E H C Z U W A P C D C V D R  
 F N D O I T G E C O D S K E Y I C N I D F K X P A S H H A A  
 T C E N R H S Y G W F Y A H E N H G D M X K I W L L H T W P  
 U A R A O B J U U Z E B Q E K C Y H R B O Y L T I O J N N H  
 N N P I E I P X D D L N O A K A X E B T F K E L F O V J M S  
 Y D I P I C P A A A O F N D G T A N I T E R H I O P V L I O  
 L Y N L U T E P P B X V B K R S C W N A M K Y Z R Q A L C G  
 U B O R V W V X J I M Q O F M E L T V A X S F M N J B E S T  
 O D I R U B Z Q X K L M K X C Y I W G W C I R D I R W B T C  
 S U R F X D G E J S I L Z D E E J U S H H I Y L A B L B P J  
 Z X O X G N I R W K Z R O V Y G U T C W Y U L I G V K M J A  
 U F A V C H Z Y S S S G K N Q E O E Q Z F Z Y E V E C U O F  
 L O M E G A L E M R D T I Q G J T D I F I R T V P X S D H F  
 F E H Z W A P C V D F G C O D S T N A K I C N I D K P H H A  
 T E L G A E H S Y G W F Y A P O O L S U N G Y C N H G D M K

### LOST IN THE CLOUDS - 50 Nebulae to find

- |              |             |              |               |           |            |
|--------------|-------------|--------------|---------------|-----------|------------|
| ANT          | CHECKMARK   | FLAME        | HUBBLESVARIA- | PENCIL    | SPIROGRAPH |
| BARNARDSLOOP | CONE        | FOXFUR       | BLE           | REDSQUARE | STINGRAY   |
| BOOMERANG    | COTTONCANDY | GHOSTOFJUPI- | KEYHOLE       | RETINA    | SWAN       |
| BUBBLE       | CRAB        | TER          | LAGOON        | RING      | TARANTULA  |
| CACoon       | CRESCENT    | HELIX        | NECKLACE      | ROSETTE   | TRIFID     |
| CALIFORNIA   | CYGNUSLOOP  | HOMUNCULUS   | OMEGA         | ROTTENEGG | TULIP      |
| CARINA       | DUMBELL     | HORSEHEAD    | ORION         | SATURN    | VEIL       |
| CATSEYE      | EAGLE       | HORSESHOE    | PAPILLON      | SILKWORM  |            |
| CAVE         | ESKIMO      | HOURLASS     | PELICAN       | SOUL      |            |