



---

*African American Advisory Committee*

# Strategic Plan FY03-FY05

**May 04, 2004**

**FINAL DRAFT v 1.1**



National Aeronautics and  
Space Administration

---

Goddard Space Flight Center  
Greenbelt, MD

---

# **Strategic Plan FY03- FY05**

**Final Draft**

**Version 1.1**

**October 7, 2003**

**Submitted By:**

---

AAAC Strategic Planning Subcommittee Member      Date

---

AAAC Strategic Planning Subcommittee Member      Date

**AAAC Approval:**

---

Nathan James, AAAC Chair      Date

---

Lavern Harris, AAAC Co-Chair      Date

**Goddard Space Flight Center  
Greenbelt, Maryland 20774**

**Change Information Page**

<b>Document History</b>		
<b>Document Number</b>	<b>Status/Issue</b>	<b>Publication Date</b>
AAAC-001	Draft	September 15, 2003
AAAC-001.1	Final Draft v1.0	October 7, 2003
AAAC-001.2	Final Draft v1.1	May 4, 2004
TBD	Final	

## **1.0 INTRODUCTION AND ADVISORY COMMITTEE OVERVIEW**

Authority of the Center Director established the Goddard Space Flight Center (GSFC) African American Advisory Committee (AAAC) in September 1991. The AAAC is founded in the recognition of historic issues and concerns, which have negatively impacted African Americans in the workplace. It's purpose is to advise Goddard management on how to attract, develop, and maintain a viable, workforce of African American scientists, technologists, administrators, and clericals, in order to achieve maximum productivity. The sponsoring organization is the Office of Equal Opportunity Programs, Code 120.

### **Vision**

To ensure that a positive and productive work environment exists at Goddard Space Flight Center the AAAC is committed to working together with Goddard to develop a workplace environment that promotes the values of dedication, integrity, respect, teamwork, trust and equal opportunity. Such an atmosphere would be conducive to the full utilization of the individual strengths of African American employees at Goddard, be a self-correcting learning organization, and as a designed consequence would minimize, identify or remove illegitimate obstacles to African American inclusion and career advancement opportunities.

### **Mission**

The African American Advisory Committee is chartered to do the following:

- (1) Develop mechanisms that help identify and remove a.) any obstacles to the professional advancement of African Americans and b.) any threats to the maintenance of a positive and productive NASA work environment.
- (2) Develop and support programs that promote the professional advancement of African Americans and foster a positive and productive work environment.
- (3) Create and develop an internal network for feedback and the exchange of information and ideas.

## 2.0 CAREER DEVELOPMENT AND TRAINING

- We will encourage African American employee participation in the GSFC-wide formal mentoring program through the Office of Human Resources OHR, Equal Opportunity Programs Office and the Education Office. These include mentoring clerical, administrative, scientific, and engineer interns and students during the summer, job shadowing of current employees and staff, and volunteering to mentor advanced post graduate fellows, as in the NASA Dr. Harriett Jenkins Fellowship Programs. We will introduce measures to reinforce mentor accountability within the PIP. We will nurture the development of informal networks through cultural awareness.
- We will promote the advancement of African Americans into management positions by developing extensive management and pre-supervisor training.
  - (1) We will sponsor workshops to prepare African Americans to apply for jobs from upward mobility to Senior Executive Service (SES) levels, improve resume writing and interviewing skills.
    - a) Conduct bi-annual review with OHR on participation of African Americans involving training opportunities.
    - b) We will request and analyze recruitment data supplied by OHR to determine the rates of new African American hires resulting from resumes, career fairs, term appointment conversions and other formal and informal techniques for NASA Goddard job applications and selections.
  - (2) We will conduct "glass ceiling" studies of African Americans in the GSFC workforce and report results. These studies will include, but are not limited to, analysis of degreed employee advancement opportunities, distributions and receipts of money awards and other recognitions applied or withheld in respective fields, program and project management opportunities and scope. We may do contrasting/comparison studies for the career opportunities and status of African American males and African American females at NASA Goddard.
- We will foster the advancement of African Americans in leadership positions at GSFC through increasing access to information and opportunity.
  - (1) We will enhance and repeat the distribution of information to all employees including Advisory Committee notes, training and development opportunities, and job and upward mobility opportunities that we discern may be of value directly or indirectly to our constituents.
  - (2) We will announce workshops, current job related training and Upward Mobility Program openings in our Newsletter.

### **3.0 SUPPORTIVE WORK ENVIRONMENT (CLIMATE)**

GSFC should provide a supportive work environment for all employees in order to provide the atmosphere necessary for the highly creative and innovative work performed by its people.

- We will inform the African American Community of Center-wide problems affecting them and all other constituent groups.
  - (1) We will support the development of formal meetings at the Directorate level to report out status, accomplishments and issues.
  - (2) We will contribute to the Center's annual updates of the affirmative action plan for the hiring, placement, and advancement of women, minorities, and individuals with disabilities. We will serve as a focal point for the concerns of African American employees on matters affecting their employment at GSFC.
- We will engage in personal contact with the Center Director, the Deputy Director, and formally meet quarterly with the Chief, Office of Equal Opportunity Programs and Director, Office of Human Resources and other relevant program managers to help resolve Center-wide problems.
  - (1) We will develop a programmatic initiative to address issues identified.
  - (2) We will provide management with information regarding cultural awareness issues in order to broaden management's understanding of those issues.
  - (3) We will ask management to be accountable for actions taken to promote diversity throughout GSFC.
  - (4) Encourage the development of an African-American Speakers Bureau or AAAC Sub-committee for local advocacy and school access.
- We will support GSFC Awards that reward managers who support inclusion, diversity, promotion and visibility of all employees.
- We will identify and assess barriers to the employment and advancement of African Americans including access to programs and activities, and developing recommendations to their elimination. We will report this assessment to Center Management.
- The Committee Chair will serve as a member of the Diversity Council and as an advisor to the Equal Opportunity Council.

#### 4.0 GSFC AWARENESS AND COMMUNITY OUTREACH

The AAAC encourages managers and employees to support GSFC activities. We will make our vision, mission and presence known through various events, so that managers and employees know our purpose at GSFC.

- We will develop and maintain visibility of all African American Civil Servants at NASA's GSFC and remind the community of our commitment to it's Mission.
  - (1) We will establish quarterly scheduled "Town Halls" with GSFC employees to roll out ideas, review issues and accept feedback.
  - (2) We will maintain liaison with similar committees in other NASA installations, NASA HQ, and other Government agencies.
  - (3) We will take a role in planning and implementing activities surrounding Center commemorative events for African Americans.
  - (4) We will distribute a Center wide Flyer/Newsletter with information, updates and dialogues.

African Americans continue to be under-represented in management. We recognize that targeted outreach activities in the community and the schools will help ensure that African Americans seek technical careers which enable them to participate in GSFC's future. The AAAC believes strongly that future leaders must be developed today, and such development is ongoing in our Community Outreach Program.

- We will give our support to any African American children and adults to gain credible and legitimate investment GSFC initiatives that reinforce and enhance the chance for acquiring the necessary skills to compete fairly and advance in under-represented occupational areas.
  - (1) We will participate with the Office Of Human Resources Career Fairs in recruitment activities at public, private, and Historically Black Colleges and Universities (HBCU).
  - (2) We will participate in the annual Next Generation Take our Children to Work Day.
- We will encourage GSFC employees to seek and obtain a higher education and achieve higher goals in their respective careers by pointing them to OHR resources.
- We will encourage GSFC employees to extend our services beyond the GSFC community to local schools, colleges, and universities.
  - (1) We will encourage GSFC employees to participate in local public school science fair activities.
  - (2) We encourage NASA Goddard to invite local schools to participate and attend special emphasis programs held Center-wide.