

Preparing for Change: Strategic Lessons from the Space Coast and Its Largest Employer

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Objectives

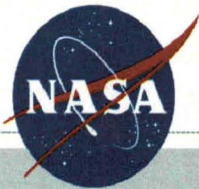


- Overview of NASA and Kennedy Space Center (KSC)
- Branding
- Enabling the Future
- Role of Human Resources Office
- Talent Management in NASA
- Recruiting and Workforce Diversity
- On-boarding
- Talent Assessment and Development
- Performance Management
- Climate and Culture
- Continuous Improvement
- Q&A

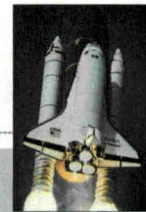
NASA's History



- Established by the National Aeronautics and Space Act on July 29, 1958 and became operational on October 1, 1958.
- An Executive Branch agency of the United States government responsible for the nation's civilian space program and aeronautics (technology, business and other aspects related to aircraft) and aerospace (the atmosphere of Earth and surrounding space) research
- Our mission is to pioneer the future in space exploration, scientific discovery and aeronautics research
- Led efforts for space exploration since it's establishment, and has been recognized for generations of accomplishments in space:
 - Mercury, Gemini and Apollo
 - International Space Station
 - Space Shuttle



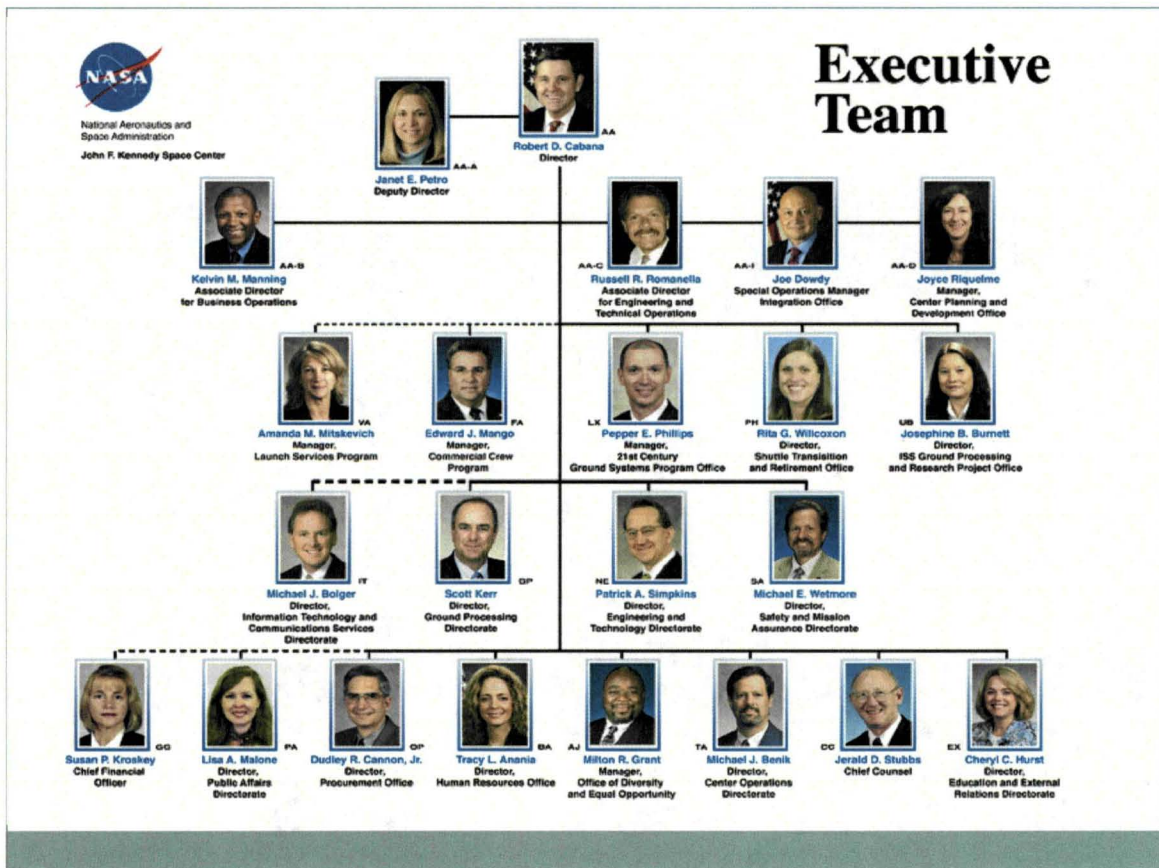
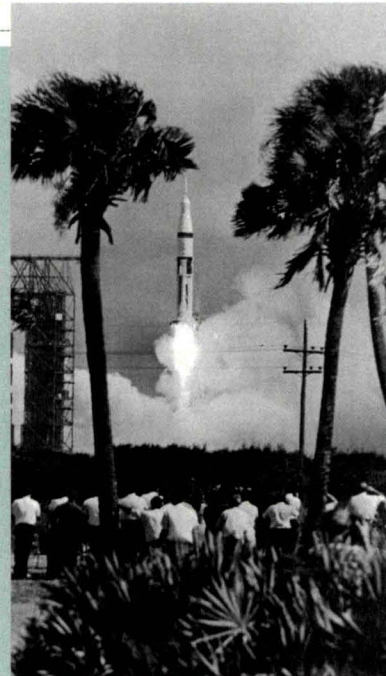
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- NASA has 10 Centers across the country with missions in aeronautics, exploration, science and space operations
- Since 1976, more than 1,300 documented NASA technologies have benefited U.S. industry, improved our quality of life and created jobs for Americans
 - Called "spinoffs" because industry has transferred NASA technology and applied it to commercial products
 - Space Shuttle Program has generated more than 100 technology spinoffs, utilized by medical, environmental, automotive, sports, computer and refrigeration markets
- In 2011, NASA rated at top of list for innovation (Partnership for Public Service and Hay Group)

Kennedy Space Center

- Established in July 1962 as NASA's Launch Operations Center
- Renamed in late 1963 to honor the president who put America on the path to the moon
- Has served as the departure gate for every American manned mission and hundreds of advanced scientific spacecraft
- 144K acre wildlife preserve
- Florida's fourth most popular attraction for visitors to the state with more than 42 million visitors
- Workforce at KSC:
 - 1968 at the height of Apollo: 25,000 employees
 - 1972 post Apollo: 14,000
 - 1979 post Skylab: 8,000
 - Late 80s Shuttle: 17,000 (87% contractor)
 - Post Shuttle: 9,500 (78% contractor)



Enabling the Future



- **Reset priorities**
 - From: Sustain legacy (Shuttle and expendable launch vehicle operations)
 - To: Develop partnerships that enable continued operations and invest in development of new capability for deep space exploration to remain at the forefront of human innovation
- **Rebalance workforce**
 - From: Oversight of operations and sustainment
 - To: Leveraging business relationships, requirements definition, and design and development
- **Refocus investments**
 - From: NASA missions and related infrastructure
 - To: Commercial ventures; flexible, multi-use infrastructure; enabling research and technology
- **Renew culture**

Key Enabler: KSC Human Resources Office



- **Mission:** Champions diversity and is innovative in providing consistent, high quality human capital management solutions to KSC employees and the general public
- **Four divisions:**
 - HR Operations
 - Workforce Planning and Human Resources Information Systems
 - Career Development and Recognition
 - Exchange Operations
- **In 2009,** role evolved from traditional civil-service orientation for a relatively stable workforce to comprehensive workforce transition focus

HR Evolved Role in Branding



- Ensure current and former employee behavior is aligned with the “brand promise”
- Make sure training and development programs, performance management systems, and reward and compensation programs are designed to reinforce and promote “brand behavior”
- Distinguish NASA at recruiting events
- Partner with universities to create internships that offer meaningful work experience

Talent Management in NASA



- Our people are critical to our success

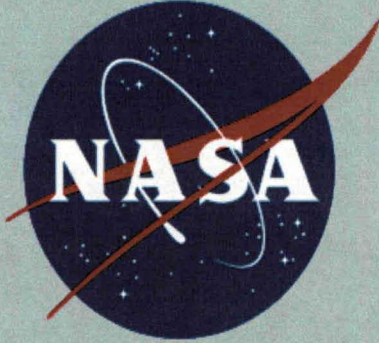
Evolved HR Role

- Ensure retention of critical skills and knowledge transfer
 - Identify skill gaps
 - Cross-training/retraining to enhance employee skills and likelihood of success of future programs
 - Retention/attrition incentives
 - Short-term staffing resources (retirees, staffing service companies)
- Facilitate communication
 - VOICE, www.jobsforaerospaceworkers.com, blogs, all-hands
 - Market workforce – www.kscfrontdoor.com
- Provide comprehensive transition services
 - Resume-writing/interview prep workshops, job fairs/showcases, post-layoff follow-up

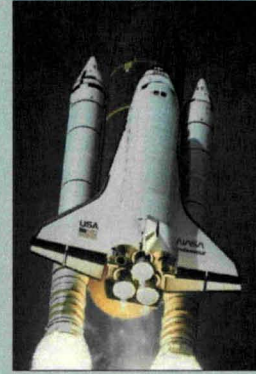
“Branding”



- It's more than just a logo-----it's the perceptions, feelings, and attitude people have toward your product/service/organization



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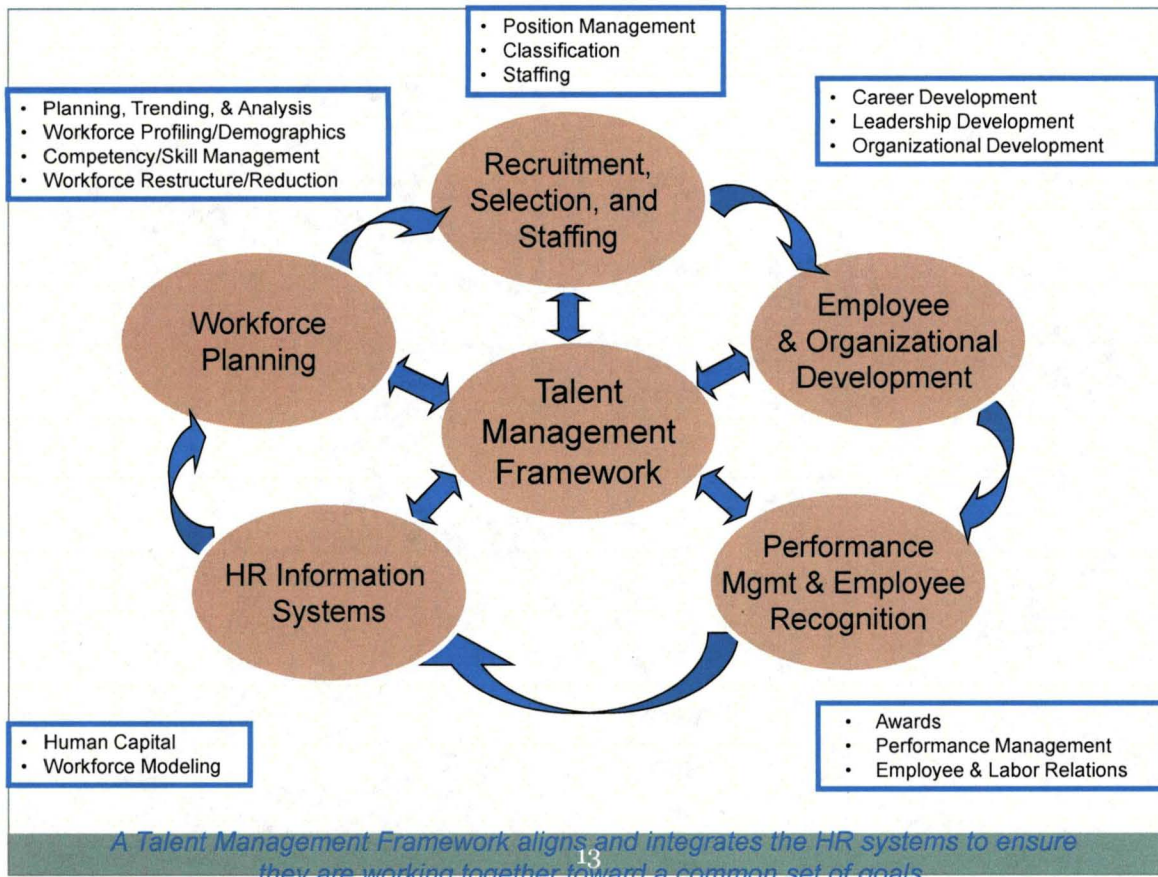
- Key - Do a better job of sharing the stories, experiences, and accomplishments that make up our brand so that public and key stakeholders are aware that we remain relevant

“Branding”



Branding is critical –

- **Private sector**
 - One of the ways a company can build a reputation and a presence among potential customers
 - Usually comprised of a name, a logo and sometimes a symbol - visual markers that differentiate the company from it's competitors
 - Remind people of the company's reputation (a promise to customers that a specific level of value, quality, and service will be received)
- **Public sector**
 - Key differences:
 - ✘ Funded by tax-payer dollars and lower degree of control due to reporting structures and bureaucracy
 - ✘ Goal is generally communication and education rather than selling products or services



Recruiting and Workforce Diversity

Goal: Making a continuous, long-term investment in attracting a high-quality, diverse workforce capable of accomplishing the organization's mission now and in the future

Challenges

- Loss of significant number of contractors (~7K), many with critical skills
- Aging civil service workforce (~800 eligible for retirement)
- Uncertain Federal budget
 - 2011 U.S. budget - \$3.83 trillion
 - Total combined expenditure on the space program - \$7 billion (less than 1% of the budget)
 - For every dollar the U.S. invests in the space program, we receive \$8 in return
- Competition for U.S. citizen STEM students/ graduates
- Remote location and limited access
- Perception that "KSC is closing"

Evolved HR Role



- **Partnership with Office of Diversity and Equal Opportunity (ODEO)**
 - Human Resource Specialists, Organizational Development Specialists, and ODEO staff working to identify needs/gaps
 - Develop recruitment strategy and leverage hiring flexibilities
 - Seek input from Diversity and Inclusion Groups
- **Recruitment Outreach Council (ROC)**
 - Managers and employees from across Center
 - Transition recruitment strategy into action plan
 - Identify and build relationships with targeted schools
 - Selecting officials and alumni attend recruiting trips/NASA Days
- **State of the Organization Report (SOR)**
 - Create awareness of workforce demographics, including underrepresentation, at senior leadership level
 - Identify areas of potential focus
 - Conduct intervention where appropriate
- **Partnership with Education Office**
 - Facilitate transition from student programs to Federal employment

On-boarding



Goal: Institutionalize an on-going process of equipping employees with the knowledge, skills and abilities necessary to effectively contribute to the organization's success

- Prior to 2009, NASA did not have a comprehensive program
- Hiring Reform Initiative - development of a comprehensive, Agency-wide on-boarding program
- Requires hiring managers to be accountable for recruiting and hiring qualified employees, supporting their transition into Federal service, and enabling their continued development once employed
- HR developed program – supervisor and employee involvement critical to success

On-boarding continued...



- **KSC instrumental in developing Agency program**
 - Multi-level participation in three-day on-boarding program
 - HR contact with new employee at 30, 60, 90 and 6-month post-appointment intervals
 - On-going focus on employee development
- **<http://employeeorientation.nasa.gov/ksc/default.htm>**
 - Welcome from NASA Administrator and respective Center Director
 - Agency mission overview
 - Comprehensive scope - links to essential information, forms, contacts, and checklists
 - Facilitates orientation, onsite in-processing, briefings, training, and management interaction
 - Includes tips for new employees, sponsors, and supervisors
- **Served as model for supervisor orientation/"on-boarding"**

Talent Assessment and Development



- Goal: Sustain a flexible, multi-faceted approach to meeting organizational and individual development needs**
- **Cross-functional development strategy – technical, administrative, and leadership**
 - **Shared responsibility:**
 - Employee (Primary) – Identify needs, set goals, learn about opportunities, make choices
 - Supervisor – Set expectations, discuss employee goals, coach, enable development, provide feedback
 - Center (Human Resources Advisory Board)– Set philosophy, enable training and development based on identified needs, evaluate candidates for competitive opportunities, vet processes/tools

Talent Assessment and Development continued...

• Enabling tools:

- Career paths – Broad categories of jobs with progression and competencies identified; used to guide employee development
- Individual development plans – “Action plan” to implement individual employee development goals
- Succession management – Strategic, proactive approach to development, replacement and utilization of key people over time
- Needs assessment
- Skill-gap analysis
- TRAM (Transition Rotational Assignment Memorandum of Agreement) – documents formal and on-the-job training to enable success in transition to new job
- Coaching and mentoring programs
- Organizational/individual assessment (HBDI, 360, DISC, Myers-Briggs, focus groups, etc.)

Performance Management

Goal: Enable the identification, communication and evaluation of employee performance against measurable objectives aligned with organizational goals

- Five-tier rating system (Distinguished, Accomplished, Fully Successful, Needs Improvement, Unacceptable)
- Enabling tool: Automated performance management system (SPACE – Standard Performance Appraisal Communication Environment)
 - Links position description detailing duties and responsibilities
 - Tailored performance objectives
 - Evaluation criteria
 - Automatic calculation of performance award based on rating assigned
 - Link to individual development plan (future system enhancement)

Climate and Culture



A history of tragic lessons:

- Apollo 1 fire (January 27, 1967 – 3 astronauts lost)
- Loss of Challenger (January 28, 1986 – 7 astronauts lost)
- Loss of Columbia (February 1, 2003 – 7 astronauts lost)

And dramatic program changes:

- Shuttle program cancelled (President Bush, January 2004)
- Constellation program cancelled (President Obama, February 2010)

Yet we have come back each time, thanks in large part to the commitment of our leadership and our employees.

Enabling services:

- Employee Assistance Program
- Anti-harassment and conflict resolution programs
- Workplace Violence Prevention and Response Program
- Ombuds Program

Continuous Improvement



• Customer/Employee Feedback

- HR Customer Service Survey
- Diversity and Inclusion Survey
- Office of Personnel Management Employee Viewpoint Survey
- Partnership for Public Service Best Places to Work
 - × NASA Ranked #5 among large agencies in 2010
 - × #2 in Strategic Management, Effective Leadership, Support for Diversity, Training and Development, Family Friendly Culture and Benefits, Performance-based Awards and Advancement
 - × #3 in Work/Life Balance and Pay

• Program Integrity

- Internal audits (self assessment)
- External audits
 - × Office of Personnel Management
 - × Agency
 - × Office of Inspector General



Q&A