<p align="center">**The Business Case for Diversity: Starting the Dialogue**</p>

What is "diversity?"

Diversity includes a number of important human characteristics that affect an individual's values and opportunities and perceptions of self and others at work. These primary characteristics include, but are not limited to age, ethnicity, gender, ability, race, and sexual orientation. They also include secondary characteristics such as: geographic location, military experience, work experience, income, religion, first language, organizational role and level, communication style, family status, work style, and education.

Isn't "diversity" the newest term for equal opportunity and affirmative action?

No, all three terms – Equal Employment Opportunity (EEO), Affirmative Action, and Diversity have different meanings.

EEO became the law by the passing of the Civil Rights Act of 1964. It prohibits employers from making employment decisions based on an individual's race, color, religion, sex or national origin. It also requires that the granting of benefits of any federal financial assistance program may not be based on race, color and national origin.

Affirmative Action is government-initiated to comply with the law and is derived as a means to redress past discriminatory practices, with a goal of eliminating under-representation of women, minorities, and people with disabilities in the workplace.

Diversity is not about correcting a past imbalance, being a good corporate citizen, or even about the law. Diversity is about constructively using those things that make us different and unique that reach far beyond generalized group descriptors.

To better understand the different meanings described above, the following chart summarizes some of the more notable differences between EEO/Affirmative Action and Diversity.

EEO/Affirmative Action	Diversity
▪ Government initiated	▪ Voluntary
▪ Legally driven	▪ Productivity Driven
▪ Quantitative	▪ Qualitative
▪ Problem-focused	▪ Opportunity-focused
▪ Targeted	▪ Inclusive
▪ Reactive	▪ Proactive

Why has Goddard developed a business case for diversity?

A business case articulates the reasons for a particular action and the value that action has for Goddard. While valuing diversity may be an intrinsic individual value held by many employees, the business case outlines how diversity adds value to Goddard in a business context. It describes the reasons that Goddard feels that it is important to make diversity an explicit program activity with specific actions and activities. It is about leveraging Goddard's most strategic competitive resource – our employees. Each employee is different and can contribute to Goddard in different ways by virtue of their individual experiences. The Business Case for Diversity states the opportunity and the importance of maximizing this potential. It highlights the importance of enhancing accessibility for any individual or groups of individuals to use their abilities to perform the mission of Goddard and to be recognized for their contributions. All employees need to be engaged and fully utilized in order for Goddard to meet its commitments.

If diversity is not about representation, why discuss America's diverse population at all?

Diversity is about leveraging all aspects of human potential. Therefore, we look at the make-up of our changing and diverse population as a means of understanding how to meet the needs of our workforce and our stakeholders. Both the workforce and our stakeholders are changing in various ways other than race and gender – such as people with disabilities, dual-earner families, single-parent families, parents with infant children (child care), aging workforce, employees caring for elderly parents and relatives (elder care), and gay and lesbian employees. We will also be able to more effectively communicate with these groups to gain their commitment in supporting NASA's and Goddard's mission if we exemplify the diversity of our stakeholders.

Why is Affirmative Action mentioned in the Business Case for Diversity?

Affirmative action is a tool that enhances the diversity of the Center through the recruitment, development and retention of qualified individuals who historically have been under-represented in the workforce. Diversity is not a replacement for affirmative action, whose responsibility resides with Center Management, with the EO Office providing counsel and technical support to management in this area. The message of inclusiveness is for ALL employees.

What is an "inclusive" organization?

An inclusive organization looks for ways to include all employees. In this type of organization, everyone is seen as an individual, rather than as a member of a specific group. Procedures for hiring, developing, evaluating and advancing employees are based on merit. Systems and processes do not provide preferential treatment or create barriers to any individual or groups. Every individual has access to the same resources to accomplish the mission of Goddard.

How does diversity contribute to innovation and productivity?

The Business Case for Diversity is built on the proposition that <u>if</u> we spend time on assuring that all employees and their abilities are accessible and <u>if</u> processes are inclusive and do not deliberately or inadvertently exclude anyone from fully participating, <u>then</u> individual employees will take greater risk in expressing new and different ideas and <u>then</u> Goddard will have a larger pool of ideas from which to draw. As a result, decisions, new programs, new processes will be able to take advantage of a broader set of options, as well as reflect greater ownership by those who participated in their formulation. When there is full participation in the development of decisions, employees are usually more committed and motivated to achieve goals they helped create.

Why is diversity important to recruitment of new employees?

In Goddard's recent culture survey, the second highest area of concern was Goddard's ability to recruit and sustain a vital and effective workforce. This concern cuts across demographics. There are several aspects in which diversity comes into play. First, when one looks only from ethnicity, race, and gender perspectives, it is clear that the workforce in America has undergone tremendous changes over the last 50 years and the next 50 years will be even more dramatic. The level of diversity has never been greater. When looking for jobs, just as in looking for places to live, most people look for where they will be comfortable and where their values are not in constant conflict. On the most basic level, they look to see if people like themselves are present and have succeeded.

The competition for the human resources has never been greater. Today, NASA and Goddard, which were once almost alone at the top of the technology food chain, are in competition with other Federal agencies and private industry for high-tech employees. The difficulty in recruiting information technology professionals is just one example. In seeking employment, employees are looking more than ever for an environment that is flexible and supportive, provides balance, and is open to new, diverse ideas. An organization that is tied to "this is the way we've always done it" is likely to find itself on a descending spiral that innovative, creative employees will leave.

How does diversity link to Goddard's values?

Whether it is the diversity of ideas or the diversity of our individual human characteristics, diversity is at the core of the Center's values. Agility is dependent on having diverse options available for quick deployment. Balance relates directly to having diverse experiences that feed Creativity whose essence is to explore new ideas. Dedication is a product of being committed to the goals one helps to create and achieve, as well as enjoying in the rewards that come with success. Integrity is built on the principle of inclusion where all members are treated fairly. Respect is a synonym for valuing diversity as the statement in the Goddard Strategic plan reads, "Diversity among people and their ideas is an inherent strength as we work toward fulfilling Goddard's mission." And finally, Teamwork only occurs when each member feels free to bring forth his or her ideas, and believes that those contributions will be recognized.