NASA Talent Strategy

Serve NASA

Serving NASA
Ensure the right composition, alignment, & agility in our workforce as needs change, technology advances, & partnerships evolve.

ACQUIRE
Top Talent Quickly
Hire top talent quickly at NASA using all sources & tools available.

ENHANCE
How People Work
Maximize collaboration, creativity, & efficiency with enhanced technology & streamlined processes.

GROW
Employees & Leaders
Reimagine career development as a series of fulfilling experiences where new skills & strong leadership are vital to mission success.

Build OCHCO

Building OCHCO
Continue to find better ways to do business & serve customers.

Build a strong team & resilient foundation across OCHCO.
Facilitating a Learning Environment

Experience 70%

- Short- and Long-Term Details and Rotations
- Special Projects and Stretch Assignments
- Job Shadowing
- “Hands-On” Experience
- Self-Directed and Incidental Learning

Exposure 20%

- Mentoring
- Coaching
- Communities of Practice
- SME Networks
- Collaboration Platforms

Education 10%

- Structured Learning
- Cohort Programs
- Classroom Instruction
- Academic Programs
- Workshops
- Webinars
- Self-Study
- Reading Materials
What is the Talent Marketplace?

- Talent Marketplace provides NASA employees access to non-competitive development opportunities across the agency and provides managers the ability to better tap all agency internal talent resources for their work.
- *TM has been redesigned to include the ability to announce, apply and make selections for competitive Leadership Development Programs.*
- Employees have two primary actions on the Talent Marketplace: building a user profile and applying for opportunities.

What does this mean for me as an employee?

The Talent Marketplace provides you with:

- Easy view access to all non-competitive opportunities that fit your eligibility.
- The ability to develop a personal profile that will alert you to opportunities that meet your criteria.
- A clear, understandable process that you can track electronically.
- Quicker resolution of applications and opportunities.
- Transparency of eligibility, selection criteria, and processes.
Accessing Agency Learning and Development Opportunities

Check the Learning and Development website to find current opportunities.

Learning & Development - HR (nasa.gov)

Competitive opportunities will be in Talent Marketplace. (coming soon)

NASA - Talent Marketplace - Openings

Check your center or MSEO websites for both center and agency training and development opportunities.
The Learning and Development team is responsible for the agency’s learning programs, including leadership and executive development, and serves all NASA centers, mission directorates, and mission support organizations. We work in collaboration with center learning offices, headquarters functional offices, and various agency stakeholders to ensure employees have access to opportunities to develop and grow professionally.
Leadership and Supervisor Development
# The Path Forward for Leadership Development

## One Clear and Helpful Framework

### ECQ Competency Roadmap

NASA Leadership Development: Competencies for Leading at all Levels

- Implement one agency-wide competency model with clearly defined skills and behavioral illustrations for each career stage
- Shift to ECQs for all employees to align to OPM and federal government and create ease in transition from GS to SES

### Agency-wide Development Catalog

“Girl Scout Cookie” style of offerings tied to competency model and updated regularly based on feedback and agency strategic direction

- Will include center-created programs that are elevated to the agency-level
- Leverage agency procurement vehicles to reduce duplication, redundancy and costs
- Will serve as resource for performance/development conversations across Agency

## Creating a Culture of Leadership

### Focus Areas Tied to Agency Needs

- Focus areas driven by agency executive leadership and based on agency needs and industry best practices
- Focus areas incorporated across the curriculum
- Build capability of coaching into Leadership skills

### Additional Elements

- Yearly Leadership Keynote speaker for entire Agency
- Acknowledgement that cross-Center cohorts remain an important element of Leadership Development
- Re-vamp successful Agency Leadership Development programs (FIRST, MLLP) to enhance throughput and reduce costs
- Take advantage of bulk buys using the HCAT umbrella contract and ensuring we utilize a variety of vendors
- Enhance partnership with APPEL and NSC to integrate appropriate elements of each other’s curriculum
OPM Leadership

NASA's Leadership Development Model
For leaders at all levels

LEADING CHANGE
LEADING PEOPLE
RESULTS DRIVEN
BUILDING COALITIONS
BUSINESS ACUMEN

- Strategic Thinking
- Vision
- Partnering
- Political Savvy
- Influencing/Negotiating
- Technology Management
- Human Capital Management
- Financial Management
- Technical Competency
- Accountability
- Customer Service
- Decisiveness
- Entrepreneurship
- Problem Solving
- Team Building
- Developing Others
- Learning Diversity
- Conflict Management
- Resilience
- Flexibility
- Creativity and Innovation
- External Awareness
- Resilience
- Strategic Thinking

Development Framework
## NASA Employee Leadership Pipeline

### All Employees
- **Competencies**
  - Flexibility
  - Team building
  - Leveraging diversity
  - Technology management
  - Technical credibility
  - Accountability
  - Continual learning
  - Integrity/honesty
  - Public service motivation
  - Interpersonal skills

- **Offerings**
  - Leading Through Influence
  - Annual Broadcast (Simon Sinek)
  - Simon Sinek Infinite and Start with Why
  - Leadercast Live

### Emerging Leaders (GS 11-12)
- **Competencies**
  - Resiliency
  - Creativity and innovation
  - Partnering
  - Customer service
  - Problem solving
  - Communication

- **Offerings**
  - NASA Emerging Leaders Program (NELP)
  - NASA FIRST Reimagined

### Influence Leaders (GS 13-14)
- **Competencies**
  - Strategic thinking
  - Conflict management
  - Financial management
  - Influencing and negotiating
  - Decisiveness

- **Offerings**
  - Leading Through influence

### Formal Leaders (GS 14-15)
- **Competencies**
  - Leveraging diversity
  - Developing others
  - HC management

- **Offerings**
  - Supervisor Series
  - HR101 for supervisors
  - Supervisor quick start video
  - Monthly Supervisor Sessions
  - Leading through Polarities
  - Supervisor Learning Sprints
  - Formal Coaching
  - Supervisor Intensive Leadership Program (SILP)
  - Inside Out coaching classes

### Aspiring Executives (GS-15)
- **Competencies**
  - Program/project leadership
  - Multi-center work
  - Technical excellence

- **Offerings**
  - ECQ Workbook
  - Aspiring Exec AMA

### Executives (SES/ST/SL)
- **Competencies**
  - External awareness
  - Vision
  - Political savvy
  - Entrepreneurship

- **Offerings**
  - Executive Keynote
  - Executive Coaching
  - Enterprise Leadership
  - Executive Safety Leadership Program
  - New Executive Transition Program
  - Congressional Ops.
  - Congressional Operations
  - NExT Cohort 2
  - Power Intelligence for ST/SL Executives
Organizational Development
Organization Development (OD)

Providing leaders with an objective view of the situation enabling a partnership for the health of individuals, teams, and organizations.

**Services provided include:**

- Transitioning new managers into their teams
- Team start up
- Roles and responsibility clarification
- Team building
- Strategic planning
- Change management assistance
- Shifting culture and leadership to support new strategic directions
- Team development, inter-group, and interpersonal relationships
- Organizational assessments
- Organizational architecture and design
- Lean Six Sigma
The role of a Mentor and Coach

**Mentor**

- A mentor is a more experienced person helping a less-experienced person with their career by giving advice, information, and guidance relative to an industry, a company, or a specific role/position.
- Mentoring is a more directive relationship where the mentee is the recipient of knowledge and wisdom from the mentor.
- Mentors act as role models and they help the mentee expand their networks.
- Mentors provide advice and guidance on career next steps and often make recommendations for the mentee's professional development.
- Mentoring focuses on how the mentee navigates the organization to achieve career goals.
- Mentoring relationships can last the duration of the mentee’s career.

**Coach**

- A certified coaching professional demonstrates coaching core competencies and ethical standards in adherence with the International Coaching Federation.
- Coaches generally do not have direct experience in their client’s occupational role, are outside of the client’s organization, and may be less senior than their client.
- Coaching is a collaborative relationship where the coach helps the client identify goals, gain new perspectives, and generate options for moving forward with those goals.
- Coaches ask the client open-ended questions to foster critical thinking, facilitate strategic decision making, and execute effective actions.
- Coaches do not give advice. Coaches help clients brainstorm options, try new actions and decide the best path for achieving their desired results.
- Coaching engagements typically last approximately six months.