

CHAPTER 1 - INTRODUCTION

WELCOME TO NASA'S LEADERSHIP DEVELOPMENT PROGRAM!!

You are one of a handful of people that have been selected for an incredible experience. During much of the upcoming months, if you're like members of previous developmental classes, you'll have a hard time believing that you're really experiencing this. Talks given by NASA's senior leaders, Congressional hearings, a wide assortment of training opportunities from learning to be an effective negotiator, to understanding how NASA is changing its way of business, you name it, you've got it! Your developmental work assignments are wide open too, and are entirely what you choose to make of them. And all this doesn't even touch on the relationships you'll be forming, from the close ties and friendships you'll develop with the people in your class, to the new work relationships you'll develop, many of which will last you for the rest of your career. Virtually everyone who enters this program comes out with a heightened sense of self and a new awareness of how they can be more effective in communicating and achieving results.

Even though each developmental experience is entirely unique, there are certain guidelines, which can help the entering program participant to wade his or her way through the unfamiliar territory of NASA Headquarters, Field Centers, or outside organizations. Each class takes the opportunity to write down those things that will help the entering class. Things that will minimize the headaches so each participant can maximize his or her time doing things that are important. The notes and thoughts collected in this guide run the gamut from introducing you to HQ and other NASA Centers and finding a place to live, to an introduction to the myriad of great restaurants nearby. It's probably a cliché to you by now, but we should say it again - the time goes by incredibly fast! The more preparation you can cram into these short months before you start, the better you'll be prepared to run right from the start!

We hope that this guide will be helpful during your developmental experience. Feel free to contact us.

2005-2006 Leadership Development Program Participants

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NASA HEADQUARTERS (HQ)

Welcome to NASA Headquarters—for many of you, this is your workplace away from home! For many, NASA Headquarters may be new, unfamiliar and even a bit strange. It will take you a few weeks to settle in, get used to your new workplace, and learn your way around. In the meantime, this brief orientation guide to Headquarters should help you get started.

Location

The majority of the NASA HQ personnel are located at Two Independence Square (300 E Street, SW), a block from the Federal Center SW Metro Station (Blue and Orange Metro lines) and a couple blocks from the L'Enfant Plaza (Yellow, Green, Blue, & Orange Metro lines).

Room Numbers

The numbering scheme for the rooms and cubicles in the HQ building is somewhat cryptic, but once understood is very useful for finding people and conference rooms. The scheme is laid out on a grid. The first character is the floor number, the second character is the east-west location (A-Z, with A being the West end of the building) and the last two digits (~1-90 with 1 being the North side of the building) are the north and south locations of the cubicle/room number in that area. As an example, 8P12 is on the 8th floor, east end area P, north side of the building, cubicle/room 12. Don't worry about wandering around – everyone has trouble with finding rooms!

Associate Administrators

During your developmental experience you will have the opportunity to hear from most of the AA's. You should make a point of attending these overviews and meeting the NASA AA's - this is quite a unique opportunity to meet NASA's leaders in a relaxed, informal setting. While the AA's will discuss what their job is, they will also discuss the path they took to become leaders. Be prepared to ask questions concerning their leadership styles, how they balance work and family priorities, etc. For the most updated organizational listing please visit: <http://www.hq.nasa.gov/hq/org.html>

Web Site

The best place to start to gather information about NASA Headquarters is the [HQ Web Site](#). Virtually all new information posted is done via this medium. A [New Employee Orientation Web site](#), is available for new employees to NASA Headquarters.

From the main Headquarters Web Page, you can access daily Headquarters news, the NASA electronic telephone book, [X500 Locator](#), Library, Computer Services, Training Opportunities, Employee Services, as well as the Headquarters (and Field Centers) organizational structures and individual Web Pages. All of this information is searchable through a Web search form, which can speed up finding a particular item.

This is a good resource to browse prior to your going to Headquarters, but unfortunately some of this information is only available from the Headquarters Network (hq.nasa.gov sub-domain), not from other Centers or Internet Service Providers.

Administrative Trivia

- Help Line

A "Help Line" is available at Headquarters for assistance in reserving conference rooms, CI travel, and IT support. The code list below will help you to expedite through the lengthy voice-mail set-up.

Help Line: 358-HELP (4357)

- 1 – Computer, Telecommunications, Cable TV Services, and ADP Services
- 2 – Payroll, Time, and Labor Support and Travel Management Support
- 3 – Security, Facilities Hotline Safety Hazards and Move Services
- 4 – A/V Conferencing and Support, VITS, Library Services, and Mail, Receiving and Inspection
- 5 – CI Travel, Passports, and Transportation Services
- 6 – Printing and Design Services
- 7 – IFMP Help Desk

In order to set-up a multi-caller teleconference, you can contact MCI at 1-877-232-6272.

Finally, to report an emergency situation requiring a NASA Security Guard, call 358-1616.

- Electronic Mail

A great way to keep in touch with your fellow developmental program participants and your colleagues at your Home Center is through electronic mail. Headquarters (as well as the rest of NASA) has standardized its e-mail system.

Now all mail goes to a central mail server as opposed to each organization having a unique mail server with a unique address. With the central mail system, each computer has NASA standardized e-mail "client software", to

connect to your e-mail account on the central server. One of the nice things about this type of system is that you can set up Outlook (call the computer help desk for instructions: 358-HELP) to be able to check your e-mail accounts at HQ and your Home Center. All of the mail servers at the Centers use the same protocol, allowing compatibility regardless of location.

Because some Centers may not allow connections outside of their local networks, it is recommended that you have your e-mail at your Home Center forwarded to your HQ (or other Center, if you are not at HQ) e-mail account. This is easily accomplished on the mail server at your Home Center.

Contact your Home Center mail system administrator and give them your HQ e-mail account; they can arrange for mail forwarding to this address (by adding your new address to the forward file in your directory on UNIX mail servers). Some locations (e.g. Headquarters) may require the signature of your supervisor before agreeing to do this.

HQ will set up an automated e-mail list to provide communication to and among program participants. This will be your main source of information about program events and activities, along with the program schedule found on the LDP Web site. This is particularly important for those program participants not at HQ, to ensure that they're kept well informed of program events and other news.

Most centers now use Microsoft Outlook for email which provides access to accounts through a secure web page. Other Centers, may still have web access for Eudora. You might want to check with IT support at your home center before leaving. If you are using Microsoft Outlook at you home center, be sure you save any files you may want to bring with you in Word, Excel, PowerPoint, etc. Anything that looks like outlook (the little flag icon) will not be recognized on your computer and you won't be able to open it.

As you know, it's important to keep your connections with your Home Center during your developmental program year. E-mail is a great way to do this - make sure you note the e-mail addresses of people you'd like to keep in touch with before you leave your Center

- **Badging, Keys, Etc.**

You will want to get a HQ badge or a HQ access card when you arrive. This badge or access card has a small electronic chip installed so that you can get after-hours and weekend access into the HQ building (including the parking garage). The HQ badge or access card is relatively easy to get - just go to the security office on the first floor near the east elevators in the HQ building and bring a signed letter from your HQ supervisor. The electronic chip in the HQ badge or access card lets you get through the

doors on weekends and allows you to "scan yourself out" after hours. Otherwise, the security person at the desk will have to do it manually. All HQ employees and visitors must wear their badges in the HQ building.

- Work Hours

There appears to be no standard starting or quitting time for HQ employees. Most HQ employees work long hours, in excess of 8-hour days. You will need to negotiate a work schedule that is best for you and your sponsor considering your work assignment and other factors (e.g., car pools, bus schedules, etc.).

Although you want to make a good impression and be seen as a hard worker, you will need to work hard not to become a workaholic.

- Time and Attendance

Your Home Center, not Headquarters, will handle your time and attendance (T&A). Many program participants call or email their time back to their Home Centers every two weeks. Most centers use the Agency-wide timecard system "webTADS" accessible through a secure web page <http://www.webtads.nasa.gov>.

Whichever method you use, prior to reporting to your developmental assignment, you, your supervisor and the T&A clerk should agree on how you will handle the reporting of hours worked and leave taken. Often, program participants negotiate to call or email their timekeepers if they take annual or sick leave.

It is essential that you work closely with your payroll and benefits offices to establish address change instructions for pay and earning statements, obligatory forms such as Confidential Financial Disclosure Report (OGE-450), savings bonds, etc. Transfer of your medical benefits to a provider in your local area must also be coordinated (Standard Form 2809).

- Office Attire

The dress at Headquarters is more formal or businesslike than what you may be used to at your Home Center. For men, a suit or sport coat with tie is normal everyday attire, although a shirt and tie without the sport coat, especially in the warmer months is very popular. An open collar shirt (no tie) or even a sweater would seem very out of place here. For women, a suit (dress, skirt, or pant outfit) is appropriate. One other dress code point to mention, Headquarters has "Casual Friday" (within reason – jeans and tee shirts are highly discouraged).

For those who choose to take the Metro to work (highly recommended!), a good idea is to keep your work shoes (heels, Wing tips, etc.) at work and commute in sneakers or cross-trainers. This saves a lot of wear and tear on your good expensive shoes and on you as well, and a lot of professional people in DC do it.

Services

- Communications/Support Services

For help with these systems call the Office of Headquarters Operations (help line at 358-HELP). NASA Headquarters has a voice message/mail (OCTEL), telephone system, and a central e-mail system (see the section on e-mail). All of the computers at Headquarters are linked to local area networks that are in turn connected to the Internet.

Despite this commonality some offices use IBM products, other offices use Macintosh products, so be prepared to learn how to use a new computing platform. Another observation is that you will have to do more things yourself – HQ has much less secretarial and administrative support than the Centers; so do not depend on your office's secretary. You may find yourself doing your own travel arrangements, vu-graphs, word processing, travel vouchers, etc. There is plenty of in-house training for software packages that some may not be familiar with. HQ Operations Office has a Help Web site (<http://www.hq.nasa.gov/help>) with computer training and software information.

There are two options for computers at NASA HQ.

For those expecting to need to work from home, a laptop/docking station may be a desirable option. This may require supervisor approval and should be mentioned prior to arriving at HQ. The NASA provided hardware available as "core" applications is limited. You will have to get approval (note-it costs more each month for your office to support this) to have more than the basic Office software plus Meeting-maker (the only calendar software supported at HQ). You are not allowed to install any software on HQ computers, so don't expect to be able to bring applications you used at your home center. The use of center provided or personal PDAs and CD writers was a source of frustration. Make sure you check into compatibility and the policy in the code you will be supporting prior to arriving or you may be without your electronic "brain" during your assignment.

It's a good idea to bring some key supplies from your Home Center, along with your files, when you come to HQ. HQ does not maintain stock of standard supplies and it can take a day or two to get what you need.

- **NASA Federal Credit Union**

In the past, even though most of the class maintained their regular home accounts, we had to have an account at the NASA Federal Credit Union for the electronic transfer of funds (ETF) of our travel per diem. With the new Travel Manager system, this is no longer the case, but you will in all likelihood be briefed on this at your orientation.

The Credit Union offers local savings and checking accounts, direct deposit (including your spouse's payroll if he/she gets a job here), VISA/24 hour ATM cards, touch-tone telephone account access (Contact 24), and many other services that one would expect of a bank or credit union. In anticipation of potential delays in the processing of your travel voucher, take a copy of your travel orders to the credit union, and apply for a signature line of credit. Unless you have a source of personal funds to draw upon in the event of delayed voucher processing, ***we strongly suggest*** you open a line of credit. Your developmental program status does not excuse you in any way from meeting your financial responsibilities even when your reimbursement from NASA is late. NASA will not reimburse you for late fees or bounced checks but will pay fees associated with usage of your line of credit when NASA is at fault for delayed payment.

The NASA Federal Credit Union branch office is conveniently located on the first floor of the Headquarters building, just off the main lobby and primarily serves employees at NASA Headquarters, Goddard, and Wallops. There are also 24-hour ATM machines (MOST) just outside the Credit Union, and throughout the DC/Maryland/Virginia area. The main Credit Union office is located in Bowie, Maryland.

We strongly recommended that you open your accounts, order checks, and apply for the VISA/MOST card prior to your arrival in D.C. This can be easily done via the telephone and mail while you are still at your Home Center. The address and phone number for inquiries are:

NASA Federal Credit Union
P.O. Box 1730
Bowie, MD 20717
(301) 249-1800 or toll free (800) 638-8484

Through the credit union, you'll be able to get either a VISA or ATM card to access your money. The good news is that the VISA card has no annual fee and there are no fees charged for non-NASA ATM usage (up to 7 transactions per month). In addition, you can now access your credit union account over the Web: <http://www.nasafcu.com>. Note: NASA CU ATM locations are very limited in the DC and VA areas. Make sure you get your cash before you leave the building.

- Fitness Center

NASA HQ runs a great fitness center, which is located on the Concourse level (the basement) of the HQ building at the SW end of the building, CA96.

There are quite a few Stairmasters, cycle machines, rowing ergometers, treadmills, X-C ski machines, weight machines, you name it. The fitness center also runs aerobics classes, abdominals classes, kick-boxing classes, and yoga classes, some of which are available for a nominal fee. Towels, exercise outfits (S/M/L surgical "scrubs"), changing rooms and showers are provided, and a sauna is available for those icy January and February days. For those who like to run on the Mall, don't forget to bring your NASA badge with you! If you don't want to carry it with you while running, you can leave it with security at the front desk (but be sure to check on this before leaving the building).

To get approval to use the fitness center, you have to be cleared by the Health Clinic (next door to the fitness center).

Go to the Clinic and tell them you want to use the fitness center - they will either call your Home Center or have you get a physical there to approve you. Once you're approved, you'll set up an appointment with the fitness center staff to orient you to the facility, and then you're set to go!

As with a lot of the Field Centers, the HQ fitness center is pretty busy around noon so you might want to adjust your workout hours accordingly. The afternoon hours typically had only a handful of folks working out. There are lockers available.

- Health Clinic

The Health Clinic, next door to the Fitness Center (Concourse level of HQ building, CD70) offers a drop-in service for those who have any physical ailments. The staff is friendly and helpful, and work hard to get you 'back on your feet' again. In the fall months, they offer flu shots for those that want them, and you can arrange to get a physical exam around the time of your birthday.

In general, they will not dispense any medicine other than aspirin and cough drops. They will, however, make recommendations for local physicians if you need more significant care.

For those in need of counseling services, a free, confidential Employee Assistance Program (EPA) is available. Brochures for the EAP are in the

clinic, and counseling may be obtained by calling 358-2600 (on-site) or 628-5100 (off-site), 24 hours a day.

- Computer Resource Center

Information and applications for no-cost training classes can be found on the [Headquarters Computer Training Center \(CTC\) Home Page](#). You can also arrange to borrow a laptop for travel.

- Training Opportunities

The listing of available courses, from NASA sponsored project management courses to in-house software courses can be found on the [NASA Training and Development Web site](#) and the [CTC Home Pages](#).

Another source of training is the USDA Graduate School. They offer a variety of management and computer classes at reasonable rates. The NASA Training and Development Office handles the processing of the training forms.

Two additional sources for training opportunities are the Georgetown Government Affairs Institute, and these courses can be found on the [GAI Web site](#), as well as the OPM training center, The Federal Executive Institute and Management Development Centers, and the course listing can be found at the [OPM Web site](#).

- HQ Bulletins

There is a NASA "InfoCom" notice which is published twice each week (on Tuesday and Thursday; posted at the HQ building elevators (as well as being available on e-mail). As its name implies, NASA's Heads Up InfoCom has information on the top weekly NASA news, press conferences, etc.

Human Resources has a Web page called the "[HR Bulletin](#)", which has links to developmental and training opportunities as well as position announcements, fitness and health announcements and general HR information.

- Library

The HQ library is located on the ground floor, at the West End of the building, near the guard station. There's quite a bit of useful information there and the staff is more than happy to help you find what you need. To join, all you need to do is fill out a brief form and show your NASA HQ badge.

- Travel

The CI Travel Office is located on the 1st floor of the HQ building in room HQ1T68. The hours for the office are 8:00 AM - 4:00 PM Monday through Friday and the phone number is 202-358-1258. The after hours emergency number is 1-800-287-9027.

A new service available with IFMP implementation is Travel Manager. You can choose your flights and many other options. Make sure you check with

your secretary for the accepted method for initiating travel orders in your division.

- Information Center

An information center is available at 1H23 in the HQ building, across the main lobby from the NASA Exchange Store. There are NASA brochures and pamphlets available, and you can obtain directions here to other federal agencies, etc.

- Mail Room

The Mailroom is located on the ground floor of the HQ building, 1M40, about mid-building. They can help take care of special mailing requests such as Federal Express.

- Newsroom

The newsroom is located on the 8th floor, 8K72. When there are major events (e.g., the first Hubble photos after the successful repair), it's a great place to go to see the pictures and get an information packet.

- Post Office

A post office is located across from the ATM in the area of the credit union, 1st floor, HQ building, west end. The hours are limited (11:00 - 2:00) but it's a nice convenience, and they have a coin operated stamp machine. There is also a post office in the Ford Building (across from the Federal Center Metro (3rd street between Virginia and D Street) that is open until 5:00 with last pick up at 4:45.

- Toastmasters

Toastmasters is very active at NASA HQ, and generally has meetings on the first and third Tuesday of the month and are announced in the "NASA Heads Up". It's a great way to improve your public speaking and it's a lot of fun, too. See the "NASA Heads Up" for more information.

- Gift Shop

A small gift shop (NASA Exchange Store or PX as it is called some places) is available on the ground floor at the West end of the main HQ building, and a convenience store which has cards, magazines, etc. is in the east lobby of the building.

- Cleaners

Dry cleaning is available towards the east end of the HQ building (enter from the outside). Nice and convenient! They provide shoe repair services (you have to leave your shoes). The shop in L'Enfant Plaza will make repairs while you wait.

Commuting to Headquarters

- Metro

As you probably know well by now, Washington DC has one of the best subway systems in the world. It is clean, safe, efficient and reasonably priced. If you live close to a Metro stop (and this is a good factor to help you choose where to live), "Metro-ing" to work can't be beat. For those who live at the outskirts of the metropolitan area, there are parking lots at the terminal stations of the Metro (e.g., Vienna, Van Dorn Street, etc.) for \$3.50/day (remember that you need a bus transfer in New Carrollton or it is \$6.00!), as well as a number of stations in from them, so you don't have to drive all the way into town. If you plan on parking at a Metro Station, you will need a Metro Card (similar to a credit card) to leave the parking lot. These can be purchased at any Metro Station that has a parking lot or at Metro Center.

The Metro is a great way to catch up on your reading - about all you see when you catch the Metro in the morning are books and the front sections of the Washington Post obscuring those bleary-eyed faces!

Please refer to the following URL for the Metro home page: <http://www.wmata.com/>. There is a very useful trip planner on the front page right hand corner of this website that lets you put in your starting and ending destinations and the time you want to either depart or arrive. It gives you a choice of saving time or walking and includes bus transfers as well. It can save you a lot of time and frustration to know when you need to be at the station.

There is also a commuter bus for those who to live in the Maryland area. For schedule information visit the Web site at <http://www.mtmaryland.com/schedules/index.cfm>.

- **Driving**

For those who choose to drive downtown, as with any major metropolitan area, carpooling is the best option.

There are a number of "HOV" (High Occupancy Vehicle) lanes in Virginia, which can make the commute faster if there are multiple passengers in the car. There are HOV-2 and HOV-3 lanes for vehicles with 2 and 3 passengers. Read the small brochure on Metrocheks and Commuter Services to find out about carpooling, commuter vans, bus services, and the Metrorail system.

Parking is available below the main HQ building, and is run by Colonial Parking. If there are spaces available, the monthly rate is \$40 (you pay \$120 quarterly) otherwise you will have to pay the "transient" rate of \$12/day. This is pretty much the going rate for parking garages near the HQ building. NOTE: Goddard personnel DO NOT HAVE TO PAY FOR PARKING. The parking office is on the east end of the building, on level P1. The NASA parking coordinator can be reached at 358-0200, call to find out whether spaces are available. If you pay at the door, you will have to show your badge.

The "transient rate" can be paid for daily parking without prior notice in case you need to drive in for the day due to after work plans etc. It is expensive, but very convenient.

Restaurants

The following are close, quick places to go:

- Columbia Café, Located on the 9th Floor at NASA HQ.
- Grand Deli and Cafe are located in the east lobby of the HQ building. The Deli is typical of other nearby eateries, and has a wide variety of typical deli style foods (sandwiches etc.). The Cafe at the end of the east lobby is buffet style and offers food by the pound. There is a very wide selection of hot foods and an extensive salad bar. Both have good food at competitive prices and are extremely convenient especially on inclement weather days.
- Market Inn on E Street SW, just one block East of NASA HQs. Offers Salads, soups (lobster bisque, she-crab soup and clam chowder), sandwiches, and main entrees. There is seating in the main dining area as

well as the lounge. It is a bit on the pricey side for lunch, but offers great soup and seafood and is a great spot for a close by happy hour after work (be sure to check out the art work!). The She-crab soup was a favorite with several in our class!

- Cafeteria at the Longworth Building is one of the best Federal Building cafeterias.
- Ford House Office Building Cafeteria, Across from the Federal Center SW metro stop on 3rd St. Cafeteria style with both a hot food section and a deli/grill. Large dining room for eating in. This building also has a snack shop that sells tacos, hot dogs, half smokes, and other things as well as snacks.
- Vie de France at Capital Gallery. Soup, sandwiches, croissants, breads, and pastries galore! Pretty good and reasonably fast. Great place to drink after work!!!
- DOT Cafeteria, located on bottom floor of Department of Transportation. Cafeteria-style foods and several different buffet lines. Reasonably priced and the food is actually very good!
- McDonalds, (4th St. and C St. SW).
- RC Cooper's Deli, at C Street near 5th. Good deli sandwiches and Taco Salads.
- Subway, just west of the DOT building at the corner of School and 5th. This is the cheapest game in town, especially if you get one of their value meals or use the coupons from their Web page.
- Atrium (down the street from Subways on School St. across from police station). Deli providing large portions at reasonable prices. Service is pretty quick. Don't let the long lines scare you off. This was a favorite of many in our class.
- Smithsonian Commons (Smithsonian Castle). Buffet style- A bit pricey (\$20). Might want to reserve this one for a special occasion.
- Tequila Coast (410 First St. SW. located next to Bull Feathers which is also a great lunch spot). Mexican style restaurant, meals reasonably priced (\$7-\$12). Not a bad walk or you can ride Orange line to Capital South Metro stop.

- Roma's (in L'Enfant Promenade). Reasonably priced Italian food. They run specials throughout the week. On Mondays they have pizza slices for \$1.25.
- (James) Madison Building. Located across the street from the Library of Congress on Independence Ave. The cafeteria is on the top floor. Reasonably priced wide selection of dishes. On a nice day it's not too bad of a walk or you can take the Orange line to the Capital South Metro stop.
- There are the numerous Hot Dog stands in the vicinity of NASA Headquarters. The one most people seem to go to most frequently is the one on the corner of 4th and E Street (most vendors return to the same place every day).

For those who bring their lunches, outdoor mezzanine areas are available on some of the HQ building floors, with tables for people to eat lunches or just relax on nice spring and summer days.

On top of the HQ Building-- bring your lunch and enjoy the vista! Use the stairwell on the East end of the building from the 9th floor.

A vending and microwave area is located on the concourse level (C level) of the building, and is a good place to steal away for an afternoon break.

DC is overflowing with restaurants to try. Be bold and try many!

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