InterAction

Diversity Conference

Ensuring Effectiveness through Inclusion

October 4-5, 2004

Across Sectors: Best Practices in Integrating Diversity from Top Organizations

NOAA:

The Challenges and Successes of Managing Diversity and the Fish

Awareness, Understanding, Action

NATIONAL OCEANIC AND ATMOSPHERIC ADMINISTRATION

Who Are We?

Science, Service, and Stewardship

Weather Watches, warnings, floods, hurricanes, Weather Radio...	**Ocean** Coral reefs, tides, currents, buoys, marine sanctuaries, estuaries, diving, spills	**Satellites** Real-time imagery, environmental, geostationary and polar satellites	**Fisheries** Protecting marine mammals, sea turtles, habitats, statistics, economics, enforcement
Climate El Niño & La Niña, global warming, drought, climate prediction, archived weather data, paleoclimatology	**Research** Environmental labs, air quality, atmospheric processes, climate and human interactions	**Coasts** Coastal services, products, Great Lakes, coastal zone management	**Charting & Navigation** Nautical & navigational charts, mapping, remote sensing, safe navigation

OUR challenge and OUR pride ….

Focus on the weather, ocean, satellites, fisheries, climate, research, coasts, charting…..working with science and the environment

VISION – An informed society that uses a comprehensive understanding of the role of the oceans, coasts, and atmosphere in the global ecosystem to make the best social and economic decisions.

MISSION – To understand and predict changes in the Earth's environment and conserve and manage coastal and marine resources to meet our Nation's economic, social, and environmental needs.

- 13,000 Employees
- Field Based Scientific Agency
- Research & Data Collection on Oceans, Atmosphere, Space & the Sun
- Environmental Stewardship
- Protection of Ocean & Coastal Resources
- 6 Major Business Units
  Weather, Fish, Oceans & Coasts, Research, Satellites, Marine & Aviation (uniformed service), Administration
- Union & Non-Union

Awareness, Understanding, Action

DIVERSITY AT NOAA

A Little History…

Awareness, Understanding, Action

The Washington Post

When Work-Force Diversity Lags; Department Is Accused of Pervasive Pattern of Racial Bias; [FINAL Edition]

Peter Behr. **The Washington Post (pre-1997 Fulltext)**. Washington, D.C.: Jun 9, 1994. pg. a.25

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Abstract (Article Summary)

Employees from Commerce and several other agencies held a protest near [Ronald H. Brown]'s office on May 26. Organized by the Montgomery County, Md., chapter of the NAACP, the protest focused on Commerce's Equal Employment Office, which handles workplace discrimination complaints.

"We are very dissatisfied with EEO process. We want a special review board to resolve all cases pending more than 180 days. There are ...

Awareness, Understanding, Action

- Late Commerce Secretary Ron Brown mandated formation of diversity councils to address inequities
- NOAA Deputy Under Secretary led the exploration of this challenge leading to a discussion of the difference between EEO and Diversity
- 1996 hired Diversity Manager to advise and lead the effort
- Goal to define diversity, demonstrate why it mattered for our future, demonstrate how it could impact equity and inclusion, and apply it
- Understood it as a Change strategy – 10-15 years to take hold

- Office of Civil Rights
  - Workforce and cultural diversity

- Office of Diversity
  - Managing diversity and understanding differences

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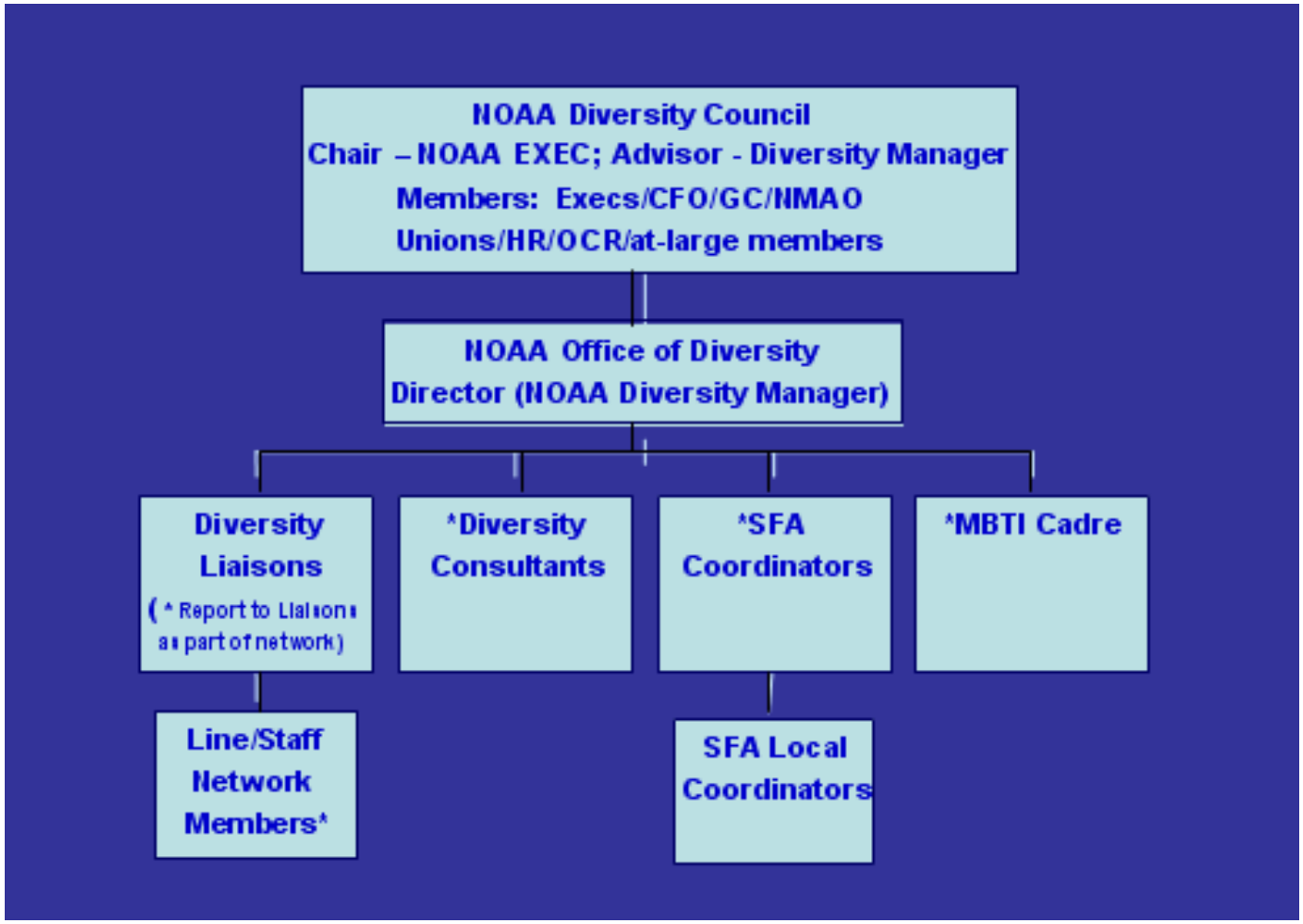
OUR STRUCTURE



NOAA's Diversity Vision Statement

NOAA is committed to a workplace in which all people are respected as individuals and are valued for their contributions to accomplishing NOAA's mission. We will foster an inclusive, supportive, open, challenging and innovative work environment to enable employees to be positive, creative and reach their full potential.

Diversity Strategy Premises:

- Inclusion
- Supportive Behaviors
- Supportive Systems, Policies and Practices
- At the Personal, Interpersonal, Group and Organizational levels

These premises, if successfully achieved, prepare an organizational culture supportive of current diverse employees and welcoming to prospective diverse employees

Components

Outcomes

How will we know it is successful?

Awareness, Understanding, Action

NOAA Diversity Strategy - Components

ADVOCACY

DIAGNOSTIC

PLANNING

IMPLEMENTATION

FEEDBACK &
CONTINUOUS
IMPROVEMENT

Roosevelt Thomas - American
Institute for Managing Diversity

The Diversity Climate

Outcomes affected by Diversity Climate

Individual Level Factors

Identity Structures; Prejudice; Stereotyping; Personality

Group/Inter group Factors

Cultural Differences; ethnocentrism; inter group Conflict – isms- inclusion

Organizational Level Factors

Culture and Acculturation; process
Structural Integration; Informal Integration; bias in HR Systems

Individual Career Outcomes

Affective Outcomes
Job/career job satisfaction; organizational identification; job involvement.

Achievement Outcomes

Job Performance; Ratings; Compensation; Promotion/ Horizontal Mobility Rates

Organizational Effectiveness/Outcomes

First Level
Attendance, turnover, productivity, work quality, recruiting success, creativity, innovation, problem solving, workgroup Cohesiveness,complaints, grievances, EEO statistics, and communication.

Second Level

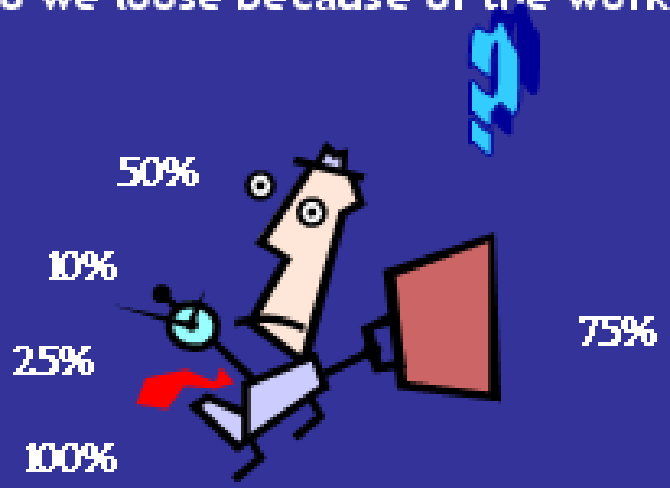
achievement of formal organizational goals.

Taylor Cox, Cultural Diversity in Organizations

THE BUSINESS CASE

What percentage of your potential do you use on the job?

How many employees do we loose because of the work environment?



The percentage unused, divided by your salary is organizational loss. We want an environment where present and potential employees want to work -- we lose the competitive edge!

DIVERSITY INITIATIVE CHALLENGES

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- Design a careful strategy as the genesis of "diversity" is EEO –maintain that relationship while emphasizing that it is a "culture change strategy" benefiting all employees
- Convincing leadership of its business case -- its critical link to the bottom line (For NOAA – the bottom line focus is on the seas and skies – *"….so how does it relate to the fish?")*
- Strategically and effectively deal with core diversity dimensions
- Ensure the process/tools (for NOAA SFA) are not confused with the strategy
- Care taken to prevent the perception of managing diversity as an "HR initiative"

- Reporting levels – must be at the top of the organization in order for the initiative to be successful
- Diversity Manager should be at same level as other senior managers
- If not an executive, consider and plan for the risks of serving as an internal consultant for change versus use of external consultants. Get executive champion/mentor
- When measures are not clearly profit driven – obtain buy in to focus on profit loss in attrition, leave use, complaints, grievances etc.
- Ensure adequate resources protected, separate and distinct from other initiatives

Best practice that has been most successful/innovative

Awareness, Understanding, Action

Best Practice #1

Use of existing and acceptable organizational development tools designed to enhance organizational effectiveness while concurrently infusing managing diversity interventions. Through this process we are able to infuse our premises of inclusion, and supportive systems, policies, practices and behaviors through experiential learning into the NOAA culture:

- Organizational Development
- Systems/Proces Analysis and Organizational Assessment Tools
- Schein
- Senge
- Learning Communities
- Kolb Experiential Learning Model – real behaviors assumptions uncovered
- Change Agents: Administrators, Liaisons, Consultants, MBTI Cadre Members, Facilitation Cadre

Example of Best Practice #1 – Kolb Model of Experiential Learning

Kolb's model asserts that learning should really be approached as a continuous spiral and that the learning cycle can begin at any one of four points: (1) a person carrying out a particular action and then seeing the effect of the action in this situation; (2) understanding these effects in the particular instance so that if the same action was taken in the same circumstance it would be possible to anticipate what would follow from the action; (3) understanding the general principle under which a particular instance falls; and (4) applying experiential learning through a new circumstance within the range of generalization.

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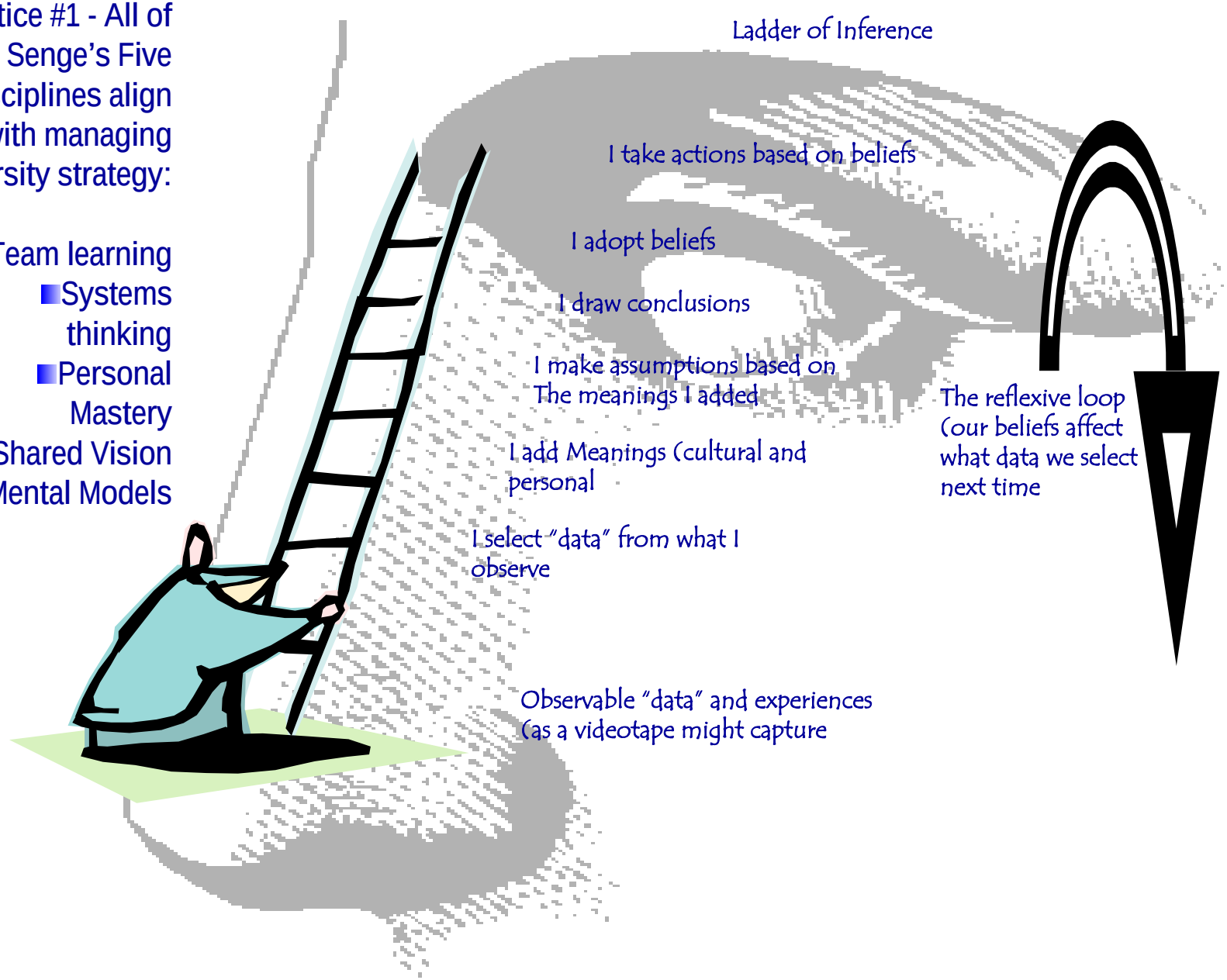
Example of Best Practice #1 - All of Senge's Five Disciplines align with managing diversity strategy:

- Team learning
- Systems thinking
- Personal Mastery
- Shared Vision
- Mental Models



Awareness, Understanding, Action

Dimensions: Overall Satisfaction… Leadership… Supervision… Customer Focus… Communication… Employee Involvement… Teamwork…Training/Career Development…. Innovation… Organizational Measures… Use of Resources… Work Environment… Rewards/Recognition …Fairness/Treatment… EEO

Example of Best Practice #1 – Survey, Feedback Action (SFA)

Organizational culture elements that contribute to a productive and inclusive work environment, and therefore success of any organization are

LEADERSHIP and TEAMWORK…

SFA asks for employee perceptions around related dimensions to help create and sustain a workplace supportive of all employees and NOAA's mission.

In NOAA… and any other organization, success is rooted in how we treat those responsible for carrying out the mission. Our 15 dimensions begin to peel back the onion to reveal barriers to effective leadership and teamwork – whether rooted in behaviors, systems, policies or practices.

Dimensions: Overall Satisfaction… Leadership… Supervision… Customer Focus… Communication… Employee Involvement… Teamwork…Training/Career Development…. Innovation… Organizational Measures… Use of Resources… Work Environment… Rewards/Recognition …Fairness/Treatment… EEO

Awareness, Understanding, Action

Best Practice #2

Use of Understanding Differences Interventions

- Using "Self as Instrument" to change
- Demonstrating that all human beings experience difference and through learning interventions real learning/change occurs
- Use of experiential and continuous learning instead of traditional education innoculations
- Use of diverse learning communities
- Began with interventions all employees could connect with laying the groundwork/protective environment for….
- The more difficult diversity questions – core diversity dimensions

Example Best Practice #2

- Enlisting mainstream employees in highly regarded positions as change agents thereby infusing values and interventions into the fundamental business/day to day lives – our change agents
  - Facilitator Cadre
  - MBTI Cadre
  - Consultants
  - Council
  - Network Members

Example Best Practice #2

- Use of Understanding Differences tools available to:
  - workgroups,
  - employees,
  - family members, significant others and children –
- Premise: if employees could see the impact and value of the learning in their personal lives, they could better accept the learning at work and be more prepared to deal with more difficult questions of core diversity dimensions

Examples Best Practice #2

Some Understanding Differences Tools

- Myers-Briggs Type Indicator (MBTI)
- Murphy-Meisgeier Type Indicator for Children (MMTIC)
- The Strength Deployment Inventory (SDI)
- The Apter Motivational Style Profile (AMSP)
- The Apter Change Agent Profile (ACAP)
- FIRO-B
- Thomas Kilmann Conflict Model
- DISC
- The ISM's
- T-groups
- Change Agent Training

Awareness, Understanding, Action

NOAA Understanding Differences Dimensions

NOAA Dimensions identified by NOAA employees

Awareness, Understanding, Action

Best Practice #3

- Innovative Education through Experiential Learning

Example Best Practice #3

Innovative Education

- All NOAA diversity experiential learning opportunities mirror Diversity Premises and are structured as such:
  - Personal
  - Interpersonal/Group
  - Organizational

Example Best Practice #3

Innovative Education

- Monthly Series: Learning about scope of diversity
  - Dealing with people who drive you crazy
  - Why white males hate diversity
  - etc

Example Best Practice #3

Innovative Education

- Partnered with the Howard University School of Continuing Education to develop, *Developing a Multi-Lingual Ear*, a course that helps NOAA employees develop and use listening skills and techniques essential for communicating more effectively with colleagues and customers whose native language is not English.

Example Best Practice #3

Innovative Education

- In 1998, NOAA's Change Agent Course received the Trainer's Conference Distinguished Service Award for content and design for its week-long, intensive diversity management change agent course, which includes process analysis, systems diagnosis, conflict resolution, cross-cultural communications, conflict resolution, and understanding and managing change. The objective of the course is to provide participants with the skills, knowledge, tools, and techniques to effectively become agents for change in diversity management structured at the personal, interpersonal/group and organizational levels.

Example Best Practice #3

Innovative Education

- NOAA's Diversity Summit---NOAA has sponsored two Diversity Summits for its employees. This is a one week residential learning experience for employees at all levels: executives, managers and employees from every grade level. Drawing these diverse employees together is a passion for, and an interest in this work.
- Participants engage in a variety of experiential learning tracks and cross-functional, small group learning communities.
- Several hundred NOAA employees from all occupations, regions, line offices, and staff offices have the opportunity to learn and network and take a variety of week-long courses, including a diversity change agent course, which is required for all NOAA diversity consultants; group process consultation; the ISMS, Diversity Facilitation Skills, and the Myers-Briggs Type Indicator Qualifying Workshop. The courses offered at the conference follow Kolb's model for experiential learning and NTL's t-group process.

Example Best Practice #3

Innovative Education

- The SFA workgroup meetings model experiential learning by enabling employees at the same point in time to practice the NOAA diversity premises in real time:
  - inclusion,
  - supportive behaviors,
  - supportive systems, policies and practices

with the help of an experienced objective facilitator.

Example – Best Practice #1

SURVEY, FEEDBACK, ACTION (SFA)

Change from the top down and bottom up

Awareness, Understanding, Action

NOAA Diversity Strategy – Components

INTEGRATION OF TOOLS

•Education: Kolb's Model of Experiential Learning - tool

•SFA Tool provides a laboratory for experiential learning and understanding differences

•Learning occurs throughout each phase of SFA process from administration to end

ADVOCACY

*DIAGNOSTIC

PLANNING

IMPLEMENTATION

FEEDBACK & CONTINUOUS IMPROVEMENT

*The Diagnostic Phase:

•Sample Survey
•Focus Group Interviews
•Leadership Interviews
•Review of Grievances and Complaints
•Review of Systems, Policies and Practices (values, behaviors, roots, unwritten rules)

Roosevelt Thomas - American Institute for Managing Diversity

Example – SFA

- Through SFA we used an accepted organizational assessment tool which could positively impact all areas of the organization culture as well as infuse our managing diversity interventions

- Initially implemented as part of the organizational assessment phase of managing diversity strategy

- Enabled NOAA to practice all components of diversity strategy throughout the organization at approximately the same time

- Care taken that the tool does not get mistaken for the strategy!!

The SFA process is designed to measure the perception of employees on NOAA's organizational culture in a standard survey, covering a range of dimensions on the quality of an employee's work life. The contractor-administered survey includes questions about NOAA's reward and recognition processes; team work; communication; training and career development; fairness and treatment of employees; supervision; customer focus; work environment; employee involvement; innovation; EEO; overall satisfaction; additional experiences; leadership; communication; and organizational measures.

Awareness, Understanding, Action

The meetings serve as an experiential learning laboratory of NOAA's diversity premises: inclusion; supportive systems, policies and practices; and supportive behaviors at the personal, interpersonal, and group levels.

NOAA's diversity initiatives use accepted understanding differences and organizational development "tools" and enlist mainstream employees (scientists, non-scientists, majority groups, and subordinate groups) as change agents, thereby infusing diversity management values and interventions into NOAA's fundamental business.

NOAA's in-house facilitators are educated in managing diversity, understanding differences, and experiential learning and serve as neutral third- parties assisting workgroups, identifying issues, ensuring inclusion of all voices, and achieving agreement during the feedback and action planning meetings..

- Best Practices 2 & 3 are practiced in the SFA "tool"

Awareness, Understanding, Action

SFA—A Managing Diversity Best Practice

- Provides opportunity for employees to make their views known in unfiltered, confidential way
- Demonstrates management interest in employees' views
- Provides platform for managers/supervisors to dialog with employees about matters of mutual relevance and interest
- Enhances problem-solving at local levels
- Creates opportunities for linkage analyses using already-existing NOAA metrics
- Facilitation Goals: to guide group to creation of a supportive and inclusive work environment
- Feedback: revelations, aha's, perceptive data to link to objective results
- Helps meet managing diversity goals through experential learning and the creation of a workplace that supports current and prospective employees regardless of their diversity dimensions
- Promotes inclusion of all voices
- On-line focus groups
- Lyst serve
- Understanding differences tools
- Team learning
- System approach
- Empowerment
- Educate at all levels and in many fora: facilitators future leaders
- Education at all levels: personal, interpersonal, group, organizational

Awareness, Understanding, Action

NOAA partners extensively with members of the National Training Laboratories (NTL). By partnering with NTL, experiential learning is maximized through the T-Group process, an intense, small-group learning experience developed and refined by NTL focused on human behavior and the practice of diversity premises.

NTL members are experts in the field of human interaction and promote the NTL mission to advance the field of applied behavioral science, eliminate oppression, and foster core values by:

- Training in the theory and practice of group dynamics, organizational change and societal change
- Learning from these experiences
- Sharing the results of the learning, and
- Engaging in inquiry and knowledge building

Awareness, Understanding, Action

The facilitated meeting, through experiential learning, models and practices behaviors present in model organizations

-- How many facilitators or consultants have you experienced that have driven their own agendas in meetings, excluded non-dominant groups with their own biases unchecked?? – NOAA facilitator training enables facilitators to become aware of and exposes this tendency thereby helping NOAA and every group the facilitator interacts with

Our facilitators are used in general meetings throughout NOAA

SFA Facilitators-- one of the critical keys to success

Awareness, Understanding, Action

Our facilitators learning to use these interventional tools – facilitators who are the future leaders of NOAA:

MBTI, Thomas Kilmann Conflict Model. FIRO-B and other tools

Facilitation skills

Understanding differences and conflict interventions

Core Principles for Collaborative Negotiation

SFA Feedback Tips (from the SFA Toolkit)

Ice Breakers

Decision/Feedback Tools: Fishbowl, brainstorming, brainwriting, force field analysis, tracking cause and effect, fishbone, johari window triads, buzz groups and role playing

SFA Action Planning

Team Facilitation

Awareness, Understanding, Action

- Practice inclusion: all voices are heard using tools such as consensus voting, brainwriting
- Understanding differences which lead to misunderstood conflict: identified through tools such as Myers Briggs Type Indicator – FIRO-B
- Develops skills in facilitators that enable them to be future leaders modeling healthy behaviors and sensitive to unhealthy work environments
- Empowers workgroups to identify practices they have the power to change – and change them; and elevates those they do not have power to change
- More than a staff meeting, in the facilitated meeting facilitator strives for equal voice and vote and identifies and attempts to balance power toward improvement - no more weight to management or dominant group – a challenge
- Uncovers barriers in systems, policies and practices - - why do we do things one way – "because we have always done them this way!"
- Exposes internal bias
- The role and objective of the facilitator makes the SFA more than just a survey -- but a tool to promote change from bottom up and top down.
- The facilitator also works with groups on elevated issues in determining what is the issue and who can address and act upon it. The facilitator ensures that all ideas are recognized -- and different ideas are heard and vetted.
- The facilitator also champions the use and maximization of problem solving tools

Performance Linkage Analysis…One NOAA Line Office Demonstrates the link to the bottom line!!!

THE BUSINESS CASE… RETURNING TO THE QUESTION:

What percentage of the full potential of employees is used on the job?

How many employees do we loose because of the work environment?

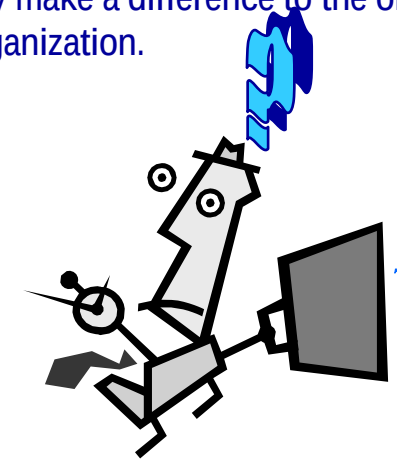
Can we make the business case for that which is apparent – that If you treat employees as if they make a difference to the organization, they will make a difference to the organization.

50%

10%

25%

100%



75%

Performance Linkage Analysis…One NOAA Line Office Demonstrates the link to the bottom line!!!

- Tornado Prediction, and other NWS analyses
- Workgroup manager directed efforts at improvement from 1998 feedback yielded higher scores in 2002 and enhanced mission accomplishment
- Internal customer satisfaction measures

No more credit will be given for predicting rain… It's time to start building the Ark!

Performance Linkage Analysis…One NOAA Line Office Demonstrates the link to the bottom line!!!

- Our SFA contractor, Sirota Consulting, was founded in 1972 and has conducted thousands of attitude surveys for organizations around the world.
- The NOAA study was entitled, "Linking Diversity with Performance in NOAA's National Weather Service" that reviewed tornado warning statistics for each National Weather Service (NWS) forecast office.
- According to the study, a tornado warning is arguably the most challenging of all products issued by NWS forecasters, requiring staff who can work together well as a team under very stressful conditions.
- The study's hypothesis was that NWS offices that score high in tornado warning verification statistics would also score high in NOAA's SFA results, compared with offices with poor tornado warning verification statistics.

Performance Linkage Analysis…One NOAA Line Office Demonstrates the link to the bottom line!!!

- The study examined SFA survey results for the top-10 and bottom-10 forecast offices for tornado warning verification statistics and compared the results for statistically significant differences.
- NOAA and the contractor statistically controlled for several variables thought to affect tornado warning performance accuracy—employee tenure, education level, number of employees at each site, geography, and the number of tornado events.
- Results from the tornado study indicated that forecast office SFA survey results in supervision and fairness are positively correlated (i.e., were statistically significant) with performance (i.e., tornado warning skill).
- A managing diversity tool – the SFA – alerted one manager that change was needed along the dimensions. This change in behavior resulted in improved organizational environment for the employees of that manager contributing to improved warnings.

Discussion Questions:

What did it solve?

How did we know it was a problem?

What were the expected outcomes?

How as it implemented?

What resources were required?

What did you need to make it successful?

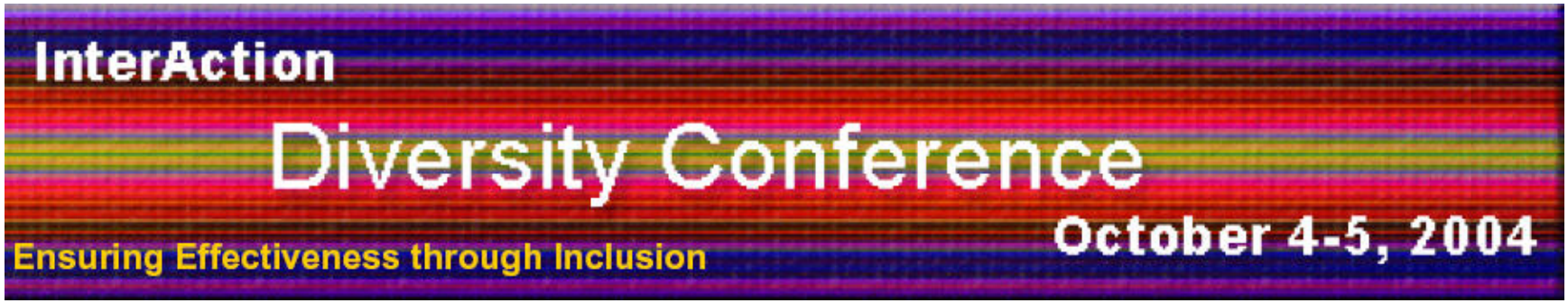
Was organization prepared how did you communicate train people?

Impacts/Resulting Outcomes?

Awareness, Understanding, Action

If you treat employees as if they make a difference to the organization, they will make a difference to the organization.

Awareness, Understanding, Action



Washington Post Washington Post June 9, 1994 Column: THE FEDERAL PAGE; INSIDE: COMMERCE WHEN WORK-FORCE DIVERSITY LAGS DEPARTMENT IS ACCUSED OF PERVASIVE PATTERN OF RACIAL BIAS Author: Peter Behr; Washington Post Staff Writer Edition: FINAL Section: A SECTION Page: a25

With its widely varied missions -- from weather forecasting to census taking and high-tech research -- the Commerce Department is arguably the most diverse agency of government. That is not true of its work force, department administrators have acknowledged A group of black career employees at the department has accused Commerce of a longstanding, pervasive pattern of racial bias in pay and promotion. The employees' allegations include a "conspicuous absence" of African Americans in mid-level and senior career positions; the lack of effective career development programs for minority employees; and a "plantation mentality" that punishes those who file discrimination complaints, according to a Nov. 4 letter from four department members to Commerce Secretary Ronald H. Brown. Blacks make up 18 percent of Commerce's 33,000 employees but less than 7 percent of its professional staff, according to the group, the Commerce Committee for African American Concerns. Commerce ranks 38th out of 58 federal agencies in percentage of black professional employees and 47th in percentage of females in professional positions, said the group, which filed Freedom of Information Act requests to compile information on Commerce's work force. A senior aide to Brown called the complaints "legitimate." Commerce "has been negligent on issues of diversity for a long time," said the aide, who asked not to be identified. The statistics are "shocking," the aide said. Brown, who has met several times with the group's leaders, has ordered a review of the department's equal opportunity policies and its handling of diversity issues. He will receive the first status report from the review next Wednesday and is determined to implement any reforms that are required, aides said. "Diversity is the key to the future success of the Department of Commerce," Brown said in a February statement to Commerce employees. But the secretary's response has not been swift enough to satisfy some of the department's critics. Employees from Commerce and several other agencies held a protest near Brown's office on May 26. Organized by the Montgomery County, Md., chapter of the NAACP, the protest focused on Commerce's Equal Employment Office, which handles workplace discrimination complaints. "The Commerce EEO office is mockery," said one sign carried by a demonstrator. "We are very dissatisfied with EEO process. We want a special review board to resolve all cases pending more than 180 days. There are a bunch of them," said Gregory Wims, president of the Montgomery NAACP chapter, who is heading a campaign against discrimination in government agencies. Wims said the effort has prompted improvements at the Washington Navy Yard, the Interior Department and the National Institutes of Health. Now, he said, the group is turning to the Commerce Department. "We know that Secretary Brown himself wants to end discrimination at Commerce," said Wims. But he questioned whether the review team Brown appointed will produce the necessary reforms because the African American employees who lodged the complaint have not been given key positions in the review. Brown "has selected people {to make the review} who don't identify with the NAACP. We represent employees who are suffering and have complaints," Wims said. They should be included in the review, he said. Most importantly, the Commerce protesters want to see action taken on their personal complaints, said Wims. The group is calling for an independent investigation of managers "who are responsible for creating and perpetuating discrimination within the agency," according to a May 9 letter four Commerce employees wrote to Brown. The secretary's aides said the department will begin to initiate a comprehensive diversity program in July. They acknowledge that it may be easier to prevent future abuses by reforming Commerce's practices than to resolve charges of past discrimination. But the strength of Brown's response is likely to be judged on both counts, his aides said Caption: Commerce Secretary Ronald H. Brown has ordered a review of equal opportunity policies.LOGO PHOTO Copyright 1994 The Washington Post