

WORKFORCE DIVERSITY TOWN HALL



DIVERSITY AND INCLUSION

M
I
S
S
I
O
N

F
O
C
U
S

A
C
C
O
U
N
T
A
B
I
L
I
T
Y

C
O
N
T
I
N
U
A
L

L
E
A
R
N
I
N
G

DECEMBER 6, 2011

1:00-2:00 PM

FORRESTAL MAIN AUDITORIUM
(BROADCAST TO ALL SITES)

WORKFORCE DIVERSITY TOWN HALL

“When any of our citizens are unable to fulfill their potential due to the factors that have nothing to do with their talent, character, or work ethic, then I believe there’s a role for government to play.”

President Barack Obama

“I ask each DOE senior leader, manager, and employee to join me in taking immediate and sustained action to better promote our Department as a positive model of equal opportunity, diversity, and inclusion.”

Secretary Steven Chu

“Organizations that reflect the diversity of their stakeholders have been shown to provide a wider range of creative solutions to complex problems.” *Becoming More Competitive: How Diversity and Inclusion Can Transform Your Organization*, the American Council for Technology and the Industry Advisory Council, June 2011, page 8.

“Managing diversity and inclusion is a comprehensive managerial process for developing an environment that works for all employees. It allows agencies and corporations to develop (evolve) steps for generating a natural capability to tap the potential of all employees. All employees, including the white male.”

R. Roosevelt Thomas, Jr.
President/Founder American Institute for Managing Diversity

“It’s no coincidence that effective leaders look to diverse perspectives – and the conflict that they may spark – to produce exceptionally creative thinking that may not occur otherwise.” *The New Global Mindset: Driving Innovation Through Diverse Perspectives*, Ernst & Young, 2011, page 14.

“Diversity in the workplace is a wonderful thing—but it also challenges many of today’s business leaders. For managers and employees alike, it can be difficult to navigate in a truly diverse workplace made up of people of different cultures, races, creeds, body types, hobbies, genders, religions, styles, and sexual orientations. But understanding our cultural and social differences is a major key to a high-performing, merit-based environment.”

Laura Liswood
Senior Advisor, Goldman Sachs

“Effective organizational leadership occurs when groups collaborate across boundaries to achieve outcomes that are above and beyond what those groups could achieve on their own.” *Boundary Spanning Leadership*, Center for Creative Leadership, November 2011, page 7.

“What we have to do . . . is to find a way to celebrate our diversity and debate our differences without fracturing our communities.”

Secretary Hillary Rodham Clinton

WORKFORCE DIVERSITY TOWN HALL

Agenda

I. Welcome

Mel Williams, Jr., Associate Deputy Secretary

II. Opening Remarks

Dr. Steven Chu, Secretary of Energy

III. Diversity & Inclusion Panel

Remarks: Mel Williams, Jr., Associate Deputy Secretary

Introduction: Bill Valdez, Acting Director, Economic Impact & Diversity

Moderator: Alexis Herman, Former Secretary of Labor

Panelists:

Dr. Bill Brinkman, Acting Under Secretary for Science

Dr. Jeffrey Salmon, Deputy Director for Resource Management, Science

Anita Decker, Chief Operating Officer, Bonneville Power Administration

Neile Miller, Principal Deputy Administrator, NNSA

Patricia A. Hoffman, Assistant Secretary for Electricity Delivery and Energy Reliability

Rita Clinton, Director, Office of Human Resource Services

John Greenwood, Deputy Manager, Chicago Operation Office

IV. DOE's Path Forward

Mel Williams, Jr., Associate Deputy Secretary

Michael Kane, Chief Human Capital Officer

Bill Valdez, Acting Director, Economic Impact & Diversity

V. Closing Remarks

Dr. Steven Chu, Secretary of Energy



The Secretary of Energy
Washington, DC 20585

October 3, 2011

Dear Colleague,

On August 18, 2011, President Obama issued an Executive Order, "Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal Workforce," directing Federal agencies to develop strategic plans to recruit and retain a more diverse workforce. It calls for the Office of Personnel Management, along with the Office of Management and Budget and the Equal Employment Opportunity Commission, to release a strategic government-wide framework to guide agencies to better diversify their workforce within 90 days of the Executive Order issuance.

In anticipation of this Executive Order, in March 2011, I approved the creation of the Office of Diversity Programs within the Office of Economic Impact and Diversity (ED) to analyze the diversity practices at DOE and to develop recommendations that would bring the Department to the forefront of efforts to build a more diverse and inclusive workforce. In July 2011, the Office of Diversity Programs concluded a comprehensive review of DOE's workforce diversity and inclusion policies and programs.

The findings from this analysis, which have been shared with DOE senior management, indicate that we can do more to create a culture that values diversity, which in turn will make the Department an employer of choice and enhance our mission effectiveness. I believe that we are at our best when we draw on the talents of all parts of our society, and our mission accomplishments are achieved when diverse perspectives are brought to bear to overcome our greatest challenges.

I ask each DOE senior leader, manager, and employee to join me in taking immediate and sustained action to better promote our Department as a positive model of equal opportunity, diversity, and inclusion. In support of our efforts, I am directing Associate Deputy Secretary Mel Williams to lead this effort and to work with Bill Valdez, Acting Director of ED, and Mike Kane, the Department's Chief Human Capital Officer, to take the following immediate actions:

1. Dialog and Feedback. Organize a series of focus groups to engage in a dialog on the diversity climate at the Department and receive feedback. Both supervisory and non-supervisory (GS-12-15 and Senior Executive Service) DOE employees will be involved in these discussions to address the following: (1) workforce development; (2) training; (3) work-life balance; (4) mentorship; and (5) career advancement. Recommendations gathered from these focus groups will be discussed in a town hall meeting by December 2011.
2. Recruitment and Hiring. By October 2011, review our human capital policies and practices to (1) recommend appropriate changes to the Department's recruitment and hiring practices to be placed in effect by November 2011, and (2) ensure that all SES and supervisory level employees have an opportunity to participate in outreach efforts aimed at recruiting minorities and/or women during FY 2012.
3. Retention, Development, and Promotions. (a) Take additional action to ensure that the efforts by program leaders to redefine work and to restructure the workforce towards a more efficient and effective organization do not result in the unintended consequence of adversely affecting

diversity and inclusion. (b) Even in fiscally constrained periods, we must ensure that each individual has the opportunity for professional development and training towards enabling individuals to realize their full potential. By October 2011 and annually, review each program's practices, policies, and funding for professional development and training and support individual participation in training by affinity groups. (c) Review our policies and practices regarding promotions for employees by October 2011, to ensure that they do not result in the unintended consequence of adversely affecting diversity and inclusion.

4. Commitment and Understanding. Develop and promulgate by November 2011 an annual diversity events plan (internal observances and external outreach to communities and prospective hires) whereby senior leaders, managers, and employees may demonstrate their commitment to diversity via participation in diversity events, and receive the benefits of better understanding of our diverse workforce through personal involvement. So as to improve our understanding, (1) upgrade our Continual Learning Program to include interactive case study discussions/training on how diversity and inclusion contribute to mission effectiveness, and (2) ensure that all senior leaders participate in DOE diversity training programs at least once per fiscal year.
5. Performance and Accountability. Review and change as appropriate DOE performance appraisals and performance plans by October 2011, to ensure that all employees who have diversity responsibilities, and all senior leaders and managers are held accountable for performance results related to diversity, inclusion, and equal employment opportunity. I call upon each of you to work together and with me in creating a culture within our Department that fosters and values diversity, inclusion, and equal employment opportunity.

Sincerely,

Steven Chu

Federal Register

Vol. 76, No. 163

Tuesday, August 23, 2011

Presidential Documents

Title 3—

Executive Order 13583 of August 18, 2011

The President

Establishing a Coordinated Government-Wide Initiative to Promote Diversity and Inclusion in the Federal Workforce

By the authority vested in me as President by the Constitution and the laws of the United States of America, and in order to promote the Federal workplace as a model of equal opportunity, diversity, and inclusion, it is hereby ordered as follows:

Section 1. Policy. Our Nation derives strength from the diversity of its population and from its commitment to equal opportunity for all. We are at our best when we draw on the talents of all parts of our society, and our greatest accomplishments are achieved when diverse perspectives are brought to bear to overcome our greatest challenges.

A commitment to equal opportunity, diversity, and inclusion is critical for the Federal Government as an employer. By law, the Federal Government's recruitment policies should "endeavor to achieve a work force from all segments of society." (5 U.S.C. 2301(b)(1)). As the Nation's largest employer, the Federal Government has a special obligation to lead by example. Attaining a diverse, qualified workforce is one of the cornerstones of the merit-based civil service.

Prior Executive Orders, including but not limited to those listed below, have taken a number of steps to address the leadership role and obligations of the Federal Government as an employer. For example, Executive Order 13171 of October 12, 2000 (Hispanic Employment in the Federal Government), directed executive departments and agencies to implement programs for recruitment and career development of Hispanic employees and established a mechanism for identifying best practices in doing so. Executive Order 13518 of November 9, 2009 (Employment of Veterans in the Federal Government), required the establishment of a Veterans Employment Initiative. Executive Order 13548 of July 26, 2010 (Increasing Federal Employment of Individuals with Disabilities), and its related predecessors, Executive Order 13163 of July 26, 2000 (Increasing the Opportunity for Individuals With Disabilities to be Employed in the Federal Government), and Executive Order 13078 of March 13, 1998 (Increasing Employment of Adults With Disabilities), sought to tap the skills of the millions of Americans living with disabilities.

To realize more fully the goal of using the talents of all segments of society, the Federal Government must continue to challenge itself to enhance its ability to recruit, hire, promote, and retain a more diverse workforce. Further, the Federal Government must create a culture that encourages collaboration, flexibility, and fairness to enable individuals to participate to their full potential.

Wherever possible, the Federal Government must also seek to consolidate compliance efforts established through related or overlapping statutory mandates, directions from Executive Orders, and regulatory requirements. By this order, I am directing executive departments and agencies (agencies) to develop and implement a more comprehensive, integrated, and strategic focus on diversity and inclusion as a key component of their human resources strategies. This approach should include a continuing effort to identify and adopt best practices, implemented in an integrated manner, to promote diversity and remove barriers to equal employment opportunity, consistent with merit system principles and applicable law.

WORKFORCE DIVERSITY TOWN HALL

52848

Federal Register / Vol. 76, No. 163 / Tuesday, August 23, 2011 / Presidential Documents

Sec. 2. Government-Wide Diversity and Inclusion Initiative and Strategic Plan. The Director of the Office of Personnel Management (OPM) and the Deputy Director for Management of the Office of Management and Budget (OMB), in coordination with the President's Management Council (PMC) and the Chair of the Equal Employment Opportunity Commission (EEOC), shall:

(a) establish a coordinated Government-wide initiative to promote diversity and inclusion in the Federal workforce;

(b) within 90 days of the date of this order:

(i) develop and issue a Government-wide Diversity and Inclusion Strategic Plan (Government-wide Plan), to be updated as appropriate and at a minimum every 4 years, focusing on workforce diversity, workplace inclusion, and agency accountability and leadership. The Government-wide Plan shall highlight comprehensive strategies for agencies to identify and remove barriers to equal employment opportunity that may exist in the Federal Government's recruitment, hiring, promotion, retention, professional development, and training policies and practices;

(ii) review applicable directives to agencies related to the development or submission of agency human capital and other workforce plans and reports in connection with recruitment, hiring, promotion, retention, professional development, and training policies and practices, and develop a strategy for consolidating such agency plans and reports where appropriate and permitted by law; and

(iii) provide guidance to agencies concerning formulation of agency-specific Diversity and Inclusion Strategic Plans prepared pursuant to section 3(b) of this order;

(c) identify appropriate practices to improve the effectiveness of each agency's efforts to recruit, hire, promote, retain, develop, and train a diverse and inclusive workforce, consistent with merit system principles and applicable law; and

(d) establish a system for reporting regularly on agencies' progress in implementing their agency-specific Diversity and Inclusion Strategic Plans and in meeting the objectives of this order.

Sec. 3. Responsibilities of Executive Departments and Agencies. All agencies shall implement the Government-wide Plan prepared pursuant to section 2 of this order, and such other related guidance as issued from time to time by the Director of OPM and Deputy Director for Management of OMB. In addition, the head of each executive department and agency referred to under subsections (1) and (2) of section 901(b) of title 31, United States Code, shall:

(a) designate the agency's Chief Human Capital Officer to be responsible for enhancing employment and promotion opportunities within the agency, in collaboration with the agency's Director of Equal Employment Opportunity and Director of Diversity and Inclusion, if any, and consistent with law and merit system principles, including development and implementation of the agency-specific Diversity and Inclusion Strategic Plan;

(b) within 120 days of the issuance of the Government-wide Plan or its update under section 2(b)(i) of this order, develop and submit for review to the Director of OPM and the Deputy Director for Management of OMB an agency-specific Diversity and Inclusion Strategic Plan for recruiting, hiring, training, developing, advancing, promoting, and retaining a diverse workforce consistent with applicable law, the Government-wide Plan, merit system principles, the agency's overall strategic plan, its human capital plan prepared pursuant to Part 250 of title 5 of the Code of Federal Regulations, and other applicable workforce planning strategies and initiatives;

(c) implement the agency-specific Diversity and Inclusion Strategic Plan after incorporating it into the agency's human capital plan; and

(d) provide information as specified in the reporting requirements developed under section 2(d).

WORKFORCE DIVERSITY TOWN HALL

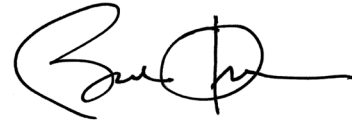
Sec. 4. General Provisions. (a) Nothing in this order shall be construed to impair or otherwise affect:

(i) authority granted to a department or agency or the head thereof, including the authority granted to EEOC by other Executive Orders (including Executive Order 12067) or any agency's authority to establish an independent Diversity and Inclusion Office; or

(ii) functions of the Director of OMB relating to budgetary, administrative, or legislative proposals.

(b) This order shall be implemented consistent with applicable law and subject to the availability of appropriations.

(c) This order is not intended to, and does not, create any right or benefit, substantive or procedural, enforceable at law or in equity by any party against the United States, its departments, agencies, or entities, its officers, employees, or agents, or any other person.



THE WHITE HOUSE,
August 18, 2011.

WORKFORCE DIVERSITY TOWN HALL

DOE'S PATH FORWARD

As DOE implements its Workforce Diversity and Inclusion Strategy, we must reaffirm DOE's Management principles, and consider three central ideas: Mission Focus, Accountability, and Continual Learning.

Mission Focus - Workforce Diversity and Inclusion actions must maintain a focus on DOE Mission execution as all employees are able to realize their full potential within our culture of collaboration, flexibility, and fairness.

- **Strategy:** The "DOE Workforce and Diversity Strategic Plan," which is mandated by the Office of Personnel Management, will be based on the actions taken in response to Secretary Chu's October 3rd memo to all DOE employees. A final DOE Strategic Plan will be prepared 12 January 2012.
- **Structure:** Establish a DOE Workforce Diversity and Inclusion Council by 22 December 2011. The Council should be an extension of the Mission focused Chief Operating Officer Board (COOB), and will include Field Management Council (FMC) representatives from NNSA, Science, and Energy; DOE affinity groups; EEO and Diversity Managers, and other interested groups. The Council should meet at least quarterly, concurrent with scheduled COOB meetings. The Associate Deputy Secretary will chair the Council.
- **Processes and People:** Establish a process which captures success stories (Headquarters and Field) of Workforce Diversity and Inclusion's contribution to DOE Mission effectiveness. Leverage the Management and Operations powerpedia site to communicate these stories. Develop a communications strategy which is aligned with the above noted Strategic Plan. Commence executing these processes by 12 January 2012.

Accountability - for Workforce Diversity and Inclusion is with Line and Functional Leaders, not the Office of Economic Impact and Diversity and the Office of the Chief of Human Capital. DOE Line and Functional Leaders will take ownership of this opportunity to do more to create a culture that values diversity and inclusion, which in turn will make the Department an employer of choice and enhance our mission effectiveness.

- **Leadership:** By 12 January 2012, commence providing Workforce Diversity and Inclusion success story/mission "talking points" (per the communications strategy) to the Secretary, Deputy Secretary, Associate Deputy Secretary, Under Secretaries, and other Senior leaders so that they may communicate commitment. The Workforce Diversity and Inclusion Council should apprise the COOB and other senior leaders of opportunities whereby DOE could do better to ensure that our "decisions/actions" are consistent with our stated commitment.
- **Individual Performance:** By 12 January 2012, ensure that senior leader and manager performance plans and appraisals reflect accountability for individual "decisions/actions/performance" regarding Workforce Diversity and Inclusion.

WORKFORCE DIVERSITY TOWN HALL

- **Organizational Measures of Performance and Feedback:** By 12 January 2012, update the Management and Operations Measures of Performance (MOP #21 Diversity) metrics/charts to reflect DOE's performance in completing actions noted in the Strategic Plan. Be prepared to review, assess effectiveness, and provide Headquarters and Field feedback with the Associate Deputy Secretary bi-monthly (per his regular Management and Operations Performance reviews- December, February, April, June, October). This will include status of the action progress/completion of the attached (Strategic Plan).

Continual Learning - will be the "main effort" toward achieving DOE culture change. Many of the Workforce Diversity and Inclusion required actions will be continually reaffirmed via the execution of an effective DOE Continual Learning Program.

- **Learning and Development:** By 12 January 2012, develop and execute a "Workforce Diversity and Inclusion" case study series which will be integrated into the Continual Learning Program's Leadership Learning Module (Rules of Thumb)". This should be participated in by all DOE SES and designated senior leaders/managers, per the Continual Learning Program's existing plan. Additionally, develop and execute renewed Workforce and Diversity training to be administered to all other Federal employees.
- **Culture:** Utilize the "Best Places to work" survey and other surveys, focus groups, etc., to monitor DOE's culture change.

