Operational Performance

Diversity, Equity, and Inclusion Assessment and Roadmap Project

Promoting actions that lead to a culture and atmosphere where the organization and its employees can thrive
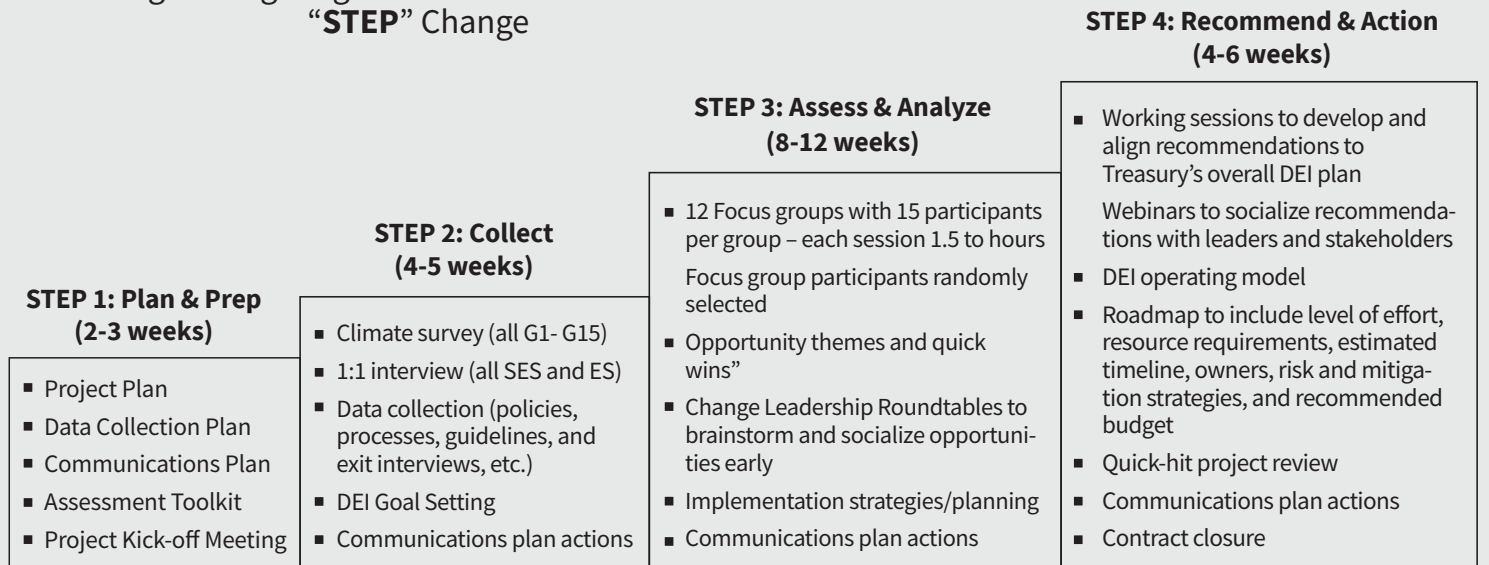

Background

The agency engaged our team to conduct an agency-wide assessment to develop an agency-wide DEI strategy to promote the prevention of sexism, racism, ageism, classism, heterosexism, ableism and other forms of categorical prejudice and discrimination, address diversity barriers and develop diversity-related programs and projects to promote actions that lead to a culture and atmosphere where the organization and its employees can thrive.
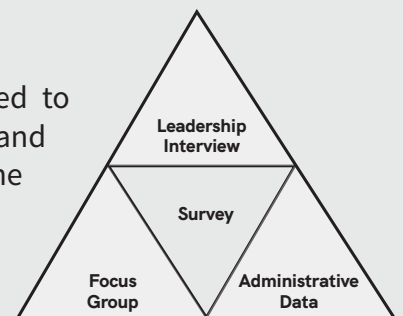
Solution

A "STEP" (Strategies Targeting Effectiveness, Efficiencies and Performance) change approach was used to provide an opportunity to have formal checkpoints at each critical phase before moving to the next STEP to ensure goals are in continual alignment, requirements are being met, "quick wins" are captured, and recommendations developed are socialized early. Over six months, four STEPS were completed:

Strategies **T**argeting **E**fficiencies and **P**erformance
"**STEP**" Change

STEP 1: Plan & Prep
(2-3 weeks)

- Project Plan
- Data Collection Plan
- Communications Plan
- Assessment Toolkit
- Project Kick-off Meeting

STEP 2: Collect
(4-5 weeks)

- Climate survey (all G1- G15)
- 1:1 interview (all SES and ES)
- Data collection (policies, processes, guidelines, and exit interviews, etc.)
- DEI Goal Setting
- Communications plan actions

STEP 3: Assess & Analyze
(8-12 weeks)

- 12 Focus groups with 15 participants per group – each session 1.5 to hours
- Focus group participants randomly selected
- Opportunity themes and quick wins"
- Change Leadership Roundtables to brainstorm and socialize opportunities early
- Implementation strategies/planning
- Communications plan actions

STEP 4: Recommend & Action
(4-6 weeks)

- Working sessions to develop and align recommendations to Treasury's overall DEI plan
- Webinars to socialize recommendations with leaders and stakeholders
- DEI operating model
- Roadmap to include level of effort, resource requirements, estimated timeline, owners, risk and mitigation strategies, and recommended budget
- Quick-hit project review
- Communications plan actions
- Contract closure

A data analysis technique known as methodological triangulation was used to analyze data captured from the surveys, leadership interviews, focus groups and documentation provided by the Bureau. In methodological triangulation, the assessment of quantitative and qualitative data from multiple perspectives allows the validation of emergent findings.

Leadership Interview

Survey

Focus Group

Administrative Data

Solution

The data were then categorized into three outcomes that help reviewers better understand the phenomena under study: convergence, inconsistency, and contradiction.

- Convergence occurs when data from different sources and perspectives converge at a single point of truth about the topic or phenomena under study.

- Inconsistency occurs when there is no convergence at any point in the data, exposing a space where there is a lack of understanding or centered belief about a topic.

- Contradiction refers to instances when the data converge at two opposing points of view.

An evaluation matrix was created to evaluate data collected from the DEI climate surveys, leadership interviews and focus groups.

Results

A project plan was documented with specific actions, owners and deadlines. A communications plan was developed to provide a consistent method of sharing information regarding project status, changes, success stories and lessons. It is also used to ensure ownership of frequent, timely and relevant communications. A data collection plan was documented to ensure time spent capturing information was effective and efficient. The plan and approach were reviewed by the Bureau's Steering Committee.

Goals and objectives, policies and procedures, projects and initiatives, demographics and organizational structure, past surveys, and assessment data were reviewed. A DEI Climate survey of all GS1-GS15 employees. Approximately 40% of the employees completed the survey and approximately 360 qualitative statements were noted. All SES-level employees were offered to either attend an interview or complete the interview survey in written form. Approximately 80 SES-level employees participated. Three 90-minute Change Leadership Roundtable discussions were facilitated that focused on topics around the importance of DEI, ways to develop the foundation and DEI goal setting.

All GS1–15 employees were invited to attend a focus group session. Due to the number of respondents, only 12 focus groups were facilitated. Approximately 50 individuals participated in one or more focus group sessions. From the analysis, 14 key findings were identified and categorized into recommendations around four large-scale initiatives to enhance the Bureau's DEI culture:

- Strategic Alignment and Accountability
- Leadership and Professional Development
- Communications and Transparency
- News Ways of Working

An overview of the STEP 3 report was reviewed with the Steering Committee and all SES-level employees requesting feedback.

Recommendations were finalized and reviewed during a Change Leadership Roundtable with all SES that included the following key components:

- Operating model
- High-level implementation plan
- Training Curriculum
- Job Description for a Chief Diversity Officer

P³Delivery
Project • Process • Performance