

Operational Performance

Diversity, Equity, and Inclusion Assessment and Roadmap

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



Background

The agency conducted an assessment for the purpose of developing a diversity, equity, and inclusion (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 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 Targeting Efficiencies and Performance “STEP” Change

STEP 1: Plan & Prep (2-3 weeks)		STEP 2: Collect (4-5 weeks)		STEP 3: Assess & Analyze (8-12 weeks)		STEP 4: Recommend & Action (4-6 weeks)	
<ul style="list-style-type: none">Project PlanData Collection PlanCommunications PlanAssessment ToolkitProject Kick-off Meeting		<ul style="list-style-type: none">Climate survey (all G1- G15)1:1 interview (all SES and ES)Data collection (policies, processes, guidelines, and exit interviews, etc.)DEI Goal SettingCommunications plan actions		<ul style="list-style-type: none">12 Focus groups with 15 participants per group – each session 1.5 to hoursFocus group participants randomly selectedOpportunity themes and quick wins”Change Leadership Roundtables to brainstorm and socialize opportunities earlyImplementation strategies/planningCommunications plan actions		<ul style="list-style-type: none">Working sessions to develop and align recommendations to Treasury’s overall DEI planWebinars to socialize recommendations with leaders and stakeholdersDEI operating modelRoadmap to include level of effort, resource requirements, estimated timeline, owners, risk and mitigation strategies, and recommended budgetQuick-hit project reviewCommunications plan actionsContract 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.



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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
- New 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