



Speaking With *One* Voice
Civil Rights Virtual Symposium

Gaining the Competitive Edge

March 13 - 15, 2018





U.S. Department of Transportation

**Office of the Secretary (OST)
Departmental Office of Civil Rights (DOCR)
Policy, Education, and Outreach Division (S-35)**

Leading to Gain the Competitive Edge

A Constant Focus on Civility, Diversity, and Inclusion (CDI)

- **DR. EILEEN ENNIS** | Assistant Inspector General for Administration and Management
- **AMANDA SEESE WHELAN** | Chief of Staff
- **DARIN TUGGLE** | Senior Attorney and Advisor

Objectives of This Session

- **Tone at the Top:** The Importance of Leadership Commitment to CDI
- **The 411 on ECQs & CDI:** Decoding the Jargon to Get to Brass Tacks
- **Fielding Your Questions:** Applying Lessons Learned to Help Lead CDI in Your Organization



Today's Presenters: Dr. Eileen Ennis



Assistant Inspector General for Administration and Management

- 30 years of government service, 11 Years as an SES, 10+ years private sector
- Has overseen HR functions in 7 agencies and EEO/CDI functions in 3 agencies
- Member of OPM's SES Quality Review Board since 2009, vast experience with the SES ECQs
- Undergraduate degrees in psychology and criminal justice/law enforcement; advanced degrees in management and human-computer interaction and usability



Today's Presenters: Amanda Seese Whelan



Chief of Staff

- Senior trusted advisor to Inspector General and Deputy Inspector General
- Primary facilitator of employee feedback mechanisms and analysis, including FEVS and OIG's Internal Survey
- Responsible for agency's platform of new hire programs, including onboarding and orientation with significant involvement in hiring
- Responsible for managing OIG's CDI Program



Today's Presenters: Darin Tuggle



Senior Attorney and Advisor

- Advises OIG officials on personnel matters, and represents OIG in employment matters before administrative bodies
- Served as personnel law attorney with HUD HQ and Postal Service in former Memphis District Office
- Served as private sector litigator with the EEOC
- Presided over Federal discrimination complaints as an administrative judge with the EEOC
- Law clerk w/bankruptcy court, staff attorney w/court of appeals, medical malpractice associate, legal services attorney



TONE AT THE TOP

The Importance of Leadership Commitment to CDI



Mission First, People Always



Calvin L. Scovel III

Inspector General

- Became Inspector General on October 26, 2006
- Has served as IG for more than 11 years
- Served 29 years active duty service with the U.S. Marine Corps
- Retired as a Brigadier General
- Last military assignment was as a senior judge on U.S Navy-Marine Corps Court of Criminal Appeals



Progress in Improving DOT OIG's Workplace Culture

DOT OIG's Federal Employee Viewpoint Survey Rankings from 2009 - 2017

- 2009: #207
- 2010: #98
- 2011: #57
- 2014: #47
- 2015: #35
- 2016: #13
- **2017: #7**



New IQ Scores from 2014–2017

NEW IQ	2017	2016	2015	2014
New IQ Overall	75	73	71	72
Fair	61	61	63	61
Open	74	73	71	79
Cooperative	74	71	68	69
Supportive	89	86	81	82
Empowering	78	73	69	69



Executive Core Qualifications (ECQs) & Leadership Competencies

ECQ 1: Leading Change

- Creativity & Innovation
- External Awareness
- Flexibility
- Resilience
- Strategic Thinking
- Vision

ECQ 2: Leading People

- Conflict Management
- Leveraging Diversity
- Developing Others
- Team Building

ECQ 3: Results Driven

- Accountability
- Customer Service
- Decisiveness
- Entrepreneurship
- Problem Solving
- Technical Credibility

ECQ 4 Business Acumen

- Financial Management
- Human Capital Management
- Technology Management

ECQ 5: Building Coalitions

- Partnering
- Political Savvy
- Influencing/
Negotiating



THE 411 ON ECQS AND CDI

Decoding the Jargon to Get to Brass Tacks



ECQ 1: Leading Change



Leadership Competencies: Vision & Strategic Thinking

- Cal “walks the talk”
- He owns every piece of his policy and vision and personally represents it
- Spends time ensuring supervisors and managers understand his vision



Leadership Competency: Vision

Bringing Leaders Together at All Levels, Across All Divisions

2020 VISION

collective forward focus

RICHMOND, MAY 3–5, 2016

3 WELCOME, J'ALL!

8:30 a.m. Leadership Forum Open

8:35 a.m. Introduction to 2020 Vision

8:45 a.m. Official Welcome and Opening Remarks

9:15 a.m. Getting to Know You: Employee Speed

9:45 a.m. Acquainting

COMING TOGETHER

10:00 a.m. Deputy Inspector General Welcome and Introduction to the Senior Leadership

10:20 a.m. Defining the Way Forward Together

11:20 a.m. Lunch

12:45 p.m. Defining the Way Forward Together (cont.)

TEAMWORK MAKES THE DREAM WORK

1:45 p.m. Break

2:00 p.m. When We Collaborate, We Innovate

2:45 p.m. Collaborating to Find Innovative Solutions...to Improve Collaboration and Innovation (say that five times fast!)

IN-DEPTH WITH THE DIVISIONS

3:30 p.m. Large Group Reassembles

3:40 p.m. Break and Move to Division-Specific Areas

4:00 p.m. Division-Specific Break-Out Time

5:00 p.m. Forum Dismisses for the Day

4 KEEPING TOGETHER

8:30 a.m. Day Opens

8:35 a.m. Departmental Office of Civil Rights Presentation on Unconscious Bias

9:30 a.m. Break

9:45 a.m. DOCR (cont.)

11:00 a.m. Employee Resource Council (ERC) Update

11:20 a.m. Lunch

CAL'S THREE T'S (IN NO PARTICULAR ORDER)

12:30 a.m. Time Is Changing—Literally: Revised Work Schedule Policy and Procedures

1:00 p.m. Inspiring Greatness: Discussing Performance Management as More Than Going Through the Motions

2:30 p.m. Break

2:45 p.m. OMB, the IDP: IDK What to Do!

DIVISION VISION

3:45 p.m. Division-Specific Break-Out Time

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5 STAYING TOGETHER FOR SUCCESS

8:30 a.m. Items still to be Covered on this Day: Know Where to Go: Performance and Conduct Tools Road Map



U.S. Department of Transportation
Office of Inspector General

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Leadership Competency: Strategic Thinking

Placing CDI at the Center of Organizational Strategy



U.S. DEPARTMENT OF TRANSPORTATION
OFFICE OF INSPECTOR GENERAL

Strategic Plan 2017–2021

STRATEGIC GOAL 5 Promote organizational and workforce excellence.

Strategies

1. Develop, maintain, update, and implement a Human Capital Plan that encompasses recruiting, developing, mentoring, and motivating a diverse workforce.
2. Provide employees with the tools, training, and time they need to do their jobs.
3. Maintain an environment of open communication, respect for innovative ideas, and understanding of the value of each individual's contribution, where people are able to express disagreements or make complaints without fear of retaliation or reprisal.

Performance Measures

- Federal Employee Viewpoint Survey Employee Engagement Index.
- Federal Employee Viewpoint Survey New IQ Index.
- Federal Employee Viewpoint Survey Global Satisfaction Index.
- Federal Employee Viewpoint Survey Human Capital Index.



Leadership Competency: External Awareness

- Stay “plugged in” to what’s happening in the outside world
- Our organizations should take cues for focus from society’s focus to remain relevant
- IG annual training topics: Unconscious Bias and Preventing and Recognizing Sexual Harassment in the Workplace



ECQ 2: Leading People & ECQ 3: Results Driven



Leadership Competency: Conflict Management

- Resolution mechanisms we have in place and encourage (ADR)
- Open-door policy
- CDI working group; training for supervisors; accountability for CDI at all levels



Leadership Competency: Leveraging Diversity Civility, Diversity, and Inclusion Working Group

- Len Meade, Director of Quality Assurance Reviews and Internal Affairs
- Max Smith, Deputy Assistant General for Investigations
- LaToya Davis, Employee Relations Specialist
- Michelle Hill, Director of Audit Policy and Support
- Rachel Miller, Audit Project Manager
- Darin Tuggle, Senior Attorney and Advisor
- Stan Hammonds (DOCR)
- Amanda Seese, Chief of Staff
- Angela Thorpe, Director of Office of Training and Development
- Ed Tupay, Director of Administration and Management
- Jane Lusaka, Writer-Editor
- Cordelia Bostic, Organizational Development Specialist



Leadership Competency: Accountability

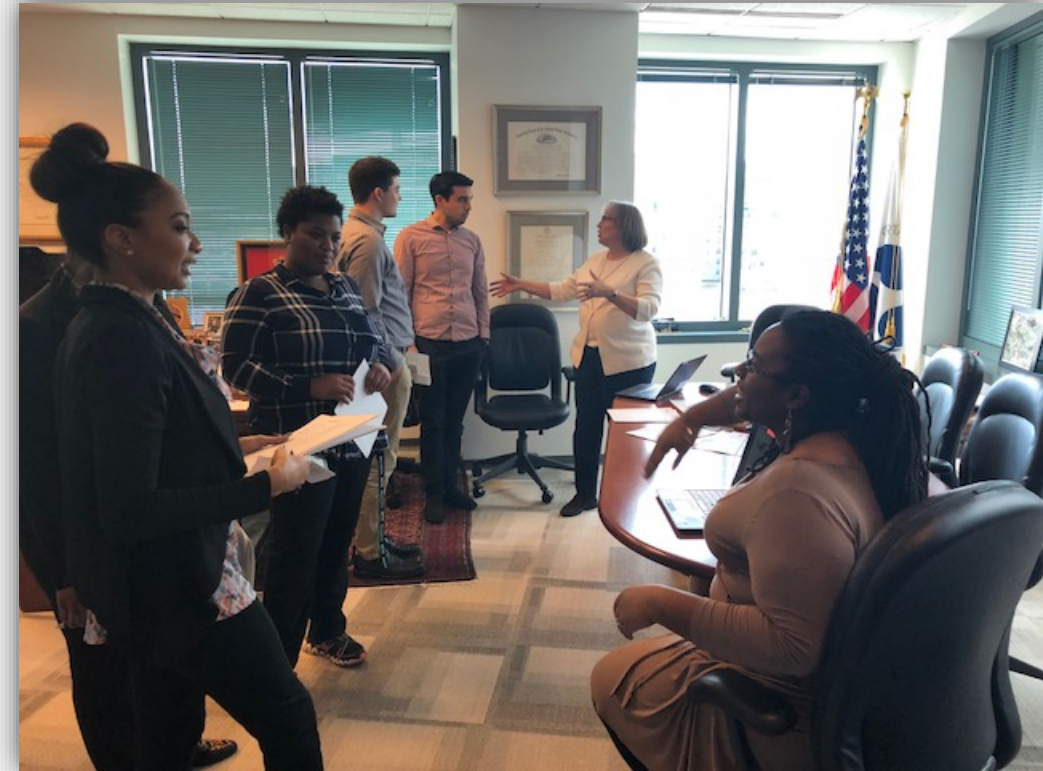
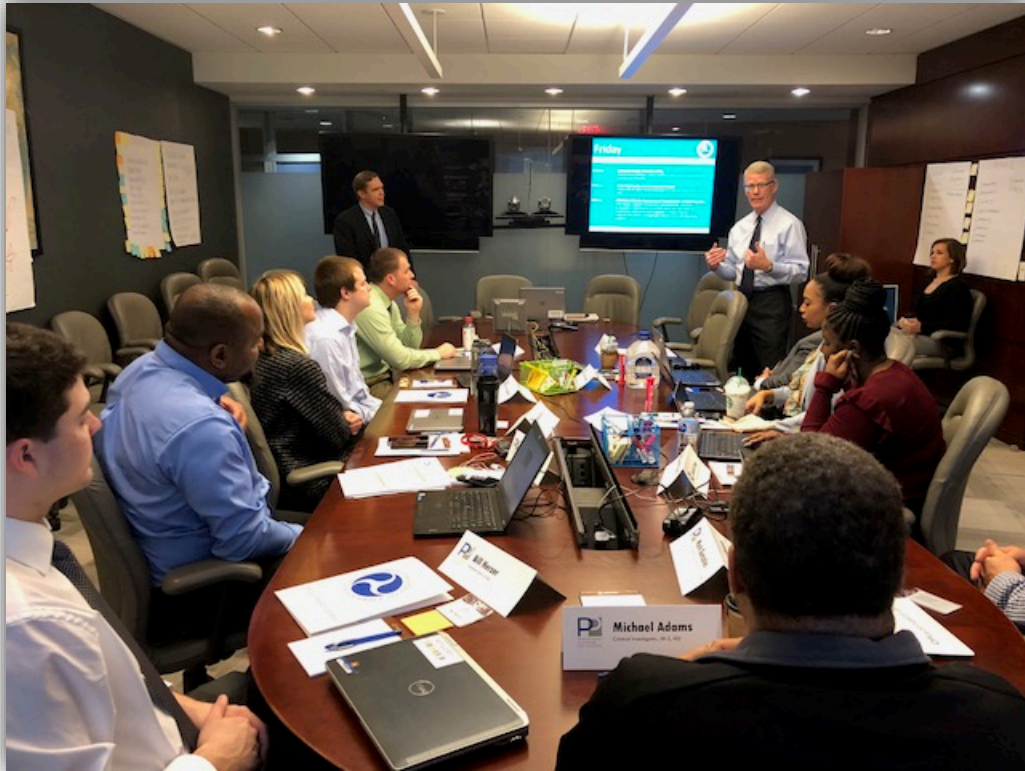
CDI for Supervisors: Implementation & Evaluation Plan

Performance Objectives

1. Create an environment where employees can raise concerns about civility, diversity, and inclusion.
2. Ensure subordinate supervisors have the skills to promote civility, diversity, and inclusion.
3. Promote a workplace that is free from discrimination, harassment, and retaliation.
4. Hold employees accountable for complying with expectations, policies, and procedures.
5. Conduct hiring, promotion, and awards and recognition processes consistent with the Inspector General's EEO and Diversity Policy Statement.



New Employee Orientation: Engaging with Senior Leaders and Asking for Employee Feedback



ECQ 4: Business Acumen



Leadership Competency: Human Capital Management

How Human Capital Management Can Support CDI

- Conducting internal reviews
- Integrating HR in all key lines of decision-making
- Considering diversity and inclusion from a number of angles in hiring, promotion, awards, and other personnel decisions.



ECQ 5: Building Coalitions



Leadership Competency: Partnering Healthy Partnerships for a Healthy Workplace

- Agencies don't have to do it all on their own, there are resources at their fingertips
- Partnership with DOCR
- Alternative Dispute Resolution (ADR)
- Importance of relationship with Employee Relations Specialist
- Other resources: OPM, EEOC, esp. Technical Assistance Program (TAPS), Job Accommodation Network (JAN)




**U.S. Department
of Transportation**



Employee Resource Council

- Composed of 11 members from across the organization
- No executive leadership in council
- Direct line to bring concerns from employees to IG
- Membership rotates every 2 years



 U.S. DEPARTMENT OF TRANSPORTATION
OFFICE OF INSPECTOR GENERAL

Employee Resource Council

ERC

What is the ERC?

Inspector General Calvin Scovel solicited volunteers and assembled the U.S. Department of Transportation Employee Resource Council (ERC) in April 2015, after recognizing the need for a forum where OIG employee ideas and concerns could be addressed agency wide. The ERC is an 11 member council consisting of non-Senior Executive Service employees who represent the Offices of Audit (JA), Investigations (JI), and Mission Support (JM, J-1, J-2, and J-3) personnel.

The mission of the ERC is to identify and raise employee suggestions, ideas, and concerns to improve workplace quality. Areas for workplace quality improvements can include, but are not limited to, employee morale, human capital, work products, and process improvements.

How can I join the ERC?

When an ERC member's term is expiring or there are vacancies, the ERC will solicit volunteers who will provide a statement of interest for membership. All non-SES level employees who have at least one full year of service or have gone through at least one full performance appraisal cycle with the DOT OIG, and have not served within the previous 2 years, are eligible for membership. ERC members serve a minimum term of 12 months and a maximum term of 24 months.

Can the ERC help me?

What if I want a more flexible work schedule? If you have concerns or ideas about OIG's current work schedule options, please contact the ERC. You should contact HR for information regarding available work schedules and discuss work schedule changes with your supervisor.	What if I feel I have been discriminated against? Contact an OIG Equal Employment Opportunity (EEO) Counselor or EEO Program Manager (listed on the EEO SharePoint site) within 45 calendar days of the date of the alleged incident. If you have concerns regarding fair treatment or diversity, contact the ERC.	What if I have an innovative idea on how to reward OIG employees? Schedule a meeting with the ERC, or submit your idea in a ERC employee communication box.	What if I want to report an employee for abusing their Government credit card? Please report any allegations of fraud, waste or abuse to the OIG Hotline. Email the hotline at hotline@oig.dot.gov or call 1-800-424-9071.
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What can I expect from the ERC?

The ERC is here for you! The ERC's role is to receive, discuss, analyze, and report on suggestions, ideas, and concerns raised by DOT OIG employees and recommend solutions. The council will, for example, consider matters related to OIG internal policy and procedures, including issues with inconsistent application of policy across the organization. Sensitive information discussed with the ERC will be kept confidential.

Send the ERC your tough questions and brilliant ideas to help make a better DOT OIG!

How do I contact the ERC?

Email the ERC at ERC@oig.dot.gov or use the link on the ERC SharePoint site. Use the employee contact form to submit ideas or concerns in an ERC employee communications box. Employee communication box locations are listed on the ERC SharePoint site.

CDI Hashtag

#ALLIN



FIELDING YOUR QUESTIONS

Applying Lessons Learned to Help Lead CDI in Your Organizations



Thank you very much!

Request additional information or pose questions to the following:

Departmental Office of Civil Rights

(202) 366-4648

crlc@dot.gov

