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
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
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 on-boarding 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

<table>
<thead>
<tr>
<th>NEW IQ</th>
<th>2017</th>
<th>2016</th>
<th>2015</th>
<th>2014</th>
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<tbody>
<tr>
<td>New IQ Overall</td>
<td>75</td>
<td>73</td>
<td>71</td>
<td>72</td>
</tr>
<tr>
<td>Fair</td>
<td>61</td>
<td>61</td>
<td>63</td>
<td>61</td>
</tr>
<tr>
<td>Open</td>
<td>74</td>
<td>73</td>
<td>71</td>
<td>79</td>
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<tr>
<td>Cooperative</td>
<td>74</td>
<td>71</td>
<td>68</td>
<td>69</td>
</tr>
<tr>
<td>Supportive</td>
<td>89</td>
<td>86</td>
<td>81</td>
<td>82</td>
</tr>
<tr>
<td>Empowering</td>
<td>78</td>
<td>73</td>
<td>69</td>
<td>69</td>
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</tbody>
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## Executive Core Qualifications (ECQs) & Leadership Competencies

<table>
<thead>
<tr>
<th>ECQ 1: Leading Change</th>
<th>ECQ 3: Results Driven</th>
<th>ECQ 4: Business Acumen</th>
<th>ECQ 5: Building Coalitions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creativity &amp; Innovation</td>
<td>Accountability</td>
<td>Financial Management</td>
<td>Partnering</td>
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<td>External Awareness</td>
<td>Customer Service</td>
<td>Human Capital Management</td>
<td>Political Savvy</td>
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<td>Flexibility</td>
<td>Decisiveness</td>
<td>Problem Solving</td>
<td>Influencing/Negotiating</td>
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<td>Resilience</td>
<td>Entrepreneurship</td>
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<tr>
<td>Strategic Thinking</td>
<td>Problem Solving</td>
<td></td>
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<tr>
<td>Vision</td>
<td>Technical Credibility</td>
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<tr>
<td><strong>ECQ 2: Leading People</strong></td>
<td><strong>ECQ 3: Results Driven</strong></td>
<td><strong>ECQ 4: Business Acumen</strong></td>
<td><strong>ECQ 5: Building Coalitions</strong></td>
</tr>
<tr>
<td>Conflict Management</td>
<td>Accountability</td>
<td>Financial Management</td>
<td>Partnering</td>
</tr>
<tr>
<td>Leveraging Diversity</td>
<td>Customer Service</td>
<td>Human Capital Management</td>
<td>Political Savvy</td>
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<tr>
<td>Developing Others</td>
<td>Decisiveness</td>
<td>Problem Solving</td>
<td>Influencing/Negotiating</td>
</tr>
<tr>
<td>Team Building</td>
<td>Entrepreneurship</td>
<td>Technical Credibility</td>
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</tbody>
</table>
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

RICHMOND, MAY 3–5, 2016

3 WELCOME, J’ALLI
8:30 a.m. Leadership Forum Opens
8:35 a.m. Introduction to 20/20 Vision
8:45 a.m. Official Welcome and Opening Remarks
9:14 a.m. Getting to Know You: Employee Speed Networking
9:45 a.m. Break

COMING TOGETHER
10:00 a.m. Deputy Inspector General Welcoming and Introduction to the Senior Leadership
10:20 a.m. Defining the Way Forward Together
11:00 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. Long Group Breakout
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 Discussions 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. DOOR (cont.)
11:00 a.m. Employee Resource Council (ERC) Update
11:15 a.m. Lunch

CAL’S THREE T’S (IN NO PARTICULAR ORDER)
10:15 a.m. Time Is Changing—Literally: Renewal
1:00 p.m. Inspiring Greatness: Discussing Performance Management as More Than Going Through the Motions
3:30 p.m. Time for an Introduction
2:45 p.m. CMVs, the IDP: JOK What to Do!

DIVISION VISION
3:45 p.m. Division-Specific Break-Out Time
5:00 p.m. Forum Discussions for the Day

5 STAYING TOGETHER FOR SUCCESS
8:30 a.m. Time to be Covered on this Day
Know Where to Go; Performance and Conduct Tools Road Map
Leadership Competency: Strategic Thinking
Placing CDI at the Center of Organizational Strategy

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

- development
- budget
- manager
- leadership
- skill
- plan
- knowledge
- smart
- profit
- customer
- target
- innovation
- bright
- coaching
- management
- investment
- idea
- ingenious
- organization
- solution
- teamwork
- professional
- idea
- collaboration
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)
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
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