Culture Survey Review

Diversity Council

Team

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Outline

- Background and strategy
- Diversity Scorecard
  - Overview results
  - Group analysis
- Getting to a “5”
- Summary
- Recommendations and brainstorming ideas

Our Charter

- Identify a subset of questions that can serve as a benchmark against which to measure the goals of the Diversity Council
- Identify what isn't addressed in survey that is important to know for Diversity Council
- Analyze data for insight about diversity at GSFC
- Identify actions that Diversity Council can take
- Identify actions that Diversity Council can recommend to other organizations
- Added – review against "Barriers to Achieving 5"

Strategy

- Defined questions in three categories:
  - Benchmark Q's - tied to TWI Performance Grid
  - Related Q's - tied to performance
  - Canary Q's - places to look for "second ring"

Goals of the Diversity Council

- Opportunities for growth exist equitably for all employees
- Supportive environment exists for employee development
- Environment is well-balanced and stress-reduced
- Communication with and among employees is timely and open
- Employees and supervisors are educated on diversity and its value to the GSFC Mission
- High awareness of and respect for diversity
- Diversity initiatives linked to Center's strategy and outcomes
- Management is accountable for developing and maintaining a diverse workforce

Diversity Performance Grid

(abridged)

Factors for Evaluation	ONE	TWO	THREE	FOUR	FIVE
1 Equitable Opportunity	Stays within human rights guidelines	Exhibits protectionism. Hires tokens	Seeks to hire and promote the best	Seeks to actively remove inequities in the systems	Consistently hires and promotes the best, takes lead role in ensuring others do,
2 Accommodation	Denies the existence of work/lifestyle issues	Acknowledges issues but discourages use for "business" reasons	Work/;lifestyle arrangements encouraged for business reasons	Strong advocate for work/lifestyle arrangements.	Accommodation arrangements integrated into business plan
3 Diverse Work Teams	Highly ineffective interactions with diverse team members. No coaching	Avoids interactions with diverse team members, in-effective coaching	Passively includes diverse team members. Some coaching begun	Actively includes diverse team members. Provides coaching based on need	Values and Capitalizes on teams, diverse skills. Actively coaches
4 Dignity and Respect	Overtly and covertly harasses and discriminates. Defensive	Covertly harasses and discriminates. Not interested in feedback	Confronts harassment and discrimination. Listens to feedback	Proactive measures to prevent harassment and discrimination. Accepts feedback	Insists on and demonstrates total dignity and respect. Seeks feedback

Benchmark Questions

- Questions related to the TWI Diversity Performance Grid Scores
  - >4.0 Exceptional
  - >3.5 High
  - >3.0 Good
  - <3.0 Poor

Benchmark Questions

Organizational Culture

		1997	1999	2002	TWI
C1	Employees are treated fairly and equitably.	3.37	3.42	3.56	1
C7	Goddard provides an inclusive work environment in which all employees are able to equally participate and contribute to the Center's work.			3.51	3
C9	*BALANCE* - employees are able to balance work life with their personal life, including health, community involvement, and other interests.	3.41	3.31	3.53	2
C12	*INTEGRITY* - employees are trustworthy, fair, honest, and accountable for their own actions.	3.97	3.99	4.05	4
C13	*RESPECT* - employees recognize and capitalize on the diversity of the people who work in your Directorate and their ideas as a means of fulfilling your Directorate's mission.	3.55	3.51	3.75	4

Benchmark Questions

Leadership

		1997	1999	2002	TWI
D8	Do the Center's leaders actively foster diversity in management positions, special assignments, and other team activities.	3.36	3.45	3.79	3
D17	Do your Directorate's leaders actively foster diversity in management positions, special assignments, and other team activities.	3.17	3.50	3.77	3

Benchmark Questions

Management Practices

		1997	1999	2002	TWI
E4	Recognize and reward exceptional performance.	3.60	3.77	3.81	1
E5	Achieve fairness and equity in selections, promotions, awards, and assignments.	3.51	3.69	3.74	1
E7	Provide employees with honest and timely feedback to help them improve their performance.	3.31	3.41	3.58	3
E8	Demonstrate respect for the diversity of people and their ideas.	3.76	3.97	4.12	4
E10	Demonstrate that he or she is willing and able to deal with sensitive issues such as workplace accommodations for employees with disabilities, discrimination, harassment, and bias.		3.94	4.07	4
E13	Provide you with assignments that promote your career development.	3.40	3.52	3.68	1
E14	Support employees in using various workplace flexibilities, e.g., alternative work schedules, telecommuting, etc., that the Center offers.			4.01	2
E16	Work with you to identify training that will enhance your work performance and career development.	2.92	3.13	3.44	3

Benchmark Questions

Systems

		1997	1999	2002	TWI
G11	Do you have full access to Center opportunities for advancement, awards, and professional development.	3.15	3.53	3.50	1
G14	Do you believe that an Individual Development Plan would be beneficial to you in developing your skills and career.		2.82	2.80	3
G18	Are the Center's human resources processes (e.g., job competitions, promotions, awards, classification, training) fair and equitable.		2.98	3.13	1
G20	Have the Center's actions related to diversity helped to create a more inclusive work environment.			3.35	3

Benchmark Questions

Work Unit Climate

		1997	1999	2002	TWI
H4	Is the expression of diverse views and opinions encouraged and appreciated in your work unit.	3.53	3.68	3.79	4
H6	Do work group members value gender, racial, and ethnic diversity.	3.58	3.68	3.84	4

Benchmark Questions

Individual Needs and Values

		1997	1999	2002	TWI
K2	Do you feel you are a valued employee at Goddard.	3.45	3.48	3.64	4
K6	Do you understand the distinctions the Center has made between "diversity" and "Equal Opportunity and Affirmative Action."			3.41	3
K9	Do you feel that you are a full, equal member of the Goddard community.		3.46	3.68	4
K10	Are the requirements of your work and the work environment of Goddard consistent with your personal values.		3.82	3.96	2

Benchmark Results

- Over time, the Center is improving in scores related to Diversity.
- Respondents see Center Leadership's commitment to diversity goals
- Culture Survey is adequate for tracking maturity of diversity programs

Benchmark Results

- Charting lowest group scores for each benchmark question, we saw a distinct pattern
  - African American employees gave lowest or second lowest scores in 16 out of 24 Benchmark Questions
  - Disabled, Clerical, Hispanic groups also stand out in their low scoring
- High (>3.5) Center score may not mean high score from individual group

Benchmark Results

- High marks for:
  - Supervisors demonstrating respect for diversity
  - Supervisors dealing with sensitive issues in workplace
  - Supervisors supporting workplace flexibilities
  - Employee integrity

Benchmark Results

- Low marks for career development and training
  - No one felt that IDPs were helpful. Scores lower than last survey
  - Scores indicate a desire for more guidance on career development
- Inclusive and fair work environment
  - Scores improving but just “good enough”

Related Questions

- These are questions that reflect the performance side of the business plan.
- Are improvements in diversity programs translating to better performance?

Related Questions

		1997	1999	2002
C11	*DEDICATION* - employees are committed to achieving success and excellence through their individual responsibilities and their team responsibilities.	4.03	4.00	4.07
D3	Do employees trust the Center's leaders.	3.18	2.96	3.10
D6	Are the actions of the Center's leaders consistent with what they say.		3.07	3.26
D11	Do employees trust the leaders of your Directorate.	3.13	3.33	3.50
D13	Are the actions of your Directorate's leaders consistent with what they say.		3.42	3.54
E1	Establish trust and honesty in his or her relationship with you.	3.93	4.05	4.13
H1	Is there trust and mutual respect between your work group and other work groups within the Center.	3.41	3.47	3.64
H7	Do work group members recognize each other for doing good work.	3.69	3.69	3.81
I3	Do you feel that what you do adds value to the products and services of your organization.	4.17	4.16	4.19
J3	Do you feel that you make a significant contribution to the Center's success.	3.72	3.73	3.89
J5	Are you proud to work for Goddard Space Flight Center.	4.39	4.29	4.47
L10	Do you believe Goddard is a good place to work.	4.17	4.11	4.32
L11	Do you believe Goddard is fulfilling its mission.	3.89	3.83	3.99

Related Questions Results

- Employees are dedicated and proud to work at GSFC
- They feel their work adds value
- Trust of Center and Directorate leaders is improving, but room for improvement

Canary Q's

- Not necessarily a "diversity question", but data reflected a disconnect between different communities on the Center.
- Analysis of scores in these areas helped us to see the "second" ring of the diversity circle.
- More about these in the next and summary sections

“Canary” Q’s

B13	Recruiting and sustaining a vital and effective workforce.	2.19	2.49	2.73
B14	Systematically and continuously improving the Center’s work processes.	2.88	2.81	2.93
D14	Do your Directorate’s leaders make an effort to keep in personal touch with employees at your level.	2.94	2.89	3.09
E9	Encourage open and honest communication about problems and other work related issues.	3.75	3.91	3.98
G1	Are you informed about strategic issues affecting Goddard as a whole.	3.13	3.16	3.11
G2*	Are you informed about issues affecting your Directorate.	3.17	3.17	3.24
G3	Are you informed about issues affecting you and your job.	3.32	3.40	3.52
G4	Are employees in your directorate systematically involved in developing plans and initiatives to fulfill your organization’s objectives.	2.77	3.02	3.13
G5	Do you understand how resource decisions that affect your work are made.			2.92
G6	Are the systems for managing the Center’s mission responsibilities in science, program/project management, and technology efficient and effective.			3.14
G7	Are you easily able to get the business information you need to do your job.			3.48

“Canary” Q’s

G8	Are Goddard’s business systems efficient and effective.			2.94
G9	Are there systems and processes in place for effectively capturing and sharing knowledge that will help you do your job.			3.01
G10	Does the Center currently have the right benefits (e.g., salary, leave, health, etc.) necessary to attract and retain the very best people for each job.	2.81	2.68	2.98
G12	Do you believe the Center’s promotion processes provide employees a clear understanding of what they must do to be considered for promotion and a clear understanding of the process by which promotion decisions are made.		2.85	3.04
G13	Have Equal Opportunity and Affirmative Action helped the Center create a workforce that is increasingly representative of the nation’s workforce.			3.39
G15	Do Goddard Honor Awards provide appropriate recognition for exceptional individual and team accomplishments.			3.19
G16	Are cash awards in your organization given fairly and equitably for outstanding individual and team performance.			3.30
G17	Do you believe that your professional development has or would benefit from a mentor relationship.		2.96	3.04
G19*	Is the safety and security of the Agency’s and Center’s resources, e.g., spacecraft, instruments, facilities, data, as well as employee and public safety, considered in all decisions and actions.		3.66	3.82
L7	Has the Center streamlined administrative and technical processes by removing obstacles that do not add value to the work.	2.63	2.49	2.67
L9	Does the Center effectively balance its workload with the resources available to accomplish this workload.			2.96

Group Analysis

Analysis Guidelines

- _____ are most positive about
- _____ are least positive about
- The following are the principal concerns of _____
- Recommendations to address concerns
- Recommendations DC can address
- Recommendations should be made to _____

Supervisory vs. Nonsupervisory

- Highly motivated. Tracks with Center
- Least positive about Center systems and processes.
- Principal concerns – clear disconnect between supervisory and non-supervisory results
  - Supervisors gave higher scores in ALL categories
  - Team leads scored lowest, even below non-supervisory
- Interesting tidbit – lots of people think they're supervisors even though not formally recognized as such

Supervisory vs. Nonsupervisory Concerns

- Nonsupervisory felt less linked into Center strategies, processes etc.
  - Team Leads felt less informed about strategic issues
  - TL had lowest scores for access to advancement

- Team Lead position is not equivalent to old "section head"
  - Appears to lack "chair at table" for management decisions
  - We're not seeing as much strategic direction from team leads as we had from section heads

Supervisory vs. Nonsupervisory Recommendations

- Directorates that use Team Lead concept should reevaluate process
  - AETD reviewing this as part of Process Implementation Team
  - What made section head concept more successful?
- Communicate,communicate,communicate
- Investigate ways to actively look “down” into organizations rather than waiting for someone’s flag to wave your way

Gender

- No significant differences in majority of benchmark questions
- However, still a few lower scores in fairness and equity questions
- Women most positive about:
  - External environment influences
  - Importance of EPO, partnering
  - Benefit of mentors
  - Availability of resources for training and development

Gender

- Overall, men scored lower than women
- Most positive about:
  - trust of leadership
  - work unit climate
- Least positive about
  - business systems
  - structure
  - recruitment
  - training and mentoring

Matrix vs. NonMatrix

- Matrixed Employees scored lower than NonMatrixed in every category
- Least positive about:
  - Structure
  - Management Practices
  - Mission & Strategy
- Principal concerns
  - Assignment of Work
  - Allocation of Resources
  - Accountability

Matrix vs. NonMatrix

- Matrix employees also stood out in lower scores for:
  - Recruiting and sustaining a vital and effective work force
  - Systematically and continuously improving the Center's work processes
  - Maintaining sufficient in-house work to sustain the Center's technical competencies

Matrix vs. NonMatrix Recommendations

- General concern of non-matrix is “out of sight, out of mind”
- Directorates with matrix employees should consider a small working group to discuss issues and solutions

Matrix vs. Non-Matrix Recommendations

- Some ideas:
  - Regular Branch/Division meetings
  - Make Management Council, Directorate/Branch/Division staff notes accessible to all
  - Matrix employees provide weekly or monthly status reports on accomplishments
  - Ensure that performance inputs for matrix employees are provided by projects and your employees are aware of inputs
  - Parties and get-togethers

Years on Center

- Those with less than 5 years or more than 20 years provided the highest scores.

- New employees were most positive about:
  - Management Practices
  - Organizational Culture
  - Leadership
  - Systems

- The “seasoned veterans” were most positive about:
  - Motivation
  - Skills/Job Match
  - Work Unit Climate

Years on Center

- Those with 6 to 10 years on Center were the least happy in 10 out of 12 categories. Least happy about:
  - Management Practices
  - Leadership
  - Organizational Culture
  - Systems
- These are the same factors that the new employees were most happy about. Discontent in these areas was identified as “killing youthful enthusiasm”.
- Principal concerns:
  - Work Assignments
  - Training and Growth Opportunities
  - Upper Management Visibility and Recognition

Years on Center

- Recommendation to address concerns
  1. Supervisor should work with the individual to identify training that will enhance work performance and career development.
  2. Supervisor should provide employees with honest and timely feedback to help them improve their performance.
  3. Directorate leaders (and Supervisors) should make an effort to keep in touch with lower level employees.
  4. Understand why current IDP system is not working
- Who should address concerns:
  - OHR's new Directorate Liaison can work with Directorates to help supervisors improve skills
  - Liaison can provide ombudsman role for employee questions

Age

- Most Positive: Satisfied with the mission of NASA and that they play a significant role in ensuring that the Centers commitments are met.
- Least Positive: Issues regarding the Center's Management Systems Practices are very low. Employees do not feel that the Center is working as effectively as possible and the information is not being shared across the center that may prove to be helpful.

Age

- Principle Concerns:
  - Employees 36 and older gave lowest ratings on most issues addressed in the survey, particularly issues of recruitment and work efficiency
  - Employees under 51 appear to be less satisfied with the external environment changes occurring at NASA
  - Employees under 35 provided lower scores regarding diversity in management positions
  - All employees desire more information on how to acquire resources to more effectively do their jobs

Age

- Recommendations:
  - Provide more information on how significant changes will positively impact the way the NASA accomplishes its work
  - Find out from employees how they think their work could be done more efficiently and effectively
  - Investigate further on why those over 31 feel disconnected from the recruitment process

Ethnicity

- Most Positive: Job Satisfaction. All employees appear to be proud to work for GSFC and the type of work they are doing appears to match their skills

- Least Positive: Issues regarding Organization and Culture and Management Practices

Ethnicity

- Principal Concerns:
  - Those who have categorize themselves as "Others" rated the lowest on the survey across the board
  - Other and White employees rated lower regarding recruitment satisfaction
  - White and Native American employees rated higher on *"ABC DIRT"*
  - White and Native American employees rated higher regarding innovation and risk issues

Ethnicity

- Recommendation to Address Concerns
  - Find out who "Others" may be so that further information can analyzed
  - Investigate how organizations are advertising career and training opportunities that have higher visibility in their office
  - Get information on the perception of what happens to "risk takers"
- Who Should Address Concerns:
  - Directorates, in conjunction with advice from EO and HR
  - EEO Council and Working Groups

Persons with Severe or Mild Disabilities

Respondents who identified a severe disability (n=14); those with a severe disability are identified in the HR Database

Respondents who identified a mild disability (n=74); there is no HR item that identifies the number of employees with mild disabilities

- Those with **severe disability** are most positive about Motivation, Management Practices (above average for no disabilities)
- And least positive about systems and leadership (lower than average for no disabilities)
- Those with **mild disability** are most positive about motivation skills and Job Match (but lower than average for no disability)
- And least positive about system and structure

Persons with Severe or Mild Disabilities
(continued)

- Principal concerns of the two groups combined: organizational culture - fairness, equity, bringing up work related issues, worklife balance
  - Leadership - communications, innovation and risk, diversity
  - Management practices - equity in promotions and assignments, respect, career development
  - Systems - HR system, IDP, Awards
  - Skills/Job Match - training and career development, and help to address work related issues.
  - Individual Needs and Values - balance, being valued, recognition, training

- There were no significant difference on items related to performance.
- Overall trend: Scores parallel Center movement in the position direction, but with generally less increase; minor decreases in Skills/Job Match and Individual Needs and Values

Persons with Severe or Mild Disabilities Recommendations

- Management and systems need to be sensitive to individual and unique needs, assure a level playing field, and provide "accommodations" that are perceived as tools rather than concessions.

  DC should incorporate greater awareness of this group's needs into its activities.
- Career management, training, and assignment opportunities are areas to focus on but IDP's are not perceived as the answer.

  DC should reinforce management training and interactions
- Employees with severe disabilities are so small they are an anomaly - expanded recruitment should establish a greater pool so employees with disabilities are no longer isolated "exceptions."

  DC should support management, HR, & EEO in their leadership in recruitment
- Need to understand who are the persons with "mild disabilities" to better address needs?

  W. Boswell will pursue this issue in further analysis of available Culture Survey Data.

Wallops

- WFF was not significantly different than the GSFC composite
  - Proud to work at GSFC and thought it was a good place to work
  - Scored higher in Leadership, Mission Strategy and Management Practices
- Most positive about
  - Motivation
  - Management Practices
  - Skills Job Match

Wallops

- WFF was least positive about
  - Systems– IDPs, Mentoring,Promotion process,Business systems
  - Structure– Assignment of work, allocation of resources and accountability
- Principal concerns at WFF are
  - Recruiting and sustaining a vital and effective workforce
  - Professional development
  - Streamlining of administrative and technical process- Removing obstacles that do not add to the value of work
  - Security of employment vs. center mean

Wallops

- Recommendation to address concerns
  - Continue to make hiring of needed skills a priority as attrition occurs
  - Stress professional development of engineers at WFF more available classes etc, stress importance of training and work schedules with projects
  - Continue partnerships between WFF and Greenbelt,share work both ways, upper management visibility at WFF and discussion of mission
- Who should address concerns
  - Primarily the directorates involved and OHR

Wallops

- Scores on questions relating directly to diversity were generally higher than or about equal to the the GSFC composite except
  - G11-Do you have full access to Center opportunities for advancement ,awards and prof. Dev.
  - K9- Do you feel that you are a full equal member of the GSFC community
  - H1- Is there trust and mutual respect between your work group and other work groups within the center
- These could be actions for the Diversity Council

Occupation

- While only 7 respondents, the “Wage System” Occupation group stood out as being singularly disenfranchised as compared to other GSFC Occupation groups.
- Nonetheless, they were most positive about their:
  - Personal Contributions Adding Value, (Highest)
  - Pride in Working at Goddard, (Highest along with Technicians)
  - Belief that Goddard is a Good Place to Work. (Highest Again)
- Least positive about
  - Diversity and Inclusiveness
  - Management making an effort to keep in touch with employees
  - Trust in leaders of Directorate and their following through on commitments in a timely manner
- Principal concerns
  - Leadership
  - Systems

Occupation

- Recommendation to address concerns
  - Have the Wage System Personnel been overlooked in recent efforts? Increase awareness in Directorates
  - Make targeted advancement and training opportunities available.
  - Increase Management interaction.
  - Concentrate efforts on improving diversity in this area.
- Who should address concerns
  - Management with help from OHR

Barriers to Achieving “5”

(It’s OHR’s Fault)

Barriers to Achieving “5”

• OHR Processes	Promotion process Hiring process Pay “Lazy boss”
• Awards	Rewarding poor performers Good work + low profile = no recognition
• EO	Unspoken quotas, hiring goals Limited or limiting new hire pool
• Culture	Lack of belief in benefits of diversity Comfort with those like ourselves Good old persons network Credentialism
• Management/Leadership	Political Correctness Say one thing, mean something else Senior Management approval

Summary

- Barriers to “5” track with message of Culture Survey
- People who feel disenfranchised are unhappy about the same things:
  - Understanding of promotion processes
  - Fairness in promotions and awards
  - Access to training
  - Communication of Center/Directorate/Branch information
  - Trust of upper management
- Continue work emphasizing business case for diversity and removing barriers to above.
- Work globally as well as by understanding different views from different groups

Recommendations

- Share/compare insights with other councils (EO,QWL,OHR, etc.) to see who best can address issues
- Evaluate and adjust our current Diversity Council plan against this feedback.

Brainstorming Ideas

OHR:

•More openly published hiring/promotion process. Center or Directorate level?
•Class Action process for evaluating and understanding technical grade requirements was very good. Continue to utilize for technical, expand for administrative, management
•Make it easier to get around "lazy boss". Ombudsman process? New OHR Directorate Liaison may help.
•IDP designed to answer training and promotion questions. Why don't they work? Reliance on supervisor alone may be problem. Mentor/OHR Liaison to help employee to initiate?
•Training opportunities - Training "primer" showing everything in one place would help. OHR website is a good start.

Brainstorming Ideas

Awards:

- Diversity Council to continue “best practices” discussions
- Summary of award schedule good start. OHR website good place for knowledge capture

EO:

- DC to continue training of supervisors to understand business case for diversity
- OHR to continue work expanding recruitment “net”
- NASA-wide hire initiative forces more open mid-level hiring
  - How to handle FTP ceiling?
  - Could actually reduce opportunities because of ceiling fears
- OHR Liaison to work with Directorates to encourage more broadly advertised positions
- Tackle lack of understanding of difference between EO and Diversity

Brainstorming Ideas

Culture:

- Continued diversity training
- Improved OHR processes
- Center "Opportunities" database (PACE)

Management/Leadership:

- Continue Townsend presence at dialogues and classes
- Continuous self evaluation. Are we doing what we say we're doing?
  - Culture Survey
  - Class Action Feedback
  - Advisory Committees
- Center management to attend some small group meetings (mini Town Halls, guest at division monthly)
- Directorates to provide more opportunities for employees to present at Center level meetings

2003 Retreat Planning

- Date: Afternoon of November 18, all day November 19
- Location: WFF area
- Facilitator: Marilyn Loden
- Key concepts from Marilyn Loden
  - Cornerstone of moving to New Paradigm - Valuing Diversity is a business case, i.e., valuing diversity has a positive impact on organizational performance
  - 14 Implementation Principles
    - From …..everyone's included and therefore everyone's diversity is valued
    - To …..tailor the message to the audience and time
  - Organizational Best Practices
  - Checklist for Implementation

2003 Retreat Planning (cont'd)

- Process
  - Brainstorm
    - What would be useful for us to do with out time at the Retreat?
    - What kind of implementation issues have we encountered that we need help with or to discuss?
    - What kind of learning would we like to see?
  - Purpose:
    - Identify outcomes -- get a feel of what members of the DC are interested in
    - What would be of help in moving us along the diversity continuum
  - Next Steps
    - Synthesize and discuss with Marilyn
    - Discuss at October DC meeting