DEIA discussion with the NSF Chief Diversity Officer
About Chuck Barber

About Me....

- From a small town called “Bald Knob, AR”
- Ran track in College (sprinter and long jumper)
- Army Veteran (Warrant officer)
  - Soldier/Athlete and competed in track and field
  - 9.98s in the 100 meters
- Arkansas Sports Hall of Fame (2022 Inductee)
- Lots of experience in HR and Culture
- Experiences have led me to serve as the NSF CDIO
Note: As new bills and legislation continue to manifest, so has our engagements and national level discussions. Recently the CDIO Team has met with CDO's from the SEC, the ASEE, CEOSE and Advisory Committees (in support of EDU and SBE).
Business Lines: Organizing DEIA Initiatives and Efforts into Action

**Core Lines of Effort**
- **Policy**: Ensure controls are in place to monitor and prevent unintended consequences.
- **Talent Management**: Measure demographic trends to identify indicators and measures of effectiveness.
- **Operations**: Integrate DEI competencies throughout operational functions.
- **Culture**: Evoke DEI Maturity from compliance to commitment.

**CDIO Action Plan**
- **Executive Orders**
- **Government-wide DEIA Strategy**
- **NSF Racial Equity Task Force**
- **NSF Gender Equity Efforts**

**Official DEIA Requirements**
- **DEIA Integration**
- **IMPLEMENTATION PLAN**
  - Accountability
  - Alignment to Culture
  - Coordination and Integration
  - Strategy and Process

**Functional Capacity**
- **Data Analytics**
- **Change Management**
- **Strategic Communications**

**Output**: Centralized document to track efforts and measures
Linking DEIA Efforts to Culture

Culture Intelligence and Linkage to DEIA efforts

Measures and Outcomes

- **TRUST**: Assesses our level of belief that co-workers are reliable and have positive motives.
- **INNOVATION**: Assesses innovation: Our organization’s ability to implement creative ideas.
- **DIVERSITY, EQUITY, & INCLUSION**: Assesses how effectively we foster diversity, equity, and inclusion.
- **ENGAGEMENT**: Measures the positive emotional relationship our employees have with NSF.
- **COMMITMENT**: Assesses how much and in what ways employees are committed to NSF (belonging).
- **RISK**: Measures how well our organization detects and responds to risk.
- **SAFETY**: Measures how well our organization supports safety behaviors.
- **SUSTAINABILITY**: Assesses the extent to which we see sustainability as embedded in our core purpose and focus.
Concept to continuously assess under-representation (through an equity lens) and increase barrier analysis

Concept and Approach

1. Identify the job series for benchmarking
2. Pull occupational profiles from Bureau of Labor Statistics for each item in the crosswalk
3. Develop ‘weighted crosswalk’ that reflects the relative size of the developed crosswalk to each occupation provided by Bureau of Labor Statistics and/or Department of Labor
4. Leverage data from American Community Survey to estimate percent of workers in each specialty, sift for age, education or other factors as needed
5. Compare the estimated relevant labor force data with the weighted crosswalk to calculate benchmarks and representation for gender, race, and ethnicity
6. Develop a crosswalk to a set of comparable analogs

Crosswalk to SOC

- Standard Occupational Classification (SOC) System: federal statistical standard used to classify workers into occupational categories for the purpose of collecting, calculating, or disseminating data
- All workers are classified into one of 867 detailed occupations according to their occupational definition

Architecture

Data Sources

- MEO Systems
- HHS Systems
- American Community Survey: ... (OCR)
- Employment Profiles and Labor Force Trends

Data Integration

- Occupational Specialties
- Crosswalk to SOC
- Demographics
- Characteristics

Data Analytics

- Under-representation Monitoring
- Benchmarks by gender, race, and ethnicity
- Barrier Analysis

Making under-representation actionable

- Select Occupational area or analysis to assess
- Receive benchmarks and identifies under-representation
- Request additional data and information to assess and link under-representation to barriers and cultural/climate
- Receive inputs and review data and inputs: internal procedures and policies as required
- Receive request to provide HR Barrier Analysis, Hiring Trends, Sexual Harassment Complaints, Discrimination Complaints and any form of historical IG reports as needed
- Provide input to cover cause analysis and potential policy or process recommendations

- Provide data from authoritative source which would include crosswalk and framework provided by CDHD
The assessment method/approach leverages a mixed-method data strategy and incorporates a variety of quantitative and qualitative data to achieve the most comprehensive view of DEI capabilities based on available data.

The ratings for all assessed criteria are averaged to determine the overall Maturity Rating. A numeric score between 0 and 5 is assigned for each LOE and the Overall Maturity Level is determined.

Total DEI maturity rating:
- 0.00 to 1.00 = Conforming
- 1.01 to 2.00 = Evolving
- 2.01 to 3.00 = Acceptance
- 3.01 to 4.00 = Cohesive
- 4.01 to 5.00 = Inclusive
NSF DEIA Sustainment Strategy

“Shift from performative DEIA to Culture Intelligence to achieve DEIA Outcomes”
WE HAVE TO FUTUREPROOF OUR DEI WORK

“CULTURE” WORK

REACH THE MISSING MILLIONS

POSITIVE DEI IS THE OUTCOME NOT THE PROCESS

ASSESSING SUCCESSES

OPPORTUNITIES

OUTREACH

PIPPINES

CULTURE

TRACKING LEGISLATION

MULTICULTURAL MERITOCRACY

ADDRESSING PEOPLE UNWILLING TO UNDERSTAND

TALK TO STUDENTS

EDUCATING ON ADVERSE OUTCOMES

LEADERSHIP

DATA DRIVEN

ACROSS SECTORS

OPERATIONS POLICY

Talent Management

PREDICTIVE SOLUTIONS

CULTURE

LEVERS FOR IMPACT

REVENUE WORKLOADS

QUOTAS

TOP THREE CHALLENGES

DIFFERENTIATING FROM EQUAL OPPORTUNITY

TIE BACK TO THE CONSTITUTION

THE CONVERSATION ABOUT MERITOCRACY

STAY OUT OF THE BOX

IDEAS

MEASURING OPPORTUNITIES

INTERNAL BUY-IN

WHAT WORKS?

WHAT WORDS WORK?

CULTURE IS THE LINK

HELP FOR FUTURE PROOFING

TELL THEM ABOUT WORK

HUMANITY PIECE OF THE WORK

ACTIONABLE FOR BETTER AND BETTER!

THIS IS A GLASS HALF FULL ASSESSMENT

LEADERSHIP ASSESSMENTS

WHAT FACTORS IMPACT DEI CULTURE

MORE DIRECT CANDIDATE SOLICITATION

DIFFERENTIATIONS FROM EQUAL OPPORTUNITY

NATIONAL SECURITY

SPEAK TO IMPACT

CONVERSATION ABOUT MERITOCRACY

MULTICULTURAL MERITOCRACY

ADDRESSING PEOPLE UNWILLING TO UNDERSTAND

CULTURE IS THE LINK