



DEIA discussion with the NSF Chief Diversity Officer

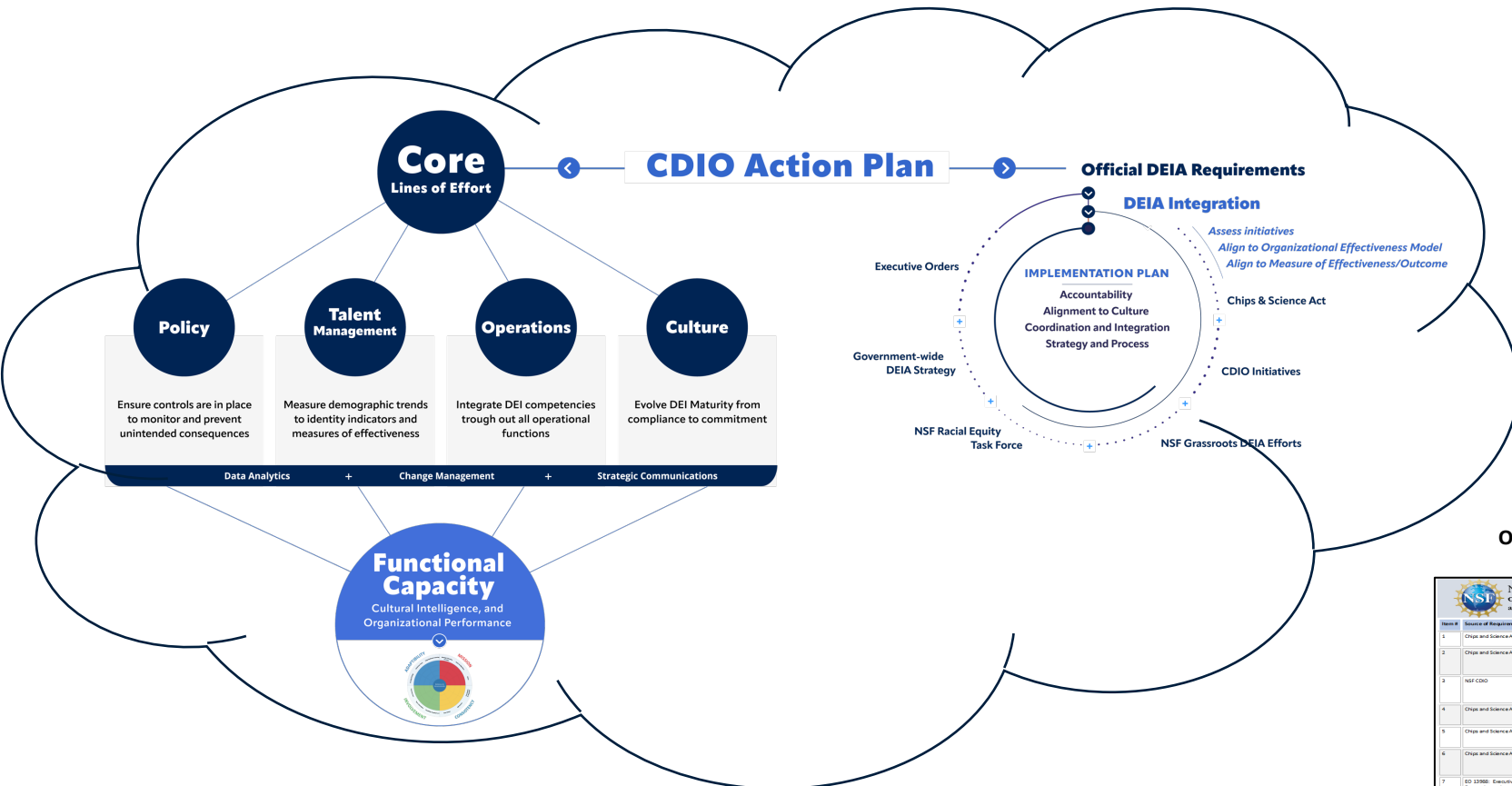
About Chuck Barber

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



Business Lines: Organizing DEIA Initiatives and Efforts into Action



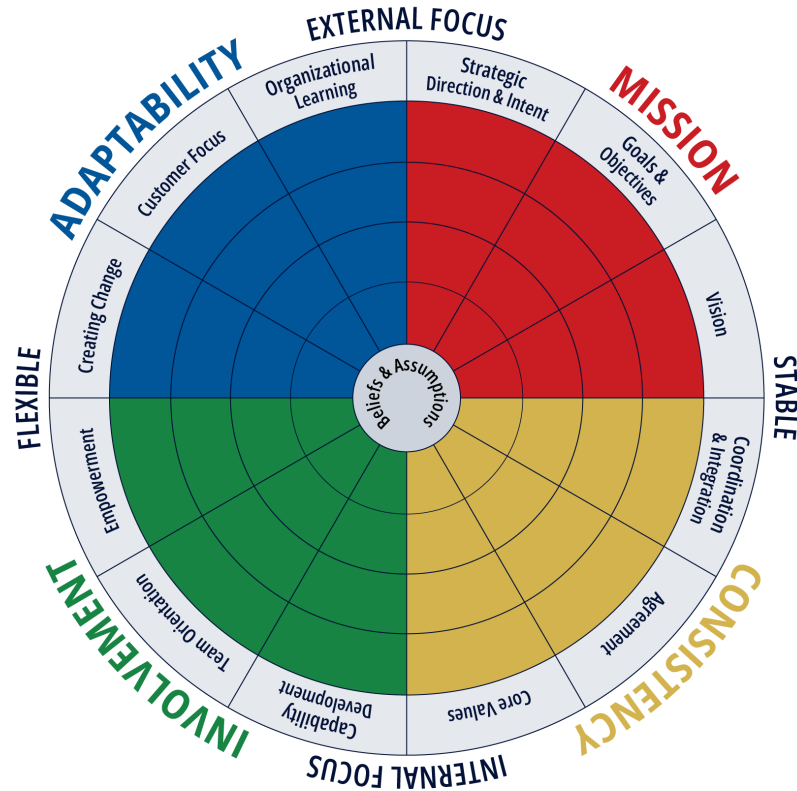
Output: Centralized document to track efforts and measures

National Science Foundation Office of the Chief Diversity and Inclusion Officer										Wednesday, February 8, 2023 9:21:29 AM
Item #	Source of Requirement	NSF DEIA LOE	Effort to support requirement	Short Description	DE. Accessibility	DE. Involvement	DE. Mission	DE. Concurrence	Status	Comments
1	Chips and Science Act	All DEI LOEs	Appoint a Chief Diversity Officer	The Director shall appoint a senior agency official within the Office of the Director as a Chief Diversity Officer.	X	X	X	X	Complete	NSF CDIO assumed duties in January 2023
2	Chips and Science Act	All DEI LOEs	DEIA Strategic Plan	Establishing and maintaining a strategic plan that publicly assesses diversity, inclusion, equity, and gender for full-fundation Review and with the existing NSF DEIA Strategic Plan as necessary.	X	X	X	X	In Progress	Initial strategic plan drafted. Subject to review and approval by the Chief and Science Act and multiple DEI entities
3	NSF CDIO	All DEI LOEs	Develop Implementation Plan	Establish a central document that captures all NSF DEIA efforts original and new. Documents should also set the framework to develop "measures of effectiveness"	X	X	X	X	In Progress	
4	Chips and Science Act	All DEI LOEs	Develop metrics	Define a set of strategic metrics that are directly linked to key organizational processes and goals, actionable and actively used to implement strategy.	X	X	X	X	In Progress	
5	Chips and Science Act	Talent Management	Increase outreach to expand recruiting	Advance in the establishment of a strategic plan for outreach to, and recruiting from, untapped locations and underrepresented populations.	X	X	X		Planning	Coordinate with HRSA
6	Chips and Science Act	Culture	Address barriers to increase participation	Advise on a diversity and inclusion strategy for the Foundation's activities of NSF's STEM education focused programs and activities, including goals for enhancing diversity participation.		X				
7	EO 13985 - Executive Order on Promoting and Combating Innovation on Basis of Gender Identity	Culture	Review all policies and practices documents for gender identity or discriminatory language	Review all existing orders, regulations, policies, documents, notices, proposals, or other agency actions ("paperwork") that prohibits sex discrimination, to include over explicit ban on such as one and/or disability.		X		X		
8	NSF CDIO	All DEI LOEs	Implement a DEI Maturity Model	Implement a tool to assess the efficacy of DEI capabilities across the organization. Tool should also provide a framework to improve inclusion/leadership behaviors and belonging through training.	X	X	X	X	In Progress	The maturity model aligns to requirements in the Chips and Science Act and multiple executive orders.
9	NSF CDIO	All DEI LOEs	Implement a Leadership Selection Tool	Implement a tool to assess the inclusion/leadership behaviors of the individuals. Since the maturity model, the tool should also provide a framework to improve inclusion/leadership behaviors and belonging through training.	X	X	X	X	In Progress	The maturity model aligns to requirements in the Chips and Science Act and multiple executive orders.
10	EO 13985 - Executive Order on Advancing Racial Equity and Support for Underserved Communities Through the Federal Government	All DEI LOEs	Establish framework for conducting equity assessments	Establish an approach to review current policies, programs and processes for a review that will assess whether racial and/or gendered barriers exist and, if necessary, take steps to increase benefits and opportunities available.		X		X		The approach, when such as grant funding processes, contracting, career development and other areas.



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 your organization detects and responds to risk



SAFETY
Measures how well our organization supports safety behaviors

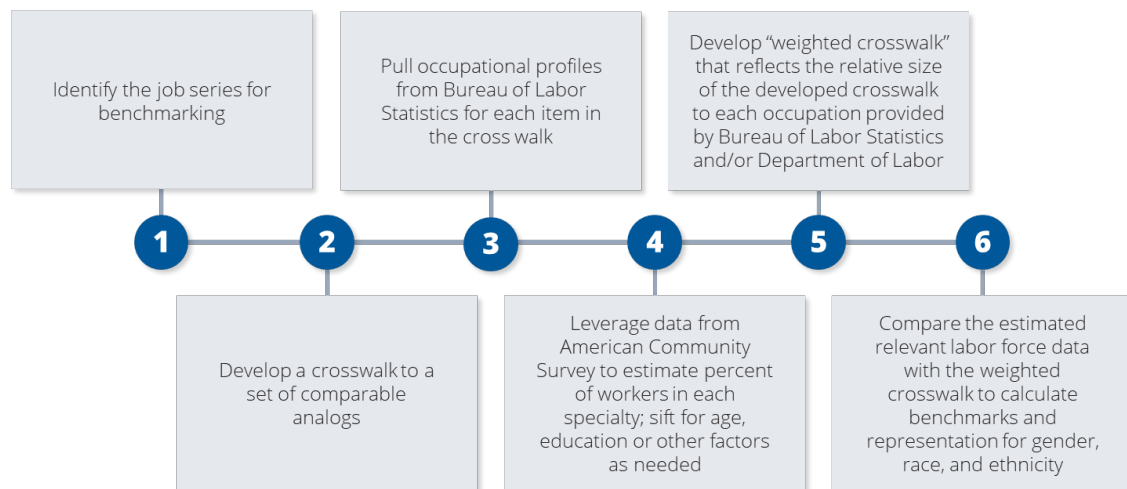


SUSTAINABILITY
Assesses the extent to which we see sustainability as embedded in our core purpose and focus



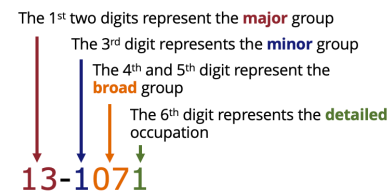
Concept to continuously assess under-representation (through an equity lens) and increase barrier analysis

Concept and Approach

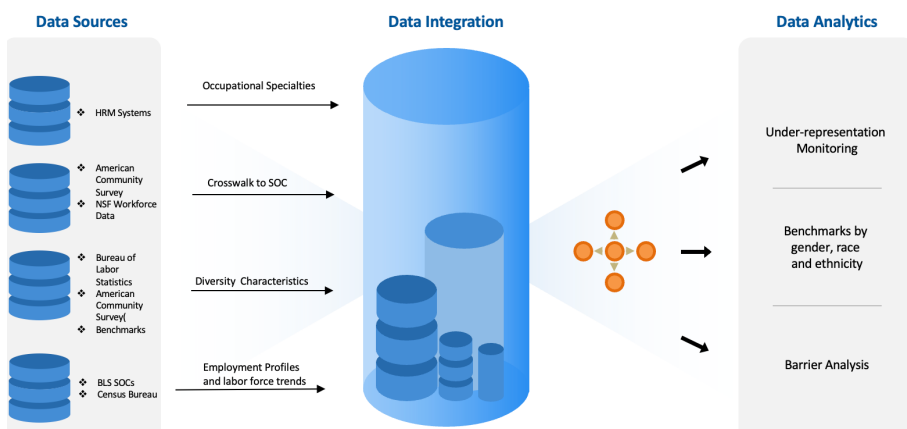


Crosswalk to SOC

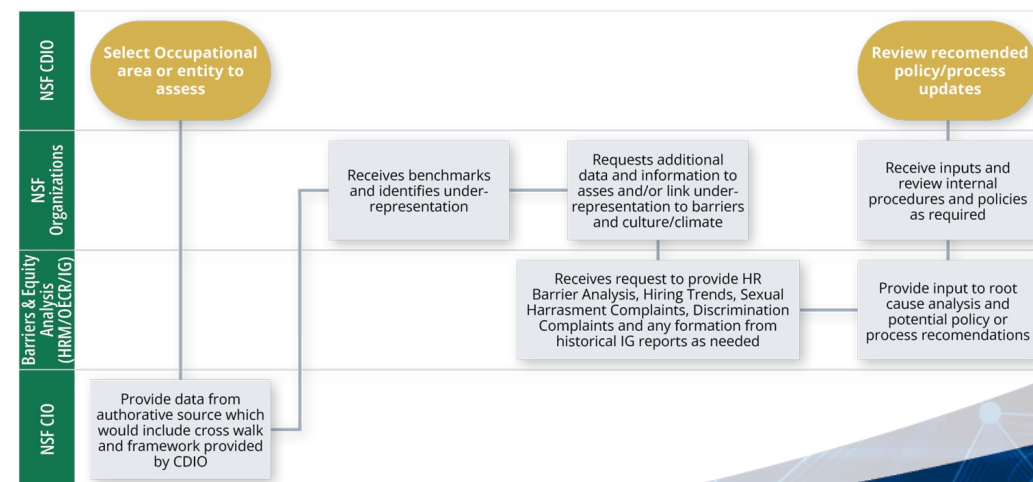
- ❖ Standard Occupational Classification (SOC) System: federal statistical standard used to classify workers into occupational categories for the purpose of collecting, calculating, or disseminating data
- ❖ All workers are classified into one of 867 detailed occupations according to their occupational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



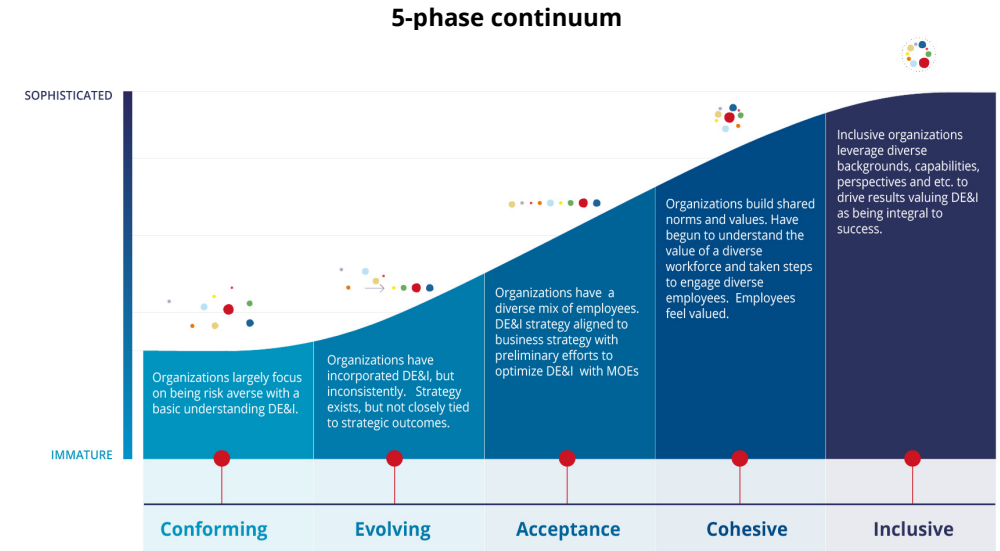
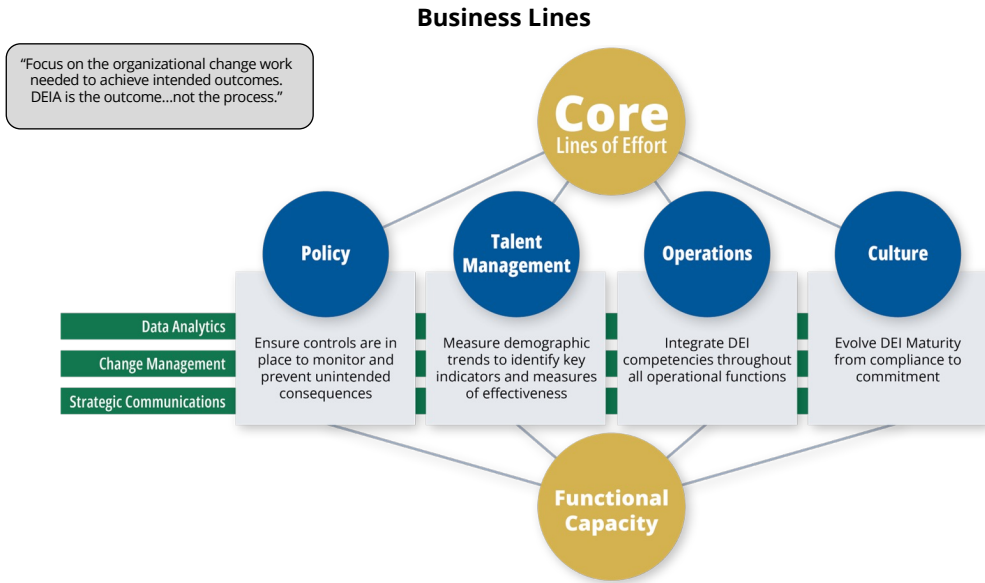
Architecture



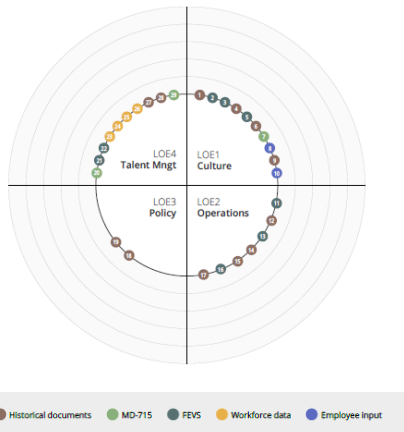
Making under-representation actionable



NSF DEI Maturity Model



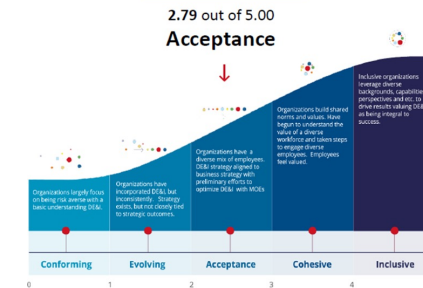
Criteria and Ratings



- ❖ 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

What does an assessment look like?

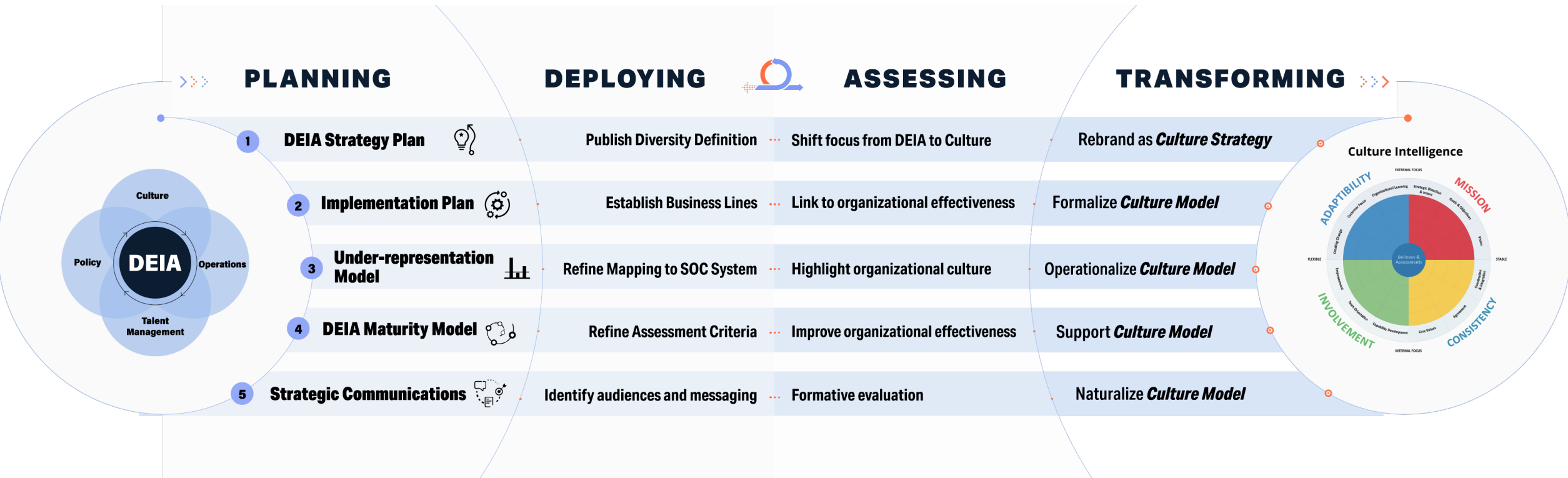
Total DEI Maturity Assessment



Line of Effort: Culture	
To assess the Culture line of effort, we analyzed data from the FEVS and MD715, and we also reviewed the learning opportunities (formal and informal) for 2024 within NAVAIR, guest speakers, videos celebrating the accomplishments of NAVAIR employees over the years, NAVAIR's listed core values, and the content of the leadership development programs.	
Your Score: 2.36 out of 5.00	Maturity Level: Acceptance
Line of Effort: Operations	
To assess the Operations line of effort, we reviewed transcripts from the NAVAIR ARWAVE products, commander's intent statements, commander's expectations statements, and commander's policy statements over several years, the 2022 NAVAIR DEI Award criteria, and DAT summary accomplishments.	
Your Score: 3.00 out of 5.00	Maturity Level: Acceptance
Line of Effort: Policy	
To assess the Policy line of effort, we reviewed the NAVAIR Diversity Advisory Team Handbook, DAT tripartite, DAT web pages summaries, descriptions of listening sessions, the DEI mentoring program, and reasonable accommodation information, DAT summary accomplishments, several promotional videos regarding NAVAIR diversity, and the executive diversity council structure chart.	
Your Score: 2.00 out of 5.00	Maturity Level: Evolving
Line of Effort: Talent Management	
To assess the Talent Management line of effort, we analyzed data from MD-715, and we reviewed the DEI event and class evaluation methods, NAVAIR recruitment program description, NAVAIR leadership development evaluation method, NAVAIR recruitment program goals, diversity program event statement of purpose, new employee socialization program guide, interview panel requirements, and onboarding survey questions.	
Your Score: 3.22 out of 5.00	Maturity Level: Cohesive



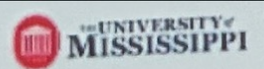
NSF DEIA Sustainment Strategy



"Shift from performative DEIA to Culture Intelligence to achieve DEIA Outcomes"

SOC – Standard Occupational Classification





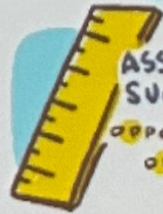
WE HAVE TO FUTURE PROOF OUR DEI WORK



"CULTURE" WORK REACH THE MISSING MILLIONS



POSITIVE DEI IS THE OUTCOME NOT THE PROCESS



ASSESSING SUCCESSES

OPPORTUNITIES OUTREACH PIPELINES CULTURE

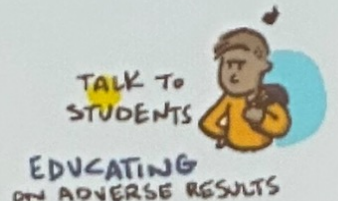


TRACKING LEGISLATION



ADDRESSING PEOPLE UNWILLING TO UNDERSTAND

MULTI CULTURAL MERITOCRACY



TALK TO STUDENTS EDUCATING ON ADVERSE RESULTS



CANNOT IGNORE HUMANITY PIECE OF THE WORK

ACTIONABLE FOR GETTING BETTER!

THIS IS A GLASS HALF FULL ASSESSMENT



CULTURE

TALENT MANAGEMENT

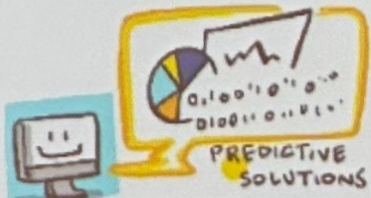
OPERATIONS POLICY

SEC VICE PRESIDENTS/CDOs AND THEIR LEADERSHIP TEAMS

SUMMER PROFESSIONAL DEVELOPMENT CONFERENCE



LABORING EDUCATION GLOBALLY & US DEMOGRAPHIC TRENDS



DATA DRIVEN ACROSS SECTORS & COUNTRY

PREDICTIVE SOLUTIONS

CULTURE

TALENT MANAGEMENT

OPERATIONS POLICY



LEVERS FOR IMPACT

REVIEW WORKLOADS



TOP THREE CHALLENGES

DIFFERENTIATING FROM EQUAL OPPORTUNITY

STATUS QUO BIAS

GETTING PEOPLE TO CARE



SPEAK TO IMPACT

CONVERSATION ABOUT MERITOCRACY

HELP FOR FUTURE PROOFING

TELL THEM ABOUT WORK



TIE BACK TO THE CONSTITUTION

WHAT WORDS WORK?

CULTURE IS THE LINK



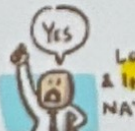
MOST OUT OF THE BOX IDEAS

MEASURING OUTREACH

MEASURING OPPORTUNITIES



COMMUNICATING REPRESENTATION



INTERNAL BUY-IN

FULLY INCLUSIVE PUBLICALLY

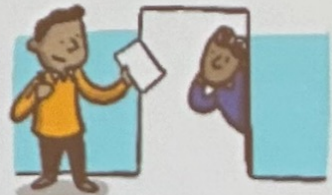
LOOP IN & INSTRUCT NAT. SAYERS

the sketch effect! VISUAL COMMUNICATION SOLUTIONS

LEADERSHIP & CULTURE ASSESSMENTS



WHAT FACTORS IMPACT DEI CULTURE



MORE DIRECT CANDIDATE SOLICITATION



LEVERS FOR IMPACT

REVIEW WORKLOADS



TOP THREE CHALLENGES

DIFFERENTIATING FROM EQUAL OPPORTUNITY

STATUS QUO BIAS

GETTING PEOPLE TO CARE



SPEAK TO IMPACT

CONVERSATION ABOUT MERITOCRACY

HELP FOR FUTURE PROOFING

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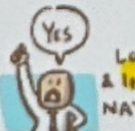
MOST OUT OF THE BOX IDEAS

MEASURING OUTREACH

MEASURING OPPORTUNITIES



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LOOP IN & INSTRUCT NAT. SAYERS

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