

Advancing DEI Efforts in the Organization:

Case Study from US National Park Service

Obedrey Willys



NPS Mandates:

To protect natural and cultural resources while also providing opportunities for public use and enjoyment

FACT SHEET

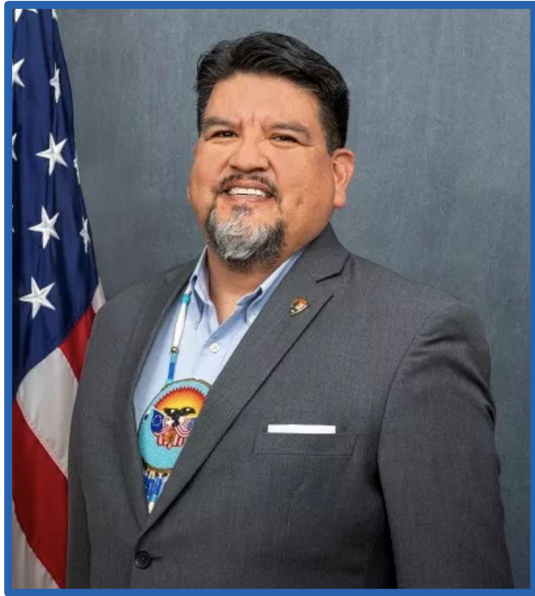
- **Size:** NPS covers more than 84 million acres and is comprised of 417 sites with at least 19 different designations.
- **Employees & Volunteers:** The NPS employs more than 22,000 permanent, temporary, and seasonal workers. They are assisted by more than 339,000 Volunteers-In-Parks (VIPs), who donate about 8 million hours annually.
- **Budget.** The Budget for fiscal year 2023 was \$3.965 billion, +\$380.6 million from the 2022 fiscal year
- **Economic contributions.** Annual visitor spending in communities within 60 miles of NPS sites supports more than 318,000 mostly local jobs and contributes about \$35 billion to the U.S. economy.

Administration



- **Administration:** The National Park Service (NPS) is a bureau of the U.S. Department of the Interior.
 - U.S. Senate recently approved Congresswoman **Deb Haaland** of New Mexico to lead the department, giving her oversight of over 500 million acres of public land.
 - She is a member of the Laguna Pueblo Tribe and a 35th generation New Mexican
 - She made history as the first Native American ever to head a cabinet department





Charles F. Sams III

Director of National Park Service

Sams is the first Native American director of NPS



Policies/ Guidelines

Executive Order

E.O. 13583 - Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal Workforce (2011)

Office of Personnel Management

Government-Wide Diversity and Inclusion Strategies and Programs (2011)

Department of the Interior

Personnel Bulletin No:13-03 Transgender and Other Gender Non-Conforming Employee Policy (2013)

National Park Service - Director's Orders

- 16A: Reasonable Accommodation for Applications and Employees with Disabilities (1999)
- 16B: Diversity in the National Park Service (2012)
- 42: Accessibility for Visitors with Disabilities in National Park Service Programs and Services (2000)



Framework



AWARENESS

Data Gathering

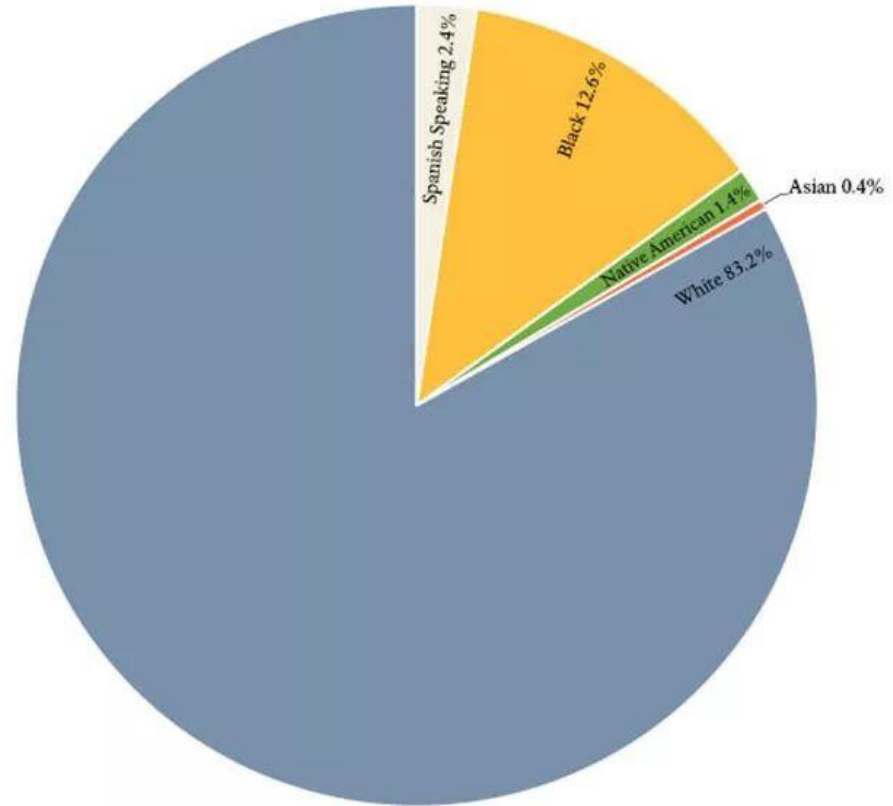


Demographic Information

TOTAL PERMANENT NPS EMPLOYEES BY RACE (1975)

Source: Dorothy Hnyck Papers, NPS History Collection.

Spanish Speaking Black Native American Asian White



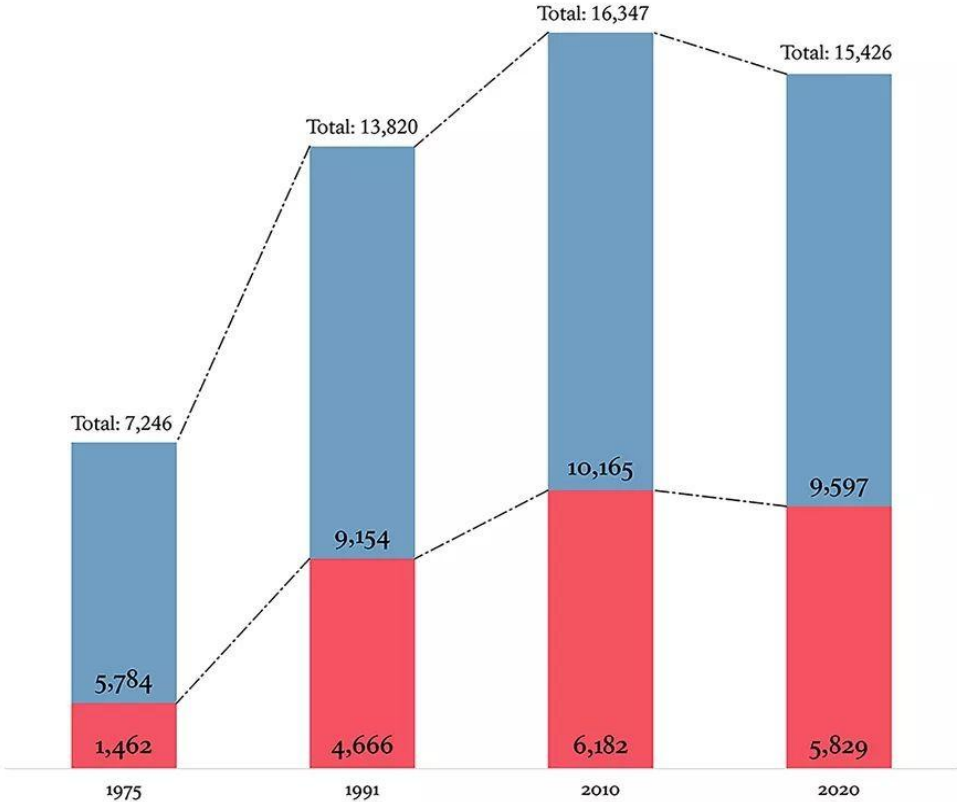
Employee Demographics



TOTAL PERMANENT NPS EMPLOYEES BY GENDER (1975 - 2020)

Source: Lynda Orbik, Office of Equal Opportunity Programs, National Park Service. March 2021.

■ Women ■ Men



Employee Demographics

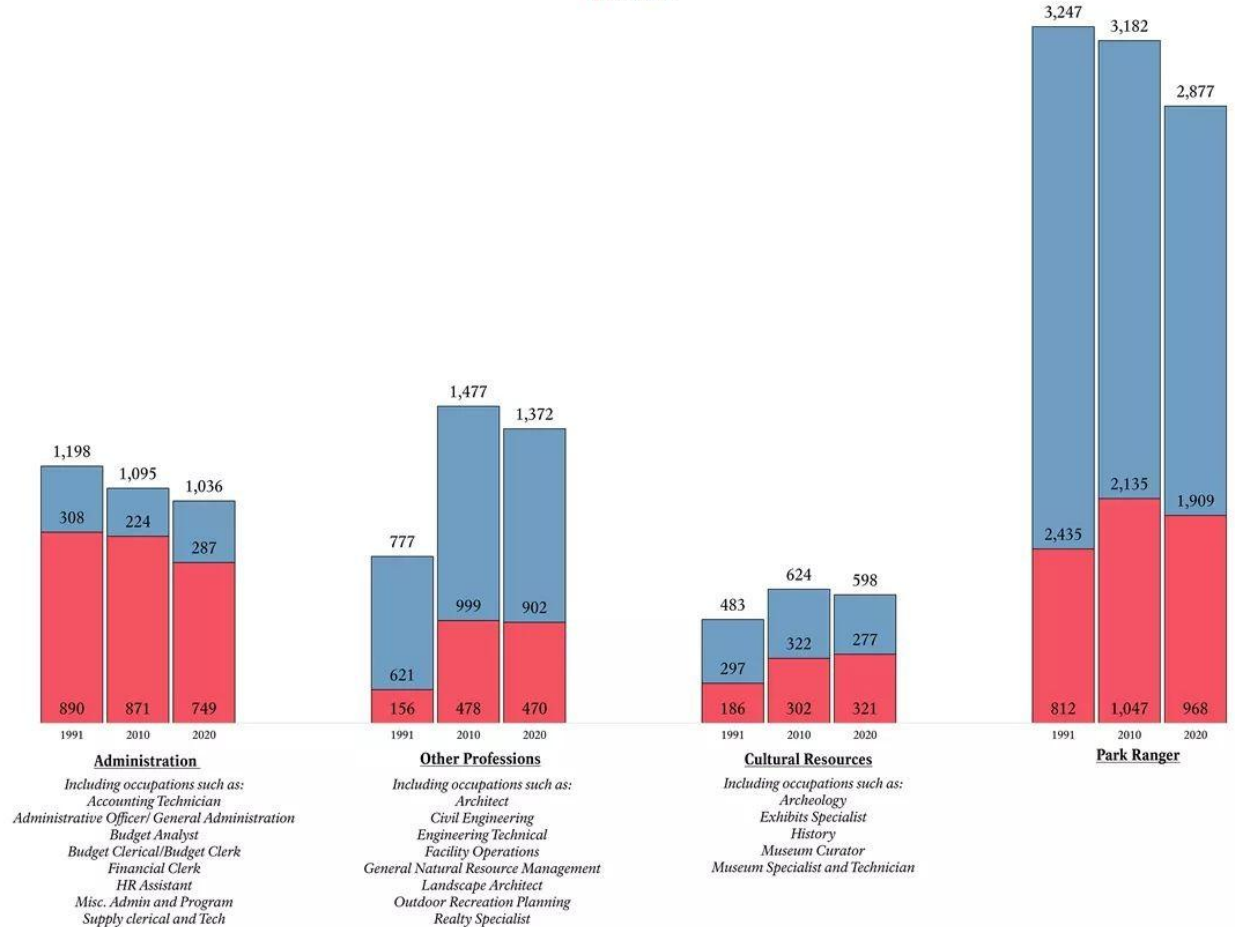


PERMANENT NPS OCCUPATIONS BY GENDER (1991 - 2020)

Source: Lynda Orbik, Office of Equal Opportunity Programs, National Park Service. March 2021.

■ women ■ men

Employee Demographics



Employee Demographics



Comparison of NPS Workforce to U.S. Population

	% of NPS Workforce (2020*)	% of U.S. Population (2019*)
Hispanic	5.6%	18.5%
Black	6.7%	13.4%
Asian	2.3%	5.9%
American Indian & Alaska Native	2.5%	1.3%
Native Hawaiian & Pacific Islander	0.7%	0.2%
Two or More Races	0.4%	2.8%
White	78.5%	60.1%

* Most Recent Data Available

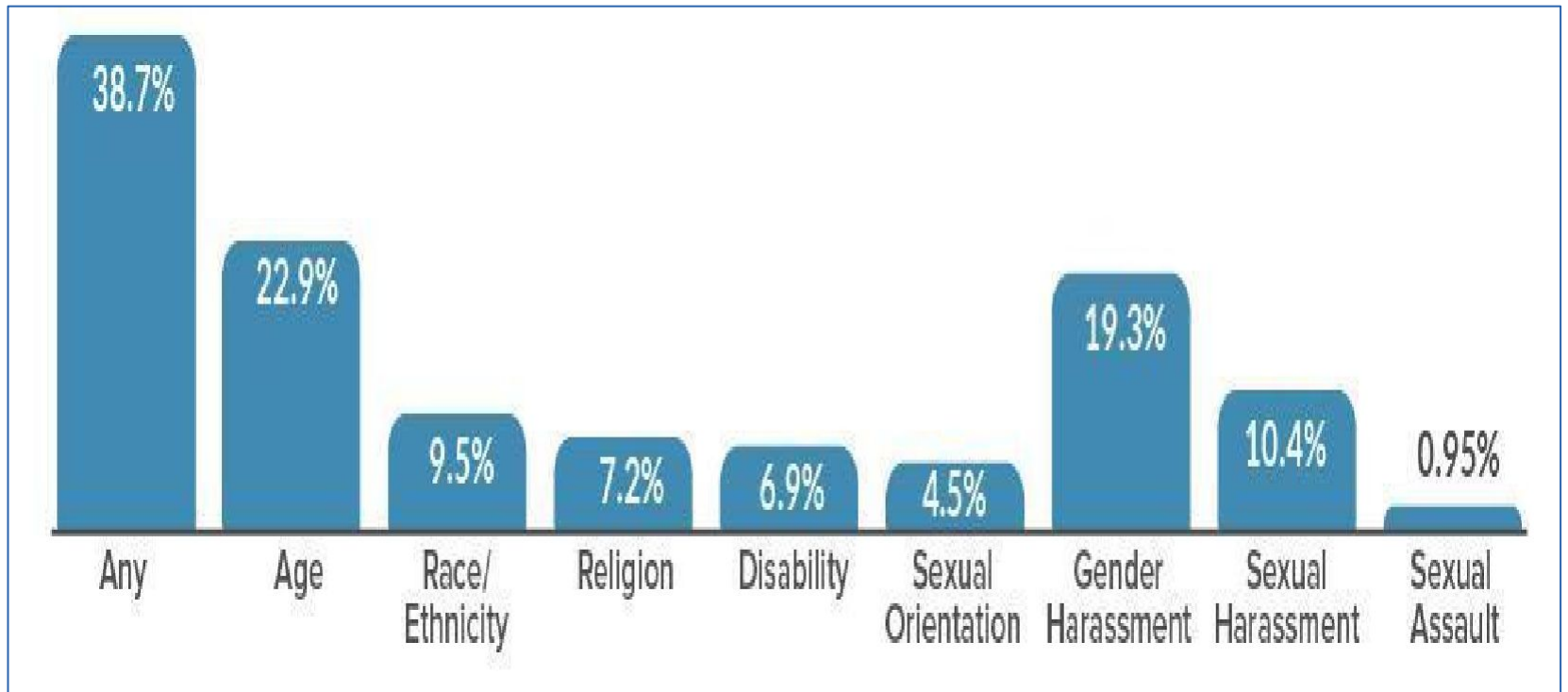


Case Findings



Case

- The 2017 NPS Environment Survey uncovered that **38.7%** of employees encountered harassment and/or assault behaviors in the workplace
- **9,395 employees** participated in the survey (50.6% participation rate)
- Variables: age, racial/ethnic background, religious beliefs, disability status, sexual orientation, or sex/gender, with the majority of these incidents occurring during work hours at a work location.



Source: NPS-WES,
2017





Case

- In 2018, NPS launched nationwide listening sessions called “2018 NPS Voices Tour” with more than 1,200 employees participated
- Highlight on issues: (1) hiring process seemed unfair; (2) complaints were ignored; (3) Retaliation was common; (4) the existence of an "old boys club" in upper management; (5) "uncivil and abusive behavior" in certain parks
- 55% of those who spoke to investigators reported experiencing disrespectful behavior frequently

Past Actions



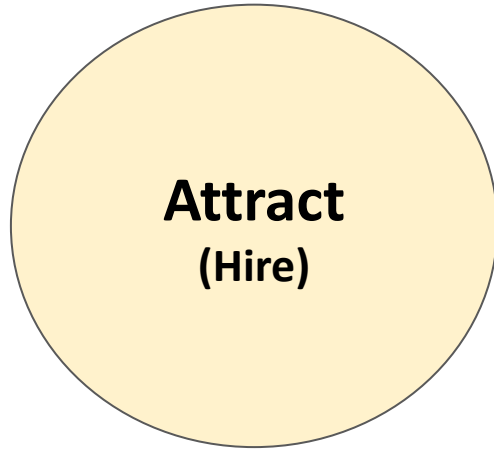
- In 2012, NPS formed an Accessibility Task Force
- Has an affirmative action plan for persons with disabilities from 2019
- Employee Resource Groups, over 1000 people participate managed by Office of Relevancy, Diversity, and Inclusion (ORDI)
- Allies for Inclusion, a facilitated dialogue group
- Programs development: Tribal Relations, American Cultures Program, Youth Programs- Girl Scouts, and Mosaics in Science Diversity Interns
- \$1.9 million in grants to repatriate 50 cultural items, more than 24,000 funerary objects, and human remains representing 3,483 ancestors.

ACTION

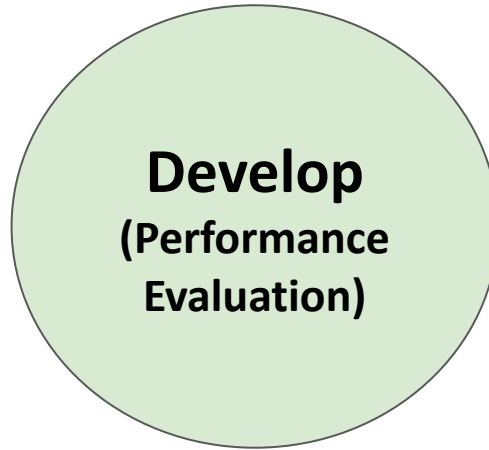
Strategic Planning

Monitoring, Evaluation, Learning

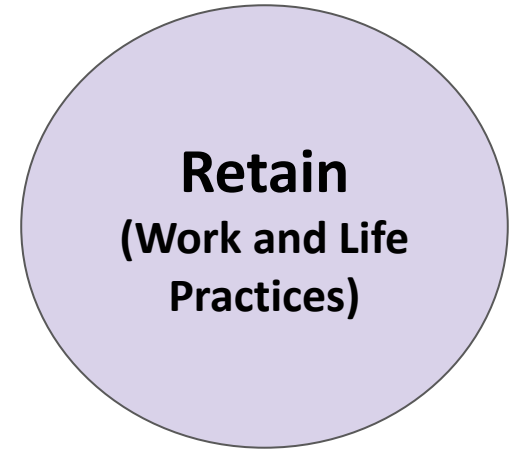
Moving Forward: 3 Pillars of Intervention



**Diversity
Pillar**



**Equity
Pillar**



**Inclusion
Pillar**

Strategic Plan: Attract (Hire)

Year 1	Year 2	Year 3
<p>Goal: Assess current state, develop a DEI recruitment strategy, and establish a DEI hiring committee.</p>	<p>Goal: Implement the DEI recruitment strategy, attracting diverse talent from various sources.</p>	<p>Goal: Evaluate the effectiveness of the DEI recruitment strategy, refine practices, and measure progress</p>
<ul style="list-style-type: none">● Conduct a workforce diversity audit to identify gaps and areas for improvement.● Develop a clear DEI recruitment strategy aligned with organizational goals.● Establish a DEI hiring committee with diverse representation to oversee the hiring process.● Train hiring managers and recruiters on unconscious bias and inclusive interviewing techniques.	<ul style="list-style-type: none">● Partner with diverse professional organizations, universities, and job boards to advertise open positions.● Attend diversity-focused career fairs and conferences.● Develop an employee referral program with incentives for referring diverse candidates.● Revise job descriptions to be inclusive and avoid biased language.	<ul style="list-style-type: none">● Track and analyze data on the diversity of applicants at each stage of the hiring process.● Conduct regular reviews of the DEI recruitment strategy and make adjustments as needed.● Conduct stay interviews with diverse employees to identify areas for improvement in retention efforts.● Set and track annual DEI hiring goals for all departments.

Strategic Plans: Develop (Performance Evaluation)

Year 1	Year 2	Year 3
Goal: Assess current evaluation practices and identify areas for bias	Goal: Develop and implement DEI-inclusive performance evaluation tools and conduct training	Goal: Evaluate the effectiveness of the new DEI-focused performance evaluation system
<ul style="list-style-type: none">● Analyze existing performance metrics for potential bias that might disadvantage certain employee groups.● Gather feedback on perceived fairness and inclusivity of the current performance evaluation process.● Research DEI-focused performance evaluation strategies used by other organizations.	<ul style="list-style-type: none">● Define job-specific goals and objectives that are measurable and unbiased.● Equip managers with skills to conduct fair and objective performance reviews, addressing unconscious bias.● Create a performance evaluation form that is inclusive and respectful of diverse backgrounds.● Identify and address any issues before full-scale rollout.	<ul style="list-style-type: none">● Collect feedback from managers and employees about their experience with the revised evaluation process.● Identify any disparities in evaluations across diverse employee groups.● Based on feedback and data analysis, further refine the evaluation process to ensure ongoing fairness and inclusivity.

Interventions: Retain (Work and Life Practices)

Year 1	Year 2	Year 3
<p>Goal: Assess current state, establish an inclusion council, and develop an inclusivity action plan.</p>	<p>Goal: Implement key initiatives from the action plan, promoting employee engagement and open communication.</p>	<p>Goal: Measure progress, refine strategies, and ensure long-term commitment to inclusivity.</p>
<ul style="list-style-type: none"> ● Conduct an inclusivity audit to identify areas of strength and opportunities for improvement. This can involve employee surveys, focus groups, and data analysis. ● Establish an Inclusion Council with diverse representation from different departments and employee backgrounds. ● Develop a clear Inclusivity Action Plan based on the audit findings and council recommendations. ● Develop and deliver unconscious bias training for all employees, including leadership. 	<ul style="list-style-type: none"> ● Establish and strengthen Employee Resource Groups (ERGs) for diverse employee populations to build community and support. ● Organize inclusivity workshops and events to foster open dialogues about diversity and inclusion. ● Review and revise policies and procedures through an inclusivity lens to identify and remove potential barriers for any employee group. ● Develop clear and accessible communication channels for employees to voice concerns or provide feedback on inclusivity issues. 	<ul style="list-style-type: none"> ● Track and analyze data on employee engagement surveys and inclusivity-related incidents. ● Conduct regular reviews of the Inclusivity Action Plan and make adjustments as needed. ● Develop clear metrics for inclusivity to showcase the impact of initiatives and demonstrate progress. ● Integrate inclusivity efforts into the organization's core values, mission statement, and strategic goals. ● Hold leadership accountable for fostering an inclusive work environment.

How to Measure Success

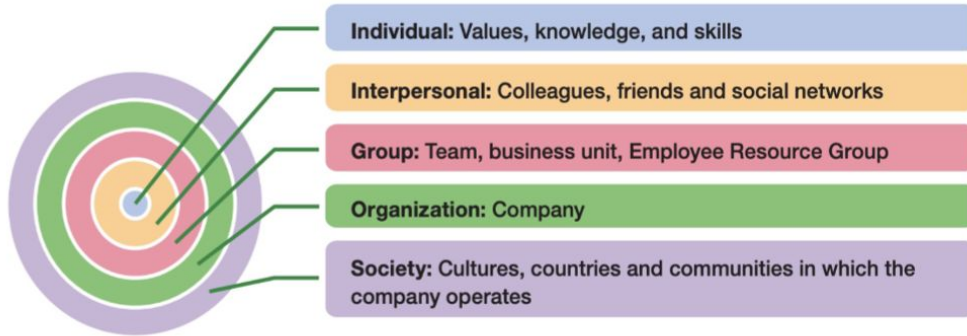
Attract (Hire)	Develop (Performance Evaluation)	Retain (Work and Life Practices)
<ul style="list-style-type: none">● Increased diversity of the applicant pool and new hires.● Positive feedback from diverse employees on the onboarding and inclusion experience.● Achievement of annual DEI hiring goals.	<ul style="list-style-type: none">● Increased employee satisfaction with the performance evaluation process (from surveys and feedback).● Reduction in observed bias in performance evaluations across different employee backgrounds.● Improved alignment of performance evaluations with promoting a diverse and inclusive work environment.	<ul style="list-style-type: none">● Increased employee satisfaction scores in surveys.● Higher participation and engagement in inclusivity initiatives.● Reduced incidents of discrimination and bias.● Greater representation of diverse employees in leadership positions.

Amplification

Amplifying DEI Works

BUILDING YOUR INCLUSION BRAND

Five Spheres of Context



Individual Level:

- **Self-Education:** Commit to ongoing learning about diversity and inclusion. Read books, articles, and attend workshops to broaden understanding of different cultures, experiences, and perspectives.
- **Self-Reflection:** Challenge personal biases and assumptions. Reflect on how background and experiences might shape personal views.
- **Be an Ally:** Speak up against bias and discrimination when witness it. Offer support and mentorship to underrepresented colleagues.

Amplifying DEI Works

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Five Spheres of Context



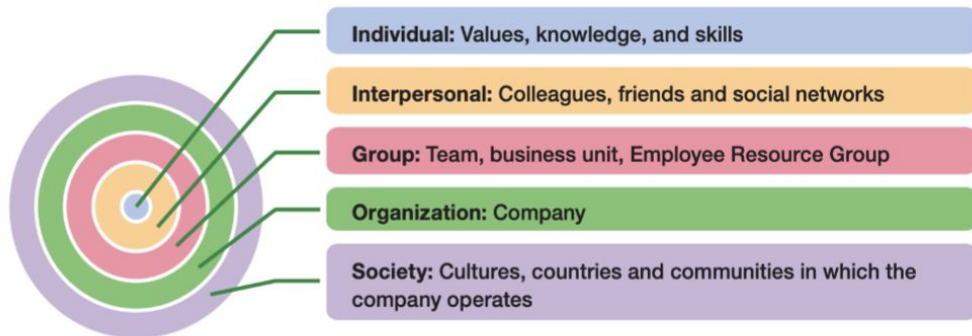
Interpersonal Level:

- **Inclusive Communication:** Practice active listening and be mindful of the language. Avoid stereotypes and generalizations.
- **Celebrate Differences:** Recognize and appreciate the unique experiences and contributions of all colleagues.
- **Build Relationships:** Make an effort to connect with people from different backgrounds.

Amplifying DEI Works

BUILDING YOUR INCLUSION BRAND

Five Spheres of Context



Group Level:

- **Create Safe Spaces:** Establish employee resource groups (ERGs) where members from similar backgrounds can connect and share experiences.
- **Facilitate Open Dialogue:** Organize discussions and workshops on diversity and inclusion topics within teams or departments.
- **Develop Team Norms:** Establish ground rules for respectful communication and collaboration within your team.

Amplifying DEI Works

BUILDING YOUR INCLUSION BRAND

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Organization Level:

- **Leadership Commitment:** Publicly endorse DEI efforts and hold leadership accountable for creating an inclusive environment.
- **Inclusive Policies and Practices:** Review and revise policies and procedures to ensure fairness and remove barriers for all employees.
- **Communicate results of DEI efforts:** Publicly report progress on achieving DEI goals through internal communications.
- **Inclusive Benefits:** Offer benefits programs that cater to the needs of a diverse workforce. This could include childcare options, parental leave policies, and religious accommodations.

Amplifying DEI Works

BUILDING YOUR INCLUSION BRAND

Five Spheres of Context



Societal Level:

- **Communicate results of DEI efforts:** Publicly report progress on achieving DEI goals through company reports/media exposure.
- **Volunteer Work:** Support organizations working on diversity and inclusion initiatives in your community.
- **Public Advocacy:** Speak out against discrimination and bias in public forums.
- **Consumer Choices:** Support businesses that demonstrate a commitment to DEI in their practices.