



# Diversity @ EM

A publication of the Office of Human Capital and Corporate Services

## July/August 2010

### Calendar of Events

- July 1**  
Anniversary of the Founding of the Communist Party: People's Republic of China
- July 2**  
Thurgood Marshall's Birthday
- July 4**  
Independence Day
- July 8**  
Harriet McBryde Johnson's Birthday
- July 10**  
Arthur Ashe's Birthday  
Saul Bellow's Birthday
- July 16**  
Ida B. Wells-Barnet's Birthday
- July 19**  
Tisha B'Av begins at sundown
- July 20**  
First Special Olympics Games (1968)
- July 26**  
American with Disabilities Act (1990)  
Hector P. Garcia's Birthday
- August 4**  
Louis Armstrong's Birthday
- August 8**  
Emiliano Zapata's Birthday
- August 10**  
Pueblo Revolt (1680)  
Ramadan Begins
- August 12**  
Metacomb's Birthday
- August 15**  
Feast of the Assumption
- August 26**  
Women's Equality Day
- August 29**  
Michael Jackson's Birthday

### Sandra Waisley Leads EM Human Capital

We are often a reflection of our parents, whether we want to accept it or not. Deputy Assistant Secretary Sandra Waisley's desire to be involved in the public sector was ingrained in her by her father, a Naval Officer who volunteered to assist, comfort, and translate for World War II East European Jewish refugees who were taken on board his aircraft carrier, and her mother, a civil rights activist.

"When my Slovakian grandparents came through Ellis Island they were made to change their last name from Wasily to Waisley to sound more 'American'. That story always made such an impression on me because today people don't feel they have to change their names to fit in our society," Waisley said.

Earning a Master's degree in Public Policy and Applied Economics, in addition to the Bachelor's and Master's in Geology and Geophysics she had earned previously, is attributed to her desire to aid in

the support of our nation.

"I worked for twelve years in the private sector," Waisley said.

"I have always enjoyed Earth Sciences but wanted to give back as a public servant so in 1988 I went back to school and earned my second Master's degree."

Since being appointed the DAS of Human Capital and Corporate Services, Waisley admits that it has been a learning experience. Being from such a technical profession she says she has become much more aware of diversity and inclusion in the workplace. She was happy and enthusiastic to meet with "Diversity @ EM" and discuss exactly what diversity and inclusion means to her and where the Office of Human Capital is directed.

#### What does diversity and inclusion mean to you?

Personally and professionally, diversity and inclusion means to build relationships with all people.

In decision making it is important to get different perspectives and ideas from others. In all aspects of EM's work environment, you don't want the same perspective as your own, because it will lack creativity, vision, and an array of ideas.

For EM to be at it's most efficient it is necessary to have a diverse work force in terms of gender, ethnicity, education, and background.

#### How do you display a commitment to diversity and inclusion?

EM-70 works hard to establish and implement human resources practices and procedures that will enable an open and transparent work environment.

Employees have concerns that selection officials will always choose candidates who they feel most comfortable with, not necessarily the person who is most qualified for the position.

Continued on page 2

### July 26, 2010

#### 20th Anniversary of Americans with Disabilities Act

July 26th will mark the 20th anniversary of the signing of the Americans with Disabilities Act, which guarantees equal opportunity for people with disabilities in public accommodations, commercial facilities, employment, transportation, state and local government services, and telecommunications.

- 54 million: number of people who have a disability. They represent 19 percent of the civilian non-institutionalized population.
- 12.4-percent: percentage of females with a disabilities. Compared with 11.7 percent of males.
- 11 million: number of disabled people six years and older who need personal assistance with everyday activities.
- 3.3 million: number of people fifteen years and older who use a wheelchair.
- 13.3 million: number of 16 to 64-year olds who reported difficulty finding a job or remaining employed because of health condition.
- 46-percent: percentage of 21 to 64-year olds having some type of disability who were employed.
- \$2,250: median monthly earnings for people 21 to 64-years old with a non-severe disability. Compares with \$2,539 for those with no disability and \$1,458 for those with a severe disability.
- 12-percent: the poverty rate for people 25 to 64-years old with a non-severe disability. Compares with 27 percent for those with a severe disability and 9 percent of those without a disability.
- \$36.3 billion: amount of compensation veterans received fro service-connected disabilities in fiscal year 2008.

## Waisley Interview continued from page 1

In addition, we are striving to integrate the different human capital functional areas, and to eliminate the stovepipe of initiatives that are currently in place. In the near future we will integrate our Talent Acquisition Program with our Development, Assessment, and Performance Programs to enhance communications and work relationships across the board.

### What management practices do you implement personally to promote a diverse workforce?

I make it a priority to involve everyone during staff meetings and organization activities. To ensure everyone contributes, I call on each person of my team.

Another practice is to get to know each member of EM-70 personally. I try to meet with all and to establish a one-on-one relationship with my employees. I feel that it is of the utmost importance to build working relationships with all team members, and to build friendships. I have an "open-door" policy and encourage my staff not to hesitate to contact me directly.

Also I am supporting Assistant Secretary Ines Triay's new initiative to establish X-Teams in the EM Program. This team concept (outward-looking team model instead of inward-looking) embraces diversity of ideas, experiences, and background by focus-

ing on inclusion and distributed leadership to maximize EM's innovative capacity.

### How has your previous work experiences provided you with the skills to lead a diverse workforce?

My experiences from my childhood and being one of the earliest female managers at BP of America and Exxon left me with the empathy and knowledge to lead a diverse staff.

During the seventies and eighties there were few women in the engineering fields, and fewer in geology and geophysics. When I started working in the oil and gas industry and later in DOE and specifically in EM (I had no background in nuclear waste management), I felt I had to prove myself over and over again and had to work harder. If I felt this way as an accomplished professional, I could only imagine what it was like for people of color, the disabled, and members of the LGBT community.

Although it can be difficult, it is necessary to put yourself into another person's shoes and see his/her perspective. Having the slightest moment of feeling discriminated against or feeling like an outcast, can leave you the empathy and awareness to ensure that you never want anyone to feel how you did.

### How do you see the Office of

## EJ Conference Held in DC, Director Meets with EM

As the Office of Environmental Management (EM) continues to clean up America's nuclear legacy, the Department's Environmental Justice (EJ) program, with leadership from the Office of Legacy Management (LM), strives to rehabilitate surrounding communities near EM and DOE sites.

It is stated on the EJ website that "Environmental Justice is fair treatment and meaningful involvement of all people with respect to development, imple-

mentation and enforcement of environmental laws, regulations and policies. Fair treatment means that no population bears a disproportionate share of negative environmental consequences resulting from industrial, municipal and commercial operations, or from the execution of Federal, state and local laws, regulations and policies. Meaningful involvement requires effective access to decision-makers for all, and the ability in all communities to make informed decisions and

### Diversity and Inclusion being implemented throughout the EM complex?

Diversity and inclusion need to be part of or ingrained in EM's daily operations for them to be entirely effective. We can't simply look at the demographics, follow EEO compliance, or say "Yes!" and that makes us diverse. Assistant Secretary Triay has done a great job creating diversity in terms of filling key management positions, and supporting our Professional Development Corps and other intern programs. The next step is to fill the gaps in the technical areas.

One great challenge is creating visibility for diversity and inclusion beyond just posting things on the portal or the EM website. In the past we have not been entirely successful on this aspect, but we are working to promote and create the awareness that is essential. We are striving to create a more involved community at EM, to create a learning experience for everyone.

Part of the path to being a high performing organization is to include and leverage different perspectives, skills, experiences, backgrounds, etc. For EM to accomplish its goals it is necessary that we welcome and respect a diverse community of individuals and not fear them.

take positive actions to produce environmental justice for themselves."

In May, the Department co-sponsored the 4<sup>th</sup> "State of Environmental Justice in America 2010 Conference" in Washington, DC.

EJ Program Manager Melinda Downing said "the conference provides an opportunity to bring people together.

Continued on page 4

## Leaders of Tomorrow



Christopher Lockhart  
Public Affairs Specialist  
EM Consolidated Business  
Center, Cincinnati, OH

Wright State University  
BA Organizational Communi-  
cations and Marketing

### How has your experience with EM and EMPDC been thus far?

- My experience in EM and in the PDC has been great. I have learned so much already about the Department of Energy, the Office of Environmental Management, and even the EM Consolidated Business Center. The training I have received has been very detailed. I have been given the opportunity to take multiple course relating to Public Affairs, which has helped me develop and ease the difficulty of my day-to-day tasks.

Since starting in January I have also been able to work on many projects and assignments. I have created a website, produced articles for the EMCBC newsletter, drafted news releases, worked with local media outlets, and completed a rotation in our Contracting Department. Being a part of the EMPDC has helped my career development immensely, and I'm am very grateful for the opportunity to be in this program.

## News from the Sites

### ORP Announces 2010 Woman of Achievement Recipient

Karen E. Lutz was named the 2010 Woman of Achievement for the Department of Energy offices in Richland, Washington earlier this year.

Karen is the Chief of Staff for the DOE Office of River Protection.

The DOE Federal Women's Program National Women's History Month Committee selected Karen after evaluating the professional achievements, personal accomplishments, and community involvement of each of the 2010 nominees for Woman of Achievement.

Karen has more than 20 years of experience in strategic communications and program management for DOE Environmental Management programs, helping the department build consensus on key cleanup and policy issues and improving DOE's relationship with stakeholders.

She began her career working for EG&G Inc., a worldwide technical services company. She quickly gained the trust of her managers and left her hometown of Natick, Massachusetts to es-



establish the company's presence in Miamisburg, Ohio organizing an office as the company sought the contract for the Mound Site.

Karen became manager for EG&G's Corporate Acquisition & Divestiture Program in Wellesley, Massachusetts and soon began leading another contractor transition, this time at the Rocky Flats Site near Denver, Colorado.

Her work at Rocky Flats provided her with significant experience in relationship building across a diverse group of stakeholders including environmental and interest groups, regulators, Congress, employees and the community.

After the cleanup of the Rocky Flats site was completed, Karen moved to the Richland Operations Office (RL) to again work with a diverse group of stakeholders. After two years at RL, Karen moved into her current position as ORP's Chief of Staff in 2008, where she has continued to enhance and improve the organization's overall health, champion the professional growth and well being of ORP employees, and focus on every aspect of success to the mission.

An alumna of the Regis University Business Management Program, she and her husband Mark are the proud parents of Elizabeth, 17, and Nick, 14. She is active in the Three Rivers Soccer Club, Habitat for Humanity, her church, as a member of the Executive Leadership Council, Junior Achievement, her son's soccer team, and school activities.

As a breast cancer survivor, Karen is sharing her experience and mentoring others through her story.

### Talent Acquisition Team Bridges Gap to the Future

One of EM's great challenges is the eventual retirement of the baby-boomers, a demographic that includes over 55 percent of the EM work force. This challenge is faced by EM's Talent Acquisition program, led by Talent Acquisition Manager Andre Fordham.

Fordham, along with Tim Walsh and Junita Turner, have made great strides in Talent Acquisition, within EM's Office of Human Capital.

"What we do here is critical to EM's ability to meet its goals in terms of having the most valuable resource—people—in the right place at the right time," Fordham said.

Fordham and his staff oversee the full gamut of special empha-

sis employment programs. Its premier program the EM Professional Development Corps is a career intern program that seeks college graduates in an array of academic programs, primarily in those to fill our mission critical positions. The team coordinates the Student Temporary Employment and Student Career Experience Programs, Veterans and the disabled hiring, and summer intern programs which represent the primary entry point of its pipeline building efforts.

To augment and enhance its summer hiring effort, an agreement was reached with and through collaboration with the National Nuclear Security Administration, EM was allowed to place within the EM complex talented college students that were recruited and

funded by NNSA.

"NNSA, who is also committed to these types of programs and does a wonderful job in providing opportunities for young people presents us with an outstanding opportunity that fully compliments our efforts and we are extremely happy to work with them," Fordham said.

Within talent acquisition the principal focus is to ensure the future workforce has the skills to succeed. Our aim is to ensure that there is no interruption to our march towards cleanup and closure because we experience skills gaps in our workforce. For Fordham and his staff, recruitment is one of their top priorities.

Continued on page 4

### Leaders of Tomorrow

Continued from page 2

**If you were in a managerial position, how would you display your commitment to diversity and inclusion?**

- Diversity is a critical part of organizational success. As an aspiring leader, I feel that diversity has to be encouraged in the workplace. Everyone within EM should embrace the fact that people are different and that working with someone who does not share the same experience or background as you is rewarding. As a leader, I would setup or continue programs that promote the need for diversity in the work place. I would also strongly pursue pairing people together to work on projects are in essence "polar opposites."

As for inclusion, there is not room at DOE or EM for anything but. Everyone has the right to equality. As a leader, it is imperative to ensure that everyone's ideas, perspectives, and concerns are fully expressed and accepted.

**What do you hope to accomplish as a member of the EMDPC?**

- Mostly I want to be molded into a leader. The purpose of the EMPDC program is to develop highly capable individuals who will one day lead and continued the progress towards achieving the office's mission and objectives. I want to be able to live up to what the PDC is out to accomplish.

### Talent Acquisition Team continued from page 3

“We have been successful recruiting at many universities and special emphasis organizations that cater to minorities and other targeted groups, such as military Veterans,” Fordham said.

“We continue, not only with educational institutions, but we also focus on organizations that revolve around the science, technology, engineering, and mathematics (STEM) industries. Within our recruitment processes, 50 to 60 percent of all our efforts are directed toward minorities, the disabled, Veterans, and other special emphasis groups.”

The Talent Acquisition Program at EM has taken a corporate approach to its efforts, with diversity in mind. When hiring decisions are to be made, in particular for the EMPDC, Fordham said he has been diligent and adamant about the sites and headquarters use of diverse hiring panels to ensure that all applicants have a fair, unbiased chance of being hired into the program.

“In the past, white males have dominated career intern programs such as the EMPDC and the associated professions that revolve around STEM. However, today at EM, we have been very successful in employing into the EMPDC

females and minorities who collectively represent the majority in engineering and science positions.” Fordham said. “We’ve really broken the mold within EM.”

The EMPDC program is one of the first successful programs at DOE that is corporately driven and designed to serve the entire EM community. “When I was first employed by EM, diversity was one of the areas I was responsible for. Because of this responsibility I was always analyzing EM’s demographic profile,” Fordham said.

“I saw a concerning trend. The EM workforce was aging. In 2004, less than one-percent of our workforce was under the age of 30 and my incontrovertible conclusion was that in the near future a mass exodus of baby boomers from our workforce was eminent and something had to be done to ward off what would become an extreme detriment to EM in meeting mission requirements. I went to work using the available hiring authorities to create the EMPDC. Although the program was approved by my management because EM was in a ‘right-sizing’ mode the program was put on the shelf until the opportunity was

given to me in 2006 to create and implement an intern program.”

Tim Walsh discussed the EMPDC program and statistical data, highlighting that from the first graduating class, 19 graduates were retained within EM and one graduate being hired at DOE’s Office of Science.

“What we really expect from the PDC is to have our employees learn, grow, and contribute at EM,” Walsh said.

The early success of the EMPDC has continued. In 2009, there were 22 hires and each is still within the program. Fordham added, “We are also very pleased with the growing popularity and show of interest the program is getting. For our 2010 class of PDCs we received over 30,000 applications, 15 times the number of applicants received in previous years.”

EM’s summer intern program, coordinated by Junita Turner, strives to be the first piece of the pipeline for the next generation of the EM workforce.

“We want to give students an opportunity to be exposed to EM and our cleanup mission,” Turner says. “Hopefully we can make an impact on their development,

career, and give a well-rounded experience in the government and EM.”

Turner says that EM “looks for interns from various backgrounds. We are not exclusive to science and engineering. We want to create a diverse workforce and you can’t do that with interns who are all in the same field.”

Despite the successes in the recent years within EM’s talent acquisition, there have been some challenges.

“We have really noticed a challenge in the branding of EM—solving a way to create brand recognition,” Fordham said. “We are working to present EM as an employer of choice, especially when EM is such a small component of such a large organization like DOE. We have the skills and vision within Talent Acquisition to meet this challenge. There is a saying which is actually a bible scripture I often share with Tim and Junita that simply says ‘you should have done the one thing and not left the other thing undone.’ This is the spirit in which Talent Acquisition operates and therefore, this too we will accomplish and we will not be daunted by this challenge.”

### EJ Conference continued from page 2

They are able to discuss things of interest, are able to speak to experts, talk about employment opportunities, concerns, stimulus money and other matters.”

The EJ program was initially established in EM, as an information “one-stop shopping” center, where local and national stakeholders, and community members could contact for information and to express concerns.

EJ focuses attention on a variety of community-based issues including socio-economic, familial, education and employment considerations. Including these considerations in the EJ program adhered to the requirements of Presidential Executive Order

12898. The first initiative under the EJ program was creating awareness of the program and providing a clear understanding of environmental justice.

Downing is working with EM and other programs to increase EJ awareness and activities throughout the Department. In addition, she is working with other Federal agencies to increase inter-agency coordination of EJ efforts at DOE-site host communities and elsewhere. Downing is also hoping to increase EJ community involvement on EM advisory boards and in other public participation activities throughout the Department.

Downing says “we are making

every effort to reach out to the community. We attempt to reach all stakeholders to make sure that communities understand our efforts, and more importantly, that we listen to and understand their issues.”

The State of Environmental Justice in America is just one of the many EJ activities. According to Downing, “the fundamental principal of EJ is that all stakeholders should have meaningful and informed participation in all aspects of environmental decision-making that could impact their community. Traditionally, many minority, low-income and tribal communities have lacked access to the required information and

technical advisers to be informed participants with respect to various risks that accompany numerous environmental activities.”

In addition to the annual conference, the DOE EJ effort helps communities gain access to technical assistance, conducts technical assistance workshops, provides EJ training for employees and contractors, develops inter-agency projects and other activities designed to help communities gain environmental justice.

Additional information about EJ activities can be found at [www.lm.doe.gov](http://www.lm.doe.gov). Melinda Downing can be reached on 202-586-7703 or [melinda.downing@hq.doe.gov](mailto:melinda.downing@hq.doe.gov).