



# Diversity @ EM

A publication of the Office of Human Capital and Corporate Services

## March/April 2010

### Calendar of Events

#### March

National Women's History Month  
Irish-American Heritage Month

#### March 1

Ralph Ellison's Birthday

#### March 2

Granting of citizenship of Puerto Rico (1917)

#### March 8

International Women's Day

#### March 10

Harriet Tubman's Birthday

#### March 14

Albert Einstein's Birthday

#### March 17

St. Patrick's Day

#### March 21

International Day for the Elimination of Racial Discrimination

#### March 28

Palm Sunday

#### March 29

Passover Begins

#### April

Celebrate Diversity Month

#### April 2

Good Friday

#### April 4

Easter

#### April 5

Booker T. Washington's Birthday

#### April 11

Holocaust Memorial Day

#### April 25

Ella Fitzgerald's Birthday

#### April 29

"Duke" Ellington's Birthday

### DAS Jack Surash Makes Diversity and Inclusion a Priority

To openly demonstrate his commitment and the importance of diversity and inclusion at the Office of Environmental Management (EM), Deputy Assistant Secretary (DAS) Jack Surash has invited the new Acting Diversity Manager Karyn Collins to attend a recent EM-80 weekly staff meeting to discuss the on-going diversity initiatives at EM.

Following Collins' attendance at an EM-80 staff meeting, DAS Surash was offered the opportunity to discuss with "Diversity @ EM" his personal thoughts and ideas of diversity and inclusion and how he implements it in his daily management practices. The following is the dialogue that took place when DAS Surash met with "Diversity @ EM":

**Diversity @ EM:** Mr. Surash, what does diversity mean to you and how would you define it?

**Surash:** In addition to having diversity in race, ethnicity, gender,

age, etc., diversity for me means to treat everyone equally with dignity and respect while creating and inclusive environment. It is important that all are able to contribute their own unique ideas and be encouraged to perform at their fullest potential.

**Diversity @ EM:** How do you express and practice diversity and inclusion in your daily managerial role?

**Surash:** I believe that person-to-person interaction, even in this day of email, texting, and Video Tele-Conferencing (VTC), is extremely important. During weekly staff meetings with the EM-80 office directors plus a representative from EM-5, and monthly staff meetings with all EM-80 employees, I welcome new ideas, thoughts, and questions. There is a tremendous amount of communication, either face-to-face or via VTC, email, or telephone that gives everyone the opportunity to be heard and acknowledged.

**Diversity @ EM:** What can EM do to ensure better diversity and inclusion practices throughout?

**Surash:** First, in my opinion, we have embraced diversity. That said, we can always improve. One of Secretary Chu's Management Principles is that "We will treat our people as our greatest asset." Everyone should follow this principle in everything we do as we execute the very important EM mission.

**Diversity @ EM:** How are you displaying your commitment to EM-80 of the importance of diversity and inclusion?

**Surash:** By treating everyone, whether my peers, my bosses, or my DOE colleagues, with dignity and respect. As I mention in almost all my staff meetings, it is important that new ideas, questions, and constructive feedback reach me. I am happy to discuss these things either in an open staff meeting or in private.

### Women's History Month, March 2010

National Women's History Month's roots go back to March 8, 1857, when women from New York City factories staged a protest over working conditions. International Women's Day was first observed in 1909, but it wasn't until 1981 that Congress established National Women's History Week to be commemorated the second week of March. In 1987, Congress expanded the week to a month. Every year since, Congress has passed a resolution for Women's History Month, and the President has issued a proclamation.

- 155.8 million: The number of females in the U.S. as of Oct. 1, 2009. Number of males, 151.8 million.
- \$35,745: The median annual earnings of women 15 or older who worked year-round, full-time, in 2008, down from \$36,451 in 2007. Women earned 77 cents for every \$1 earned by men.
- 88 percent: The ratio of women's-to-men's earnings in the District of Columbia in 2008, among the highest of any state or state equivalent in the nation.
- 29.4 million: Number of women 25 and older with a bachelor's degree or more education in 2008, higher than the corresponding number for men (28.4 million). Women had a larger share of high school diplomas, as well as associate, bachelor's and master's degrees.
- 29 percent: Percent of women 25 and older who had obtained a bachelor's degree or more as of 2008.
- 55 percent: Percentage of college students in fall 2008 who were women.
- More than \$939 billion: Revenue for women-owned businesses in 2002. There were 116,985 women-owned businesses with receipts of \$1 million or more.

## Recovery Funds Support Small Businesses

Since the Office of Environmental Management (EM) received \$6 billion from the American Recovery and Reinvestment Act, Cynthia Anderson, Director of the EM Recovery Act Program, has made an emphasis to promote small businesses with such funds.

“It is important we distribute our Recovery Act dollars to small businesses, not just large contractors,” Anderson said. “We had a fiscal year (FY) 2009 goal of distributing 4.8 percent of our Recovery Acts funds to prime small business contractors. This amounted to \$288 million. We exceeded this goal by 136 percent, distributing a total of roughly \$396 million to small businesses, respectively.”

EM-3.1 understands that small businesses are often the core to

economic development in the communities EM’s sites are located. EM has set forth goals for each site to strive to reach.

In a March 2010 memorandum EM Principal Deputy Assistant Secretary Dae Chung announced that the prime contract small business goal for EM will be 5 percent for FY 2010 and FY 2011. This 5 percent goal applies to each site as well.

“It is imperative we hire small businesses from the local communities. They are the people who have their lives and families invested in the area, and the cleanup of America’s nuclear footprint is essential to their local eco-system and environment,” Anderson stated.

“Small businesses spark the growth of local economic devel-

opment, are often family-owned and operated, and have more at stake than large contractors. They take great pride in their work and produce excellent results.”

EM recognizes its successful small businesses annually with a number of awards and other acknowledgements following the completion of projects.

“EM rewards for a job well done and for performance on contracts completed by its small businesses,” Anderson concluded. “The best way to reward small businesses is by extending their current contracts or awarding new contracts in the near future. This ensures the companies will continue to prosper and the local economy will flourish.”

## Message from Acting Diversity Manager



For over 26 years, Karyn Collins has devoted her career to the advancement of EM employees as a Management Analyst and Program Manager responsible for the implementation of the EM Leadership Excellence Program (LEP) for managers and supervisors.

Collins formerly worked 20 years as an Employee Development Specialist, teaching and coordinating over 300 training and develop-

ment courses/seminars for over 5,000 Headquarters employees throughout the U.S. Department of Energy. Collins will now use her expertise to progress EM’s diversity and inclusion management as the Acting Diversity Manager at the Forrestal/Germantown Headquarters.

“I’m thrilled to be EM’s Acting Diversity Manager,” Collins said. “Our top priorities right now are to increase the awareness of diversity efforts by treating everyone with respect, being open to the ideas and perspectives of others, and learning more about diversity through training and development activities, open forums, and conferences.

Collins previously held the position of Program

Manager of the LEP training and development courses/activities but was detailed to Acting Diversity Manager following the departure of Diversity Manager Armando Rodriguez.

“Armando did a wonderful job during his tenure and definitely laid a foundation we stand upon now. I intend to increase the awareness of diversity and inclusion that he started by meeting with every DAS, Office Director, and all EM employees about diversity and inclusion. We’ll be posting general information on the Portal that employees can access at their leisure.”

The LEP program which Collins led is one of the most critical Human Capital programs EM has and it has been used as a model for

subsequent use across all the Department of Energy.

“We are planning to demonstrate the importance of diversity and inclusion and express our commitment through building a core values and critical strategic plan,” Collins said. “I would like to see EM truly have an inclusive environment that requires the personal commitment and every employee. Everyone is a personal leader in attaining a workplace of respect and opportunity for all. I strongly encourage everyone to support EM’s diversity efforts by treating everyone with respect, being open to the ideas and perspectives of others and learning more about diversity.”

## Leaders of Tomorrow

James Lynch, General Engineer



BS Environmental Engineering  
University of Wisconsin,  
Platteville  
MS Engineering Management  
George Washington University

### How has your experience with the EMPDC been thus far?

My experience with the EMPDC has been very positive so far, with many opportunities to learn from great colleagues and mentors. The program has given Corps members a great way to network with people all over the EM organization, something that will be invaluable for our future development and career progression through federal service. There is a lot of knowledge in our organization, and the EMPDC is helping to facilitate that information and make a better DOE. The EMPDC has given me a brand new perspective as I move forward to the next step in my career. I consider many Corps members not just colleagues, but my friends, and hope we stay in contact in the future, wherever our paths take us.

### How would you ensure you practice effective diversity and inclusion management when in a managerial position?

I think one of the keys to effective management is trying to embrace our differences and understand that those differences shape us into who we are, and make us all valuable people. To foster diversity and inclusion, interpersonal communication would be paramount.

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## News from the Sites

### Diversity Council Leads the Way at EMCBC

In FY 2006, the Environmental Management Consolidated Business (EMCBC) established a Diversity Council to provide advice and assistance to the EMCBC management team on diversity related plans, policies and programs, and to serve as an advocate for diversity by educating and emphasizing the development and implementation of EMCBC and Secretarial diversity initiatives in the workplace. The Diversity Council was developed to foster a management approach that makes full use of the ideas, talents, experiences, and perspectives of all employees at all levels of the organization.

The Council members are appointed by the EMCBC Director, and integrate 7 Special Emphasis Program Managers; 3 staff members from among key functional units of the organization; and a chairperson who possesses a broad understanding of the EMCBC and has proven leadership and management qualities. The Council works to create an inclusive workplace environment—establishing the EMCBC as the federal employer of choice for prospective applicants.

**Below the EMCBC Diversity Council stands together.**



The Diversity Council's vision is to assist EMCBC management in creating and sustaining an environment, in which all individuals are valued, feel their ideas have merit, and whose talents are fully utilized to benefit the EMCBC and themselves. The Council's roadmap for ensuring that the EMCBC supports and promotes an inclusive environment began with the development of "Diversity Strategic Plan," which incorporates the vision, mission and goals of the Council.

Since its inception, the Council's focus has grown to not only address diversity with respect to Special Emphasis, but to monitor trends in hiring and promotions. The Council has developed key program initiatives such as the EMCBC Employee Culture Climate Survey, a diver-

sity training module for managers/supervisors and employees, and participates in diversity recruitment and interview panels. In FY 2010 the Council plans to establish a Diversity Awards Program, intended to recognize employees and managers who have been champions for diversity initiatives within the EMCBC.

In FY 2010, the Council will be implementing a communications training module for managers/supervisors and employees and launch a new Culture Climate Survey. As a major strategic initiative, the Culture Climate Survey will be designed to capture a snapshot of the organization and its employees' attitudes and opinions concerning diversity, safety and employee satisfaction.

The EMCBC Diversity Council is recognized by management and employees as a key driver for diversity initiatives in the workplace, and for a diversity council to be successful it must have senior management's direct involvement, not just in words, but in representation and action.

### EMCBC Promotes National Women's History Month

The EMCBC is celebrating March as 2010 Women's History Month. Various programs and activities are scheduled throughout the month to recognize and highlight the accomplishments of women today, and throughout history.

The EMCBC, in collaboration with the Greater Cincinnati Federal Executive Board Cultural Diversity Committee, and Feder-

ally Employed Women (FEW), will present a program entitled "Jazz Up Your Career" with a Mardi Gras flavor.

The program, on March 25, 2010 will include topics on Leadership for Federal Employees, and how to develop and enhance Careers through Educational Opportunities.

Additionally, the EMCBC will recognize the month long celebra-

tion by having trivia regarding Women's History and ways women have contributed to society as well as learn about women colleagues who work at the EMCBC. This year's theme is "Writing Women Back into History".

"Discovering stories of our mothers, grandmothers and great-grandmothers will help us better understand their lives, challenges

they faced and ultimately, ourselves and our own times,"

"Recognizing the dignity and accomplishments of women in our own families and those from other backgrounds leads to higher self-esteem among ladies and respect of others," Volk continued. "A balanced and inclusive history recognizes how important women have always been in American society."

## Leaders of Tomorrow

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If we can better empathize with others' feelings, thoughts, and motivations, we can create a much better working environment and do great things as an organization. Often times we all share a common goal or outcome, but just have different ideas on how to reach those goals. As a manager, in order to practice effective diversity and inclusion I would take responsibility for clarity in communication, work to create a climate of trust among my team, and not be afraid to take some risks – giving people the ability to do their jobs without micro-managing goes a long way. We can't wait for perfection, but with diversity and inclusion we can hope to improve.

### How can EM better promote its diverse work staff?

EM can better promote its diverse work staff through programs like the EMPDC. The jobs that we have to fill here in DOE will require a great level of expertise, but with effective training and support, we can give anyone the opportunity to become great leaders. I say leaders because there is a big difference between managing people and leading people, and in order for EM to become great, leadership is necessary. A diverse work staff is going to be the key to a high performance, high reliability organization, because the problems we face are too great to simply discount people because they are inexperienced or come from a different background. EM should work to promote a diverse staff by inspiring them to better understand the goals of our mission, and give people the tools and meaningful work to take pride in their jobs. EM could work to create a great work-life balance for people with work-recreation groups and activities. Who knows, some of our co-workers might just become our friends in the process.

## Leadership Mentorship Program Advances to Phase 2

This Spring the Office of Environmental Management will implement Phase II of the Leadership Mentorship Program (LMP) it launched in 2009 at its Forrestal Headquarters.

The LMP strives to advance EM as a high performance organization by promoting a culture that fosters communication and guidance between our EM leaders and the EM workforce.

It is intended to complement the EM Leadership Excellence Program (LEP) in promoting the personal growth and professional development of the entire workforce, from our newest career professionals to our senior executives.

Phase I of the LMP commenced in September 2009, with announcements on the EM Fedcast

and requests for volunteers from the Senior Executive Services and GS-15 levels. Phase I allowed only those from the SES and GS-15 levels to mentor. All protégés must subsequently be from a lower grade level.

Phase II will allow all EM employees to volunteer as mentors and all employees to request a mentor from an above grade level.

“The LMP really wants to help mentors and protégés advance their leadership competency skills. Allowing EM employees to address areas that they would like to improve on and develop those skills through the program,” said EM LEP Program Manager Ben Rivera.

“During Phase I we had an initial surge of mentor participants. With

Phase II we would like to increase exposure and awareness of the program, as well as participation all across EM.”

Upon completion of formalities, training is conducted online at the [LMP](#) page on the EM Portal.

“Training consists of a 40 minute online video, choices of mentoring types, mentoring process, an understanding of the benefits for the mentor, the protégé, and for EM; critical skills to be an effective mentor or protégé; and obligations and goals each participant is expected to meet,” Rivera explained.

The LMP seeks to improve the leadership competencies addressed by the Executive Core Qualifications from the Office of Personnel Management. These range from “Creativity and Inno-

vation” to “Diversity,” “Problem Solving” and “Influencing and Negotiating.” There are twenty-six total competencies and each mentor and protégé chooses five to focus on and improve during their mentorship experience.

“The LMP relies on the participation of the EM employees involved. They must understand the value of being a mentor or a protégé, have a desire to expand their leadership competencies and be motivated to aggressively communicate with their respective mentor or protégé,” Rivera said.

For more information regarding the LMP please contact Ben Rivera at [Benjamin.Rivera@em.doe.gov](mailto:Benjamin.Rivera@em.doe.gov) or Catherine Brown at [Catherine.Brown@em.doe.gov](mailto:Catherine.Brown@em.doe.gov).

### Better Diversity Tips

The International Personnel Management Association (IPMA) in 2001 concluded a human resource benchmarking project with the National Association of State Personnel Executives (NASPE). The Benchmarking Committee selected the States of Oklahoma, Washington, Wisconsin and the City of St. Petersburg, Florida as best practice organizations in the area of diversity. It was found that these organizations shared some common practices that made them best practice organizations. These practices included:

- The development of a formal process that is contained in laws, rules or procedures. Both human and financial time and resources are devoted to the program.
- Diversity efforts are primarily decentralized with a central governing body outlining requirements of the plans with individual agencies and departments developing their own plans that are tailored to their specific needs.
- Diversity training is not limited to managers, but is extended throughout the workforce.
- Best practice organizations utilize workforce data and demographics to compare statistics reported for the civilian labor force. Occupations with under-utilization are identified and goals are established to reduce the under-utilization.
- Best practice agencies found that requiring affirmative action efforts through law, executive order, or other mandates compels agencies to establish serious goals and to make earnest efforts toward meeting those goals.
- Best practice organizations have established a review committee that is responsible for establishing policies, providing technical assistance, reviewing/approving plans, and monitoring progress toward the achievement of goals.
- Effective diversity programs link recruitment, development, and retention strategies to organizational performance.

### Diversity and Inclusion Portal Page Now Online

The Office of Human Capital and Corporate Services has recently developed a Diversity and Inclusion Portlet on the EM Portal. This Diversity and Inclusion-specific page will include diversity and inclusion-related documents and materials, past “Diversity @ EM” newsletters, EM’s Diversity Strategic Plan, Diversity Policy Statement, training material and other documentation.

Plans in the future are to expand the page to include Diversity Management training, a blog and/or forum to have open discussion pertaining to diversity and inclusion, and links to Diversity websites and better tips to diversity and inclusion management.

Please visit the Diversity and Inclusion Portlet. For more information please contact Acting Diversity Manager, Karyn Collins at 202-586-2691.

Questions or comments? Please e-mail us at [matthew.frownfelter@em.doe.gov](mailto:matthew.frownfelter@em.doe.gov) or call 301-540-7100