

# Inclusivity at NIST: *Update*

**Perseverance:** We take the long view. We use science and imagination to create positive impacts for our stakeholders.

**Integrity:** We are ethical, honest, independent, and objective.

**Inclusivity:** We work collaboratively. We value diversity of people and ideas to attain the best solutions to multidisciplinary challenges.

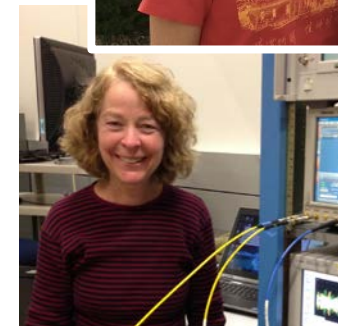
**Excellence:** We apply rigor and critical thinking to achieve world-class results and continuous improvement in everything we do.

# Building Inclusivity Through Equity

## Steering Group for Equity in Career Advancement

- Representatives from across NIST – career laboratory staff, managers, HR and Civil Rights and Diversity Office
- Key advisor to NIST Director and Associate Director for Laboratory Programs

The mission of the Steering Group is to identify the causes of apparent inequities in promotions at NIST for women and minority researchers and make recommendations.



# SGECA Actions to Date

Created additional **training** and staff **engagement** opportunities

Developed and shared new **data analysis** tools and other **best practices**

**Advised** NIST Director and ADLP on promotion criteria, inclusivity summit, and more

Established external **contract** and internal **detailees** to conduct data-driven investigations

# Update: External Study of Promotion Disparity



- University of Oregon COACH to analyze career advancement process for STEM disciplines; identify critical factors in promotion disparity, including causes and trends
- Presented **Preliminary Prevention Plan** to NIST Director and AD's Jan. 31, 2020
- Survey and focus groups targeted for March and April 2020
- Develop sustainable approaches, methods, and models that can be replicated and/or built upon by NIST
- Final presentation targeted April 2021

## About the team:



### Dr. Geraldine Richmond

Presidential Chair in Science and Professor of Chemistry at the University of Oregon, member of the National Academy of Sciences and a National Medal of Science Laureate. Founding and current director of COACH, a grassroots organization based out of UO with mission to increase the number and success of women and underrepresented groups in science and engineering.

### Dr. Celeste Rohlifing

COACH board member and senior executive with broad experience in federal agencies, nonprofits, and national laboratories.

### Dr. Jean Stockard

Professor Emerita at UO and senior research director for COACH. Mathematics and sociology expertise, author on equity issues.

### Ms. Priscilla Lewis

COACH coordinator.

Other team members include Dr. Pamela Cook, UNIDEL Professor of Mathematical Sciences at the University of Delaware; Dr. Mary Silber, Professor in the Statistics Department at the University of Chicago; Dr. Jane Tucker, Principal at J. Tucker Associates; Dr. Barbara Butterfield, Senior Consultant at Sibson; and Ms. Ernestine Taylor, Principal at ET Consulting and Executive Coaching.

## Rotational Assignments to Study Equity, Diversity and Inclusion

- All NIST staff invited to apply for opportunity to spend up to one year on detail to NIST Associate Director of Laboratory Programs
- Pilot effort is partnership between SGECA, Office of Human Resources Management, and ADLP
- Nine proposals received from staff in Boulder, Charleston, and Gaithersburg



**NIST computer scientist Mary Theofanos**

Project: “Assess the Inclusivity of Women at NIST”



**NIST materials scientist Laura Espinal**

Project: “Inclusivity Network Analysis as a First Step to Harness Human and Social Capital for Innovation at NIST”

# Update: Assessing the Inclusivity of Women at NIST



**Purpose:** To explore the differences in the ways in which men and women experience work at NIST.

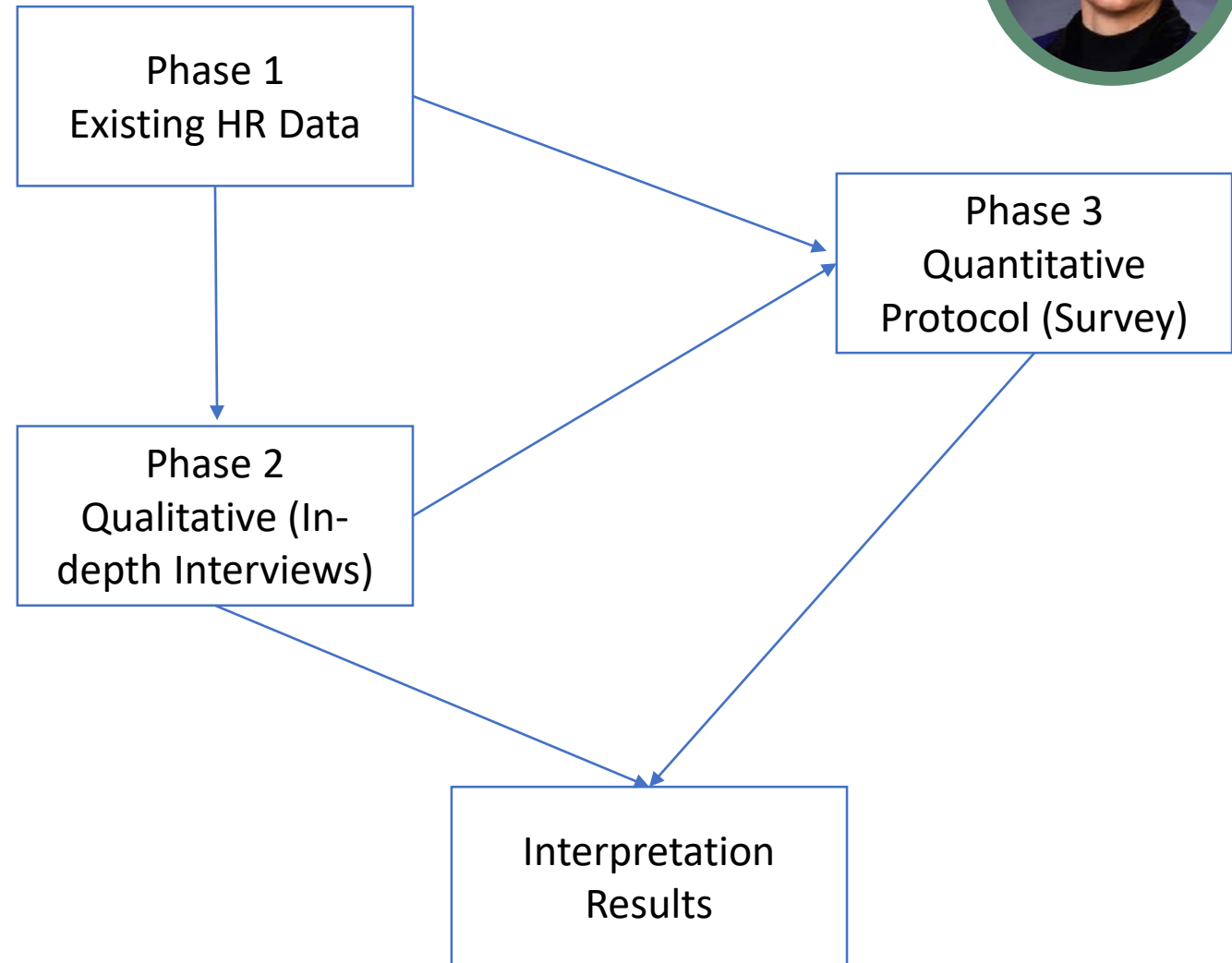
1. Quantitative data cannot explain the how and why.
2. Qualitative data can.

*How do men and women describe their work experiences?*

*What do opportunities for men and women look like at NIST?*

**Progress:**

- Analyzing existing HR data
- Completed 20 of 40 in-depth interviews on staff experiences
- Targeting June for quantitative survey of all Federal staff



Behavioral Science Mixed Methods Approach

# Update: Inclusivity Network Analysis



**Purpose:** develop a method to measure the degree of inclusivity at NIST in several areas, starting with how we interact with each other in publishing the results of our research.

**Approach:** mapping networks and “clustering patterns” of interaction among NISTers according to various diversity categories, such as general demographics, expertise, and work history.

**Impact:** writing papers is an activity critical to our mission that could be used to highlight contributions from teams that include not only feds but also associates, a subgroup in our STEM workforce that at times feels excluded.



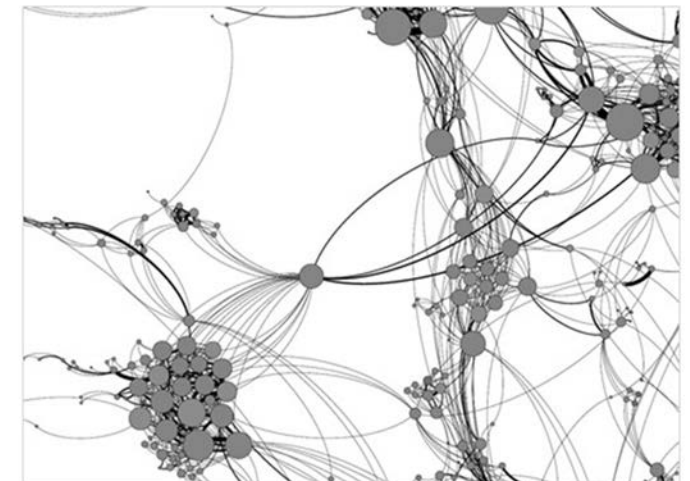
**Status:** completed a lengthy internal NIST review for:

- IT security
- IT privacy
- Human subjects

*Proof of concept developed with preliminary data in partnership with the Information Services Office*

## Mapping co-authorship in Scientific Papers

The plan is to map how NIST authors interact with one another to publish scientific work.



*Includes Feds and Associates*



# Update: Training Opportunities

In FY 2020, SGECA is again partnering with Office of Human Resources Management, and Civil Rights and Diversity Office to offer training. Sample courses:

“Disrupting  
Everyday Bias”

“Inclusive  
Leadership”

“Difficult  
Conversations in a  
Diverse Workplace”

“What’s your  
Micro Trigger”

“Bystander  
Intervention”



# New Mentoring Program

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## DYNAMIC MENTORING **ORIENTATION**

Presented by  
Kathy Wentworth Drahosz



Randomly selected 75 participants from federal employee applicants  
Orientation sessions in Gaithersburg and Boulder: 150 mentees & mentors  
Matching process is happening NOW  
Training targeted for March

# Organizational Ombuds

NIST is piloting an Organizational Ombuds to provide support and assistance to members of the NIST community in addressing work-related conflicts.

The NIST Ombuds will:

- Provide a safe place to share thoughts and confidences
- Listen without judgment
- Help analyze situations
- Provide information on NIST policies, processes and procedures
- Help construct approaches to resolve stated issues
- Refer individuals to other available resources
- Identify trends and systemic issues
- Operate according to the International Ombudsman Association's Code of Ethics

# Learning from Experts

## It's a Journey: Creating a Culture of Inclusion at Rockwell Automation

### SPEAKERS



**David Vasko**  
Director, Advanced Technology  
NIST VCAT Member



**Michele Matthal**  
Director, Culture of Inclusion &  
Diversity

While increasing the number of women and people of color in technology is partially about opening up opportunities to do so, it's also about creating a workplace culture where all employees can thrive. But culture change cannot be led by women and people of color alone. Engaging the dominant group (white men) in the conversation is critical, and yet is an often-overlooked step. In this session, participants will discover strategies for creating an inclusive workplace culture, by the example shared by a Catalyst Award-winning company (Rockwell Automation). Come learn how you can enhance your inclusive leadership skills to create fundamental culture shifts at work.

**Thursday, February 13<sup>th</sup> at 1:00 PM ET**

**Green Auditorium (VTC to 1-1107 & BlueJeans\*)**

\*email [heather.evans@nist.gov](mailto:heather.evans@nist.gov) for BlueJeans connection information

*This talk is sponsored by the NIST Steering Group for Equity in Career Advancement*

# Other Activities



Data analysis on demographics, starting salaries, time-in-band, and more



Formalizing conduct expectations



Promoting philosophies and practices that lead to fairness and equity



Teams focused on sharing analysis tools and implementing solutions

**Ongoing efforts to better understand issues where equity, inclusion, and diversity require attention and action**

