OFFICE OF THE GENERAL COUNSEL
Division of Operations-Management

MEMORANDUM OM 12-49 April 16, 2012

TO: All Regional Directors, Officers-in-Charge, and Resident Officers

FROM: Anne Purcell, Associate General Counsel

SUBJECT: Inclusion Training

The Division of Operations Management in partnership with the Office of Employee Development (OED) will very shortly be implementing a training program on workplace inclusion that will be conducted for all staff members in Regional Offices during FY 2012 and continuing into FY 2013.[1]

The purpose of the program is to identify and reinforce the benefits of an inclusive culture that promotes behaviors which maximize the benefits of diversity within the Agency and reduces the likelihood of misunderstandings within our offices. The program will focus on how preconceived notions or unconscious bias can lead to undesirable outcomes. It will also examine how individual differences can be leveraged to improve employee and Agency performance.

Each session will be 1 1/2 days. If your office has been scheduled for two sessions (both instructors listed on the schedule), your staff will be divided into two equal-sized groups which will meet simultaneously in different rooms. The first day will consist of a 6 hour session for the entire staff, including supervisors and managers. The second day will consist of a 3 hour session for supervisors and managers only. The objectives for the two days are as follows:

1st Day (For all staff):

1. Explore unconscious assumptions and actions that can lead to workplace tension.
2. Define and explore how elements of diversity can create and sustain an inclusive work environment.
3. Apply and practice inclusion skills.

2nd Day (For managers/supervisors):

1. Explore managers' affirmative responsibility to keep the workplace free of discrimination and harassment by following EEO and Merit Systems principles, and avoiding prohibited personnel practices.

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[1] The employees in Regions 7, 28 and 29 were trained in FY 2011.

2. Explore how to lead a diverse workforce through self-awareness, self-management, and interpersonal skills.
3. Practice skills for leading a diverse workforce.

Attached is the training schedule for this program.[2] Given the importance of this training it is expected that all managers, supervisors, and staff will attend.

Using the linked form below, please provide Dustin Norwood, HR Development Specialist in the Office of Employee Development, with your availability to telephonically discuss with the consultant any concerns and/or suggestions for your region's session(s). You should plan to have this discussion 1 to 2 weeks prior to the scheduled training. Before this conversation with the consultant, we ask that you meet with the local union representative and EEO counselor in order to identify any concerns that they wish to have the consultant address during the training. Please share these concerns during your conversation with the consultant.

Dustin will be forwarding a template email that you may use and modify to announce the training to your staff. Of course, how you choose to announce the program is completely up to your discretion. In addition, please provide him with the name of an office contact, possibly the office manager, with whom he can arrange details such as classroom space, materials, etc. by completing the following link by April 25, 2012.

Workplace Inclusion Planning Form

Practicing inclusion and open communication will make your jobs easier by reducing the possibility of conflict within your office and will contribute to the Agency's mission by helping create and foster high performance teams that more effectively utilize the unique attributes of every employee. Thank you in advance for your support on this project.

Dustin will manage the program. Please direct all questions regarding scheduling, materials, etc. to him. If you have any other questions about this matter, please contact me or your AGC or Deputy.

/s/
A.P.

cc: NLRBU
Attachment

[2] Where it is more cost effective, satellite offices have been scheduled for their own onsite sessions.

DATE	LOCATION	INSTRUCTOR
4/23/12 – 4/24/12	PITTSBURGH	C
5/8/12 – 5/9/12	Washington, DC Operations Management (HQ)	C
5/14/12 – 5/15/12	CHICAGO	N & C
5/16/12 – 5/17/12	INDIANAPOLIS	N
5/21/12 – 5/22/12	SEATTLE w/ Anchorage (RO)*	N & C
5/23/12 – 5/24/12	PORTLAND	N
6/4/12 – 6/5/12	NEW ORLEANS	C
6/6/12 – 6/7/12	MINNEAPOLIS w/Des Moines (RO)*	N
6/11/12 - 6/12/12	MILWAUKEE	C
6/18/12 – 6/19/12	LOS ANGELES (31)	C
7/9-/12 – 7/10/12	PHILADELPHIA	N & C
7/11/12 – 7/12/12	BALTIMORE	N & C
7/16/12 – 7/17/12	WASHINGTON, DC (RO)**	C
7/23/12 – 7/24/12	HONOLULU**	C
8/1/12 – 8/2/12	ALBANY (RO)**	N
8/1/12 - 8/2/12	BUFFALO	C
8/7/12 – 8/8/12	FT. WORTH w/ Houston (RO) w/San Antonio (RO)*	N & C
8/13/12 – 8/14/12	ST LOUIS	C
8/15/12 – 8/16/12	PEORIA **	C
9/5/12 – 9/6/12	HARTFORD	C
9/10/12 – 9/11/12	OAKLAND	N & C
9/19/12 – 9/20/12	TAMPA w/ Jacksonville (RO)	C
9/19/12 – 9/20/12	Miami (RO)**	N
9/24/12 – 9/25/12	BOSTON	N & C
10/2/12 – 10/4/12	CLEVELAND	N
10/10/12 – 10/11/12	DENVER	N
10/17/12 – 10/18/12	LOS ANGELES (21) w/San Diego (RO)*	N & C
10/22/12 – 10/23/12	KANSAS CITY w/ Tulsa (RO)*	C
10/22/12 – 10/23/12	WINSTON-SALEM	N
10/29/12 – 10/30/12	NEWARK	N & C
11/5/12 – 11/6/12	MEMPHIS w/Little Rock (RO) & Nashville (RO)*	N
11/5/12 – 11/6/12	ATLANTA	C
11/7/12 – 11/8/12	BIRMINGHAM (RO)**	C
11/14/12 – 11/15/12	CINCINNATI	N & C
11/19/12 – 11/20/12	SAN FRANCISCO	N & C
12/5/12 – 12/6/12	PUERTO RICO	C
12/11/12 – 12/12/12	MANHATTAN	N & C

N – Training to be conducted by Nancy Rosenshine
C – Training to be conducted by Camela Williams
* - Denotes Satellite Office will travel to the Regional Office to attend the training.
** - Denotes that Satellite Office will be provided its own session