



# Diversity @ EM

A publication of the Office of Human Capital and Corporate Services

## November/December 2010

### Calendar of Events

#### November

American Indian/Alaskan  
Native Heritage Month

#### November 1

All Saints Day  
Day of the Dead (Mexico)

#### November 6

John Phillip Sousa's Birth-  
day

#### November 9

World Freedom Day

#### November 11

Veteran's Day

#### November 16

Dutch American Heritage  
Day

#### November 25

Thanksgiving Day

#### November 29

Education for All Handi-  
capped Children Act (1975)

#### December 1

Rosa Parks Day  
Hanukkah begins  
World AIDS Day

#### December 7

National Pearl Harbor Re-  
membrance Day  
Al Hijrah

#### December 10

Human Rights Day

#### December 12

Frank Sinatra's Birthday

#### December 15

Tatanka-Yatanka's (Sitting  
Bull) Birthday

#### December 20

Sacagwea's Birthday

#### December 21

Winter Solstice

#### December 23

Joseph Smith's Birthday

#### December 25

Christmas

#### December 26

Kwanzaa

### Communication Key for DAS Gilbertson's Diversity Management

As a member of the Office of Environmental Management for nearly twenty years, Deputy Assistant Secretary Mark Gilbertson has witnessed the evolution of the EM workforce. As the nation becomes more diverse and the pool of candidates from which EM can select from, Gilbertson has witnessed greater representation of minorities in the workforce. With that he states there has been a much greater diversity of thought that is vital to EM accomplishing its mission.

Currently serving as the DAS of Program and Site Support, Gilbertson is charged with reducing the technical risk and uncertainty in the Department's cleanup programs and projects. Gilbertson has been with the Department of Energy since 1988 and earned a B.S. in Chemical Engineering from the University of Wisconsin in 1981.

To show his support to the Office



of Diversity and Inclusion and to emphasize the dramatic changes the EM workforce has witnessed during his time, Gilbertson met with "Diversity @ EM" to be featured as the November/December interview.

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

The importance of having a diverse workforce is that it results in

a broader pool of thoughts and ideas. To have a workforce that is diverse in the backgrounds and cultures of its employees creates an environment where everyone accepts their colleagues and their differences and all work together for a better solution.

**How do you ensure that you incorporate principles of diversity and inclusion into your managerial practices?**

It is important for managers to listen to all employees. Communication is key to success and to continue to move forward we all must listen more, create opportunities for employees to speak openly, and give people an outlet to be heard.

I encourage participation in meetings, request internal and external stakeholders to address problems and concerns openly, and to embrace transparency.

Continued on page 2

### American Indian and Alaska Native Heritage Month November 2010

The first American Indian Day was celebrated in May 1916 in New York. Red Fox James, a Blackfoot Indian, rode horseback from state to state, getting endorsements from 24 state governments, to have a day to honor American Indians. In 1990, President George H.W. Bush signed a joint congressional resolution designating November 1990 as "National American Indian Heritage Month." Similar proclamations have been issued every year since 1994.

The Department of Energy's "American Indian Policy" outlines seven principles in its decision making and interaction with Federally recognized Tribal governments. Moreover, it requests that all Department elements ensure Tribal participation and interaction regarding pertinent decisions that may effect the environmental and cultural resources of Tribes.

#### Seven Guiding Principles:

1. Recognize the Department's trust responsibility.
2. Commit to a government-to-government relationship.
3. Consult with Tribes to assure rights and concerns are considered prior to taking actions, making decisions, or implementing programs.
4. Consult with Tribes about potential impacts of proposed DOE actions on cultural resources or religious concerns that will avoid unnecessary interface with traditional religious practices.
5. The Department will initiate a coordinated effort for technical assistance, economic self determination opportunities and training.
6. The Secretary of Energy will conduct periodic Tribal summits.
7. Work with other Federal and state agencies to clarify roles, responsibilities, and relationships as they relate to Tribal matters.

**Gilbertson continued**

Today communication has many different mediums that can be taken advantage of. We have newsletters such as this one and the EM Update Newsletter. We have the EM website and intranet, as well as social networks like Facebook, that give EM’s employees and stakeholders the opportunity to give and receive information, questions, and etc. All these must be utilized.

Externally, as the DAS of Program and Site Support, it is important to communicate with local communities and stakeholders, which are often very diverse in demographics.

We emphasize that people are our greatest asset by providing temporary jobs during the years of cleanup seeking to create energy parks, and disclosing our plans for the future of the sites. It is important to always keep the surrounding communities of our sites informed, and create a transparency that will develop a lasting, working relationship.

**How can EM accomplish Goal 7 of it’s “Journey to Excellence” through Diversity and Inclusion?**

In my twenty years with EM I have witnessed a dramatic change in the culture of the organization. In the past it seemed as if EM was a “secret” organization within the Department. Today we are becoming more public and increasing our outreach and recruitment.

Programs such as Florida International University reach out to potential students, exposing a young workforce to our cleanup efforts, and helping to recruit diverse employees. EM is transforming into a “community environment,” and beginning to attract younger, more diverse demographics.

**In recognition of American Indian and Alaskan Native Heritage Month, how can EM better its relationship with Native tribes?**

It will always be important to

continue to grow a relationship with nearby tribes of EM sites. We must constantly maintain open communication and relay the message that EM’s work is a work in progress and always will be, but we are striving to make the land a usable resource as it was once in the past.

**What message would you like to personally deliver to the EM workforce?**

All employees should know that each individual is important to the success of EM and EM cannot succeed unless all contribute to it’s mission. To continue to move forward and accomplish our mission, each of us must speak up and be heard to address concerns as well as praise others.

We will grow stronger as an organization when all of us work together, regardless of our differences. We must recognize that management cannot be successful without each individual’s contributions.

**Organizational Climate Group Formed in EM-4.1**

EM’s Organizational Climate Group, OCG, has the mission to serve as the focal point for improving employee satisfaction and improved work environment.

Managed by Tim Harms of EM-4.1, OCG is not a permanent office but Group Leader Anita Iacaruso and her colleagues seek to make an immediate impact.

Iacaruso says the group’s goal is “to make EM a better place to work for all employees. We want to create the atmosphere for all to succeed.”

Since May, Iacaruso has been organizing her group, establishing its mission, goals, and the functions in which to accomplish such ambitions. Her team consists of five members—herself; Gerald Kassalow; Linda



EM’s Organizational Climate Group. From left to right: Gerald Kassalow; Anita Iacaruso; Shirley Campbell; Linda Truex; and Brent McCants.

Truex; Shirley Campbell; and Brent McCants. The team also has great support from Phil Amiretto and Barry Clark.

With full support from Assistant Secretary Triay, and Chief Business Officer Merle Sykes, Iacaruso says they have already discovered important aspects of the EM workforce.

“Most importantly we have

learned that EM managers truly care about their employees and subordinates,” Iacaruso said. “Often as individuals and workers we do not feel appreciated or valued by our managers. We are working with managers to be more engaging and demonstrative of their care and appreciation of their employees.”

Much of the feedback that the OCG has used to gauge EM’s current workforce climate has been collected from EM ombudsman reports, Employee Viewpoint Surveys, and personal interviews. Surveys are beneficial for they provide hard, quantifiable data. Interviews allow employees to speak openly about their experience and are qualitative, says Iacaruso.

Continued on page 4

**Leaders of Tomorrow**



Cameron Salony  
Public Affairs Specialist  
Richland Operations Office

Utah State University  
BS Journalism  
BS Communications

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

- Thus far I am impressed with the magnitude of talent that exists in the EM workforce. I have met so many people with sundry backgrounds who are eager to share their experiences and “lessons learned” with a young worker like me. These mentoring opportunities are as frequent as they are beneficial. There are so many intelligent individuals working as a team to clean-up multifaceted waste sites in a manner that is safe to workers, the public and the environment. The EM complex itself is immense and there is so much to learn. The EMPDC program has been a great introduction to EM and DOE as a whole.

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

- I recently had the opportunity to attend a DOE-HQ event in which Greg Smith, a motivational speaker who has made a successful career in communication while living with a neuromuscular disease, said that hiring a disabled worker is not an act of charity, but is good business sense.

## News from the Sites

### Richland Office Has Much Work Planned with Local Tribes

It is the job of DOE Richland Operations Office's Tribal Affairs and Cultural Resources Manager Jill Conrad to work with the Yakima Nation, Nez Perce Tribe, Confederated Tribes of the Umatilla Reservation, and the Wanapum to have their voice heard as sovereign governments with a keen interest in Hanford lands.

"Working with Indian Tribes on the cleanup of the largest area affected by nuclear operations while respecting tribes' cultural resources and religious practices is a real challenge," says Jill Conrad.

There are many religious and sacred tribal locations within the Hanford Site, as well as historic and cultural resources that have remained undisturbed since the time of the Manhattan Project.

In the 586 acres that make up Hanford, there are sacred mountains that were used for religious purposes, numerous areas of prehistoric artifacts and Indian burial grounds. Rattlesnake Mountain, a large treeless ridge overlooking the Hanford site, continues to have religious meaning for the Yakama, Nez Perce, Umatilla, Wanapum Indians.

DOE managers worked with the Tribes to clean up and clear debris from the mountain. The Tribes hope to one day use the mountain again.

In recognition of November as American Indian and Alaskan Native Heritage Month, the Tribal Affairs and Cultural Resources Program is increasing efforts to promote awareness and education of Tribes involved at Hanford.

The program will be leading a full-day training session that is designed to clarify misperceptions, provide accurate informa-

tion, and build bridges between the large federal agency and surrounding tribal people.



Wanapum Tribal Leader Rex Buck talks with DOE Secretary Chu and Richland Tribal Affairs Program Manager Jill Conrad

"For one day we are providing a management training that will educate DOE managers on policy, tribal governments, protocols, and tribal relations as it is spelled out in the DOE American Indian and Alaskan Native Tribal Government Policy," Conrad said.

Tribal elders and professionals from the local tribes are partnering with the Tribal Program to share personal experiences and views with DOE management. While Conrad will discuss DOE's Tribal Government Policy and related federal guidance, the tribal professionals will lead discussions about how their tribal governments work, what protocols visitors should know, how to effectively communicate with the tribal officials, the history of tribes at Hanford, and the cultural and historic resources at Hanford.

RL Tribal Affairs Program will coordinate tours for DOE employees hosted by federal and contractor archaeologists who will share the history of the site before the reactors were built for two Fridays in November. "Guided by professional archaeologists, they will learn about the value of the site's cultural resources, sacred landmarks, and history of the tribes who once resided here," Conrad said.

Efforts to increase awareness throughout the Tri-Cities community include facilitating tribal visits to local schools to discuss with students the history of the area, and the origin of many of the local school names.

"Chief Joseph Middle School, Sacajawea Elementary and Kamiakin High School are names of schools in our area," Conrad said. "Allowing the students to hear first-hand from descendants of these tribal leaders will be quite the experience for them."

Further efforts with local tribes involve the site hosting tribal math and science camp this past summer, allowing middle school students to visit the site. "We had nearly 40 Nez Perce middle school students visit the site, they heard about cutting edge technologies invented at Hanford by the scientists who work here," Conrad said.

Conrad credits improved relations with local tribes to the current management in place. "Having Assistant Secretary Inés Triay's personal interest and leadership in working with tribes, and the support from Richland Operations Office Manager Matt McCormick and Office of River Protection Manager Dave Brockman is crucial," she says.

"To have a good working relationship with the tribes, we really need a top-down approach," Conrad said.

"There are continuing issues between DOE, the community, and the tribes here at Hanford," Conrad says, "but DOE Management support, along with the focus of the Obama Administration has improved tribal relations and shined a spotlight on this important relationship that all the parties are committed to enriching."

### Leaders of Tomorrow

I think perspective such as this is vital to promoting diversity and inclusion within the workforce. If I were in a managerial position I would be an advocate of having more of these types of events.

#### What do you believe EM could do to better promote its female employees?

- My permanent and rotational supervisors are actually all female. It has been wonderful to work with each one of them. Each of them has given me one-on-one mentoring that will benefit my career. I try to do my part to promote these my wonderful supervisors in my conversations with other EMPDCs and EM employees in general. Better promotion doesn't just have to come from senior leadership; it can also come from the employees.

#### What do you hope to accomplish as a member of the EMPDC?

- I am in the final stages of completing a 30-minute documentary film about the Hanford Nuclear Reservation. It has been a huge project to manage, but it was a magnificent way to interact with stakeholders, managers and contractors. Since I do not have a technical background, I've also tried to step more into the technical world of DOE through my rotational assignments. I've worked with RL's Site Infrastructure team and the Pacific Northwest National Laboratory. I hope to gain even more technical knowledge in the future.

## Environmental Justice Assists EM in Native American Relations

In 2000, the Department of Energy, along with twelve other agencies, attended a roundtable discussion in Albuquerque, New Mexico to address current relations with the Native American tribes of the United States.

The collection of agencies became known as the IWG, Inter-agency Working Group, who collectively sought to effectively and collaboratively improve Native American relations.

Spearheading efforts of the IWG was DOE employee Melinda Downing. "Following the policies and direction of Executive Order 12898 of 1994, the IWG was created," Downing said.

"The goals of the Albuquerque roundtable were to collectively meet with tribe representatives to first converse with the tribal communities, and then collaboratively develop efforts to resolve issues."

Presidential Executive Order 12898, "Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations," directed the federal government to make envi-

ronmental justice a part of the federal decision-making process. In addition, it focused attention on the health and environmental conditions in minority, tribal and low-income communities with the goal of achieving environmental justice and fostering non-discrimination in programs that substantially affect human health or the environment.

Established by DOE to address such initiatives, the Office of Legacy Management, Office of Environmental Justice appointed Melinda Downing to Director in 2004.

With her experience within the IWG, Downing is well versed on the relationships with the tribal communities DOE is involved with.

"During the 2000 roundtable, we wanted to ensure the tribal communities that they were not an afterthought to federal agencies, and to further develop the unique relationship of tribal sovereignty and government-to-government communications," Downing said.

"We discovered that there was a

lack of trust and responsibility, as well as Native Americans did not appreciate being labeled as "minorities," a term common within Environmental Justice.

The Final Report of the American Indian and Alaskan Native Environmental Justice Roundtable released on January 31, 2001 includes extensive information and dialogue from the event.

"To increase trust and further develop a working relationship with the tribes, we had representatives of each tribe who participated to review our final report. Ensuring all members were satisfied with the report and all issues or discrepancies were corrected," Downing said.

Today efforts are continuing and the November 2009 Presidential Memorandum to improve tribal consultation displays the President's commitment to Native Americans.

In recent years the IWG has reconstituted its organization and efforts. There have been efforts by the Department of Energy and Department of Justice to develop

agency-wide training that will educate employees on tribal relations, communication, history, and cultural relevance of sites. At the Office of Environmental Management, Tribal Relations Manager Brent Petrusek is working with EJ to develop an EM Tribal Relations Training Program, one similar to that of DOE's and DOJ's that was recognized by the Office of Personnel Management.

Quentin Pair, an attorney at the Department of Justice, Office of Environmental Enforcement, and colleague of Melinda Downing, addressed the fact that of all 500-plus treaties and agreements that the U.S. government has participated in with tribes of the nation, all have been broken by the government.

"Over the past decade we have seen an increase in trust from the tribal communities," Downing says. "It will continue to be a work in progress but the tribes truly believe in our efforts. We will continue to make Native American relations an utmost priority."

## Organizational Climate Group continued

Interviews allow employees to speak openly about their experience and are qualitative, says Iacaruso.

Early initiatives and programs that OCG is implementing is the EMPower Program.

"EMPower cards allow managers to immediately praise individuals for the accomplishments and efforts," Iacaruso said. "They will be in addition to EM's current acknowledgements and rewards. This gives managers the opportunity to immediately show value and gratification to their employees."

The first phase of EMPower will consist of cards that will be in the possession of managers and awarded to individuals when the manager deems worthy, without the standard steps to award past

recognitions.

"Consider the EMPower Program as a 'pat on the back,' 'thank you' from managers," Iacaruso said. "We all enjoy being praised and knowing our work is valued. This is a way for managers to do so."

EMPower cards were delivered to all supervisors on October 25 and were presented to the EM workforce at the awards ceremony on October 26.

OCG is reviewing EM's Flexiplace Plan, a plan that hasn't been revised in over ten years.

"The last time EM's flexiplace plan was updated was 2000. It still includes details on how to connect to dial-up internet," Iacaruso said. "We're reviewing the plan to update it, to modernize it for today's workers."

OCG plans on updating the goals of the flexiplace plan, increasing the number of employees permitted to participate in the program, updating any websites and locations that employees may seek information, updating points of contacts, including information released from the Deputy Secretary, and updating protocol for dealing with inclement weather.

Focusing on the Forrestal, Germantown, and Cloverleaf headquarter sites, OCG is measuring EM against the Employee Viewpoint Surveys and the annual Best Places To Work report in conjunction with the team working on Goal Seven of the Journey to Excellence..

"We want to be up there with the Nuclear Regulatory Commission, which is regularly rated as one of

the best places to work," Iacaruso said. "We know it's not going to happen over night, but annually we want to increase our ranking and work our way up amongst the best places to work in the federal government."

Backed by Assistant Secretary Triay and a necessary component to accomplish Goal Seven of the EM Journey to Excellence Plan, the OCG wants to emphasize that to be successful it must receive feedback from the individuals of EM.

"We are more than welcomed to accept any feedback, and encourage employee participation with the OCG," Iacaruso says. "We are anxious to hear all ideas and opinions that will help transform EM into the work environment that all employees enjoy."