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**WORKPLACE DIVERSITY TRAINING STRATEGY**

**Presented to:**

**UNITED STATES AGENCY FOR  
INTERNATIONAL DEVELOPMENT**

**Presented by:**

**BANKS ASSOCIATES  
HERNDON, VIRGINIA**

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## INTRODUCTION

## Introduction

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This document presents the Workplace Diversity Training Strategy for the U. S. Agency for International Development. The following parts of the Diversity Training Strategy are described in the document:

- o The Agency context within which the Workplace Diversity Training Strategy will be implemented
- o A view of Workplace Diversity
- o The Workplace Diversity training need
- o Workplace Diversity training activity
- o A training evaluation framework

This document is the product of a workplace diversity training analysis that was conducted for the Agency. The analysis involved gathering information during interviews, meetings and the review of documents.

AGENCY CONTEXT FOR  
WORKPLACE DIVERSITY

## Agency Context

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An important part of the Workplace Diversity Training Strategy is a picture of the Agency context within which the training will be conducted. This picture serves two purposes for the Agency's Workplace Diversity training initiative.

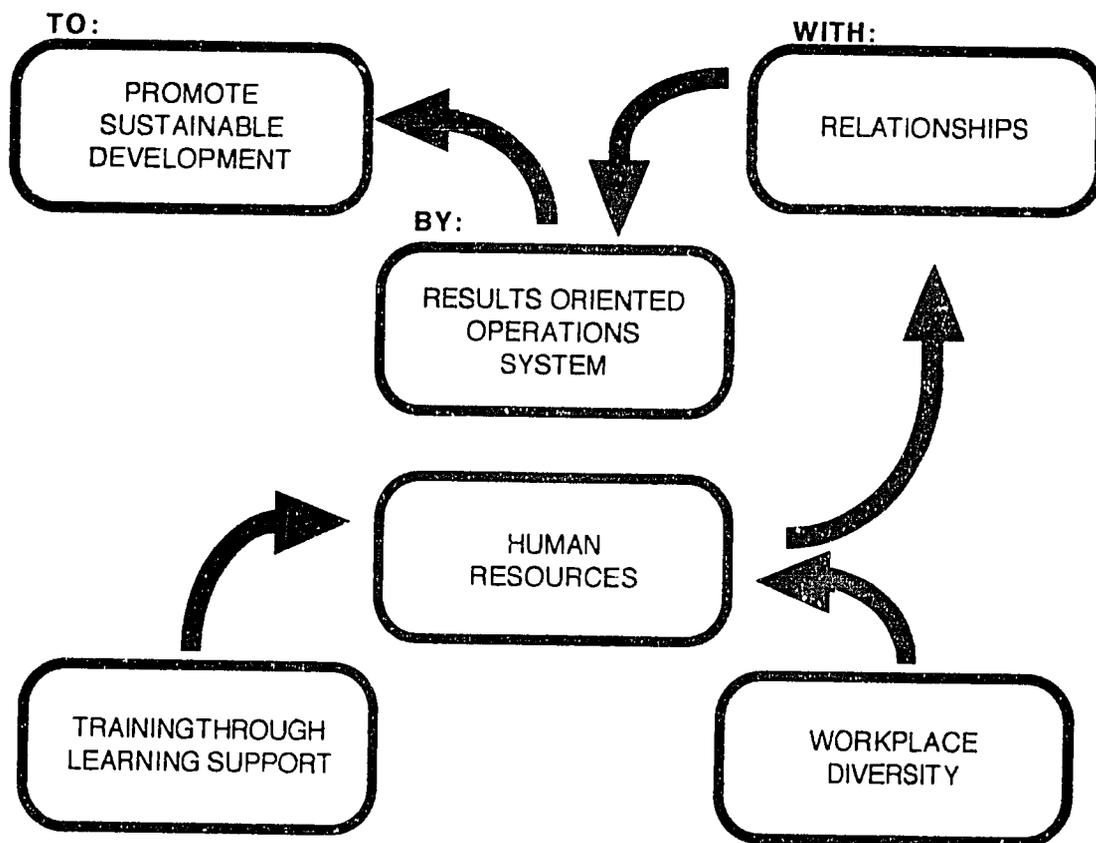
First the picture provides a view of the key elements of the Agency's operating effectiveness. This makes it possible to relate Workplace Diversity training to these key elements of Agency effectiveness so that the Workplace Diversity training supports and is integrated with these key elements. In addition, this integration reduces the likelihood that Workplace Diversity training will be seen in isolation from the key elements of Agency effectiveness. This isolation leaves the potential for Workplace Diversity training to be viewed as a barrier to rather than a contribution to overall Agency effectiveness.

A second purpose for the Agency picture is that it establishes a framework for assessing the impact of Workplace Diversity training on the overall Agency operation. Each of the key elements of Agency operation provide a reference point for training evaluation.

Workplace Diversity is being implemented within U.S.A.I.D. at a time when the Agency is undergoing significant analysis and change with regard to how it does business. A.I.D. is taking significant steps to make itself the kind of organization that effectively responds to changes in the environment in a timely manner to continuously improve with regard to fulfilling its overall mission. To be effective, Workplace Diversity training needs to be integrated with these Agency initiatives.

The picture of the future direction of the Agency begins to unfold in the key elements of the Agency's mission. (See Figure 1.) These elements within the mission are what the Agency is attempting to accomplish overall, by what processes or strategies, and with what relationships or partners. Supporting the key mission elements is the Agency function of Human Resources which includes the important areas of training or Learning Support and Workplace Diversity. A.I.D. has identified its overall purpose to be that of promoting Sustainable Development by means of an Agency strategy of a Results Oriented Operations System involving many working relationships including the Agency workforce.

**FIGURE 1  
USAID MISSION OVERVIEW**

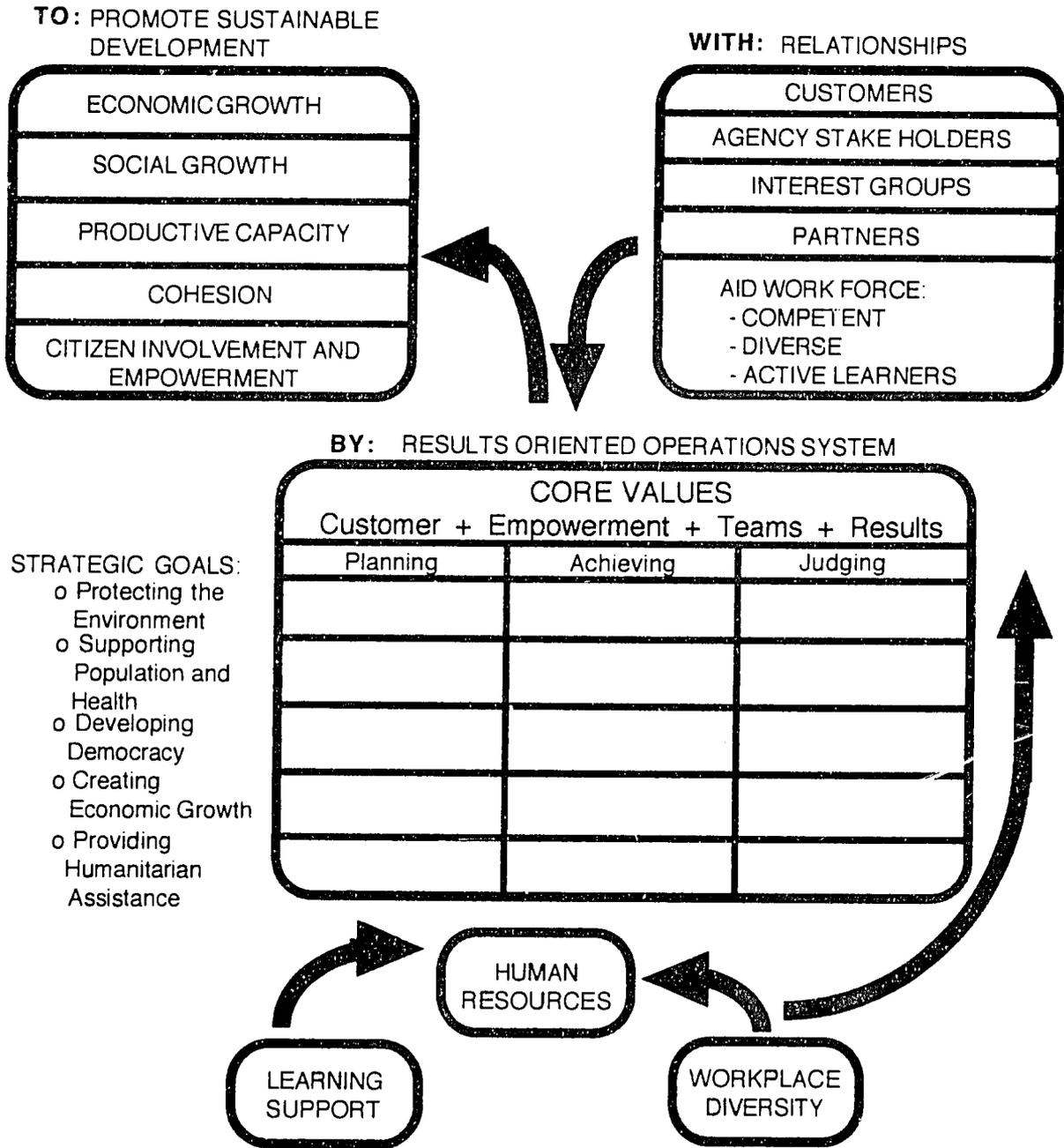


Each of the key elements of the Agency picture can be further described. (See Figure 2.) U.S.A.I.D. will be seeking to achieve several goals involved with promoting Sustainable Development including, for example, economic and social growth. The process of a Results Oriented Operations System will address several strategic goals including, for example, Protecting the Environment and Providing Humanitarian Assistance.

As a part of achieving it's strategic goals A.I.D. is participating in the National Performance Review for which its major focus is that of "Changing Internal Culture." A.I.D. has initiated a reengineering effort directed by the A.I.D. Office of Management. This initiative consists of, in part, a series of Business Area Analyses that address areas such as, for example, Budgeting, Operations, and Human Resources.

This reengineering effort is helping A.I.D. adopt a Results Oriented Operations System that will help A.I.D. transform itself into a learning organization.

**FIGURE 2.  
USAID MISSION DESCRIPTION**

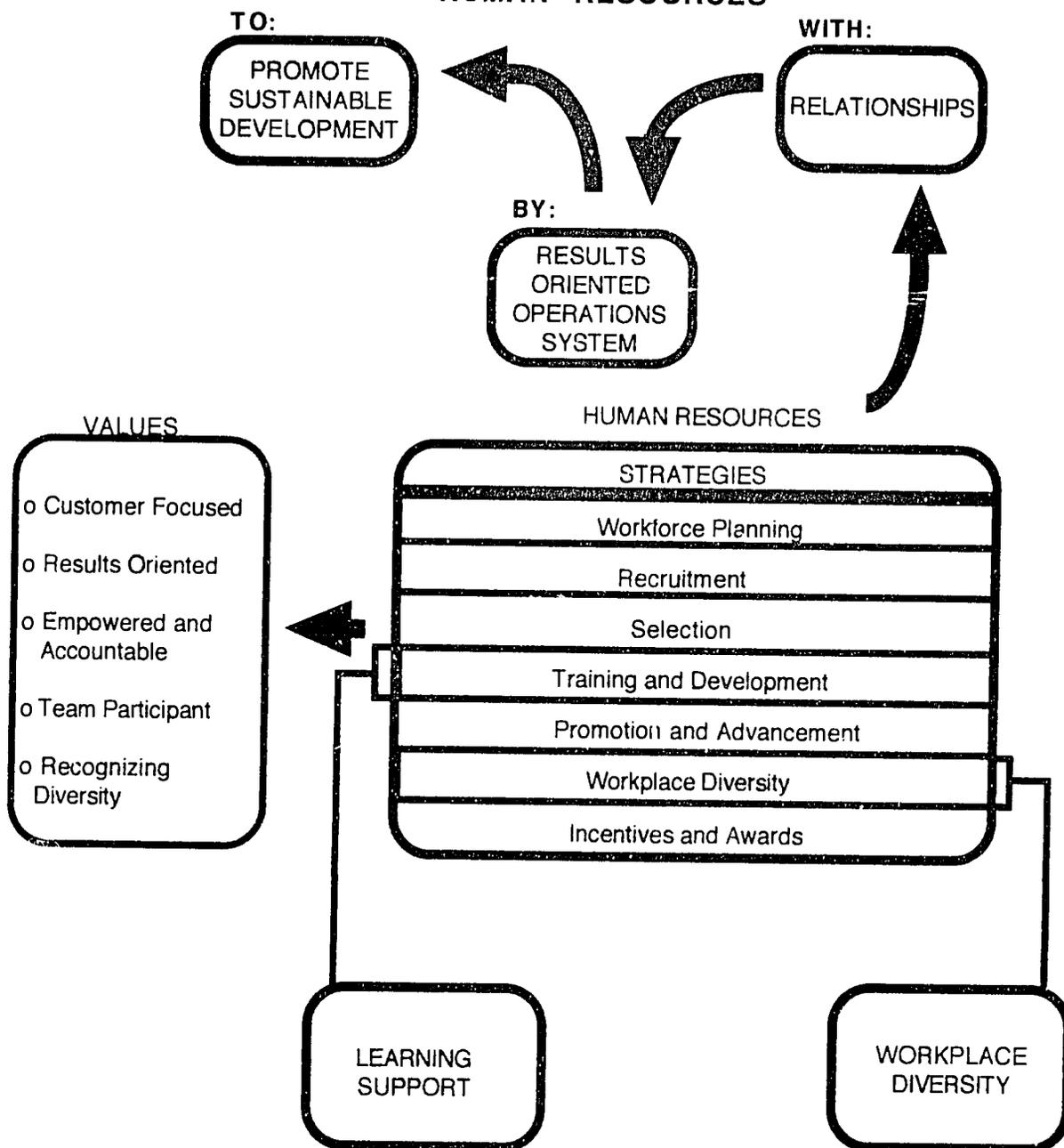


A.I.D. has a number of relationships involved in the Results Oriented Operations System leading to the accomplishment of the strategic goals and the promotion of Sustainable Development. These relationships will include a workforce that consists of diverse, competent, active learners who will fully participate in and contribute to the process of continuous organizational improvement.

## Agency Context

The key function for accomplishing the A.I.D. mission will be that of Human Resources. (See Figure 3.) Human Resources will have an important impact on the relationships in the Agency mission. The area of Human Resources will continue to involve the acquisition, preparation, support, development and advancement of a competent, diverse, workforce.

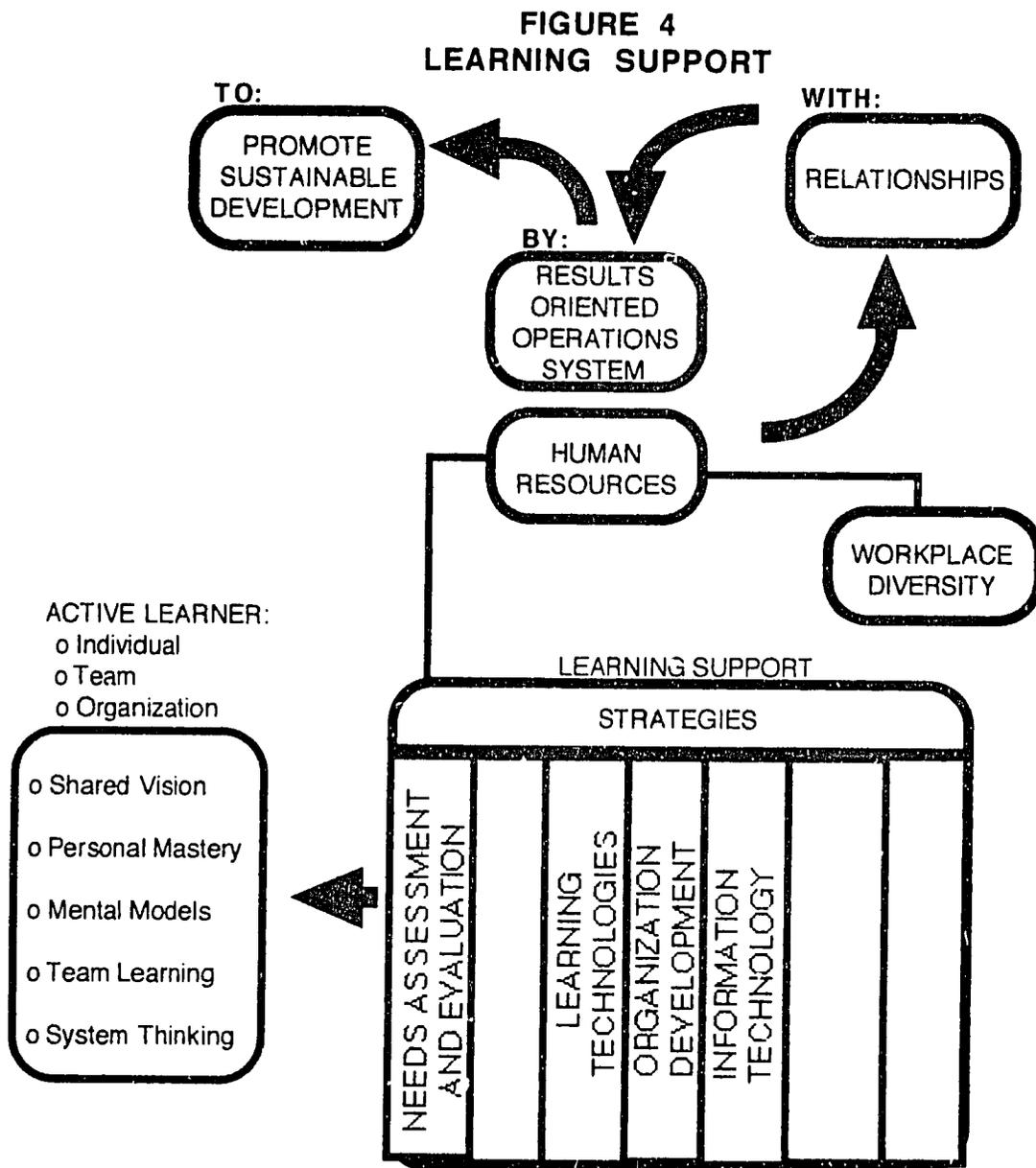
**FIGURE 3  
HUMAN RESOURCES**



## Agency Context

In support of the Agency's Results Oriented Operations System, Human Resources will develop in the Agency's relationships a set of organizational values such as, for example, Customer Focus and Results Orientation, that will be inclusive of all employees.

Within the context of the Results Oriented Operations System the training function is refining its mission to be that of providing Learning Support for the Agency. (See Figure 4.) In light of that mission the Learning Support Center is also refining a set of strategies. The Learning Support Center will serve the Agency mission by helping to develop members of



## Agency Context

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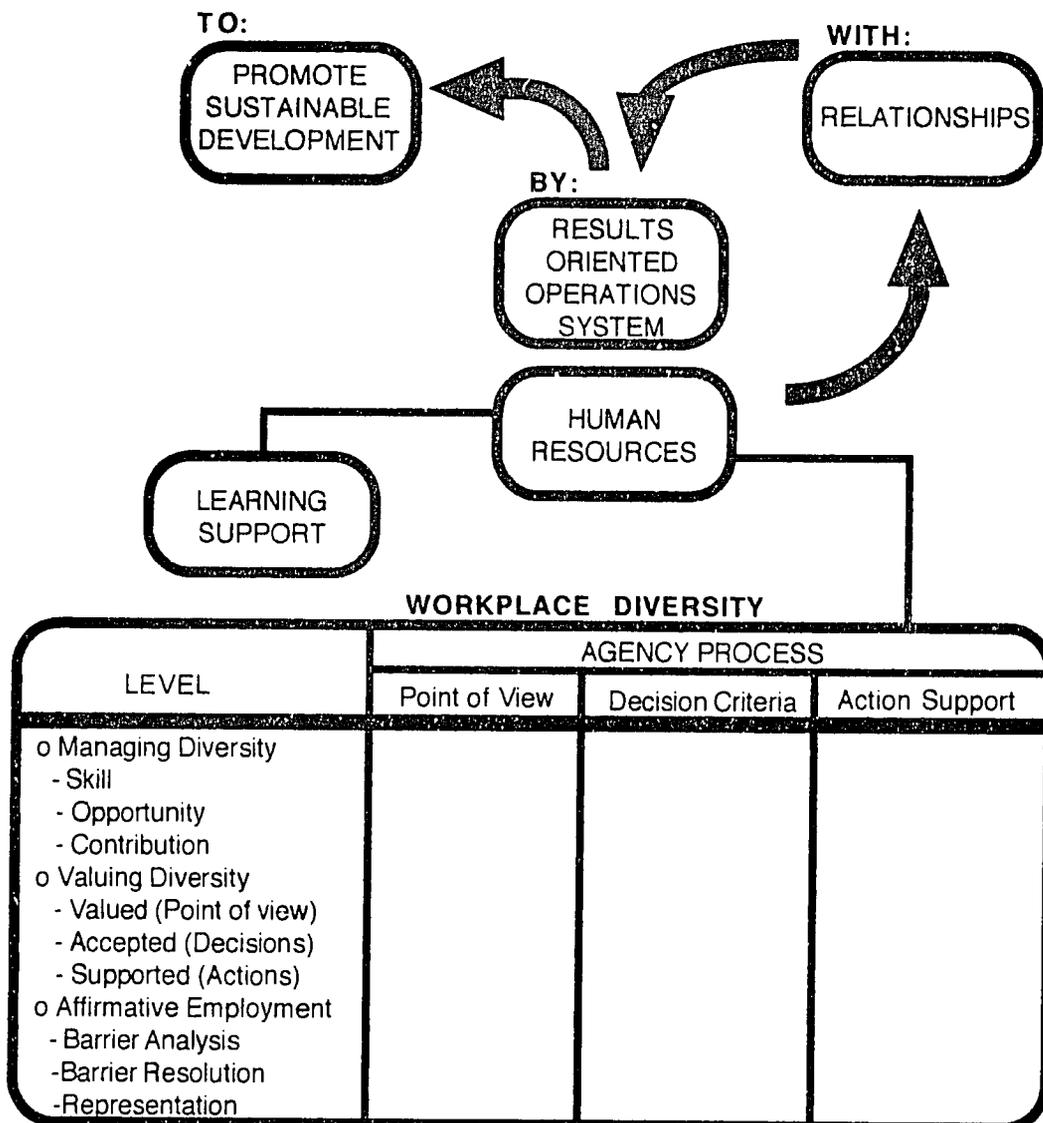
the workforce to be active learners as they work in individual, team or organizational configurations. As a part of that preparation members of the workforce will acquire a thinking model that includes elements such as Shared Vision and Systems Thinking.

## DESCRIPTION OF WORKPLACE DIVERSITY

## Description of Workplace Diversity

Within this context of Agency change, A.I.D. has identified the need for addressing Workplace Diversity. (See Figure 5.) Workplace Diversity has been identified by the Agency as a value. A.I.D. believes that to achieve its mission it will need the best workforce possible which includes a diverse workforce. The assumption is that workforce diversity not only represents increased opportunity for the workforce but that a diverse workforce significantly contributes to the accomplishment of the Agency mission. Also, the Agency believes that the contributions of a diverse workforce provides a model of organizational effectiveness for those entities for which the Agency is seeking to promote Sustainable Development.

**FIGURE 5  
DEFINITION OF WORKPLACE DIVERSITY**



## Description of Workplace Diversity

An important part of Workplace Diversity is its definition. A.I.D. has adopted a definition of Workplace Diversity that is presented in its Workplace Diversity Plan. There are three levels to the Agency's definition of Workplace Diversity:

- o Affirmative Employment
- o Valuing Diversity
- o Managing Workplace Diversity

Each of these levels can be described and defined in observable terms. Affirmative Employment reflects the longstanding legal basis and related requirements of Equal Employment Opportunity (EEO). EEO is the foundation of the Agency's definition of Workplace Diversity. The EEO goals are equal representation and fair treatment with regard to the Agency workforce. Observable activity directed toward those ends include identifying barriers to representation and fair treatment for the workforce, actions to remove those barriers, and achieving representation at various levels within the organization.

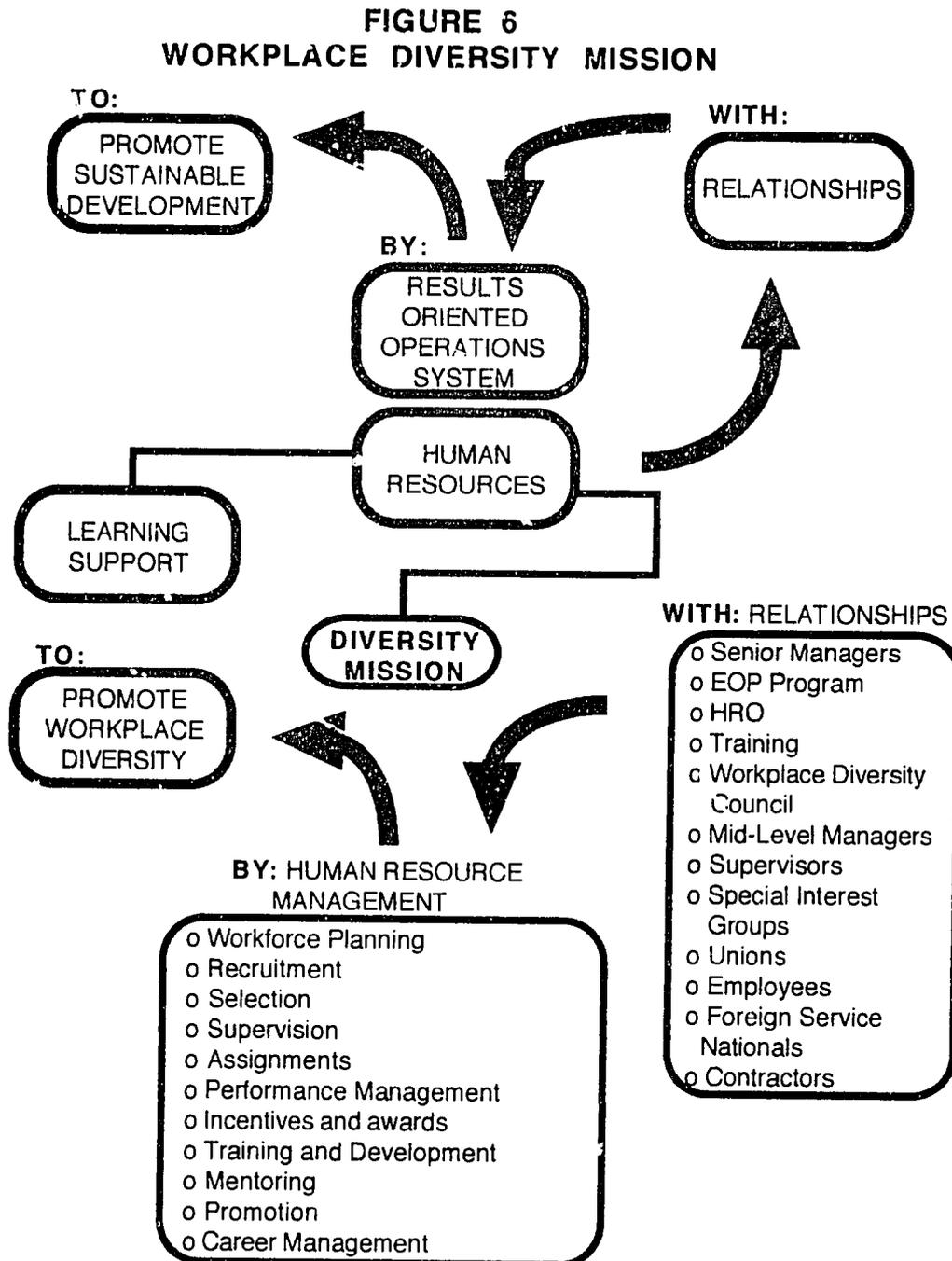
Valuing Diversity builds on the EEO foundation to include actions for establishing positive, effective relationships in the workforce. In these relationships members of the workforce value the cultures and backgrounds of others and show respect and sensitivity in their interactions by acknowledging the points of views of others. In addition, in these relationships members of the workforce demonstrate acceptance of each other by making decisions on the basis of valid criteria therefore reducing the likelihood of bias or other arbitrary criteria being a part of decisions. Also, in these relationships members of the workforce take action that demonstrates a commitment to each other regardless of background and that ensures the success of the decisions that have been made.

Managing Diversity provides Workplace Diversity with a direction for linking with the overall Agency mission and Agency productivity. Managing Diversity involves providing the workforce with required skills and knowledge for effective work performance, with the opportunity to use skills and knowledge acquired, and with the guidance for taking leadership resulting in self development and contributions to the Agency.

## Description of Workplace Diversity

The Workplace Diversity definition is achieved through an Agency process that involves acknowledging the points of view of others from various backgrounds, defining and validating criteria for decisions and taking action to support decision making for the benefit of the Agency and members of the workforce.

The definition of Workplace Diversity provides the basis for the Agency's Workplace Diversity mission. (See Figure 6.) The Workplace Diversity



## Description of Workplace Diversity

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mission includes the definition of Workplace Diversity as well as the strategies and relationships involved in achieving the mission.

The major strategy for accomplishing Workplace Diversity is Human Resources. It is critical to the success of the Agency Workplace Diversity mission that Human Resources promote the following:

- o Acknowledgement of the points of view of others from various backgrounds
- o Making decisions on the basis of valid criteria
- o Taking action to ensure the effectiveness of its decisions

There are several relationships involved in the accomplishment of the Agency's Workplace Diversity mission. These relationships include the highest levels of Agency leadership, the Office of Equal Opportunity Programs, the Learning Support Center, mid-level managers, supervisors and others in the workforce internal and external to the Agency.

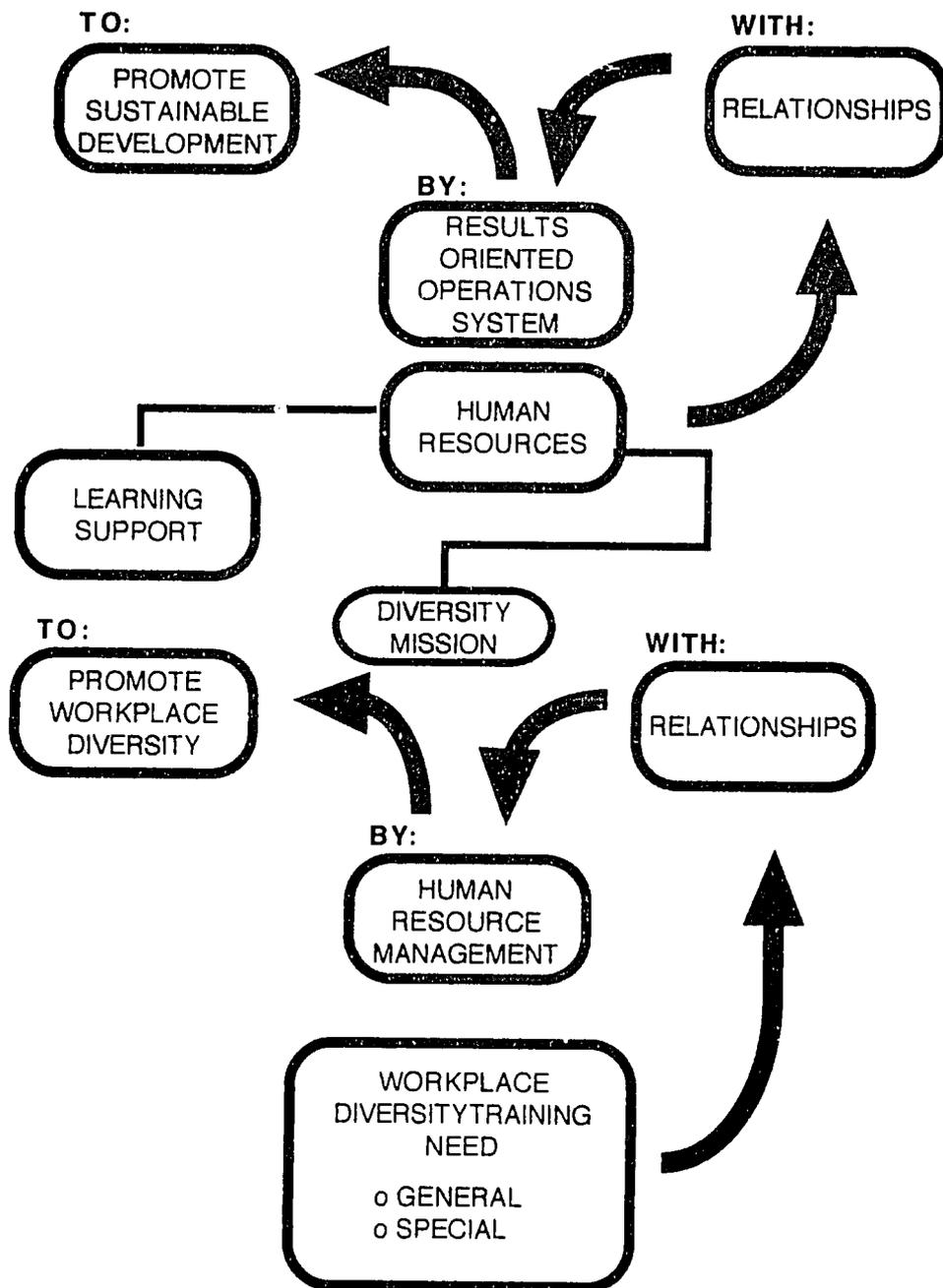
## TRAINING NEED

## Training Need

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Within the framework of the Agency Workplace Diversity mission an analysis was conducted to determine the need for Workplace Diversity training in the Agency. (See Figure 7.) A range of people were interviewed, meetings were conducted, and documents were reviewed. The information was collected and analyzed.

**FIGURE 7  
WORKPLACE DIVERSITY TRAINING NEED**



## Training Need

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The analysis identified training needs that have been organized into general and special areas.

General needs were identified with relation to all members of the Agency workforce to help them contribute to the Agency's Workplace Diversity mission.

These general needs are as follows:

TABLE 1. GENERAL TRAINING NEEDS

- o Lack of understanding of Workplace Diversity, for example:
  - Unclear about the definition of Workplace Diversity
  - Concerns or issues with Workplace Diversity
  - Can not see the link between Workplace Diversity and Agency mission
  
- o Need for improvement in relations between members of various groups, for example:
  - General Service and Foreign Service
  - Clerical and Professional
  - Agency staff and Foreign Service Nationals
  
- o Biased and unfair decisions, for example:
  - Formal decisions within Agency operations
  - Informal decisions related to day-to-day relations in the workforce
  
- o Need to take action to support relations between people from different backgrounds, for example:
  - Keeping people informed
  - Resolving conflict

Special needs were identified for the Agency's relationships that are involved in agency functions that are particularly significant for the achievement of the Agency's Workplace Diversity mission. Those special needs are as follows.

TABLE 2. SPECIAL TRAINING NEEDS

- o UPPER MANAGEMENT:  
Need to provide leadership direction and action for the Agency's Workplace Diversity mission.
- o WORKPLACE DIVERSITY COUNCIL:  
The Council has a responsibility for helping to monitor the implementation of the Agency Workplace Diversity Plan.
- o OFFICE OF EQUAL OPPORTUNITY PROGRAMS:  
As the foundation of Agency's Equal Opportunity programs, the Office has the responsibility to integrate Workplace Diversity with the Equal Opportunity mission in the Office's programs and in its interfaces with its key partners such as, for example, the Workplace Diversity Council, Special Interest groups, the Learning Support Center, and other Human Resource functions.
- o LEARNING SUPPORT CENTER:  
With major responsibility for helping to prepare the Agency workforce for its responsibility within a Learning Organization, the Center will need to integrate Workplace Diversity training within its extensive curricula.
- o HUMAN RESOURCES:  
With major responsibility for acquiring and maintaining the agency workforce, Human Resources needs to examine how its function impacts the Agency's Workplace Diversity mission. In addition to the Office of Equal Opportunity Programs and the Learning Support center, the following functions are included:
  - Workforce planning
  - Recruitment
  - Performance management
  - Promotion
  - Incentives and awards

## TRAINING ACTIVITY

## Training Activity

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Based on the analysis of training need the following objectives have been identified for Workplace Diversity training activity.

### GENERAL OBJECTIVES

Five general objectives have been identified. (See Figure 8.) These are:

1. Developing a picture of Workplace Diversity
2. Linking Workplace Diversity to individual and organizational missions
3. Relating to the points of view of others from diverse backgrounds
4. Making unbiased, fair decisions
5. Taking supportive action.

The first objective provides a basis for participants to sort out their underlying views of Workplace Diversity and relate those views to a standard definition of Workplace Diversity. As participants clarify the definition of Workplace Diversity they have an opportunity to identify issues or concerns that they might have as well as start to identify their needs with relation to Workplace Diversity in their work setting.

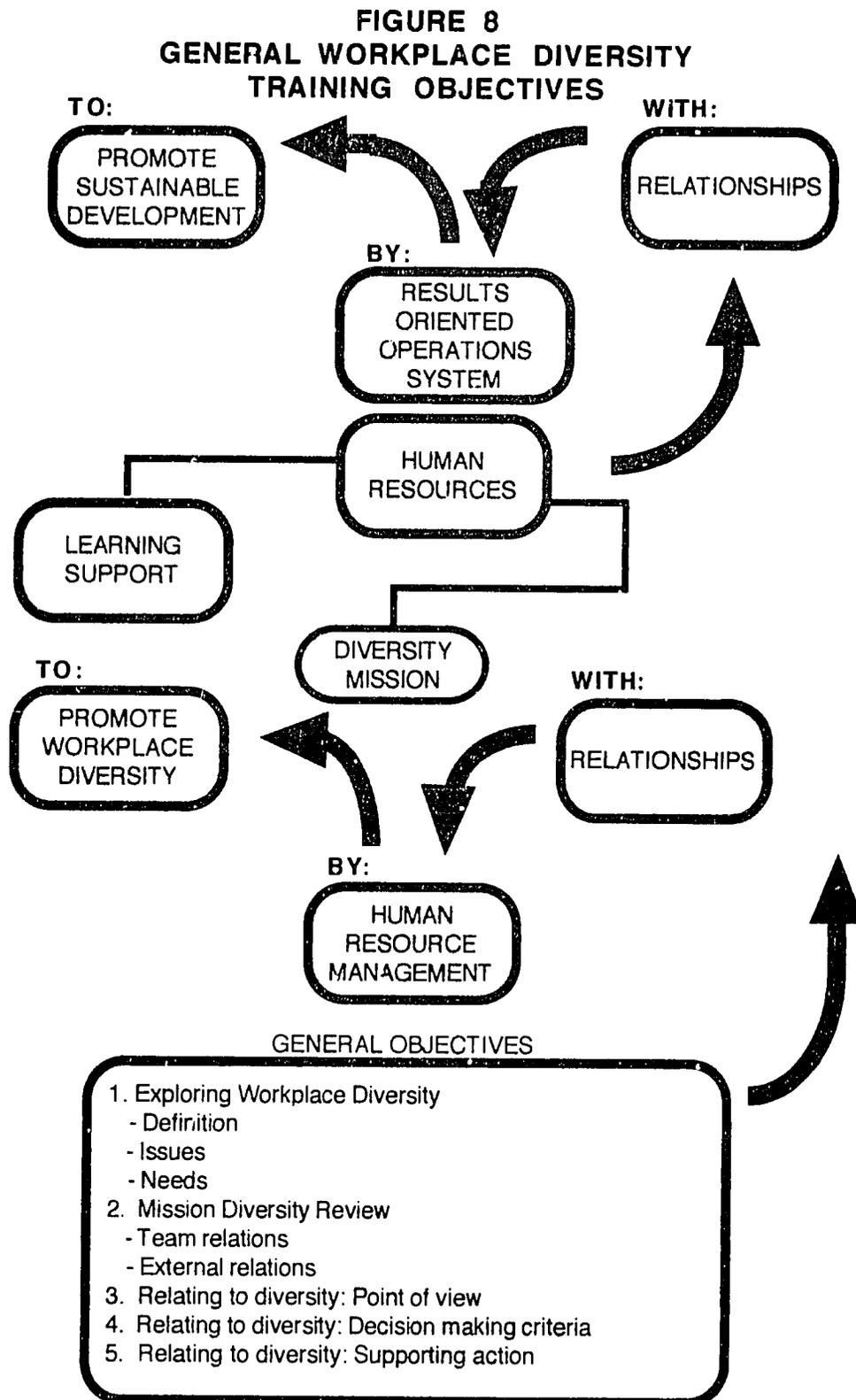
The second objective provides a basis for participants to relate the definition of Workplace Diversity to their work setting missions to include their goals, major strategies and partners. In particular, participants have an opportunity to view Workplace Diversity with relation to the people with whom they relate as team members as well as people external to their immediate organization.

The third objective provides participants with skills for communicating respect and sensitivity to people from diverse backgrounds. With this skill participants can use cultural awareness gained from cultural information along with specific behavior to acknowledge the points of view of others from various backgrounds.

The fourth objective provides participants with skills for examining their decisions with relation to people from diverse backgrounds and the criteria on which the decisions are based. These decisions might be formal as part of an organizational responsibility, for example, for a manager or supervisor or the decision may be informal in people's relations with others on a day-to-day basis.

## Training Activity

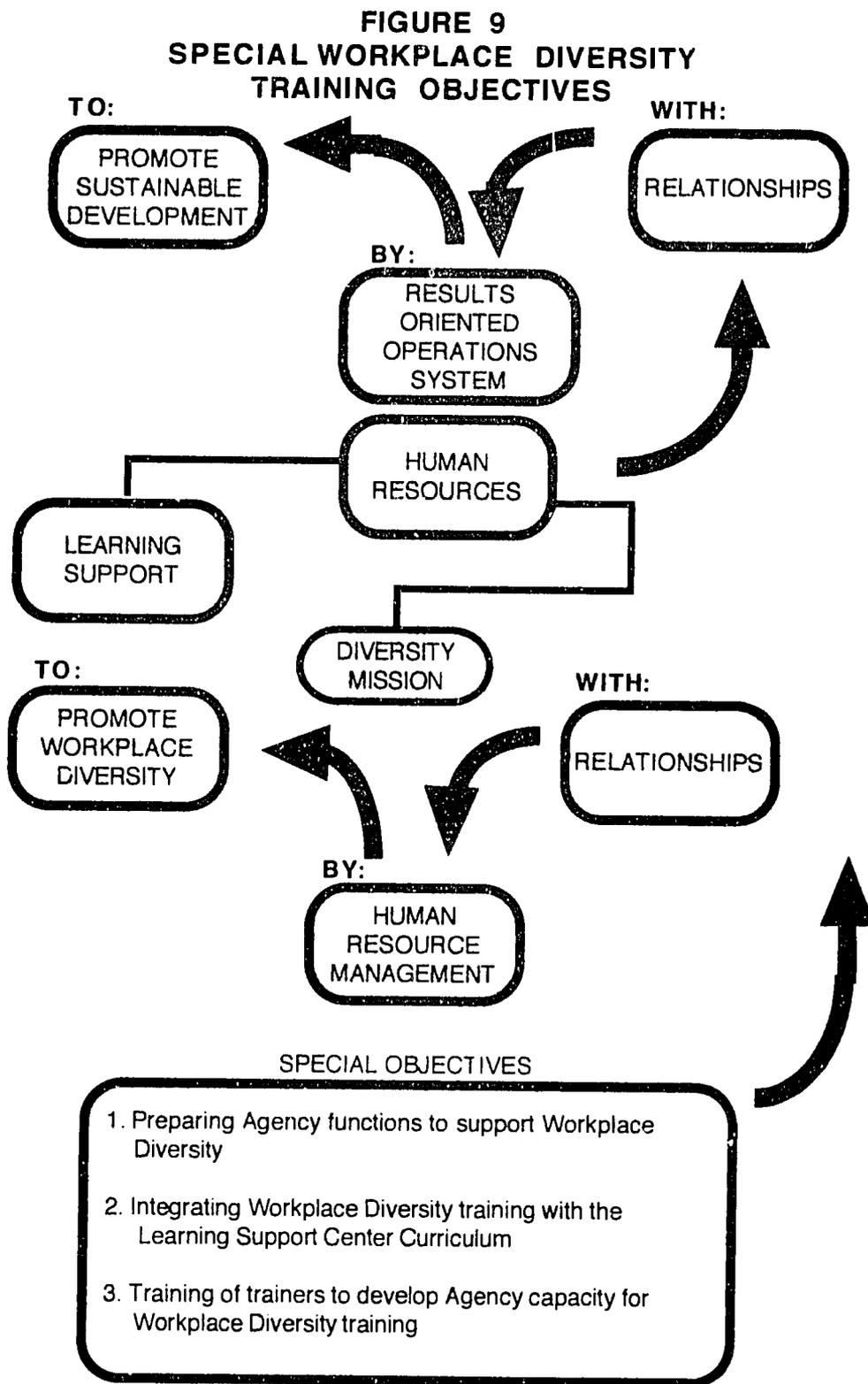
The fifth objective provides participants with skills for taking action to ensure success of fair decisions, address possible conflict, and to evaluate actions taken.



# Training Activity

## SPECIAL OBJECTIVES

The following special objectives have been identified. (See Figure 9.)



## Training Activity

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1. Preparing Agency functions to support Workplace Diversity.
  - o Helping senior managers to set the direction for and provide the support for the Agency Workforce Diversity mission
  - o Helping the Workplace Diversity Council with its mission and plans for Workplace Diversity for the Agency
  - o Helping the Office of Equal Opportunity Programs with the linkage of the Equal Opportunity and Workplace Diversity mission
  - o Helping the Learning Support Center with integrating Workplace Diversity with its overall mission
  - o Helping key Human Resource functions with supporting Workplace Diversity in the Agency
2. Integrating workplace Diversity with the Learning Support Center curriculum.
3. Training trainers to develop Agency capacity for Workplace Diversity Training.

### LEVELS OF TRAINING ACTIVITY

Based on a review of the training needs and objectives, levels of training activity have been identified to meet the training objectives. (See Figure 10.)

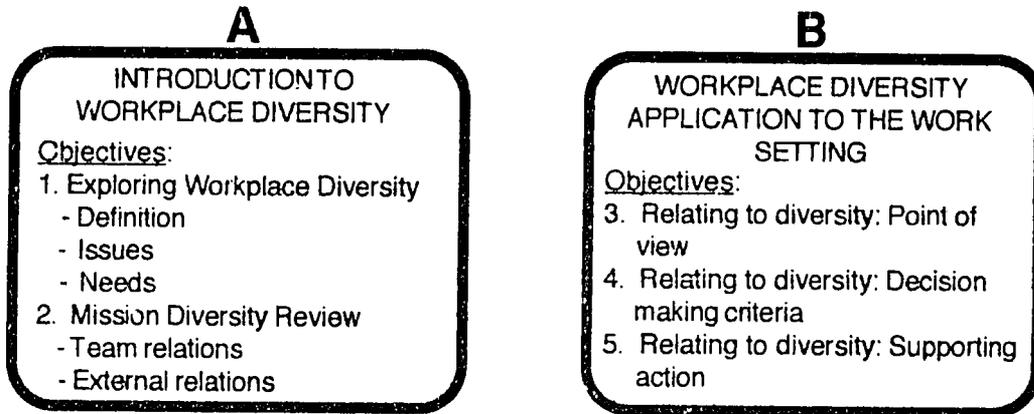
#### LEVEL A. INTRODUCTION TO WORKPLACE DIVERSITY

This is introductory Workplace Diversity training for all members of the A.I.D. workforce. Participants will increase their awareness of Workplace Diversity and how it relates to them as members of the A.I.D. workforce. This training activity will address training General Objectives #1 and #2. The following will be the participants in this training:

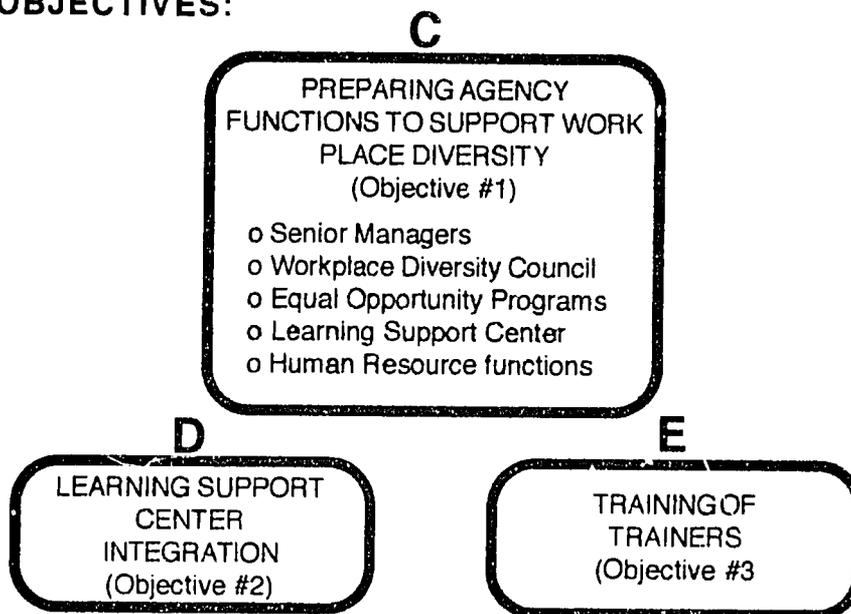
- o Senior Managers
- o Mid-level Managers
- o Supervisors
- o Employees
- o Unions
- o Foreign Service Nationals
- o Contractors

**FIGURE 10  
WORKPLACE DIVERSITY TRAINING ACTIVITY**

**GENERAL OBJECTIVES:**



**SPECIAL OBJECTIVES:**



**LEVEL B. WORKPLACE DIVERSITY APPLICATION TO THE WORK SETTING**  
This is follow-up training for all members of the Agency workforce to build on the awareness training of Level A and to provide skills for using the awareness acquired. Participants will learn how to use the skills in their work settings. This training activity will address General Objectives #3, #4, and #5. The following will be the participants in this training:

## Training Activity

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- o Senior Managers
- o Mid-level Managers
- o Supervisors
- o Employees
- o Unions
- o Foreign Service Nationals
- o Contractors

### LEVEL C. PREPARING AGENCY FUNCTIONS TO SUPPORT WORKPLACE DIVERSITY

This is training for members of the workforce who work within functions that are critical for the Agency Workplace Diversity mission. This training will address Special Objective #1. The following groups will receive this training:

- o Senior Managers
- o Workplace Diversity Council
- o Equal Opportunity Programs
- o Learning Support Center
- o Human Resource functions

### LEVEL D. LEARNING SUPPORT CENTER INTEGRATION

Members of the Center will be assisted in integrating Workplace Diversity training within the Center's curricula. In addition, assistance will be provided for developing special programs in areas such as mentoring and career management. This training will address Special Objective #2.

### LEVEL E. TRAINING OF TRAINERS

Assistance will be provided in developing an Agency cadre for providing on-going Workplace Diversity training. This training will address Special Objective #3.

## TRAINING OUTLINES

The following are outlines of training for each of the five levels of activity.

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## TRAINING OUTLINE

### TRAINING ACTIVITY: A. Introduction to Workplace Diversity

Purpose:

To increase participant awareness with regard to workplace diversity

Training Audience:

- o Senior Managers
- o Mid-levels Managers
- o Supervisors
- o Employees
- o Unions
- o Foreign Service Nationals
- o Contractors

Objectives:

At the conclusion of training participants will be able to:

- o Define Workplace Diversity
- o List Workplace Diversity issues
- o Describe self with regard to Workplace Diversity knowledge and skill
- o Describe applications of Workplace Diversity to workplace mission
  - Team relations
  - External relations

Product:

Knowledge and skill action plans

Methodology:

- o Brief instructor presentations
- o Individual, small group and large group exercises
- o Small and large group discussion
- o Awareness video-tape

Materials:

- o Participant Workshop (Human Diversity Workshop)
- o Video tape. Workforce Diversity
- o Participant worksheets
- o Self Assessment (Human Diversity Workshop)
- o Issues of Human Diversity

Time:

---

## TRAINING OUTLINE

### TRAINING ACTIVITY: B. Workplace Diversity Application to the Work Setting

Purpose:

To assist participants with acquiring Workplace Diversity skills and using the skills in their work settings

Training Audience:

Senior Managers

Objectives:

At the conclusion of training participants will be able to do the following with people from various cultural backgrounds:

- o Relate effectively interpersonally
- o Make decisions that are bias-free
- o Develop and achieve mutual goals

Product:

Action plans and checklists/job aids

Applications:

- o Team members
- o Subordinates
- o External relations

Methodology:

- o Brief instructor presentations
- o Small group work
- o Individual, small group and large group exercises
- o Videotaping

Materials:

- o Participant Workshop (Human Diversity Workshop)
- o Self Assessment (Human Diversity Workshop)
- o Checklist/job aids
- o Participant videos

Time:

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## TRAINING OUTLINE

### TRAINING ACTIVITY: B. Workplace Diversity Application to the Work Setting

Purpose:

To assist participants with acquiring Workplace Diversity skills and using the skills in their work settings

Training Audience:

Mid-level Managers

Objectives:

At the conclusion of training participants will be able to do the following with people from various cultural backgrounds:

- o Relate effectively interpersonally
- o Make decisions that are bias-free
- o Develop and achieve mutual goals

Product:

Action plans and checklists/job aids

Applications:

- o Team members
- o Subordinates
- o External relations

Methodology:

- o Brief instructor presentations
- o Small group work
- o Individual, small group and large group exercises
- o Videotaping

Materials:

- o Participant Workshop (Human Diversity Workshop)
- o Self Assessment (Human Diversity Workshop)
- o Checklist/job aids
- o Participant videos

Time:

---

## TRAINING OUTLINE

### TRAINING ACTIVITY: B. Workplace Diversity Application to the Work Setting

Purpose:

To assist participants with acquiring Workplace Diversity skills and using the skills in their work settings

Training Audience:

Supervisors

Objectives:

At the conclusion of training participants will be able to do the following with people from various cultural backgrounds:

- o Relate effectively interpersonally
- o Make decisions that are bias-free
- o Develop and achieve mutual goals

Product:

Action plans and checklists/job aids

Applications:

- o Team members
- o Subordinates
  - Communicating work expectations
  - Performance management
  - Individual development planning
- o External relations

Methodology:

- o Brief instructor presentations
- o Small group work
- o Individual, small group and large group exercises
- o Videotaping

Materials:

- o Participant Workshop (Human Diversity Workshop)
- o Self Assessment (Human Diversity Workshop)
- o Checklist/job aids
- o Participant videos

Time:

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## TRAINING OUTLINE

### TRAINING ACTIVITY: B. Workplace Diversity Application to the Work Setting

Purpose:

To assist participants with acquiring Workplace Diversity skills and using the skills in their work settings

Training Audience:

Employees (Direct hire U.S.)

Objectives:

At the conclusion of training participants will be able to do the following with people from various cultural backgrounds:

- o Relate effectively interpersonally
- o Make decisions that are bias-free
- o Develop and achieve mutual goals

Product:

Action plans and checklists/job aids

Applications:

- o Team members
- o Superiors
- o Professional
- o Clerical
- o General Service
- o Foreign Service
- o Foreign Service Nationals
- o Contractors
- o External relations

Methodology:

- o Brief instructor presentations
- o Small group work
- o Individual, small group and large group exercises
- o Videotaping

Materials:

- o Participant Workshop (Human Diversity Workshop)
- o Self Assessment (Human Diversity Workshop)
- o Checklist/job aids
- o Participant videos

Time:

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## TRAINING OUTLINE

### TRAINING ACTIVITY: B. Workplace Diversity Application to the Work Setting

#### Purpose:

To assist participants with acquiring Workplace Diversity skills and using the skills in their work settings

#### Training Audience:

Foreign Service Nationals

#### Objectives:

At the conclusion of training participants will be able to do the following with people from various cultural backgrounds:

- o Relate effectively interpersonally
- o Make decisions that are bias-free
- o Develop and achieve mutual goals

#### Product:

Action plans and checklists/job aids

#### Applications:

- o Team members
- o Superiors
- o Professional
- o Clerical
- o General Service
- o Foreign Service
- o Contractors
- o External relations
- o Host country citizens

#### Methodology:

- o Brief instructor presentations
- o Small group work
- o Individual, small group and large group exercises
- o Videotaping

#### Materials:

- o Participant Workshop (Human Diversity Workshop)
- o Self Assessment (Human Diversity Workshop)
- o Checklist/job aids
- o Participant videos

#### Time:

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## TRAINING OUTLINE

### TRAINING ACTIVITY: B. Workplace Diversity Application to the Work Setting

#### Purpose:

To assist participants with acquiring Workplace Diversity skills and using the skills in their work settings

#### Training Audience:

Contractors (U.S. and Foreign)

#### Objectives:

At the conclusion of training participants will be able to do the following with people from various cultural backgrounds:

- o Relate effectively interpersonally
- o Make decisions that are bias-free
- o Develop and achieve mutual goals

#### Product:

Action plans and checklists/job aids

#### Applications:

- o Team members
- o Superiors
- o U.S.A.I.D. employees
- o Foreign Service Nationals
- o Host country citizens

#### Methodology:

- o Brief instructor presentations
- o Small group work
- o Individual, small group and large group exercises
- o Videotaping

#### Materials:

- o Participant Workshop (Human Diversity Workshop)
- o Self Assessment (Human Diversity Workshop)
- o Checklist/job aids
- o Participant videos

#### Time:

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## TRAINING OUTLINE

### TRAINING ACTIVITY: C. PREPARING AGENCY FUNCTIONS TO SUPPORT WORKPLACE DIVERSITY

Purpose:

To provide guidance to participants to support their role in providing on-going leadership for the Agency's Workplace Diversity initiative

Training Audience:

Senior Managers

Objectives:

At the conclusion of training participants will be able to identify strategies that link Agency workplace diversity with:

- o Agency Mission
- o Agency initiatives
- o Agency evaluations

Product:

Strategies

Methodology:

- o Brief instructor presentations
- o Individual, small group and large group exercises
- o Small and large group discussion

Materials:

- o Participant Workshop (Human Diversity Workshop)
- o Issues of Human Diversity
- o Sources of Human Productivity

Time:

---

## TRAINING OUTLINE

### TRAINING ACTIVITY: C. PREPARING AGENCY FUNCTIONS TO SUPPORT WORKPLACE DIVERSITY

Purpose:

To assist participants with establishing direction and action for the  
Workplace Diversity Council

Training Audience:

Workplace Diversity Council members

Objectives:

At the conclusion of training participants will be able to describe the following  
elements of work for the Council:

- o Mission definition
- o Working partners
- o Strategies
- o Plans
  - Council
  - Individual members
- o Progress reporting
- c Evaluation

Product:

Workplace Diversity Council mission and workplan

Methodology:

- o Brief instructor presentations
- o Small group work
- o Individual, small group and large group exercises
- o Small and large group discussion

Materials:

- o Participant Materials

Time:

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## TRAINING OUTLINE

### TRAINING ACTIVITY: C. PREPARING AGENCY FUNCTIONS TO SUPPORT WORKPLACE DIVERSITY

Purpose:

To assist the Office of Equal Opportunity Programs to integrate Workplace Diversity within its overall mission

Training Audience:

Staff of the Office of Equal Opportunity Programs

Objectives:

At the conclusion of training participants will be able to describe the following elements of its work:

- o Mission definition
- o Working partners
- o Strategies
- o Programs
- o Evaluation

Product:

Refined mission and plan

Methodology:

- o Brief instructor presentations
- o Small group work
- o Individual, small group and large group exercises
- o Small and large group discussion

Materials:

- o Participant Materials

Time:

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## TRAINING OUTLINE

### TRAINING ACTIVITY: C. PREPARING AGENCY FUNCTIONS TO SUPPORT WORKPLACE DIVERSITY

Purpose:

To assist the Learning Support Center to integrate Workplace Diversity within its overall mission

Training Audience:

Staff of the Learning Support Center

Objectives:

At the conclusion of training participants will be able to describe the following elements of its work:

- o Mission definition
- o Working partners
- o Strategies
- o Programs
- o Evaluation

Product:

Refined mission and plan

Methodology:

- o Brief instructor presentations
- o Small group work
- o Individual, small group and large group exercises
- o Small and large group discussion

Materials:

- o Participant Materials

Time:

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## TRAINING OUTLINE

### TRAINING ACTIVITY: C. PREPARING AGENCY FUNCTIONS TO SUPPORT WORKPLACE DIVERSITY

Purpose:

To assist special interest groups with defining a direction and action with regard to Agency Workplace Diversity

Training Audience:

Members of Special Interest groups

Objectives:

At the conclusion of training participants will be able to describe the following elements of its work:

- o Mission definition
- o Working partners
- o Strategies
- o Activities
- o Evaluation

Product:

Mission and plan

Methodology:

- o Brief instructor presentations
- o Small group work
- o Individual, small group and large group exercises
- o Small and large group discussion

Materials:

- o Participant Materials

Time:

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## TRAINING OUTLINE

### TRAINING ACTIVITY: C. PREPARING AGENCY FUNCTIONS TO SUPPORT WORKPLACE DIVERSITY

Purpose:

To assist Human Resource functions with supporting Agency Workplace Diversity

Training Audience:

Staff involved in the following Human Resource functions:

- o Workforce planning
- o Recruitment
- o Selection
- o Promotion
- o Incentives and awards
- o Employees relations

Objectives:

At the conclusion of training participants will be able to describe the following elements of its work:

- o Workplace Diversity linkages with Human Resource functions
- o Critical workforce decisions
- o Critical criteria involved in decisions
- o Interpersonal interfaces

Product:

Checklists/job aids

Methodology:

- o Brief instructor presentations
- o Small group work
- o Individual, small group and large group exercises
- o Small and large group discussion

Materials:

- o Participant Materials

Time:

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## TRAINING OUTLINE

### TRAINING ACTIVITY: D. Learning Support Center Integration

Purpose:

To assist with the long-term integration of Workplace Diversity training within the Learning Support Center curricula

Training Audience:

Staff of the Learning Support Center

Objectives:

At the conclusion of training participants will be able to identify objectives that integrate Workplace Diversity training within the following curriculum areas:

- o New Employee Orientation Skills
- o Teaming Skills
- o Project Development Skills
- o Development Professional Skills
- o Contracts Officer Skills
- o Executive Officer Skills
- o Supervisors Skills
- o Mid-Level Management Skills
- o Executive Development Skills

Also participants will be able to identify objectives for special training activities such as:

- o Mentoring Program
- o Career Management Program

Product:

Training objectives

Methodology:

- o Brief instructor presentations
- o Individual and group work
- o Small and large group discussions

Materials:

Participant materials

Time:

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## TRAINING OUTLINE

### TRAINING ACTIVITY: E. Training of Trainers

#### Purpose:

To expand the internal Agency capacity to provide Workplace Diversity training

#### Training Audience:

Workplace Diversity trainers

#### Objectives:

At the conclusion of training participants will be able to demonstrate the following knowledge and skill:

- o Workplace Diversity
- o Training Design
- o Training Delivery
- o Training Evaluation

#### Product:

Workplace Diversity training knowledge and skill

#### Methodology:

- o Brief instructor presentations
- o Small group work
- o Individual, small group and large group exercises
- o Videotaping

#### Materials:

- o Instructor's Guide (Human Diversity Workshop)
- o Participant Workshop (Human Diversity Workshop)
- o Self Assessment (Human Diversity Workshop)
- o Checklist/job aids
- o Participant videos

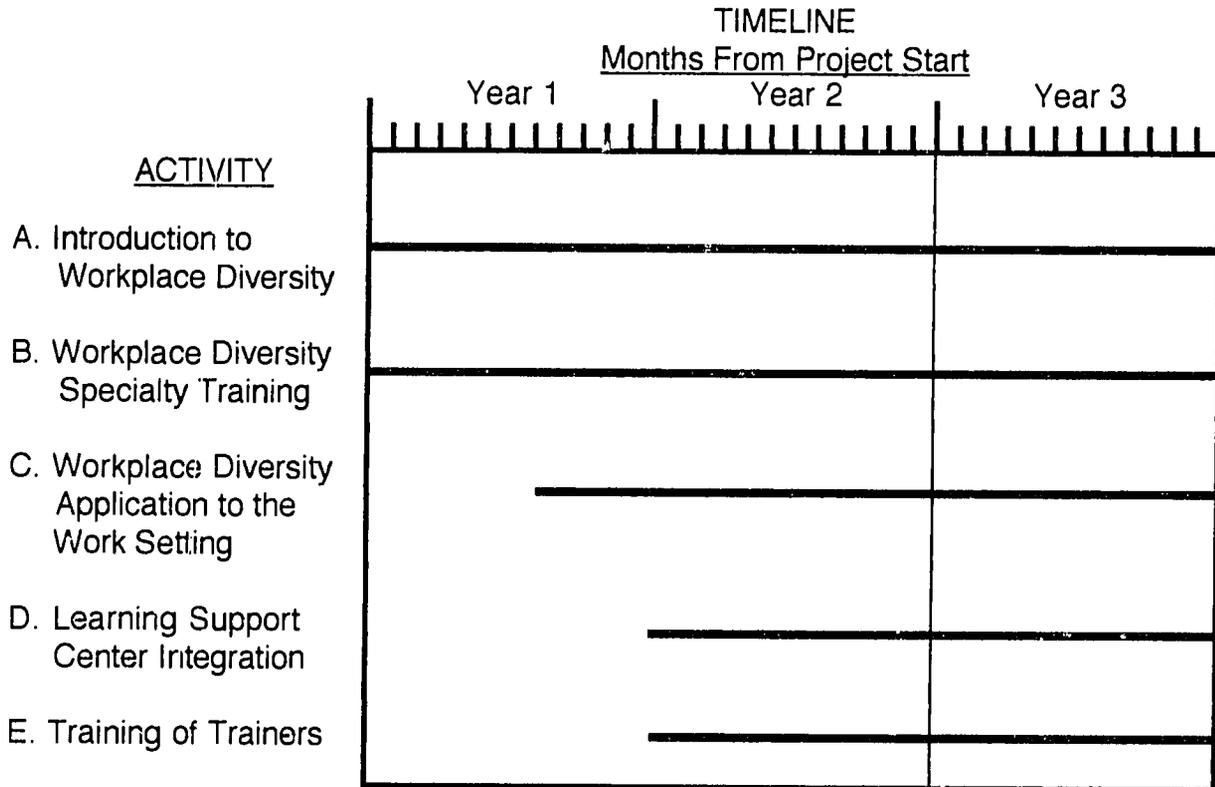
#### Time:

# Training Activity

## TRAINING ACTIVITY TIMELINE

The following is a timeline for training activity.

### WORKPLACE DIVERSITY TRAINING ACTIVITY TIMELINE



## TRAINING EVALUATION

## Training Evaluation

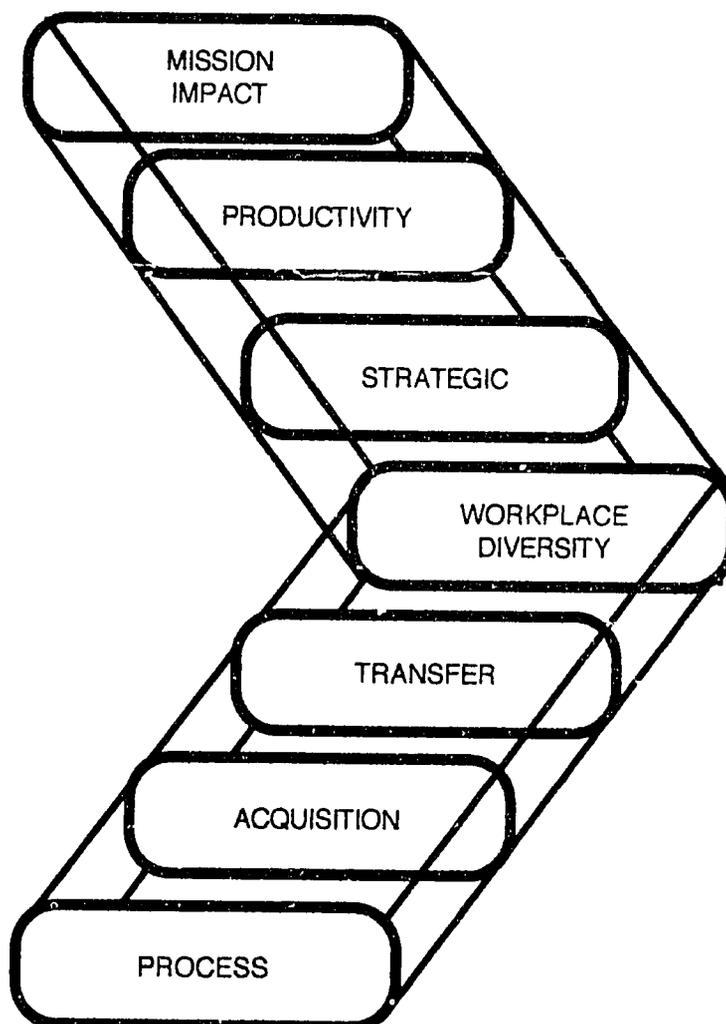
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With A.I.D. undergoing significant analysis and change, evaluation of the effects of Agency initiatives is now, as important as ever. It is believed that Workplace Diversity has a critical role in helping the Agency move ahead. Evaluation of Workplace Diversity training is essential for gathering information that documents the positive contributions of Workplace Diversity as well as guides future Agency Workplace Diversity programs.

### EVALUATION PHASES

Training evaluation will be conducted to establish the extent of effectiveness of Workplace Diversity training. The evaluation will include several phases, each representing an important aspect of training process and outcome. (See Figure 11.)

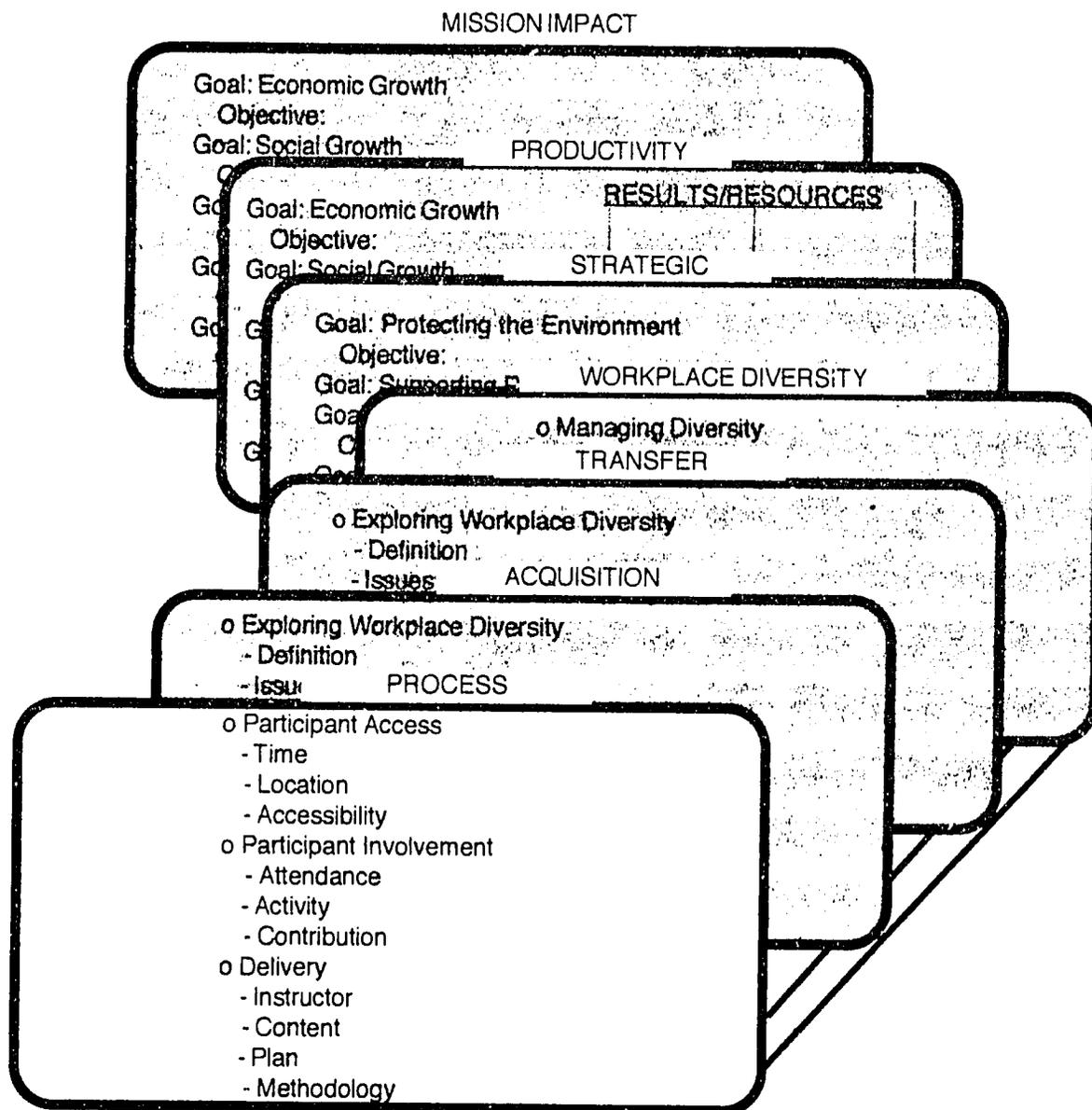
**FIGURE 11  
WORKPLACE DIVERSITY TRAINING  
EVALUATION FRAMEWORK**



## Training Evaluation

The first phase of training evaluation is Process. (See Figure 12.) The purpose of this phase is to determine the extent to which participants become involved in the training process to receive the instruction. This phase involves assessing the instructional process to include items such as instructor knowledge, course topics, sequence, and pacing.

**FIGURE 12  
WORKPLACE DIVERSITY TRAINING  
PROCESS EVALUATION**

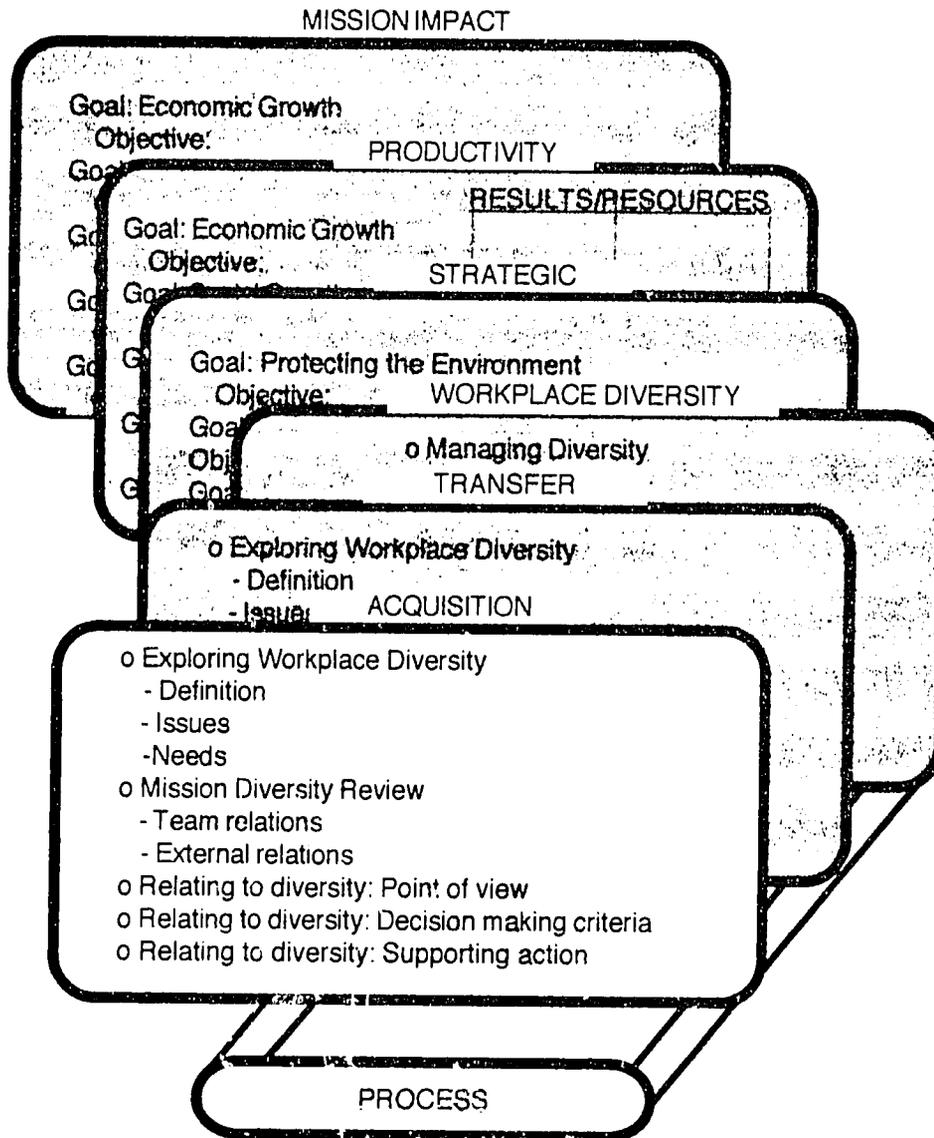


## Training Evaluation

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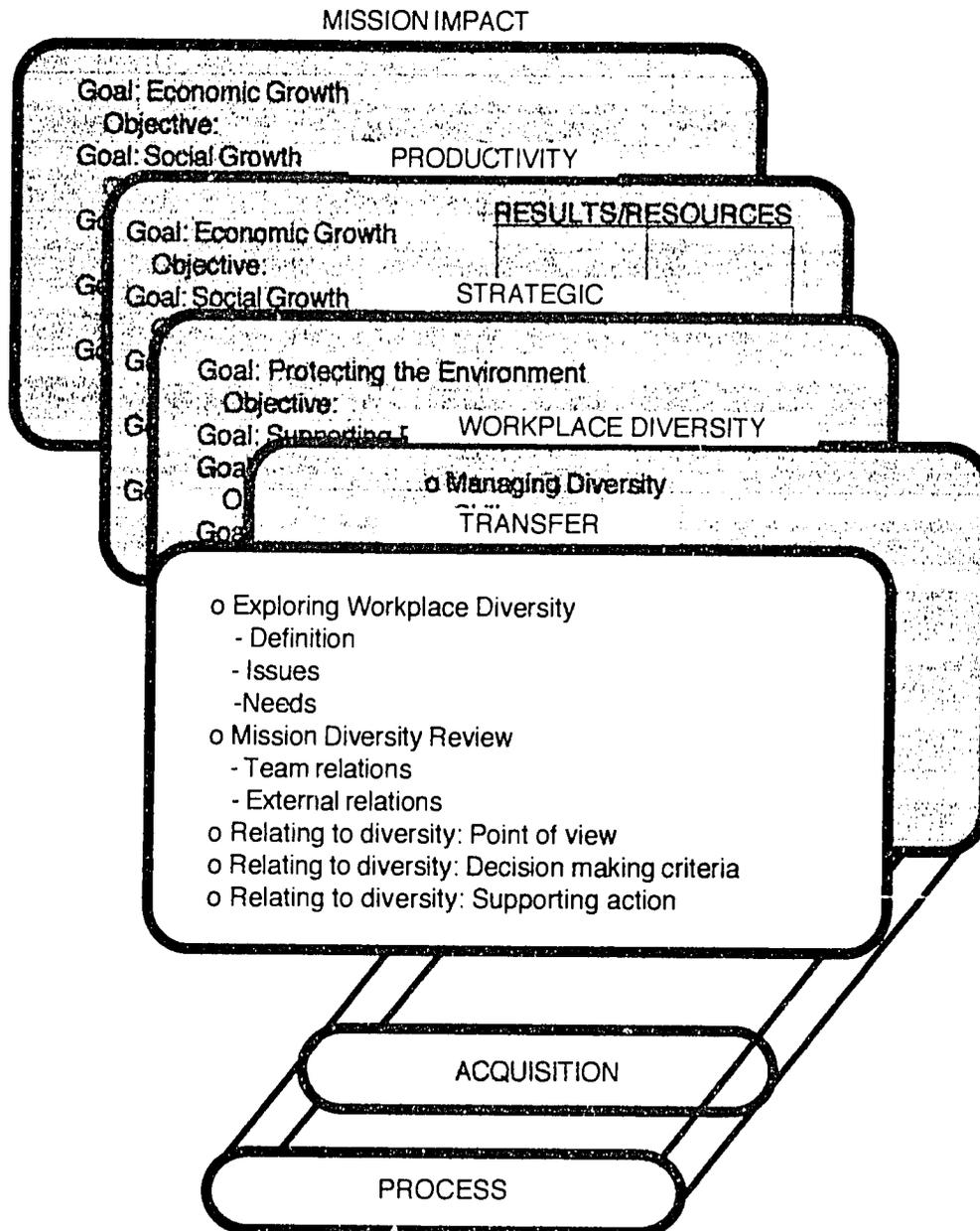
The next phase of evaluation is Acquisition. (See Figure 13.) The purpose of this phase is to determine the extent to which participants acquire the skills and knowledge presented in the training process.

**FIGURE 13  
WORKPLACE DIVERSITY TRAINING  
ACQUISITION EVALUATION**



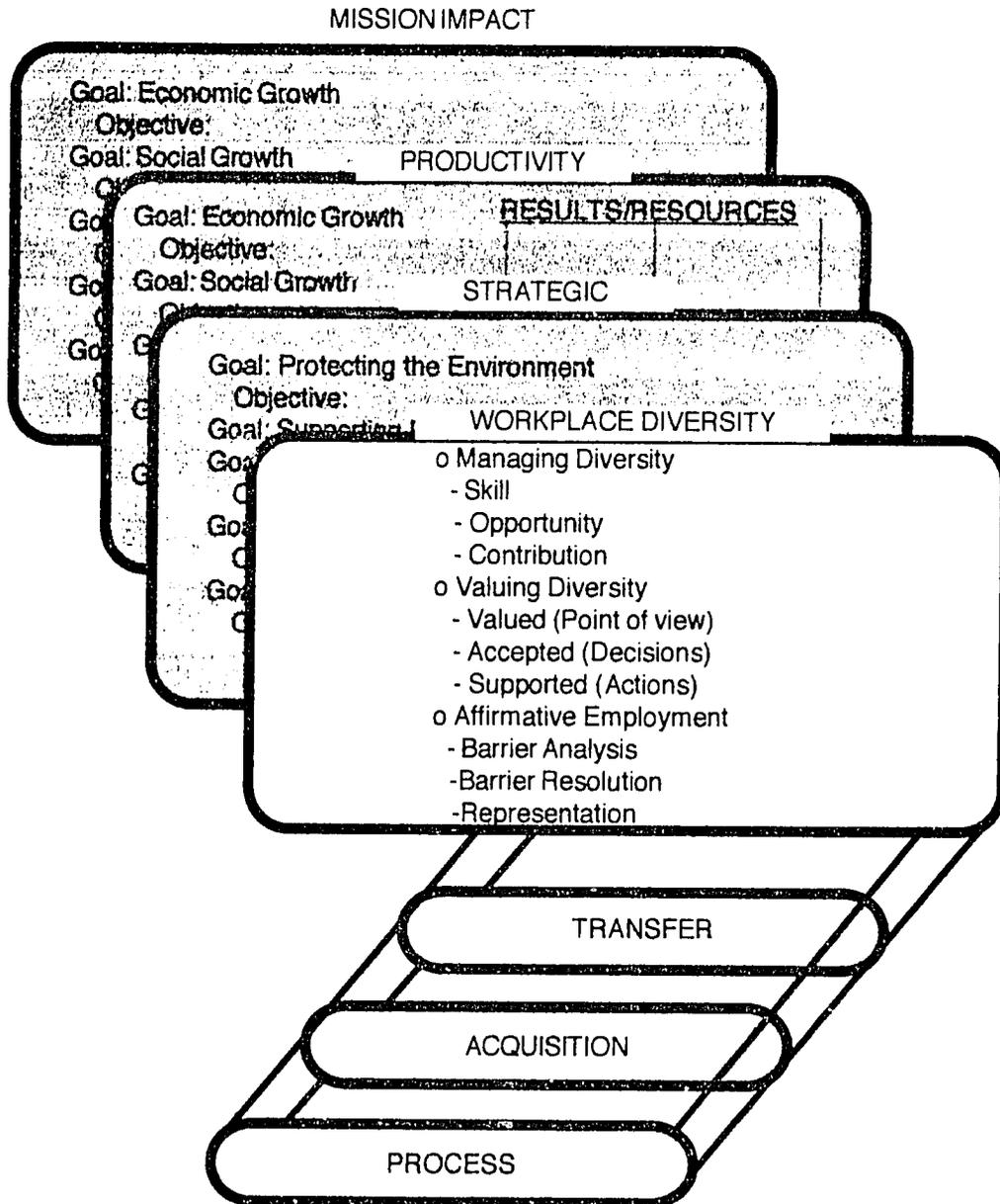
The next phase of training evaluation is Transfer. (See Figure 14.) The purpose of this phase is to determine the extent to which participants use in their work settings, the skills and knowledge acquired in training.

**FIGURE 14  
WORKPLACE DIVERSITY TRAINING  
TRANSFER EVALUATION**



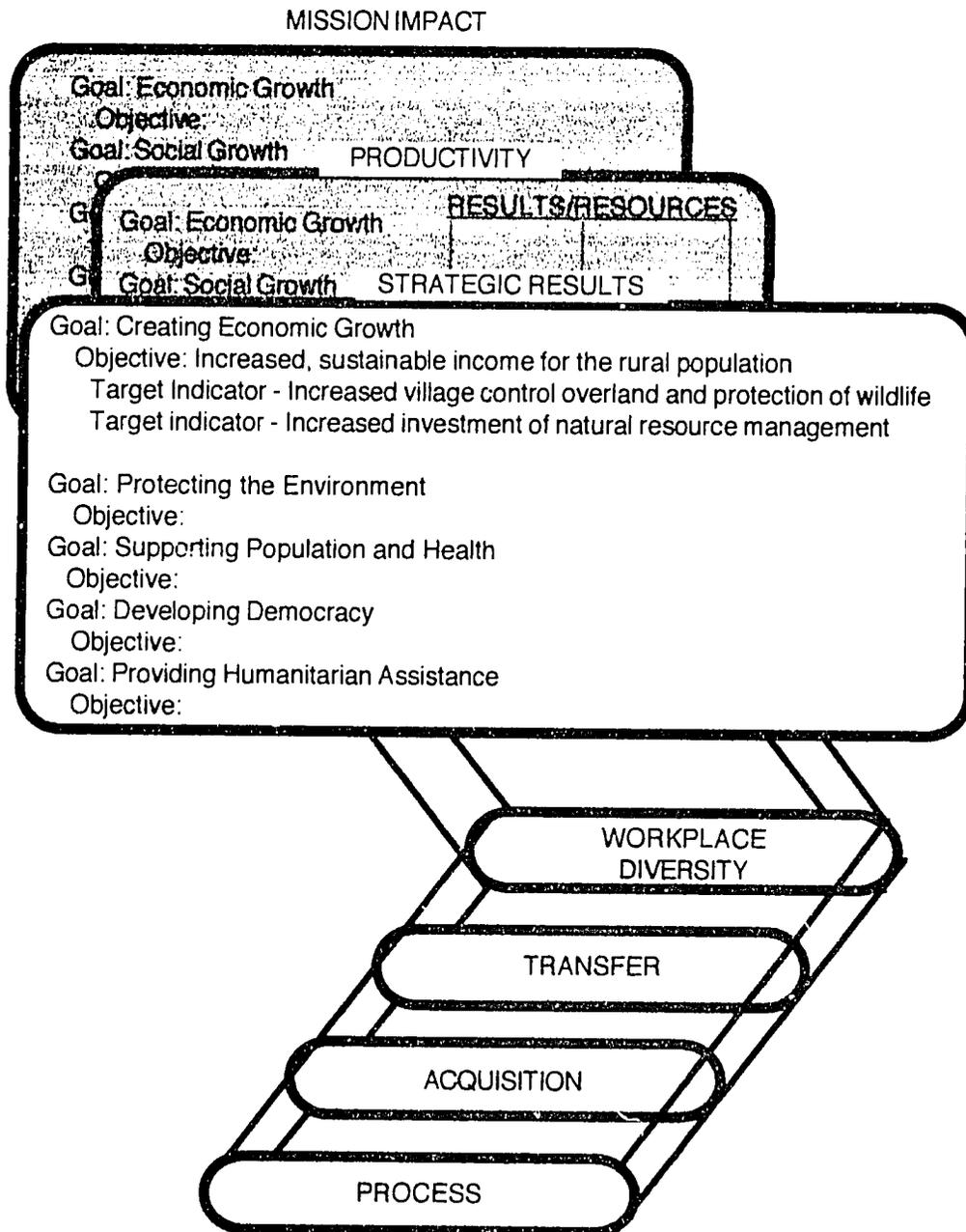
The next phase of evaluation is Workplace Diversity. (See Figure 15.) The purpose of this phase is to determine the extent to which the Workplace Diversity training impacts the Agency's Workplace Diversity mission.

**FIGURE 15  
WORKPLACE DIVERSITY TRAINING  
WORKPLACE DIVERSITY EVALUATION**



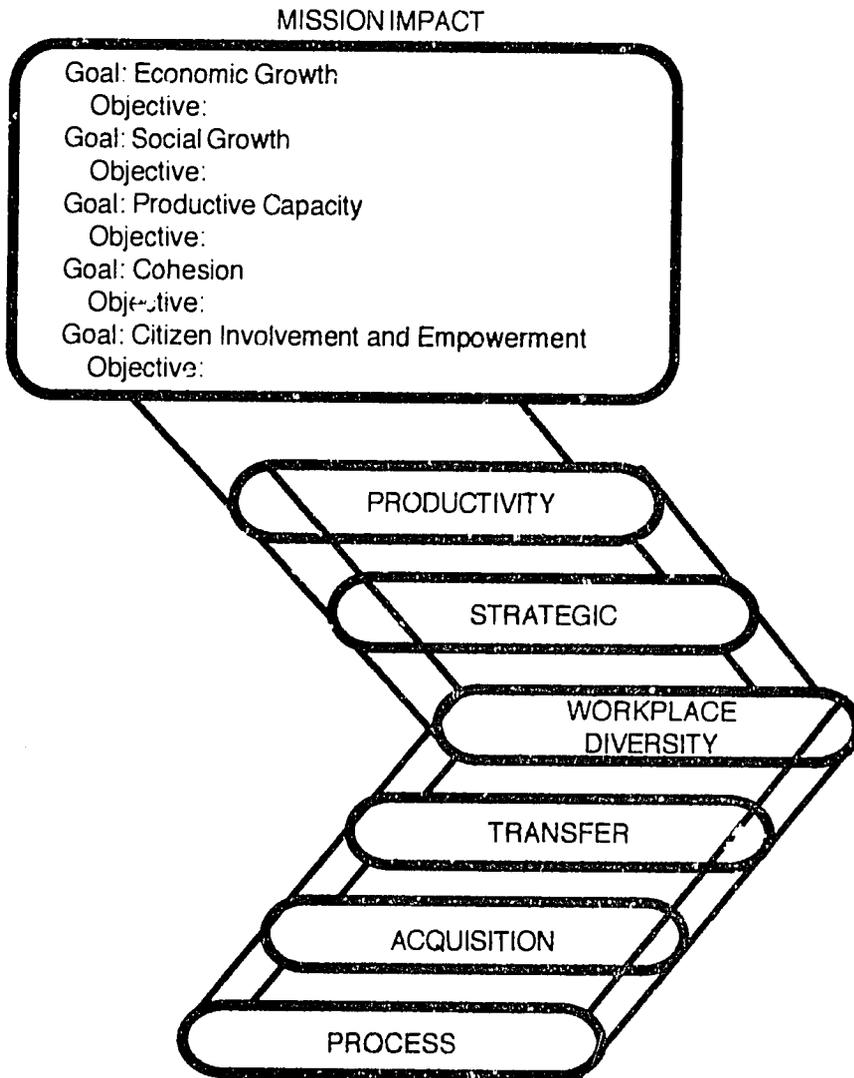
The remaining phases of training evaluation are used to determine the extent to which achieving the Workplace Diversity mission of the Agency impacts the overall effectiveness of the Agency. At the Strategic phase of evaluation the purpose is to determine the effect on the Agency's achievement of its strategic goals. (See Figure 16.) At this stage of evaluation it will be possible assess the extent of support provided for the Agency's Results Oriented Operations System by the Agency's Workplace Diversity mission.

**FIGURE 16  
WORKPLACE DIVERSITY TRAINING  
STRATEGIC EVALUATION**

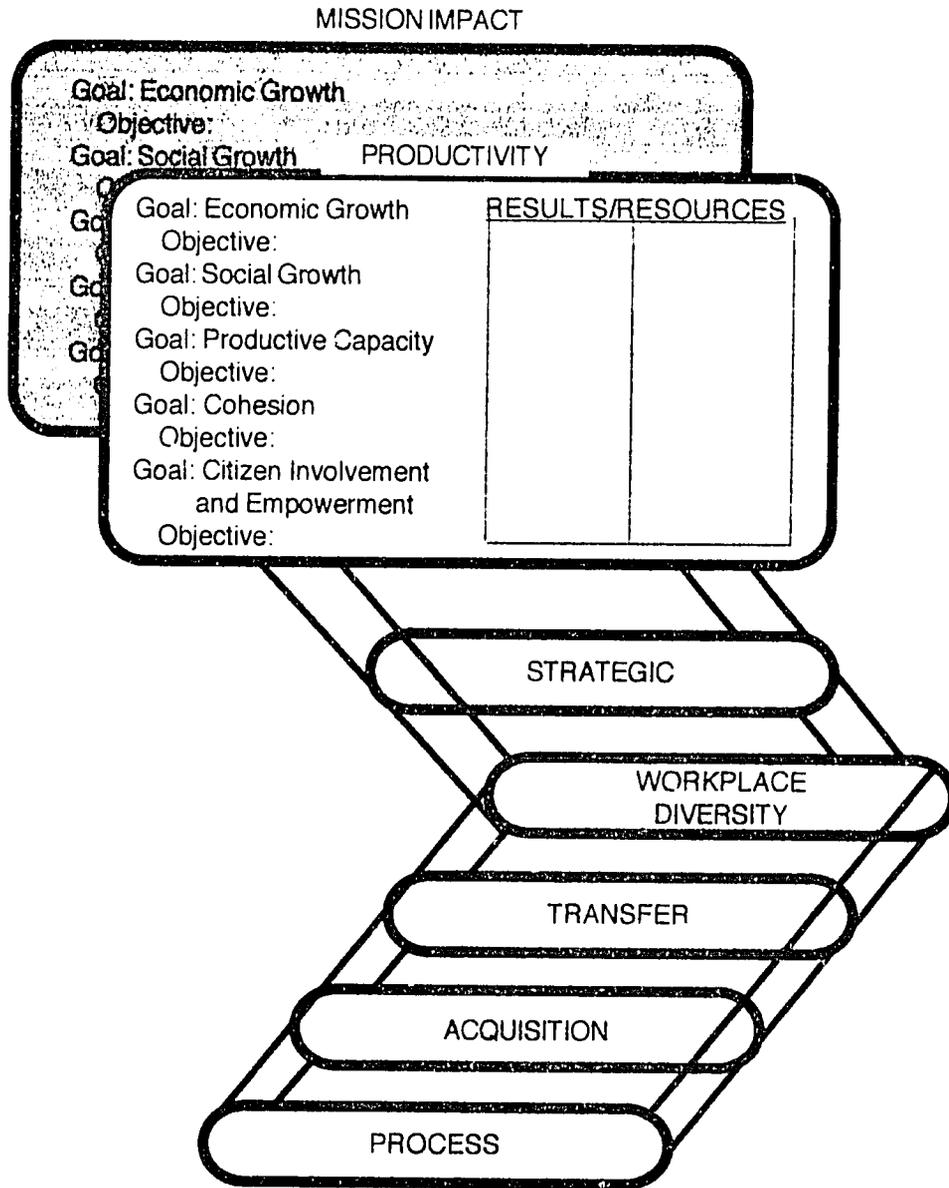


At the Mission phase of evaluation the purpose is to determine the extent which achieving the Workplace Diversity mission impact the achievement of the elements of the Agency's overall mission. (See Figure 17.) At the Productivity phase of evaluation the purpose is to determine the impact of the Workplace Diversity mission with regard to the results achieved in relation to elements of the Agency's mission given the resources expended. (See Figure 18.)

**FIGURE 17**  
**WORKPLACE DIVERSITY TRAINING**  
**MISSION EVALUATION**



**FIGURE 18  
WORKPLACE DIVERSITY TRAINING  
PRODUCTIVITY EVALUATION**



# Training Evaluation

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## EVALUATION IMPLEMENTATION

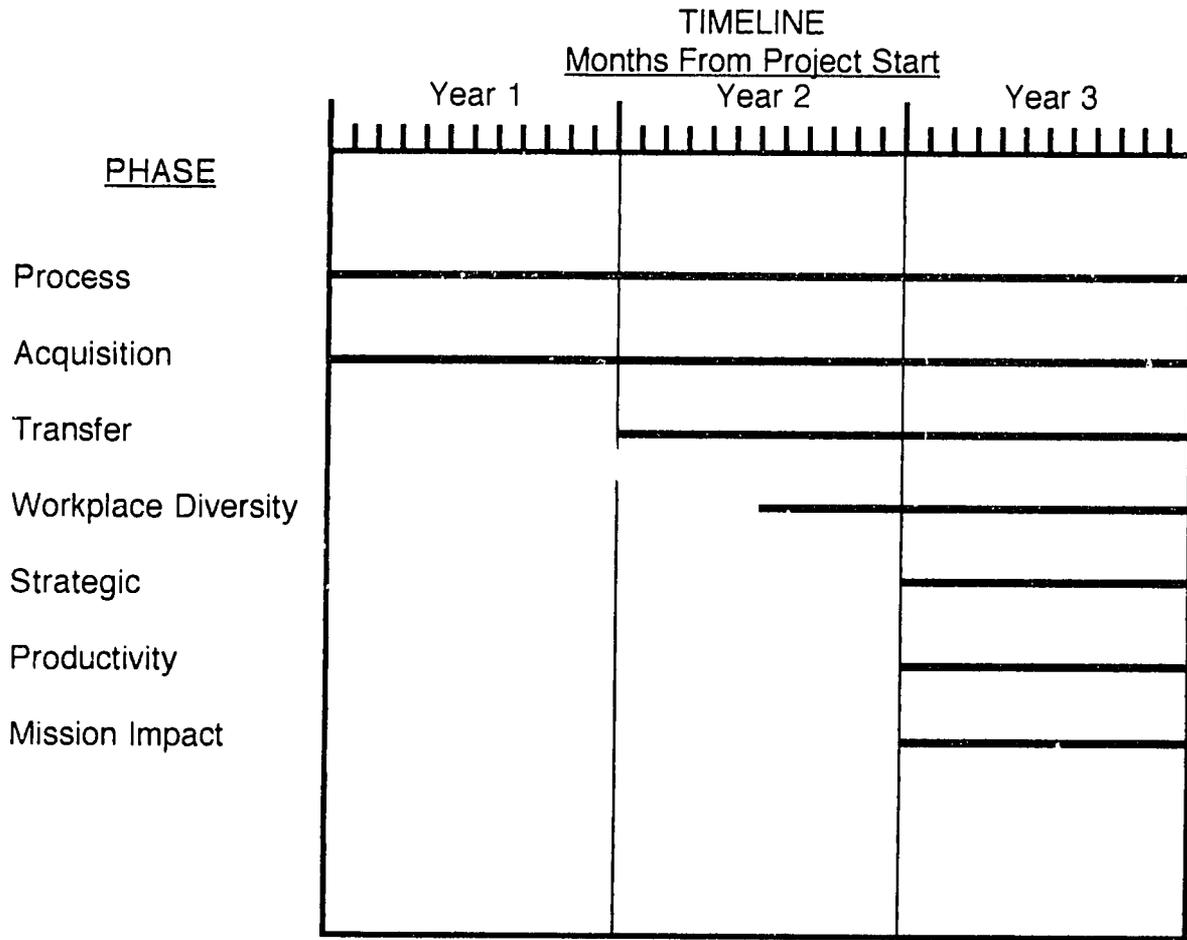
To implement training evaluation a training evaluation plan will be developed. (See Figure 18.) This plan will include the steps required to collect information with which to answer the evaluation question at each phase of training evaluation.

**FIGURE 19  
TRAINING EVALUATION**

EVALUATION	STEPS						
o MISSION	INFORMATION NEEDED						
o PRODUCTIVITY							
o STRATEGIC							
o WORKPLACE DIVERSITY							
o TRANSFER							
o ACQUISITION							
o PROCESS							

The following is the timeline for conducting each phase of the training evaluation.

# Training Evaluation



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