

OPM's Animated Diversity Training Initiative

Office of Personnel Management
 Best Advance in Unique Management Technology
 July 2016



Company Background



Company At-a-Glance	
Headquarters	Office of Personnel Management, Washington D.C.
Year Founded	OPM was founded in 1978; ODI in 2010.
Revenue	OPM's Office of Diversity and Inclusion is a federal agency and revenue is not applicable.
Employees	OPM has approximately 5,000 employees and ODI has approximately 10 employees.
Global Scale	OPM is part of the federal workforce, the largest employer in the United States with a little fewer than 2.2 million employees across the world.
Customers/Output, etc.	Federal employees and approximately 322 million Americans (can access the New IQ Live Animation via training opportunities, the OPM ODI website below, and YouTube)
Industry	Federal Government
Stock Symbol	Not applicable
Website	https://www.opm.gov/policy-data-oversight/diversity-and-inclusion/

OPM Mission. OPM's mission is to: Recruit, Retain, and Honor a World-Class Workforce to Serve the American People. As the nation's largest employer, the federal government



has an obligation to lead by example. Seeking to attain a diverse, qualified workforce is a cornerstone of the merit-based civil service.

OPM Vision. The OPM federal government-wide Diversity and Inclusion Vision Statement is to: Be the nation’s model employer by leveraging diversity and fostering inclusion to deliver the best public service.

OPM Priority Areas. One of OPM’s top seven priority areas is to: build a more diverse and engaged workforce. OPM, which by Executive Order is the lead agency on increasing diversity and inclusion in the federal workforce, will recruit qualified individuals to serve and expand access to the job pipeline from entry and mid-level positions to leadership posts. OPM will provide leadership in helping agencies create work environments where a diverse federal workforce is fully-engaged and energized.

The Business Case for Inclusion is Clear in American History. The best, brightest, hardest workers have come to America for over two centuries because they knew they would have an opportunity to join the society, work hard, and succeed.

OPM Office of Diversity and Inclusion. OPM’s ODI is responsible to provide a coordinated government-wide diversity and inclusion initiative that provides all federal agencies with strategies and best practices to make all federal workplaces diverse and inclusive. OPM’s ODI examines policy options, government-wide data trends, and employee survey findings that affect OPM's management of HR policy, specifically including diversity and inclusion throughout the federal government.

To ensure that federal departments and agencies recruit and retain talented individuals from all communities, ODI is tasked to provide comprehensive strategies, like those found in the private sector and successful agencies, to drive and integrate diversity and inclusion practices throughout the federal government and to help build a diverse and inclusive workforce, respecting individual and organizational cultures, while complying with merit principles and applicable federal laws. ODI assists departments and agencies to accomplish their varied missions and to develop a strategic focus on diversity and inclusion, allowing them to prepare for shifting workplace demographics, improved services to all populations, and innovation for the future.

ODI supports OPM in implementing the following Federal Government-Wide Diversity and Inclusion Mission Statement: Recruit, retain, and develop a diverse, high-performing federal workforce that draws from all segments of society and values fairness, diversity, and inclusion.

Product or Program Overview

Through a contract with OPM's USALearning division, ODI contracted with PowerTrain, Inc. to create a diversity toolkit for agencies that includes a 12-minute, "The New IQ: Diversity and Inclusion in the Workplace' Live Animation." This creative whiteboard animation brings critical information and techniques on diversity and inclusion to life in a humorous and engaging manner. The hand-drawn animations pull the adult student in to better understand complex concepts presented in a visually pleasing format. Closed captioning provides accessibility and compliance with Section 508 standards. In the New IQ Live Animation learners:

- Explore unconscious biases in how employees relate to each other.
- Leverage inclusive intelligence for engagement, innovation, and collaboration.
- Learn the five habits of inclusive leadership and the three steps to create new habits.

The New IQ Live Animation:

- Explores how the understandings of intelligence, leadership, and inclusion have evolved and intersected to create a new level of intelligence that is critical for leaders in this new millennium.
- Explores the Inclusive mindset (Fairness, Openness, Cooperativeness, Supportiveness, and Empowering) and the deliberate intelligence (seek and include diverse and contrasting points of view) necessary to think, learn, and lead in the 21st century.
- Delves into why the organization tends to not expand the circle of perspectives that can inform the intelligence even when it seems like common sense to do so.
- Examines why the organization resists seeking and including diverse and contrasting perspectives even when it is in the best interest of the organization's own intelligence and why leaders in the global marketplace of the 21st century cannot be intelligent if they are not inclusively intelligent.
- Illustrates how inclusive intelligence in action has dramatic positive impact with examples of how leaders from all walks of life have used collective and inclusive intelligence to transform themselves, their teams, their organizations, and even their countries.
- Underscores how the stickiness of the Old IQ fights the active engagement of your New IQ.

- Presents tested solutions for inclusive intelligence that can be implemented by individual leaders and/or organizations to think, learn, and lead for maximum impact.

The thought-provoking and innovative New IQ Live Animate is a part of a multi-layered, comprehensive program implemented by ODI to train Federal employees to form a more diverse and inclusive workplace. Through case studies, exercises, discussions, video scenarios and personal feedback, leaders explore critical issues related to specific workforce diversity concerns. Through targeted skill building exercises, participants practice to enhance inclusiveness and performance personally and in their sphere of influence. Additionally, an organization's priorities, expectations, and policies concerning diversity and inclusion are explained and applied to specific cases and examples.

Through seminars, Webcasts, conferences, and workshops, and availability to all Federal agencies on MAX OMB, ODI leverages learners' unique experiences, perspectives, and viewpoints for the collective benefit of all stakeholders and reaches thousands of employees with New IQ Live Animate, diversity and inclusion print awareness materials, and interactive virtual tools, including:

- **Holiday Plans: Benefits of Diversity Online Animation.** This avatar-based story shows why a diverse workforce can lead to a more productive workforce in unexpected ways.
- **What Would You Do? (WWYD) Online Game.** This self-exploratory animated game enables users to discover their hidden perceptions that may affect diversity and inclusion efforts. WWYD presents 15 interactions between colleagues. The user chooses between three different responses to the situations and is shown what would happen in each.
- **Who Is On the Team?** Online Exploratory Teambuilding Tool – In this self-exploratory tool, the user chooses the most productive team for various workplace projects. Feedback is provided on how the team's diversity can make the project more successful.

This comprehensive training effort and the New IQ Live Animate enable ODI to meet the goals of one of OPM's top seven priority areas: To Build a More Diverse and Engaged Workforce.

Value Proposition

The New IQ Live Animate provides the federal government with a cost effective and quick way to educate and encourage federal leaders and employees to embrace inclusive behaviors to improve employee engagement within their respective workplaces.

The New IQ Live Animate learning solution is a key element to engaging users to begin to change organizational culture and climate, and foster integration and synergy of the organization thus helping ODI to meet its federally mandated goals of increasing diversity and inclusion in the federal workforce.

The New IQ Live Animate provides managers with awareness, knowledge, and skill readiness to enable individuals and groups to contribute to their fullest potential. More than just raising awareness as many diversity and inclusion programs do, this learning solution provides managers with specific skills to:

- Address diversity related concerns consistent with the organization's philosophy and policy.
- Foster an inclusive climate that improves organizational performance, such as speed, efficiency, creativity, innovation, motivation and corporate image.

With the New IQ Live Animate program, ODI has been able to reach approximately 67 federal agencies at numerous government conferences, seminars, and workshops. Additionally, the New IQ Live Animate is a core component of the flagship ODI Master Game Changer Education Course. The Master Game Changer course is the primary course that teaches government employees how to overcome structural barriers and institute large scale change within federal agencies.

The New IQ Live Animate is a critical tool used by OPM's Office of Diversity and Inclusion to provide federal agencies with concrete strategies and best practices to recruit, hire, include, develop, retain, engage and motivate a diverse, results-oriented, high-performing workforce, thus fulfilling ODI's mission.

Client Testimonial

"The New Inclusion Quotient (IQ) Live Animate has had a significant positive impact on all aspects of federal government employee perceptions and engagement. Recent government-wide agency inclusion scores showed overall improvement in federal employee satisfaction scores."

“Since the inception of the New IQ Live Animate approximately 100,000 federal employees have been educated on the importance of inclusion and its critical role in improving engagement and creativity. The learning animation has received an average satisfaction score of 4.8 out of a possible 5.0 score. The learning animation has been a critical part of the federal government’s and the President’s Government-Wide Diversity and Inclusion Executive Order 13583 to build a more engaged and inclusive federal workforce.

“By leveraging the expertise and creativity of the PowerTrain team, ODI has enjoyed spectacular feedback, support, and utilization by Federal agencies across the board. PowerTrain performed exceptionally in executing this contract. Their team was professional, experienced, highly skilled, and friendly. They bent over backwards to meet the difficult expectations we required for this product. They gladly dedicated many more hours than required to accommodate our product requirements. They met all timelines, came in on budget, and provided a cost savings based on the final products rendered. Because of their creativity and innovation, we are able to provide state-of-the-art diversity and inclusion training to federal agencies at no cost to them.”

“I have never received better service from a vendor than I did from PowerTrain. I would not hesitate to work with the people of PowerTrain on another project. They were absolutely fabulous.” –Bruce Stewart, ODI Deputy Training Director

Product or Program Innovation

Some of the breakthrough innovations of the New IQ Live Animate are that it is flexible, easy to use, easily integrated into a diversity and inclusion, leadership, talent management or workplace training program, and accessible. The New IQ Live Animate is flexible because it is available in any format (MP4, HTML Link, YouTube, on a mobile device, or a desktop) and can be easily inserted in a PowerPoint presentation, is available 24-hours a day on OPM ODI’s Website and on YouTube, and since the message is universal, works as if specifically designed for each federal agency.

The New IQ Live Animate is easily integrated as a prerequisite to a training program, an introduction to a conference or workshop, and a follow-up summary of important strategies to increase inclusion and diversity at the workplace. The New IQ Live Animate is also simple to use with universal video controls and the ability to start and stop the message at any time. Additionally, it is accessible for people with disabilities, with a complete script and captioning available, as part of the file.

New IQ Live Animate is also innovative because it takes an intangible subject (inclusion) and makes it concrete and measurable by providing step-by-step actions a manager can take to increase inclusion in the workplace based findings from two annual Federal surveys: New IQ perception scan and employee satisfaction survey. This approach provides a way for organizations to measure the success of using the New IQ.

Another innovate approach is the use of humor and engaging live hand drawings to draw the viewer into the content matter in an entertaining manner. And with its instructionally sound teaching techniques, each main strategy to increase inclusion is provided to the viewer in the form of easy-to-remember acronyms (TRIP and FOCSE [pronounced "focus"]).

A final breakthrough is the availability of this product at no additional cost to everyone in the federal workforce and every American citizen (the public), through multiple channels: conferences, seminars, and MAXOMB.Gov for federal employees and through both OPM.Gov/Diversity and Inclusion/federal workforce Website and YouTube for the public.

Unique Differentiators

According to David Ciliberto, a senior vice president at Partners International and adjunct instructor of diversity and inclusion at Cornell University ILR in his article, *"Talent Management: The Diversity Executive, Top 3 Things Wrong with Diversity and Inclusion Training,"* failure to communicate the true benefits of diversity and inclusion plague expensive and time-consuming training that should get leaders on board (talentmgt.com/articles/7002). The top three issues are:

- Failure to connect diversity and inclusion to the business case.
- Failure to understand and utilize an integrated approach to diversity.
- Failure to clarify the differences between equal employment opportunity, affirmative action and diversity and inclusion.

The New IQ Live Animate is unique and stands out in its field by:

- Directly connecting diversity and inclusion to the business case.
- Providing a hands-on and integrated approach to diversity and inclusion.
- Focusing on inclusion and diversity as a means to ensure equal opportunity and a more effective workplace.

The New IQ Live Animate is unique because it is based on data and proven workplace results. While much of the current diversity and inclusion training reiterates “should do” and “nice to do” ideas of including everyone in the workplace that people all learned in kindergarten and spouts out federal requirements and Equal Opportunity, Affirmative Action, and Diversity responsibilities under the law, the New IQ Live Animate provides proven techniques based on research, but does it in a fun, memorable, and engaging manner.

The New IQ refers to inclusive intelligence and the New IQ Live Animate was designed around data from 20 questions identified through a rigorous factor analysis trial of OPM’s Employee Viewpoint Survey questions. These 20 EVS questions had the highest correlation to inclusive environments of the 87 questions tested. The 20 questions are grouped into the 5 Habits of inclusion, “F.O.C.S.E.” – Fair, Open, Cooperative, Supportive, Empowering, that are taught in the New IQ Animate. Furthermore, the 20 EVS questions are referred to New IQ Live Animate as “behaviors.”

Figure 1: F.O.C.U.S.E. YouTube Video Screenshot



Source: OPM 2016

The New IQ Live Animates built upon the concept that individual behaviors, repeated over time, form the habits that create essential building blocks of an inclusive environment. These behaviors can be learned, practiced, and developed into habits of inclusiveness and subsequently improve the inclusive intelligence of organizational members.

Figure 2: IQ Live Animates YouTube Video Screenshot

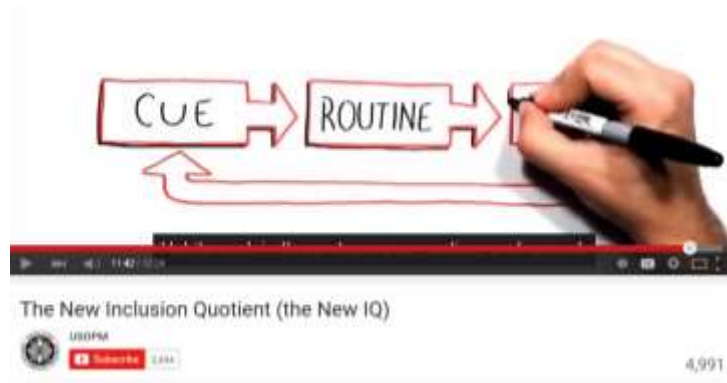


Source: OPM 2016

The New IQ is the next generation of intelligence. New IQ is about actively soliciting and then harnessing the power of diverse perspectives that may or may not be rooted in specific individual education, experience and/or expertise. Product development experts may be the best experts at design, but their ability to design a better cup or a better lid doesn't necessarily mean that it will occur to them to plug the hole so the coffee stays in the cup while they build a better lid.

Business analysts may be the best experts at showing how cost cutting improves the bottom line, but cost cutting done with a narrow perspective also cuts down on the perspectives that allow you to know and deliver what the customer wants. New IQ Live Animate explains that the intelligence you need to solve any problem is already available, if you know how to look for it and use it by changing unconscious habits. New IQ Live Animate includes proven ways to change habits and actively practice the New IQ.

Figure 3: Tips and Tools YouTube Video Screenshot



Source: OPM 2016

The New IQ Live Animate provides tips and tools while explaining your ability to seek out that intelligence and include it into how you think, learn, and lead.

In the federal government word of “death by PowerPoint” where slides and trainers drone on and on at times about yet another federal requirement, the New IQ Live Animate is a fresh approach to an important subject. The reception of the New IQ Live Animate has been overwhelmingly positive in almost a hundred workshops and online with almost 5,000 views on YouTube. As a matter of fact, it is so welcomed that several federal agencies have pursued adding on to the video with a new segment in the same style on safety, generational diversity, and customized applications in the agency.

Figure 4: Clear Images Drawing in People to Learning Techniques



Source: OPM 2016

The quality of the New IQ Live Animate is visible in the clear images and in the immersive, engaging manner that the animation draws in people to learn techniques in a self-exploratory manner. The animation also covers topics that can be seen as difficult by presenting real-life workplace scenarios and examples of inclusive behavior (habits) that enlighten employees/learners to see their own unconscious negative habits of exclusion with an accepting tone (“... unconscious habits that we all have ...” “... And all of us do this...”)

Figure 5: YouTube Video Screenshot



Source: OPM 2016

Measureable Results

One of the most important aspects of this project is the cost savings the New IQ Live Animate helps the Federal government achieve. While the 12-minute Live Animate was initially funded by OPM’s ODI for under \$15,000, the tool is available free of charge to every Federal agency employee, along with a comprehensive diversity and inclusion Toolkit on OMB MAX Website, saving agencies hundreds of thousands of dollars as agencies use the animation and toolkit in their training efforts to meet the federally mandated training requirements on diversity and inclusion.

Since the inception of the New IQ Live Animate ODI also has also shown quantifiable results:

- Approximately 100,000 Federal employees have been educated on the importance of inclusion and its critical role in improving engagement and creativity.



- The learning animation has received an average satisfaction score of 4.8 out of a possible 5.0 score!
- The New IQ Live Animation has been a critical part of the federal government's and the President's Government Wide Diversity and Inclusion Executive Order 13583 to build a more engaged and inclusive federal workforce.

Approximately 70 federal agencies have utilized the New IQ learning animation at no additional cost to the government. Agencies include:

- U.S. Department of Defense
- U.S. Department of Homeland Security
- U.S. Department of Agriculture
- Federal Bureau of Investigation
- U.S. Department of the Interior
- National Aeronautics and Space Administration
- U.S. Department of Health and Human Services

The New IQ Live Animate has been used at numerous:

- Government conferences
- Seminars
- Webcasts
- Workshops
- Training sessions
- Meetings

And the New IQ Live Animate is not just available to the government. It is available to the public too on YouTube with almost 5, 000 views and as a direct link on OPM ODI's public website.

In one case study example, OPM's Office of Diversity and Inclusion used the New IQ Live Animate as an integral part of a comprehensive diversity and inclusion training at the Federal Bureau of Investigation. Because the New IQ Live Animate was designed for use across federal agencies (through OMBMAX.Gov and on YouTube) and readily available, ODI was able to provide training when and where the FBI needed it.

As part of the Department of Justice, the FBI employs nearly 35,000 people around the globe. Thanks to the New IQ Live Animate, every FBI employee now has access to hands-on strategies and habit-changing techniques to increase inclusion and diversity at FBI. New IQ Live Animate, as part of ODI's training program is now enabling the FBI to better meet its Core Values of:

- Respect for the Dignity of All Those: The Organization Protect
 - Compassion
 - Fairness
 - Uncompromising personal integrity and institutional integrity
 - Accountability. By accepting responsibility for the actions and decisions and the consequences of the actions and decisions
- Leadership, both Personal and Professional
 - Diversity

Because of the success of the New IQ Live Animate, at the conclusion of the training, the FBI decided to use the New IQ Live Animate to provide continued training to its staff and to add on a new live, animated piece on the importance of generational diversity. This training tool is making FBI employees aware of the importance of diversity and inclusion and providing them with specific actions to make a difference in the workplace.

Additionally, the New IQ Live Animate has had a significant positive impact on all aspects of federal government employee perceptions and engagement. Recent government-wide agency inclusion scores showed overall improvement in federal employee satisfaction.

One of the major issues facing organizations and the federal government in regard to inclusion is how to properly measure it and improve an inherently intangible aspect of group interaction, which the inclusion index scores help accomplish. The results from using the New IQ Live Animate as part of the diversity and inclusion training program show positive and measurable results.

Pursuant to Executive Order 13583 and to the Government-wide Strategic Plan, which was published on November 17, 2011, the OPM Office of Diversity and Inclusion developed a D&I Dashboard for agency use in workforce planning and reporting, with information culled from the Federal Employee Viewpoint Survey and the Enterprise Human Resources Integration data sets.

The Diversity and Inclusion Dashboard is a government-specific tool created to provide agencies with demographic data about hiring, group attrition, employee inclusion perceptions, and overall accountability in regard to D&I efforts. One of the goals of the Diversity and Inclusion Dashboard is to provide data that is formatted in such a way that anyone can view it, explore it, and readily understand it.

Fostering inclusive work environments and realizing the full potential of the workforce's diversity requires agencies to employ effective management practices. To that end, the Office of Diversity and Inclusion developed the New Inclusion Quotient (the New IQ) as explained in the New IQ Live Animate tool.

The New IQ inclusion index scores are calculated using a subset of 20 questions from the Federal Employee Viewpoint Survey. This metric is separated into several factors comprising the information taught in the New IQ Live Animate: the 5 Habits of Inclusion: Fair, Open, Cooperative, Supportive, Empowering. Research confirms that workplace inclusion is a contributing factor to employee engagement and organizational performance.

The New IQ provides a set of change management tools to supplement the inclusion index. Together, the tools and index arm agencies with instruments and practices necessary to support diversity and inclusion more fully. As agencies adopt and implement the New IQ, improvements are reflected in inclusion index scores.

Figure 6: Inclusion Categories

Inclusion Categories	2014
Fair Environment	43 %
Open Environment	55 %
Cooperative Environment	52 %
Supportive Environment	74 %
Empowering Environment	56 %

Source: OPM 2016



*The data found in the New IQ inclusion index is taken from the Federal Employee Viewpoint Survey for the corresponding year and based on a set of 20 questions. The FEVS is a tool that measures employees' perceptions of whether, and to what extent, conditions characterizing successful organizations are present in their agencies.

Survey results provide valuable insight into the challenges agency leaders face in ensuring the federal government has an effective civilian workforce and how well they are responding. The data for this measure is calculated using weighted responses from FEVS and includes respondents from various agencies.

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