The growth of a tree requires nourishment from fertile ground. Ideas thrive when they are cared for and watered externally. The tree can't sustain itself. However, when leaves fall from the tree they reinvigorate the ground with more nutrients. If there is a slight breeze the leaves can be carried further to prepare the ground for a new tree or they can add to the soil already supporting a different tree. Unfortunately if the wind is too strong a storm can brew chaos and strip the tree bare. You can either be the gardener tilling the soil, a branch of the tree growing within it, or a leaf blown near or far. Just don't be the storm.

Board Engagement -Who-

Committees Ideation / Creation -What & Why-

NCSEA Staff Content Support -How-

MOs Leadership Committees Stakeholders Members

Firms Affiliates Industry

SE Profession
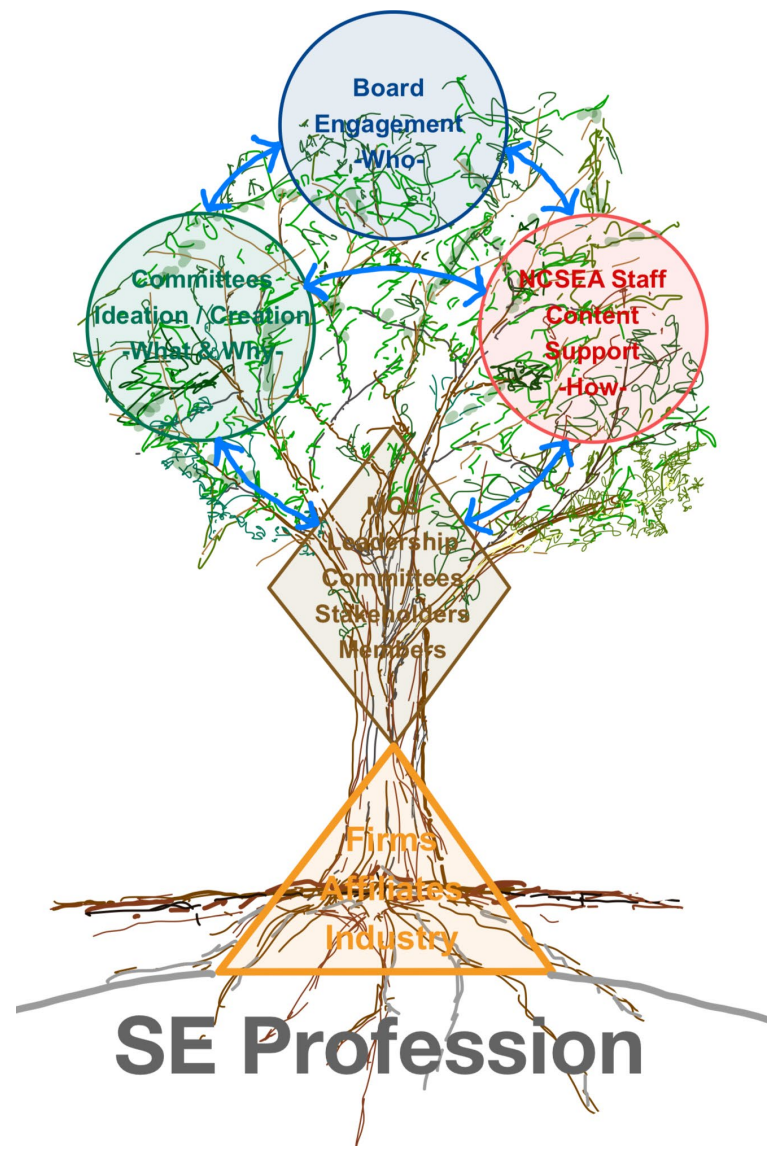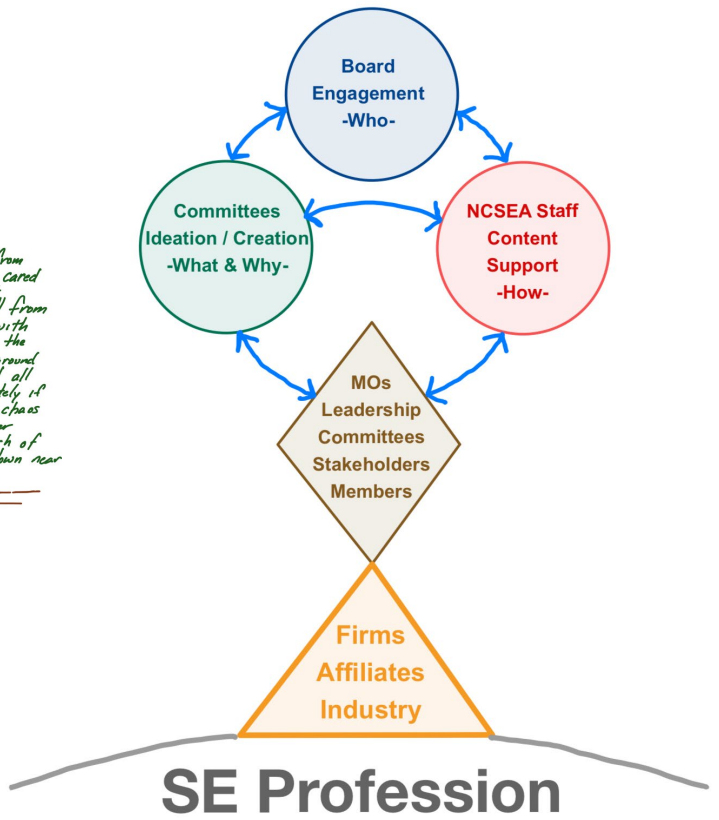
Behold...a Ken O'Dell ORIGINAL!

Today's Session:

Culture and value add recruitment

Evaluate existing strategies, discuss how they can be made more intentionally inclusive

Strategic Plan

NCSEA — National Council of Structural Engineers Associations

NCSEA Strategic Plan Overview

NCSEA Vision
Structural engineers are valued for their contributions to safe structures and resilient communities.

NCSEA Mission
NCSEA, in partnership with its Member Organizations, supports practicing structural engineers to be highly qualified professionals and successful leaders.

Education and Training
Practicing structural engineers operate effectively in complex and dynamic technical, economic, and social environments

Perception and Professionalism

Advocacy (External Communication)
Practicing structural engineers are recognized by clients, media, policymakers, educators, students, and the public for the value of their contributions to society

Collaboration (Internal Communication)
Practicing structural engineers create and sustain a positive, mutually supportive environment for everyone in the profession

Codes and Standards
Practicing structural engineers exert a positive influence on the development and application of relevant codes and standards

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2023-24 Strategic Implementation Plan Actions

Vision Statement:
Structural engineers are valued for their contributions to safe structures and resilient communities.

Mission Statement:
NCSEA, in partnership with its Member Organizations, supports practicing structural engineers to be highly qualified professionals and successful leaders.

Pillars:
Education and Training: Practicing structural engineers operate effectively in complex and dynamic technical, economic, and social environments
Advocacy (External Communication): Practicing structural engineers are recognized by clients, media, policymakers, educators, students, and the public for the value of their contributions to society
Collaboration (Internal Communication): Practicing structural engineers create and sustain a positive, mutually supportive environment for everyone in the profession
Codes and Standards: Practicing structural engineers exert a positive influence on the development and application of relevant codes and standards

Actions:
Action 1: Content Development
Develop a plan to re-envision current and future educational and technical content.

Action 2: Brand & Marketing Campaign
Continue efforts of the Branding & Marketing campaign.

Action 3: External Collaboration & Advocacy for the Profession
Continue to advance discussions and initiatives under Joint Leadership efforts of CASE-NCSEA-SEI.

Action 4: Internal Collaboration & Communication
Streamline and improve NCSEA-MO, Committee, and MO-MO communications.

Action 5: Best Practices
Support efforts to facilitate open, honest, and transparent conversations for the establishment of best practices in the provision of structural engineering services.

Action 6: Codes & Standards
Exert a positive influence on the development and application of relevant codes and standards.

Board Commitment: Diversity, Equity, and Inclusion within NCSEA
Examine and strive to increase the diversity of individuals involved in NCSEA and SEA leadership positions and committee activities.

Action Items: 12 – 18 months

NCSEA
National Council of Structural Engineers Associations
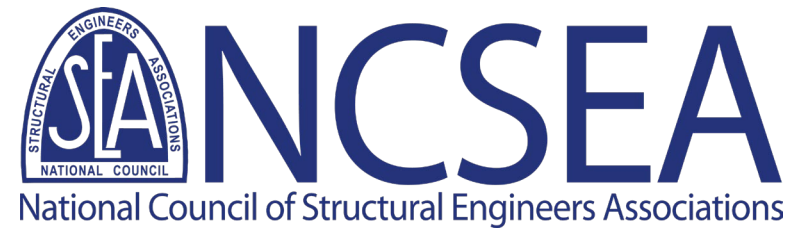
Education and Training

- Provide ongoing DEIB training to staff and committee members
- Member Organizations: identify those within for training and development

Advocacy (External Communication)

- Identify and pursue inclusive social media strategies
- Encourage diverse group of engaged members to be part of branding images
- Outreach for broader participation via new topics, voices, perspectives

Collaboration (Internal Communication)

- Use intentionally inclusive language to encourage broader participation with value proposition

Codes and Standards

- DEIB training to encourage more community-minded codes and standards

Relevant Considerations

Offer DEIB-related training opportunities for staff and beyond "core" groups

Seek the perspectives of those beyond the "usual" through intentional inclusion

Member organizations engage in more targeted outreach

Communicate the work that has been done already and build upon it (ex. Code of Conduct)

Consider collecting demographic data from members as part of their member profile/membership renewal (with accompanying self-ID campaign explaining why)

What does this have to do with MOs?

Members = Talent	Quality and Quantity
Integrating into localized strategy through outreach and engagement	Broader perspectives = Broader engagement
Sustaining the future of the profession and organization	Broader engagement = growth and innovation

Defining DEIB

Diversity

The wide variety of personal and group characteristics (identities) that make one individual or group different from or similar to another.

WHO

Inclusion

Efforts **resulting in experiences of respect, belonging, and full engagement.** Inclusion can be applied to policies, programs and practices with the aggregate effect of an inclusive **organizational culture and climate**.

WHY

Equity

Fair and just practices and policies ensuring all can thrive by **acknowledging and addressing structural historic and current inequities** that advantage some and disadvantage others. **Assessing and adjusting** policies, programs, and practices to **facilitate fairness.**
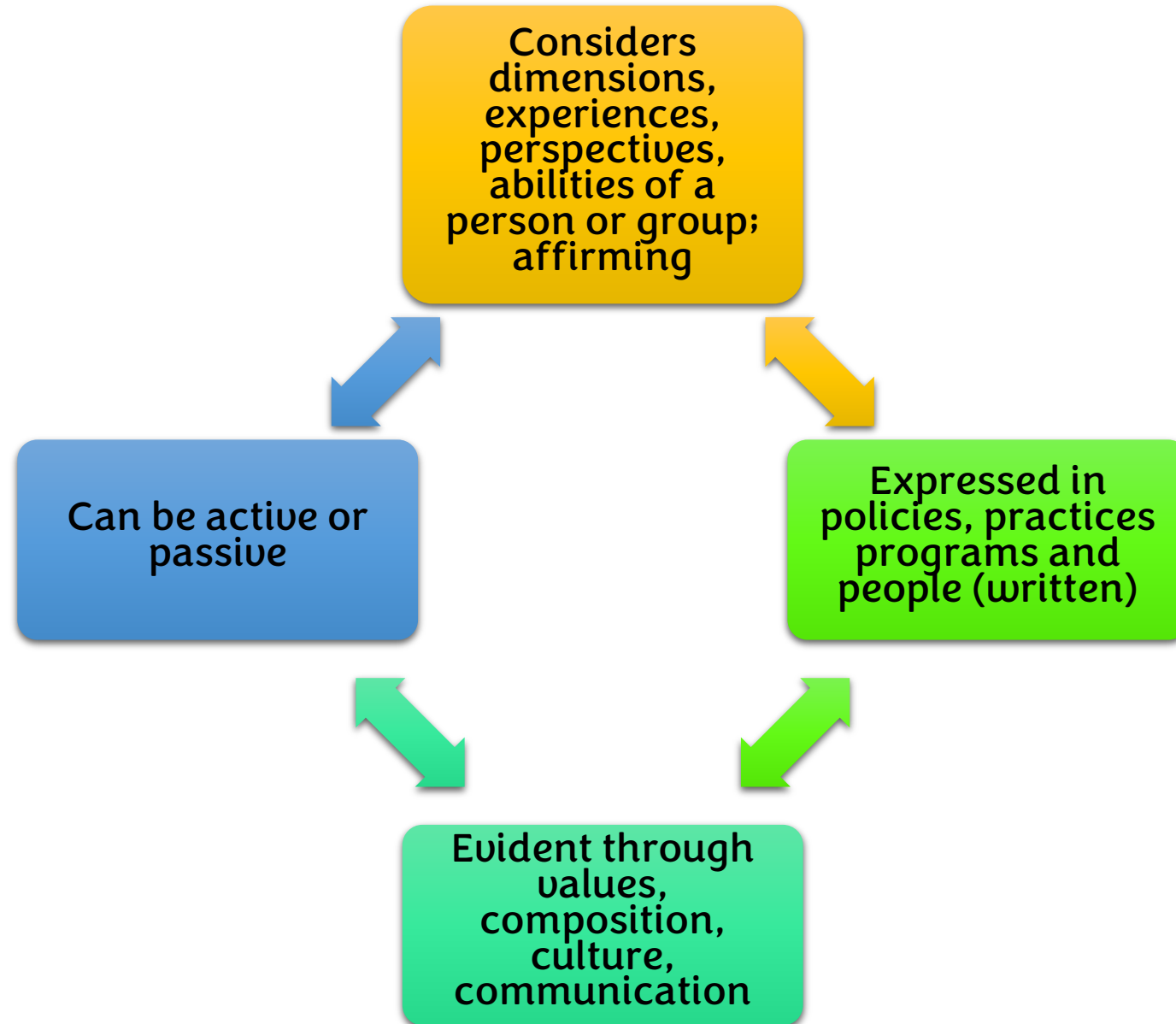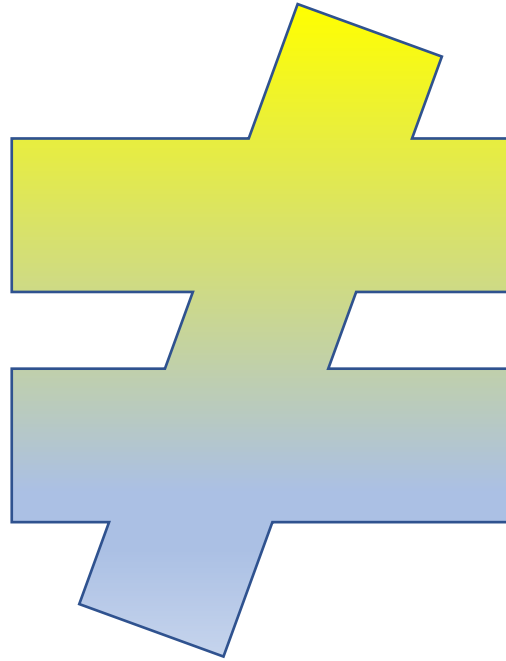
HOW

Belonging

The state of **acceptance and affirmation**, typically accompanied by **psychological safety and authenticity**. A culture of belonging makes those feel valued by **welcoming all dimensions** of their identities, experiences, and perspectives.

WHAT

Inclusion is...

Considers dimensions, experiences, perspectives, abilities of a person or group; affirming

Can be active or passive

Expressed in policies, practices programs and people (written)

Evident through values, composition, culture, communication

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STRATEGIC EQUITY AND INCLUSION

Active and intentional inclusion (multicultural)

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Passive, unintentional exclusion (monocultural)

If you're not practicing intentional inclusion, you could be causing passive exclusion

KEY POINT

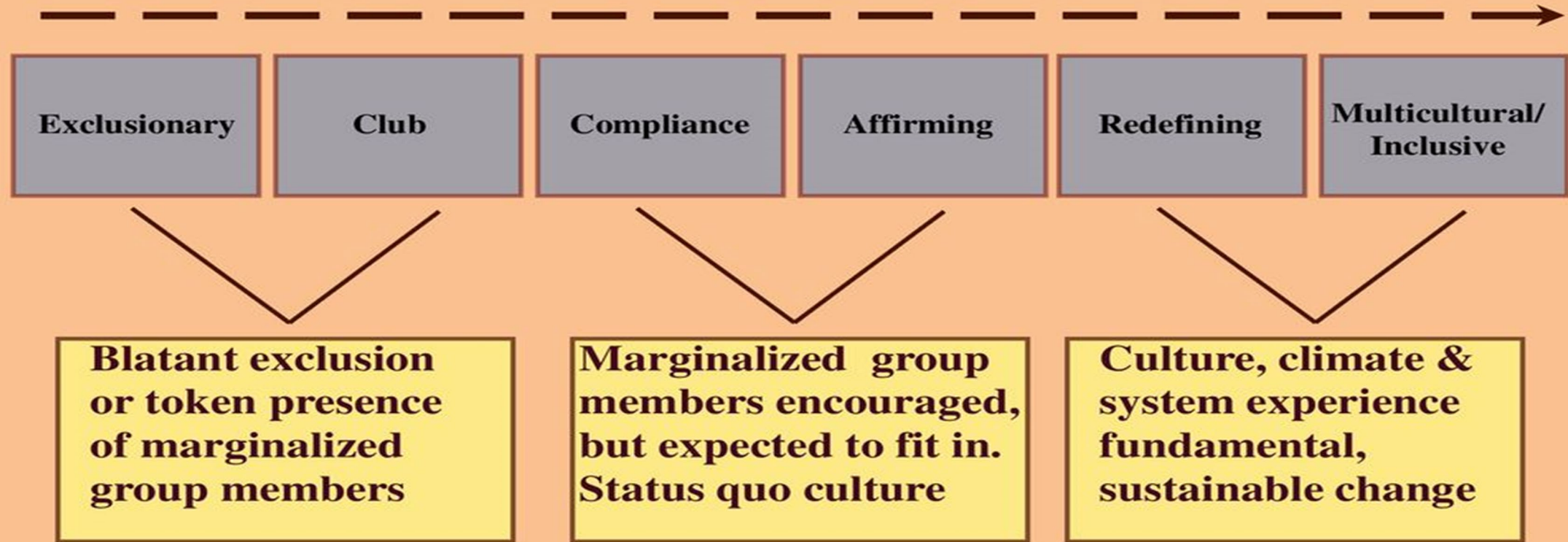Aurora Change Agency

ACTIVE Inclusion ⟳

BELONGING

- Action, verb

- Outreach

- Acknowledges who or what is missing and why

- Acknowledges unspoken barriers and exclusion

- Value proposition

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STRATEGIC EQUITY AND INCLUSION

Jackson/Hardiman MCOD Continuum*

Monocultural *Non-Discrimination* *Multicultural*

| Exclusionary | Club | Compliance | Affirming | Redefining | Multicultural/ Inclusive |

Blatant exclusion or token presence of marginalized group members

Marginalized group members encouraged, but expected to fit in. Status quo culture

Culture, climate & system experience fundamental, sustainable change

*Jackson 2005

Where is your Member Organization?

Stage 1: Exclusionary	Deliberately restricts membership, harassment and exclusion goes unaddressed, hostile/unsafe for underrepresented
Stage 2: "The Club"	Only the "right kind" are accepted, tokenism, DEIB engagement centers comfort of majority
Stage 3: Compliance	More access only to those who don't make waves, assimilation expected, no change to culture or structure (acculturation)
Stage 4: Affirming	Active recruitment, support and development, capacity-building but no culture change
Stage 5: Redefining	Creating intentionally inclusive culture through 4 Ps, minoritized empowered for impact, members' growth is organizational growth
Stage 6: Multicultural	Leaders and members actively addressing oppression, process for minoritized full participation in decision-making, addressing oppression and exclusion in broader profession

The Role of People and Culture

Culture

- The total accumulation of many **beliefs, customs, activities, institutions and communication patterns** of an identifiable group of people

- Need understanding of culture, how it's expressed to *attract and engage members*

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Dimensions of Diversity

Primary Dimensions

- Gender & Gender Identity
- Race
- Age
- Religion
- Sexual orientation
- Ethnicity
- Physical or other ability
- National Origin
- Indigenous Status
- Linguistic heritage
- Appearance

Secondary Dimensions

- Socioeconomic status
- Veteran status
- Education
- Marital status
- Geographic location
- Parental status
- Personality
- Belief systems and values
- Attitudes, habits

Tertiary Dimensions

- Hobbies and interests
- Job or career
- Nonprofit or volunteer involvement
- Political or social cause involvement
- Life experiences (ex. Abuse or illness survivor)
- Talents

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Culture as an Iceberg

Complex mass that is 1/10 visible and understandable – **"LET'S CELEBRATE!"**

Influence value interpretation and engagement

Culture inherent in dimensions of diversity AND organizations

THE CULTURAL ICEBERG

SURFACE CULTURE

DEEP CULTURE

Food
Flags Festivals
Fashion Holidays Music
Performances Dances Games
Arts & Crafts Literature Language

Communications Styles and Rules:
Facial Expressions Gestures Eye Contact
Personal Space Touching Body Language
Conversational Patterns in Different Social Situations
Handling and Displaying of Emotion
Tone of Voice

Notions of:
Courtesy and Manners
Frendship Leadership
Cleanliness Modesty
Beauty

Concepts of:
Self Time Past and Future
Fairness and Justice
Roles related to Age, Sex,
Class, Family, etc.

Attitudes toward:
Elders Adolescents Dependents
Rule Expectations Work Authority
Cooperation vs. Competition
Relationships with Animals Age
Sin Death

Approaches to:
Religion Courtship Marriage
Raising Children Decision-Making
Problem Solving

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What deep cultural factors may influence What YOU value?

Reflection Activity: Deep Culture and Perspective Taking

Consider your interpretation and the accompanying perspectives for the following deep culture factors:

➢ Conversation patterns in different social situations

➢ Notions of Leadership

➢ Concepts of Fairness and Justice

➢ Attitudes towards Cooperations vs. Competition

➢ Approaches to Decision-Making

Deep Culture & Perspective Taking

Consider your interpretation and the accompanying perspectives for the following deep culture factors (respond to both interpretation and perspectives that influence them):

Culture Factor	Intepretation	Accompanying Perspectives
Conversation patterns in different situations	The need for code switching in professional situations	Don't trust the outcome of being authentic
Notions of leadership	Should be facilitative and collaborative	Top down and hierarchical creates rankism and paternalism
Concepts of fairness and justice	Should include collaboration re: definitions	Can be passively exclusive if those who it's for not at the table
Attitudes towards cooperation and competition	Cooperation more useful than competition for progress	Don't trust competition or those who are competitive because undermining and cut throat to "win"
Approaches to decision-making	Should seek out feedback from those the decision will affect	Can be paternalistic if not collaborative; be transparent about whether and how input will be used

Culture and Value Proposition

Pair share: what made YOU engage with NCSEA? What is the value proposition for YOU?

How might your perspectives influence your engagement?

Organizational Values

Values reflect **what we feel is important**. These values may be **guiding principles of behavior** for all members in the organization.

Organizational Beliefs

Beliefs that are part of an organization's culture may include beliefs about the **best ways to achieve certain goals**.

Organizational Norms

Norms reflect the **typical and accepted behaviors** in an organization and may reflect the values and beliefs,

How **tasks are generally expected to be accomplished**, the attributes of **environment**,

Typical ways that people **communicate**, and the typical **leadership styles**.

What is NCSEA organizational culture?

National Council of Structural Engineers Associations

Sherman, 1989

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STRATEGIC EQUITY AND INCLUSION

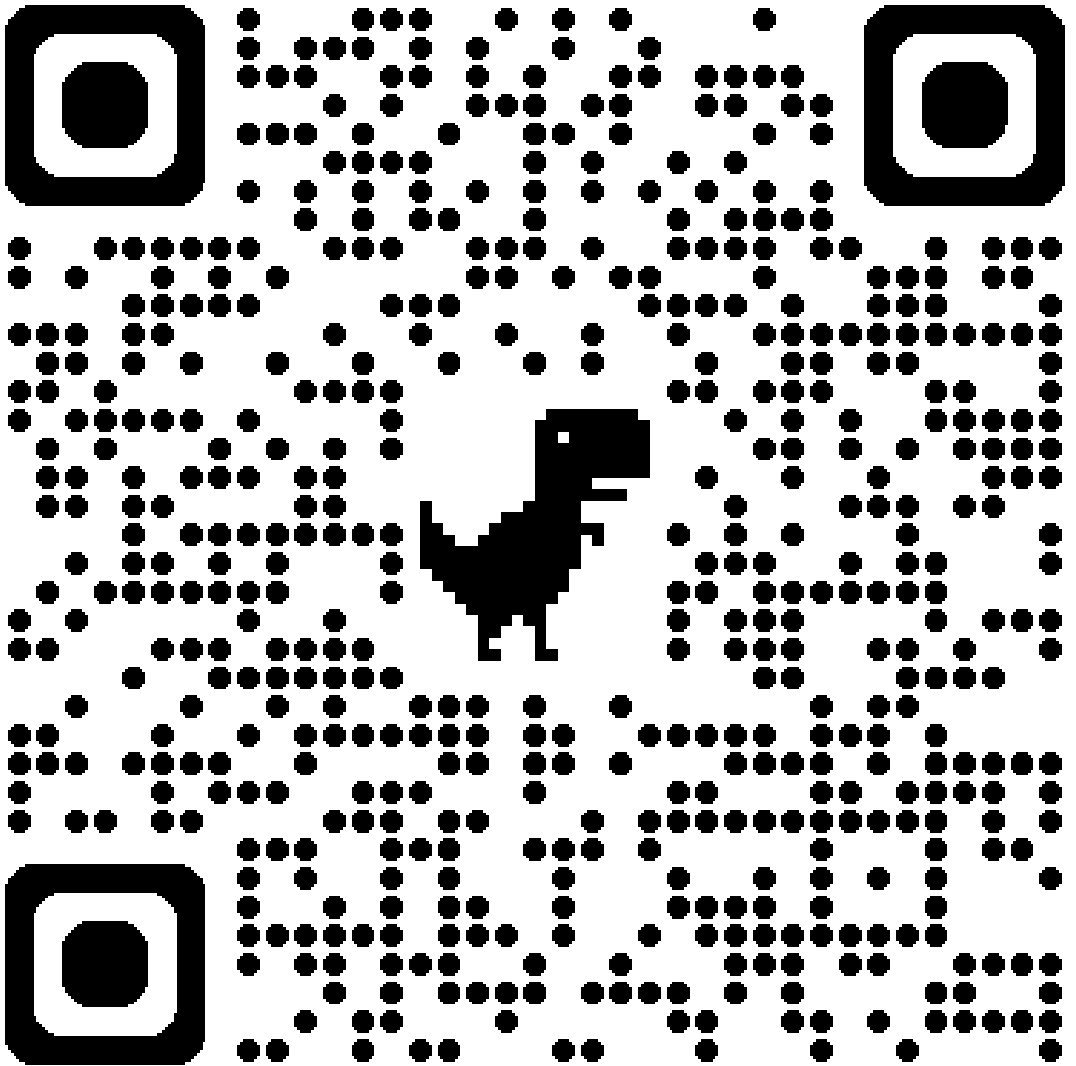# Discussion: Values and Culture
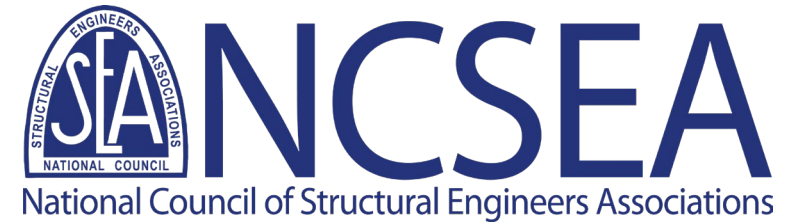
What does NCSEA value?

How do NCSEA's values contribute to outreach norms?

How might those values and beliefs passively exclude some people?

Values-Based Recruitment and Engagement

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Who	What	How	Why
• Who "fits?" What is the "typical" member?	• What skills or experiences could use adding?	• How can you practice intentional inclusion/ outreach? What's the value proposition message?	• What's the why? What's in it for your member organization?

Assign scribe for google doc

Building Capacity Towards Action Series

Module 1: Cultural Humility and the "You" in Unity	• Introduction to cultural humility, self-reflection, and their role in creating inclusive environments.
Module 2: Bias Awareness and Socialization	• Engagement with biases, how they develop, and how they can be addressed.
Module 3: Monocultural and Multicultural Practices and Equity	• Introduction to the anatomy of a multicultural organization and its role in facilitating inclusion and equity.
Module 4: Organizational Culture and Belonging	• Exploration of the juxtaposition of inclusive leadership, change management, and organizational culture to facilitate belonging.
Module 5: Let's Make a Plan!	• Examination of and engagement with the 4Ps charts the course for action.

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Adding
PROFICIENCY to
your passion for
DEIB