SEPLER & ASSOCIATES
Strategic and Respectful Approaches to Contemporary Workplace Issues

NPS Voices

Prepared by Sepler & Associates for the National Park Service
Office of Relevancy, Diversity and Inclusion

Summary Report

NPS VOICES TOUR 2018

Fran Sepler, President of Sepler and Associates was hired to work with the Relevancy, Diversity and Inclusion WASO staff to help design NPS Voices and to provide consultation and recommendations upon its completion. Fran Sepler is a human resources consultant dedicated to creating healthy, inclusive and competent work environments and is a nationally recognized expert in the field of workplace investigations. She has developed techniques and protocol used by organizations throughout the United States to investigate complaints of workplace misconduct and is the author of "Finding the Facts: What Every Workplace Investigator Needs to Know," published in 2008. Ms. Sepler has conducted over 1000 workplace investigations, served as an expert witness regarding employer response to employee complaints, and provided anti-harassment, anti-bullying and implicit bias training for thousands of organizations. She has also conducted workplace climate assessments for workplaces of all sizes. Sepler and Associates is located in Minneapolis, MN and was founded in 1991 to address the emerging issues of discriminatory harassment and the challenges of diversity.

TABLE OF CONTENTS

INTRODUCTION

The Voices project empowered National Park Service employees to speak out about their work environments. This report summarizes and amplifies those voices. In reading this report, it is essential to remember that hearing what employees have to say is a first and essential step towards creating respectful and safe work environments throughout the National Park Service. By reviewing this report, the reader will come to identify common themes and challenges the Service faces, and also acquire an appreciation for the commitment and resiliency of the people of the National Park Service.

The report contains an Overview and Summary that explains the purpose and implementation of the Voices Tour, an in-depth look at the themes of "Systems and Leadership," and "Employee Engagement," which provides an opportunity to hear unfiltered voices as well as to understand at a granular level the needs and wishes of Park Service employees.

This report concludes with a comprehensive list of action ideas, big and small, generated by Voices participants. The hope is that these ideas will inspire action, even small first steps, to reaching the Park Service's potential and a safe, respectful workplace.

1. VOICES TOUR OVERVIEW AND SUMMARY

I. Goals and Process

In 2017, the National Park Service (NPS) conducted a Work Environment Survey which reported that in the 12 months prior to the survey nearly forty percent of responding employees experienced some form of harassment. In response to this information, NPS initiated the design of a nationwide series of listening sessions; a multi-faceted effort to both gather and share information with a large number of its employees related to its commitment to create a safe, respectful, and fair work environment. Called the "Voices Tour," this effort sought to:

- listen to NPS employees' ideas, thoughts, and experiences about their work environment
- collect ideas and aspirations for increasing respect and safety
- determine what risks and challenges needed to be addressed to reduce interpersonal misconduct;
- aim to become a workplace where people feel genuinely respected, valued, and able to rise to their potential;
- heal through the sharing and listening.

The development of the Voices Tour began in November 2017 with a two-day gathering of the NPS employees who would serve as facilitators and scribes for the anticipated small-group sessions with employees throughout the country. Over those two days, we debated, redesigned, and ultimately agreed upon the purpose and design of the Voices Tour. For example, based on NPS employee input, we reshaped the project to include explicit attention to employees' need to heal from past harms. We also clarified the facilitators' and scribes' roles and responsibilities throughout the Tour.

In December, NPS piloted the process with seven in-person sessions held in the Alaska and the Midwest regions. After assessing these sessions and getting input from their facilitators, we gave the facilitator and scribes additional instructions, and, in consultation with NPS, we decided to separate the in-person sessions into supervisor and staff groups in each location. In addition to the in-person sessions, the Tour included web-based sessions, some of which were open to all staff and others designated for specific affinity groups, and an anonymous online portal open to all staff, where all NPS employees were invited to share their personal stories and experiences without needing to identify themselves. The Voices Tour included 53 in-person sessions, 27 web sessions, and more than 200 submissions to the anonymous portal. In total at least 1,249 individual voices were heard in the Tour. The live sessions conducted between December 2017 and April 2018 included 827 individuals and the web sessions (including the affinity sessions) included 183. The live sessions included nearly equal numbers of male and female participants. The web and affinity sessions and the anonymous portal drew nearly twice as many female-identified participants (220) than male-identified (113). **The facilitators' guides for the Voices live sessions and web sessions are attached to this report as Appendix A**.

Both in-person and web sessions included a discussion of the factors that contribute to a positive or negative workplace environment. The facilitator then defined and elicited examples of four levels of negative workplace behavior: rude or uncivil conduct, abusive or bullying behavior, unlawful harassment, and assault. As part of this discussion in the live sessions, participants were to consider whether each kind of behavior was openly accepted, not openly accepted but happens and not addressed, or absolutely does not happen. In the web polling, participants were asked to estimate the frequency of respectful, uncivil, abusive, and harassing behavior. The discussion then turned to ideas for individual, park-level, and system-level actions that could help those who have been harmed heal and positively impact the workplace environment going forward. Finally, participants were asked to brainstorm an activity they could bring to their workplace to improve the work environment for a nominal cost and were given the opportunity to write down one thing they would like to say to the leadership of NPS. The anonymous portal asked employees to rank certain workplace factors (immediate supervisor, coworkers, location) in terms of their value in contributing to a positive work environment and sought their ideas for positive change, examples of workplace experiences (positive or negative) that might help inform our work, and advice or suggestions for conditions that would ensure a respectful, safe, and fair workplace environment.

II. Employee Feedback

Beyond information gathering, these sessions and anonymous portal submissions served other important purposes, including providing an opportunity for employees to share their experiences and hopefully, to feel heard. After sessions in one location, the facilitator wrote,

> Staff were open and engaged in conversations in both sessions and employees felt this forum of communication was extremely important for them in discussing as a group what respectful and unwanted behaviors are and how to identify them. They were eager to bring up their personal situations/examples and generate ideas collectively as a group to work towards a more safe, respectful, and fair work environment.

The vast majority of participants found the Voices sessions valuable. What seemed to resonate most with participants was the opportunity to connect with others on these issues and to contribute to culture change. As one facilitator explained, "The employees ask to continue to have open forums for checking in on the workplace environment in the park and allow for continued feedback and open interest in working to improve the interpersonal environment." Many participants spoke of the benefit of hearing from one another about similar experiences and having an opportunity to "speak out." As one participant expressed, "These are heavy topics, good to hear I am not the only one who feels this way. We all want respect and want to help each other." A supervisor shared, "I'm here because people I care about and supervise are experiencing these issues and I want to be able to help." Participants shared that they "appreciated and were empowered" by the experience and that "(the) Voices (tour) increases morale." In one of the affinity sessions, a participant said, "There's a palpable difference in my attitude and empowerment from even having this conversation. I can personally take away that having the conversation matters." In some sessions, great healing occurred in response to sharing personal harassment stories. Many found the experience positive and rewarding and advocated that it be mandatory and continued regularly. Many strongly support keeping the issue of work climate and workplace respect elevated by including it in all-employee meetings, supervisor trainings, and orientation for new employees.

Echoing some of the thematic concerns about communication, however, several participants shared that the advance communication about the Voices sessions was not clear or consistent. Some understood attendance was mandatory while others were discouraged from attending. Some said it was called a "training" and that they had little understanding of what they were attending. Others acknowledged that it was hard to describe, as it does not fit into one box (e.g. training, discussion, focus group), but said that this made it even more valuable to them and that they would like to see it replicated.

Other participants expressed fear in speaking out, foreshadowing the thematic concerns about retaliation and job security. They questioned the level of session confidentiality, pointing out that their superintendent knew who was in the room and would see the scribed notes. One participant stated, "I don't know everyone in this room, and I've learned from experience not to trust." Others reported that several of their coworkers did not attend because they believed there would be adverse impacts on them for doing so. At least one participant left a session reporting a lack of comfort in participating.

Some participants were more negative about their experience. In response to a prompt for ideas for needed change, one participant said it would be great "to never have to do this class again." Others felt the project was being done to satisfy legal obligations.

Even those who found the experience valuable expressed concern about whether any real action would come out of all the effort. Many expressed a sense of futility in participating, as "NPS keep bringing people down here to get our opinion and nothing happens." They say they have "been through enough surveys and trainings" and now want to see tangible actions. They are hopeful that actual change results from this work rather than "business as usual." They want the stories shared and recommendations implemented.

III. Theme Development

To help inform those tangible next steps, we analyzed the notes from the in-person sessions, the general-audience web sessions, and the submissions to the anonymous portal. While some perceptions of a particular work environment differed greatly between the staff and supervisor groups, the aggregate data from the various sources revealed common themes and issues across the agency. We then further consolidated the ideas. One section of this briefing document thus focuses on governance and systems-related issues and the other focuses on employee engagement and grass roots ideas. We also compiled stories from the anonymous portal and have highlighted representative stories into a document of narratives, or "voices" that speak to many of the identified ideas.

A. THEMES: SYSTEMS AND LEADERSHIP

1. **HR and Response Systems:** Participants express a strong, consistent sentiment that Human Resources does not function effectively or constructively at every stage of the employment life cycle and that its systems are unresponsive, understaffed, and out of touch with the field.
2. **Hiring:** Participants identify the hiring processes as a barrier to bringing talent into NPS and a tool by which cronyism can be and is perpetuated through pre-selection. They question the adequacy of due diligence on new hires and believe that this has led to individuals being hired with behavioral issues that could have been identified through background checks. They also seek processes that synchronize more effectively with the funding cycle.
3. **Evaluation and Promotion:** The strongest voice in this area urges that staff be part of evaluating their supervisors, with regular reference to 360-degree evaluations and calls for interpersonal conduct and respect to be included in evaluation criteria. Many question the effectiveness and objectivity of the EPAP and widely discuss its capacity for misuse. Employees also seek support in their advancement and a clear path for progression. Many lament the lack of development opportunities and the fact that promotion often requires relocation.
4. **Staffing:** Overwhelmingly, participants speak about understaffing of parks and its consequences. At all levels, they describe the parks as stretched to breaking, with workers being asked to work many uncompensated hours and overwork causing sickness, stress, lack of morale, and safety problems. Frequent "acting" positions, often poorly staffed, also disrupt any attempt at stability in the parks. Many believe that chronic understaffing and the failure to match qualifications to positions contributes to disrespectful, abusive, and harassing behavior. Furthermore, the administrative demands on supervisors prevent them from spending time interacting with and supervising their staff.
5. **Seasonal Employees:** Participants also express universal concern about the vulnerability of seasonal employees to everything from exploitation to harassment to retaliation because of their lack of employment security. Many call for them to be recognized as a valuable part of the workforce, included in training and other development activities, and given a realistic path to full-time employment, or to at least be excused from having to reapply for the same seasonal positions they have filled for years.
6. **Support and Complaint System Effectiveness:** Participants widely critique the complaint system and support for employees experiencing workplace misconduct. This includes the perception of lack of responsiveness, insensitivity and the failure to address complaints against prominent individuals. They also focus on the inconsistency and understaffing of EEO and the lack of local resources at the park and region level, to help address the issues they face. They cite retaliation as a strong deterrent to even report issues. Supervisors articulate concerns about the lack of support and guidance in addressing complaints, employee misuse, and the opaqueness of the investigative process.
7. **Accountability for Misconduct:** Participants consistently and intensely discuss a lack of accountability especially regarding performance, effort, and commitment. They specifically note the lack of consequences for those who misbehave at all levels. Participants overwhelmingly perceive that some leaders who have engaged in misconduct have been transferred or even promoted rather than given realistic and appropriate consequences. Participants also point out that superintendents are the only source of information about what is going on "on the ground" in parks and can mislead regional directors about their leadership ability to holding people accountable.
8. **Policies:** Participants express confusion and divisiveness about "new" policies, including concerns that NPS is overreacting, underreacting, or not reacting properly. Many believe that the policy should include conduct not based on a protected class to cover the perceived frequency of bullying behavior.
9. **WASO Park Interaction:** Participants expressed a disconnect between WASO's expectations and the realities of execution on the ground. Universally, there was a desire for greater contact, communication and for WASO to model the kind of leadership they expect in the parks.

10. **Leadership:** Participants view leaders at every level as crucial to establishing a safe, respectful work climate. They generally perceive that these skills are not developed, rewarded, or valued consistently. Poor leaders often use power and control rather than authentic leadership. Participants hunger for inspiring leadership that models respect, humility, collaboration, and emotional intelligence. Many strongly believe that neither WASO or regional leadership understands the on-the-ground reality in the parks, that their goals are unrealistic and unclear, and that they would benefit from interacting more with the parks and listening to staff when making decisions that affect them.
11. **NPS Mission:** While many participants explain that the mission is what draws people to NPS and keeps them there, some see NPS drifting from its mission. Others feel as though the dedication to mission is exploited by NPS, knowing that the allegiance to mission keeps people in sub-par working conditions. Participants call for a better alignment of NPS priorities with the NPS mission and attention to the people — the staff — who make the mission possible.
12. **Resources:** Parks are struggling at a very basic level with having outdated tools, equipment, and vehicles. Participants have real concerns about how this affects safety in the parks.
13. **Facilities:** Some participants describe some of the housing facilities as unsafe, including infestations of vermin and deteriorating structures. Participants question the adequacy of all facilities and the potential long-term effects of deferred maintenance. Some employees in remote parks lack computers or internet access and therefore cannot be informed of necessary information.
14. **Alignment Between Budgets and Expectations:** In the face of smaller budgets, participants urge that expectations and priorities reflect reduced capacity. Alternatively, they call for full funding for the priorities currently identified.
15. **Culture and Operations:** Participants frequently identify bureaucracy, hierarchy, and concentrations of power as barriers to efficient and effective operations. Some participants express a desire for greater park autonomy while at the same time, many call for more robust oversight of parks with poor leadership. Consistent voices stress the need to move away from a paramilitary culture and to increase collaboration and teamwork, though a smaller set of voices value the traditional culture and believe a drift from it has caused the politicization of the service.
16. **Diversity:** Many lament NPS's perceived lack of commitment to diversity and advise that to attract today's workforce it must make a dramatic shift toward a work environment that embraces different styles, backgrounds, and identities. The preference for those with a military background is perceived as delaying necessary culture change from paramilitary to something broader. Indigenous people want more of a connection between their culture, the park, and NPS policies. Participants cite conformist pressures as a barrier to effectively leveraging diversity.

B. THEMES: EMPLOYEE ENGAGEMENT AND GRASSROOTS ACTION

1. **Park Leadership:** Participants consistently express a strong desire for a greater connection, both physical (in the field) and human (interpersonal), between park leadership and those working in the parks. They view visibility, communication, and cooperation between divisions as necessary to bring parks together and build cohesive teams. They are hungry for real contact with their leaders.
2. **Communication:** Park staff seek clearer communication across divisions. They also advocate strongly for input into decisions that affect them, as they believe they have expertise and perspective that would improve policy, and that just having the opportunity to be heard and actively listened to helps to boost morale and improve decision making. All levels desire greater transparency, including less secrecy about how misconduct is addressed.
3. **Leadership and Supervisory Skills Development:** Participants would like to see those in leadership positions developed to lead and identified a wide array of skills that should be included in such development, with an emphasis on emotional intelligence, coaching, listening and conflict management.
4. **Training:** Park employees want and need training, especially supervisory training on leadership and soft skills as well as park-wide training and discussions about work climate and respect. Onboarding could also be improved to communicate workplace expectations and policy and to make new employees feel part of the team. Participants offer many specific suggestions for needed training, with active bystander training suggested most frequently by both supervisor and employee groups. Many criticize the frequent use of on-line or internal training and advocate for in-person, engaging experiences. They also call for use of outside experts, though some really appreciated that NPS employees facilitated the Voices sessions.
5. **Recognition and Appreciation:** Participants crave greater appreciation and more consistent recognition and reward for their contributions. We also heard that some perceive the differences may relate to protected class.

6. **Collaboration and Teamwork:** Participants seek proactive steps to address the siloed leadership that pits divisions against one another and creates inefficiencies within parks. They regularly mention cross-functional teams, cross-divisional assignments, and inter-park cooperation as valuable to improving workplace culture and effective in accomplishing park goals. Many highlight experiences of effective teamwork as contributing to a positive workplace environment and frequently call for teambuilding and other activities that help build community and provide a sense that all NPS personnel are "in this together."
7. **Uncivil and Abusive Behaviors:** Participants persistently refer to uncivil and abusive behavior being embedded in the culture of certain parks. While supervisors felt they were at times intimidated by staff, staff articulate that while bullying is a serious problem, NPS does not take non-protected class abusive behavior seriously.
8. **Harassment and Discrimination:** Participants strongly believe that NPS does not follow its stated zero tolerance policy and that some leaders do not address harassment. In the anonymous submissions, we heard about many reportedly unaddressed harassment and discrimination complaints as well as retaliation for making complaints.
    a. **Age:** We heard about age discrimination at both ends of the age spectrum.
    b. **Gender:** Many women describe a lack of support for them when pregnant and a devaluation of mothers in the work force, generally. Gender stereotypes in assignments and insensitivity and sexism in language also appear to persist in pockets and certain job categories.
    c. **Religion:** Individualsthat identify as religious report feeling that their views are not respected, particularly with regards to their disapproval of LGBTQ+ acceptance, while those who do not have religious beliefs or those who do not have strong Christian religious beliefs report intolerance to the point that they need to hide their beliefs.
    d. **Race:** Participants report a continuing tolerance by some supervisors for racial comments or stereotypes and share several instances of blatant tokenism. We heard that people of color feel they are held to a different standard than white persons, while a small, but vocal, contingent argue that people of color receive preferential treatment.
    e. **Disability:** By those affected, there is a strong and consistent theme of parks and park leadership being inattentive to accessibility and their failing to properly handle requests for accommodation. People living with disabilities find it difficult to access services they need to be able to do their jobs in parks. In particular, many say that they experience supervisors disparaging or minimizing disabilities that are not immediately apparent, and employees describe experiencing retaliation for seeking an accommodation.
    f. **Sexual Orientation and Gender Identity:** While some parks (mostly, but not exclusively, urban) are reported to provide safe, respectful, and inclusive environments for people who identify as LGBTQ+, others are still considered unsafe and cause LGBTQ+ identified employees to remain closeted. We did hear descriptions of harassment and mistreatment, but also profound compassion and support in unexpected locations. There is a need for volunteers and others who are working with NPS to understand and respect LGBTQ+ people. They need to understand this as a condition of their work in the parks.
    g. **Retaliation:** Concerns about retaliation for reporting misconduct or other concerns are universal and particularly significant for those who live and work in remote parks, where retaliation can affect day-to-day safety during work and non-work hours.
8. **Need for Proactivity and Prevention:** Participants have a strong desire for tools and skills to address behavior at a level beneath that of abuse or harassment. They thirst for specific toolkits, instruction, and guidance for ways to deal with employees, supervisors, and visitors when behavior is uncivil. Many staff seek tools for directly addressing problems without having to triangulate with supervisors. Some suggest that rewarding supervisors who create healthy work environments would provide an incentive to do so.
9. **Respectful Workplace:** Participants identify many behaviors that contribute to a respectful workplace and would like to see those behaviors expected, reinforced, and rewarded.
10. **Safety:** Participants also perceive a lack of alignment between the professed commitment to safety and the behavior and resources around safety. We were told that there is sometimes little recourse for someone who believes a practice is unsafe. Generally, we heard that safety is not as high a priority as it should be.

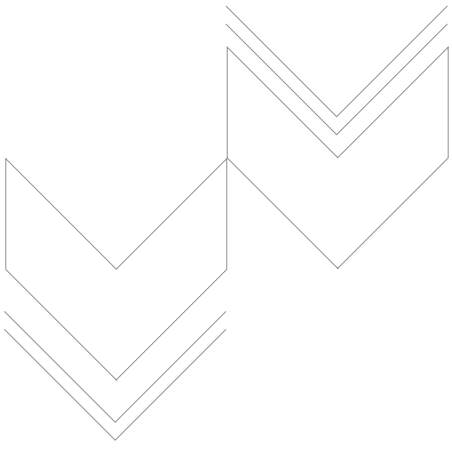
IV. Amplifying Voices

A. AFFINITY WEB SESSIONS

Because of the nature of this work, we found it important to provide separate spaces for employees who identify with specific affinity groups to provide their perspective about the NPS work environment. To a large degree, these web sessions echo many of the above themes, particularly the benefits of teamwork and appreciation for their contributions. They also highlight the need for inclusive community-building; greater attention to diversity and inclusion, including active recruiting and hiring of underrepresented groups; and awareness and education about diversity and difference, particularly issues of gender-identity and sexuality. Several groups suggest that the lack of resources and overwork creates stress that amplifies incivility and harassing behavior. Employees with disabilities focus on greater accessibility for employees and visitors alike and improving the process for requesting and receiving workplace accommodations. Women feel particularly disrespected and underappreciated in what many describe as an "old boys' club."

B. MESSAGES FOR LEADERSHIP

In each of the live the sessions, participants were asked to share one message they wanted leadership (as they defined it) to hear. These messages were sometimes particularly passionate, focusing on the larger organizational mission and perceived direction of NPS. However many focused on the desire for safer, more respectful and well-functioning parks. We have placed select messages throughout the theme documents to emphasize the powerful feelings and experiences associated with the themes, and to magnify the degree to which Voices participants looked hopefully to management for change.



C. STORYBOOK

Particularly through the anonymous portal, participants shared powerful stories of their experiences at NPS — the good and the bad. We have lifted up and shared with you some of these narratives so that you may hear from your colleagues even more directly. Their voices matter and should shape this work. This is not a supplement to this report, but a companion piece to bring the voices to life.

D. BIG IDEAS

Finally, as part of the idea-development aspect of this work, we have compiled a fairly comprehensive list of small and large ideas employees generated in the Voices sessions and have also included other concrete suggestions for culture change.

These ideas are included in this report.

V. Quantitative Assessment

The Voices Tour focused primarily on gathering qualitative data from participants, but we also did some informal polling and gathering of quantitative data that, albeit limited in some respects, provides useful information about the NPS work environment and possible directions for change.

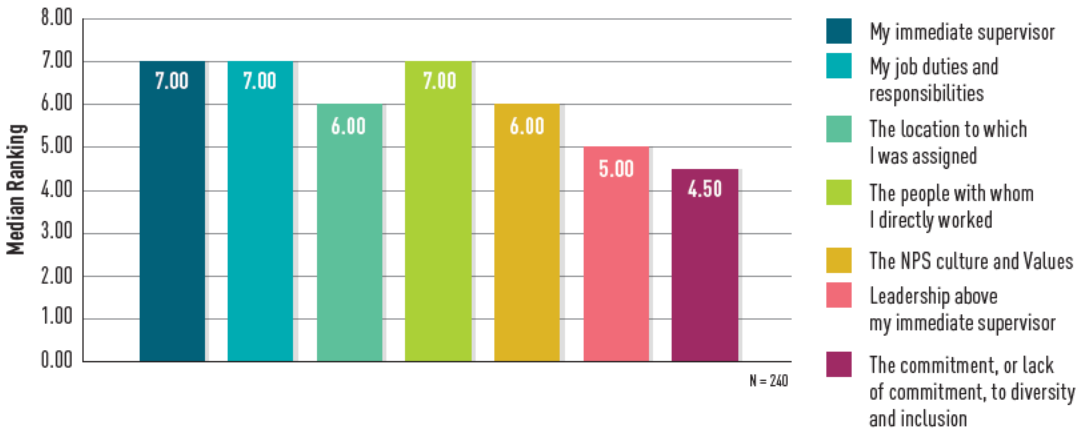
A. FACTORS INFLUENCING WORK ENVIRONMENT

Employees who submitted information through the anonymous portal were asked to rank seven factors, each on a scale of 1 to 8, on its influence on the quality of their work environment. An "8" signified the "strongest factor in quality of overall work experience." Participants ranked all seven factors as a 4.5 or higher, signifying that all are fairly or extremely important to consider. Immediate supervisor, job duties and responsibilities, and coworkers each earned a median ranking of "7." Work location and NPS culture and values earned a "6." Leadership above a supervisor earned a "5," and commitment or lack of commitment to diversity earned a "4.5."

ANONYMOUS PORTAL — INFLUENCES

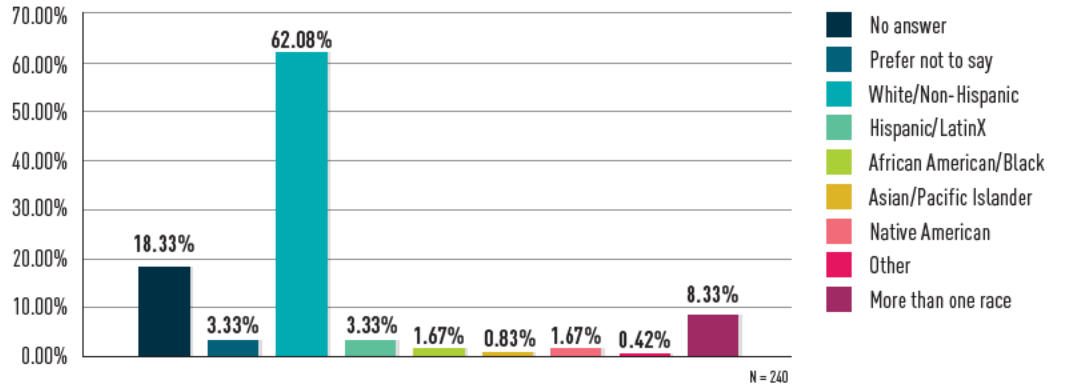
When you think of your time with NPS, what have been the most important influences on the quality of your work environment?

1 = least influential 8 = strongest factor in quality of overall work experience



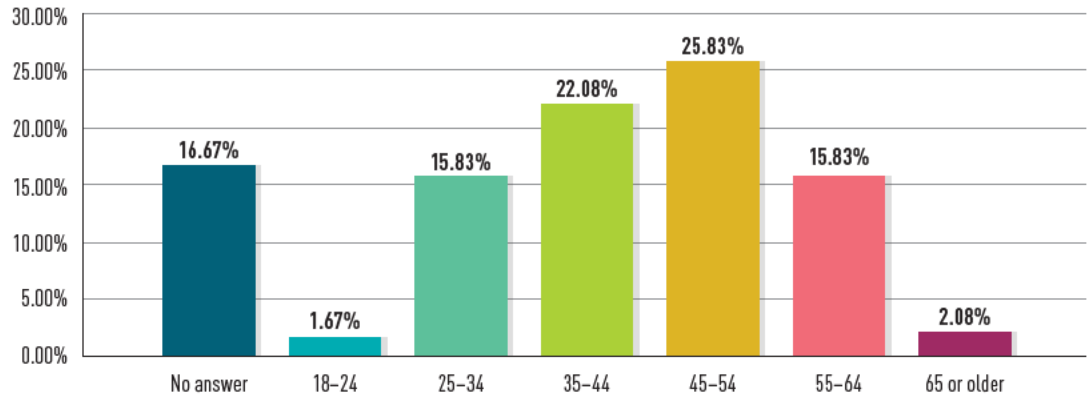
ANONYMOUS PORTAL PARTICIPATION

DEMOGRAPHICS: RACE

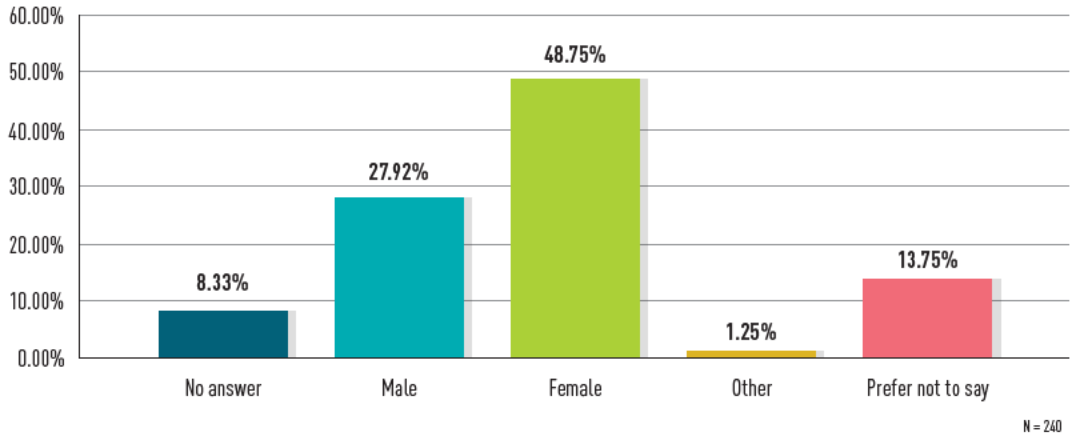


ANONYMOUS PORTAL PARTICIPATION

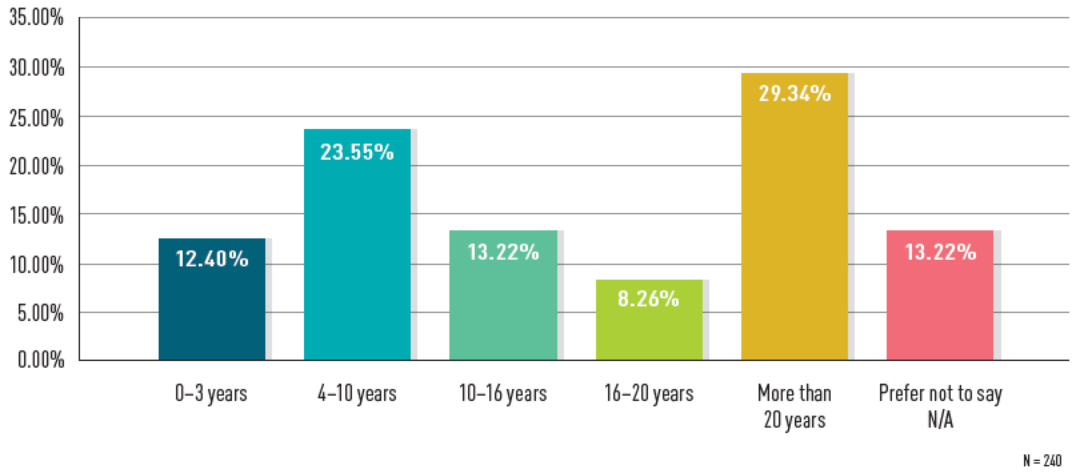
DEMOGRAPHICS: AGE RANGE



ANONYMOUS PORTAL PARTICIPATION
DEMOGRAPHICS: GENDER



ANONYMOUS PORTAL PARTICIPATION
DEMOGRAPHICS: LENGTH OF EMPLOYMENT



Perhaps an independent consideration or one that could influence the evaluation of the ranking data is the demographic information about who participated in the anonymous portal. Sixty-two percent identified as White/Non-Hispanic; twenty-two percent not providing or preferring not to provide an answer; and sixteen percent identifying as African American/Black, Hispanic/Latinx, Pacific/Asian Islander, or more than one race. Nearly forty-nine percent of participants identified as female and nearly twenty-eight percent identified as male. Over a quarter of participants were between 45 and 54-years-old, with another twenty-two percent between 35 and 44. People with a range of experience of service participated, with 26 percent between 0 and 10 years, 21 percent between 10 and 20 years of service, and 29 percent having over 20 years of service. 13 percent of respondents did not report their length of service.

B. WORKPLACE BEHAVIOR AND RESPONSE

In the in-person sessions, after the discussion of the continuum of negative workplace behaviors ranging from incivility to assault, participants were asked to evaluate their own workplaces in terms of the type of response the various behavior engenders: openly accepted, not openly accepted but happens and not addressed or does not happen or quickly addressed. This was done by privately placing a colored sticker on a form provided, so that answers could be anonymous. We recognize that this polling could suffer from self-selection bias — that those more attuned to or with greater experience of these kinds of behaviors could be more likely to attend these sessions.

Throughout the live sessions, the participants report workplaces with a high frequency of this continuum of less-than optimum workplace behavior. Twenty-eight percent of the 827 total participants say that disrespectful, uncivil, or rude behavior is "openly accepted" in their workplace. This number jumps to fifty percent who say that such behavior is "not openly accepted," but that it "happens and is not addressed." Over forty percent also say abusive behavior, though "not openly accepted, happens and is not addressed," and twenty-seven percent say this about harassment.

C. EXPERIENCE POLLING

In the web sessions, participants were asked how often they see or experience specific behavior in their workplace: never, rarely, sometimes, often, or always. The data include many "non-answers," in part because the polling software included the moderators and scribes as participants and in part because some participants used a telephone audio bridge only and did not have access to polling. These numbers also do not identify any location, or region, as participants were drawn from throughout NPS.

Across the 94 participants in the general web sessions, nearly fifty percent report that they "often" see or experience respectful behavior in their workplace and an additional ten percent say they "always" see or experience respectful behavior. With respect to the negative continuum of behaviors, nearly sixteen percent say they "often" see or experience disrespectful, rude, or uncivil behavior; nearly ten percent "often" see or experience bullying behavior; and just four percent "often" see or experience harassing behavior.

The affinity groups were relatively small, with between four and sixteen participating in each, but they still provide a snapshot of how these identities may affect a person's experience of the workplace.

VI. Guidance on Next Steps

The following recommendations are informed by our review of the data and that may help shape the future work to improve the workplace climate.

A. ACTION IS ESSENTIAL TO VALIDATE THE INTEGRITY OF THE VOICES TOUR.

Perhaps the strongest message that emerged from the Voices Tour was that participants need to see a response to what they have shared. We heard voices from people wearing thin from being asked to perform at a high level in the face of inadequate resources, competing demands, and in some cases, work environments rendered extremely stressful due to interpersonal behavior. For those struggling the most, help cannot come fast enough. The visibility of the Voices Tour led many to express hope that change would come, and some to express cynicism that NPS is even capable of making change. Participants want to know they have been heard and that their participation has contributed to specific, observable change in their workplaces. If parks do not see tangible action coming from the findings of the Tour, we are concerned that the Tour will have raised and then dashed the hopes of those in need of help and change.

B. BEGIN AN AFFIRMATIVE CAMPAIGN OF RESPECT AND CIVILITY.

The pervasiveness of disrespectful and abusive behavior should sound as much alarm as the high rates of harassment that prompted the tour. Nationally, twenty-eight percent of live-session participants indicated that disrespectful, uncivil, and rude behavior was openly accepted, and nearly half said that while such behavior was not openly accepted, it happened and was not addressed. In the affinity groups, disrespectful behavior was reportedly happening always or often by 55 percent of the participants. As for abusive behavior, 12 percent of live session participants indicated it happened openly, while 41 percent indicated it was happening, but not addressed. The research on this subject is clear. Rude and disrespectful behavior create an environment that is ripe for discriminatory behavior and has discernable effects on creativity, problem solving, and overall health. Abusive behavior that is not based on protected class is no less harmful to its targets than unlawful harassment and leads to serious long-term consequences. Conversely, the tangible and evidence-based benefits of increasing civility, from cooperation and productivity to effective problem solving, would go a long way towards addressing issues raised in this document.

C. RECONSIDER COMMUNICATING "ZERO TOLERANCE" WHILE HOLDING PEOPLE ACCOUNTABLE.

While eradicating bad behavior is absolutely necessary, the solution is not zero tolerance, a stance that usually results in unrealistic expectations and disappointment. Zero tolerance is a powerful way to express an intention that people should be free of harmful behavior, but it also suggests that no matter the facts of a particular situation, the punishment will be the same. For example, a single imprudent joke and quid pro quo sexual harassment are both misconduct but would not and should not be dealt with in an identical manner. Yet, in a "zero tolerance" environment, failure to punish all misconduct equally often creates an impression of a lack of commitment to a safe environment. Rather, the aspiration should be towards a safe, respectful work environment in which people are rewarded for excellence and held proportionately accountable for failing to treat others respectfully. It is our belief that the declaration of "zero tolerance" is exacerbating a perception that there is uneven and sometimes no accountability for bad behavior, particularly by leaders.

D. PROVIDE TOOLS AND RECOGNITION.

There is a great thirst for tools and strategies that create expectations for safety, fairness, and respect. Groups repeatedly asked for toolkits; training models (especially bystander intervention training); employee evaluation processes; and other ways to create an expectation of safety, respect, and fairness. To make such tools useful, it is essential that organizational reward align with this expectation. Creation of recognition opportunities for leaders who establish a high level of positivity and respect (perhaps nominated by their subordinates), individuals who make efforts to increase safety and show respect, and for parks that meet benchmarks for pursuing high-quality work environments would provide incentive and alignment for such efforts.

E. EXAMINE LARGER STRUCTURAL CONTRIBUTORS TO MISCONDUCT.

While efforts to create a positive work environment are essential, NPS must acknowledge that stress is the enemy of fairness, safety and, respect. We heard voices that were committed, dedicated, and loyal to the Park Service, but were also distressed at the inability to perform at the level they feel is worthy of NPS. From unsafe housing and vehicles to the piling on of new responsibilities without being relieved of the old ones, it is clear that people must get some relief. At a systems level, articulating clear priorities and realistic

expectations is essential. Empowering parks to prioritize within those priorities is also essential. Sunsetting programs and projects that are not within those priorities would allow greater effectiveness and efficiency. At all stages of this work, it is also essential for staff to feel that decisionmakers understand or seek their input on park-level matters.

F. RESPONSE SYSTEMS ARE NOT WORKING.

Given the stress, overwork, and conduct issues in the parks, NPS cannot afford to have its Human Resources and EEO functions be anemic, yet we heard with tremendous consistency that the function is everything from unresponsive and understaffed to insensitive and ineffective. Its centralized nature and complex processes prevent people from getting help early. It appears there should and could be resources embedded at least regionally that could provide assistance before a formal complaint is necessary, and provide services such as facilitated discussions, mediation, team climate assessments, and coaching for leaders.

G. FIND AND SHARE BEST PRACTICES.

We heard about some parks that were functioning very well, with exemplary leadership and a high degree of engagement. We heard of others that were deeply siloed, distrustful of leadership, and struggling with poor morale. The very successful parks present an opportunity to create and disseminate best practices in park leadership and management. Perhaps leaders from those parks could be tapped as change agents or "master" leaders who could mentor and engage other leaders in a concerted way.

H. REWARD COOPERATION AND COLLABORATION.

There was a consistent, if not universal voice, of siloed parks in which divisions not only became competitive and judgmental about one another, but in which the people who made up those divisions did not even connect or become familiar with one another. In some cases, leadership seemingly encouraged the division. Dehumanizing and denigrating those who work in a different part of the organization does not only have the impact of depriving the park of the power of collaboration and innovation, it creates an environment ripe for interpersonal mistreatment. Park leadership should promote and model cross-divisional cooperation.

I. FOCUS ON COMMUNITY-BUILDING.

Employees in all locations seek greater connection with their coworkers, including many suggestions for community and team-building experiences. Isolation is an even greater concern for employees in smaller, more rural parks. Lacking internet or nearby access to law enforcement or medical support and feeling trapped within a poor or even dangerous environment create the potential for some disastrous results. Finding ways to provide greater access to the outside world and to other employee support systems generally should be a priority. Creating more opportunities for inter-park connection and interpersonal connection is also essential.

2. DETAILED THEME REPORTS

A: SYSTEMS AND LEADERSHIP

HR and Response Systems

- Nearly universal agreement that HR systems are not working.
- Understaffed and too distant to support parks
- "Do a workplace assessment on the environment in the EEO and Human Resources office. The EEO office is toxic."

SUPERVISORS

- Timeliness
  - Need timeline and exception rules
- Responsiveness and Communication
  - Opaque
- Role Clarity
- Customer Service
- Competence
- Lack of Clarity/Transparency

ANONYMOUS

- Senior leadership has ignored problems resulting in poor morale as well as poor execution
- Seen as cause of losing talent, failing to attract best talent and perpetuating crony system

Hiring

- All groups expressed significant concern about the efficiency, effectiveness, and fairness of hiring processes.

SUPERVISORS

- Timelines
  - Funding cycle not linked to hiring cycle
  - Takes too long to hire
- Inability to hire for skill
  - Recruitment and screening not effective for competence
  - Too difficult to hire from outside the federal system
  - Need criterion for what constitutes good leadership and hire for those qualities

"Lack of funding is making it impossible to do all jobs within NPS. This causes lack of knowledge, increased inability to do one's job, no training on interpersonal skills, not hiring an EEO coordinator, or making it impossible for the EEO person to succeed and a physically and psychologically unsafe work environment."

MESSAGES FROM THE FIELD TO LEADERSHIP

- Lack of due diligence
  - References and interviews are underutilized
  - Doing what it has always done, which is not effective
- Bureaucracy and rules hamper effective hiring
  - "all these rules are contributing to the failure of NPS Culture."
  - Excessive paperwork

EMPLOYEES

- USA Jobs system flawed structurally and procedurally
- "Each year the hiring process gets more restrictive, complicated and cumbersome."
- Timeliness
  - Insufficient staffing to process hiring
  - Timing is not geared to park's needs
- Mechanisms for hiring are not geared to hire top talent, but to process compliance
- Hiring practices allow for individuals with technical qualifications but overlooks serious interpersonal or attitudinal issues.
- Substantial belief that hiring processes are affected by bias, favoritism, and racism.
  - Some reported questions about protected class in interviews
  - "Old boy network" perpetuates stereotypes about the type of person/personality that is valued"
  - Anti-local bias
- Suggestions to include employees on panels for selection of supervisors

ANONYMOUS

- System is bureaucratic to the extent it becomes a major project to hire
  - Too many hoops to go through and mountains of paperwork
- Nepotism and favoritism viewed as norm
- "The agency is still hiring and promoting an overabundance of people who have personal relationships outside work with our senior leaders."
  - Consider anonymizing applications
  - Pre-selection hiring practices viewed as flawed
- "Consistently forced to hire from the bottom 1/3 of applicants... because of our hiring restrictions."
- Favoritism, hiring based on who gets the most "face time" with hiring officials and senior leaders.
- The hiring system is manipulated to give leaders a predetermined outcome.
- Considerable concern about veteran's preference superseding due diligence, reference checks and screening for temperament.
  - "It is my privilege to work with decent, qualified and hardworking veterans... but I would say that all of the... harassment that has occurred in my work group was the cause of a veteran who I know would not have been hired if we could have offered to a qualified candidate."
- Examples provided
  - Superintendent hired with no experience in resource management, interpretation, concessions, partnerships, non-profit partners, state tourism.
  - Employee with experience at GS11 had to take a WG3 seasonal job to get foot in door, while it is preceived that white men are being promoted from same role to GS11
  - Temporary employee who was poor performer, but offspring of friend's group president hired permanent despite poor performance
  - Pathways student told by supervisor that they would never hire a Pathway student as a permanent employee

Evaluation and Promotion

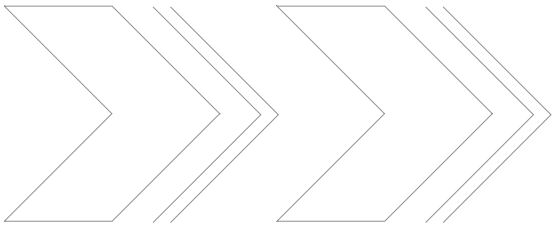
- All groups sought increased support for career development and promotion opportunities.
- Employee groups and anonymous portal submissions also focused on need to improve clarity and consistency of evaluation criteria and implementation.

SUPERVISORS

- Evaluation not used as basis to reward or punish as far as career path
- No clear path to promotion

EMPLOYEES

- Perception that favoritism overrides consistency in evaluation
  - "Good old boy network" mentioned throughout the tour
  - "Predetermined succession limits opportunity."
- Need standardized metrics
  - Perception of inequitable standards
  - Unreasonable expectations
- EPAP viewed as ineffective
  - Need goals, measurements, deadlines and consequences.
  - "Our performance measures are a joke in leaving it up to your supervisors... there should be consistency across the agency."
  - "You get the feeling it has nothing to do with your job performance but something else and you don't know what it is, but you know you don't have it."
- Strong desire to see 360 feedback process
  - For leaders in particular
- Perception that poor leaders are promoted into positions at other parks
  - "The model for NPS is , 'screw up, you move up'."
  - "When in doubt, promote them out."
- Intense desire for more development opportunities and stronger career ladders
  - Difficult to be promoted
  - NPS requires people to move to move up, rather than growing talent
    - › Favors those without family obligations



ANONYMOUS

- Inconsistency in performance evaluation
  - Inconsistent criteria set
  - Sometimes criteria for evaluation does not match the position
  - Inconsistent conducting of performance evaluations
- Individuals do not get awards as promised and may be uncomfortable nagging for them
- Unequal opportunities to compete for promotion
- Need for opportunity for career path that does not require relocation
- Needs to be more career development at lower grade systems
- No evaluation of inclusivity, civility, accessibility as part of evaluation
- Need to use more data-driven systems to track awards, performance evaluation, and complaints
- Examples of promotion issues
  - Mixed tour of duty employee promoted to division chief without any outside-of-park experience, no supervisory training, no GS5,7 or 9 positions.
  - EPAP written with unattainable goals to force employee evaluation to be poor
- Need to increase equity of development opportunities. Burdensome approval process for scientists to attend or speak at conference while pilots and rangers can attend training with little question
- Increase development opportunities generally. Reward supervisors for aiding growth of their people
- Providing non-supervisory pathways to advance would be helpful.

Staffing

- All groups agree there is a significant need for additional, permanent employees throughout NPS.

SUPERVISORS

- Staff is overworked and stretched to breaking
  - Continuing to do more with less is becoming abusive and exploitive of park employees
  - Workload is not humane
  - Over-processed under staffed organization.
  - Continuous new mandates in the face of insufficient resources is destabilizing
  - Good workers are punished with more work.
  - We are working hundreds of unpaid hours
  - Overwork is killing field staff morale
  - Field staff too busy with administrative tasks to do what they are professionally trained to do.
- Rotating leadership changes the rules too often. Need to set course.
- Must increase permanent staff
  - Can't run a park service on seasonal and temporary staff.
  - Desperate need for staff to meet demands
  - Supervisors unable to supervise due to administrative demands — undermines trying to create respectful environment
  - Constant turnover means constant onboarding and training. No continuity
  - Losing institutional knowledge due to leadership turnovers
  - "Acting" positions are too prevalent and too long-lasting.

EMPLOYEES

- Insufficient staffing increases stress and may contribute to behavioral issues
  - Management vacancies create voids in leadership
  - Overwork and burnout create high levels of stress and tension
  - Demands are increasing when staff levels are insufficient
- "Acting" leadership positions increase instability, create constantly changing priorities and reduce support for employees
- Concerns that chronic short staffing is leading to serious safety risks
- Constant onboarding and offboarding is a drain on resources
- Mid and upper level supervisors are too busy to take active role with their workgroups and the neglect results in poor behavior.
- Needs to be clearer understanding of how small parks being asked to do the same administrative tasks as large parks need to be staffed to make that realistic

ANONYMOUS

- Make workloads appropriate and responsive to staffing levels.
- Pay attention to job descriptions when assigning work.
- Pay employees for more-than full-time work; or do not assign "collateral" duties that create more than full-time responsibility.

Seasonals

- Significant concern for poor treatment of seasonal employees by all groups.

SUPERVISORS

- Need to be treated as part of the community
- Seasonals may be afraid to speak up about issues for fear they will not be hired back. Need resources dedicated to reaching out to this part of the workforce
- Path to full time employment not clear
- Misconduct against seasonals not taken seriously.

EMPLOYEES

- Strong sentiment that seasonals should be given realistic opportunity for permanent positions and transition should be easier
  - Based on performance
  - When have filled same position year after year still have to reapply each year
- Sense NPS abuses seasonals who are vulnerable due to their wish for f/t employment
- Seasonals not included in training and may be very isolated
- Current topic of many rumors — seasonal employment to be phased out

"I want to thank you in advance for paying attention. I want to ask you to remember where you came from — specifically, the first time you loved a park, a place, or a facet of the NPS that pulled you in and made you care. I want to remind you that no one is disposable, and that a great deal of talent lies in seasonals. Plainly, the current regulations for hiring and retention of seasonals are miserably inadequate. Get to work on that."

MESSAGES FROM THE FIELD TO LEADERSHIP

"Working for the NPS is the most meaningful work I have ever done. However, seasonal employment, ever changing policy, lack of funding for necessary positions, and the drawn out hiring process fosters insecurity that places a strain on personal and professional lives. This strain often manifests itself in negative and inappropriate behaviors in the workplace."

MESSAGES FROM THE FIELD TO LEADERSHIP

ANONYMOUS

- Particularly vulnerable to harassment, discrimination, and retaliation
- "Permanent employees are valued more and listened to, while temporary employees are viewed as expendable."
- "No benefits, why should they even have to work 40 hours a week?"

Support and Complaint System Effectiveness

- Response to workplace complaints needs substantial improvement in terms of clarity of process, timeliness, and effective resolution.

SUPERVISORS

- For complainants
  - Guidance on resources
  - Advocacy to keep system moving
  - Information on what is happening in process
- For accused
  - Normalized poor behavior is different from a bad actor
  - Worries that employees make harassment claims when supervisor tries to hold them accountable
- For supervisors
  - Perception that political pressure is resulting in failure to support supervisors when bad things happen
  - There is too much emphasis on reporting everything to management instead of helping to prevent and build skills
  - Emphasis on legal concerns is not helping prevention

- Investigations are viewed as
  - Too slow
  - Too monolithic
    - Call for panels or Administrative Investigations Board (see VA)
    - Community restorative practice
  - Unreliable
  - Sometimes not neutral
  - Communication is poor — not kept in loop, not informed of outcome

EMPLOYEES

- EEO understaffed and office operates inconsistently
- Little to no EEO presence at parks, makes reporting harder, trust more challenging.
  - Intense and consistent request for resources to be embedded within parks or regions
- Need more familiarity with reporting options
- People are being put in queue rather than complaints being handled timely
- Perception that internal resources are ineffective and/or biased
- Some sense that claims against high-level people are not investigated at all.
- EEO viewed as focused on protecting the employer
- Sense there is no "clear path to justice"
- Consistent sense that "nothing happened."
- Fear of retaliation
  - "If we speak up we get assigned to a less desirable task."
- Significant culture of fear around reprisal, reprimand and lack of transparency.
  - "I was told by the EEO counselor that if I filed a complaint I would be marked."
- EEO staff focused on compliance — little proactive work on guiding to a positive culture.
- Some desire for peer intervenors.

ANONYMOUS

- Need the people who are points of contact for complainants to be better trained, sensitized, and responsive
- Need clearer flow chart and process oversight, including uniform ways to document at the beginning of the process
- Need clarity on steps to be taken when a supervisor fails to respond
- Need options, and to know what those options are, for reporting
- EEO does not provide sensitive responses
- Need employee advocates
- Regional ER is unhelpful in guiding supervisors; inconsistent and push too much back on to supervisors
- Also, ER perceived as failing to support supervisors who are attempting to hold employees accountable
- Need to respond to behavior that is not unlawful but damaging
- Solicitor's office too risk-averse and won't act on something that isn't totally bulletproof, rendering much effort useless.
- Centralized HR is problematic due to difficulty in accessing services, lack of familiarity with nuances of individual park culture, etc.
- When attending training on how to deal with employee relations issues told what to expect, but knowledge, service orientation, and capabilities of HR people actually advising is substantially less than what is expected.
- Chain of command issues render bypassing employee's supervisor relatively ineffective
- Timeliness
  - Time frames are unrealistic and not followed
  - Complaints take many months to resolve with little capacity for interim action, so behavior continues
  - "(Need) timeliness in response, personal and respectful direction from employee relations staff and emotional intelligence and sensitivity instead of a reliance on clunky, ineffective, bureaucratic, outdated grievance processes that are too cumbersome for people to pursue. Basically, the feeling about filing a (complaint) is that it will reflect on the (complainant)"
- In some cases, people are too afraid to report because of their leader or the culture of the park.
  - "I see... divisions where fear and intimidation are making it impossible for an employee to step forward to report issues that are unethical, and in some cases, illegal. This atmosphere extends all the way to the Chief of said division. There is no trust in NPS."
- Need for periodic independent review of random selection of complaints and outcomes
- Minority voice:
  "employees are being encouraged and rewarded for tattling on their peers rather than supported in working out issues. This creates an unsafe work environment for the one being tattled on while giving power to the one who inflicts harm."

"WASO and NPS Leaders: workplace bullying and hostile environments DO happen and are not always defined by religion, race or gender. Include ALL types of harassment as a violation of policy and hold accountable. Not dealing with these issues causes us not to trust our leaders and agency and costs us good people"

MESSAGES FROM THE FIELD TO LEADERSHIP

Accountability (for Misconduct)

- Repeated statements of perception that bad actors are not held accountable, especially at the leadership level, but rather are moved or promoted.
- General perception that accountability generally is not valued.
- "'Difficult person' label is not a badge of honor, excuse or reason we have to put up with harmful people."

SUPERVISORS

- No consequences for verified bad behavior
  - "You could kill someone here and keep your job."
- Behavior is not addressed at the early stage through coaching, performance management, and discipline
- Concerns about promotion of people with known behavior or temperament issues
- Shuffling people with problems

EMPLOYEES

- Instances raised of high-ranking leaders engaging in unethical behavior but not being held accountable
  - "When you work in a system where violations like this are tolerated, there is no hope."
- Many instances of individuals with poor behavior not being terminated
  - Creates impression that leadership is more interested in showcasing systems and initiatives than dealing with the actual problems on the ground.
- View NPS takes legal cover rather than holding individuals accountable
- Suggestion that a new superintendent be rotated to a different NP unit for a month to listen to employees and recommend changes.

ANONYMOUS

- "Dedicated employees don't see any consequences for the trouble makers and those who don't pull their weight. There are only a small number of habitual troublemakers in the workforce, but between their lack of professionalism and productivity, a contentious labor-management atmosphere, frequent and fraudulent abuse of the EEO system and accountability being too delayed to have an effect on employee behaviors, supervisors feel stuck."
- Perception that those with habitual misconduct are only evaluated on current incident
- Many expressions of frustration that there is no teeth to the expectation of respect; no senior leaders are held responsible for what happens in their parks
- No accountability when supervisors fail to do what is required (i.e employee clearance form.)
- Too much autonomy for superintendents. ARD only listens to superintendent when evaluating and does not get clear picture
- Superintendents tend to push blame for bad environments to front line supervisors.
- "Accept the fact that our superintendents and our WASO leadership ARE supervisors. I am getting so tired of NPS 'leadership' blaming supervisors for the problems in the service."
- Transferring bad leaders as "punishment" is "passing the trash."
- Reward good leaders
- Sentiment that people in high level positions are protected. Asked to move, asked to retire or promoted when they are poor performers or bad actors.
- "The lower level employees and employees working in the field always get the repercussions of upper level wrong doing."
- Strong desire for leaders to be held accountable for supervisors who fail to appropriately respond to concerns about bullying and harassment

"Thank you for working hard to steward our nations most prized attributes, by constantly advocating for funding, leading by example and providing opportunities for us to be involved in collectively improving ourselves. We are the National Park Service. We are in the forever business."

MESSAGES FROM THE FIELD TO LEADERSHIP

Policies and their Impact

- "New" harassment policy has not made a substantive difference and has confused people
- Policy and attention to the subject appear profoundly polarizing
  - People feel victimized, unheard, not responded to
  - Others believe the "system" responds to claims too aggressively and has created hypersensitivity
  - Some hesitancy to report due to ongoing fears of retaliation or "nothing will happen."
  - Call for more anonymous reporting options
  - Concerns about lack of bypass if superintendent controls flow of complaints.
- No teeth
  - Bad actors are spared consequences or moved to new location
- Lack of consistency

Leadership

SUPERVISORS

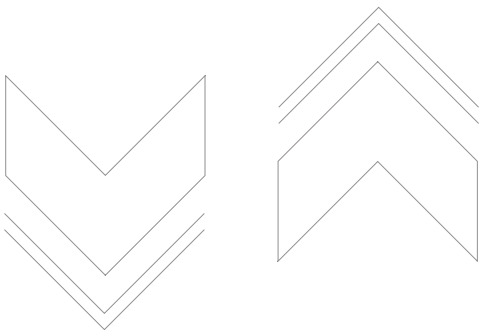
- Promote only those with positive record of fostering safe and respectful leadership

EMPLOYEES

- Leadership on Climate
  - Need more regular attention to climate
  - Would like to see better leadership development overall, particularly "soft skills."
  - "Harassment is not an HR problem. It is a leadership problem."
  - Reward the leaders who are doing it right (clearly, some are.)
- Lead by example
  - "I hate it that if (supervisors) don't care it can make me not care, and I don't want that."
  - Model appropriate behavior
  - Follow policy
  - Admit mistakes

ANONYMOUS

- Supervisors and leaders viewed as most important factor in ensuring safe, respectful and fair environments, or conversely, unfair, unsafe and disrespectful environments
- Look to leaders for culture change
- Want consistency between words, actions vision, integrity, inspiration, giving employees voice and bringing things together to make change
- Want support and reward for excellent managers
- Current culture is about power, privilege and hierarchy over valuing people. Leaders need to change. Promote the right people
  - "I've overheard senior leaders within my park refer to leadership retreats, division chief meetings, strategic alignment session and soft skills as 'kumbaya bullshit'. This is incredibly damaging not only to the morale of those who overhear the remarks, but speaks volumes about what this agency recognizes and rewards."
- Promote for technical skills versus real leadership
- Need to hire people with leadership skills, rather than individual contributors who are technically adept.
- Leaders need to lead teams, not just tell people what to do
- Emotional intelligence and people skills need to be factored in.
  - "Leaders should remember they are public servants and are compensated more because greater trust and duty has been given to them, not because they are special and need to insulate themselves from everyone else."
- Superintendents need to develop strategic plans and annual work plan — some have not. Creates competing priorities, territoriality and inefficiencies
- Leaders need to lead by example and be expected to follow all rules.
- Favoritism is a problem that leads to strong perceptions of inevitable unfairness
- Must be fair about facilities, access to travel, training, supplies, computer, teleworking.



- Friendships between supervisors and those they supervise are problematic
- Concerns about unresponsive supervisors
  - "I've been told that my supervisor will not address an issue unless I file a formal complaint with somebody outside by chain of command... my supervisor clearly will not back me, and I get ostracized even further. He does not respect me and does not seem to care if my work environment is good or bad."
- See fundamental gaps in supervision overall including holding people accountable, micromanagement or neglectful management and responsiveness
- Agency Leadership

SUPERVISORS

- Need real leadership on this topic from the top, not just lip service
- Need to model ethical leadership
- Strong need to increase access and approachability
- Get out to the parks and talk to people
- Activate internal website and communicate much more
- Use polling to read the pulse of park employees on significant decisions
- Need clearer direction

WASO Park Interaction

EMPLOYEES

- Strong desire for WASO to be in parks and familiar with operations
- Visits should be to all parks over regular intervals, not just major parks
- Need better communication from WASO
  - Website insufficient and does not take note that some park employees do not have reliable internet
  - May take weeks to get an answer to a request regarding seemingly routine things
    - › May not get an answer at all.
  - Unclear priorities
    - › Goalposts move
    - › "We have no goals. The decision makers don't remember what they say. What are our goals? What are our deadlines?"
- Regional Leadership

SUPERVISORS

- Need to model ethical leadership
- Detached — ask things of parks when they don't know the realities of making that happen or initiate things for parks that don't fit or work.
- Need a better understanding of the field
- Divisional leadership needs to un-silo to model for the parks.
- "Stop treating the parks like they don't matter," look to parks for solutions to bubble up, not from top down
- Develop relationships with people doing the work, not just the leaders.
- Need clearer, more transparent communication to the field

ANONYMOUS

- Regional leadership needs to have their view grounded in reality of parks
- Decision-making

SUPERVISORS

- Need people at all levels providing input into decisions that affect their work.

EMPLOYEES

- Deep hunger for greater voice in decision making, particularly decisions that affect the employees
  - Perceive lack of voice and top-down decision making
- Underutilization of staff expertise in decision making
- Want needs of rank and file heard and acted upon
- Need open channels for providing feedback that is candid and constructive
  - Need to know feedback has been acted upon
- Suggest a program to get good ideas floated upwards quickly. Sense that even when parks try to pass good ideas up to NPS they get stifled or timed out.

ANONYMOUS

- Needs to be greater two-way communication with employee voices in decision-making.
- Top-down communication of top-down decisions seen as too autocratic
- Strong desire to see decision makers in parks get out of headquarters and interact with field staff

NPS Mission

- Strong allegiance to mission from all groups.
- However, "It seems to me management relies on love of the mission. They don't have to solve problems because employees love why they're here. And if you raise a concern about how things are being run, you're told you must be against the mission."
- "In order to achieve, deliver and adhere to our NPS mission, invest in the people. The people make the mission possible."

SUPERVISORS

- Need to align people's work passions with park and NPS mission
- Make sure decisions are made in alignment with mission
- Need for more cohesive park vision and priorities at every park
  - Priorities need to be matched to mission and remeasured regularly
  - Possible strategic plan for each park
- Mission may be overly broad, vague, and ambitious; may create conflict as each leader sees it differently

"People stay and stay with the NPS because of a deep passion for the mission. This also means the employees have been willing to stay even if the work environment is hostile. This is not just a job, but a way of life. We all need to respect and remember that people do this work for love and as in any long-term relationship may stay even if it abusive. That is not a good thing."

MESSAGES FROM THE FIELD TO LEADERSHIP

EMPLOYEES

- Need to see that national leadership believes in the mission and purpose of NPS.
- Become too political; return to mission.

ANONYMOUS

- Need to connect to mission consistently throughout career
  - "I believe a genuine cognitive dissonance exists between our agency mission and vision, and that of our employee experience."

"I want to be happy and proud to work for NPS. I want to know how, in my last years, how I can overcome having responsibilities taken away without replacement and overcome the environment of oppression: abuse, nepotism and uncooperative, mean competition"

MESSAGES FROM THE FIELD TO LEADERSHIP

- Disconnect between values and mission and sense that NPS currently positioned as tourist attraction
- Equal sentiment that innovation and progressive change is essential and that the aspiration to be innovative causes drift away from core.

Resources

SUPERVISORS

- Intense desire to protect natural resources, preserve park lands, avoid politicization of the parks
- Funding is insufficient to run the parks well. Fund the parks adequately
  - Need proper tools to run the park
  - Fund the parks through ONPS increases

EMPLOYEES

- Physical and human resources are currently threatened.
- "Lack of funding is making it impossible to do all jobs within NPS. This causes lack of knowledge, inability to your job, little training on interpersonal skills, lack of EEO resources or inability for EEO resource to succeed. It is an unsafe work environment."
- Quality is declining. Solutions that used to be worked through with subject matter experts are now reduced to pithy webinars
- Create opportunities for parks to develop revenue generating programs by properly resourcing parks

ANONYMOUS

- Tools, equipment and vehicles are outdated
- Need more resources in parks hit by natural disasters, esp. mental health support

Facilities

SUPERVISORS

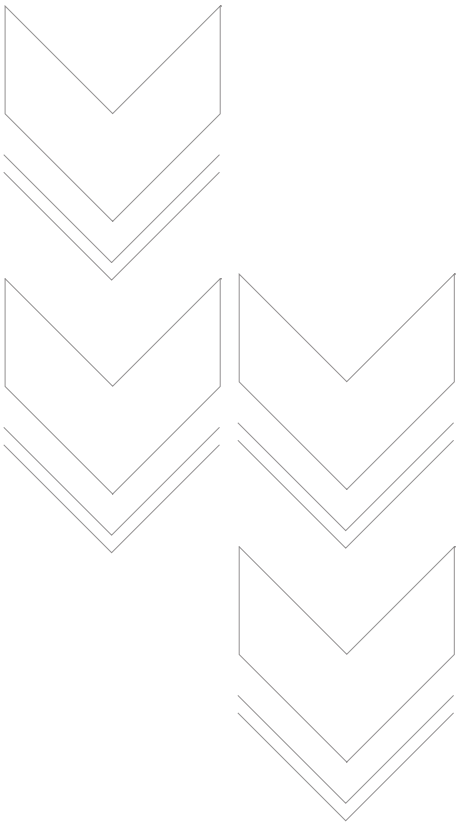
- Need a space utilization study to close old and underutilized facilities
- Field offices need a commitment to repair and rehab
- Maintenance culture needed that makes maintenance reliable and predictable
- NPS housing system needs major repair

EMPLOYEES

- Make adequate repairs
- Provide realistic and safe housing options, not infested and unsafe housing
- Make sure all employees have access to computers.

ANONYMOUS

- Concerns about adequacy of facilities, from office space to housing; many decry lack of necessities, such as safe housing
- Safety is compromised by deferred maintenance



Alignment Between Budgets and Expectations

- In the face of shrinking budgets, need realistic priorities
  - Need to do less with less, rather than trying to do the impossible: meet unfunded mission
  - Need to reduce capacity if not supported by staffing
    - › Support cuts in visitor services
  - Refine and reduce activities to hew to mission: need leadership guidance for this
- OR fully fund the parks
  - Request and fund appropriate budgets and support
  - Create more flexible and fluid funding rather than forcing annual spending into short periods

Culture and Operations

SUPERVISORS

- Empower Parks
  - Give greater autonomy to the parks
    - › Allow use of soft funds
    - › Decentralize authority; centralization has not been helpful. Rather, bottlenecks have developed.
  - However, recognize that smaller parks are susceptible and vulnerable to bad management, so be responsive when it appears that is the case.
- Rebuild Trust
  - There is a serious lack of trust at every level of the

"First, thank you for your efforts. I know your jobs are unimaginably hard and the number of challenges facing NPS is well beyond what the greatest leaders could solve in a career. My request is simple: prioritize people. Treat our employee less like resources and more like humans. The NPS is a collection of amazing people, but without investing in our people, the whole idea of 'America's Best' will fall apart."

MESSAGES FROM THE FIELD TO LEADERSHIP

"Use information gathered in the Voices Tour to affect culture change. Promote people who will continue to improve the service and share the values. Make supervisors who have been the subject of complaints or reports complete mandatory re-training. Improve and expand on civility and supervisory training. Send 'ambassadors' to every park."

MESSAGES FROM THE FIELD TO LEADERSHIP

organization. Trust leaders to be professional and to do our jobs.
  - Top leadership must earn trust of parks
- Bureaucracy is a serious problem
  - Need to examine overlapping paperwork and processes
  - Spend more time responding to bureaucratic needs than doing park related work
  - Steadily worse and strangling park mission

EMPLOYEES

- Improve efficiency in processes
  - Invest in project management systems
  - Replace military, chain-of-command processes
    - › Minority voice: improve chain-of-command efficiency.
- Reduce classism and hierarchy of GS ranking system

ANONYMOUS

- Bureaucracy and added layers require too much focus on process and wasted time spent reporting to WASO that adds little value in parks
- Good leaders are hamstrung by structure, hierarchy and concentrations of power amongst those who resist positive change
- Strong concerns about military and paramilitary culture as aids in establishing unfettered dominance, as a barrier to diversity and as something that marginalizes many.
- Minority opinion: diversity and inclusion are going too far and need to return to military structure
- Traditional culture is no longer working, yet powerful forces seek to keep it intact. This misalignment is stressful and causes conflict.
- Many describe extremely poor morale
  - "Powerful good old boys need to be held accountable for attitude and control, but also, employee who are fighting the establishment need to stop with the contagious attitudes that do not good but spread to others."
- Cynicism and a sense of helplessness is widespread
- Fear is widespread and used as a weapon
- Some positive "bright spots" with noted improvement in support and acceptance of diverse people
- Some anxiety that current attention to workplace behavior has caused persecution and paranoia
  - "So much of this media being pushed on to the employees that it makes for an environment of fear. Fear of making any type of comment that may be construed as disrespectful, unsafe or unfair. Nothing is being done about the passive aggression that is running rampant. If you are a male, you are suspect."

Diversity

SUPERVISORS

- Perception that Department does not care about or committed to diversity
- Need more diversity in leadership
- Sense that NPS confines/restricts expressions of individuality
  - Uniform policy cited as example
- To attract young and diverse audience NPS must allow for broader expression of identity.
  - Gender stereotypes persist
  - "Old boy" network persists
  - Need to spotlight women's accomplishments
- Must manage generational differences in our workforce
- Accessibility needs to be a higher priority.
- Some perceive emphasis on diversity, especially in hiring, as a barrier to filling jobs
- Need to examine programs and policies that are viewed as demeaning to indigenous and native cultures
- Tend to stick to way things have always been done, rewarding the same groups.
- Too focused on the past instead of the future.
- Veterans preference seen by some as giving too much advantage to underqualified people
  - Veterans feel they have stigma due to vet preferences

EMPLOYEE

- Top officials need to be more aware of and recognize, as well as understand, the different cultures that exist in each site, no matter how big or small the location is.
- Perception that many parks have a lack of diversity and no interest in pursuing diversity. Many from affinity groups cite media reports of Secretary Zinke's remarks.
- Comments on low numbers of certain minorities (i.e. Asians) in NPS
- Want more appreciation of different ways of working, thinking and being.
- Sense that managers tend to hire in their own image and promote those who most closely mirror their own style, resulting in inequity.

ANONYMOUS

- Desire for greater representation of women, people of color and indigenous people at all levels
- Create hiring preference for diversity
- More part time jobs to keep mothers in the workplace
- Preference for military background stifles diversity
- Promote awareness and interaction with diverse employees
- Pay attention to and take advantage of generational differences
- Should seek to deliberately leverage diversity
  - "(when coming to NPS from an outside career) I quickly found that my form of diversity, namely voicing my opinions, broader work experiences, a non-subservient style and commitment to maintaining integrity in the conduct of my work was unwelcome. I was told, quite literally, that I just didn't understand and would learn how to do things the park service way."
- Heavy conformist pressure
- Strong sentiment that people cannot bring their whole selves to work in some parks
  - "Women are expected to become men, minorities are expected to become white, leaders are expected to conform. The problem is women become unhappy, minorities become tokens, and leaders become toxic."
- Fairly strong push by white men that they are part of diversity and not wanting to be vilified because of their race
- Some sentiment that diversity actually divides rather than unites

"The NPS will not be relevant to a young and diverse audience until it allows for people to express their culture and gender in a broader (much broader) way. Enforcing stereotype male/female roles in appearance and action and clinging to a military like uniform program that squashes all individuality causes people to feel put out and discriminated against."

MESSAGES FROM THE FIELD TO LEADERSHIP

2. DETAILED THEME REPORTS

B: EMPLOYEE ENGAGEMENT AND GRASSROOTS

Leadership

- Park Leadership

SUPERVISORS

- Park leadership must earn respect of park staff by modelling behavior and actively working to make the climate positive and respectful
- Need to work beside employees
- Increased visibility of management team/superintendent/ supervisors to their teams
- Seek input on initiatives from people on the ground
- Communicate expectations more clearly
- Increase effectiveness and frequency of communications across divisions
- Create regular "check in" opportunities with staff
- More discussion opportunities for staff and supervisors; need to practice dialogue
- Work as a park, rather than divisions — reduce territoriality and siloes
  - Divisions are too individualistic and sometimes competitive
  - Cross divisional training opportunities, social events, projects helpful.

"Director of the NPS — we need to be more critical of ourselves. So often our program reviews seem like a sham. We need to bring in outside experts to help us educate ourselves. There is too much promotion of problem staff and disconnected staff in regional and national offices making pointless plans that don't help the field."

MESSAGES FROM THE FIELD TO LEADERSHIP

"We need to select more leaders who exhibit skills in problem solving, conflict resolution, family-friendly policies, etc. Interview questions for supervisors and managers should focus on how they have improved workplaces."

MESSAGES FROM THE FIELD TO LEADERSHIP

EMPLOYEES

- Communication not always effective or transparent from region to park leadership
- Insufficient accountability for leading for a positive environment
  - Poor or abusive leaders not held accountable and others start to emulate them
  - Lack of consistency creates environment where some people believe they are "above the law."
- "We need a workplace where leaders care about people, not just come here to get a 13 or 14 promotion."
- Need to lead by example
- Strong desire for leaders to be in the field developing greater understanding of the work being done and being requested
- Strong desire for greater transparency
- Need to model teamwork and not be territorial
- Tendency to micromanage, which disempowers people

Communication

- Consensus on need for improved clarity and transparency in all communication between leadership and staff.
- Strong communication also requires checking in with and listening to staff.
- Secrecy around investigations is excessive — "action is being taken" does not violate confidentiality

SUPERVISORS

- Work on clarity and consistency of expectations
- Open communication from leadership as critical as respect
- Two-way communication important
  - Employees should be given opportunity to "check in" with leadership regularly

EMPLOYEES

- Need open channels of communication to bring concerns forward and be safe doing so
- Hold facilitated conversations with leaders and employees, facilitated by outside professionals to air issues and develop shared understanding
- More regular meetings
  - Weekly department meetings to set up structured work environment for the day, week, month, with clear tasks, assignments and designation of leader and chain of command
  - All employee meeting to share goals and interact. Provide clear direction on park goals
  - Opportunities to discuss logistics
- Transparency of Management Meetings
  - Appreciate sharing of minutes from management meetings

ANONYMOUS

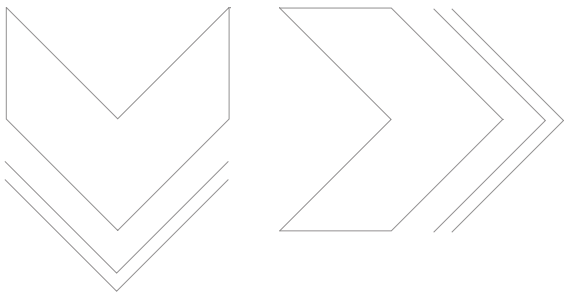
- Strong desire for greater transparency in communication as it cascades down through leaders
  - Including routine information that sometimes does not get properly disseminated
- Perception that the importance of communication is vastly underrated by park leadership
- Paramilitary chain of command communication stifles problem solving and limits engagement
- More listening to people and researching issues before significant decisions are made
- Too many silos and territoriality results in information being horded. Information could be used to collaborate.
  - "The NPS has a legacy of open communication with the public and I would like to see those same skills applied to seasonals, to lower GS workers and across the job and skill levels, taking the initiative to have maintenance, law enforcement, interpretation, fees, all better mingling with each other through better mix of housing arrangements, a training day together or a park tour intermixed with staff."
  - "Information sharing has improved across NPS with the Communications Team and internet, but in a more focused individual employee level, communication across programs within my Division and Directorate is poor."
- NPS is not a feedback rich environment, need to get and use valuable feedback from employees to understand their strengths and passions and mobilizing them accordingly
- NPS needs a lot more listening.
  - "I have found it almost impossible to get my supervisor interested in what I do or what problems we are facing. When I talk to his supervisor I typically get an answer like, 'I haven't seen that problem'."

Training

- Significant support for training on a variety of topics aimed at improving workplace climate.
- Many emphasized need for in-person, engaging, high-quality programs
- Generally

SUPERVISORS

- Insufficient training budgets
- Need organized professional development



EMPLOYEES

- "We are not good at onboarding/orienting."
- "I was thrown to the wolves."

ANONYMOUS

- Need high quality training that is built by people not inside the NPS culture
- All employees should go through full onboarding process
- Training should not be segregated by rank or discipline.
- Increase rotation programs and opportunities to work throughout the organization.
- Some objection to too many mandatory training programs
- Some sentiment that training is not the answer, as it only has short term impact

Leadership and Supervisory Skill Development

SUPERVISORS

- Have a cohesive development plan
- Listening Skills, including active listening
- Emotional Intelligence and Empathy
  - Intake skills (neutrality, emotional support, not arguing)
  - Apologies
  - Support
- Resource Awareness
  - Should know resources and actively connect employee with them.
  - Should know processes and explain to employee
- Effective Investigative Skills
  - Asking good questions
  - Timely
- Understand limits on privacy/confidentiality
- Coaching and Accountability
  - Need HR Support to take strong action towards wrongdoers
- Mediation skills /Conflict Management
- HR Skills
  - Dealing with repeat problem employees
  - Use case studies
- Developing others
- Coaching skills

EMPLOYEES

- soft skills, emotional intelligence
- Training on positive leadership

ANONYMOUS

  - Listening skills
  - Performance management
  - Developmental skills
  - Implicit bias
  - Mentorship
  - How to demonstrate respect across diversity dimensions
  - Emotional intelligence
  - Need to learn the jobs of those they supervise
  - Inclusivity
- Climate
  - Supervisor and employee groups expressed strong support for bystander training for all employees.

SUPERVISORS

- In particular, summer youth employees and youth program supervisors would benefit from bystander training.
- Strong support for civility training
- Training about respect focused on scenarios and realistic options
- Ethics training

EMPLOYEES

- More in-depth than compliance
- Diversity training and diversity change-agent training
- Civility training that is interactive
- Non-violent communication training
- Have people practice skills in training
- New employee training that sets expectation for positive work climate

ANONYMOUS

- Desire for live training focused on respectful workplaces
  - Definition of behaviors is unclear — bullying and disrespect need to be taught as unacceptable
  - Teach about personal boundaries
  - Need concrete examples of what should be reported.
  - "My supervisor yelled at me various times for my performance, sometimes when I was not at fault, and it affected my work performance. I was not sure if this warranted a report."
- Unconscious bias and microaggressions
- Civility
- Religious tolerance
- More allies for inclusion training
- Emotional Intelligence
- Meyers Briggs

Employee Recognition and Appreciation

- All groups spoke of the need for more recognition for employees' contributions.
- "Without employees, the NPS falls apart. To attract the best people, we at NPS, need to be the best people top down. Lead from the perspective of people first. If employees know they matter their work will reflect it."
- "In order to achieve, deliver and adhere to our NPS mission, invest in the people. The people make the mission possible."

SUPERVISORS

- Stewardship of employees, not just natural resources. Employees take care of the resources
  - Recognize future leaders are today's employees
  - Recognize all park employees, not just rangers
  - Invest in people with training and development and reasonable workloads/scheduling

"Protecting the people who protect & preserve our national resources is also an important as the NPS mission itself."

MESSAGES FROM THE FIELD TO LEADERSHIP

EMPLOYEES

- Acknowledge staff accomplishments
- Affirmation of individuals
- Reward good behavior
- Demonstrate that employees are valued
  - Staff are not statistics
  - Constructive feedback
  - Less favoritism
  - More equality
- Timely scheduling

Collaboration and Teamwork

- All groups spoke of the value of building teams within and across divisions in terms of improving work output and workplace climate.

SUPERVISORS

- Supervisors should work as a team
- Common Goals
- Create cross functional teams to deal with real issues
- Work as a park, rather than divisions

EMPLOYEES

- Substantial room to improve collaboration
  - "We are not in this alone. We need to find a way to find others and satisfy our need to help."
  - "Best teams are collaborative work teams with synergy, focus and respect."
- In some parks, divisions are competitive and territorial
  - Could encourage more cross-division work to see connections
  - Even shadowing or swapping for one hour
- Some sense of inequity across divisions, districts, or workgroups
- Lack of collaboration and shared purpose creates tendency to dehumanize or marginalize others
- Could be more collaboration between parks
- Strong positives reported by those who are working collaboratively

ANONYMOUS

- Competition within and between divisions and parks is destructive.
- "Working together as a team is no longer part of the culture."
- Need for cross-training and team-building to help everyone learn what it takes to run the parks.

Continuum Behaviors

- Significant reference to uncivil and abusive behavior.
- Concern that bullying or other negative behavior that may not be based on a person's protected status does not get addressed.
- Some confusion about the lines between acceptable and inappropriate behavior.

SUPERVISORS

- Supervisory intimidation and abuse
- Relational aggression
- Interdivisional distrust

"There is no reason why I as a woman should ever feel unsafe at my job."

MESSAGES FROM THE FIELD TO LEADERSHIP

"With harassment being high in the parks, have regional mediators that visit each park quarterly. Set aside a travel budget for these individuals to travel – don't use the excuse of a travel ceiling. Set money aside and plan to make this happen. This will reduce grievances and the need for dispute resolutions. You will be resolving the problems before they escalate into a grievance or EEO complaint. Take preventative action!"

MESSAGES FROM THE FIELD TO LEADERSHIP

"I appreciate DO-16E and how it gives me a roadmap to follow to address harassment issues in my work group. However, the process is slow and opaque. It gives the impression that no one does anything. It also stymies a supervisor from taking direct action"

MESSAGES FROM THE FIELD TO LEADERSHIP

EMPLOYEES

- Strong consensus that much degrading, abusive behavior not related to protected class so not taken seriously
  - Sense no resources available for abusive, bullying behavior
- Need tools for those facing rude, uncivil or abusive behavior by visitors, others not employed by the parks
- Wish for early resolution options such as mediators available on short notice
  - Idea: have regional mediators that visit each park quarterly to deal with low level problems.
- Managers need to take words like, "uncomfortable" or "disrespectful" seriously to handle things before they escalate.
  - Strong sense that there is a reactive inclination, rather than an effort to build a respectful culture

ANONYMOUS

- Seeking active demonstration of respect of employees by the service overall
- Foster greater respect for all and their contributions — demeaning and mocking others is too common.
- Bullying persists, often targeting those who are perceived as "different," but not based on protected class
- Longstanding bullies not held accountable, rather handled as individual, unrelated incidents
- Yelling, slamming desks, throwing things, undermining still present and accepted

Harassment and Discrimination

SUPERVISORS

- Provided several examples of behavior based on race or gender.
- Some expressed concern about false accusations or misunderstanding of communication.

EMPLOYEES

- Consistent request for adherence to zero-tolerance policy
- Sense there has been tepid/insufficient response to harassment complaints
- Some raise concern that leaders observe conduct and allow it.
- Specific Concerns
  - Age discrimination
  - Some reports of racial slurs
  - Differential treatment based on identity: shunning in particular
  - Sexual assault

ANONYMOUS

- Significant reports of ongoing harassment and discrimination
- Age at both ends of the spectrum
  - When offering buyouts, older employees who did not want to retire were allegedly harassed when they declined.
  - Specific and overt discussions of not wanting older people in workforce
  - Successful leader states regional director referred to leader as "kiddo," and others as "Missy."
- Gender
  - Gender stereotypes persist when asked to perform tasks
  - Women told they need to choose career or children
  - Multiple reports of problems with pregnancy — failure to accommodate, statements regarding abilities of pregnant workers, statement of value of pregnant workers, lack of facilities for breastfeeding mothers
  - Comments that people without children/unmarried better workers
  - Ongoing sexism and microaggressions
  - Female law enforcement or firefighters told if they can't take a little sexual harassment they are not tough enough for job
  - Unequal opportunities
  - Inappropriate attention to attractiveness, accused of being hypersensitive when objecting
  - "(I was) told my hire made people happy because, 'we need more good-looking women around here'."
  - Men given credit for women's ideas
  - Reverse discrimination perceived when Women's Day celebration closed to men
  - Acknowledge things have gotten better, but not "good."
- Religion
  - Reported intolerance towards evangelical Christians by liberal/progressive majority
    - Objection to LGBTQ recognition without celebration of people of faith
  - Reported intolerance towards those who practice non-Judeo-Christian faiths
    - Must hide or disguise faith
  - Stereotyping based on faith
  - Employee volunteering to cover shifts on Christmas asked, "what are you, some kind of pagan?" by leader
  - Employee who said they were not Christian was asked if they were a witch
  - Not engaging in group meal due to dietary restrictions, Regional Director said: "I don't trust vegetarians."

- Race
  - Persistent racial comments without supervisory interventions
  - Comments about race and relationship to promotability
  - Tokenism is a concern
  - People of color are held to much higher standards, so punished for things white employees are forgiven for
  - Favoritism based on race - the chosen ones to "represent"
  - "The feeling of little support from above and below me. Feeling like my culture and self is viewed as a cultural resource versus a person and thriving culture."
- Disability
  - Favoritism towards able-bodied
  - Lack of understanding and compliance with ADA
    - › Process as defined not complied with
    - › Documents defining process not readily available
    - › Not accessible documents if they are available
  - No employee resource group for people living with disabilities
  - People who deal with accommodation requests are the same people who supervise and discipline, creating greater opportunity for subtle reprisal
  - Burden on employees to request accommodation rather than creating universally accessible workplace
  - "I developed several chronic illnesses over a brief period of time. My supervisors did not understand what I was going through and rather than try to accommodate me, they attacked and harassed me."
- Sexual Orientation/Gender Identity
  - Many employees choose to be closeted, especially bisexual, pansexual employees.
  - Harassment persists in some parks/geographic areas
  - Acceptance of trans employees varies; better in urban locations
  - Also some stories of strong support by immediate supervisors or superintendents.
  - "The fact I have a husband living with me in the park is now 'freakishly boring' like everybody else and that's wonderful."
  - "Participation in Pride Events was likened by park management to the park participating in a 'KKK parade'."
- Retaliation
  - Persistent concerns about retaliation
  - Concerns that much goes unreported due to perception of inevitable retaliation
  - View that employees have few resources to protect themselves
  - Lack of work /life separation in rural parks creates particular opportunities for retaliation such as change in housing.
    - › "The abuser may have the ability to control the employee's housing, cause the employee to be shunned in the community, or even be the personal friend of those who have the responsibility to investigate."

Need for Proactivity and Prevention

- Agreement from all groups that negative workplace behaviors should be addressed early before they escalate.

SUPERVISORS

- Bystander Interventions
  - "See something, say something"
  - Tool kits
  - Instruction
  - Support
- Proactive Strategies
  - Promotion of respect
  - Reward leaders who are respectful and helpful
- Responsive Strategies
  - Assertiveness training (ie. Verbal judo)

EMPLOYEES

- Need strategies for dealing with visitors and other non-employees.
- Address behavior at disrespectful level.
- Managers need to be in tune with employees and address frustrations earlier.
- Travelling, regional mediators could address issues before they turn into a grievance.

ANONYMOUS

- Strong desire for affirmative steps to build respect in the work environment.
- Need to push for employees being able to address and settle disagreements with one another rather than always triangulating supervisor
- Need to address abusive and uncivil behavior not just protected class issues
- Become aware of "hot spots" where risk is high and tend to them before big problems develop.
- Need an alternative way to deal with smaller issues
  - "The cycle of investigate, propose, decide, grieve, file EEO, investigate, mediate, etc is too cumbersome and expensive for smaller issues that can persist and lead to bigger problems later. Management needs quicker tools for dealing with minor infractions."

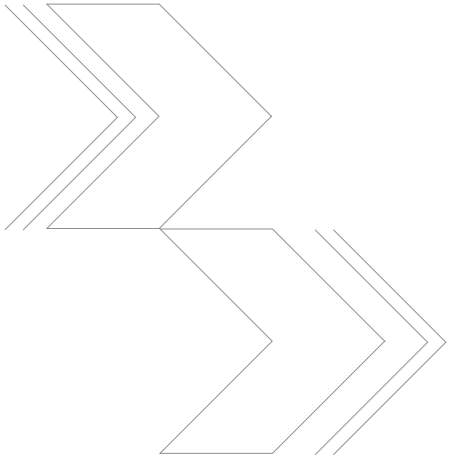
Respectful Workplace

SUPERVISORS

- Treat people as though they matter
- Be Kind
- Don't pre-judge
- Respect differences
- Acknowledge and greet people
- Listen and do not jump to conclusions
- Avoid blaming, solve problems together
- Don't discuss people who are not there, step in when others do
- Discourage rumors, gossip or innuendo
- Discuss concerns directly with person about whom you have concerns
- Reduce jealousy and competitiveness within our parks — creates a toxic atmosphere.
- Be consistent
- Slow down and check in with people.
- Treat every person as though they are important — our words and actions should match.
- Talk to employees about respect.
- Be patient
- Remind people at meetings about importance of appropriate communication
- Practice having difficult/critical conversation. Build social capital through dialogue on what is/is not acceptable
- Be intentionally nice and advocate for others to do same
- Step in when disrespect and incivility happen
- Express appreciation
- Reinforce and compliment good behavior
- Acknowledge hard work
- Provide positive feedback
- Be flexible and have empathy
- Walk in someone else's shoes to understand what they are going through.

EMPLOYEES

- Disrespectful behavior needs to be addressed
- Respect for staff and ability to do job
- Grade level should not determine level of respect
- Respect for personal lives and need to attend to family issues
- Show interest and listen
- Acknowledge and greet people
- Less Gossip
- More empathy
- Appreciate diversity



Safety

EMPLOYEES

- More alignment between safety messaging and behavior
  - Ownership of safety beyond safety officer
  - "Even though the park service gave me the best job of my life, they allowed the least safe place to work."

ANONYMOUS

- Division and top managers are ignoring safety directives
- Safety practices often fall short, but NPS resistant to complaints, or suggestions for increased safety. E.g., should be using less volatile fuel in lanterns in enclosed cave passages. But when employee suggested, told that NPS says other fuel is safe.
- Need to protect VUAs who work in remote stations
  - "We don't have radios in our trucks, and there is no cell signal. If we come upon an accident while driving, there is absolutely nothing we can do to get help. We held a woman while she was dying for 45 minutes before the rangers finally got to the scene, the only way we were able to get help was to send someone by car to notify the highway patrol."
- "Safety first" isn't just a motto: safety of staff and the people we serve should be a high priority, and not done until an incident occurs.
- Code violations should have consequences without having to call in OSHA.
  - Safety is not the number one priority and should be. Safety officer expected to manage an entire safety program with only 20% (max) time allowed.

3. AMPLIFIED VOICES: AFFINITY GROUPS[1]

Participants described their best and most challenging experiences in NPS and were asked to share their ideas and experiences.

Bi/Pansexual People

As with other groups, the positive experiences described by participants came in working collaboratively across teams, having stretch opportunities, having a positive and supportive staff, and feeling empowered to solve problems.

Negative experiences involved working in environments that were rigid and unwelcoming to women or those living an alternative lifestyle, feeling a lack of recognition, and experiencing subtle gender discrimination. One participant described being called "the girl" instead of her given name for two years. There was concern about the increasing prevalence of "gaslighting," in which abusive individuals try to make their targets believe that abusive behavior is their fault. Participants described experiencing passive aggressive hostility as a key source of feeling marginalized.

The group encourages promoting resources such as the Employee Assistance Program and the Employee Resource Groups. The general climate and some communication and public events have created fear for people who don't match the traditional NPS employee base, so they would also like to see high-level leaders promote taking care of one's mental health and encouraging those who are struggling to seek support.

The group observed that overwork creates greater stress and let's people's biases emerge because they are tired and not thinking and recommends that there be more open discussion about differences and diversity. The group expressed a powerful desire to see activities promoting awareness, as well as more dedicated diversity recruiting

Gay Men

Positive experiences have involved a supportive supervisor, interactions with visitors, and feelings of making a difference. At least one group member states he has made career decisions based on his sexuality and has specifically chosen to work in urban areas where there is a larger LGBTQ+ community. Those working in rural areas stated that it is worth trying to open people's minds, but they often feel isolated and without support.

"I miss the city and the support of larger groups out there compared to here, where so few LGBTQ+ folks are present, and many are closeted, but I reckon it's worth the hard effort."

Negative experiences focus on loneliness, needing to be in the closet, tokenism, and explicit homophobia, particularly when being supervised by those whose faith involved a lack of acceptance of or condemnation of homosexuality. Several felt specifically bullied and harassed under these circumstances and described being verbally taunted.

Two have filed EEO complaints, one involving threats of violence towards LGBTQ+ people. Others say they have felt physically unsafe because of the degree of hostility towards them. They all received some support in these instances, but universally felt their complaints were minimized and that individuals were transferred rather than held accountable. Participants express strong concerns with the lack of responsiveness of HR, Employee Relations and EEO.

[1] based on results from the 2017-17 Work Environment Survey, certain populations appeared to be at statistically greater risk as targets of harassing behavior. These groups were the basis for special population sessions.

Trans People

Positive experiences were described as in the distant past. The group shared that the sense of belonging that was typical within NPS in the past was diminishing and agreed that they perceived "the NPS family is breaking apart." Participants view the organization as losing touch with its mission and focusing more on policies. They experience that the current national political environment is deeply affecting them, and some are not sure they can stay in public service.

Those in urban parks report very positive and accepting experiences. Even in a rural environment, one person describes a superintendent being personally supportive when anti-trans laws were passed in the state.

As with other groups, this group perceived a lack of accountability for harms of the past, and particularly view the publicly reported GRCA sexual assault incidents as having been swept under the rug.

There were shared concerns about overt discrimination by park volunteers and an example of park volunteers refusing to work with someone because of their gender identity. Park leadership has reportedly not intervened, and the individual is shunned by volunteers.

They echo other groups in suggesting that lack of resources and overwork may be behind a pervasive incivility and abusive behavior. They also share concern about HR being unapproachable and unhelpful. "It almost seems like the systems of support are set up to wear you out, so you drop the case and walk away."

With the pansexual and bisexual group, they share the perception that people are afraid of and ignorant about LGBTQ+ people, and they advocate for broader awareness.

These employees were reluctant to get involved in the ERG's for fear of retaliation and a view that anti-trans sentiment goes all the way up to the President of the United States.

One employee decided that in the current climate, going back into the closet would be safest, so went to a new park, switched genders and used their legal name, but the stress forced them into the hospital. They spoke to the pain of trying to hide one's identity.

Lesbian Women

Positive experiences focused on great leadership, a supportive and dynamic team, having skills valued, and having one's voice heard. Negative work environments included isolation, homophobia, micromanagement, and needing to be in the closet. One employee has not revealed her sexual orientation in a 25-year career and states she cannot bring her whole self to work.

This group felt it was important for LGBTQ+ people to be out and serve as a role model, when it is safe to do so. They expressed gratitude for the LGBTQ+ ERG.

There was some sentiment that Human Resources was not fully supportive of LGBTQ+ protections under federal law, and they believe that sometimes their sexual orientation is seen as a political, rather than a human/civil rights issue. There was also a sentiment that the Park Service has pushed aside the gay history of NPS generally and the parks specifically. Several reported being retaliated against for participating in Pride, while others were supported in their participation.

The group feels there is a need for more active recruitment of underrepresented groups and that the federal hiring system is not helpful in that regard.

Participants expressed strong feelings that regional leadership needs to hear from people in the parks — and LGBTQ+ people specifically — and not just trust superintendents about the climate.

Like the trans group, participants acknowledged that the current administration's hostility towards the LGBTQ+ community has created some fear and anxiety. They would like to hear that NPS will support them.

People Living with Disabilities

For this group, the overwhelming subject discuss the difficulty of receiving accommodations, and a sense of delight when such accommodations were given promptly and reasonably. Once barriers were removed, this group resembled others in appreciating the opportunity to be heard and to work in a group that was respectful and considered everyone's ideas.

When asking for accommodations, several group members described their disabilities being disbelieved or argued with, being unsupported in addressing barriers, facing a lack of transparency in how to request accommodations, and not having any form of advocacy. Several described the process of seeking accommodations as "exhausting" and "discouraging." There was a thread of concern that often, supervisors were reviewing accommodation requests, which contained health information that their supervisors should not be privy to.

The idea that all parks should be fully accessible was discussed as a "best case" scenario. The group pointed out that many accommodation requests would be unnecessary if universal accessibility were provided. The group said that accessibility is an issue for guests as well. Several participants described significant physical barriers, such as extremely distant accessible restrooms or inaccessible workspace.

The group felt that NPS was not fully aware of nor fully compliant with the rights of people with disabilities.

"Believe it or not, employees are people too and the laws apply to us. I want compliance and accountability in application."

The group suggested a dedicated FTE in each region focused on accessibility for visitors and for employees.

People of Color

This group included people with many different identities, including indigenous people working in parks related to their heritage. For them, teaching visitors about their culture was viewed as a special opportunity. Their positive

work environments included being able to be themselves, do important work, and feeling supported.

Concerns for this group included tokenism, a lack of consideration for culture or religious observances that did not conform to the mainstream Judeo-Christian calendar, being undermined by colleagues, and observing unethical and possibly illegal conduct by leaders. "You feel like because you are different, they parade you out for events."

The group suggested that they are often held to different standards and scrutinized more than majority employees, and that they also suffered a perception that they get special treatment as part of NPS diversity. Both sets of perceptions affected their comfort and engagement.

One member of the group suggested creating a virtual reality program in which non-minorities could experience the actual environment that minorities confront every day. Many in the group described specific racially or ethnically hostile behaviors from coworkers. It was the sentiment of the group that supervisors could do much more to promote diversity, and that NPS could do a better job of recruiting for diversity.

"I'm a minority, naturalized citizen and NPS employee. I love the opportunity this country has given me. The struggle just to get to my current position has been difficult. I don't want my workplace to feel like I'm in a constant battle. Just be nice, that's all I ask."

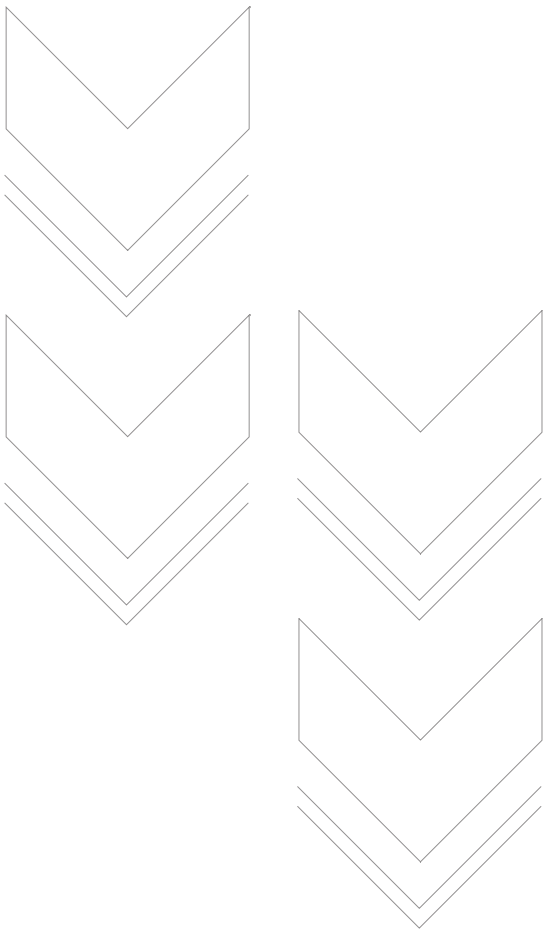
Indigenous people suggested that staff should be exposed more to the heritage of their parks but also the conditions of the people in the local communities.

Women

The best experiences for this group involved teamwork, trust and respect, and positive relationships. Negative experiences involved climates characterized by negativity, bullying, being demeaned or belittled, feeling a lack of respect from leaders, and being given insufficient information to perform well.

"My supervisor made it clear that he took my work for granted. He could blow up whatever he wanted and I would be responsible for all of the consequences."

Participants described feeling that women were a distinct minority and that the culture of NPS remained to some degree a "boys club." They felt supervisors needed better training and that reporting systems for misconduct need to allow bypass of the bad actor, since their perception was that their supervisors would always be aware of a report. Some concerns were raised about pre-selection and other bias in hiring. Several discussed having their supervisors view pregnancies or family obligations as being in conflict with being perceived as a committed employee.



Young Women (under 29)

This group's positive engagement came when they felt they were making an impact and were treated with respect. Supervisors had a significant impact on how they experienced their work. When they felt that supervisors were invested in helping them grow and advance, they felt their work experience was quite positive.

Factors that were negative included inappropriate and degrading jokes and comments about their appearance, abilities, or gender. They also talked about being micromanaged and feeling psychologically unsafe. Several described being treated as children or denigrated because they were young and female.

"I was discouraged from asking questions, called naïve, and not appreciated for the work I do. The attitude that others had towards me made me feel childish and not respected."

The group wanted more education and sensitivity training, and to have some of that focus on generational differences. They also felt that discussions about rude and uncivil behavior were needed, as they felt they were disproportionally the targets of this type of behavior and language.

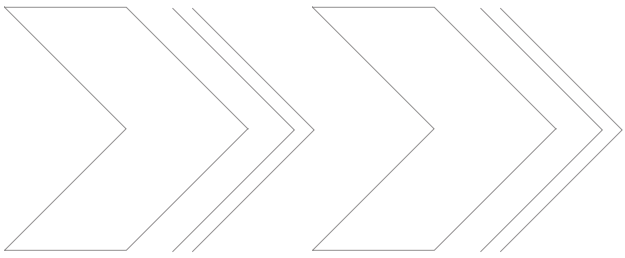
All shared a feeling of isolation in their parks and they were very grateful to connect with other young women. They felt that sharing success stories and experiences in an ongoing way would be very beneficial.

4. IDEAS FOR ACTION

Participants generated this list of low to no cost actions to help create a respectful, safe and fair work environment.

Respect Campaigns

- Record interviews of employees describing what dignity and respect looks like. Post video and create posters around the park and different common areas. Project needs to be championed by senior leadership.
- Make catchy visual reminders of important policies.
- Send regular (emails) reminders to encourage change. Create themes of the week or month
- Develop shared Expectations:
  - Create a social contract or "ground rules".
  - Have a white board that allows employees to define what their vision for a "Respectful Work Place." Comments can be reviewed with staff at monthly meetings.
  - Identify issues that keep our group temperature from being cool.
  - Set and enforce expectations with subordinates.
  - Talk with employees about unacceptable behavior or comments when they first start in that position.
  - Post behavioral ground rules in all our meeting spaces
  - Create posters and wallet cards that outline our behavioral standards. This would serve to reinforce what we say and hopefully what we do. Need to keep it present and alive.
- Post policy reminders and have follow-up meetings about work environment.
- Hang signs asking questions to provoke reflection about how people treat one another.
- Educate about resources.
  - Posters with reporting flow chart and contact information
  - Resources on wallet size card



- Reward respectful behavior.
- Send weekly email of encouragement and expectations.
- Create a campaign of respect and let each park create one communication about what they are doing to promote it.
- Create a bystander campaign — see something, say something. Promote it heavily.

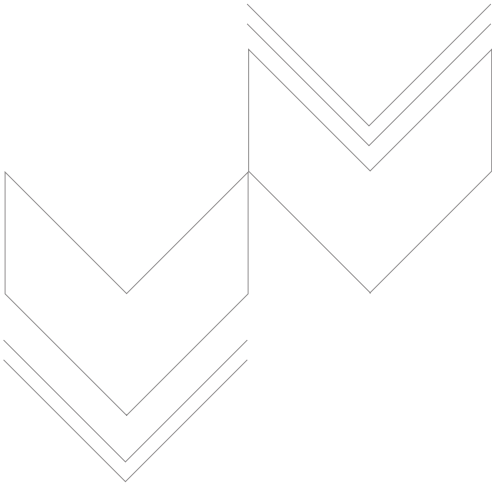
Employee Recognition Ideas

- Provide small, immediate rewards for great interpersonal behavior.
- Recognize or award employees and supervisors who demonstrate dedication to maintaining a respectful workplace and a no-tolerance approach to disrespectful, rude, or worse behavior.
- Can we figure out a way to provide NPS annual passes?
- Buy notecards and write a letter to each employee telling them one thing they do that makes supervisor's work and the visitor experience better.
- Create business cards or notecards "Atta boys (sic)" to hand out when you "catch someone" doing something "right."
- Participate in the "Kudos" compliments program that just started. Have a Kudos board
- Hang rotating plaques outside of employee office.
- Host an annual Employee Appreciation Day.
- Reward special efforts.
- Reward great, feasible ideas.
- Be spontaneous, post names of employees and what good they did. It may catch on and be good for morale.
- Recognize employees who model and exemplifies the workforce we want. Only condition is the employee passes recognition on to another. See how far it goes and share stories.
- Give a trophy or memento, to represent "you make a difference," and pass it on to deserving individuals or a group of individuals based on reward criteria — this can be monthly or even bi-weekly.

- Create a punch card idea to improve morale for individuals, management, and superintendents: Pass out the card to employees who are doing great at their job or caught doing something that is positive in the agency; once an individual receives so many punches they can get something with the card; the card can be recycled/reused.
- Stop employee of the year — everyone works hard and is above and beyond — do something that is more inclusive of everyone, like a movie night at the VC theater or a pot luck
- Give a pin for service above and beyond the call of duty in an extraordinary situation and that is authorized to be worn on the uniform immediately. Supervisors, co-workers and Park Administrator recommend the award.
- Give thanks to everyone.
- Have a place to post birthdays, social events, cultural observations.
- Reward or recognize contributions to positive work climate.
- Nominate person demonstrating respect every month.
- Give annual thanks for service.
- Create coupons for peer recognition.
- Provide an annual award for person showing kindness.
- Recognize seasonals before season ends.
- Recognize volunteers regularly.

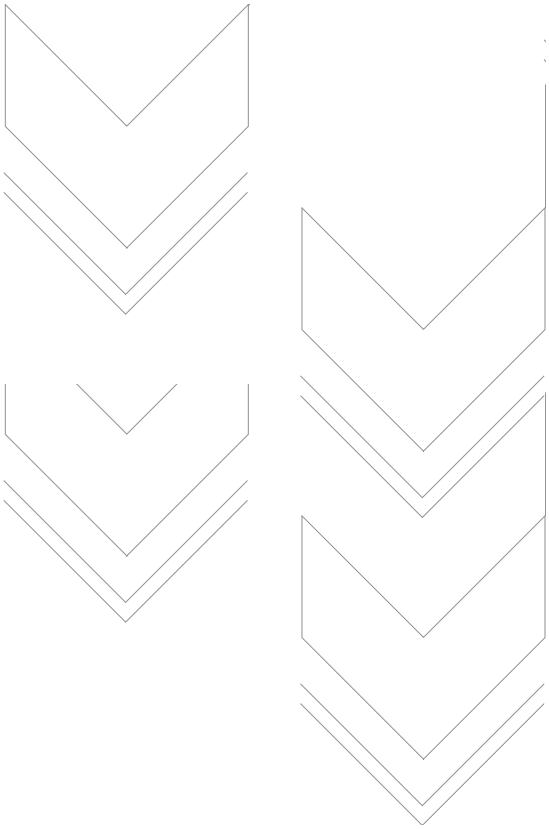
Engage Employees about Work Environment

- Continue to have open forums for checking in on the workplace environment in the office and allow for continued feedback and open interest in working to improve the environment.
- Require supervisors in each division to hold quarterly or two times yearly meetings specifically addressing workplace environment.
- Host "skip level" meetings for staff to meet with upper level management to speak on these issues; really listen to staff.
- Have preventative conversations with staff about harassment and respectful behavior.
- Implement changes by brainstorming in small or larger groups as a follow up on the initial NPS Voices meeting.
- Hold employee workshops to define acceptable and unacceptable behaviors in the workplace.
- Address hostile workplace behaviors.
- Take a full day with all staff to discuss the importance of fair and equal treatment of all employees, recognize excellent performance by individual employees in this area. Have each employee write how they would prefer to be treated, these responses are then put into one document and shared, allow individual employees to speak out as needed.
- Provide physical common drop boxes at all main work locations for people to submit ideas to improve work environment or raise concerns or events that have happened that all are sent and read by management team. It should be physical, so they can be submitted anonymously if wanted, or can put name for direct response from management.
- Create anonymous reporting channels, such as complaint and compliment boxes throughout park.
- Create opportunities for people to talk about values
- Remote locations need someone to come facilitate regularly and ensure we are talking to each other.
- Have Open Conversations;
  - Conversation about the culture
  - Coffee breaks where everyone has to interact several times per week
  - Have forums to check in on the workplace environment frequently via survey or live feedback
  - All-hands meeting to define and describe what respectful work environment looks like and create shared commitment
  - Gather supervisors and union staff with professional facilitator to clarify appropriate behavior.



Community-Building and Other Events

- Provide a luncheon in an informal setting to discuss workplace topics.
- Create a watch party for webinars about work culture.
- Lead a group-wide day hike where key issues are given to small groups to discuss and then collectively discussed with the whole group. Small groups will be made up of people who don't work together every day to bring variety to the discussion. I feel that when people are in nature they open up more.
- Community centers where events are held have gone away and the culture changed. Bring back spaces where dances, potlucks, etc. can be held.
- Work on developing a porch culture — if you see people outside you end up sitting on their porch and getting to know one another.
- Create opportunities to get to know each other as whole people, not just titles.
- Have a flash mob food day at local restaurant. Get out of your normal environment.
- Form a committee; have a shindig — chocolate, food, sharing of idea on what our environment should look like.



- Give employees space and time together — once a month lunches at the café and get people together.
- Go play paintball! Have fun out of work environment and stop talking about work!
- Take a field trip to a local museum.
- Work group cook out with accolades for each individual from the previous year
- Employee luncheon served by supervisors to say thank you for your hard work.
- Take workgroup out to lunch to recognize the individuals and the group as a whole to capitalize on the successes (all employees' meeting is too formal)
- Other meal-related ideas:
  - Fry bread cookout
  - Quarterly breakfast.
  - Potluck lunches spread out in other locations throughout the park to foster positive workplace culture.
  - Fish fry — for all employees to have a lunch
- Create deliberate opportunities to build the team, learn about one another outside of the job, and bond as coworkers (e.g., field trips, potlucks, cookouts on work time) to allow employees to get to know each other on both professional and personal levels.
- Have an ice cream social for all staff/volunteers during peak summer and/or BBQ, games, beer for staff/volunteers.
- Throw a big party for all employees so everyone gets to know one another better on a personal level, making for a more positive workplace.
- Have an all-employee meeting that everyone can attend.
- Host seasonal all-employee events.
- Have fewer breakrooms and more lunch time together.
- Donuts and coffee at all-employee meetings.
- Have a field day event involving sports or activities
- Host holiday parties (some indicate never had one)
- Employee hikes
- The whole park could do volunteer work together
- Take the crew to a miniature golf course outing.
- Employee event (i.g. chili cook off) to help boost morale, incorporate character building reminders at all events for all employees
- Monthly birthday lunches
- Using an hourglass, take turns giving inspiring talks about the importance of everyone and how we should focus on the big things in life and supporting one another.

- Have a "chocolate month" and then challenge someone to come up with a follow-up.
- At picnic area after hours, host an annual (or monthly or semi-annual) lu'au where everyone has a role like we used to do. They roast the pig, invite family, play music, and share a potluck meal. Brings us together.
- Close park and go rappelling together and eat pizza.
- Host trivia, kickball, and drinks.
- Host an NPS Family Picnic with food, lawn games, and fellowship to improve morale, and chemistry between co-workers. We need to get to know fellow employees that we only know by name or face. This event will assist with friendship building and help us get to know each other's families. The better we know each other — the easier or more open the lines of communication would be.
- Baseball games
- Other food-related ideas:
  - Cookout (BBQ) without uniforms
  - Free pizza lunch for all employees.
  - Cookouts
  - Lunch for staff
  - Makana — food. Anything around sharing of food.

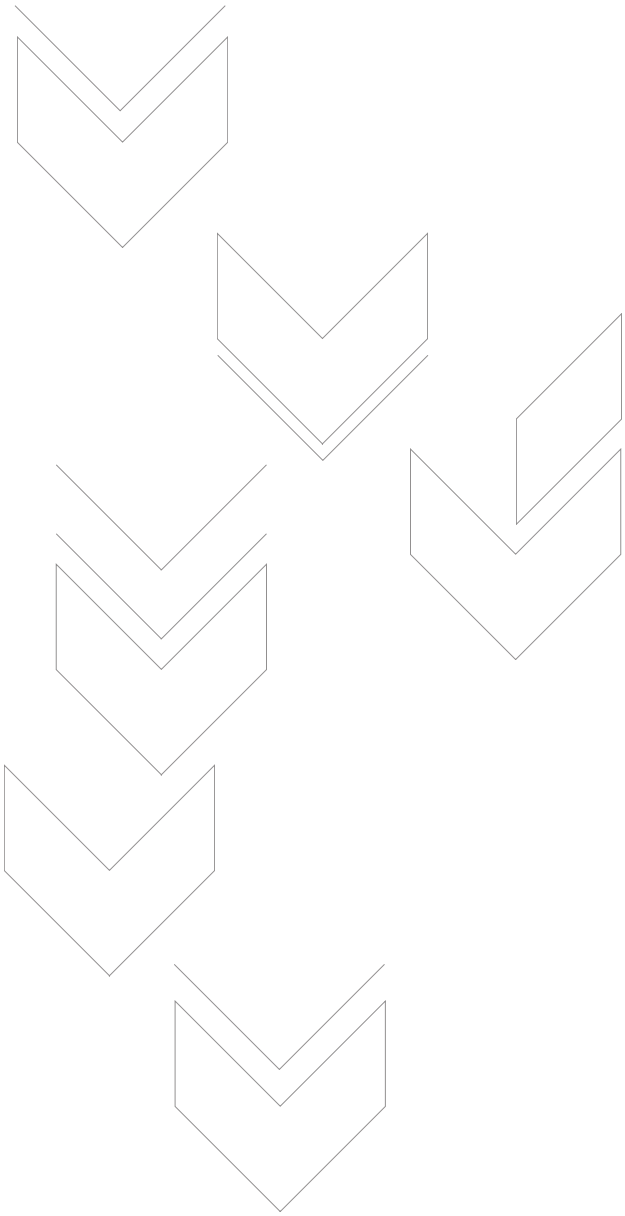
Employee Wellness

- Have a psychologist give a 45-minute talk about self-care and supportive measures.
- Encourage three hours of physical fitness.
- Have employee sports equipment available for staff and volunteers.
- Let admin staff get out in the park for a hike, resource project or ranger program.
- Provide a treadmill or cross trainer.
- Make healthy snacks available for employees in remote locations.
- Have puzzles in the breakrooms.
- Provide meditation instruction for park employees
- Host wellness events promoting mental health.
- Incentivize healthy behavior.
- Host a spa day.
- Sponsor a hike, painting, or drawing.
- Support employees making time for families.

Other Action Ideas

- Be supportive of one another
  - Report when others can't
  - Support those who have been harmed
  - Listen and be available
- Cross-functional Experiences
  - At the start of the day stand in a circle and take one step to the right. Take the job of the person who was there before you for one day.
- Create or Support Employee Groups
  - Workforce improvement committee
  - Informal support groups
  - Every six months draw names to identify a team to work on workplace climate
  - Highlight employees and volunteers in local newspapers.
  - Employee welcoming committee
  - Employee book club
    - "Black Faces White Spaces"
    - Books on gender issues
- Training
  - Brown bag sessions
  - Train supervisors to deal with conduct issues
  - Dealing with difficult people
  - Stepping in when things are tough
  - How to properly train people
  - Practice challenging conversations
- Community outreach
  - Bring foster kids to play in the park
  - Develop a poster to share with the community
  - Discounts at park concessioners
  - Have a community volunteer day at park
  - It's your park campaign for locals

- Facilities/Amenities
  - Kiosk for visitors so they can find information to relieve pressure on staff
  - Better signage
  - Lunchroom décor, drying rack, artwork
  - Snack station for employees
  - Look into reducing rent in resort communities
  - Barbeque grill for employee use
  - Fix water fountain and other broken things
  - Furniture for volunteers
  - Pest control in park housing
  - Hang pictures of employees and volunteers around the office.



5. APPENDIX A:

NPS VOICES TOUR LIVE SESSION — FACILITATOR'S GUIDE

Facilitator Preparation

1. Make sure you have all supplies and materials ready:
    a. Poster of survey results and means to hang it on wall (tape, thumbtacks)
    b. Resource List for Distribution
    c. Table tents or name tags
    d. Easel pad and easel — preferably post-it backed paper
    e. Markers
    f. Connections, blank paper for participants to draw on — if using Connections
    g. Continuum Handout for employees or supervisors
    h. Workplace Behavior Personal Heat map Handout
    i. Red, green and yellow adhesive dots, one sheet of each per participant
    j. Post-its, enough for one for each participant
    k. Index cards, two for each participant
2. Arrange the room as follows:
    a. Tables, 4–5 per table easel pads at front of room. Facilitator places supplies on participant tables prior to session
    b. If no projector available, scribe slide content prior to session
    c. If no tables, all chairs in semi-circle with table for supplies behind facilitator, easel pad in front
3. Welcome participants as they arrive and ask them to complete their table tent or name tag.

NPS VOICES TOUR — LIVE SESSION: FACILITATOR'S GUIDE

TIME	TOPIC	CONTENT	MATERIALS	SLIDES OR MEDIA
0:00	Welcome and Setting Expectations.	• Welcome and Thank participants and make introductions • Today's session was brought about by the results of our work environment survey, as well as the growing awareness that led to that survey. • There are many ways we are seeking information from NPS employees. Today we will be listening to your ideas, thoughts and experiences about building a great work environment for everyone. • **Show Expectations Slide** — Our goals today are to: – Allow us to take time to think deeply about employment experiences at NPS – Provide input into actions that NPS can take to continuously improve our work environment, both generally and specifically – Get to hear one another's perspectives – Help to assess current risks and what can be done to manage them • Some of you have stories to tell, and they are important. In a few moments, we will give you options to share those stories, as we focus today on workplace climate. • In addition to aspiring towards a safe workplace free of any kind of mistreatment, we want to aim to become a workplace where people feel genuinely respected, valued and able to rise to their potential. • WE WANT TO NOT JUST HEAR YOU TODAY, BUT TO BEGIN THE PROCESS OF DEVELOPING SHARED LANGUAGE TO DISCUSS OUR WORKPLACE. • Some of the terms we want you to be familiar with are the importance or safety, respect and fairness (slide) – Safety means freedom from physical, psychological or emotional threats at work. – Fairness means that decisions are made equitably, transparently and with respect and dignity. – Respect means that people are treated as though they matter at all levels in the organization. • Today we want to hear from you about how things are going in your workplace and what is needed going forward. • This is your meeting. We hope you will be candid and thoughtful, and participate actively. • What we hear will be in a report summarized by theme and include recommendations at all levels of the service.	Table Tents or Name Tags	**Slide #1** — Title Slide **Slide #2** — Welcome **Slide #3** — Expectations of Tour **Slide #4** — Definitions of "Safety, Respect and Fairness" • Safety means freedom from physical, psychological or emotional threats at work. • Fairness means that decisions are made equitably, transparently and with respect and dignity. • Respect means that people are treated as though they matter at all levels in the organization.

NPS VOICES TOUR — LIVE SESSION: FACILITATOR'S GUIDE

TIME	TOPIC	CONTENT	MATERIALS	SLIDES OR MEDIA
0:15	Ground Rules	• As facilitators, we pledge to keep anything we write down or bring forward anonymous. We will respect everyone's privacy and ask that each person here do the same. • The exceptions we want you to understand are that if you report current misconduct or risk in these groups, we will ask to meet with you privately and will likely be obligated to ensure that action is taken to ensure any misconduct is brought to the attention of those in a position to address it. • There are always resources available to you if you are dealing with an issue and would prefer to seek help privately. We have provided a list of resources and their relative confidentiality for your use. • We also pledge to be and request that you be open to diversity in thought and perspective. We are not here to agree or disagree, but to listen. • Finally, we ask that if you have something to say that you are not comfortable saying in this setting, that you use our resource for anonymous submissions at (identify portal.) • Ask if anyone in the group wants to add any ground rules.	**Distribute or refer to resource list.**	**Slide # 5** — Ground Rules • Today is a chance to talk about your work environment and to help us make the NPS a great place to work. • Our goal is to create a safe, fair and respectful work environment • We will be respectful of your privacy, and we appreciate your candor • Obligation to address any ongoing harassment or bullying.

TIME	TOPIC	CONTENT	MATERIALS	SLIDES OR MEDIA
0:20	Data Review	• Walk through highlights on the poster. Note that it is clear things are not as we would like. • Explain that the leadership of NPS has sought and taken the advice of experts, but trusts the wisdom of the people of NPS. These sessions are a time to listen to you. • Want to learn what is happening and what we can do about it, collectively and organically		**POSTER** The NPS Work Environment Survey found that in the 12 months prior to the survey: • 38.7% of employees experienced some form of harassment • 22.9% of employees experienced harassment based on their age • 19.3% of employees experienced harassing behavior based on their gender • 10.4% of employees experienced sexual harassment • 9.5% of employees experienced harassment based ethnic or racial/ ethnic background • 7.2% of employees experienced harassment based religious beliefs • 4.5% of employees experienced harassment based Sexual orientation • 6.9% of employees experienced harassment based Disability • 0.095% experienced sexual assault behaviors

TIME	TOPIC	CONTENT	MATERIALS	SLIDES OR MEDIA
0:30	Icebreaker	• Tell the group that to set the tone, we will be doing a bit of **trust building** and **team building**. • Select six questions from the list below, ensuring there are high-risk and low risk options. Replicate the Connections Worksheet on an easel pad and use modeling to conduct the "Connections" exercise. Ask each question and tell participants to write down words that help them to remember the answers to the prompts. **Explain they will not be obligated to share anything they choose not to share**. Discuss the way that you answer them, modeling a storytelling approach. Use at least six topics. Some options include: – Earliest recollection of difference – Book or movie that had a significant impact on me – Something I am very good at – Something I am afraid of – Something I am working to improve about myself – Something about my personal culture or heritage that I am proud of – Individual now or in history that I admire – A time when I was deliriously happy for 3 days – One unwritten rule in my work environment – Something improbable about me – A time I had a beautiful view of nature – A time I felt like an outsider Direct a two-minute share in groups of five or four. This is two **uninterrupted** minutes for the individual to say whatever they want about what they wrote. After the share by one individual, instruct the group to give the individual one minute of **positive feedback** while the subject just listens. Each person in the group should have a chance to talk followed by feedback. • Process the exercise by asking what they liked about it, what they learned about it, and scribing. • Points to bring out include common qualities and differences in the group, the ease with which you can surpass the superficial, and the way we can learn about others we have known for a long time just by asking.	**Connections Worksheet** Facilitator may substitute own icebreaker	**Slide #6** — Trust building

TIME	TOPIC	CONTENT	MATERIALS	SLIDES OR MEDIA
1:00	Best and Worst	• Explain that, in order to think about culture, it is helpful to think about how the culture of the same organization can be very positive and very negative. • Please *find a partner in the room* and consider the following question: – What has been your best, most engaged experience as a NPS employee? – What made the experience positive? • **Facilitator:** Model the focus on interpersonal treatment by giving your own example of such a time. • Give them 3–4 minutes to discuss. • Ask each participant to give a one sentence description of what made their experience positive. Scribe key words. Then go through the words and ask participants: are there any other qualities or aspects of your workplace that you would add to this list to describe a positive and respectful workplace? • Now that we have defined those things that can really make you feel engaged and positive, please consider the same question, but think of a time when you found yourself struggling, disengaged or unhappy as a NPS employee. What was going on? • Model the focus on interpersonal behavior by giving an example of your own experience. • Facilitate the report out in the same way, scribing those things that have negatively affected people in their workplace. • When you think about your happiest and unhappiest experiences as a NPS employee, what made the difference between them? – Prompts — how was the quality of leadership, how were your relationships with colleagues, were the team dynamics important? • **TRANSITION:** Even though we tend to think about things like policies or funding or management as key to our happiness and wellbeing in the workplace, it often comes down to how people are treating each other. Let's look at some of the ways that happens and how it affects us.	Easel Pad and Markers	**Slide #7** — Positive Our goal here is to drill down and define the conditions, structures, staffing, leadership status and other elements that participants associate with the quality of their work environment overall. Pay attention to the **differentiators** that emerge in question 3. What made the difference between optimum and worst NPS experience? Capture these and note frequency/intensity. Is there consensus or divergence? **Slide #8** — Struggles

TIME	TOPIC	CONTENT	MATERIALS	SLIDES OR MEDIA
1:20 (five-minute break at end of module)	Continuum and Personal Heat Map (Includes five-minute break)	• Distribute continuum handout **if during this section, the group is not forthcoming with examples, refer them back to the worksheet.** **NOTE: Assault is a violation of criminal law and is never acceptable in our workplace. Criminal behavior should be handled by law enforcement.** • Start out by pointing out that the best workplaces are respectful. – Ask participants what kinds of behaviors and words create a respectful environment. Scribe as they proceed. – Say that no matter the group, people tend to describe very similar behaviors. Respect is universal. – Ask, "If you are in a workplace where these behaviors are the norm, how does it feel?" – And if you feel that way, how does it affect the workplace? • Explain that experts who look at workplace climate believe that the culture gets "ripened" for harassment and other serious misconduct by allowing and normalizing the "little things." Rude and uncivil behavior may be the "gateway drug" to harassing behavior. – Ask participants what kinds of behaviors and words they would describe as rude or uncivil. Scribe as they proceed. – Ask, "If you are in a workplace where these behaviors are the norm, how does it feel?" – And if you feel that way, how does it affect the workplace? • Explain that when rude or uncivil behavior is normalized, it is likely to see some behavior increase in severity and become targeted and abusive.	Continuum Handouts Easel Chart — record words for all three Sections **Sample of Respectful Behaviors** • Acknowledging everyone • Asking opinions and listening • Including and Inviting • Please, thank you, sorry. • Being mindful of people's time • Sharing information that will help people do their job **Examples of Disrespectful, Rude and Uncivil** • Calling others "Stupid." • Making fun of someone's appearance or attire, even if "just kidding." • Giving someone a nickname without their consent. • Complaining about someone's performance to someone with no authority to address it. • Suggesting that those who disagree with one politically are bad or "less than." • Rude emails • More than occasional use of profanity. • Intentionally violating confidences • Denigrating work performance or personality • Physical intimidation	**Slide #9** — Continuum

TIME	TOPIC	CONTENT	MATERIALS	SLIDES OR MEDIA
1:20 (five-minute break at end of module) (continued)	Continuum and Personal Heat Map (Includes five-minute break)	• Behavior that is abusive or bullying does not necessarily violate the law, but it does violate NPS policy because it is toxic and can make the work environment intolerable – Ask participants what kinds of behaviors and words they would describe as abusive or bullying. Scribe as they proceed. – Ask, "If you are in a workplace where these behaviors are the happening to you or others, how does it feel?" – And if you feel that way, how does it affect the workplace? • When behavior crosses the line to harassment, whether sexual, gender-based, racial, religious, or otherwise based on identity, it not only violates our policies, but it is unlawful. – Ask participants what kinds of behaviors and words they understand to be part of unlawful harassment. Scribe as they proceed. – Ask, "If you are in a workplace where these behaviors are the happening to you or others, how does it feel?" – And if you feel that way, how does it affect the workplace? • When harassing behavior happens, it doesn't just affect the target. It affects everyone. It is corrosive, damaging and degrades our work. • Explain briefly that the final end of the continuum is assaultive behavior. It is criminal behavior that should never happen to anyone but in our survey a small number indicated it had happen to them. • TRANSITION: We want to give you an opportunity to privately tell us what your workplace is like today. • Distribute the individual "Workplace Behaviors" Worksheet. Explain we want to know which of these behaviors are **openly accepted** (red) **aren't openly accepted, but happen and aren't addressed** (yellow) and **absolutely do not happen (or may happen but are quickly addressed) in their workplace** (green) • Explain that we are interested in the source and target of these behaviors. Ask them to mark ANY AND ALL of the common source and targets of these behaviors. • Directions are on their worksheet. • Explain that they should place their stickers, fold their worksheet and deposit it in a designated spot. • Take a **five-minute break** while people complete and deposit their worksheet.	**Examples of Abusive** • Excessive Yelling • Profanity directed at people • Undermining or sabotaging the reputation or work of others • Spreading false rumors • Intentionally violating confidences • Denigrating work performance or personality • Physical intimidation **Examples of Unlawful Harassment** • Racial slurs • Sexual advances • Inappropriate comments about attractiveness • Demeaning someone's religion • Shunning someone because of their national origin or identity • Displays that are grossly stereotypical or intrinsically offensive to people based on identity • Repeatedly applying negative stereotypes • Denigration based on age **Heat Map Handout** Red, green and yellow adhesive dots.	**Slide #10** — Heat Map

TIME	TOPIC	CONTENT	MATERIALS	SLIDES OR MEDIA
2:05	Need to Heal	Say the following: • One thing we do know, is that some of our people have experienced some or all of the negative behaviors we have been discussing. • If you placed even one yellow or red dot, it is possible that you feel harmed. It is important that we take some time today to address that. • Let's think about what we can do to support one another. • Ask participants to write their answers to questions on an individual Post-It note. Ask the following questions: – If you feel you have been harmed, what do you need from others in your workplace? – If you do not feel harmed, what can you do or say to help those who have been? • Direct participants to post their notes on the easel pad provided. As they come up, sort as appropriate. • Thank the group for their candor. • Read each of the notes out loud, one after the other. Give the group time to absorb each one, and at the end, ask how the group is doing. Can do a check-in or just a general inquiry. • TRANSITION: Explain that it is clear that there is work to be done to heal, but also to make our work environments more resistant to interpersonal mistreatment. Some of that change will have to come from the top, and some of it will have to come from us, those on the ground, who can begin to change norms and expectations.	**Slide #11** — Harm Post it notes go on easel pads	

TIME	TOPIC	CONTENT	MATERIALS	SLIDES OR MEDIA
2:25	Desire for Safe, Respectful and Fair workplace	• At tables, ask the groups to think about one or two things that might make a difference **over the next year** in moving towards always having a safe, respectful and fair work environment. • Each of us individually — how can we contribute to a positive, healthy work environment? • At our locations — what can we seek to change to improve the fairness, safety and respect in our workplace? • Across the service — what one thing might make a difference • Ask for a scribe and explain you will be collecting the group's ideas. • Ask the group to report out one or two of their favorite ideas. • Collect scribed worksheet. • TRANSITION: Thank them for their ideas for making change over the long term. Explain you'd also like them to think about change they can implement right away.		**Slide #12** Worksheet with column for each level of change given to scribe at each table.
2:50	The $100 idea	• Tell participant the following: • Imagine that you've been awarded $100 dollars to promote a respectful work environment. You must spend the money right away, and the criteria for your project is that it must be – Visible – Impactful – Implemented Quickly – Able to be described on an index card • Each of them should come up with one idea and share it at their table. • Ask for volunteers to share their ideas. • Collect the index cards. • TRANSITION: A hundred dollars isn't much. Yet you had some great ideas to make an impact on your work climate. By taking the initiative and implementing simple ideas, the climate can change, first drop by drop, then by the glass, then by the bucket. Remember, change happens at the top and at the grassroots.	Index Cards	**Slide #13** — $100 Idea

TIME	TOPIC	CONTENT	MATERIALS	SLIDES OR MEDIA
3:10	One Thing to Tell Your Leaders	• Thank the Participants for their time, attention and willingness. • Explain that we really do want their voices to be heard. Explain that they have the option to anonymously communicate with organizational leadership. • Tell them that they can write a message to leaders on an index card, and drop that index card off in a designated spot as they leave. These will be compiled and presented in our report.	Index Cards	**Slide #14** — Voice your Message
3:15	Check in and Close	Facilitator Check in with Participants, Thanks and Remind of Anonymous portal.		**Slide #15** — add your names if you would like

NPS VOICES TOUR WEB SESSION — FACILITATOR'S GUIDE

Facilitator Preparation

1. Katrina Fritts, (office) 304-535-5089 | (cell) 240-459-5632, will be hosting your webinar and will do the following before each webinar:

- Provide the facilitators with a list of participant email addresses prior to the webinar.
- Opening the webinars 30 minutes prior to the start unless requested otherwise
- Loading the slide deck and polls
- Setting up the close captioning panel
- Starting the recording

She will also take care of the following after the webinar:

- Provide transcript
- Render and convert recording to MP4 (I can place on Google drive) or other

2. You will need to send an email to all participants — Katrina will provide you with a list of participants — to include:
   a. Sample email language to all participants:
   - Looking forward to our WebEx Training Session in a few hours (add times for Pacific and Eastern)! Here's your friendly reminder about the session, and some helpful recommendations:
     - Use IE, not Chrome
     - Close all other programs
     - Hardwired vs WiFi
     - Do not use speaker on phone. If using headset, make sure it's fully charged.
     - Join early if first time using WebEx
   - If you would like to remain unknown to their fellow participants please feel free to sign in with a pen name. Facilitators will know who is in the session but will not who is speaking or inputting information on chat or polls if you are signed in with a pen.
   - During this webinar you will have a chance to share your experience and ideas. There are two sections that will require a more thoughtful response. Please spend time before the webinar thinking about how you might answer this questions:
     - Imagine that you've been awarded $100 dollars to promote a respectful work environment — what would you do?
     - Some of us have been harmed. What can we do individually and collectively to support those who have been harmed.

   b. **Send ATTACHMENTS:** Survey Results, Resource list and Continuum Handouts for employees or supervisors to participants as PDF's.

3. Review Slides and practice session.

4. Your call in number is at: (https://docs.google.com/spreadsheets/d/1BoUAAmppLUFBRKBKmeEaqAD-oLSrgMYeDp4pK1MSq44/edit#gid=0)

Facilitator Follow-up: Send thank you email.

NPS VOICES TOUR — WEB SESSION: FACILITATOR'S GUIDE

TIME	TOPIC	CONTENT	MATERIALS	SLIDES OR MEDIA
0:00	Welcome and Statement of Intent	• Welcome and Thank participants and make introductions. Ask them to introduce themselves in chat with their name, location and job. • Today's session was brought about by the results of our work environment survey, as well as the growing awareness that led to that survey. Some of the key results of that survey were sent out to you in your pre-session packet. Review overall numbers of employees reporting harassment. • There are many ways we are seeking information from NPS employees. Today we will be listening to your ideas, thoughts and experiences about building a great work environment for everyone. • In addition to aspiring towards a safe workplace free of any kind of mistreatment, we want to aim to become a workplace where people feel genuinely respected, valued and able to rise to their potential. • Expectations: Bring individual and collective ideas, concerns, experiences forward and provide input into actions that individuals and the Service can take to improve our work environment. • **Conduct the demographic poll**	• **Review sent information from WES Technical Report.** • The NPS Work Environment Survey found that in the 12 months prior to the survey: – 38.7% of employees experienced some form of harassment – 22.9% of employees experienced harassment based on their age – 19.3% of employees experienced harassing behavior based on their gender – 10.4% of employees experienced sexual harassment – 9.5% of employees experienced harassment based ethnic or racial/ ethnic background – 7.2% of employees experienced harassment based religious beliefs – 4.5% of employees experienced harassment based Sexual orientation – 6.9% of employees experienced harassment based Disability – 0.095% experienced sexual assault behaviors	**Slide #1** **"We will begin shortly."** **Slide #2** — Welcome and bullets **Slide #3** — Expectations **Slide #4** — Demographic Poll Questions: • With what gender do you most closely identify – Male – Female – Other – Prefer not to answer • How many years have you worked for the park service – Less than 1 to 5 – 5–10 – 10–15 – 15–20 – More than 20

NPS VOICES TOUR — WEB SESSION: FACILITATOR'S GUIDE

TIME	TOPIC	CONTENT	MATERIALS	SLIDES OR MEDIA
0:00 (continued)		**Show slide #5:** Your purpose in being here. • Invite participants to either mute *6 or to enter into chat their specific goals, expectations or hopes for the session. • Key themes we want to pursue include personal safety, respect and fairness (slide) THE GOAL OF REVIEWING THIS AND TEACHING THE CONTINUUM IS TO DEVELOP SHARED LANGUAGE TO BUILD CONVERSATIONS AND SHARED MEANING. – **Safety** means freedom from physical, psychological or emotional threats at work. – **Fairness** means that decisions are made equitably, transparently and with respect and dignity. – **Respect** means that people are treated as though they matter at all levels in the organization. • Today we want to hear from you about the parts of our work environment you want to keep, change or eliminate • This is your meeting. We hope you will be candid and thoughtful and participate actively. • This is an organic process; as we hear from you, we may adjust and adapt the questions we ask in future groups to get more relevant and specific. • What we hear will be summarized by theme and include recommendations		**Slide #5** — Your Purpose in Being Here **Slide #6** — Definitions of "Safety, Respect and Fairness" • Safety means freedom from physical, psychological or emotional threats at work. • Fairness means that decisions are made equitably, transparently and with respect and dignity. • Respect means that people are treated as though they matter at all levels in the organization.
0:15	Ground Rules	• As facilitators, we pledge to keep anything we write down or bring forward anonymous. We will respect everyone's privacy and ask that each person here do the same. • The exceptions we want you to understand are that if you report current misconduct or risk in these groups, we follow up with you privately and will likely be obligated to ensure that action is taken to ensure any misconduct is brought to the attention of those in a position to address it. • There are always resources available to you if you are dealing with an issue and would prefer to seek help privately. We have provided a list of resources and their relative confidentiality for your use. • We also pledge to be and request that you be open to diversity in thought and perspective. We are not here to agree or disagree, but to listen. • Finally, we ask that if you have something to say that you are not comfortable saying in this setting, that you use our resource for anonymous submissions at (identify portal.) • Ask participants if they wish to add any ground rules.	Refer to resource list Paper to write ground rules??	RESOURCE LIST **Slide #7** — Ground Rules

NPS VOICES TOUR — WEB SESSION: FACILITATOR'S GUIDE

TIME	TOPIC	CONTENT	MATERIALS	SLIDES OR MEDIA
0:30	First Questions	• To start things please *take a moment* and consider the following question: – What has been your best, most engaged experience as a NPS employee? › What made the experience positive? • Facilitator — share your example focusing on interpersonal behavior. • Facilitator — Ask each participant to give, over chat or claim a box on the slide, a **one word to one sentence description** of what made their experience positive. Scribe **key words**. Then go through the words and ask participants verbally: **are there any other qualities or aspects of your workplace that you would add to this list to describe a positive workplace? Debrief answers**. • Now that we have defined those things that can really make you feel engaged and positive, please consider the same question, but think of a time when you found yourself struggling, disengaged or unhappy as a NPS employee. What was going on? • Facilitator — share your example focusing on interpersonal behavior. • Facilitate the report out in the same way, scribing those things that have negatively affected people in their workplace. • When you think about your happiest and unhappiest experiences as a NPS employee, **what made the difference between them?** – Prompts — how was the quality of leadership, how were your relationships with colleagues, were the job responsibilities different? • **TRANSITION:** Even though we tend to think about things like policies or funding or management as key to our happiness and wellbeing in the workplace, it often comes down to how people are treating each other. Let's look at some of the ways that happens and how it affects us.	Repeat for the negative experiences. Be sure to capture the differentiators in the final question in this section	**Slide #8** **Slide #9** — Use boxes on PowerPoint slide **Slide #10** **Slide #11** — Use boxes on PowerPoint slide

TIME	TOPIC	CONTENT	MATERIALS	SLIDES OR MEDIA
0:55	The Continuum and Questions About Behavior	• Refer to continuum handout **if during this section, the group is not forthcoming with examples, refer them back to the worksheet**. **NOTE: Assault is a violation of criminal law and is never acceptable in our workplace. Criminal behavior should be handled by law enforcement.** • Start out by pointing out that the best workplaces are respectful. In respectful workplaces, people are mindful about treating others in a manner that makes them experience their workplace as positive. – Ask participants what kinds of behaviors and words create a respectful environment. Scribe as they proceed. – Say that no matter the group, people tend to describe very similar behaviors. Respect is universal. – Ask, "If you are in a workplace where these behaviors are the norm, how does it feel?" – And if you feel that way, how does it affect the workplace? **Run the first experience poll** • Explain that experts who look at workplace climate believe that the culture gets "ripened" for harassment and other serious misconduct by allowing and normalizing the "little things." Disrespectful, Rude and uncivil behavior may be the "gateway drug" to harassing behavior. – Ask participants what kinds of behaviors and words they would describe as rude or uncivil. Scribe on the whiteboard as they proceed. – Ask, "If you are in a workplace where these behaviors are the norm, how does it feel?" – And if you feel that way, how does it affect the workplace?	**Facilitator or Scribe will be capturing answers PowerPoint slide that are white.**	**Slide #12** — Continuum **Slide #13** – Brainstorm respectful **Slide #14** — Examples of Respectful Behavior and norms • Acknowledging everyone • Asking opinions and listening • Including and Inviting • Please, thank you, sorry. • Being mindful of people's time • Sharing information that will help people do their job **Slide #15** — Poll How often do I see/experience Respectful Behavior in my current work environment • Always • Often • Sometimes • Rarely • Never **Slide #16** — Brainstorm **Slide #17** — Examples of Disrespectful, Rude or Uncivil Behavior • Calling others names • Making fun of someone's appearance or attire, even if "just kidding." • Giving someone a nickname without their consent. • Complaining about someone's performance to someone with no authority to address it.

TIME	TOPIC	CONTENT	MATERIALS	SLIDES OR MEDIA
0:55 (continued)		**Run the second Experience Poll** • Explain that when rude or uncivil behavior is normalized, it is likely to see some behavior increase in severity and become targeted and abusive. • Open a second whiteboard • Behavior that is abusive or bullying does not necessarily violate the law, but it does violate NPS policy because it is toxic and can make the work environment intolerable – Ask participants what kinds of behaviors and words they would describe as abusive or bullying. Scribe as they proceed. – Ask, "If you are in a workplace where these behaviors are the happening to you or others, how does it feel?" – And if you feel that way, how does it affect the workplace? **Run third experience Poll** • Open a third whiteboard • When behavior crosses the line to harassment, whether sexual, gender-based, racial, religious, or otherwise based on identity, it not only violates our policies, but it is unlawful. – Ask participants what kinds of behaviors and words they understand to be part of unlawful harassment. Scribe as they proceed. – Ask, "If you are in a workplace where these behaviors are the happening to you or others, how does it feel?" – And if you feel that way, how does it affect the workplace? – And if you feel that way, how does it affect the workplace?		**Slide #17** — Examples of Disrespectful, Rude or Uncivil Behavior (continued) • Suggesting that those who disagree with one politically are bad or "less than." • Rude emails • More than occasional use of profanity. • Intentionally violating confidences • Denigrating work performance or personality • Physical intimidation **Slide #18** — Poll How often do I see/experience disrespectful, rude or uncivil behavior in my current work environment • Always • Often • Sometimes • Rarely • Never **Slide #19 —** Brainstorm Abusive

TIME	TOPIC	CONTENT	MATERIALS	SLIDES OR MEDIA
0:55 (continued)		**Run fourth experience Poll** • When harassing behavior happens, it doesn't just affect the target. It affects everyone. It is corrosive, damaging and degrades our work. • Explain briefly that the final end of the continuum is assaultive behavior. It is criminal behavior that should never happen to anyone. • TRANSITION: We want to give you an opportunity to tell us what your workplace is like today. We are going to give you the opportunity to anonymously respond to polling questions to see what is going on in your world. • Run the Poll. Process the answers for each question.		**Slide #20 —** Examples of Abusive or Bullying Behavior • Yelling and Screaming • Swearing AT • Getting people's face or space • Throwing things in anger • Spreading false rumors • Sharing confidential information • Deriding or degrading, especially publicly • Sabotaging work or reputation • Encouraging others to complain about someone • Ostracizing or shunning • Undermining • Removing or hiding personal property • Mocking or belittling **Slide #21** — Poll: How often do I see/experience abusive or bullying behavior in my current work environment • Always • Often • Sometimes • Rarely • Never **Slide #22** — Brainstorm Harassment

NPS VOICES TOUR — WEB SESSION: FACILITATOR'S GUIDE

TIME	TOPIC	CONTENT	MATERIALS	SLIDES OR MEDIA
0:55 (continued)				**Slide #23** — Examples of Unlawful Harassing Behavior • Racial slurs • Sexual advances • Inappropriate comments about attractiveness • Demeaning someone's religion • Shunning someone because of their national origin • Displays that are grossly stereotypical or intrinsically offensive to people based on identity • Repeatedly applying negative stereotypes **Slide #24** — Poll: How often do I see/experience harassing behavior in my current work environment • Always • Often • Sometimes • Rarely • Never

NPS VOICES TOUR — WEB SESSION: FACILITATOR'S GUIDE

TIME	TOPIC	CONTENT	MATERIALS	SLIDES OR MEDIA
1:20	Healing	Say the following: • One thing we do know, is that some of our workplaces have experienced some or all of the negative behaviors we have been discussing. • If you responded to the poll by saying that misconduct is or has occurred in your workplace, it is possible that you feel harmed. It is important that we take some time today to address that. • Let's think about what we can we do to support one another.	Remember to have them reduce their font. They can type an X to claim their spot and type in answer. Note: If just typing they will not be identified on screen.	
1:20 (continued)		• What can we do to support and help those who have been harmed in our workplaces? – Share a few examples from the field (will provide these on a slide when they are ready) – Can poll the group verbally or by chat or by having them claim a slot on next slide and type response. • Thank the group for their candor. • If collecting by chat, read the responses out loud, one after the other. Give the group time to absorb each one, and at the end, ask how the group is doing. Can do a check in or just a general inquiry. • TRANSITION: Explain that it is clear that there is work to be done to heal, but also to make our work environments more resistant to interpersonal mistreatment. Some of that change will have to come from the top, and some of it will have to come from us, those on the ground, who can begin to change norms and expectations.		**Slide #25** – What can we do?

NPS VOICES TOUR — WEB SESSION: FACILITATOR'S GUIDE

TIME	TOPIC	CONTENT	MATERIALS	SLIDES OR MEDIA
1:40	Ideation	We would like to talk about solutions: • Let's start really big. If you had unlimited resources and unlimited time, and could wave a magic wand and create one program, activity, initiative or experience that could make a big impact towards making your workplace more respectful, safer and fairer, what would it be? • Now we are going to go small. Sometimes small, local actions can have the greatest impact. • The $100 idea: Tell participants the following: • Imagine that you've been awarded $100 dollars to promote a respectful work environment. You must spend the money right away, and the criteria for your project is that it must be • Visible • Impactful • Implemented Quickly • Able to be described on an index card • Ask for volunteers to share their ideas verbally. *6 to unmute phone. • TRANSITION: A hundred dollars isn't much. Yet you had some great ideas to make an impact on your work climate. By taking the initiative and implementing simple ideas, the climate can change, first drop by drop, then by the glass, then by the bucket.	Allow responses in chat or unmute. Scribe: put a note in Chat to separate the answers. Remember you gave them this question in your email prior to the webinar	**Slide #26** — Big Idea **Slide #27** — $100 dollar idea
2:00	Closing	• Thank participants • Remind them of anonymous portal. • Offer to meet offline with those who wish to follow up. • Point out that today they have made a difference for themselves and others, and we ask them to continue to be part of changing the culture in a positive way.	If you would like to add your names and email addresses to this slide that would be fine.	**Slide #28**

NPS VOICES TOUR 2018

Summary Report

SEPLER & ASSOCIATES
Strategic and Respectful Approaches to Contemporary Workplace Issues

Prepared by Sepler & Associates for the National Park Service
Office of Relevancy, Diversity and Inclusion