



The Challenges and Successes of Recruiting and Developing a Diverse Workforce

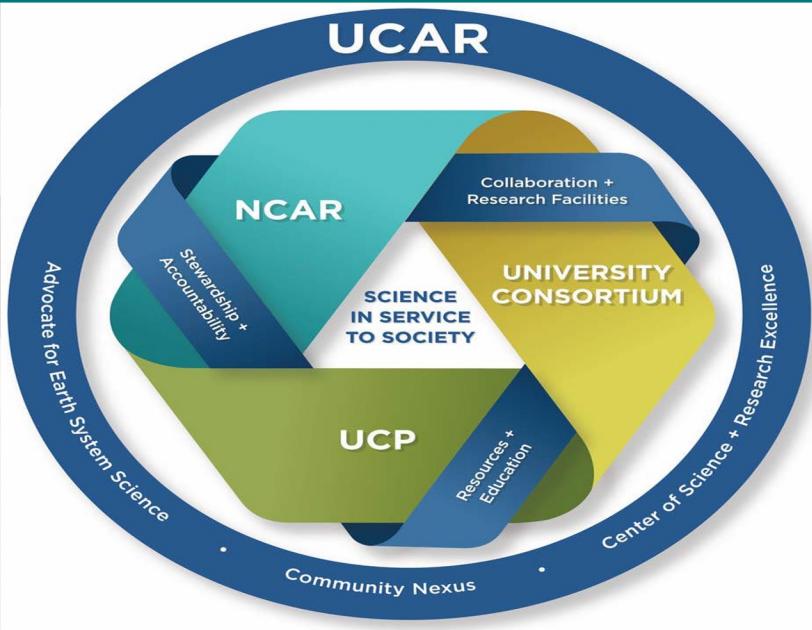
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UCAR – SCIENCE AMPLIFIER & MULTIPLIER



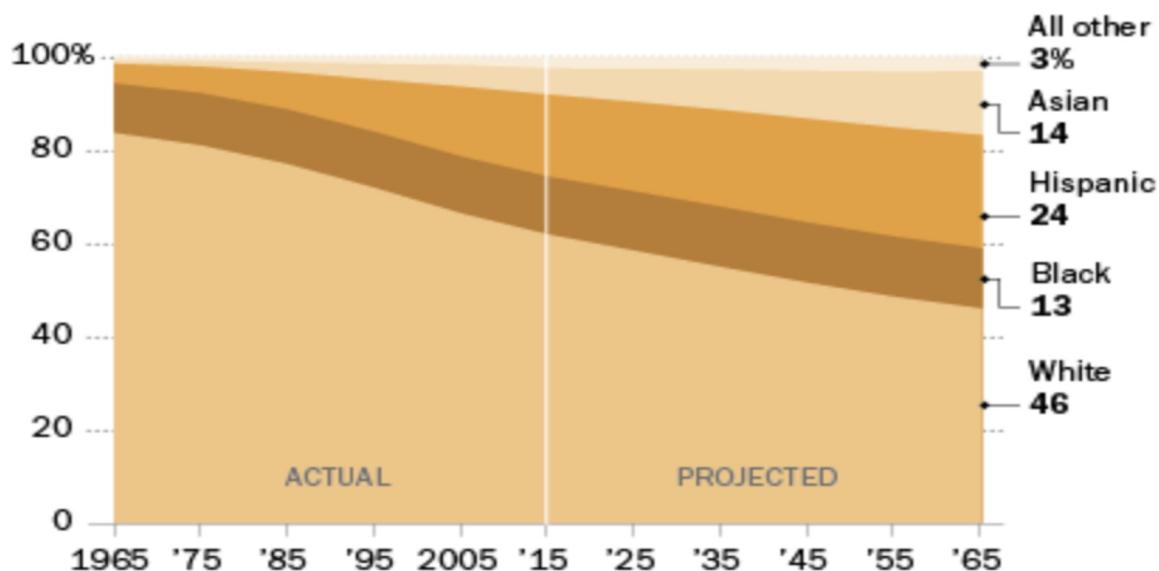
- **Nonprofit** founded in 1960 by 14 universities
- **Manages NCAR** on behalf of NSF and the university community
- **Offers Community Programs** in response to community requests (UCP)
- **Serves as a hub** for community discussion and action
- **Provides national leadership** across academia, government labs, private sector



SOCIETAL CHANGES – Race/Ethnicity

The changing face of America, 1965–2065

% of the total population



Note: Whites, blacks and Asians include only single-race non-Hispanics; Asians include Pacific Islanders. Hispanics can be of any race.

Source: Pew Research Center 2015 report, "Modern Immigration Wave Brings 59 Million to US, Driving Population Growth and Change Through 2065"

PEW RESEARCH CENTER

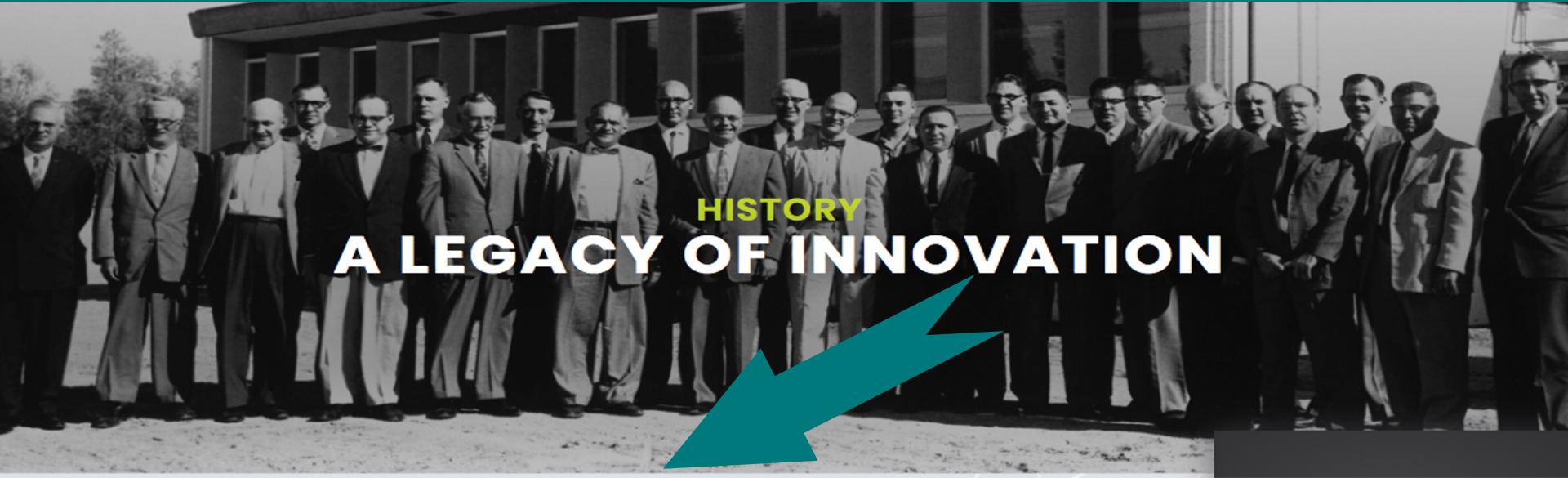
Pew Research Center states these takeaways:

In 2065 the current 'majority' will be a 'minority'.

In 2055 the US will not have a single racial or ethnic majority.



CHANGING DEMOGRAPHICS



NCAR
UCAR

UCAR and NCAR is a microcosm of changing society



THE BIG PICTURE



UCAR WORKPLACE CULTURE SURVEY

- Comprehensive, all-staff survey conducted every 4 years; quantitative, qualitative, and focus groups
- Covers topics related to:
 - Engagement
 - DEI metrics
 - Leadership
 - Supervisor effectiveness
 - Policies & procedures
 - Unacceptable behaviors
- Conducted in 2017 (69% response rate) and 2021 (83% response rate)
- All 15 recommendations from 2017 were addressed in the following four years - the data drive real action
- Institutional response is at all levels - departments, entities, and organization all develop implementation plans to address findings
- We are looking for benchmark comparisons with fellow FFRDC's and research organizations.



SOCIETAL CHANGES SUMMARY

Implications of future societal forecasts for organizations and decision makers, how can we jump from the old to the new?

Propelling Thoughts:

- **Attracting, retaining and developing the next diverse generation?** – This is NOT business as usual
- Our future diverse workforce will be multi generational, multi dimensional – **How will we meet these diverse needs?**
- The baby boomers are facing retirement eligibility, but trends suggest increasing numbers are choosing to remain within the labor force – **How do we prepare for an older generation working?**
- **How do we create space in the workforce to hire the next generation?**
- In pursuit of excellence, **how do we develop our workforce to represent changing demographics?**

