

Cultural Understanding

**Discovering the Keys
to Inclusion for VA Volunteers**



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Key Considerations



Examining:	Branding, External/Internal Influences, Psychological Safety, Implicit Bias, Incivility, Bullying,
Reviewing:	Diversity, Inclusion
Recognizing:	Culture, Cultural Competence
Exploring:	LGBT, Religious, Generations, Active Duty & Veteran Cultures

Considering how external influences away from the workplace and internal influences within affect employee's morale, engagement, and performance

Recognizing incivil behavior in the workplace including inappropriate humor and the benefits of psychological safety

Defining diversity, inclusion and culture in general terms


Recognizing cultural competence and lifelong development of cultural competencies

Discussing cultures that represent all diversity spectrums including generations, religion, Veteran, and LGBT




Values Based Leadership depends upon the leader exhibiting these behaviors and employees following that lead.

VA employees who act with integrity will by extension have commitment, advocate, and respect which leads to excellence in our services to our Veterans and a respect for our fellow employees.



Branding

- Respected
- Responsive
- Resilient




Everyone likes to be associated with a “winner” Branding’s impact especially now is enormous; what do we do?

Negative and positive press, etc., can affect all employees’ and Veterans’ feelings about an organization one way or another. What will it mean to a Veteran when they are coming to your facility for the first time for an appointment?

Engagement, motivation, and identification with the VA’s values are important factors to an employee both inside and outside the work environment


Recoverability of a brand is vitally important. Use examples like Tylenol and Ford/Toyota/GM recalls for example. They have great brands so they were able to recover from crisis situations. The VA can do the same.



External Factors

Affecting Employees, Veterans, Volunteers

- Unbalanced work-life
- Financial, Marital, Medical
- Family care
- Morning/Evening commute



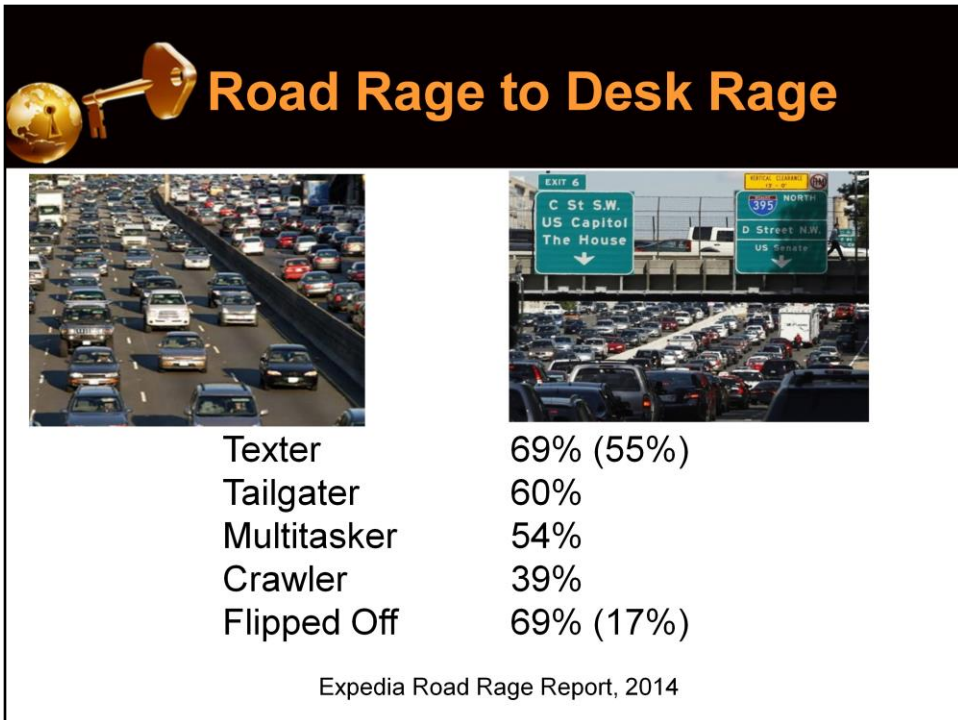
“Every man has his secret sorrows which the world knows not; and often times we call a man cold when he is only sad.”

— [Henry Wadsworth Longfellow](#)

What do you and your facility employees experience before coming to work and keep those experiences with them during the day?

What are you or your colleagues/supervisors worried about, care about, stressed out about?

Is the respective employee atmosphere at work conducive to productivity or is productivity impacted by external/internal pressures such as the above?



External Influences including just the commute to and from work can be as stressful as internal ones. Combine this with other external influences such as family, unemployment, financial, marital, care giving, etc. and it can be overwhelming.

Then imagine being late due to an accident, on the freeway, people like above who drive dangerously, or you see people talking on the cell phone not paying attention to their driving.

When you combine long commutes with external pressures, it may result in high level stress and anger that manifests itself in the workplace.



Internal Factors

- Single most important factor - current supervisor
- Performance evaluations, co-workers, telework
- Employees/Veterans/Volunteers prior association with other cultures



Effectiveness of immediate supervisor most important variable in predicting levels of employee satisfaction, engagement and commitment. Relationship with supervisor is paramount for morale of employee and by extension to Veterans, Volunteers, and their families.

*How to be Exceptional: Drive leadership success by magnifying your strengths” study of 51,000 leaders.

Many in central office have never had direct line experience with Veterans and with only 1 percent of the USA population who serves, the gap is becoming wider. What does it mean to VA employees when we keep quoting ICARE or our mission? Probably different things to Central than it does to the field and especially with new employees without association with the military.


Methods to increase exposure include volunteering with Veterans social service organizations, visits to Fisher House and other active duty facility and most importantly visits to VA hospitals. How many have been to a VA hospital?

Integrity



Have the grit to be honest with everyone,
including yourself.

Integrity – the number one core value of the VVA



Integrity

“...we must never forget that the highest appreciation is not to utter words, but to live by them.” John F. Kennedy

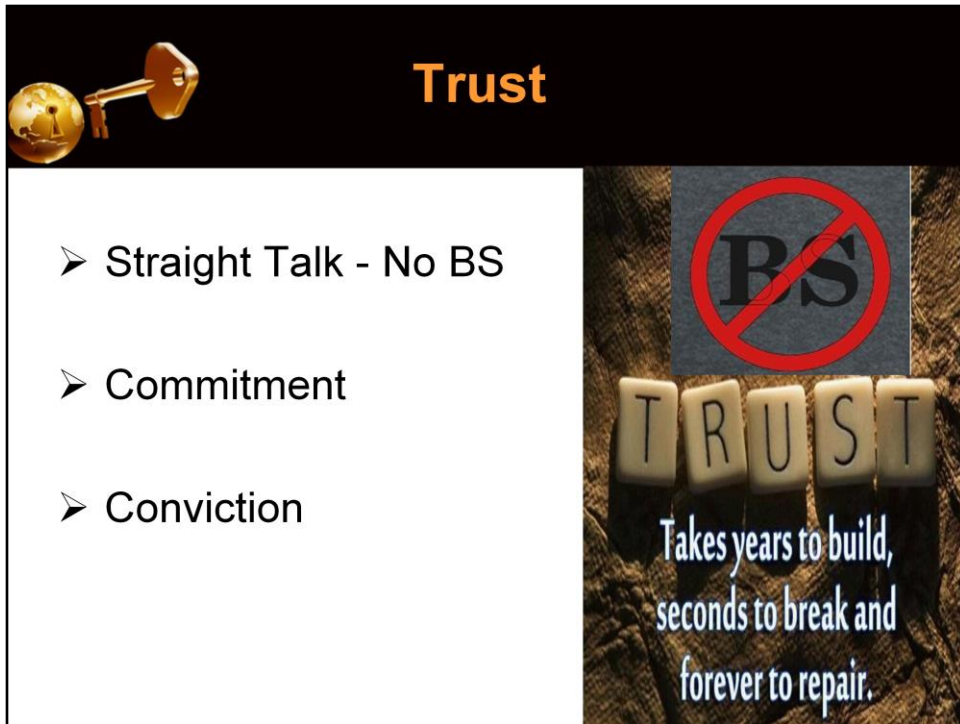
- “The time is always right to do the right thing.”
Martin Luther King
- “Choosing the harder right instead of the easier wrong.” Robert McDonald, VA Secretary

(A person of integrity possesses moral courage and does what is right even if the personal cost is high)

ICARE cannot be just the pins we wear on lapels, email signature blocks, or posters on the wall. They must be believed in and lived.

Our core values focus our minds on our mission of caring and thereby guide our actions toward service to others. They provide a baseline for the standards of behavior expected of all VA employees and remind us that we care about those who have served, about our fellow employees, about choosing “the harder right instead of the easier wrong,” and about performing our duties to the very best of our abilities.

http://www.brainyquote.com/quotes/authors/j/john_f_kennedy.html#QJEmbfuIOVmoPW0f.99



Trust

- Straight Talk - No BS
- Commitment
- Conviction

TRUST
Takes years to build,
seconds to break and
forever to repair.


If trust exists, there is far likely a chance for employees to exhibit counterproductive behaviors such as disregarding safety procedures, making threats, tardiness, absenteeism and other actions subject to discipline.

There is a feel of commitment from employees and they are more likely to help others in the workplace.

Values and Ethics must extend from inside out. Internal relationships based on trust will foster Veteran trust.


Employees who are trusted will find their first thoughts are about doing the right things, sometimes the harder right, versus easier wrong.

Employees want straight talk and no BS; tell it like it is and not just what you think they want to hear.



Internal Factor Psychological Safety

- Free expressions of opinions
- Ideas and recommendations welcomed
- Zero retaliation
- Engaged employees to the extra mile



* NY Times article by Gretchen Morgenson, June 8, 2014

The term psychological safety is measured by an employees feeling of safety within his or her own work site

Leadership and management are responsible to ensure they hire blended management who espouse openness and caring for all of their employees

Creating an atmosphere of trust is developed over time and can be developed quicker with direct management involvement,

Management and supervisors should welcome differing opinions from their employees. To do otherwise would stifle the environment and place a chilling effect on issues while also impacting decisions

Interpersonal and manager-employee conflict is minimized when employees feel they can express ideas and opinions freely without repercussions or reprisal.



What is Diversity....really?

- It is what makes you unique
- Full spectrum of differences and similarities



Diversity includes the full spectrum of human differences, including but not limited to race, gender, sexual orientation, color, ethnicity, religion, age, physical/cognitive ability, socioeconomic status, family status, lifestyle, organizational affiliation, and intellectual perspective.

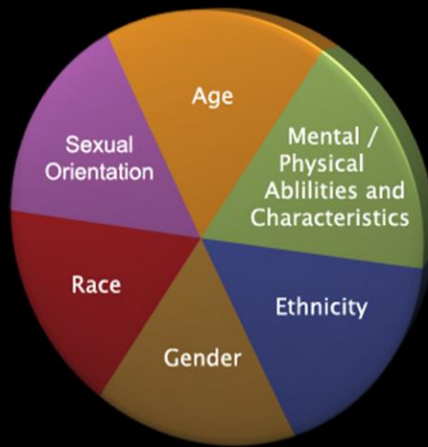
Diverse teams can be more creative and may perform better in problem solving than homogeneous teams and may result in better decision-making.

The effects of diversity as a contributor to inclusion are **highly** dependent on the presence of facilitating or inhibiting conditions in the organization; absent facilitating conditions, the aforementioned desirable outcomes may not occur.

Diversity determines how each individual thinks, behaves and believes. It is the lens through which we see the World.

It encompasses all the influences that shape the way we approach work and daily living.

Dimensions of Diversity



Primary Dimensions of Diversity

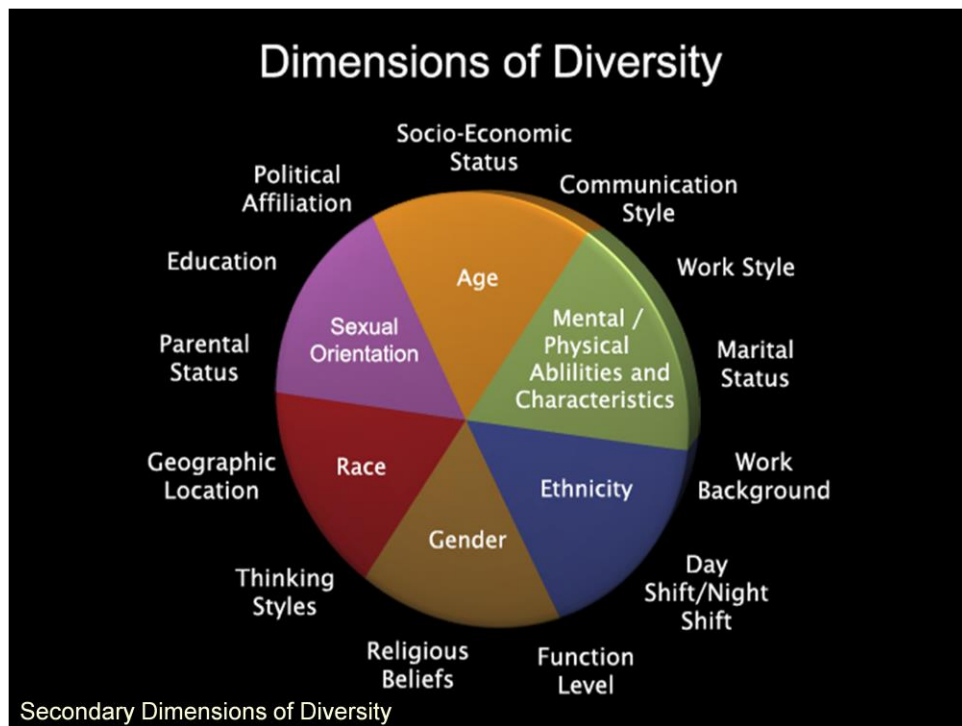
The inner circle of those things that we can perceive or are more easily informed of such as race, gender, ethnicity, sexual orientation, etc.

However, when we explore the dynamics of diversity within our organizational cultures we see dynamics that go beyond this “inner circle” . . .

Employment representation is truly becoming not an option since it is a state of being in this country by the sheer numbers entering the labor force.

Some schools are favoring men by admitting them at higher rates than women to try to preserve a male-female balance on campuses.

Navy removed restrictions for ship combat duty which paved the way for women achieving Admiral ranks more quickly in the Navy.



When we look at these dimensions of diversity outside of the inner circle we see things that affect us each and everyday but that we may not necessarily acknowledge as diversity dynamics. In the case of cultural competency (as we will define later) these dimensions in combination with those on the inner circle present a variety of dynamics that affect individual and organizational performance.

Diversity includes valuing, promoting and respecting the full spectrum of human differences, including but not limited to race, gender, sexual orientation, color, ethnicity, religion, age, physical/cognitive ability, socioeconomic status, family status, lifestyle, organizational affiliation, and intellectual perspective.

When ignored, devalued, or misunderstood by others, primary and secondary dimensions of diversity are more likely to lead to culture clash and conflict.




Inclusion



- Everyone counts
- Everyone knows they count
- Everyone knows they can count on each other


These three areas of inclusion are essential to achieve full inclusion and the feeling of engagement. Unless all three exist, inclusion does not. Employees need to know that they can always count on each other and feel they belong; that their being at work makes a difference.

A perfect example is NASA which completely turned itself around. During a recent visit by a Congresswoman, she asked the janitor in the hallway about his job and what he does. The janitor replied that he assists with getting the astronauts to the space station safely. Why does this janitor feel this way? It is because the astronauts walk the hallways and speak directly to front line workers and especially to the janitors letting them know that basically they are the ones who ensure they get back. If they do not do their jobs, the chances are high that contamination will enter the spacecraft or their equipment. They are safe because of the janitor. That is inclusion at its best!



Cultural Competence

- Confidence with cross cultural interactions
- Cultural patterns are not universal
 - Adapt to cultural context of community served
- Don't always have to be on the "same page"
- We must know what page others are on



It includes the awareness of and respect for differences, without making assumptions that everyone from a particular background holds the same beliefs and practices.


In an organization, it is a set of blended behaviors, attitudes, and policies that come together and which enables employees to work effectively in cross cultural situations.

Having the ability to deal with just about any situation or request - increases confidence and productivity.

A set of congruent behaviors, practices, attitudes and policies that come together in a system or agency *or* among professionals, enabling individuals to work effectively across cultures.


Cultural competence requires organizations and their personnel to do the following:

- (1) value diversity;
- (2) assess themselves;
- (3) manage the dynamics of difference;
- (4) acquire and institutionalize cultural knowledge; and
- (5) adapt to diversity and the cultural contexts of individuals and communities served



Cultural Iceberg Contributes to Implicit Associations

- Exhibit 10% of ourselves
 - Conscious, easily changed and observable
 - Traditions, customs, objective knowledge
- 90% remains under the surface
 - Implicitly learned, difficult to change
 - Perceptions, values, assumptions
 - Subjective knowledge




The more we share the more we know about each other thus enhancing our personal cultural competency as well as those we are having cross cultural conversations with.

There are many wonderful things hidden below the surface that would have us consider our current perceptions, values and assumptions that either will confirm or have us reexamine them.




Can you see anything besides jagged rocks?
Sometimes things are camouflaged and difficult to see or determine. Look more closely to your surroundings.

Take extra time to get reason and not exclude those who you may have an implicit association with. With sustained and focused efforts, we can help reverse negative biases we all are not aware of.



Implicit Association

- Rostral Anterior Cingular Cortex
- Slings and Arrows
- Neuroplasticity



half FULL half EMPTY

It doesn't matter if the glass is half empty or half full. Be thankful that you have a glass and grateful that there's something in it.

Dr. Norman Doidge, University of Toronto Department of Psychiatry, Columbia University Center. 2015

Kirsten Weir, The pain of social rejection, American Psychological Association, April 2012, Vol 43. No 4

Maia Szalavitz, In the brain, broken hearts hurt like broken bones, Body and Mind, February 27, 2012

We all have preferences, both for good and bad reasons.

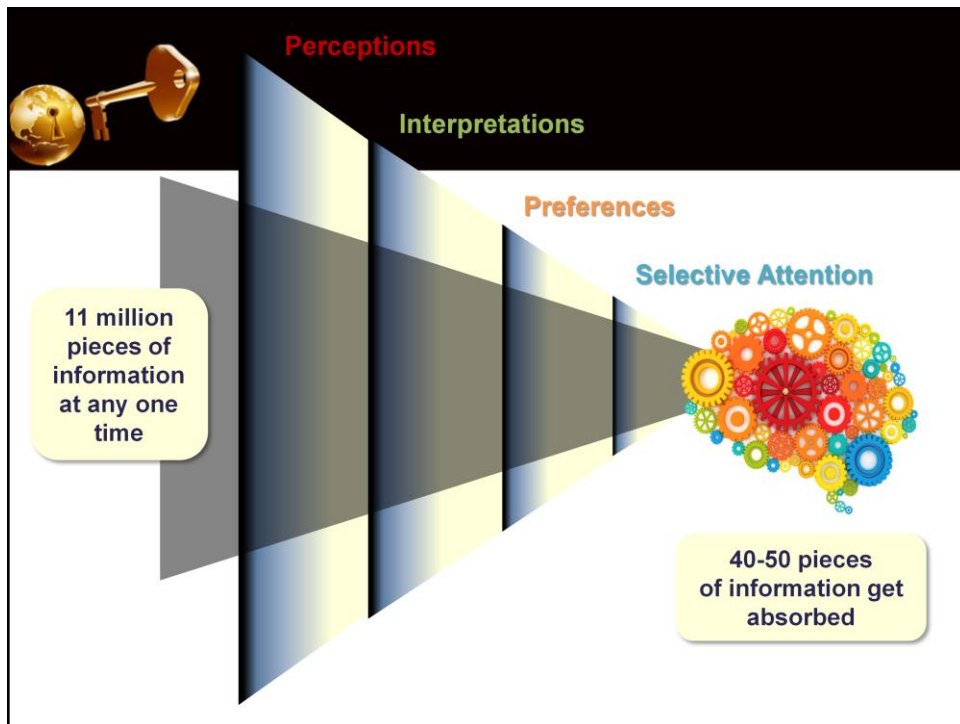
Rostral Pre-frontal neocortex regulates optimism or pessimism responses

We look at how we make decisions and many times they are made without much thought.....sometimes we need to do more thinking! And, respecting others' points of view.

Neuroplasticity allows for brain to adapt to changing situations and eliminate some previously held perceptions or biases

(Cambridge, Mass.: Belknap Press of Harvard University Press, 2002), 24.

The same areas of the brain are activated when we spill hot coffee on ourselves and when we experience emotional pain such as social rejection or betrayal of a loved one. Careful choices of words and actions towards others should be paramount to our dealings with colleagues, supervisors, subordinates and Veterans.



How does this work? We're exposed to 11 million pieces of information at any one time, and our brains can only manage 40-50. We are bombarded with stimuli and we simply can't process all of it. Our perceptions, interpretations, preferences, and selective attention filter the information to a manageable number of pieces of information, about 40-50. Remember when we talked about how our background is similar to wearing colored contact lenses that shade the world a certain way? The filters are like lenses.

What we see and how we see it, is thus a partial and colored view on the world based on our background and biases. We therefore often see what we expect to see, what is of interest to us, or what we're looking for, rather than everything in front of us. It can prevent us from seeing the full picture, and we can therefore overlook people, information, risks, opportunities, etc. for no other reasons than our own perspective. Our biases are one form of these perspectives. Understanding our own background, identity, and biases can help us be more aware of what we are missing. Yet another motivation for increasing diversity & inclusion: more variety in viewpoints can help us see more than a single person or a homogeneous crowd.



Display one at a time colors and ask participants to say colors as each section is displayed increasing in pace slightly gathering a rythm



Steady display of colors

NOTE: Because the words and the colors of the letters are not the same, participants will have trouble quickly calling out the right color of the letters, and might get confused between the words and the colors. This often leads to a little bit of chaos and laughter, but keep clicking until you've gone through all the boxes.

John Ridley Stroop Exercise (Invented 1935)



Giving Credit

- “Thank you, great job!”
- Consider sending a handwritten note
- Don’t wait until tomorrow – do it today!

*Smile...
it's worth it.*

When was the last time you received recognition?

When was the last time you gave recognition? Everyone likes to receive recognition from grassroots to executives.

Little things like thank you and other thoughts of civility go a long way in the workplace. A handwritten note will last a lot longer than you think.

A smile must just warm their hearts – either way you win!



EVERYONE HAS A SUPERPOWER.


Best way to unleash it is to give
it away for free unconditionally.



A sunnier disposition creates more positivity than you can imagine!




Quick slide to incivility



Incivility

Is this the new norm?

- 17.1 average encounters of incivility weekly
- 63% lost work time
- 66% took their frustration out on customers
- 78% commitment declined



Is this the new norm? An unbelievable amount of incivil behavior that many have to endure during the week. Is this the new norm?

Concerning factor is decline of commitment to the organization and possibility of taking this out on Veterans.

Civility in America Poll (5/12/2013)












Addressing Behaviors

- Everyone can act this way.....at times
- Modeling “jerk” behavior spreads
- Call out others’ behaviors – Stand up to bullying
- Create a Guardians of Peers



Understanding the “battlefield” conditions can lead to improvement in leadership behavior as well as by extension employees’ behavior.

Guardians of Peers can help each other and be the support system we need to challenge/or survive

 Generations			
 	 	 	 
<i>Traditionalist</i>	<i>Baby Boomer</i>	<i>Generation X</i>	<i>Millennial</i>
1927 –1945	1946 –1964	1965 – 1980	1981 – 2000
<ul style="list-style-type: none"> • Greatest Generation • Matures • Silent Generation • Veterans 	<ul style="list-style-type: none"> • Boomers 	<ul style="list-style-type: none"> • Baby Bust • Gen X • Xers 	<ul style="list-style-type: none"> • Digital Generation • Echo Boomers • Generation E • Generation Y • Nexters • N-Gens • Net Generation


All four generations still are in the VA Workforce and are also within the Veteran populations we serve.

Not everyone fits so neatly into a generation which will be discussed in the next slides.

Adaptations



- Swing to the Twirk
- Radio only to Streaming
- Gas to electric hybrid cars
- Rotary phone to smart phone



Not everyone fits so neatly into years assigned to generations and all generations have their variables.

Communication styles are also changed throughout a generation's lifetime and preferences may exist for new versus old in all generations.


Most everyone has a cell phone or smart phone and uses a computer from all generations.

All generations to some degree adapt to changes in technology, communications, work styles, etc., but maintain some preference where it works for them.

Retirement eligible is major concern for most VA facilities with Baby Boomers retiring in droves soon and not enough Xrs to replace.


Generational differences bottom line is that each generation has either less or more experiences and events they have lived through and/or have adapted to.

Millennial is no longer meaning liberal. Only 49% describe themselves as Patriotic.
Pew Research Survey (3/2014)



Rethinking Generational Awareness

- 21st Century Realities
- Longevity/Retirement
- Loss of visual cue recognition




Our prior thinking about generational differences requires readjustment

40 year forgetfulness using constant list: Presidents. Test age groups of their knowledge of presidents beyond 40 years. Some may know due to their own unique circumstances; others' memory will most likely fade after going back a few Presidents and not recall after 40.

Lifetime age and experiences where older generations adapt and younger generations are natives to certain technology for instance are more to do with how long someone has lived and what they were born into, adapted, prefer to maintain.

Perceptions of younger generations or older generations are hard to break but the research indicates that this new generational shift has significantly changed our perceptions of all generations. People are working longer and living longer and enjoying work longer which has impact on job churn and retirement rising numbers of retirement eligibility for workers.




21st Century Realities Millennials

- First generation to do less well economically
- Demographic shift – More accepting of wide range of diversity, i.e., LGBT, minorities, etc.
 - 40% African American, Latino, Asian or racially-mixed
- Feel less valued for creativity and innovation
 - 3.5 year average stay with federal government

OPM Report of Millennials Federal Viewpoint
Survey 2014


Census Bureau Statistics for first two bullets and
[Center for American Progress](#) for first American
generation to do less well economically than their
parents

16% Trust by Millennial - Journal Psychological
Science (Sep 2014)



Longevity Reluctant to Retire

- 49% of Baby Boomers will work beyond age 66
- Labor Force Participation Rates Ages 65-69
 - 1992 – 20.6%
 - 2012 – 32.10%
 - 2020 – 38.30%



Bureau of Labor Statistics (labor-force Participation) (2014) and Gallup Poll (Dec 2013)

Medical advancements, healthier lifestyles, and enjoyment of work contribute.

As well as the inability to retire due to lack of money saved throughout lifetime. Next to impossible to survive on Social Security alone without an additional next egg or defined retirement.

Traditionalists and Boomers are facing a different reality for retirement than what they thought it would be.



Unsustainable retirement eligibility that requires to hire more millennial generation. This facility is increasing from 18 percent to 44 percent in approximately 6.5 years.



“Knickers in a Twist”

Remember these?

- “What is your handle?”
- “Wanna come with?”
- “Like”
- “Duck and cover”
- “Dial the number”
- “All hat, no cattle”
- “LSMFT”
- “Bee in your bonnet”
- “Let it ride”
- “BFF”
- “Hashtag”
- “Where’s the beef?”
- “Broken record”
- “MA – LSV”
- “Catfish”
- “Vape”
- “Beam me up Scotty”



What Generation?

Boomers!

Training and Development Journal November, 1970

- Seeking challenge, meaningful work; (no “paying dues”)
- Chance to prove they can perform at high level
- Wants a position of responsibility ASAP
- Less respectful of authority, especially the old generations
- Resents being viewed by older generations as having little or no experience
- Tends to be more job mobile



Jeopardy jingle will play with the accompanying CD during the view of each item.

Many will say Millennial or Xr but it is Baby Boomers as will be revealed on the next mouse click

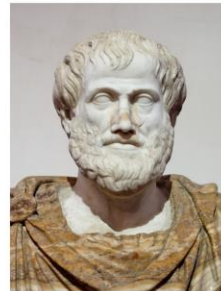
Each generation is seen as less disciplined, wanting more, and having different attitudes (often times seen as negative) than their predecessors.



Who Wrote This?

The young have superior notions, because they have not been humbled by life, they feel they have superior ideas.

Aristotle (384- 322 BC)
Book II, 1389.a31



Every Generation makes waves as depicted by Aristotle and continuing throughout the ages.

Our perceptions again are driven by experiences, events, and advances throughout our lifetimes. These experiences can be technological through traumatic and these determine our outlook and motivations.



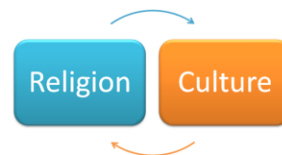
World religions are very similar in their depiction of the golden rule. Just written in different forms and expressions.

All of VA employees can treat each other with the concept of the golden rule by believing in and modeling ICARE principles



Culture and Religion

- Laws, scriptures, writings, pronouncements
- Bible, Koran, Vedas, Torah, Book of Mormon, Book of Shadows, Sutras, etc.
- Conduct, modesty, acceptance, tolerance



Religion is very personal and can be deeply held convictions that actually lead into a culture all of its own. Religion can also be less deeply held by individuals with more aspects of social, belonging, and comfort with being around others of like mind.

One example is that black is considered by many religions to be the color of mourning the death of a loved one. However, in China, that color is white. More people are becoming either non religious or non affiliated contributing to a subculture of religion that has people coming out of religious awareness they have held possibly from their youth to not as aligned or hold convictions as before.



What If . . . *I have moral or religious concerns?*


- No expectation to change beliefs
- Be a part of two-way street tolerance
- Religious expression and discussion
- Holidays, parties, and participation



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graph LR; Religion[Religion] --> Culture[Culture]; Culture --> Religion;
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An employee may have free exercise of religious expression within law and policy but maintain respectful boundaries when expressing beliefs that are condescending or harmful to another. We are all adult professionals in a healing environment and ICARE principles and VA values apply

No one is expected to change beliefs but we are all subject to the same standards of conduct and treatment toward one another in the workplace.



LGBT

- Sexual Orientation - an individual's enduring physical, romantic and/or emotional attraction to another person
- Use preferred pronouns of individuals, i.e.
 - Gay, Lesbian, Bi, Transgender Woman/Man
 - Spouse, Husband, Wife, Life Partner
- Avoid historically derogatory pronouns

The number of words people use to describe themselves can be overwhelming, but it's important to recognize that these words are often part of a closely held identity. Be respectful and listen to the words your patients use to describe themselves.

Because of increasing awareness of lesbian and gay identities, many individuals are familiar with the terms gay and lesbian, as well as bisexual. Some individuals may identify with words that have a negative connotation, such as queer, dyke, or fag. They may consider themselves to have “reclaimed” those words, but it is important to ask what words you should use to describe a patient, as they may prefer that their healthcare provider to use another word.



USA LGBT Population

- Estimated 9 million LGBT Americans
 - Approximately 1 million Veterans
- 3.5% USA Adults identify as Lesbian, Gay, Bisexual
- 0.3% as transgender

<http://williamsinstitute.law.ucla.edu/>

Just like other Americans, LGBT Americans have families, work hard to earn a living, pay taxes, and serve their communities and their country. Recent research by the Williams Institute finds that approximately 3.5% of the adult U.S. population identifies as lesbian, gay or bisexual, and 0.3% identifies as transgender

Applying these figures to the total number of adults in the U.S., this research suggests that there are nearly 9 million LGBT adults.



LGBT Attitudes and Policies

- Attitudes/policies/court decisions
- 37 States and DC have legal gay marriage
 - Represents over 75% of population
- Legislation versus personal religious beliefs
- 40% Americans still oppose gay marriage




Recent Supreme Court non decision to allow gay marriage in multiple states.

The four core areas measured for HEI Leaders are:

Patient Non-Discrimination

a. Patient non-discrimination policy (or patients' bill of rights) includes the term "sexual

b. Equal Visitation

- a. Visitation policy explicitly grants equal visitation to LGBT patients and their visitors
- b. Equal visitation policy is communicated to patients in at least two documented ways


Employment Non-Discrimination

Employment non-discrimination policy (or equal employment opportunity policy) includes the term "sexual orientation" and the term "gender identity"

Training in LGBT Patient-Centered Care


Staff receive training in LGBT patient-centered care

Finally, before we get started with some of our definitions, I want to emphasize that these definitions are from various published sources, websites, and a range of personal experiences. Different individuals may define words in slightly different ways, so keep that in mind as well.



Transgender Awareness

- Gender Identity - One's internal, deeply held sense of one's gender
- Expression - External manifestations of gender, expressed through one's name, pronouns, clothing, haircut, behavior, voice, or body characteristics
- Gender identity and sexual orientation are not the same
 - Transgender people may be straight, lesbian, gay, or bisexual.
 - For example, a person who transitions from male to female and is attracted solely to men would identify as a straight woman.



This slide can be spoken to as it contains more information than normal on this powerpoint. Most people do not have a full grasp of LGBT so this information can be displayed while you are presenting it.

The flag is a transgender flag.



Some LGBT Terms

- Coming Out
- Closeted
- Genderqueer
 - Pangender
- He, She, They
- Two-Spirit
- FTM
 - (Transgender Man)
- MTF
 - (Transgender Woman)
- Drag Performers
- Questioning
- Lavender Ceiling

Gender queer – those whose sexuality is expressed within themselves in both female and male but not taking on one persona of either sex – The third gender

Pangender – fluid gender can switch psychologically at any time and can feel normal with both genders

Ally – An individual who does not identify as but supports LGBT individuals in the workplace by challenging those who choose to discriminate, harass, or impede advancement of LGBT employees. An Ally also supports human rights causes in this area including gay marriage initiatives and ENDA law enactment.

Coming Out – a term used by an individual who comes out recognizing their sexuality to themselves first and to others as they feel confident in doing so

Closeted – Remaining private about an individual's sexual orientation and not discussing or revealing this to others

They is a term used by transgender pangenders who feel they have two sexes

Two-Spirit – A term now used by majority of Native American and Alaska Native LGBT individuals which is derived from previous historical contexts and meanings of terms used for tribal members who exhibited LGB behaviors. Two Spirit individuals were normally accepted and not discriminated within the tribes

FTM and MTF are those who wish to identify some with the former sex.

Drag performers such as drag queens/kings for performance purposes only.

Q is either questioning their sexuality or Queer as a designator. Careful with this word unless expressed usage by the employee or Veteran.

Questioning can mean questioning sexual orientation or identity.




Communications have evolved but generations also have adapted.

Older Generation X and Baby Boomers are the fast growing percentage on Facebook; younger generations are moving to other modes like snapchat




VA Veteran Employees 100,000 Strong





Transitioning

- Multiple deployments of current war Veterans
- Pace of active duty and transition to civilian
- A war returns – Vietnam Veterans



Increased awareness of military culture provides embedded knowledge of the individual and team care providers

Knowing about the eras of service and their unique related health risks enhances medical literacy and can affect diagnosis and/or claims processing capabilities.

Generational awareness of employees and Veterans with their unique needs and expectations, drivers, can enhance communications, perceptions, etc., while allowing for the process of continual self reflection (cultural humility)

Vietnam Veterans who are retiring now are seeking help for the first time. Many have suppressed their emotional disabilities by replacing the feelings with activities, work, etc. Now that they do not have these distracters, the War returns.



Employment Barriers

- Disability rate higher – more hidden disabilities
- Lack of civilian work experience
- Restricted employment vacancies
- Military reciprocal skills, certifications, etc., not always transferrable or recognized

More comprehensive claims and mental illness coupled with multiple claims with disabilities add to stigma with employers

Many times a Veteran has only had military experience and is viewed as having no experience with the position they are applying for

Employers need education about military occupational specialties and how they relate

VA is retrofitting resumes to adapt to job description requirements

Active duty military are used to making immediate and continuous impact. The B principle is simply be brief, blunt (or brilliant), and be gone which lends

itself to shorter meetings. The federal government particularly does not work that way with extended paralysis by analysis mode of operations in most situations.

Many states now are collaborating with the military and passing legislation to streamline certification and licensing process for Veterans who have received training in allied health and other occupations requiring licenses/certifications



Military Jargon

- Doc
- Tunnel Rat
- FUBAR
- O Dark 30
- Head
- Jarhead
- MOS
- Grunt
- Gun Bunny
- P-38
- MRE
- Butter Bar
- M14, M16, M4
- Kevlar
- Humvee
- IED/TBI/PTSD
- Body Armor
- 3B or BLUF

Doc – Navy Corpsman assigned to US Marine combat units

Tunnel Rat – Army or Marine who inspected tunnels in Vietnam for suspected Viet Cong soldiers who were coming from the other side

FUBAR – Fouled up beyond all recognition

O Dark 30 – Time military gets up in the morning before dawn

Jarhead – Nickname for US Marine

MOS – Military Occupational Specialty

Kandahar – Afghanistan military base and airfield during current war

Grunt - Infantry combat soldier

Seabee – Navy construction

P-38 Can Opener for C-Rations

Mustang Officer – Former enlisted soldier who became an officer later in career

MRE – Prepackaged “ Meal Ready to Eat” for use in deployments or field exercises

DEROS – Date Expected Return from Overseas – Date combat soldier leaves combat zone to come .

Head, Space, and Timing- used to signify a mistake from a fellow soldier.

Humvee – Transportation vehicle used in combat; took place of Jeep

IED – Improvised Explosive Device (used in combat)

TBI – Traumatic Brain Injury

PTSD – Post Traumatic Stress Disorder

Head – Bathroom MOS – Military occupational specialty

DADT – Don’t ask, don’t tell (deals with gays in the military before lifting this restriction and after implementation of this provision by President Clinton) Prior to DADT, serving as a gay soldier was prohibited although many served.


B Principle – Be brief, be blunt, be gone

Awareness of Veteran jargon can make a Veteran feel at ease in communication.





Next time it might not be an owl that you did not see.

If you are able to see the lion, this is where your hard wired for negative interactions kicks in!



Discoveries

Examined:	Branding, External/Internal Factors
Distinguished:	Diversity, Inclusion, Cultural Competence
Explored:	Implicit Association, Incivility
Highlighted:	Cultures of Religion, LGBT, Generations, Veterans

Explored external factors brought into the workplace and internalized, Internal factors to include ICARE and respect of employees and critical aspect of respect and integrity Review of overall meaning and spirit of diversity to include everyone where everyone counts and everyone thinks they count. Cultural competence development and confidence in cross cultural encounters.

Implicit association recognition and barriers and aspects of incivil behavior, bullying, and survival tips

Role religion plays in the workplace and service delivery, confidence in LGBT cross cultural encounters by increasing awareness, generational differences and rethinking the way we thought generational awareness was all about and 21st century realities Veterans and their cycle of rotations, PTSD returning after 3 decades, etc.

VA leadership considerations for taking care of employees first; selfless service and modeling/living ICARE.



Cultural Understanding

Discovering the Keys to Inclusion for VA Volunteers



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