



DEPARTMENT OF VETERANS AFFAIRS
OFFICE OF RESOLUTION MANAGEMENT DIVERSITY & INCLUSION
WASHINGTON DC 20420

January 5, 2021

FOIA Request: 21-01725-F

Via Email: foia@americanoversight.org

American Oversight
Attention: Mr. Austin Evers
1030 15th Street NW
Suite B255
Washington, DC 20005

Dear Mr. Evers:

This letter is the initial agency decision on your July 28, 2020, request under the Freedom of Information Act (FOIA), 5 U.S.C. § 552. You requested a copy of the "All calendars and calendar entries for the agency officials listed below, including any calendars maintained on their behalf, reflecting events that took place from January 1, 2020 to the date the search is conducted. SEE ATTACHED"¹ On December 11, 2020², the following portion of your request was forwarded to the Office of Resolution Management, Diversity & Inclusion:

"Bates numbered pages (20-08472-F) 019435-019442 and 019467-019484 are being referred, under FOIA tracking number 21-01725-F, to the VA Office of Resolution Management, Diversity and Inclusion."

Your request has been assigned the tracking number written at the top of this letter. Please use it in any future correspondence you may have regarding this request.

Bates numbered pages (20-08472-F) 019435-019442 and 019467-019484 contain a total of 26 pages. ORMDI is releasing 9 pages, Disclosed in Parts and 17 pages Released in Full.

FOIA Exemption 6 permits VA to withhold a document or information contained within a document if disclosure of the information would constitute a clearly unwarranted invasion of a living individual's personal privacy. In other words, VA may withhold information under FOIA Exemption 6 where disclosure of the information, either by itself or in conjunction with other information available to either the public or the FOIA requester, would result in an unwarranted invasion of an individual's personal privacy

¹ The enclosed responsive document was identified as an attachment to the emails in your request.

² ORMDI received the FOIA referral December 22, 2020.

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Mr. Austin Evers

without contributing significantly to the public's understanding of the activities of the federal government.

Specifically, the information we are withholding under FOIA Exemption 6 consists of the names, positions, phone numbers, email addresses or other information that, combined with information freely available to the public, could identify individuals involved in the investigation. The coverage of FOIA Exemption 6 is absolute unless the FOIA requester can demonstrate a countervailing public interest in the requested information by demonstrating that the requester is in a position to provide the requested information to members of the general public and that the information requested contributes significantly to the public's understanding of the activities of the Federal government. Additionally, the requester must demonstrate how the public's need to understand the information significantly outweighs the privacy interest of the person to whom the information pertains. Upon consideration of the materials provided, we have not been able to identify a countervailing public interest of sufficient magnitude to outweigh the privacy interest in this case. The individuals associated with this information have a personal privacy interest in information that outweighs any public interest served by disclosure of their identities under FOIA. Consequently, we are denying your request for this information under FOIA Exemption 6, 5 U.S.C. § 552 (b)(6). Portions of the document applicable to Exemption 6 have been redacted and annotated with the exemption.

If you disagree with my determinations to withhold the information under FOIA Exemptions 6, please be advised that you may appeal to:

General Counsel (024)
Department of Veterans Affairs
810 Vermont Avenue, N.W.
Washington, D.C. 20420
OGCFOIAAppeals@va.gov

If you should choose to make an appeal, your appeal must be postmarked no later than ninety (90) calendar days after the date of the adverse determination. It must clearly identify the determination being appealed and must include any assigned request number. The appeal should include:

1. The name of the FOIA Officer
2. The address of the component
3. The date of the component's determination, if any
4. The precise subject matter of the appeal

If you choose to appeal only a portion of the determination, you must specify which part of the determination you are appealing. The appeal should include a copy of

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the request and VA's response, if any. The appeal should be marked "Freedom of Information Act Appeal".

In addition to filing an appeal with the Office of General Counsel regarding my determination, you may also seek assistance and/or dispute resolution services regarding your FOIA request from VA Central Office FOIA Public Liaison and/or the Office of Government Information Services (OGIS) as provided below:

VA Central Office FOIA Public Liaison:

Email Address: VACOFIASEERVICE@va.gov

Phone Number: 877-750-3642

Office of Government Information Services (OGIS)

Email Address: ogis@nara.gov

Fax: 202-741-5769

Mailing address:

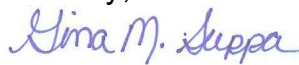
National Archives and Records Administration

8601 Adelphi Road

College Park, MD 20740-6001

If you have any questions regarding your request, please contact me at 216-390-3607. We at ORM take customer service seriously. It has been a pleasure to serve you.

Sincerely,



Gina Suppa
FOIA Officer

Enclosure:

(12-10-20) ORMDI Responsive Records from 20-08472-F 8th Interim..... 26 Pages

- 9 pages, Disclosed in Parts
- 17 pages Released in Full

DIVAC Quarterly Meeting

Wednesday, July 15, 2020 1-3 pm All attendees, please: Mute yourself and ask questions via the Skype chat box it will be monitored Do not place the call on hold Email (b)(6) to record your attendance or for any other issues

DIVERSITY & INCLUSION

- **Diversity:** Diversity of Thinking is the new frontier
Cognitive: Frameworks used to solve problems
Educational/Functional/Demographic: Taps into networks specific to a particular demographic group
Intersectionality: Race, class and gender as they apply to a given individual or group
Cultural Humility: Having a sense that one's own knowledge is limited on other cultures - practicing self awareness
- **Inclusion:** The degree to which an employee perceives that he or she is a valued member of the work group
Qualitative: Attitude/Engagement surveys
Disclosed feelings (exit surveys): Quantitative
Diversity of leadership board: Grievances, EEO complaints, labor relations issues
Innovation, creativity and agility: Retention and reduced social distance

Return-on-Investment: Companies that embrace diversity and inclusion in all aspects of their business outperform their peers
Racial diversity stimulates curiosity, and Gender balance facilitates conversational turn-taking
Diversity is being invited to the game; inclusion is being asked to play





Diversity and Inclusion in Veterans Affairs Council (DIVAC) Quarterly Meeting Agenda

VA Central Office (b)(6)

(b)(6)

Wednesday, July 15, 2020, 1:00 to 3:00 PM (ET)

-
- 1:00 (5 min.) **1. Welcome & Introductions** (DIVAC Co-Chair, Mr. Daniel Sitterly, Assistant Secretary for the Office of Human Resources and Administration/ Operations, Security, and Preparedness [HRA/OSP], Acting Co-Chair, Dr. Anne-Marie Duncan, Associate Deputy Assistant Secretary for the Office of Resolution Management, Diversity and Inclusion [ORMDI]).
- 1:05 (10 min.) **2. DIVAC Operations**
- Approval of January 15, 2020, DIVAC Meeting Notes* (Dr. Duncan)
 - Merger of ODI and ORM* (Dr. Duncan)
 - Status of the Secretary's Annual Diversity and Inclusion Excellence and Alternative Dispute Resolution Excellence Awards Programs (b)(6) (b)(6) (b)(6) (b)(6) *
- 1:15 (30 min.) **3. Recruiting Diversity for VHA's Workforce**
- (b)(6) (b)(6)
- 1:45 (20 min.) **4. VA Acquisition Academy, Acquisition Internship School, "Warriors to Workforce"**
- (b)(6)
- 2:05 (20 min.) **5. Imposter Syndrome**
- (b)(6)
 - Impostor Syndrome Test: <https://testyourself.psychtests.com/testid/3803>
- 2:25 (20 min.) **6. Veterans Health Administration (VHA) Diversity & Inclusion, Integrated Project Team**
- (b)(6)
- 2:45 **Open Forum**
- 3:00 **Meeting Adjourn: Next Meeting October 21, 2020**

*Denotes handout(s) provided.

Employee Use of Marijuana and Marijuana Products*

Religious Garb and Grooming in the Workplace: Rights and Responsibilities*

https://www.eeoc.gov/eeoc/publications/qa_religious_garb_grooming.cfm

Federal Hiring MythBusters: What is the federal policy on hiring individuals with criminal records? *

OCHCO Bulletin OPM's Pathways Program Talks Series July 2020

Diversity and Inclusion in VA Council (DIVAC) Members

VOTING					
Code	Office Represented	Name	Position	Phone	E-mail
006	Co-Chair	Daniel Sitterly	Assistant Secretary for Human Resources and Administration & Ops Security & Preparedness		Daniel.Sitterly@va.gov
06	Co-Chair	Harvey Johnson	Deputy Assistant Secretary for Resolution Management and Diversity and Inclusion	202-461-4064	harvey.johnson08@va.gov
(b)(6)		(b)(6)			
(b)(6)		(b)(6)			
(b)(6)		(b)(6)			
(b)(6)		(b)(6)			
02	Office of the General Counsel (OGC)	Michael Hogan	Executive Director	202-461-7685	michael.hogan@va.gov
(b)(6)		(b)(6)			
(b)(6)		(b)(6)			
(b)(6)		(b)(6)			
(b)(6)		(b)(6)			
(b)(6)		(b)(6)			
(b)(6)		(b)(6)			
(b)(6)		(b)(6)			
(b)(6)		(b)(6)			
(b)(6)		TBD (Alternate)			
(b)(6)		(b)(6)			
(b)(6)		TBD (Alternate)			
(b)(6)		(b)(6)			
(b)(6)		(b)(6)			
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(b)(6)		(b)(6)			
(b)(6)		(b)(6)			
(b)(6)		(b)(6)			
(b)(6)		TBD	(b)(6)		
(b)(6)		TBD	(b)(6)		
(b)(6)		(b)(6)			
008	Office of Enterprise Integration (OEI)	Dat Tran	Principal Deputy Assistant Secretary	202-461-5788	dat.tran@va.gov
(b)(6)		(b)(6)			
(b)(6)		(b)(6)	(b)(6)		
(b)(6)		TBD (Alternate)			
(b)(6)		(b)(6)			
(b)(6)		(b)(6)			
(b)(6)		(b)(6)			
(b)(6)		TBD (Alternate)	(b)(6)		
(b)(6)		(b)(6)			

Code	Office Represented	Name	Position	Phone	E-mail
(b)(6)	(b)(6)	(b)(6)			
		TBD			
(b)(6)	(b)(6)	(b)(6)			
(b)(6)					
(b)(6)		TBD			
		(b)(6)			
(b)(6)					
NONVOTING					
Code	Office Represented	Name	Position	Phone	E-mail
(b)(6)					
03	Office of Administration (OA)	Roy Hurndon	Deputy Assistant Secretary	202-461-5000	roy.hurndon@va.gov
(b)(6)	(b)(6)	(b)(6)			
00D	Office of Employment Discrimination Complaint Adjudication (OEDCA)	Maxanne (Maxie) Witkin	Director	202-461-4050	maxanne.witkin@va.gov
(b)(6)	(b)(6)	(b)(6)			
006E	Corporate Senior Executive Management Office (CSEMO)	TBD			
	(b)(6)				
(b)(6)					
(b)(6)					
(b)(6)					
NATIONAL UNION REPRESENTATIVES (VOTING)					
Union	Name	Position (in Relation to Union)	Location	Phone	E-mail
(b)(6)	(b)(6)				
(b)(6)	(b)(6)				
		TBD (Alternate)		(b)(6)	
(b)(6)		(b)(6)		(b)(6)	
(b)(6)	(b)(6)				
		TBD (Alternate)*			
(b)(6)		TBD*			

*VA National Partnership Council Members

EMPLOYEE RESOURCE GROUPS (NONVOTING)						
Group Represented	Name	Position (in Relation to Group)	Office	Phone	E-mail	
(b)(6)						
(b)(6)						
(b)(6)	(b)(6)					
WORKING COMMITTEES (NONVOTING)						
Committee	Names	Lead Position	Lead Office	Lead Phone	E-mail	
(b)(6)	(b)(6)					
(b)(6)		(b)(6)				
(b)(6)	(b)(6)	(b)(6)				
(b)(6)	(b)(6)	(b)(6)				

DIVAC
Summary Notes
1/15/2020

Why we met:

1. Second quarterly Diversity and Inclusion in VA Council (DIVAC) meeting of Fiscal Year 2020.

What we shared with our stakeholders:

1. Mr. Daniel R. Sitterly, Assistant Secretary for Human Resources and Administration/Operations, Security, and Preparedness, discussed how to best serve Veterans through:
 - a. PREVENTION (e.g. improve through inclusion, human resources, etc.);
 - b. INTERVENTION (e.g., when improving inclusion, human resources, etc. does not occur, find a way to improve through Alternative Dispute Resolution, etc.);
 - c. POST-VENTION (e.g., compliance through Equal Employment Opportunity and improving that process as well); and
 - d. INVENTION (e.g., to Lean-In in Fiscal Year 2020 and identify issues before appraisal period/90-day onboarding period is completed; this equals to the improvement of employee satisfaction and experience).
2. (b)(6) and (b)(6), shared the status of the Secretary's Annual Diversity and Inclusion Excellence and Alternative Dispute Resolution Excellence Awards Programs. A joint awards ceremony is planned for May.
3. (b)(6), presented the Secretary's EEO Policy and Policy Guidance on Religious Exercise and Expression in VA Facilities.
4. (b)(6), discussed VA's Federal Women Program, American Indian/Alaska Native Employment Program, and Student Outreach Recruitment Program.
5. (b)(6), briefed on Enterprise Training Resources.
6. (b)(6), presented the Stop Harassment Campaign.
7. (b)(6), discussed the progress of the VHA Diversity & Inclusion Integrated Project Team.

What we accomplished:

1. Robust discussions and idea exchanges on how to enhance the available programs and mitigate risk.
2. Networking and alignment across organizations.

What the action items are:

1. Voting DIVAC members from the Administrations and Staff Offices are to provide nominees for the Screening and Judging Committees for the Secretary's Diversity and Inclusion Excellence Awards to the Office of Diversity and Inclusion by February 14, 2020.

2. Disseminate the "Impostor Syndrome Test" in preparation for discussion at the next Council meeting.

What we voted on:

1. Approved summary notes as distributed and read from previous DIVAC.

Impostor Syndrome

(b)(6)

(b)(6)



What Is It?

- **Different Terms:** impostor syndrome, impostor phenomenon, or impostor experience

Coined in 1978 by Pauline R. Clance and Suzanne A. Imes in a paper titled “The Impostor Phenomenon in High Achieving Women” It is not a disease or an abnormality

Definition:
“internal experience of intellectual phoniness in people who believe that they are not intelligent, capable or creative despite evidence of high achievement.”



Have you ever felt...

That your success is
due to luck, timing, or
computer error?

That "If I can do it,
anybody can"?

Agony over the
smallest flaws in your
work?

crushed by even
constructive criticism,
seeing it as evidence
of your ineptness?

That if you do
succeed, you secretly
feel like you fooled
them again?

That it's a matter of
time before you're
"found out"?

What Causes Impostor Syndrome

There's no single answer of what causes impostor syndrome.

- 1) Early family dynamics
- 2) Organizational Culture
- 3) Newcomer in a Strange Land
- 4) You are a student or new hire
- 5) Stereotype threats; environment or institutionalized discrimination
- 6) Fixed versus Growth Mindset



“In the midst of difficulty lies opportunity” - Albert Einstein



What Behaviors do we Exhibit with Impostor Syndrome?

- Overpreparing and Hard work
Holding Back
Maintaining a low profile
Procrastination
Self-Sabotage



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What are the 5 Types of Impostor Syndromes?

1. The Perfectionist has excessively high goals for themselves. When they fail to reach a goal, they experience major self-doubt and worry about measuring up.
2. The Superman/woman push themselves to work harder and harder to measure up to their colleagues.
3. The Natural Genius believe they need to be a natural “genius.” If they take a long time to master something, they feel shame.
4. The Soloist never asks for help to not reveal their phoniness
5. The Expert believes they will never know enough, they fear being exposed as inexperienced or unknowledgeable.

What can you do if you
have impostor
phenomenon?

Talk to People you Trust

- Talk to your mentors, peers or supervisor or anyone who can help understand your impostor syndrome.

Recognize your Expertise



- Take ten minutes to write a list of your accomplishments, large or small. Next, write down what may have led to your success: luck, timing, connections or charm. Then, write down the specific actions you took to take full advantage of these contributors. Collect and Revisit Positive Feedback Make an agreement with yourself that the next time someone compliments your work, you will say, “Thank you.” Then zip it.

Think like a Non-Impostor

Reframe your thinking about the following:

Competence

"Picture your brain forming new connections as you meet the challenge and learn. Keep on going." -- Carol Dweck

2) Failure (which includes mistakes and criticism)

"I have not failed. I've just found 10,000 ways that won't work." - Thomas A. Edison

3) Fear

"What sort of difference would I make if fear was not a factor?" – Dr. Valerie Young



Questions





Test Whether you have Impostor Syndrome



- Clance Impostor Phenomenon Scale

<https://paulineroseclance.com/pdf/IPTestandscoreing.pdf>

For Personal Use Only

<https://testyourself.psychtests.com/testid/3803>

Video and Questions on Impostor Syndrome

Ted-Ed Talk: What is Impostor Syndrome and How to Combat It Have you ever felt any of these things? What does impostor syndrome look like in you? How frequently have you experienced this feeling? Impostor Syndrome was often associated with women in the early years. What can it look like in men? Why do you think underrepresented or disadvantaged populations have a higher rate of impostor syndrome?

Article Resources

- <https://www.forbes.com/sites/kaytiezimmerman/2016/08/18/what-gender-barriers-do-millennial-women-face-in-the-workplace/#7b99a8e8604c> Mindset: The New Psychology of Success by Carol Dweck
[https://www.ted.com/talks/carol dweck the power of believing that you can improve?language=en](https://www.ted.com/talks/carol_dweck_the_power_of_believing_that_you_can_improve?language=en) T
he Secret Thoughts of Successful Women: Why Capable People Suffer from the Impostor Syndrome and
How to Thrive in Spite of It by Dr. Valerie Young <https://www.themuse.com/advice/5-different-types-of-imposter-syndrome-and-5-ways-to-battle-each-one> <https://www.apa.org/gradpsych/2013/11/fraud> <https://time.com/5312483/how-to-deal-with-impostor-syndrome/> <https://hbr.org/2008/05/overcoming-imposter-syndrome> <https://impostorsyndrome.com/> <https://www.psychologytoday.com/us/blog/trust/201712/imposter-syndrome-and-fear-failure> <https://www.themuse.com/advice/5-different-types-of-imposter-syndrome-and-5-ways-to-battle-each-one> <https://www.linkedin.com/pulse/your-company-culture-fuelling-imposter-syndrome-jo-wright/>

Video Resources

- Defeating the inner impostor that keeps us from being successful | Knatokie
Ford <https://www.youtube.com/watch?v=J9PgY1mbPgM&list=PLv93BQlbd3AHd6NVH1IfEVO9oxD50f6FT&index=2&t=0s>
The Surprising Solution to the Impostor Syndrome | Lou
Solomon <https://www.youtube.com/watch?v=whyUPLJZljE&list=PLv93BQlbd3AHd6NVH1IfEVO9oxD50f6FT&index=3&t=0s>
The Impostor Syndrome with Dr. Valerie Young - Video
Full <https://www.youtube.com/watch?v=7zdRBSsQ6XE&list=PLv93BQlbd3AHd6NVH1IfEVO9oxD50f6FT&index=4&t=0s>
Catch Me If You Can - A Look at Impostor
Syndrome <https://www.youtube.com/watch?v=pD2g2BwlaUM&list=PLv93BQlbd3AHd6NVH1IfEVO9oxD50f6FT&index=5&t=0s>
Thinking your way out of impostor syndrome | Valerie Young <https://www.youtube.com/watch?v=h7v-GG3SEWQ&list=PLv93BQlbd3AHd6NVH1IfEVO9oxD50f6FT&index=12&t=121s>

Fixed versus Growth Mindset

Fixed Mindset	Growth Mindset
Energies focused on performing well and being smart	Energies focused on consistent improvement, lifelong learning, and skill-building.
Issues come when faced with a setback	When setbacks occur, they redouble their effort
People with this mindset are more likely to rate higher on impostor scale	People with this mindset are more likely to rate lower on the impostor scale

What do we do about it?

What does my behavior help me avoid? What does it protect me from? What does it help me get? ((b)(6)) If you want to be heard, you're going to have to step out of your comfort zone in other ways too. ((b)(6))

Statistics

- In a study of successful people conducted by psychologist Gail Matthews, a whopping 70 percent reported experiencing impostor feelings at some point in their life.
Women scientists had to produce 2.5 times more research and/or published work to receive the same competence scores as male applicants. For a study comparing men versus women tenure candidates, even when fictitious male and female tenure candidates were deemed equally likely to be promoted on the basis of a superb curriculum vitae, reviewers were four times more likely to ask the female candidate for supporting evidence, such as proof that she had won her grants on her own or a demonstration of her teaching. ((b)(6)) After digging deeper into why the starting salaries of male master's degree students were on average almost four thousand dollars more than women's, they found that eight times as many men asked for more money. Put another way, 93 percent of the women accepted the first offer.