BLACK WOMEN BEYOND THE CEILING

ELEVATING THE LEADERSHIP POTENTIAL FOR WOMEN OF COLOR IN THE FEDERAL GOVERNMENT

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Executive Summary

In federal government there is a lack of African American women leaders. This is a program plan that seeks to provide an avenue for black women to assume a leadership role in governmental institutions- specifically federal government. The program builds on two prominent theories. The first is Patricia Hill-Collins "Black Feminist Thought: Outsider Within". This theory is rooted in Nancy Hartsock's "Feminist Standpoint Theory". The second is Alice Eagly and Steven Karau's explanation on the "Role Congruity Theory". Simultaneously, these theories will provide the foundation for participants self-recognition within the federal government as first, an African American and second, a woman. The program will highlight black women strengths while strategizing their weakness to become a leader. Ultimately they will create a leadership mobility plan for their future endeavors in the federal government.

Keywords: African-Americans, Federal Government, Women, Leadership, Standpoint Theory, Role Congruity, Stereotypes, Development, Workforce, Black Women

I, Alanna G.R. Lawson, acknowledge I completed this assignment in the spirit of the Trinity Washington University policy regarding academic honesty and plagiarism.

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Introduction

Leaders who are women in the government is not a new phenomenon, but black women within leadership positions in the federal government is still on the horizon. African American women account for 18% of the total federal government workforce but only hold 3% of senior managerial positions.[1]   Although one-fifth of the federal government's working population, majority of the position held by women of color are lower grade positions ranging from GS 1 to GS 7. These positions are limited in their leadership potential. As a result, black women's leadership potential for supervisory or managerial roles remain stagnate, struggling to peak above 5%. If society maintains the idea that governmental administrations are to continue to be run by the "good old boys", those who think alike with similar values in terms of gender, race, class and ethnicity, any advancement made in an effort to increase workplace diversity in the federal government will suffer.[2]

Black women not only face the longstanding battle surrounding gender inequality within the workplace, but they also grapple with the discriminatory injustices involving stereotypes and cultural diversity that supersedes their civic service contributions as a prominent demographic community.[3] Combating these racial stereotypes and identities will be the driving force in developing an effective leadership development program. The consumerist theorist argue that limiting the individuals who are charged with decision making authority to a single sex or race are too limited in their ability to critically solve complex problems of a diverse citizenry.[4] The federal government operates to serve a critically acclaimed "melting pot" society. So, despite the current impartial contemporary structure of governmental organizations that claim to allow for the advancement of all people, black women are challenged to live and work as multifaceted minorities having the odds stacked against them. The shortage of leadership development programs available for women of color reinforces the lack of leadership opportunities they are able to take on within the federal government.

I will use the black feminist "outsider within" sociological perspective theory and consider the three overarching themes involving (1) self-definition and self-valuation, (2) the interlocking nature of oppression and (3) the importance of the African American woman's culture.[5] Each of the three building blocks will work together to explain the importance of becoming an equal candidate for various leadership roles despite racial and gender obstacles. Next, using the black women's

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[1] *U.S. Office of Personnel Management.*
[2] Alkadry and Tower 2014, 4.
[3] Sanchez-Hucles, and Davis 2010, 173.
[4] Alkadry and Tower 2014, 4.
[5] Collins 1986, 14.

definition of self in the workplace setting I will be able to lead the discussion on the oppressions faced when considering leadership mobility for black women in the federal government. To that end, the benefit of building upon a black feminist's theory in the groundwork of the program can be accounted for because it accentuates the identity of the black woman and their cultural leadership contributions that can be made to government agencies. Lastly, I will deemphasize the setbacks of stereotypes by stressing the culture contributions of black women. This will equip the developmental program with the necessary tools for success in securing leadership in the federal government. This will be a leadership development program furnished for black women to not only increase their ranks in the federal government, but also stimulate continued growth for future generations of black women in government civic service positions.

Population

Black women for the purpose of developing this program plan includes women of African descent, those who identify as a Black, as well as those of multiple races with Black and/or African heritage who classify themselves as black through cultural experiences, values or morals. Participants are current employees of the federal government. Their time in service must be served beyond their probationary period at the time of entry into the program. The probationary period in the federal government is typically one-year or longer. The participant must also be a full-time non-seasonal worker in order to be eligible for the program. The women are to be 18 years or older when the program commences. There are no geographic limitations of participants.

Needs Assessment

Black women account for a fifth of all federal government employees deeming them an "insider"- having the privilege of participating within (the federal government) as a credential insider.[6][7] But since the federal government inception, leadership mobility for women of color was never a contending factor also deeming them an "outsider"- those who are de-centered in their respected arena (the federal government).[8]   The federal government has never been conducive to the advancement of women leadership roles, but especially black women despite their historical contribution to the structuring of the government.[9] Thus black women face an "outsider within" conundrum, as they are included exclusively in limitation to their ability to take on leadership roles.

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[6] U.S. Office of Personnel Management.
[7] Brown, Nadine E., 19.
[8] Ibid., 21.
[9] Amar, 465.

This is a major factor when looking to understand the Black Feminist Standpoint Theory when formulating a leadership development program for women of color.

The needs of the participants are[10]:

- Understanding of the stereotypes pitted against them in the workplace
- Ability to build meaningful connections between their self-defined identify and workplace leadership identity
- Support to assemble and maintain mentoring relationships with women of similar backgrounds in leadership positions
- Tools on how to implement various leaderships styles with regard to their place in society (Standpoint Theory)

Statement of the Problem

African American (also referred to as "black") women are limited by virtue of stereotypes and lack of professional development in their ability to break the glass ceiling of leadership. This limits their ability to excel in managerial or executive positions within federal governmental entities. The lack of leadership developmental programs available to women of color reinforces the stereotypical disadvantages they strive to overcome as they look to rise above and move into positions of authority and power. If a leadership developmental program centered on the "outsider within" point-of-view was available for black women, then they would be able to reposition themselves to compete as an equal candidate to assume a position of leadership in the federal government just as their more advantaged white women and male counterparts.

Significance of the Program

Women seeking leadership often cite stereotypes as being a barrier for their racial and ethnical diversified contributions.[11] Stereotyping threatens the ability of women of color to be trusted with a high degree of leadership responsibility. This is especially true when their superior is of the dominant cultural group. Stereotyping not only limits the professional mobility ability of black women in the federal government, but it also restricts their ability to be identify themselves as leader in order to commit to advancing into leadership roles.

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[10] Collins, 1-2.

[11] Women "Take Care," Men "Take Charge": Stereotyping of U.S. Business Leaders Exposed"

Program Design

The planning, implementation and evaluation of this program will act as a gateway for women of color working in the federal civil service of the government. It will consider the thoughts, beliefs and experiences of African American women. It will highlight the lack of "outsider within" centered leadership developmental programs focused on African American women. The program will focus on personality styles in light of stereotypical assumptions when creating leadership mobility plans for promotion in the federal government.

The design of the program focuses on three main goals central to the Black Feminist Theory and the Role Congruity Theory. The participants of the program will explore new techniques and strategies for self-discovery. This breakthrough will uncover their unique abilities that are essential in assuming leadership within the federal government.

Goals and Objectives

Goal 1

The first goal for this program is to eradicate the negative stigmas surrounding African American women looking to gain leadership positions in federal government organizations.

Objective 1

Identify the African American women stereotypes in the workplace.

Objective 2

Connect the stereotype misperceptions to the "outsider within" phenomenon.

Objective 3

List the ways that participants can overcome oppression in the workplace.

Goal 2

The second goal of the program is identify personality types and explore the various leadership styles conducive to the historical cultural experiences of black women in the workplace.

Objective 1

Administer a personality style inventory test to all participants to understand what type of person they are in the workplace.

Objective 2

Review the results and discuss the strengths and weakness of each in order to increase the degree of confidence for each participant in seeking a leadership role or status.

Goal 3

The third goal of the program is to use the results of the personality style inventory test to develop an individual leadership mobility plan conducive to their leadership style.[1213]

Objective 1

Define the participants' value as it relate to their current working capacity and the potential it has in the future where they want to ultimately be in leadership.

Objective 2

Outline the ways that participants can measure their performance from various perspectives including self-evaluations, supervisor-evaluations and colleague feedback.

Objective 3

Learn and discuss communication strategies for building relationships in order to engage others for guidance and support as a black woman.

Objective 4

Encourage participants to step outside of their comfort zone and disassociate themselves with the "outsider within" perspective.

Objective 5

Revisit the different leadership styles to practice ways to employ them appropriately when presented with the opportunity during real life instances on the job.

Theory of Change

In this section, I will discuss the theoretical model that will guide this program. The model is constructed from Black Feminist Thought and Role Congruence.

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[12] Brown, Haygood, and McLean.

[13] Some steps incorporated were influenced from Brown, Haygood, and McLean 2010.

Black Feminist Thought: Outsider Within

The Black Feminist Thought is Patricia Hill-Collins revised articulation of Nancy Hartsock's Feminist Standpoint Theory published in her 1983 book entitled "Money, Sex, and Power". [14] The theory was expressed as "the belief that feminism, while necessarily political, at the same time must be centrally concerned with method, truth and epistemology."[15] Collins explained that people make assumptions about reality and rightfully justifies them from their *standpoint* in society. Hartsock explains that the concept of a standpoint rests on "the fact that there are some perspectives on society from which, however well-intentioned one may be, the real relations of humans with each other and with the natural world are not visible."[16] Collins extends this feminist theoretical perspective to build a framework for the African American woman arguing that "[black female intellectuals] use their outsider within status to produce black feminist thought that reflects a special standpoint on self, family and society."[17] The outsider within status asserts that black women possess the epistemic privilege of functioning within an arena as credentialed insiders and as outsiders who are de-centered in the context of that same arena as women and blacks.[18] In essence, the white man (who is typically the majority) does not afford black women the same rights and privileges when in various socially constructed institutions such as the federal government.

Collins outlines three specific themes that characterize black feminist thought. The first is self-definition and self-valuation. Self-definition focuses on challenging the political-validation process that works to cultivate negative stereotypical images and roles of African American women.[19] However, self-valuation emphasizes the African-American Woman's' self-definition of self while eradicating and replacing derogatory image with the black female self-perceived image. The second component is the interlocking nature of oppression to include race, gender, and class.[20] The last theme is the importance of the Afro-American women's culture. This culture includes the social structures created by black women and the passing on of self-definition and self-valuation coping strategies while living in a system of oppression.[21] Collectively speaking, the three themes establish a hierarchy of needs that black women seek to understand as they heighten their standpoint in society. See Figure 1.

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[14] Heckman, 341.
[15] Heckman, 342.
[16] Hartsock, 117.
[17] Collins, 14.
[18] Brown., 20-21.
[19] Hill-Collins., 16-18
[20] Ibid., 19.
[21] Ibid., 21.
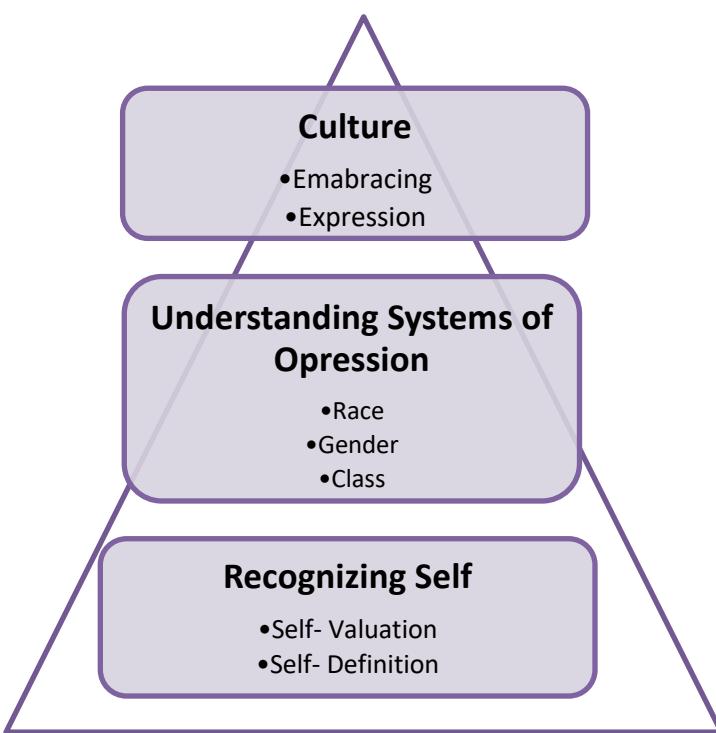
Figure 1. Black Women's' Hierarchy of Needs in Public Institutions.

There have been many disagreements with the black feminist standpoint theory. Some shortcomings of the theory reside in the theory's inspirational base - Marxism. The theory, in its earlier developmental days, opposed postmodernism and poststructuralism.[22] Additionally, Collins' claims about African–American women standpoint in society is often met with backlash due to the controversial assertions surrounding race and gender discrimination for the black woman. Although the theory mainly focuses on women in academia, it has been applied to a wide variety of research areas to include, work professionals in business, non-private, international, and government sectors.

The Black Feminist Thought: Outsider Within theoretical analysis provides foundational support for this leadership development program. It gives a basis of self-acceptance and motivation for the black woman to seek more in the federal government. The theory recognizes outside influences such as race, gender, class and culture, as contributors to the discriminatory setbacks black women face in federal government. As an outsider within, the leadership development program will incorporate Hill-Collins themes in cultivating a more socially aware leader with respects to their standpoint as it is understood through the lenses of their counterparts in the federal government.

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[22] Heckman, 342.

Role Congruity Theory

Prejudice towards female leaders became widely recognized during the latter half of the 20th century. It was not until the turn of the century that the Congruity Theory was coined as the justification for the lack of women in leadership. Eagly and Karau perceived that incongruity between the female gender and leadership roles lead to two forms of prejudice (1) perceiving women less favorably than men as potential occupants of leadership roles and (2) evaluating behavior that fulfills the prescriptions of leader roles less favorably when it is enacted by a woman.[23] The theory builds on past theorist contributions about social roles that were understood as expected functions in society for men and women. Eagly and Karau's findings were preceded by the "'glass ceiling' concept, a phenomenon that was described as a barrier of prejudice and discrimination that excludes women from higher-level leadership positions".[24] [25] Despite evidence suggesting women to be better leaders than men, most people prefer male bosses to women.[26][27] Social stereotypes culturally assigned to both sexes contribute to these continued "should be" cognitive methods of thinking within the workplace.

There are two types of gender-role stereotypes, descriptive and prescriptive. Descriptive gender-role stereotypes say that women are more communal and men are more agentic. Prescriptive gender-role stereotypes state that women behaviors should be guided by communal roles instead of agentic and men's gender-roles should be of agentic nature and not communal.[28] These social pre-ascribed social roles have since been the hindrance of women in leadership or managerial roles. As the role of public affairs offices become more intricate in their daily operations, women in leadership are essential for the 21st century.

Past studies have shown that women in leadership positions are more inclusive in their decision-making and negotiation styles.[29] Having women at the table has resulted in policy resources for various agencies being spent through gender budgeting on big issues such as climate change. [30] Governments of international nations have shown an increase to their absolute GDP with more women in their workforce. Japan projected a 12.5% increase if women's' participation in the labor

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[23] Eagly and Karau, S. J.573-598.
[24] Eagly., 573.
[25] Federal Glass Ceiling Commission.
[26] Gallup.
[27] Garcia., 6-16
[28] O'Connor et al., 386-391.
[29] Young.
[30] Ibid.

force matched that of men in their country.[31] Americas' northern neighbor Canada conducted a study that showed how women provided clarity in policies affecting fisheries, the automotive industry, national security, natural resources and even international relations.[32] This was realized not only through the inclusion of women's perspectives but from the diversity in leadership styles of women versus men. [33] Leadership within government becomes open, collaborative, and less hierarchal. Gwen Young states that "having women leaders change norms about who can lead and what qualities are necessary in leadership". [34]

Criticism of the role congruity theory centers on its inability to accurately depict human behavior between men and women in society. In Jeanne Jackson's "Contemporary Criticisms of Role Theory" point out five major criticisms. Critics write that the theory misperceives social ideologies as concrete realities. The second is that the theory places too much emphasis social conformity rather than social policies. Third, Jackson states that the role theory lacks "comprehensiveness."[35] Fourth, one could argue that the theory lacks the ability to remain objective pointing out the subjectivity of experience in one's individual engagement in an occupation. [36] From that, the theory ultimately lacks "human agency". Lastly, rounding out the criticisms of the role theory is the fostering of a "static and segmented description of human activity".[37] The population of society that fits the normative assigned roles for men and women is very small- almost nonexistent. It argues that individuals take on many roles and that the theory fails to accurately depict the complex interplay between the men and women who take on the various roles in society. But, despite the criticism, the Role Congruity theory supports this leadership development program for black women in the federal government because of its fundamental contributions to the basis of understanding society.

Theoretical Model

Developing black women leaders is a two-fold process. It requires a more direct preparation for the two-faced minority discrimination black women experience in the federal government. The Black Feminist Thought and Role Congruity theory are central to the construction of this African-American leadership development program. Combined they outline the sociological interactions black women experience in public and private settings. They are significantly relevant in structuring the objectives

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[31] Ibid.

[32] Ibid.

[33] Ibid.

[34] Ibid.

[35] Jackson, 49.

[36] Ibid., 52.

[37] Ibid., 53.

of the program that focus on the uplifting and building of the leadership character for the women. The black feminist thought recognizes the disadvantaged outsider within standpoint in which the black woman faces in white male dominated spaces. While the role congruity theory sets expectations of women in professional settings. The program will use the theories presented to build upon the recommendations of their respective theorist in not succumbing to society's unfavorable expectations of African-American women. See Figure 2.
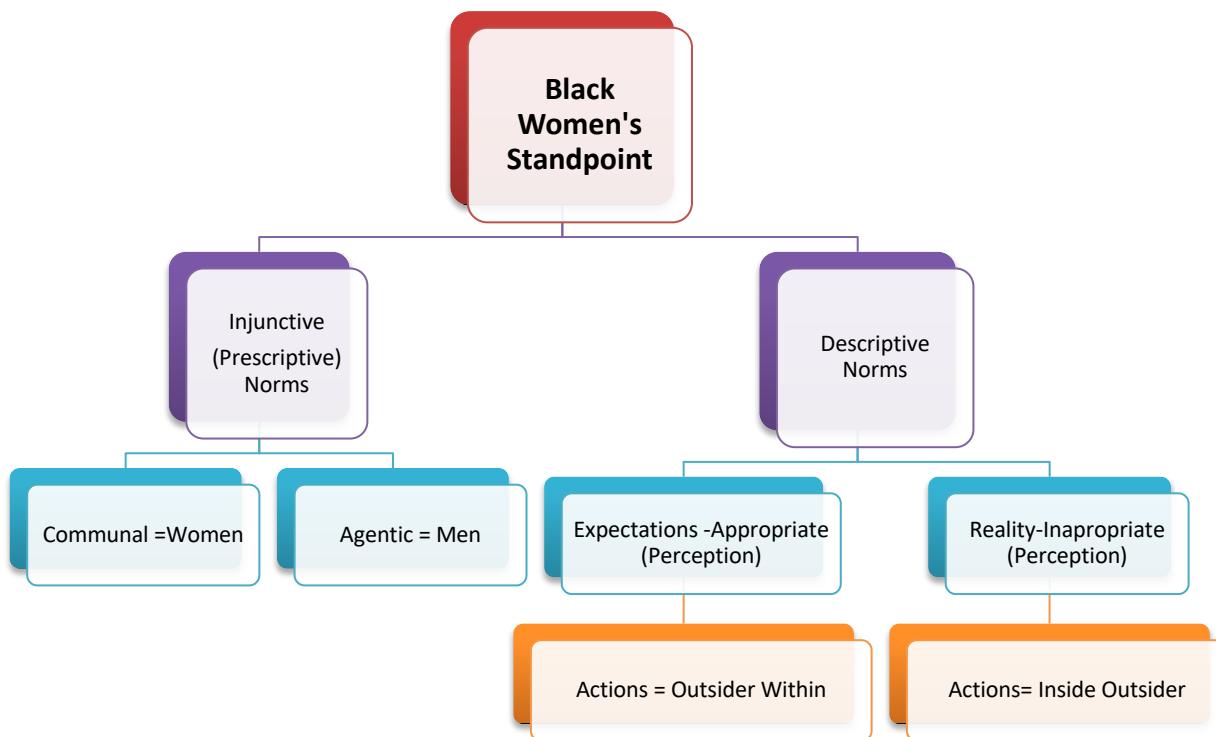
Figure 2. Understanding the black woman's role in government.

Activities and Outcomes

The Black Women Beyond the Ceiling program takes place twice a year, October and April. It is an onsite lodging and instructional program with a host hotel and accommodations in the Washington, D. C. Metropolitan Area. Many of the activities of the program will take place in a conference hall or large meeting space. Breakfast will be provided two days. Lunch will be provided three days. Dinner will be provided on the last day. Participants will have the option to participate in networking opportunities throughout the running of the program.

Participants

Eligible participants of this leadership development program are self-identified African American women who maintain the following:

- 18 years or older when the program commences on Day 1.
- Current full-time (non-seasonal) employee of the federal government (non-military status)
- Time in service beyond their agency's probationary period when the program commences on Day 1.
- Residing in or willing to travel to the capital of U.S., Washington D.C.

The program will have a participation limit of 50 black women per program cycle. Acceptance will be based on a qualifying applications and participant's readiness to pay required registration fees ($550).

Program Agenda

Day 1

The first day will be a program overview and an introduction to the programs goals, objectives and expectations of the participants. All program facilitators will be introduced and participants will be able to introduce themselves as well.

Activity 1.1

Participants will participate in a "meet and greet" with program facilitators and other women enrolled in the program. They will partake in interactive icebreaker games surrounding the central theme of black women in the workplace and black women in leadership in government. The games are intended to highlight stereotypes of black women.

Expected Outcome 1.1

Participants will be able to consciously identify and share relatable experiences in their respective federal government roles. The perfect picture of the "outsider within" African American women will be created before they are exposed to literature and research. This activity intends to make participants comfortable with other women while in the program.

Activity 1.2

An introduction and open discussion about the Patricia Hill-Collins "outsider within" phenomenon. Central themes are presented and participants are given opportunities to openly discuss their own personal connection giving real life testimonies drawing connections back to our central theme.

Expected Outcome 1.2

The participants will be able to identify the stereotypical misperceptions about African American women in the federal government and reflect on their experiences as well as others. They will be able to draw connections between their experience and other black women whom they may have not previously identified with beyond race commonalities. A clear defined relationship between their current workplace role and the "outsider within" phenomenon will be recognized concretely.

Lunch Break

Activity 1.3

Participants will be divided into small groups of 4-6 women and will be given random hypothetical scenarios that involve a black woman in a federal government capacity experiencing stereotypical projections from colleagues onto her character. Groups will brainstorm ways that their hypothetical black woman can respond in the given situation. Groups will role-play and act out the scenario for everyone. Other groups can give their feedback and assessment on how they feel the group performed.

Expected Outcome 1.3

This activity will give all everyone an opportunity to explore the various ways that they can overcome, correct, and combat the common stereotypes of black women in the federal government. They will be able to self-define their place and valuable contribution in their agencies. The first step in the black woman's hierarchal of need will be satisfied. The black women will be able to recognize self: self-definition and self-valuation.

Day 2

The second day of the program will explore the different personality types historically connected to black woman in workplace settings. It will also focus on assessing participants' leadership styles.

Breakfast

Activity 2.1

Participants will watch a video about women and men expectations (Role Congruity Theory) as leaders in the workplace. They will discuss the standards they have been held accountable for and those standards that they hold for themselves accountable for in spite of non-recognition from their superiors within the workplace.

Expected Outcome 2.1

They will be able to identify agentic and communal injunctive norms. Thy will be able to identify when they are inappropriately practiced in the workplace. The will know how to set leadership standards for themselves. This will satisfy the second level of their hierarchy of need: understanding systems of oppressions.

Activity 2.2

Administer an online version of the 16-personality style assessment using desktop computers. It consists of a series of Likert-scaled questions that will take approximately 12 minutes to complete.

Expected Outcome 2.2

The women will discover their own personality traits and compare them to the roles and duties of the leadership positions they seek to take on in their agencies or beyond. This activity will help them to understand their strengths and weaknesses based on their responses.

Lunch Break

Activity 2.3

Women will be divided into groups based on their personality results and take a leadership inventory quiz. Following, they will compare results with the same women who were rated with their same personality in the previous assessment. Collectively facilitators will lead discussions in groups on increasing awareness and confidence for each personality style and leadership style. Participants will be able to ask questions and offer their suggestions.

Expected Outcome 2.3

The black women will be able to discover strengths and weaknesses relative to their own personality style taking into account their leadership style results. They will leave with information and guidance on how they can elevate their personality type to a leadership position and cultivate their strengths to build upon the value they bring to their workplace as an African American woman in a arena dominated by white men/women.

Activity 2.4

Participants will have the option of participating in open non-structured discussion with other black women and/or facilitators. (Non-mandatory)

Expected Outcome 2.4

Program leaders and facilitators will address concerns of the participants. Also the participants will have the ability to converse and interact with black women alike who are experiencing the same experiences they are. This ensures that the participants know they have a community full of women in their shoes for support. Lastly this is a networking opportunity for the participants to build new relationships with like-minded women.

Day 3

The third day of the program will specifically focus on developing a personalized leadership mobility plan for all participants so that they are able to leave the program with something concrete to implement when they return to their agencies.

Breakfast

Activity 3.1

Every participant will outline their current position and duties as well as their next ideal promotional positions using poster board and magazine clippings to create a visual representation of their next career goal.

Expected Outcome 3.1

This activity gives the black women a visual representation of their starting point and their planned endpoint- a leadership role. The visual representation is a physical creation of their own and gives their leadership goals a realistic depiction. They will be able to reach peak level of hierarchal needs for the black woman because they will be embracing their leadership style and personality type relative to being an African American woman and incorporate that into their strategic plan.

Activity 3.2

This activity is "show and tell" of their visual leadership projection boards.

Expected Outcome 3.2

The outcome of this activity gives those willing to share the capacity to do so and possibly offer ideas to other women in planning their own rise to leadership

Lunch Break

Activity 3.3

In this activity facilitators will lead a discussion on the importance of performance evaluations in the government. There will be dialogue on self-evaluations and supervisor/colleague feedback and it's importance.

Expected Outcome 3.3

The outcome of this activity will allow the participants to self-reflect on their performance and understand the importance of evaluations. They will learn how to use that feedback to improve their work ethic in the workplace. They will be able to better understand the usage of employee evaluations and how to best maximize them as an African American woman.

Activity 3.4

Participants will be divided into groups of 3-7 to engage in an interactive role-playing that focuses on communication strategies for black women in the workplace. Scenarios will be given and the women must act out how they would interact with others in the workplace. Open-discussion will follow all groups have performed.

Expected Outcome 3.4

The women will learn and discuss communication strategies for building relationships to engage colleagues and supervisors for leadership support.

Day 4

The last day will serve as a reflective overview of the programs' goals and objectives. This will be in a large conference room over dinner with all the black women who participated in the program.

Activity 4.1

Participants will be to have one last overview of all topics discussed. They have the opportunity to ask questions, give feedback and network.

Expected Outcome 4.1

Participants will be able to ask all lingering question and concerns and have one last chance to build networks and exchange information with other participants.

Dinner

Activity Wrap-Up

At the conclusion of the program, all 50 participants will leave with a better understanding about self, systems of oppressions in the federal government and the value of incorporating the culture of African American in the federal government. They will be readily equipped with strategies to help them pursue and secure a leadership role in government.

Program Plan and Implementation

Tasks

The following lists in detail all tasks to be completed for each program cycle. Table 1.

Table 1. Tasks to be completed chronologically.

Task	Start Date	Days to Complete	End Date +
Hotel Pricing	28-May-18	3	31-May-18
Price Comparisons	30-May-18	2	1-Jun-18
Hotel Selection	31-May-18	3	3-Jun-18
Begin Seeking Potential Sponsors	31-May-18	14	14-Jun-18
Drafting Sponsor Letters	16-Jun-18	2	19-Jun-18
Send Letters to Sponsors	18-Jun-18	7	25-Jun-18
Book Hotel	23-Jun-18	2	25-Jun-18
Outlining Presentations	20-Jun-18	10	30-Jun-18
Drafting Schedule	3-Jul-18	3	4-Jul-18
Book Guest Speaker	6-Jul-18	17	23-Jul-18
Develop Presentation Materials	15-Jul-18	45	29-Aug-18
Program Promotion	30-Jul-18	30	29-Aug-18
Secure Food Catering	6-Aug-18	2	8-Aug-18
Open Application	13-Aug-18	14	27-Aug-18
Application Review	28-Aug-18	2	30-Aug-18
Participant Selections	31-Aug-18	5	5-Sep-18
Registration Window	3-Sep-18	30	3-Oct-18
Finalize Program Materials	25-Sep-18	5	30-Sep-18
Finalize Schedule	25-Sep-18	10	5-Oct-18
Print Program Materials	7-Oct-18	3	10-Oct-18
Program Begins	15-Oct-18	4	19-Oct-18
Review and Evaluation	22-Oct-18	14	5-Nov-18

Hotel Pricing: The program manager and communications manager will work together to research hotel prices in the Washington metropolitan area to accommodate approximately 55 individuals. This will include the pricing of the conference room for a 4-day leadership program. They will take note of any discounts, promotions or coupons and all relevant information about what the hotel has to offer.

Price Comparison: Communications manager and Program Manager will compare prices of hotel bundles to determine which hotel is more financially advantageous for the programs' budget.

Hotel Selection: A final hotel selection will be made and included on promotional material.

Potential Sponsors: Staff will begin to scout for sponsors of the program to donate funding, food, snacks, and or time to contribute to the program throughout its 6-month life cycle.

Sponsor Letters (Draft): Communications director will draft a sponsor letter to send out to various businesses to include (but not limited to) big corporations and local black owned businesses/restaurants.

Sponsor Letters (Final): Communications manager will review final drafts of letters and send them out for potential sponsorship. A follow-up letter will also be sent 2 weeks prior to the beginning of the program to check on the status of sponsorship.

Hotel Booking: Program Manager will make reservations for 50 participants and 5 staff members at the selected hotel.

Presentation Outlines: Presenters will be responsible for outlining and creating their presentations to include activities, and supplies needed in order to execute. They will present drafts to the program manager for review.

Scheduling (Draft): Presenters and Facilitators will collaboratively create the program schedule at the discretion of the program manager. Roles will be assigned so that everyone understands their duties on each day of the program. It will include dates, times, and meals. It'll be submitted to the communications managers for review in detail and approval by the program manager.

Guest (Keynote) Speaker Booking: The Program Manager will work to secure a keynote speaker that falls in line with the programs' criteria: Woman, African-American, work/worked in federal government, has been and or is in a leadership capacity for the at least 10+ years.

Presentation Materials: Presenters and facilitators will work collaboratively to gather and create all materials for the program to include the PowerPoint's/Prezi's and activities. During this

task they will also test the Personality Test to ensure it is still available online for free. The scenarios for role-playing will also be drafted for final review by the program manager.

Program Promotion: This task includes flyer creation for distribution physically and electronically. They will be posted on bulletin boards, local metro train stations and bus stops throughout the nations' capitol. A BWBC Instagram, Twitter and Facebook page will be created to manage the publicity of the program (@BlackWomenBeyond).

Food Catering: The caterer for the final event will be secure following the programs' criteria: black owned business. A deposit will be made in order to guarantee services.

Open Application: The online application will go live for all interested women to apply and submit required documentation. It will close after 14 days.

Application Review: Communications manager, presenters and facilitators will review all submitted applications for completeness to ensure eligibility. The application will then go through an extensive review to determine the strength of the submitted paperwork for official acceptance into the program.

Participants Selection: The communication manager along with the presenters and facilitator will vote on the final 50 participants for acceptance. Those names will be submitted to the program manager for final approval. Thereafter, all accepted women in the BWBC program will be notified with an official letter mail via USPS and email.

Registration Window Opening/Closing: The registration window will open for all accepted participations to register and pay registration fees $550. The window will be open for approx 30 days before closing

Program Material (Final): Program material to include PowerPoint presentations, Prezi's and all activities supplies will be finalized and accounted for to ensure all participants ability to partake. During this time the guest presenter and keynote speaker will also be required to submit their presentation material (if necessary) to the communications manager to ensure its inclusion in the final program schedule.

Scheduling (Final): The program schedule will be reviewed by staff to ensure accuracy and completeness. Dates, times and meals must be finalized to ensure preparedness.

Secure Program Material: Facilitators will print all presentation materials submitted to the communication manager and prepare them for the program. This task will also include creating welcome packages for each participant to include 2 pens, 1 notepad, PowerPoint printouts and schedule of events.

Program Begins/Ends: The program will begin and follow the approved schedule submitted to the communications manager. It will last a of 4 days total.

Review and Evaluation: This will consists of a debriefing between all involved staff members (program manager, communications manager, presenters, and facilitators). Everyone will provide reflections and feedback for improvements of the program. All suggestions will be taken into consideration and reviewed for effectiveness for the next programs' cycle. In addition during this time, the surveys that were distributed after each program day to participants will be reviewed to assess their thoughts and feelings on execution and relevance. Lastly, an electronic survey will be sent via email to all 50 women and guest who participated in the program to gather their feedback about the overall success (or failure) of the program.

Timeline Gantt Chart
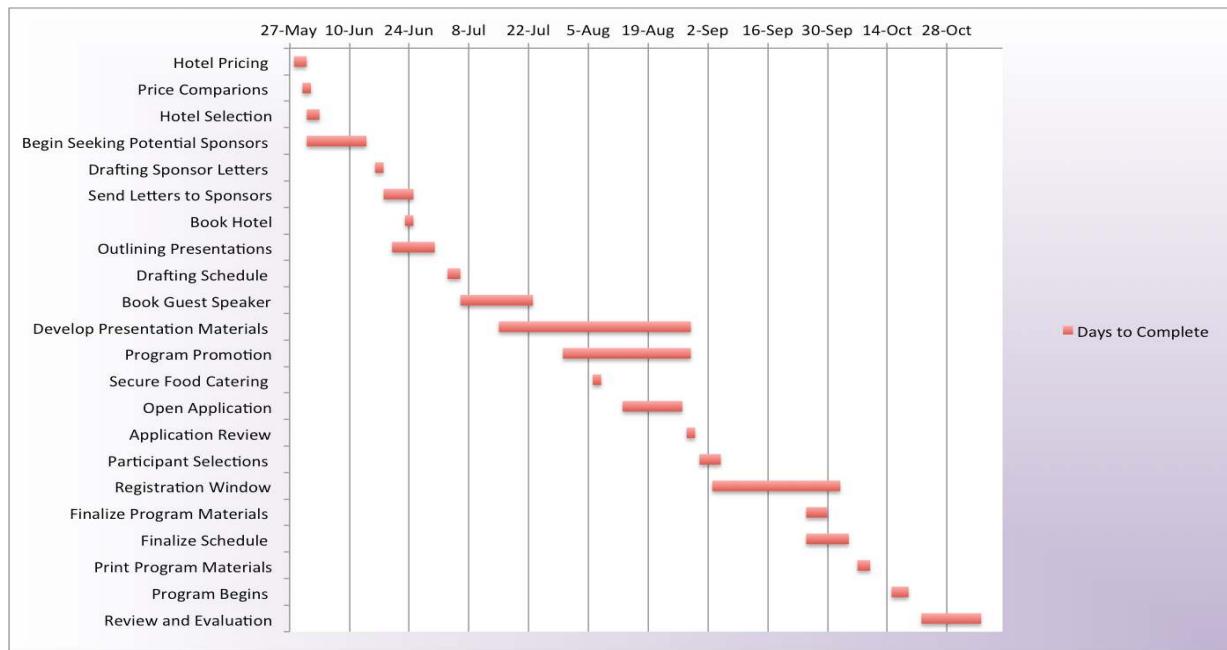
Figure 3. Timeline of events for BWBC.

Communication Outreach

The Black Women Beyond The Ceiling (BWBC) program primary means of communication outreach will involve HR promotional pitches and advertising to various agencies. The communications manager will organize how information will be distributed to the various agencies. They will guide the following:

- Telephone Call
- Emails

- Flyers/Posters
- Event Sponsorships

There will also be a social media presence to preserve a positive image. It is imperative to keep up will technological advancements as it is the way of the future for many organizations and business. BWBC will establish an internet footprint through the following meaning of networking:

- LinkedIn
- Facebook (@BlackWomenBeyond)
- Twitter (@BlackWomenBeyond)
- Instagram (@BlackWomenBeyond)
- Purchased Online Ads

Additionally, word of mouth will be at the forefront of our promotional techniques because potential participants will be able to relate first-hand with someone who has experienced the program. Research shows that word of mouth is one of the most effective methods for communication outreach and advertisement.[38]

Organizational Resources

Black Women Beyond the Ceiling is a program that promotes leadership growth and development. This program will require organizational resources in order to operate in an effective and efficient manner to best serve our clients and participants.

Humans Resources

Each role is critical for a successful program cycle. BWBC organizational roles include:

Program Manager: This person is responsible for the oversight of the program as well as its development through life cycles. They are the point of contact for all stakeholders and high level government officials as the face of operations for BWBC. They are responsible for ensuring program goals and objectives are met.

Communications Manager: This role monitors all of the organizations correspondence internally as well as externally to include stakeholders, the federal government, contractors, hotel personnel and participants. They are the point of contact for communications involving marketing and promotion.

Presenters: The sole purpose of this role is to present the information and knowledge to the participants of the program. They are responsible for conveying all relevant information and data to

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[38] Berger, 2018.

the women and ensuring their comprehension of the theories and strategies presented in a clear and concise manner.

Facilitators: This role consists of assisting the presenters with supplies, presentations and activities during the program. The facilitators assist in the conveyance of information to the participants when there seems to be miscommunication or misdirection during instructional periods. They inform the participants to their daily schedule and upcoming activities. They are vital to the overall daily operations of the program's execution.

Keynote Speaker: Someone who holds expertise in the field of women in leadership. It should be a prominent woman of color currently working in federal government or with past work experience in the federal government. They will speak to their trials, truths and tribulations as a black woman of color who ultimately claimed leadership in some capacity. Her sole purpose would be to offer continued words of encouragement and support to all participants. She will only be present on the last day of the program.

Guest Presenter: The guest presenter is a woman with newly assigned leadership status in the federal government. Similar to the role of the keynote speaker; they are well versed in the discussion of black women in leadership. Although they have had great success in the federal government, they still experience hardship in the leadership role. Their purpose is to share valid experiences and connect with the participants in a more relatable manner as she was just in their position not long ago. She will encourage and motivate participants. She will be present through the entire 4-day program.

Hotel Staff- They role consists of maintaining hotel facilities. The will also be responsible for setting up the conference room and cleanup. Their work also includes the times when the host hotel serves meals.

Physical Resources

The hotel will provide the physical resources. They include the following:

- Large Conference Rooms (2)
- Dining Hall (1)
- Tables (10)
- Chairs (55)
- Overhead Projector (2)
- Computer Rooms (3)

Office Supplies

The following supplies will be provided by BWBC:

- Laptops (4)
- Slideshow Printouts (55)
- Pens (75)
- Notepads (55)

Miscellaneous Supplies

The meals for the program will be catered through sponsorships and hotel services. The hotel meals included complimentary centennial breakfast and snacks. Lunch for two days will be provided by potential sponsors to account for 75 individuals (50- participants and 25- staff and others). On the last day lunch will not be provided. Dinner for program participants program will be catered by a locally black owned business on the last day of the program. Daily snacks include bottled water, chips and crackers.

Transportation

Since the program will be based in the Washington, D.C Metropolitan Area, transportation will be limited in scope. The managers and staff will be responsible for making transportation arrangements to and from the programs' host location. Participants of the program who are traveling from out of town will have transportation privileges by way of free-shuttle services offered through hotel accommodations. Shuttle services are limited to the Ronald Reagan Washington National Airport and the Baltimore-Washington International Airport.

Knowledge and Information Sharing

All information will be stored on BWBC secured business software. Organizational correspondence will be communicated through a personalized email for program personnel to safeguard confidential information from being exposed to possible cyber threats. An example of a staff members email is firstname.lastname@bwbc.org. Applications will be accepted using an online submission software template.

Budget

Table 2. Expected budget for one program cycle (6 months)

PROPOSED BUDGET			
Number of Participants: 50	Registration Fees: $550		Operational Budget $27,500
	Duration: 6 Months		
Budget Categories & Description	Price	Quantity	Total
1. Supplies and Materials			

Pens – box of 20	$6.00	5	$30.00
Notepads - packs of 5	$9.00	10	$90.00
Laptops- (one time cost)	$300.00	4	$1,200.00
SUBTOTAL			*$1,320*
2. Printing and Promotion			
Slideshow Printouts – 25 pages 4 –Days	$0.10	1,375	$137.50 $550
Flyers (in color)	$0.30	20	$6.00
Online Ads	$25.00	3	$75.00
SUBTOTAL			*$631.00*
3. Contracted Personnel			
Keynote Speaker	$1,000.00	1	$1,000.00
Guest Presenter	$500.00	2	$1,000.00
SUBTOTAL			*$2,000.00*
4. Food			
Bottled Water (pack of 32)	$4.00	10	$40.00
Small Bags of Chips (Pack of 25)	$9.50	6	$57.00
Catered Dinner (per plate)	$17.00	100	$1,700.00
Hotel Catering: Lunch (2 days)	$1,200.00	2	$2,400.00
Cracker/Fruit Snacks	$1.00	75	$75.00
SUBTOTAL			*$4,272.00*
5. Human Resources (Stipends)			
Program Manager	$3,000	1	$3,000.00
Communications Specialist	$1,000	2	$2,000.00
Presenters	$200.00	6	$1,200.00
Facilitators	Pro Bono	--	$0.00
Hotel Staff (All Inclusive)	--	--	$0.00
SUBTOTAL			$6,200.00
6. Hotel			
Rooms (Double Occupancy=25 rooms)	$107.00	1/nights 4/nights	$107.00 $428.00
SUBTOTAL			$10,700.00
6. Miscellaneous			
Certificate of Completion	$2.00	50	$100.00
Survey Monkey Premium	$35 (per month)	1	$420.00
SUBTOTAL			$520.00
PROGRAM TOTAL (estimated) ADJUSTED TOTAL *(For one time cost of Laptops: $1,200)*			$25,643.00 $24,443.00

Budget Justification

The outlined budget accounts for expenses incurred by the BWBC. Every line item has been deemed a necessity to ensure participants have the materials, information and nutrition needed to excel in the program instructional sessions. The budget is based on one program cycle and some expenses indicated in the budget are listed as one-time expense (Laptops at $1,200.00). An adjusted budget for following program cycles was calculated based on reoccurring expenses.

The supplies and materials are provided for each participant to take notes and record information during presentations. The printing allows participants to keep the information provided in addition to personal notes taken. Promotional items will increase the programs ability to reach full capacity (50 women) and be able to have a full budget after registration fees. The promotional flyers will be placed downtown Washington D.C. and Northern Virginia. Contracted program personnel accounts for the keynote speaker and guest presenter. This makes the program more appealing and prestigious to potential applicants. It is vital to the sustainability of participants of future program cycles. Food line items are to ensure the participants are nutritionally cared for throughout the program. The snacks will be provided on daily basis in-between meals. Miscellaneous items are to award participants with completion certificates to show our appreciation. Lastly, the Survey Monkey line item will maintain our feedback data collection at the conclusion of program.

With a budget of 27,500 from registration fees, the program is expected to be well within budget. In future years with participant growth the budget is expected to increase accordingly.

Assessment and Evaluation

The programs' performance assessment and evaluation will be measured by participants' competency of the information provided combating the stereotypes of African American women, the outsider-within concept as well as the role congruity theory. Their projected leadership initiative thereafter returning to their perspective agencies will be judge based on how much of their leadership mobility plan was implemented and the benefits reaped will also be counted towards measuring the effectiveness of the program.

This program will rely on Kirkpatrick's Four-Level Evaluation Model to determine overall effectiveness. The four levels are (1) Reaction, (2) Learning, (3) Behavior, and (4) Results.[39] See Figure. 3.

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[39] James and Kirkpatrick, 2018.
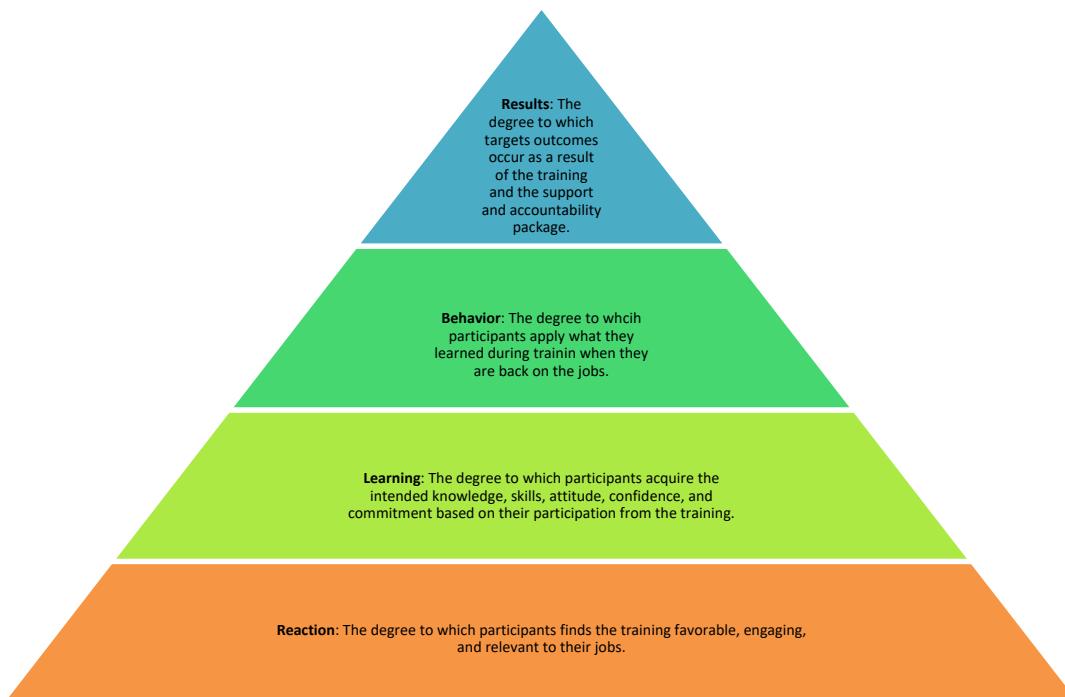
Figure 4. Four-Level Evaluation Model

Reaction

This will be measured using survey and verbal feedback from participants during the programs running time and at its conclusion on Day 4. A 6 question survey will be distributed at the end of each day to assess the presenter and the information they presented. The 6 questions will be as follows:

1. How likely are you to recommend this program to a friend or colleague?
   - Answer: Scale 0 (Not Likely) to 10 (Extremely Likely)
2. Overall, how would you rate this presentation/program?
   - Answer: Excellent, Very Good, Good, Fair, or Poor
3. What did you like about the event?
   - Answer: Open Ended
4. What did you dislike about the event?
   - Answer: Opened Ended
5. How helpful was the information?
   - Answers: Extremely helpful, Very helpful, Somewhat helpful, Not so helpful, or not so helpful at all.

6. How much of the information provided during this presentation/program do you plan to use in your current federal government capacity as a black woman?

- Answer: All of the information, Most of the information, Some of the information, A little of the information, or None of the information.

Learning

In addition to the surveys, the participants will demonstrate their learned behaviors through open discussion and through the activities at the conclusion of each presentation to include the stereotyping role play and the networking breaks provided throughout the programs schedule. Time for questions and answers for further clarification will be provided abundantly.

Behavior

Their projected leadership initiative thereafter returning to their perspective agencies will be judge based on how much of their leadership mobility plan was implemented and the benefits reaped will also be counted towards measuring the effectiveness of the program. Their behavior after returning to their agencies will determine how

Results

The result will be determined after 4 cycles of the programs' running- approximately two years. Program personnel will reach out to past participants to complete a follow-up survey. This will allow for the successful collection of participants' growth since completing the program. The main focus of this follow-up will be to record the leadership and promotional progress of the participants.

Sustainability

The program will determine the value of sustainability via participants' feedback and program managers' observational assessments. After four cycles of running the program (approximately 2 years), collected participants' feedback will analyzed to assess three areas: (1) continued need, (2) program effectiveness (3) program improvements. A cost benefit analysis will be performed to determine if the program has been effective in its mission. The program will be mainly funded through participants' registration fees and local sponsorships initially. As the program continues to grow registration fees will rise to accommodate for administrative and operational cost.

If it is determined that the program results are favorable for participants (leadership mobility and acceptance) continued planning will begin for the next program cycle. In order to maintain maximum capacity (50 women), the program will be refined as needed to better suit the needs of the participants while maintaining its purpose of developing women leaders of the African American

race. Reaching a level of security that ensures the program is embraced and regarded with high esteem throughout federal governmental agencies will enhance its public image.

Summary

The development of this program provides a clear direction for the African American woman as she seeks leadership in the federal government. The women are presented with a heightened consciousness about the ways in which they are viewed by society with useful strategies to invalidate them. After equipping black women with the ability to recognize self, understand the systems of oppression, and to express and embrace their culture they will be able to cultivate their talent into valuable contributions taking form in a leadership capacity.[40] Black Women Beyond the Ceiling's four-day interactive program will allow the women to discover their strengths and build upon them, as well as their weaknesses to work towards the improvement of them. This program is mainly funded from the participant's registration fees. Therefore using those funds to execute the 4 –day event shows how invested BWBC is in the growth and advancement of black women in federal government. The ultimate goal of this program is to encourage leadership mobility for the African American woman in federal government.

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[40] Hill-Collins., 16-21

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