

## NOAA Diversity and Inclusion Implementation Plan - Workforce Diversity

Goal 1: Workforce Diversity-Recruit a Diverse, Highly, Capable Workforce								Implemented?	
Workplace Diversity	Objective	Tactics	Target Date	Responsible Officials/ Offices	Performance Outcomes	Measurement Tools	Yes	No	
	<b>1.1 Proactively Recruit qualified individuals at all levels whose diverse backgrounds, experience, education, and skills will advance the mission</b>	1.1.1: Implement targeted recruitment strategies and outreach activities to reach diverse and underrepresented populations to include women, minorities, and persons with disabilities.	4th Quarter FY18	WFMO, OED, CRO, L/S Offices	Recruitment and outreach activities are identified that, specifically target NOAA's underrepresented populations.	The number of targeted recruitment and outreach activities are increased as are the number of recruits, applicants, and hires in underrepresented groups.	X		
		1.1.2 Analyze applicant flow and promotion data to identify and eliminate barriers in recruitment and selection practices.	Ongoing thru 4th Quarter FY19	CRO, L/S Offices	Triggers may reflect possible barriers to hiring and promotions.	Strategies to overcome barriers are identified and help to increase the hiring and promotion of underrepresented groups within NOAA.	X		
	<b>1.2 Enhance selection and assessment practices to support the hiring of diverse, highly qualified candidates</b>	1.2.1 Modify selection and assessment practices and processes to minimize barriers and augment NOAA's focus on diversity and inclusion.	1st Quarter FY18	CRO, L/S Offices	Policy is put in place requiring diverse hiring panels; managers complete training on implicit interview bias.	Diversity of new hires at NOAA compares favorably to the relevant (OCLF) and civilian labor force (CLF), Non-selection EEO cases are reduced by 50%, Managers and Supervisors must update CLC to reflect completion of unconscious bias training for hiring, NOAA Civil Rights conducts oversight of all interview panels to ensure all available diversity implementations are utilized across L/Os.	X		
		1.2.2 Educate Hiring Managers/Selection Officials/LO Administrative staff about special hiring authorities and programs that support the selection and hiring of a more diverse workforce of women and minorities.	4th Quarter FY17	CRO, L/S Offices, OED, WFMO	Hiring managers/Selection Official and LO Administrative staff are more aware of the available options to hire diverse candidates into NOAA's workforce.	An increase in the hiring of candidates from underrepresented groups within NOAA.	X		

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	1.3 Strengthen infrastructure and processes to support the employment and retention of individuals with disabilities	1.3.1 Use internal resources and external outreach networks to find and recruit qualified individuals with disabilities and targeted disabilities for internships and employment.	4th Quarter FY18	WFMO, OED, CRO, L/S Offices	Systematic processes will be put in place that will help to retain and increase the number of individuals with disabilities and targeted disabilities working for NOAA.	A measurable increase in the number of persons with disabilities and targeted disabilities.	X		
		1.3.2 Build an accessible and adaptable workplace that fully accommodates employees with disabilities.	4th Quarter FY18	WFMO, OED, CRO, L/S Offices, Leaders and Managers	NOAA will be in full compliance with the standards of Section 501, 504, and 508 of the Rehabilitation Act of 1973 and the Architectural Barriers Act of 1968, Managers and employees should be aware of their responsibility to maintain an accessible and adaptable workplace that's inclusive of employees with disabilities.	NOAA advances towards reaching the 2% goal for Federal Agencies in the hiring of individuals with targeted disabilities.	X		

NOAA Diversity and Inclusion Implementation Plan - Workplace Inclusion									
Goal 2: Workplace Inclusion-Build a Work Environment That Promotes Inclusion								Implemented?	
Workplace Inclusion	Objective	Tactics	Target Date	Responsible Officials/ Offices	Performance Outcomes	Measurement Tools	Yes	No	
	2.1: Strengthen employee engagement to cultivate and inclusive culture	2.1.1: Develop and implement employee engagement strategies through collaboration among the DIMAC, the L/S office EEO & Diversity Managers, and Affinity Groups.	3rd Quarter FY17	CRO, LO/SOs, LO EEO PMs, ERGs, Affinity Group Presidents	Regular meetings between responsible officials/offices are conducted. Strategies are identified to support agency goals. CRO Director and LO/SOs AA sends an email to increase awareness of affinity groups and their efforts in the Agency.	Number of meetings conducted throughout the year, increase FEVS Scores, increase in number of employees attending Special Emphasis Programs, increase membership in Affinity Groups	X		
		2.1.2: Support participation in internal employee/resource affinity groups.	3rd Quarter FY17	CRO, LO/SOs, LO EEO PMs, ERGs, Affinity Group Presidents	CRO Director and LO/SOs AA sends an email to increase awareness of affinity groups and their efforts in the Agency, Agency leaders support participation in ERGs.	Increase in the membership in Affinity Groups. Increase in number of employees attending Special Emphasis Programs, increase in employee engagement.	X		
		2.1.3: Promote the use of special observances and special emphasis programs to highlight the importance of diversity and cultivate cultural awareness.	3rd Quarter FY17	CRO/DUSO/LO EEO Mgrs/Affinity Groups Presidents	NOAA Leadership attends, encourages, and supports the attendance of their staff at special observances and special emphasis programs, NOAA Leadership reinforces the message of the CRO Director about the importance of diversity and cultural awareness at each special observance and special emphasis program.	Increase in the number of NOAA Leadership at special observances and special emphasis programs, increase overall attendance at the programs.	X		
		2.1.4: Formally recognize efforts to increase diversity and inclusion.	3rd Quarter FY17	Under Secretary, DUSO, CRO, LO/SOs, LO EEO PMs, ERGs, Affinity Group Presidents	NOAA Leadership highlights diversity and inclusion efforts through NOAA-wide broadcasts on a pre-determined schedule. Create an award to highlight Diversity Champions. Continue to highlight the NOAA Diversity Toolkit.	Increase leadership and employee support and engagement for D&I initiatives.	X		

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		2.1.5: Increase participation in work/life balance programs.	1st Quarter FY18	Under Secretary, DUSO, WFMO, LO/SOs AAs, Supervisors	Market and publicize to all employees the various programs available to enhance work/life balance.	Increase in FEVS Score, Increase employee morale, Increase employee engagement at all levels of the organization.	X		
	<b>2.2: Build a work environment that maximizes individual and collective potential and productivity</b>	2.2.1: Administer robust employee orientation and on-boarding programs for new employees and leaders.	2nd Quarter FY18	WFMO lead NOAA general on-boarding initiative; Staff and Line Office SMEs work on local on-boarding initiatives.	A workgroup is assembled to assist in developing on-boarding programs. A new orientation and on-boarding program is established to give NOAA employees the broadness awareness of the agency.	Employees understand the overall mission of NOAA and gain some immediate institutional knowledge.		X	
		2.2.2: Enhance professional mentoring programs for employees at all levels.	2nd Quarter FY18	WFMO, CRO, LO/SOs	The agency establishes a NOAA-wide mentoring program available to all employees	Improved employee moral, improved representation of minority employees eligible for leadership positions, Institutional knowledge is transferred, improved employee productivity, improved employee dedication, loyalty, and commitment to NOAA.	X		
	<b>2.3: Ensure all employees have equal access to career development opportunities</b>	2.3.1: Identify and eliminate barriers to participation in leadership development programs.	2nd Quarter FY18	CRO, WFMO, LO/SOs	Surveys and focus groups are conducted to determine the barriers to participating in leadership programs	Increased participation of minorities employees in leadership development programs		X	
		2.3.2: Implement strategies that provide unbiased access to developmental opportunities across all levels of the organization.	2nd Quarter FY18	Agency leaders	Managers and supervisor receive unconscious bias training.	Increased number of underrepresented groups in leadership development programs.		X	

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	2.4. Enhance internal communication to engage the workforce and elevate diversity and inclusion as a top NOAA priority.	2.4.1: Proactively communicate the importance of diversity and inclusion to promote joint ownership and engagement across the workforce.	4th Quarter FY17	CRO, LO EEO PMs and Agency Leaders	D&I is strategically incorporated in all operational and mission support functions, messaging regarding support and endorsement for D&I are consistently shared.	Increased employee engagement and an increase in support for D&I.	X		
		2.4.2: Provide regular updates to the workforce on NOAA's progress toward Diversity and Inclusion Plan Goals.	4th Quarter FY17	CRO, DUSO, L/SOs	Workforce is more aware of the D&I initiatives NOAA is engaged in.	Increase the reality and perception of NOAA's support for D&I and increase FEVS Scores.	X		

## NOAA Diversity and Inclusion Implementation Plan - Sustainability

Goal 3: Build Sustained Leadership Commitment to a Diverse and Inclusive NOAA through Accountability, Data, and Education								Implemented?	
Sustainability	Objective	Tactics	Target Date	Responsible Officials/ Offices	Performance Outcomes	Measurement Tools	Yes	No	
	3.1: Expand leadership and accountability for managing diversity and inclusion across NOAA	3.1.1: Develop an assessment tool to recruit for senior executives who demonstrate support for Diversity and Inclusion in previous assignments.		4th Quarter FY17	Sustainment Committee, WFMO	Ensure SES candidates are asked a question about their support of Diversity and Inclusion during the interview process.	Executives are on boarded who have measureable D&I achievements	X	
3.1.2: Establish Line and Staff Office ownership for annual Diversity and Inclusion action planning.			4th Quarter FY17	LO/SO AA's and DAA's	Line and Staff Office (LO/SO) leadership will formally endorse the NOAA D&I Strategic Plan by, at a minimum, providing biannual communication and messaging of D&I strategic plan tactics and actions items to all employees (e.g. leadership retreats, town hall meetings, email blasts). Require each LO/SO to develop complementary tactical/action plans for their units that will support the goals and actions of the NOAA D&I Strategic Plan and demonstrate a commitment to D&I.	LO/SO Implementation Plan Metric. Number of messages and communication vehicles to message AA/Directors support for D&I.		X	
3.1.3: Assess leaders' performance based on Diversity and Inclusion outcomes.			4th Quarter FY17	OCR, LO/SO DAA's, EEO Program Managers	An element of D&I is included into the performance plans of Executives and Managers & Supervisors . Require LO/SO to report progress on their individuals tactics/action plan quarterly at the NEC. Develop discrete organization-wide performance metrics to assess progress on D&I (e.g. MD-715, FEVs, etc.) for each LO/SO.	Executive, managers, and supervisors are held accountable for D&I outcomes.		X	
3.2 Implement tools and processes to assess progress toward diversity and inclusion goals and enable data-driven decision making.	3.2.1: Develop automated tools to track employee diversity representation and civilian labor force goals.		2nd Quarter FY18	CRO and EEO Program Managers	NOAA is able to track the diversity of its workforce and see if compares favorably to the civilian labor force.	NOAA has the ability to track, assess and measure its D&I initiatives.	X		
	3.2.2: Assess and report on progress against incremental Diversity and Inclusion goals.		Ongoing	DIMAC, LO/SO, CRO	Standards and guidelines are established for reporting the progress towards implementation D&I goals.	A metric reveals progress towards D&I goals.	X		
3.3 Implement succession planning and knowledge transfer/retention (KTR) processes to strengthen the workforce through retention of diverse employees.	3.3.1: Develop succession planning and KTR tools that can be used universally across the agency.		2nd Quarter FY18	LO/SO Communication Teams, COSs, Office of Education	An organizational leaders progress track is established with a transparent process to prepare employees to advance to the next level, a KTR campaign is initiated with the goal to establish a KTR process.	NOAA is better able to sustain it mission through the transition of its workforce.		X	
	3.3.2: Provide training for managers on succession planning and KTR processes.		2nd Quarter FY18	NOAA Training Office, LO/SO CLOs, LO/SO award nominators	Identify how D&I intertwine in succession planning techniques. Succession plans are developed. A KTR process that can be sustained throughout the agency is developed.	NOAA employees will have the opportunity to be progressively promoted within the agency.		X	