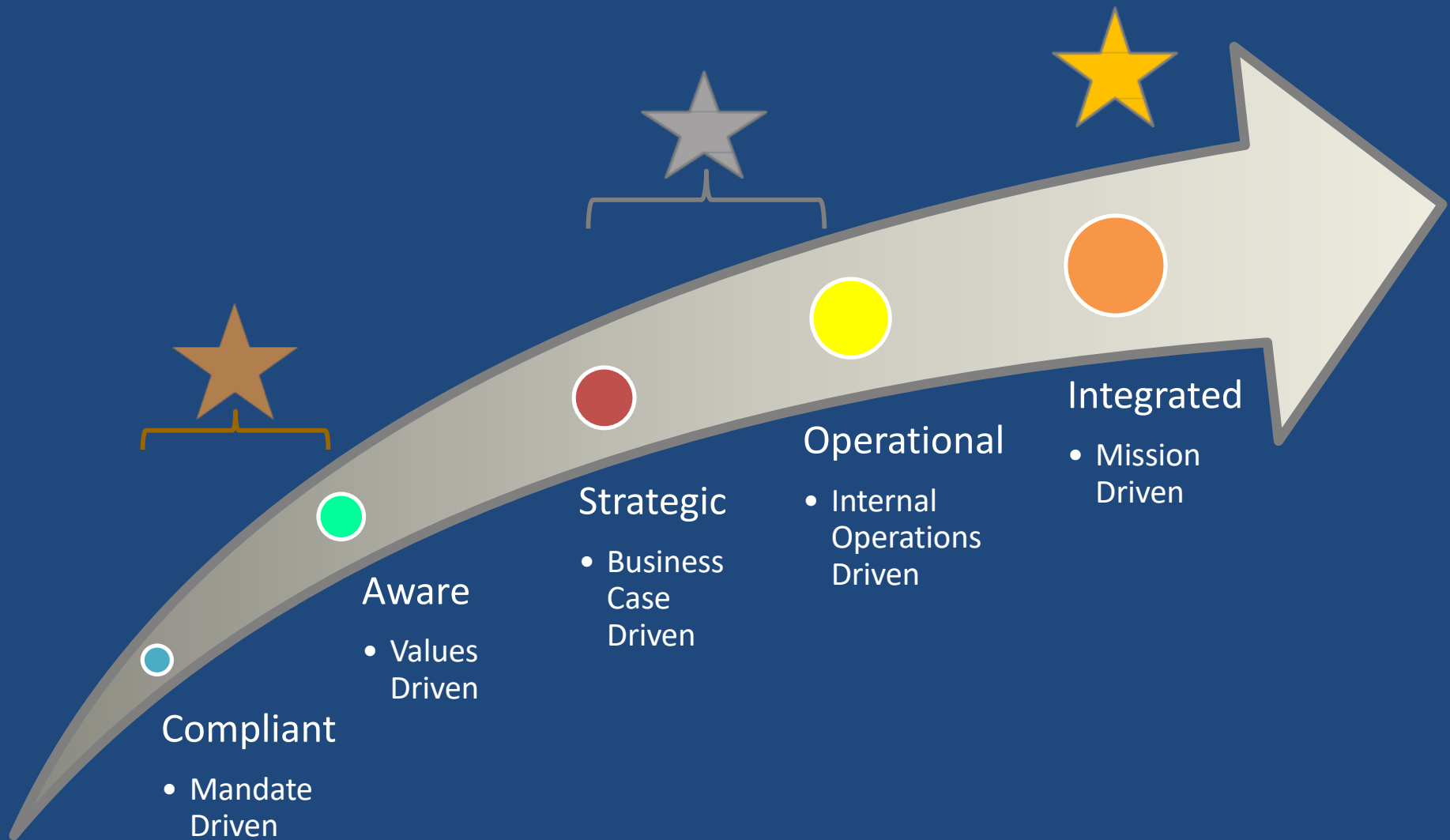# NOAA Diversity and Inclusion Maturity Model

DOC D&I Program Opportunities

Compliant
- Mandate Driven

Aware
- Values Driven

Strategic
- Business Case Driven

Operational
- Internal Operations Driven

Integrated
- Mission Driven

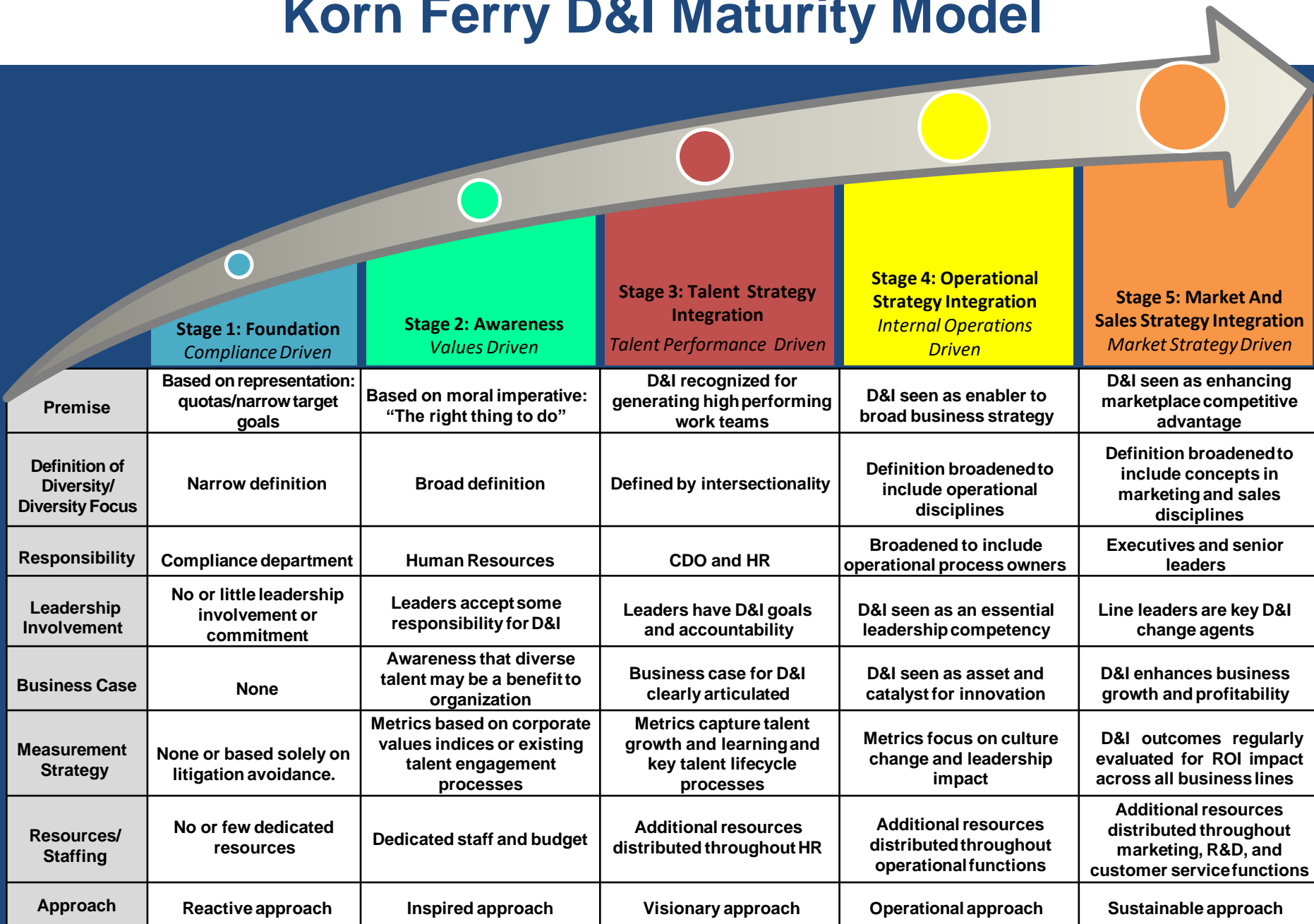Adapted from Korn Ferry D&I Maturity Model

Diversity and Inclusion Framework Matrix Options for a Holistic D&I Program

Diversity & Inclusion Framework Components	Focus	Compliant/ Aware (Bronze)	Strategic/ Operational (Silver)	Integrated (Gold)
Workforce Diversity	**People**	- Focused on demographics - Complying with mandatory reporting	- Ensure data driven D&I decisions - Collaborate with HR on workforce planning and conduct targeted outreach	- Workforce diversity outcomes regularly evaluated for ROI impact agency-wide - Diversity is broadened to include cognitive, organizational and functional aspects (even global)
Workplace Inclusion	**Culture**	- Hosting Special Emphasis Events - A few leaders are involved in D&I activities - Email communications to increase awareness of D&I programs and events	- Capitalize on events to communicate D&I goals and objectives - Leaders communicate D&I goals and establish accountability in performance plans - Comprehensive D&I education program - Coordinated events with ERGs and affinity groups	- Leaders are maximizing organizational performance through inclusive practices - D&I drives innovation and process improvement - ERGs and Affinity Groups integrated into agency mission
Agency Mission	**Business**	- No clearly established D&I business case - Resources as needed - Minimum staff and budget	- Established business case for D&I - Operationalizing D&I strategic plan goals and strategies - Additional resources allocated and distributed throughout the organization	- Agency Head is leading the charge for D&I - Agency Directors, Secretaries, and Deputy Directors are key D&I change agents in integrating D&I into all aspects of the organization - D&I is a mission critical imperative and leveraged to meet current and future HR needs - Agency recognized as a leader in D&I in the public sector - Dedicated resources are an agency priority

Korn Ferry D&I Maturity Model

	Stage 1: Foundation *Compliance Driven*	**Stage 2: Awareness** *Values Driven*	**Stage 3: Talent Strategy Integration** *Talent Performance Driven*	**Stage 4: Operational Strategy Integration** *Internal Operations Driven*	**Stage 5: Market And Sales Strategy Integration** *Market Strategy Driven*
Premise	Based on representation: quotas/narrow target goals	Based on moral imperative: "The right thing to do"	D&I recognized for generating high performing work teams	D&I seen as enabler to broad business strategy	D&I seen as enhancing marketplace competitive advantage
Definition of Diversity/ Diversity Focus	Narrow definition	Broad definition	Defined by intersectionality	Definition broadened to include operational disciplines	Definition broadened to include concepts in marketing and sales disciplines
Responsibility	Compliance department	Human Resources	CDO and HR	Broadened to include operational process owners	Executives and senior leaders
Leadership Involvement	No or little leadership involvement or commitment	Leaders accept some responsibility for D&I	Leaders have D&I goals and accountability	D&I seen as an essential leadership competency	Line leaders are key D&I change agents
Business Case	None	Awareness that diverse talent may be a benefit to organization	Business case for D&I clearly articulated	D&I seen as asset and catalyst for innovation	D&I enhances business growth and profitability
Measurement Strategy	None or based solely on litigation avoidance.	Metrics based on corporate values indices or existing talent engagement processes	Metrics capture talent growth and learning and key talent lifecycle processes	Metrics focus on culture change and leadership impact	D&I outcomes regularly evaluated for ROI impact across all business lines
Resources/ Staffing	No or few dedicated resources	Dedicated staff and budget	Additional resources distributed throughout HR	Additional resources distributed throughout operational functions	Additional resources distributed throughout marketing, R&D, and customer service functions
Approach	Reactive approach	Inspired approach	Visionary approach	Operational approach	Sustainable approach

Diversity and Inclusion Maturity Model

NOAA

Integrated
- Mission Driven

Operational
- Internal Operations Driven

Strategic
- Business Case Driven

Aware
- Values Driven

Compliant
- Mandate Driven

Adapted from Korn Ferry D&I Maturity Model