



NOAA Diversity and Inclusion Strategic Plan



Fiscal Years 2017 – 2019

TABLE OF CONTENTS



| | |
|---|-----|
| Message from Leadership to All Employees | iii |
| Administrator’s Diversity and Inclusion Policy Statement | v |
| Executive Summary | vii |
| Introduction | 1 |
| NOAA’s Diversity and Inclusion Vision | 1 |
| Defining Diversity and Inclusion | 2 |
| Assessing Inclusion in NOAA’s Current Environment | 2 |
| The Value of Diversity and Inclusion for NOAA | 3 |
| Agency Commitment | 3 |
| Strategic Alignment | 4 |
| Diversity and Inclusion Goal 1: Workforce Diversity | 6 |
| Diversity and Inclusion Goal 2: Workplace Inclusion | 8 |
| Diversity and Inclusion Goal 3: Sustainability | 11 |
| Achieving Results | 13 |
| Appendix A: NOAA Diversity and Inclusion Roles and Responsibilities | 14 |
| Appendix B: Leadership Commitment | 16 |

MESSAGE FROM LEADERSHIP TO ALL EMPLOYEES



It is with great pleasure that we present the National Oceanic and Atmospheric Administration (NOAA) Diversity and Inclusion Strategic Plan for fiscal years (FY) 2017–2019. Creating and fostering a diverse and inclusive workforce is a top priority for the Federal Government and a mission imperative for NOAA. This plan provides a roadmap for building an inclusive work environment that leverages diversity to achieve mission goals and business objectives. Inherent to NOAA’s approach is the concept that diversity requires an inclusive environment to thrive – a work environment that encourages open communication, provides fair and equitable opportunities, and empowers employees with the resources and support they need to advance and support our mission of science, service and stewardship. Equally critical is strengthening leadership accountability at all levels for sustaining progress toward the diversity and inclusion goals articulated in this plan.

Successful implementation of the goals and objectives in this plan requires coordination across the entire Agency. To achieve this, the Plan integrates efforts of the Diversity and Inclusion Management Advisory Council (DIMAC) and the efforts of each Line and Staff Office within NOAA. This comprehensive strategic document provides a transparent link to goals and objectives at the Department and Bureau levels, to include alignment with Department of Commerce (DOC) and NOAA strategic plans, and associated diversity and inclusion strategic plans. In addition, the Diversity and Inclusion Strategic Plan incorporates government-wide priorities established by the Office of Personnel Management.

On behalf of all NOAA leadership, we would like to thank the employees across our workforce for their contributions to this plan. This effort further reinforces our shared responsibility to create and foster a diverse and inclusive workforce. We encourage every employee, manager, and leader to take an active role in creating and supporting a diverse and inclusive work environment. The results will enable us to maximize our collective potential and successfully achieve our mission.



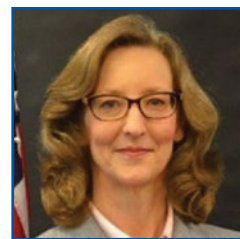
DR. KATHRYN D. SULLIVAN
UNDER SECRETARY OF COMMERCE
FOR OCEANS AND ATMOSPHERE
AND NOAA ADMINISTRATOR



MANSON K. BROWN
ASSISTANT SECRETARY OF COMMERCE
FOR ENVIRONMENTAL OBSERVATION
AND PREDICTION AND
DEPUTY ADMINISTRATOR FOR NOAA



BENJAMIN P. FRIEDMAN
DEPUTY UNDER SECRETARY FOR OPERATIONS



KIMBERLYN J. BAUHS
DIRECTOR, WORKFORCE MANAGEMENT OFFICE

ADMINISTRATOR'S DIVERSITY AND INCLUSION POLICY STATEMENT



UNITED STATES DEPARTMENT OF COMMERCE
The Under Secretary of Commerce
for Oceans and Atmosphere
Washington, D.C. 20230

November 6, 2015

NOAA DIVERSITY AND INCLUSION POLICY STATEMENT

I am issuing this policy statement so that all employees of our National Oceanic and Atmospheric Administration (NOAA) team clearly understand my expectations for what every individual of the team must do to contribute to a safe, welcoming, nurturing, and professionally challenging work environment for each and every member of our collective team.

Workforce diversity is defined as a collection of individual attributes that together help agencies pursue organizational objectives efficiently and effectively. Inclusion is defined as a culture that connects each employee to the organization.

Together, we can make NOAA the best place to work in the federal government. Given the motivating nature of our work and the positive spirit of our people, we should consistently top the charts with employee satisfaction in the Federal Employee Viewpoint Survey. To make this vision a reality, each of us must contribute to a sustained and vibrant climate and culture in which every employee at every level of the agency genuinely feels they are professionally valued and that their contributions make a positive difference.

Leaders and supervisors have a special responsibility to help build and preserve this climate and culture. As public servants, we fully embrace the mantra of "*Mission First, People Always.*" Mission requirements all too often consume the precious moments of a leader's day, leaving responsibilities such as evaluations, awards, and teambuilding events deferred or unfulfilled. Leaders must proactively LEAD through this challenge by taking more of a "People First, Mission Always" attitude and making people a routine part of your daily to annual work plans. Our organizational performance, our reputation, and even our future from a recruiting perspective, all rely on enhancing our people-based skills in concert with the skills we need as a science-based services agency.

We must relentlessly uphold a workplace that is brimming with respect and free of discrimination for all employees. Because we have valued members on our team in numbers that are significantly underrepresented (e.g. women, racial/ethnic minorities, and people with disabilities), leaders and supervisors must be attuned to those team and interpersonal dynamics that could negatively impact members of underrepresented groups. We must systematically pursue outreach and recruiting strategies to address significant demographic imbalances in our workforce. We must promote appreciation, teambuilding, and diversity awareness through cultural celebrations. And we must proactively fulfill our organizational commitments under the Department of Commerce Diversity and Inclusion Strategic Plan.

A handwritten signature in black ink, appearing to read "K. Sullivan".

Kathryn D. Sullivan, Ph.D.
Under Secretary of Commerce for
Oceans and Atmosphere

THE ADMINISTRATOR



Printed on Recycled Paper

EXECUTIVE SUMMARY



NOAA’s unique mission of science, service and stewardship demands a diverse workforce to reflect, understand, and respond to the varied communities and stakeholders we serve. Equally important is an inclusive work environment that drives employee and organizational performance. NOAA recognizes that a sustained commitment to strengthening diversity and inclusion is critical to enable a future where societies and the world’s ecosystems reinforce each other and are mutually resilient in the face of sudden and prolonged change.

NOAA’s Diversity and Inclusion Strategic Plan establishes a framework for action to strengthen diversity and inclusion, and, ultimately, NOAA’s workforce capabilities. The plan builds on the FY 2012–2016 DOC Diversity and Inclusion Strategic Plan, and considers the workforce gaps from NOAA’s Management Directive 715 results. The plan also complies with Executive Order 13583 – Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal Workforce, and is based on guidance provided by OPM.

This plan sets forth the goals, objectives, and tactics necessary to recruit a diverse, highly capable workforce, build an inclusive work environment, and ensure continued progress and commitment. Table 1 summarizes NOAA’s diversity and inclusion goals and objectives for FY 2017–2019. Details for each goal, including specific tactics and key success indicators, comprise the body of this plan.



Table 1: Summary of Diversity and Inclusion Goals and Objectives

| GOAL | OBJECTIVE |
|--|--|
| <p>1: Workforce Diversity — Recruit a diverse, highly capable workforce</p> | <p>1.1: Proactively recruit qualified individuals at all levels whose diverse backgrounds, experience, education, and skills will advance the mission</p> <p>1.2: Enhance selection and assessment practices to support the hiring of diverse, highly qualified candidates</p> <p>1.3: Strengthen infrastructure and processes to support the employment and retention of individuals with disabilities</p> |
| <p>2: Workplace Inclusion — Build a work environment that promotes inclusion</p> | <p>2.1: Strengthen employee engagement to cultivate an inclusive culture</p> <p>2.2: Build a work environment that maximizes individual and collective potential and productivity</p> <p>2.3: Ensure all employees have equal access to career development opportunities</p> <p>2.4: Enhance internal communication to engage the workforce and elevate diversity and inclusion as a top NOAA priority</p> |
| <p>3: Sustainability — Build sustained leadership commitment to a diverse and inclusive NOAA through accountability, data, and education</p> | <p>3.1: Expand leadership and accountability for managing diversity and inclusion across NOAA</p> <p>3.2: Implement tools and processes to assess progress toward diversity and inclusion goals and enable data-driven decision making</p> <p>3.3: Implement succession planning and knowledge transfer/retention processes to strengthen the workforce through increased retention of diverse employees</p> |

INTRODUCTION



NOAA's Diversity and Inclusion Vision

NOAA's diversity and inclusion efforts are guided by the following vision:

An inclusive environment in which the Agency leverages diversity to achieve mission goals and business objectives and maximizes the potential of individuals and the organization.



Defining Diversity and Inclusion

Diversity refers to the similarities and differences in individuals and the collective characteristics that make up NOAA’s workforce. Inclusion refers to the organization’s work environment and culture. If employees feel that their work and opinions are valued by NOAA leadership and management, they will tend to be better engaged. This sense of engagement and self-worth can either maximize or inhibit NOAA’s ability to realize the full benefits of diversity – for example, whether or not diverse perspectives are welcomed and respected. Since diversity and inclusion are so interconnected, strengthening both is critical to NOAA’s ability to achieve our mission.

Assessing Inclusion in NOAA’s Current Environment

Agencies have measured and reported on key diversity factors for years. However, measuring and reporting on inclusion is a relatively new practice. It is important to understand the current state of inclusion within the Agency because it is such a critical element in realizing the benefits of diversity across NOAA.

NOAA uses OPM’s Inclusion Quotient Index (Inclusion Index) to measure the level of inclusiveness in the work environment. The Inclusion Index is based on employee responses to 20 Federal Employee Viewpoint Survey (FEVS) questions grouped into the five inclusive habits. Table 2 describes these five habits, and lists NOAA’s FY 2015 scores. The Inclusion Index enables NOAA to assess and pinpoint specific inclusion challenges, and design appropriate interventions to address areas that need improvement across the workforce.

According to the FY 2015 Inclusion Index, participants/responded rated NOAA at 58 percent, which is lower than the overall DOC average of 63 percent, and just 1 percent higher than the federal government-wide benchmark of 57 percent. A detailed assessment of the lowest scoring “habits” and individual FEVS questions within the Inclusion Index shed further light on strategies NOAA can employ to address key inclusion challenges. An assessment of the discrepancy between NOAA’s scores and the DOC-wide average, as well as trend data across fiscal years, suggest that NOAA’s biggest barriers to inclusion relate to perceived deficiencies in the fair and equal treatment of employees (“Fair”) and cross-Agency communication and collaboration (“Cooperative”).

Figure 1: Diversity and Inclusion Defined



The goals, strategies, and tactics outlined in this plan are designed to boost inclusion, especially in the risk areas described above. Moving forward, NOAA will use the Inclusion Index to continually measure and assess the Agency’s work environment and progress (Table 2).

Table 2: NOAA FEVS Inclusion Index Results Summary

| HABIT OF INCLUSION | WHAT THIS MEASURES | FY 2015 |
|-------------------------|---|---------|
| Fair | Are all employees treated equitably? | 46% |
| Open | Does management support diversity in all ways? | 56% |
| Cooperative | Does management encourage communication and collaboration? | 50% |
| Supportive | Do supervisors respect, support, and value employees? | 79% |
| Empowering | Do employees have the resources and support they need to excel? | 58% |
| Overall Inclusion Index | How inclusive is the work environment overall? | 58% |

The Value of Diversity and Inclusion for NOAA

The multiple mission areas for NOAA are rapidly evolving and increasingly complex, demanding higher levels of collective readiness and capabilities across NOAA’s workforce. At the same time, the communities NOAA serves are becoming increasingly diverse. OPM describes three tangible benefits to focusing on diversity and inclusion: serving our communities and being socially responsible, increasing innovation, and getting a return on investment. NOAA requires these benefits to sustain our long-term organizational excellence in science, stewardship, and service. To provide high-quality, responsive customer service to the public, we need a workforce that reflects the best and most intelligent talent of American society. A diverse workforce provides exactly this through varied backgrounds, perspectives, and skills. By fully including our employees, we can maximize our performance by taking full advantage of our workforce diversity. This will provide NOAA with stronger capabilities to advance our ability to understand and anticipate changes in the Earth’s environment, improve society’s ability to make scientifically informed decisions, and conserve and manage ocean and coastal ecosystems and resources.

Agency Commitment

NOAA is committed to achieving this diversity and inclusion vision: to build an inclusive environment in which we leverage diversity to achieve our mission goals and business objectives, and maximize the potential of our employees and the organization as a whole.

In making this commitment, NOAA recognizes that all employees, supervisors, and leaders at all levels play a critical role in realizing this vision. All employees support a diverse workforce and an inclusive environment by demonstrating respect and integrity with and for each other in every aspect of daily work. Appendix A summarizes the specific roles and responsibilities each

and every employee has in building a diverse and inclusive NOAA. Senior leadership, the NOAA Executive Council (NEC), and the DIMAC will provide ongoing strategic direction and oversight to ensure NOAA makes progress toward our vision and the goals in this plan. The DIMAC is NOAA’s council on diversity and inclusion, comprised of members from all Line and Staff Offices. It is charged with ensuring a comprehensive view of crucial efforts in this area, oversight of this strategic plan, making recommendations to senior leadership on ways to strengthen diversity and employee engagement, and sharing of information and best practices among the NOAA offices. All Line and Staff Offices, to include regions and laboratories, are empowered and expected to play an active role in furthering the goals in this plan.

Strategic Alignment

NOAA’s diversity and inclusion goals and objectives directly align with DOC’s Strategic Plan FY 2014–2018, the NOAA Administrator’s Priorities, and the NOAA Human Capital Strategic Plan FY 2016–2018. These goals and objectives support NOAA in achieving our mission and strategic priorities. They also align with Executive Order 13583, *Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal Workforce*.

As summarized in Figure 2, these plans provide NOAA with targeted Agency-wide strategies to manage our most valuable resource – our people.

Figure 2: Summary of NOAA Strategic Plan Alignment



DOC and NOAA use the OPM Government-wide Diversity and Inclusion Strategic Plan and the accompanying OPM Guidance for Agency-specific Diversity and Inclusion Plans to shape our plans (Figure 3). In these documents, OPM identifies three overarching goals that are critical to increasing diversity and inclusion:

1. **Workforce Diversity** — Recruit from a diverse, qualified group of potential applicants to secure a high-performing workforce drawn from all segments of American society.
2. **Workplace Inclusion** — Cultivate a culture that encourages collaboration, flexibility, and fairness to enable individuals to contribute to their full potential and further retention.
3. **Sustainability** — Develop structures and strategies to equip leaders with the ability to manage diversity, be accountable, measure results, refine approaches on the basis of such data, and institutionalize a culture of inclusion.

Figure 3: NOAA Alignment with OPM and DOC Diversity and Inclusion Goals



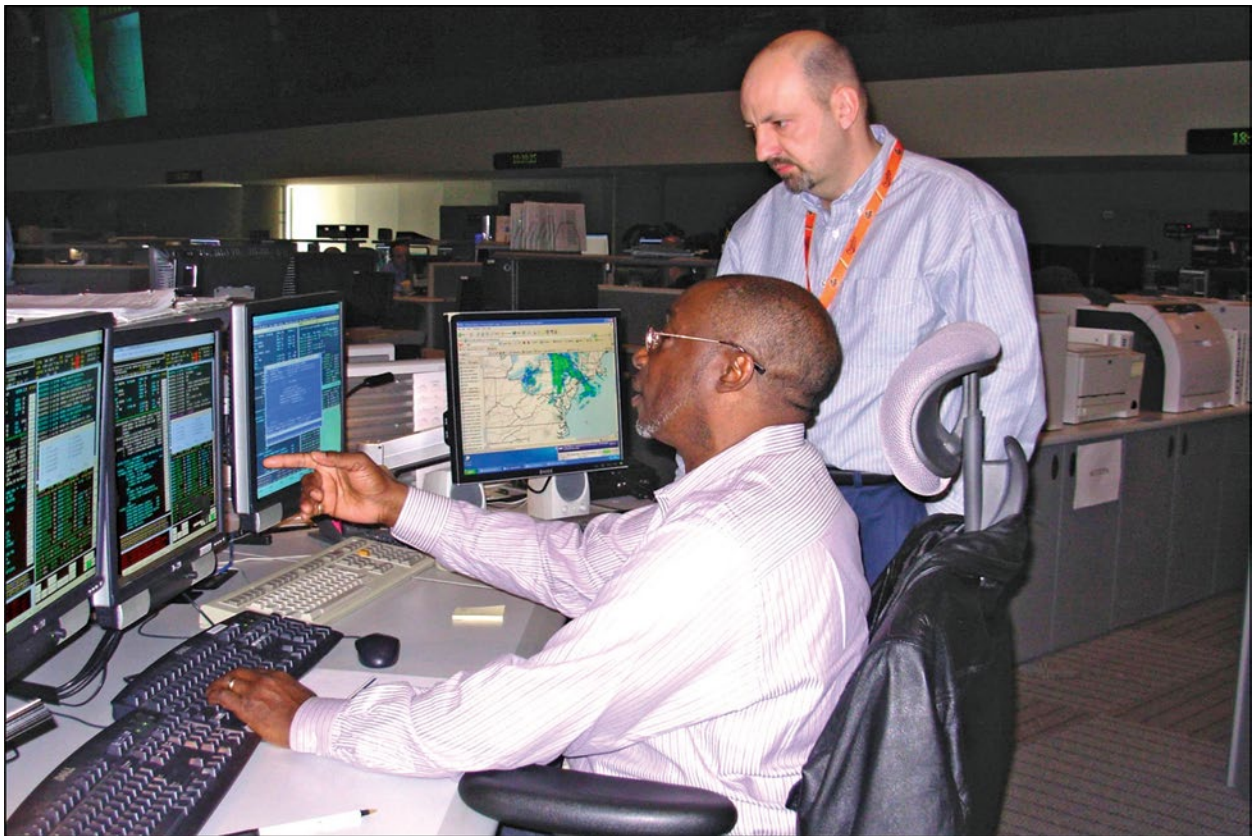
DIVERSITY AND INCLUSION GOAL 1:



Recruit a Diverse, Highly Capable Workforce

Key Outcomes

- NOAA's workforce is diverse and reflects the composition of the available pools of exceptional talent.
- NOAA's recruitment and outreach efforts demonstrate a strong commitment to increasing the entry of diverse and underrepresented candidates.



NOAA’s unique mission calls for a diverse workforce that reflects and understands the needs of the evolving population that we serve. While NOAA stands out as a top employer of veterans, significant opportunities remain to strengthen workforce diversity, especially with regard to race and ethnicity, gender, and persons with disabilities. To recruit a diverse, highly capable workforce, NOAA must adjust our hiring and selection practices to break down barriers for underrepresented populations and employ targeted recruitment and outreach strategies to reach diverse candidates. It is equally important that NOAA provide an accessible and adaptable workplace to attract and retain employees with disabilities. The goals, objectives, and tactics in Table 3 detail NOAA’s focus going forward.

NOAA’s analysis of barriers in recruitment and selection practices will help determine the strategic priorities for recruitment. At the same time, NOAA will draw on the Line and Staff Office recruitment plans to select innovative methods and sources, and build on outreach networks to recruit high-quality, diverse candidates. One key indicator that NOAA uses to measure our success in these areas includes the percentage of employees in underrepresented groups relative to their representation in the Civilian Labor Force (CLF), per the NOAA Diversity Index and Scorecard.

Table 3: Summary of Goal 1 Objectives and Tactics

| OBJECTIVES | TACTICS |
|--|---|
| <p>1.1: Proactively recruit qualified individuals at all levels whose diverse backgrounds, experience, education, and skills will advance the mission</p> | <p>1.1.1: Implement targeted recruitment strategies and outreach activities to reach diverse and underrepresented populations to include women, minorities and persons with disabilities</p> <p>1.1.2: Analyze applicant flow and promotion data to identify and eliminate barriers in recruitment and selection practices</p> |
| <p>1.2: Enhance selection and assessment practices to support the hiring of diverse, highly qualified candidates</p> | <p>1.2.1: Modify selection and assessment practices and processes to minimize barriers and augment NOAA’s focus on diversity and inclusion</p> <p>1.2.2: Educate hiring managers/selection officials/HR staff about special hiring authorities and programs that support the selection and hiring of a more diverse workforce of women and minorities</p> |
| <p>1.3: Strengthen infrastructure and processes to support the employment and retention of individuals with disabilities</p> | <p>1.3.1: Use internal resources and external outreach networks to find and recruit qualified individuals with disabilities (IWD) and targeted disabilities (IWTID)</p> <p>1.3.2: Build an accessible and adaptable workplace that fully accommodates employees with disabilities</p> |

DIVERSITY AND INCLUSION GOAL 2: WORKPLACE INCLUSION



Build a Work Environment That Promotes Inclusion

Key Outcomes

- NOAA’s workforce understands the value of having a diverse team and the benefits that inclusion provides to the communities we serve.
- NOAA employees report high levels of engagement across the Agency.
- NOAA establishes an inclusive work environment that supports and leverages the diversity of our workforce.



Workplace Inclusion is about building a work environment that embraces diversity of experience and empowers employees at all levels. Feeling included is directly related to employee engagement, which encompasses a wide range of organizational factors, from access to career development opportunities to the effectiveness and transparency of internal communications. The full benefits of a diverse workforce cannot be realized unless we all feel we are important to NOAA's mission and contributing to our goals. An environment that is perceived by employees as inclusive is critical to NOAA's ability to serve our internal and external customers.

The goals, objectives, and tactics in Table 4 describe how NOAA plans to build a work environment that promotes inclusion, and we address key risk areas across the workforce as identified by NOAA's FEVS Inclusion Index scores. This plan supports NOAA's succession, employee, and leadership development efforts by ensuring equal access to career development opportunities.

To establish an inclusive work environment, NOAA must increase participation in programs that build cultural awareness and appreciation of diversity, strengthen communication across the Agency, and enhance opportunities for employee development from the first day on the job through the top leadership cadre. It is equally imperative that inclusion is driven from the top, by all NOAA leaders. As such, Our Sustainability goal is vital to achieving successful outcomes for Goal 2. Some key indicators that NOAA uses to measure success for Goal 2 include the percentage of positive responses on the FEVS Inclusion Index and the Employee Engagement Index, as reported by employees.

Table 4: Summary of Goal 2 Objectives and Tactics

| OBJECTIVES | TACTICS |
|---|---|
| <p>2.1: Strengthen employee engagement to cultivate an inclusive culture</p> | <p>2.1.1: Develop and implement employee engagement strategies through collaboration among the DIMAC, Line and Staff Office Equal Employment Opportunity and Diversity Managers, and affinity groups</p> <p>2.1.2: Support participation in internal employee resource/affinity groups</p> <p>2.1.3: Promote the use of special observances and special emphasis programs to highlight the importance of diversity and cultivate cultural awareness</p> <p>2.1.4: Formally recognize efforts to increase diversity and inclusion</p> <p>2.1.5: Increase participation in work/life balance programs</p> |
| <p>2.2: Build a work environment that maximizes individual and collective potential and productivity</p> | <p>2.2.1: Administer robust employee orientation and onboarding programs for new employees and leaders</p> <p>2.2.2: Enhance professional mentoring programs for employees at all levels</p> |
| <p>2.3: Ensure all employees have equal access to career development opportunities</p> | <p>2.3.1: Identify and eliminate barriers to participation in leadership development programs</p> <p>2.3.2: Implement strategies that provide unbiased access to developmental opportunities across all levels of the organization</p> |
| <p>2.4: Enhance internal communication to engage the workforce and elevate diversity and inclusion as a top NOAA priority</p> | <p>2.4.1: Proactively communicate the importance of diversity and inclusion to promote joint ownership and engagement across the workforce</p> <p>2.4.2: Provide regular updates to the workforce on NOAA’s progress toward Diversity and Inclusion Plan goals</p> |

DIVERSITY AND INCLUSION GOAL 3: SUSTAINABILITY



Build Sustained Leadership Commitment to a Diverse and Inclusive NOAA Through Accountability, Data, and Education

Key Outcomes

- The workforce is prepared to effectively address the needs of a more physically, economically, culturally, and ethnically diverse population.
- Line and Staff Offices are empowered and accountable for identifying and implementing relevant diversity and inclusion objectives that move the mission forward.



Sustainability centers on building and maintaining the accountability structures and processes needed to strengthen diversity and institutionalize an inclusive work environment across NOAA. Effective leadership, measurement, evaluation, and education are equally important components of accountability. Recently, NOAA has made great strides in developing infrastructure and processes that support accountability. Examples include the establishment of the DIMAC and the development of the Line/Staff Office FEVs action plans.

To build on this success, NOAA needs to establish clear direction and lines of authority to connect Line and Staff Office headquarters and regional offices with diversity and inclusion initiatives. This includes holding leaders accountable for making measurable progress toward diversity and inclusion goals. Regular monitoring, evaluation, and reporting of relevant data and progress will keep NOAA on track in prioritizing and accomplishing goals. Finally, tailored training will enable NOAA to build competencies in diversity and inclusion at all levels, especially in the senior ranks. The goals, objectives, and tactics in Table 5 detail NOAA’s approach to sustainability. One of the key indicators that NOAA uses to measure our progress toward this goal is the percentage of leaders whose performance is tied to diversity and inclusion outcomes.

Table 5: Summary of Goal 3 Objectives and Tactics

| OBJECTIVES | TACTICS |
|--|---|
| 3.1: Expand leadership and accountability for managing diversity and inclusion across NOAA | 3.1.1: Develop assessment tools to recruit for senior executives who demonstrate support for diversity and inclusion in their previous assignments 3.1.2: Establish Line and Staff Office ownership for annual diversity and inclusion action planning 3.1.3: Assess leaders’ performance based on diversity and inclusion outcomes |
| 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 3.2.2: Assess and report on progress against incremental diversity and inclusion goals |
| 3.3: Implement succession planning and knowledge transfer/retention (KTR) processes to strengthen the workforce through increased retention of diverse employees | 3.3.1: Develop succession planning and KTR tools that can be used universally across the agency 3.3.2: Provide training for managers on succession planning and KTR processes |

ACHIEVING RESULTS



Effectively implementing this Diversity and Inclusion Strategic Plan will be critical to NOAA’s success. The DIMAC will lead the overall implementation, with oversight from the NEC and full support from senior leadership. Line and Staff Office executives will maintain accountability for each plan objective, working with their colleagues, teams, and Agency Councils as appropriate to advance these objectives and support tactics. Together, leadership and the DIMAC will engage employees and managers in all Offices to achieve results.

The DIMAC will develop guidance to implement and assess our progress toward achieving these goals and objectives. NOAA is aware that many factors (such as changing demographics of the labor force) may influence and challenge the execution of this plan over the next few years. The DIMAC and NEC will continually monitor our tactics and progress toward our objectives to update implementation efforts as appropriate. Employees can expect to receive periodic information and reports regarding progress toward the goals outlined in this plan.



APPENDIX A: NOAA DIVERSITY AND INCLUSION ROLES AND RESPONSIBILITIES



Employees at all levels play a critical role in building a diverse and inclusive NOAA. Key roles and responsibilities are summarized in Table 6.

Table 6: NOAA’s Shared Diversity and Inclusion Roles and Responsibilities

| ROLES | RESPONSIBILITIES |
|---|---|
| Senior Leadership (including the NOAA Executive Panel and Council) | Champion diversity and inclusion across NOAA, working in conjunction with the DIMAC to ensure that organizational systems, policies, and practices support NOAA’s diversity and inclusion vision and are integrated into Agency operations. |
| Diversity & Inclusion Management Advisory Council (DIMAC) Chairs | Oversee the development and implementation of NOAA’s Diversity and Inclusion Strategic Plan, to include: advising NOAA Administrator on diversity and inclusion issues; providing leadership and direction to the DIMAC; assessing progress on the Diversity and Inclusion Strategic Plan and annually updating Diversity and Inclusion Implementation Plans; working with senior leadership to properly resource plan tactics; communicating plan priorities and progress to the workforce; and ensuring overall accountability for diversity and inclusion across NOAA. |
| DIMAC Members | Support NOAA leadership, NOAA Executive Panel/Council, DIMAC Chairs, and the Human Resources Directors’ Advisory Committee in implementing the Diversity and Inclusion Strategic Plan, to include: coordinating action and tracking progress toward success indicators; partnering with Agency Councils as appropriate; preparing annual reports; and monitoring Line and Staff Office action planning activities. |
| Civil Rights Office (CRO) | Provide leadership and direction to achieve these Diversity and Inclusion Strategic Plan goals, to include establishing policies and procedures that directly support plan objectives and ensuring compliance with Equal Employment Opportunity (EEO) laws and Federal reporting requirements. |

| ROLES | RESPONSIBILITIES |
|--|---|
| Workforce Management Office (WFMO) | Provide direction and support in achieving Diversity and Inclusion Strategic Plan goals, to include: leading workforce planning and analysis; hiring; talent management (e.g., training and onboarding); recognition and awards; communication planning; metrics programs; processes; and policies. |
| Human Resources Directors' Advisory Committee (HRDAC) | Support the DIMAC in achieving NOAA's diversity and inclusion vision, and facilitate alignment with other internal initiatives. |
| Line Office EEO and Diversity Managers | Provide support in achieving NOAA Diversity and Inclusion Strategic Plan Goals through training, outreach and recruitment efforts; promotion of diversity and inclusion practices; serve as a resource to their respective Line Office leaders to ensure priorities and progress are communicated to the workforce. |
| Diversity and Professional Advancement Working Group (DPAWG) | Support the DIMAC in achieving NOAA's diversity and inclusion vision through leading specific implementation of objectives that result in increased recruitment and advancement of underrepresented groups within NOAA. |
| All Selection Officials, Hiring Managers, HR Staff, and Recruiters | Comply with diversity hiring and selection principles, and select the best-qualified applicant for the job regardless of race, ethnicity, gender, age, color, disability, religion, sexual orientation, or any other non-merit factor. |

APPENDIX B: LEADERSHIP COMMITMENT



The National Oceanic and Atmospheric Administration (NOAA) strives to provide all employees and job applicants with a full and fair opportunity for employment, career advancement and access to programs. We recognize that diversity is about more than race and gender. Understanding diversity means creating an inclusive environment and culture for everyone who values our unique differences and shared values. This is an agency priority that is critical to our success.

NOAA is committed to incorporating the principles of diversity as one of our core values. Empowering a workforce that includes diversity of thought, diversity in its people, and diversity in its business practices demonstrates that we are capable of understanding and responding effectively to the needs of our workforce and to our mission. We pledge to create and promote a workplace where the talents of all individuals are recognized and appreciated.

Benjamin P. Friedman
Deputy Under Secretary for Operations

RADM David Score
Director, Office of Marine & Aviation Operations, and Director, NOAA Corps

Dr. Russell Callender
Assistant Administrator, National Ocean Service

Mark Seiler
Chief Financial Officer

Dr. Paul Doremus
Deputy Assistant Administrator, National Marine Fisheries Service

Edward C. Horton
Chief Administrative Officer

Dr. Louis Uccellini
Assistant Administrator, National Weather Service

Mitchell J. Ross
Director, Acquisition and Grants Office

Dr. Stephen Volz
Assistant Administrator,
National Environmental Satellite, Data & Information Service

Kimberlyn Bauhs
Director, Workforce Management Office

Craig McLean
Assistant Administrator, Oceanic & Atmospheric Research

Zachary Goldstein
Chief Information Officer

