NOAA 5th Annual Diversity, Equity, Inclusion, and Accessibility Summit

Presented by:
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Director, Office of Inclusion and Civil Rights

As of: July 28, 2021
Discussion Points

- Workforce Demographics
- DEIA Implementation Plan Dashboard
- DEIA Maturity Model
- DEIA Improvements/Accomplishments
- Effective Summit
- Growth Mindset
## Key Terms and Definitions

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Term</th>
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<tbody>
<tr>
<td>CLF</td>
<td>Civilian Labor Force (CLF): U.S. citizens, persons 16 years of age and over (except those in the armed forces), and non-felons who are employed or are unemployed and seeking work.</td>
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<tr>
<td>OCLF</td>
<td>Occupational Civilian Labor Force: Reflects civilian labor force by specific occupation/career series.</td>
</tr>
<tr>
<td></td>
<td>Above NOAA total Workforce or CLF</td>
</tr>
<tr>
<td></td>
<td>Below NOAA total Workforce or CLF</td>
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</tbody>
</table>
**NOAA Total Workforce Distribution vs CLF**

**Total FY20 Workforce: 11,584**

The representation of Hispanics, White Females, African Americans, American Indian or Alaska Natives and Two or More Races in NOAA’s workforce remains below their representation in the CLF with minimal changes.

<table>
<thead>
<tr>
<th></th>
<th>Male</th>
<th>Female</th>
<th>Male</th>
<th>Female</th>
<th>Male</th>
<th>Female</th>
<th>Male</th>
<th>Female</th>
<th>Male</th>
<th>Female</th>
<th>Male</th>
<th>Female</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hispanics</td>
<td>2.49</td>
<td>1.62</td>
<td>54.81</td>
<td>24.70</td>
<td>3.63</td>
<td>5.26</td>
<td>3.41</td>
<td>2.42</td>
<td>0.22</td>
<td>0.18</td>
<td>0.44</td>
<td>0.29</td>
<td>0.20</td>
<td>0.32</td>
</tr>
<tr>
<td>White</td>
<td>5.17</td>
<td>4.79</td>
<td>38.33</td>
<td>34.03</td>
<td>5.49</td>
<td>6.53</td>
<td>1.97</td>
<td>1.93</td>
<td>0.07</td>
<td>0.07</td>
<td>0.55</td>
<td>0.53</td>
<td>0.26</td>
<td>0.28</td>
</tr>
</tbody>
</table>

* = Below CLF

(Data collected from HR Connect Data Insight Reporting System - Table A1 – Data as of 09/30/2020)
NOAA total workforce gender demographics have improved with women’s representation increasing since FY2019, as males have decreased. Until FY2019, male representation was generally flat.
When looking at Underrepresented Groups and Whites the trend for underrepresented groups has slightly increased since FY2017. The representation of Whites had been relatively flat for several years prior.
The STEM Underrepresented Group’s Profile demonstrates an upward trend since FY2018 when prior years dating back to FY2010 their representation had been generally flat while the STEM White Profile demonstrates a downward trend.
The STEM Gender Profile has increased by 2 percent over the course of the past four years while being flat from 2010-2016.
The SES Underrepresented Groups/Whites Workforce demonstrates a slight change from FY2019 through FY2020. However, the representation of whites in the SES has for a time been well above their overall representation in the workforce as 80%, while underrepresented groups are well below their overall participation in the workforce at 20%. Whites total SES totals 1,144 averaging 104 SES or 90% over an 11 year span, while the underrepresented groups have total only 128 SES averaging 11 SES or 10% over the course of the 11 year period. NOAA understands that it needs to diversify its executive corps to look more like the workforce and have focused initiatives to facilitate professional development of underrepresented groups to enhance their promotion potential.
The SES by gender displays wavering inconsistency with increases and decreases of women in the executive service. Women representation is under their overall workforce participation of 35%. NOAA recognizes this is an area where there needs to be focus on succession planning which is inclusive of women in NOAA's workforce.
DEIA
Implementation Plan Dashboard
DEIA Implementation Dashboard

Goal 1: Recruit and Attract a Diverse, Highly-Capable Workforce

Accomplishments:
- Concerted effort to be more inclusive in recruitment and outreach.
- All offices have committed to developing plans to encourage the use of diverse panels.

Challenges:
- Implementing enterprise wide use of diverse interview panels

Goal 2: Build a Work Environment that Promotes Inclusion

Accomplishments:
- There is robust participation from leadership on D&I.
- NOAA Transgender Policy approved and published

Challenges:
- Changing the cultural mindset to one that universally values DEIA
- Supervisors lack of support for staff participation in DEIA related events and groups.

- Missing an Executive Sponsor for Generations with Genius ERG

Goal 3: Build Sustained and Adaptive Leadership

Accomplishments:
- D&I is currently listed as a high priority risk
- NOAA Culture Survey has been launched.
- All offices have begun to develop Office specific D&I Plans.

Challenges:
- Developing measurable outcomes and effective data gathering techniques to ensure accountability for each action.
- Ensuring leaders remain transparent on their D&I Efforts.
Diversity and Inclusion Implementation Plan

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 DEIA Program

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

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

- 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
DEIA Improvements/Accomplishments
DEIA Accomplishments

- Completion of FY17-19 D&I Implementation Plan and Implementation of the FY20-24
- Developed an Agency Targeted Outreach Reach Program to attract underrepresented populations to NOAA’s workforce
- Raised FEVS Support for Diversity Score Each of the Pass Four Years
- Raised FEVS Inclusion Index Scores Each of the Pass Four Years
- Expanded ERGs and Increased Engagement with ERGs and Affinity Groups (Internal and External)
- CAO develop criteria to use when evaluating locations for NOAA facilities which consider the impact of locations on diversity in the organization
- NOAA received an awards for support from the BIG, FEW, HACU, National IMAGE (Hispanics), FAPAC
- OHCS implemented changes to LCDP application process to eliminate barriers
- Employees and affiliates may directly provide concerns and suggestions to NOAA leadership through the D&I Suggestion Box
- NOAA Response to the National Social Unrest
- Established a DEIA Events Calendar
- 4th Year Chosen as a Top 20 Supporter of Historically Black Colleges and Universities (HBCU)
What Will It Take To Make This Summit As Effective As Possible For You
An Effective Summit

- Motivation for Change
- Continuous Introspective Evaluation
- Being Aware of Areas That Provide Opportunity for You For Growth
- Challenge Yourself With Some Behaviors That Will Produce Actionable Result
- Sustain Effort in Application of Practices In The Areas of DEIA and WPVP
Growth Mindset vs. Fixed Mindset

<table>
<thead>
<tr>
<th>GROWTH MINDSET</th>
<th>FIXED MINDSET</th>
</tr>
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<tbody>
<tr>
<td>Embraces challenges</td>
<td>Avoids challenges</td>
</tr>
<tr>
<td>Persists in the face of setbacks</td>
<td>Gets frustrated or gives up easily</td>
</tr>
<tr>
<td>Sees effort as the path to mastery</td>
<td>Thinks potential is predetermined</td>
</tr>
<tr>
<td>Learns from criticism</td>
<td>Takes criticism personally</td>
</tr>
<tr>
<td>Finds lessons &amp; inspiration in the success of others</td>
<td>Feels threatened by the success of others</td>
</tr>
</tbody>
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