Discussion Points

- Affirmative Employment Program
- MD-715 Overview
- Model Workplace Scorecard
- Workforce Snapshot
- EEO Complaints Activity
- State of Agency Snapshot
- Next Steps
Affirmative Employment Program
Affirmative Employment Program Evaluation

- Promotions
- Leadership Development
- Succession Planning
- Awards/Recognition
- EEO Complaint Activity
- Engagement
- FEVS Scores
- Diversity Management

- Lack of Inclusion
- Disengagement
- Poor Work Life Integration
- Under Value

- Applicant Flow
- Resume Review Panels
- Interview Panels
- New Hires
- Promotions

- Branding
- Outreach
- Recruitment
- Co-Op/Internships

Inclusion
Attrition
Selection
Attraction
Management Directive 715
Overview
Management Directive 715 (MD-715)  
Model Workplace Plan

**Purpose:**

To provide a framework for the Agency to:
- Assess the current state of equal opportunity and diversity management
- Define and publish a plan for the Agency to achieve “Model Workplace” status

**Governing Statues and Authorities:**

- Title VII of the Civil Rights Act of 1964
- Rehabilitation Act of 1973
- 29 Code of Federal Regulations (C.F.R) Part 1614
- Various Executive Orders
- EEOC’s MD-715
- EEOC’s MD-110
Six Essential Elements of a Model Workplace

- Demonstrated commitment from agency leadership
- Integration of EEO into the agency's strategic mission
- Management and program accountability
- Proactive prevention of unlawful discrimination
- Efficiency
- Responsiveness and legal compliance
Model Workplace Scorecard
## FY17 Model Workplace Scorecard

### FY17 MD-715 Overall Compliance: 94%

<table>
<thead>
<tr>
<th>Element</th>
<th>Checklist Category</th>
<th>2016 (70%)</th>
<th>2017 (94%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Demonstrated Commitment from Agency Leadership</td>
<td>42</td>
<td>100</td>
</tr>
<tr>
<td>B</td>
<td>Integration of EEO into Agency’s Strategic Mission</td>
<td>81</td>
<td>100</td>
</tr>
<tr>
<td>C</td>
<td>Management and Program Accountability</td>
<td>40</td>
<td>80</td>
</tr>
<tr>
<td>D</td>
<td>Proactive Prevention</td>
<td>10</td>
<td>90</td>
</tr>
<tr>
<td>E</td>
<td>Efficiency</td>
<td>88</td>
<td>88</td>
</tr>
<tr>
<td>F</td>
<td>Responsiveness and Legal Compliance</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

**KEY**

- 0-74
- 75-89
- 90-100
The following measures were not met in FY 2017:

1. **Management and Program Accountability**
   
   Not all employees, supervisors, and managers have been informed of the penalties for formally being found to have engaged in discriminatory behavior or for taking personnel actions based upon a prohibited basis.
   
   a) The agency, when appropriate, has not disciplined or sanctioned managers/supervisors or employees found to have discriminated over the past two years.

2. **Proactive Prevention of Unlawful Discrimination**
   
   The participation of supervisors and managers in the ADR process is not required.

3. **Efficiency**
   
   The agency does not track/analyze recruitment efforts to identify potential barriers.
   
   a) CRO does not provide 100% timely EEO counseling within 30 days of the initial request or within an agreed upon extension to all participants.
   
   b) The agency does not require all managers and supervisors to receive ADR training.
   
   c) There are no measures to ensure that responsible management officials involved in a complaint do not make the final decision when declining participation in ADR and do not serve as the person with settlement authority during ADR, per EEOC Management Directive 110, Chapter 3.III.A.
Workforce Snapshot
Key Terms and Definitions

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>CLF</td>
<td>Civilian Labor Force</td>
</tr>
<tr>
<td>OCLF</td>
<td>Occupational Civilian Labor Force</td>
</tr>
<tr>
<td>↓</td>
<td>Participation is 0.5% or more below in the workforce</td>
</tr>
<tr>
<td>↑</td>
<td>Participation is 0.5% or more above in the workforce</td>
</tr>
</tbody>
</table>

• 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.

• Occupational Civilian Labor Force: Reflects civilian labor force by specific occupation/career series.
The representation of Hispanics, White Females and African Americans in the NOAA workforce is below the CLF. However, there was a slight increase in the representation of these groups from FY16 to FY17.
FY17 NOAA
Total Workforce by Gender

The representation of Females at NOAA is 14.84% lower than the CLF.

<table>
<thead>
<tr>
<th></th>
<th>CLF</th>
<th>NOAA Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>51.84%</td>
<td>66.68%</td>
</tr>
<tr>
<td>Female</td>
<td>48.16%</td>
<td>33.32%</td>
</tr>
</tbody>
</table>

(Data collected from HR Connect Workforce Analytics Reporting System - Table A1)
FY17 NOAA Senior Leadership Workforce Distribution

Minority representation in senior level positions is not consistent with their representation in the NOAA workforce.

Total Participation: 1,174

(Data collected from HR Connect Workforce Analytics Reporting System - Table A4P+T)
FY17 NOAA
Senior Leadership by Gender

The representation of Females in Senior Level positions is 3.9% above the overall representation of female the NOAA workforce representation and 10.94% lower than the CLF.

<table>
<thead>
<tr>
<th></th>
<th>CLF</th>
<th>NOAA Actual</th>
<th>Senior Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male Percentage</td>
<td>51.84%</td>
<td>66.68%</td>
<td>62.78%</td>
</tr>
<tr>
<td>Female Percentage</td>
<td>48.16%</td>
<td>33.32%</td>
<td>37.22%</td>
</tr>
</tbody>
</table>

(Data collected from HR Connect Workforce Analytics Reporting System - Table A4 (All))
FY17 NOAA Senior Leadership Workforce
Major Critical Occupations (MCO’s)

* Zero values are not showing in the graphs above.
The representation of Hispanics, White Females and African Americans in most NOAA Line Offices is below the CLF.

Total Participation: 10,276

(Data collected from HR Connect Workforce Analytics Reporting System - Table A2P)
FY17 NOAA Staff Offices & UNSEC Workforce Distribution

The representation of Hispanics, White Males and African Americans in most NOAA Staff Offices & UNSEC is below the CLF.

(Data collected from HR Connect Workforce Analytics Reporting System - Table A2P)
Major Career Occupations by Gender

- The representation of Females is below the OCLF in job series 0482s, 1301s and 2210s.
- The representation of Males is below the OCLF in job series 0343s, 1301s and 1340s.

(Data collected from HR Connect Workforce Analytics Reporting System - Table A6)
Barrier Analysis
Barrier Analysis Summary
Hispanic/Latino at the GS12-SES levels

• The representation of Hispanics/Latinos in the workforce is 3.10%; this rate is 6.86% lower than the expected CLF participation rate of 9.96%.

• Out of the top three MCOs that tend to lead Hispanics/Latinos to leadership positions (0482, 1340 & 2210), two of them are below the OCLF; 0482 at 2.12% which is 2.38% below the OCLF of 4.5% and 2210 at 3.7% which is 3.9% below the OCLF of 7.6%.

• An analysis of new hiring of Hispanics/Latinos at 0482 and 2210 job series (A7 Table) indicates possible Glass Ceiling – they are qualifying into the feeder pool but not getting selected.

• An analysis of A11 table indicated a possible Glass Ceiling, Pipeline, or even a potential institutional barrier - no internal selections to Senior Level Positions were made during FY17.

• Hispanics/Latinos separated at 3.39% rate which is 0.29% above their overall total workforce representation of 3.10%.

• A review of NOAA’s Career Development Program indicated that only 3.23% (one out of 31) of the total participants is Hispanic/Latino.

• An analysis of Hispanics/Latinos FEVS results indicated that: their rate of satisfaction, engagement and inclusion is below NOAA’s rate at each category.

• Next Steps: Further analysis of Career Development Programs, Mentoring Program and Senior Leaders Recruitment and Promotion Process will be conducted in FY18.
Workforce Distribution by Disability

- 8.45% of the workforce is comprised of **Individuals with Disabilities, 3.55% below the 12% federal goal established by the EEOC.**
- 2.57% of the workforce is comprised of **Individuals with Targeted Disabilities, 0.57% above the 2% federal goal established by the EEOC.**

<table>
<thead>
<tr>
<th>Component</th>
<th>Fiscal Year 2016</th>
<th>Fiscal Year 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal Goal</td>
<td>Workforce</td>
<td>Staff Offices</td>
</tr>
<tr>
<td>%</td>
<td>#</td>
<td>%</td>
</tr>
<tr>
<td><strong>Disability</strong></td>
<td>12.00%</td>
<td>2.00%</td>
</tr>
<tr>
<td><strong>Targeted Disability</strong></td>
<td>8.07%</td>
<td>2.39%*</td>
</tr>
<tr>
<td><strong>UNSEC</strong></td>
<td>#</td>
<td>241</td>
</tr>
<tr>
<td><strong>Staff Offices</strong></td>
<td>#</td>
<td>717</td>
</tr>
<tr>
<td><strong>OMAO</strong></td>
<td>#</td>
<td>634</td>
</tr>
<tr>
<td><strong>NOS</strong></td>
<td>#</td>
<td>1083</td>
</tr>
<tr>
<td><strong>NWS</strong></td>
<td>#</td>
<td>4397</td>
</tr>
<tr>
<td><strong>NMFS</strong></td>
<td>#</td>
<td>2930</td>
</tr>
<tr>
<td><strong>NESDIS</strong></td>
<td>#</td>
<td>756</td>
</tr>
<tr>
<td><strong>OAR</strong></td>
<td>#</td>
<td>691</td>
</tr>
</tbody>
</table>

*Targeted Disability requirements were revised by EEOC and percentage of IWTDs showing in NFC drastically increased based on EEOC new guidance. These changes affected the total representation not only for current fiscal year but also the NFC data for prior fiscal years. For example, we close out FY16 with 0.74% of IWTD, however, the new data showing NFC have a total representation of IWTD in FY16 of 2.31% which is 1.58% above the number we previously reported in our MD715.

(Data collected from HR Connect Workforce Analytics Reporting System - Table B2 All)
FY17 Hiring & Separations

• The hiring rate for Females is 43.36%, 4.78% lower than the CLF 48.14%, and 3.39% higher than FY16 hiring rate of 39.97%.

• The attrition rate for Females was 3% lower in FY17 than in FY16 (FY17, 33.05% vs FY16, 36.10%)

• The hiring rate for Females is 13.28% lower than the hiring rate for Males (FY17, Female new hires 43.36% vs Male new hires 56.64%)

(Data collected from HR Connect Workforce Analytics Reporting System - Tables A8 Permanent and A14)
EEO Complaint Activity
## EEO Complaint Activity

<table>
<thead>
<tr>
<th>EEO Complaint Trends</th>
<th>FY 2016</th>
<th>FY 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-Complaint Counseling</td>
<td>76</td>
<td>85</td>
</tr>
<tr>
<td>Formal Complaints Filed</td>
<td>45</td>
<td>51</td>
</tr>
<tr>
<td>Pre-Complaint/ADR Settlements</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>Withdrawals/Not Filed</td>
<td>28</td>
<td>25</td>
</tr>
<tr>
<td>In-Process/Pending End of FY</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Top Bases</td>
<td>Reprisal, Age, Race</td>
<td>Reprisal, Age, Sex</td>
</tr>
<tr>
<td>Alternate Dispute Resolution (ADR) Elections</td>
<td>16</td>
<td>23</td>
</tr>
<tr>
<td>Settlements (Formal)</td>
<td>14</td>
<td>12</td>
</tr>
<tr>
<td>Settlements $</td>
<td>164,015.00</td>
<td>173,234.00</td>
</tr>
<tr>
<td>Investigations $</td>
<td>328,281.00</td>
<td>440,682.00</td>
</tr>
<tr>
<td>Findings of Discrimination # ($)</td>
<td>0</td>
<td>3 ($83,756.44)</td>
</tr>
</tbody>
</table>

(Data collected from iComplaints System as of January 31, 2018)
State of Agency Snapshot
## State of the Agency

### Overview

#### Accomplishments

- EEO & Diversity/Inclusion policies and procedures are routinely established and publicized
- The participation rate of NOAA employees with targeted disabilities is 2.57%, which is above the EEOC Federal Goal of 2.00%
- Established Executive Diversity & Inclusion Management Advisory Council
- Presented training on pertinent EEO topics
- CRO developed and implemented quarterly Model Workplace Briefings for Line/Staff Offices to identify possible barriers that may be impeding the realization of EO, and offered strategies to overcome identified challenges
- NOAA’s 1st Annual D&I Summit Developed, D&I Strategic Plan and Implementation Plan

#### Challenges

- The percent of Hispanics in the total workforce is 3.10% which is 6.86% lower than the CLF of 9.96%
- The percent of Females in the total workforce is 33.32% which is 14.84% lower than the Civilian Labor Force (CLF) of 48.16%
- The percent of Females at the GS-13 and above grades is 31.60% which is 1.56% lower than the representation of permanent Females in the workforce at 33.32%
- The percent of individuals with disabilities at the GS-11 and above grades is 10.46% which is 1.54% below the 12% Federal goal
- Possible glass ceiling, blocked pipeline or institutional barriers for Hispanics/Latinos in the 0482 and 2210 job series
- Possible glass ceiling, blocked pipeline or glass wall for African American Females and Asian Females in the 0482 and 1301 job series
# FY17 NOAA Civil Rights Office:
## Equal Employment Opportunity / Affirmative Employment Program/ Diversity & Inclusion Diagnostic

**Agency Overall Rating:** 62%

<table>
<thead>
<tr>
<th>Category</th>
<th>Progress Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Unsatisfactory</strong></td>
<td><strong>Needs Improvement</strong></td>
</tr>
<tr>
<td><strong>Agency Overall</strong></td>
<td>[20%] 62%</td>
</tr>
<tr>
<td><strong>Equal Employment Opportunity Complaints</strong></td>
<td>0% 13% 71% 100%</td>
</tr>
<tr>
<td><strong>Alternative Dispute Resolution</strong></td>
<td>0% 7% 29% 100%</td>
</tr>
<tr>
<td><strong>Affirmative Employment Program</strong></td>
<td>0% 29% 73% 100%</td>
</tr>
<tr>
<td><strong>Diversity and Inclusion</strong></td>
<td>0% 47% 70% 100%</td>
</tr>
<tr>
<td><strong>FEVS Inclusion Index</strong></td>
<td>0% 3% 62% 100%</td>
</tr>
</tbody>
</table>

- **Green arrow** = Positive Difference vs. FY16
- **Red** = Negative Difference vs. FY16
Federal Employee Viewpoint Survey
FY17 FEVS Inclusion Index - Positive Responses

- New IQ: NOAA 62%, DOC 66%, Government-wide 60%
- Fair (overall) Questions: NOAA 51%, DOC 47%, Government-wide 57%
- Open (overall) Questions: NOAA 60%, DOC 59%, Government-wide 57%
- Cooperative (overall) Questions: NOAA 57%, DOC 60%, Government-wide 57%
- Supportive (overall) Questions: NOAA 81%, DOC 84%, Government-wide 77%
- Empowered (overall) Questions: NOAA 61%, DOC 63%, Government-wide 59%
NOAA FY16 and FY17 FEVS Inclusion Index - Positive Responses

<table>
<thead>
<tr>
<th>Category</th>
<th>FY16 NOAA</th>
<th>FY17 NOAA</th>
<th>Positive % Change</th>
<th>Negative % Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>New IQ</td>
<td>59%</td>
<td>62%</td>
<td>3%</td>
<td>3%</td>
</tr>
<tr>
<td>Fair (overall) Questions</td>
<td>48%</td>
<td>51%</td>
<td>3%</td>
<td>3%</td>
</tr>
<tr>
<td>Open (overall) Questions</td>
<td>57%</td>
<td>60%</td>
<td>3%</td>
<td>2%</td>
</tr>
<tr>
<td>Cooperative (overall)</td>
<td>50%</td>
<td>57%</td>
<td>7%</td>
<td>2%</td>
</tr>
<tr>
<td>Supportive (overall)</td>
<td>79%</td>
<td>81%</td>
<td>2%</td>
<td>1%</td>
</tr>
<tr>
<td>Empowered (overall)</td>
<td>60%</td>
<td>61%</td>
<td>1%</td>
<td>0%</td>
</tr>
</tbody>
</table>

Questions:
- New IQ: 23, 24, 37, 38
- Fair (overall): 32, 34, 44, 55
- Open (overall): 58, 59
- Cooperative (overall): 42, 46, 48, 49, 50
- Supportive (overall): 2, 3, 11, 30
Major D&I Improvements
D&I Improvements

- Raised FEVS Diversity Score
- Raised FEVS Inclusion Index Scores
- Conducted a Successful Diversity and Inclusion Summit
- Established the Executive Diversity Advisory Council
- Made Progress on D&I Implementation Plan
Next Steps
Next Steps

Plan to Eliminate Barriers and Deficiencies

- Conduct barrier analysis relating to identified triggers for:
  - Hispanics/Latinos, particularly in job series 0482 and 2210
  - Women in the workforce and in leadership positions
  - Individuals with Disabilities at the GS-11 and above grades

- EEO Complaints and Counseling
  - Develop strategies to reduce Formal Complaints
    - Establish new ADR Policy for mandatory participation of Managers and Supervisors to increase settlements at the lowest level
  - Identify tracking mechanisms and strategies to improve processing timeframes for EEO counseling
    - Add performance measurements for timely EEO counseling to all EEO Specialist performance plans

- Conduct barrier analyses within the LO/Sos

- Assist LO/SOs with developing strategies to overcome any identified barriers
Questions?