

MANAGEMENT DIRECTIVE (MD) 715 STATE OF THE AGENCY FISCAL YEAR 2019



Presented by:
Mr. Kenneth M. Bailey
Director, Office of Inclusion and Civil Rights

As of: June 15, 2020

Discussion Points

- Management Directive 715 Overview
- Model Workplace Assessment & Scorecard
- Workforce Analysis
- EEO and ADR Activity
- State of the Agency Major Highlights
- Diversity and Inclusion Maturity Model
- OICR Diversity and Inclusion Metric
- Federal Employee Viewpoint Survey – Inclusion Index
- Diversity and Inclusion Implementation Plan
- D&I Improvements/Accomplishments
- Next Steps

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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 a “Model Workplace” status

Governing Statues and Authorities:

- Title VII of the Civil Rights Act of 1964
- Section 501 of the 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

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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 Assessment & Scorecard

FY19 Model Workplace Scorecard



FY19 MD-715 Overall Compliance: 97%

Element	Checklist Category	FY 2018 (88%)	FY 2019 (97%)
A 14 of 14	Demonstrated Commitment from Agency Leadership	92%	100%
B 36 of 36	Integration of EEO into Agency's Strategic Mission	91%	100%
C 36 of 42	Management and Program Accountability	85%	86%
D 14 of 14	Proactive Prevention	85%	100%
E 22 of 23	Efficiency	78%	96%
F 8 of 8	Responsiveness and Legal Compliance	100%	100%

KEY	0-74	75-89	90-100
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- There are a total of 7 deficiencies and 7 Part H Plans contained within the Agency's FY19 MD-715.

Note: There are 18 questions not applicable to NOAA; managed by DOC.

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Management Directive - 715

Deficiencies

The following measures were not met in FY 2019:

1. Management and Program Accountability

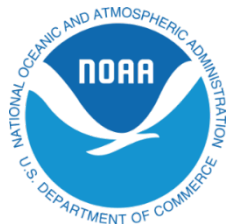
- The Agency does not regularly assess: 1) its component and field offices for possible EEO program deficiencies, 2) their efforts to remove barriers from the workplace, and 3) comply with recommendations.
- All reasonable accommodation requests are not processed within the timeframe set forth in the reasonable accommodation procedures.
- The EEO Office does not have timely access to accurate and complete external and internal applicant flow data to prepare all MD-715 workforce data tables and complete the barrier analysis process.
- Anti-harassment training materials do not include examples of disability-based harassment.

2. Efficiency

- The Agency does not incorporate the results of recruitment efforts in EEO Program updates to senior leaders.








*The slide captures all of the deficiencies. Note: Measurement # 1--I combined 3 into 1 sentence. This also shows in the report (Part H).

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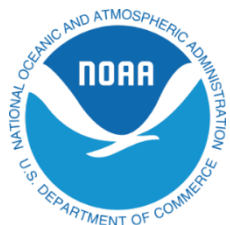


Workforce Analysis

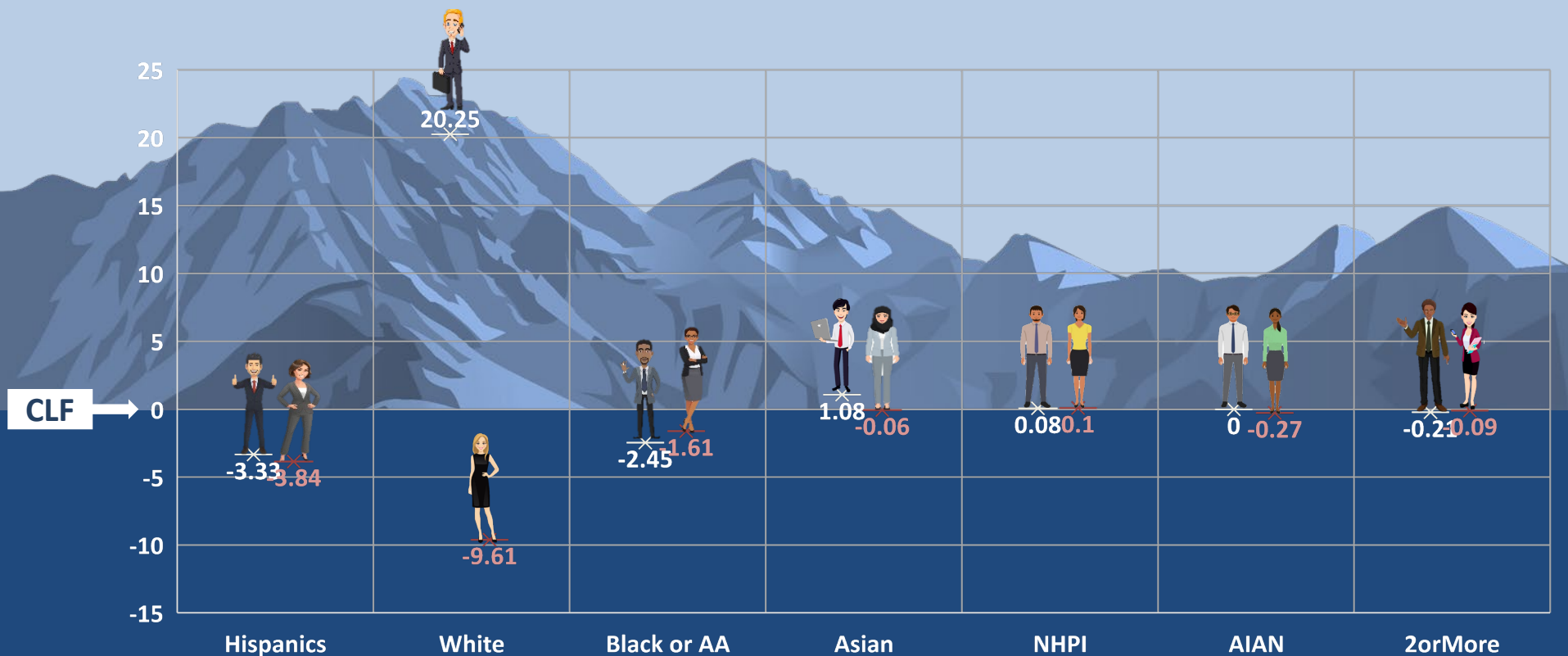
Key Terms and Definitions

Acronym	Term
CLF	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.
OCLF	Occupational Civilian Labor Force: Reflects civilian labor force by specific occupation/career series.
	Decrease from 2010
	Increase from 2010
	Acceptable decline. This is mainly used for white males because they are already exceeding the CLF.
	Above NOAA total Workforce or CLF
	Below NOAA total Workforce or CLF
	Decrease vs 2010
	Increase vs 2010

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NOAA Total Workforce Distribution vs CLF “THEN” FY2010



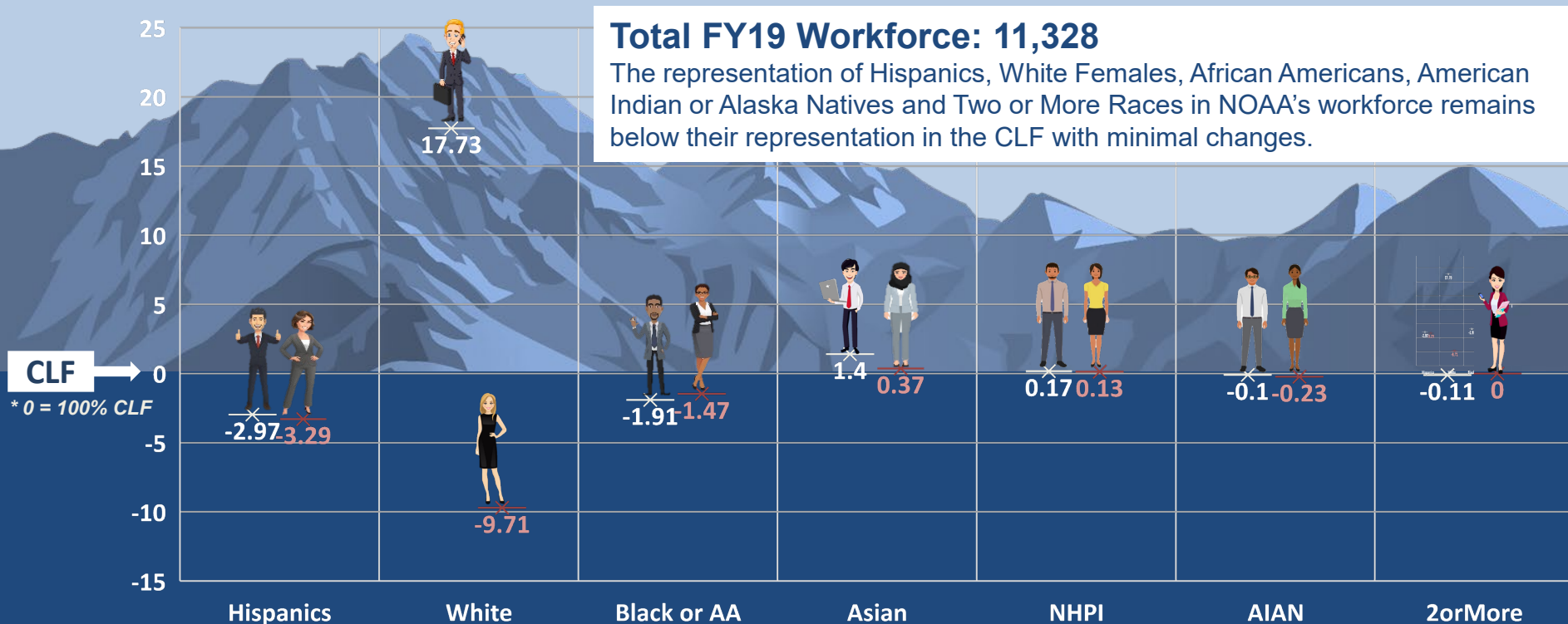
Total FY10 Workforce: 11,723

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

* 0 = 100% CLF

NOAA Total Workforce Distribution vs CLF

“NOW” FY2019

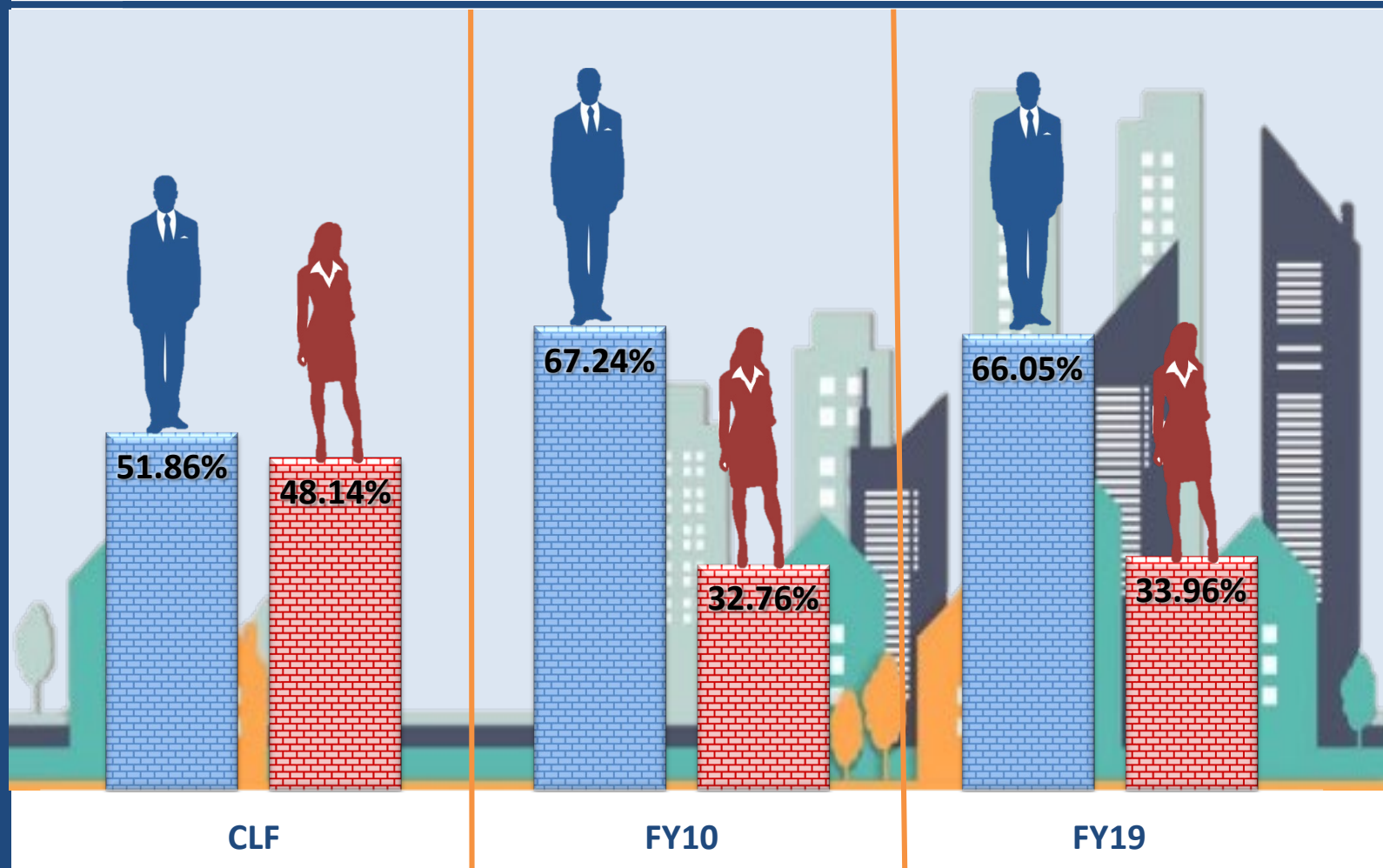


Difference vs FY10

	Hispanics	White	Black or AA	Asian	NHPI	AIAN	2orMore
Male	0.36% ↑	-2.52% ↓	0.54% ↑	0.32% ↑	0.09% ↑	-0.10% ↓	0.10% ↑
Female	0.55% ↑	-0.10% ↓	0.14% ↑	0.43% ↑	0.03% ↑	0.04% ↑	0.12% ↑

↓ = Decrease from 2010 ↑ = Increase from 2010 ↓ = Acceptable decline

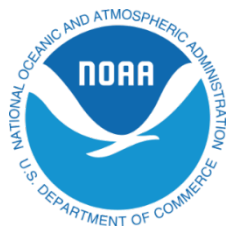
NOAA Total Workforce by Gender “THEN” vs “NOW”



From FY10 (THEN) to FY19 (NOW) there change was a 1.2% decrease in males and a 1.2% increase in females.

(Data collected from HR Connect Data Insight Reporting System - Table A1 – Data as of 12/21/2019)

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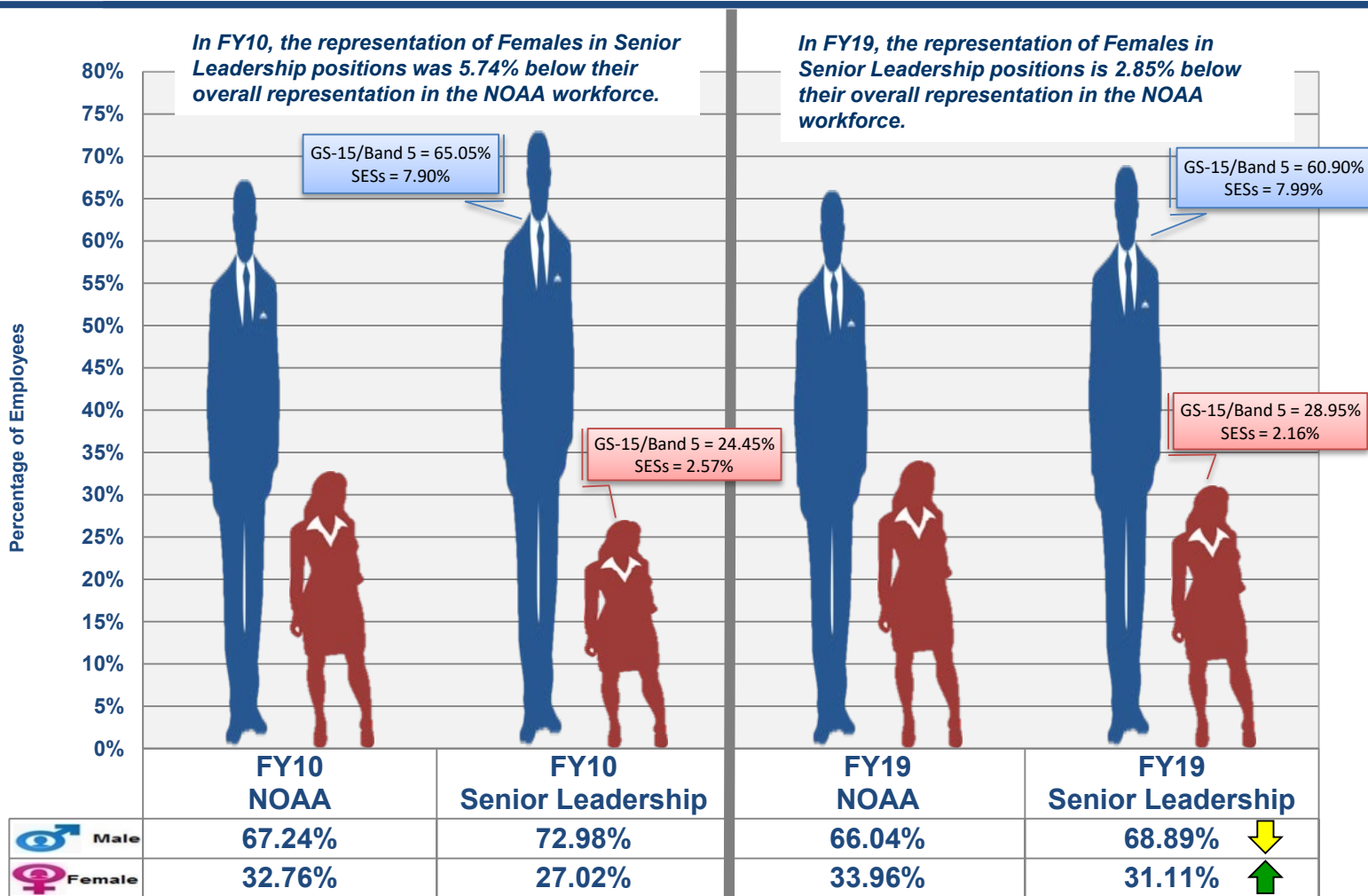


Senior Leadership by Gender

“THEN” vs “NOW”

In FY10, the representation of Females in Senior Leadership positions was 5.74% below their overall representation in the NOAA workforce.

In FY19, the representation of Females in Senior Leadership positions is 2.85% below their overall representation in the NOAA workforce.



↓ = Decrease from 2010
 ↑ = Increase from 2010
 ↓ = Acceptable decline

(Total workforce data collected from HR Data Insight Reporting System - Table A1 - Data as of 12/21/19
 Grade data collected from National Finance Center (NFC) Reporting System Pay Plan and Grade Distribution Table FY19)

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FY19 NOAA Workforce Distribution by Staff Offices, UNSEC & Line Offices

FY19 NOAA Staff Offices & UNSEC - Total Participation: 969

With the exception of African American Females, the representation of minorities and White Males in most NOAA Staff Offices & UNSEC is below the CLF.

	Hispanic Males	Hispanic Females	White Males	White Females	Black or African American Males	Black or African American Females	Asian Males	Asian Females	Native Hawaiian or Pacific Islander Males	Native Hawaiian or Pacific Islander Females	American Indian or Alaska Native Males	American Indian or Alaska Native Females	Two or More Races Males	Two or More Races Females
AGO	1.94%	4.37%	26.70%	33.98%	7.77%	18.45%	1.94%	2.91%	0.00%	0.97%	0.00%	0.49%	0.49%	0.00%
OCAO	3.48%	0.87%	32.17%	21.74%	10.43%	22.61%	1.74%	5.22%	0.00%	0.00%	0.00%	0.87%	0.87%	0.00%
OCFO	1.07%	3.21%	15.51%	36.90%	4.81%	16.58%	4.28%	16.04%	0.00%	0.00%	0.53%	0.00%	0.00%	1.07%
OCIO	4.63%	3.70%	41.67%	12.96%	6.48%	16.67%	7.41%	6.48%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
WFMO	0.00%	6.78%	12.71%	23.73%	10.17%	36.44%	1.69%	1.69%	0.00%	0.00%	0.00%	1.69%	0.85%	4.24%
UNSEC& OICR	0.43%	2.55%	37.02%	38.30%	4.26%	14.89%	0.43%	1.28%	0.00%	0.43%	0.43%	0.00%	0.00%	0.00%
CLF	5.17%	4.79%	38.33%	34.03%	5.49%	6.53%	1.97%	1.93%	0.07%	0.07%	0.55%	0.53%	0.26%	0.28%

FY19 NOAA Workforce by Line Offices - Total Participation: 10,169

With the exception of White Males, Asian Males and Native Hawaiian or Pacific Islanders, the representation of minorities in most NOAA Line Offices is below the CLF.

	Hispanic Males	Hispanic Females	White Males	White Females	Black or African American Males	Black or African American Females	Asian Males	Asian Females	Native Hawaiian or Pacific Islander Males	Native Hawaiian or Pacific Islander Females	American Indian or Alaska Native Males	American Indian or Alaska Native Females	Two or More Races Males	Two or More Races Females
NMFS	1.84%	1.38%	47.77%	35.82%	1.99%	2.80%	3.37%	3.19%	0.28%	0.25%	0.28%	0.35%	0.21%	0.46%
NWS	2.53%	1.27%	70.23%	16.29%	2.14%	2.32%	2.83%	1.15%	0.23%	0.18%	0.51%	0.18%	0.07%	0.07%
OMAO	3.48%	0.50%	59.87%	12.77%	12.94%	3.15%	3.15%	0.83%	1.00%	0.17%	1.00%	0.33%	0.33%	0.50%
NOS	1.24%	0.76%	50.86%	28.95%	4.00%	6.57%	4.00%	2.29%	0.10%	0.19%	0.48%	0.19%	0.10%	0.29%
NESDIS	2.13%	0.99%	50.43%	18.75%	6.96%	10.94%	5.82%	2.84%	0.14%	0.14%	0.28%	0.14%	0.14%	0.28%
OAR	2.48%	2.64%	52.09%	26.98%	2.33%	4.65%	4.81%	2.17%	0.00%	0.00%	0.78%	0.78%	0.16%	0.16%
CLF	5.17%	4.79%	38.33%	34.03%	5.49%	6.53%	1.97%	1.93%	0.07%	0.07%	0.55%	0.53%	0.26%	0.28%

■ = Above the CLF

■ = Below the CLF

(Staff Office Data collected from HR Connect Workforce Analytics Reporting System - Table A2P
OICR combined with UNSEC because total staff assigned is less than 15

Line Office Data collected from HR Connect Data Insight Reporting System - Table A2 Level 2 Breakout Permanent)

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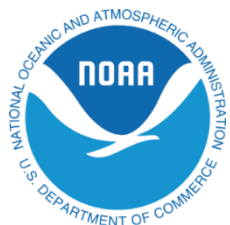
Major Career Occupations by Gender “THEN” vs “NOW”

With the exception of job series 0343, the representation of Females is below the OCLF in NOAA’s remaining major occupations (job series 0482, 1301, 1340 and 2210).

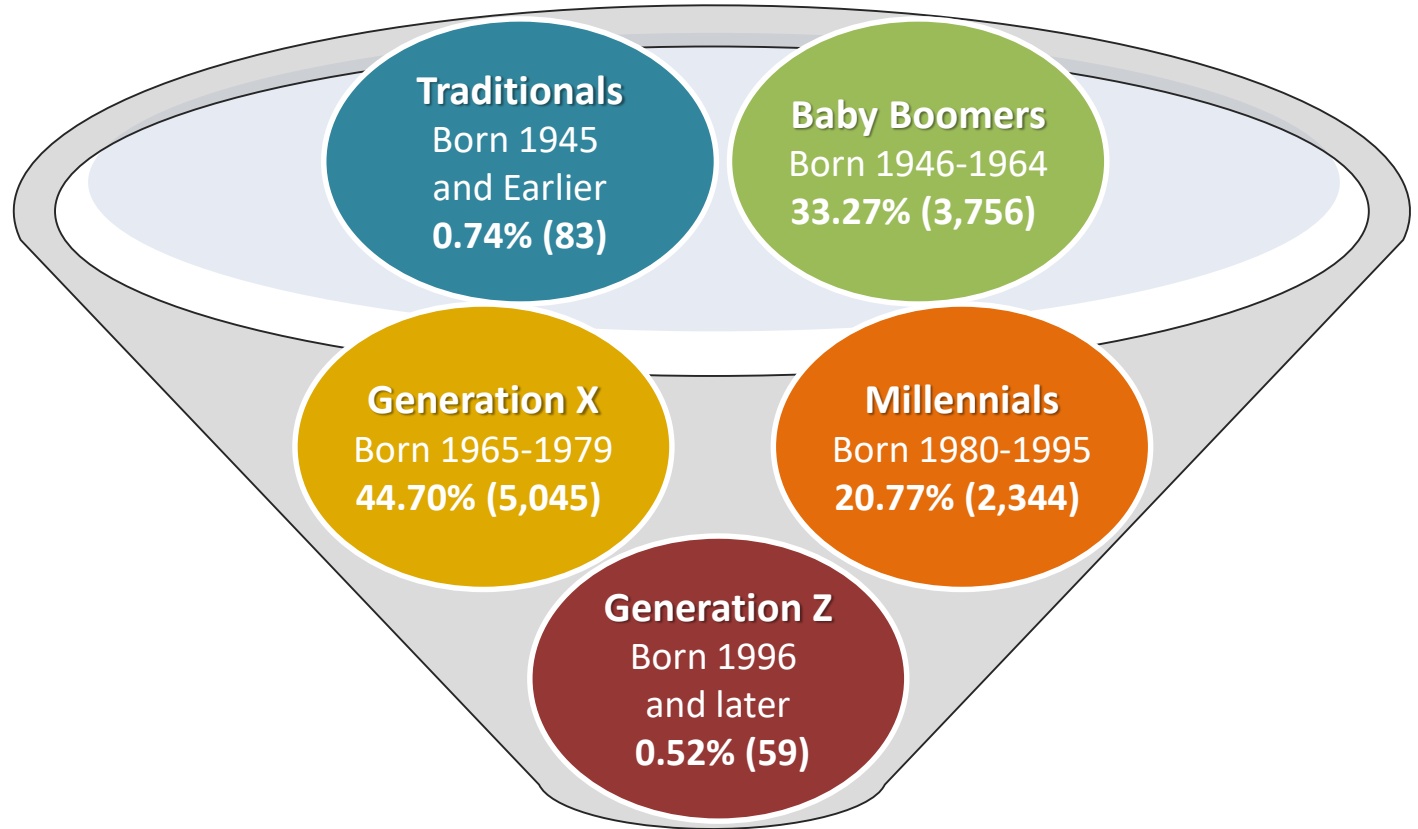


(Data collected from HR Connect Data Insight Reporting System - Table A6)
No FY10 data available. Earliest data available is FY16.

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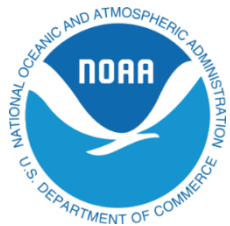
Multi-Generations at NOAA



11,288*

**Data provided by OHCS.*

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NOAA Workforce Distribution by Disability

- 10.04% of the workforce is comprised of **Individuals with Disabilities**, 1.96% below the 12% federal goal established by the EEOC and a 2% decrease in comparison with FY18.
- 2.51% of the workforce is comprised of **Individuals with Targeted Disabilities**, 0.51% above the 2% federal goal established by the EEOC.



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Component	Fiscal Year 2015			Fiscal Year 2016			Fiscal Year 2017			Fiscal Year 2018			Fiscal Year 2019		
	Total WF	IWD	IWTD	Total WF	IWD	IWTD	Total WF	IWD	IWTD	Total WF	IWD	IWTD	Total WF	IWD	IWTD
Federal Goal		N/A	2.00%	N/A	12.00%	2.00%		12.00%	2.00%		12.00%	2.00%		12.00%	2.00%
Total	# 10,912	1,146	260	11,449	924	274	11,412	964	293	11,334	1,369	284	11,323	1,137	284
	%	10.50%	2.38%		8.07%	2.39%*		8.45%	2.57%*		12.08%	2.51%		10.04%	2.51%
UNSEC	# 241	25	2	241	13	3	233	13	2	235	21	2	237	19	4
	%	10.37%	0.83%		5.39%	1.24%		5.58%	0.86%		8.94%	0.85%		8.02%	1.69%
Staff Offices	# 700	97	24	717	81	24	788	96	28	763	145	28	751	125	28
	%	13.86%	3.43%		11.30%	3.35%		12.18%	3.55%		19.00%	3.67%		16.64%	3.73%
OMAO	# 614	82	17	634	61	15	640	65	16	611	77	14	606	69	15
	%	13.36%	2.77%		9.62%	2.37%		10.16%	2.50%		12.60%	2.29%		11.39%	2.48%
NOS	# 1,045	97	30	1,083	67	25	1,053	69	25	1,047	112	28	1,067	100	30
	%	9.28%	2.87%		6.19%	2.31%		6.49%	2.35%		10.70%	2.67%		9.37%	2.81%
NWS	# 3,936	433	105	4,397	400	122	4,334	410	127	4,389	558	122	4,404	467	119
	%	11.00%	2.67%		9.10%	2.77%		9.46%	2.93%		12.71%	2.78%		10.60%	2.70%
NMFS	# 2,949	261	49	2,930	185	46	2,930	188	54	2,898	286	53	2,874	221	57
	%	8.85%	1.66%		6.31%	1.57%		6.42%	1.84%		9.87%	1.83%		7.69%	1.98%
NESDIS	# 760	89	20	756	65	21	740	65	22	727	94	21	705	67	15
	%	11.71%	2.63%		8.60%	2.78%		8.78%	3.00%		12.93%	2.89%		9.50%	2.13%
OAR	# 667	62	13	691	52	18	684	58	19	664	76	16	679	69	16
	%	9.30%	1.95%		7.53%	2.60%		8.48%	2.78%		11.45%	2.41%		10.16%	2.36%

(Data collected from HR Connect Workforce Analytics Reporting System - Table B2 All)

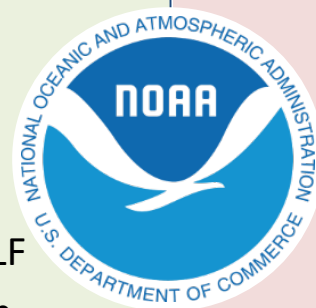


FY19 Hiring & Separations (Permanent Only)

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New Hires



The hiring rate for Females is 46.37%, 1.77% lower than the CLF (48.14%) and 11.50% higher than FY18's hiring rate of 34.87%.

The hiring rate for Females is 7.26% lower than the hiring rate for Males (In FY18, Female new hires 46.37% vs Male new hires 53.63%)

The separation rate for Females is 34.48%, 0.60% higher than their total representation of 33.88% and 11.89% lower than their hiring rate.

Projected FY20 Separations: 355 and 270 of those are due to retirements.

Separations



EXIT



State of the Agency Major Highlights

State of the Agency Overview

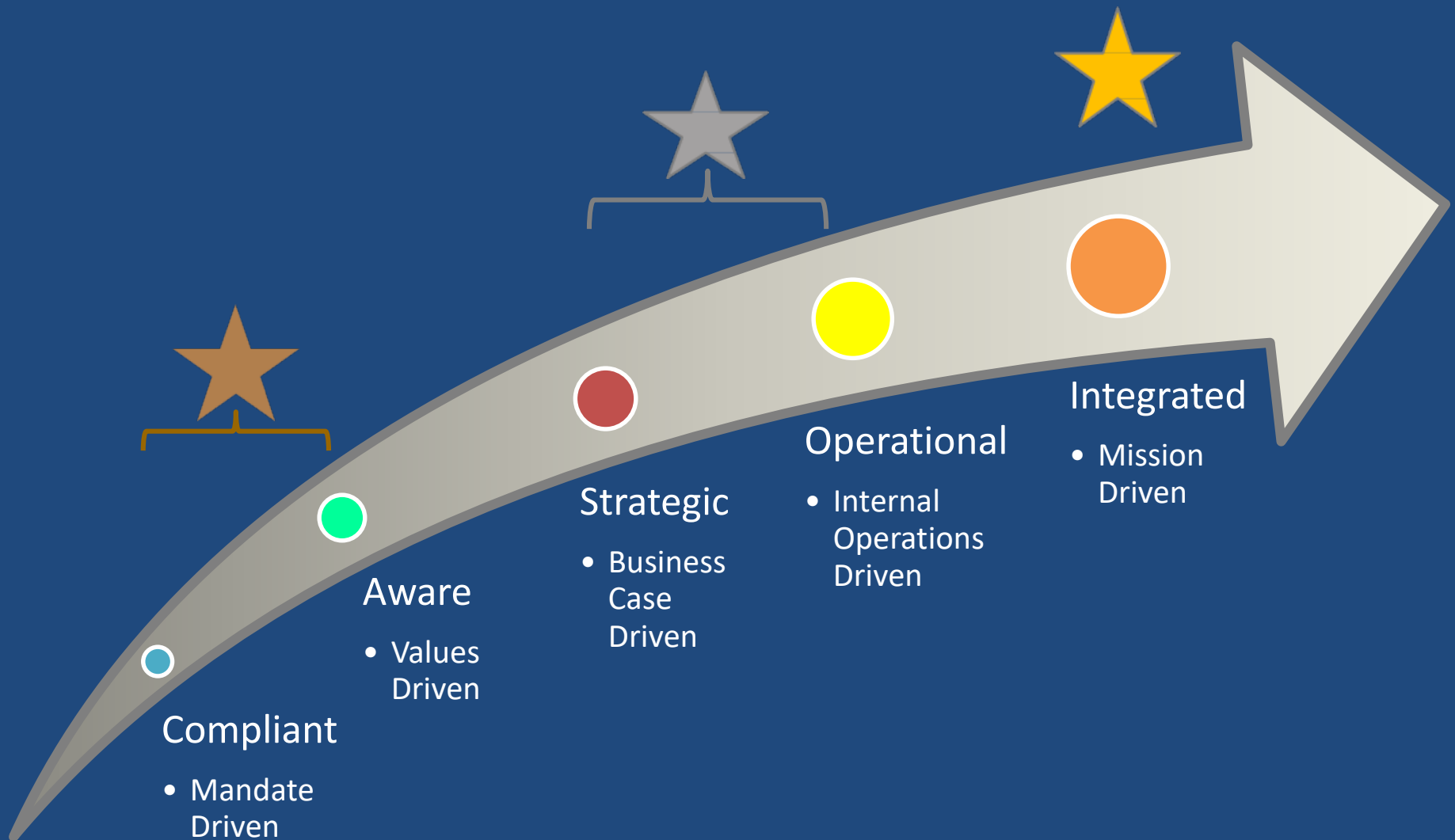
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Accomplishments	Challenges
<ul style="list-style-type: none"> The OHCS updated the current exit interview/survey to include language related to the recruitment, hiring, inclusion, retention and advancement of individuals with disabilities. EEO & Diversity Program Offices sponsored EEO-related workshops, onsite and via webinar, on topics including: Emotional Intelligence, Generational Differences, Conflict Resolution, Uncomfortable Conversations in a Diverse Workforce, EEO Compliance, and the No FEAR Act Training. The participation rate of NOAA employees with targeted disabilities is 2.49%, which is above the EEOC Federal Goal of 2.00%. OICR established various Employee Resource Groups to assist with affirmative employment, D&I efforts and employee engagement. OICR's Hispanic Employment Program developed a monthly leadership remote training series as a career development resource for employees and to help retain and promote Hispanics/Latinos at NOAA. The agency's overall compliance with the MD-715 increase by 10% from FY18 (88%) to FY19 (97%). 	<ul style="list-style-type: none"> Lack of organizational values. All reasonable accommodation requests are not processed within the timeframe set forth in agency policy. Increase application and participation of Hispanic employees and the absence of People with Targeted Disabilities in the Leadership Competencies Development Program. Multiple inconsistencies with the MD-715 Tables preventing the Agency to conduct an effective barrier analysis. Low participation of woman in senior leadership positions. No training materials in the anti-harassment program that include examples of disability-based harassment. No settlements in the initial 90 days of the ADR Process.




Diversity and Inclusion Maturity Model

DOC D&I Program Opportunities

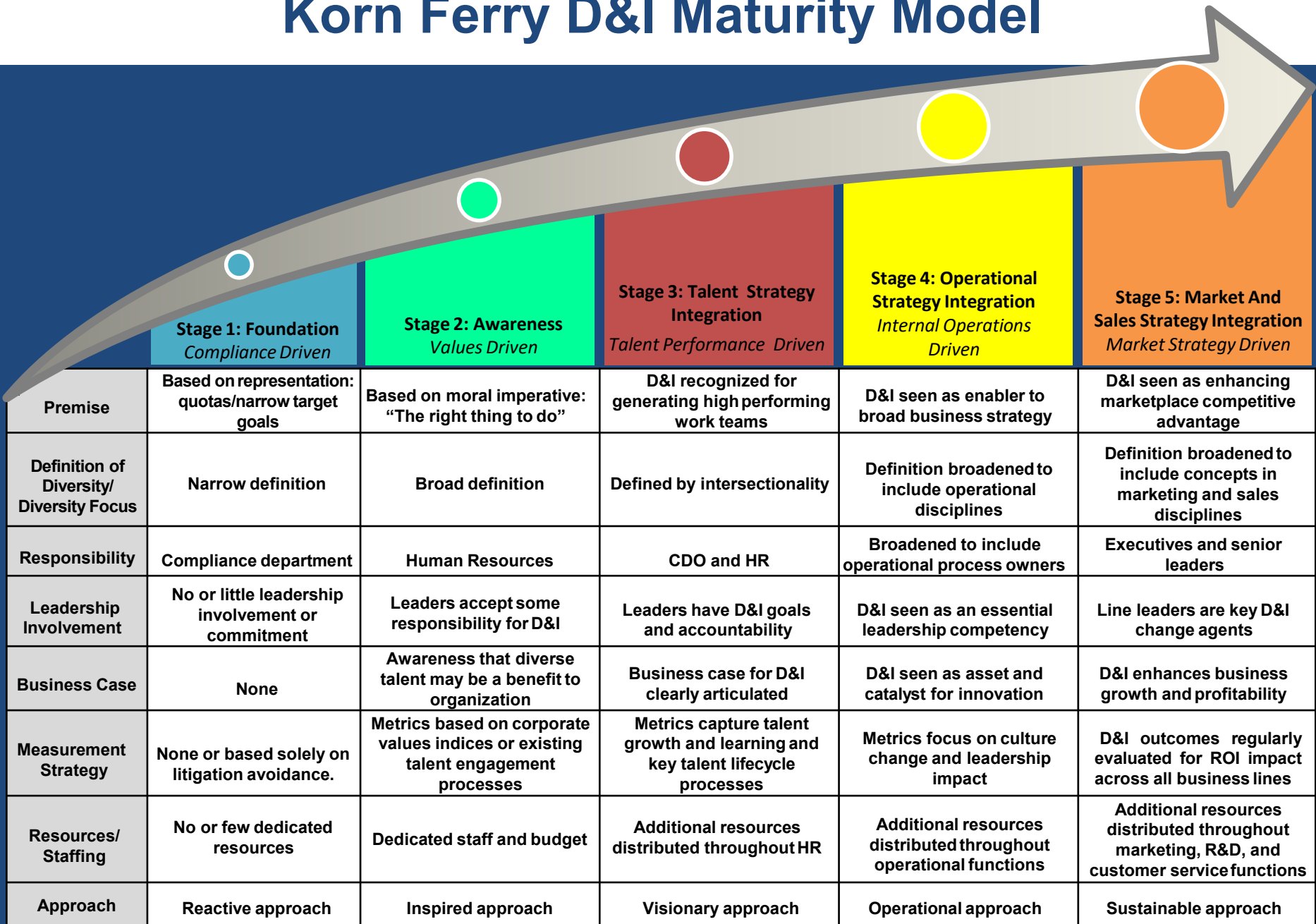


Diversity and Inclusion Framework Matrix

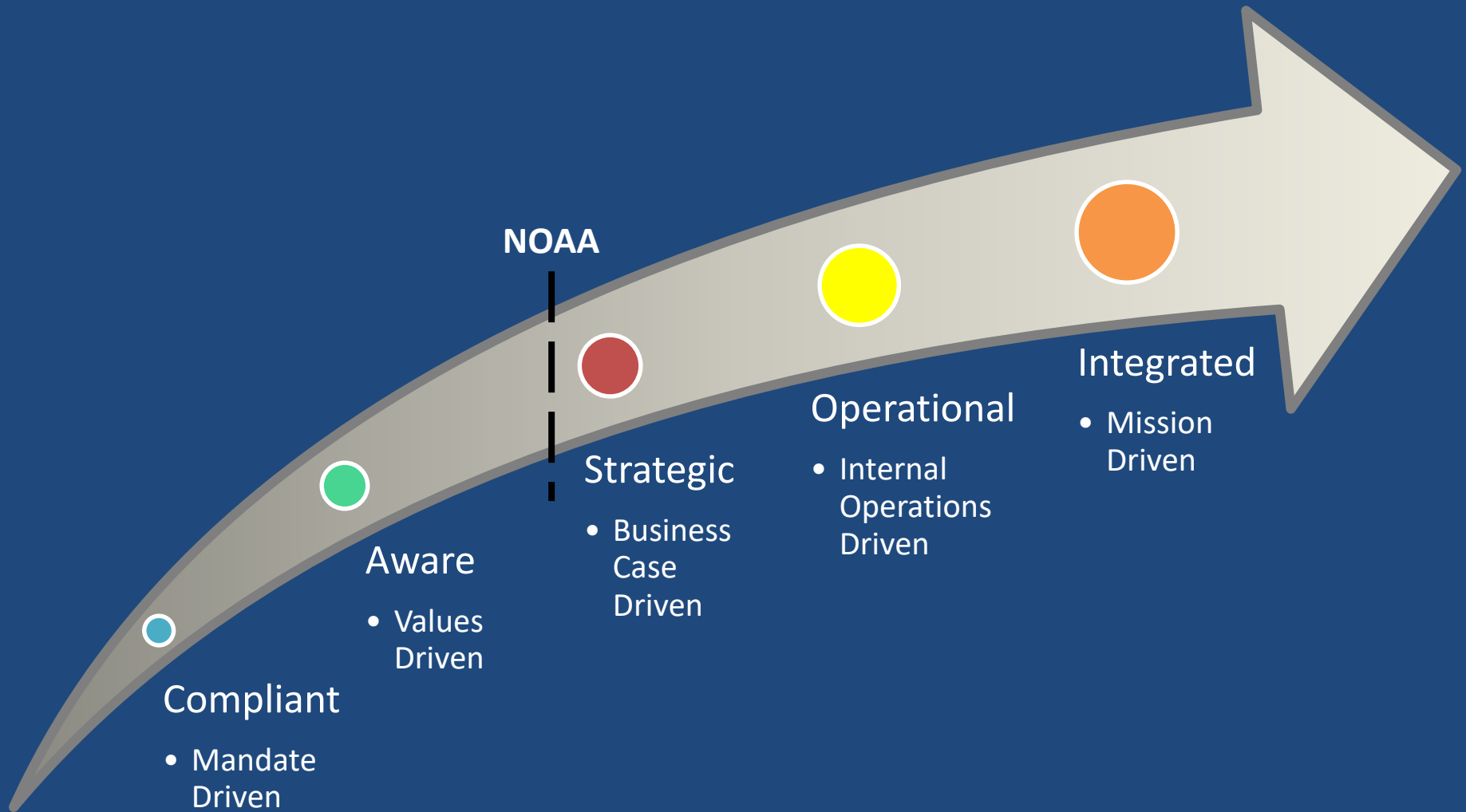
Options for a Holistic D&I Program

Diversity & Inclusion Framework Components	Focus	Compliant/ Aware (Bronze) 	Strategic/ Operational (Silver) 	Integrated (Gold) 
Workforce Diversity	People	<ul style="list-style-type: none"> - Focused on demographics - Complying with mandatory reporting 	<ul style="list-style-type: none"> - Ensure data driven D&I decisions - Collaborate with HR on workforce planning and conduct targeted outreach 	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - Hosting Special Emphasis Events - A few leaders are involved in D&I activities - Email communications to increase awareness of D&I programs and events 	<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - No clearly established D&I business case - Resources as needed - Minimum staff and budget 	<ul style="list-style-type: none"> - Established business case for D&I - Operationalizing D&I strategic plan goals and strategies - Additional resources allocated and distributed throughout the organization 	<ul style="list-style-type: none"> - 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



Diversity and Inclusion Maturity Model

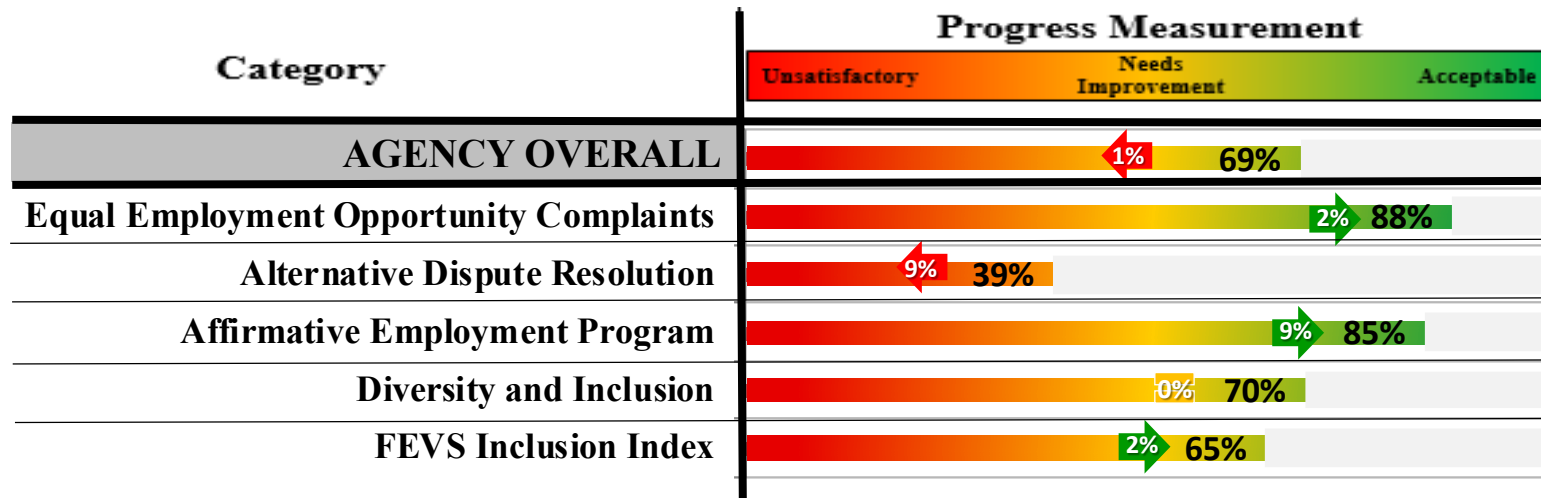


OICR Diversity and Inclusion Metric

FY19 NOAA Office of Inclusion and Civil Rights Equal Employment Opportunity / Affirmative Employment Program/ Diversity & Inclusion Diagnostic

Agency Overall Rating: 69%* 




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Previous Years Overall Rating: FY18: 70%

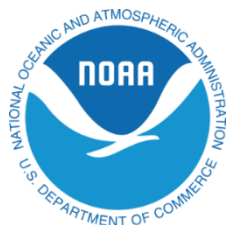
FY17: 62%

FY16: 42%

-  = No Changes vs. FY18
-  = Positive Difference vs. FY18
-  = Negative Difference vs. FY18

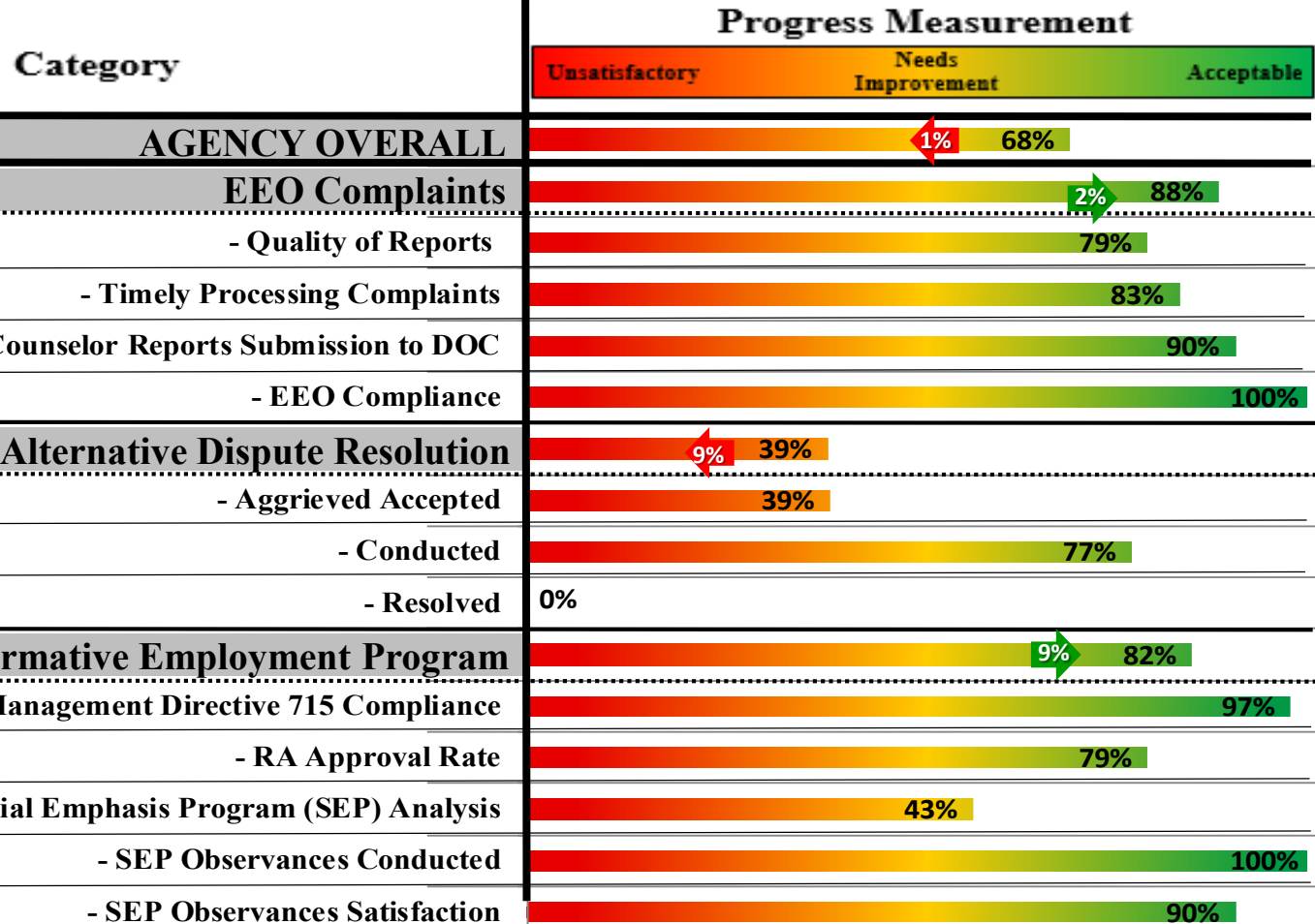
*See next slide for categories breakdown.

Updated on: April 29, 2020



FY19 NOAA Office of Inclusion and Civil Rights Equal Employment Opportunity / Affirmative Employment Program/ Diversity & Inclusion Diagnostic

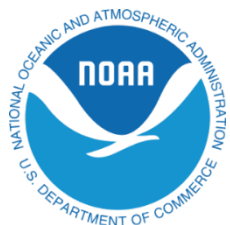
Breakdown (Part 1 of 2)



- = No Changes vs. FY18
- = Positive Difference vs. FY18
- = Negative Difference vs. FY18

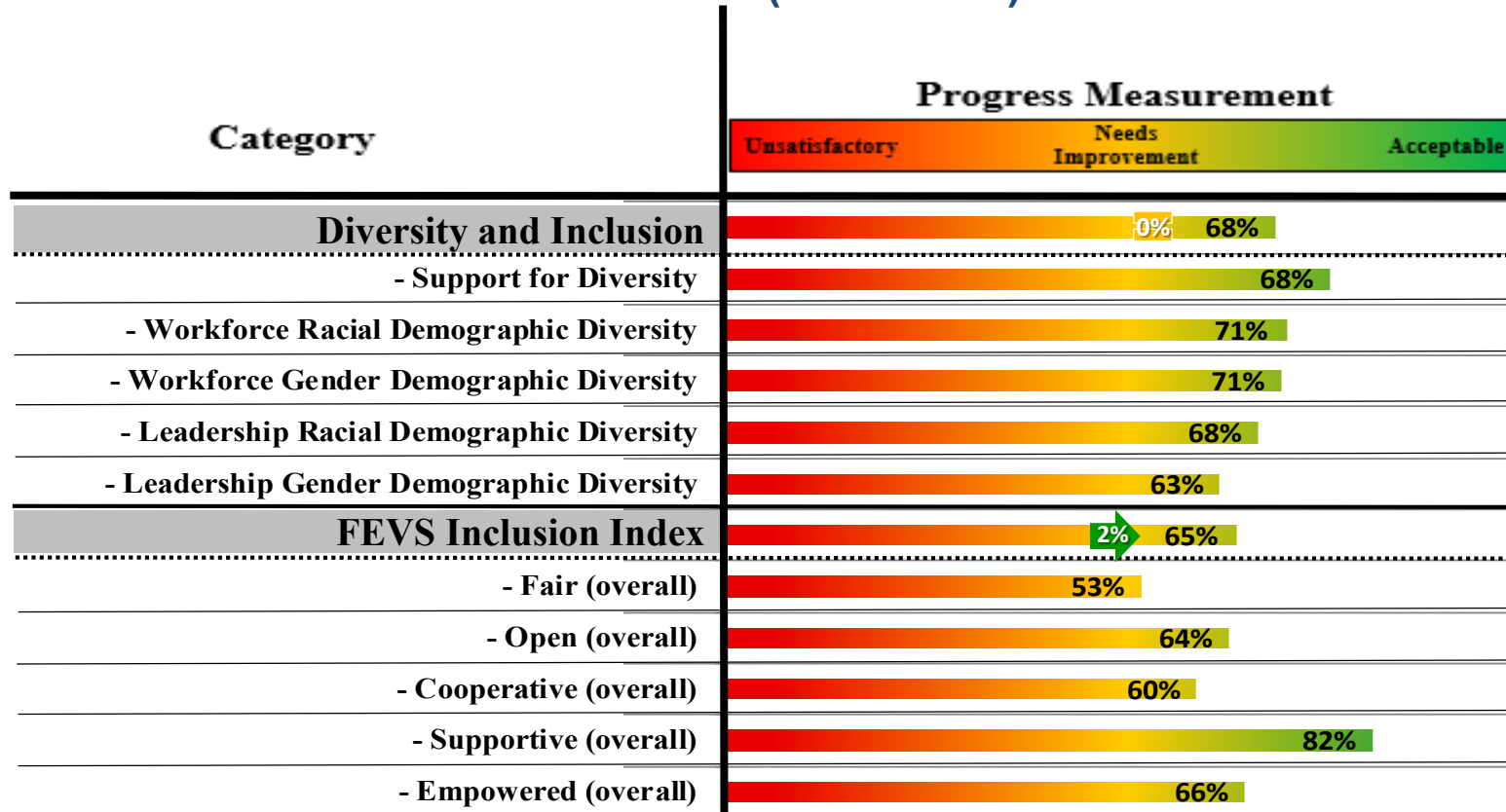
Updated on: April 29, 2020

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FY19 NOAA Office of Inclusion and Civil Rights Equal Employment Opportunity / Affirmative Employment Program/ Diversity & Inclusion Diagnostic

Breakdown (Part 2 of 2)



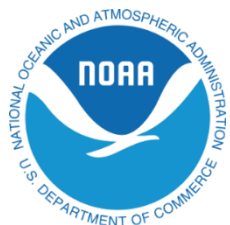
■ = No Changes vs. FY18

➡ = Positive Difference vs. FY18

➡ = Negative Difference vs. FY18

Updated on: April 29, 2020

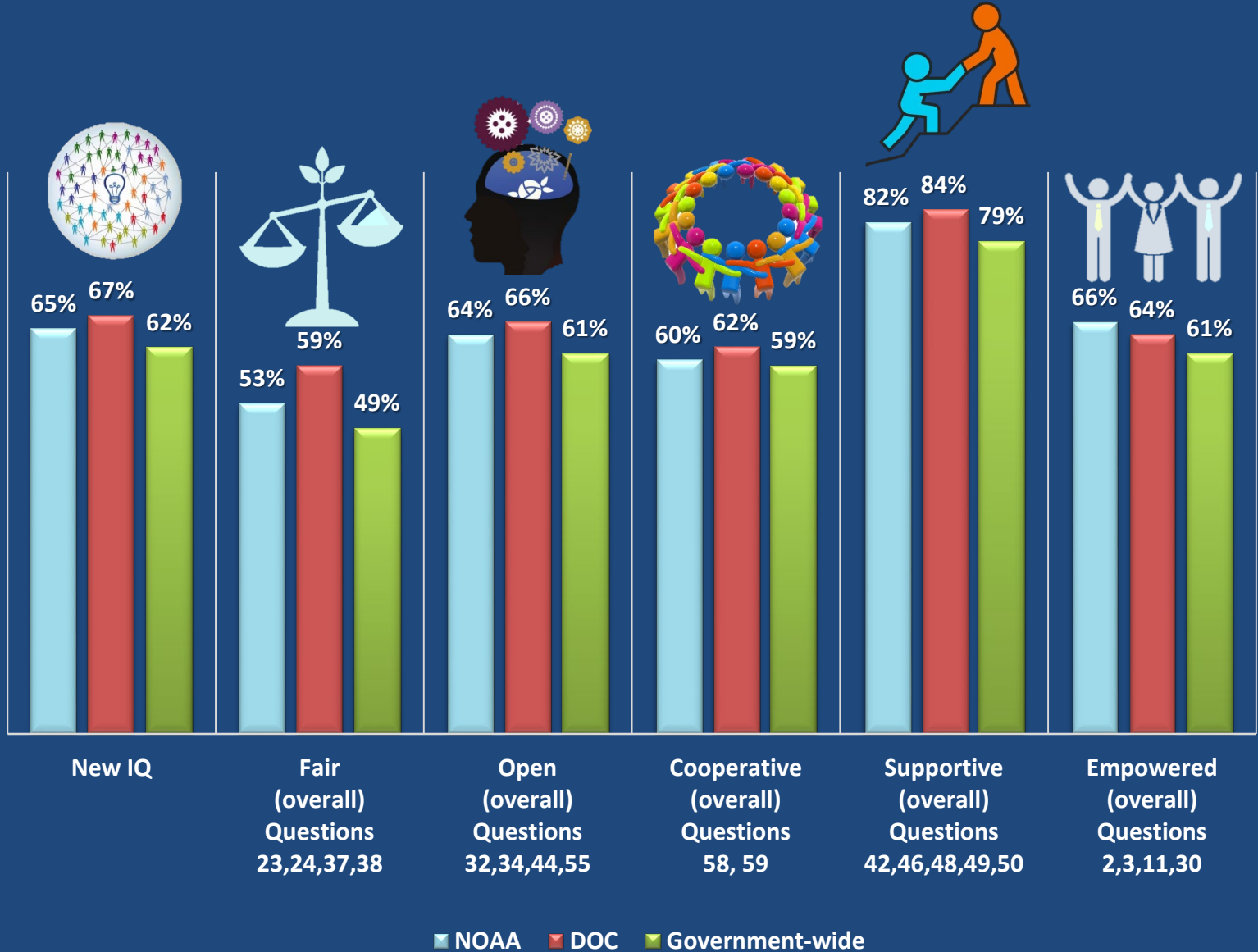
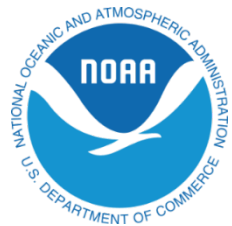
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Federal Employee Viewpoint Survey Inclusion Index

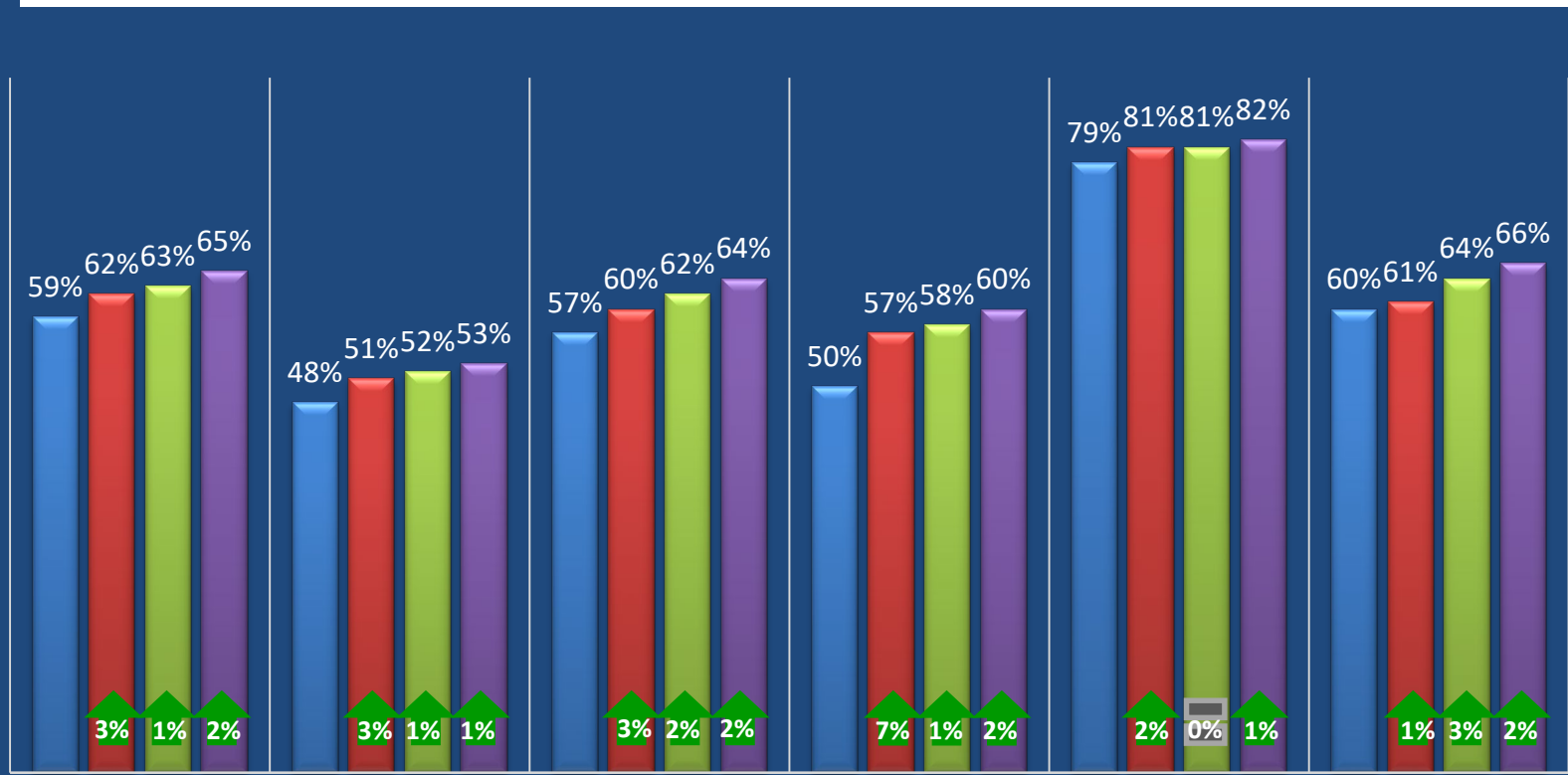
FY19 FEVS Inclusion Index Positive Responses

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NOAA Four Year Trend

FEVS Inclusion Index - Positive Responses



New IQ

Fair
(overall)
Questions
23,24,37,38

Open
(overall)
Questions
32,34,44,55

Cooperative
(overall)
Questions
58, 59

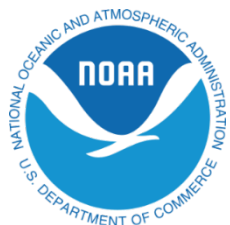
Supportive
(overall)
Questions
42,46,48,49,50

Empowered
(overall)
Questions
2,3,11,30

■ FY16 NOAA
 ■ FY17 NOAA
 ■ FY18 NOAA
 ■ FY19 NOAA

▲ Positive % Change
▼ Negative % Change
 No % Change

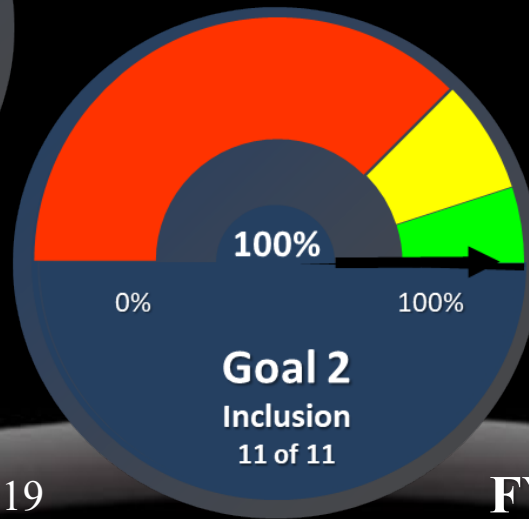
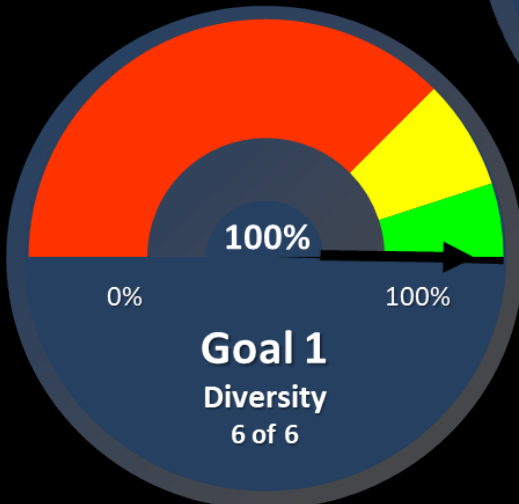
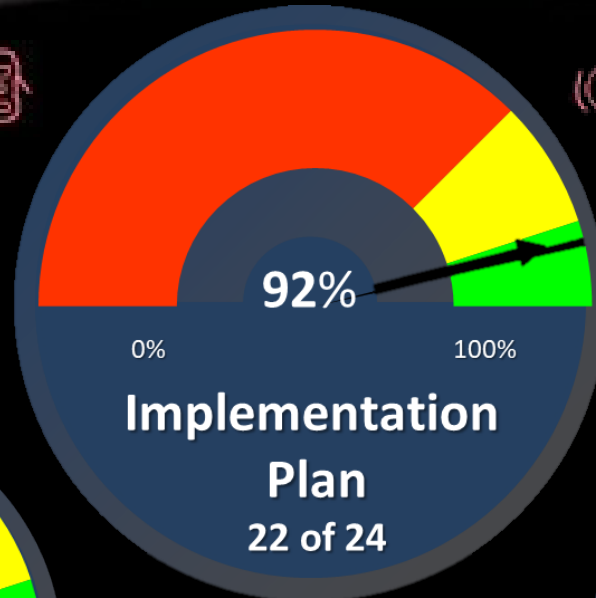
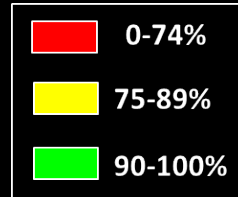
Office of
Inclusion
and
Civil Rights



Diversity and Inclusion Implementation Plan

NOAA Diversity and Inclusion Implementation Plan

FY 2017 - 2019



As of: 12/10/2019

FY 2019

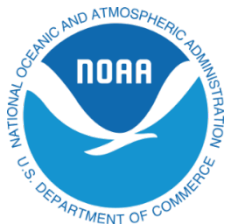


Implementation Plan

Office of Inclusion and Civil Rights

- 3.3.1: Develop succession planning and Knowledge Transfer Retention (KTR) tools that can be used universally across the agency
- 3.3.2: Provide training for managers on succession planning and KTR processes

NOTE: NOAA FY2017-2019 D&I Strategic Plan was closed out September 30, 2019. OICR assembled a workgroup to develop a new Plan. The new Plan is in the final stages of review.



D&I Improvements/Accomplishments

- Completed the 2017-2019 D&I Implementation Plan
- Established new team to develop D&I Strategic Plan
- Raised FEVS Support for Diversity Score Each of the Past Three Years
- Raised FEVS Inclusion Index Scores Each of the Past Three Years
- Established 10 new Employee Resource Groups (ERGs) representing Minorities, Women, and People with Disabilities
- 2nd Year Chosen as a Top 20 Supporter of Historically Black Colleges and Universities (HBCU)
- Recognized as a top 50 STEM supporter for American Indian Science and Engineering Society and as an Employer of Choice
- Received an Agency award for support of National IMAGE Inc. (Affinity group organization which serves Hispanic federal employees)

**Office of
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Next Steps

Next Steps



Increase genuine participation in the ADR Process.

Increase timely processing of reasonable accommodation request.

LCDP needs to be marketed to encourage Hispanics and IWTD to apply to the program.

Increase representation of women in the total workforce and senior leadership positions.

Conduct regular assessments of LO/SOs for possible deficiencies and develop strategies to remove identified barriers.

Reasonable Accommodation Coordinators will develop and conduct webinars for employees to inform them of the interactive process.

Conduct barrier analyses 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/Targeted Disabilities in mission critical occupations, career development programs, and incentive awards.
- African American Females in job series 0482 and 1340.
- Asian Females in job series 0432 and 1301.

*Next steps list is not in order of priority.



