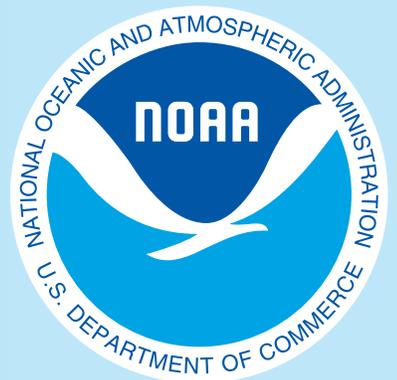# DIVERSITY, EQUITY, INCLUSION & ACCESSIBILITY
IMPLEMENTATION PLAN

OCEANIC & ATMOSPHERIC RESEARCH (OAR)

OCTOBER 2021

Oceanic and Atmospheric Research (OAR)

Diversity, Equity, Inclusion, and Accessibility* Implementation Plan (FY22-FY25)

OAR Diversity, Equity, Inclusion, and Accessibility (DEIA) Implementation Plan – Table of Contents:

* Executive order 14035 "Executive Order on Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce" was signed on June 25, 2021. This OAR plan was completed and awaiting final review by leadership at the time EO14035 was signed. OAR acknowledges the importance of addressing issues of access for people with disabilities, and recognizes that many of the goals and objectives outlined in this plan will also provide the opportunity to improve accessibility.

INTRODUCTION

The OAR Diversity, Equity, Inclusion, and Accessibility (DEIA) Strategic Plan expresses the vision and commitment of OAR to be an equitable, inclusive environment in which diversity is leveraged to achieve mission goals and business objectives, and to maximize the potential of individuals and the organization. This OAR Diversity, Equity, Inclusion, and Accessibility (DEIA) Implementation Plan is a companion document to the OAR DEIA Strategic Plan. The Implementation Plan lists priorities and actions for FY22-FY25 to work towards accomplishing OAR DEI goals expressed in the Strategic Plan. It is expected that the Implementation Plan will be updated periodically to recognize accomplishments, set new objectives, and define additional actions to address areas in need of improvement.

The principles of diversity, equity and inclusion are core values for OAR. 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 are committed to creating, promoting, and sustaining a workplace where the talents of all individuals are nurtured, recognized and appreciated.

Some action items will require the commitment of financial resources to assure success, and it is recognized that some action items will take longer to implement than others. We will also be reaching out to our partners about their participation in the actions/accomplishments outlined below.

ENVISIONING SUSTAINABLE DIVERSITY, EQUITY AND INCLUSION

OAR's vision for diversity, equity and inclusion: A sustainable, equitable, inclusive work environment in which diversity is leveraged to achieve mission goals and business objectives, and to maximize the potential of individuals and the organization.

SUMMARY OF GOALS AND OBJECTIVES:

GOALS	OBJECTIVES
1. **WORKFORCE DIVERSITY:** Recruit, train, and develop and retain a diverse, highly-capable workforce at all levels of the agency.	1. Identify underrepresented groups and work with Laboratories, Program and Staff Offices to develop staffing plans to ensure diversity is addressed in their staffing plans. 2. Seek opportunities to engage and attract underrepresented and disabled populations. Enhance relationships with current partners, develop sustained partnerships with minority serving institutions, and promote education and outreach of OAR activities outside of NOAA. 3. Reduce barriers and biases in the hiring of diverse, highly-qualified candidates.
2. **WORKPLACE INCLUSION:** Build a work environment that promotes inclusion.	1. Cultivate an inclusive work environment that encourages collaboration and flexibility to

	empower and engage every OAR team member. 2. Ensure equitable opportunities for all staff in order to retain a diverse and qualified workforce, and to create and reinforce a sense of belonging. 3. Address feelings of exclusion due to variable interpretation and application of the CI, contractor, and foreign national rules and regulations across OAR.
3. **SUSTAINABILITY:** Build a sustained and adaptive leadership committed to a diverse, equitable and inclusive OAR through accountability, data and education.	1. Establish the OAR Chief of Staff (COS) Office, in collaboration with the EEO/Diversity Program Office, as the OAR stewards for implementing and continually supporting the OAR DEIA Strategic and Implementation Plans. 2. Expand leadership accountability for managing diversity and inclusion across OAR. 3. Increase the visibility of leaders in diversity-related activities. 4. Eradicate racial inequalities and all forms of discrimination and harassment, especially sexual assault and sexual harassment (SASH).

GOAL 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.

INTRODUCTION

A diverse workplace is essential for fostering an environment where fresh ideas and diverse perspectives can build a workforce that celebrates innovation, communication, and respect. Recruiting and hiring a diverse workforce emphasizes the values that matter to an organization. A diverse workplace is essential as voices from a range of backgrounds create a team that can inspire great ideas and best practices. Having a diverse and inclusive environment will make it easier to attract new hires when they see a team that reflects society and allows them to feel they belong. Overall, organizations are more productive, innovative, and better able to attract and retain talent when they embrace diversity, equity and inclusion.

DEFINITION

Workforce diversity is the collective mixture of employees' varying characteristics, such as sex, race, national origin, sexual orientation, etc. It can also include employee's differences and similarities, such as values, beliefs, experiences, backgrounds, preferences and behaviors.

KEY OBJECTIVES:

- Identify underrepresented groups and work with Laboratories, Program and Staff Offices to develop staffing plans to ensure diversity is addressed in their staffing plans.

- Seek opportunities to engage underrepresented and disabled populations. Develop relationships with current partners, develop sustained partnerships with minority institutions, and promote education and outreach of OAR activities outside of NOAA.

- Reduce barriers and biases in the hiring and training of diverse, highly-qualified candidates.

Objective 1: Identify underrepresented groups and work with Laboratories, Program and Staff Offices to develop staffing plans to ensure diversity is addressed in their staffing plans.

Tactics/Actions	Metrics	Responsible
Develop presentations on MD715 report information for each OAR Laboratory, Program and Staff Office specifically identifying underrepresented groups for their geographic location. Present MD715 report information to each OAR Laboratory Director, Program Director and Staff Offices Leader,	The number of specific MD715 report information developed at the Laboratory, Program and Staff Office level.\n\nThe number of briefings completed.	OAR EEO/Diversity Program Office and OAR EEOAC committee representatives

Administrative Officers and Human Resources Liaisons.		
Develop and maintain a list of organizations that represent minority groups for all OAR geographical locations, and incorporate procedures so that Laboratories, Program and Staff Offices can distribute vacancy announcements to these organizations.	Creation of list and procedures for updating list. Number of groups listed. Number of vacancy announcements shared with listed groups.	OAR EEO/Diversity Program Office and OAR EEOAC committee volunteer
Assist OAR Laboratories, Program and Staff Offices with the diversity aspect of their staffing plans.	Number of briefings reviewed by an HR representative trained in diversity initiatives. Number of OAR staffing briefings with an HR representative in attendance specifically for diversity.	HRBA, OAR ESD, Admin Officers and HR Liaisons
Conduct barrier analysis and analyze applicant flow in the external hiring and recruitment process to identify triggers and barriers. Develop action items from this analysis.	Analysis completed. Number of action items developed.	HRBA and OAR ESD
Conduct an analysis of the Direct Hiring System to determine what works, does not work, and how OAR can positively impact the process. (Craig McLean emphasis)	Analysis completed. Number of items identified.	HRBA and OAR ESD
Develop a method to track and report all recruitment and outreach efforts (attendance at conferences, contacts with organizations, etc.).	Method developed. Number of Laboratories, Program and Staff Offices reporting.	OAR ESD, Admin Officers and HR Liaisons

Objective 2: Seek opportunities to engage underrepresented and disabled populations - Develop relationships with current partners, develop sustained partnerships with minority serving institutions, and promote education and outreach of OAR activities outside of NOAA.

Tactics/Actions	Metrics	Responsible

Target underrepresented groups and occupations as identified in MD-715 by: *Establishing and enhancing relationships with MSIs, colleges and universities, and other organizations. *Strengthening ties between OAR Laboratories, Program and Staff Offices, CSCs and Tribal Colleges. *Encouraging greater participation from OAR employees at Minority Scientific Conferences such as the National Technical Association (NTA), Society for Advancement of Chicanos/Hispanics, and Native Americans in Science (SACNAS), American Indian Science and Engineering Society (AISES), and other meetings as appropriate.	Annual number of newly created partnerships. Annual number of sustained partnerships. Annual number of new hires (federal/ contractors, interns, post-docs, and volunteers). Annual attendance at Minority Scientific Conferences, and the number of visits to an OAR booth.	OAR EEO/Diversity Program Office OAR Laboratory, Program and Staff Office communications staff, Public affairs team, ESD
Leverage ongoing relationships across OAR to strategically develop alliances in the area of DEI (e.g., include DEI as a subject of reporting in Laboratory and Program reviews; prioritize DEI in the OAR Strategic Plan).	Regular meetings with DEI leaders across OAR (EEO/Diversity Program Office, OAR COS, ODIAC, and Laboratory, Program and Staff Office DEI groups) to provide updates on activities and share best practices. Annual OAR DEI activities and accomplishments	OAR EEO/Diversity Program Office OAR Laboratory, Program and Staff Office DEI leads OAR COS leadership
Actively increase the number of OAR mentors in the NOAA Educational Partnership Program with Minority Serving Institutions' (EPP/MSI) undergraduate and graduate programs, both formally and through informal networks. Establish regular meetings between the OAR Leadership, Laboratory Directors, Program Directors, and Staff Office leaders and the Directors of the Cooperative Science Centers to	Number of OAR OEd mentors Sustained communication between OAR and the NOAA Cooperative Science Centers through regular meetings	Office of Education (EPP/MSI staff) OAR Laboratory Directors, Program Directors, and Staff Office leaders

ensure the continuation of DEI dialogue between partners.		
Target advertisements to colleges, universities, institutions, and communities for individuals with disabilities.	Number of advertisements created, posted, and shared	OAR communications (HQ, Laboratories, Program and Staff Offices) OAR EEO/Diversity Program Office OAR Public Affairs ESD
Explore current internship programs at OAR Laboratories, Program and Staff Offices to identify best practices for reaching a more inclusive internship applicant pool.	Development of a best practices document to develop a more inclusive internship applicant pool.	OAR Laboratories, Program and Staff Offices OAR EEO/Diversity Program Office

Objective 3: Reduce barriers and biases in the hiring and training of diverse, highly-qualified candidates.

Tactics/Actions	Metrics	Responsible
Use diverse hiring and selection panels, when available, to create an inclusive interview environment.	The proportion (%) of hiring and selection panels with diverse members	OAR Laboratories, Program and Staff Offices, ESD
Use interview questions to identify managers, supervisors, and executives who demonstrate support for diversity, equity and inclusion.	The proportion (%) of hiring and selection panels that include at least one question on DEI	OAR Laboratories, Program and Staff Offices, ESD
To hire more diverse and qualified candidates, ensure supervisors and managers learn and apply the capabilities of special hiring authorities.	The number of managers trained regarding special hiring authorities and programs that facilitate expeditious hiring of diverse applicants.	ESD
Require hiring managers to complete Implicit Bias Training to address potential barriers in recruitment and selection practices.	The number of managers trained regarding Implicit Bias Training.	ESD and OAR EEO/Diversity Program Office

Educate potential hires on the Federal hiring process and develop fact sheets for potential hires on the do's and don'ts of the Federal application process.	Completion of fact sheets and number of sessions on the Federal Hiring process offered.	ESD

GOAL 2 – WORKPLACE INCLUSION

Build a Work Environment That Promotes Inclusion

INTRODUCTION

A healthy organizational culture builds a framework that incorporates core values into its mission, vision, and strategic goals. Workplace inclusion is an important core value for a healthy organizational culture, and provides many benefits including increased productivity, creativity, cooperation, engagement, job satisfaction, and retention, as well as reduced turnover, absenteeism, work-related stress, and burnout.

OAR strives to build an equitable and inclusive culture where all individuals feel valued and respected for their unique qualities and experiences, are assured that they are welcome and belong, feel connected to the organization, and are able to participate and contribute to their full potential.

While every individual has a responsibility to contribute to an inclusive workplace culture, inclusive behaviors must be valued and modeled at the highest levels of the organization with no tolerance for status-based exclusions. Inclusive and equitable values must be incorporated into organizational policies, processes, procedures, and practices to assure intentional implementation and support for an inclusive workplace culture.

DEFINITION

An inclusive workplace culture recognizes and values the unique attributes of all team members; assures every team member feels respected, valued, welcome, and connected to the organization; and provides equitable access to opportunity and support that allows every team member to contribute to their full potential. An inclusive workplace environment encourages collaboration and flexibility. Inclusion requires active and intentional engagement on the part of everyone, and provides a feeling of belonging.

KEY OBJECTIVES:

- Cultivate an inclusive work environment that encourages collaboration and flexibility to empower and engage every OAR team member.

- Ensure equitable opportunities for all staff in order to reinforce a sense of belonging and retain a diverse and qualified workforce.

- Address feelings of exclusion due to variable interpretation and application of the CI, contractor, and foreign national rules and regulations across OAR.

Objective 1: Cultivate a supportive, welcoming, inclusive and equitable work environment that encourages collaboration and flexibility to empower and engage every OAR team member.

Tactics/Actions	Metrics	Responsible
Assess processes, policies, procedures, and practices that create barriers and issues to equity and inclusion.	Number of OAR Laboratories, Program and Staff Offices that conduct assessments and develop correlating mitigation strategies.	OAR leadership, managers, supervisors
Encourage and elevate employee participation in resource/affinity groups, special observances, special emphasis programs, and DEI committees and training.	The number of participants in NOAA and/or OAR recognized affinity groups, ERGs, and SEP events The number of DEI councils/committees/groups within individual Laboratories, Program and Staff Offices	Laboratory Directors, Program Directors and Staff Office leaders, supervisors
Adopt robust orientation and onboarding programs for new team members and leaders that highlight the importance of and OAR's commitment to DEI, provide access to mentors, and inform about flexible workplace policies that encourage employee engagement, empowerment, work-life balance, and wellness.	The number of orientation programs incorporating these suggestions. The percentage of orientation participants informed about NOAA and OAR DEI priorities and flexible workplace policy/initiatives.	ESD, Laboratory, Program and Staff Office administrative officers, EEO/Diversity Program Office
Identify, communicate, and reinforce equitable and inclusive behaviors across all employee-types through formal and informal employee acknowledgements, rewards, awards, committee assignments, etc.	Number of Laboratories, Program and Staff Offices that develop novel ways (e.g., internal awards) to build equity and recognize inclusive behaviors	EEO/Diversity Program Office, Laboratory Directors, Program Directors, and Staff Office leaders, ESD, EEOAC, ODIAC

Objective 2: Ensure equitable opportunities for all staff in order to reinforce a sense of belonging and retain a diverse and qualified workforce.

Tactics/Actions	Metrics	Responsible
Assess staffing and succession plans to prioritize diversifying the workforce at all levels through targeted education, training, development and advancement opportunities.	Number of OAR Laboratories, Program and Staff Offices that conduct assessments, develop, and implement strategies to provide equitable opportunities for education, training, professional development, promotion/advancement, and access to leadership coaching, mentoring and training.	COS, EEO/Diversity Program Office, ESD
Increase the participation of underrepresented groups within the OAR Mentoring Programs through better communication and outreach to potential mentees.	Increased number of underrepresented participants in NOAA or OAR's mentoring programs.	Communications, ESD, EEO/Diversity Program Office
Provide training to enhance inclusive behaviors.	The number of trainings, informational sessions, workshops, etc., that help define and enhance inclusive behaviors across OAR.	EEO/Diversity Program Office

Objective 3: Address feelings of exclusion due to variable interpretation and application of the CI, contractor, and foreign national rules and regulations across OAR.

Tactics/Actions	Metrics	Responsible
Ensure the foreign national security protocols are being interpreted and applied in the same manner throughout the organization, while also better educating the employees on the reasons behind the procedures.	Reduction in the number of complaints or delays in foreign nationals having the necessary access to accomplish mission goals.	COS, Laboratory Directors, Program Directors, and Staff Office leaders
Connect Federal and CI supervisor-to-leadership practices to a more consistent	Number of contracts and CI grants negotiated that	OAR Leadership, COS, Laboratory

and robust OAR leadership culture through establishing common leadership values and expectations.	express the desire for consistent management values and expectations among employers	Directors, Program Directors, and Staff Office leaders, MODD, CI Administration Office
Explore pathways and alternatives for including CI, contractor, and other non-federal staff in training, awards, recognitions, etc.	Report summarizing various legal and institutional barriers. Innovative strategies or partnerships with non-federal employers to collaborate on equitable opportunities for OAR Team members	COS, EEO/Diversity Program Office, ESD, MODD, CI Administration Office

GOAL 3 – SUSTAINABILITY

Build Sustained and Adaptive Leadership Commitment to a Diverse, Equitable and Inclusive OAR Through Accountability, Data and Education.

INTRODUCTION

The aim of this goal is to build a sustained and adaptive leadership committed to a diverse, equitable and inclusive OAR through accountability, data and education. This will be done by developing structures and strategies to equip leaders with the ability to manage a diverse, equitable and inclusive workforce, be accountable, measure results, refine approaches on the basis of such data, and engender a culture of inclusion.

DEFINITION

To continually foster a diverse, equitable and inclusive culture, sustainability focuses on creating and maintaining accountability. Broad and comprehensive OAR support is critical to ensure that the key components of sustainability thrive, including accountability structure, evaluation measurements, and constant communication. To achieve this continuous accountability, the critical focal point will be the OAR Chief of Staff (COS) who will work across and at various levels within OAR.

KEY OBJECTIVES:

- Establish the OAR Chief of Staff (COS) Office, in collaboration with the EEO/Diversity Program Office, as the OAR steward for implementing and continually supporting the OAR DEIA Strategic and Implementation Plans.

- Expand leadership accountability for managing diversity, equity, and inclusion across OAR.

- Increase the visibility of leaders in DEI-related activities

- Eradicate racial inequalities and all forms of discrimination and harassment, especially sexual assault and sexual harassment (SASH).

Objective 1: Establish the OAR Chief of Staff (COS) Office, in collaboration with the EEO/Diversity Program Office, as the OAR steward for implementing and continually supporting the OAR DEIA Strategic and Implementation Plans.		
Tactics/Actions	**Metrics**	**Responsible**
Empower the OAR COS with OAR leadership commitment.	OAR COS reports quarterly on DEIA Strategic and Implementation Plan progress during leadership meetings (SRC and SMM).	ELT, COS, EEO/Diversity Program Office

COS and EEO Manager will oversee, coordinate, and disseminate DEI information to respective DEI committees and councils across OAR. Information includes DEI achievements, best practices, and standards.	Number of scheduled meetings conducted with the representatives from OAR affinity groups on a scheduled basis. Conduct an annual DEI Summit or Forum that achieves a high level of satisfaction and participation.	COS, EEO/Diversity Program Office

Objective 2: Expand leadership accountability for managing diversity, equity, and inclusion across OAR.

Tactics/Actions	Metrics	Responsible
Assess the performance of managers and supervisors regarding DEI based on the New Inclusion Quotient (New IQ) scores for their respective offices.	Benchmark and analyze OAR New IQ index vs Federal Government, DOC, and NOAA.	COS, EEO/Diversity Program Office, ESD
Through an objective 3rd party, perform a targeted DEI assessment of OAR Laboratories, Program and Staff Offices. For Laboratories, Program and Staff Offices with less than 10 employees, devise a framework to measure and provide DEI progress while ensuring employee confidentiality.	Tracks and monitors DEI improvement in comparison to trends and benchmarks.	ETL, COS, EEO/Diversity Program Office, ESD, MODD
Assess the overall health and confidence in management and leadership of the OAR workforce through "stay" surveys. Surveys will be used to identify and correct DEI deficiencies.	Track and monitor DEI related health of workforce, identify DEI issues related to management and leadership early.	COS, ESD, EEO/Diversity Program Office, Directors and Deputies

Objective 3: Increase the visibility of leaders in diversity-related activities

Tactics/Actions	Metrics	Responsible
OAR leaders provide regular updates to the workforce on OAR's progress toward DEIA Strategic and Implementation Plan goals.	Conduct leadership All Hands/SRC/SMM on augmented MD-715 workforce demographics	ELT, Directors, and EEO/Diversity Program Office

	highlighting challenges and success with corresponding strategies that focus on trends and metrics.	
As part of leadership performance, ensure Directors and Deputies are shaping, guiding, and supporting the OAR DEIA Implementation Plan actions to meet the objectives of the OAR DEIA Strategic Plan.	Engage and sponsor DEI initiatives.	OAR Directors and Deputies

Objective 4: Eradicate racial inequalities and all forms of discrimination and harassment, especially sexual assault and sexual harassment (SASH).

Tactics/Actions	Metrics	Responsible
OAR leadership clearly commits and communicates that racial inequalities and all forms of discrimination and harassment are not tolerated at all.	Number of communications and meetings (i.e. OAR All Hands or Forums).	Communications, ELT, Directors and Deputies, EEO/Diversity Program Office
Ensure that standard reports on discrimination and harassment as well as corresponding training metrics are reported and available to OAR employees.	Periodic report summarizing OAR incidents and training metrics on discrimination and harassment.	EEO/Diversity Program Office
As part of contracts and agreements, ensure that contractors and CIs also espouse polices addressing inequalities and all forms of discrimination and harassment.	% of contractors and CI taking anti-discrimination and anti-harassment training.	CFO/CAO, CI Administration Office

APPENDIX A: ROLES AND RESPONSIBILITIES

ROLES	RESPONSIBILITIES
Senior OAR Leadership (including Laboratory Directors, Program Directors, and Staff Office leaders)	Champion diversity, equity and inclusion across OAR. Support the effort of the OAR Chief of Staff to implement DEI actions and ensure that organizational systems, policies, and practices necessary for supporting OAR's diversity and inclusion vision are integrated into operations.
OAR Chief of Staff	The OAR Chief of Staff is responsible for overseeing the Implementation Plan, and delegating responsibility for action items with coordination and support from the EEO Office/Diversity Program Manager.
EEO Office/Diversity Program Manager	Develop OAR's DEIA Strategic Plan, and oversee DEI annual report and performance measurements. Coordinate with and support the OAR Chief of Staff in accomplishing Implementation Plan action items. Advise OAR leadership and provide line and staff offices direction to achieve these OAR DEIA Strategic Plan goals. Establish policies and procedures that directly support plan objectives and ensure compliance with EEO laws and Federal reporting requirements.
Office of Human Capital Services	Provide direction and support in achieving OAR DEIA 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.
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, unless it is targeted recruitment.

OAR EEOAC and ODIAC committees	Support and enhance DEI efforts within OAR. These committees provide advice and recommendations to OAR leadership related to OAR DEI issues, collect data from and report on OAR DEI actions, and provide suggestions for future actions.
Every OAR Team Member	Individually advance OAR's diversity, equity and inclusion goals by cultivating a culture of belonging, celebrating the value of diverse backgrounds and perspectives, and recognizing and mitigating implicit biases.

APPENDIX B: DEFINITION OF ACRONYMS

AGO -   Acquisition and Grants Office

AISES -   American Indian Science and Engineering Society

CFO/CAO -   Chief Financial Officer/Chief Administrative Officer

CI -   Cooperative Institute

COS -   Chief of Staff

D&I -   Diversity and Inclusion

DEI -   Diversity, Equity, and Inclusion

DEIA -   Diversity, Equity, Inclusion, and Accessibility

DOC -   Department of Commerce

EEO -   Equal Employment Opportunity

EEOAC -   EEO Advisory Committee

ELT -   Executive Leadership Team

EPP -   Educational Partnership Program

ERG -   Employee Resource Groups

ESD -   Employee Services Division

FEVS -   Federal Employee Viewpoint Survey

FY -   Fiscal Year

HQ -   Headquarters

HR -   Human Resources

HRBA -   Human Resources Business Advisor

MD715 -   Management Directive – 715

MODD -   Management and Organizational Development Division

MSI -   Minority Serving Institutions

NEC -   NOAA Executive Council

NewIQ -   New Inclusion Quotient

NOAA -   National Oceanic and Atmospheric Administration

NTA -   National Technical Association

OAR -   Oceanic and Atmospheric Research

ODIAC -   OAR Diversity & Inclusion Advisory Committee

OHCA -   Organizational Health and Culture Assessment

OICR -   Office of Inclusions and Civil Rights

OPM -   Office of Personnel Management

OSS/CI -   Office of Science Support/Cooperative Institutes

SACNAS -   Society for Advancement of Chicanos/Hispanics, and Native Americans in Science

SASH -   Sexual Assault and Sexual Harassment

SEP -   Special Emphasis Program

SRC -   Senior Research Council

SMM -   Senior Management Meeting