Diversity, Equity, Inclusion, and Accessibility Implementation Plan

Fiscal Year 2022–2025

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Message from NESDIS Assistant Administrator

As we evolve NESDIS to meet our NESDIS Strategic Objectives to fulfill NOAA's and the nation's growing need for global climate, weather, and observing data products and services, our workforce will need to evolve too. We will guide our workforce transformation with the focused intent to improve Diversity, Equity, Inclusion, and Accessibility (DEIA) for our community within NESDIS.

Emphasizing the need for transforming our organizational culture to be innovative and inclusive is essential. Especially as we continue reimagining NESDIS' future space and ground architecture to address the changing environment in the Earth Observation and environmental services field, we must be ready to work with our broad community of users and partners in their living and working environments.
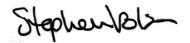
As part of the Workforce Transformation tenet, NESDIS intends to re-shape its workforce. Our shift in focus will only be successful if we are able to attract and retain a diverse workforce possessing the established skill of remote sensing and information data product creation, while also expanding to include new skills with skills beyond present-day capabilities. We envision a workforce shift towards one that is more comfortable with data science, evolving technologies like Artificial Intelligence (AI) and the Cloud, and integrated earth system science, and which is able to collaborate and communicate with a broader community of partners and user communities.

My expectations for the success of NESDIS as the organization moves into the future is to ensure we can *plan and execute hiring with clear objectives to achieve diversity in all its aspects, gender, culture, work experience, generational, etc.* To achieve our workforce and workplace of the future we need to diversify our approach to recruitment and workplace flexibilities, and we should include but not be limited to utilizing special hiring authorities to assist in attracting diverse top talent necessary for our future.

With the above in mind, I commit to advancing diversity, equity, inclusion, and accessibility at all levels of our organization. I recognize the tremendous work and effort it has taken to achieve the accomplishments associated with many of our diversity and inclusion goals, and reaffirm my commitment to the goals and objectives contained within this plan.

Dr. Stephen M. Volz
NOAA Assistant Administrator, NESDIS

NESDIS: What We Do

Since 1982, the mission of the National Oceanic and Atmospheric Administration's (NOAA) National Environmental Satellite, Data, and Information Service (NESDIS) has been to "provide secure and timely access to global environmental data and information from satellites and other sources to promote and protect the nation's security, environment, economy, and quality of life." [1]

Expanding Understanding of Our Dynamic Planet

Weather Forecasting
Ninety-five percent of the data used in weather forecasting models comes from satellites. NESDIS operates the nation's weather satellites 24/7, 365 days a year, and is responsible for delivering these essential observations into the indefinite future. We also maintain international data-sharing agreements that provide NOAA and other United States Agencies and users with access to data from a global community of satellite operators. Weather reports that help you plan your day or help the Federal Emergency Management Agency prepare before a hurricane all start with NESDIS information.

Environmental Monitoring
We monitor several environmental conditions daily, weekly, seasonally, and over years to understand conditions on our planet, on land in the atmosphere and in the ocean, and to track and project changes to our climate. We provide authoritative assessments of the U.S. and global climate. We maintain one of the most significant archives of environmental data on Earth, and make these data available to the world.

Securing Life, Property, and Economic Prosperity
From the Atlantic to the Pacific and across the globe, NESDIS is on constant watch for weather patterns and environmental conditions that pose a threat to our citizens. We offer critical environmental intelligence to communities so they can minimize loss of life and damage to property in the event of extreme weather, and to enable those same users to plan for the future health and vitality of their communities.

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1   Our Mission | nesdis (noaa.gov)

Value of DEIA for NESDIS

NESDIS can only succeed if our workforce is empowered and engaged in our mission, and supported by the organization. We are committed to fostering and supporting a diverse workforce where all employees are included, connected, and engaged to the mission.

DEIA—Core Concepts
Executive Order (EO) on Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce (EO 14035 of June 25, 2021) provides the following definitions for DEIA:

Diversity: The term "diversity" means the practice of including the many communities, identities, races, ethnicities, backgrounds, abilities, cultures, and beliefs of the American people, including underserved communities.

Equity: The term "equity" means the consistent and systematic fair, just, and impartial treatment of all individuals, including individuals who belong to underserved communities that have been denied such treatment.

Inclusion: The term "inclusion" means the recognition, appreciation, and use of the talents and skills of employees of all backgrounds.

Accessibility: The term "accessibility" means the design, construction, development, and maintenance of facilities, information and communication technology, programs, and services so that all people, including people with disabilities, can fully and independently use them. Accessibility includes the provision of accommodations and modifications to ensure equal access to

OSPO Working Group

employment and participation in activities for people with disabilities, the reduction or elimination of physical and attitudinal barriers to equitable opportunities, a commitment to ensuring that people with disabilities can independently access every outward-facing and internal activity or electronic space, and the pursuit of best practices such as universal design.

Additional information on Diversity, Equity, Inclusion, and Accessibility EOs and other DEIA pertinent information can be found by visiting the Department's Office of Civil Rights and NOAA's Office of Inclusion and Civil Rights sites.

NCEI Boulder EEO Training Session

Plan Approach

This plan follows the strategic approach of asking the following questions:

Commitment: Why does DEIA matter to our organization? Today's national workforce is the most diverse it has ever been. The nation's best and brightest workers represent an endless variety of cultural, geographical, and educational backgrounds, not to mention life experiences and perspectives. Similarly, NOAA's and NESDIS' mission requires that we work with and respond to the needs of an equally diverse community of users, coming from a wide range of environments—social, economic, and physical. In order to attract, fully utilize, and retain the best talent, and to respond to the needs of this diverse community of users, NESDIS must reflect the diversity of our nation, and must be viewed as an employer of choice for a diverse workforce.

This Plan is a central component of the NESDIS Strategic Plan. Our organization's acknowledgement of the critical role of the workforce and the work environment is evident in the commitment defined in the Strategic Plan, Goal 6, the People Priority. This priority is the centerpiece of NESDIS efforts to build and sustain a diverse workforce and a respectful work environment. Embedded within this goal is the commitment to the idea that the success of the organization is aligned with creating a healthy, engaged, and productive culture. This commitment extends to providing a work environment that is healthy and balanced in order to foster a culture that provides every employee the opportunity to fully participate and contribute to the NESDIS mission.

Strategy and Roles: What do we plan to do to meet our aspirations? To create the diverse organization we want and need, we must understand that the best employees come from all different backgrounds and hold distinct viewpoints, and that workforce diversity, when fully utilized, leads to inclusion and engagement of more ideas and individual perspectives. Involvement in an environment of contrasting viewpoints, in turn, leads to more creativity and innovation from employees when addressing challenges. NESDIS is charting and implementing this action-oriented plan that eliminates biases and revises processes that compound inequality.

NESDIS will strive to build and sustain a diverse workforce and inclusive work environment that will enhance organizational effectiveness, build a framework to meet future challenges, and support the implementation of this plan. Hopefully, this will lead to an organization that thrives with the contributions and involvement of all.

Accountability: How do we accomplish what we've set out to do? NESDIS needs strong leadership that will help employees design creative and innovative technical solutions, and at the same time creativity and innovation at all levels within the teams that are executing our mission activities. The support and participation of everyone at NESDIS, including executive leadership, managers, supervisors, and our employees, is critical for the successful execution of this plan. Responsibility for achieving diversity, equity, inclusion, and accessibility in NESDIS resides with all of us. Leaders and managers throughout the organization have a personal responsibility to embrace and live the tenants of the DEIA goals, to model for everyone.

Leadership Commitment

NESDIS leadership commits to providing our workforce and job applicants with full and fair opportunities for employment, career advancement, and access to resources and programs. We recognize that diversity is about more than race and gender, and we are committed to and strive to foster an equitable and inclusive culture for everyone. We value the unique differences and shared values of each member of the NESDIS team.

Leadership

Stephen M. Volz, Ph.D.
Assistant Administrator, NESDIS

Mark Paese
Deputy Assistant Administrator, NESDIS, (Acting) Director Office of Space Commerce

Irene Parker
Deputy Assistant Administrator Systems, Chief Information Officer, NESDIS

Kelly Turner
Chief of Staff, NESDIS

Pam Sullivan
System Program Director, GOES-R Series Program

James Donnellon
Chief Financial Officer and Chief Administrative Officer, NESDIS

Richard (Greg) Marlow
Director, Office of Satellite and Product Operations

Ajay Mehta
Director, Office of Satellite Ground Services

Charles Wooldridge
Director, International and Interagency Affairs Office

Elsayed R. Talaat, Ph.D.
Director, Office of Projects, Planning, and Analysis

Mitch Goldberg
Senior Scientist, NESDIS

Timothy Walsh
(Acting) Director, Joint Polar Satellite System

Joseph Pica
(Acting) Director, National Centers for Environmental Information

Mark Paese
(Acting) Director, Center for Satellite Applications and Research

Vanessa Griffin
Director, Office of Systems Architecture & Advanced Planning

Manan Dalal
(Acting) Assistant Chief Information Officer, NESDIS

NESDIS DEIA Implementation Plan

This NESDIS Plan aligns to NOAA DEIA Goals and Objectives. A logic model was developed to connect the existing and planned NESDIS initiatives to these NOAA Goals. (Appendix B)

> NESDIS will track progress towards the Objectives, Strategies and Actions and their alignment to the three NOAA-level DEIA Goals:
> 1. **Workplace Diversity:** Recruit and Attract a Diverse, Highly-Capable Workforce,
> 2. **Workplace Inclusion:** Build a Work Environment that Promotes Inclusion,
> 3. **Sustainability:** Build Sustained and Adaptive Leadership Commitment to a Diverse and Inclusive NOAA through Accountability, Data, and Education.

Additionally, we have identified in the plan where we are incorporating the NOAA Executive Panel (NEP) DEIA Action Plan Line Office actions. These six actions are as follows:
1. Use diverse hiring panels to create an inclusive interview environment.
2. Leaders promote participation in Special Emphasis Programs (SEPs) and D&I training.
3. NOAA senior leaders provide regular updates to the workforce on NOAA's progress toward Diversity and Inclusion Plan goals. Line and Staff Office leaders regularly communicate and promote the value of D&I.
4. Include Diversity and Inclusion collateral duty roles into those employees' performance plans that have those responsibilities, including metrics for accountability.
5. Leaders regularly seek out feedback by conducting stay (retention) interviews, workforce engagement surveys, etc., and use a variety of mechanisms to regularly gather employee feedback on issues relating to racial inequality, discrimination, and harassment.
6. AAs are responsible for the development of LO D&I Plans to meet the objectives of the NOAA D&I Strategic Plan.

For each Goal, this document will provide the tactical plan of DEIA initiatives, actions, and integration into operational strategies, the NESDIS desired outcomes and milestone descriptions, and elements of the execution approach (the who, how, and where) for accountability and metrics. This plan needs to be adaptive to changing needs of the workforce and societal demands, throughout the year the plan will be reviewed and adapted to include new ideas, initiatives, and strategies to achieve the desired outcomes. Additionally, not all strategies have fully defined methods for metrics or tools for capturing desired data points. When those tools are conceived their development and implementation will be incorporated into the logic model and published with the next edition of this plan.

NOAA Goal 1—WORKPLACE DIVERSITY

NESDIS is using the objectives laid out by NOAA to drive its DEIA initiatives; for Goal 1 (stated above) those objectives are:
1.1 Effectively recruit qualified individuals at all levels whose diverse backgrounds, experience, education, and skills will advance NESDIS's mission,
1.2 Reduce barriers and biases in NOAA's hiring of diverse, highly-qualified candidates,
1.3 Create a culture that promotes the employment of individuals with disabilities.

NESDIS Strategies and Desired Outcomes

Aligned to the above objectives are the near, mid, and long term NESDIS desired outcomes that will result from the tactics/strategies defined in this plan.

Long Term (beyond FY25) outcomes include:
- NESDIS Workforce that demographically diverse and inclusive and more representative of the communities it serves,
- NOAA Annual Usage of tool for Diverse interview panels (ORDERS) equals the recruitment rate
- Advanced NESDIS Employer Branding and Recruitment marketing efforts,
- Eliminated barriers to hiring and promotions on the basis of unconscious bias,
- An adaptable workplace that accommodates and reduces attrition of qualified individuals with disabilities.

Mid-Term outcomes for FY24 to FY25 include:
- Continued increase in the number of new hires from under represented groups,

- NESDIS Annual Usage of ORDERS equals the recruitment rate,
- Well established relationships with institutions and communities targeting individuals with disabilities,
- Develop a talent pipeline for the future NESDIS workforce,
- Continue the re-definition of work series requirements for selected NESDIS positions,
- Appropriately trained Hiring Managers and selection officials to reduce bias in hiring,
- Successful Annual enterprise-wide implementation of the NESDIS Recruitment Plan,
- Build an accessible and adaptable workforce that fully accommodates employees with disabilities.

Short-Term outcomes for FY22 to FY23 include:
- Accurate workforce demographics data provided to Leadership,
- Adoption of ORDERS by other NOAA Line and Staff Offices,

- Systematic processes in place that help retain and increase the number of individuals with disabilities and individuals with targeted disabilities,
- Review of work series employed across NESDIS, with the intention to determine where applicable series requirements may be changed to open the jobs to candidates with wider education and experiential backgrounds,
- Increased engagement of NOAA Internship and Fellowship Programs to recruit qualified individuals from diverse backgrounds,
- HMs leverage the standard set of DEIA centric questions during hiring panels developed for enterprise-wide use,
- Execute plan and evaluate the success for expanded scale implementation in FY23,
- Increase in the number of positions considered Accessible.

Hollings Scholarship Orientation

TACTICAL PLAN

NOAA Goal / Objective Supported	NEP Action	WHAT & WHEN		WHO & HOW & WHERE		
		NESDIS Strategy/ Tactic /Action	Milestone(s) that will indicate progress (Specific, Measurable, Attainable, Realistic, Timebound)	Responsible Organization	Metric To Be Tracked	Tool used to Track Progress
1.1	1	Collaborate with OHCS in integrating data systems and maintain a portfolio of workforce reporting products to ensure real-time understanding of hiring efforts and workforce data	Data exploration with OHCS, define appropriate parameters for tracking the hiring of diverse candidates by the end of Q2 FY22.	CAO & OHCS	Number of Diverse Candidates Hired	Tracking through quarterly reporting
			Automate workforce and hiring data reporting by Q4 FY22			
			Begin to track hiring metrics for diverse candidates in Q1 FY23			
1.2	1	ORDERS Pilot Implementation	Complete Pilot execution in August 2022, and report out on success Metrics	CAO	Usage Rate	Smartsheet Solution Feedback form and RADS Tracker
			Transfer Ownership to NOAA based on successful implementation of the Pilot by Q1 FY23	NOAA/OHCS and CAO	Solution ownership	ORDERS Smartsheet Solution
			Achieve 80% NESDIS usage of ORDERS (equal to the recruitment rate by the end of FY25)	NESDIS Hiring managers	Usage Rate	Smartsheet Solution Feedback form and RADS Tracker
			Issue updated NESDIS Guidance for Interview Panels and Selections	CAO	Proportion (%) of Hiring Panels with diverse members	Smartsheet Solution Feedback form and RADS Tracker
1.1,1.3		Leverage partnerships and resources to recruit and hire qualified individuals with disabilities and individuals with targeted disabilities	Annual targeted outreach to 3 new institutions and communities with individuals with disabilities	CAO	Proportion of hires	RADS Tracker
1.1	1	Ensure there are sufficient early-career opportunities to leverage hiring authorities to take on star performers from intern programs to support mission priorities	Annually work with Program Offices to create up to 30 opportunities to attract candidates from ECO such as but not limited to:	CAO	Participation Rate	ECO Tracker
			NOAA Lapenta Internship Program			
			Knauss Fellowship Program			
			Hollings and EPP/MSI Programs			

		WHAT & WHEN		WHO & HOW & WHERE		
NOAA Goal / Objective Supported	NEP Action	NESDIS Strategy/ Tactic /Action	Milestone(s) that will indicate progress (Specific, Measurable, Attainable, Realistic, Timebound)	Responsible Organization	Metric To Be Tracked	Tool used to Track Progress
1.1, 1.2	1	Training For Hiring Managers (HMs)	Provide instruction to Hiring Managers (HMs) on the need to include DEIA centric questions as part of their Question sets for hiring panels Q2 FY22	CAO	The proportion of interview question sets used that include D&I-centric questions	Update ORDERS Hiring Manager Questionnaire
			100% interview question sets used that include D&I-centric questions			
			Determine required Unbiased Training courses for HMs available within CLC	CAO	The proportion of HMs trained	CLC
			100% compliance Require HMs to complete Unconscious Bias training by end FY23			
			Educate Hiring Managers HMs and Administrative Officers on Special Hiring Authorities Q2 FY23	CAO	Proportion of hires utilizing Special Hiring Authorities	RADS Tracker
					Number of trainings provided by MSB	
			Develop a standard set of D&I centric questions developed for enterprise-wide use by Q4 FY22	CAO	Proportion of hiring panels that use D&I Centric Questions	Update ORDERS Hiring Manager Questionnaire
		Implement the NESDIS Recruitment Plan	Draft plan to include marketing alternatives for 2 NESDIS FMCs, seeking opportunities to diversify talent pools	CAO	Number of recruitment events and outreach activities completed	CAO Recruitment Events tracker
			Annually by Q4, draft plan to include marketing alternatives for all NESDIS FMCs, seeking opportunities to diversify talent pools, leveraging the success of prior years	CAO	Number of recruitment events and outreach activities completed	CAO Recruitment Events tracker
1.2		Review Work Series requirements for NESDIS positions	Conduct routine assessments of Best Practices in the Federal Government to monitor progress.	CAO/Program Offices	Number and percentage of total of positions reviewed and re-assessed	Tracking through quarterly reporting
1.3		Advances toward reaching the 2% goal for targeted disability recruitment	Managers and employees are made aware of their responsibilities to maintain an accessible and adaptable workplace inclusive of employees with disabilities, through training and guidance	CAO/Program Offices	Number of hiring action made accessible to individuals with disabilities and targeted disabilities	Update to Hiring Board Tracker indicating position considered accessible to individuals with Disabilities.
					Number of Reasonable Accommodation training conducted annually	

Goal 2—WORKPLACE INCLUSION

NESDIS is using the objectives laid out by NOAA to drive its DEIA initiatives; for Goal 2 (stated above) those objectives are:

2.1 Cultivate an inclusive work environment that empowers and engages every NOAA team member.

2.2 Ensure all staff have equal access to career development opportunities in order to retain a diverse and qualified workforce.

NESDIS Strategies and Desired Outcomes

Aligned to the above objectives are the near-, mid-, and long-term NESDIS desired outcomes that will result from the tactics/strategies defined in this plan.

Long Term (beyond FY25) outcomes include:
- A highly functional enterprise-wide Wellness Program,
- Improve work environment and opportunities for overall job satisfaction and recognition,
- Knowledge of DEIA initiatives is common to NESDIS Employees,
- Additional NESDIS-level ERGs developed in response to initial ERGs and increased sponsorship of SEPs,
- Assurance that all staff have equal access to career development opportunities in order to retain a diverse and qualified workforce.

Mid-Term outcomes for FY24 to FY25 include:
- Enterprise-wide Wellness Program that supports the entire NESDIS Enterprise,
- Continued increase in participation of Work/Life Balance Programs,

- Evaluate success of enhanced Awards Program,
- Have a centralized location for employees to be able to view historical FEVS data and analysis,
- Consistent messaging of NESDIS DEIA Strategies enterprise-wide leads to knowledge of DEIA initiatives is common to all new hires,
- NESDIS Leadership sponsorship of initial internal NESDIS-level ERGs,
- Increased utilization of the People Page for new hires to access all L&D related information,
- Increased participation in the NESDIS-level Mentoring Program,
- Enhanced Leadership Succession Planning in NESDIS.

Short-Term outcomes for FY22 to FY23 include:
- Initial implementation of Wellness Program for NESDIS Employees,
- Increase awareness and participation on Work/Life Balance Programs,
- Include External Partners in Awards Programs
- OCOS and OCFO/CAO work together to address low score areas,
- All new hires have an understanding of the NESDIS DEIA Strategic Plan,
- Increased collaboration between HQ and Program Offices to determine NESDIS desired outcome for this NEP action,
- Provide equal access to all career development opportunities,
- All NESDIS staff become familiar with the L&D Newsletter ,
- Expanded Participation of NESDIS-level Mentoring Programs,
- NESDIS Succession Plan prepared for implementation in FY2023.

Alumni of Educational Partnership Program EPP/Minority Serving Institutes MSI

TACTICAL PLAN

NOAA Goal / Objective Supported	NEP Action	NESDIS Strategy/ Tactic /Action	Milestone(s) that will indicate progress (Specific, Measurable, Attainable, Realistic, Timebound)	Responsible Organization	Metric To Be Tracked	Tool used to Track Progress
		WHAT & WHEN		**WHO & HOW & WHERE**		
2.1		Research opportunities to create a Wellness Program for NESDIS Personnel	Develop Program Charter to brief Leadership Q2 FY22	CAO	Employee Engagement Index	FEVS Results
			Recruit USPHS Officer for Program Lead Q3 FY22		Participation in Program initiatives	Tracking through quarterly reporting to Executive Council and Human Capital Board
			Establish a Wellness Program Council Q4 FY22			
			Move from research to development phase Q2 FY23			
			Implement at the Enterprise wide wellness program Q3 FY23			
		Work/Life Balance Flexibilities	Enhance the NESDIS People Page to enable staff access to personal development opportunities e.g. EAP, Self-care & prioritization, other microlearning opportunities) by end of Q4 FY23	CAO/WEB	Number of NESDIS specific EAP seminars provided	Develop Fiscal year calendar schedule of events in collaboration with OHCS
		Research and share opportunities to include external partners in Awards/ Recognition	Expand marketing and opportunities of the NESDIS Awards program by Q4 FY22	CAO	Number of new Awards categories created	WEB Awards Tracker
					Number of existing categories expanded to include NESDIS Partners	
		Analyze NESDIS FEVS results annually	Interview Offices with High Scores and gather lessons learned by the end of Q2 FY22	COS/CAO	Enterprise-wide timely communication of FEVS results	OCAO Execution Tracker
			Provide recommendation on how to address low scores by Q1 FY23			
		Administer robust employee orientation and onboarding program for new employees and leaders	DEIA Council will present during the NESDIS Onboarding Workforce (NOW) onboarding class Q3 FY22 and Quarterly thereafter.	CAO/WEB	DEIA Council presentations in the NOW class	Smartsheet Solution Feedback form
			Develop a survey to capture awareness of DEIA strategies 90 days after hire	CAO	Awareness Survey results	Quarterly reporting using a Smartsheet Solution Feedback form
			Complete implementation by Q3 FY22			

		WHAT & WHEN		WHO & HOW & WHERE		
NOAA Goal / Objective Supported	NEP Action	NESDIS Strategy/ Tactic /Action	Milestone(s) that will indicate progress (Specific, Measurable, Attainable, Realistic, Timebound)	Responsible Organization	Metric To Be Tracked	Tool used to Track Progress
	2	Senior leader sponsorship of Employee Resource Groups (ERGs) and encourage participation in SEPs	Define the appropriate method for tracking Senior leadership sponsor of Employee Resource Groups (ERGs) and Participation in SEPs across NESDIS end of Q3 FY22	COS/CAO	Number of briefings/ robust discussions Senior Leadership has with NOAA recognized ERGs	DEIA Council quarterly reporting using a Smartsheet Solution Feedback form
					Number of participants in NOAA SEPs	
					Number of NOAA ERGs assigned Executive Sponsors	
					Number of team members who participate in D&I activities annually	
2.2		NESDIS Career Path Program makes learning and development opportunities available to all NESDIS staff for professional development	Continue to provide CPP training to NESDIS staff to encourage their use of the tool for IDP development.	CAO/WEB	Number of CPP Overview training offered	CPP Smartsheet Solution
			Increase use of the IDP tool within the CPP to 200 users in FY22 gradual increase to 90% by Q4 FY4 without mandated use.			
		Provide NESDIS Workforce relevant communication on Learning and Development (L&D) Opportunities	Optimize processes to offer and monitor L&D opportunities, connecting NESDIS Staff to take up to 12,384 Hrs of Non-Mandatory Training (16hrs/ person/year)	CAO/WEB	Number of L&D Non-Mandatory Hours	CLC
		Implementation of the NESDIS Level mentoring program ensure access to all employees	Develop tracking method of NESDIS-level Mentoring Programs participation by the end of FY22	CAO/WEB	Number of staff participating in Mentoring Programs	Tracking through TMC site reporting
			Track NESDIS Workforce desire to participate in NOAA Level Mentorship Programs in the annual Training Survey	CAO/WEB	Interest in NOAA Level Mentorship Program	NESDIS Annual Training Survey
		Implement succession planning and knowledge transfer/retention (KTR) processes to strengthen the workforce through increased retention of diverse employees	Establish working group to implement Succession Plan development guidance for NESDIS	CAO	Engagement with OHCS on defining the appropriate guidance for the NESDIS Succession Plan	Quarterly reporting using a Smartsheet Solution Feedback form

Goal 3—SUSTAINABILITY

NESDIS is using the objectives laid out by NOAA to drive its DEIA initiatives; for Goal 3 (stated above) those objectives are:

3.1 Expand leadership accountability for managing diversity and inclusion across NOAA.

3.2 Increase the visibility of leaders in diversity-related activities.

3.3 Combat organizational racial inequalities and all forms of discrimination and harassment, especially sexual assault and sexual harassment (SASH).

NESDIS Strategies and Desired Outcomes

Aligned to the above objectives are the near-, mid-, and long-term NESDIS desired outcomes that will result from the tactics/strategies defined in this plan.

Long Term (beyond FY25) outcomes include:
- Increased retention from the "Habits of Inclusion" promoted and embraced across NESDIS,
- NESDIS workforce feedback on "Habits of Inclusion," which directly correlate to the employees' sense of inclusion in their workplaces—i.e., how fair, open, cooperative, supportive, and empowering how they perceive their workplaces to be, is significantly high across the entire enterprise,
- The use of "Stay Interviews" is tracked and reported on, consolidate feedback is leveraged to improve workplace culture in order to retain employees while encouraging high performance,
- Increased visibility of leaders in diversity-related activities,
- NESDIS' DEIA Plan aligns to NOAA and DOC D&I Strategic Plans.

Mid-Term outcomes for FY24 to FY25 include:
- NESDIS Leaders share in the ownership in DEIA initiatives and successes,
- All Program Offices improve their score on the Inclusion Quotient FEVS scores,
- Platform for Stay Interview data and analysis is used and enables efficient reporting,
- More focused and targeted Listening Sessions,
- NESDIS workforce plan is inclusive of DEIA initiatives and activities,
- Reporting standards and guidelines are communicated annually by the D&I Council.

Short-Term outcomes for FY22 to FY23 include:
- Ensure consistent messaging on DEIA Initiatives and progress,
- NESDIS Inclusion Quotient Score overall increased
- Appropriate Stay Interview metrics determined by working with OHCS and OICR,
- Improved quality in the development of Listening Sessions and reporting on messages received,
- Assign ownership to DEIA activities,
- Standards and guidelines are established for reporting the progress towards implementation of diversity, equity, inclusion, and accessibility goals.

TACTICAL PLAN

NOAA Goal / Objective Supported	NEP Action	WHAT & WHEN		WHO & HOW & WHERE		
		NESDIS Strategy/ Tactic /Action	Milestone(s) that will indicate progress (Specific, Measurable, Attainable, Realistic, Timebound)	Responsible Organization	Metric To Be Tracked	Tool used to Track Progress
3.1, 3.2, 3.3	3	NESDIS leaders provide regular updates to the workforce on NOAA's progress toward Diversity and Inclusion Plan goals, and include in their messaging the value and benefits of D&I initiatives.	Leaders Quarterly share the DEIA Council's status updates of the Implementation Plan	CAO/COS	The number of quarterly progress reports that indicate improvements towards NOAA D&I Goals	Google Drive briefings
			Quarterly DEIA related comms via NESDIS Reimagined	CAO/COS	The number of communications pertaining to D&I and including D&I	Calendar of Events, Broadcast messaging
			Develop a standardized format for status updates	CAO/COS	Implementation of Format	TBD
			All NESDIS Councils, Boards (e.g. Human Capital Board) receive the same updates as NESDIS Executive Leadership	CAO/COS	The number of communications pertaining to D&I and including D&I	Council meeting minutes and smartsheet solution tracking tool
			Conduct 12 Monthly DEIA Lunchtime Training Discussion	CAO	Count of Lunchtime sessions conducted and of SASH and EEO Update Trainings	DEIA calendar of Events
					The number of meetings, activities and events conducted relating specifically to D&I	
3.1, 3.2, 3.3	4	Include Diversity and Inclusion collateral duty roles into performance plans and metrics for accountability	Achieve 100% Supervisors for FY22 to have DEIA Collateral duties assigned in their performance plans	CAO/MSB	Supervisors must include D&I collateral duty roles into employee's performance plans in time for FY22	Performance Plans
			WEB and EEO Manager work together to understand the new Inclusion Quotient from FEVS Results and how to communicate to Rating Officials	WEB/EEO	OCAO/EEO Program Manager to analyze high and low scores and determine next step actions	FEVS
			Training provided to rating officials to understand the new Inclusion Quotient from FEVS	CAO/WEB	Assess the performance of managers and supervisors regarding D&I based on the New Inclusion Quotient (New IQ)* scores for their respective offices.	FEVS

		WHAT & WHEN		WHO & HOW & WHERE		
NOAA Goal / Objective Supported	NEP Action	NESDIS Strategy/ Tactic /Action	Milestone(s) that will indicate progress (Specific, Measurable, Attainable, Realistic, Timebound)	Responsible Organization	Metric To Be Tracked	Tool used to Track Progress
3.1, 3.2, 3.3	5	Implementation of Stay Interviews	Complete "Stay Interview" Train the Trainer 12 people	CAO/WEB	Percentage "Stay Interview" trained supervisors	WEB Training Calendar & OCAO Execution Tracker
			Complete Training NESDIS Supervisor in "Stay Interview" process		Number of Stay Interviews, Surveys conducted	
			Conduct a survey to obtain data on Stay interview implementation across NESDIS	CAO/WEB	Results from the survey show implementation and steady incline in using	Survey results
			Engage the DEIA Council and NESDIS Human Capital Board to ensure that the stay (retention) Interview process is used as a tool for managers/supervisors	CAO/WEB	Brief survey results at HCB and DEIA Council meetings to discuss path forward	Meeting notes
			Conduct 12 Monthly Listening Sessions	CAO/COS	Program Office Leadership attendance of Listening Sessions	DEIA calendar of Events
			Communicate the Qualitative Analysis that was done in FY21 to all staff		Staff attendance of Listening Sessions	
3.1, 3.2, 3.3	6	Develop NESDIS DEIA Implementation Plan (FY22-FY25)	Identify key activities to accomplish in FY22 FY25 and complete the NESDIS DEIA Implementation Plan by Q1 FY22 and revise for each year following as needed	CAO/D&I Council	Completion of the plan, number of revisions	Google Drive Document
		Assess and report on progress against incremental DEIA goals.	FMCs are provided the appropriate tool and training to track DEIA Actions for reporting by the end of January each year	CAO/D&I Council	Completion of a tracking mechanism to report progress towards D&I Goals	Quarterly reporting using a Smartsheet Solution Feedback form

Conclusion

NESDIS will work towards implementing the framework identified in the Government-wide Strategic Plan to advance DEIA in the Federal Workforce (Government-wide DEIA Plan) under Executive Order 14035. This implementation plan offers a roadmap that lays out key steps for NESDIS to strengthen DEIA in our workforce practices and culture.[2]

Our Plan identifies strategies to meet the NOAA DEIA Goals and we will continue to adopt strategies that incorporate the five operating principles in the Government-wide Strategic Plan. We will strive to use data and evidence-based decision-making, focus on continuous improvement, adopt a collaborative enterprise approach, prioritize accountability and sustainability in understanding the perspectives of the workforce and also our customers.

NESDIS' DEIA Plan will support a workforce where qualified people from every background and walk of life have an equal opportunity to serve our Nation in an inclusive and accessible workplace.

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2   Government-wide Strategic Plan to Advance Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce (November 2021)

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Equal Employment Opportunity, NO FEAR Policy Statement

Appendix B:
NESDIS DEIA Implementation Plan Logic Model

Appendix C:
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Appendix D:
Glossary of Acronyms

NESDIS Headquarters Holiday Party