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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.”

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.

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
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.

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,
• HM 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.
<table>
<thead>
<tr>
<th>TACTICAL PLAN</th>
<th>WHAT &amp; WHEN</th>
<th>WHO &amp; HOW &amp; WHERE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NOAA Goal / Objective Supported</strong></td>
<td><strong>NEP Action</strong></td>
<td><strong>NESDIS Strategy/Tactic/Action</strong></td>
</tr>
<tr>
<td>1.1</td>
<td>1</td>
<td>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</td>
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<td>1.2</td>
<td>1</td>
<td>ORDERS Pilot Implementation</td>
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<tr>
<td>1.1, 1.3</td>
<td></td>
<td>Leverage partnerships and resources to recruit and hire qualified individuals with disabilities and individuals with targeted disabilities</td>
</tr>
<tr>
<td>1.1</td>
<td>1</td>
<td>Ensure there are sufficient early-career opportunities to leverage hiring authorities to take on star performers from intern programs to support mission priorities</td>
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<td>1.1, 1.2</td>
<td>1</td>
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<tr>
<td>Trainng For Hiring Managers (HMs)</td>
<td>CAO</td>
<td></td>
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<tr>
<td>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</td>
<td>The proportion of interview question sets used that include D&amp;I-centric questions</td>
<td></td>
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<tr>
<td>100% interview question sets used that include D&amp;I-centric questions</td>
<td>CAO</td>
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<tr>
<td>Determine required Unbiased Training courses for HMs available within CLC</td>
<td>The proportion of HMs trained</td>
<td></td>
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<tr>
<td>100% compliance Require HMs to complete Unconscious Bias training by end FY23</td>
<td>CAO</td>
<td></td>
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<tr>
<td>Educate Hiring Managers HMs and Administrative Officers on Special Hiring Authorities Q2 FY23</td>
<td>Proportion of hires utilizing Special Hiring Authorities</td>
<td></td>
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<tr>
<td>1.1, 1.2</td>
<td>1</td>
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<tr>
<td>Implement the NESDIS Recruitment Plan</td>
<td>CAO</td>
<td></td>
</tr>
<tr>
<td>Draft plan to include marketing alternatives for 2 NESDIS FMCs, seeking opportunities to diversify talent pools</td>
<td>Number of recruitment events and outreach activities completed</td>
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<tr>
<td>CAO</td>
<td></td>
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<tr>
<td>Implement the NESDIS Recruitment Plan</td>
<td>CAO</td>
<td></td>
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<tr>
<td>Draft plan to include marketing alternatives for all NESDIS FMCs, seeking opportunities to diversify talent pools, leveraging the success of prior years</td>
<td>Number of recruitment events and outreach activities completed</td>
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<tr>
<td>CAO</td>
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<tr>
<td>1.2</td>
<td>1</td>
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<tr>
<td>Review Work Series requirements for NESDIS positions</td>
<td>CAO/Program Offices</td>
<td></td>
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<tr>
<td>Conduct routine assessments of Best Practices in the Federal Government to monitor progress.</td>
<td>Number and percentage of total of positions reviewed and re-assessed</td>
<td></td>
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<tr>
<td>CAO/Program Offices</td>
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<td>1.3</td>
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<tr>
<td>Advances toward reaching the 2% goal for targeted disability recruitment</td>
<td>CAO/Program Offices</td>
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<tr>
<td>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</td>
<td>Number of hiring action made accessible to individuals with disabilities and targeted disabilities</td>
<td></td>
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<tr>
<td>CAO/Program Offices</td>
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<tr>
<td>Advances toward reaching the 2% goal for targeted disability recruitment</td>
<td>Update to Hiring Board Tracker indicating position considered accessible to individuals with Disabilities.</td>
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<td>1.3</td>
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<tr>
<td>Advances toward reaching the 2% goal for targeted disability recruitment</td>
<td>CAO/Program Offices</td>
<td></td>
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<tr>
<td>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</td>
<td>Number of Reasonable Accommodation training conducted annually</td>
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<tr>
<td>CAO/Program Offices</td>
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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

<table>
<thead>
<tr>
<th>NOAA Goal / Objective Supported</th>
<th>NEP Action</th>
<th>NESDIS Strategy/ Tactic /Action</th>
<th>Milestone(s) that will indicate progress (Specific, Measurable, Attainable, Realistic, Timebound)</th>
<th>Responsible Organization</th>
<th>Metric To Be Tracked</th>
<th>Tool used to Track Progress</th>
</tr>
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<tbody>
<tr>
<td>2.1</td>
<td>Research opportunities to create a Wellness Program for NESDIS Personnel</td>
<td>Develop Program Charter to brief Leadership Q2 FY22</td>
<td>CAO</td>
<td>Employee Engagement Index</td>
<td>FEVS Results</td>
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<td></td>
<td></td>
<td>Recruit USPHS Officer for Program Lead Q3 FY22</td>
<td>Participation in Program initiatives</td>
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<td>Establish a Wellness Program Council Q4 FY22</td>
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<td>Work/Life Balance Flexibilities</td>
<td>Enhance the NESDIS People Page to enable staff access to personal development opportunities e.g. EAP, Self-care &amp; prioritization, other microlearning opportunities) by end of Q4 FY23</td>
<td>CAO/WEB</td>
<td>Number of NESDIS specific EAP seminars provided</td>
<td>Develop Fiscal year calendar schedule of events in collaboration with OHCS</td>
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<tr>
<td>Research and share opportunities to include external partners in Awards/ Recognition</td>
<td>Expand marketing and opportunities of the NESDIS Awards program by Q4 FY22</td>
<td>CAO</td>
<td>Number of new Awards categories created</td>
<td>WEB Awards Tracker</td>
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<td>Analyze NESDIS FEVS results annually</td>
<td>Interview Offices with High Scores and gather lessons learned by the end of Q2 FY22</td>
<td>COS/CAO</td>
<td>Enterprise-wide timely communication of FEVS results</td>
<td>OCAO Execution Tracker</td>
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<td>Provide recommendation on how to address low scores by Q1 FY23</td>
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<td>Administer robust employee orientation and onboarding program for new employees and leaders</td>
<td>DEIA Council will present during the NESDIS Onboarding Workforce (NOW) onboarding class Q3 FY22 and Quarterly thereafter.</td>
<td>CAO/WEB</td>
<td>DEIA Council presentations in the NOW class</td>
<td>Smartsheet Solution Feedback form</td>
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<td>Develop a survey to capture awareness of DEIA strategies 90 days after hire</td>
<td>CAO</td>
<td>Awareness Survey results</td>
<td>Quarterly reporting using a Smartsheet Solution Feedback form</td>
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<td>Complete implementation by Q3 FY22</td>
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<tr>
<td>NOAA Goal / Objective Supported</td>
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<tr>
<td>2</td>
<td>Senior leader sponsorship of Employee Resource Groups (ERGs) and encourage participation in SEPs</td>
<td>Define the appropriate method for tracking Senior leadership sponsor of Employee Resource Groups (ERGs) and Participation in SEPs across NESDIS end of Q3 FY22</td>
<td>COS/CAO</td>
<td>Number of briefings/robust discussions Senior Leadership has with NOAA recognized ERGs</td>
<td>DEIA Council quarterly reporting using a Smartsheet Solution Feedback form</td>
<td></td>
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<tr>
<td>2.2</td>
<td>NESDIS Career Path Program makes learning and development opportunities available to all NESDIS staff for professional development</td>
<td>Continue to provide CPP training to NESDIS staff to encourage their use of the tool for IDP development.</td>
<td>CAO/WEB</td>
<td>Number of CPP Overview training offered</td>
<td>CPP Smartsheet Solution</td>
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<td>Increase use of the IDP tool within the CPP to 200 users in FY22 gradual increase to 90% by Q4 FY4 without mandated use.</td>
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<td></td>
<td>Provide NESDIS Workforce relevant communication L&amp;D Opportunities</td>
<td>Optimize processes to offer and monitor L&amp;D opportunities, connecting NESDIS Staff to take up to 12,384 Hrs of Non-Mandatory Training (16hrs/person/year)</td>
<td>CAO/WEB</td>
<td>Number of L&amp;D Non-Mandatory Hours</td>
<td>CLC</td>
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<td></td>
<td>Implementation of the NESDIS Level mentoring program ensure access to all employees</td>
<td>Develop tracking method of NESDIS-level Mentoring Programs participation by the end of FY22</td>
<td>CAO/WEB</td>
<td>Number of staff participating in Mentoring Programs</td>
<td>Tracking through TMC site reporting</td>
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<td></td>
<td>Track NESDIS Workforce desire to participate in NOAA Level Mentorship Programs in the annual Training Survey</td>
<td></td>
<td>CAO/WEB</td>
<td>Interest in NOAA Level Mentorship Program</td>
<td>NESDIS Annual Training Survey</td>
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<td>Implement succession planning and knowledge transfer/retention (KTR) processes to strengthen the workforce through increased retention of diverse employees</td>
<td>Establish working group to implement Succession Plan development guidance for NESDIS</td>
<td>CAO</td>
<td>Engagement with OHCS on defining the appropriate guidance for the NESDIS Succession Plan</td>
<td>Quarterly reporting using a Smartsheet Solution Feedback form</td>
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</table>
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.

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.

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.
<table>
<thead>
<tr>
<th>NOAA Goal / Objective Supported</th>
<th>NEP Action</th>
<th>NESDIS Strategy/ Tactic /Action</th>
<th>Milestone(s) that will indicate progress (Specific, Measurable, Attainable, Realistic, Timebound)</th>
<th>Responsible Organization</th>
<th>Metric To Be Tracked</th>
<th>Tool used to Track Progress</th>
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</thead>
<tbody>
<tr>
<td>3.1, 3.2, 3.3</td>
<td>3</td>
<td>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&amp;I initiatives.</td>
<td>Leaders Quarterly share the DEIA Council’s status updates of the Implementation Plan</td>
<td>CAO/COS</td>
<td>The number of quarterly progress reports that indicate improvements towards NOAA D&amp;I Goals</td>
<td>Google Drive briefings</td>
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<td></td>
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<td>Quarterly DEIA related comms via NESDIS Reimagined</td>
<td>CAO/COS</td>
<td>The number of communications pertaining to D&amp;I and including D&amp;I</td>
<td>Calendar of Events, Broadcast messaging</td>
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<td>Develop a standardized format for status updates</td>
<td>CAO/COS</td>
<td>Implementation of Format</td>
<td>TBD</td>
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<td>All NESDIS Councils, Boards (e.g. Human Capital Board) receive the same updates as NESDIS Executive Leadership</td>
<td>CAO/COS</td>
<td>The number of communications pertaining to D&amp;I and including D&amp;I</td>
<td>Council meeting minutes and smartsheet solution tracking tool</td>
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<td>Conduct 12 Monthly DEIA Lunchtime Training Discussion</td>
<td>CAO</td>
<td>Count of Lunchtime sessions conducted and of SASH and EEO Update Trainings</td>
<td>DEIA calendar of Events</td>
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<td>3.1, 3.2, 3.3</td>
<td>4</td>
<td>Include Diversity and Inclusion collateral duty roles into performance plans and metrics for accountability</td>
<td>Achieve 100% Supervisors for FY22 to have DEIA Collateral duties assigned in their performance plans</td>
<td>CAO/MSB</td>
<td>Supervisors must include D&amp;I collateral duty roles into employee’s performance plans in time for FY22</td>
<td>Performance Plans</td>
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<td>WEB and EEO Manager work together to understand the new Inclusion Quotient from FEVS Results and how to communicate to Rating Officials</td>
<td>WEB/EEO</td>
<td>OCAO/EEO Program Manager to analyze high and low scores and determine next step actions</td>
<td>FEVS</td>
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<td>Training provided to rating officials to understand the new Inclusion Quotient from FEVS</td>
<td>CAO/WEB</td>
<td>Assess the performance of managers and supervisors regarding D&amp;I based on the New Inclusion Quotient (New IQ)* scores for their respective offices.</td>
<td>FEVS</td>
</tr>
<tr>
<td>NOAA Goal / Objective Supported</td>
<td>NEP Action</td>
<td>NESDIS Strategy/ Tactic /Action</td>
<td>Milestone(s) that will indicate progress (Specific, Measurable, Attainable, Realistic, Timebound)</td>
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<td>3.1, 3.2, 3.3</td>
<td>5</td>
<td>Implementation of Stay Interviews</td>
<td>Complete “Stay Interview” Train the Trainer 12 people</td>
<td>CAO/WEB</td>
<td>Percentage “Stay Interview” trained supervisors</td>
<td>WEB Training Calendar &amp; OCAO Execution Tracker</td>
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<td></td>
<td>Complete Training NESDIS Supervisor in “Stay Interview” process</td>
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<td>Conduct a survey to obtain data on Stay interview implementation across NESDIS</td>
<td>CAO/WEB</td>
<td>Results from the survey show implementation and steady incline in using</td>
<td>Survey results</td>
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<td>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</td>
<td>CAO/WEB</td>
<td>Brief survey results at HCB and DEIA Council meetings to discuss path forward</td>
<td>Meeting notes</td>
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<td>Conduct 12 Monthly Listening Sessions</td>
<td></td>
<td>CAO/COS</td>
<td>Program Office Leadership attendance of Listening Sessions</td>
<td>DEIA calendar of Events</td>
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<td>Communicate the Qualitative Analysis that was done in FY21 to all staff</td>
<td></td>
<td>Staff attendance of Listening Sessions</td>
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<td>3.1, 3.2, 3.3</td>
<td>6</td>
<td>Develop NESDIS DEIA Implementation Plan (FY22-FY25)</td>
<td>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</td>
<td>CAO/D&amp;I Council</td>
<td>Completion of the plan, number of revisions</td>
<td>Google Drive Document</td>
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<td>Assess and report on progress against incremental DEIA goals.</td>
<td>CAO/D&amp;I Council</td>
<td>Completion of a tracking mechanism to report progress towards D&amp;I Goals</td>
<td>Quarterly reporting using a Smartsheet Solution Feedback form</td>
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</table>
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)

Index of Appendices

Appendix A: Equal Employment Opportunity, NO FEAR Policy Statement

Appendix B: NESDIS DEIA Implementation Plan Logic Model

Appendix C: NOAA Resources

Appendix D: Glossary of Acronyms

NESDIS Headquarters Holiday Party