

MANAGEMENT DIRECTIVE (MD) 715 STATE OF THE AGENCY FISCAL YEAR 2018



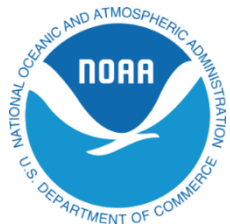
Presented by:
Mr. Kenneth M. Bailey
Director, Office of Inclusion and Civil Rights

As of: July 2, 2019

Discussion Points

- Management Directive 715 Overview
- Model Workplace Assessment & Scorecard
- Workforce Snapshot
- Barrier Analysis
- EEO Complaint Activity
- State of the Agency Snapshot
- Federal Employee Viewpoint Survey – Inclusion Index
- Major D&I Initiatives
- Next Steps

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Management Directive 715 Overview

Management Directive 715 (MD-715) Model Workplace Plan

Purpose:

To provide a framework for the Agency to:

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

Governing Statues and Authorities:

- Title VII of the Civil Rights Act of 1964
- Section 501 of the Rehabilitation Act of 1973
- 29 Code of Federal Regulations (C.F.R) Part 1614
- Various Executive Orders
- EEOC’s MD-715
- EEOC’s MD-110

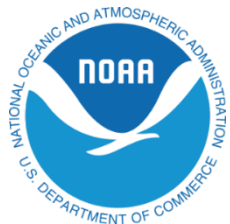
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Six Essential Elements of a Model Workplace

- Demonstrated commitment from Agency leadership
- Integration of EEO into the Agency's strategic mission
- Management and program accountability
- Proactive prevention of unlawful discrimination
- Efficiency
- Responsiveness and legal compliance

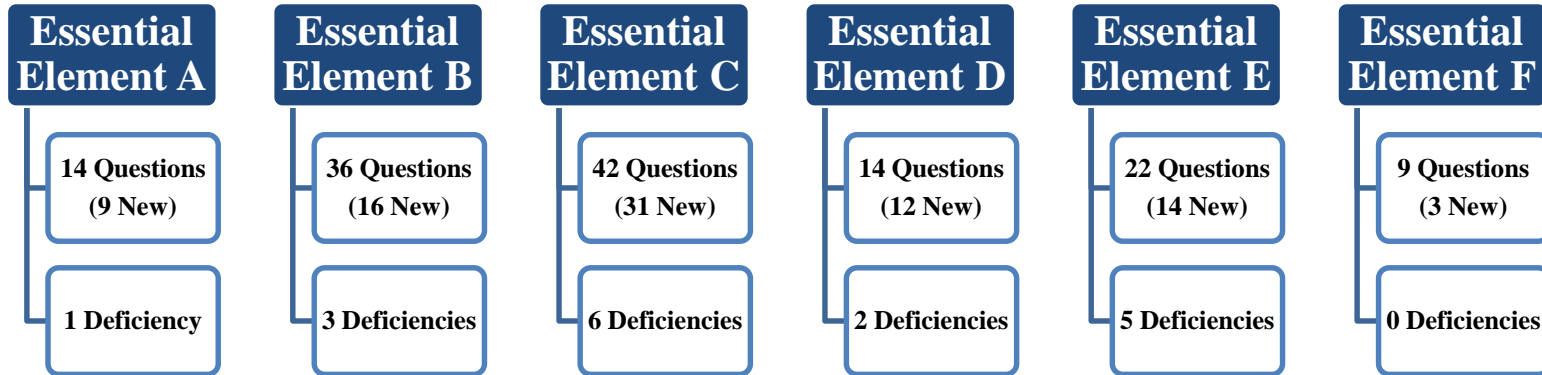
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Model Workplace Assessment & Scorecard

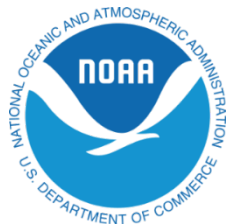
Model EEO Program Self Assessment

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- There are a total of 17 deficiencies or “Part H’s” contained within the Agency’s FY18 MD-715.
- Seven (7) deficiencies are being carried over from FY17.

FY18 MD-715 has a new Part G which has 137 questions.



FY18 Model Workplace Scorecard

FY18 MD-715 Overall Compliance: 88%*

Element	Checklist Category	FY 2018 (88%)
A 13 of 14	Demonstrated Commitment from Agency Leadership	92%
B 33 of 36	Integration of EEO into Agency's Strategic Mission	91%
C 36 of 42	Management and Program Accountability	85%
D 12 of 14	Proactive Prevention	85%
E 18 of 23	Efficiency	78%
F 8 of 8	Responsiveness and Legal Compliance	100%

KEY	0-74	75-89	90-100
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*FY18 MD-715 has a new Part G which has 137 questions this scorecard establishes a new baseline for which to measure the Agency's progress.

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Management Directive - 715

Deficiencies

The following measures were not met in FY 2018:

1. Demonstrated Commitment from Agency Leadership

- * The business contact information for its EEO Counselors, EEO Officers, Special Emphasis Program Managers, and the EEO Director is not posted throughout the workplace.

2. Integration of EEO Into the Agency's Strategic Mission

- The Agency's organizational chart does not clearly define the reporting structure for OICR.

3. Management and Program Accountability

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

* *New Assessment Question*

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Management Directive - 715

Deficiencies

The following measures were not met in FY 2018:

4. Proactive Prevention of Unlawful Discrimination

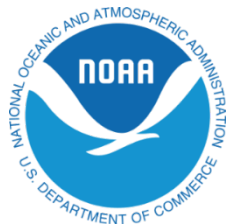
- * Exit interviews or surveys that include questions on how to improve the recruitment, hiring, inclusion, retention and advancement of individuals with disabilities are not conducted.
- The Agency does not consider whether any group of employees or applicants might be negatively impacted prior to making human resources decisions, such as re-organizations and realignments.

5. Efficiency

- The Agency does not analyze recruitment efforts to identify potential barriers.
- CRO does not provide 100% timely EEO counseling within 30 days of the initial request or within an agreed upon extension in writing, up to 60 days, to all participants.
- There are no measures to ensure that responsible management officials involved in a complaint do not serve as the person with settlement authority during ADR, per EEOC Management Directive 110, Chapter 3.III.A.
- The Agency does not require managers/supervisors to receive ADR training.
- The agency does not compare its performance in the EEO process to other federal agencies of similar size.

* *New Assessment Question*

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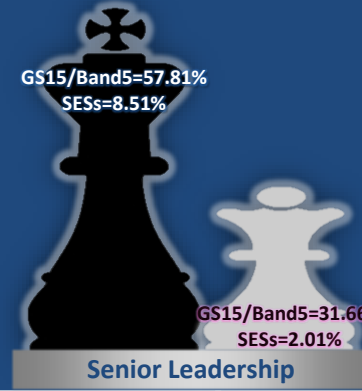
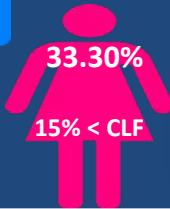
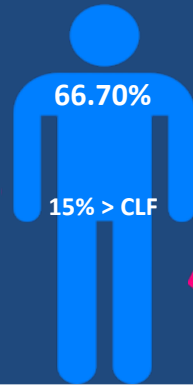
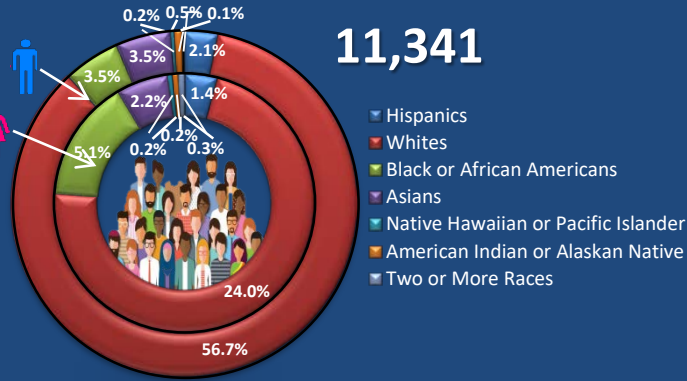
Workforce Snapshot

NOAA FY18 Agency Snapshot

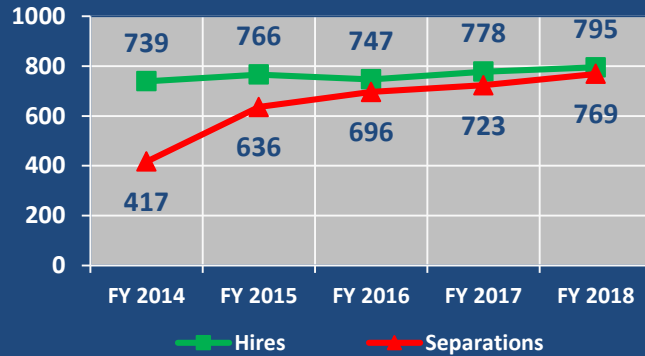


Workforce Distribution

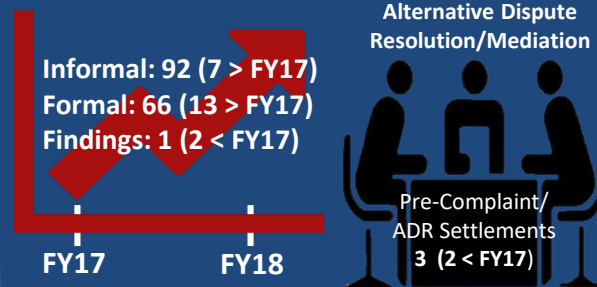
11,341



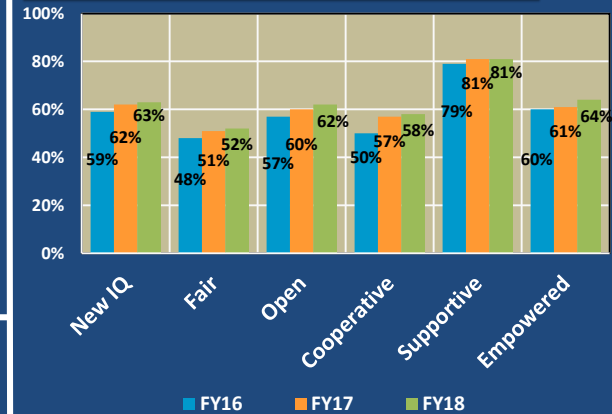
5 Year Hires and Separations Trend:



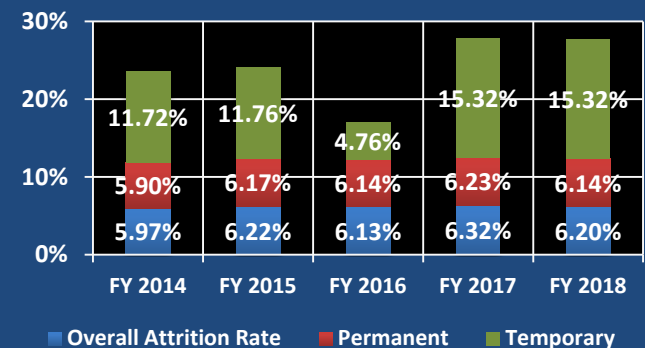
EEO Complaints and ADR



FEVS Inclusion Index 3 Year Trend



5 Year Attrition Rate

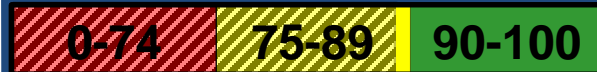


EEO/AEP/D&I Diagnostic:

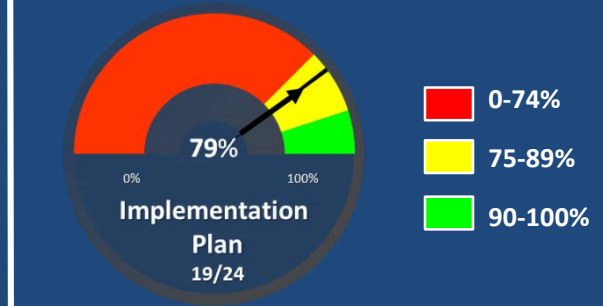
Category	Progress Measurement		
	Unsatisfactory	Needs Improvement	Acceptable
Agency Overall	70%		
EEO Complaints Processing	0%	15%	86%
Alternative Dispute Resolution	0%	19%	48%
Affirmative Employment Program	0%	5%	76%
Diversity and Inclusion	0%	5%	70%
FEVS Inclusion Index	0%	15%	63%

➡ = Positive Difference vs. FY17 ⚡ = No Changes vs. FY17

FY18 MD-715 Compliance = 88%



FY17-FY19 D&I Implementation Plan



Key Terms and Definitions

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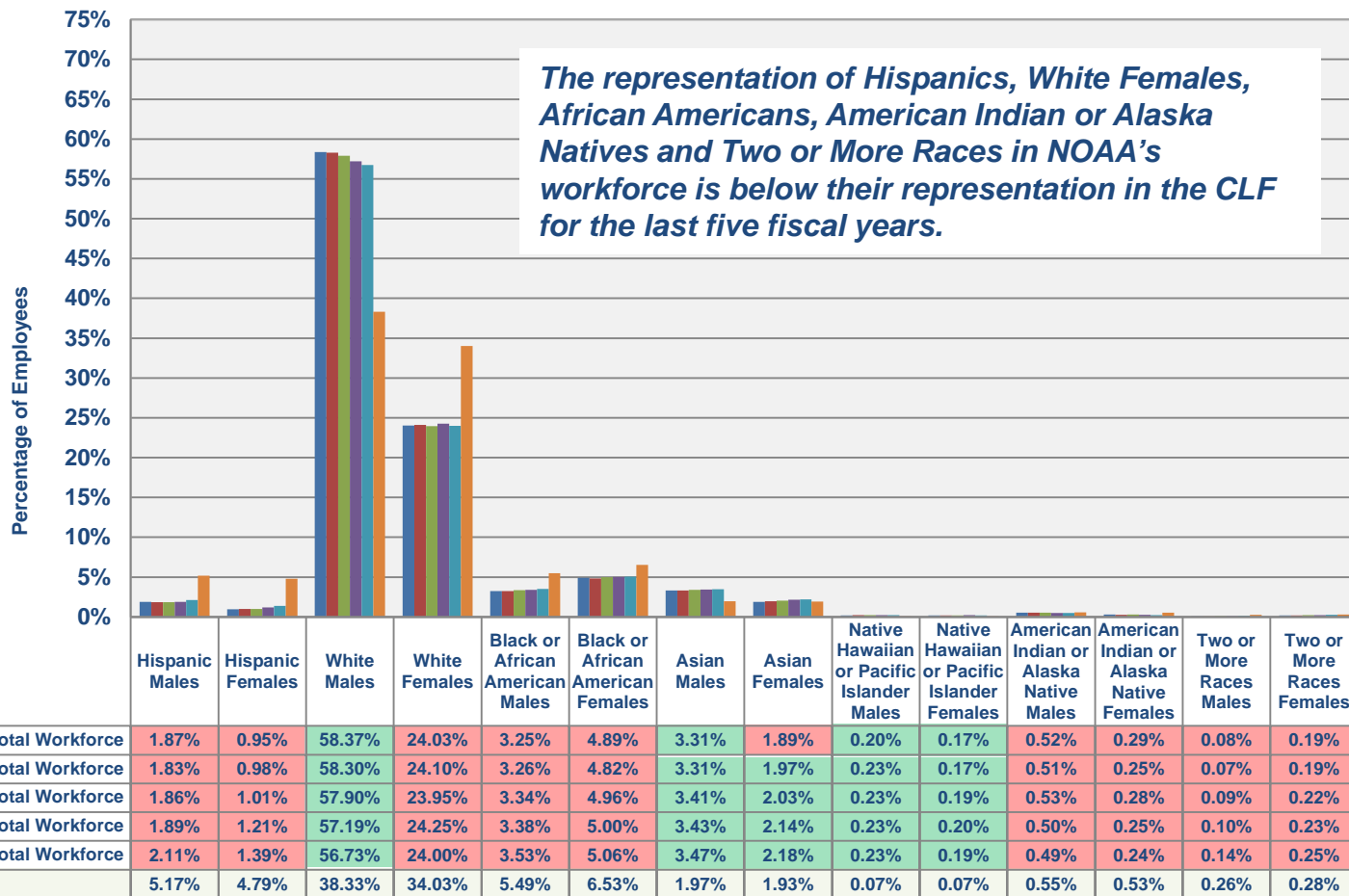
Acronym	Term
CLF	Civilian Labor Force
OCLF	Occupational Civilian Labor Force

- Civilian Labor Force (CLF): U.S. citizens, persons 16 years of age and over (except those in the armed forces), and non-felons who are employed or are unemployed and seeking work.
- Occupational Civilian Labor Force: Reflects civilian labor force by specific occupation/career series.



NOAA Total Workforce Distribution Five Year Trend

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The representation of Hispanics, White Females, African Americans, American Indian or Alaska Natives and Two or More Races in NOAA's workforce is below their representation in the CLF for the last five fiscal years.

■ = Above the CLF

■ = Below the CLF

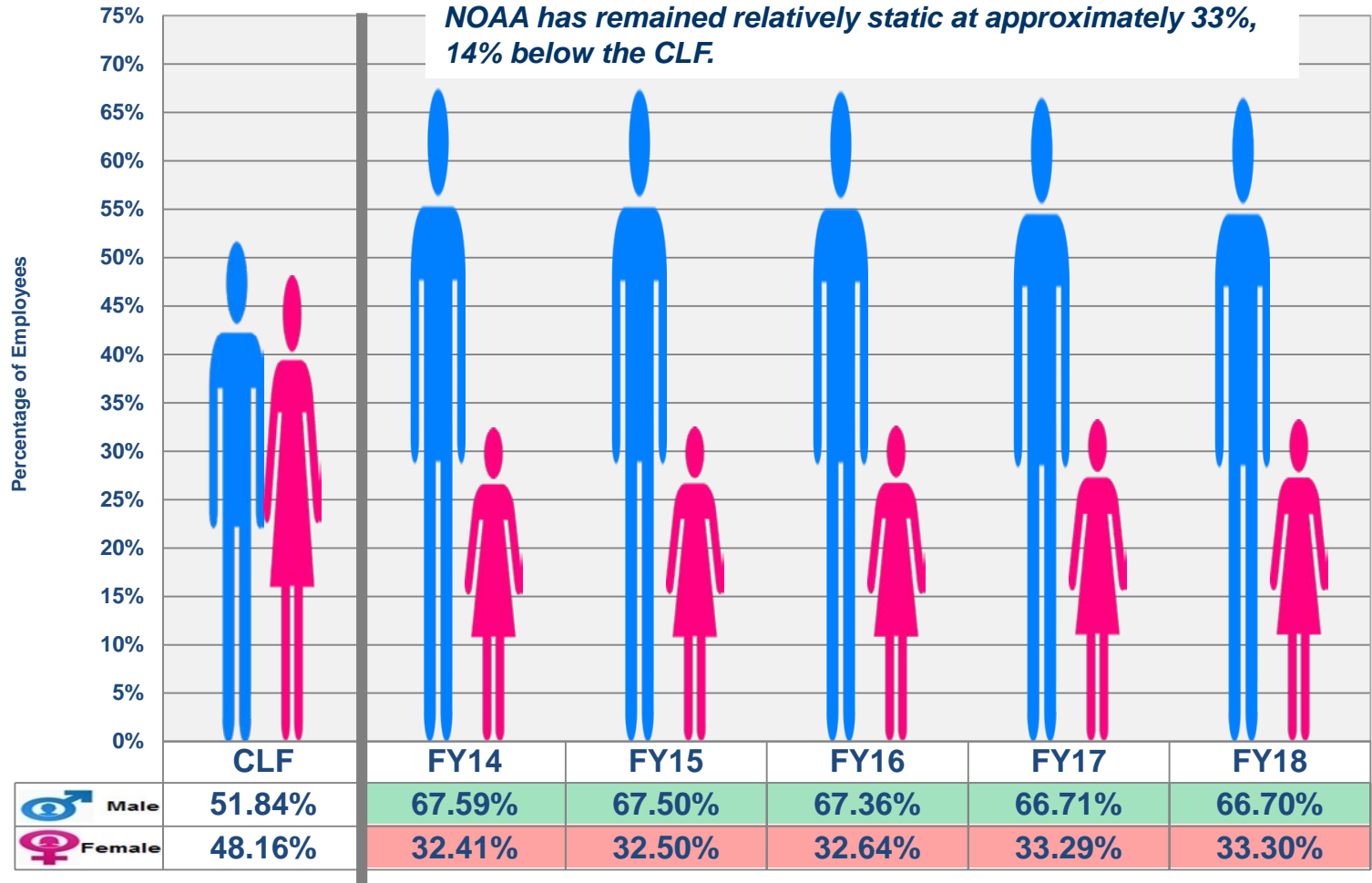
Total FY18 Participation: 11,341

(Data collected from HR Connect Workforce Analytics Reporting System - Table A1 – Data as of 9/30/2018)



NOAA Total Workforce by Gender Five Year Trend

Over the last five years, the representation of Females at NOAA has remained relatively static at approximately 33%, 14% below the CLF.

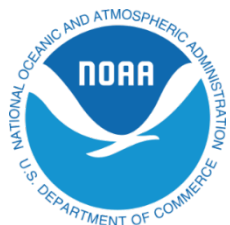


 = Above the CLF

 = Below the CLF

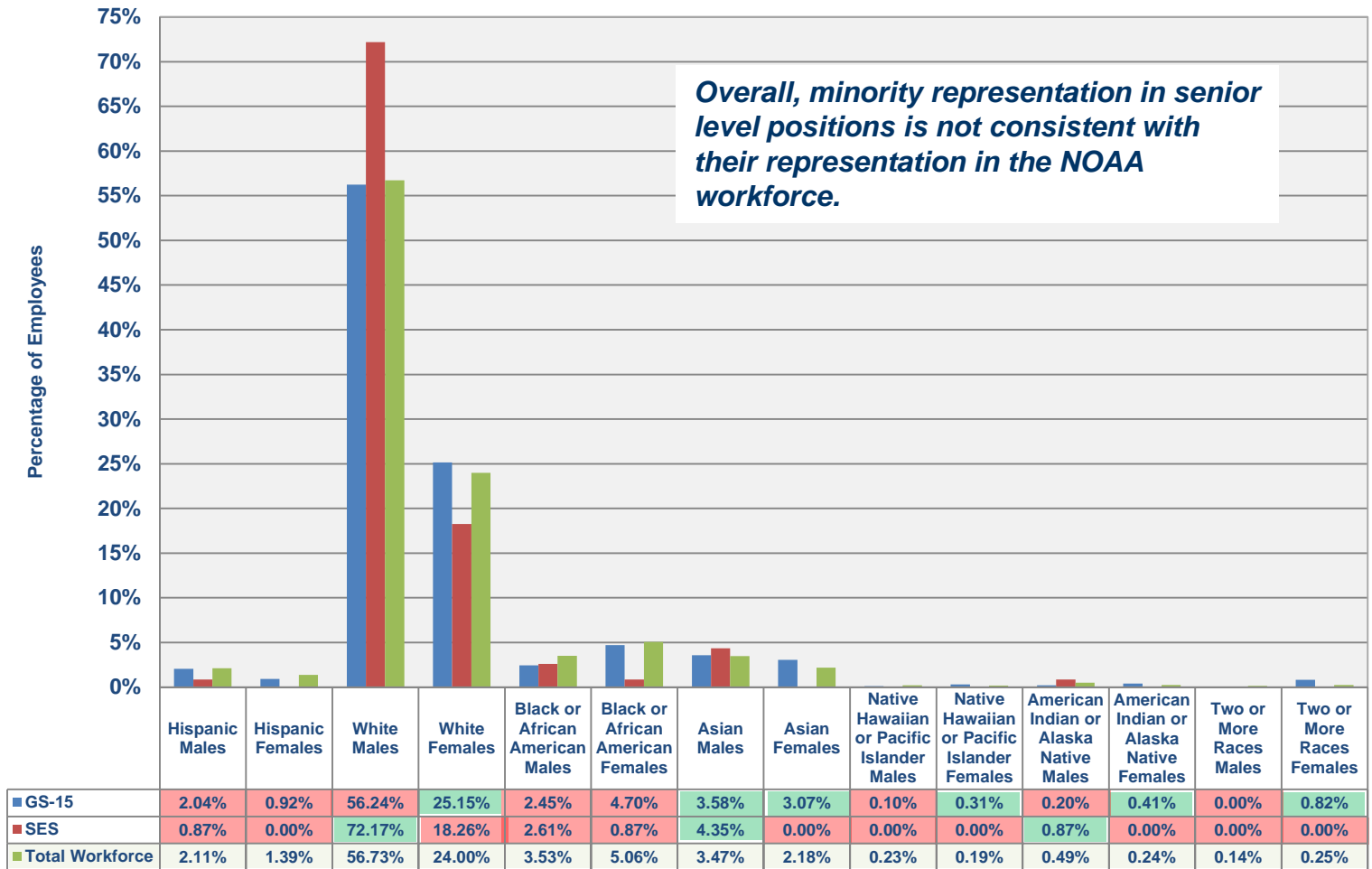
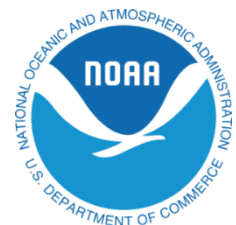
(Data collected from HR Connect Workforce Analytics Reporting System - Table A1 – Data as of 9/30/2018)

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FY18 NOAA Senior Leadership Workforce Distribution

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Overall, minority representation in senior level positions is not consistent with their representation in the NOAA workforce.

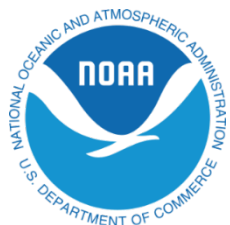
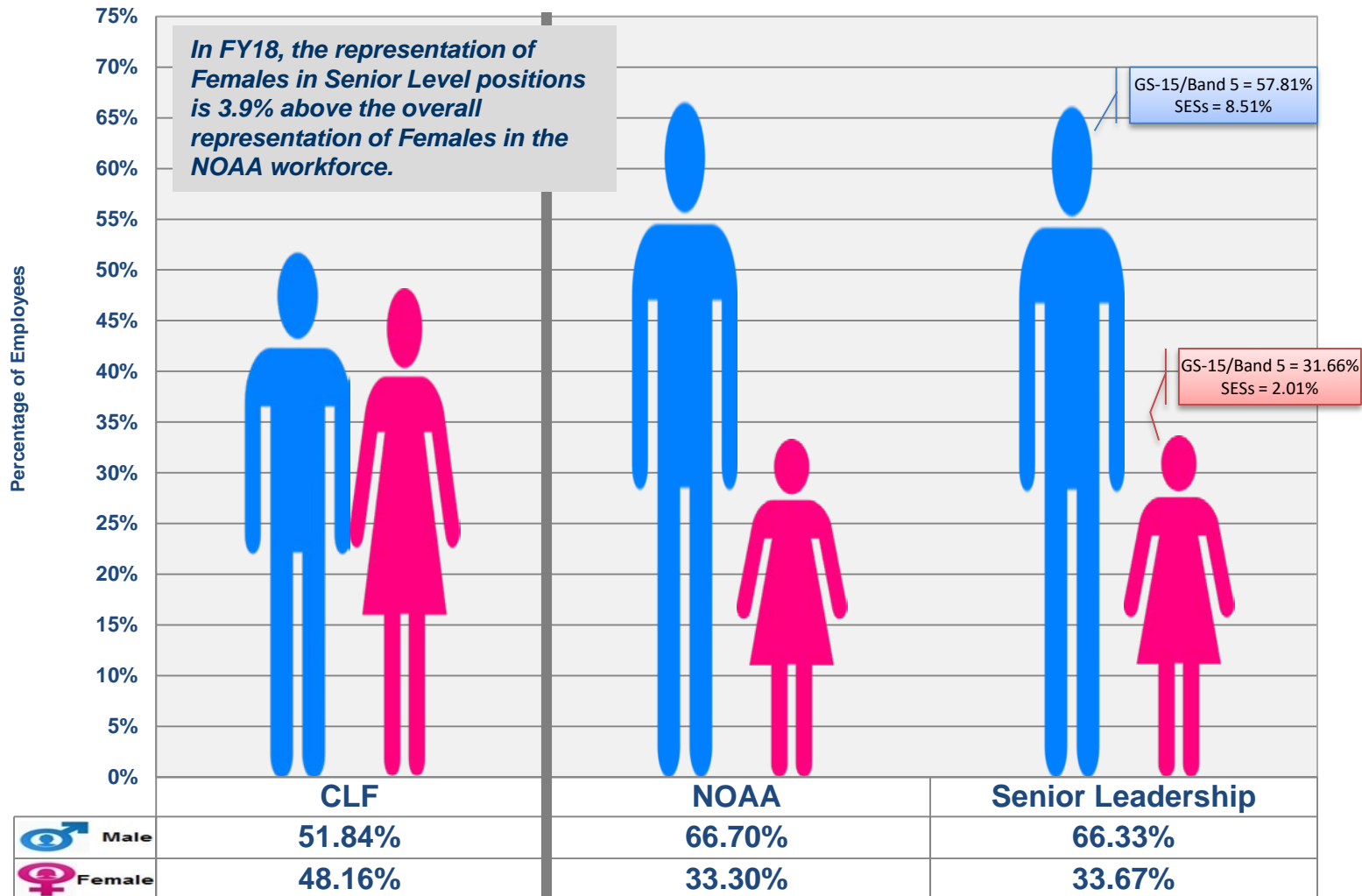
■ = Above NOAA total Workforce ■ = Below NOAA total Workforce

Total Participation: 1,093

(Data collected from HR Connect Workforce Analytics Reporting System - Table A4P – Data as of 9/30/2018)

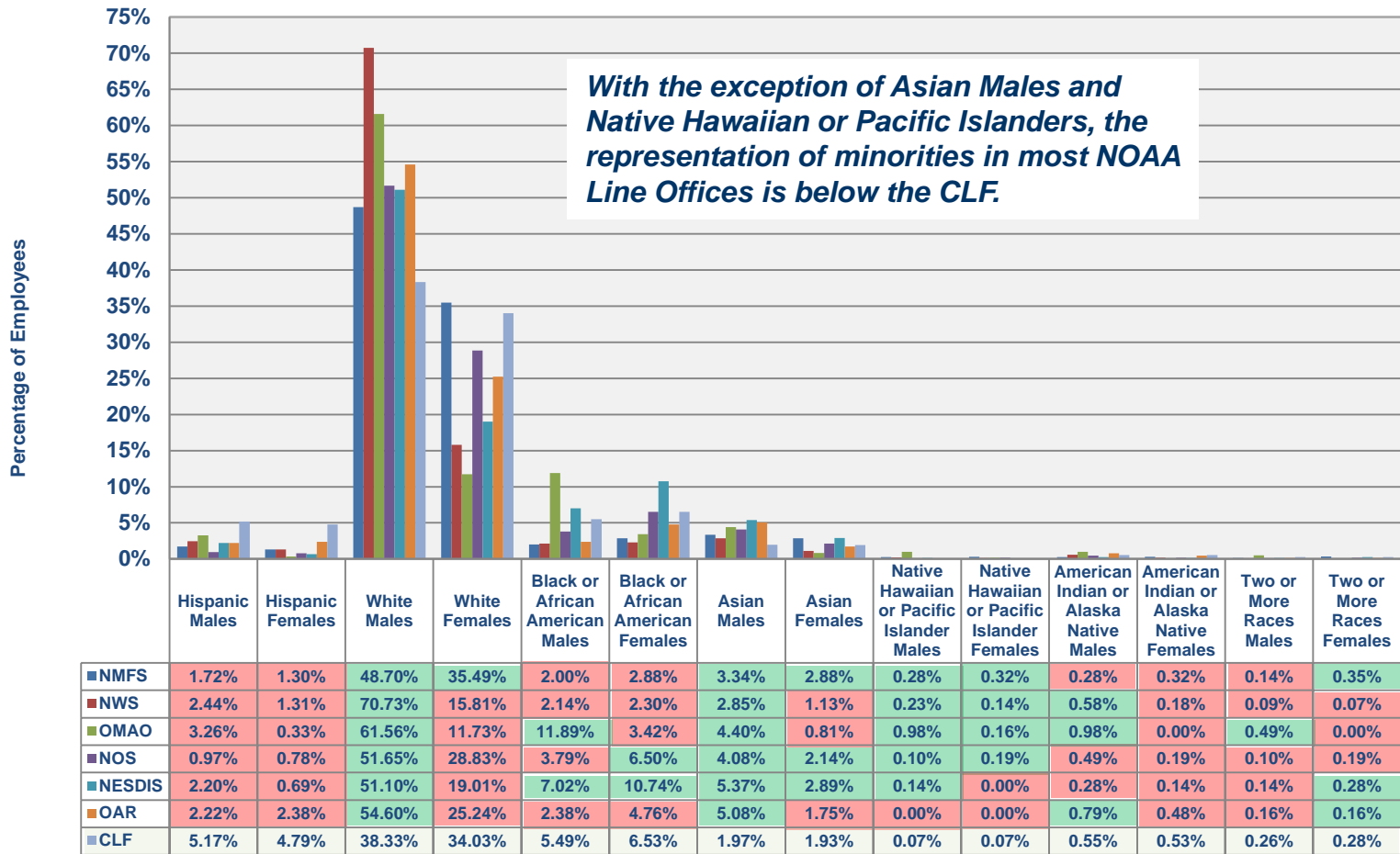
FY18 NOAA Senior Leadership by Gender

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FY18 NOAA Line Offices Workforce Distribution

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

■ = Above the CLF ■ = Below the CLF

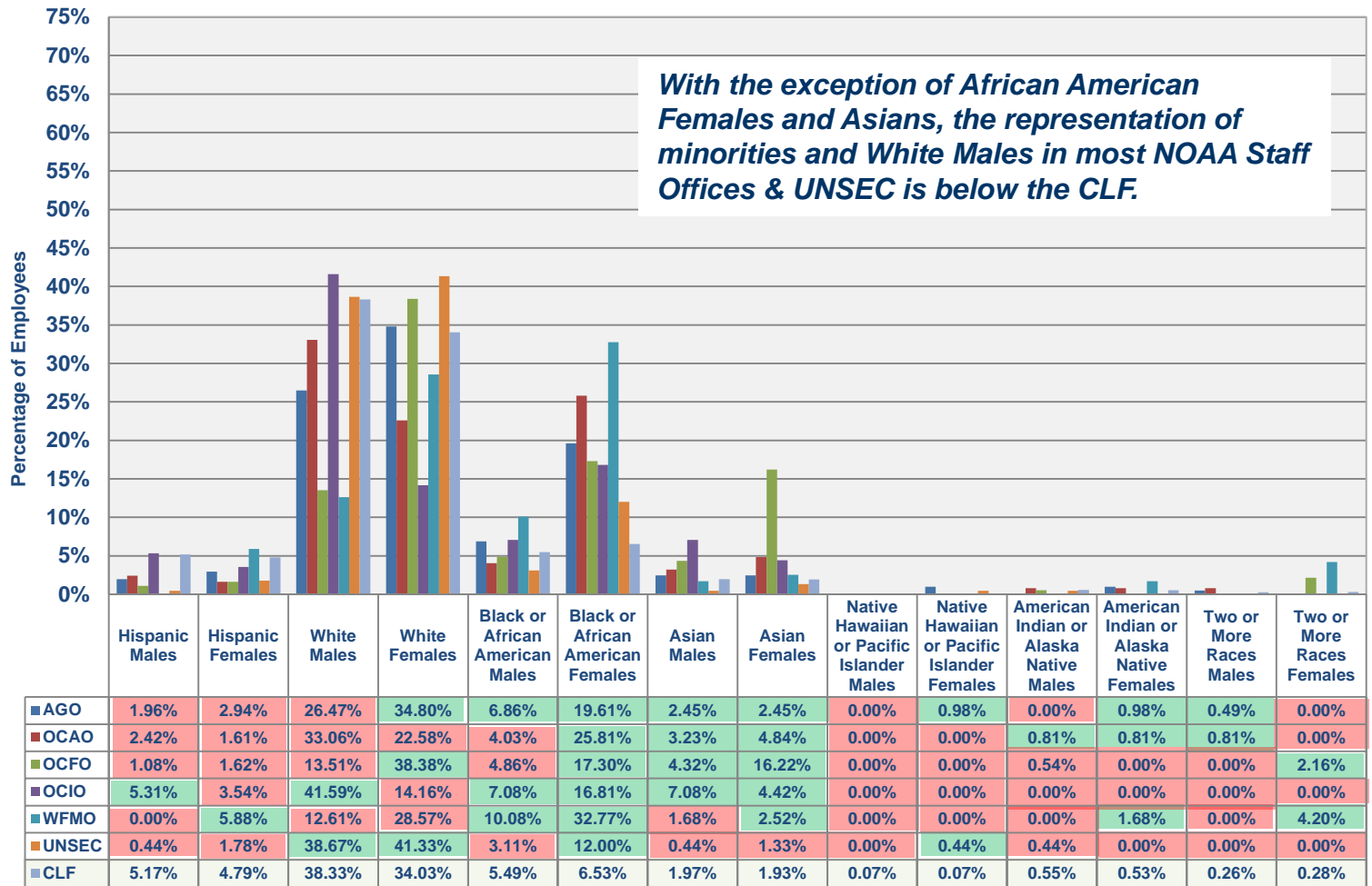
Total Participation: 10,192

(Data collected from HR Connect Workforce Analytics Reporting System - Table A2P)



FY18 NOAA Staff Offices & UNSEC Workforce Distribution

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

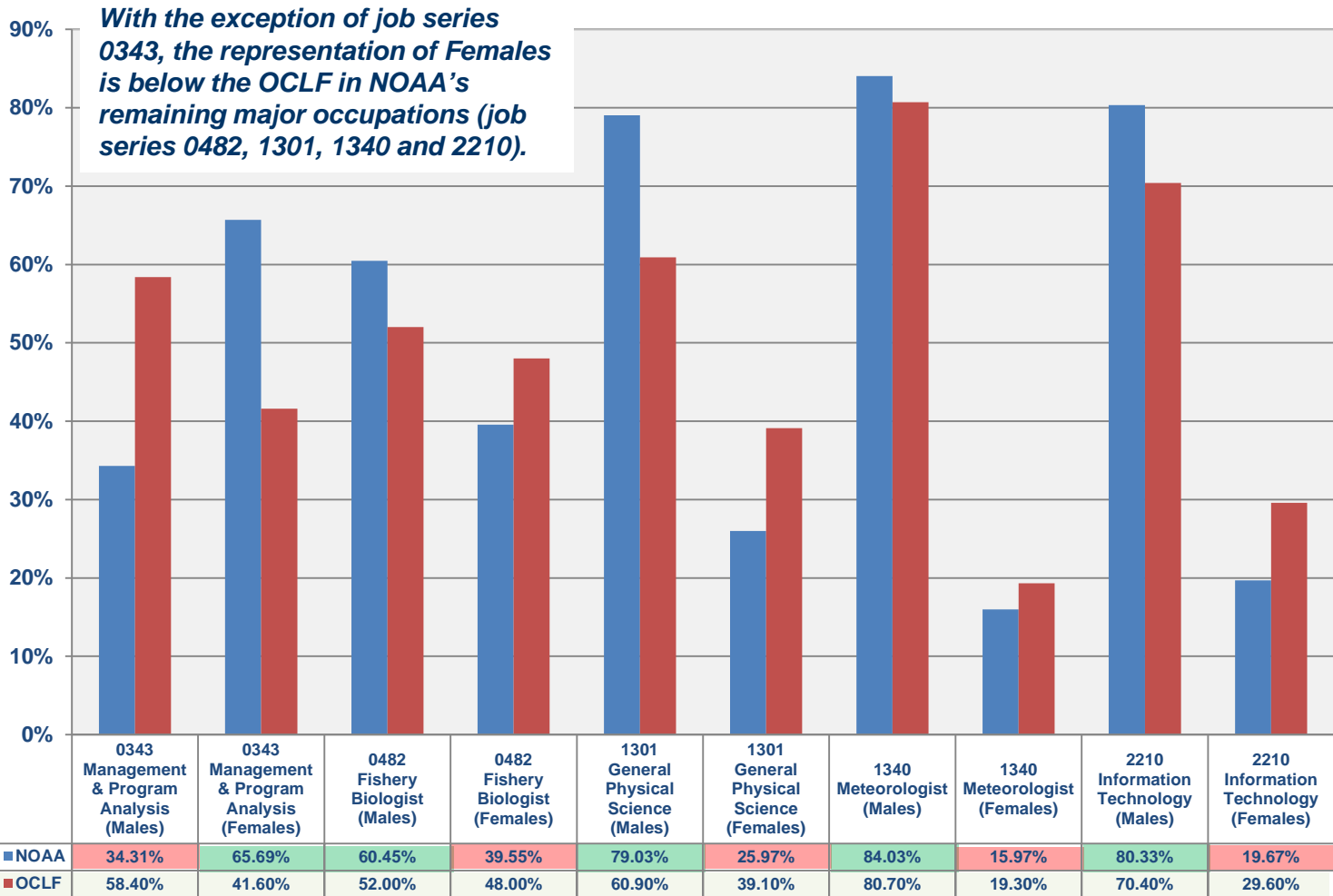
■ = Above the CLF

■ = Below the CLF

Total Participation: 960



Major Career Occupations by Gender

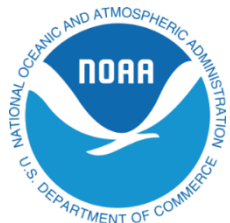


■ = Above the CLF

■ = Below the CLF

(Data collected from HR Connect Workforce Analytics Reporting System - Table A6)

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Barrier Analysis

NOAA Workforce Distribution by Disability

- 12.08% of the workforce is comprised of *Individuals with Disabilities*, 0.08% above the 12% federal goal established by the EEOC.
- 2.51% of the workforce is comprised of *Individuals with Targeted Disabilities*, 0.51% above the 2% federal goal established by the EEOC.

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Component	Fiscal Year 2014			Fiscal Year 2015			Fiscal Year 2016			Fiscal Year 2017			Fiscal Year 2018		
	Total WF	IWD	IWTD	Total WF	IWD	IWTD	Total WF	IWD	IWTD	Total WF	IWD	IWTD	Total WF	IWD	IWTD
Federal Goal		N/A	2.00%		N/A	2.00%	N/A	12.00%	2.00%		12.00%	2.00%		12.00%	2.00%
Total	# 11616	1180	279	10912	1146	260	11449	924	274	11412	964	293	11334	1369	284
	%	10.16%	2.40%		10.50%	2.38%		8.07%	2.39%*		8.45%	2.57%*		12.08%	2.51%
UNSEC	# 243	23	4	241	25	2	241	13	3	233	13	2	235	21	2
	%	9.47%	1.65%		10.37%	0.83%		5.39%	1.24%		5.58%	0.86%		8.94%	0.85%
Staff Offices	# 701	98	25	700	97	24	717	81	24	788	96	28	763	145	28
	%	13.98%	3.57%		13.86%	3.43%		11.30%	3.35%		12.18%	3.55%		19.00%	3.67%
OMAO	# 589	74	11	614	82	17	634	61	15	640	65	16	611	77	14
	%	12.56%	1.87%		13.36%	2.77%		9.62%	2.37%		10.16%	2.50%		12.60%	2.29%
NOS	# 1130	105	32	1045	97	30	1083	67	25	1053	69	25	1047	112	28
	%	9.29%	2.83%		9.28%	2.87%		6.19%	2.31%		6.49%	2.35%		10.70%	2.67%
NWS	# 4465	475	121	3936	433	105	4397	400	122	4334	410	127	4389	558	122
	%	10.64%	2.71%		11.00%	2.67%		9.10%	2.77%		9.46%	2.93%		12.71%	2.78%
NMFS	# 3043	265	56	2949	261	49	2930	185	46	2930	188	54	2898	286	53
	%	8.71%	1.84%		8.85%	1.66%		6.31%	1.57%		6.42%	1.84%		9.87%	1.83%
NESDIS	# 785	83	19	760	89	20	756	65	21	740	65	22	727	94	21
	%	10.57%	2.42%		11.71%	2.63%		8.60%	2.78%		8.78%	3.00%		12.93%	2.89%
OAR	# 660	57	11	667	62	13	691	52	18	684	58	19	664	76	16
	%	8.64%	1.67%		9.30%	1.95%		7.53%	2.60%		8.48%	2.78%		11.45%	2.41%

*Targeted Disability requirements were revised by EEOC and the percentage of IWTDs showing in NFC drastically increased based on EEOC's new guidance. These changes affected the total representation not only for the current fiscal year but also the NFC data for prior fiscal years. For example, we closed out FY16 with 0.74% of IWTD, however, the new data reflected in NFC has a total representation for IWTD in FY16 of 2.31%, which is 1.58% above the number we previously reported in our MD-715.

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

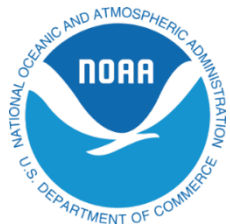


FY18 Hiring & Separations

(Permanent Only)

- The hiring rate for Females is 34.87%, 13.27% lower than the CLF (48.14%), and 6.91% lower than FY17's hiring rate of 43.36%.
- The hiring rate for Females is 28.28% lower than the hiring rate for Males (In FY18, Female new hires 34.87% vs Male new hires 63.15%)
- The attrition rate for Females was 0.13% higher in FY18 than in FY17 (33.18% (FY18) vs 33.05% (FY17))

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EEO Complaint Activity

EEO Complaint Activity

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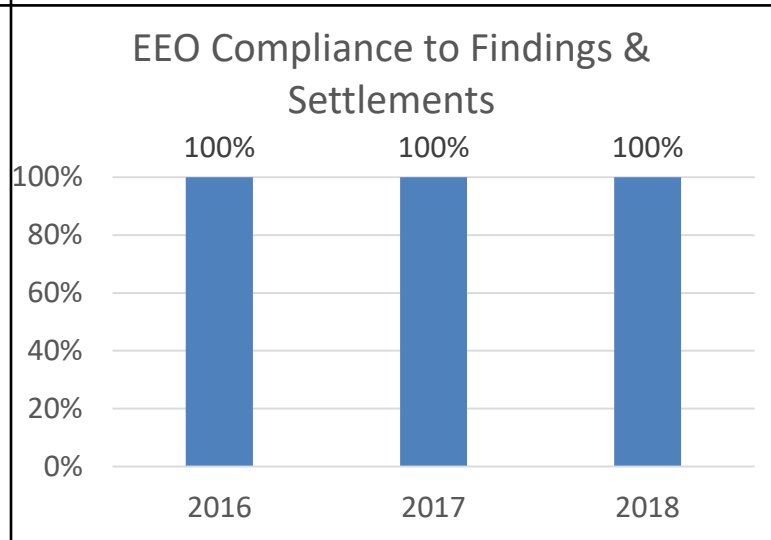
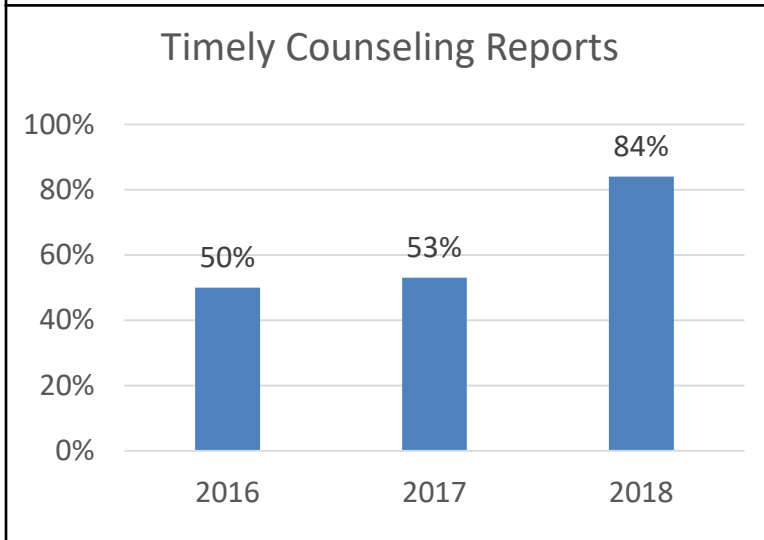
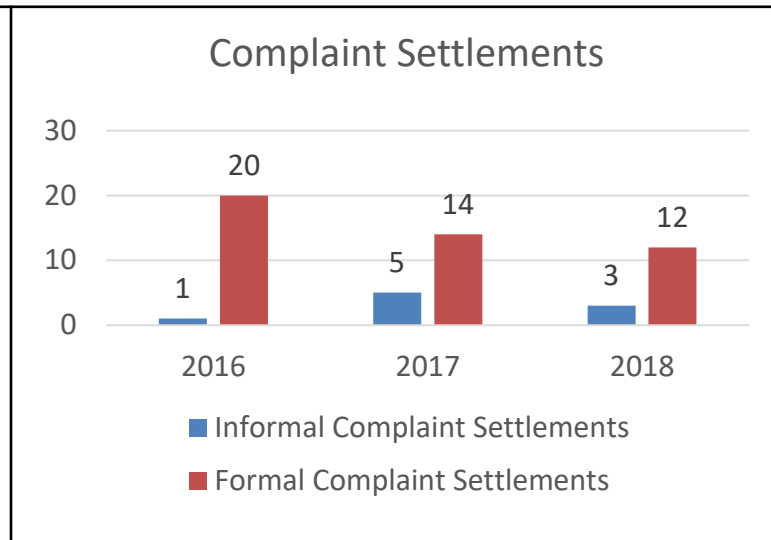
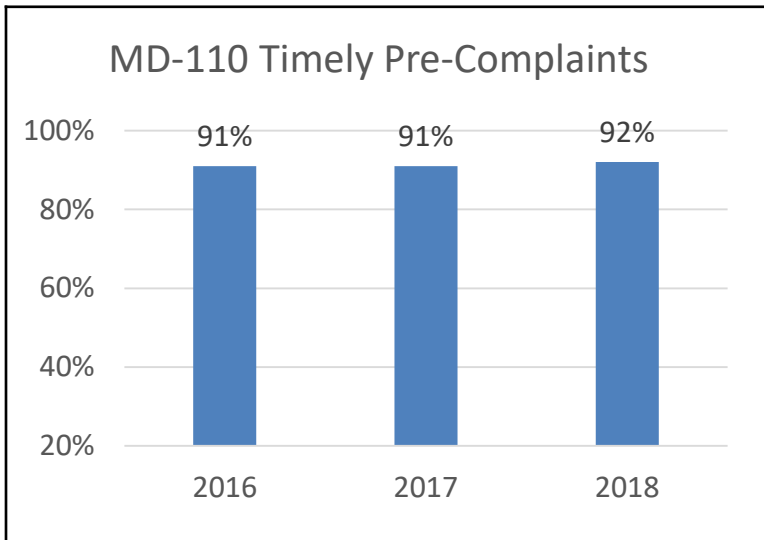
EEO Complaint Trends	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Pre-Complaint Counseling	60	68	76	85	92
Formal Complaints Filed	40	38	50	53	66
Pre-Complaint/ADR Settlements	1	2	1	5	3
Withdrawals/Not Filed	23	19	28	25	26
In-Process/Pending End of FY	5	11	12	15	14
Top Bases	Disability, Reprisal, Age	Reprisal, Age, Race	Reprisal, Age, Race	Reprisal, Age, Race	Reprisal, Age, Sex
Top Issues	Harassment, Perf. Eval./ Appraisal, Assignment of Duties	Harassment, Terms/Conditions of Employment, Assignments	Harassment, Perf. Eval., Assignments	Harassment, Perf. Eval., Assignments	Harassment, Perf. Eval., Assignments
Alternate Dispute Resolution (ADR) Elections	15	10	16	24	30
Settlements (Formal)	0	20	14	12	11
Settlements \$	9,500.00	481,637.18	164,015.00	256,990.44	105,383.99
Investigations \$	290,612.50	298,743.00	377,021.00	450,997.00	499,157.00
Findings of Discrimination # (\$)	0	2	0	3	1

(Data collected from iComplaints System as of January 31, 2018)



EEO Complaint Activity

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State of the Agency Snapshot

State of the Agency Overview

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Accomplishments	Challenges
<ul style="list-style-type: none"> The annual EEO policy statement was updated to include penalties for discriminatory behaviors/actions and disseminated to all employees. ADR now requires all managers and supervisors to participate in ADR once it has been elected by employees. The participation rate of NOAA employees with targeted disabilities is 2.51%, which is above the EEOC Federal Goal of 2.00%. OICR conducted Compliance Assessment for OMAO. Presented training on pertinent EEO topics, including Disabled Veteran Hiring and Reasonable Accommodations. LO/SOs collaborated on outreach initiatives, including: the American Indian Science & Engineering Society (AISES) National Conference; the Society for Advancement of Chicanos/Hispanics and Native Americans in Science (SACNAS) National Conference; and the National Association of Black Geoscientists. 	<ul style="list-style-type: none"> The percent of Females in the total workforce is 33.3% which is 14.8% lower than the Civilian Labor Force (CLF) of 48.14%. The percent of Females at the GS-13 and above grades is 31.60% which is 1.56% lower than the representation of <u>permanent</u> Females in the workforce at 33.16%. Possible glass ceiling, blocked pipeline or institutional barriers for Hispanics/Latinos in the 0482 and 2210 job series. African American Females in job series 0482 were at 0.60% which is 1% below the OCLF of 1.60%; and in job series 1340 were at 0.44% which is 1.06% below the OCLF. Asian Females in job series 0482 were 1.08%, which is 3.02% below the OCLF of 4.10% and in job series 1301 were 2.44%, which is 4.26% below the OCLF of 6.70%. The absence of PWD/PWTD as participants in the Leadership Competencies Development Program.

FY18 NOAA Office of Inclusion and Civil Rights Equal Employment Opportunity / Affirmative Employment Program/ Diversity & Inclusion Diagnostic




Agency Overall Rating: 70%*



Category	Progress Measurement		
	Unsatisfactory	Needs Improvement	Acceptable
Agency Overall			70%
EEO Complaints Processing			100%
Alternative Dispute Resolution			100%
Affirmative Employment Program			100%
Diversity and Inclusion			100%
FEVS Inclusion Index			100%

Previous Years Overall Rating: FY17: 62%

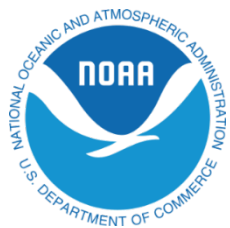
FY16: 42%

-  = No Changes vs. FY17
-  = Positive Difference vs. FY17
-  = Negative Difference vs. FY17

*See next slide for categories breakdown.

Updated on: May 30, 2019

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FY18 NOAA Office of Inclusion and Civil Rights Equal Employment Opportunity / Affirmative Employment Program/ Diversity & Inclusion Diagnostic

Breakdown (Part 1 of 2)

Category	Progress Measurement		
	Unsatisfactory	Needs Improvement	Acceptable
Agency Overall	83%		70%
EEO Complaints Processing	0%	86%	100%
- Quality of Reports			79%
- Timely Processing Complaints			95%
- Timely Counselor Reports Submission to DOC			84%
- EEO Compliance Efficiency			100%
Alternative Dispute Resolution	0%	48%	100%
- Aggrieved Accepted			48%
- Managers and Supervisors Accepted			57%
- Conducted			53%
- Resolved			33%
Affirmative Employment Program	0%	76%	100%
- Management Directive 715 Compliance			88%
- Average Workforce Parity Index			75%
- RA Approval Rate			69%
- Special Emphasis Program (SEP) Analysis			43%
- SEP Observances Conducted			100%
- SEP Observances Satisfaction			81%

■ = No Changes vs. FY17

➡ = Positive Difference vs. FY17

➡ = Negative Difference vs. FY17

Updated on: May 30, 2019

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FY18 NOAA Office of Inclusion and Civil Rights Equal Employment Opportunity / Affirmative Employment Program/ Diversity & Inclusion Diagnostic

Breakdown (Part 2 of 2)

Category	Progress Measurement		
	Unsatisfactory	Needs Improvement	Acceptable
Diversity and Inclusion	0%	0%	70%
- Support for Diversity (FEVS)			75%
- Workforce Racial Demographic Diversity			70%
- Workforce Gender Demographic Diversity			69%
- Leadership Racial Demographic Diversity			68%
- Leadership Gender Demographic Diversity			70%
FEVS Inclusion Index	0%	15%	63%
- Fair (overall)			52%
- Open (overall)			62%
- Cooperative (overall)			58%
- Supportive (overall)			81%
- Empowered (overall)			64%

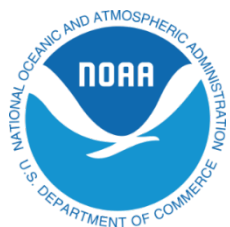
■ = No Changes vs. FY17

➡ = Positive Difference vs. FY17

➡ = Negative Difference vs. FY17

Updated on: May 30, 2019

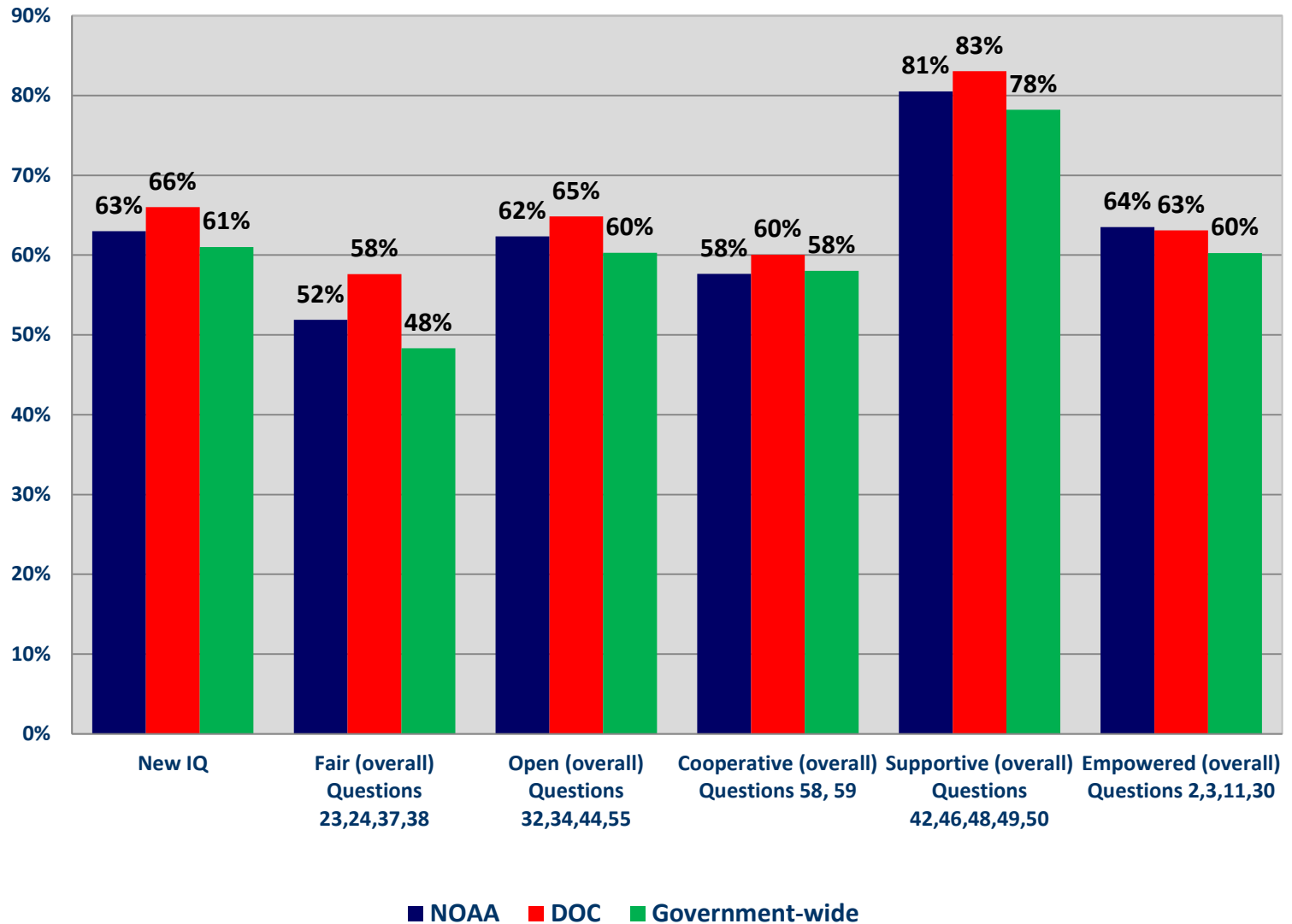
Office of
Inclusion
and
Civil Rights



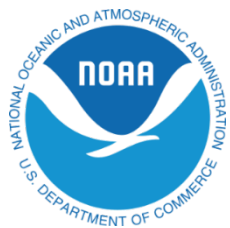
Federal Employee Viewpoint Survey

Inclusion Index

FY18 FEVS Inclusion Index - Positive Responses

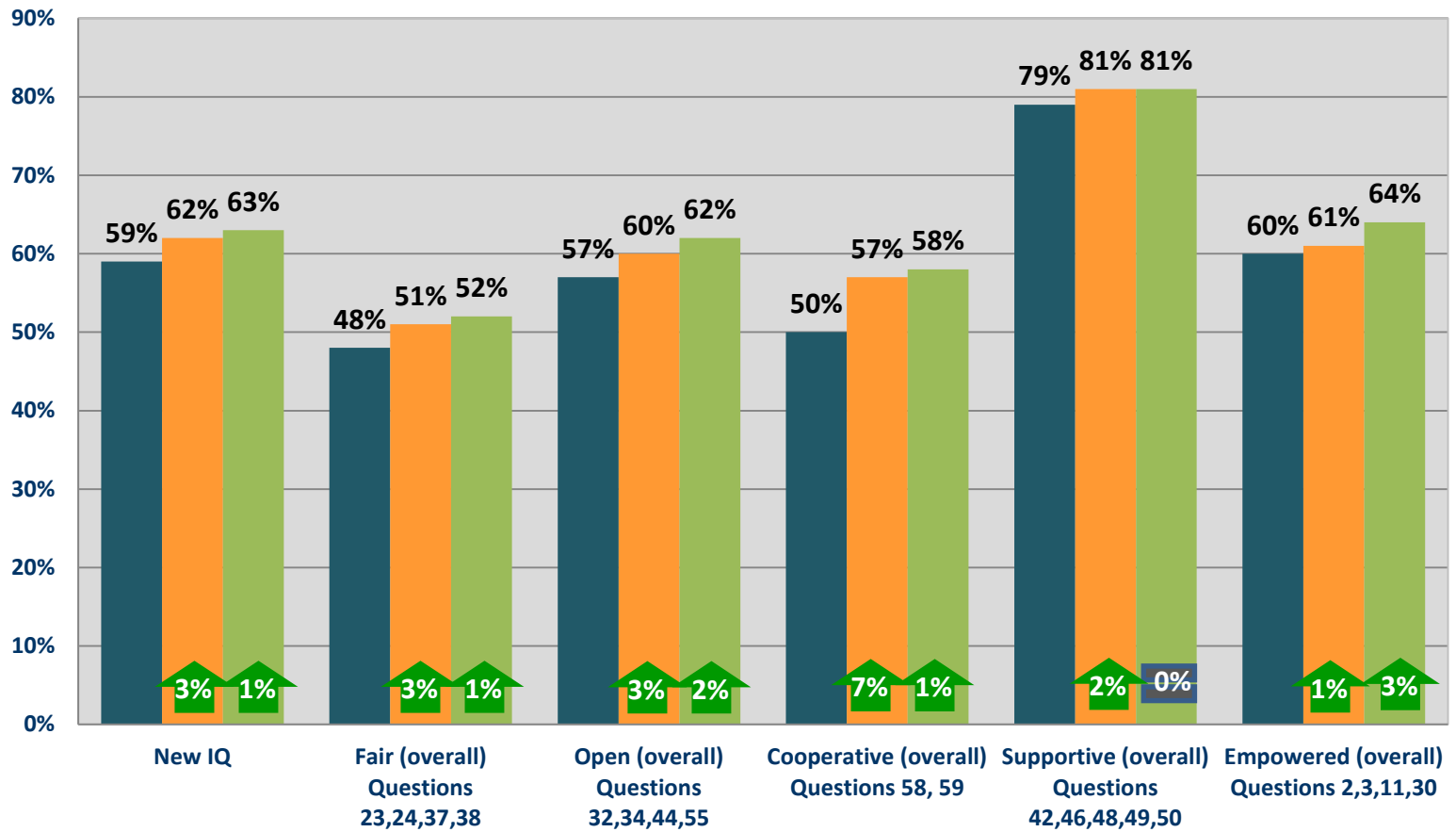


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NOAA 3 Year Trend

FEVS Inclusion Index - Positive Responses



FY16
NOAA

FY17
NOAA

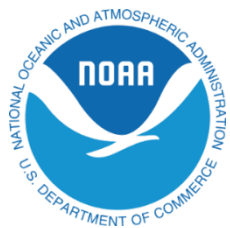
FY18
NOAA

Positive % Change

Negative % Change

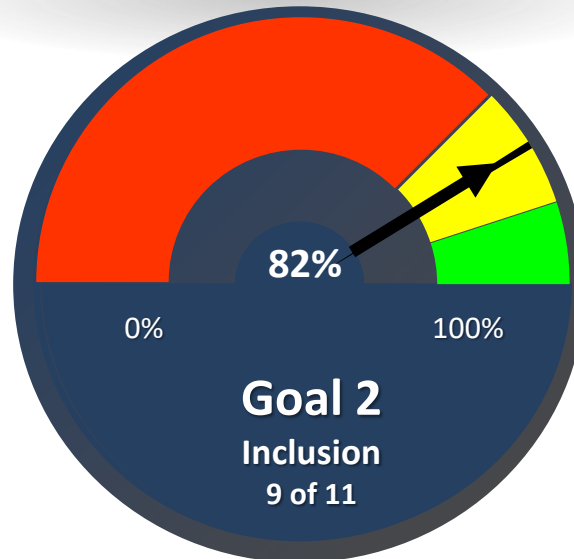
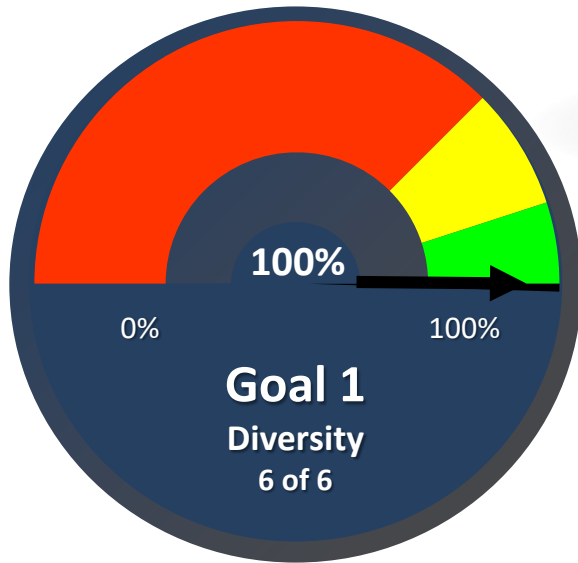
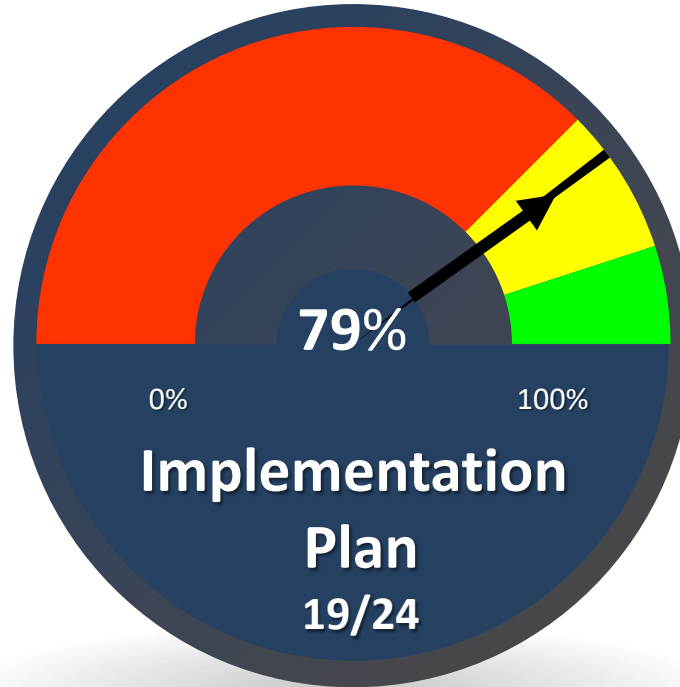
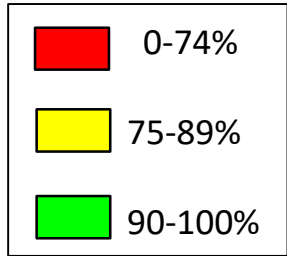
No % Change

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Major D&I Initiatives

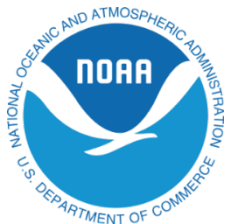
NOAA Diversity and Inclusion Implementation Plan



Implementation Plan

Office of Inclusion and Civil Rights

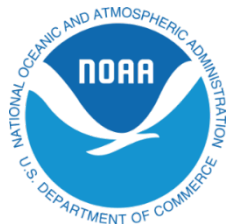
- 2.3.1: Identify and eliminate barriers to participation in leadership development programs
- 2.3.2: Implement strategies that provide unbiased access to developmental opportunities across all levels of the organization
- 3.1.2: Establish Line and Staff/Office ownership for annual Diversity and Inclusion action planning
- 3.3.1: Develop succession planning and KTR tools that can be used universally across the agency
- 3.3.2: Provide training for managers on succession planning and KTR processes



D&I Improvements/Accomplishments

- Reprogramming Name Change to “Office of Inclusion and Civil Rights”
- Realignment Directly Under DUSO as an Independent Staff Office
- Continual Progress on D&I Implementation Plan
- Raised FEVS Support for Diversity Score Each of the Past Two Years
- Raised FEVS Inclusion Index Scores Each of the Past Two Years
- Increased Engagement with Employee Resource Groups and Minority and Women Affinity Groups (Internal and External)
- Established a D&I Events Calendar for the entire Agency
- 2nd Year Chosen as a Top 20 Supporter of Historically Black Colleges and Universities (HBCU)

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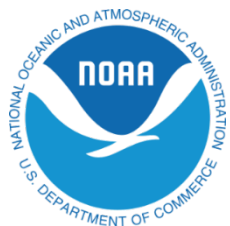
Next Steps

Next Steps

Plan to Eliminate Barriers and Deficiencies

- Conduct barrier analyses relating to identified triggers for:
 - Hispanics/Latinos, particularly in job series 0482 and 2210
 - Women in the workforce and in leadership positions.
 - Individuals with Disabilities/Targeted Disabilities in mission critical occupations, career development programs, and incentive awards.
 - African American Females in job series 0482 and 1340.
 - Asian Females in job series 0432 and 1301.
- Conduct regular assessments of LO/SOs for possible deficiencies and develop strategies to remove identified barriers.
- Develop an exit interview process.
- Collect and analyze recruitment efforts to identify and address potential barriers.
- Increase outreach to organizations (colleges, institutions, affinity groups) which support Females and Hispanics.

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Questions?

