

NOAA Diversity and Inclusion Best Practices

Best Practices				
Supports D&I Strategic Plan Goal	Activity Category	Offices	Diversity and Inclusion (D&I) Best Practice	Results/Impact
Goal 1	Accountability, Recruitment	AGO	Use special hiring authorities for individuals with targeted disabilities	Hired one (1) Schedule A employee and 65 Direct Hire employees
Goal 1	Outreach	NESDIS	Student Engagement For the NOAA Satellite Conference	Exposed young Americans to NOAA's Center for Earth System Sciences and Remote Sensing Technologies (NOAA-CREST)
Goal 1	Engagement	NESDIS	NESDIS 1st Annual Women's Equality Day Program	Commemorate the adoption of the Nineteenth Amendment to the US Constitution, which prohibits the government from denying the right to vote to citizens of the United States on the basis of sex.
Goal 1	Engagement	NESDIS	Provided Disability Awareness Training	Building an accessible and adaptable workforce that fully accommodates employees with disabilities
Goal 1	Communication, Engagement	NMFS	Two lunch hour briefings on the "ABC's of Schedule A and Veteran Hiring"	Training provided to the NMFS workforce and recruitment strategies that, if utilized, would increase representation of veterans and persons with disabilities
Goal 1	Outreach, Recruitment	NMFS	Presenter and exhibitor at the MANNRS Conference; which, included members of the NMFS Diversity and Inclusion Tiger Team	Enhanced our ability to identify recent graduates for NMFS Pathways opportunities
Goal 1	Outreach	NMFS	Formed partnership with the National Technical Association (NTA) in Washington DC	NTA promotes career development for STEM professionals, introduces underserved youth to opportunities in science and technology, and honors and preserves the legacy of men and women of color for their outstanding contributions to the world of science and technology
Goal 1	Outreach, Recruitment	NMFS	Participated in the NOAA & Department of Homeland Security Career Fair	NOAA & Department of Homeland Security Career Fair is designed to target the recruitment of veterans
Goal 1	Outreach, Communication	NMFS	The NMFS Program Office for EEO and Diversity, in collaboration with the Office of Education, has established a new website which serves as a marketing tool	Provides a central location for all students to gain further knowledge of available opportunities for entrance into NMFS
Goal 1	Outreach, Communication, Accountability	NMFS	The NMFS Program Office for EEO and Diversity has been working with the NOAA Civil Rights office to secure updated Employee Data	Data was analyzed to identify and eliminate barriers in recruitment and selection practices AA was briefed on areas of underrepresented populations
Goal 1	Recruitment, Communication, Accountability	NMFS	The NMFS Human Capital Management Office (HCMO) facilitated Pathways Program Webinars	Provide information on the three hiring authorities under the Pathways Programs - Interns, Recent Graduates, Presidential Management Fellows, and opened an applicant pool
Goal 1	Recruitment, Communication, Accountability	NMFS	HCMO developed Pathways Program guidance to aid hiring managers in the hiring process of Pathways participants	The guidance also introduces a cohort-based leadership program for Presidential Management Fellows
Goal 1	Outreach, Recruitment, Accountability	NMFS	The Seafood Inspection Program has gone to job fairs; has increased directions to hire more personnel off the Schedule A and Veteran's direct hiring authorities, and has explored direct hiring capabilities	The Seafood Inspection Program has focusing on alternative hiring practices that includes minority groups, persons with disabilities, veterans, and low income university environments; while increasing hiring timelines and more direct hiring authorities

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Goal 1	Outreach, Recruitment	NMFS	The Office of Law Enforcement (OLE) reached out to recruit people from colleges, veteran job fairs, local, state, and federal law enforcement agencies, commercial fishing industry; OLE utilized the Veterans Recruitment and Employment (VRE) Program	The OLE has filled multiple positions from varied backgrounds including culture, gender, experience, and education; veterans have a fair representation
Goal 1	Communication, Engagement	NMFS	OLE has held social lunch gatherings that have contributed to an inclusive environment The observer program has incorporated training on diversity and cultural differences	OLE has developed an understanding of how differences in life experience, gender, and culture may contribute to conflict on vessels and developed strategies to overcome challenges The training on diversity and cultural differences has raised observer awareness of the diversity within the Alaskan fleet
Goal 1	Recruitment, Outreach	NMFS	PIFSC used VRA appointments, Pathways Program, Hollings Scholars, Educational Partnership Program, Internal Young Scientist Opportunity Intern Program, participated in college career fairs, and supported PIFSC Science Camp promote STEM opportunities	The Pacific Island Fisheries Science Center (PIFSC) hired five positions, utilized several interns and students from under represented communities to promote STEM opportunities
Goal 1	Accountability, Recruitment	NMFS	All hiring managers requests for selection/salary to approval to the Pay Pool Manager are required to include information regarding if/how diversity was considered during the interview and selection process	This ensures that hiring managers are mindful of diversity and inclusion when making hiring decisions
Goal 1	Recruitment, Accountability	NMFS	Provided internships through the Operation Warfighter Program for military personnel exiting the military due to medical issues	Provides transition opportunities for veterans who will be leaving the military and entering the civilian workforce It also exposes staff to diverse individuals and offered opportunities to learn how to be more inclusive in the workforce
Goal 1	Recruitment, Accountability	NOS	National Ocean Service Guidance on Interview Panel Diversity	The guidance is intended for use in all FTE hiring actions throughout NOS
Goal 1	Outreach, Communication, Recruitment	OAR	Senior scientists participated in the Denver Public School 8111 Grade Career Day	Increase community awareness of NOAA's mission and occupations, while targeting the community's Hispanic population to support NOAA diversity goals; and inspiring young adults to see STEM and NOAA careers as an option and diversify the applicant pool
Goal 1	Engagement, Outreach, Communication	OAR	Provide employees with a listing of national women and minority organizations and calendar of events for recruitment, outreach and cultural diversity	Resources to use for recruitment/hiring and exploring cultural diversity issues
Goal 1	Outreach, Communication, Recruitment	OAR	Attend National Women and Minority Science Conferences	Increase awareness of NOAA career opportunities to underrepresented groups
Goal 1	Outreach, Communication, Recruitment	OAR	Attend local and regional career fairs and host outreach activities	Increase awareness of NOAA science
Goal 1	Outreach, Communication, Recruitment	OAR	Use various NOAA programs and lab/program office partnerships	Used Research Experiences for Undergraduates (REU) to place students in internship programs and train the next generation and build the pool for future hires.

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Goal 1	Outreach, Communication, Recruitment	OAR	Build on engagement efforts with Minority Serving Institutions and NOAA Cooperative Science Centers	Increase representation of underrepresented groups, and enhance professional and leadership skills as defined in OPM's leadership competences
Goal 1	Outreach, Communication, Recruitment	OAR	Students hosted by Senior Scientists and staff for the National My Brother's Keeper Initiative	Increase community awareness of NOAA's mission and occupations; while targeting the community's African American population
Goal 1	Outreach, Communication, Recruitment	OAR	NOAA Science Day focusing on Tribal Colleges and Universities (TCU)	Increase community awareness of NOAA's mission and occupations; while targeting the community's Native American population
Goal 1	Communication, Engagement, Retention, Recruitment, Outreach, Accountability	OCFO	Development of an office's StrengthsFinder assessment, a tool to enable employees to learn how to develop their greatest talents and use their customized assessment results to improve self awareness and remove obstacles to employee and office success. This ensures that the Director builds emotional intelligence in the staff by employing assessment tools, and by supporting all staff in taking risks on new challenges that align with their greatest strengths.	Modify selection and assessment practices and processes to minimize barriers and augment NOAA's focus on diversity and inclusion
Goal 1	Outreach, Recruitment	OMAO	The EEO Manager reviews/analyzes applicant flow data quarterly	Assisted in developing a recruiting plan and to point out areas/positions with underrepresentation groups
Goal 1	Recruitment	OMAO	Co-developing a Disability and Veteran Special Hiring Authority desktop guide for hiring managers	Provide hiring managers with the information on ways to hire qualified candidates using hiring authorities
Goal 1	Recruitment, Outreach, Communication	OMAO	The EEO Manager is a Workforce Recruitment Program (WRP) for Persons with Disabilities recruiter	The participation in the program will allow for visibility to colleges and universities about NOAA/OMAO
Goal 1	Recruitment	WFMO	Commitment to use the NOAA Pathways Program	Best practices were appropriately incorporated for intern positions across NOAA mission areas.
Goal 1	Recruitment	WFMO	Bi-weekly meetings with all Line/Staff offices to increase visibility of the Pathways Programs	A NOAA-wide Pathways Summer Intern Program was launched in an effort to encourage better utilization of this hiring flexibility
Goal 1	Outreach, Recruitment	WFMO	WFMO supports annual conferences such as the NOAA/EPP/MSI Cooperative Science Centers	NOAA/EPP/MSI funding supports development of a diverse Science, Technology, Engineering, Art and Mathematics (STEAM) future workforce
Goal 1	Recruitment	WFMO	Established a relationship with vocational rehabilitation centers to provide application information to People with Disabilities	Increase NOAA's applicant pool of People with Disabilities (PWD)
Goal 1	Recruitment	WFMO	Trained managers on the ease of using the Schedule A Hiring	The Selective Placement Coordinator (SPC) has marketed the Schedule A Hiring Program to hiring managers and applicants
Goal 1	Outreach, Recruitment	WFMO	Established relationships with vocational rehabilitation centers in areas where NOAA's regional offices are located.	Has enabled NOAA to become an employer of choice for disabled applicants and has created a resume repository for some mission critical occupations

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Goal 1	Recruitment	WFMO	Participated in two hiring fairs to promote opportunities for PWD.	NOAA made six hires from the two events
Goal 1	Recruitment, Accountability	WFMO	Marketed the Workforce Recruitment Program to hiring managers	NOAA saw an increase in its Schedule A hires
Goal 1	Recruitment, Accountability	WFMO	WFMO's ERD requires SES candidates be asked about D&I during the first interview; attaches D&I memos for selecting official to ask 1 of 3 questions; and requests the interview questions before interviews and the notes taken during the interviews	The WFMO's Executive Resources Division's implementation caused selecting official to know candidates knowledge and use D&I
Goal 1	Outreach	WFMO	WFMO developed tips for Schedule A Hiring to assist applicants with NOAA's hiring procedures for disabled applicants	Increase the persons with disability and disabled veterans applicant pool
Goal 1	Recruitment	WFMO	WFMO also coordinated use of USAJOBS Resume Mining	Resume Mining allows managers to search the database to find applicants who are eligible for Excepted Service appointments to be considered before they post positions
Goal 2, 3	Engagement, Retention, Communication	NWS	Central Region Director Sponsored a Diversity and Inclusion Conference in La Cross, WI	The Central Region Director demonstrated his personal commitment to the NOAA Diversity and Inclusion goals by funding a local D&I conference which was not only well-organized it provided his staff an opportunity to present D&I topics to their peers. The result was clearly evident in the positive comments from those who attended.
Goal 2	Engagement, Retention, Communication	NWS	Western Region Director established a leadership climate wherein the Diversity Council in the Western Region has been tasked by the EODMD Director to serve as a Best Practice Model for the remaining Regions to duplicate	The Western Region Diversity Council has done an excellent job of promoting Diversity not only in the Western Region but across the NWS. The NWS Diversity Council CoChair also comes from the Western Region.
Goal 2	Engagement, Retention, Communication	NWS	NCEP leadership started a monthly D&I brown bag discussion and they sponsored Unconscious Bias training for the workforce.	The result was increased awareness of the role bias plays in our daily lives as well as an increased demand for more awareness training to include bullying and incivility training.
Goal 2	Communication, Engagement, Retention	OCFO	Internal Black History Month Luncheon	Strengthened employee engagement to cultivate a more inclusive workplace
Goal 2	Communication, Engagement, Retention	OCFO	Diversity and Inclusion day long event	Two speakers emphasized the impact of a fair and equitable work environment, discussed the benefits of diversity in a team environment, and provided techniques to successfully include all individuals
Goal 2	Communication, Engagement	AGO	Sponsors off-site social gatherings	Used for team and cohesion building, and improving staff morale
Goal 2	Retention	AGO	Participation in flexible work arrangements (e.g., flexible work schedules, Alternate Work Schedules, Telework, Satellite Offices)	Increased retention

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Goal 2	Communication, Engagement, Retention, Accountability	AGO	Analyze the results of the Federal Employee Viewpoint Survey (FEVP), identified key issues impacting employee satisfaction	Established employee led teams to develop and lead implement strategies to improve working conditions, increased productivity, employee engagement, satisfaction, cohesion, and prided in organization
Goal 2	Communication, Engagement, Retention, Accountability	AGO	Implemented a limited scale Acquisition/Contracting Mentor Program	New program with no measurable results at this time
Goal 2	Engagement	NESDIS	Promoted special observances and special emphasis programs	The programs highlights the importance of diversity and cultivate cultural awareness for greater dignity and respect within our workforce
Goal 2	Engagement, Communication	NESDIS	NESDIS hosted two guests to speak for three hour sessions which were held at multiple locations	Employees got to hear and understand the New Inclusion Quotient
Goal 2	Communication, Engagement	NESDIS	NESDIS offers diversity lunchtime video training, student engagement events, and special emphasis programs	The training highlights the importance of diversity and cultivate cultural awareness for greater dignity and respect within our workforce
Goal 2	Communication	NESDIS	Hosted 3 three hour sessions which focused on providing and receiving constructive feedback	This training empowered employees at all levels with the ability to speak and listen to one another
Goal 2	Communication, Engagement	NESDIS	Quarterly, NESDIS holds Onboarding Workforce (NOW) day long classes	This class provides federal and contract support employees vital information about each Program Office throughout NESDIS for an easy transition to NESDIS work environment
Goal 2	Communication, Engagement, Accountability	NESDIS	NESDIS has an Interagency Agreement (IAA) in place with Treasury to allow for NESDIS Pay Bands IV, V and SES to access the Treasury Executive Institute (TEI) training opportunities	Exposes NESDIS Pay Bands IV, V and SES to many opportunities to participate in training activities that enhance ECQ skills, as well as provides coaching opportunities to enhance their D&I skills
Goal 2	Communication, Engagement	NESDIS	Leadership Training in the Leadership for Democratic Society Federal Executive Institute	NESDIS increased the number of participants from 3 to 7, more than doubling the level of participation in the training of future executives
Goal 2	Communication, Engagement, Accountability	NESDIS	NESDIS invited WFMO to present information to the senior executive cadre on programs designed to reach out to students, interns, and recent graduates	Increased senior executive's awareness of the programs and the employment opportunities that can be utilized to bring diverse new employees to the NESDIS workforce
Goal 2	Communication, Retention, Accountability	NESDIS	NESDIS has created a google site called The NESDIS People Page	The NESDIS People Page is dedicated to provide employees information on human capital topics (IDP, training, mentoring, D&I, etc)
Goal 2	Outreach	NESDIS	NESDIS took the lead on the CREST Annual Meeting (August 8th) and External Advisory Board Meeting to provide independent oversight and direction to the Center Organization	Helped achieve program objectives of training the next generation workforce in NOAA relevant STEM fields, and help provide insight to the center on the institutional and sustainability plan and future capacity building
Goal 2	Retention, Engagement	NESDIS	NESDIS is piloting a mentoring program This program will offer mentoring opportunities for federal employees	Providing training and development opportunities and with the objective of developing mentoring and coaching opportunities at NESDIS

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Goal 2	Retention, Communication, Engagement	NMFS	Partnered with the NMFS HCMO to provide IDP training to headquarters staff	Shows leadership commitment to employee development
Goal 2	Retention, Communication, Engagement	NMFS	The International Affairs Seafood Inspection (IASI), and WFMO is working to develop a three tiered leadership development program: 1) basic leadership development for all employees, 2) supervisors training, and 3) leadership management training for Band	1st and 2nd tiers are completed Having a strong means to educate and train personnel for leadership
Goal 2	Retention, Communication, Engagement	NMFS	NMFS held a joint Leadership Council and Deputies Meeting Each FMC was asked to report out on Diversity and Inclusion	The responses were tremendous and indicative of an organization determined to strengthen employee engagement and cultivate an inclusive culture within NMFS
Goal 2	Communication, Retention, Engagement	NMFS	The NMFS Program Office for EEO and Diversity sponsored Unconscious Bias, Emotional Intelligence, Individual Development Plan (IDP), Generational Difference, and Teambuilding and Coaching training opportunities	Provided to management, supervisors and employees to enhance internal communication to engage the workforce and elevate diversity and inclusion as a top priority
Goal 2	Accountability, Communication, Retention	NMFS	Meetings held with NMFS Leadership to provide a status report on the Diversity and Inclusion Plan Tiger Team	Meeting covered the NMFS Diversity and Inclusion Plan, Action Items and Accomplishments
Goal 2	Communication, Accountability, Retention	NMFS	Quarterly Operations Review held with leadership to discuss the NMFS EEO and Diversity and Inclusion Program	Discussion covered the NMFS program and the overall structure and staffing of the NMFS Program office, the reporting requirements, MD-715, Affirmative Employment, Workforce Data, Complaints activity and next steps
Goal 2	Communication, Accountability, Retention	NMFS	The NMFS Office of Sustainable Fisheries, in headquarters, sponsored FISHCon	During this conference the committee decided to include a 2-day workshop designed to educate and prepare the workforce for the anticipated challenges of fishery management in the coming years
Goal 2	Communcations, Engagement, Retention	NMFS	The Alaska Regional Office, the Northeast Fisheries Science Center, and the West Coast Region, sponsored a 1-day workshop at the 147th Annual Meeting of the American Fisheries Society entitled, "Harnessing the Power of Diversity and Inclusion"	This event provided "game changing" solutions for enhancing diversity and inclusion in the Fisheries profession
Goal 2	Communication, Engagement, Retention	NMFS	The Alaska Fisheries Science Center (AKFSC) has ensured representation on both the NOAA and NMFS On-Boarding/New Employee Orientation Workgroups	Provides the resources needed for NOAA and/or NMFS employees allowing them to better understand the overall mission and structure of the organization
Goal 2	Communication, Engagement, Retention	NMFS	The Northeast Fisheries Science Center (NEFSC) played a lead role in the Woods Hole Diversity Initiative and its working arm, the Woods Hole Diversity Advisory Committee (DI/DAC)	Provided several training sessions, workshops, presentations, and other DI/DAC activities In addition, the NEFSC formed a Staff Advisory Council to improve internal communications and employee engagement

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Goal 2	Communication, Engagement, Accountability	NOS	Established quarterly, "Diversity: Dish and Dine with the DAA" The Dish and Dine forums are voluntary conversations about diversity, inclusion, and employee engagement	All could witness leadership commitment to diversity and inclusion
Goal 2	Communication, Engagement, Retention, Recruitment, Outreach, Accountability	NOS	Revised the NOS Equal Employment Opportunity, Diversity and Inclusion Advisory Council (NEDAC) charter	Guide efforts across NOS to build and enhance a diverse and inclusive work environment and to increase workforce engagement
Goal 2	Retention, Engagement	NOS	NOS has initiated a pilot formal mentoring program; and retained a full-time Mentoring Program Coordinator	Development and coordination of the NOS Mentoring Program caused 40 NOS employees to complete the pilot mentoring training course
Goal 2	Engagement, Accountability	NOS	NOS used a contractor to provide training on the topic, "Blind Spots-Managing Unconscious Bias in the Workplace"	The training is open to all managers, supervisors, and employees
Goal 2	Retention, Communication, Engagement	OAR	Use cultural awareness months to highlight the contributions of underrepresented groups	Increase cultural competency of underrepresented groups
Goal 2	Retention, Communication, Engagement	OAR	Attend national organization special emphasis program training conferences, e.g. FEW, SAIGE, BIG	Increase cultural competency of underrepresented groups
Goal 2	Retention, Communication, Engagement	OAR	Provide yearly EEO/Diversity Awards at the annual OAR Awards ceremony	Recognition to employees doing work in EEO /Diversity
Goal 2	Retention, Communication, Engagement	OAR	Offer training on topics such as unconscious bias, generational differences	Increase awareness and knowledge of D&I
Goal 2	Communication, Engagement, Accountability	OAR	Establishing an OAR Diversity and Inclusion Advisory Committee (ODIAC) The meeting is chaired by both DAAs with membership from labs, programs, and staff offices	All could witness leadership commitment to diversity and inclusion; developed, prioritize and monitor the Agency's diversity and inclusion initiatives, work plans, and action items
Goal 2	Communication, Engagement, Accountability	OAR	OAR leadership held the first D&I Town Hall meeting for all OAR employees	Developed leadership commitment plan and All could witness leadership commitment to diversity and inclusion
Goal 2	Communication, Engagement	OAR	OAR leadership established and attend monthly lunches in Silver Spring Multiple lab and programs also hold regular lunches focusing on furthering D&I	Developed leadership commitment plan
Goal 2	Engagement, Accountability, Communication	OMAO	Senior leaders are encouraged to attend special observance and special emphasis programs	Participation by leadership showed the workforce that diversity/inclusion is an initiative supported by leadership
Goal 2	Engagement, Communication	OMAO	The EEO Manager and NOAA Corps is developing a pilot Mentoring Program inclusive of all OMAO personnel	This program will improve employee engagement, morale and transfer of knowledge
Goal 2	Communication,	OMAO	Diversity and Inclusion messages are delivered at "All Hands"	Demonstrates the director's ongoing commitment to employee's

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Goal 3	Accountability, Communication	NWS	NWS Deputy Administrator and Deputy Assistant Administrator connects Diversity and Inclusion to every operational area of NWS.	Increased support for Diversity and Inclusion as evidenced by the Alaska Regional Director financing a trip for the EODMD staff to present Unconscious Bias training for his leadership team and the workforce stationed in Juneau, Fairbanks, Palmer, and Anchorage Alaska. The Regional Director efforts are especially noteworthy in light of the training budget shortfalls his Region is experiencing.
Goal 3	Engagement,	NESDIS	Provide training for managers and employees on the importance of a proactive succession plan and Knowledge, Transfer and Retention (KTR) processes	We are ensuring a smoother workforce transitions, minor productivity reduction, and less stress
Goal 3	Retention	NESDIS	NESDIS created a standardized IDP template and provided guidance to supervisors and employees on how to successfully utilize these plans to promote communication and employee growth	
Goal 3	Accountability, Engagement, Communication	NESDIS	NESDIS drafted a D&I Action Plan that aligns with the NOAA D&I Plan	Establish a framework to continuously plan, develop, implement and monitor activities intended to increase D&I awareness in the NESDIS workforce
Goal 3	Outreach, Recruiting	NESDIS	NESDIS provides required metric and data to support the MD-715	This directive is being used to assist with the NESDIS Hiring Plan
Goal 3	Accountability, Communication, Retention	NMFS	NMFS issued its Diversity and Inclusion Strategic Plan and had conferences, workshops and meetings to discuss how to fully implement	Managers and supervisors began the work of acting on and leadership has require the FMC's report out on their accomplishments annually
Goal 3	Accountability	NMFS	NMFS Leadership and Deputies had a meeting to discuss accomplishments	The meeting will be an annual event
Goal 3	Accountability, Recruitment	NMFS	NMFS has listed in its "Priorities and Annual Guidance" report, under the "Improve Organizational Excellence" strategic goal.	Proactively recruit qualified individuals at all levels whose diverse background, education experience, and skills will advance the overall mission of the agency
Goal 3	Engagement, Outreach, Communication, Accountability	NOS	NOS now requires its Program Offices to include a slide dedicated to EEO and Diversity and Inclusion in their presentation for Budget Execution and Program Performance	Demonstrates the director's ongoing commitment to EEO Diversity and Inclusion
Goal 3	Communication, Engagement, Accountability	OAR	OAR leadership began including D&I at all Management Reviews and incorporating D&I into Town Hall Meetings at each laboratory	Promoted D&I awareness and demonstrated leadership commitment
Goal 3	Communication, Accountability	OAR	Produce quarterly Connections (linking EEO, Diversity and Science) newsletter	Keep all employees abreast of the various activities across the agency in the area of EEO/Diversity.
Goal 3	Communication, Accountability	OAR	Require labs to submit quarterly reports to the EEO/Diversity office	Capture laboratory EEO and D&I activities for all reporting requirements and newsletter
Goal 3	Engagement, Communication, Accountability	OAR	Provided an EEO Office 101 for new employees	Increase awareness of EEO policies and Diversity initiatives to new employees

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Goal 3	Engagement, Retention, Accountability	OCFO	Providing hands-on training/ support to a special needs employee to increase his participation in office functions; hired a sign language interpreter; provided specialized equipment	Build an accessible and adaptable workplace that fully accommodates employees with disabilities
Goal 3	Accountabilty, Communication	OCIO	Held two Diversity Workshops with Office Directors	Directors in OCIO have become more informed on how to increase and continue diversity and inclusion efforts in NOAA OCIO in working groups as well as hiring new employees
Goal 3	Accountability	OMAO	Supervisors have a diversity and inclusion element in their performance objective	This aligned OMAO to Management Directive 715 and to ensure accountability within the supervisory ranks

Category -- Recruitment, Outreach, Retention, Engagement, Communication, Accountability