



SFA Report to the NEP

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NOAA Diversity Council
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Outline



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- Purpose
 - Issue
 - Background & Discussion
 - Coordination and Views
 - Alternatives
 - Recommendations
 - Back-up



Purpose



- Applicable Tasking
 - The NEP charged the Diversity Council to review and evaluate the list of items to be elevated to the Under Secretary



Issue



- Issue: Address the SFA issues that were recommended to be elevated to the Under Secretary, recommend a course of action and timetable
- Involved parties: NOAA Diversity Council members and Line and Staff Office Executives
- Outcome: The SFA issues raised to the Under Secretary were evaluated, a course of action was recommended and a timetable was developed for addressing the issues



Background & Discussion



- April 1, 2004 - the NEP charged the Diversity Council to review and evaluate the list of items to be elevated to the Under Secretary
- April 12, 2004 - a meeting was held with the NEP/Council executives to evaluate the issues elevated to the Under Secretary
- The executives discussed each elevated issue and made a determination as to how they would be addressed



Coordination & NEP/Council Views



- Coordination:
 - A joint meeting of the Line Office and Staff Office executives from the NEP and Diversity Council was held to discuss the elevated issues
- NEP/Council Views:
 - The NEP and Diversity Council executives discussed the issues and agreed that none should be elevated to the Under Secretary



Alternatives



Alternative 1: Status Quo

- Do Nothing with the issues

Alternative 2:

- Elevate one or more of the five issues to the Vice Admiral

Alternative 3:

- Take appropriate action as outlined in the briefing and not elevate any issues to the Vice Admiral



Recommendations



Elevated Issues

ISSUE	LINE OFFICE	RECOMMENDATION	ACTION	TIMEFRAME
Changing formal NOAA Line Office Names	NESDIS	Change formal NOAA line Office names to include NOAA	Delete this issue from list since there was a memo from the VADM addressing line office name changes	N/A
Due to the placement of EEO and Diversity in NOAA, these offices are unable to operate effectively, efficiently, and objectively and do not hold the stature in the organization that ensures compliance and success	Diversity	Create a NOAA-wide Office of EEO and Diversity, headed by an SES position, reporting to the DUS on an equal level as AA's. An executive would be devoted to the effective administration of these initiatives, without conflict of interest/competing interests, consistent with other federal agencies and consistent with external contractor recommendations.	The NFA Task Group will look at this issue in conjunction with the same Booz-Allen recommendation	TBD by NFA Task Group schedule



Recommendations



Elevated Issues

ISSUE	LINE OFFICE	RECOMMENDATION	ACTION	TIMEFRAME
There is a lack of minority representation in SES, leadership and management positions and on key task forces and groups	Diversity	Convene a task force of external diversity professionals, the Office of Diversity, The Office of Civil Rights and employee groups (members not traditionally on task groups) to explore this issue and provide recommendations to the VADM	The Diversity Council will convene a task group to look at this issue	Task Force members to be identified and convened by the end of third quarter. Task Force timeline for completion due by end of fiscal year.
Various NOAA administrative approval and clearance processes need to be streamlined to increase efficiencies	NOS	Increase the funding threshold for Memorandum of Understanding and Interagency Agreements clearances/approvals	To be addressed by NOS	N/A



Recommendations



Elevated Issues

ISSUE	LINE OFFICE	RECOMMENDATION	ACTION	TIMEFRAME
The COOL System needs improvement	NMAO	The system needs to provide better feedback when applying for jobs such as the number of candidates bidding on the job and the best qualified; provide applicant feedback from selecting officials on strengths and weaknesses of application and how/where to improve; official notification via email of status of selection. NOAA should lobby DOC to make needed changes, using feedback from DOC Bureaus.	NOAA Workforce Management Office working with DOC to replace COOL with a system that will address identified concerns	TBD



Final Recommendations



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- Accept Alternative 3
 - Prepare memorandum from the Vice Admiral to all NOAA employees on the status of SFA, accomplishments and report links. Memorandum will be drafted after approval by the NEP



Backup Slides



Top SFA Common Themes



Owner: NOAA Diversity Council

Due Date: Second Quarter 2005 and on-going

(Recommendation Source: Focus Group Committee reports and Council)

- Leadership (see also performance management and communication)
 - Institute 360 degree Feedback



Top SFA Common Themes



- Communication(all recommendations also applicable to leadership and performance management)
 - Consult with Training Council to ensure diversity is integrated into all applicable courses including entry, mid and executive level training courses
 - Office of Diversity will offer diversity facilitation skills course to all NOAA employees
 - Develop manager and leadership communication vehicles such as:
 - Monthly Leadership Magazine to managers
 - Manager’s Toolkits (including talking points for employees) on significant organization issues
 - Communication skills education courses in varying formats



Top SFA Common Themes



- Performance Management –
Performance Management Task Force to explore:
 - Promotion practices
 - Demo Project and Pay Pool
 - Alternate types of recognition (non-monetary)
 - Accessibility of information on pay, awards, training, etc. in multiple formats (web, manager handbook, etc.)
 - Development of corporately offered mandatory training for managers and supervisors (first and mid-level management training tied to schedule e.g. complete within first six months of accepted appointment)



Top SFA Common Themes



- Performance Management
 - Ensure compliance with the 1.5% personnel and compensation set aside to ensure all employees are afforded equitable training and opportunities for advancement— forwarded to the Training Council as an SFA elevated issue for action.
 - Review all performance systems - Explore systemic barriers to success and to fully preparing employees for advancement. Diversity Council will convene and provide subcommittee recommendations by September 30, 2004.



Output



Bottom 10 Survey Categories Merged to Bottom 5

The NOAA-wide SFA Bottom 10 represented the SFA questions that received the least favorable results from NOAA employees. They were:

- **The results of the 1998 SFA were used constructively by management**
- **Having a minimum of “corporate politics”**
- **NOAA upper management helps the NOAA Line/Staff Office offices be more productive**
- **The upper management of my NOAA Line/Staff Office does a good job at making me feel a part of NOAA corporate culture**
- **There is effective communication between NOAA headquarters and my workgroup**
- **Diverse groups participate in the development of performance measures where I work**
- **Your opportunity for advancement**
- **The NOAA process for considering employees for competitive promotion works well for me**
- **In my Line/Staff Office, work practices and procedures that are no longer needed are eliminated**
- **The NOAA process for rating performance works well for me**



Output



Bottom 5 Category On-Line Focus Groups

The categories covered by the Bottom 10 were merged into the Bottom 5 categories. The Council hosted on-line focus groups comprised of NOAA employees from various occupations and geographic locations to address the issues within these categories. Each focus group was headed by an Executive of the Council charged with submitting recommendations to the Council.

- **Use of 1998/2002 SFA Results – John Oliver, NMFS; Bob Taylor, OMAO**
- **NOAA, Line/Staff Office Culture, Politics, Communication – Mary Glackin, NESDIS**
- **Diverse Groups and Performance Measures – Jamie Hawkins, NOS**
- **Performance System and Opportunities for Advancement – Louisa Koch, OAR; Carl Staton, CIO**
- **Outdated Practices Eliminated – John Jones, NWS**

Findings and recommendations from the focus group committees were compiled into reports. The reports identified common issues with recommendations. The NOAA-wide SFA common issues were Leadership, Communication and Performance Measures.



Output

NOAA-Wide SFA Common Themes

NOAA-Wide SFA Common Issues	Who Is the Owner?	What are we doing to Improve?	When Will It Be Done?
Leadership	Colleen Hartman (formerly Mary Glackin)	<ul style="list-style-type: none"> •Promote NOAA's corporate identity •Increase employees' understanding of what NOAA does •Minimize corporate politics •Improve cross-line interactions 	September 30, 2004
Communication	Colleen Hartman (formerly Mary Glackin)	Enhance communication and communication skills <ul style="list-style-type: none"> •Top to Bottom •Headquarters/Field •Upward Communication •Closing the Loop 	
Performance Measures	Louisa Koch and Carl Staton	Diversity Council established a Pass/Fail subcommittee to examine NOAA's performance management systems	



Output



Accomplishments

- Access NOAA (accessonline@noaa.gov)
- Diversity SPECTRUM Award
- Team Member/Employee of the Month
- Best Practices Award
- First all-employee survey in NOAA
- Worklife Center
- Education series
- Award Winning Change Agent courses
- Development of: Developing a Multi-Lingual Ear Course
- Diversity Conference
- Facilitator Cadre
- MBTI Cadre
- MBTI and other instruments administered to hundreds of workgroups
- NOAA Core Values
- Teambuilding Tools
- First On-Line Focus Groups
- On-Line Support groups
- TV's in SSMC lobbies