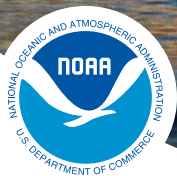


# NOAA Fisheries Diversity and Inclusion Strategic Plan 2022–2025

“Strength Lies in Differences, not Similarities” —Stephen Covey



**NOAA**  
**FISHERIES**

## NOAA Fisheries Mission

NOAA Fisheries is responsible for the stewardship of the nation's ocean resources and their habitat. We provide vital services for the nation: productive and sustainable fisheries, safe sources of seafood, the recovery and conservation of protected resources, and healthy ecosystems—all backed by sound science and an ecosystem-based approach to management.



# NOAA Fisheries Diversity and Inclusion Strategic Plan 2022–2025

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# Leadership Commitment

*Diversity, Equity, Inclusion and Accessibility are more than just words. They are the guiding principles needed to build great teams, cultivate leaders and create an organization that ultimately becomes the right fit for every person inside of it. With a commitment to be a diverse and inclusive organization, we must make every effort to reflect these principles throughout our organization. Remember, federal agencies that value and practice the very tenets of inclusivity are more innovative and creative.*

*With the above in mind, we commit to advancing diversity, equity, inclusion, and accessibility at all levels of our organization and the communities we serve and protect. We will value a culture of respect where diversity, equity, inclusion, and accessibility are embraced and where all employees feel safe and valued. We will work to ensure that our programs, practices, and policies provide full and fair opportunities for employment, career advancement, and access to resources.*

*To truly change our culture and fulfill our commitment to diversity and inclusion, our approach will encourage a change in behavior and mindset by all members of our community. As a core value, we are committed to matching a diverse workforce to mission needs—we welcome and invite people of all backgrounds. We will cultivate this diverse workforce so that it reflects, understands, and responds to the varied communities and stakeholders we serve.*

*We recognize the tremendous work and effort it has taken to achieve the accomplishments associated with many of our diversity and inclusion goals, and we reaffirm our commitment to the D&I goals and objectives contained within this plan. We fully acknowledge the role of leadership to support engagement and involvement, as it is clearly required at the NOAA level in both the NOAA D&I Action Plan and the NOAA D&I Strategic Plan.*

**Janet Coit**

*Assistant Administrator for Fisheries*

**Paul Doremus, Ph.D.**

*Deputy Assistant Administrator for Operations*

**Samuel D. Rauch III**

*Deputy Assistant Administrator for Regulatory Programs*

**Cisco Werner, Ph.D.**

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*National Program Manager, Office for Equal Employment Opportunity and Diversity*

July 2021



UNITED STATES DEPARTMENT OF COMMERCE  
 National Oceanic and Atmospheric Administration  
 NATIONAL MARINE FISHERIES SERVICE  
 1315 East-West Highway  
 Silver Spring, Maryland 20910

## NOAA FISHERIES DIVERSITY AND INCLUSION POLICY STATEMENT

NOAA Fisheries is an organization that is renowned for its great research and science. However, to achieve such status, a tremendous amount of work was done by numerous individuals from various parts of the organization, with varying thoughts and approaches and from all walks of life. In other words, it took a diverse and inclusive workforce.

Diversity is important to me as a person, as a woman, and now as a federal civil servant. Over the years, I have witnessed the results of what can be done when we work together, connecting people in an environment that fully promotes diversity, equity, and inclusion and values employee engagement. People thrive in their jobs, opportunities arise, and we attract the best and the brightest talent to our ranks. In addition, when we have a work environment filled with employees of different backgrounds, skills, experiences, and knowledge who enjoy what they do, and where they work, there is a tremendous increase in both innovation and creativity.

Over the last several years, NOAA Fisheries has made the work of diversity and inclusion a top priority. Today, I want to make clear my support of these efforts and to further emphasize my commitment to you as we work to advance, cultivate, and preserve a culture of diversity, inclusion, and belonging. The work we do as an organization is critical to the nation. However, fostering diversity at all levels within Fisheries will make us a stronger, more successful organization, and align us with our overall mission of *“creating an organization where fairness, diversity and inclusion are valued and where every employee has the opportunity to reach their fullest potential.”* We must remain strategic in our efforts to uphold and enforce strong values, build a more supportive workplace, improve our outreach and recruitment efforts, and strengthen our organizational culture so that every employee feels valued and respected. Only when we have accomplished these tasks can we pause for a moment of reflection.

In the coming months, we will release our new NOAA Fisheries D&I Strategic Plan 2022-2025. The overarching goals of this plan will be to further enhance the corporate goals of workforce diversity, workplace inclusion, and sustainability. Implementing it will help further our broader goals of increasing our capabilities and promoting diversity, equity, inclusion, and accessibility throughout the organization. Each of us is responsible for ensuring the success of this plan, and I look forward to working with my colleagues to achieve these important objectives.

In closing, please remember that our ability to actively demonstrate the principles of diversity and inclusion is everyone’s responsibility. Whether a federal employee or a contractor, a manager or a non-manager, I stand firm on the conviction that we can achieve much greater success when we come together, consciously demonstrating and applying the principles of diversity, equity, inclusion, and accessibility. Doing so will further promote the type of healthy culture that results in NOAA Fisheries becoming a model representative in the federal workforce.

If you have any questions or need additional information, reach out to our Diversity and Inclusion Coordinator, Melissa A. Johnson, via email at [Melissa.Johnson@noaa.gov](mailto:Melissa.Johnson@noaa.gov).



Sincerely,

Janet Coit  
 Assistant Administrator  
 for Fisheries

# Diversity, Equity, Inclusion, and Accessibility

**NOAA Fisheries Mission Statement on Diversity and Inclusion** *To create an organization where fairness, diversity, and inclusion are valued and where every employee has the opportunity to reach their full potential.”*

NOAA Fisheries is committed to advancing diversity, equity, inclusion, and accessibility at all levels of the organization. We are aligned with NOAA’s mission of science, service, and stewardship. We recognize that the best “business case” for diversity is our commitment to “Mission First; People Always.” Our efforts continue to cultivate a diverse workforce to reflect, understand, and respond to the varied communities and stakeholders we serve.

## Our Objectives

1. To be a vibrant and productive workforce as we contribute to making NOAA Fisheries the best place to work.
2. To move the organizational culture to an inclusive environment where all employees are connected and respected and have the opportunity to reach their greatest potential.
3. To ensure managers and supervisors foster employee engagement and promote diversity and inclusion in our workplace.

*“We’re united by our mission, we’re united by our commitment to government service, and we are committed to our national ideals of non-discrimination, tolerance, and justice.”*

—Paul Doremus, Ph.D.

Deputy Assistant Administrator for Operations

## Our Community

NOAA Fisheries is a multi-mission, geographically dispersed agency responsible for the stewardship of the nation’s ocean resources and their habitat. Our workforce is made up of individuals with a wide range of characteristics and experiences who serve diverse communities across the nation. We maintain that the best scientific work is achieved through a community that values diversity and inclusion throughout the agency. Our goal is that of an inclusive organizational culture that uses the collective experience of all our staff and that supports and encourages our differences rather than our similarities.

## Our Commitment

Understanding that diversity, equity, and inclusion are essential to fulfilling our mission, we will strive to cultivate a culture that encourages collaboration, flexibility, fairness, and belonging. We recognize that employees, supervisors, and leaders at all levels play a critical role in this vision.



# NOAA Fisheries Diversity and Inclusion Strategic Plan

## Diversity and Inclusion Goals

The NOAA Fisheries Diversity and Inclusion Strategic Plan (2022-2025) contains corporate diversity and inclusion goals and objectives that are strategically aligned with the NOAA-wide diversity and inclusion goals and objectives. The NOAA D&I Strategic Plan (2020-2024), released in August 2020, is housed within the NOAA Office of Inclusion and Civil Rights. The three primary goals for both NOAA Fisheries and NOAA are:

- **GOAL 1: Workforce Diversity: Recruiting and attracting a diverse, highly capable workforce.**
- **GOAL 2: Workplace Inclusion: Building a work environment that promotes inclusion.**
- **GOAL 3: Sustainability: Building sustained and adaptive leadership commitment to a diverse and inclusive NOAA through accountability, data, and education.**

We are committed to building sustainability by implementing immediate changes to all policies, practices, and programs in an effort to identify and eliminate barriers to recruitment and hiring. These strategic goals will be our guidepost as we develop, implement, monitor, and track our progress and identify challenges.

D&I MODEL WORKPLACE Executive Order 13583		
DOC D&I Strategic Plan 2022-2025		
<b>WORKFORCE DIVERSITY</b> (People) Goal 1: Leadership Engagement	<b>WORKPLACE INCLUSION</b> (Culture) Goal 2: Workplace Inclusion	<b>AGENCY MISSION</b> (Business) Goal 3: Data-Driven Sustainability
NOAA D&I Strategic Plan 2020-2024		
<b>GOAL 1: WORKFORCE DIVERSITY</b> (People)	<b>GOAL 2: WORKPLACE INCLUSION</b> (Culture)	<b>GOAL 3: SUSTAINABILITY</b> (Leadership Commitment)
NOAA Fisheries D&I Strategic Plan 2021-2025		
<b>GOAL 1: WORKFORCE DIVERSITY</b> (People)	<b>GOAL 2: WORKPLACE INCLUSION</b> (Culture)	<b>GOAL 3: SUSTAINABILITY</b> (Commitment)
<b>Science ~ Service ~ Stewardship</b> <i>“To match a diverse workforce to mission needs.”</i>		

# NOAA Fisheries Diversity and Inclusion Strategic Plan: Goals and Objectives

GOALS	OBJECTIVES
<p><b>1. WORKFORCE DIVERSITY: Recruit and attract a diverse, highly-capable workforce</b></p>	<ol style="list-style-type: none"> <li>1. Effectively recruit qualified individuals at all levels whose diverse backgrounds, experience, education, and skills will advance NOAA Fisheries' mission.</li> <li>2. Reduce barriers and biases in NOAA Fisheries' hiring of diverse, highly qualified candidates.</li> <li>3. Create a culture that promotes the employment of individuals with disabilities.</li> </ol>
<p><b>2. WORKPLACE INCLUSION: Build a Work Environment That Promotes Inclusion</b></p>	<ol style="list-style-type: none"> <li>1. Cultivate an inclusive work environment that empowers and engages every NOAA Fisheries team member.</li> <li>2. Ensure all staff have equal access to career development opportunities in order to retain a diverse and qualified workforce.</li> </ol>
<p><b>3. SUSTAINABILITY: Build Sustained and Adaptive Leadership Commitment to a Diverse and Inclusive NOAA Through Accountability, Data, and Education.</b></p>	<ol style="list-style-type: none"> <li>1. Expand leadership accountability for managing diversity and inclusion across NOAA Fisheries.</li> <li>2. Increase the visibility of leaders in diversity-related activities.</li> <li>3. Eradicate racial inequalities and all forms of discrimination and harassment, especially sexual assault and sexual harassment (SASH).</li> </ol>





# Goal 1–Workforce Diversity

## Recruit and attract a diverse, highly capable workforce

### Key Objectives

- Effectively recruit qualified individuals at all levels whose diverse backgrounds, experience, education and skills will advance NOAA Fisheries mission.
- Reduce barriers and biases in NOAA Fisheries hiring of diverse, highly qualified candidates.
- Create a culture that promotes the employment of individuals with disabilities.

Objective 1: Effectively recruit qualified individuals at all levels whose diverse backgrounds, experience, education, and skills will advance NOAA Fisheries’ mission.

TACTICS/ACTIONS	METRICS	RESPONSIBLE
1. Use Office of Inclusion and Civil Rights (OICR) and Line Office workforce analysis data to target recruitment and to attract diverse candidates with the requisite skills and competencies identified in staffing and succession plans.	At least two virtual recruitment events conducted specifically targeting underrepresented groups in occupations of need as identified in staffing and succession plans.	<b>HCMO Lead with FMC involvement</b>
2. Conduct education and outreach activities to engage and train NOAA Fisheries’ future workforce and build the NOAA Fisheries brand among underrepresented populations including women, minorities, and persons with disabilities in partnership with Minority Serving Institutions and other appropriate entities.	The number of outreach activities specifically targeting underrepresented populations and placements.	<b>EEO &amp; Diversity Office Lead with FMC involvement</b>
	The number of hires in underrepresented groups according to CLF annual data.	<b>HCMO Lead with FMC involvement</b>



**Objective 2: Reduce barriers and biases in NOAA Fisheries hiring of diverse, highly qualified candidates.**

TACTICS/ACTIONS	METRICS	RESPONSIBLE
1. Use diverse hiring panels, when available, to create an inclusive interview environment. (Ensuring that hiring panels within NOAA Fisheries are diverse in race and gender.) Use interview questions to identify managers, supervisors, and executives who demonstrate support for diversity and inclusion.	The proportion (%) of hiring panels with diverse members.	<b>HCMO Lead with FMC involvement</b>
	The proportion of interview question sets used that include D&I-centric questions.	<b>HCMO Lead with FMC involvement</b>
2. Require hiring managers to complete Implicit Bias Training to eliminate potential barriers in recruitment and selection practices.	The proportion (%) of managers trained in IBT within the last 3 years at the line and staff level.	<b>EEO &amp; Diversity Office Lead with FMC involvement</b>
3. Educate hiring managers and selection officials about special hiring authorities and direct hiring capabilities that support the selection and hire of diverse applicants.	The proportion (%) of managers trained regarding special hiring authorities and programs that facilitate expeditious hiring of diverse applicants every 2 years.	<b>EEO &amp; Diversity Office Lead with FMC involvement</b>
	Proportion of hires from special hiring authorities.	<b>HCMO Lead with FMC involvement</b>

**Objective 3: Create a culture that promotes the employment of individuals with disabilities.**

TACTICS/ACTIONS	METRICS	RESPONSIBLE
1. Leverage partnerships and resources to recruit and hire qualified individuals with disabilities (IWD) and targeted disabilities (IWTD).	The proportion (%) of hires of IWDs and IWTDs.	<b>HCMO Lead with FMC involvement</b>
2. Target advertisements to colleges, universities, institutions, and communities for IWDs.	Number of entities receiving targeted advertisements.	<b>HCMO Lead with FMC involvement</b>



# Goal 2–Workplace Inclusion

## Build a Work Environment That Promotes Inclusion

### Key Objectives

- Cultivate an inclusive work environment that empowers and engages every NOAA Fisheries team member.
- Ensure all staff have equal access to career development opportunities in order to retain a diverse and qualified workforce.

Objective 1: Cultivate an inclusive work environment that empowers and engages every NOAA Fisheries team member.

TACTICS/ACTIONS	METRICS	RESPONSIBLE
1. Leaders promote participation in special emphasis programs (SEPs), and D&I training. Increase leadership’s engagement in, and support for, the full suite of Diversity and Inclusion councils and infrastructure across NOAA Fisheries including: Deputies Council D&I Work Group, Fisheries Strategic Action Team for Inclusion (F-SAT/I), D&I groups with Regions and Science Centers, and newly formed Employee Resource Groups (ERGs), Affinity Groups, etc.	The number of ERGs and D&I councils/ groups within NOAA Fisheries.	<b>EEO &amp; Diversity Office Lead with FMC involvement</b>
2. Administer robust orientation and onboarding programs for new team members and leaders that highlights the importance of inclusion.	The percentage of new hires informed about NOAA Fisheries’ D&I policy/ initiatives.	<b>HCMO Lead with FMC involvement</b>
3. Increase awareness of and participation in work/life balance programs.	FEVS survey data* for work/life balance. *Percent increase in aggregate positive responses to section VII, Work Life (questions 77-84 on the 2019 survey).	<b>HCMO Lead with FMC involvement</b>
4. Develop an adaptable workplace that accommodates and reduces attrition of qualified individuals with disabilities.	The number of Reasonable Accommodation awareness trainings held per fiscal year, and collection/reporting of Exit Survey data.	<b>EEO &amp; Diversity Office Lead with FMC involvement</b>
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.	Number of stay (retention) interviews, surveys, etc. conducted. Number of different mechanisms to obtain feedback and the frequency of their use.	<b>HCMO Lead with FMC involvement</b>

Objective 2: Ensure all staff have equal access to career development opportunities in order to retain a diverse and qualified workforce.

TACTICS/ACTIONS	METRICS	RESPONSIBLE
1. Increase the participation of underrepresented groups within the NOAA Mentoring Programs.	The number of minority participants in NOAA's Mentoring Programs.	HCMO Lead with FMC involvement



# Goal 3–Sustainability

## Build Sustained and Adaptive Leadership Commitment to a Diverse and Inclusive NOAA Fisheries through Accountability, Data, and Education.

### Key Objectives

- Expand leadership accountability for managing diversity and inclusion across NOAA Fisheries.
- Increase the visibility of leaders in diversity-related activities.

Objective 1: Expand leadership accountability for managing diversity and inclusion across NOAA Fisheries.

TACTICS/ACTIONS	METRICS	RESPONSIBLE
1. Assess the performance of managers and supervisors regarding D&I based on the New Inclusion Quotient (New IQ) <sup>4</sup> scores for their respective offices.	The NEW IQ scores for each respective office	EEO & Diversity Office Lead with FMC involvement
2. Assistant Administrator, Deputy Assistant Administrators, Regional Administrators, Science Center Directors, and Office Directors are responsible for ensuring the development of internal D&I plans to meet the objectives of the NOAA Fisheries D&I Strategic Plan.	The number of Diversity and Inclusion Strategic Plans developed and implemented	EEO & Diversity Office Lead with FMC involvement
	The number of NOAA D&I Strategic Plan tactics completed	EEO & Diversity Office Lead with FMC involvement



*“Diversity is a healthy complex and ever changing blend of attributes, behaviors, and talents.” R. Roosevelt Thomas, Jr.*



Objective 2: Increase the visibility of leaders in diversity-related activities		
TACTICS/ACTIONS	METRICS	RESPONSIBLE
1. NOAA Fisheries senior leaders provide regular updates to the workforce on Fisheries progress toward Diversity and Inclusion Plan goals.	The number of quarterly progress reports that indicate improvements toward NOAA Fisheries D&I goals.	EEO & Diversity Office Lead with FMC involvement
2. NOAA Fisheries leaders will regularly communicate and promote the value of D&I.	The number of communications from NOAA Fisheries leadership pertaining to D&I.	EEO & Diversity Office Lead with FMC involvement
	The number of meetings, activities, and events conducted relating specifically to D&I.	EEO & Diversity Office Lead with FMC involvement
	The number of D&I-related trainings.	EEO & Diversity Office Lead with FMC involvement
3. Include Diversity and Inclusion collateral duty roles into those employees' performance plans that have those responsibilities, including metrics for accountability.	Supervisors include D&I as collateral duty roles into employees' performance plans in time for FY 2022 plans	HCMO Lead with FMC involvement
	Assess the performance of managers and supervisors regarding D&I based on the New Inclusion Quotient (New IQ) <sup>1</sup> scores for their respective offices.	EEO & Diversity Office Lead with FMC involvement

<sup>1</sup> The New IQ consists of 20 questions in the FEVS grouped into five categories, known as the “Habits of Inclusion,” which directly correlate to the employees’ sense of inclusion in their workplaces—i.e., how fair, open, cooperative, supportive, and empowering they perceive their workplaces to be.



# Understanding Our Core Concepts

Equal Employment Opportunity laws support four critical aspects of a workplace where all employees are valued and feel a sense of belonging—diversity, equity, inclusion, and respect. The goal is to develop a shared understanding of what these aspects are, how they will contribute, and how they are adapted across the agency.

## Diversity

*Diversity is all of the ways in which we as individuals are similar to and different from one another.*

Note from this definition that diversity includes both similarities and differences. In other words, it is not just members of a marginalized group, rather it is everyone in the workplace. Diversity encompasses the cultural, psychological, physical, and social human differences that make individuals unique. It includes both visible differences such as race, ethnicity, and age and invisible differences such as socioeconomic background, beliefs, and values that lead to different perspectives and ways of seeing the world.

## Equity

*Equity promotes fairness by creating a level playing field for everyone. It recognizes that some individuals have experienced unfair advantages or disadvantages because of some aspect of their identity.*

Equity promotes fairness by addressing injustice and creating a level playing field. Equality is meant to ensure that everyone is treated the same. However, equality in our society assumes that everyone is standing at the same starting line of the race, when in reality some people have for centuries received unequal treatment that has either given them unfair advantages or disadvantages. It is illogical to assume that we can offer everyone the same thing that will level the playing field. Equity focuses on trying to understand where people are starting from and identifying what they need to be successful. In the workplace, equity includes ensuring that policies, procedures, and practices are free of bias (conscious or unconscious) and favoritism.

## Inclusion

*Inclusion refers to workplace practices that create an environment where each individual member of a diverse workforce is treated with dignity and respect, feels valued, is able to fully develop their potential, and contributes to an organization's success.*

While diversity is about the mix of people within the workforce, inclusion is about the workplace. It is actions taken to create and sustain a sense of belonging where all employees feel empowered to share their unique perspectives and ideas and to be heard.

## Respect

*"Due regard for the feelings, wishes, rights, or traditions of others." – Oxford Dictionary*

*"Caring enough to consider how words and actions impact others." – Talking Tree Books*

As reflected in the above definitions, respect is about how we treat others and how we want to be treated by others. Respect can mean different things to different people—it does not look the same for everyone.

## 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.

# Continuing the Conversation

NOAA Fisheries Listening Sessions entitled “Continuing the Conversation” is in pursuit of a more comprehensive approach to advancing and ensuring equity for all. It has been, and will continue to be, a catalyst that allows us to hear staff, identify real issues and concerns, and design a way forward for implementing change.

We commit to not only continuing the difficult conversations that stretch us beyond the business case for a truly diverse and inclusive workplace culture, but to improving the necessary efforts to attract, hire, and retain the best and brightest. Talking about diversity and inclusion alone will not change or move the historical demographics of our organization. Rather we must take the steps necessary to harness the effective benefits or advantages of a truly diverse workforce.



We remain steadfast in our commitment to:

- Ensuring we have healthy communication throughout the organization.
- Providing a safe environment for all.
- Bringing about sustainable change through dialogue with leadership that includes action follow-through.

Managing diversity and inclusion is the responsibility of all and to be successful it will require a rededicated and full-throated commitment and engagement from managers and supervisors and those staff members who are willing to volunteer to do the work. In addition, those who are in leadership positions will be called upon, not only to shoulder the responsibility, but to champion key efforts needed to manage D&I effectively.

Diversity is a fact of life that is always present even when it might not be visible. Equity and respect can be a matter of perception—whether people feel everyone is respected and treated fairly in the workplace or not. Inclusion, on the other hand, is a value proposition.

NOAA Fisheries staff, at all levels of the organization, have greatly contributed to the direct and tangible actions incorporated to ensure that diversity, equity, and inclusion is embedded into our organizational culture. We agree that lasting change will not occur overnight, and we are committed to having the difficult conversations, challenging the narratives that impede progress, and continuing honest and transparent communication to update you on where we are and the work ahead.



# Appendix A: Roles and Responsibilities

All NOAA Fisheries team members at all levels of the organization play a critical role in building a diverse and inclusive workplace. Key roles and responsibilities are recommended and summarized below.

ROLES	RESPONSIBILITIES
<b>Senior Leadership (includes Directors, the Fisheries Leadership Council, Deputies Council, etc.)</b>	Manage and champion D&I across NOAA Fisheries, working in conjunction with the Program Office for EEO and Diversity and the Human Capital Management Office to ensure that organizational systems, policies, and practices support a diverse and inclusive vision that is integrated into agency operations.
<b>Leaders</b>	Those employees, supervisors, managers, team-leads, and all persons responsible for supporting diversity, equity, inclusion and accessibility efforts.”
<b>Program Office for Equal Employment Opportunity and Diversity (EEO/D)</b>	Develop D&I Strategic Plan and the NOAA Fisheries D&I Implementation Plan, and oversee D&I annual reports and performance metrics. Advise leadership and provide cross-organizational direction to achieve these D&I Strategic Plan goals in Regions, Science Centers, offices, labs, and stations. Provide guidance in establishing policies and procedures that directly support plan objectives and ensure compliance with all reporting requirements.
<b>Human Capital Management Office (HCMO)</b>	Develop guidance and provide direction and support in achieving D&I Strategic Plan goals, to include: leading workforce planning and analysis, hiring, talent management (e.g., training and onboarding), recognition and awards, communication planning, metrics programs, processes, and policies.
<b>Program Manager for EEO and Diversity and Director for HCMO</b>	Principle point of contact in providing support in achieving NOAA and NOAA Fisheries D&I Strategic Plan Goals through training, outreach, and recruitment efforts; promotion of diversity and inclusion practices; and serving as a resource across the organization ensuring priorities and progress are communicated to the workforce.
<b>All Selection Officials, Hiring Managers, HR Staff, and Recruiters</b>	Manage diversity and inclusion; support and participate in diversity and inclusion activities and comply with diversity hiring and selection principles; and select the best-qualified applicant for the job regardless of race, ethnicity, gender, age, color, disability, religion, sexual orientation, or any other non-merit factor.
<b>Employee Resource Groups (ERGs) and Affinity Groups</b>	Voluntary, employee-led groups that serve as a resource for their members, constituency, OICR, and the organization’s leadership. They assist in fostering a diverse, inclusive workplace aligned with the organizational mission, values, goals, business practices, and objectives. ERG/Affinity Groups assist with supporting professional development activities and can be a pipeline for future leaders.
<b>Every NOAA Fisheries Team Member</b>	Individually help advance NOAA Fisheries diversity and inclusion goals by cultivating a culture of belonging, while celebrating the value of diverse backgrounds and perspectives, and recognizing and mitigating implicit biases.



U.S. Secretary of Commerce  
**Gina M. Raimondo**

Acting Under Secretary of Commerce  
for Oceans and Atmosphere  
**Dr. Richard W. Sprinrad**

Assistant Administrator for Fisheries  
**Janet Coit**

August 2021

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