

You Too Can Conduct a MD715 Barrier Analysis!

Excel Conference
July 12, 2010

Dr. Susan Baker
Stephanie Jones



Acknowledgements

- NOAA Rotational Assignment Program
- Dr. Russell Calendar
- NOAA Workforce Management Office
- Mr. Larry Beat
- NOAA Civil Rights Office
- Many NOAA colleagues



MD 715

- What is it?
- What does it involve?
- What is a barrier analysis?
- Challenges?



What did we do?

- ▶ Developed a tool
- ▶ Does not require specialized skills



Tool Principles

- ▶ Growing
- ▶ NOAA centric
- ▶ Asks Questions
- ▶ Tweak



Generic Example

1. Is the sky completely blue?
 1. Yes
 2. No
 - i. Are there clouds in the sky?
 - a. Yes
 - i.a.1. Are the clouds large, white, and puffy?
 - i.a.1.i. Yes
 - i.a.1.ii. No
 - i.a.1.ii.a. Are the clouds like an old grey army blanket across the sky?
 - i.a.1.ii.a.1. Yes [possible barrier, rain coming]
 - i.a.1.ii.a.2. No
 - b. No
 - i.a.2. Is it night?
 - i.a.2.i. Yes
 - i.a.2.ii. No



Assumptions and Limitations

- ▶ Assumption
 - Workforce analysis conducted
 - Trigger Identified
 - Target group selected
- ▶ Limitations
 - No questions specific to people with disabilities
 - Question paths may not be fully developed
 - NOAA centric in organizational structure



Where to get answers?

- ▶ Interviews/focus groups
 - WFMO/HR
 - EEO
 - Civil Rights
 - Employees
- ▶ Affinity Groups
- ▶ Databases
- ▶ Employee surveys
- ▶ External organizations/associations
- ▶ Other



How can this help you?

- ▶ MD 715 Part I plans
- ▶ Identify best practices
- ▶ Identify missing practices
- ▶ Improve Agency efficiency
- ▶ Collect data, not anecdotes



Work Flow

- ▶ Identify trigger
- ▶ Select tree(s)
- ▶ Answer questions
- ▶ Identify barriers
- ▶ Develop recommendations
- ▶ Management implementation decisions
- ▶ MD 715 Part I Plans
- ▶ Implementation
- ▶ Evaluation
- ▶ Agency Improvement?
- ▶ Parity?



Questions?



Decision Trees – Basic information

I. Have there been vacancies for this position?

A. Yes

i. How many?

iii. Total number of applicants?

iv. Do the applications note whether the applicant attended any NOAA recruitment event?

1. Yes

a. Is this information traced to evaluate recruitment effectiveness?

i. Yes

ii. No [Possible barrier – Program improvement]

2. No [Possible barrier to future evaluation and program improvement]

vi. Is the applicant pool in parity with the RCLF?

1. Yes [Go to Hiring Tree]

2. No [Go to Recruitment Tree and Hiring Tree]



B. No

Decision Tree -- Recruitment

- VIII. Does the agency have recruitment materials?
- a. Yes
 - i. Are these materials current?
 - 1. Yes
 - 2. No
 - ii. Are the materials updated at least annually?
 - 1. Yes
 - 2. No
 - iii. Are there culturally/racially/ethnically/gender specific or sensitive materials?
 - 1. Yes
 - 2. No [Possible barrier]
 - b. No [Possible barrier]



Decision Tree -- Hiring

- I. Is the applicant pool in parity with the RCLF?
- 1. Yes
 - a. Are the 'highly qualified' selections on par with the RCLF?
 - i. Yes
 - 1. Were interviews given in parity with the RCLF?
 - a. Yes
 - b. No
 - 2. Were position offers in parity with the RCLF?
 - a. Yes
 - b. No
 - 3. Were vacancies filled on par with the RCLF?
 - a. Yes
 - b. No
 - ii. No
 - i. Is the selection process reviewed periodically to ensure equal treatment?
 - b. No
 - 2. No



Decision Tree -- Promotions

- XIII. Are there a number of EEO complaints where non-promotion is identified as the issue?
- A. Yes
 - 1. Is there an identifiable trend (e.g., particular group, supervisor, office?)
 - a. Yes
 - i. Is there anything being done to address this trend (train selecting officials, train employees, better communication of process and expectations?)
 - i.a. Yes
 - i.b. No
 - b. No
 - B. No



Decision Tree -- Awards

VI. Are award selection panels utilized?

A. Yes

1. Is there a process to determine who will serve on a panel?
 - a. Yes
 - i. Is EEO consulted when award selection panels are composed?
 - i.a. Yes
 - ii. Do EEO officials serve on selection panels?
 - iiia. Yes
 - iiib. No
 - i.b. No
 - b. No

B. No



Decision Tree -- Training

XVIII. Are there a substantial number of EEO complaints wherein developmental opportunities, such as denial of training or non-selection for a detail, is identified as the issue?

A. Yes

1. Is there an identifiable trend, e.g., particular group, supervisor, or office?
 - a. Yes
 - i. Is anything being done to address this trend (objective criteria, better communication of process and expectations?)
 - b. No

B. No



Decision Tree - Disciplinary Actions

I. Were there disciplinary actions taken against members of the ethnic/racial/gender group?

1. Yes

- a. Were these actions based on conduct?
 - i. Yes
 1. What type of actions were taken and how many?
 - a. Letters of reprimand
 - b. Counseling
 - c. Mandatory training
 - d. Suspension
 - e. Termination
 2. Were these actions taken in parity with the workforce distribution?
 - a. Yes
 - b. No [Further investigation needed]
 - ii. No

2. No



Decision Tree -- Separations

IX. Is separation data made available to agency officials to conduct a barrier analysis, as required by MD 715?

A. Yes

B. No

1. If separation data is not made available as required by MD 715, is there a legitimate reason why?

a. Yes

b. No



Barrier Analysis (BA) Case Studies

▶ Trigger: Low participation rate of Hispanics as Fishery Biologists

◦ Pilot study

◦ 'Ran' all trees

◦ Results:

- Recommendations for increasing Hispanic Fishery Biologist participation in the workforce
- Recommendations for improving NOAA practices (for all employees)
- Modifications to the decision trees
- MD715 Part I plans



Hypothetical BA Case Study

▶ Trigger: Trend analysis shows high number of African Americans leaving the agency

◦ Why?

◦ 'Run' Separations Tree

◦ Why tree vs ad hoc investigation?



Hypothetical BA Case Study

- ▶ Trigger: Low participation of minorities in leadership programs
 - Review RNO data – is the perception correct?
 - Identify target group(s) – any or all that are minorities and under par
 - If yes, the ‘run’ the Training Tree for each group



BA Case Study

- ▶ Not all problems need the decision trees
 - ▶ Trigger: NOAA Annual Employee Survey (AES)
 - To answer decision tree questions, selected AES questions reviewed for RNO/gender
 - One RNO/gender group stood out
 - Investigation in to commonalities:
 - Facility
 - Geographic location
 - Years of service NOAA
 - Years of Federal service
 - Age
 - Office
 - No commonality found
- Focus group discussion recommended



Problems from the audience?



Questions?

Contact Information

Methodology Questions: Dr. Susan Baker,
susan.baker@noaa.gov, 301-713-3020 x131

NOAA EEO/Civil Rights Questions: Mr. Larry Beat,
Larry.Beat@noaa.gov, 301-713-0500


