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## URGE Management Plan for NOAA Pacific Marine Environmental Laboratory and affiliated NOAA Cooperative Institutes

Education is essential but action is also imperative for achieving the objectives of URGE. Each URGE session was paired with concrete deliverables that the pod developed, drafted and shared. This deliverable is a management plan for incorporating URGE deliverables and to ensure that policies and resources are adopted, implemented, enforced, and improved.

The deliverables that our pod drafted throughout the sessions of URGE build on one another and are sometimes interwoven with existing policies. Some policies outlined in the deliverables are already in place within our organization but may need to be improved at the lab level by creating new structures and procedures (e.g., policies for working with communities of color). We will return to each deliverable to strategize on how to propose changes or adopt new policies in ways that will increase the probability that the drafted policies will be effectively used and updated at appropriate times. Additionally, we plan to use a [Racial Equity Impact Assessment](#) where appropriate to determine the implications of adopting policies or taking actions.

### Suggested Process:

- The pod & D&I committee should consider creating a specific Google Site page to be able to access these resources without having to be on VPN.
- Participation with the broader PMEL and CICOES community will be key to a good review and effective implementation. Some ways to get our colleagues to engage more is through lunch and learn discussions, leadership meetings and potentially opening up these working groups on the deliverables to a wider audience.
- Suggested process for how to get DEI recommendations reviewed and implemented at the lab or UW CICOES:
  - Host a lunch bunch on each deliverable/related deliverables to get broader feedback and involvement in the development of the resources and new policies:
    - Lighting introduction for each deliverable
    - Break out rooms for each deliverable with their host..can swap into other rooms as necessary.
  - After the lunch and learn - PMEL Director should send out a message of support to announce the new working groups

- and solicit participation and encourage division leaders to get involved and provide staff time to devote to these.
- Work on it as subgroups with URGE pod members being the lead and joining as part of the the D&I committee subgroups.
    - Each working group develops their own timeline, assessments and process for getting feedback and ensuring these policies and resources will be maintained and supported over the long-term.
    - Workgroups should encourage participation from each of the divisions and staff.
  - Final draft sent to Michelle/PMEL Director for PMEL review and adaptation.

## Deliverable Implementation Table

This table is organized by deliverable on ability to implement at PMEL from easiest to hardest. This table provides recommendations as we continue to develop, assess, and finalize policies and resources.

Deliverable	Existing Policy or Resource?	New policy/resource or modification to an existing policy/resource?	Initial Point of Contact(s)	Where It Is or Will Be Posted?	Review/Update Interval	<a href="#">Racial Risk Assessment?</a>	Training Recommended?
Demographic Data	Yes	Modification	Jessica Cross, Wei Cheng, Hongjie Wang	Internal	Update annually	Not planned for federal demographics	Not planned
Resource Map	No	New resource	Adi, Yolande	Internal	Additions on a rolling basis	Not planned	Not planned
Complaints and Reporting Policy	Yes	Modification to resources	TBD	Policies are already posted on websites	Update resources annually and as policies are updated	Not planned	Annual sexual assult and sexual harassment traings
Code of Conduct/Group Norms	No	New policy	Adrienne Sutton, Adi Hanein, Yana Filyushina, Darren Pilcher	Internal	Review annually	Not planned	Not planned

Field Safety Plan	No	New policy	Sean Dougherty, Brendan Carter	Internal	Annually, but also after any major reported incidents	Not planned	Recommend to host a training
Policies for Working with Communities of Color	No	New policy	Sharon Walker, Sophie Chu, Andrea Fassbender	Internal	Recommend review annually	Recommended	Recommend to host a training
Hiring Policies	Yes	Modification to higher organizational policies	Abby Zorn, Cabot Zucker	Internal	Recommend review annually	Recommended	Recommend to host anti-bias training in hiring

## Additional considerations for each deliverable

These are organized by ability to implement (easy to hard) with additional comments in regards to challenges with implementation.

- **PMEL/Pod Agreement** - This agreement should be updated on next steps for implementation and additional meetings needed for these deliverables.
- **Demographic Data** - There are issues to working on how demographic data can be shared across the various organizations. PMEL will need to work closely with OSU CIMRS, UW CICOES, UH JIMAR HR and other organizations to find a way to collect the data as part of a larger aggregated data to understand PMEL as a whole. NOAA OAR sends each lab their MD-715 with a comparison to OAR headquarters and other labs that should be incorporated into our analysis and shared widely within the lab.
- **Resource Map** - There is no current resource map and could be incorporated into onboarding and welcome packets. It could also be incorporated on to the PMEL Visitor webpage. This resource guide should be open to all to add in resources.
- **Complaints and Reporting Policy** - This will be a modification to the existing policy by combining all of the policies and resources for each Cooperative Institute and NOAA. Modifications include ways to get feedback more directly from staff and share resources at each of the organizations.
- **Code of Conduct/Pod Guidelines** - These pod guidelines can be adapted into group norms to be used at PMEL.
- **Safety Plan** - There is no current field safety plan. This plan is adding anti-racism specific policies to the safety policies and

procedures. Additional trainings could be paired with the training for the deliverable on working with communities of color to emphasize the importance of these new policies. During COVID, safety plans have been developed for field going folks and could be an additional starting place to determine how to continue using.

- **Policies for Working with Communities of Color** - There is no current policy for working with communities of color at PMEL. There are resources at other NOAA line offices that can be used as resources to adapt and use at PMEL. Racial risk assessment on this deliverable will be planned to aid in revising the deliverable. Training is needed for staff, both so they understand the importance of this new policy as well as for how to implement the policy itself.
- **Hiring Policies** - These are proposed additions to existing policies and procedures at NOAA and the University of Washington. We recommend anti-bias training for hiring managers and supervisors to ensure bias does not impact the development of these policies, as well as afterward for implementing the policy itself. Other changes may include requiring a diversity statement of all or certain applicants, adding assessment of that diversity statement to hiring rubrics, and identifying better listservs/pools to send job openings to. Anti-bias training is now required for UW hiring managers and hiring committee members. Bits of the hiring policy could also be included in the postings.