

National Transportation Safety Board

Diversity, Equity, Inclusion & Accessibility (DEIA) Strategic Plan

Fiscal Year 2022–2026



INTEGRITY ◊ TRANSPARENCY ◊ INDEPENDENCE ◊

EXCELLENCE ◊ DIVERSITY AND INCLUSION

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Chair's Message

It is my pleasure to present the [National Transportation Safety Board's](#) (NTSB's) Diversity, Equity, Inclusion and Accessibility (DEIA) Strategic Plan for fiscal years 2022 to 2026. Our plan is a roadmap that will guide our agency over the next 5 years. This DEIA plan builds from our current FY2022-FY2026 Strategic Plan by addressing our commitment to establish and retain a diverse, equitable, inclusive, and accessible workforce that is fully prepared to address the emerging safety challenges that may arise.



Approximately one month before I was sworn in as the Chair of the National Transportation Safety Board (NTSB), President Biden signed Executive Order 14035 on Diversity, Equity, Inclusion, and Accessibility (DEIA) in the Federal Workforce.

One of my top priorities is ensuring that the NTSB serves as a model for diversity, equity, inclusion, and accessibility, where all employees are treated with dignity and respect, that aligns with the Executive Order's (EO) 14035 directive that the Federal government must cultivate a workforce that draws from the full diversity of the Nation.

In fact, in my first address to my colleagues at the NTSB, I made it clear that working together, we'll create and maintain an equitable, inclusive, diverse, respectful, professional, and engaged workplace culture at the NTSB. This will apply to everything we do as an agency, from our recruitment, hiring, and retention efforts to the programs, services, and materials we provide for the American public.

DEIA is a call to action. We cannot live the NTSB's core values – *Integrity, Transparency, Independence, Excellence, Diversity, and Inclusion*– without fully integrating DEIA into our daily activities. Doing so will allow the NTSB to deliver our investigative and family support services more equitably as we focus on our mission of improving transportation safety.

We are working to build a pipeline with new accessible recruitment partnerships to locate and develop the best talent available. This will help to create and promote a high performing federal workplace that is reflective of our diverse nation. We will improve the collection of demographic data to ensure that NTSB employees have full and equal access to professional development and career advancement opportunities.

Some actions will require the commitment of additional financial resources to assure success and it is recognized that some action items will take longer to implement than others. We will however adopt a whole-of-the-agency approach to implement the priorities outlined in this plan.

I, along with my colleagues at the NTSB, look forward to making sure that people from all backgrounds, walks of life, or beliefs know they are uniquely valued, that they belong, and that their contributions to our mission are significant.

Sincerely,

A handwritten signature in cursive script that reads "Jennifer Homendy". The ink is dark and the signature is fluid and legible.

Jennifer Homendy

Chair

NTSB at a Glance

About the NTSB

The NTSB is an independent federal agency charged by Congress with investigating every civil aviation accident in the United States and significant events in other modes of transportation—highway, rail, marine, pipeline, and commercial space. We determine the probable cause of the events we investigate, and issue safety recommendations aimed at preventing future occurrences. In addition, we conduct special transportation safety studies and special investigations, and coordinate the resources of the federal government and other organizations to assist victims and their family members who have been impacted by major transportation disasters. We also serve as the appellate authority for enforcement actions involving aviation and mariner certificates issued by the Federal Aviation Administration (FAA) and the United States Coast Guard, and we also adjudicate appeals of civil penalty actions taken by the FAA.

The NTSB does not have authority to promulgate operating standards, nor do we certificate organizations, individuals, or equipment. Instead, we advance safety through our safety recommendations. Those recommendations are issued to any entity that can improve safety, including the United States Coast Guard (USCG). Our goal is to identify issues and advocate for safety improvements that, if implemented, would prevent tragedies and injuries, and save lives.

Our Mission

Making transportation safer by conducting independent investigations, advocating for safety improvements, and deciding pilots' and mariners' certification appeals

Our Legislative Mandate

Maintaining our congressionally mandated independence and objectivity

Conducting objective accident investigations and safety studies

Performing fair and objective pilot and mariner certification appeals

Advocating for safety recommendations

Assisting victims of transportation accidents and their families

Our Core Values

Integrity

Transparency

Independence

Excellence

Diversity & Inclusion

Introduction

On June 25, 2021, President Biden signed *Executive Order 14035 Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce* to establish that it is the policy of the Administration to cultivate a workforce that draws from the full diversity of the Nation, and advances equitable employment opportunities for individuals who are members of underserved communities. A growing body of evidence demonstrates that diverse, equitable, inclusive, and accessible workplaces yield higher-performing organizations. Under Section 4(a) of Executive Order (EO) 14035, the head of each agency shall complete a preliminary assessment of the current state of Diversity, Equity, Inclusion, and Accessibility (DEIA) in their human resources practices and workforce composition, which NTSB completed in October 2021. The EO also requested each agency to develop and issue a government-wide Diversity, Equity, Inclusion, and Accessibility Strategic Plan (Government-wide DEIA Plan).

The NTSB developed this DEIA Strategic Plan (Plan) for Fiscal Years 2022-2026 to define Agency-wide priorities that will guide its efforts moving forward. While this Plan is responsive to requirements outlined in EO 14035, it fundamentally aims to describe a unifying framework regarding DEIA that Agency leaders can use to guide strategic decision making. Given NTSB's role in investigating a wide range of transportation safety events, this Plan ultimately represents NTSB's continuing commitment to build and maintain a diverse equitable workforce and to cultivate and support an inclusive culture.

We are focused on strengthening our human capital management efforts to enable even bolder goals in the future. For implementation, NTSB Senior leadership assumes responsibility for supporting initiatives outlined within the Plan and ensures objectives are reinforced through Office-specific customized DEIA initiatives. In addition, NTSB Leadership will oversee Agency-wide DEIA internal communication throughout implementation. Regular, transparent communications are essential to the success of the Plan, and NTSB leaders are committed to ongoing engagement with our workforce throughout this journey.

Agency leadership will identify and remove barriers to success faced by underrepresented, underserved, and underutilized employees. Key senior officials will help to promote and support diversity, equity, inclusion, and accessibility employment practices at the NTSB. The agency will also expand the scope of diversity, equity, inclusion, and accessibility training to promote and require a respectful and inclusive workplace free from bias; and identify training and developmental opportunities that will equip all of us to better serve many communities.

Looking beyond NTSB, recent social, cultural, and public global safety developments have elevated DEIA-related concerns, leading to a greater focus on issues ranging from equity in transportation safety to imbalances in safety outcomes. These examples – along with countless others – have encouraged the NTSB to interpret its public safety mission through a lens of DEIA, which starts with our workforce and extends to our external stakeholders.

Taken together, NTSB's desire to set DEIA objectives arises not because it is required by law or executive action, but because of our steadfast commitment for the NTSB to be the global standard of excellence in delivering evidence-based safety investigations and recommendations.

DEIA Implementation Team

Agency head's front office: Erik Strickland, Executive Officer

Chief Diversity Officer: Fara Guest, Director of Equal Employment Opportunity, Diversity, and Inclusion

Equal Employment Opportunity coordinator or civil rights director: Fara Guest, Director of Equal Employment Opportunity, Diversity, and Inclusion

Chief Learning Officer: Paula Sind-Prunier, Director, Training Center

Chief Financial Officer: Ed Benthall, Chief Financial Officer

Counsel: Stephanie Masker, Office of the General Counsel

Diversity and Inclusion Council Representative: Rafael Marshall, Chair, Diversity, and Inclusion Advisory Council (DIAC), Anh Bolles, Strategic Executive Resources Officer/DIAC liaison

Workplace safety: Cyndi Lake, Chief of Safety and Occupational Health

Anti-Harassment/ Sexual harassment policy: Denise D'Avella, Senior Advisor for ER/LR

Chief Diversity Officer

The Director of Equal Employment Opportunity, Diversity, and Inclusion (EEODI) was appointed by the Chair to serve as Chief Diversity Officer (CDO). This position is responsible for overseeing DEIA initiatives agency wide. The NTSB EEODI Office is an independent office that reports directly to the NTSB Chair. In addition to DEIA responsibilities, EEODI is also responsible for ensuring compliance with Equal Employment Opportunity (EEO) and Civil Rights laws, regulations, executive orders, and fair employment policies that prohibit discrimination.

The CDO conducts assessments and studies leading to the establishment of NTSB-wide DEIA goals and objectives, including associated key performance indicators, metrics, and success measures. The CDO works with NTSB leaders, managers, supervisors, employees, and stakeholders to promote inclusion and equitable practices in agency policies, and business practices. The CDO leads the barrier analysis assessment of organization culture and develops short and long-term plans to cultivate and maintain a culture and environment valuing equity and inclusion. Leverage informatics studies and analysis in the development and deployment of strategies in response to key equity issues.

The CDO develops diversity, equity, inclusion, and accessibility (DEIA) strategies and programs, while applying equal employment opportunity (EEO) laws and regulations, and Executive Orders to identify, discuss, and address equity barriers and workplace issues. The CDO serves as an advisor in the areas of diversity, equity, inclusion and accessibility and intakes informal concerns and investigates formal complaints on matters related to workplace discrimination and/or harassment. The CDO also develops diversity, equity, inclusion, and accessibility (DEIA) strategies and programs, while applying equal employment opportunity (EEO) laws and regulations, and Executive Orders to identify, discuss, and address equity barriers and workplace issues.

Diversity and Inclusion Advisory Council

NTSB DEIA Strategic Plan

In FY2020, the NTSB chartered the Diversity and Inclusion Advisory Committee (DIAC) which serves as an advisory body to the Chair, the Managing Director, the Chief Human Capital Officer, and the Director of EEODI. The DIAC's purpose and objectives are to:

- Establish and monitor diversity and inclusion objectives and goals.
- Support and enhance diversity and inclusion efforts and practices within the NTSB.
- Recommend actions to create a diverse and inclusive organization by fostering an environment of acceptance, inclusion, and cooperation at the NTSB.

The council serves as a forum to gain insights from and to share ideas and information among DIAC members and the NTSB at large regarding the agency's diversity efforts. The DIAC is comprised of 13 NTSB employees, including one representative from each NTSB office (Office of Administration, Office of Administrative Law Judges; Office of Aviation Safety; Office of Chief Financial Officer; Office of Chief Information Officer; Office of General Counsel; Office of Highway Safety; Office of Managing Director; Office of Marine Safety; Office of Research and Engineering; Office of Railroad, Pipelines, and Hazardous Materials Investigations; and Office of Safety Recommendations and Communications) and one union representative. All other NTSB employees can participate as non-voting members of the DIAC.

Note: the NTSB is a small-medium size independent investigative agency with no sub-component DEIA agency teams

DEIA State of the Agency

DEIA Strategic Vision: The NTSB will reestablish a coordinated NTSB wide strategic initiative to promote diversity and inclusion in the Federal workforce and expand its scope to include equity and accessibility.

DEIA Strategic Mission: The NTSB will issue a DEIA Strategic Plan as a framework to address DEIA workplace concerns with a data-driven approach to increase transparency and accountability.

The CDO will provide technical assistance and guidance to the leadership team on the execution of the objectives listed below:

1. **DEIA Diversity Objective:** Attract, develop, and retain a diverse and inclusive workplace that reflects the communities we serve
 - a. **Three Key Actions:** The NTSB will 1) hire a CHCO to lead strategic workforce development; 2) implement outreach recruitment plans to obtain diverse applicant pools; and 3) identify and deploy strategies to hire and retain diverse highly qualified candidates.
 - b. **Challenge:** Develop data driven tools to evaluate the success of diversity and inclusion efforts in the agency's recruitment and hiring efforts.
2. **DEIA Equity Objective:** Enhance professional development programs, increase paid internships and conduct pay audits to advance equity objective
 - a. **Three Key Actions:** The NTSB will: 1) require IDP's for all employees to ensure that training and development programs build the required competencies; 2) Seek opportunities to promote paid internships; and 3) Evaluate leadership and career

development programs to increase access to opportunities, including for members of underserved communities.

- b. **Challenge:** Funding for leadership development and paid intern programs.
3. **DEIA Inclusion Objective:** Develop model agency supervisors and leaders
 - a. **Three Key Actions:** The NTSB will: 1) Provide mandatory civil treatment training to prevent workplace harassment and ensure psychological safety; 2) build comprehensive DEIA education programs to create DEIA awareness, skills, and guidance; 3) ensure that all hiring officials are trained on unconscious bias and inclusive hiring practices and procedures.
 - b. **Challenge:** Ensuring consistent funding and the ability to secure innovative and impactful training options.
 4. **DEIA Accessibility Objective:** Upgrade building and technology systems to enable greater workplace accessibility
 - a. **Three Key Actions:** The NTSB will: 1) conduct building accessibility audits of HQ and regional office leased space; 2) assess information technology and facilities against benchmarks and industry standards to support equitable access; and 3) remove potential barriers; and 3) ensure that all employees understand how to request reasonable accommodations (RA).
 - b. **Challenge:** Leased Federal buildings with shared tenant space may not have convenient and/or practicable accessibility options.
 5. **DEIA Safety Objective:** Address workplace harassment and promote safe and inclusive workspaces
 - a. **Three Key Actions:** The NTSB will 1) adopt the OPM Safe Workplace and Anti-Harassment Maturity Model; 2) establish strong, comprehensive, and consistently applied harassment procedures; and 3) ensure alternative anti-harassment reporting avenues are available to address and resolve workplace concerns and that investigation processes are accessible with tailored interactive training platforms.
 - b. **Challenge:** Identification and procurement of an anti-harassment tracking system.

Agency DEIA Strategic Plan Governance Structure:

The Director of EEODI is also the Chief Diversity Officer and reports directly to the NTSB Chair. NTSB DEIA initiatives are administered by the Office of EEODI and overseen by the Executive Officer with support from the Principal Deputy Managing Director for Management and Operations. Both are tremendously supportive of enhancing DEIA across the agency.

The DEIA interagency leadership team will work with the CDO and DIAC to foster a culture of leadership, diversity, and accountability. This will enhance forward-thinking collaborative decision-making while promoting teamwork and creativity within the agency. We are focused on empowering our multidisciplinary workforce through continuous improvement and innovation to achieve operational excellence and deliver quality investigative results, compassionate disaster services and equitable safety advocacy products. We have also developed strategies to ensure our resources are used effectively and efficiently.

Budget

The Office of EEODI received funding in FY21-22 to conduct a barrier analysis for the NTSB, which will help the agency more effectively execute the DEIA components of its mission.

The Office of EEODI has the following positions: a director; two EEO Specialists; and one DEIA Workforce Manager. In addition, each NTSB office has at least one staff member participating in DIAC who is also assigned to lead DEIA initiatives within their line offices. They coordinate regularly with the Office of EEODI to implement NTSB's agency-wide DEIA strategy. In the first quarter of FY22 the Principal Deputy Managing Director and the CFO approved an additional position for a DEIA workforce manager that will support the implementation of DEIA goals and objectives.

The Acquisition and Lease Management Division awarded a contract to perform a barrier analysis in support of the Office of EEODI in FY21. The services include statistical analyses and related support services, as well as a review of the application of the agency's policies and procedures regarding the entire workforce in comparison to the national civilian labor force (NCLF) and eight major occupations in comparison to their respective relevant civilian labor force (RCLF). The contract was awarded in response to a presidential executive order 14035, which requires agencies to recognize and work to redress inequities in policies and programs that serve as barriers to equal opportunity.

Group training funds are required to support leadership empowerment in the management, development, and overall workplace implementation of equity. With regard to promotion processes, additional multi-year barrier analysis contract resources may be required to evaluate workforce and succession planning efforts that focus on equity skill gap assessment and closure. This could help level the playing field for successful career development opportunities.

Workplace Safety and Harassment Prevention and Response Plan

At every level of the agency, we have a responsibility to ensure our behavior in the workplace is appropriate and professional. This begins with the Chair and includes the Board Members, the leadership team, and all agency employees. When workplace harassment allegations arise at any level, leadership will conduct a timely neutral inquiry to identify and correct behavior and atmosphere determined to be incompatible with a positive, safe, and respectful work environment and accomplishment of our mission. Individuals determined to have engaged in harassing conduct will be subject to appropriate disciplinary action.

Workplace Safety and Harassment Prevention Self-Assessment

The agency's anti-harassment policy prohibits conduct that runs counter to maintaining a safe, respectful, and inclusive workplace for all employees. The agency's anti-harassment policy addresses ways in which all individuals, including those from underserved communities, may experience multiple forms of harassment that are compounded or exacerbated because of those intersections (e.g., sex, race, ethnicity, gender identity, sexual orientation, religion, age, disability). The agency's anti-harassment policy encourages employees to report harassing conduct when encountered and requires leadership to take immediate action to investigate allegations of alleged harassment.

Anti-Harassment and Safety Policy Review

To reinforce professional workplace standards, on February 11, 2022, the Chair emphasized the following workplace policies: Professionalism, Anti-Harassment, Preventing Violence in the Workplace, and the Disciplinary and Adverse Actions process.

Workplace Safety and Harassment Prevention Evaluation

Senior leadership incorporates enforcement of, and compliance with, the agency's anti-harassment policy into the agency's operational framework. Senior leadership regularly monitors reports of workplace harassment, including sexual harassment, and retaliation complaints and conducts climate surveys of the workforce. Senior leadership also regularly evaluates the effectiveness of the agency's anti-harassment strategies to prevent and address harassment. Metrics for harassment response and prevention are included in supervisory employees' performance reviews. The NTSB will use the Anti-Harassment and Safety Maturity Model for support in the process.

NTSB employees currently have multiple avenues to report alleged harassment, including but not limited to any NTSB supervisor; an Anti-Harassment Coordinator at Headquarters in human resources division and/or the Office of EEODI.

Discrimination, harassment, and retaliation compromise the safety and effectiveness of our workforce and missions; therefore, they have no place at the NTSB.

Defining Diversity, Equity, Inclusion, and Accessibility

The National Transportation Safety Board (NTSB) is fully committed to promoting a diverse, equitable, inclusive, and accessible workplace. Our core values are integrity, transparency, independence, excellence, diversity, and inclusion.

Under Executive Order 14035, dated June 25, 2021, Diversity, Equity, Inclusion and Accessibility (DEIA) are defined as follows:

Diversity is the practice of including the many communities, identities, races, ethnicities, backgrounds, abilities, cultures, religions, and beliefs of the American people, including under-served communities.

Equity is the consistent and systematic fair, just, and impartial treatment of all individuals, including individuals who belong to underserved communities that historically have been denied such treatment.

Inclusion is the recognition, appreciation, and the use of the talents and skills of employees of all backgrounds and beliefs.

Accessibility is 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

Source: NTSB Chair Diversity, Equity, Inclusion, and Accessibility Policy Statement, 12-27-21

Identification and Advancement of DEIA Strategic Priorities: A Roadmap for Agency Action

Below are the summaries for each agency goal that addresses the DEIA strategic priorities. The details and specific outcomes for each goal are found in table 1.

Diversity: Attract, develop, and retain a diverse and inclusive workplace that reflects the communities we serve

Our diverse, multicultural, and multitalented workforce offers a rich range of experience and expertise to carry out the agency's mission. Our success is dependent on an effective, highly skilled, engaged, and inclusive workforce. We will promote diversity, awareness, inclusion, and mutual respect within our workforce so that every staff member has an equal opportunity to contribute and succeed. We are committed to a workplace where people are valued, respected, and treated fairly. We continue to focus on recruiting, retaining, and training staff with the right mix of skills.

With respect to what impacts the agency's DEIA programs or initiatives have had on workforce composition and culture, the agency regularly assesses its reputation as an employer by reviewing online employer review websites and the Federal Employee Viewpoint Survey (FEVS) responses broken down by demographic groups.

The DIAC recommends funding increases for outreach and recruitment; review policies and procedures relative to recruitment and hiring and propose updates/revisions to further promote diversity and inclusion; and continually train supervisors and managers on the hiring process, to include use of targeted outreach/social media platform to increase the diversity of the candidate pool. Agency leadership is supportive of the DIAC recommendations and is working to implement the recommended actions.

A review of the FEVS demographic data showed that respondents were representative of the agency's workforce across the various indicators, including age, race and ethnicity, tenure, and work location. The NTSB achieved a response rate of 82 percent in 2020, a 12 percent increase over 2019 and nearly double the 2020 government-wide response rate of 44.4 percent; the rate was also well above the small agency response rate of 69.9 percent.

Equity: Enhance professional development programs, paid internships and conduct pay audits to advance equity objectives

We will foster a culture of diversity, and accountability that enables forward thinking decision-making while promoting teamwork, collaboration, and creativity within the agency. We are focused on empowering our multidisciplinary workforce through continuous improvement and innovation to achieve operational excellence and deliver quality results and products, and we have also developed strategies to ensure our resources are used effectively and efficiently.

In FY 21, the DIAC recommended that senior leadership provide training on diversity and inclusion to support adoption of the new core value. This requires employees participate in equity and inclusion awareness training on an annual basis to understand how diversity and inclusion benefits the success of the agency's transportation safety mission. It is equally important that employees understand how to maintain a respectful workplace environment for all employees. The proposed awareness training will be professionally facilitated, with input from DIAC and EEODI.

The NTSB will also continue to provide EEO compliance training with case studies/scenarios that illustrate situations/actions/statements that might be perceived as insensitive. We will continue to provide annual “civil treatment” training to address why certain behaviors or statements may be perceived as insensitive to some individuals; support workshops that require the sharing of experiences in an enlightening and nonthreatening way and provide tips on how to become a more empathic and inclusive individual.

The Office of Personnel Management reported in March 2022 that the gender pay gap for the Federal workforce has decreased from 24.5% in 1992 to 5.9% in 2021. Larger gender pay gaps exist for certain racial/ethnic groups (e.g., the gender pay gap for Black/African American women is 15.2% relative to White males). The gender pay gap for the Senior Executive Service is only 0.5%, but the percentage of SES positions held by women is just 38%. The Government-wide Strategic Plan to Advance DEIA in the Federal Workforce encourages agencies to:

- Regularly conduct pay equity audits to assess whether similarly situated individuals are equitably compensated for similar work.
- Establish policies that do not rely solely on prior salary history to set pay; and
- Establish a process to communicate salary bands for job applicants.

Our future competitive ability to adequately staff investigations, keep pace with rapidly advancing technology and provide sufficient support services relies on our ability to forecast workload projections and determine the appropriate skills and numbers of diverse highly qualified employees that are needed to carry out our mission for the next four years and beyond.

Inclusion: Develop model agency supervisors and leaders

Within our workforce, we will seek to develop future leaders by providing continuous learning and development opportunities. We will define and identify core leadership competencies and provide adequate training funding to increase supervisory skills and performance accountability. In addition, we’ll provide learning and development opportunities to meet future challenges, build capacity, and transfer knowledge through succession planning. We will develop a strategic talent management approach to enhance our current highly skilled knowledge-based organization, strengthening knowledge sharing and growth opportunities to increase our workforce’s skills and competencies, especially in the increasingly complex transportation safety industry.

Providing great customer service internally and establishing effective leadership partnerships is key to our agency becoming more efficient and effective in our human capital planning. To improve our customer service in human resources, we’ll establish leadership feedback and process improvement mechanisms by gathering data (FEDSCOPE) on similarly sized federal agency benchmarks of similarly situated small-medium sized human resource offices staffing requirements to ensure adequate staffing, consistency, equity, and fairness in HRD. We will also seek to identify, hire, and retain a Chief Human Capital Officer (CHCO) at the SES level to support the evaluation of model leadership training competencies and to enhance the effectiveness of collaborative mutual business partnerships at the NTSB.

The FY 22 DEIA annual strategic performance metric requires senior leadership’s participation in required diversity, equity, inclusion, and accessibility (DEIA) training and to use evidence-based data to implement actions related to DEIA (e.g., exit interviews, survey data, or assessments, etc.). Leadership accountability allows the agency to begin the agile approach to developing future

leaders at the agency with a strategic measured approach. The metric will provide evaluation and analysis of current and external approaches to career development, as well as allow us to develop a strategic career development roadmap (roadmap) for employees. In addition, the NTSB will require all hiring managers to complete DEIA training and how to conduct inclusive interviews that limit bias.

Though challenging, NTSB leadership in consultation with the barrier analysis contractors and/or the barrier analysis working group will look at systemic, attitudinal, and structural practices to identify the root causes of inequity and tailor DEIA strategies, plans and policies to affect change in multiple mission-oriented contexts within their own modal and support offices. DEIA expertise will be critical in helping leaders design tailored interventions that account for important nuances such as racial equity and LGBTQ+ viewpoints, are sensitive to workforce needs, and make a significant difference.

Our success in achieving this objective may be accomplished by implementing continuity of leadership and knowledge measures through succession planning and professional development and building needed agency managerial competencies through training and development programs.

Accessibility: Upgrade building and technology systems to enable greater workplace accessibility

Accessibility is the foundation on which on which the federal workforce must build diversity, equity, and inclusion for people with disabilities. Without accessibility, we cannot fully achieve the others.

The NTSB will ensure that agency facilities are accessible for employees with disabilities. This will be achieved by conducting an accessibility audit and making an action plan to address identified deficiencies in agency facilities. The agency expectation is to ensure all staff can access all parts of the agency without excessive workarounds.

The EO specifies that the Federal Government must become a model for the employment of people with disabilities and provide people with disability opportunities and take affirmative actions within the Federal Government to ensure that agencies fully comply with applicable laws, including sections 501, 504 and 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C. 791, 794, 794d); [EO 14035, Sec. 10; pages 13-14].

Safety: Address workplace harassment and promote safe and inclusive workspaces

The NTSB is a model employer in promoting a safe and inclusive workplace. This is accomplished by preventing and addressing workplace harassment (including sexual harassment) and fostering a safe work productive work environment. The cornerstone of a successful harassment prevention strategy is consistent and demonstrated commitment to promote respectful workplaces and create and maintain a culture in which harassment and retaliation are not tolerated.

Employees are encouraged to become familiar with our policies on professional decorum and eliminating harassment, and to report concerns to their first-line supervisors, and/or other management official in the supervisory chain, EEODI or the Chief, Human Resources Division. All employees are encouraged to make a report if they observe an NTSB employee or contractor engage in unlawful harassment or other type of harassing behavior directed at another person. The agency will conduct prompt, thorough, impartial, and confidential inquiries into any allegation it receives in accordance with the policies.

Domestic violence, sexual assault, and stalking (DVSAS) also has the potential to affect every federal workplace across the United States. The NTSB will establish and implement policies to promote the health and safety of its employees by providing support and resources to employees who may be experiencing DVSAS.

Table 1: DEIA Priority Objectives At-a-Glance- 2022

	Priority	Strategies	Actions (Owners)	Operational activity measures	Outcome measure
Diversity	1. Attract, Develop, and Retain a Diverse and Inclusive Workplace that reflects the communities we serve	<p>1.1 Hire a Chief Human Capital Officer (CHCO)</p> <p>1.2 EEODI coordinate with HRD to evaluate post-audit complete applicant flow data regarding the recruitment process, initial hiring processes, and opportunities for current employees who apply for internal opportunities.</p> <p>1.3 Identify barriers and biases in the hiring and retention of diverse highly qualified candidates.</p>	<p>Recruit and Hire CHCO (Principal Deputy Managing Director)</p> <p>Evaluate applicant flow data to identify trends and process improvements. (HRD/EEODI)</p> <p>Barriers Identified (EEODI/Barrier Analysis Working Group (BAWG) and/or Barrier Analysis Contractor)</p>	<p>CHCO Position finalized by Q4 2022</p> <p>Obtain Accurate Applicant Flow data analyzed Q4 2022</p> <p>Hiring Barriers Identified with Solutions and action plans by Q4 2022</p>	<p>Recruitment strategy plan implemented, and recruitment efforts to hire a Chief Human Capital Officer started</p>
Equity	2. Enhance professional development programs, paid internships and conduct pay audits to advance equity objectives	<p>2.1 Require IDP's for all employees to ensure that training and development programs build the required competencies.</p> <p>2.2 Seek opportunities to promote paid internships</p>	<p>Review Office level IDP's (DEIA curriculum development is a coordinated effort between the Chief Diversity Officer and Chief Learning Officer)</p> <p>Explore opportunities to recruit and hire students using the Federal Pathways Program. (Office Directors, Managing Director)</p>	<p>Office level IDPs finalized by Q4 2022</p> <p>Identify funding sources for paid internships Q4 2022</p>	<p>Agencywide IDPs established, paid internship opportunities identified</p>

	Priority	Strategies	Actions (Owners)	Operational activity measures	Outcome measure
Inclusion	3. Develop Model Agency Supervisors and Leaders	<p>3.1 Provide mandatory Civil Treatment training to prevent workplace harassment and ensure psychological safety.</p> <p>3.2 Build comprehensive DEIA education programs to create DEIA awareness, skills, and guidance.</p> <p>3.3 Use evidence-based data to examine office-level exit interview trends</p>	<p>Procure training program for Civil Treatment/Anti-harassment training (EEODI/Training Center)</p> <p>DEIA curriculum development is a coordinated effort between the Chief Diversity Officer and Chief Learning Officer</p> <p>Review the agency exit interview process to identify ways to increase the rate of response (EEODI and Office Directors)</p>	<p>Training program launch Q4 2022</p> <p>Develop DEIA Educational Curriculum plan Q4 2022</p> <p>Evaluate exit interview trends Q4 2022</p>	<p>Employees take training provided</p> <p>DEIA educational webinars conducted</p> <p>Office-Level DEIA retention actions developed based on data received</p>
Accessibility	4. Upgrade building and technology systems to enable greater workplace accessibility	<p>4.1 Conduct building accessibility audits of HQ and regional office leased space.</p> <p>4.2 Ensure that all employees understand how to request reasonable accommodations (RA)</p> <p>4.3 Evaluate the need to establish a centralized fund to improve accessibility and provide reasonable accommodations.</p>	<p>Building Accessibility Audits contracts established (Administrative and Operations Chief/Accessibility Board/Contractor)</p> <p>Conduct annual training and publish RA procedures on the intranet and website procedures and provide updated training (EEODI Director/CDO)</p> <p>Identify central RA funding (CFO Director)</p>	<p>Secure 3rd party audit of agency leased facilities Q4 2022</p> <p>Policies posted online & conduct annual RA training Q3 2022</p> <p>Identify central RA funding Q4 2022</p>	<p>Increased leased building accessibility and understanding of the NTSB RA process with central funding sources identified and executed</p>

NTSB DEIA Maturity Model Overview

Table 2: NTSB DEIA Maturity Model Overview (adopted from OPM)

DEIA Maturity Model Overview This DEIA Maturity Model supports agencies in effectively building an infrastructure for DEIA within their organization to improve efficiency, effectiveness, and equity within their workforce. The NTSB adopted this model to meet the Agency’s unique structure and needs. The practices described below serve as examples within each level and are not exhaustive.			
SIGNALS OF MATURITY	LEVEL 1 Foundational Capacity	LEVEL 2 Advancing Outcomes	LEVEL 3 Leading and Sustaining
DEIA approach	Focused on complying with non-discrimination legislation and regulatory requirements.	DEIA initiatives yielding improved results and outcomes driven by dedicated resources, strategic planning, goal setting and evaluation. Agency/Component practices promote the values of DEIA, but DEIA may not yet be integrated across Agency/Component mission and strategic planning.	DEIA is an integral part of overall Agency/Component mission, vision, values, strategy, policies, and practices. Systematic implementation of DEIA driven through goal setting, data-driven analysis, and continuous improvement. Agency/Component undertakes structural reforms of policies and practices to mitigate barriers, if any.
Diversity framework	Definition of diversity confined to EEO categories.	Inclusive definition of underserved communities.	Connecting, interrelated approach embraces multiple identities.
Organizational structure	DEIA work may be under-resourced within the organization and/or decentralized across the Agency/Component.	DEIA work integrated across EEO, HR, civil rights, and D&I program offices.	DEIA work fully resourced and led at highest levels of Agency/Component leadership with significant and sustained SES responsibility.
DEIA integration	DEIA work may be siloed within the Agency/Component and/or disconnected from mission and strategic planning.	DEIA goals reflected in Agency/Component strategic planning.	DEIA goals fully and strategically integrated with Agency/Component strategic planning, performance management, and learning agendas.

Safe Workplace Performance Priorities At-a-Glance

Table 3: Safe Workplace Performance Priorities At-a-Glance

	Priority	Strategies	Actions (Owners)	Operational activity measures	Outcome measure
Engaged leadership	<p>Senior leadership regularly states that workplace harassment, including sexual harassment and retaliation, will not be tolerated in the agency.</p> <p>Senior leadership allocates sufficient resources and staff time to help prevent and respond to workplace harassment, including sexual harassment, and retaliation.</p>	<p>Establish an office-level safe workplace communication plan that cascades down from the Chair’s annual message on professionalism with the required office-level group training funds.</p>	<p>Safe workplace communication plan (SRC and Office Directors)</p>	<p>Establish Office-Level safe workplace communication plans</p>	<p>Whole of the agency safe workplace leadership communication plan established with quarterly emails to staff</p>
Accountability	<p>The agency has an Anti-harassment Coordinator and an anti-harassment procedure to address harassment allegations and closely coordinates with the EEO office. The EEO office promptly informs the anti-harassment program of all EEO counseling activity alleging harassment.</p> <p>The agency maintains a tracking system to collect and analyze data for its anti-harassment program.</p> <p>Concerns or complaints regarding the anti-harassment policy, reporting and investigation system, and/or training are addressed promptly and appropriately.</p>	<p>Ensure that NTSB Anti-harassment policies and procedures are following the EEOC’s Anti-Harassment Enforcement guidance,</p> <p>Establish a tracking system to ensure that all required timeframes are tracked and met.</p>	<p>Anti-Harassment Prevention Process evaluated (EEOI and HRD ER/LR office)</p>	<p>Update anti-harassment policies to address situational workplace awareness</p> <p>Establish a tracking system for anti-harassment complaints</p>	<p>Annual Anti-Harassment Policy Updates as required by the EEOC</p>

Policies	<p>The agency’s reporting and investigation system includes a detailed description of the investigation process of harassment allegations.</p> <p>The reporting and investigation system includes multiple avenues for reporting harassing conduct.</p> <p>The agency’s reporting and investigation system includes investigators who receive ongoing training. The system is also fully resourced and staffed, enabling the agency to respond promptly, thoroughly, and effectively to complaints.</p>	<p>Ensure that NTSB Anti-harassment investigations are funded and that anti-harassment policies adhere to the EEOC’s Anti-Harassment Enforcement guidance as reflected in policy and procedures</p>	<p>Anti-Harassment Prevention Reporting (EEODI, CFO, HRD ER/LR office)</p>	<p>Establish an Anti-Harassment reporting process</p>	<p>Anti-Harassment reporting system established with trained anti-harassment investigators and program funding</p>
Complaint Process	<p>The agency’s reporting and investigation system includes a detailed description of the investigation process of harassment allegations.</p> <p>The reporting and investigation system includes multiple avenues for reporting harassing conduct.</p> <p>The agency’s reporting and investigation system includes investigators who receive ongoing training. The system is also fully resourced and staffed, enabling the agency to respond promptly, thoroughly, and effectively to complaints.</p>	<p>Ensure that the NTSB Anti-harassment operational bulletin timelines for investigations are adhered to and comply with the EEOC’s Anti-Harassment Enforcement guidance.</p> <p>Documented mandatory/required Fed-Talent and funding that supports the required annual EEOC investigative training requirements.</p>	<p>Anti-Harassment Prevention Process evaluated and updated if needed with the required documentation (EEODI and HRD ER/LR office)</p> <p>Group Anti-Harassment training funding secured annually with adequate funding (EEODI, CFO and Training Director)</p>	<p>Anti-Harassment process funded to comply with the identified safe workplace requirements</p>	<p>Updated funded Anti-harassment procedures with required documentation to ensure safe and productive workplaces</p>
Support	<p>The agency provides regular compliance training for all employees at every level of the agency so they can recognize harassment, are aware of applicable agency policies, and know how to use the reporting system.</p>	<p>Ensure that mandatory Civil Treatment Anti-Harassment training is conducted agencywide for employees and leadership.</p>	<p>Conduct Civil Treatment Training (EEODI and Chief Learning Officer/Training Director)</p>	<p>Civil Treatment annual agencywide training completed</p>	<p>Increased workplace professionalism with reinforced civility standards defined and accountability for violations to prevent and reduce valid complaints of harassment/discrimination.</p>

Workplace Anti-Harassment and Safety Maturity Model-OPM

The NTSB has adopted this Maturity to determine if our current policies to address workplace harassment, including sexual harassment, and consider ways to provide support and assistance to federal employees whose working lives are affected by domestic violence, sexual assault, and stalking. The NTSB safe workplace practices described here are currently at level 2 and we will work to achieve level 3 to embody and sustain safe workplace practices.

Table 4: Workplace Anti-Harassment and Safety Maturity Model

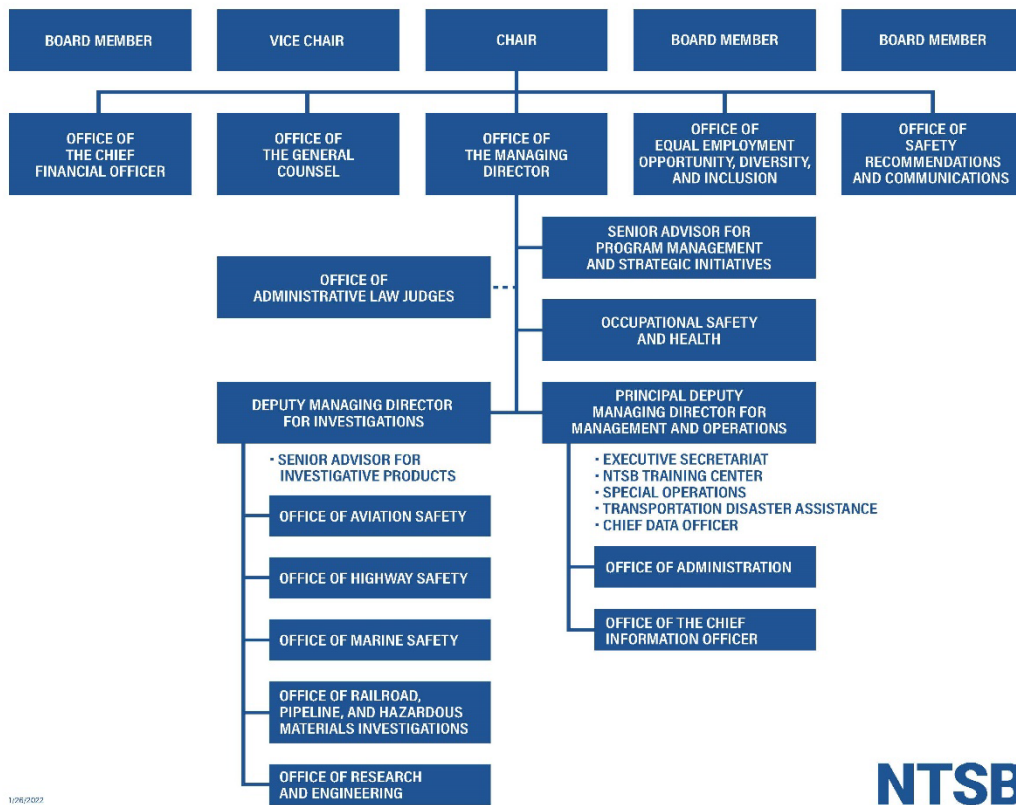
Signals of Maturity	<u>LEVEL 1</u> Foundational Capacity: Achieves basic compliance.	<u>LEVEL 2</u> Advancing Outcomes: Embeds best practices.	<u>LEVEL 3</u> Leading and Sustaining: Embodies best practices.
Committed and Engaged Leadership	<p>Senior leadership regularly states that workplace harassment, including sexual harassment and retaliation, will not be tolerated in the agency.</p> <p>Senior leadership allocates sufficient resources and staff time to help prevent and respond to workplace harassment, including sexual harassment, and retaliation.</p>	<p>Elements of Level 1 are achieved, and:</p> <p>Senior leadership incorporates enforcement of, and compliance with, the agency’s anti-harassment policy into the agency’s operational framework.</p> <p>Senior leadership regularly monitors incidence of workplace harassment, including sexual harassment, and retaliation complaints and conducts climate surveys of the workforce.</p>	<p>Elements of Level 1 and Level 2 are achieved, and:</p> <p>Senior leadership regularly assesses agency-specific harassment and EEO complaint data to identify potential trends, including reviewing climate surveys.</p> <p>Senior leadership promotes employee assistance programs, work-life programs, available on-site services, or referral services.</p>
Consistent and Demonstrated Accountability	<p>The agency has an Anti-harassment Coordinator and an anti-harassment procedure to address harassment allegations and closely coordinates with the EEO office. The EEO office promptly informs the anti-harassment program of all EEO counseling activity alleging harassment.</p> <p>The agency maintains a tracking system to collect and analyze data for its anti-harassment program.</p> <p>Concerns or complaints regarding the anti-harassment policy, reporting and investigation system, and/or training are addressed promptly and appropriately.</p>	<p>Elements of Level 1 are achieved, and:</p> <p>Senior leadership regularly evaluates the effectiveness of the agency’s anti-harassment strategies to prevent and address harassment.</p> <p>Metrics for harassment response and prevention are included in supervisory employees’ performance reviews.</p>	<p>Elements of Level 1 and Level 2 are achieved, and:</p> <p>The agency establishes a committee or council to review data related to harassment and responsive strategies.</p> <p>The agency uses exit interviews to ask departing staff about their assessment of anti-harassment policies and/or practices.</p>

<p>Strong, Comprehensive and Consistently Applied Harassment Policy</p>	<p>The agency has a compliant anti-harassment policy that prohibits unlawful harassment, provides a description of prohibited conduct, and describes the agency’s reporting and investigation system.</p> <p>The anti-harassment policy is communicated to employees on a regular basis in a manner that is accessible and through different methods of communication.</p> <p>The anti-harassment policy requires immediate and appropriate corrective action to prevent and eliminate harassing conduct and to prevent retaliation</p>	<p>Elements of Level 1 are achieved, and:</p> <p>The agency’s anti-harassment policy prohibits harassing conduct beyond that which is unlawful and includes the goal of maintaining safe, respectful, and inclusive workplaces.</p> <p>The agency’s anti-harassment policy addresses ways in which individuals, including those from underserved communities, may experience multiple forms of harassment that are compounded or exacerbated as a result of those intersections (e.g., sex, race, ethnicity, gender identity, sexual orientation, religion, age, disability).</p> <p>The agency’s anti-harassment policy encourages employees to report harassing conduct when encountered.</p>	<p>Elements of Level 1 and Level 2 are achieved, and:</p> <p>The agency establishes trauma-informed, culturally competent services such as a crisis line, and/or ombudsperson, to assist employees.</p> <p>The agency updates, as appropriate, and regularly provides relevant anti-harassment educational and support resources to managers, supervisors, and employees.</p>
<p>Trusted and Accessible Reporting and Investigation System</p>	<p>The agency’s reporting and investigation system includes a detailed description of the investigation process of harassment allegations.</p> <p>The reporting and investigation system includes multiple avenues for reporting harassing conduct.</p> <p>The agency’s reporting and investigation system includes investigators who receive ongoing training. The system is also fully resourced and staffed, enabling the agency to respond promptly, thoroughly, and effectively to complaints.</p>	<p>Elements of Level 1 are achieved, and:</p> <p>Investigators of harassment complaints receive ongoing training in trauma-informed approaches to investigating complaints.</p> <p>The reporting and investigation system allow for anonymous reporting of harassing conduct.</p> <p>The agency regularly evaluates the effectiveness and timeliness of reporting mechanisms.</p> <p>The agency uses climate surveys to evaluate employee perceptions of harassment in the workplace.</p>	<p>Elements of Level 1 and Level 2 are achieved, and:</p> <p>The agency establishes an assessment team for instances of workplace harassment complaints.</p> <p>The agency deploys satisfaction surveys to those who used resources or reported harassment to determine the quality of services provided.</p>
<p>Regular, Interactive and Tailored Training</p>	<p>The agency provides regular compliance training for all employees at every level of the agency so they can recognize harassment, are aware of applicable agency policies, and know how to use the reporting system.</p>	<p>Elements of Level 1 are achieved, and:</p> <p>The anti-harassment training for managers and supervisors provides clear, easy-to-understand and realistic methods for responding to harassment they observe, that is reported to them, or of which they have knowledge or information.</p> <p>Trainings promote maintaining a safe, respectful, and inclusive workplace, and may include bystander intervention and civility training.</p>	<p>Elements of Level 1 and Level 2 are achieved, and:</p> <p>The agency trains those responsible for receiving, investigating, and/or resolving complaints how to communicate in a trauma-informed manner with employees who have experienced harassment.</p>

Appendix A: NTSB Structure and Locations

Organizational Structure

We are authorized five Board members, each nominated by the President and confirmed by the Senate to serve 5-year terms. One member is nominated by the President and confirmed by the Senate as Chair, and another is designated by the President as Vice Chair, each for a 3-year term. When there is no designated Chair, the Vice Chair serves in an acting capacity. The figure below shows our organizational structure. For more information about our offices and their functions, visit the [organization page](#) of our website.



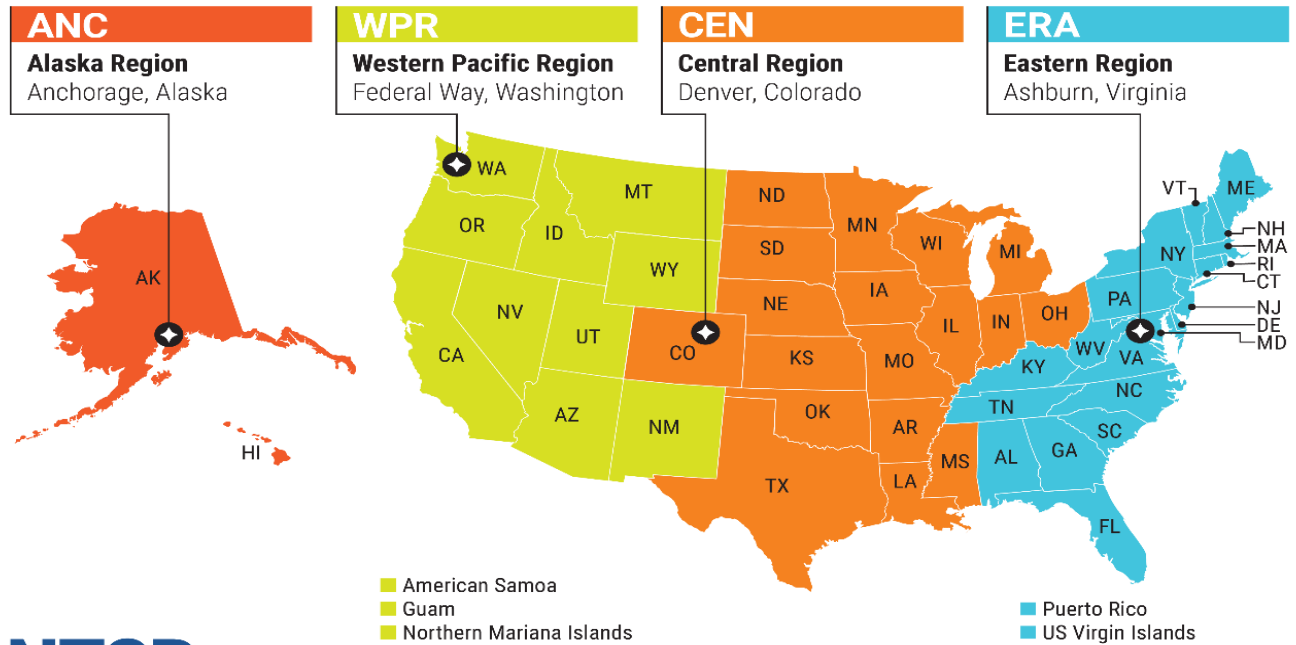
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Figure 1: NTSB Organization Chart

Our Locations

We are headquartered in Washington, DC, and have staff working remotely throughout the country and in regional offices in Ashburn, Virginia; Denver, Colorado; Federal Way, Washington; and Anchorage, Alaska.

Regional Offices



NTSB

11/4/2021

Figure 2: NTSB Regional Presence

DEIA Path Forward

The DEIA Strategic Plan is a foundational step in continuing to deliver on NTSB’s commitment to building and maintaining a diverse workforce and cultivating and supporting an inclusive culture. NTSB leadership is committed to supporting the implementation of this Plan, and ultimately expects the Plan will drive positive cultural and organizational change.

DEIA work is most successful when expectations are clearly defined, and leaders and organizations are held accountable to deliver results—just as they would be for any other transportation safety mission priority. This means the NTSB will continually prioritize the following:

- Reinforcing a culture in which our employees feel they can be authentic, welcomed, respected, included, valued, and engaged.
- Maintaining an environment where our employees consistently and systematically receive fair, just, and impartial treatment.
- Ensuring our employees can fully and independently access facilities, information and communication technology, programs, and services.

The NTSB workforce is encouraged to adopt a-whole-of the agency approach to monitor and track NTSB’s progress on the DEIA Strategic Plan on a quarterly and annual basis. Progress on DEIA initiatives will be shared through quarterly reviews of our accomplishments as well as annual/semi-annual reports as required by the EEOC (i.e., MD715, FEORP, 462 report, DAAVP).

DIVERSITY



of people and perspectives

EQUITY



in policy and practice

INCLUSION



of all voices and visions

ACCESSIBILITY



in Federal spaces and technology