

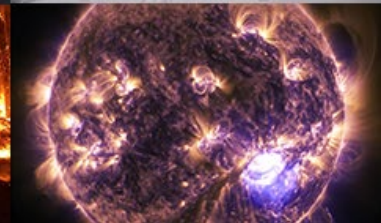
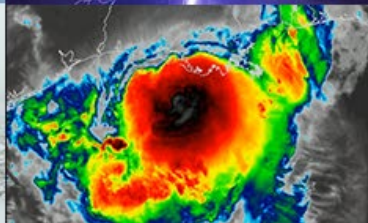
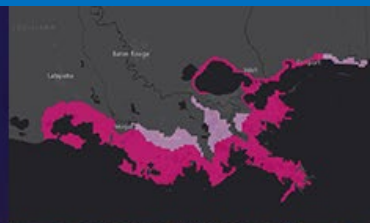
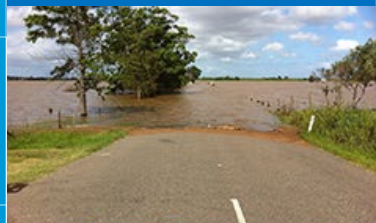


**NATIONAL
WEATHER
SERVICE**

Empowered to Lead Inspiring the Next Generation of Leaders

Benjie Spencer, Director
Engineering Standards Division/Chief Engineer

September 8, 2020





Albert Spencer,
Chief Engineer,
National Oceanic
and Atmospheric
Administration's
National Weather
Service

Minority Engineer Magazine - Spring 2015

NEXRAD

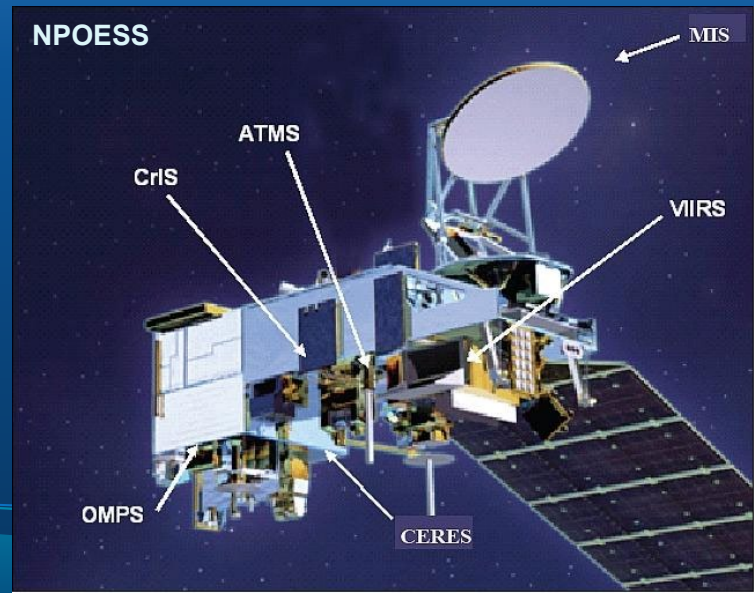


AWIPS

G-IV Gulfstream



NPOESS





Admiral Timothy Gallaudet, PhD,
Assistant Secretary of Commerce for Oceans
and Atmosphere/ Deputy NOAA Administrator

***My Personal Leadership and Philosophy and
Principles: All In, All Good, and All for One***

- * **All in:** Dedicate yourself to your people, mission, and organization.
- * **All good:** Stay positive and always find a way to yes.
- * **All for one:** Treat everyone as a member of the team.



Cynthia J. Decker, PhD, Executive Director,
NOAA Science Advisory Board and
NOAA's Scientific Integrity Officer at
NOAA's Office of Atmospheric Research

Fostering a Culture of Scientific Integrity in NOAA

Scientific Integrity results from the adherence to professional values and practices when conducting, reporting, and applying the results of scientific activities that ensures objectivity, clarity, and reproducibility. It provides insulation from bias, fabrication, plagiarism, inappropriate influence, political interference, censorship, and inadequate procedural and information security.



**Louis Uccellini, PhD, Assistant Administrator,
NOAA's National Weather Service**

What It Takes to Build a Weather-Ready Nation

Becoming a Weather-Ready Nation is about building community resilience in the face of increasing vulnerability to extreme weather, water and climate events

Touching every county every day.
Supporting national security and public safety.

Providing IDSS – Realizing Mission

Society is prepared for and responds to weather, water, and climate-dependent events resulting in Ready, Responsive, and Resilient Communities



Craig McLean, Acting Chief Scientist & Assistant Administrator, NOAA's Office of Atmospheric Research

The Opportunity Imperative

- Improving Weather Forecasting
- Enhancing the Blue economy
- Public-private partnership

Leadership is the ability and willingness to reconcile opportunity with competence

How many fish are in the sea?

What will the weather be tomorrow?

What will the weather be 10 years from now? Or 100 or 1000 years?

Are we wisely building on shifting sands?



Louisa Koch, NOAA's Director of Education,
National Team Lead Regional Collaboration

Creating One NOAA

NOAA is a complex network of networks

One NOAA – An effort to bring together the various parts of NOAA to create, represent and leverage the broader whole agency

NOAA Education Strategic Plan

- Science Informed Society
- Conservation and Stewardship
- Safety and Preparedness
- Future Workforce
- Organizational Excellence

“Do we need to call it **One NOAA** ? Let's just call it **NOAA**.”



Francisco (Cisco) Werner, Director of Scientific Programs & Chief Science Advisor of NOAA's National Marine Fisheries Service

***Evolving Challenges in Fisheries Science
(and How We Are Tackling Them)***

We need different ways to:

- Sample (data acquisition)
- “Count” (assessments)
- Make decisions (management)

- The changes in oceans and their ecosystems are unprecedented.
- They have given us the opportunity to take a peek into what may be either recurrent conditions or a future “new baseline”.
- We need to be ready and better prepared to deal with surprises.



Steve Volz, PhD, Assistant Administrator,
NOAA's National Environmental Satellite, Data,
and Information Service

***Collecting and Providing an Operational, Integrated
Digital Understanding of our Earth Environment***

Provide a truly integrated digital understanding of our earth environment that can evolve quickly to meet changing user expectations by leveraging our own capabilities and partnerships.

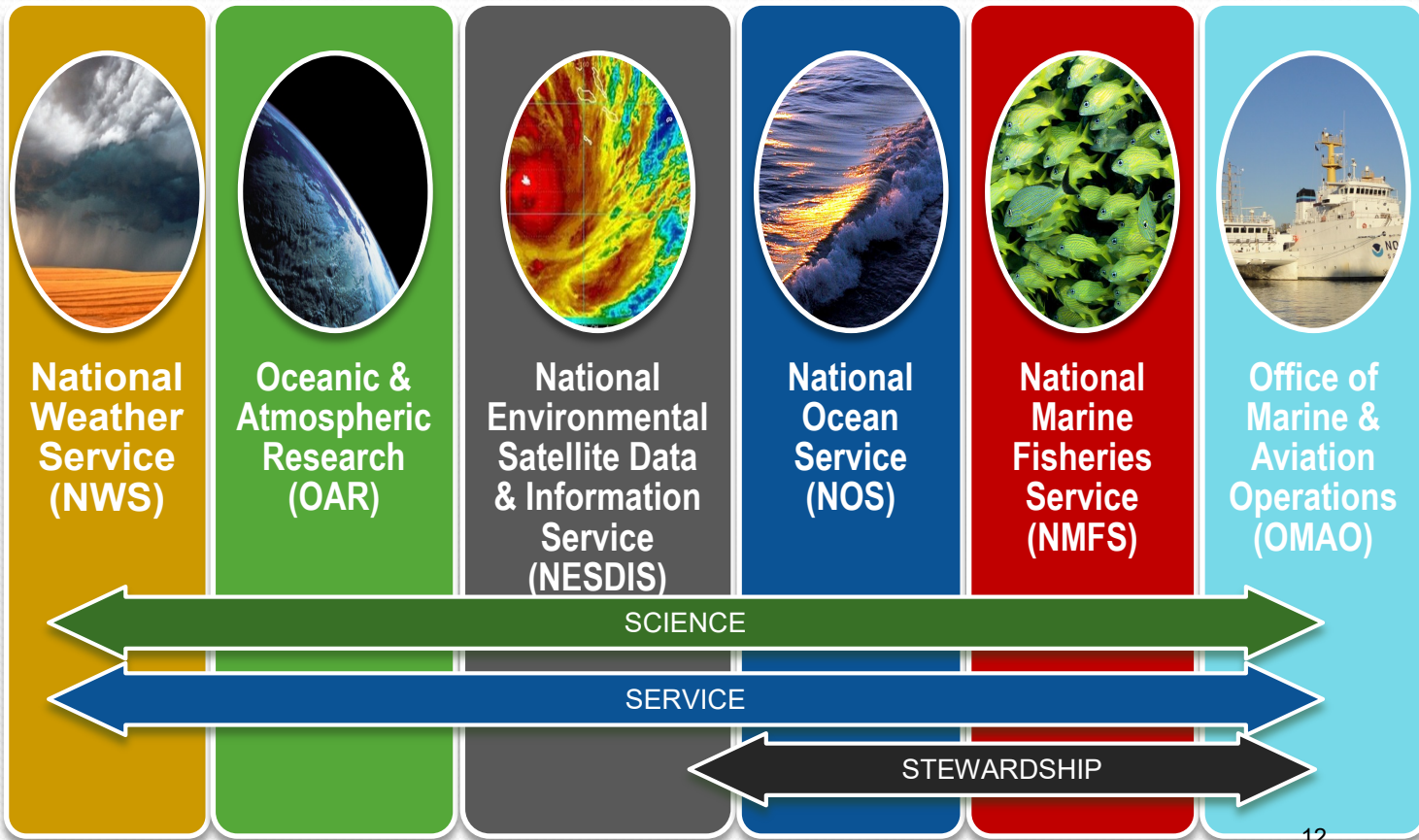
We are beginning to understand the Earth as an integrated system for the first time, at just the right time, and maybe just in time.



From The Surface Of The Sun To The Depths Of The Ocean Floor

NOAA is an agency that enriches life through science. Our reach from sun to seafloor helps to keep citizens informed of the changing environment around them.

NOAA Line Offices





Empowerment

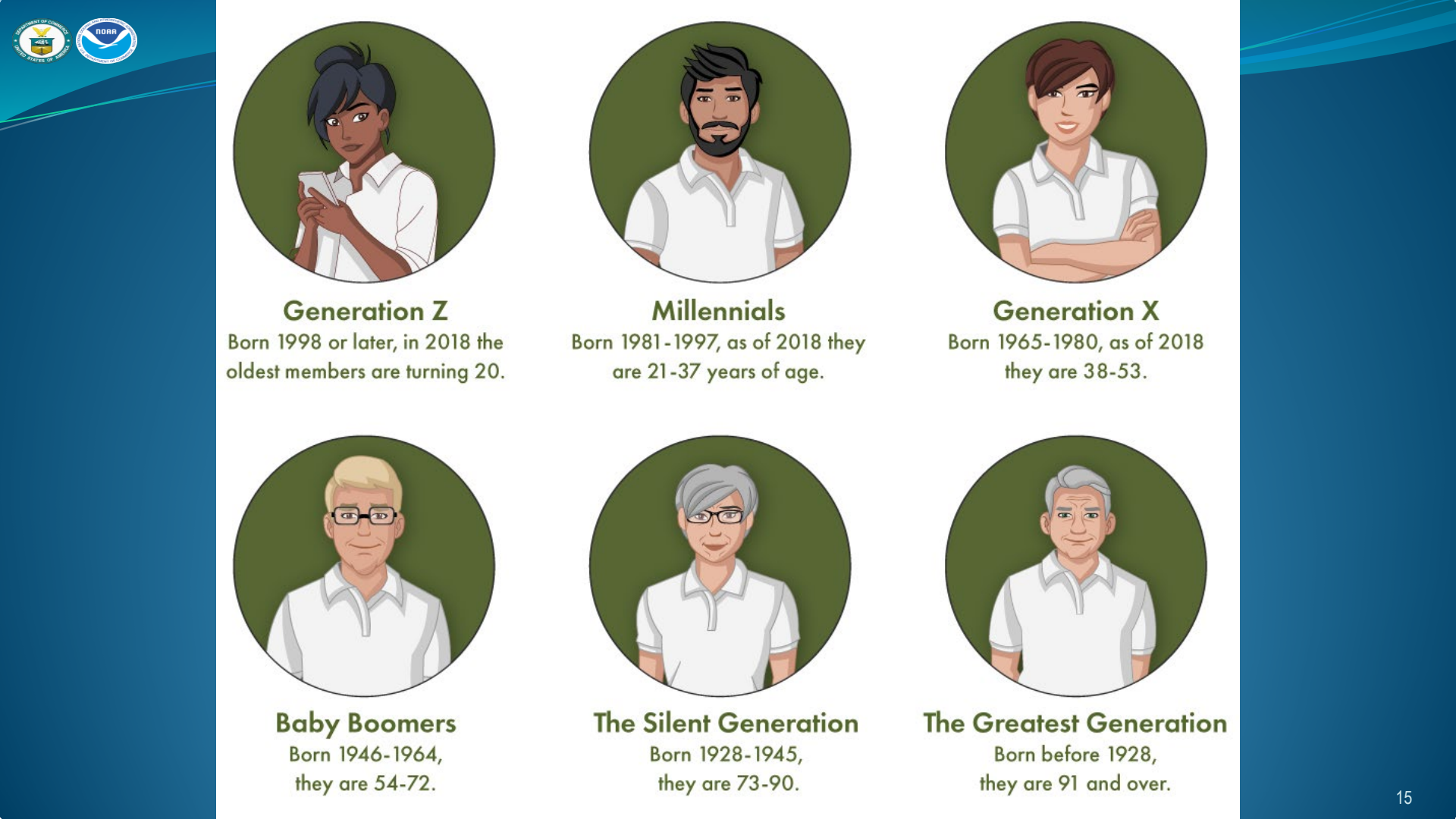
A means to include the team in decision making, to give them a participatory role which capitalizes on their own expertise and judgment, and that increases their sense of both individual worth and commitment to the organization.



Empowered

Having the knowledge, confidence, means, and ability to do things to make decisions for the good of the organization.





Generation Z

Born 1998 or later, in 2018 the oldest members are turning 20.



Millennials

Born 1981-1997, as of 2018 they are 21-37 years of age.



Generation X

Born 1965-1980, as of 2018 they are 38-53.



Baby Boomers

Born 1946-1964, they are 54-72.



The Silent Generation

Born 1928-1945, they are 73-90.



The Greatest Generation

Born before 1928, they are 91 and over.





Leading







Working at Home

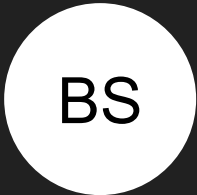




Virtual Leadership

Zoom Meeting ID: 135-159-865

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Benjie Spencer

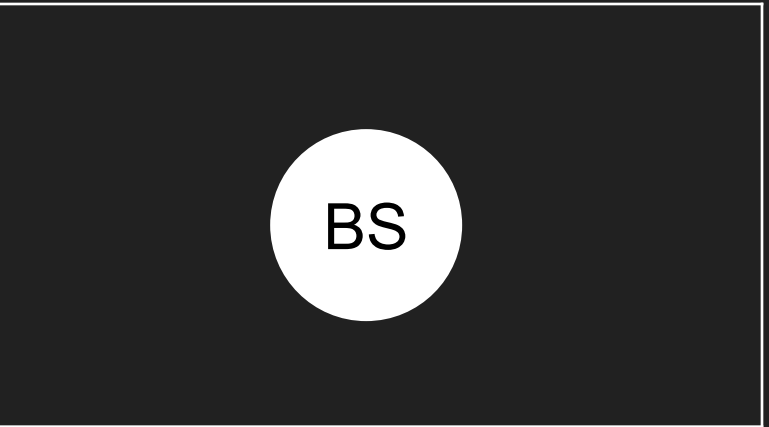




Virtual Leadership

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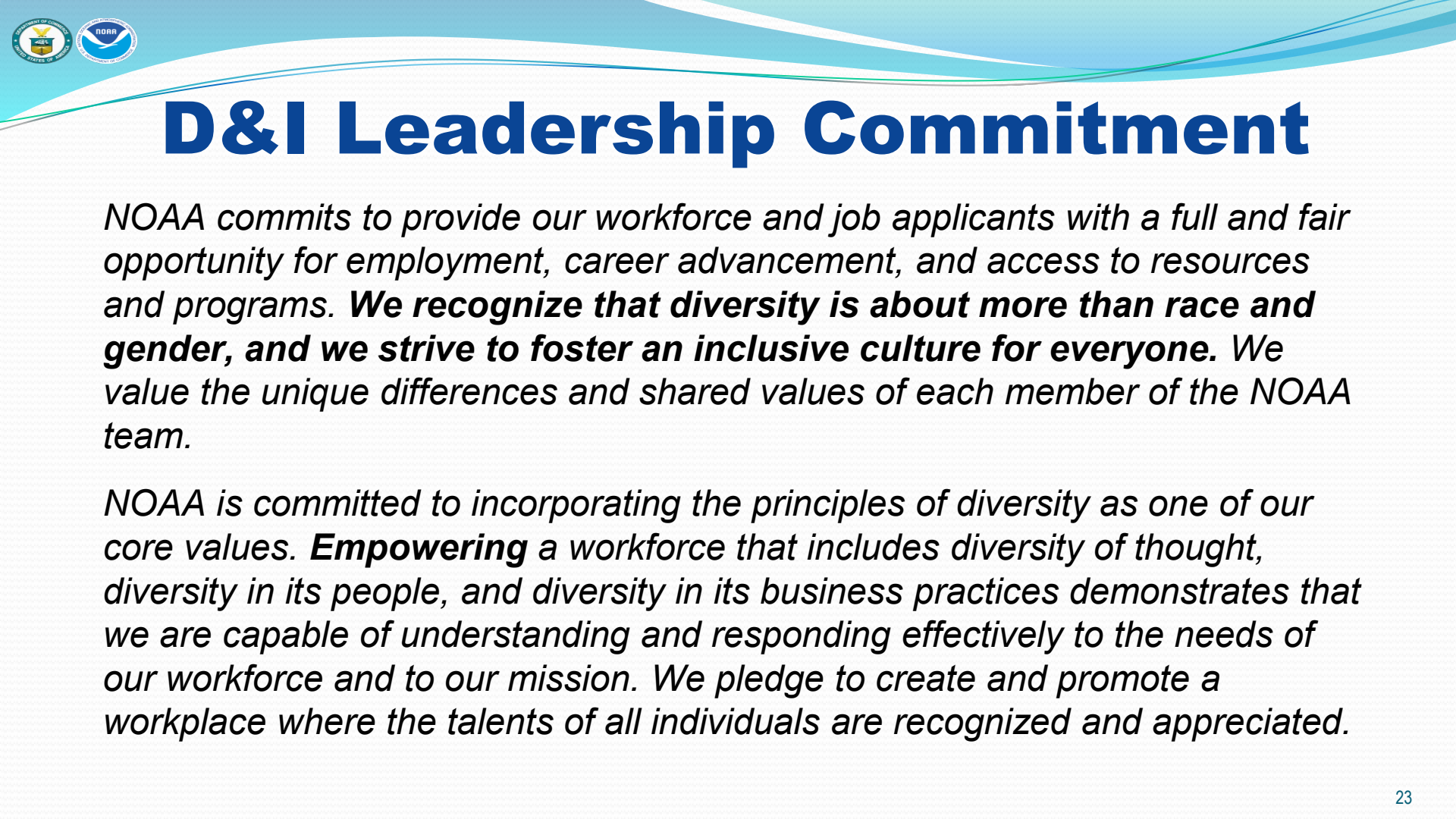
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Benjie Spencer



Education
religion or belief
values
beliefs
access
policy
race
fair
opportunities
class
justice
difference
anti-oppressive practice
sexual orientation
society
lebrate
youth work
ethnicity
isability
empowerment
equal
rights
gender
age
status
poverty
discrimination
diversity
equality
agency
legislation
norms
sex
work



D&I Leadership Commitment

*NOAA commits to provide our workforce and job applicants with a full and fair opportunity for employment, career advancement, and access to resources and programs. **We recognize that diversity is about more than race and gender, and we strive to foster an inclusive culture for everyone.** We value the unique differences and shared values of each member of the NOAA team.*

*NOAA is committed to incorporating the principles of diversity as one of our core values. **Empowering** a workforce that includes diversity of thought, diversity in its people, and diversity in its business practices demonstrates that we are capable of understanding and responding effectively to the needs of our workforce and to our mission. We pledge to create and promote a workplace where the talents of all individuals are recognized and appreciated.*



Diversity and Inclusion Policy

In Dr. Jacobs' Diversity and Inclusion Policy Statement, he emphasizes the significance of diversity and inclusion as vital components of organizational success. NOAA's efforts to create and sustain an inclusive workplace which is free of discrimination, harassment, and reprisal are aligned around three distinct goals:

Strategic Goal #1 – Workforce Diversity: *Recruit and attract a diverse, highly-capable workforce*

Strategic Goal #2 – Workplace Inclusion: *Build a work environment that promotes inclusion*

Strategic Goal #3 – Sustainability: *Build sustained and adaptive leadership commitment to a diverse and inclusive NOAA through accountability, data and education*



NOAA Turning Commitment into Action to Advance Diversity and Inclusion

Placing D&I as a high priority agency risk to be tracked by the NOAA Executive Panel (NEP);

Hiring an independent contractor to conduct a NOAA-wide assessment & review of current policies and procedures;

Ensuring that hiring panels within NOAA are diverse in race, gender, and age;

Mandating training for managers on Equal Employment Opportunity (EEO), Sexual Assault/Sexual Harassment (SASH), and Implicit Bias;

Creating a permanent NOAA Diversity, Inclusion, & Racial Equality Suggestion Box for the NOAA workforce;

Developing ways to increase the number of new hires from the Educational Partnership Program (EPP);

Increasing leadership's engagement with the newly established Employee Resource Groups (ERGs);

Increasing engagement in student outreach programs targeting underrepresented populations (e.g., Blacks in Government's high school student outreach programs); and

Identifying ways to increase internal/external opportunities in NOAA for advancement of members of underrepresented groups.



Stop killing us;
Our lives matter



Director, Office of Inclusion and Civil Rights - Kenneth Bailey



The NOAA Office of Inclusion and Civil Rights (OICR) was renamed and repositioned organizationally in 2019 to elevate the growing need for robust equal employment opportunity (EEO), diversity and inclusion programs to meet the needs of our federal employees, contract staff, prospective employees, and partners throughout the public and private sectors. Our work consistently ensures that NOAA is in full compliance with federal laws, Executive Orders, and departmental and agency directives. We make managing diversity and inclusion a business priority that is ingrained into NOAA's organizational culture. NOAA strives to be viewed as an "Employer of Choice" by leading in the areas of EEO, diversity and inclusion; and providing superior service and consultation to those in need.

<https://www.noaa.gov/organization/inclusion-and-civil-rights/about-office-of-inclusion-and-civil-rights>

Stand up and speak to the obvious truths in front of you. It is easier, when faced with shocking and startling revelations or problems or issues, to narrow your focus and concentrate on the things you can solve, letting others try to address the seemingly impossible challenges. To be a leader you have to be ready to shine a bright light on the challenges, acknowledge their power and impact, and get to work. Say the name – Voldemort! – don't be afraid of it.

Don't be afraid to admit what you don't know. We all have areas or moments where we are clueless on technical issues, market force uncertainties, unspoken race relations, or something else, and we all suffer from not knowing what you don't know. To be an effective and inclusive leader, you need to open communications and conversations to the many different voices on your team. You need to listen, but most important, be ready to respond and to act with conviction and commitment to insights wherever they come from.

Speaker's Closing Thoughts

"Diplomacy is the art of guiding the inevitable." In some ways that applies to all leadership, i.e., *"Leadership is the art of guiding the inevitable."* The hard part is identifying what is *the inevitable*. Leaders, after a great deal of work, i.e., not by accident, will have a sense of the inevitable and they will help guide us there.

"Inevitable", leaders also have to be ready to *"Turn and face the strange"* (to quote David Bowie). While I am thinking in particular of science (and the role of science leadership), surprises will emerge in most situations - even in the course of best laid out plans. We need to be ready to spot the unexpected and work it into our next steps. A corollary is the value of serendipity ("happy accidents") and knowing when changes are required.

"Leadership is not a big deal, it's a bunch of little ones". [Note: this can apply to many other situations, e.g., parenting, marriage, etc.] Perhaps there are good exceptions, but I believe leadership occurs as a cumulative process rather than as an event. It builds on sustained actions and precious moments that we mustn't miss. While these "little things" may seem small, in the end they are all important.



Speaker's Closing Thoughts

First, we are indeed in extraordinary times but this country has been through such times in the past, including wars, financial collapse, terrorism, and even pandemic. In every time, leaders have been sought and have been found to see the country through the challenges.

This period is uniquely challenging. We are a nation at war, however "low-key" that war is for the average person. However, to add to that, we are in the midst of a cascade of events with the pandemic first, followed by the financial crisis, and now civil unrest sparked by inequality and injustice in society at large. It takes not just one but a host of strong leaders to rise and address the situation in which we find ourselves.

I think leaders are characterized not only by clear thinking with respect to what is happening, but also by taking a long view of the situation and keeping the needs of the people at the front of their thoughts. Managing the mission but ensuring that the workforce is kept informed is critical. Good communication requires listening to people, not being afraid to admit you don't have all the answers and, if you make a mistake, making sure you let people know we are all in this together and will find solutions to whatever is needed. I think the characteristics of good leaders don't change in a time of crisis, but the greatest ones succeed by keeping the long-term goal in mind, communicating that goal, and keeping people moving forward together to meeting it.

- Be curious about what others are doing.
- Look for ways to connect with them.
- Think about issues and how to solve them.
- Reach out and connect with colleagues across NOAA, across the country and around the world.
- The work we are doing at NOAA is so important and so pressing that it needs to be done in partnership across NOAA, with other agencies and other countries.

All in: dedicate yourself to your people, mission, and organization.

All good: stay positive and always find a way to yes.

All for one: treat everyone as a member of the team.

Having the knowledge, confidence, means, and ability to do things to make decisions for the good of the organization

Sharpen your inherent characteristics of leadership:

Presentations Communication Ability to motivate Listening Being objective	Transparent Enthusiasm Integrity Respect
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THANK YOU!

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weather.gov