

NOAA REPORT



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August 1994

First Albatross Sighting in Sanctuary:

The first recorded sighting of a light-mantled sooty albatross in the Northern Hemisphere was made in the Cordell Bank National Marine Sanctuary, about 30 miles west-southwest of Bodega Head. The rare albatross was discovered during an off-shore birding cruise on July 17, above water 525-feet deep. As this species has never been documented north of 20 degrees south latitude anywhere in the world, the bird may have hitched a ride on a ship. The albatross was observed for about a half-hour, and seemed to be in good condition.

Latest Statistics on U.S. Fisheries

Available: *Fisheries of the United States, 1993*, a NMFS annual report, is now avail-

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able from the U.S. Government Printing Office.

The report provides statistics related to commercial and recreational fisheries. The data provided has proven to be a vital tool for industry and government management of fisheries. Covering a wide range of issues related to the industry, the report includes statistics on commercial and recreational landings, world fisheries, processing, import/export, supply, employment, consumption and prices.

To obtain a copy of *Fisheries of the United States, 1993*, send your request for stock order number 003-020-00164-5, along with a check or money order for \$9.00 per copy, to the Superintendent of Documents, U.S. Government Printing Office, Washington, DC 20402. To order by phone with a credit card, call the GPO at (202) 783-3238. You may also fax your order to the Superintendent at (202) 512-2250. Indicate your credit card number on your faxed order.

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NOAA administrator D. James Baker marked his one-year anniversary as the head of the environmental agency with a speech to employees at the Silver Spring Metro Center campus.

Baker Marks First Year in Office

A Year in the Life of NOAA

It has indeed been a year full of challenge and a year full of reward for the National Oceanic and Atmospheric Administration. Since Dr. Baker's arrival in May 1993, NOAA has become home to the Office of Sustainable Development, the Global Learning and Observations to Benefit the Environment (GLOBE) program, and is the agency spearheading the tri-agency satellite convergence effort. In addition to these new components, NOAA has continued to oversee the modernization of the National Weather Service and address the devastating collapse of a variety of groundfish stocks in both the Northeast and Northwest.

"NOAA can be a tough agency to get a handle on because of the diversity of issues we deal with every day," said Baker. "But I believe that is a source of much of our strength as an agency, and I believe our diversity will make NOAA a key environmental player in the future."

Recent polls may bear out Baker's prediction. While the economy is still a top priority, concern about the environment continues to grow. A recent survey shows people believe the economy will improve, but the environment will not.

The same poll shows a recognition of the importance of the concept of sustainable development, which seeks to build a bridge between the environment and the economy.

Environment Linked to Economy

"People are beginning to see the link," said Baker. "Especially in a resource-based economy, we're realizing that we can't use up all our materials today and still expect to have anything

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Baker Marks First Year at Helm of NOAA

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left upon which to build our economy tomorrow.”

Baker cited the importance of sustainable development in a recent talk to NOAA employees on the anniversary of his first year in office. Baker believes that sustainable development will replace military security as the “paradigm of the 21st century.” Of course, he continued, there will be winners and losers in the government agency process. Baker predicted that NOAA will be one of the winners, since the agency sits at the junction between environmental science and environmental and economic policy.

A good example of sustainable development and how it can work is found in the Northeast fishing communities. Faced with the collapse of more than half a dozen fish stocks, the Northeast was immobilized by the crisis. Strict but necessary new regulations were being implemented at the same time. Baker detailed to his audience how, at the time of debate on what to do next, NOAA and the Department of Commerce were able to secure \$30 million in economic assistance to help the devastated communities.

“What we’ve learned,” said Baker, “is that in order to get fishing communities fully supportive of conservation measures, economic support is required for their survival. This is a classic case of sustainable development: science tells us how to conserve, the economics tell us how to help the communities.” The lesson is now being applied in the

Northwest as well, where fishermen are facing unprecedented low runs of a variety of salmon. A package of \$15 million will assist fishermen in Washington and Oregon.

Fisheries aren’t the only example of marine life at the center of the sustainable development dialogue. Whales and whaling policy took center stage recently

Beach, while North Carolina contended that taking water from Lake Gaston would have a negative impact on the coastal habitat of fisheries in Albermarle Sound.

Since NOAA has the responsibility to protect the coastal environment while coastal development is taking place, there was a great interest in seeing the case put to a legal test. A scientific study

“I never imagined life as the Department of Commerce’s Under Secretary for Oceans and Atmosphere could be so challenging and yet so rewarding.”

—Dr. D. James Baker

at the annual meeting of the International Whaling Commission. As the official U.S. Commissioner, Baker said he was faced with a variety of issues, from the creation of a whale sanctuary in the Antarctic to requests from Japan and Norway to resume limited whaling of non-endangered species of whales.

“While we did not approve the commercial whaling request,” Baker recounted, “we did get approval of a scientific plan which will be used to tell us how many whales could be taken from a given group in order to maintain a sustainable population. The moral of the story here is that we need to have progress on parallel fronts in order for there to be sustainable resources. We did that by establishing conservation rules in approving the Antarctic whale sanctuary, and also by approving a scientific plan under which some whaling could take place.”

But science cannot take place in a vacuum. There are processes and procedures at local, state and Federal levels that have a great impact on how sustainable development might take place. Baker pointed out a recent legal decision involving Lake Gaston, which straddles Virginia and North Carolina, as an example of how interstate consistency can impact sustainable development. The two states had been involved in a lawsuit that was based on different needs for the water in Lake Gaston. Virginia wanted to use the water to support commercial development in Virginia

by the National Ocean Service was part of the legal evidence which showed that it was possible for development to take place in Virginia Beach without negatively impacting the sound.

“Along the way we were also able to get a better understanding of what has to happen to protect the Albermarle Sound area,” said Baker. “We’ve also learned that sustainable development requires both support for development and adequate understanding, so that as development proceeds, we know how to protect the environment.”

Protecting the environment is one thing...predicting it quite another. Few “acts of nature” have been as devastating both physically and emotionally as the Palm Sunday tornadoes earlier this year and the great flood of 1993. NOAA’s meteorological science plays an important role every day in the lives of every citizen. Daily weather forecasts tell people everything from what to wear to whether or not they need to make additional arrangements for child care. Specialized agricultural forecasts for frost and other potential crop damage help save farmers millions of dollars annually.

But meteorologists can only predict the weather, they can’t control it. That was certainly the case in Alabama on March 27.

Despite extra early warnings of tornadoes in the Goshen area, 62 were killed. They died because they did not

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NESDIS Honored by D.C. Schools: NESDIS has been recognized by the District of Columbia Public Schools as Partner of the Year for the District’s southern cluster of schools, one of six in the District. The award recognizes the volunteer efforts of more than 40 NESDIS employees who collectively volunteered more than 200 hours with students or teachers. The volunteers judged science fairs, made classroom visits, gave weather briefings, conducted field trips, and presented a seminar on interpreting satellite imagery.

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know they were in the tornado's deadly path. A simple device that costs less than a new pair of shoes could have prevented this tragedy. NOAA Weather Radios have been in homes and businesses around this country for nearly 25 years. Now, ensuring that these devices are in every home and business around the country is one of NOAA's priorities.

"None of the information that we have available is useful or practical unless we can deliver it in a timely fashion to those who need it," said Baker. "We need the full range of capabilities... observation systems, research, warning delivery systems, and an Administration that is willing to find adequate funding. This is the protection of lives and property side of sustainable development."

The Midwest floods present another serious challenge for both science and policy. NOAA is investing more resources into weather research to help find additional ways of predicting rainfall and the impact it will have. The Water Resources Forecasting System (WARFS) plays an important role in this quest. But Baker pointed out there is also a need to look at the big picture, including the short-term impacts of long-term global change.

One important component of global change is El Niño-Southern Oscillation (ENSO) forecasting. The onset of El Niño conditions leads to changes in tropical wind patterns and warmer ocean temperatures that can result in everything from floods to droughts around the world.

"The proper use of ENSO forecasting can tell us many things," said Baker, "from how fisheries stocks might be impacted to which crops to plant in tropical countries. Millions of dollars are at stake. We have seen through ENSO forecasting that long-term global modeling can have a dramatic impact on the economies of today and tomorrow."

Another area of NOAA's mission that will have a dramatic impact on the economies of today and tomorrow is the convergence of the nation's three agencies that have an interest in satellite technology. NOAA, NASA and the Department of Defense all use satellites for different purposes. Under the program approved by President Clinton earlier this year, the three agencies will



Dr. Baker is sworn in as NOAA administrator by Elizabeth Stroud, Commerce director of personnel.

begin working together to launch fewer satellites designed to meet a variety of needs instead of a variety of satellites designed to meet only a few needs.

"Estimates show savings of \$300 million by the year 2000, and more than \$1 billion over the life of the program," Baker pointed out. "We will eliminate redundant systems and planning, and the close cooperation of the three agencies will make each one work better. This is an example of how good science and good policy can work to make us more effective in both the short and long term."

The marriage of science and policy is a concept that gets strong endorsement from Baker. "It is critical, especially in the realm of sustainable development,

that our science is used to support good policies. We have seen many ways that we, as a scientific agency, can have a positive and proactive impact on planning for a strong and healthy economic future."

Baker said one of his main goals as Under Secretary for Oceans and Atmosphere is to educate people about NOAA and its multi-faceted mission. "Every day, in some way, at least one aspect of NOAA and its mission touches the life of every citizen in the country," said Baker. "When my term as NOAA's Administrator is over, I will feel successful only if we have made great strides toward increasing the awareness of NOAA and the importance of its mission." ☺

Sea Treaty Will Enhance Marine Research

The Clinton Administration's endorsement of the Law of the Sea treaty will enhance the agency's ability to conduct research and protect the marine environment, according to D. James Baker, NOAA administrator.

"The legal framework of the treaty will enhance our Nation's ability to conduct marine research, oversee fishing off U.S. coasts and protect the marine environment," Baker said.

Coastal State Sovereignty

"The United States will benefit from the treaty's provisions for coastal state sovereignty in the 12-mile territorial sea, sovereign rights over fishing and

minerals in a 200-mile economic zone and its strong language against overfishing," Baker added.

U.S. government officials and industry leaders have sought to ensure that the mining agreement provides U.S. citizens with assured and nondiscriminatory access to ocean minerals and the United States with a voice in future decision-making commensurate with its economic interests. Without the amending agreement, the mining agreement portion of the treaty would create a massive new international bureaucracy that could limit production and mandate technology transfer. ☺

FOCUS ON

Diversity in NOAA and the Department of Commerce



From left to right, workshop participants Bob French (Shawnee); Jesse James, Jr., (Sioux); NWS assistant administrator Elbert "Joe" Friday, Jr.; and Preston Tone-Pah-Hote (Kiowa) discuss American Indian/Alaskan Native diversity issues.

The "severe underrepresentation" at higher grades of American Indians, Alaskan Natives, Asian Americans and Pacific Islanders within NOAA, and how to increase those numbers, was the focus of the third NOAA/NWS Diversity Workshop, held recently in Honolulu.

SILENT MINORITIES NO LONGER

This diversity workshop was characterized by a number of firsts—it was the first to be cosponsored by a university (the University of Hawaii), the first to include more than one ethnic group, and the first to be held in a city outside the Washington metropolitan area. One of the workshop's significant accomplishments was that its location enabled more than 60 employees in the Pacific Rim to actively participate.

Twenty-two of the 220 workshop participants were senior DOC and

Baker on Diversity: Dr. Baker's recent speech on diversity will be available on video from Public Affairs, on Internet, on the NOAA Tackboard, and in NOAA Report.

NOAA managers. They included Gloria Gutierrez, Assistant Secretary of Commerce for Administration; Elizabeth Stroud, Director of the Commerce Office of Human Resource Management; Diana Josephson, Deputy Under Secretary for Oceans and Atmosphere; Elbert "Joe" Friday, Jr., NWS assistant administrator, and nearly all the NWS senior executives; and Nancy Foster, NMFS deputy assistant administrator.

Asian Americans/Pacific Islanders and American Indians/Alaskan Natives make up a relatively small part of NOAA's workforce. According to Howard Grimmett, director of NOAA's Office of Civil Rights, as of December 1993, Asian Americans/Pacific Islanders constituted 3.1 percent of NOAA's workforce, while American Indians/Alaskan Natives made up 0.5 percent of it. Of all NOAA employees in professional "mission-related" occupations (all professional series in the 400, 800, and 1500 occupational groups), Asian Americans/Pacific Islanders constituted 3.3 percent, while American Indians/Alaskan Natives made up 0.2 percent.

As of December 1993, of the total

NOAA permanent workforce, grades GS-9 through GS-12, 2.9 percent were Asian Americans/Pacific Islanders, and 0.5 percent were American Indians/Alaskan Natives. As grades increase, the percentages decrease: Of the total NOAA permanent workforce, GS/GM 13-15, 3.2 percent were Asian/Americans, and 0.4 percent were American Indians/Alaskan Natives. In the Senior Executive Service, only 3.0 percent were Asian/Americans and only 0.7 percent were American Indians/Alaskan Natives.

Additionally, compared to other groups in NOAA, the Asian American workforce had the lowest percentage of "outstanding" ratings in 1993.

VISION STATEMENT

The tone of the workshop was set by the "vision statement" presented by workshop co-chair Nancy Huang, chief of NWS's Information Systems Section in Silver Spring. "To foster and sustain a unified and harmonious workforce where diversity is treasured as sources of strength and synergy," she said, "and where everyone is valued as a full and influential team member in accomplishing the mission of the organization."

Huang noted that the vision statement, derived from Secretary Brown's diversity policy statement, was presented to address the critical importance of *all* groups—not just those represented at the Honolulu workshop—working together if equity and peak productivity are to be achieved.

The workshop included a "Profiles of Success" panel discussion and an overview of results of two surveys—one targeted to Asian Americans/Pacific Islanders, the other targeted to American Indians/Alaskan Natives—that had been made prior to the workshop.

The core of the workshop consisted of working group sessions focusing on recruitment and retention, career development approaches, valuing diversity, and understanding and coping with perceptions.

Understanding and coping with perceptions can be particularly difficult, Huang said. Asian Americans/Pacific Islanders who are not native-born and who emigrated after their college or formative years, she notes, see language barriers as a serious problem. This is

further aggravated by cultural barriers. Many were raised in cultures where “silence is golden,” she added, or “modesty is a virtue”; verbal assertiveness, so prized in the American workplace, is alien to them.

BARRIERS LEAD TO STEREOTYPES

Huang also said these language and cultural barriers lead to faulty perceptions, which, in turn, lead to stereotyping and discrimination. People who do not speak or write English well may be seen as not very capable; people who do not speak out on issues have nothing to offer; consequently, such people have no

Brown on Diversity:

‘A Government That Looks Like America’

The following is an edited transcript of Commerce Secretary Ron Brown’s speech on diversity to Commerce Department employees last month.

Thank you very much for joining me on this timely and important occasion. As many of you know, I will present today an action program to promote greater diversity here at the Commerce Department.

I am committed to continuing the critically important task of building what President-Elect Bill Clinton called “a government that looks like America.”

I have asked that you join me today to acknowledge the initial efforts we already have made to achieve diversity at the Department of Commerce and to launch a new, more comprehensive commitment to diversity in the structure, culture and programs of this great department.

Diversity transcends race and gender, affirmative action and Equal Employment Opportunity. It must encompass a fundamental appreciation of one another and a respect for both our similarities and our differences. It must include a heartfelt respect, in attitude and in behavior, towards those of different race, gender, age, sexual orientation, ethnicity and those with disabilities—all the facets that make each individual the unique and precious resource that each of us is.

We have seen the extraordinary results that come from men and women of different races and backgrounds working together and sharing their knowledge and

potential for further career development.

Because of such stereotyping, Asian Americans/Pacific Islanders are often overlooked for career development and management training opportunities, thus reinforcing the faulty perception that they are not adequately qualified for management or leadership positions. The net result is that they often do not attain leadership or management positions, despite the fact that many of them are outstanding leaders in their communities outside of the workplace.

Workshop participants were very pleased with the results of the working group sessions.

“We focused on the severe underrepresentation of American Indians and Alaskan Natives within NOAA,” said Sylvia Bowles, a secretary with the Management and Planning Team, ASOS Program Office, Silver Spring. “We are beginning now to recruit and groom college students in order to maintain our representation within NOAA in the next 10 to 20 years. As a group of people, we have always maintained our close ties to Mother Earth and a holistic relationship between human beings and the environment. We would like to share our cultural perspectives and demonstrate *continued on page 6*

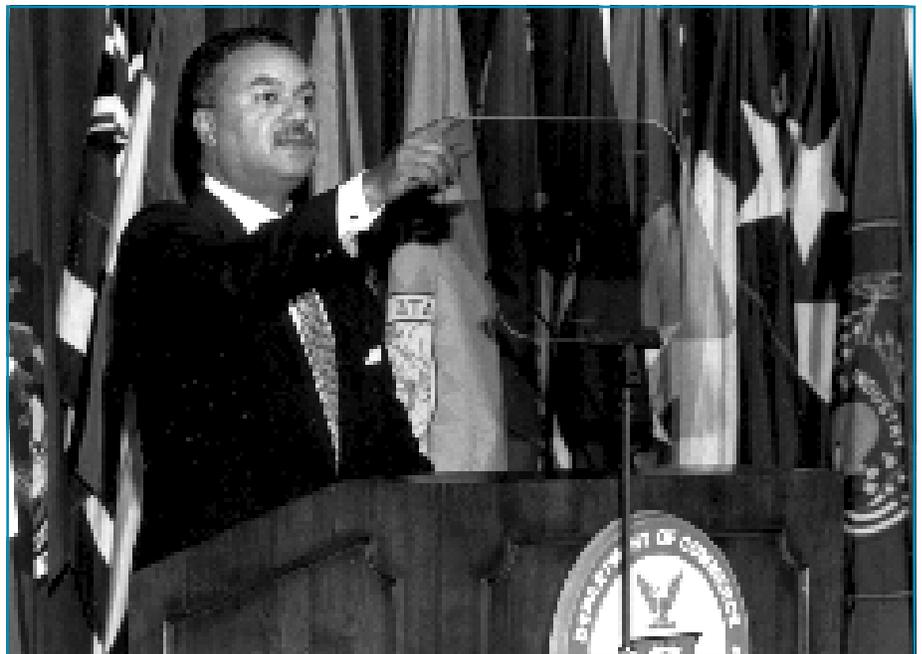
experience with one another. We have shown that a nation is not anything if it consists of each of us. It becomes great only when it consists of all of us.

As President Clinton has said, if we are truly to reach our Nation’s great potential, we must embrace the talent and creativity of all our Nation’s people.

All of us here today and our colleagues throughout the Department have a special opportunity and a pro-

found responsibility to stretch our minds and to increase our efforts—to think creatively and to act boldly to transform this venerable institution into a working example of diversity—a showcase for all to emulate and a goal for all to achieve.

Our special opportunity lies in our unique mandate. We are the Department of Commerce. Our mission is to promote economic growth. We are dedicated to ensuring *continued on page 7*



Commerce Secretary Ron Brown addressed DOC employees on diversity in the Hoover Building auditorium last month.

Diversity Workshop

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how valuable this relationship can be in the workplace setting as well as in our scientific approach to fulfilling our mission as an agency.”

ACTIONS RECOMMENDED

The workshop generated recommended plans of action for both management and employees regarding approaches to career development, understanding and coping with perceptions, understanding and valuing diversity, and recruitment and retention. To improve recruitment and retention, one recommendation is that management increase outreach activities through cultivating a working relationship with pertinent ethnic groups and enlisting their assistance in recruitment efforts, and

that employees should introduce NOAA to their own ethnic groups.

Another recommendation is to “create self-help programs designed to assist newcomers in better understanding the American culture, dominated by Eurocentric values, and the microcosm that is the workplace in NOAA,” said Kelvin Char, a member of the workshop’s Recommendation and Consolidation Team. “These programs would be useful in serving the role of ombudsmen for the agency and early warning sentries for future problems.”

One of the major goals of the workshop—to inform managers about the complexity and urgency of diversity issues for Asian Americans/Pacific Islanders and American Indians/Alaskan Natives—was clearly achieved.

FROM SKEPTIC TO CONVERT

“I went to the diversity workshop a

skeptic, but came back a convert,” said Leha Barkakati, a computer specialist in the AWIPS Systems Program Office, Silver Spring. “NOAA’s management, starting with Diana Josephson, showed genuine commitment to listen to the Asian/Pacific Islander and American Native community. We were surprised and impressed to find senior line officials such as Joe Friday of NWS and Nancy Foster of NMFS listening and participating in the working groups.”

Jesse James, Jr., an electronics technician supervisor at the National Reconditioning Center, NWS, Kansas City, agreed. The enrolled member of the Oglala Sioux Tribe, an employee of the government for 20 years (14 of those with NWS), said, “As a Native American, I have always felt that our management teams were ill-informed about problems concerning the recruitment, employment, and retention of my fellow Native peoples within the government. I think that the workshop conveyed some very important messages to those in positions of authority and management: that we are out there, that we are under-represented, and that we *can* make a difference in this organization, if given the same opportunities that others have been, and are now being afforded.”

Workshop participants felt that the cooperative, problem-solving, can-do spirit characterizing the workshop contributed to its success. “I was greatly relieved that seldom during the workshop did the discussions degrade to emotional outbursts against management,” said Carven A. Scott, a meteorologist with NWS’s Anchorage, Ak., Forecast Office. “I was especially struck by the near-consensus sentiment that individuals were not looking to place blame, but to inquire as to how to prepare themselves better to be competitive for promotion. I am confident workshop participants will take it upon themselves to transform the system from within.”

BEYOND SILENCE

“We wanted to go beyond being simply pegged as the silent minorities,” said workshop co-chair Roy T. Matsuda, a NWS meteorologist in Honolulu. “I think we accomplished that. Now we all have to make diversity work in a real sense...Just give us a level playing field to help achieve it.”

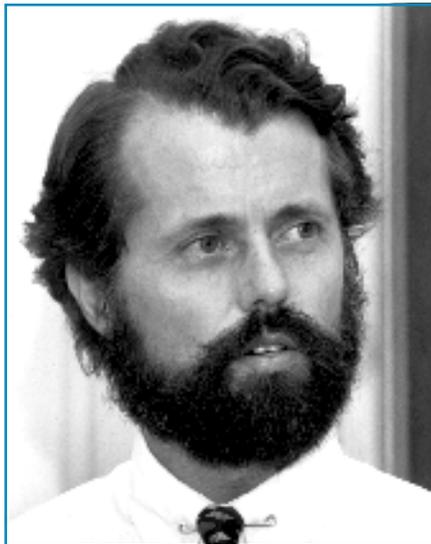
New Northwest Fisheries Director Named

William W. Stelle Jr., who has held high-level positions dealing with natural resource policy in the Executive branch and Congress for the past 13 years, has been named director of the Northwest regional office of the National Marine Fisheries Service in Seattle.

Stelle joins the fisheries service from his post as associate director for natural resources in the environmental policy office in the White House. At the White House, he managed a variety of national marine, clean water and natural resource issues, including those related to water resources, wetlands, public land management, forestry, fish and wildlife, and endangered species.

“While in various legislative and executive positions, Will Stelle has helped shape a decade of major environmental legislation and has worked most recently on critical Pacific Northwest issues, including the recovery of imperiled salmon stocks and the President’s Forest Plan,” said D. James Baker, NOAA administrator. “He brings to the fisheries service a remarkable breadth of knowledge and experience about natural resource issues involving the Northwest and the Nation.”

Stelle served as special assistant to



Northwest fisheries director William Stelle, Jr.

the Secretary of the Interior, and was formerly chief counsel to Rep. Gerry Studds, D-Mass., for the Committee on Merchant Marine and Fisheries and general counsel of its Subcommittee on Fisheries and Wildlife Conservation and the Environment in the U.S. House of Representatives. Additionally, he worked as staff counsel on the U.S. Senate’s Select Committee on Indian Affairs and Committee on Governmental Affairs. He has also held attorney-advisor positions with the Environmental Protection Agency.



Brown Announces Commerce Diversity Policy

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and enhancing long-term economic opportunity and a rising standard of living for all Americans.

And so we must ask ourselves, "What does America look like? Who are our workers, our managers, our consumers?" The short answer is that our Nation is becoming ever more diverse. More than half the U.S. work force now consists of minorities, and women. So-called "minorities" actually now form the majority of our population.

If this Department is to reflect the commercial face of America, we must increase the diversity of our workforce at all levels.

As our fate becomes increasingly intertwined with those of other nations, it is also important to consider what our world looks like. The American people's standard of living in the 21st century will be increasingly dependent on our commercial relationships not only with Europe, but with Africa, Asia, and South and Latin America.

If we are to compete and win in the global marketplace, we must use all of our human resources by creating a more diverse workforce that looks not only like America, but reflects the magnificent mosaic of our entire world. And let me remind you that we are the only nation in the world that truly reflects that mosaic. We are unique...

Diversity is first and foremost a moral imperative—but it also makes bottom-line business sense. If we are to champion economic growth at home, if we are to revitalize communities confronting economic dislocation and distress, if we are to greatly expand our trade with the nations of the world, if we are to continue as the world's most powerful economic engine, this Department must transform its own workforce in the years ahead.

We have started. But much remains to be done. Today, we make a new and deeper commitment.

Since the beginning of my tenure as Secretary of Commerce, I have been aware that there are within our Department—as there are elsewhere in our

entire Government and throughout our society—long-standing concerns and endemic structural problems regarding diversity issues.

A lack of minority representation at middle and senior management levels is a fundamental concern. For example, it is a fact that African Americans make up 19 percent of Commerce's 36,200 employees, but only seven percent of our GS 13-15 employees, and less than six percent of our SES employees. Commerce ranks 47th out of 58 agencies in the percentage of women in professional

Diversity 'must include a heartfelt respect, in attitude and in behavior, towards those of different race, gender, age, sexual orientation, ethnicity and those with disabilities...'

positions, with women representing 46 percent of our total employees but only 13 percent of our SES employees. When we subtract the number of women political SES appointments I have made, the number drops to less than 10 percent. And disappointingly, we rank last in the percentage of Hispanic employees, and a glass ceiling exists for Asian American employees. We must do better!

It is clear that there are difficulties with the EEO process, and insufficient opportunities for upward mobility. These obstacles hurt and weaken the Department. For the first time in the history of the Department of Commerce, we have tried to deal with such concerns comprehensively and tangibly. The process has been inclusive.

Now we are ready to act. Career and political employees have come together under my direction to create a plan for confronting these challenges. Following appropriate consultation regarding any matter covered by union agreement, I intend to proceed with full implementation of this comprehensive initiative.

The initiative we have developed reflects the views of virtually all levels of our Department. We have performed both a statistical and a factual analysis of the present situation. I have met with a variety of groups to hear their views and

consider their recommendations. And, we have begun consultations with our two national unions and want to solicit their input and involve them in a partnership.

Our diversity initiative consists of seven basic policy tenets. They are as follows:

☐ **Inclusion.** Diversity at all levels of the Department of Commerce is a priority of President Clinton and of mine. Diversity means the inclusion of all employees, regardless of race, gender, color, religious belief, age, disability or sexual orienta-

tion. All employees are valued for their contributions to the Department.

☐ **Opportunity.** Through recruitment and promotion at all levels, the Department will create and broaden opportunities for an increasingly diverse workforce. The Department will establish aggressive career development programs to ensure that a diverse pool of qualified candidates is available for all job opportunities.

☐ **Comprehensiveness.** Diversity will be taken into consideration in every aspect of the business of Commerce—in training, seminars, procurement, in our grant process, in trade missions, regulatory work, business liaison and in every other program area of the Department.

☐ **Accessibility.** All employees are entitled to transparent, fair and timely processing of their complaints. DOC's administrative grievance procedure will be strengthened immediately.

☐ **Training.** The Department will require all managers to participate in training on DOC's diversity policies and conflict resolution techniques.

☐ **Management.** Diversity is a management issue. Therefore, to ensure accountability, each manager will have a diversity critical element added to his or her performance plan. The element will set forth the criteria by which the

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Brown Addresses Employees on Diversity

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manager will be evaluated including, but not limited to, the proactive recruitment, training and career development of qualified employees and diversification of Department program areas.

□ Evaluation and Communication.

The Department will establish a Diversity Council which will have the responsibility of monitoring the implementation of diversity policies and programs, evaluating their effectiveness and facilitating communication on a continuing basis throughout the Department about our diversity initiatives. Each bureau will be represented. The Council will be chaired by a new Deputy Chief of Staff.

We believe this policy will bring increased opportunity and real diversity to our Department. We do not imagine it is a panacea, but rather an important first step. We know that if this policy is to work, the commitment of every person at every level of Commerce is essential. It will require effective, continual communication and cooperation.

During the next 120 days, I expect that our senior managers will have completed diversity training, that the diversity critical element will be in place, that proposed action plans will be received from the bureaus to diversify our program initiatives, and that I will receive a full report on the steps the Office of Civil Rights and the Diversity Council have taken to implement all of the initiatives I have outlined today.

This policy will mean real change and I am not unaware that it might well create a certain level of anxiety among some members of our Commerce team.

Such concerns are natural, but they cannot impede our determination nor will we let them.

This Department is filled with many talented people whose commitment and important contributions are respected and appreciated. We seek not to exclude but rather to expand the circle...to recognize and reward talented individuals who may have been overlooked or unnecessarily left behind. I am confident

that you will join me in helping to change a structure that is not working at full capacity because it is not yet using our full human potential.

I am heartened by the feedback I already have received from the employees of this Department.

Only by working together, with respect and dedication and commitment, can we construct a greater Department of Commerce, and effectively serve the people and the President.

We must never cease working towards our goal, but we will also need to be patient. Our actions will be implemented rapidly but fairly, and incrementally. And when we look for progress we will find it: real, tangible progress accumulating every day. We have come far already: we have listened, we have studied, and now we are acting. This moment is not so much the beginning as the continuation of a process already showing tangible results. Expansion, inclusion, opportunity is not a zero sum game.

If we are to succeed, we must learn not to think in terms of "us" and "them," but of "we." Diversity is not about privileging one individual or group at the expense of another; it is about creating an environment that is a level playing field for all, benefiting everyone and paving the way to excellence.

If we are to succeed, diversity should be embraced and perceived as an opportunity rather than as an obstacle; our differences as sources of enrichment rather than as barriers. Just as trade with other nations allows us to enjoy benefits of differences among countries, diversity within the Commerce Department allows us to reap the benefits of differences among people.

If we are to succeed, we must come to understand fully that diversity is the key to the future success not only of the Department of Commerce but of our Nation. As the late author Ralph Ellison wrote: "America is woven from many strands. I would recognize them and let it so remain. Our fate is to become one and yet many."

I intend for us to succeed. I intend for this Department to become a model for our Government—and the fulfillment of both the promise of this Administration, and the promise of America. ☺

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Last year's edition of the report, *Fisheries of the United States, 1992*, may also be obtained from the GPO, for \$8.50 per copy. Request stock order number 003-020-00163-7.

Since 1949, the Fisheries Statistics Division of the fisheries service has been compiling data and reporting it annually to assist government and industry in making sound fishery management and business decisions.

\$9 Million in Grants for Northeast Fishing Industry: Commerce Secretary

NEWS BRIEFS

Ronald H. Brown has announced that \$9 million in grants will be made available to Northeast fishing communities. This initiative is part of the \$30 million federal program announced by Secretary Brown on March 21.

"These grants... demonstrate the Clinton Administration's commitment to effectively providing the resources necessary for the fishing industry's revitalization," Secretary Brown said.

"Combined with other forms of financial assistance, the grants will help ensure the future health of the fishing industry in New England," said Douglas Hall, NOAA's deputy administrator. ☺

NOAA Report is a monthly publication for NOAA employees from the NOAA Office of Public Affairs, Washington.

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