

**The U.S. Office of Personnel Management  
Asian Americans/Native Hawaiian or Other Pacific Islanders Action Plan**

Executive Summary

The U.S. Office of Personnel Management's (OPM) mission is to recruit, retain, and honor a world-class workforce to serve the American people. We seek to help agencies hire the best, respect the workforce, expect the best, and honor service by leading the way in making the Federal government the model employer and, in doing so, become the model agency. In addition, as the principal government agency charged with overseeing the merit-based civil service, OPM is working with other agencies to establish the Federal workforce as a government of the people, by the people and for the people that fully embraces the diversity of our people.

In February 2010, OPM created the Inter-Agency Work Group on Diversity and Inclusion (Work Group), which consisted of 45 Federal employees, themselves of diverse backgrounds, positions and experiences, representing 30 agencies. As a result of this effort, the Work Group developed 37 strategies with the intent of increasing diversity, equity and inclusion in Federal service. The Work Group also developed the following definition of diversity and inclusion:

We define diversity in its broadest sense to include all the similarities and differences that make individuals unique and America richer. This includes the broad spectrum of characteristics including but not limited to race, color, ethnicity, national origin, gender, age, religion, language, disability, sexual orientation, gender identity, socioeconomic status, family structures, geographic differences, diversity of thought and life experiences. Inclusion is creating a culture that encourages collaboration, flexibility, and fairness, and leveraging diversity throughout the organization so that all individuals are enabled to participate and contribute to their full potential.

Based on that definition, the Work Group tailored their efforts toward creating an inclusive model in which all groups were considered in the many strategies. With respect to Asian Americans/Native Hawaiian or Other Pacific Islanders (AA/NHOPI) communities, various strategies of particular interest, such as addressing the perception of a "glass ceiling" and entry into the Senior Executive Service and Senior Pay Level, were developed.

The Work Group designed the strategies to help other Federal agencies achieve their missions and produce superior results. The strategies are presented in an order that follows the lifecycle of a Federal employee. The "Workforce Diversity" strategies concentrate on improving the Federal hiring process by conducting recruitment and hiring that reaches all segments of society. This includes working closely with colleges and universities, including AA/NHOPI Serving Institutions, as well as affinity groups like Federal Asian Pacific American Council (FAPAC) and Asian American Government Executives Network (AAGEN). The "Workforce Inclusion" strategies focus on employee retention through training and work-life initiatives. With respect to employee training and development, the Work Group considered the various institutional barriers that may contribute to the perception of a glass ceiling for AA/NHOPIs, as it developed these strategies. The "Accountability and Ownership" strategies aim to provide the necessary tools and

resources for employees to engage and perform at the highest levels while holding agency heads, managers and supervisors, and employees accountable for valuing diversity and the inclusion of each agency's workforce. Finally, the "Competency in Diversity and Inclusion" strategies are designed to promote cultural competency throughout the Federal government in all human resources-related training and educate and train employees and supervisors on diversity and inclusion principles. Combined, the strategies are intended to facilitate engagement and satisfaction as the individual moves from applicant to Federal employee. As a result of the Work Group's strategies, the White House has developed an interest in forming a government-wide diversity and inclusion structure. OPM awaits further guidance.

OPM also has various other initiatives, which were designed to improve the federal hiring process for everyone. These include:

- Hiring Reform (resume based applications and the elimination of essays at the initial application stage);
- Veterans Hiring Initiative;
- Executive Order on Hiring and Retaining People with Disabilities in the Federal Government;
- The Telework Initiative; and
- Redesigning Student Pathways into the Federal government.

Finally, OPM recently placed emphasis on two OPM Offices. First, we created a government-wide Office of Diversity and Inclusion (ODI) that will report directly to OPM's Deputy Director Christine Griffin. This Office, led by Veronica Villalobos, ODI Director, is responsible for leading the diversity and inclusion effort to develop, drive and monitor strategies and initiatives designed to encourage and sustain a diverse and inclusive Federal workforce. Second, in an effort to examine the Senior Executive Service (SES) and Senior Pay Levels, OPM has re-energized the Executive Resources and Employee Development Office. Steve Shih, Deputy Associate Director, recently joined OPM to lead this Office, which is responsible for the development of policies, products and services to support SES, as well as training and development programs.

For OPM to lead by example, we must effectively implement our own initiatives. As such, we have examined our workforce to determine areas in which we can improve and fully engage our employees. Part of this process has included a review of our own AA/NHOPI data. As of December 2010, Asian Americans made up 5.30% of Federal government employees and NHOPIs made up .38%. At OPM, however, Asian Americans made up 2.76% of our permanent workforce and NHOPIs made up .40%, with Asian Americans representing 3.45% of SES positions at OPM. In our Action Plan, you will find that we have developed various strategies to engage with AA/NHOPI communities and to develop and advance OPM employees of AA/NHOPI ancestry.

Becoming diverse and inclusive is not an exercise that takes place in a day, a week, or even a month, but instead evolves over time. OPM will continue to help agencies as they strengthen efforts to create a world-class workforce to serve the American people.

# GOVERNMENT-WIDE STRATEGIES FOR ASIAN AMERICAN/NATIVE HAWAIIAN OR OTHER PACIFIC ISLANDER (AA/NHOPI) COMMUNITIES

## **GOAL 1: Increase the recruitment, career development, advancement of AA/NHOPIs in the Federal Government**

**Objective 1.1:** Increase the number of qualified Asian Americans/Native Hawaiian or Pacific Islanders (AA/NHOPI) applying for a wide variety of jobs throughout the Federal Government, with an emphasis on supervisory and management positions. Currently, Asian Americans represent 5.3% of the Federal workforce and NHOPIs represent .38% of the Federal workforce, with the majority on Asian Americans in GS-14 and GS-15 positions. However, closer analysis reflects that Asian Americans represent 2.96% of the SES and NHOPIs represent .10% of the SES, with AA/NHOPI representation in First-level, Mid-level, and Senior-level management positions remaining below expected percentages as well.

Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
1. Develop a plan to increase applicant flow and pools for mission critical, supervisory and management positions.	Years 1-2	The Office of Diversity and Inclusion (ODI) will coordinate efforts with appropriate OPM Offices. Contact: Veronica Villalobos, ODI Director, (202) 606-7992.	<ul style="list-style-type: none"> <li>a. Guidance to agencies on use of collection and use of applicant flow data developed.</li> <li>b. Applicant flow data is collected and analyzed.</li> <li>c. Recruitment and hiring patterns/trends for AA/NHOPIs are monitored and analyzed.</li> <li>d. Recruitment activities are developed in coordination with Federal agencies, the Federal Equal Opportunity Recruitment Program (FEORP) Report and Management Directive 715.</li> </ul>
2. Develop strategic partnerships with 2-year and 4-year Asian American Pacific Islander Serving Institutions (AAPISIs), including those that serve NHOPIs, as well as trade schools, and apprentice programs. ( <a href="http://www2.ed.gov/about/inits/list/asi-an-americans-initiative/aanapisi.html">http://www2.ed.gov/about/inits/list/asi-an-americans-initiative/aanapisi.html</a> )	Years 1-2	See above.	<ul style="list-style-type: none"> <li>a. Relationships established with at least 50% of AAPISIs, including those that serve NHOPIs, by 2011.</li> <li>b. Relationships established with at least 75% of AAPISIs, including those that serve NHOPIs, by 2012.</li> <li>c. MOU with Department of Education regarding AAPISIs, including those that serve NHOPIs.</li> </ul>
3. Conduct outreach with and develop partnerships with AA/NHOPI affinity groups for guidance and support.	Year 1	See above.	<ul style="list-style-type: none"> <li>a. Outreach plan developed.</li> <li>b. List of partnerships generated.</li> <li>c. Relationships developed through ongoing communication.</li> <li>d. Communities of practice are developed for use by affinity groups and Special Emphasis Program Managers who with AA/NHOPIs.</li> <li>e. Mentoring programs are developed through affinity groups.</li> </ul>
4. Elevate Federal civil service and ensure that agency messaging is reaching all segments of society.	Year 1	See above.	<ul style="list-style-type: none"> <li>a. Media strategy developed.</li> <li>b. Media strategy implemented and documented.</li> <li>c. Guidance provided to agencies on publicity and outreach campaigns with an emphasis on presenting diverse and inclusive images of AA/NHOPIs.</li> </ul>
5. Coordinate outreach and recruitment efforts across agencies to maximize efforts to recruit diverse applicant pools.	Year 1	See above.	<ul style="list-style-type: none"> <li>a. Develop standing registers for specified occupations such as human resources, professionals, administrative professionals, etc.</li> <li>b. Develop a comprehensive list of recruitment resources for virtual recruitment.</li> </ul>

**Objective 1.2:** Increase participation rate of AA/NHOPIs in innovative internship, fellowship, and work-study programs.

Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
1. As part of the strategic plan, partner with AAPISIs, as well as AA/NHOPI national and community-based groups to support and increase awareness of the Student Pathways Program.	Years 1-2	See above.	<ul style="list-style-type: none"> <li>a. Outreach plan developed.</li> <li>b. List of partnerships generated.</li> <li>c. Dissemination of information regarding Student Pathways Program.</li> </ul>

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**Objective 1.3:** Increase the number of AA/NHOPIs in Senior Executive Services (SES), supervisory and management selection pools. Currently, the number of AA/NHOPIs serving in the SES and holding a supervisory and/or management position is lower than expected based upon their participation in the Federal Workforce. *See Objective 1.1.*

Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
1. Identify additional recruitment sources to increase the applicant pool of qualified AA/NHOPI SES candidates and create communities of practice.	Years 1-2	See above.	<ul style="list-style-type: none"> <li>a. Consult with AA/NHOPI communities, professional, and affinity groups for assistance in identifying new recruitment sources.</li> <li>b. Review census and other data to determine where Asian Americans, Native Hawaiians and other Pacific Islanders are highly concentrated.</li> <li>c. Develop list for use by communities of practice.</li> </ul>
2. Increase recruitment of AA/NHOPIs in supervisory feeder pools.	Years 1-2	See above.	<ul style="list-style-type: none"> <li>a. During the fiscal year, conduct two outreach/recruitment events aimed at the AA/NHOPI communities, explaining the SES application process.</li> <li>b. Conduct additional outreach/recruitment events directed toward the AA/NHOPI communities.</li> </ul>
3. Design a Promotion Review Opportunity Program to Elevate Leaders (PROPEL) for mission-critical occupations to examine employees' employment information, develop potential leaders and ensure that a diverse cadre of managers and supervisors is being prepared for workforce.	Years 1-2	See above.	<ul style="list-style-type: none"> <li>a. Conduct research on similar corporate programs.</li> <li>b. Develop guidance for agencies' implementation.</li> <li>c. Promote mentoring programs and opportunities.</li> </ul>

**Objective 1.4:** Ensure responsibility for workforce diversity, inclusion and equal employment opportunity in all levels of the Federal Government.

Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
1. Ensure that all SES members, managers, supervisors and employees throughout each agency have performance measures in place to monitor the execution of the agency's strategic plan, which includes diversity and inclusion strategies.	Years 1-2	See above.	<ul style="list-style-type: none"> <li>a. Strong policy commitment and direction from the agencies' top leadership and employees.</li> <li>b. EEO, diversity, and inclusion inserted as critical performance elements in performance plans for all SES, managers, supervisors and employees.</li> <li>c. Diversity, equity and inclusion strategic plans connected to agency strategic plans.</li> <li>d. Competency training for SES, managers and supervisors developed.</li> <li>e. Develop guidance for employees on diversity, equity and inclusion.</li> </ul>
2. Develop an agency-wide diversity and inclusion strategic plan through the coordination of the Chief Diversity Officer, the Chief Human Capital Officer, and the EEO Director.	Year 1	See above.	<ul style="list-style-type: none"> <li>a. Develop guidance for agencies implementation.</li> </ul>
3. Establish an interagency Council on Diversity and Inclusion.	Year 1	See above.	<ul style="list-style-type: none"> <li>a. Usher the Council through the process for the development of the Government-wide strategic plan on diversity, inclusion and equal employment opportunity.</li> </ul>

## GOVERNMENT-WIDE STRATEGIES FOR ASIAN AMERICAN/NATIVE HAWAIIAN OR OTHER PACIFIC ISLANDER (AA/NHOPI) COMMUNITIES

### **GOAL 2: Increase the recruitment, career development, advancement of AA/NHOPI s in the U.S. Office of Personnel Management**

**Objective 2.1:** Increase the number of qualified AA/NHOPIs applying for a wide variety of jobs at OPM. Currently, Asian Americans represent 2.76% of OPM’s workforce and NHOPIs represent .40%. However, Asian Americans represent 5.3% of the Federal workforce and NHOPIs represent .38%.

Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
1. Develop a plan to increase applicant flow of AA/NHOPIs for mission critical occupations.	Years 1-2	The Office of Human Resources (OHR) will coordinate efforts with appropriate OPM Offices. Contact: Mark Reinhold, Deputy Associate Director for Human Resources, (202) 606-0299.	a. Applicant flow data is collected and analyzed. e. Recruitment and hiring patterns/trends for AA/NHOPIs are monitored and analyzed. f. Recruitment activities are developed consistent with the Federal Equal Opportunity Recruitment Program (FEORP) Report and Management Directive 715.
2. Develop strategic partnerships with a minimum of three 4-year Asian American Pacific Islander Serving Institutions (AAPISIs), including one that serves NHOPIs. <a href="http://www2.ed.gov/about/inits/list/asian-americans-initiative/aanapisi.html">http://www2.ed.gov/about/inits/list/asian-americans-initiative/aanapisi.html</a>	Year 1	See above.	a. Relationships established by 2011. b. MOU developed with three 4-year AAPISIs by 2011.
3. Conduct outreach and develop partnerships with AA/NHOPI affinity groups for guidance and support.	Year 1	See above.	a. Outreach plan developed. f. List of partnerships generated. g. Relationships developed through ongoing communication.

**Objective 2.2:** Increase the number of AA/NHOPIs in Senior Executive Services (SES), supervisory and management selection pools at OPM. Currently, the number of Asian Americans serving in OPM’s SES is 3.45% with no NHOPIs serving at this level.

Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
1. Identify additional recruitment sources to increase the applicant pool of qualified AA/NHOPIs SES candidates.	Years 1-2	See above.	a. Consult with AA/NHOPI communities, professional, and affinity groups for assistance in identifying new recruitment sources.
2. Increase recruitment of AA/NHOPIs in supervisory feeder pools.	Years 1-2	See above.	a. During the fiscal year, conduct two outreach/recruitment events aimed at the AA/NHOPI communities, explaining the SES application process.
3. Design a Promotion Review Opportunity Program to Elevate Leaders (PROPEL) for mission-critical occupations to examine employees’ employment information, develop potential leaders and ensure that a diverse cadre of managers and supervisors is being prepared for workforce planning.	Years 2-3	See above.	a. Conduct research on similar corporate programs. b. Develop guidance for agencies’ implementation. c. Promote mentoring programs and opportunities.