

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

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**Federal Equal Opportunity  
Recruitment Program (FEORP)  
for Fiscal Year 2012**

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**Report to the Congress**

*a New Day for Federal Service*



UNITED STATES OFFICE OF PERSONNEL MANAGEMENT  
January 2014

## **A MESSAGE FROM THE DIRECTOR OF THE U.S. OFFICE OF PERSONNEL MANAGEMENT (OPM)**

I am pleased to submit the annual Federal Equal Opportunity Recruitment Program (FEORP) Report for Fiscal Year (FY) 2012 to Congress. Prepared in accordance with the requirements of title 5, United States Code, section 7201, this report provides statistical data on employment in the Federal workforce (FW) and highlights human capital practices Federal agencies are using to recruit, develop, and retain talent.

### **Findings for FY 2012**

The number of minorities in the FW increased by 1.2 percent from 662,991 in FY 2011 to 670,853 in FY 2012. The FW is 17.9 percent Black, 8.2 percent Hispanic, 5.8 percent Asian/Pacific Islander, 1.7 percent American Indian/Alaska Native, 1.0 percent Non-Hispanic/Multi-Racial, and 65.4 percent White. Minorities as a whole constituted 34.6 percent of the FW. Men comprised 56.5 percent of all Federal permanent employees and women 43.5 percent. Notably, the Federal government still faces challenges with regard to the full employment of Hispanics, as they constitute 8.2 percent of the FW.

The Senior Executive Service (SES) is now more diverse than ever. The SES is 10.5 percent Black, 4.1 percent Hispanic, 3.3 percent Asian/Pacific Islander, 1.4 percent American Indian/Alaska Native, and 0.6 percent Non-Hispanic/Multi-Racial. In addition, women now make up 33.5 percent of the SES.

### **OPM Initiatives**

Since 2009 President Obama has signed various Executive Orders aimed at promoting a diverse and inclusive Federal workforce. On August 19, 2011, the President signed and issued Executive Order 13583, *Establishing a Coordinated Government-Wide Initiative to Promote Diversity and Inclusion in the Federal Workforce*, in order to promote the Federal workplace as a model of equality, diversity, and inclusion. On November 17, 2011, OPM issued the Government-Wide Diversity and Inclusion Strategic Plan, which identified three goals for implementation by agencies to include Workforce Diversity, Workplace Inclusion, and Sustainability. Fifty-seven agencies submitted agency-specific Diversity and Inclusion Strategic Plans, and they continue to actively implement those plans with guidance from OPM.

On November 9, 2009, President Obama signed Executive Order 13518, *Employment of Veterans in the Federal Government*, which established the Veterans Employment Initiative. In the first full year, the Executive Branch of the Government hired the highest percentage of veterans in more than 20 years.

In addition, OPM is committed to assisting agencies in implementing Executive Order 13548, *Increasing Federal Employment of Individuals with Disabilities*. The goal under Executive Order 13548 is to hire 100,000 people with disabilities in all job series and at all

grade levels by 2015 in order to enable the Federal Government to tap into this rich source of diverse talent. Initial FY 2012 data indicates an increase in the hiring of people with disabilities as compared to 2011, and in FY 2011, Americans with disabilities, including veterans who are 30 percent or more disabled, made up 14.7 percent of new hires, a 20-year high.

To address difficulties recruiting and hiring students, recent graduates and Veterans, President Obama signed Executive Order 13562, Recruiting and Hiring Students and Recent Graduates, on December 27, 2010. This executive order establishes the Pathways Program, consisting of three excepted-service programs tailored to recruit, hire, develop, and retain students and recent graduates to include veterans. Under this program, OPM is conducting outreach to, among others, Historically Black Colleges and Universities, Hispanic Serving Institutions, Tribal Colleges and Universities, and Asian American and American Indian/Alaska Native Pacific Islander Serving Institutions. Additionally, through the creation of the *Governmentwide Veterans Recruitment and Employment Strategic Plan for FY 2010–FY 2012*, OPM is helping agencies to meet the overarching goal to increase the percentage of veterans hired in the Federal Executive Branch.

Due to the challenge of underrepresentation of Hispanics in the Federal workforce, OPM renewed the Hispanic Council on Federal Employment (Council) through 2014. This Council, which brings together leaders from the Hispanic community, Human Resources (HR), Equal Employment Opportunity (EEO), and Diversity and Inclusion (D&I), is actively advising the Director of OPM on specific practices and recommendations related to the recruitment, hiring, retention, and advancement of Hispanics in the Federal workplace.

Finally, the OPM is working with the Chief Human Capital Officers (CHCO) Council and agencies to assess current and emerging skills gaps and develop strategies to close these gaps in mission-critical occupations and skills areas that have the greatest impact on government-wide, and agency-specific, performance. The desired outcomes of this effort are: (1) increased proficiency levels in targeted skills areas through training, and (2) institutionalized processes for identifying and addressing skills gaps (government-wide and agency-specific).

These efforts are designed to provide agencies with the foundation and support they need to advance the Federal government's goals - to recruit, hire, retain, and develop qualified candidates for Federal service. OPM will continue to work with agencies to ensure that they have the tools required to succeed in creating and developing a diverse and inclusive Federal workforce that is a model for the 21<sup>st</sup> Century.

Katherine L. Archuleta  
Director

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## EXECUTIVE SUMMARY

On August 18, 2011, President Obama signed Executive Order 13583, Establishing a Coordinated Government-Wide Initiative to Promote Diversity and Inclusion in the Federal Workforce. As a result, OPM in consultation with the Office of Management and Budget (OMB) and the Equal Employment Opportunity Commission (EEOC) developed a Government-Wide Diversity and Inclusion Strategic Plan (Plan) that provides guidance to agencies on implementing the President's Executive Order (the Executive Order). The Plan provides a shared direction, encourages commitment, and creates alignment so agencies can approach their workplace diversity and inclusion efforts in a coordinated, collaborative, and integrated manner. Three key goals provide a path for successful agency diversity and inclusion efforts: workforce diversity, workplace inclusion, and sustainability.

On March 16, 2012, 120 days after the issuance of the Government-Wide Diversity and Inclusion Strategic Plan, agencies were required to submit agency-specific Diversity and Inclusion Strategic Plans, consistent with the government-wide plan. Fifty-seven departments and agencies submitted plans, and OPM continues to conduct Feedback Assistance Roundtables (FAR), a three phased review process, with each agency's Chief Human Capital Officer (CHCO), Equal Employment Opportunity (EEO) Director, and Diversity and Inclusion (D&I) Director, where one exists. During Phase I of the FAR review, which was completed in July 2012, agencies met in clusters of three (3) in the OPM Innovation Lab to share successful practices and address challenges. OPM is now conducting Phase II of the FAR review, which entails meeting with each agency individually and discussing progress on the agency-specific Diversity and Inclusion Strategic Plans. Phase III will begin approximately 18 months after the submission of the plans and will include metric analysis for each agency, related to the three goals of diversity, inclusion, and sustainability.

In addition, the Executive Order directed agencies to identify and adopt best practices to promote diversity and inclusion and to identify and remove any barriers to equal employment opportunity, consistent with merit system principles and applicable law. To this end, agencies were asked to submit their successful or promising practices from the agency-specific Diversity and Inclusion Strategic Plans. This report provides information about those successful practices that agencies discussed during the FAR process or submitted in their FEORP reports.

Against this backdrop, we present the data for the FY 2012 FEORP Report.

## FEORP Composition of Federal Workforce at a Glance

	Representation of the Federal Workforce		Representation in the Senior Executive Service	
	FY 2012	FY 2011	FY 2012	FY 2011
Men	56.5	56.4	66.5	67.7
Women	43.5	43.6	33.5	32.3
Hispanic or Latino	8.2	8.1	4.1	4.1
White	65.4	65.9	80.6	81.2
Black or African American	17.9	17.8	10.5	10.1
Asian/Pacific Islander	5.8	5.6	3.3	3.2
American Indian/Alaska Native	1.7	1.7	1.4	1.1
Non-Hispanic/Multi-Racial	1.0	0.8	0.6	0.5

### Major findings in the FY 2012 FEORP Report are:

- The number of minorities in the FW increased by 1.2 percent from 662,991 in FY 2011 to 670,853 in FY 2012. The FW is 17.9 percent Black, 8.2 percent Hispanic, 5.8 percent Asian/Pacific Islander, 1.7 percent American Indian/Alaska Native, 1.0 percent Non-Hispanic/Multi-Racial, and 65.4 percent White. Minorities as a whole constituted 34.6 percent of the FW.
- Black employees represented 17.9 percent (346,824) of the permanent FW as of September 30, 2012, compared to 17.8 percent in FY 2011.
- Hispanic employees represented 8.2 percent (159,639) of the permanent FW as of September 30, 2012, compared to 8.1 percent in FY 2011.
- Asian/Pacific Islander employees represented 5.8 percent (112,261) of the permanent FW as of September 30, 2012, compared to 5.6 percent in FY 2011.
- American Indian/Alaska Native employees represented 1.7 percent (33,171) of the permanent FW as of September 30, 2012, compared to 1.7 percent in FY 2011.
- White employees represented 65.4 percent (1,270,362) of the permanent FW as of September 30, 2012, compared to 65.9 percent in FY 2011.
- Non-Hispanic Multi-Racial employees represented 1.0 percent (18,958) of the permanent FW as of September 30, 2012, compared to 0.8 percent in FY 2011.
- Women comprised 43.5 percent (844,223) of all Federal permanent employees as of September 30, 2012, compared to 43.6 percent in FY 2011.
- Men comprised 56.5 percent (1,096,992) of all Federal permanent employees as of September 30, 2012, compared to 56.4 percent in FY 2011.
- The percentage of minorities in the Senior Executive Service (SES) increased by 0.9 percent from 19 percent in FY 2011 to 19.9 percent in FY 2012. The SES is 10.5 percent Black, 4.1 percent Hispanic, 3.3 percent Asian/Pacific Islander, 1.4 percent American Indian/Alaska Native, and 0.6 percent Non-Hispanic/Multi-racial.
- The percentage of women in the Senior Executive Service (SES) increased by 1.2 percent from 32.3 percent in FY 2011 to 33.5 percent in FY 2012.

## **Federal Agencies' FEORP Report Submissions**

In an effort to consolidate reporting requirements that necessitate similar information and provide meaningful guidance to the agencies, the OPM once again requested that Federal agencies jointly submit their FEORP Report and their Hispanic Employment Report, as required by Executive Order 13171 of October 12, 2000. Agencies were provided with the opportunity to include successful practices and planned activities that have been shown to improve the recruitment, career development, and retention of Hispanics, as well as women and other minorities. OPM also requested data regarding mentoring programs, leadership development programs, D&I Councils, and D&I training.

Agency successful practices can be found in the section titled *Agency FEORP Current Practices* on page 72 of this report.

## DATA COVERAGE AND DEFINITIONS

On-board Federal employment statistics used in this report are as of September 30, 2011. All data are produced from OPM's Central Personnel Data File (CPDF). The FW referred to in this report is not the entire FW, but rather only permanent employees in those non-postal Federal Executive Branch agencies participating in the CPDF. This report covers workers in all pay plans including General Schedule and Related (GSR) pay plans, non-GSR pay plans, blue-collar pay plans, and employees at Senior Pay levels.

All references made to the General Schedule pay plan in this report are to General Schedule and Related (GSR) pay plans.

Only those agencies with 500 or more permanent employees are displayed in this report.

**Non-Hispanic/Multi-Racial** is defined as Non-Hispanic and of more than one race.

**Senior Pay** level employment includes employees in the Senior Executive Service (SES), Senior Foreign Service, and other employees earning salaries above grade 15, step 10 of the General Schedule, but excludes those employees under the Executive Schedule (pay plan EX).

The **Civilian Labor Force (CLF)** percentages for each minority group presented in this report are derived from the Bureau of Labor Statistics' (BLS) Current Population Survey (CPS). The CPS data, which is a monthly survey of households that is conducted by the Bureau of the Census for BLS, cover non-institutionalized individuals 16 years of age or older, employed or unemployed, U.S. citizens and non-U.S. citizens. Regarding multi-racial persons, the BLS designation "Two or More Races, Both Sexes" provides the data source for the multi-racial CLF percent.

The **Relevant Civilian Labor Force (RCLF)** is the CLF data that are directly comparable (or relevant) to the occupational population being considered in the FW. The RCLF is the benchmark used to measure individual Federal agencies' minority representation relative to their representation in that occupational category. In this Report, the RCLF is presented for each occupational category in the sections titled "Employment by Occupational Category." For further info on the RCLF, please see the U.S. Census Bureau Equal Employment Opportunity (EEO) Tabulation at [http://www.census.gov/people/eetabulation/about/page\\_c.html](http://www.census.gov/people/eetabulation/about/page_c.html)

**Underrepresentation**, as defined in 5 CFR, section 720.202, means a situation in which the number of women or members of a minority group within a category of civil service employment constitutes a lower percentage of the total number of employees within the employment category than the percentage of women or the minority group constitutes within the CLF of the United States.

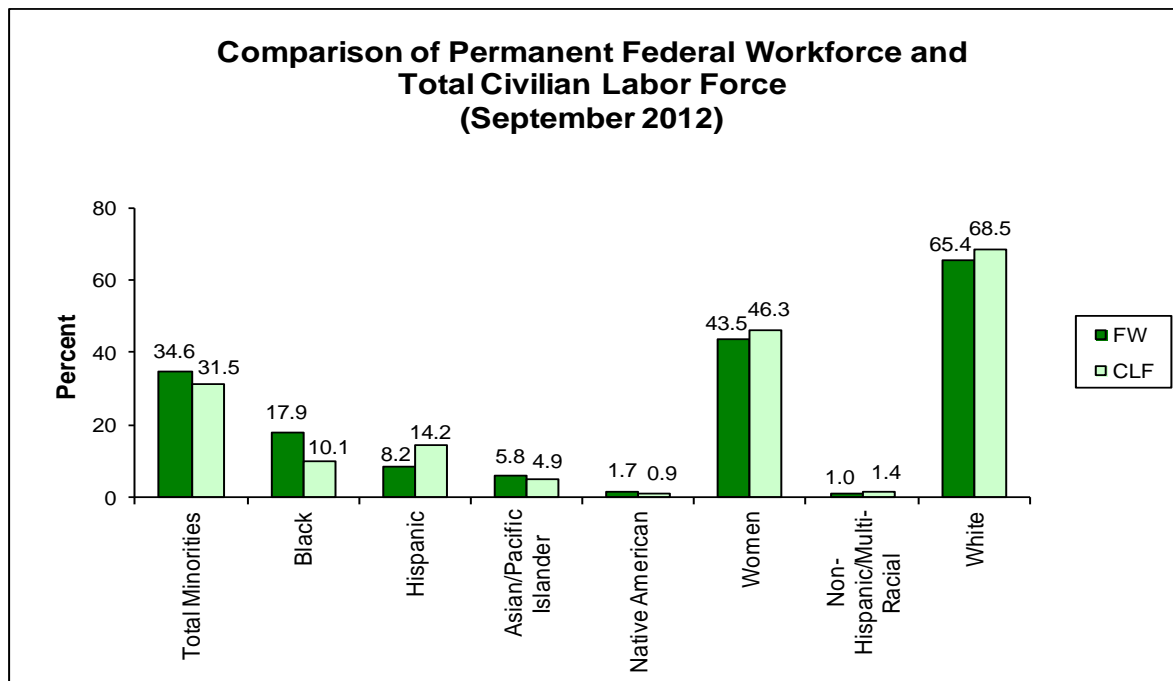


**Occupational categories** discussed in this report are white collar and blue collar. The white-collar category contains Professional, Administrative, Technical, Clerical or “Other” white-collar occupations. Professional occupations typically require a baccalaureate or professional degree and, along with Administrative occupations, are the usual sources for selections to senior management and executive positions. Positions in Technical, Clerical, Other, and blue-collar occupations usually are limited to lower grades, with limited opportunity for promotion to management levels. Advancement in these occupations often depends on individual attainment of further education or advanced skills. Employment data in this report are presented by occupational category and grade to provide a more informative profile.

**NOTE: STATISTICS IN THIS REPORT MAY VARY FROM OTHER FEORP RELEASES BECAUSE OF DIFFERENCES IN COVERAGE (E.G., AGENCY, WORK SCHEDULE, TENURE, AND DATES). ALSO, PERCENTAGES SHOWN IN THIS REPORT MAY NOT ADD TO TOTALS OF 100 DUE TO INDEPENDENT ROUNDING.**

# **FEDERAL WORKFORCE**

## TOTAL FEDERAL WORKFORCE EMPLOYMENT<sup>1</sup>



The number of minorities in the FW increased by 1.2 percent from 662,991 to 670,853 in FY 2012.

- Blacks represented 17.9 percent (346,824) of the FW in 2012 and 17.8 percent (345,679) in FY 2011. The representation of Blacks in the CLF was 10.1 percent in 2012 and 2011.
- Hispanics represented 8.2 percent (159,639) of the FW in 2012, compared to 8.1 percent (157,648) in FY 2011. The representation of Hispanics in the CLF<sup>2</sup> was 14.2 percent in 2012, compared to 13.6 in 2011.
- Asian/Pacific Islanders represented 5.8 percent (112,261) of the FW in 2012, compared to 5.6 percent (109,871) in FY 2011. The representation of Asians/Pacific Islanders in the CLF<sup>3</sup> was 4.9 percent in 2012, compared to 4.4 in 2011.

<sup>1</sup> Detail percentages may not add to total due to rounding.

<sup>2</sup> Although Hispanics, taken as a whole, make up 14.2 percent of the Civilian Labor Force (CLF), that number drops to 10.8 percent of the CLF when only U.S. citizens (including those in Puerto Rico) are counted. (Citizenship is a requirement for most Federal positions.) Citizenship-based CLF calculations are based on the Equal Employment Opportunity (EEO) Tabulation of 5-year ACS data.

<sup>3</sup> Although Asian/Pacific Islanders make up 4.9 percent of the Civilian Labor Force (CLF), that number drops to 3.6 percent of the CLF, when only U.S. citizens are counted. As noted above, citizenship is a requirement for most Federal positions. Citizenship-based CLF calculations are based on the Equal Employment Opportunity (EEO) Tabulation of 5-year ACS data.

- American Indian/Alaska Natives represented 1.7 percent (33,171) of the FW in 2012 and 1.7 percent (33,761) in FY 2011. American Indian/Alaska Natives representation in the CLF was 0.9 percent in 2012, compared to 0.7 in 2011.
- Non-Hispanic Multi-Racial employees represented 1.0 percent (18,958) of the FW in 2012 compared to 0.8 (16,032) in FY 2011. The representation of Non-Hispanic Multi-Racial employees in the CLF was 1.7 percent in 2012, compared to 1.2 in 2011.
- White employees represented 65.4 percent (1,270,362) of the permanent FW as of September 30, 2012, compared to 65.9 (1,281,659). The representation of White employees in the CLF was 68.5 percent in 2012, compared to 70.0 percent in 2011.
- Women represented 43.5 percent (844,223) of the FW in 2012, compared to 43.6 percent (848,257) in FY 2011. The representation of women in the CLF was 46.3 percent in 2012, and the same in 2011.

# **BLACKS IN THE FEDERAL WORKFORCE**

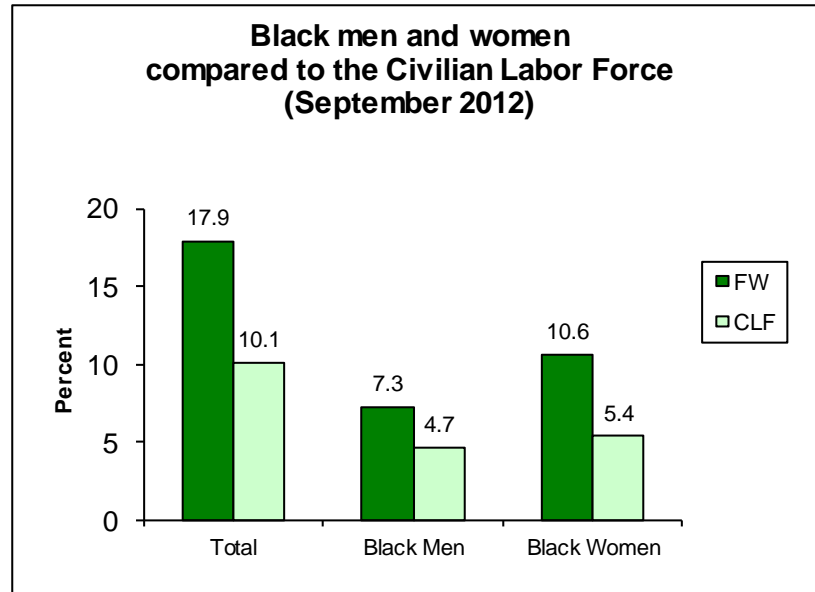


## BLACK EMPLOYMENT

Black employees represented 17.9 percent (346,824) of the permanent FW as of September 30, 2012 and 17.8 percent in FY 2011.

Black men represented 7.3 percent of the FW in FY 2012 and 7.2 percent in FY 2011.

Black women represented 10.6 percent of the FW in FY 2012 and 10.6 percent in FY 2011.



## BLACK EMPLOYMENT BY OCCUPATIONAL CATEGORY

Black employment in professional occupations increased by 1,404, to 52,740 in FY 2012, from 51,336 in FY 2011. Blacks represented 10.7 percent of all Federal employees in this occupational category in FY 2012, compared to 10.6 percent in FY 2011.

Black employment in administrative occupations increased by 1,272 to 135,113 in FY 2012, from 133,841 in FY 2011. Blacks represented 18.4 percent of all Federal employees in this occupational category in FY 2012, compared to 18.3 percent in FY 2011.

Black employment in technical occupations decreased by 389 to 80,540 in FY 2012, from 80,929 in FY 2011. Blacks represented 24.2 percent of all Federal employees in this occupational category in FY 2012, compared to 24 percent in FY 2011.

Black employment in clerical occupations decreased by 552 to 33,242 in FY 2012, from 33,794 in FY 2011. Blacks represented 27.4 percent of all Federal employees in this occupational category in FY 2012, compared to 27.3 percent in FY 2011.

Black employment in "other" white-collar occupations decreased by 54 to 11,053 in FY 2012 from 11,107 in FY 2011. Blacks represented 14.5 percent of all Federal employees in this occupational category in FY 2012, compared to 14.4 in FY 2011.

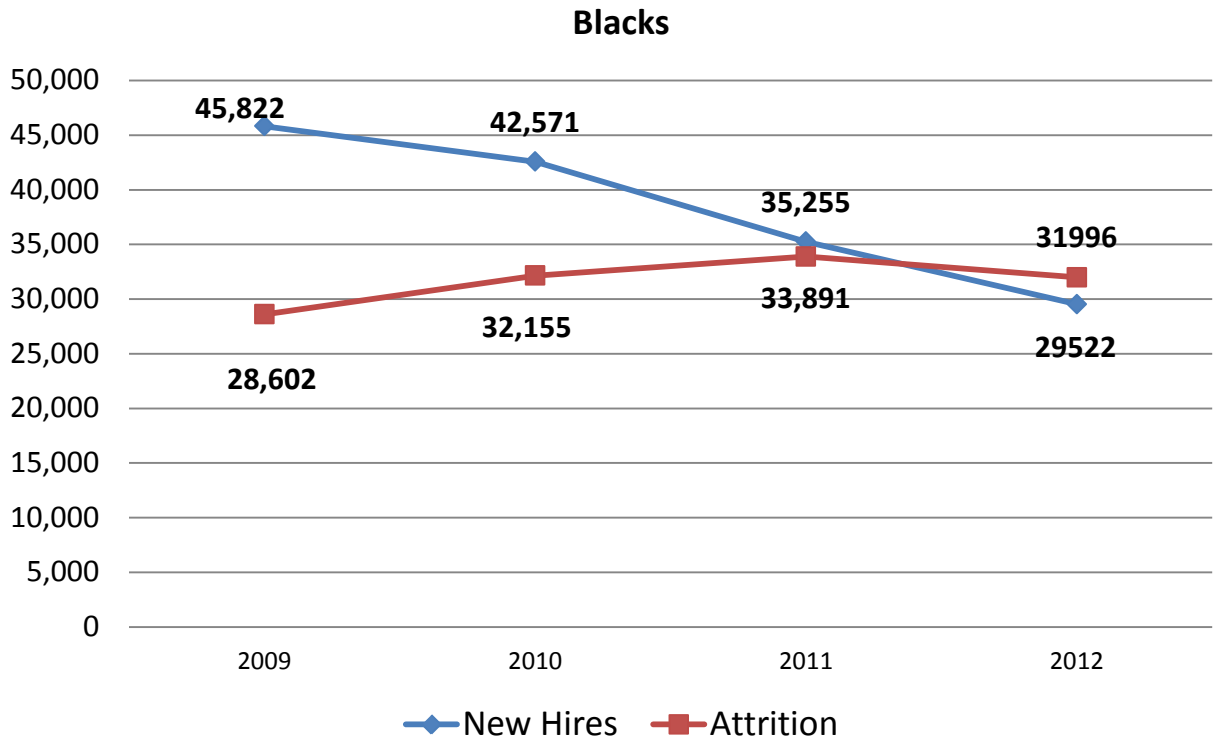
Black employment in white-collar occupations increased by 1,681 to 312,688 in FY 2012 from 311,007 in FY 2011. Blacks represented 17.8 percent of all Federal employees in this occupational category in FY 2012, compared to 17.7 in FY 2011.

Black employment in blue-collar occupations decreased by 536, to 34,136 in FY 2012 from 34,672 in FY 2011. Blacks represented 18.4 percent of all Federal employees in this occupational category in FY 2012, as compared to 18.5 in FY 2011.

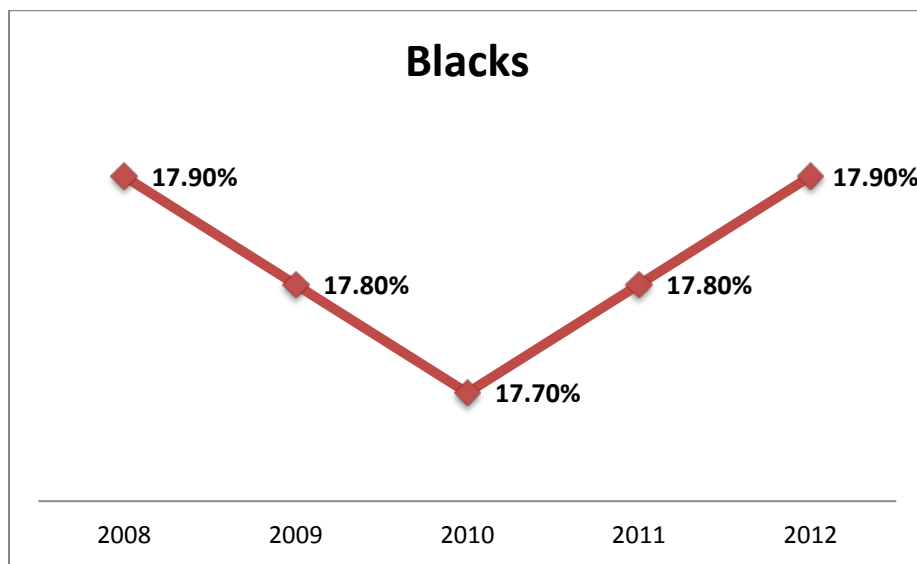
2012	<u>Black Employment</u>	<u>Percent of FW</u>
<b>Counts and Percentages of Blacks based on All Employees in Each Occupational Category (September 2012)</b>		
<b>Professional</b>	52,740	10.7
<b>Administrative</b>	135,113	18.4
<b>Technical</b>	80,540	24.2
<b>Clerical</b>	33,242	27.4
<b>Other</b>	11,053	14.5
<b>White-Collar (WC)</b>	312,688	17.8
<b>Blue-Collar (BC)</b>	34,136	18.4
<b>Total (WC + BC)</b>	346,824	17.9

### TRENDS

#### New Hires compared to Attrition Government-Wide<sup>4</sup>



#### Representation in the Federal Workforce over a 5-year period



<sup>4</sup> The New Hires compared to Attrition chart does not include Transfers In, nor does it include Transfers Out. Furthermore, the Judicial Branch is entirely excluded and some Executive Branch agencies are not included. Please see data notes for details.

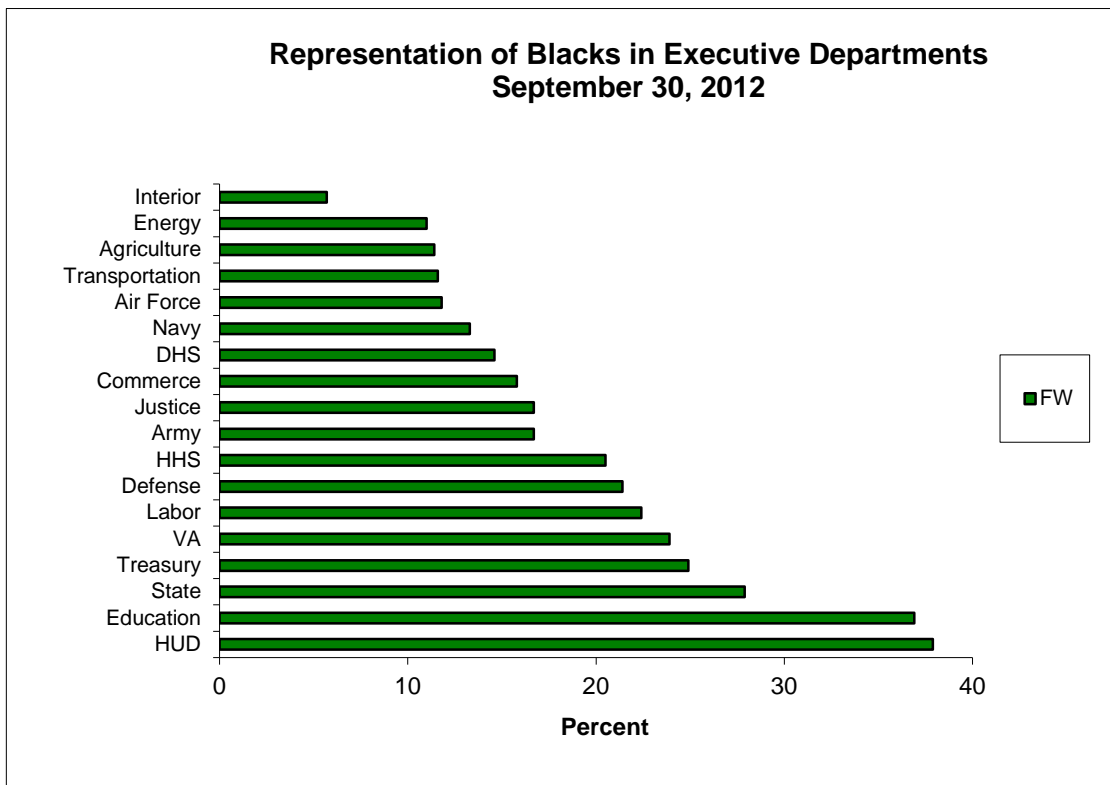
**BLACK PERMANENT FEDERAL CIVILIAN EMPLOYMENT  
SALARY TRENDS**

WHITE-COLLAR / PAY SYSTEM GROUPS	2012		2011		DIFFERENCE 2011 TO 2012	
	#	%	#	%	#COUNT	%CHANGE
UP TO \$20,000	0	0	0	0	0	0
\$20,001 TO \$40,000	36,216	2.6	37,347	2.7	-1,131	-3
\$40,001 TO \$60,000	84,849	6.1	86,485	6.2	-1,636	-1.9
\$60,001 TO \$80,000	61,045	4.4	59,442	4.3	1,603	2.7
\$80,001 TO \$100,000	43,037	3.1	41,313	3	1,724	4.2
\$100,001 TO \$120,000	25,486	1.8	24,539	1.8	947	3.9
\$120,001 TO \$140,000	9,377	0.7	8,915	0.6	462	5.2
\$140,001 TO \$160,000	3,940	0.3	3,713	0.3	227	6.1
\$160,001 AND GREATER	105	0	122	0	-17	-13.9
UNSPECIFIED	244	0	281	0	-37	-13.2
TOTAL	264,299	18.9	262,157	18.8	2,142	0.8
SES						
\$100,001 TO \$120,000	5	0.1	4	0.1	1	25
\$120,001 TO \$140,000	27	0.3	27	0.3	0	0
\$140,001 TO \$160,000	238	3	216	2.8	22	10.2
\$160,001 AND GREATER	546	6.9	528	6.8	18	3.4
UNSPECIFIED	0	0	0	0	0	0
TOTAL	816	10.4	775	10	41	5.3
OTHER WHITE COLLAR						
UP TO \$20,000	60	0	50	0	10	20
\$20,001 TO \$40,000	8,780	2.5	9,050	2.6	-270	-3
\$40,001 TO \$60,000	7,668	2.2	7,980	2.3	-312	-3.9
\$60,001 TO \$80,000	10,323	3	10,645	3	-322	-3
\$80,001 TO \$100,000	8,171	2.3	8,208	2.3	-37	-0.5
\$100,001 TO \$120,000	5,596	1.6	5,553	1.6	43	0.8
\$120,001 TO \$140,000	2,822	0.8	2,689	0.8	133	4.9
\$140,001 TO \$160,000	2,086	0.6	2,024	0.6	62	3.1
\$160,001 AND GREATER	2,058	0.6	1,869	0.5	189	10.1
UNSPECIFIED	9	0	7	0	2	28.6
TOTAL	47,573	13.6	48,075	13.6	-502	-1
TOTAL WHITE-COLLAR (PATCO)	312,688	17.8	311,007	17.7	1,681	0.5
TOTAL BLUE-COLLAR	34,136	18.4	34,672	18.5	-536	-1.5
TOTAL WHITE/BLUE-COLLAR	346,824	17.9	345,679	17.8	1,145	0.3

## BLACKS REPRESENTATION IN EXECUTIVE DEPARTMENTS

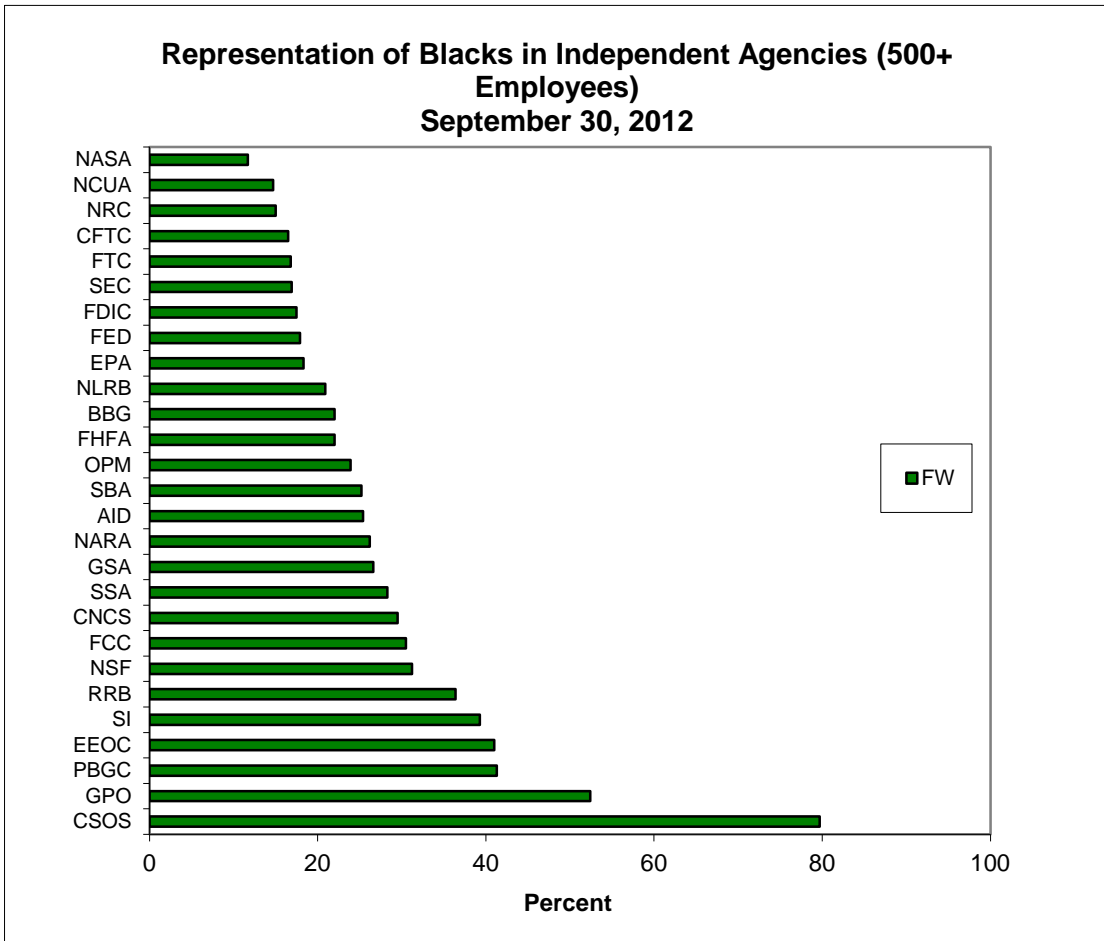
<b>REPRESENTATION IN PERMANENT FEDERAL WORKFORCE</b> <b>September 30, 2012 and September 30, 2011</b> <b>BLACKS</b>		
EXECUTIVE DEPARTMENTS	2012 GROUP PCT.	2011 GROUP PCT
DEPARTMENT OF THE AIR FORCE	11.8	11.8
DEPARTMENT OF AGRICULTURE	11.4	11.3
DEPARTMENT OF THE ARMY	16.7	16.7
DEPARTMENT OF COMMERCE	15.8	16
DEPARTMENT OF DEFENSE	21.4	21.4
DEPARTMENT OF JUSTICE	16.7	16.8
DEPARTMENT OF LABOR	22.4	22.4
DEPARTMENT OF ENERGY	11	11.1
DEPARTMENT OF EDUCATION	36.9	36.8
DEPARTMENT OF HEALTH AND HUMAN SERVICES	20.5	20.3
DEPARTMENT OF HOMELAND SECURITY	14.6	14.6
DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT	37.9	37.9
DEPARTMENT OF INTERIOR	5.7	5.7
DEPARTMENT OF THE NAVY	13.3	13.1
DEPARTMENT OF STATE	27.9	28.4
DEPARTMENT OF TRANSPORTATION	11.6	11.6
DEPARTMENT OF TREASURY	24.9	24.5
DEPARTMENT OF VETERANS AFFAIRS	23.9	23.8
GOVERNMENTWIDE	17.9	17.8





## BLACKS REPRESENTATION IN INDEPENDENT AGENCIES

<b>REPRESENTATION IN PERMANENT FEDERAL WORKFORCE</b> <b>September 30, 2012 and September 30, 2011</b> <b>BLACKS</b>		
INDEPENDENT AGENCIES	2012 GROUP PCT.	2011 GROUP PCT.
BROADCASTING BOARD OF GOVERNORS	22	22.4
COURT SERVICES AND OFFENDR SUPERVSN AGY	79.7	80.8
COMMODITY FUTURES TRADING COMMISSION	16.5	N/A
CORP FOR NATIONAL AND COMMUNITY SERVICE	29.5	30.6
ENVIRONMENTAL PROTECTION AGENCY	18.3	18.2
EQUAL EMPLOYMENT OPPORTUNITY COMMISSION	41	40.8
FEDERAL COMMUNICATIONS COMMISSION	30.5	31.3
FEDERAL DEPOSIT INSURANCE CORPORATION	17.5	17.6
FEDERAL HOUSING FINANCE AGENCY	22	N/A
FEDERAL RESERVE SYSTEM	17.9	N/A
FEDERAL TRADE COMMISSION	16.8	16.9
GENERAL SERVICES ADMINISTRATION	26.6	26.3
GOVERNMENT PRINTING OFFICE	52.4	53.6
NAT ARCHIVES AND RECORDS ADMINISTRATION	26.2	25.6
NATIONAL AERONAUTICS AND SPACE ADMINISTRATION	11.7	11.6
NATIONAL CREDIT UNION ADMINISTRATION	14.7	13.6
NATIONAL LABOR RELATIONS BOARD	20.9	21.5
NATIONAL SCIENCE FOUNDATION	31.2	31.7
NUCLEAR REGULATORY COMMISSION	15	15.1
OFFICE OF PERSONNEL MANAGEMENT	23.9	22.9
PENSION BENEFIT GUARANTY CORPORATION	41.3	41.6
RAILROAD RETIREMENT BOARD	36.4	34.8
SECURITIES AND EXCHANGE COMMISSION	16.9	17
SMALL BUSINESS ADMINISTRATION	25.2	25.2
SMITHSONIAN INSTITUTION	39.3	39.5
SOCIAL SECURITY ADMINISTRATION	28.3	28.4
US AID	25.4	25.7
GOVERNMENTWIDE	17.9	17.8



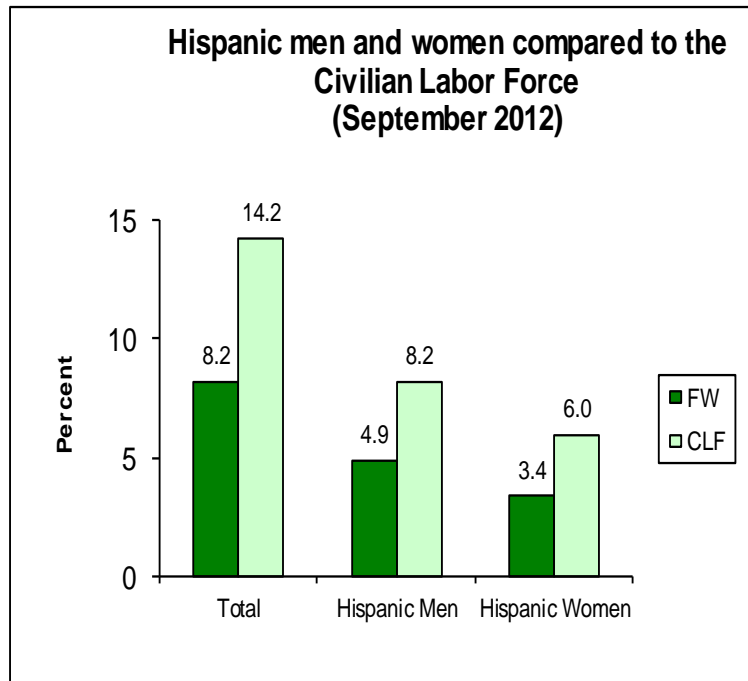
# **HISPANICS IN THE FEDERAL WORKFORCE**

## HISPANIC EMPLOYMENT

Hispanic employment represented 8.2 percent (159,639) of the permanent FW as of September 30, 2012 and 8.1 percent in FY 2011.

Hispanic men represented 4.9 percent of the permanent FW in FY 2012 and 4.8 percent in FY 2011.

Hispanic women represented 3.4 percent of the permanent FW in FY 2012 and 3.3 percent in FY 2011.





## HISPANIC EMPLOYMENT BY OCCUPATIONAL CATEGORY

Hispanic employment in professional occupations increased by 839 to 25,746 in FY 2012 from 24,907 in FY 2011. Hispanics represented 5.2 percent of all Federal employees in this occupational category in FY 2012, compared to 5.1 in FY 2011.

Hispanic employment in administrative occupations increased by 1,080 to 59,736 in FY 2012 from 58,656 in FY 2011. Hispanics represented 8.1 percent of all Federal employees in this occupational category in FY 2012, compared to 8 percent in FY 2011.

Hispanic employment in technical occupations increased by 255 to 30,310 in FY 2012 from 30,055 in FY 2011. Hispanics represented 9.1 percent of all Federal employees in this occupational category in FY 2012, compared to 8.9 percent in FY 2011.

Hispanic employment in clerical occupations decreased by 29 to 13,608 in FY 2012 from 13,637 in FY 2011. Hispanics represented 11.2 percent of all Federal employees in this occupational category in FY 2012, compared to 11 percent in FY 2011.

Hispanic employment in "other" white-collar occupations decreased by 25 to 16,100 in FY 2012 from 16,125 in FY 2011. Hispanics represented 21.1 percent of all Federal employees in this occupational category in FY 2012, compared to 20.8 in FY 2011.

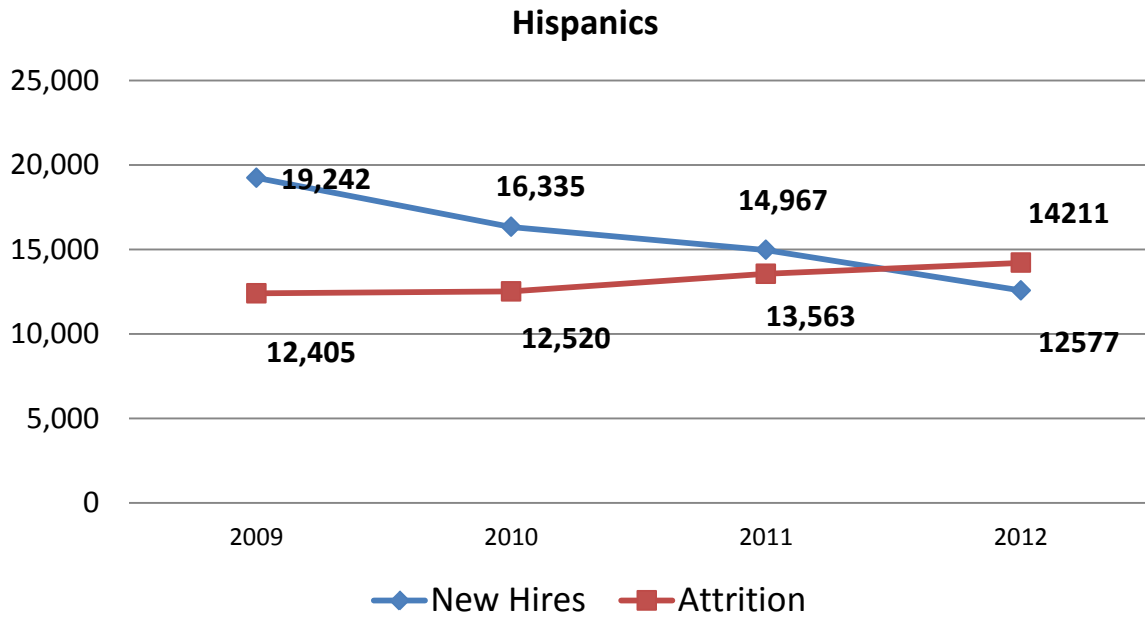
Hispanic employment in white-collar occupations increased by 2,120 to 145,500 in FY 2012 from 143,380 in FY 2011. Hispanics represented 8.3 percent of all Federal employees in this occupational category in FY 2012, compared to 8.2 percent in FY 2011.

Hispanic employment in blue-collar occupations decreased by 129 to 14,139 in FY 2012 from 14,268 in FY 2011. Hispanics represented 7.6 percent of all Federal employees in this occupational category in FY 2012, same as in FY 2011.

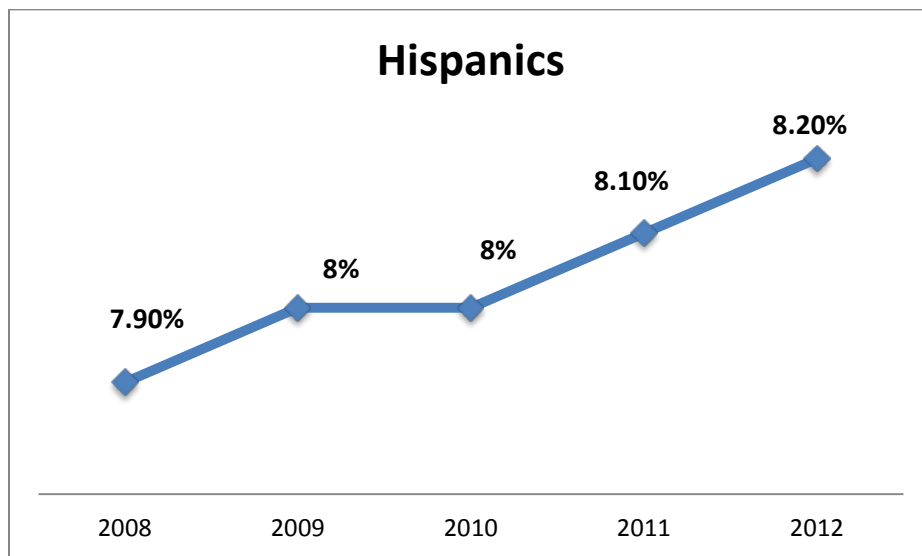
<b>2012</b>	<u>Hispanic Employment</u>	<u>Percent of FW</u>
<b>Counts and Percentages of Hispanics based on All Employees in Each Occupational Category (September 2012)</b>		
<b>Professional</b>	25,746	5.2
<b>Administrative</b>	59,736	8.1
<b>Technical</b>	30,310	9.1
<b>Clerical</b>	13,608	11.2
<b>Other</b>	16,100	21.1
<b>White-Collar (WC)</b>	145,500	8.3
<b>Blue-Collar (BC)</b>	14,139	7.6
<b>Total (WC + BC)</b>	159,639	8.2

## TRENDS

### New Hires compared to Attrition Government-Wide <sup>5</sup>



### Representation in the Federal Workforce over a 5-year period



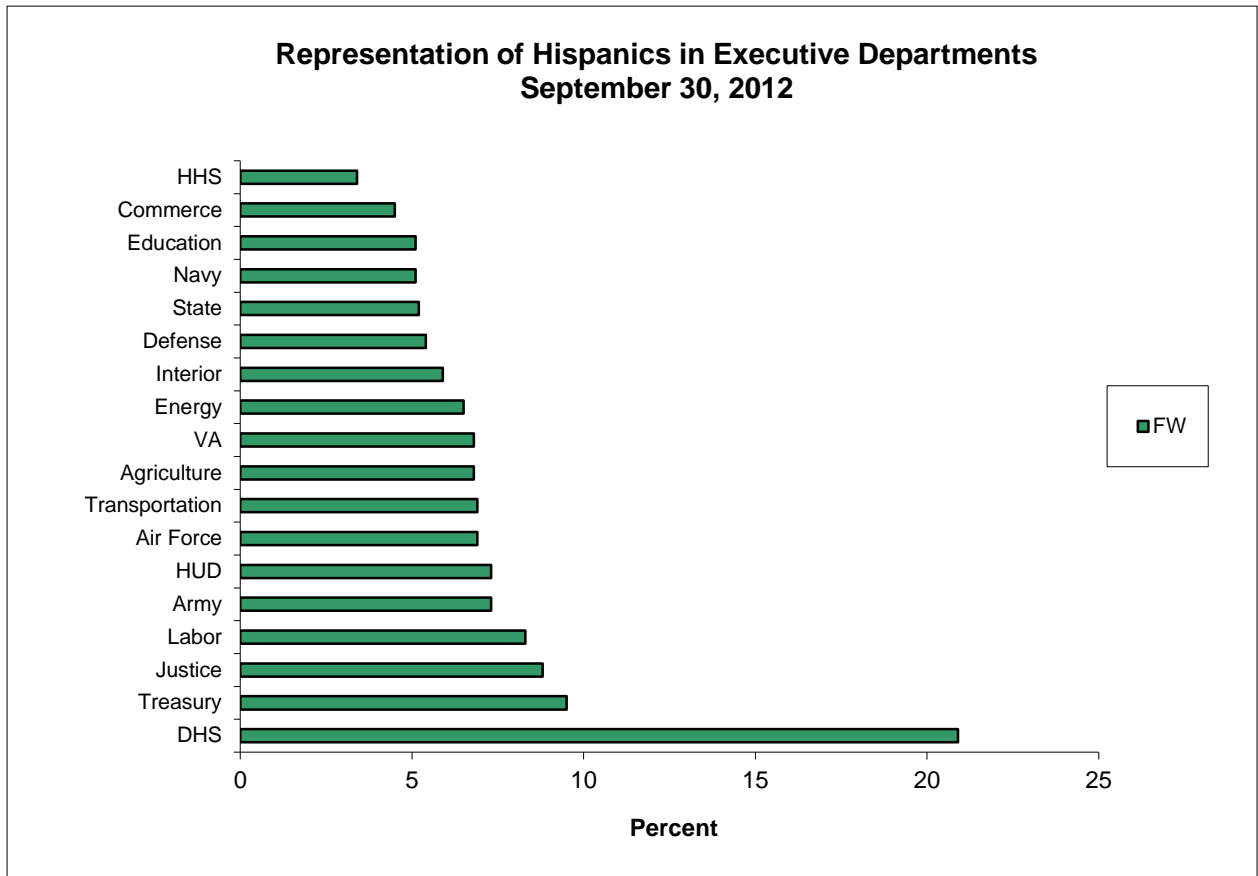
<sup>5</sup> The New Hires compared to Attrition chart does not include Transfers In, nor does it include Transfers Out. Furthermore, the Judicial Branch is entirely excluded and some Executive Branch agencies are not included. Please see data notes for details.

## HISPANIC PERMANENT FEDERAL CIVILIAN EMPLOYMENT SALARY TRENDS

WHITE-COLLAR /z PAY SYSTEM GROUPS	2012		2011		DIFFERENCE 2011 TO 2012	
	#	%	#	%	#COUNT	%CHANGE
UP TO \$20,000	0	0	1	0	-1	-100
\$20,001 TO \$40,000	12,347	0.9	13,226	0.9	-879	-6.6
\$40,001 TO \$60,000	33,683	2.4	35,618	2.6	-1,935	-5.4
\$60,001 TO \$80,000	35,696	2.6	33,754	2.4	1,942	5.8
\$80,001 TO \$100,000	21,681	1.5	19,940	1.4	1,741	8.7
\$100,001 TO \$120,000	9,850	0.7	9,233	0.7	617	6.7
\$120,001 TO \$140,000	3,133	0.2	2,905	0.2	228	7.8
\$140,001 TO \$160,000	1,473	0.1	1,390	0.1	83	6
\$160,001 AND GREATER	55	0	57	0	-2	-3.5
UNSPECIFIED	76	0	98	0	-22	-22.4
TOTAL	117,994	8.4	116,222	8.3	1,772	1.5
SES						
\$100,001 TO \$120,000	1	0	0	0	1	0
\$120,001 TO \$140,000	11	0.1	12	0.2	-1	-8.3
\$140,001 TO \$160,000	89	1.1	86	1.1	3	3.5
\$160,001 AND GREATER	223	2.8	219	2.8	4	1.8
UNSPECIFIED	0	0	0	0	0	0
TOTAL	324	4.1	317	4.1	7	2.2
OTHER WHITE COLLAR						
UP TO \$20,000	26	0	35	0	-9	-25.7
\$20,001 TO \$40,000	7,034	2	7,051	2	-17	-0.2
\$40,001 TO \$60,000	4,221	1.2	4,262	1.2	-41	-1
\$60,001 TO \$80,000	4,591	1.3	4,645	1.3	-54	-1.2
\$80,001 TO \$100,000	3,715	1.1	3,626	1	89	2.5
\$100,001 TO \$120,000	2,838	0.8	2,830	0.8	8	0.3
\$120,001 TO \$140,000	1,692	0.5	1,542	0.4	150	9.7
\$140,001 TO \$160,000	1,222	0.3	1,180	0.3	42	3.6
\$160,001 AND GREATER	1,838	0.5	1,666	0.5	172	10.3
UNSPECIFIED	5	0	4	0	1	25
TOTAL	27,182	7.8	26,841	7.6	341	1.3
TOTAL WHITE-COLLAR (PATCO)	145,500	8.3	143,380	8.2	2,120	1.5
TOTAL BLUE-COLLAR	14,139	7.6	14,268	7.6	-129	-0.9
TOTAL WHITE/BLUE-COLLAR	159,639	8.2	157,648	8.1	1,991	1.3

## HISPANICS REPRESENTATION IN EXECUTIVE DEPARTMENTS

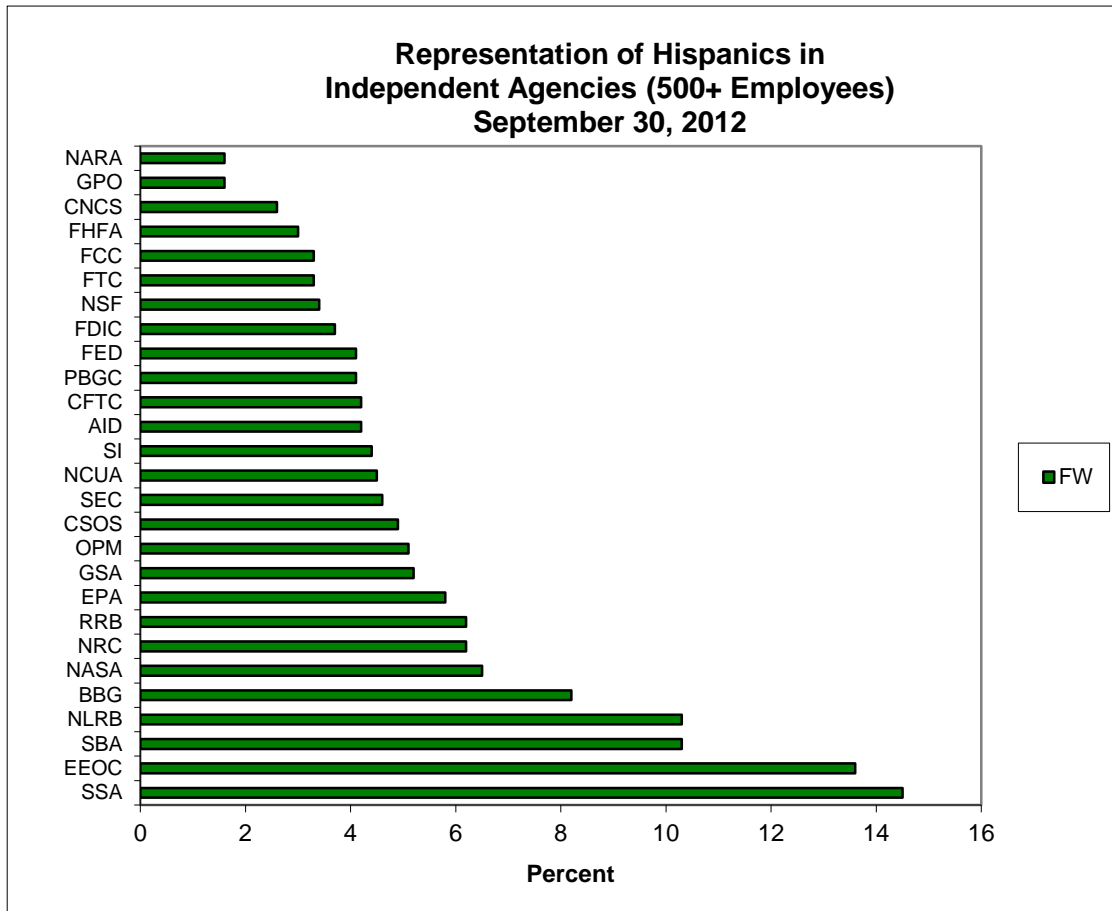
<b>REPRESENTATION IN PERMANENT FEDERAL WORKFORCE</b> <b>September 30, 2012 and September 30, 2011</b> <b>HISPANICS</b>		
<b>EXECUTIVE DEPARTMENTS</b>	<b>2012 GROUP PCT.</b>	<b>2011 GROUP PCT.</b>
DEPARTMENT OF THE AIR FORCE	6.9	6.8
DEPARTMENT OF AGRICULTURE	6.8	6.4
DEPARTMENT OF THE ARMY	7.3	7.2
DEPARTMENT OF COMMERCE	4.5	4.2
DEPARTMENT OF DEFENSE	5.4	5.2
DEPARTMENT OF JUSTICE	8.8	8.7
DEPARTMENT OF LABOR	8.3	7.9
DEPARTMENT OF ENERGY	6.5	6.5
DEPARTMENT OF EDUCATION	5.1	5.1
DEPARTMENT OF HEALTH AND HUMAN SERVICES	3.4	3.2
DEPARTMENT OF HOMELAND SECURITY	20.9	21
DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT	7.3	7.1
DEPARTMENT OF INTERIOR	5.9	5.7
DEPARTMENT OF THE NAVY	5.1	4.9
DEPARTMENT OF STATE	5.2	5
DEPARTMENT OF TRANSPORTATION	6.9	6.8
DEPARTMENT OF TREASURY	9.5	9.1
DEPARTMENT OF VETERANS AFFAIRS	6.8	6.8
GOVERNMENTWIDE	8.2	8.1





## HISPANICS REPRESENTATION IN 27 INDEPENDENT AGENCIES

<b>REPRESENTATION IN PERMANENT FEDERAL WORKFORCE</b> <b>September 30, 2012 and September 30, 2011</b> <b>HISPANICS</b>		
<b>INDEPENDENT AGENCIES</b>	<b>2012 GROUP PCT.</b>	<b>2011 GROUP PCT.</b>
BROADCASTING BOARD OF GOVERNORS	8.2	8.5
COMMODITY FUTURES TRADING COMMISSION	4.2	N/A
CORP FOR NATIONAL AND COMMUNITY SERVICE	2.6	2.7
COURT SERVICES AND OFFENDR SUPERVSN AGY	4.9	4.3
ENVIRONMENTAL PROTECTION AGENCY	5.8	5.8
EQUAL EMPLOYMENT OPPORTUNITY COMMISSION	13.6	13.4
FEDERAL COMMUNICATIONS COMMISSION	3.3	3.2
FEDERAL DEPOSIT INSURANCE CORPORATION	3.7	3.7
FEDERAL HOUSING FINANCE AGENCY	3	N/A
FEDERAL RESERVE SYSTEM	4.1	N/A
FEDERAL TRADE COMMISSION	3.3	3.7
GENERAL SERVICES ADMINISTRATION	5.2	5.2
GOVERNMENT PRINTING OFFICE	1.6	1.5
NAT ARCHIVES AND RECORDS ADMINISTRATION	1.6	1.6
NATIONAL AERONAUTICS AND SPACE ADMINISTRATION	6.5	6.2
NATIONAL CREDIT UNION ADMINISTRATION	4.5	4.1
NATIONAL LABOR RELATIONS BOARD	10.3	9.7
NATIONAL SCIENCE FOUNDATION	3.4	2.9
NUCLEAR REGULATORY COMMISSION	6.2	6
OFFICE OF PERSONNEL MANAGEMENT	5.1	4.7
PENSION BENEFIT GUARANTY CORPORATION	4.1	3.8
RAILROAD RETIREMENT BOARD	6.2	5.8
SECURITIES AND EXCHANGE COMMISSION	4.6	4.8
SMALL BUSINESS ADMINISTRATION	10.3	10.1
SMITHSONIAN INSTITUTION	4.4	4.4
SOCIAL SECURITY ADMINISTRATION	14.5	14.3
US AID	4.2	3.3
GOVERNMENTWIDE	8.2	8.1



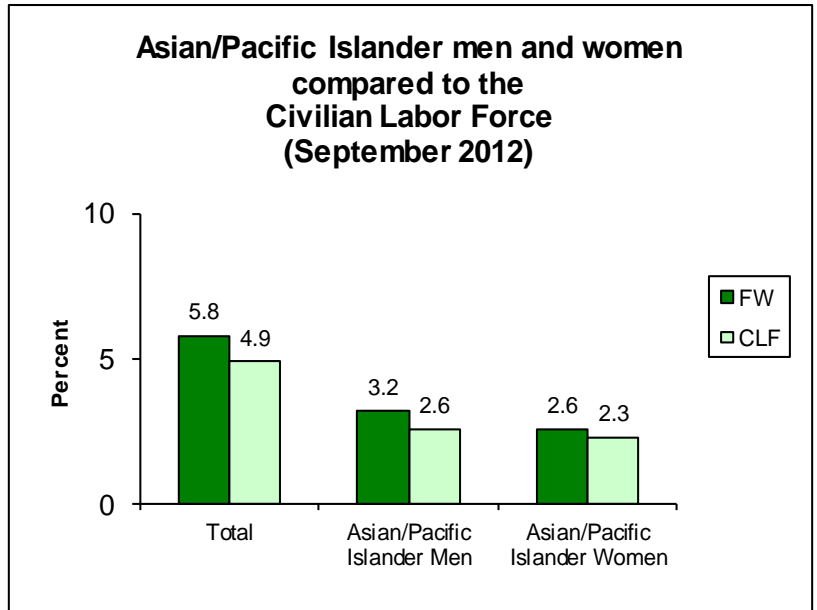
# **ASIAN/PACIFIC ISLANDERS IN THE FEDERAL WORKFORCE**

## ASIAN/PACIFIC ISLANDER EMPLOYMENT

Asian/Pacific Islander employees represented 5.8 percent (112,261) of the permanent FW as of September 30, 2012 and 5.6 percent in FY 2011.

Asian/Pacific Islander men represented 3.2 percent of the FW in FY 2012 and 3.1 percent in FY 2011.

Asian/Pacific Islander women represented 2.6 percent of the FW in FY 2012 and 2.6 percent in FY 2011.



## ASIAN/PACIFIC ISLANDER EMPLOYMENT BY OCCUPATIONAL CATEGORY

Asian/Pacific Islander employment in professional occupations increased by

1,426 to 45,462 in FY 2012, from 44,036 in FY 2011. Asian/Pacific Islanders represented 9.2 percent of all Federal employees in this occupational category in FY 2012, compared to 9.1 percent in FY 2011.

Asian/Pacific Islander employment in administrative occupations increased by 935 to 33,541 in FY 2012 from 32,606 in FY 2011. Asian/Pacific Islanders represented 4.6 percent of Federal employees in this occupational category in FY 2012, compared to 4.5 percent in FY 2011.

Asian/Pacific Islander employment in technical occupations increased by 37 to 14,867 in FY 2012 from 14,830 in FY 2011. Asian/Pacific Islanders represented 4.5 percent of all Federal employees in this occupational category in FY 2012, compared to 4.4 in FY 2011.

Asian/Pacific Islander employment in clerical occupations decreased by 64 to 5,950 in FY 2012 from 6,014 in FY 2011. Asian/Pacific Islanders represented 4.9 percent of all Federal employees in this occupational category in FY 2012, same as in FY 2011.

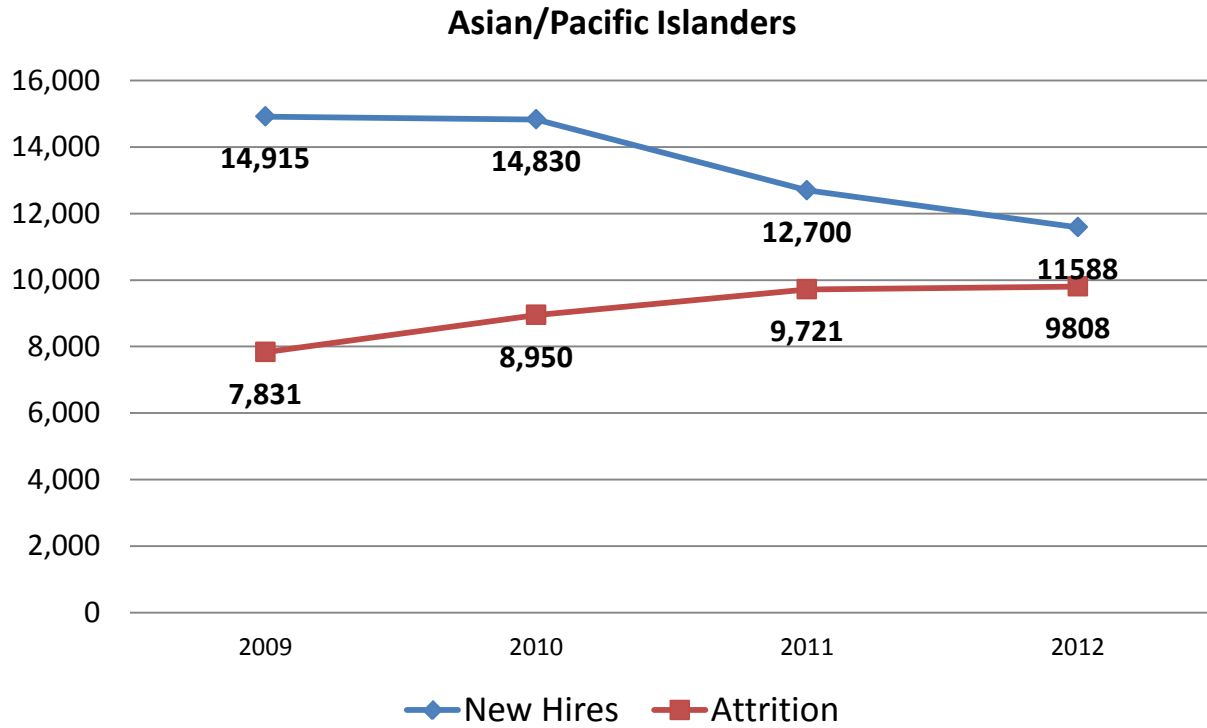
Asian/Pacific Islander employment in "other" white-collar occupations increased by 52 to 2,118 in 2012 from 2,066 in 2011. Asian/Pacific Islanders represented 2.8 percent of all Federal employees in this occupational category in FY 2012, compared to 2.7 in FY 2011.

Asian/Pacific Islander employment in white-collar occupations increased by 2,386 to 101,938 in FY 2012 from 99,552 in FY 2011. Asian/Pacific Islanders represented 5.8 percent of all Federal employees in this occupational category in FY 2012, compared to 5.7 in FY 2011.

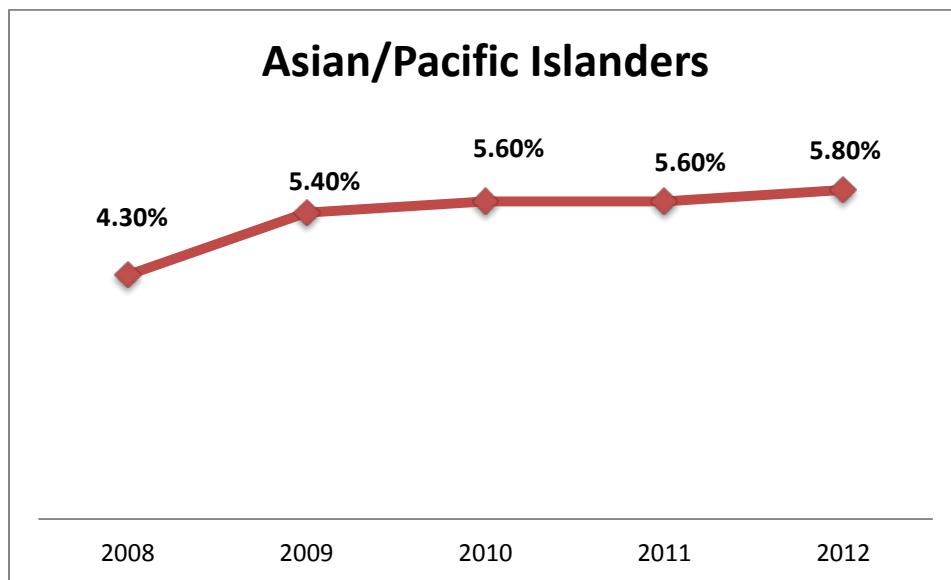
Asian/Pacific Islander employment in blue-collar occupations increased by 4 to 10,323 in FY 2012 from 10,319 in FY 2011. Asian/Pacific Islanders represented 5.6 percent of all Federal employees in this occupational category in FY 2012, compared to 5.5 in FY 2011.

<b>2012</b>	<u>Asian/Pacific Islander Employment</u>	<u>Percent of FW</u>
<b>Counts and Percentages of Asian/Pacific Islanders based on All Employees in Each Occupational Category (September 2012)</b>		
<b>Professional</b>	45,462	9.2
<b>Administrative</b>	33,541	4.6
<b>Technical</b>	14,867	4.5
<b>Clerical</b>	5,950	4.9
<b>Other</b>	2,118	2.8
<b>White-Collar (WC)</b>	101,938	5.8
<b>Blue-Collar (BC)</b>	10,323	5.6
<b>Total (WC + BC)</b>	112,261	5.8

**TRENDS**  
**New Hires compared to Attrition<sup>6</sup>**



**Representation in the Federal Workforce over a 5-year period**



<sup>6</sup> The New Hires compared to Attrition chart does not include Transfers In, nor does it include Transfers Out. Furthermore, the Judicial Branch is entirely excluded and some Executive Branch agencies are not included. Please see data notes for details.

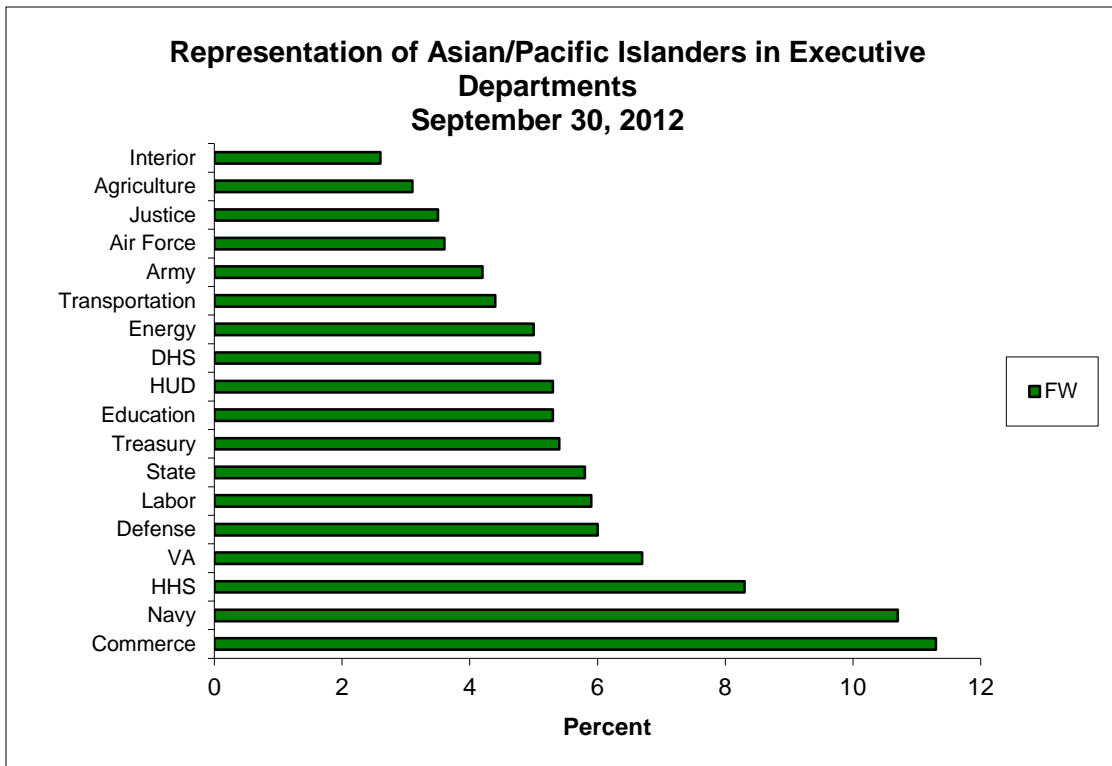
**ASIAN/PACIFIC ISLANDER PERMANENT FEDERAL CIVILIAN  
EMPLOYMENT SALARY TRENDS**

WHITE-COLLAR / PAY SYSTEM GROUPS GS,GM,GL	2012		2011		DIFFERENCE 2011 TO 2012	
	#	%	#	%	#COUNT	%CHANGE
UP TO \$20,000	0	0	1	0	-1	-100
\$20,001 TO \$40,000	6,518	0.5	7,034	0.5	-516	-7.3
\$40,001 TO \$60,000	15,725	1.1	16,425	1.2	-700	-4.3
\$60,001 TO \$80,000	17,033	1.2	16,356	1.2	677	4.1
\$80,001 TO \$100,000	16,567	1.2	15,438	1.1	1,129	7.3
\$100,001 TO \$120,000	12,052	0.9	11,130	0.8	922	8.3
\$120,001 TO \$140,000	5,496	0.4	5,067	0.4	429	8.5
\$140,001 TO \$160,000	2,410	0.2	2,207	0.2	203	9.2
\$160,001 AND GREATER	54	0	81	0	-27	-33.3
UNSPECIFIED	34	0	46	0	-12	-26.1
TOTAL	75,889	5.4	73,785	5.3	2,104	2.9
SES						
\$120,001 TO \$140,000	15	0.2	10	0.1	5	50
\$140,001 TO \$160,000	53	0.7	50	0.6	3	6
\$160,001 AND GREATER	189	2.4	188	2.4	1	0.5
UNSPECIFIED	0	0	0	0	0	0
TOTAL	257	3.3	248	3.2	9	3.6
OTHER WHITE COLLAR						
UP TO \$20,000	2	0	4	0	-2	-50
\$20,001 TO \$40,000	1,866	0.5	1,918	0.5	-52	-2.7
\$40,001 TO \$60,000	2,069	0.6	2,136	0.6	-67	-3.1
\$60,001 TO \$80,000	3,539	1	3,699	1	-160	-4.3
\$80,001 TO \$100,000	4,886	1.4	4,982	1.4	-96	-1.9
\$100,001 TO \$120,000	4,536	1.3	4,505	1.3	31	0.7
\$120,001 TO \$140,000	2,100	0.6	2,044	0.6	56	2.7
\$140,001 TO \$160,000	1,894	0.5	1,860	0.5	34	1.8
\$160,001 AND GREATER	4,900	1.4	4,368	1.2	532	12.2
UNSPECIFIED	0	0	3	0	-3	-100
TOTAL	25,792	7.4	25,519	7.2	273	1.1
TOTAL WHITE-COLLAR (PATCO)	101,938	5.8	99,552	5.7	2,386	2.4
TOTAL BLUE-COLLAR	10,323	5.6	10,319	5.5	4	0
TOTAL WHITE/BLUE- COLLAR	112,261	5.8	109,871	5.6	2,390	2.2

## ASIAN/PACIFIC ISLANDERS REPRESENTATION IN EXECUTIVE DEPARTMENTS

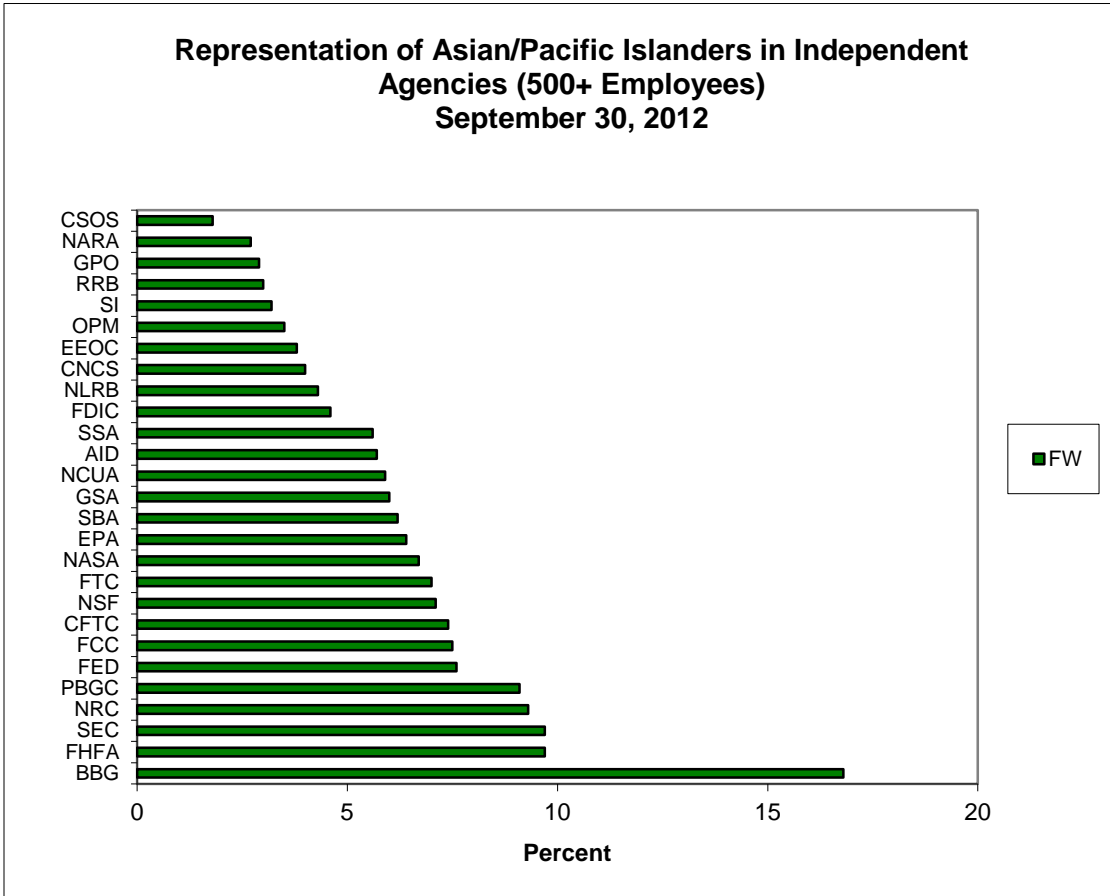
<b>REPRESENTATION IN PERMANENT FEDERAL WORKFORCE</b> <b>September 30, 2012 and September 30, 2011</b> <b>ASIANS</b>		
EXECUTIVE DEPARTMENTS	2012 GROUP PCT.	2011 GROUP PCT.
DEPARTMENT OF THE AIR FORCE	3.6	3.6
DEPARTMENT OF AGRICULTURE	3.1	3
DEPARTMENT OF THE ARMY	4.2	4.2
DEPARTMENT OF COMMERCE	11.3	10.6
DEPARTMENT OF DEFENSE	6	5.9
DEPARTMENT OF JUSTICE	3.5	3.4
DEPARTMENT OF LABOR	5.9	5.6
DEPARTMENT OF ENERGY	5	4.9
DEPARTMENT OF EDUCATION	5.3	5.4
DEPARTMENT OF HEALTH AND HUMAN SERVICES	8.3	8
DEPARTMENT OF HOMELAND SECURITY	5.1	5
DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT	5.3	5.3
DEPARTMENT OF INTERIOR	2.6	2.5
DEPARTMENT OF THE NAVY	10.7	10.7
DEPARTMENT OF STATE	5.8	5.2
DEPARTMENT OF TRANSPORTATION	4.4	4.4
DEPARTMENT OF TREASURY	5.4	5.3
DEPARTMENT OF VETERANS AFFAIRS	6.7	6.6
GOVERNMENTWIDE	5.8	5.6





## ASIAN/PACIFIC ISLANDERS REPRESENTATION IN 27 INDEPENDENT AGENCIES

REPRESENTATION IN PERMANENT FEDERAL WORKFORCE September 30, 2012 and September 30, 2011 ASIANS		
INDEPENDENT AGENCIES	2012 GROUP PCT.	2011 GROUP CT.
BROADCASTING BOARD OF GOVERNORS	16.8	15.4
COMMODITY FUTURES TRADING COMMISSION	7.4	N/A
CORP FOR NATIONAL AND COMMUNITY SERVICE	4	4.2
COURT SERVICES AND OFFENDR SUPERVSN AGY	1.8	1.5
ENVIRONMENTAL PROTECTION AGENCY	6.4	6.5
EQUAL EMPLOYMENT OPPORTUNITY COMMISSION	3.8	3.8
FEDERAL COMMUNICATIONS COMMISSION	7.5	7.1
FEDERAL DEPOSIT INSURANCE CORPORATION	4.6	4.1
FEDERAL HOUSING FINANCE AGENCY	9.7	N/A
FEDERAL RESERVE SYSTEM	7.6	N/A
FEDERAL TRADE COMMISSION	7	6.5
GENERAL SERVICES ADMINISTRATION	6	5.8
GOVERNMENT PRINTING OFFICE	2.9	2.6
NAT ARCHIVES AND RECORDS ADMINISTRATION	2.7	2.6
NATIONAL AERONAUTICS AND SPACE ADMINISTRATION	6.7	6.5
NATIONAL CREDIT UNION ADMINISTRATION	5.9	5.2
NATIONAL LABOR RELATIONS BOARD	4.3	4.2
NATIONAL SCIENCE FOUNDATION	7.1	7.1
NUCLEAR REGULATORY COMMISSION	9.3	9.1
OFFICE OF PERSONNEL MANAGEMENT	3.5	3.3
PENSION BENEFIT GUARANTY CORPORATION	9.1	9.1
RAILROAD RETIREMENT BOARD	3	2.7
SECURITIES AND EXCHANGE COMMISSION	9.7	9.2
SMALL BUSINESS ADMINISTRATION	6.2	5.9
SMITHSONIAN INSTITUTION	3.2	3.1
SOCIAL SECURITY ADMINISTRATION	5.6	5.4
US AID	5.7	6
GOVERNMENTWIDE	5.8	5.6



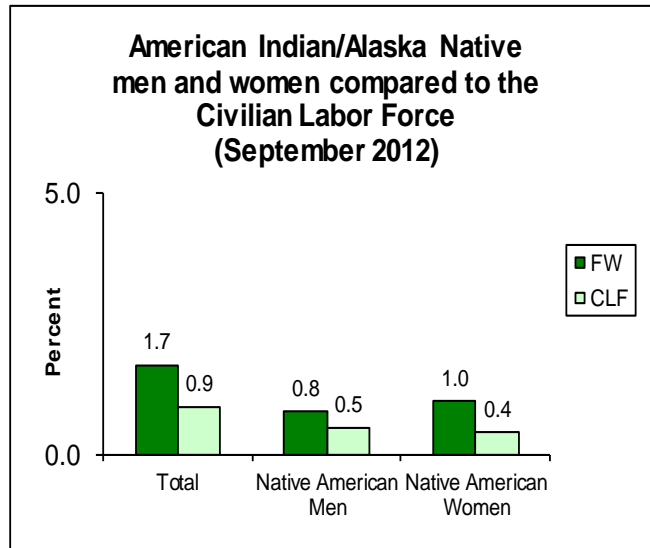
**AMERICAN INDIAN/ALASKA NATIVES IN  
THE FEDERAL WORKFORCE**

## AMERICAN INDIAN/ALASKA NATIVE EMPLOYMENT

American Indian/Alaska Native employment represented 1.7 percent (33,171) of the permanent FW as of September 30, 2012 and 1.7 percent in FY 2011.

American Indian/Alaska Native men represented 0.8 percent of the FW in FY 2012 and 0.8 in FY 2011.

American Indian/Alaska Native women represented 1.0 percent of the FW in FY 2012 and 1.0 percent in FY 2011.



## AMERICAN INDIAN/ALASKA NATIVE EMPLOYMENT BY OCCUPATIONAL CATEGORY

American Indian/Alaska Native employment in professional occupations increased by 35 to 5,946 in FY 2012 from 5,911 in FY 2011. American Indian/Alaska Natives represented 1.2 percent of all Federal employees in this occupational category in FY 2012, the same as in FY 2011.

American Indian/Alaska Native employment in administrative occupations decreased by 142 to 9,126 in FY 2012 from 9,268 in FY 2011. American Indian/Alaska Natives represented 1.2 percent of all Federal employees in this occupational category in FY 2012, compared to 1.3 in FY 2011.

2012	<u>American Indian/ Alaska Native Employment</u>	<u>Percent of FW</u>
<b>Counts and Percentages of American Indian/Alaska Native based on All Employees in Each Occupational Category (September 2012)</b>		
<b>Professional</b>	5,946	1.2
<b>Administrative</b>	9,126	1.2
<b>Technical</b>	9,420	2.8
<b>Clerical</b>	3,330	2.7
<b>Other</b>	1,226	1.6
<b>White-Collar (WC)</b>	29,048	1.7
<b>Blue-Collar (BC)</b>	4,123	2.2
<b>Total (WC + BC)</b>	33,171	1.7

American Indian/Alaska Native employment in technical occupations decreased by 180 to 9,420 in FY 2012 from 9,600 in FY 2011. American Indian/Alaska Natives represented 2.8 percent of all Federal employees in this occupational category in FY 2012, the same as in FY 2011.

American Indian/Alaska Native employment in clerical occupations decreased by 156 to 3,330 in FY 2012 from 3,486 in FY 2011. American Indian/Alaska Natives represented 2.7 percent of all employees in this occupational category in FY 2012, compared to 2.8 percent in FY 2011.

American Indian/Alaska Native employment in "other" white-collar occupations decreased by 32 to 1,226 in FY 2012 from 1,258 in FY 2011. American Indian/Alaska Natives represented 1.6 percent of this occupational category in FY 2012, the same as in FY 2011.

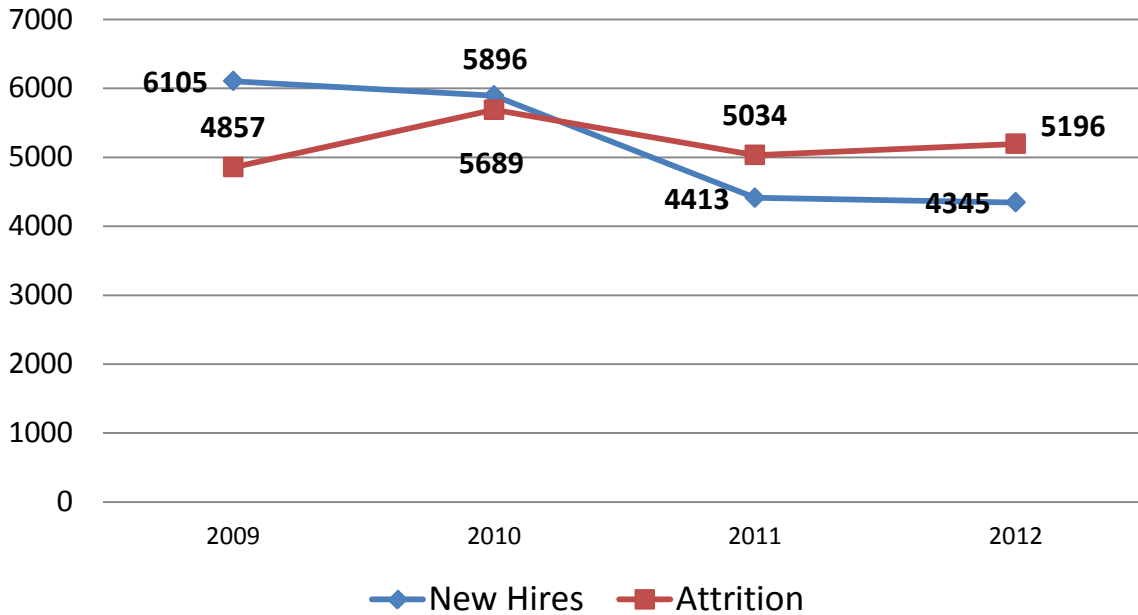
American Indian/Alaska Native employment in white-collar occupations decreased by 475 to 29,048 in FY 2012 from 29,523 in FY 2011. American Indian/Alaska Natives represented 1.7 percent of this occupational category in FY 2012, the same as in FY 2011.

American Indian/Alaska Native employment in blue-collar occupations decreased by 115 to 4,123 in FY 2012 from 4,238 in FY 2011. American Indian/Alaska Natives represented 2.2 percent of this occupational category in FY 2012, compared to 2.3 percent in FY 2011.

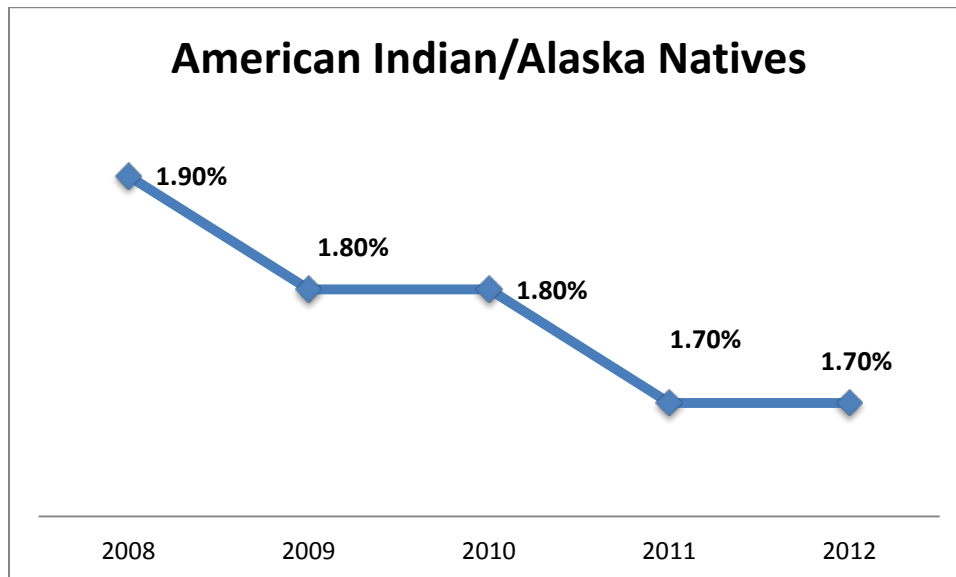
## TRENDS

### New Hires compared to Attrition<sup>7</sup>

#### American Indian/Alaska Natives



### Representation in the Federal Workforce over a 5-year period



<sup>7</sup> The New Hires compared to Attrition chart does not include Transfers In, nor does it include Transfers Out. Furthermore, the Judicial Branch is entirely excluded and some Executive Branch agencies are not included. Please see data notes for details.

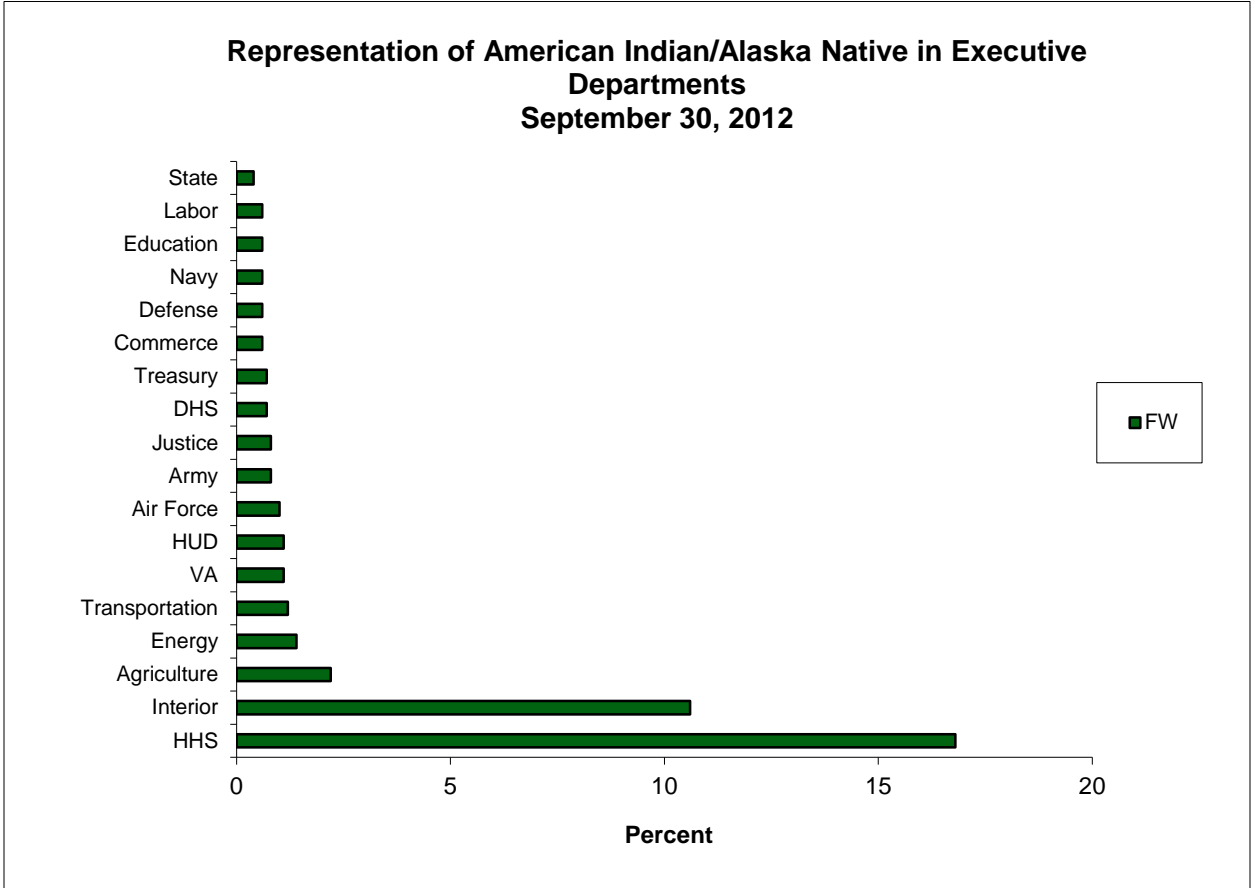
**AMERICAN INDIAN/ALASKA NATIVE PERMANENT FEDERAL  
CIVILIAN EMPLOYMENT SALARY TRENDS**

WHITE-COLLAR / PAY SYSTEM GROUPS GS,GM,GL	2012		2011		DIFFERENCE 2011 TO 2012	
	#	%	#	%	#COUNT	%CHANGE
UP TO \$20,000	0	0	0	0	0	0
\$20,001 TO \$40,000	5,941	0.4	6,195	0.4	-254	-4.1
\$40,001 TO \$60,000	8,853	0.6	9,070	0.6	-217	-2.4
\$60,001 TO \$80,000	5,432	0.4	5,434	0.4	-2	0
\$80,001 TO \$100,000	3,258	0.2	3,179	0.2	79	2.5
\$100,001 TO \$120,000	1,527	0.1	1,497	0.1	30	2
\$120,001 TO \$140,000	578	0	584	0	-6	-1
\$140,001 TO \$160,000	222	0	226	0	-4	-1.8
\$160,001 AND GREATER	9	0	14	0	-5	-35.7
UNSPECIFIED	41	0	50	0	-9	-18
TOTAL	25,861	1.8	26,249	1.9	-388	-1.5
SES						
\$100,001 TO \$120,000	2	0	2	0	0	0
\$120,001 TO \$140,000	5	0.1	5	0.1	0	0
\$140,001 TO \$160,000	25	0.3	22	0.3	3	13.6
\$160,001 AND GREATER	57	0.7	59	0.8	-2	-3.4
TOTAL	89	1.1	88	1.1	1	1.1
OTHER WHITE COLLAR						
UP TO \$20,000	2	0	4	0	-2	-50
\$20,001 TO \$40,000	331	0.1	404	0.1	-73	-18.1
\$40,001 TO \$60,000	418	0.1	423	0.1	-5	-1.2
\$60,001 TO \$80,000	570	0.2	583	0.2	-13	-2.2
\$80,001 TO \$100,000	518	0.1	528	0.1	-10	-1.9
\$100,001 TO \$120,000	411	0.1	421	0.1	-10	-2.4
\$120,001 TO \$140,000	237	0.1	231	0.1	6	2.6
\$140,001 TO \$160,000	235	0.1	248	0.1	-13	-5.2
\$160,001 AND GREATER	376	0.1	344	0.1	32	9.3
TOTAL	3,098	0.9	3,186	0.9	-88	-2.8
TOTAL WHITE-COLLAR (PATCO)	29,048	1.7	29,523	1.7	-475	-1.6
TOTAL BLUE-COLLAR	4,123	2.2	4,238	2.3	-115	-2.7
TOTAL WHITE/BLUE-COLLAR	33,171	1.7	33,761	1.7	-590	-1.7



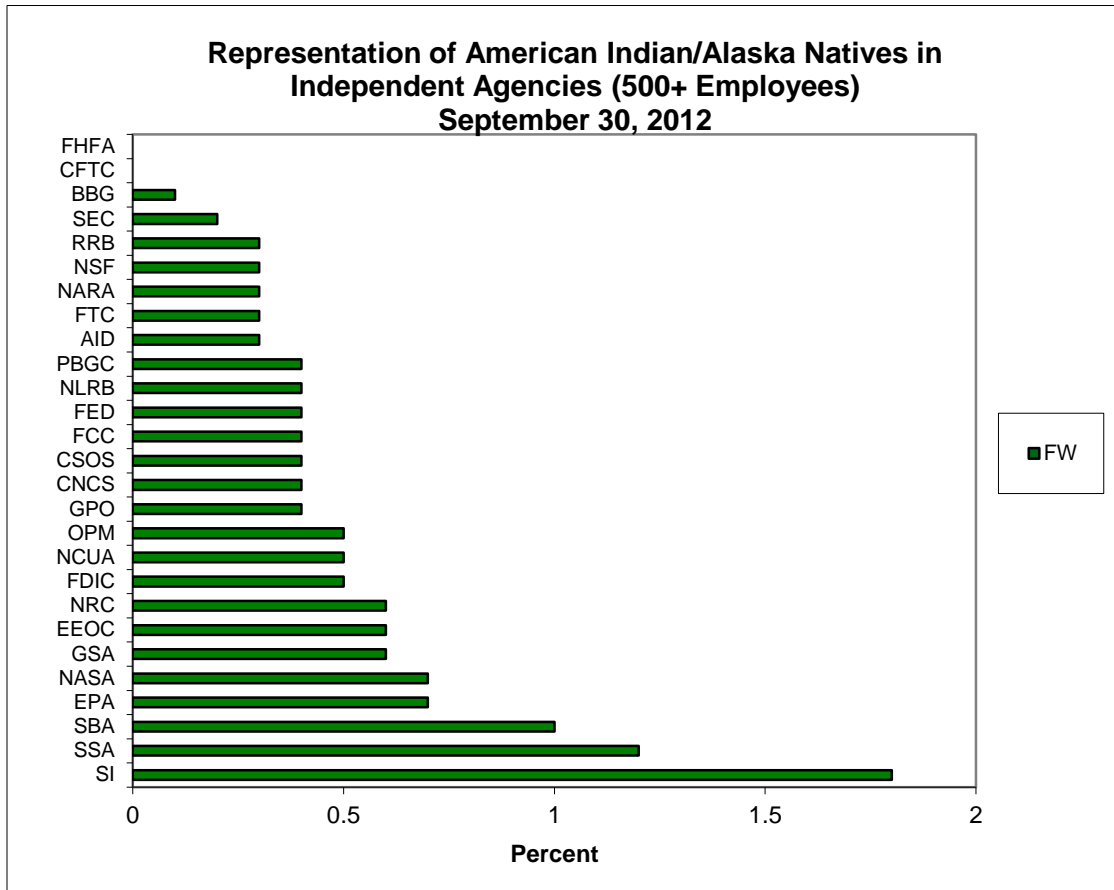
## AMERICAN INDIAN/ALASKA NATIVES REPRESENTATION IN EXECUTIVE DEPARTMENTS

<b>REPRESENTATION IN PERMANENT FEDERAL WORKFORCE September 30, 2012 and September 30, 2011 AMERICAN INDIAN/ALASKA NATIVES</b>		
<b>EXECUTIVE DEPARTMENTS</b>	<b>2012 GROUP PCT.</b>	<b>2011 GROUP PCT.</b>
DEPARTMENT OF THE AIR FORCE	1	1
DEPARTMENT OF AGRICULTURE	2.2	2.2
DEPARTMENT OF THE ARMY	0.8	0.9
DEPARTMENT OF COMMERCE	0.6	0.6
DEPARTMENT OF DEFENSE	0.6	0.6
DEPARTMENT OF JUSTICE	0.8	0.8
DEPARTMENT OF LABOR	0.6	0.6
DEPARTMENT OF ENERGY	1.4	1.3
DEPARTMENT OF EDUCATION	0.6	0.6
DEPARTMENT OF HEALTH AND HUMAN SERVICES	16.8	17.2
DEPARTMENT OF HOMELAND SECURITY	0.7	0.7
DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT	1.1	1.1
DEPARTMENT OF INTERIOR	10.6	10.9
DEPARTMENT OF THE NAVY	0.6	0.6
DEPARTMENT OF STATE	0.4	0.4
DEPARTMENT OF TRANSPORTATION	1.2	1.2
DEPARTMENT OF TREASURY	0.7	0.7
DEPARTMENT OF VETERANS AFFAIRS	1.1	1.1
GOVERNMENTWIDE	1.7	1.7



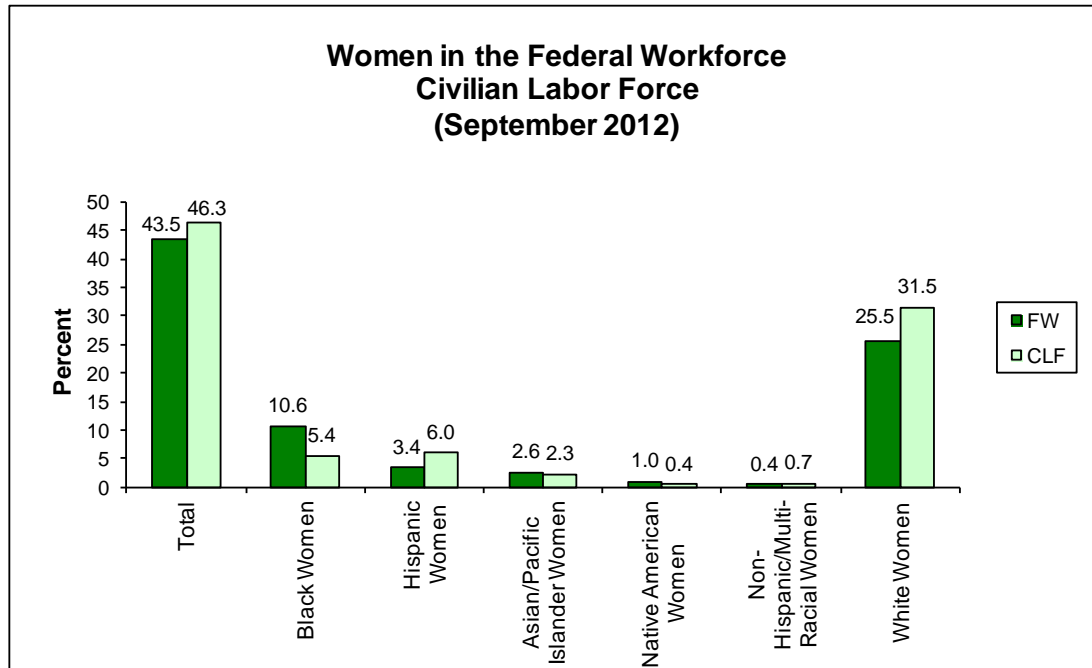
## AMERICAN INDIAN/ALASKA NATIVES REPRESENTATION IN 27 INDEPENDENT AGENCIES

<b>REPRESENTATION IN PERMANENT FEDERAL WORKFORCE September 30, 2012 and September 30, 2011 AMERICAN INDIAN/ALASKA NATIVES</b>		
<b>INDEPENDENT AGENCIES</b>	<b>2012 GROUP PCT.</b>	<b>2011 GROUP PCT.</b>
BROADCASTING BOARD OF GOVERNORS	0.1	0.2
COMMODITY FUTURES TRADING COMMISSION	0	N/A
CORP FOR NATIONAL AND COMMUNITY SERVICE	0.4	0.4
COURT SERVICES AND OFFENDR SUPERVSN AGY	0.4	0.3
ENVIRONMENTAL PROTECTION AGENCY	0.7	0.7
EQUAL EMPLOYMENT OPPORTUNITY COMMISSION	0.6	0.6
FEDERAL COMMUNICATIONS COMMISSION	0.4	0.3
FEDERAL DEPOSIT INSURANCE CORPORATION	0.5	0.5
FEDERAL HOUSING FINANCE AGENCY	0	N/A
FEDERAL RESERVE SYSTEM	0.4	N/A
FEDERAL TRADE COMMISSION	0.3	0.3
GENERAL SERVICES ADMINISTRATION	0.6	0.6
GOVERNMENT PRINTING OFFICE	0.4	0.5
NAT ARCHIVES AND RECORDS ADMINISTRATION	0.3	0.3
NATIONAL AERONAUTICS AND SPACE ADMINISTRATION	0.7	0.7
NATIONAL CREDIT UNION ADMINISTRATION	0.5	0.4
NATIONAL LABOR RELATIONS BOARD	0.4	0.5
NATIONAL SCIENCE FOUNDATION	0.3	0.2
NUCLEAR REGULATORY COMMISSION	0.6	0.7
OFFICE OF PERSONNEL MANAGEMENT	0.5	0.4
PENSION BENEFIT GUARANTY CORPORATION	0.4	0.4
RAILROAD RETIREMENT BOARD	0.3	0.3
SECURITIES AND EXCHANGE COMMISSION	0.2	0.2
SMALL BUSINESS ADMINISTRATION	1	1
SMITHSONIAN INSTITUTION	1.8	1.7
SOCIAL SECURITY ADMINISTRATION	1.2	1.2
US AID	0.3	0.4
GOVERNMENTWIDE	1.7	1.7



# **WOMEN IN THE FEDERAL WORKFORCE**

## EMPLOYMENT OF WOMEN



- Women represented 43.5 percent (844,223) of the permanent FW as of September 30, 2012.
- In FY 2011, Women made up 43.6 percent of the FW.
- Black women represented 10.6 percent of the FW in FY 2012 and FY 2011.
- Hispanic women represented 3.4 percent of the FW in FY 2012 and 3.3 percent in FY 2011.
- Asian/Pacific Islander women represented 2.6 percent of the FW in FY 2012 and FY 2011.
- American Indian/Alaska Native women represented 1.0 percent of the FW in FY 2012 and FY 2011.
- Non-Hispanic Multi-Racial women represented 0.4 percent of the FW in FY 2012 and FY 2011.
- White women represented 25.5 percent of the FW in FY 2012, compared to 25.8 percent in FY 2011.

## WOMEN BY OCCUPATIONAL CATEGORY

The number of women in professional occupations increased by 4,572 to 226,589 in FY 2012 from 222,017 in FY 2011. Women represented 46.1 percent of all professional Federal employees in FY 2012, compared to 45.6 percent in FY 2011.

The number of women in administrative occupations decreased by 2,552 to 316,538 in FY 2012 from 319,090 in FY 2011. Women represented 43.1 percent of all Federal employees in this occupational category in FY 2012, compared to 43.6 percent in FY 2011.

The number of women in technical occupations decreased by 3,174 to 192,524 in FY 2012 from 195,698 in FY 2011. Women represented 57.8 percent of all Federal employees in this occupational category in FY 2012, compared to 58.1 percent in FY 2011.

The number of women in clerical occupations decreased by 2,352 to 80,518 in FY 2012 from 82,870 in FY 2011. Women represented 66.4 percent of all Federal employees in this occupational category in FY 2012, compared to 66.8 percent in FY 2011.

The number of women in "other" white-collar occupations decreased by 182 to 10,006 in FY 2012 from 10,188 in FY 2011. Women represented 13.1 percent of all Federal employees in this occupational category in FY 2012, compared to 13.2 percent in FY 2011.

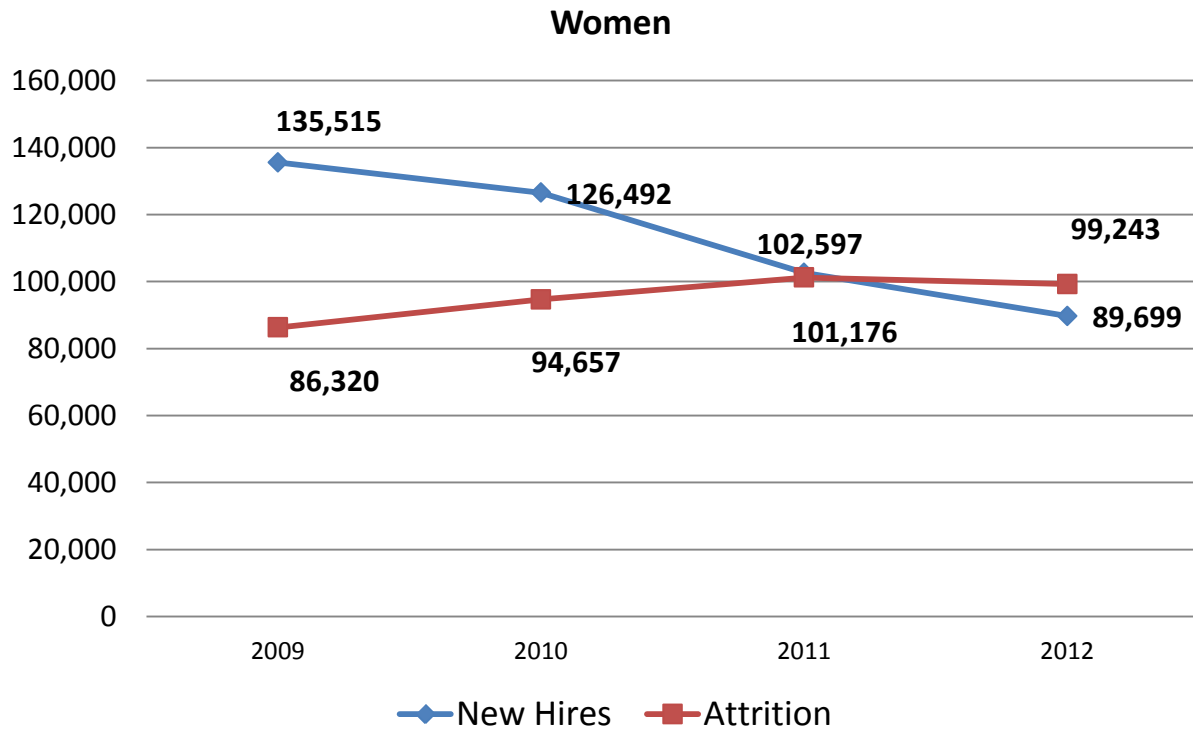
The number of women in white-collar occupations decreased by 3,688 to 826,175 in FY 2012 from 829,863 in FY 2011. Women represented 47 percent of all Federal employees in this occupational category in FY 2012, compared to 47.2 percent in FY 2011.

The number of women, in blue-collar occupations, decreased by 346 to 18,048 in FY 2012 from 18,394 in FY 2011. Women represented 9.8 percent of all Federal employees in this occupational category in FY 2012, the same as in FY 2011.

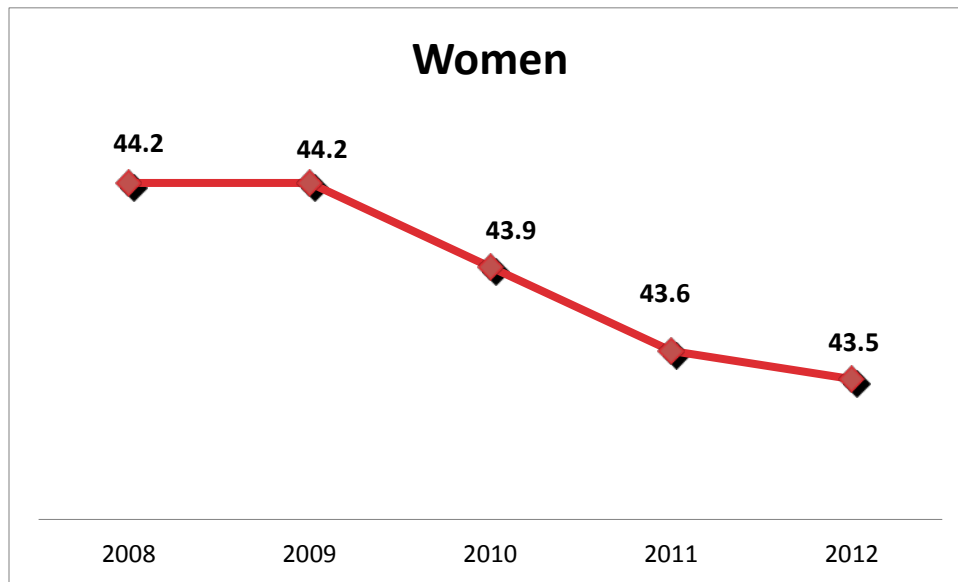
<b>2012</b>	<u>Employment of Women</u>	<u>Percent of FW</u>
<b>Counts and Percentages of Women based on All employees in Each Occupational Category (September 2012)</b>		
<b>Professional</b>	226,589	46.1
<b>Administrative</b>	316,538	43.1
<b>Technical</b>	192,524	57.8
<b>Clerical</b>	80,518	66.4
<b>Other</b>	10,006	13.1
<b>White-Collar (WC)</b>	826,175	47
<b>Blue-Collar (BC)</b>	18,048	9.8
<b>Total (WC + BC)</b>	844,223	43.5

## TRENDS

### New Hires compared to Attrition<sup>8</sup>



### Representation in the Federal Workforce over a 5-year period



<sup>8</sup> The New Hires compared to Attrition chart does not include Transfers In, nor does it include Transfers Out. Furthermore, the Judicial Branch is entirely excluded and some Executive Branch agencies are not included. Please see data notes for details.

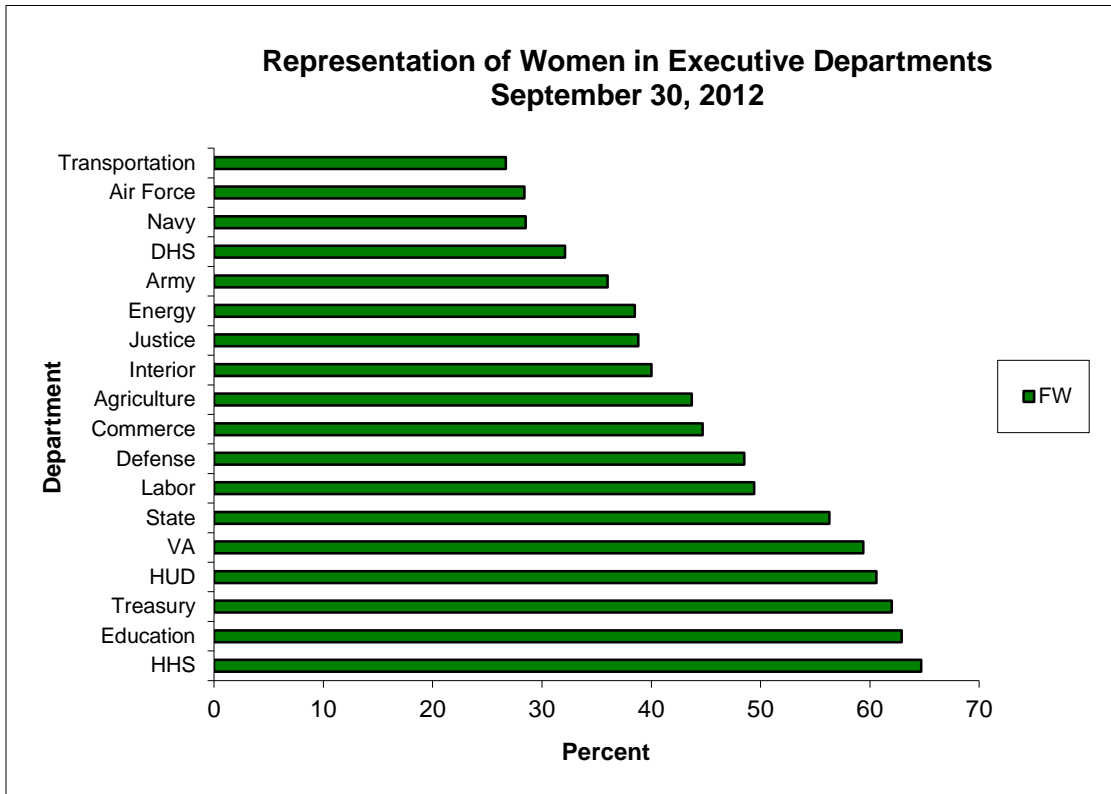


**WOMEN PERMANENT NON-POSTAL FEDERAL CIVILIAN  
EMPLOYMENT SALARY TRENDS**

WHITE-COLLAR / PAY SYSTEM GROUPS	2012		2011		DIFFERENCE 2011 TO 2012	
	#	%	#	%	#COUNT	%CHANGE
UP TO \$20,000	0	0	1	0	-1	-100
\$20,001 TO \$40,000	87,670	6.3	92,777	6.6	-5,107	-5.5
\$40,001 TO \$60,000	202,527	14.5	209,844	15	-7,317	-3.5
\$60,001 TO \$80,000	156,220	11.2	152,525	10.9	3,695	2.4
\$80,001 TO \$100,000	114,248	8.2	110,440	7.9	3,808	3.4
\$100,001 TO \$120,000	68,772	4.9	66,567	4.8	2,205	3.3
\$120,001 TO \$140,000	27,544	2	26,305	1.9	1,239	4.7
\$140,001 TO \$160,000	14,244	1	13,702	1	542	4
\$160,001 AND GREATER	434	0	508	0	-74	-14.6
UNSPECIFIED	552	0	652	0	-100	-15.3
TOTAL	672,211	48	673,321	48.2	-1,110	-0.2
SES						
\$100,001 TO \$120,000	14	0.2	15	0.2	-1	-6.7
\$120,001 TO \$140,000	106	1.3	94	1.2	12	12.8
\$140,001 TO \$160,000	618	7.9	563	7.2	55	9.8
\$160,001 AND GREATER	1,887	24	1,840	23.6	47	2.6
UNSPECIFIED	8	0.1	0	0	8	0
TOTAL	2,633	33.5	2,512	32.3	121	4.8
OTHER WHITE COLLAR						
UP TO \$20,000	154	0	153	0	1	0.7
\$20,001 TO \$40,000	17,437	5	17,761	5	-324	-1.8
\$40,001 TO \$60,000	21,709	6.2	22,701	6.4	-992	-4.4
\$60,001 TO \$80,000	35,612	10.2	37,042	10.5	-1,430	-3.9
\$80,001 TO \$100,000	28,544	8.2	29,504	8.4	-960	-3.3
\$100,001 TO \$120,000	19,001	5.4	19,511	5.5	-510	-2.6
\$120,001 TO \$140,000	9,520	2.7	9,193	2.6	327	3.6
\$140,001 TO \$160,000	8,239	2.4	8,161	2.3	78	1
\$160,001 AND GREATER	11,094	3.2	9,983	2.8	1,111	11.1
UNSPECIFIED	21	0	21	0	0	0
TOTAL	151,331	43.3	154,030	43.7	-2,699	-1.8
TOTAL WHITE-COLLAR (PATCO)	826,175	47	829,863	47.2	-3,688	-0.4
TOTAL BLUE-COLLAR	18,048	9.8	18,394	9.8	-346	-1.9
TOTAL WHITE/BLUE-COLLAR	844,223	43.5	848,257	43.6	-4,034	-0.5

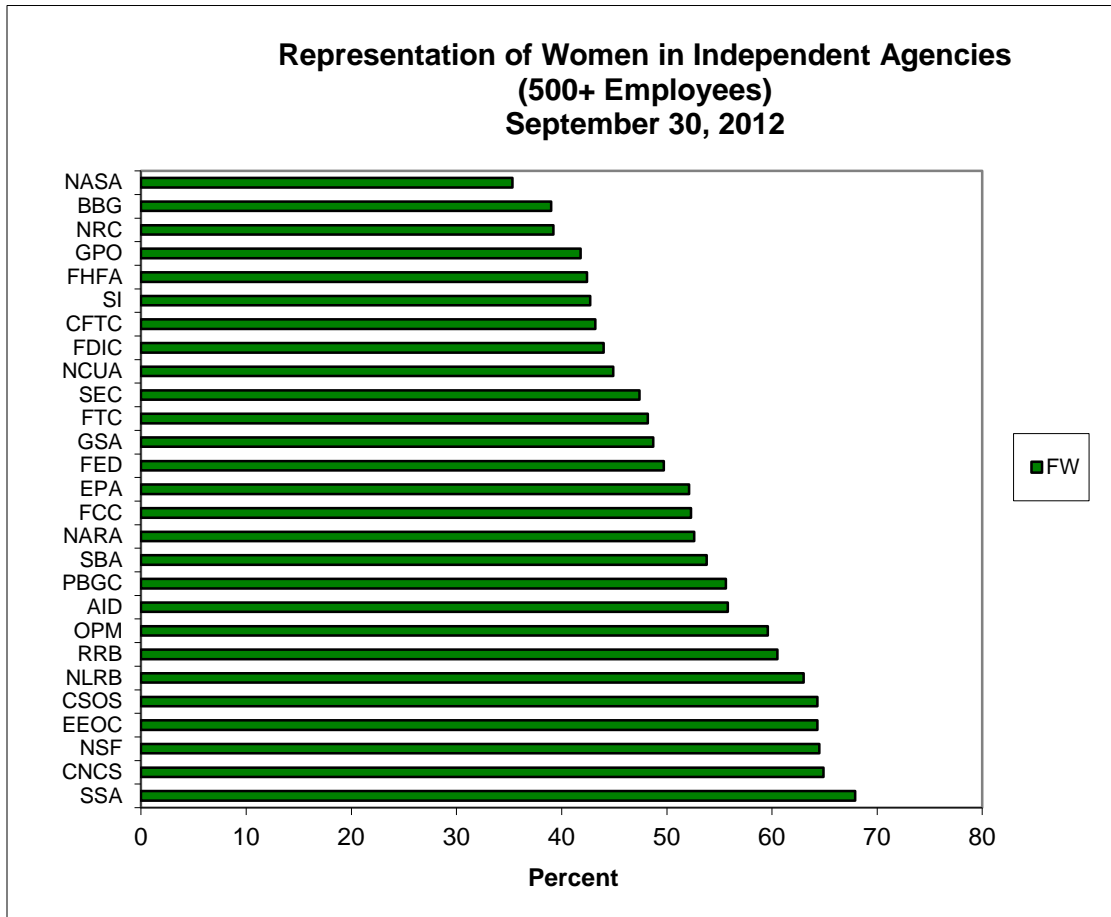
## WOMEN REPRESENTATION IN EXECUTIVE DEPARTMENTS

<b>REPRESENTATION IN PERMANENT FEDERAL WORKFORCE September 30, 2012 and September 30, 2011 WOMEN</b>		
<b>EXECUTIVE DEPARTMENTS</b>	<b>2012 GROUP PCT.</b>	<b>2011 GROUP PCT.</b>
DEPARTMENT OF THE AIR FORCE	28.4	29
DEPARTMENT OF AGRICULTURE	43.7	44
DEPARTMENT OF THE ARMY	36	36.1
DEPARTMENT OF COMMERCE	44.7	45.4
DEPARTMENT OF DEFENSE	48.5	48.9
DEPARTMENT OF JUSTICE	38.8	39.1
DEPARTMENT OF LABOR	49.4	49.4
DEPARTMENT OF ENERGY	38.5	38.3
DEPARTMENT OF EDUCATION	62.9	62.6
DEPARTMENT OF HEALTH AND HUMAN SERVICES	64.7	64.7
DEPARTMENT OF HOMELAND SECURITY	32.1	31.9
DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT	60.6	60.5
DEPARTMENT OF INTERIOR	40	40
DEPARTMENT OF THE NAVY	28.5	28.9
DEPARTMENT OF STATE	56.3	56.6
DEPARTMENT OF TRANSPORTATION	26.7	26.8
DEPARTMENT OF TREASURY	62	62.2
DEPARTMENT OF VETERANS AFFAIRS	59.4	59.5
GOVERNMENTWIDE	43.5	43.6



## WOMEN REPRESENTATION IN 27 INDEPENDENT AGENCIES

<b>REPRESENTATION IN PERMANENT FEDERAL WORKFORCE September 30, 2012 and September 30, 2011 WOMEN</b>		
<b>INDEPENDENT AGENCIES</b>	<b>2012 GROUP PCT.</b>	<b>2011 GROUP PCT.</b>
BROADCASTING BOARD OF GOVERNORS	39	40
COMMODITY FUTURES TRADING COMMISSION	43.2	N/A
CORP FOR NATIONAL AND COMMUNITY SERVICE	64.9	65.6
COURT SERVICES AND OFFENDR SUPERVSN AGY	64.3	64.2
ENVIRONMENTAL PROTECTION AGENCY	52.1	52
EQUAL EMPLOYMENT OPPORTUNITY COMMISSION	64.3	64
FEDERAL COMMUNICATIONS COMMISSION	52.3	52.8
FEDERAL DEPOSIT INSURANCE CORPORATION	44	43.9
FEDERAL HOUSING FINANCE AGENCY	42.4	N/A
FEDERAL RESERVE SYSTEM	49.7	N/A
FEDERAL TRADE COMMISSION	48.2	49.5
GENERAL SERVICES ADMINISTRATION	48.7	48.6
GOVERNMENT PRINTING OFFICE	41.8	41.2
NAT ARCHIVES AND RECORDS ADMINISTRATION	52.6	52.9
NATIONAL AERONAUTICS AND SPACE ADMINISTRATION	35.3	35.6
NATIONAL CREDIT UNION ADMINISTRATION	44.9	44.9
NATIONAL LABOR RELATIONS BOARD	63	63.4
NATIONAL SCIENCE FOUNDATION	64.5	65
NUCLEAR REGULATORY COMMISSION	39.2	39.5
OFFICE OF PERSONNEL MANAGEMENT	59.6	59.2
PENSION BENEFIT GUARANTY CORPORATION	55.6	55.5
RAILROAD RETIREMENT BOARD	60.5	60.6
SECURITIES AND EXCHANGE COMMISSION	47.4	48.2
SMALL BUSINESS ADMINISTRATION	53.8	54.7
SMITHSONIAN INSTITUTION	42.7	42.4
SOCIAL SECURITY ADMINISTRATION	67.9	68.2
US AID	55.8	54.5
GOVERNMENTWIDE	43.5	43.6



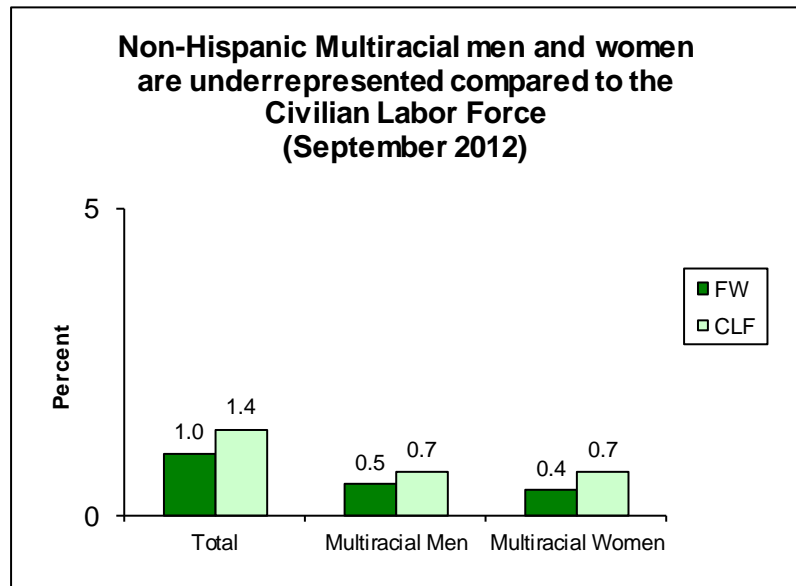
**NON-HISPANIC/MULTI-RACIAL  
EMPLOYMENT IN THE FEDERAL  
WORKFORCE**

## NON-HISPANIC/MULTI-RACIAL EMPLOYMENT

Non-Hispanic Multi-Racial employees were 1.0 percent (18,958) of the permanent FW as of September 30, 2012 and 0.8 percent in FY 2011.

Non-Hispanic Multi-Racial men comprised 0.5 percent of the FW in FY 2012 and 0.4 percent in FY 2011.

Non-Hispanic Multi-Racial women comprised 0.4 percent of the FW in FY 2012 and 0.4 percent in FY 2011.



## NON-HISPANIC/MULTI-RACIAL<sup>9</sup> BY OCCUPATIONAL CATEGORY

Non-Hispanic/Multi-Racial employment in professional occupations increased by 631 to 4,039 in FY 2012, from 3,408 in FY 2011. Non-Hispanic/ Multi-Racial employees represented 0.8 percent of all Federal employees in this occupational category in FY 2012, compared to 0.7 percent in FY 2011.

Non-Hispanic/Multi-Racial employment in administrative occupations increased by 1,234 to 7,849 in FY 2012, from 6,615 in FY 2011. Non-Hispanic/ Multi-Racial employees represented 1.1 percent of all Federal employees in this occupational category in FY 2012, compared to 0.9 percent in FY 2011.

Non-Hispanic/Multi-Racial employment in technical occupations increased by 424 to 3,014 in FY 2012, from 2,590 in FY 2011. Non-Hispanic/Multi-Racial employees represented 0.9 percent of all Federal employees in this occupational category in FY 2012, compared to 0.8 percent in FY 2011.

Non-Hispanic/Multi-Racial employment in clerical occupations increased by 275 to 1,536 in FY 2012, from 1,261 in FY 2011. Non-Hispanic/Multi-Racial employees represented 1.3 percent of all Federal employees in this occupational category in FY 2012, compared to 1 percent in FY 2011.

Non-Hispanic/Multi-Racial employment in "other" white-collar occupations increased by 76 to 893 in FY 2012, from 817 in FY 2011. Non-Hispanic/Multi-Racial employees represented 1.2 percent of all Federal employees in this occupational category in FY 2012, compared to 1.1 percent in FY 2011.

Non-Hispanic/Multi-Racial employment in white-collar occupations increased by 2,640 to 17,331 in FY 2012, from 14,691 in FY 2011. Non-Hispanic/Multi-Racial employees represented 1 percent of all Federal employees in this occupational category in FY 2012, compared to 0.8 percent in FY 2011.

<b>2012</b>	<u>Non-Hispanic Multi-racial Employment</u>	<u>Percent of FW</u>
<b>Counts and Percentages of Non-Hispanic/Multi-Racial based on All Employees in Each Occupational Category (September 2012)</b>		
<b>Professional</b>	4,039	0.8
<b>Administrative</b>	7,849	1.1
<b>Technical</b>	3,014	0.9
<b>Clerical</b>	1,536	1.3
<b>Other</b>	893	1.2
<b>White-Collar (WC)</b>	17,331	1
<b>Blue-Collar (BC)</b>	1,627	0.9
<b>Total (WC + BC)</b>	18,958	1

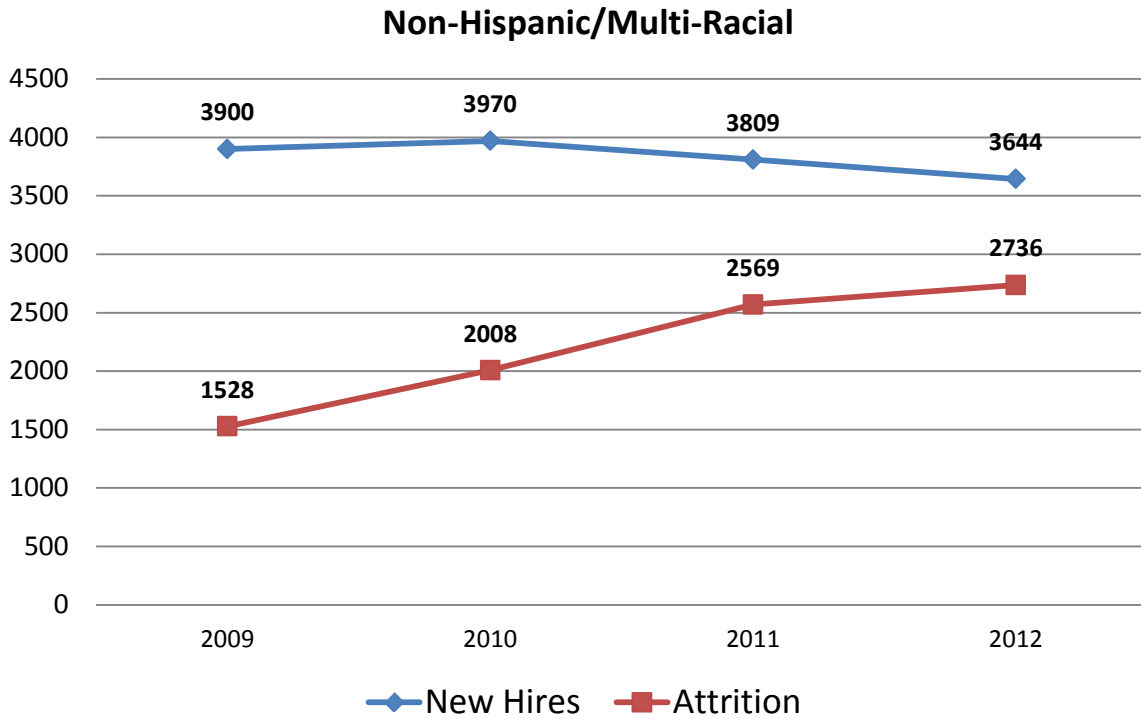
<sup>9</sup> Although this new category is not a minority group as determined under 5 U.S.C. § 7201, collection and representation of this data is consistent with the new Racial/National Origin structure required by the Office of Management and Budget. OPM guidance to agencies required use of the new codes for all accessions occurring on or after January 1, 2006. However, while agencies were not required to resurvey their workforce, they had the option to do so. As a result, the Federal civilian employees in this category do not reflect total numbers in the FW; they reflect only those who completed the new Standard Form 181, Ethnicity and Race Identification (dated July 2005).



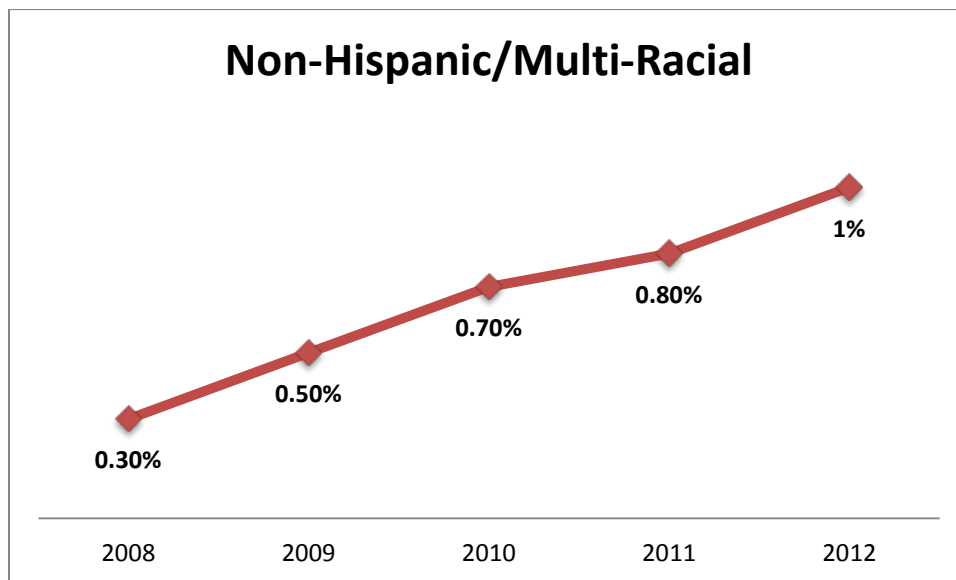
Non-Hispanic/Multi-Racial employment in blue-collar occupations increased by 286 to 1,627 in FY 2012, from 1,341 in FY 2011. Non-Hispanic/Multi-Racial employees represented 0.9 percent of all Federal employees in this occupational category in FY 2012, compared to 0.7 in FY 2011.

## TRENDS

### New Hires compared to Attrition<sup>10</sup>



### Representation in the Federal Workforce over a 5-year period



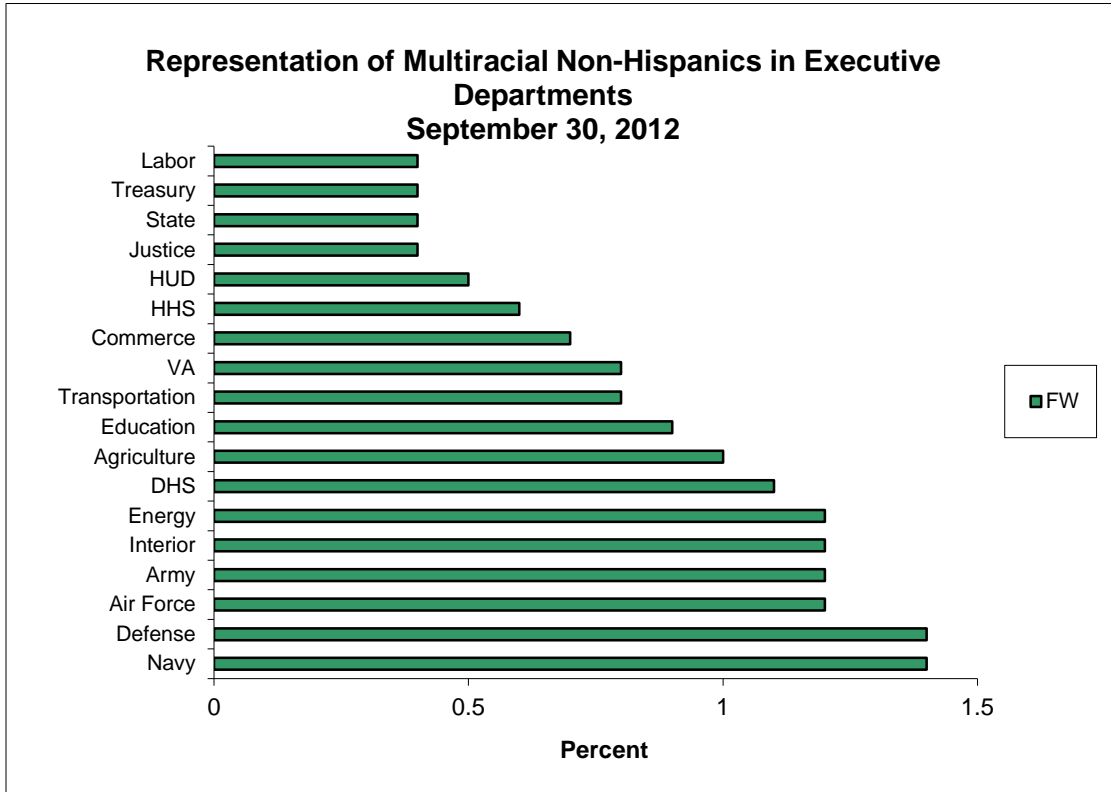
<sup>10</sup> The above chart does not include Transfers In nor does it include Transfers Out. Furthermore, the Judicial Branch is entirely excluded and some Executive Branch agencies are not included. Please see data notes for details.

**NON-HISPANIC/MULTI-RACIAL PERMANENT NON-POSTAL  
FEDERAL CIVILIAN EMPLOYMENT SALARY TRENDS**

WHITE-COLLAR / PAY SYSTEM GROUPS GS,GM,GL	2012		2011		DIFFERENCE 2011 TO 2012	
	#	%	#	%	#COUNT	%CHANGE
\$20,001 TO \$40,000	2,153	0.2	1,952	0.1	201	10.3
\$40,001 TO \$60,000	3,971	0.3	3,603	0.3	368	10.2
\$60,001 TO \$80,000	3,971	0.3	3,290	0.2	681	20.7
\$80,001 TO \$100,000	2,540	0.2	2,020	0.1	520	25.7
\$100,001 TO \$120,000	1,243	0.1	969	0.1	274	28.3
\$120,001 TO \$140,000	442	0	344	0	98	28.5
\$140,001 TO \$160,000	202	0	164	0	38	23.2
\$160,001 AND GREATER	14	0	17	0	-3	-17.6
UNSPECIFIED	14	0	10	0	4	40
TOTAL	14,550	1	12,369	0.9	2,181	17.6
SES						
\$100,001 TO \$120,000	1	0	0	0	1	0
\$120,001 TO \$140,000	6	0.1	4	0.1	2	50
\$140,001 TO \$160,000	14	0.2	13	0.2	1	7.7
\$160,001 AND GREATER	23	0.3	19	0.2	4	21.1
TOTAL	44	0.6	36	0.5	8	22.2
OTHER WHITE COLLAR						
UP TO \$20,000	1	0	1	0	0	0
\$20,001 TO \$40,000	449	0.1	354	0.1	95	26.8
\$40,001 TO \$60,000	351	0.1	336	0.1	15	4.5
\$60,001 TO \$80,000	605	0.2	542	0.2	63	11.6
\$80,001 TO \$100,000	472	0.1	401	0.1	71	17.7
\$100,001 TO \$120,000	395	0.1	293	0.1	102	34.8
\$120,001 TO \$140,000	164	0	120	0	44	36.7
\$140,001 TO \$160,000	145	0	112	0	33	29.5
\$160,001 AND GREATER	155	0	127	0	28	22
TOTAL	2,737	0.8	2,286	0.6	451	19.7
TOTAL WHITE-COLLAR (PATCO)	17,331	1	14,691	0.8	2,640	18
TOTAL BLUE-COLLAR	1,627	0.9	1,341	0.7	286	21.3
TOTAL WHITE/BLUE-COLLAR	18,958	1	16,032	0.8	2,926	18.3

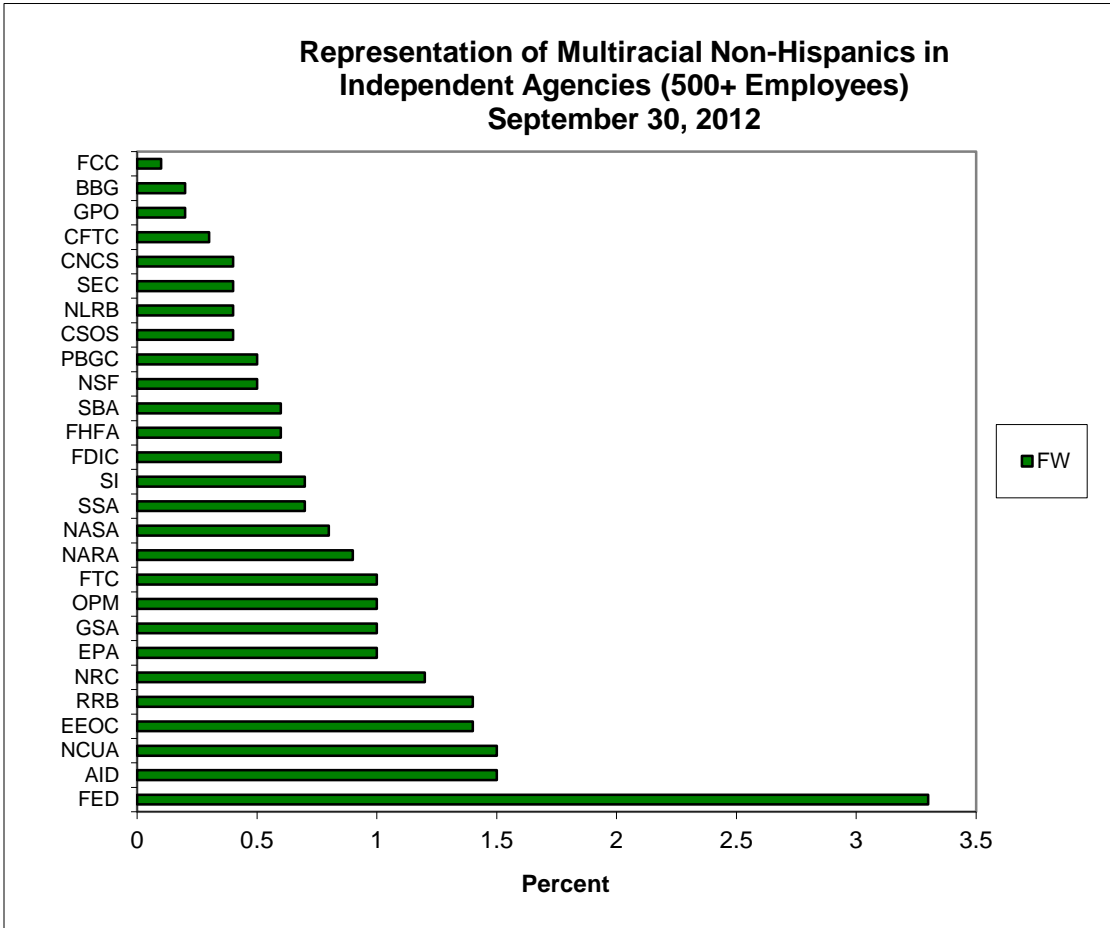
## NON-HISPANIC/MULTI-RACIAL REPRESENTATION IN EXECUTIVE DEPARTMENTS

REPRESENTATION IN PERMANENT FEDERAL WORKFORCE September 30, 2012 and September 30, 2011 NON-HISPANIC/MULTI-RACIAL		
EXECUTIVE DEPARTMENTS	2012 GROUP PCT.	2011 GROUP PCT.
DEPARTMENT OF THE AIR FORCE	1.2	1.1
DEPARTMENT OF AGRICULTURE	1	0.7
DEPARTMENT OF THE ARMY	1.2	1.1
DEPARTMENT OF COMMERCE	0.7	0.5
DEPARTMENT OF DEFENSE	1.4	1.2
DEPARTMENT OF JUSTICE	0.4	0.3
DEPARTMENT OF LABOR	0.4	0.2
DEPARTMENT OF ENERGY	1.2	1
DEPARTMENT OF EDUCATION	0.9	0.8
DEPARTMENT OF HEALTH AND HUMAN SERVICES	0.6	0.3
DEPARTMENT OF HOMELAND SECURITY	1.1	1
DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT	0.5	0.4
DEPARTMENT OF INTERIOR	1.2	1.1
DEPARTMENT OF THE NAVY	1.4	1.1
DEPARTMENT OF STATE	0.4	0
DEPARTMENT OF TRANSPORTATION	0.8	0.7
DEPARTMENT OF TREASURY	0.4	0.2
DEPARTMENT OF VETERANS AFFAIRS	0.8	0.7
GOVERNMENTWIDE	1	0.8



## NON-HISPANIC/MULTI-RACIAL REPRESENTATION IN 27 INDEPENDENT AGENCIES

<b>REPRESENTATION IN PERMANENT FEDERAL WORKFORCE September 30, 2012 and September 30, 2011 NON-HISPANIC/MULTI-RACIAL</b>		
<b>INDEPENDENT AGENCIES</b>	<b>2012 GROUP PCT.</b>	<b>2011 GROUP PCT.</b>
BROADCASTING BOARD OF GOVERNORS	0.2	0.2
COMMODITY FUTURES TRADING COMMISSION	0.3	N/A
CORP FOR NATIONAL AND COMMUNITY SERVICE	0.4	0.4
COURT SERVICES AND OFFENDR SUPERVSN AGY	0.4	0.3
ENVIRONMENTAL PROTECTION AGENCY	1	1
EQUAL EMPLOYMENT OPPORTUNITY COMMISSION	1.4	1.4
FEDERAL COMMUNICATIONS COMMISSION	0.1	0.1
FEDERAL DEPOSIT INSURANCE CORPORATION	0.6	0.5
FEDERAL HOUSING FINANCE AGENCY	0.6	N/A
FEDERAL RESERVE SYSTEM	3.3	N/A
FEDERAL TRADE COMMISSION	1	0.6
GENERAL SERVICES ADMINISTRATION	1	0.9
GOVERNMENT PRINTING OFFICE	0.2	0.3
NAT ARCHIVES AND RECORDS ADMINISTRATION	0.9	0.9
NATIONAL AERONAUTICS AND SPACE ADMINISTRATION	0.8	0.7
NATIONAL CREDIT UNION ADMINISTRATION	1.5	1.5
NATIONAL LABOR RELATIONS BOARD	0.4	0.3
NATIONAL SCIENCE FOUNDATION	0.5	0.6
NUCLEAR REGULATORY COMMISSION	1.2	0.9
OFFICE OF PERSONNEL MANAGEMENT	1	0.7
PENSION BENEFIT GUARANTY CORPORATION	0.5	0.5
RAILROAD RETIREMENT BOARD	1.4	1.2
SECURITIES AND EXCHANGE COMMISSION	0.4	0.4
SMALL BUSINESS ADMINISTRATION	0.6	0.4
SMITHSONIAN INSTITUTION	0.7	0.4
SOCIAL SECURITY ADMINISTRATION	0.7	0.6
US AID	1.5	0.8
GOVERNMENTWIDE	1	0.8



# **WHITES IN THE FEDERAL WORKFORCE**

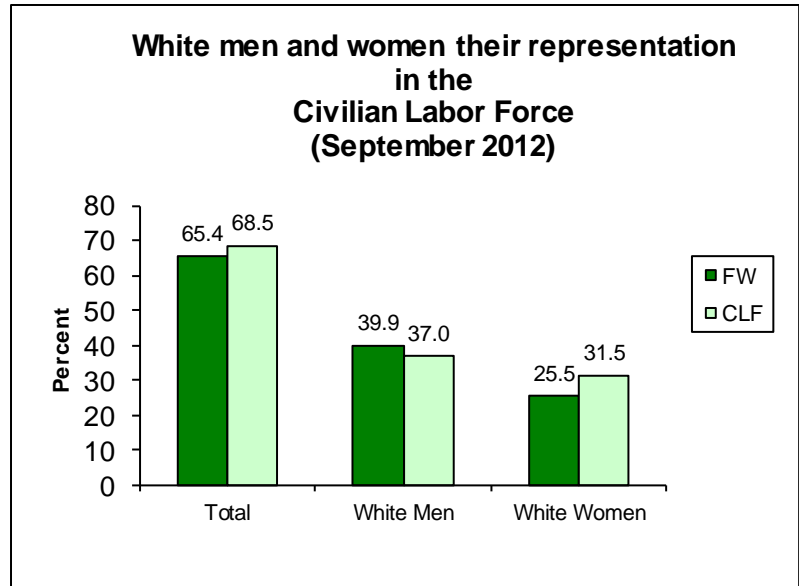


## WHITE EMPLOYMENT

White employees comprised 65.4 percent (1,270,362) of the permanent FW as of September 30, 2012 and 65.9 percent in FY 2011.

White men comprised 39.9 percent of the FW in FY 2012 and 40.1 percent in FY 2011.

White women comprised 25.5 percent of the FW in FY 2012 and 25.8 percent in FY 2011.



## WHITES<sup>11</sup> BY OCCUPATIONAL CATEGORY

White employment in professional occupations increased by 716 to

357,590 in FY 2012, from 356,874 in FY 2011. Whites represented 72.8 percent of all Federal employees in this occupational category in FY 2012, compared to 73.4 percent in FY 2011.

White employment in administrative occupations decreased by 2,529 to 488,615 in FY 2012, from 491,144 in FY 2011. Whites represented 66.6 percent of all Federal employees in this occupational category in FY 2012, compared to 67.1 percent in FY 2011.

White employment in technical occupations decreased by 4,009 to 194,924 in FY 2012, from 198,933 in FY 2011. Whites represented 58.5 percent of all Federal employees in this occupational category in FY 2012, compared to 59 percent in FY 2011.

White employment in clerical occupations decreased by 2,192, to 63,612 in FY 2012, from 65,804 in FY 2011. Whites represented 52.5 percent of all Federal employees in this occupational category in FY 2012, compared to 53.1 percent in FY 2011.

White employment in "other" white-collar occupations decreased by 1,084, to 44,890 in FY 2012 from 45,974 in FY 2011. Whites represented 58.8 percent of all Federal employees in this occupational category in FY 2012, compared to 59.4 percent in FY 2011.

White employment in white-collar occupations decreased by 9,098 to 1,149,631 in FY 2012 from 1,158,729 in FY 2011. Whites represented 65.5 percent of all Federal employees in this occupational category in FY 2012, compared to 66 percent in FY 2011.

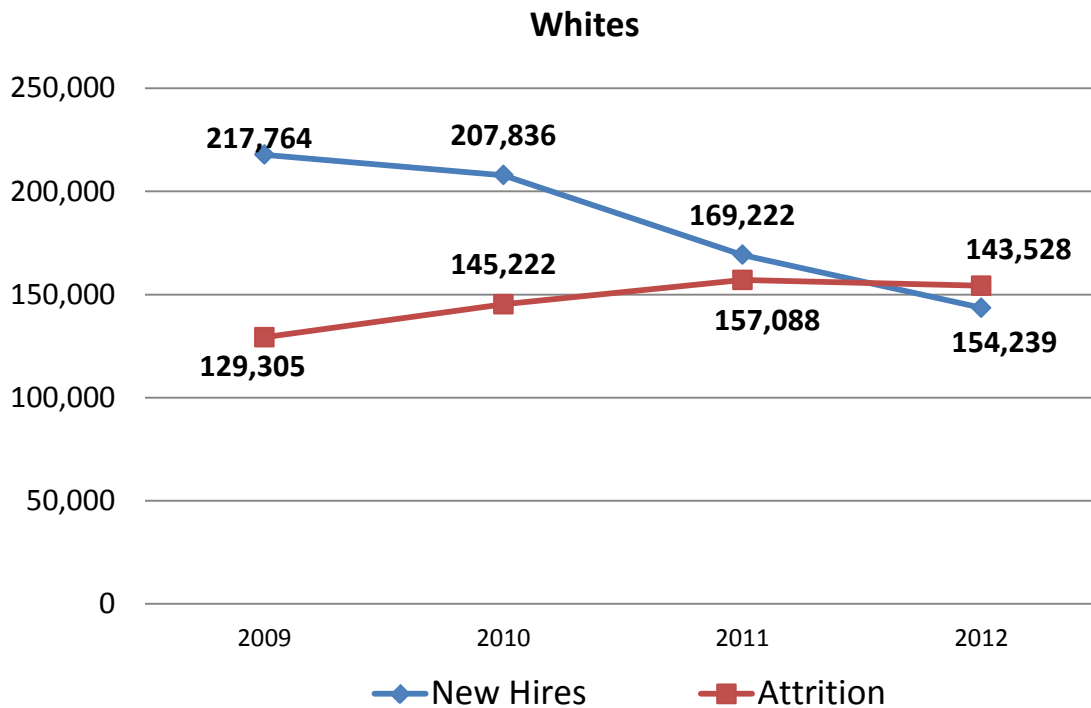
2012	<u>White Employment</u>	<u>Percent of FW</u>
<b>Counts and Percentages of White based on All Employees in Each Occupational Category (September 2012)</b>		
<b>Professional</b>	357,590	72.8
<b>Administrative</b>	488,615	66.6
<b>Technical</b>	194,924	58.5
<b>Clerical</b>	63,612	52.5
<b>Other</b>	44,890	58.8
<b>White-Collar (WC)</b>	1,149,631	65.5
<b>Blue-Collar (BC)</b>	120,731	65.2
<b>Total (WC + BC)</b>	1,270,362	65.4

<sup>11</sup> Although this new category is not a minority group as determined under 5 U.S.C. § 7201, collection and representation of this data is consistent with the new Racial/National Origin structure required by the Office of Management and Budget. OPM guidance to agencies required use of the new codes for all accessions occurring on or after January 1, 2006. However, while agencies were not required to resurvey their workforce, they had the option to do so. As a result, the Federal civilian employees in this category do not reflect total numbers in the FW; they reflect only those who completed the new Standard Form 181, Ethnicity and Race Identification (dated July 2005).

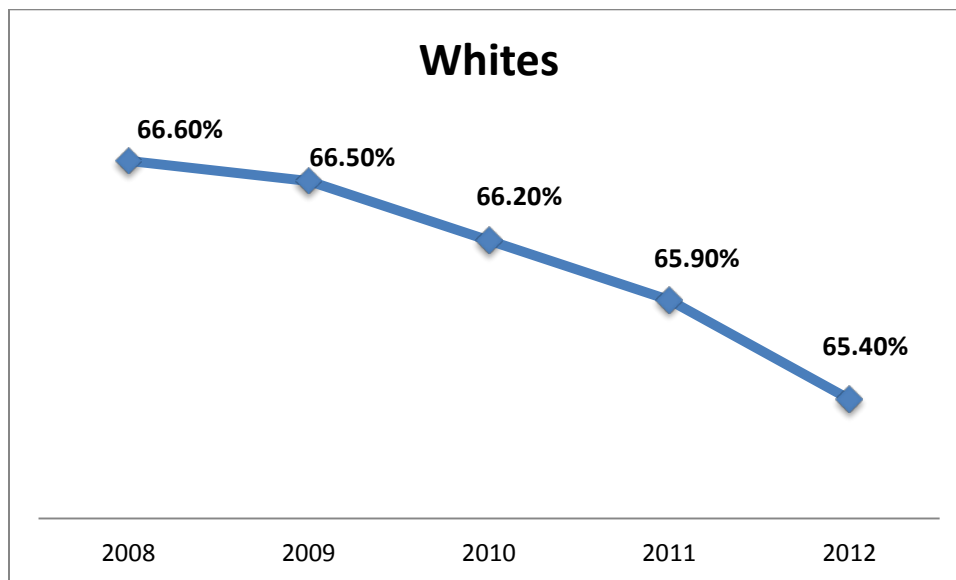
White employment in blue-collar occupations decreased by 2,199, to 120,731 in FY 2012 from 122,930 in FY 2011. Whites represented 65.2 percent of all Federal employees in this occupational category in FY 2012, as compared to 65.5 percent in FY 2011.

## TRENDS

### New Hires compared to Attrition<sup>12</sup>



### Representation in the Federal Workforce over a 5-year period



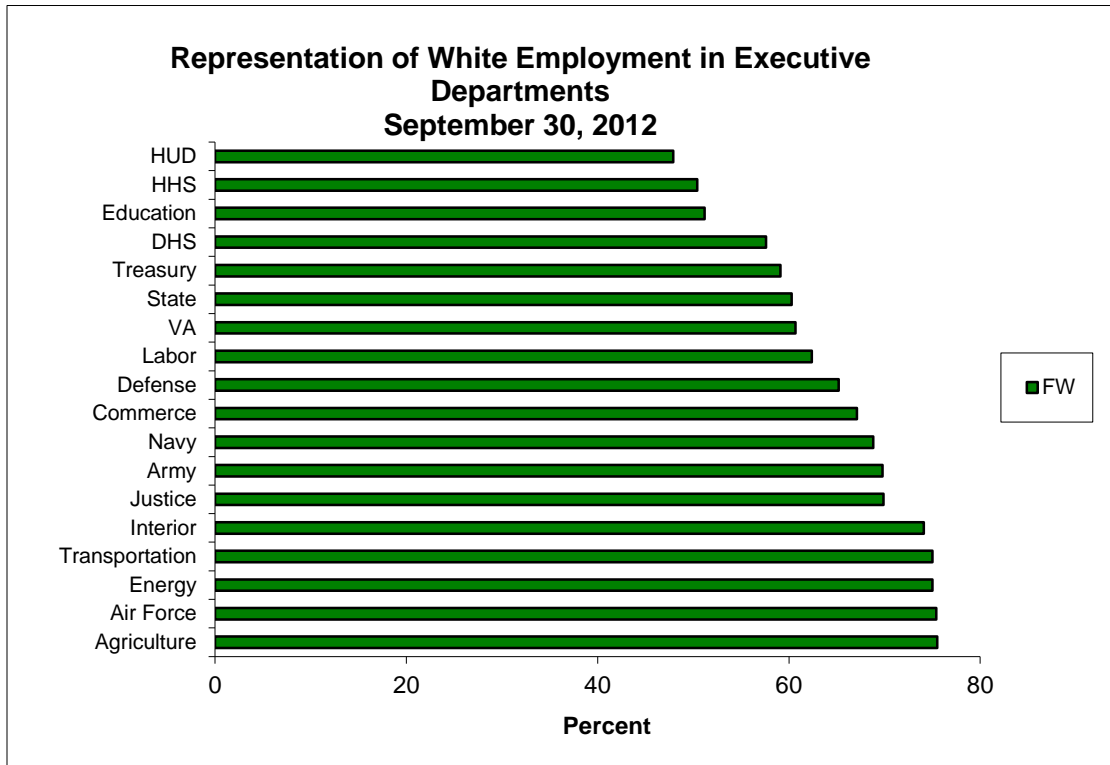
<sup>12</sup> The New Hires compared to Attrition chart does not include Transfers In, nor does it include Transfers Out. Furthermore, the Judicial Branch is entirely excluded and some Executive Branch agencies are not included. Please see data notes for details.

**WHITE PERMANENT NON-POSTAL FEDERAL CIVILIAN  
EMPLOYMENT SALARY TRENDS**

WHITE-COLLAR / PAY SYSTEM GROUPS GS,GM,GL	2012		2011		DIFFERENCE 2011 TO 2012	
	#	%	#	%	#COUNT	%CHANGE
UP TO \$20,000	0	0	1	0	-1	-100
\$20,001 TO \$40,000	80,256	5.7	85,320	6.1	-5,064	-5.9
\$40,001 TO \$60,000	211,498	15.1	222,008	15.9	-10,510	-4.7
\$60,001 TO \$80,000	218,159	15.6	213,414	15.3	4,745	2.2
\$80,001 TO \$100,000	183,302	13.1	180,131	12.9	3,171	1.8
\$100,001 TO \$120,000	121,264	8.7	119,645	8.6	1,619	1.4
\$120,001 TO \$140,000	51,687	3.7	50,784	3.6	903	1.8
\$140,001 TO \$160,000	32,108	2.3	31,724	2.3	384	1.2
\$160,001 AND GREATER	1,671	0.1	1,931	0.1	-260	-13.5
UNSPECIFIED	585	0	727	0.1	-142	-19.5
TOTAL	900,530	64.4	905,685	64.9	-5,155	-0.6
SES						
\$100,001 TO \$120,000	15	0.2	15	0.2	0	0
\$120,001 TO \$140,000	152	1.9	135	1.7	17	12.6
\$140,001 TO \$160,000	1,285	16.3	1,183	15.2	102	8.6
\$160,001 AND GREATER	4,873	61.9	4,990	64.1	-117	-2.3
UNSPECIFIED	15	0.2	0	0	15	0
TOTAL	6,340	80.6	6,323	81.2	17	0.3
OTHER WHITE COLLAR						
UP TO \$20,000	117	0	117	0	0	0
\$20,001 TO \$40,000	19,818	5.7	21,063	6	-1,245	-5.9
\$40,001 TO \$60,000	25,504	7.3	27,087	7.7	-1,583	-5.8
\$60,001 TO \$80,000	43,202	12.4	44,803	12.7	-1,601	-3.6
\$80,001 TO \$100,000	40,774	11.7	41,990	11.9	-1,216	-2.9
\$100,001 TO \$120,000	39,437	11.3	40,600	11.5	-1,163	-2.9
\$120,001 TO \$140,000	23,462	6.7	22,542	6.4	920	4.1
\$140,001 TO \$160,000	23,190	6.6	23,066	6.5	124	0.5
\$160,001 AND GREATER	27,226	7.8	25,413	7.2	1,813	7.1
UNSPECIFIED	31	0	40	0	-9	-22.5
TOTAL	242,761	69.5	246,721	70	-3,960	-1.6
TOTAL WHITE-COLLAR (PATCO)	1,149,631	65.5	1,158,729	66	-9,098	-0.8
TOTAL BLUE-COLLAR	120,731	65.2	122,930	65.5	-2,199	-1.8
TOTAL WHITE/BLUE-COLLAR	1,270,362	65.4	1,281,659	65.9	-11,297	-0.9

## WHITE REPRESENTATION IN EXECUTIVE DEPARTMENTS

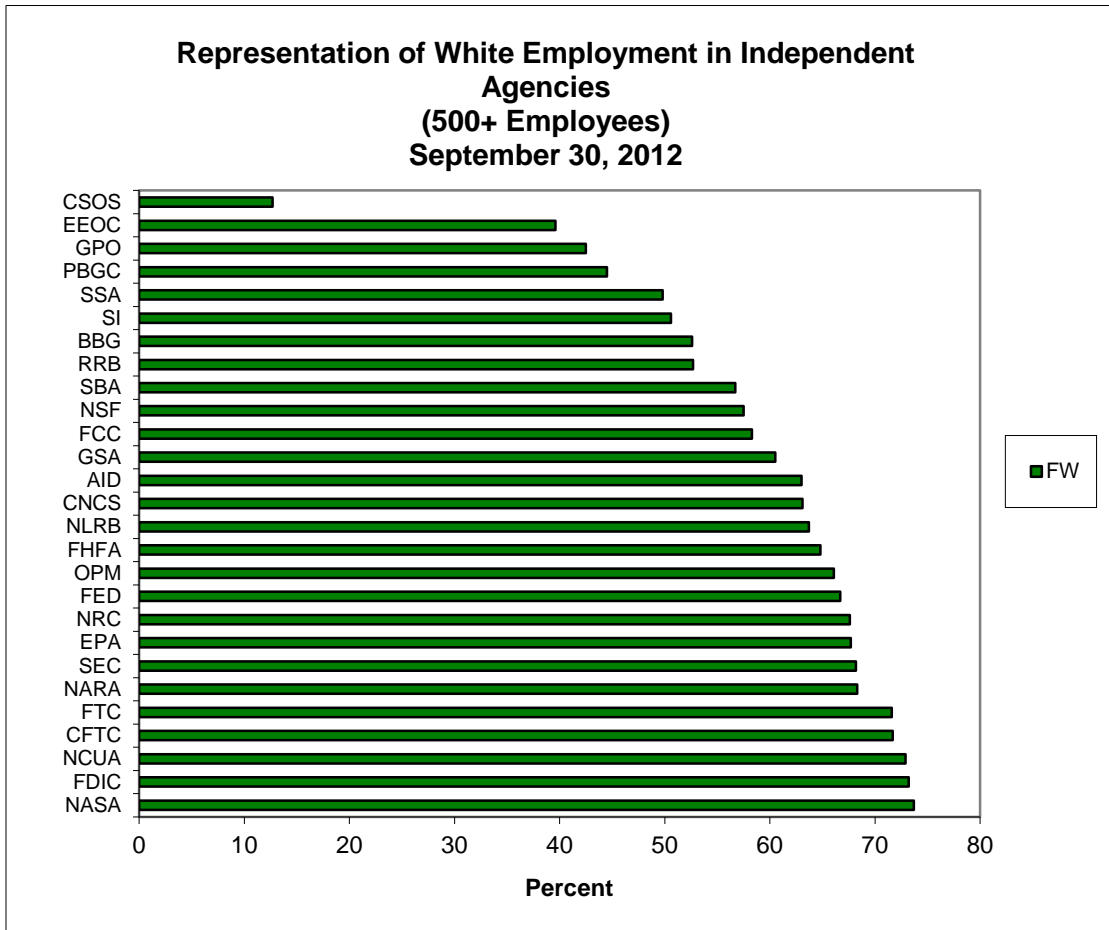
<b>REPRESENTATION IN PERMANENT FEDERAL WORKFORCE September 30, 2012 and September 30, 2011 WHITES</b>		
<b>EXECUTIVE DEPARTMENTS</b>	<b>2012 GROUP PCT.</b>	<b>2011 GROUP PCT.</b>
DEPARTMENT OF THE AIR FORCE	75.5	75.7
DEPARTMENT OF AGRICULTURE	75.4	76.5
DEPARTMENT OF THE ARMY	69.8	69.9
DEPARTMENT OF COMMERCE	67.1	68.1
DEPARTMENT OF DEFENSE	65.2	65.7
DEPARTMENT OF JUSTICE	57.6	70
DEPARTMENT OF LABOR	51.2	63.2
DEPARTMENT OF ENERGY	75	75.1
DEPARTMENT OF EDUCATION	50.4	51.2
DEPARTMENT OF HEALTH AND HUMAN SERVICES	47.9	51
DEPARTMENT OF HOMELAND SECURITY	74.1	57.7
DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT	69.9	48.3
DEPARTMENT OF INTERIOR	62.4	74.1
DEPARTMENT OF THE NAVY	68.8	69.5
DEPARTMENT OF STATE	60.3	61.1
DEPARTMENT OF TRANSPORTATION	75	75.3
DEPARTMENT OF TREASURY	59.1	60.1
DEPARTMENT OF VETERANS AFFAIRS	60.7	60.9
GOVERNMENTWIDE	65.4	65.9



## WHITE REPRESENTATION IN 27 INDEPENDENT AGENCIES

<b>REPRESENTATION IN PERMANENT FEDERAL WORKFORCE September 30, 2012 and September 30, 2011 WHITES</b>		
<b>INDEPENDENT AGENCIES</b>	<b>2012 GROUP PCT.</b>	<b>2011 GROUP PCT.</b>
BROADCASTING BOARD OF GOVERNORS	52.6	53.4
COMMODITY FUTURES TRADING COMMISSION	71.7	N/A
CORP FOR NATIONAL AND COMMUNITY SERVICE	63.1	61.8
COURT SERVICES AND OFFENDR SUPERVSN AGY	12.7	12.8
ENVIRONMENTAL PROTECTION AGENCY	67.7	67.9
EQUAL EMPLOYMENT OPPORTUNITY COMMISSION	39.6	40.1
FEDERAL COMMUNICATIONS COMMISSION	58.3	58.1
FEDERAL DEPOSIT INSURANCE CORPORATION	73.2	73.7
FEDERAL HOUSING FINANCE AGENCY	64.8	N/A
FEDERAL RESERVE SYSTEM	66.7	N/A
FEDERAL TRADE COMMISSION	71.6	72
GENERAL SERVICES ADMINISTRATION	60.5	61.1
GOVERNMENT PRINTING OFFICE	42.5	41.5
NAT ARCHIVES AND RECORDS ADMINISTRATION	68.3	69.1
NATIONAL AERONAUTICS AND SPACE ADMINISTRATION	73.7	74.3
NATIONAL CREDIT UNION ADMINISTRATION	72.9	75.2
NATIONAL LABOR RELATIONS BOARD	63.7	63.8
NATIONAL SCIENCE FOUNDATION	57.5	57.5
NUCLEAR REGULATORY COMMISSION	67.6	68.2
OFFICE OF PERSONNEL MANAGEMENT	66.1	68
PENSION BENEFIT GUARANTY CORPORATION	44.5	44.5
RAILROAD RETIREMENT BOARD	52.7	55.2
SECURITIES AND EXCHANGE COMMISSION	68.2	68.4
SMALL BUSINESS ADMINISTRATION	56.7	57.5
SMITHSONIAN INSTITUTION	50.6	50.8
SOCIAL SECURITY ADMINISTRATION	49.8	50.2
US AID	63	63.9
GOVERNMENTWIDE	65.4	43.6





# **AGENCY FEORP CURRENT PRACTICES**

## **AGENCY FEORP INITIATIVES**

In FY 2012, agencies reported that they continued their human resources initiatives in support of the Federal Equal Opportunity Recruitment Program (FEORP).

OPM requested agencies to provide diversity and inclusion training conducted for agency managers and supervisors; and the steps taken to assess the performance of managers and senior executives with respect to supporting diversity and inclusion. The following practices are highlighted in the area of learning.

### **National Aeronautics and Space Administration (NASA)**

NASA's Offices of Human Capital Management (OHCM) and Diversity and Equal Opportunity (ODEO) have partnered closely to enhance the agency's recruitment strategies, allowing the agency to reach a broader and more diverse talent pool through implementation of the new Pathways Program.

NASA's Office of Education implemented a series of innovative projects designed to stimulate student interest in order to motivate higher levels of study in science, technology, engineering and mathematics (STEM), and expand the diversity of the nation's current and future STEM labor force pipeline.

The Science and Engineering Mathematics Aerospace Academy (SEMAA) is NASA's national project designed to increase the participation and retention of historically underserved and underrepresented K-12 youth in STEM. With respect to E.O. 13171 of October 12, 2000, NASA reports that a total of 6,631 Hispanic students participated, or 30 percent of the total students served.

### **Department of Interior (DOI)**

Nearly 2,000 DOI managers and supervisors completed the Championing Diversity workshop in FY 2012. The Championing Diversity workshop was in part due to DOI's partnership with a private entity with a proven track record of achieving diversity and inclusion mind-set shifts and buy-in.

DOI's new approach is to educate managers and supervisors on diversity and inclusion so they understand that inclusivity is not just about whether whom they hire has paid off. They now embrace the various dimensions of diversity and recognize that the multiple frameworks and underpinning diversity and inclusion are important to achieving the mission and goals of the agency.

DOI is particularly proud of its Diversity Change Agent Program. DOI established the program to affect and mobilize stakeholders to embrace and enact its Inclusive Workplace Strategy.

DOI trained 265 new diversity change agents in FY2012, as well as established partnerships with other Federal agencies to conduct diversity agent training.

### **Department of Treasury**

The Department of Treasury's Treasury Executive Institute (TEI) began a pilot-coaching program that has thus far served 202 clients. TEI also has plans to expand coaching training in FY 2013.

In March 2013, the Department of Treasury implemented a new Treasury-wide mentoring program aimed at employees with less than three years of Federal experience. The program initially targeted 75 mentees matched with 75 mentors. The mentoring program consists of orientation, training, mid-point evaluation and end-of-year evaluation.

### **Social Security Administration (SSA)**

In FY 2012, SSA developed a cost-effective approach to training by creating a bilingual portal, which provides a region-wide training product that teaches more employees. Additionally, with respect to E.O. 13171 of October 12, 2000, SSA reports that 6.36 percent of our developmental program participants in FY 2012 were Hispanic.

### **National Transportation Safety Board (NTSB)**

The Professional Development Program (PDP) is open to permanent staff in grades GS-9 through 13 and is based on enhancing core competencies focusing on career development and goal setting and providing assistance in overall career direction and progression.

The Leadership Development Program (LDP) is open to permanent staff in grades GS-13 through 15.

In FY 2012, the Office of EEO, Diversity and Inclusion completed the Diversity DARE branding campaign and video. The branding campaign and video demonstrate the importance of diversity and inclusion at the NTSB and also illustrate how employees from diverse backgrounds bring different perspectives to problem solving, creativity, innovation and management, making teams stronger and more effective. Because NTSB needs problem solvers, this approach is key to the accomplishment of the transportation safety mission.

### **Department of Veterans Affairs (VA)**

The Department of Veterans Affairs, worked with OPM's Office of Diversity and Inclusion (ODI) to create a measurement tool that can help agencies measure their employees' perceptions of inclusion. This measurement tool is called the New IQ or the New Inclusion Quotient (IQ). The New IQ includes training developed based on research and questions from the Federal Employee Viewpoint Survey (EVS). The training helps supervisors hone inclusive habits that help create fair, open, cooperative, supportive, and empowering work environments. The VA hopes this tool will improve teamwork and better

utilization of talent, increase resiliency and retention, increase innovation and creativity, and improve team performance and productivity.

With respect to E.O. 13171, VA reports that the VA National Cemetery Administration (NCA) developed and is implementing the Hispanic Veterans Careers Coalition, an initiative that reviews VA Hispanic employment practices and develop improved processes to increase Hispanic Veteran employment. This initiative will also address reasons for high joblessness, the impact of current outreach strategies and the exploration of Veterans business enterprise as a source of employment for Hispanic Operation Enduring Freedom and Operation Iraqi Freedom heroes.

The NCA will continue its collaboration with the League of United Latin American Citizens on its strategy for integrating education, employment, outreach and entrepreneurship to increase educational and occupational opportunities for Hispanic and disabled Veterans.

### **Agency Successful/Promising Practices**

Agencies were asked to submit their successful or promising practices from the agency-specific Diversity and Inclusion Strategic Plans. The following are some of those practices:

#### **Corporation for National and Community Service (CNCS)**

To broaden the scope and agency conversation regarding diversity and inclusion (D&I), CNCS developed CELEBRATE Diversity Month. This program engages staff in a series of activities beyond the normal “special emphasis” to heighten their awareness of the many facets of diversity and inclusion. Each year a new program theme is used as the lens to view different aspects of D&I, and how it relates to ALL of us. CNCS is infused with opportunities to celebrate through educational experiences in presentations, music, art, photography, dance and literature. Collaborative partnerships with other Federal entities, non-governmental agencies and CNCS’s Affinity groups ensure the richness in their programming.

#### **Department of Agriculture (USDA)**

USDA Monthly Cultural Transformation Milestones and Metrics Reports contain key metrics that are reported to the Secretary to measure progress in the following areas: Diversity and Inclusion, Disability Hiring, Veterans Hiring, Diversity of Student Employment, Telework participation, Communication, Process Improvement, Labor Relations, Equal Employment Opportunity Accountability, Hiring Reform, Employee Development, and Employee Viewpoint Survey Results (Annually). In addition, the Milestone and Metrics Report is tied to performance management of all USDA Senior Executives. Monthly Report Cards/Mid-Year Report Card Ranking is also used to measure and rate progress as reaching or achieving set targets for all metrics, except Diversity and Inclusion/Student Diversity. Similarly, USDA assesses the performance of

supervisors, managers and senior executives with respect to supporting diversity and inclusion.

In addition, USDA hires over six thousand student interns annually. The Student Intern Program is the agency's pipeline for future USDA employees, and the agency has developed strong programs dedicated to attracting candidates from all segments of society, including, for example, African Americans, American Indians/Alaska Natives, Hispanics, Asians, and Students with Disabilities. Moreover, the USDA Student Portal is a one-stop application process where students can apply for internships across the United States within the 17 USDA agencies.

### **Department of Commerce (Commerce)**

Commerce has a dedicated manager for hiring people with disabilities in addition to the program manager required for Veterans employment. The Department's Minority Business Development Agency voluntarily agreed that before advertising vacancies and filling them through the competitive process, it would check with the disability program manager to determine whether there were qualified candidates with disabilities who were eligible for non-competitive appointments under 5 C.F.R. [213.3102\(u\)](#). The Department's National Technical Information Service is considering becoming the second bureau to voluntarily follow the same process.

### **Department of Defense (DoD)**

DoD's Veterans Employment Initiative was established in January of 2010, in support of Presidential Executive Order 13518 - making promoting opportunities for Veterans in the Federal Government a top priority. The initiative encourages DoD component collaboration and support on Veterans' issues and includes providing career guidance and assistance to transitioning service members and Veterans through multiple modes of communication and outreach venues, such as personalized one-on-one interaction and assistance; interagency hiring fairs; and the Hiring Heroes Program. The Hiring Heroes Program provides career fairs to assist wounded warriors, transitioning service members, and Veterans and military spouses in their search for employment.

### **Department of Education (ED)**

The Department of Education is the smallest of the cabinet level agencies and must effectively utilize internal resources as well as leverage external partnerships to achieve diversity and inclusion. To provide diversity and inclusion awareness and opportunities, ED has successfully developed and strengthened partnerships with:

- OPM's Office of Diversity and Inclusion (ODI); and
- The National Organizations (i.e. League of United Latin American Citizens (LULAC) and Federal Asian Pacific American Council (FAPAC)), and reinvigorated internship programs with diverse organizations such as: Conference on Asian Pacific American Leadership (CAPAL) and Hispanic Association of Colleges and Universities (HACU).

ED also has strengthened linkages to the mission side of the organization to leverage research and partnerships to inform strategic recruitment and outreach. These linkages include partnerships with:

- National Center for Education Statistics;
- White House Initiative Office on Education Excellence for Hispanics;
- White House Initiative Office on Asian American and Pacific Islanders;
- White House Initiative Office on American Indian and Alaska Native Education; and
- White House Initiative Office on Historically Black Colleges and Universities.

### **Department of Energy (DOE)**

The Secretary of Energy established DOE's Diversity and Inclusion Council to help create a performance-based culture that better fosters diversity and inclusion. The Council is an extension of the Chief Operating Officer's Board (COOB), DOE's most senior career leaders. It ensures that the values underlying diversity and inclusion are institutionalized and integrated in all strategic management initiatives. The Council, meeting bi-weekly, uses a systematic approach to align DOE's strategies, processes, structures, and people and makes recommendations on how to overcome barriers impacting diversity and inclusion. The Council's goal is to improve mission execution through high performance, resulting from a mission-focused, accountable, and inclusive workforce.

### **Department of Health and Human Services (HHS)**

HHS honors the diversity of its Veterans. HHS launched its own Veterans History Project with participating Veterans reflecting the full spectrum of diversity

including women, Hispanics, and persons with disabilities. This project reignited HHS's Veterans' passion by allowing them to share their military stories on video in the Secretary's Recording Studio. With over 20 stories filmed and an additional 30 scheduled, their powerful reflections will hold a permanent place in history at the Library of Congress. This effort gained praise from HHS Veterans and will have a positive impact on their attrition rates as HHS promotes and celebrates their Veterans.

### **Department of Homeland Security (DHS)**

DHS adopted a diversity advocate performance standard for all SES and equivalent level employees two years ago and is enhancing performance management by ensuring consistent review and assessment. The Executive Director for Diversity and Inclusion, Office of the Chief Human Capital Officer and the Deputy Officer for the Office for Civil Rights and Civil Liberties review the Senior Executive Service (SES) diversity advocate performance standard.

### **Department of Housing and Urban Development (HUD)**

The Department of Housing and Urban Development has established a Diversity Council that includes representatives from all of the major Program Offices, Affinity Groups, and Unions. Senior Executives at the highest levels of leadership are engaged to ensure the Department's commitment is upheld to celebrate the diversity of its employees. HUD has used state-of-the-art technology by offering webinars, with high quality content, to reach supervisors across the country to provide diversity awareness training. Representatives have participated in outreach recruitment efforts to market opportunities with the Department to a diverse pool of applicants.

### **Department of Interior (DOI)**

The Department of the Interior established a *Diversity Change Agent* program to affect and mobilize a critical mass of stakeholders to embrace and enact its *Inclusive Workplace Strategy*. Participants in the program include influential leaders who have enormous credibility from a mission standpoint. The agents are trained to assist in efforts to educate the workforce on diversity and inclusion as mission critical imperatives. The agents are serving as catalysts for change and they are successfully drawing the workforce into the inclusivity debate. They are also effectively positioning diversity and inclusion as strategic opportunities as opposed to requirements or mandates.

### **Department of Justice (DOJ)**

In 2011, DOJ's Office of Justice Programs (OJP) partnered with the Partnership for Public Service (PPS) on a collaborative pilot program to design and deploy a strategy to effectively recruit and hire interns with disabilities while assisting hiring managers in identifying and overcoming attitudinal barriers or concerns. Building off of existing diversity and inclusion processes, OJP's Disability Hiring



Initiative (FedRecruit) was designed to educate and engage hiring managers, work with campus service providers and disability awareness advocacy groups, and explore what attracts students to Federal service and what is necessary to make their experience a success.

### **Department of Labor (DOL)**

The Department of Labor's Employee Benefits Security Administration (EBSA) Diversity Committee implemented a successful outreach strategy that is fostering greater workforce diversity. In FY 2010, EBSA established a relationship with Howard University Law School, a Historically Black University, through which EBSA senior employees taught a course on the Employee Retirement Income Security Act of 1974, which introduced students to employee benefits law as a potential career choice. A similar partnership with Southwestern Law School in Los Angeles, California, a law school recognized for its diverse student population, was established in 2012. These partnerships have enhanced the diversity of EBSA's candidate pools for both student and entry-level positions.

### **Department of State**

At the Department of State, the Secretary and the Director General have mandated that the opportunity for mentoring be provided at all levels. They have four programs: Civil Service (CS) mentoring, Foreign Service (FS) mentoring, situational mentoring, and Locally Employed Staff situational mentoring. In its tenth year, the CS program has grown to over 400 participants per year while during this same period 6,701 entry-level generalists and specialists (85% of all new hires) have been paired in the Foreign Service mentoring program. The situational mentoring programs have over 600 volunteer mentors available every year to any employee in need.

### **Department of Treasury**

**Women in Finance Series:** To support Treasury's human capital strategic goal to recruit and hire a highly skilled and diverse workforce, Treasury, under the auspices of the Treasurer, sponsored the first ever "*Women in Finance*" Symposium on March 29, 2010, during Women's History Month. The Symposium consisted of two panel discussions and presentations from senior administrative officials and women leaders in the financial sector, described by Time Magazine as "*The New Sheriffs of Wall Street, The Women Charged With Cleaning Up The Mess.*" The article highlighted opening comments from Treasury's Secretary, Timothy Geithner, and the extraordinary careers of the Symposium panelists. Accordingly, the Department of the Treasury became the only agency whose Women's History Month event was featured on the cover of a national publication.

The goal of the Symposium was to recognize the contributions of women in all economic agencies and to discuss the best means to foster success among future generations of women in public and private finance. Additionally, as part of the

Symposium, senior staff from the Treasury and the White House moderated working lunches with Symposium participants discussing the future of women in finance, best practices in particular organizations, recommendations for young women entering finance, and development of concrete ideas about how the Federal Government can attract top women from the financial sector into public service.

While the event was by invitation only, business students at a number of universities across the country as well as employees throughout the Federal and private sector watched the event live on CSPAN or through the Treasury website and submitted questions to panelists through Twitter and email. The Departments of Energy and Education, among others, reported hosting watch parties.

On July 12, 2011, the Treasurer hosted a second "*Women in Leadership Symposium*." This symposium focused on the role that institutional investors play in the economic recovery to create local jobs, bring liquidity to markets and spur long-term growth and innovation. Specifically highlighted was the role that women are playing in the institutional investment space, with women in senior positions at domestic public pension funds, corporate pension funds, savings plans, foundations, and endowments. These women are managing well over \$2 trillion worth of assets in the United States, and many of them were recent appointees who had not been widely publicized or recognized.

**Development of an EEO and Diversity Competencies Model:** An EEO Competencies Team has been charged with strategically developing a model for addressing gaps in EEO Human Capital competencies within the Department of the Treasury. The Team's analyses of numerous competencies within the various areas of Human Capital revealed that there are competency and skills gaps on both the macro level (Department-wide) and on the micro-level (bureau-specific), within each of these areas. As a result of these findings, Competencies Project Teams were developed to address these gaps and inconsistencies.

### **Department of Veterans Affairs (VA)**

VA has developed two new indices to efficiently measure workforce diversity and workplace inclusion in the Federal sector. The Diversity Index measures aggregate workforce diversity by race, ethnicity, and gender (REG) as compared to the Civilian Labor Force (CLF). It is a percentage value that represents the mean ratio of each demographic group relative to its corresponding CLF group. The Inclusion Index measures organizational inclusion based on employee perceptions as reported in the Federal Employee Viewpoint Survey (EVS). This index represents the mean percentage of favorable responses to 20 empirically validated survey items relating to workplace inclusion as broadly defined (including but not limited to REG issues). Both metrics are based on valid, defensible benchmarks; are scalable to various organizational parameters; and

are applicable government-wide. These Indices have proven to be an efficient approach to track diversity and inclusion and drive organizational performance.

### **Environmental Protection Agency (EPA)**

The U.S. Environmental Protection Agency launched a Diversity Dashboard as a robust performance measurement and reporting tool for promoting workplace diversity and inclusion. The quarterly Dashboard reports synthesize comprehensive Regional and Program Office diversity data on all EPA employees, including specific employee demographics. The multiple easy to read drill-down and high-level graphic view capabilities have proven invaluable in workforce and strategic planning, benchmarking and assessing the continuing effectiveness of diversity and inclusion efforts. The Dashboard also provides transparency for open dialogue and communications for pursuing efforts to foster a diverse and inclusive work environment.

### **Equal Employment Opportunity Commission (EEOC)**

In response to the recent Federal Employee Viewpoint results, the EEOC launched its BEST Initiative (Building Employee Satisfaction Together) to focus on strategies for improving employee satisfaction. BEST has its own site on EEOC's intranet and its own e-mailbox for employees to send in suggestions or feedback to be evaluated and considered for implementation. The initial focus of BEST will be in the following areas: Reprisal, Workplace Health & Safety, and Skill Development & Workload Management. Improvement in the above areas will help to improve the work environment, and by extension, promote diversity and inclusion.

### **Export-Import Bank**

The Export-Import Bank began implementation of a Rotational Program in FY 2011, which is designed to encourage job development by having participants engage in work activities of a different organizational division. The rotation cycle is for a period of 120 days, and affords program participants an opportunity to gain a new knowledge base/skillset while also gaining a broader understanding of the organization. As part of the program, individual development plans are developed as a means for targeting technical and developmental benchmarks.

### **Farm Credit Administration**

The Farm Credit Administration adopted a final rule on operating and strategic business planning to require that Farm Credit System institutions develop human capital and marketing plans that promote diversity and inclusion. The human capital plan must contain an assessment of the strengths and weaknesses of the institution's workforce and management and a description of the institution's succession programs for its workforce and management. The marketing plan must contain strategies and action for marketing the institution's products and

services to all eligible and creditworthy persons, including outreach to foster diversity and inclusion within each market segment.

### **Federal Energy Regulatory Commission**

**Office of the Executive Director's FARM Team:** In an effort to foster improved professional relationships within the Office of the Executive Director (OED) and to ensure staff is informed of OED priorities, the FARM (Fun, Activities, Recognition and Morale) team, a diverse cross section of volunteers, was formed to build a more unified (collaborative) informed organization with a common sense of identity and mission. The FARM Team coordinates and implements activities in support of these broad objectives. A few examples of activities are: Employee Feedback Forums; Social luncheons and after-hour events; Agency Mission-related Activities: Executive Director meet and greets, FERC field trips; Team Building coordination at OED's All-Hands meetings; and Employee Recognition Programs.

**Council for Workforce Improvement:** The Council for Workforce Improvement (CWI) is a staff-led initiative formed to advise Commission leadership at all levels on workplace diversity and professional development issues at all stages of the employee career cycle. The Council's mission is to foster a highly skilled inclusive workplace where diversity and individual strengths are developed, valued, and utilized by the Commission to advance the public interest. The Council serves as a source of input to Commission leadership regarding recruiting strategies to attract and select a qualified, diverse workforce and development opportunities for existing staff, including training, performance measurement, leadership development, and promotion policies.

### **Federal Mediation and Conciliation Service (FMCS)**

As a best practice, the Federal Mediation & Conciliation Service ensures that all employees are involved in the planning and execution of special emphasis programs. If employees have specialties (talent, planning, procurement, public speaking), the agency utilizes those specialties to enhance the programs. In addition to having the Agency Director, Deputies, and the Chief Financial Officer (CFO) open and close the programs, the agency asks FMCS employees to participate in the development and presentation of the programs. The programs belong to *all* of the employees. When they are involved early in the process, and serve in key roles, they are more likely to continue to participate and encourage other employees to "get involved" as well. FMCS is a small, yet inclusive agency with a sense of belonging and great morale.

### **Federal Trade Commission (FTC)**

The FTC's inaugural Diversity Summit, *Beyond the Numbers: Creating an Inclusive Environment*, included panel discussions from recognized experts and leaders in the area of diversity. It was followed by a Diversity Town Hall, which provided an opportunity for discussion among the Commissioners and employees about

diversity and inclusion. At the Town Hall, the agency's Diversity Council and EEO Director provided information on activities and our demographic data. These are examples of FTC's efforts to create and sustain an environment that values different points of view, recognizes individuals' contributions, and promotes inclusion.

### **National Aeronautics and Space Administration (NASA)**

NASA has established a fully realized presence for diversity and inclusion (D&I), as well as equal employment opportunity (EEO), in the Agency's Strategic Plan and Performance and Accountability reporting structure. Through a strong partnership between the Agency Offices of Diversity and Equal Opportunity and Human Capital Management, NASA has specific and measurable outcomes and performance goals for D&I. NASA also established an agency D&I Strategic Partnership, inclusive of the full spectrum of senior leadership positions, to better ensure diverse inputs into D&I decision-making and fully shared accountability, as well as to create sustainability through an institutionalized D&I structure.

### **National Archives and Records Administration (NARA)**

At the National Archives, the agency believes that a manager who values diversity and exhibits inclusive behaviors will more naturally select, collaborate with, and retain diverse talent. Therefore, NARA is building "inclusion competency" into the selection processes for managers and supervisors. Specifically, NARA is building diversity and inclusion-focused questions into the structured interviewing process for manager and supervisor positions. NARA is developing competency-based behavioral interview questions and evaluation standards that assess how candidates' past actions demonstrate experience and skill in managing diverse teams and fostering an inclusive work environment.

### **National Science Foundation (NSF)**

NSF uses training opportunities on implicit bias as an excellent example of the link between mission focus and internal diversity and inclusion. The concept of implicit bias comes out of NSF-sponsored research in the social and behavioral sciences. The purpose of the training is to provide knowledge of how unconscious biases can affect the diversity of the NSF workforce and its grantees. While initially used for panelists evaluating grant proposals, recently the training has been broadened to address implicit bias in evaluation processes, inclusive of the selection process. As part of a pilot initiative, the training discusses ways in which implicit bias can impact one's decision-making process, particularly in making selections for higher-level positions, which is where it has the most significant underrepresentation. The pilot is part of a partnership between the Office of Diversity and Inclusion, Human Resource Management, and the Directorate for Engineering that also builds on continuing interactions between the directorate and its community through professional societies. The pilot will be expanded to other NSF directorates and offices.

### **Nuclear Regulatory Commission (NRC)**

Annually and jointly, the Directors of the Office of the Chief Human Capital Officer and the Office of Small Business and Civil Rights provide a formal briefing to the Chairman and Commissioners of the NRC. These highly successful briefings provide an opportunity to update senior executives on progress made on topics relating to the agency's most valuable resource, the people. Topics include civil rights program updates, workforce data, organizational assessments, performance management, and diversity and inclusion. The meeting is open to all staff, and participation is encouraged. The meeting is broadcast out to the agency's regional offices as well.

### **Office of the Director of National Intelligence (ODNI)**

The ODNI's workforce development approach focuses on highlighting opportunities for career development, ensuring structured and inclusive processes for selecting employees for these opportunities, increasing communication between management and the workforce, and fostering a professionally diverse, highly skilled workforce. A cornerstone of this approach is the development of Career Advisory Boards (CAB) comprised of senior leadership from ODNI components, under the governance of the Executive Review Board. CABs are responsible for managing their employees as a corporate asset; providing them with career path information, mentoring, and feedback to plan their professional growth; and helping employees navigate their careers. Taking a holistic look at each employee, CABs ensure each individual is fairly considered for training, assignments, professional development, promotion, pay and performance bonuses.

In addition, with the agency's focus on intelligence integration and the need to leverage the full range of the Community's diverse talent, ODNI created a Civilian Joint Manning Document to optimize staff composition, integrate Community expertise, and tailor core-contracting resources.

The Civilian Joint Manning Document (CJMD) process is the protocol for outlining the ODNI organizational structure that is aligned with the budget and Full Time Equivalent (FTE) allocations. It provides the mechanism for ongoing management of the civilian cadre structure. Further, it provides for the refreshing of ideas and talent from across the IC by identifying specific positions available for detailees through rotational assignments from the other IC elements.

### **Office of Navajo and Hopi Indian Relocation**

To cultivate a supportive, welcoming, inclusive and fair work environment, the Office of Navajo and Hopi Indian Relocation utilizes workplace policies that encourage employee engagement and empowerment including, alternative work schedules, wellness programs, training needs, and support of employee needs to balance work and life issues.

### **Office of Personnel Management (OPM)**

**Knowledge Transfer:** The OPM recognizes that knowledge constitutes a valuable intangible asset for sustaining high performance and organizational effectiveness. In order to address the potential loss of organizational knowledge when individuals retire or leave the agency, OPM is implementing a comprehensive knowledge transfer strategy that includes the development of a video based, knowledge capture system that allows individuals in strategic positions to outline key aspects of their jobs/careers and the way they performed their work, including tacit and explicit knowledge.

### **Railroad Retirement Board (RRB)**

One of RRB's best practices is the utilization of technology to provide diversity and EEO compliance information to employees. Video training modules are produced via the RRB's in-house multimedia presentation system. The RRB's version of "YouTube" is a cost effective way to deliver a variety of diversity related programming, as well as training on anti-discrimination laws. The system is accessed through the agency's intranet, which allows employees to conveniently view a program at their workstations. Using the system also ensures that the delivery of the information is consistent.

### **Small Business Administration (SBA)**

SBA's best practice for diversity and inclusion is the addition of a diversity statement in Human Capital (HC) policies. It demonstrates commitment to meritorious practices in talent acquisition and HC management, and reads: It is SBA's policy to uphold merit systems principles and implement [the particular topic] fairly and equitably without discrimination for any non-merit reason such as race, color, religion, age, gender, national origin, political affiliation, sexual orientation, marital or family status, personal favoritism, membership or non-membership in an employee organization or holding office in an employee organization. SBA provides reasonable accommodation to applicants and employees with disabilities.

### **Social Security Administration (SSA)**

SSA streamlined the process that its Human Resource professionals use to refer qualified veterans and individuals with disabilities to managers for non-competitive appointments. SSA further assists its managers and new hires with a centralized funding mechanism that is used solely to procure and train on assistive technology.

## **APPENDIX A: DATA NOTES**



## NEW HIRES AND ATTRITION NOTES

### Notes about the data source

Data from...

- FY 2005 and later pulled from OPM's Enterprise Human Resources Integration Statistical Data Mart (EHRI-SDM).

Coverage is limited to Federal civilian employees with the following inclusions or exclusions:

#### Executive Branch exclusions:

- |   |  |
|---|--|
| • U.S. Postal Service                             | • Office of the Vice President                       |
| • Postal Rate Commission                          | • Foreign Service Personnel at the State Department  |
| • Central Intelligence Agency                     | • Tennessee Valley Authority                         |
| • National Security Agency                        | • Board of Governors of the Federal Reserve          |
| • Defense Intelligence Agency                     | • Public Health Service's Commissioned Officer Corps |
| • National Geospatial-Intelligence Agency         | • Non-appropriated fund employees                    |
| • Office of the Director of National Intelligence | • Foreign Nationals Overseas                         |
| • White House Office                              |  |

#### Legislative Branch inclusions:

- |  |  |
|--|--|
| • Government Printing Office               | • Ronald Reagan Centennial Commission                  |
| • U.S. Tax Court                           | • Medicare Payment Advisory Commission                 |
| • Dwight D. Eisenhower Memorial Commission | • U.S. - China Economic and Security Review Commission |
| • Financial Crisis Inquiry Commission      | • U.S. Commission on International Religious Freedom   |

#### Judicial Branch exclusions:

- Entirely excluded

The above represents current coverage and is subject to change over time.

#### Recent significant changes to coverage:

- The Bureau of Consumer Financial Protection, a component of the Federal Reserve, began reporting in March 2011.
- The Federal Bureau of Investigation did not report data on personnel actions until FY 2007.
- The State Department stopped providing data on Foreign Service Personnel in March 2006.

More information about data sources can be found at <http://www.opm.gov/feddata/guidance.asp>

### Notes about your request

Counts include all employees in pay status, meaning work schedule, type of appointment, tenure, etc. are ignored.



UNITED STATES  
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