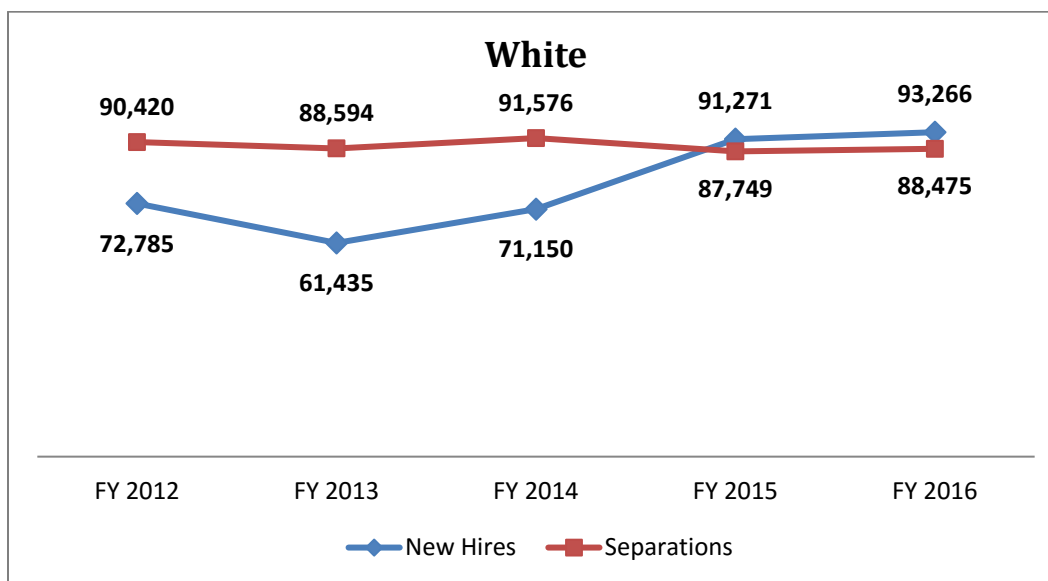
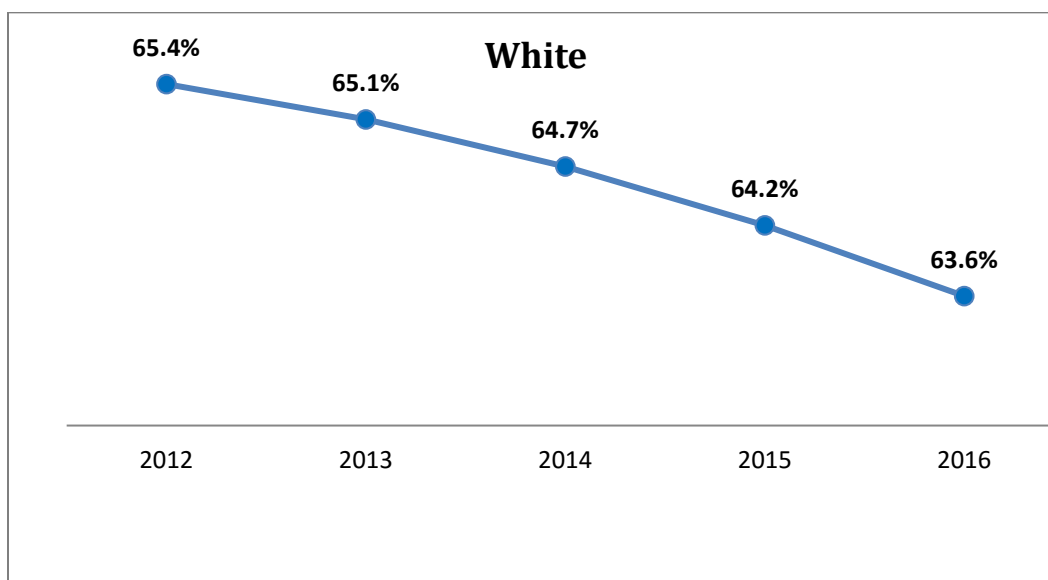


WHITE EMPLOYMENT TRENDS

New Hires and Separations*



Representation in the Federal Workforce over a 5-year Period



* New Hires do not include Agency Transfers In. Separations do not include Agency Transfers Out. This chart depicts only the Permanent Federal Workforce, compared to the FY 2013 FEORP, which depicted new hires and separations for all employees regardless of work status. Please see Data Coverage and Definitions for more details.

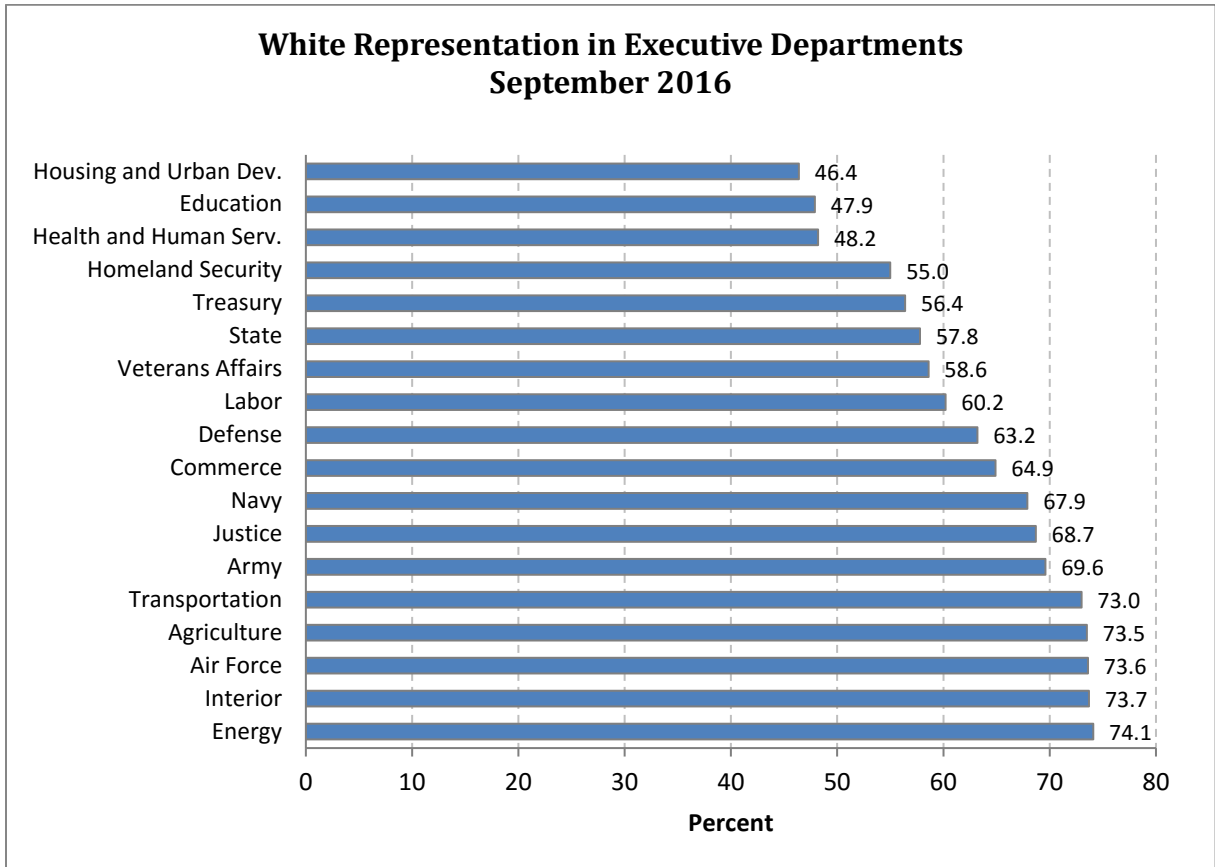
WHITE SALARY TRENDS

WHITE COLLAR / PAY SYSTEM GROUPS	2016		2015		DIFFERENCE 2015 TO 2016	
	COUNT	PERCENT	COUNT	PERCENT	# COUNT	% CHANGE
TOTAL WHITE-COLLAR (PATCO)						
GS, GM, GL						
UP TO \$20,000	0	0	0	0	0	0
\$20,001 TO \$40,000	59,840	4.3	65,245	4.8	-5,405	-8.3
\$40,001 TO \$60,000	190,751	13.8	191,730	14	-979	-0.5
\$60,001 TO \$80,000	188,960	13.7	203,661	14.9	-14,701	-7.2
\$80,001 TO \$100,000	186,985	13.5	180,984	13.2	6,001	3.3
\$100,001 TO \$120,000	133,636	9.7	125,639	9.2	7,997	6.4
\$120,001 TO \$140,000	56,122	4.1	61,588	4.5	-5,466	-8.9
\$140,001 TO \$160,000	32,273	2.3	33,994	2.5	-1,721	-5.1
\$160,001 AND GREATER ¹³	12,932	0.9	1,310	0.1	11,622	887.2
UNSPECIFIED	469	0	615	0	-146	-23.7
TOTAL	861,968	62.4	864,766	63.2	-2,798	-0.3
SES						
UP TO \$20,000	0	0	0	0	0	0
\$20,001 TO \$40,000	0	0	0	0	0	0
\$40,001 TO \$60,000	0	0	0	0	0	0
\$60,001 TO \$80,000	0	0	0	0	0	0
\$80,001 TO \$100,000	0	0	0	0	0	0
\$100,001 TO \$120,000	0	0	0	0	0	0
\$120,001 TO \$140,000	59	0.7	82	1.1	-23	-28
\$140,001 TO \$160,000	654	8.1	837	10.9	-183	-21.9
\$160,001 AND GREATER	5,597	69.7	5,127	66.8	470	9.2
UNSPECIFIED	11	0.1	4	0.1	7	175
TOTAL	6,321	78.8	6,050	78.8	271	4.5
OTHER WHITE COLLAR						
UP TO \$20,000	91	0	79	0	12	15.2
\$20,001 TO \$40,000	11,444	3	12,299	3.5	-855	-7
\$40,001 TO \$60,000	21,487	5.7	22,371	6.3	-884	-4
\$60,001 TO \$80,000	41,415	10.9	41,646	11.7	-231	-0.6
\$80,001 TO \$100,000	47,029	12.4	42,829	12	4,200	9.8
\$100,001 TO \$120,000	45,041	11.9	39,879	11.2	5,162	12.9
\$120,001 TO \$140,000	26,326	6.9	24,827	7	1,499	6
\$140,001 TO \$160,000	20,833	5.5	23,444	6.6	-2,611	-11.1
\$160,001 AND GREATER	41,225	10.9	32,708	9.2	8,517	26
UNSPECIFIED	87	0	104	0	-17	-16.3

¹³ In 2016, General Schedule Grade 15 (GS-15) annual salaries for selected steps in nineteen locality pay areas increased from less than \$160,000 to greater than \$160,000. Please see Appendix for details.

WHITE COLLAR / PAY SYSTEM GROUPS	2016		2015		DIFFERENCE 2015 TO 2016	
	COUNT	PERCENT	COUNT	PERCENT	# COUNT	% CHANGE
TOTAL	254,978	67.2	240,186	67.5	14,792	6.2
TOTAL WHITE-COLLAR (PATCO)	1,123,267	63.5	1,111,002	64.1	12,265	1.1
TOTAL BLUE-COLLAR	116,878	64.3	117,130	64.6	-252	-0.2
TOTAL WHITE/BLUE-COLLAR	1,240,145	63.6	1,228,132	64.2	12,013	1

WHITE REPRESENTATION IN EXECUTIVE DEPARTMENTS

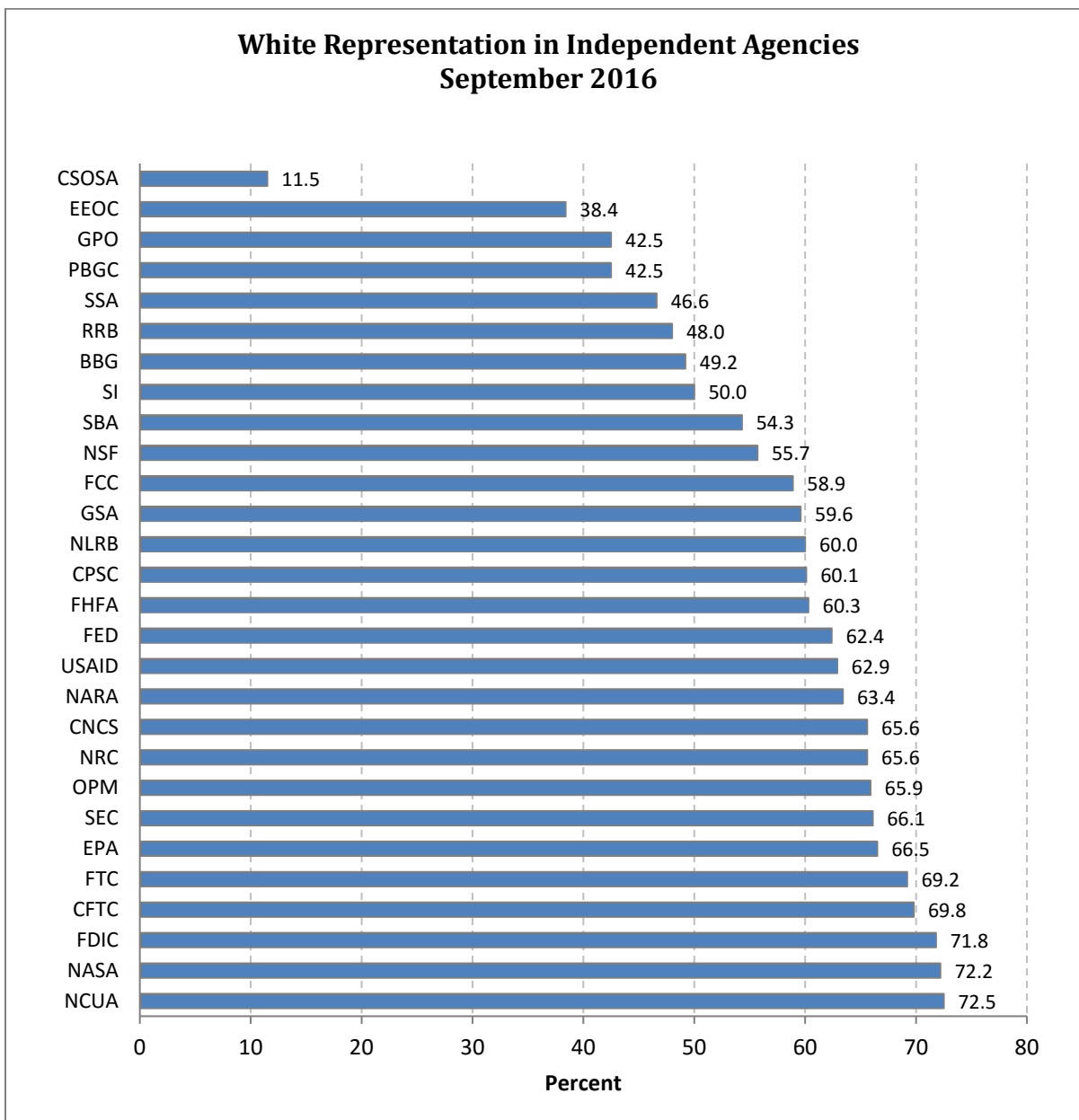


**Representation in Permanent Federal Workforce
September 2016 and September 2015
White**

Executive Departments	2016 Percent	2015 Percent
DEPARTMENT OF AGRICULTURE	73.5	74.1
DEPARTMENT OF COMMERCE	64.9	65.3
DEPARTMENT OF DEFENSE	63.2	63.5
DEPARTMENT OF EDUCATION	47.9	48.4
DEPARTMENT OF ENERGY	74.1	74.5
DEPARTMENT OF HEALTH AND HUMAN SERVICES	48.2	48.8
DEPARTMENT OF HOMELAND SECURITY	55.0	56.0
DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT	46.4	46.8
DEPARTMENT OF INTERIOR	73.7	73.9
DEPARTMENT OF JUSTICE	68.7	69.0
DEPARTMENT OF LABOR	60.2	60.9
DEPARTMENT OF STATE	57.8	NA*
DEPARTMENT OF THE AIR FORCE	73.6	74.0
DEPARTMENT OF THE ARMY	69.6	69.8
DEPARTMENT OF THE NAVY	67.9	68.3
DEPARTMENT OF TRANSPORTATION	73.0	73.4
DEPARTMENT OF TREASURY	56.4	57.8
DEPARTMENT OF VETERANS AFFAIRS	58.6	59.2
GOVERNMENTWIDE	63.6	64.2

* FY 2015 FEORP report did not include Department of State due to unavailability of September 2015 data.

WHITE REPRESENTATION IN INDEPENDENT AGENCIES

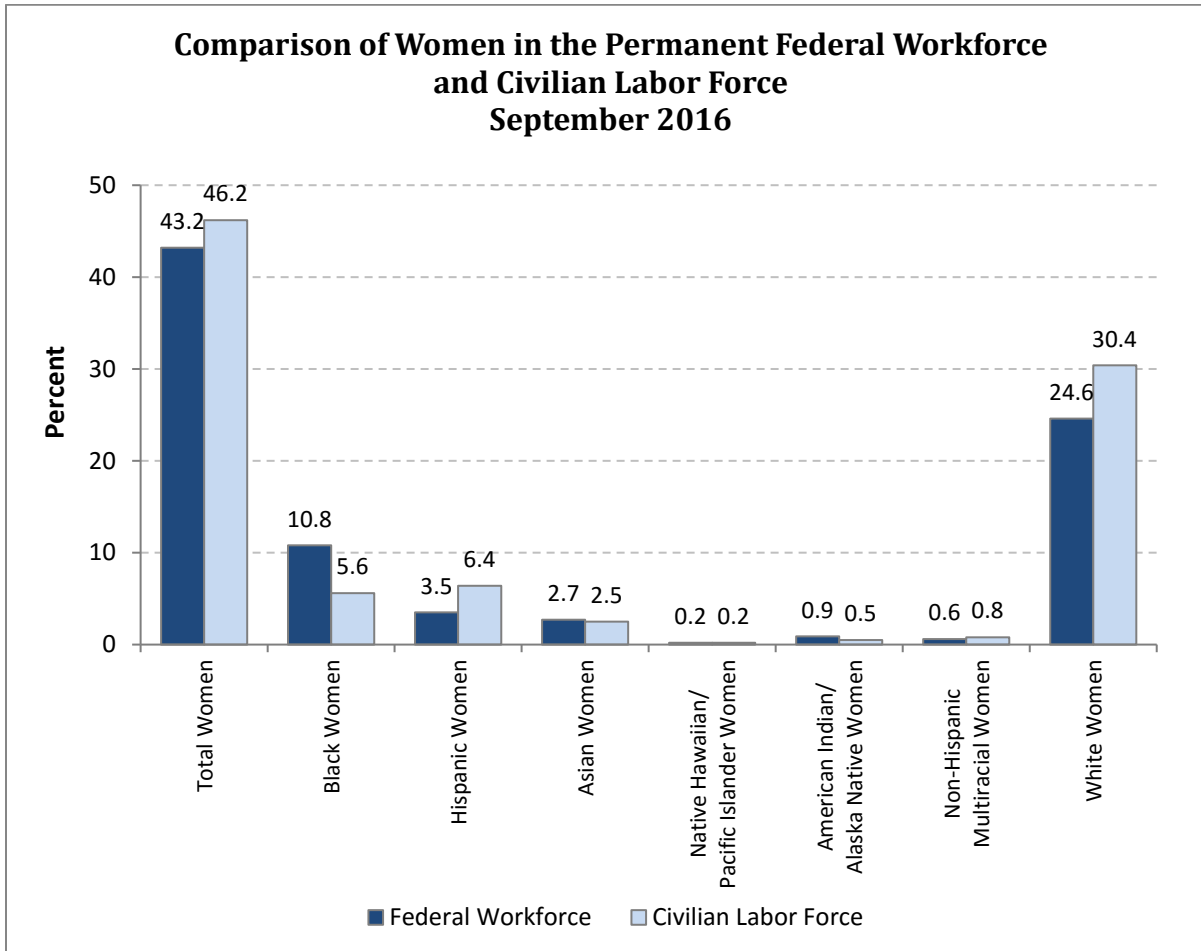


**Representation in Permanent Federal Workforce
September 2016 and September 2015
White**

Independent Agencies	2016 Percent	2015 Percent
BROADCASTING BOARD OF GOVERNORS	49.2	50.3
COMMODITY FUTURES TRADING COMMISSION	69.8	69.8
CONSUMER PRODUCT SAFETY COMMISSION	60.1	63.4
CORPORATION FOR NATIONAL AND COMMUNITY SERVICE	65.6	64.8
COURT SERVICES AND OFFENDER SUPERVISION AGENCY	11.5	12.2
ENVIRONMENTAL PROTECTION AGENCY	66.5	66.9
EQUAL EMPLOYMENT OPPORTUNITY COMMISSION	38.4	39.3
FEDERAL COMMUNICATIONS COMMISSION	58.9	59.4
FEDERAL DEPOSIT INSURANCE CORPORATION	71.8	72.0
FEDERAL HOUSING FINANCE AGENCY	60.3	61.0
FEDERAL RESERVE SYSTEM	62.4	63.8
FEDERAL TRADE COMMISSION	69.2	70.0
GENERAL SERVICES ADMINISTRATION	59.6	60.3
GOVERNMENT PRINTING OFFICE	42.5	42.1
NATIONAL AERONAUTICS AND SPACE ADMINISTRATION	72.2	72.8
NATIONAL ARCHIVES AND RECORDS ADMINISTRATION	63.4	64.1
NATIONAL CREDIT UNION ADMINISTRATION	72.5	72.9
NATIONAL LABOR RELATIONS BOARD	60.0	60.8
NATIONAL SCIENCE FOUNDATION	55.7	56.5
NUCLEAR REGULATORY COMMISSION	65.6	66.1
OFFICE OF PERSONNEL MANAGEMENT	65.9	65.6
PENSION BENEFIT GUARANTY CORPORATION	42.5	43.6
RAILROAD RETIREMENT BOARD	48.0	49.0
SECURITIES AND EXCHANGE COMMISSION	66.1	67.0
SMALL BUSINESS ADMINISTRATION	54.3	54.9
SMITHSONIAN INSTITUTION	50.0	49.9
SOCIAL SECURITY ADMINISTRATION	46.6	47.1
U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT	62.9	63.0
GOVERNMENTWIDE	63.6	64.2

WOMEN IN THE FEDERAL WORKFORCE

EMPLOYMENT OF WOMEN



Women represent 43.2 percent (843,358) of the permanent Federal workforce in FY 2016, and 43.1 percent (825,770) in FY 2015.

Black women represent 10.8 percent of the Federal Workforce in FY 2016, compared to 10.6 percent in FY 2015.

Hispanic women represent 3.5 percent of the Federal Workforce in FY 2016, the same as in FY 2015.

Asian women represent 2.7 percent of the Federal Workforce in FY 2016, compared to 2.6 percent in FY 2015.

Native Hawaiian/Pacific Islander women represent 0.2 percent of the Federal Workforce in FY 2016, the same as in in FY 2015.

American Indian/Alaska Native women represent 0.9 percent of the Federal Workforce in FY 2016, the same as in in FY 2015.

Non-Hispanic Multiracial women represent 0.6 percent of the Federal Workforce in FY 2016, the same as in FY 2015.

White women represent 24.6 percent of the Federal Workforce in FY 2016, compared to 24.8 percent in FY 2015.

EMPLOYMENT OF WOMEN BY OCCUPATIONAL CATEGORY

Women Employment

Percentages based on all employment in each Occupational Category

2016	Count	Percent
White Collar	825,080	46.6
Professional	248,303	47.8
Administrative	314,967	42.3
Technical	185,426	55.7
Clerical	68,095	68.6
Other	8,289	11.4
Blue Collar	18,278	10.1
TOTAL (White Collar & Blue Collar)	843,358	43.2

Employment of women in professional occupations increased by 7,460 to 248,303 in FY 2016, from 240,843 in FY 2015. Women represent 47.8 percent of all Federal employees in this occupational category in FY 2016, compared to 47.5 percent in FY 2015.

Employment of women in administrative occupations increased by 7,179 to 314,967 in FY 2016, from 307,788 in FY 2015. Women represent 42.3 percent of all Federal employees in this occupational category in FY 2016, compared to 42.4 percent in FY 2015.

Employment of women in technical occupations decreased by 90 to 185,426 in FY 2016, from 185,336 in FY 2015. Women represent 55.7 percent of all Federal employees in this occupational category in FY 2016, compared to 55.8 percent in FY 2015.

Employment of women in clerical occupations increased by 2,173 to 68,095 in FY 2016, from 65,922 in FY 2015. Women represent 68.6 percent of all Federal employees in this occupational category in FY 2016, compared to 69.4 percent in FY 2015.

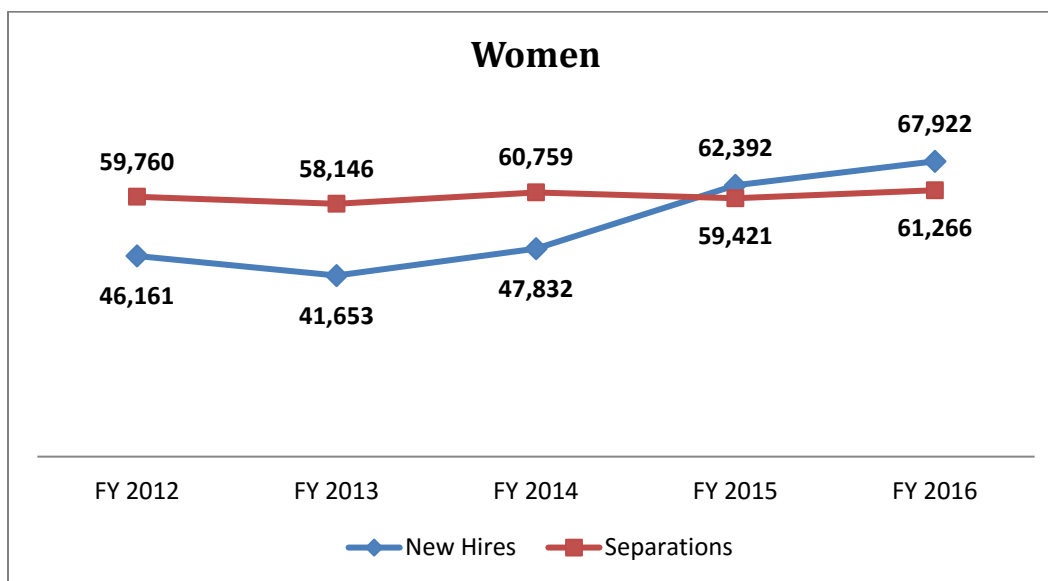
Employment of women in "other" white collar occupations increased by 427 to 8,289 in FY 2016 from 7,862 in FY 2015. Women represent 11.4 percent of all Federal employees in this occupational category in FY 2016, compared to 10.9 percent in FY 2015.

Employment of women in white collar occupations increased by 17,329 to 825,080 in FY 2016, from 807,751 in FY 2015. Women represent 46.6 percent of all Federal employees in this occupational category in FY 2016, the same as in FY 2015.

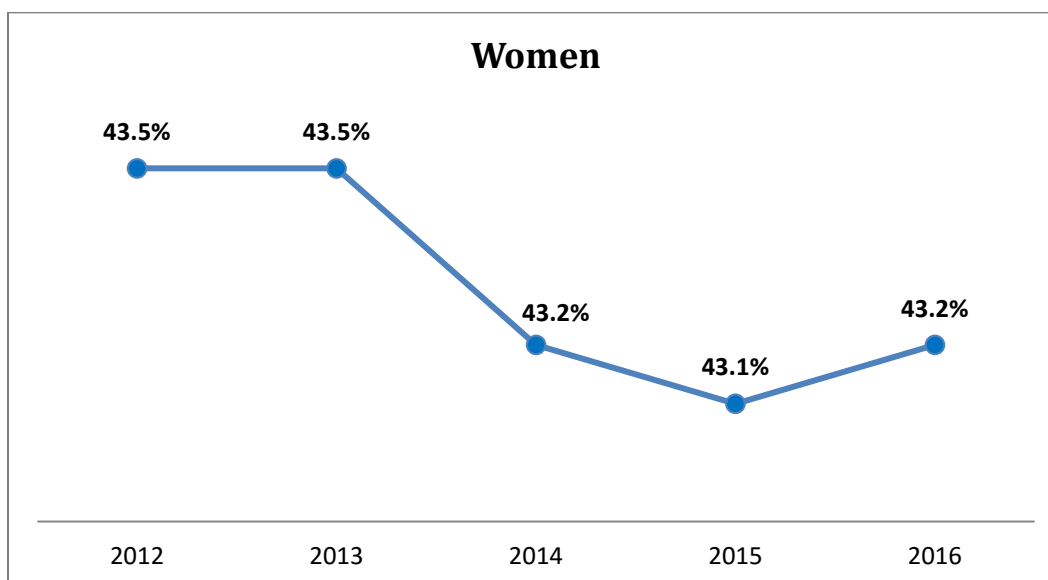
Employment of women in blue collar occupations decreased by 260 to 18,278 in FY 2016, from 18,018 in FY 2015. Women represent 10.1 percent of all Federal employees in this occupational category in FY 2016, compared to 9.9 percent in FY 2015.

WOMEN EMPLOYMENT TRENDS

New Hires and Separations*



Representation in the Federal Workforce over a 5-year Period



* New Hires do not include Agency Transfers In. Separations do not include Agency Transfers Out. This chart depicts only the Permanent Federal Workforce, compared to the FY 2013 FEORP, which depicted new hires and separations for all employees regardless of work status. Please see Data Coverage and Definitions for more details.

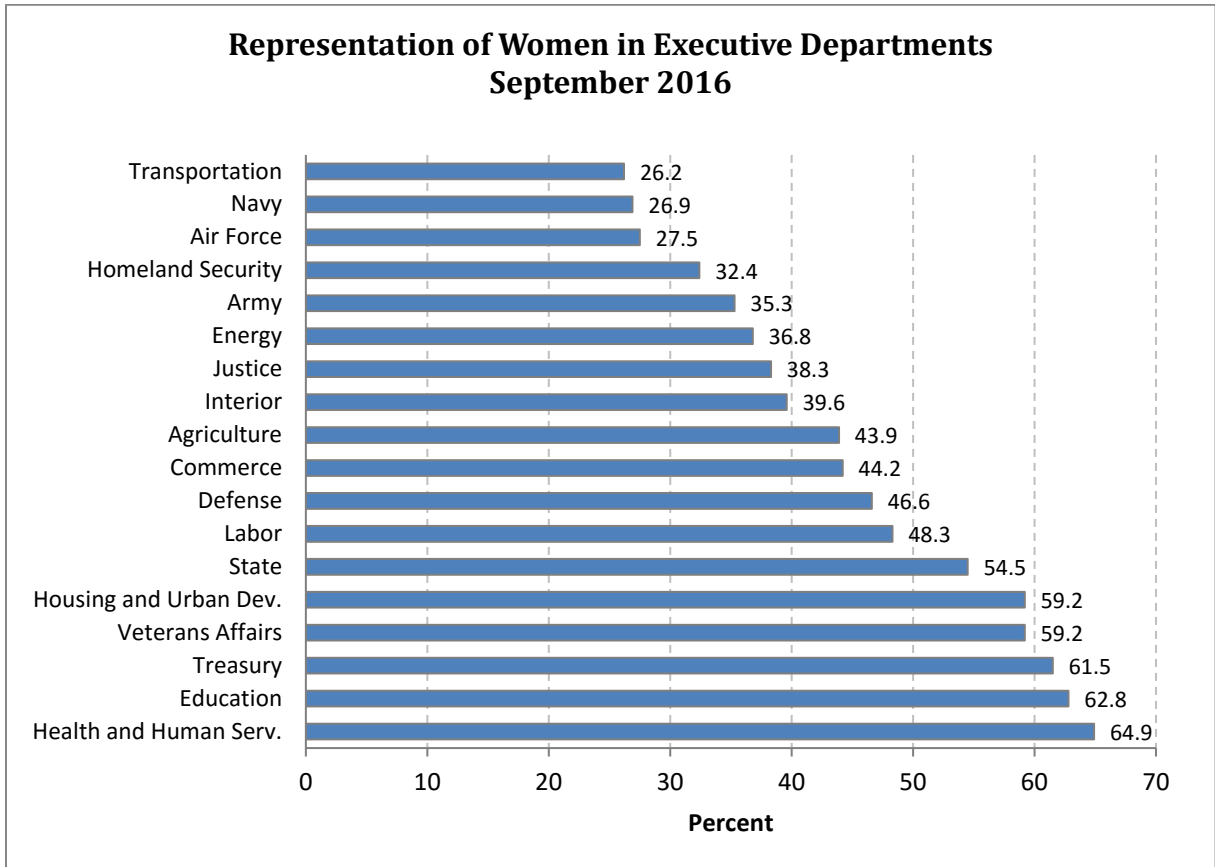
WOMEN SALARY TRENDS

WHITE COLLAR / PAY SYSTEM GROUPS	2016		2015		DIFFERENCE 2015 TO 2016	
	COUNT	PERCENT	COUNT	PERCENT	# COUNT	% CHANGE
TOTAL WHITE-COLLAR (PATCO)						
GS, GM, GL						
UP TO \$20,000	0	0	0	0	0	0
\$20,001 TO \$40,000	69,740	5	71,962	5.3	-2,222	-3.1
\$40,001 TO \$60,000	186,939	13.5	185,891	13.6	1,048	0.6
\$60,001 TO \$80,000	139,108	10.1	146,257	10.7	-7,149	-4.9
\$80,001 TO \$100,000	121,601	8.8	118,628	8.7	2,973	2.5
\$100,001 TO \$120,000	83,122	6	72,650	5.3	10,472	14.4
\$120,001 TO \$140,000	33,525	2.4	35,718	2.6	-2,193	-6.1
\$140,001 TO \$160,000 ¹⁴	17,197	1.2	16,221	1.2	976	6
\$160,001 AND GREATER	5,773	0.4	331	0	5,442	1644.1
UNSPECIFIED	383	0	491	0	-108	-22
TOTAL	657,388	47.6	648,149	47.3	9,239	1.4
SES						
UP TO \$20,000	0	0	0	0	0	0
\$20,001 TO \$40,000	0	0	0	0	0	0
\$40,001 TO \$60,000	0	0	0	0	0	0
\$60,001 TO \$80,000	0	0	0	0	0	0
\$80,001 TO \$100,000	0	0	0	0	0	0
\$100,001 TO \$120,000	0	0	0	0	0	0
\$120,001 TO \$140,000	36	0.4	54	0.7	-18	-33.3
\$140,001 TO \$160,000	369	4.6	436	5.7	-67	-15.4
\$160,001 AND GREATER	2,426	30.2	2,144	27.9	282	13.2
UNSPECIFIED	3	0	1	0	2	200
TOTAL	2,834	35.3	2,635	34.3	199	7.6
OTHER WHITE COLLAR						
UP TO \$20,000	138	0	132	0	6	4.5
\$20,001 TO \$40,000	11,822	3.1	11,918	3.3	-96	-0.8
\$40,001 TO \$60,000	19,595	5.2	20,038	5.6	-443	-2.2
\$60,001 TO \$80,000	35,456	9.3	36,065	10.1	-609	-1.7
\$80,001 TO \$100,000	34,142	9	32,065	9	2,077	6.5
\$100,001 TO \$120,000	24,534	6.5	21,450	6	3,084	14.4
\$120,001 TO \$140,000	11,882	3.1	11,033	3.1	849	7.7
\$140,001 TO \$160,000	7,989	2.1	8,598	2.4	-609	-7.1
\$160,001 AND GREATER	19,248	5.1	15,458	4.3	3,790	24.5
UNSPECIFIED	52	0	210	0.1	-158	-75.2

¹⁴ In 2016, General Schedule (GS) Grade 15 annual salaries for selected steps in nineteen locality pay areas increased from less than \$160,000 to greater than \$160,000. Please see Appendix A for details.

WHITE COLLAR / PAY SYSTEM GROUPS	2016		2015		DIFFERENCE 2015 TO 2016	
	COUNT	PERCENT	COUNT	PERCENT	# COUNT	% CHANGE
TOTAL	164,858	43.4	156,967	44.1	7,891	5
TOTAL WHITE-COLLAR (PATCO)	825,080	46.6	807,751	46.6	17,329	2.1
TOTAL BLUE-COLLAR	18,278	10.1	18,018	9.9	260	1.4
TOTAL WHITE/BLUE-COLLAR	843,358	43.2	825,769	43.1	17,589	2.1

REPRESENTATION OF WOMEN IN EXECUTIVE DEPARTMENTS

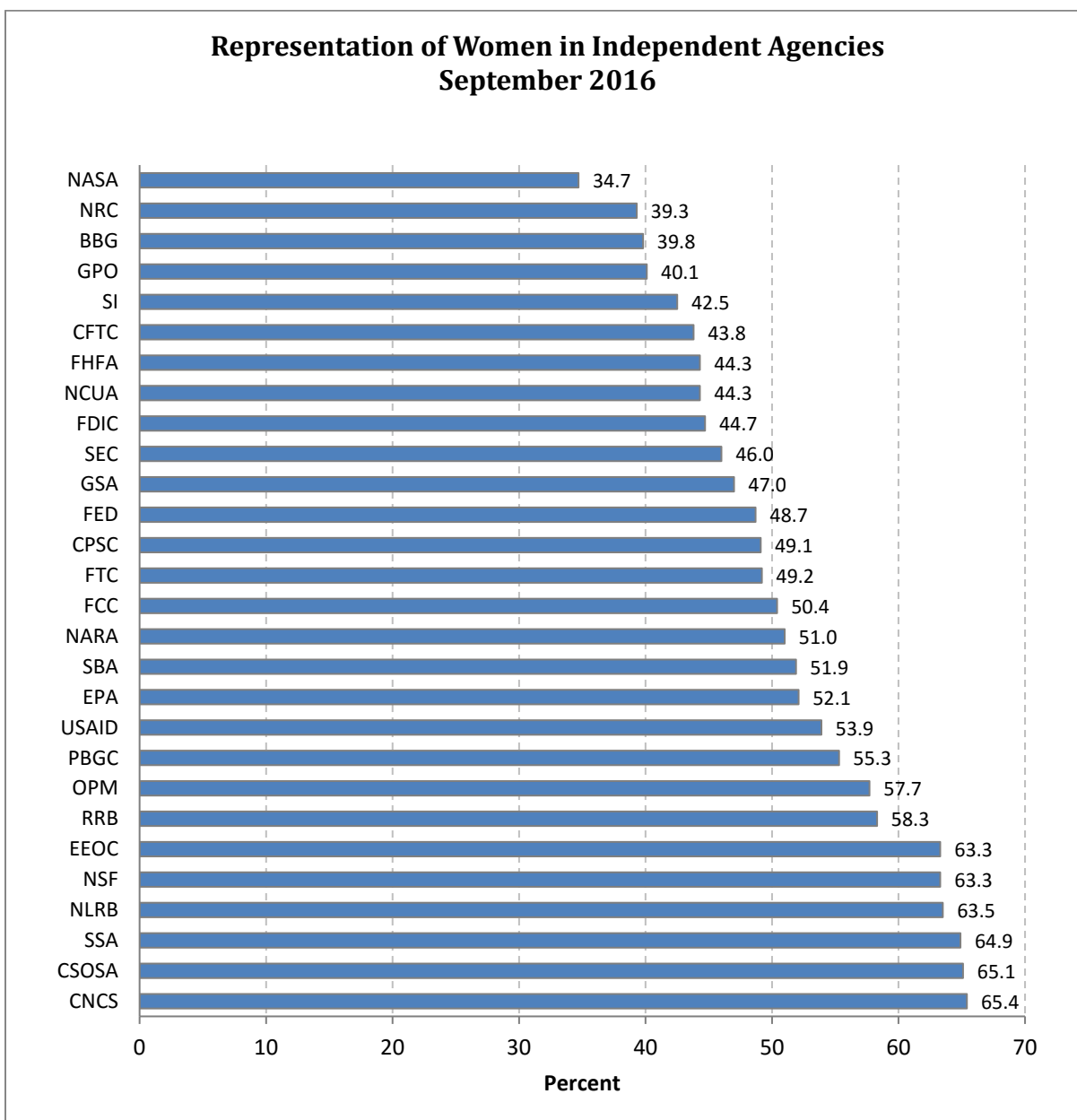


**Representation in Permanent Federal Workforce
September 2016 and September 2015
Women**

Executive Departments	2016 Percent	2015 Percent
DEPARTMENT OF AGRICULTURE	43.9	43.7
DEPARTMENT OF COMMERCE	44.2	44.1
DEPARTMENT OF DEFENSE	46.6	47.1
DEPARTMENT OF EDUCATION	62.8	63.4
DEPARTMENT OF ENERGY	36.8	36.9
DEPARTMENT OF HEALTH AND HUMAN SERVICES	64.9	64.8
DEPARTMENT OF HOMELAND SECURITY	32.4	31.9
DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT	59.2	59.6
DEPARTMENT OF INTERIOR	39.6	39.7
DEPARTMENT OF JUSTICE	38.3	38.2
DEPARTMENT OF LABOR	48.3	48.7
DEPARTMENT OF STATE	54.5	NA*
DEPARTMENT OF THE AIR FORCE	27.5	27.7
DEPARTMENT OF THE ARMY	35.3	35.1
DEPARTMENT OF THE NAVY	26.9	27.2
DEPARTMENT OF TRANSPORTATION	26.2	26.3
DEPARTMENT OF TREASURY	61.5	61.3
DEPARTMENT OF VETERANS AFFAIRS	59.2	59.2
GOVERNMENTWIDE	43.2	43.1

* FY 2015 FEORP report did not include Department of State due to unavailability of September 2015 data.

REPRESENTATION OF WOMEN IN INDEPENDENT AGENCIES



**Representation in Permanent Federal Workforce
September 2016 and September 2015
Women**

Independent Agencies	2016 Percent	2015 Percent
BROADCASTING BOARD OF GOVERNORS	39.8	38.7
COMMODITY FUTURES TRADING COMMISSION	43.8	43.6
CONSUMER PRODUCT SAFETY COMMISSION	49.1	49.3
CORPORATION FOR NATIONAL AND COMMUNITY SERVICE	65.4	64.6
COURT SERVICES AND OFFENDER SUPERVISION AGENCY	65.1	65.1
ENVIRONMENTAL PROTECTION AGENCY	52.1	51.9
EQUAL EMPLOYMENT OPPORTUNITY COMMISSION	63.3	63.2
FEDERAL COMMUNICATIONS COMMISSION	50.4	50.3
FEDERAL DEPOSIT INSURANCE CORPORATION	44.7	45.0
FEDERAL HOUSING FINANCE AGENCY	44.3	42.6
FEDERAL RESERVE SYSTEM	48.7	47.3
FEDERAL TRADE COMMISSION	49.2	49.1
GENERAL SERVICES ADMINISTRATION	47.0	47.8
GOVERNMENT PRINTING OFFICE	40.1	40.0
NATIONAL AERONAUTICS AND SPACE ADMINISTRATION	34.7	34.7
NATIONAL ARCHIVES AND RECORDS ADMINISTRATION	51.0	51.2
NATIONAL CREDIT UNION ADMINISTRATION	44.3	43.9
NATIONAL LABOR RELATIONS BOARD	63.5	63.6
NATIONAL SCIENCE FOUNDATION	63.3	62.9
NUCLEAR REGULATORY COMMISSION	39.3	39.5
OFFICE OF PERSONNEL MANAGEMENT	57.7	59.3
PENSION BENEFIT GUARANTY CORPORATION	55.3	55.7
RAILROAD RETIREMENT BOARD	58.3	57.5
SECURITIES AND EXCHANGE COMMISSION	46.0	46.1
SMALL BUSINESS ADMINISTRATION	51.9	52.3
SMITHSONIAN INSTITUTION	42.5	42.5
SOCIAL SECURITY ADMINISTRATION	64.9	65.6
U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT	53.9	53.7
GOVERNMENTWIDE	43.2	43.1

AGENCY SUCCESSFUL/PROMISING PRACTICES

Agency Successful/Promising Practices

Federal departments and agencies are identifying innovative ways to sustain workforce diversity and workplace inclusion. Agencies are attending job fairs and sharing job announcements on social media and other innovative platforms to reach all communities and segments of society. Agencies are reaching out to high schools, colleges, and universities to encourage students to intern with Federal agencies and to consider Federal service as a career.

Successful or promising practices that agencies are implementing to improve workforce diversity and workplace inclusion follow. Information was provided as a component of FY 2016 agency FEORP submissions which can be viewed on MAX at <https://community.max.gov/x/7SHGKQ>.

Consumer Financial Protection Bureau

The Bureau provided both a mandatory two-day training workshop on diversity and inclusion as well as a two-day training workshop on EEO compliance through the OCR for all supervisors and managers to help them strengthen their skills in leading and managing a diverse and inclusive workforce. The Bureau provides mandatory supervisory development training to its managers. This year, it added a new learning component to this training that focused on identifying and utilizing effective strategies for mitigating unconscious bias and ensuring compliance with civil rights mandates in performance evaluations. The Bureau also provided mandatory training for all non-supervisory employees to increase their awareness and understanding of the importance of diversity and inclusion and how it enhances the overall effectiveness of the Bureau. There were also continued collaboration efforts between OMWI, OCR, and OHC to enhance supervisory and employee training offered to ensure that compliance, diversity, and inclusion concepts are addressed.

Commodity Futures Trading Commission

The CFTC continues to utilize a commercial automated hiring tool for posting its announcements. In FY 2016, the CFTC completed building a targeted recruitment list tool to post job opportunities on free employment list services to implement targeted recruitment of persons with disabilities, women, and Hispanics, as part of its overall recruitment efforts. CFTC will fully utilize the tool in FY 2017. Through the use of this tool, the CFTC will improve the ability to recruit and potentially increase the number of Disabled and Hispanic individuals applying and receiving consideration for jobs.

Department of the Air Force

The Secretary of the Air Force, Chief of Staff and Chief Master Sergeant signed and issued a memorandum with 16 D&I initiatives. The initiatives implement the actions listed below:

- Encourage Female & Minority Employees to Serve in career fields that lack diversity.
- Reduce Bureaucratic Obstacles to Providing Reasonable Accommodations for Persons with Disabilities.
- Provide Unconscious Bias Training Materials Prior to Key Career Events.
- Establish an Air Force Diversity and Inclusion Recognition Program.

Department of the Army

The Department of the Army utilizes the Army Civilian Training, Education and Development System (ACTEDS) Intern Program. The program provides an important succession planning resource for Army functional experts and functional/enterprise leaders, including a robust section on mentoring. The Army Career Tracker (ACT) Portal allows employees to search multiple

education and training resources, monitor their career development, view career field occupational series Professional Development Models/career maps and community information, and request a mentor for personalized advice from their leadership.

Department of Homeland Security

Through a partnership between DHS Office of the Chief Human Capital Officer (OCHCO) and DHS Office of the Chief Procurement Office, DHS established two Blanket Purchase Agreements for Third Party Providers. The two Third Party Providers supplement the Pathways Program by affording an alternative means for students from diverse backgrounds to gain exposure to the Federal Government through paid internships while supporting the existing workforce.

OCHCO D&I used USA Staffing post-audit applicant flow data (AFD) as an important tool for assessing the effectiveness of recruitment and hiring efforts, particularly for assessing the participation rates of diverse ethnic and racial groups in department-wide learning development programs such as the DHS Senior Executive Service Candidate Development Program (SES CDP) and the Cyber Student Volunteer Initiative (CSVI).

Department of Commerce

Bureaus utilized various channels to increase diversity within applicant pools. The Census Bureau (CENSUS) collaborated with affinity groups on recruitment activities. For example, the Next Gen group used their knowledge of social media to share information on employment opportunities and Blacks in Government promoted job opportunities through their monthly newsletters. The National Institute of Standards and Technology (NIST) promoted NIST as a best place to work by posting a Careers@NIST video and a NIST Build video on social media. The National Oceanic and Atmospheric Administration (NOAA) continued to support the NOAA Educational Partnership Program with Minority-Serving Institutions to increase the number of students from underrepresented minority communities who are educated, trained, and graduated in fields that directly support NOAA's mission. The U.S. Patent and Trademark Office (USPTO) hosted its first-ever recruitment Twitter chat to promote patent examiner positions in Silicon Valley and Dallas and as of June 2016, the USPTO's LinkedIn followers exceeded 20,000.

Commerce's Senior Executive Service Candidate Development Program (SES CDP), Executive Leadership Development Program (ELDP), Mentoring Program, and other bureau-level programs were promoted to all employees within eligible organizational units. NIST offered four formal career development programs: Foundations of Leadership, New Leader, Project Management and Leadership, and Continuous Learning for Leaders. USPTO leveraged training and developmental programs designed to increase career development opportunities that provide a pathway to leadership. Affinity groups at USPTO continued providing mentoring opportunities where experienced employees answered questions and provided guidance to more junior employees.

Department of Energy

The DOE has supported the creation of an Employee Resource Group Leadership Council that meets monthly with the goal of increasing cross-sectional engagement opportunities. Also, the DOE has implemented special emphasis programming in partnership with employee resource and affinity groups to increase participation and employee engagement.

Department of Interior

In the Department of the Interior D&I Strategic Plan, several of the actions identified work to strengthen collaboration among internal stakeholders, primarily human capital practitioners and hiring officials, and build relationships with external organizations focused on creating diverse

talent pipelines. DOI is a decentralized organization with over 2,400 sites stretching from the Pacific to the Caribbean with over 70,000 full time and seasonal employees. During FY16, DOI executed a 'Hiring Excellence Campaign,' which focused on improving diversity and hiring results. The campaign kicked off in January 2016 and has included tools, virtual presentations/ discussions and workshops to further explore practices and opportunities.

The objectives of the program are:

- Build organizational understanding of hiring authorities and flexibilities
- Establish local talent networks focused on diversity
- Implement best practice solutions for better hiring results
- Enhance the HR – Hiring Manager relationship

Department of Justice

The Criminal Division (CRM) takes a proactive approach to the employment of persons with disabilities in multiple ways, and is participating in a resume mining pilot program. CRM HR specialists search USAJOBS and filter candidates who are eligible under Schedule A, or veterans hiring authorities. CRM also uses the Workforce Recruitment Program (WRP) database as a resource to find eligible students, and recent graduates with disabilities. Other recruitment initiatives include posting vacancies specifically targeting candidates who are veterans, and attending career fairs targeting People with Disabilities (PWD).

Department of Labor

In FY16, DOL launched a new one-year pilot program called Mentoring@Labor, which offers employees an opportunity for career advice, learning, and development, one-on-one guidance, networking, and expanded professional relationships. The program is entirely voluntary – for both mentees and mentors. Mentors, DOL employees at full performance levels at GS-11 and above, and mentees, DOL employees (non-students) at full performance levels at GS-9 or below, across the country. Mentors and mentees are matched based on the mentees' interests in skill and competency development and the mentors' areas of expertise. All participants received orientation and a course on developing an IDP.

Department of Transportation

DOT established the Knowledge and Experience Exchange (KEE) Program. The KEE Program utilizes both formal and informal knowledge exchange methods and practices to improve its organizational effectiveness and to foster increased productivity and job satisfaction of its employees. Employees are encouraged to develop their leadership, professional and technical competencies and skills through this program.

- Components of the KEE Program are grouped into three major categories, namely, (1) Mentoring (2) Knowledge, Information and Experience Exchange and (3) Development and Growth Opportunities.
- Knowledge, Information and Experience Exchange:
 - Knowledge Cafés: Allows open and creative conversations on topics of mutual interest to tap into participants' collective knowledge of topics such as specific policies and procedures, or of general topics such as Emotional Intelligence or Competencies. Three types of Knowledge Cafés will be included in this program, i.e. 1. Solutions Knowledge Café – Brainstorming Session used by multiple groups to work on developing solutions to a single expressed problem; 2. Speaker Series Knowledge – Groups identify problems to which a given solution

is applicable after a presentation to participants by a subject matter expert (SME). When possible, time should be allowed for a brief report from each table; and 3. Multi-topic Knowledge Café – Presenters, who are SMEs, are assigned to different tables at which each SME facilitates discussion with participants at his/her table on a specific issue. Participants rotate among all or selected tables. A group activity can be used for reinforcement.

- Book Review and Information Exchange Series: A Book Review and Information Exchange series will be held throughout the year, in person and virtually, during which participants will have opportunities to develop their skills in presentation, communication and collaboration. The initial three book topics for this year will be conflict resolution, collaboration and leadership development. Each book series will be limited to 24 participants.

Department of Education

The Diversity and Inclusion Council is responsible for:

- Developing strategies to help ensure that the Department attains a highly skilled and diversified workforce;
- Examining recruitment, onboarding, training and development and retention policies, procedures, and practices for diversity and inclusion;
- Promoting diversity and inclusion in the Department’s policies and practices;
- Proposing and monitoring recommendations on and practices to ensure adequate support for the implementation of diversity-related actions;
- Examining practices related to employee mentoring, training, and professional development programs for inclusion and equity through career development and leadership opportunities; and
- Developing and proposing methods that help the Department and the workforce reach its D&I goals and objectives.

One of the best practices of the Department’s D&I Council is the creation of four Subcommittees who lead efforts to identify barriers and find solutions through collaboration across lateral networks within the agency. The Subcommittees provide recommendations put forth for approval by the full Council membership. The Subcommittee is a representation of a diverse workforce from within the Department.

Environmental Protection Agency

The EPA created the Talent Hub website, a one-stop shop for a range of career development opportunities available across the agency. Talent Hub was recommended by the Human Resources Council, and the High Performing Organization teams in response to feedback EPA received in response to the Federal Employee Viewpoint Survey data, and requests from employees to create a centralized location for information about career development opportunities. Talent Hub is developed in SharePoint and houses all full-time and part-time details, temporary promotion opportunities, and will be adding mentoring opportunities in the near future.

Export Import Bank

Mentoring activities included semi-annual networking events, which integrated speed mentoring offering participants an opportunity to interface and to begin the search for a mentoring partner. Training and brown bag sessions were conducted on such topics as communication, effective goal setting, and mentoring best practices. In addition, a special “*Mentoring for Managers*” session convened senior leaders from the participating agencies and incorporated such discussion topics as: (1) The Benefits of Mentoring for Leadership Development; (2) GROW (Goal, Reality, Options,

Way forward) which is a methodology for coaching, inspiring and challenging employees as they move toward personal and professional growth; and (3) Speed Mentoring for Managers which provided participants an opportunity to meet with interagency supervisors, managers and leaders.

Federal Retirement Thrift Investment Board

In FY 2016, FRTIB continued to support the “Great Place to Work” initiative and its efforts in the area of diversity and inclusion. FRTIB analyzed results from the Federal Employee Viewpoint Survey (FEVS) from FY 2016 and developed the 2016-2018 “Great Place to Work” action plan to address challenges and recommend solutions for employee and supervisors in the area of employee satisfaction, engagement and inclusion. In addition, FRTIB continued to support the Workforce Planning Initiative in procuring a Workforce Planning Tool to help facilitate career development for all levels of the organization.

General Services Administration

“Ready Cert” tools were used as part of our efforts to work with targeted groups of individuals eligible under noncompetitive hiring authorities. “Ready Cert” refers to a number of human resources strategies and methods for getting lists of qualified applicants to hiring managers quickly.

The Hispanic Special Emphasis Program (HSEP) employee group became active enterprise wide in FY 2016. The HSEP members developed a strategic plan to outline their goals for the FY 2016 and FY 2017. Subgroups were formed to focus on awareness/demographics; recruitment and retention; and career development. The group also elected ambassadors who will return to their alumni schools as representatives of GSA to enhance the agency’s recruitment efforts of Hispanics. Commemorative events during Hispanic Heritage month were also held to engage and educate the GSA workforce regarding the Hispanic culture. One of the group’s strategic priorities for FY 2017 is professional leadership development. This will be a partnership with all members of the Diversity and Inclusion Council.

Department of Health and Human Services

In Fiscal Year (FY) 2016, HHS launched its Volunteer Recruiter Program (VRP) to engage members of Employee Resource Groups and solicit individuals from across the Department who had expressed an interest in representing HHS as volunteer recruiters. Successful applicants completed a rigorous, mandatory one-day training program in which they were given the tools to become HHS brand ambassadors, and were then matched to events based on their expertise, backgrounds, interests, memberships and Departmental need for representation. Of an initial cohort of 24, two (2) VRP members are disabled veterans. A second cohort will be selected in January 2017.

Through its Recruiter Community of Practice—a group comprising recruiters, Equal Employment Opportunity (EEO), Minority Health and Diversity and Inclusion (D&I) practitioners, and HR liaisons and HR directors or their designees—HHS was able to successfully brand itself a federal employer of choice through the planning and implementation of the first-ever HHS Veterans Career Expo in April 2016, in which more than 600 veterans, disabled veterans, transitioning service members, and military spouses took part. Additionally, the enhanced collaboration among HHS recruiters enabled the Department to promote the “One HHS” brand to the public, reducing confusion and increasing awareness of HHS.

National Archives and Records Administration

NARA has implemented the New IQ technical assistance program throughout the agency resulting in nearly 300 employees being trained, including NARA managers, and supervisors. Training has

occurred in nine NARA locations nationwide, and the training has resulted in NARA's overall New IQ index score increasing from 52% to 57% agency-wide.

National Aeronautics and Space Administration

NASA's efforts related to implicit bias in the individual context are in part focused on our FY 15-16 D&I training initiative, the All In Training, which includes a significant component on implicit bias. Overall, the training introduces four foundational concepts that affect the advancement of diversity and inclusion efforts:

- Culture
- Values
- Unconscious bias
- Micro-Aggressions/Micro-Affirmations

The training is designed to help the Agency workforce recognize challenges and seek methods to change behaviors as part of a cultural shift that aligns with diversity and inclusion goals. In keeping with this objective, NASA designed the training utilizing information obtained from the Agency's D&I Assessment Survey, which revealed a significant percentage of respondents did not find awareness training to be particularly effective in carrying out their daily responsibilities, nor did it address unconscious bias in a meaningful way. The methodology also included five focus groups from across the Agency, including senior leaders, mid-level leadership, the Human Capital community, the EO and D&I communities, and non-supervisory employees.

Nuclear Regulatory Commission

The NRC strengthened its partnerships with local public schools by supporting the Montgomery County (Maryland) Science Fair in which staff volunteer to judge middle and high school science fair projects in the hopes of encouraging young scientists who may one day make a valuable contribution in the nuclear field. In addition, NRC's Office of Nuclear Material Safety and Safeguards and Office of Nuclear Reactor Regulation hosted two groups of local high school students for a non-traditional internship which encouraged students to develop a research project in the field of nuclear waste management and nuclear reactor safety under the guidance of NRC staff and required the students to also work independently as a group offsite to supplement periodic meetings with NRC staff. The NRC also continued to support the Marion Barry Summer Youth Employment Program (MBSYEP) in the DC area by offering students enriching and constructive summer work experiences. The NRC is proud to report that we continue to see tangible results from our partnership with the MBSYEP and many students return for additional summer experiences at the NRC.

National Science Foundation

The Ambassador Program, refreshed in spring 2016, is voluntary and spreads the responsibility of recruiting highly talented STEM workers between the Division of Human Resource Management (HRM) and current and former program officer staff (particularly rotators). Many rotators in program officer positions are doctoral-level STEM employees who naturally engage in recruitment activities when they attend conferences, facilitate workshops, and visit their home institutions. The Ambassador Program equips them with tools and resources to be successful in those recruitment activities. For example, HRM provides the program structure and recruitment materials that program officers can use to encourage their peers to serve at the Foundation.

During the FY 2016 refresh of the Ambassador Program, HRM updated recruitment materials and training, in partnership with current program officers, to reinvigorate participation and strengthen

Table 4
General Schedule Grade 15 (GS-15)
2016 Annual Salaries Exceeding \$160,000
GS-15 Step 9

Locality Pay Area	2016 Annual Salary*	2015 Annual Salary
SAN JOSE-SAN FRANCISCO-OAKLAND, CA	\$160,300	\$158,700
BOSTON-WORCESTER-PROVIDENCE, MA-RI-NH-CT-ME	\$160,300	\$158,700
CHICAGO-NAPERVILLE, IL-IN-WI	\$160,300	\$158,700
DETROIT-WARREN-ANN ARBOR, MI	\$160,300	\$158,700
HARTFORD-WEST HARTFORD, CT-MA	\$160,300	\$158,700
HOUSTON-THE WOODLANDS, TX	\$160,300	\$158,700
LOS ANGELES-LONG BEACH, CA	\$160,300	\$158,700
NEW YORK-NEWARK, NY-NJ-CT-PA	\$160,300	\$158,700
SAN DIEGO-CARLSBAD, CA	\$160,300	\$158,700
STATE OF ALASKA	\$160,300	\$158,700
WASHINGTON-BALTIMORE-ARLINGTON, DC-MD-VA-WV-PA	\$160,300	\$158,700

* Rate limited to the rate for level IV of the Executive Schedule (5 U.S.C. 5304 (g)(1))

Table 5
General Schedule Grade 15 (GS-15)
2016 Annual Salaries Exceeding \$160,000
GS-15 Step 10

Locality Pay Area	2016 Annual Salary*	2015 Annual Salary
SAN JOSE-SAN FRANCISCO-OAKLAND, CA	\$160,300	\$158,700
BOSTON-WORCESTER-PROVIDENCE, MA-RI-NH-CT-ME	\$160,300	\$158,700
CHICAGO-NAPERVILLE, IL-IN-WI	\$160,300	\$158,700
DALLAS-FORT WORTH, TX-OK	\$160,300	\$158,700
DENVER-AURORA, CO	\$160,300	\$158,700
DETROIT-WARREN-ANN ARBOR, MI	\$160,300	\$158,700
HARTFORD-WEST HARTFORD, CT-MA	\$160,300	\$158,700
HOUSTON-THE WOODLANDS, TX	\$160,300	\$158,700
LOS ANGELES-LONG BEACH, CA	\$160,300	\$158,700
MIAMI-FORT LAUDERDALE-PORT ST. LUCIE, FL	\$160,300	\$158,700
MINNEAPOLIS-ST. PAUL, MN-WI	\$160,300	\$158,700
NEW YORK-NEWARK, NY-NJ-CT-PA	\$160,300	\$158,700
PHILADELPHIA-READING-CAMDEN, PA-NJ-DE-MD	\$160,300	\$158,700
PORTLAND-VANCOUVER-SALEM, OR-WA	\$160,300	\$158,700
SACRAMENTO-ROSEVILLE, CA-NV	\$160,300	\$158,700
SAN DIEGO-CARLSBAD, CA	\$160,300	\$158,700
SEATTLE-TACOMA, WA	\$160,300	\$158,700
STATE OF ALASKA	\$160,300	\$158,700
WASHINGTON-BALTIMORE-ARLINGTON, DC-MD-VA-WV-PA	\$160,300	\$158,700

* Rate limited to the rate for level IV of the Executive Schedule (5 U.S.C. 5304 (g)(1))