

# Federal Equal Opportunity Recruitment Program (FEORP) Report

Fiscal Year 2021



This report is prepared in compliance with the law (5 U.S.C. 7201 and 5 CFR Part 720, Subpart B) and contains information on the representation of minorities within the Federal Government and best practices of Federal agencies.

## A Message from the Acting Director of the U.S. Office of Personnel Management (OPM)

I am pleased to provide to Congress the annual Federal Equal Opportunity Recruitment Program (FEORP) Report for Fiscal Year (FY) 2021. The report is prepared in accordance with the requirements of Title 5, United States Code § 7201. This report provides statistical data on employment in the Federal workforce and highlights human capital practices that Federal agencies use to recruit, develop, and retain talented Federal employees while advancing effective government on behalf of the American people.

### Findings for FY 2021

The share of minorities in the Federal workforce is 38.6 percent in FY 2021, compared with 38.4 percent in FY 2020. The share of minorities in the Civilian Labor Force in FY 2021 is 39.3 percent, compared with 38.5 percent in FY 2020.

The percentages of the Federal workforce represented by each group for which data is collected are as follows:

- 18.5%: Black or African American,
- 9.5%: Hispanic or Latino,
- 6.5%: Asian,
- 0.6%: Native Hawaiian/Pacific Islander,
- 1.5%: American Indian/Alaska Native,
- 2.0%: Non-Hispanic Multiracial, and
- 61.1%: White.

The overall distribution of Federal employees is 55.8 percent male and 44.2 percent female.

Minority representation in the Senior Executive Service (SES) increased from 21.6 percent in FY 2020 to 24.3 percent in FY 2021. The percentages in the SES for each group for which data is collected are as follows:

- 11.8%: Black or African American,
- 5.1%: Hispanic or Latino,

- 4.7%: Asian,
- 0.2%: Native Hawaiian/Pacific Islander,
- 1.2%: American Indian/Alaska Native,
- 1.3%: Non-Hispanic Multiracial, and
- 75.6%: White.

The overall distribution of the SES is 62.2 percent male and 37.8 percent female. Female representation in the SES increased from 34.5 percent in FY 2020 to 37.8 percent in FY 2021.

### **OPM Initiatives**

On June 25, 2021, President Biden signed Executive Order (EO) 14035 titled “[Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce](#).” This Executive Order launched a whole-of-government initiative to cultivate a Federal workforce that draws from the full diversity of the Nation and that advances equitable employment opportunities. The Executive Order reaffirms that the United States (U.S.) is at its strongest when our Nation’s workforce reflects the communities it serves, and when our public servants are fully equipped to advance equitable outcomes for all American communities.

Even with decades of progress building a Federal workforce that draws from the full diversity of the Nation, many underserved communities remain underrepresented in the Federal workforce, especially in positions of leadership. As the Nation’s largest employer, the Federal Government must be our country’s model of excellence for diversity, equity, inclusion, and accessibility (DEIA).

The Executive Order established a DEIA Initiative led by the Director of the Office of Personnel Management (OPM) and the Deputy Director for Management of the Office of Management and Budget (OMB) – in coordination with the Chair of the Equal Employment Opportunity Commission (EEOC) and in consultation with the Assistant to the President for Domestic Policy, Secretary of Labor, Director of the Office of Science and Technology Policy (OSTP), Assistant to the President for National Security Affairs (NSA), Director of the National Economic Council (NEC), and the Co-Chairs of the Gender Policy Council (GPC). The DEIA Initiative provides leadership, technical assistance, and guidance to agencies as they work to achieve the directives in the Executive Order and advance DEIA policies and practices.

On November 23, 2021, the DEIA Initiative issued the [Government-wide Strategic Plan to Advance DEIA in the Federal Workforce](#), which provided a roadmap for implementing the Executive Order and laid out key steps that agencies can take to strengthen DEIA in their workforce policies, practices, and culture. The Executive Order charged all agencies with analyzing the current state of DEIA across their workforce by reviewing their agency data to assess whether employees, including members of underserved communities, face barriers in accessing employment opportunities. Building on these findings, all agencies were charged with developing an Agency DEIA Strategic Plan to advance DEIA within their workforce and address any barriers to equal employment opportunities by March 23, 2022.

OPM has established, and continues to cultivate, strong ties with diverse communities, including Hispanic-Serving Institutions (HSIs); Historically Black Colleges and Universities (HBCUs); Tribal Colleges and Universities (TCUs); Asian American and Native American Pacific Islander-Serving Institutions (AANAPISIs); students with disabilities; and other minority-serving organizations. OPM leads Government-wide and Nation-wide outreach initiatives to promote Federal career opportunities in mission-critical occupations such as cybersecurity and science, technology, engineering, and mathematics (STEM) fields, and Pathways Programs for students and recent graduates.

OPM encourages agencies to engage in efforts to improve the recruitment of diverse talent through workforce planning, recruitment, and employment branding by embedding fairness and opportunity into enterprise recruitment and outreach strategies. Workforce data analysis is critical to the Federal Government's efforts to advance racial justice and equal opportunity while building and sustaining a 21st-century Federal workforce that is drawn from all segments of society.

Sincerely,



Rob Shriver  
Acting Director

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## **Executive Summary**

This report is submitted pursuant to 5 U.S.C. § 7201 and the regulations promulgated to implement it. OPM's work in this area is also informed by the merit system principles, which envision a workforce drawn from all segments of society, and the statutes, rules, and regulations governing the civil service, which guide competition for civil service positions.

OPM continues to support Federal agencies as they implement comprehensive strategies to integrate diversity and inclusion practices into their efforts to recruit, hire, and retain an effective workforce.

## **Background**

In alignment with the charge set forth in EO 14035 to reestablish a coordinated Government-wide initiative to promote diversity and inclusion in the Federal workforce, agencies are working to develop and implement a more comprehensive, integrated, and strategic focus on diversity and inclusion as key components of their human resources strategies.

Creating and maintaining a diverse Federal workforce requires sustained commitment to providing a level playing field upon which applicants and employees may compete for opportunities within Government.

OPM asked agencies to identify and adopt 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 submitted practices from the agency-specific DEIA Strategic Plans. This report highlights many of those practices.

## FEORP Composition of Federal Workforce at a Glance

### Representation in Federal Workforce (Percent)

Workforce Category	FY 2020 <sup>1</sup>	FY 2021 <sup>2</sup>
<b>Black or African American</b>	18.6	18.5
<b>Hispanic or Latino</b>	9.4	9.5
<b>Asian</b>	6.3	6.5
<b>Native Hawaiian/Pacific Islander</b>	0.6	0.6
<b>American Indian/Alaska Native</b>	1.6	1.5
<b>Non-Hispanic Multiracial</b>	1.9	2.0
<b>White</b>	61.5	61.1
<b>Women</b>	43.8	44.2
<b>Men</b>	56.1	55.8

### Representation in Senior Executive Service (Percent)

Workforce Category	FY 2020 <sup>3</sup>	FY 2021 <sup>4</sup>
<b>Black or African American</b>	10.6	11.8
<b>Hispanic or Latino</b>	4.7	5.1
<b>Asian</b>	4.0	4.7
<b>Native Hawaiian/Pacific Islander</b>	0.1	0.2
<b>American Indian/Alaska Native</b>	1.1	1.2
<b>Non-Hispanic Multiracial</b>	1.1	1.3
<b>White</b>	78.3	75.6
<b>Women</b>	34.5	37.8
<b>Men</b>	65.5	62.2

<sup>1</sup> In FY 2020, 0.2% of respondents were unspecified.

<sup>2</sup> In FY 2021, 0.3% of respondents were unspecified.

<sup>3</sup> In FY 2020, .01% of respondents were unspecified.

<sup>4</sup> In FY 2021, 0.2% of respondents were unspecified.

### Major findings in the FY 2021 FEORP Report:

- Minorities represent 38.6 percent of the Federal workforce in FY 2021, compared with 38.4 percent in FY 2020. Minorities represent 39.3 percent of the Civilian Labor Force in FY 2021, compared with 38.5 percent in FY 2020.
- Black employees represent 18.5 percent (374,222) of the permanent Federal workforce as of September 30, 2021, compared with 18.6 percent in FY 2020.
- Hispanic or Latino employees represent 9.5 percent (192,504) of the permanent Federal workforce as of September 30, 2021, compared with 9.4 percent in FY 2020.
- Asian employees represent 6.5 percent (130,733) of the permanent Federal workforce as of September 30, 2021, compared with 6.3 percent in FY 2020.
- Native Hawaiian/Pacific Islander employees represent 0.6 percent (11,441) of the permanent Federal workforce as of September 30, 2021, roughly the same percentage as in FY 2020.
- American Indian/Alaska Native employees represent 1.5 percent (31,062) of the permanent Federal workforce as of September 30, 2021, compared with 1.6 percent in FY 2020.
- Non-Hispanic Multiracial employees represent 2.0 percent (40,583) of the permanent Federal workforce as of September 30, 2021, compared with 1.9 percent in FY 2020.
- White employees represent 61.1 percent (1,234,009) of the permanent Federal workforce as of September 30, 2021, compared with 61.5 percent in FY 2020.
- Women make up 44.2 percent (892,849) of the permanent Federal workforce as of September 30, 2021, compared with 43.8 percent in FY 2020.
- Men make up 55.8 percent (1,127,943) of the permanent Federal workforce as of September 30, 2021, compared with 56.1 percent in FY 2020.
- Minorities represent 24.3 percent of the Senior Executive Service (SES) in FY 2021, an increase from 21.6 percent in FY 2020. The SES is 11.8 percent Black or African American, 5.1 percent Hispanic or Latino, 4.7 percent Asian, 0.2 percent Native



Hawaiian/Pacific Islander, 1.2 percent American Indian/Alaska Native, and 1.3 percent Non-Hispanic Multiracial.

- Women make up 37.8 percent of the SES in FY 2021, an increase from 34.5 percent in FY 2020. Men make up 62.2 percent of the SES in FY 2021, a decrease from 65.5 percent in FY 2020.

## Data Coverage and Definitions

Onboard Federal employment statistics used in this report are as of September 30, 2021. All data are produced from OPM's Enterprise Human Resources Integration-Statistical Data Mart (EHRI-SDM). The Federal workforce referred to in this report is not the entire Federal workforce but rather only permanent employees in non-postal Federal Executive Branch agencies participating in the EHRI. This report covers workers in all pay plans, including General Schedule (GS) and Equivalently Graded pay plans (i.e., pay plans GS, GL, and GM), other White-Collar pay plans, the Senior Executive Service (pay plan ES), and Blue-Collar pay plans.

All references made to the General Schedule pay plan in this report are to General Schedule and Equivalently Graded pay plans (i.e., pay plans GS, GL, and GM).

Only those agencies with 500 or more permanent employees as of September 2021 are displayed in this report.

New Hires and Separations do not include Agency Transfers In or Out.

Non-Hispanic Multiracial is defined as Non-Hispanic and of more than one race.

Employment records with unspecified gender (count: eight) represent 0.0 percent of the permanent workforce in September 2021. Employment records with unspecified race or national origin (count: 6,245) represent 0.3 percent of the permanent workforce in September 2021.

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 data from the CPS, which is a monthly survey of households that is conducted by the Bureau of the Census for BLS, covers non-institutionalized individuals 16 years of age or older, employed or unemployed, U.S. citizens and non-U.S. citizens.

Underrepresentation, as defined in 5 CFR § 720.202(a), 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."

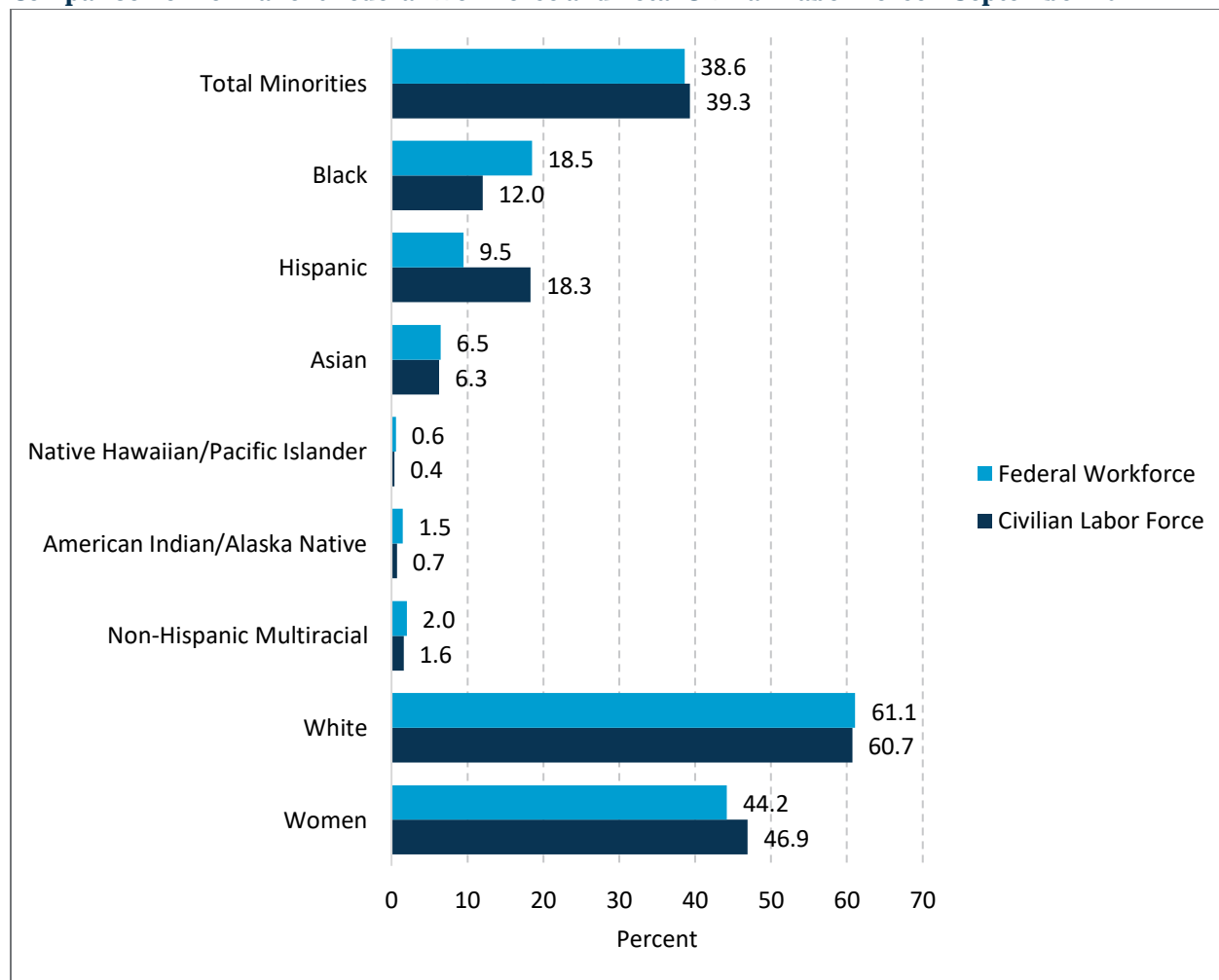
Occupational categories discussed in this report are White-Collar and Blue-Collar. The White-Collar category contains Professional, Administrative, Technical, Clerical, and Other White-Collar occupations. Professional and Administrative occupations are the usual sources for selections to senior management and executive positions. Positions in Technical, Clerical, Other, and Blue-Collar occupations are usually 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 pay intervals to provide a more informative profile.

Note: Data in this report may vary slightly from data in other FEORP reports for a variety of reasons. For example, agencies may remediate errors or process individual employment actions for past years after that year's data has already been reported.

# Federal Workforce

## Total Federal Workforce Employment<sup>5</sup>

Comparison of Permanent Federal Workforce and Total Civilian Labor Force – September 2021



In FY 2021, the share of minorities in the permanent Federal workforce is 38.6 percent, compared with 39.3 in the CLF, a difference of 0.7 percentage points.

Black or African American employees represent 18.5 percent (374,222) of the permanent Federal workforce in FY 2021, compared with 12.0 percent in the CLF, a difference of 6.5 percentage points.

<sup>5</sup> Detail percentages may not sum to total due to independent rounding.

Hispanic or Latino employees represent 9.5 percent (192,504) of the permanent Federal workforce in FY 2021, compared with 18.3 percent in the CLF<sup>6</sup>, a difference of 8.8 percentage points.

Asian employees represent 6.5 percent (130,733) of the permanent Federal workforce in FY 2021, compared with 6.3 percent in the CLF<sup>7</sup>, a difference of 0.2 percentage points.

Native Hawaiian/Pacific Islander employees represent 0.6 percent (11,441) of the permanent Federal workforce in FY 2021, compared with 0.4 percent in the CLF, a difference of 0.2 percentage points.

American Indian/Alaska Native employees represent 1.5 percent (31,062) of the permanent Federal workforce in FY 2021, compared with 0.7 percent in the CLF, a difference of 0.8 percentage points.

Non-Hispanic Multiracial employees represent 2.0 percent (40,583) of the permanent Federal workforce in FY 2021, compared with 1.6 percent in the CLF, a difference of 0.4 percentage points.

White employees represent 61.1 percent (1,234,009) of the permanent Federal workforce in FY 2021, compared with 60.7 percent in the CLF, a difference of 0.4 percentage points.

Women represent 44.2 percent (892,849) of the permanent Federal workforce in FY 2021, compared with 46.9 percent in the CLF, a difference of 2.7 percentage points.

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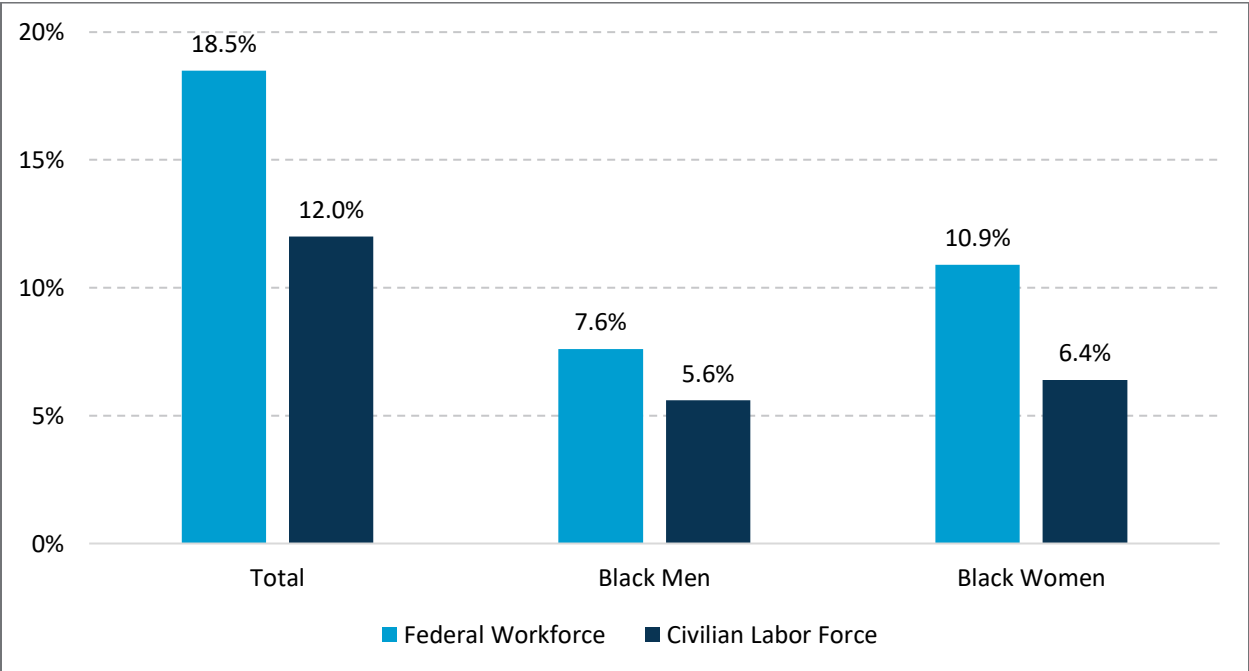
<sup>6</sup> According to the Bureau of Labor Statistics (BLS), in 2021 Hispanics in the U.S. made up 18.3 percent of the Civilian Labor Force (CLF). According to the Equal Employment Opportunity (EEO) Tabulation 2014-2018 (5-year ACS Data), Hispanics in the U.S. made up 13.0 percent of the CLF when taking into account citizenship, which is required for most Federal positions.

<sup>7</sup> According to the Bureau of Labor Statistics (BLS), in 2021 Asians in the U.S. made up 6.3 percent of the Civilian Labor Force (CLF). According to the Equal Employment Opportunity (EEO) Tabulation 2014-2018 (5-year ACS Data), Asians in the U.S. made up 4.4% percent of the CLF when taking into account citizenship, which is required for most Federal positions.

# Black or African American Employment in the Federal Workforce

## Black or African American Employment

Black or African American Representation in the Federal Workforce and Civilian Labor Force – September 2021



Black or African American employees represent 18.5 percent (375,169) of the permanent Federal workforce in FY 2021, compared with 12.0 percent in the CLF, a difference of 6.5 percentage points.

Black or African American men represent 7.6 percent (153,598) of the permanent Federal workforce in FY 2021, compared with 5.6 percent in the CLF, a difference of 2.0 percentage points.

Black or African American women represent 10.9 percent (221,570) of the permanent Federal workforce in FY 2021, compared with 6.4 percent in the CLF, a difference of 4.5 percentage points.

## Black or African American Employment by Occupational Category

### Black or African American Employment – 2021<sup>8</sup>

Occupational Category	Individuals	Percent
<b>White-Collar</b>	342,959	18.5
<b>Blue-Collar</b>	32,094	18.3
<b>Unspecified</b>	116	8.5
<b>Total</b>	<b>375,169</b>	<b>18.5</b>

Black or African American employment in White-Collar occupations increased by 2,628 individuals, to 342,959 in FY 2021, from 340,331 in FY 2020. Black or African American employment represents 18.5 percent of all Federal employees in this occupational category in FY 2021, compared with 18.6 percent in FY 2020.

Black or African American employment in Blue-Collar occupations decreased by 1,308 individuals to 32,094 in FY 2021, from 33,402 in FY 2020. Black or African American employment represents 18.3 percent of all Federal employees in this occupational category in FY 2021, compared with 18.6 percent in FY 2020.

### Black or African American White-Collar Employment – 2021<sup>9</sup>

White-Collar Occupational Category	Individuals	Percent
<b>Professional</b>	66,525	11.9
<b>Administrative</b>	157,104	19.7
<b>Technical</b>	82,205	24.9
<b>Clerical</b>	27,978	29.9
<b>Other White-Collar</b>	9,147	13.1
<b>Total</b>	<b>342,959</b>	<b>18.5</b>

Black or African American employment in professional occupations increased by 1,182 individuals to 66,525 in FY 2021, from 65,343 in FY 2020. Black or African American employment represents 11.9 percent of all Federal employees in this occupational category in FY 2021, the same as in FY 2020.

<sup>8</sup> Percentages based on all employment in each Occupational Category

<sup>9</sup> Percentages based on all employment in each Occupational Category

Black or African American employment in administrative occupations increased by 2,657 individuals to 157,104 in FY 2021, from 154,447 in FY 2020. Black or African American employment represents 19.7 percent of all Federal employees in this occupational category in FY 2021, compared with 19.6 percent in FY 2020.

Black or African American employment in technical occupations decreased by 71 individuals to 82,205 in FY 2021, from 82,276 in FY 2020. Black or African American employment represents 24.9 percent of all Federal employees in this occupational category in FY 2021, compared with 19.6 percent in FY 2020.

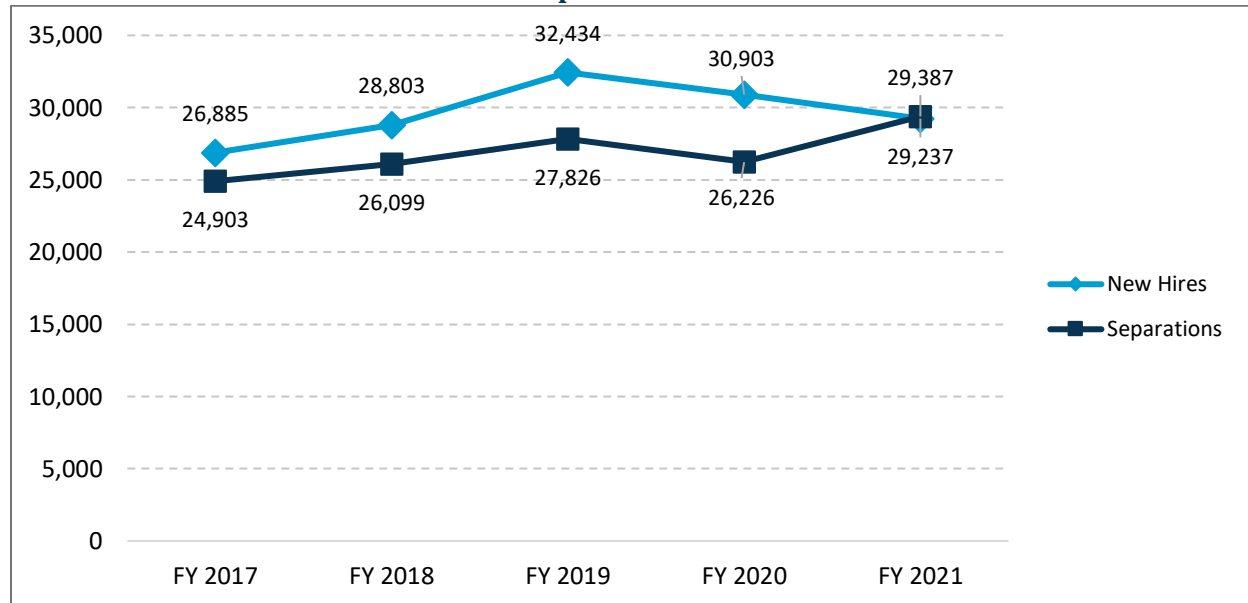
Black or African American employment in clerical occupations decreased by 924 individuals to 27,978 in FY 2021, from 28,902 in FY 2020. Black or African American employment represents 29.9 percent of all Federal employees in this occupational category in FY 2021, compared with 29.7 percent in FY 2020.

Black or African American employment in Other White-Collar occupations decreased by 216 individuals to 9,147 in FY 2021, from 9,363 in FY 2020. Black or African American employment represents 13.1 percent of all Federal employees in this occupational category in FY 2021, compared with 13.3 percent in FY 2020.



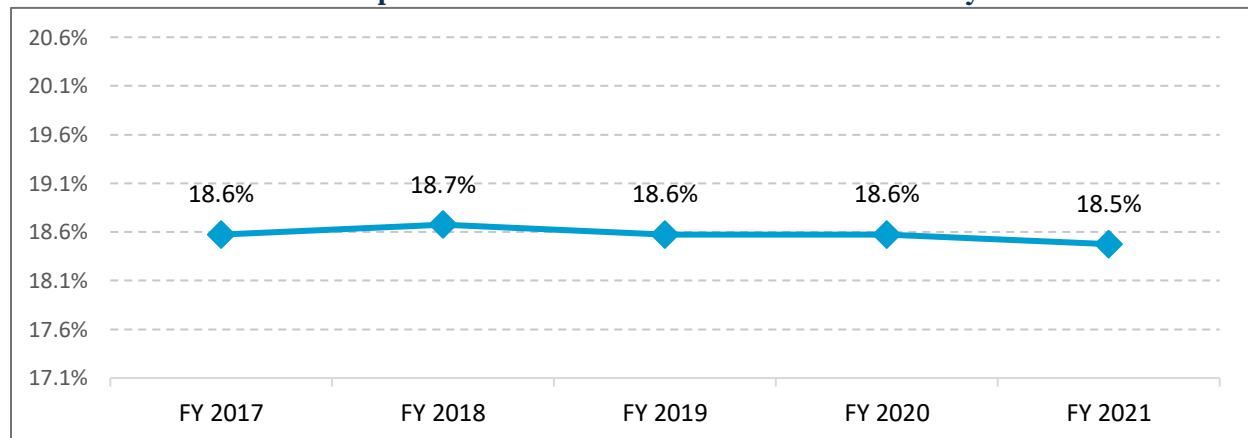
## Black or African American Employment Trends

### Black or African American New Hires and Separations



Employment Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<b>New Hires</b>	26,885	28,803	32,434	30,903	29,237
<b>Separations</b>	24,903	26,099	27,826	26,226	29,387

### Black or African American Representation in the Federal Workforce Over a 5-year Period



The overall trend of Black or African American representation in the Federal workforce over the past five years is neutral/slightly downward, ranging from 18.5 percent to 18.7 percent. Black or African American representation decreased from 18.6 percent (373,857) in FY 2020 to 18.5 percent (375,169) in FY 2021, a decrease of 0.1 percentage point (and an increase of 1,312 individuals).

## Black or African American White-Collar Employment Salary Trends

### Black or African American Salary Trends – Pay Plans GS, GM, GL

Salary Range	September 2020 Individuals	September 2020 Percent of Workforce	September 2021 Individuals	September 2021 Percent of Workforce
Less than \$20,000	0	0.0	0	0.0
\$20,000 - \$39,999	17,570	1.3	16,015	1.1
\$40,000 - \$59,999	78,862	5.6	75,979	5.4
\$60,000 - \$79,999	58,061	4.1	57,628	4.1
\$80,000 - \$99,999	45,969	3.3	48,106	3.4
\$100,000 - \$119,999	38,325	2.7	38,256	2.7
\$120,000 - \$139,999	22,209	1.6	25,672	1.8
\$140,000 - \$159,999	12,115	0.9	12,763	0.9
\$160,000 and Greater	5,270	0.4	5,438	0.4
Unspecified	269	0.0	250	0.0
<b>Total</b>	<b>278,650</b>	<b>19.9</b>	<b>280,107</b>	<b>19.8</b>

### Black or African American Salary Trends – Other White-Collar

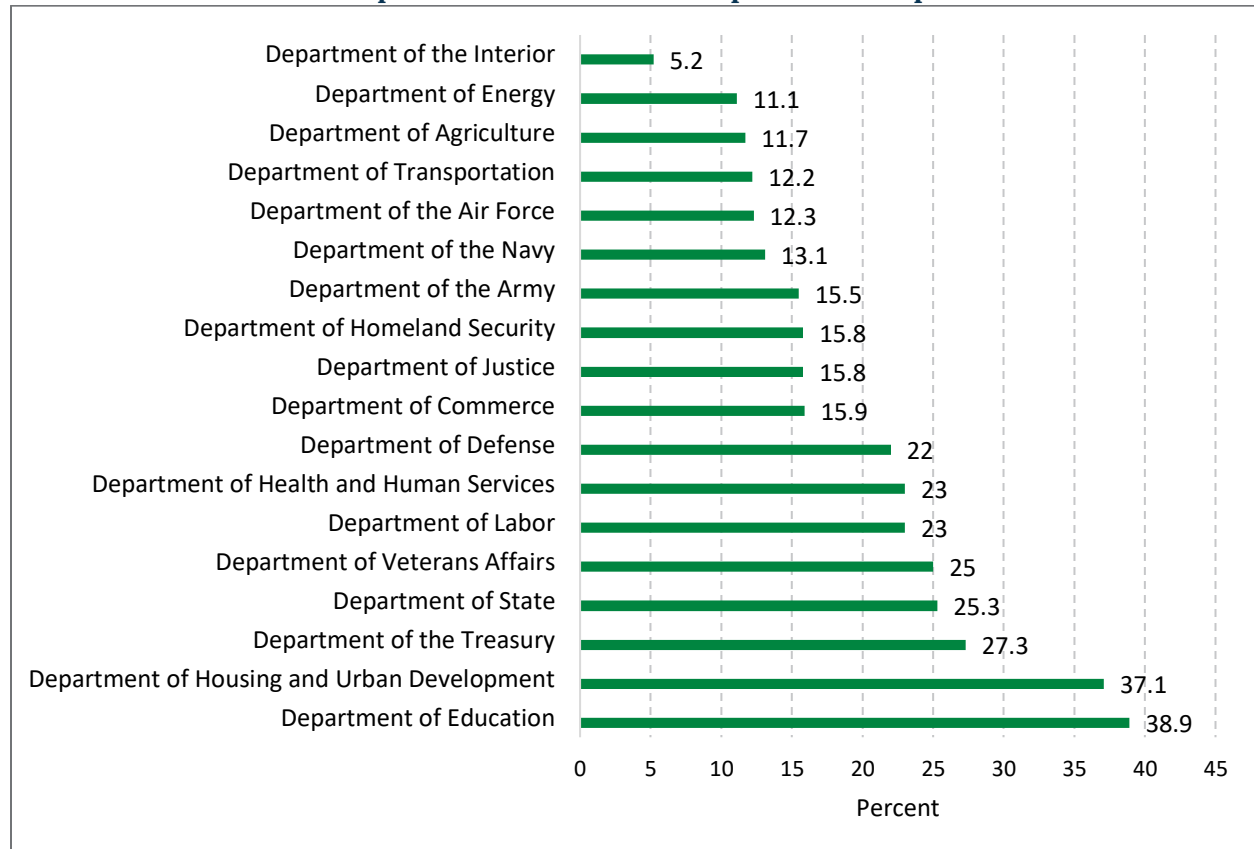
Salary Range	September 2020 Individuals	September 2020 Percent of Workforce	September 2021 Individuals	September 2021 Percent of Workforce
Less than \$20,000	15	0.0	5	0.0
\$20,000 - \$39,999	2,324	0.5	2,067	0.5
\$40,000 - \$59,999	11,349	2.7	11,198	2.6
\$60,000 - \$79,999	8,103	1.9	7,527	1.7
\$80,000 - \$99,999	12,483	3.0	12,733	3.0
\$100,000 - \$119,999	10,144	2.4	10,443	2.4
\$120,000 - \$139,999	6,617	1.6	7,246	1.7
\$140,000 - \$159,999	3,601	0.9	3,808	0.9
\$160,000 and Greater	6,099	1.4	6,634	1.5
Unspecified	91	0.0	244	0.1
<b>Total</b>	<b>60,826</b>	<b>14.4</b>	<b>61,905</b>	<b>14.4</b>

**Black or African American Salary Trends – Senior Executive Service**

<b>Salary Range</b>	<b>September 2020 Individuals</b>	<b>September 2020 Percent of Workforce</b>	<b>September 2021 Individuals</b>	<b>September 2021 Percent of Workforce</b>
<b>\$120,000 - \$139,999</b>	0	0.0	0	0.0
<b>\$140,000 - \$159,999</b>	5	0.1	15	0.2
<b>\$160,000 and Greater</b>	850	10.5	930	11.5
<b>Unspecified</b>	0	0.0	2	0.0
<b>Total</b>	<b>855</b>	<b>10.6</b>	<b>947</b>	<b>11.7</b>

## Black or African American Representation in Executive Departments

Black or African American Representation in Executive Departments – September 2021

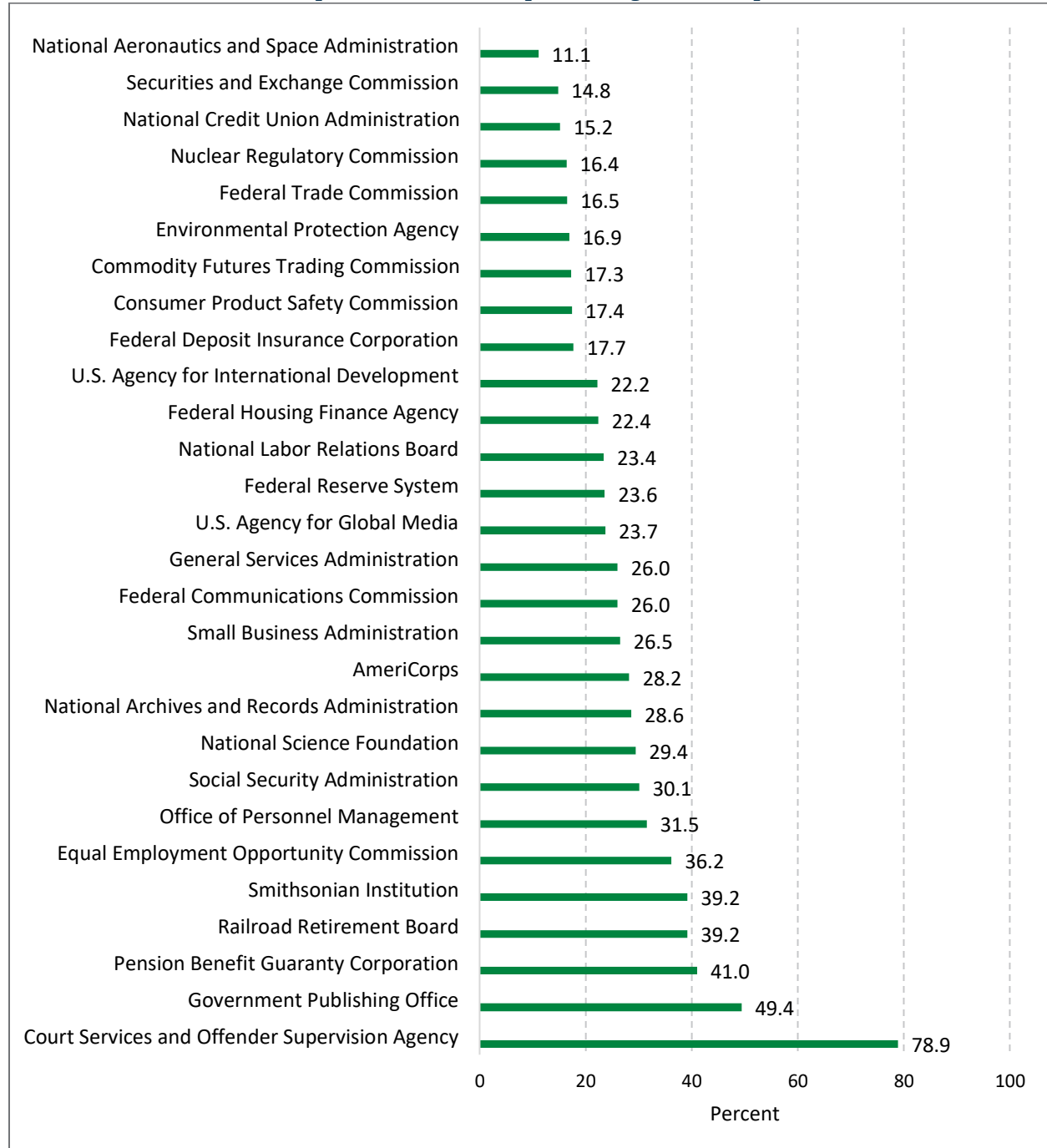


**Black or African American Representation in the Permanent Federal Workforce – Executive Departments, September 2020 and September 2021**

<b>Executive Department</b>	<b>2020 Percent of Workforce</b>	<b>2021 Percent of Workforce</b>
<b>Department of Agriculture</b>	11.6	11.7
<b>Department of the Air Force</b>	12.3	12.3
<b>Department of the Army</b>	15.9	15.5
<b>Department of Commerce</b>	16.0	15.9
<b>Department of Defense</b>	21.9	22.0
<b>Department of Education</b>	39.7	38.9
<b>Department of Energy</b>	11.2	11.1
<b>Department of Health and Human Services</b>	22.7	23.0
<b>Department of Homeland Security</b>	15.7	15.8
<b>Department of Housing and Urban Development</b>	37.4	37.1
<b>Department of the Interior</b>	5.3	5.2
<b>Department of Justice</b>	15.9	15.8
<b>Department of Labor</b>	22.7	23.0
<b>Department of the Navy</b>	13.2	13.1
<b>Department of State</b>	25.9	25.3
<b>Department of Transportation</b>	12.1	12.2
<b>Department of the Treasury</b>	27.2	27.3
<b>Department of Veterans Affairs</b>	25.2	25.0
<b>Government-wide</b>	<b>18.6</b>	<b>18.5</b>

# Black or African American Representation in Independent Agencies

## Black or African American Representation in Independent Agencies – September 2021



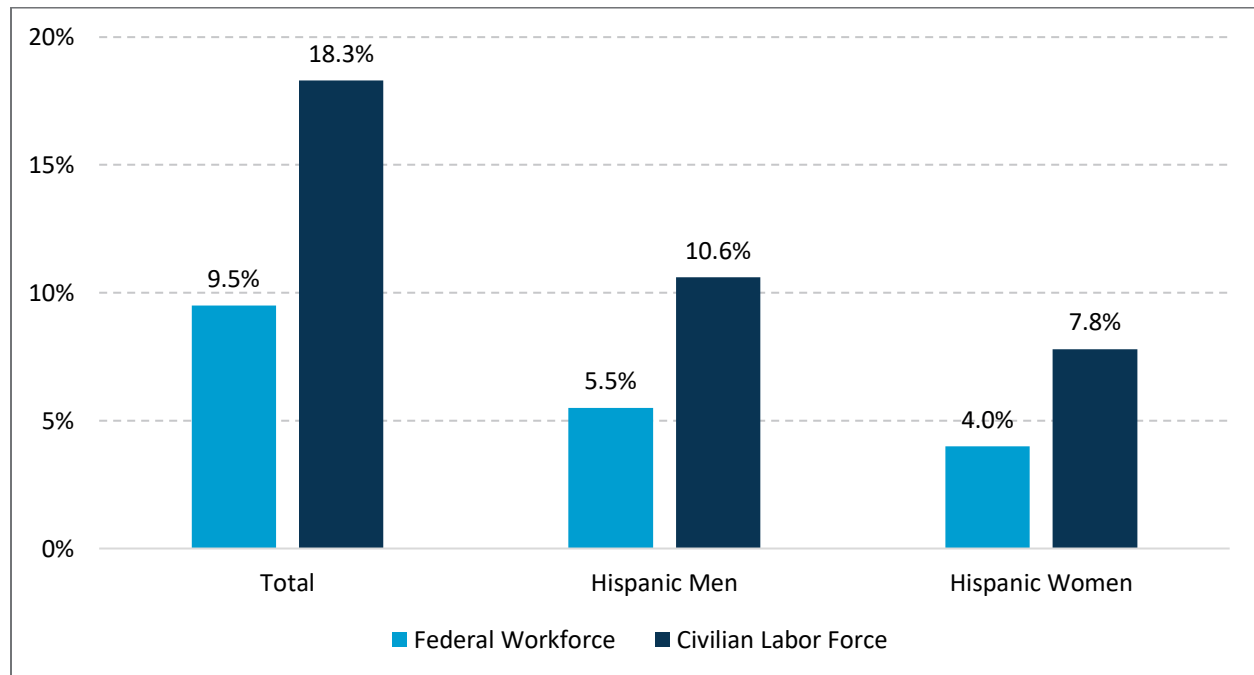
**Black or African American Representation in the Permanent Federal Workforce –  
Independent Agencies, September 2020 and September 2021**

<b>Independent Agency</b>	<b>2020 Percent of Workforce</b>	<b>2021 Percent of Workforce</b>
<b>AmeriCorps</b>	30.1	28.2
<b>Commodity Futures Trading Commission</b>	16.5	17.3
<b>Consumer Product Safety Commission</b>	18.2	17.4
<b>Court Services and Offender Supervision Agency</b>	78.2	78.9
<b>Environmental Protection Agency</b>	17.0	16.9
<b>Equal Employment Opportunity Commission</b>	37.1	36.2
<b>Federal Communications Commission</b>	26.4	26.0
<b>Federal Deposit Insurance Corporation</b>	17.6	17.7
<b>Federal Housing Finance Agency</b>	21.1	22.4
<b>Federal Reserve System</b>	22.8	23.6
<b>Federal Trade Commission</b>	17.0	16.5
<b>General Services Administration</b>	26.1	26.0
<b>Government Publishing Office</b>	49.4	49.4
<b>National Aeronautics and Space Administration</b>	11.0	11.1
<b>National Archives and Records Administration</b>	28.4	28.6
<b>National Credit Union Administration</b>	15.2	15.2
<b>National Labor Relations Board</b>	22.5	23.4
<b>National Science Foundation</b>	29.4	29.4
<b>Nuclear Regulatory Commission</b>	16.0	16.4
<b>Office of Personnel Management</b>	31.8	31.5
<b>Pension Benefit Guaranty Corporation</b>	40.9	41.0
<b>Railroad Retirement Board</b>	39.4	39.2
<b>Securities and Exchange Commission</b>	15.3	14.8
<b>Small Business Administration</b>	26.6	26.5
<b>Smithsonian Institution</b>	39.4	39.2
<b>Social Security Administration</b>	30.2	30.1
<b>U.S. Agency for Global Media</b>	23.5	23.7
<b>U.S. Agency for International Development</b>	21.8	22.2
<b>Government-wide</b>	<b>18.6</b>	<b>18.5</b>

# Hispanic or Latino Employment in the Federal Workforce<sup>10</sup>

## Hispanic or Latino Employment

Hispanic or Latino Representation in the Federal Workforce and Civilian Labor Force – September 2021



Hispanic or Latino employees represent 9.5 percent (192,915) of the permanent Federal workforce in FY 2021, compared with 18.3 percent in the CLF, a difference of 8.8 percentage points.

Hispanic or Latino men represent 5.5 percent (111,994) of the permanent Federal workforce in FY 2021, compared with 10.6 percent in the CLF, a difference of 5.1 percentage points.

Hispanic or Latino women represent 4.0 percent (80,920) of the permanent Federal workforce in FY 2021, compared with 7.8 percent in the CLF, a difference of 3.8 percentage points.

<sup>10</sup> According to the Bureau of Labor Statistics (BLS), in 2021 Hispanics in the U.S. made up 18.3 percent of the Civilian Labor Force (CLF). According to the Equal Employment Opportunity (EEO) Tabulation 2014-2018 (5-year ACS Data), Hispanics in the U.S. made up 13.0 percent of the CLF when taking into account citizenship, which is required for most Federal positions.



## Hispanic or Latino Employment by Occupational Category

### Hispanic or Latino Employment – 2021<sup>11</sup>

Occupational Category	Individuals	Percent
<b>White-Collar</b>	178,330	9.6
<b>Blue-Collar</b>	14,470	8.2
<b>Unspecified</b>	115	8.4
<b>Total</b>	<b>192,915</b>	<b>9.5</b>

Hispanic or Latino employment in White-Collar occupations increased by 4,402 individuals to 178,330 in FY 2021, from 173,928 in FY 2020. Hispanic or Latino employment represents 9.6 percent of all Federal employees in this occupational category in FY 2021, compared with 9.5 percent in FY 2020.

Hispanic or Latino employment in Blue-Collar occupations decreased by 115 individuals to 14,470 in FY 2021, from 14,585 in FY 2020. Hispanic or Latino employment represents 8.2 percent of all Federal employees in this occupational category in FY 2021, compared with 8.1 percent in FY 2020.

### Hispanic or Latino White-Collar Employment - 2021<sup>12</sup>

White-Collar Occupational Category	Individuals	Percent
<b>Professional</b>	35,508	6.3
<b>Administrative</b>	76,495	9.6
<b>Technical</b>	40,571	12.3
<b>Clerical</b>	10,594	11.3
<b>Other White-Collar</b>	15,162	21.7
<b>Total</b>	<b>178,330</b>	<b>9.6</b>

Hispanic or Latino employment in professional occupations increased by 1,179 individuals to 35,508 in FY 2021, from 34,329 in FY 2020. Hispanic or Latino employment represents 6.3 percent of all Federal employees in this occupational category in FY 2021, compared with 6.2 percent in FY 2020.

<sup>11</sup> Percentages based on all employment in each Occupational Category

<sup>12</sup> Percentages based on all employment in each Occupational Category

Hispanic or Latino employment in administrative occupations increased by 2,299 individuals to 76,495 in FY 2021, from 74,196 in FY 2020. Hispanic or Latino employment represents 9.6 percent of all Federal employees in this occupational category in FY 2021, compared with 9.4 percent in FY 2020.

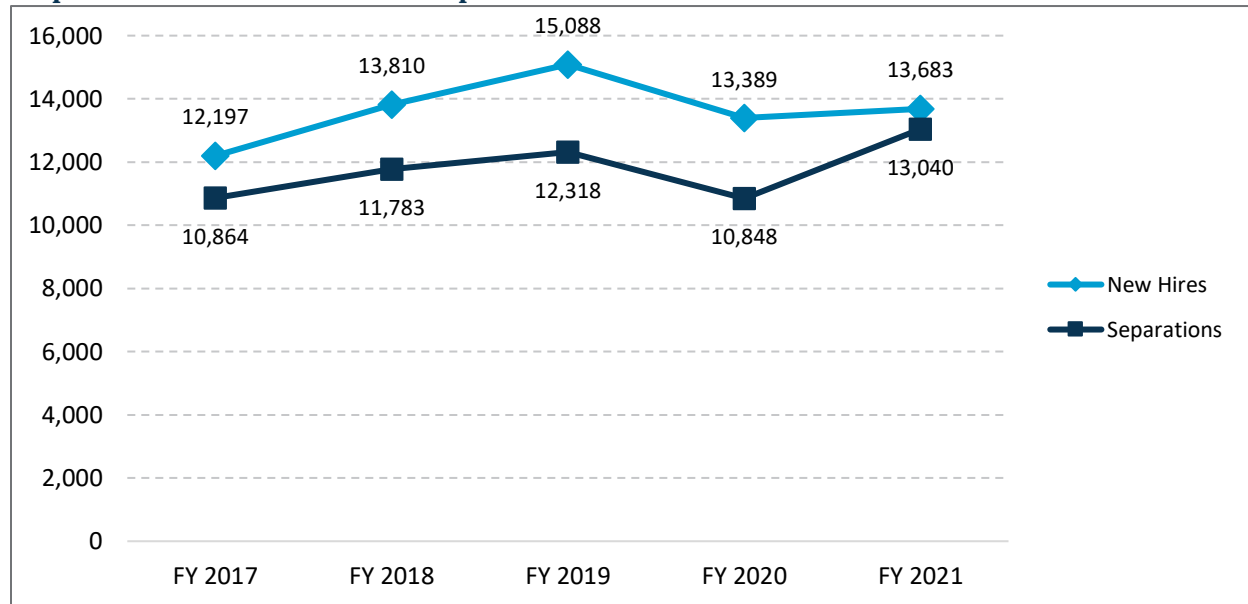
Hispanic or Latino employment in technical occupations increased by 1,663 individuals to 40,571 in FY 2021, from 38,908 in FY 2020. Hispanic or Latino employment represents 12.3 percent of all Federal employees in this occupational category in FY 2021, compared with 11.9 percent in FY 2020.

Hispanic or Latino employment in clerical occupations decreased by 547 individuals to 10,594 in FY 2021, from 11,141 in FY 2020. Hispanic or Latino employment represents 11.3 percent of all Federal employees in this occupational category in FY 2021, compared with 11.4 percent in FY 2020.

Hispanic or Latino employment in Other White-Collar occupations decreased by 192 individuals to 15,162 in FY 2021, from 15,354 in FY 2020. Hispanic or Latino employment represents 21.7 percent of all Federal employees in this occupational category in FY 2021, the same as in FY 2020.

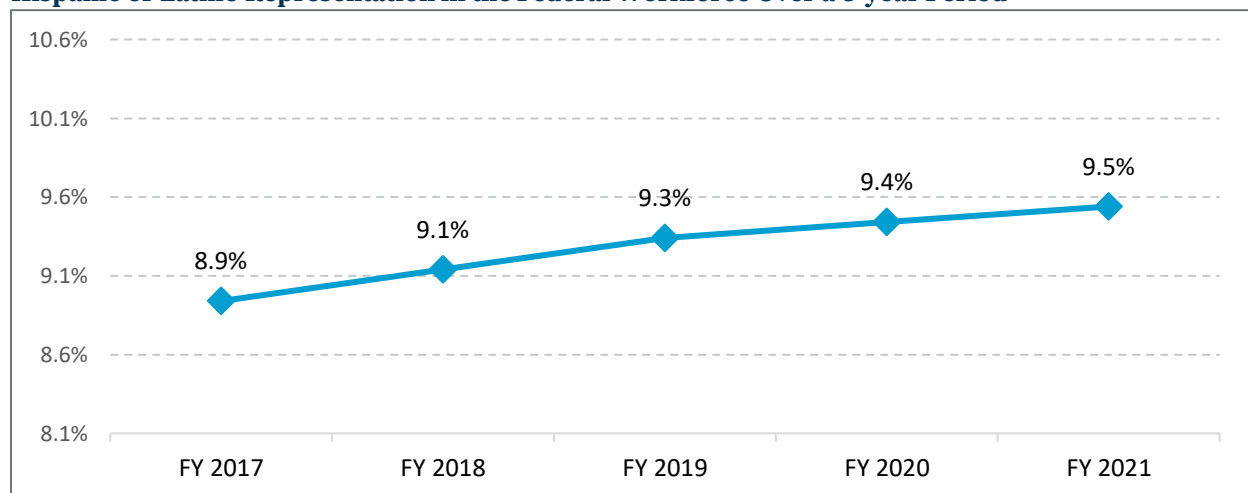
## Hispanic or Latino Employment Trends

### Hispanic or Latino New Hires and Separations



Employment Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
New Hires	12,197	13,810	15,088	13,389	13,683
Separations	10,864	11,783	12,318	10,848	13,040

### Hispanic or Latino Representation in the Federal Workforce Over a 5-year Period



The overall trend of Hispanic or Latino representation in the Federal workforce over the past five years is upward, ranging from 8.9 percent to 9.5 percent. Hispanic or Latino representation increased from 9.4 percent (188,633) in FY 2020 to 9.5 percent (192,915) in FY 2021, an increase of 0.1 percentage points (4,282 individuals).

## Hispanic or Latino White-Collar Employment Salary Trends

### Hispanic or Latino Salary Trends – Pay Plans GS, GM, GL

Salary Range	September 2020 Individuals	September 2020 Percent of Workforce	September 2021 Individuals	September 2021 Percent of Workforce
Less than \$20,000	0	0.0	0	0.0
\$20,000 - \$39,999	7,655	0.5	7,228	0.5
\$40,000 - \$59,999	31,984	2.3	31,370	2.2
\$60,000 - \$79,999	28,105	2.0	28,166	2.0
\$80,000 - \$99,999	33,005	2.4	33,323	2.4
\$100,000 - \$119,999	21,142	1.5	22,753	1.6
\$120,000 - \$139,999	8,495	0.6	10,040	0.7
\$140,000 - \$159,999	3,904	0.3	4,232	0.3
\$160,000 and Greater	1,859	0.1	1,979	0.1
Unspecified	71	0.0	94	0.0
<b>Total</b>	<b>136,220</b>	<b>9.7</b>	<b>139,185</b>	<b>9.9</b>

### Hispanic or Latino Salary Trends – Other White-Collar

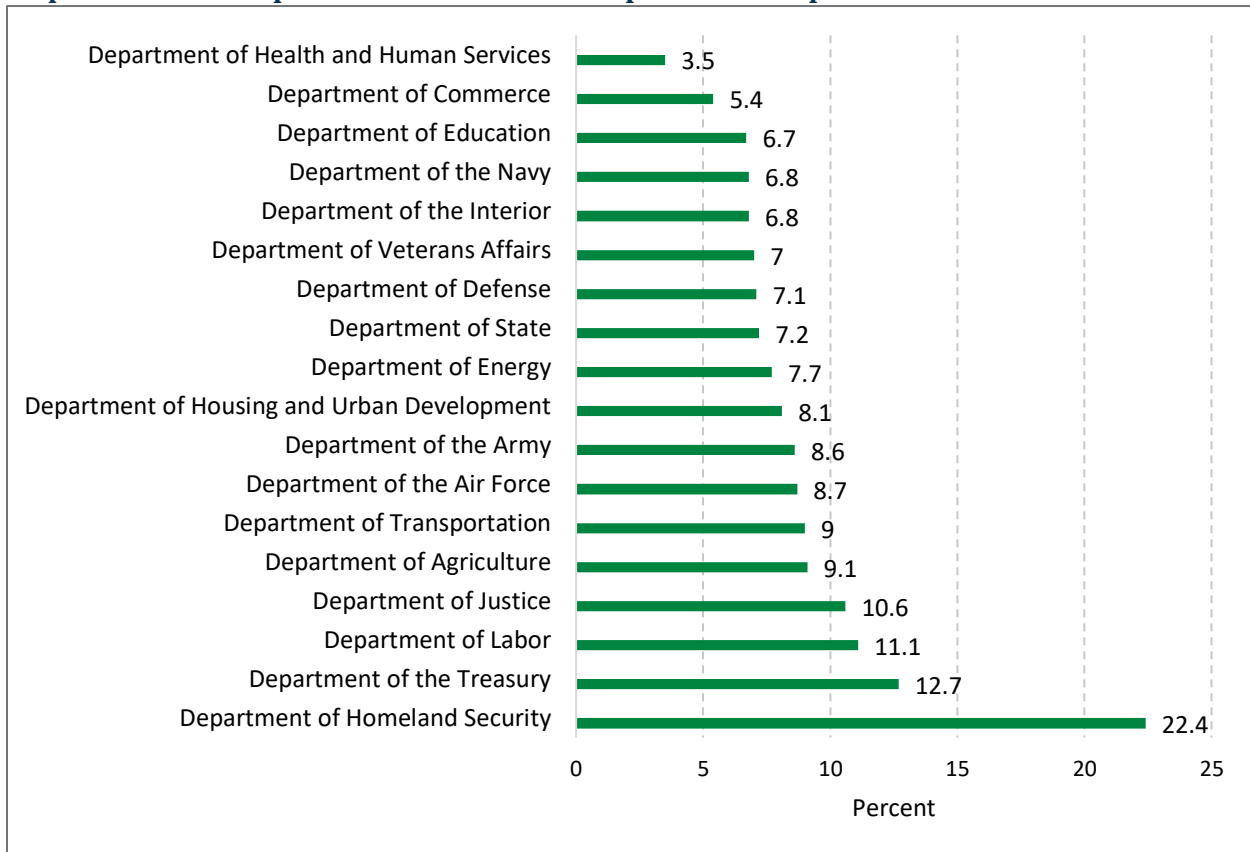
Salary Range	September 2020 Individuals	September 2020 Percent of Workforce	September 2021 Individuals	September 2021 Percent of Workforce
Less than \$20,000	13	0.0	3	0.0
\$20,000 - \$39,999	2,515	0.6	2,079	0.5
\$40,000 - \$59,999	10,078	2.4	10,662	2.5
\$60,000 - \$79,999	4,770	1.1	4,506	1.0
\$80,000 - \$99,999	5,658	1.3	6,192	1.4
\$100,000 - \$119,999	4,777	1.1	5,008	1.2
\$120,000 - \$139,999	3,301	0.8	3,687	0.9
\$140,000 - \$159,999	1,925	0.5	2,054	0.5
\$160,000 and Greater	4,255	1.0	4,460	1.0
Unspecified	33	0.0	83	0.0
<b>Total</b>	<b>37,325</b>	<b>8.8</b>	<b>38,734</b>	<b>9.0</b>

**Hispanic or Latino Salary Trends – Senior Executive Service**

<b>Salary Range</b>	<b>September 2020 Individuals</b>	<b>September 2020 Percent of Workforce</b>	<b>September 2021 Individuals</b>	<b>September 2021 Percent of Workforce</b>
<b>\$120,000 - \$139,999</b>	0	0.0	0	0.0
<b>\$140,000 - \$159,999</b>	4	0.0	10	0.1
<b>\$160,000 and Greater</b>	379	4.7	401	5.0
<b>Total</b>	<b>383</b>	<b>4.7</b>	<b>411</b>	<b>5.1</b>

# Hispanic or Latino Representation in Executive Departments

Hispanic or Latino Representation in Executive Departments – September 2021

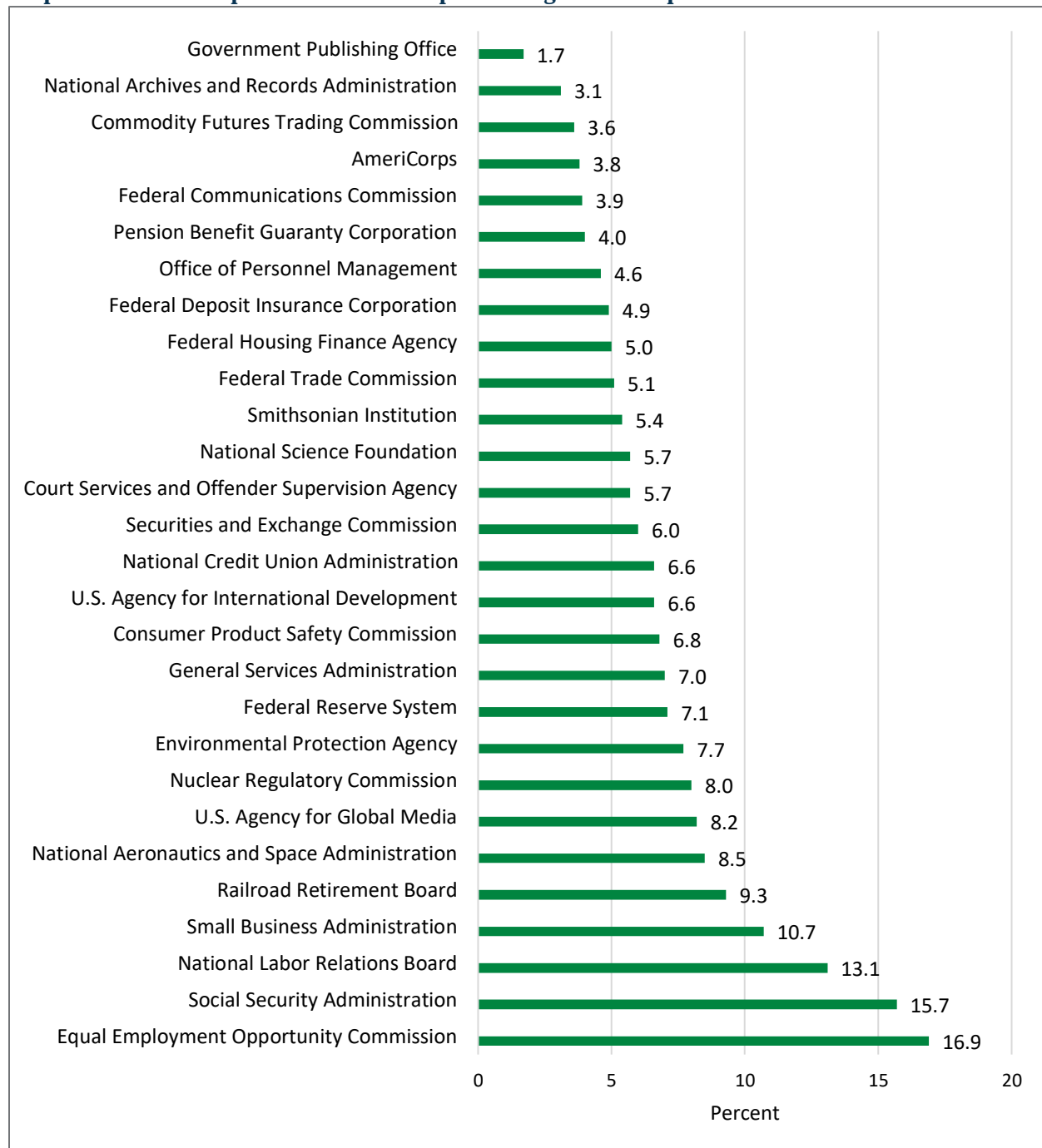


**Hispanic or Latino Representation in the Permanent Federal Workforce –  
Executive Departments, September 2020 and September 2021**

<b>Executive Department</b>	<b>2020 Percent of Workforce</b>	<b>2021 Percent of Workforce</b>
<b>Department of Agriculture</b>	8.6	9.1
<b>Department of the Air Force</b>	8.6	8.7
<b>Department of the Army</b>	8.5	8.6
<b>Department of Commerce</b>	5.2	5.4
<b>Department of Defense</b>	7.1	7.1
<b>Department of Education</b>	6.5	6.7
<b>Department of Energy</b>	7.5	7.7
<b>Department of Health and Human Services</b>	3.6	3.5
<b>Department of Homeland Security</b>	22.4	22.4
<b>Department of Housing and Urban Development</b>	8.1	8.1
<b>Department of the Interior</b>	6.7	6.8
<b>Department of Justice</b>	10.2	10.6
<b>Department of Labor</b>	10.7	11.1
<b>Department of the Navy</b>	6.5	6.8
<b>Department of State</b>	7.0	7.2
<b>Department of Transportation</b>	8.7	9.0
<b>Department of the Treasury</b>	12.1	12.7
<b>Department of Veterans Affairs</b>	7.1	7.0
<b>Government-wide</b>	<b>9.4</b>	<b>9.5</b>

## Hispanic or Latino Representation in Independent Agencies

Hispanic or Latino Representation in Independent Agencies – September 2021





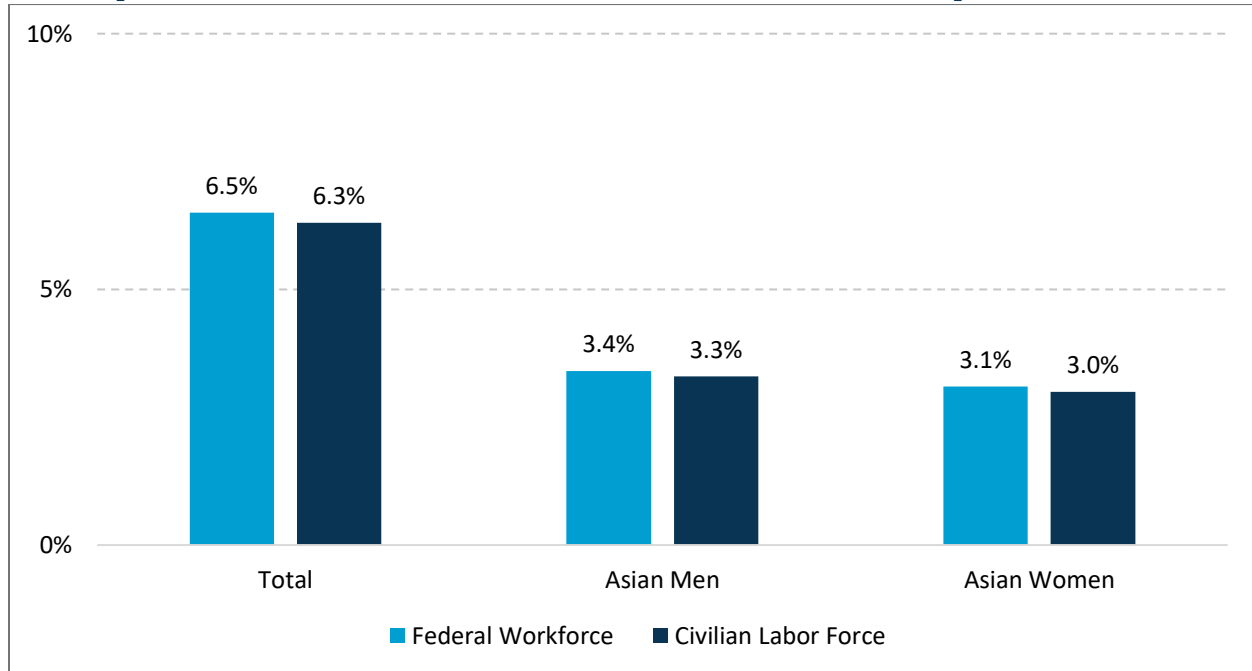
**Hispanic or Latino Representation in the Permanent Federal Workforce –  
Independent Agencies, September 2020 and September 2021**

<b>Independent Agency</b>	<b>2020 Percent of Workforce</b>	<b>2021 Percent of Workforce</b>
<b>AmeriCorps</b>	2.4	3.8
<b>Commodity Futures Trading Commission</b>	3.3	3.6
<b>Consumer Product Safety Commission</b>	7.1	6.8
<b>Court Services and Offender Supervision Agency</b>	5.5	5.7
<b>Environmental Protection Agency</b>	7.6	7.7
<b>Equal Employment Opportunity Commission</b>	16.4	16.9
<b>Federal Communications Commission</b>	3.5	3.9
<b>Federal Deposit Insurance Corporation</b>	4.6	4.9
<b>Federal Housing Finance Agency</b>	5.2	5.0
<b>Federal Reserve System</b>	6.4	7.1
<b>Federal Trade Commission</b>	5.0	5.1
<b>General Services Administration</b>	6.6	7.0
<b>Government Publishing Office</b>	1.7	1.7
<b>National Aeronautics and Space Administration</b>	8.4	8.5
<b>National Archives and Records Administration</b>	2.9	3.1
<b>National Credit Union Administration</b>	6.5	6.6
<b>National Labor Relations Board</b>	12.9	13.1
<b>National Science Foundation</b>	5.1	5.7
<b>Nuclear Regulatory Commission</b>	7.9	8.0
<b>Office of Personnel Management</b>	4.7	4.6
<b>Pension Benefit Guaranty Corporation</b>	4.1	4.0
<b>Railroad Retirement Board</b>	9.7	9.3
<b>Securities and Exchange Commission</b>	5.9	6.0
<b>Small Business Administration</b>	10.9	10.7
<b>Smithsonian Institution</b>	5.3	5.4
<b>Social Security Administration</b>	15.7	15.7
<b>U.S. Agency for Global Media</b>	8.1	8.2
<b>U.S. Agency for International Development</b>	6.4	6.6
<b>Government-wide</b>	<b>9.4</b>	<b>9.5</b>

# Asian Employment in the Federal Workforce<sup>13</sup>

## Asian Employment

Asian Representation in the Federal Workforce and Civilian Labor Force – September 2021



Asian employees represent 6.5 percent (131,108) of the permanent Federal workforce in FY 2021, compared with 6.3 percent in the CLF, a difference of 0.2 percentage points.

Asian men represent 3.4 percent (69,135) of the permanent Federal workforce in FY 2021, compared with 3.3 percent in the CLF, a difference of 0.1 percentage points.

Asian women represent 3.1 percent (61,971) of the permanent Federal workforce in FY 2021, compared with 3.0 percent in the CLF, a difference of 0.1 percentage points.

<sup>13</sup> According to the Bureau of Labor Statistics (BLS), in 2021 Asians in the U.S. made up 6.3 percent of the Civilian Labor Force (CLF). According to the Equal Employment Opportunity (EEO) Tabulation 2014-2018 (5-year ACS Data), Asians in the U.S. made up 4.4 percent of the CLF when taking into account citizenship, which is required for most Federal positions.

## Asian Employment by Occupational Category

### Asian Employment – 2021<sup>14</sup>

Occupational Category	Individuals	Percent
<b>White-Collar</b>	122,628	6.6
<b>Blue-Collar</b>	8,374	4.8
<b>Unspecified</b>	106	7.7
<b>Total</b>	<b>131,108</b>	<b>6.5</b>

Asian employment in White-Collar occupations increased by 4,096 individuals to 122,628 in FY 2021, from 118,532 in FY 2020. Asian employment represents 6.6 percent of all Federal employees in this occupational category in FY 2021, compared with 6.5 percent in FY 2020.

Asian employment in Blue-Collar occupations decreased by 1 individual to 8,374 in FY 2021, from 8,375 in FY 2020. Asian employment represents 4.8 percent of all Federal employees in this occupational category in FY 2021, compared with 4.7 percent in FY 2020.

### Asian White-Collar Employment – 2021<sup>15</sup>

White-Collar Occupational Category	Individuals	Percent
<b>Professional</b>	60,493	10.8
<b>Administrative</b>	40,481	5.1
<b>Technical</b>	15,934	4.8
<b>Clerical</b>	4,290	4.6
<b>Other White-Collar</b>	1,430	2.0
<b>Total</b>	<b>122,628</b>	<b>6.6</b>

Asian employment in professional occupations increased by 1,990 individuals to 60,493 in FY 2021, from 58,503 in FY 2020. Asian employment represents 10.8 percent of all Federal employees in this occupational category in FY 2021, compared with 10.6 percent in FY 2020.

<sup>14</sup> Percentages based on all employment in each Occupational Category

<sup>15</sup> Percentages based on all employment in each Occupational Category

Asian employment in administrative occupations increased by 1,426 individuals to 40,481 in FY 2021, from 39,055 in FY 2020. Asian employment represents 5.1 percent of all Federal employees in this occupational category in FY 2021, compared with 5.0 percent in FY 2020.

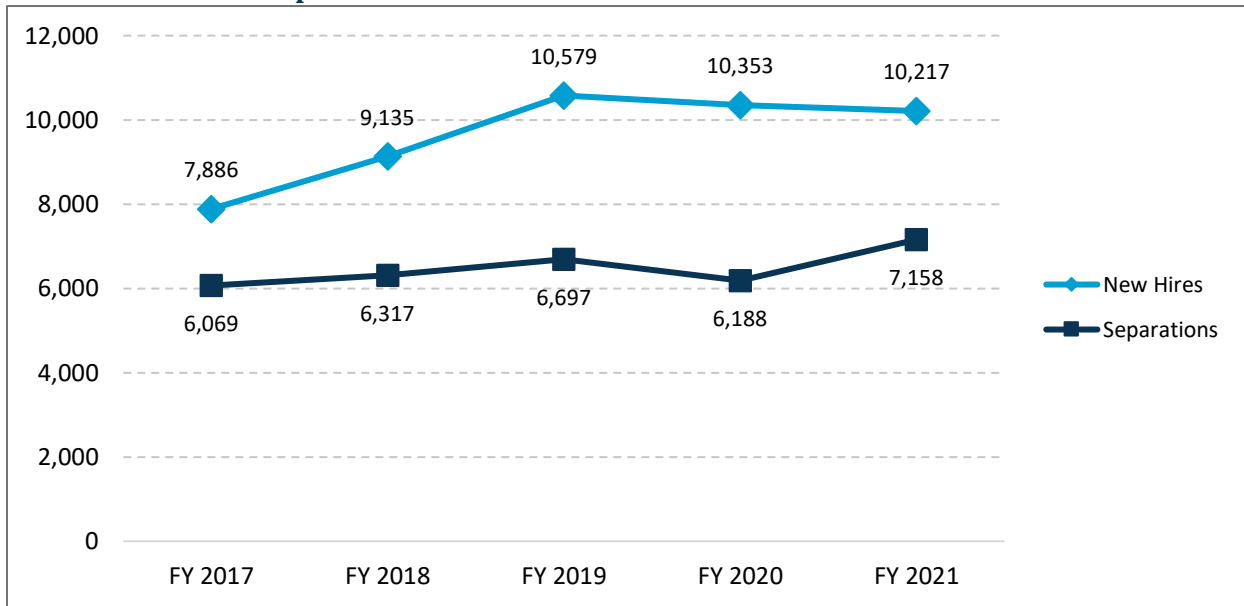
Asian employment in technical occupations increased by 636 individuals to 15,934 in FY 2021, from 15,298 in FY 2020. Asian employment represents 4.8 percent of all Federal employees in this occupational category in FY 2021, compared with 4.7 percent in FY 2020.

Asian employment in clerical occupations increased by 46 individuals to 4,290 in FY 2021, from 4,244 in FY 2020. Asian employment represents 4.6 percent of all Federal employees in this occupational category in FY 2021, compared with 4.4 percent in FY 2020.

Asian employment in Other White-Collar occupations decreased by 2 individuals to 1,430 in FY 2021, from 1,432 in FY 2020. Asian employment represents 2.0 percent of all Federal employees in this occupational category in FY 2021, the same as in FY 2020.

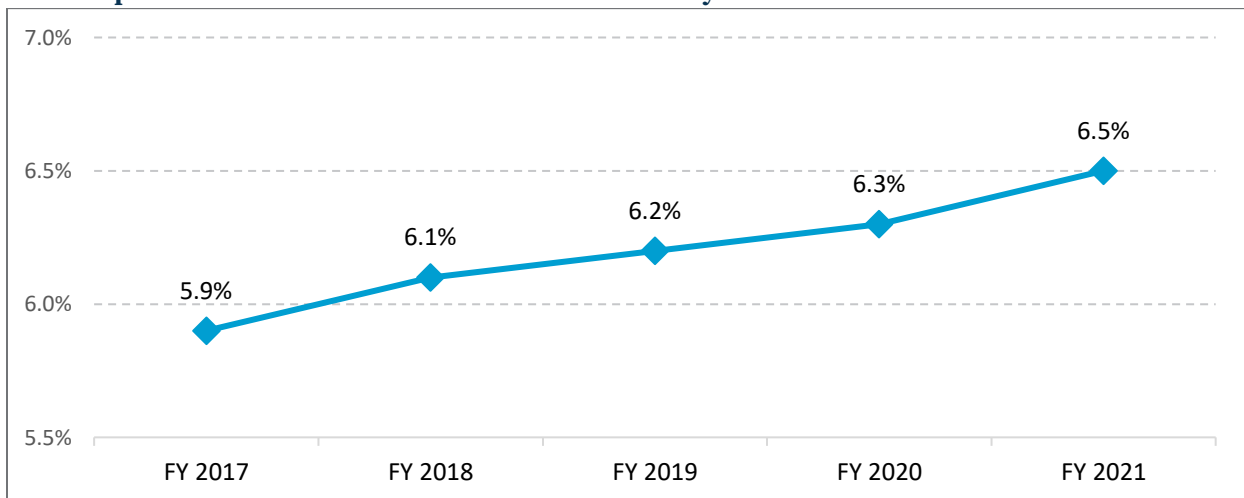
## Asian Employment Trends

**Asian New Hires and Separations**



Employment Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<b>New Hires</b>	7,886	9,135	10,579	10,353	10,217
<b>Separations</b>	6,069	6,317	6,697	6,188	7,158

**Asian Representation in the Federal Workforce Over a 5-year Period**



The overall trend of Asian representation in the Federal workforce over the past five years is upward, ranging from 5.9 percent to 6.5 percent. Asian representation increased from 6.3 percent (127,001) in FY 2020 to 6.5 percent (131,108) in FY 2021, an increase of 0.2 percentage points (4,107 individuals).

## Asian White-Collar Employment Salary Trends

### Asian Salary Trends – Pay Plans GS, GM, GL

Salary Range	September 2020 Individuals	September 2020 Percent of Workforce	September 2021 Individuals	September 2021 Percent of Workforce
Less than \$20,000	0	0.0	0	0.0
\$20,000 - \$39,999	2,714	0.2	2,567	0.2
\$40,000 - \$59,999	12,719	0.9	12,511	0.9
\$60,000 - \$79,999	12,925	0.9	13,212	0.9
\$80,000 - \$99,999	13,733	1.0	14,029	1.0
\$100,000 - \$119,999	15,930	1.1	15,913	1.1
\$120,000 - \$139,999	11,582	0.8	13,016	0.9
\$140,000 - \$159,999	7,840	0.6	8,365	0.6
\$160,000 and Greater	3,556	0.3	3,797	0.3
Unspecified	51	0.0	58	0.0
<b>Total</b>	<b>81,050</b>	<b>5.8</b>	<b>83,468</b>	<b>5.9</b>

### Asian Salary Trends – Other White-Collar

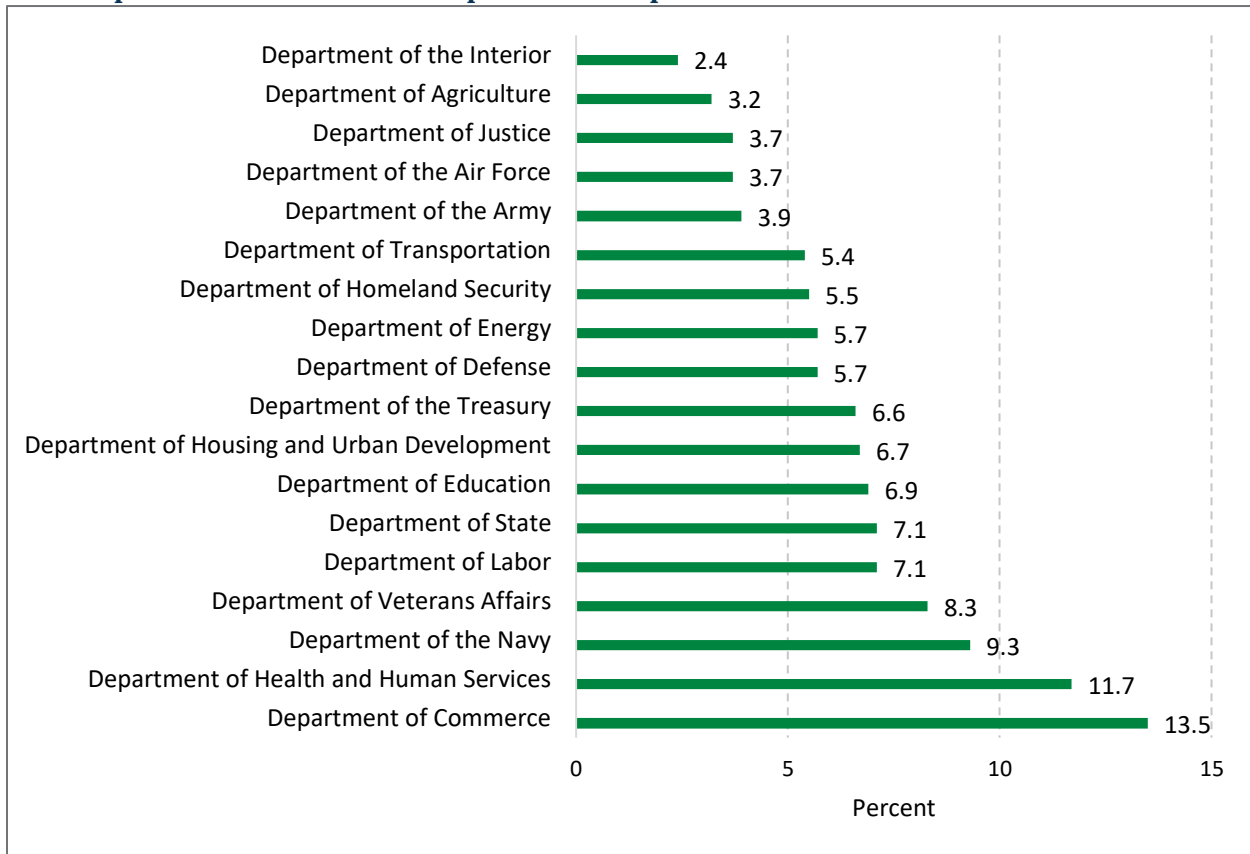
Salary Range	September 2020 Individuals	September 2020 Percent of Workforce	September 2021 Individuals	September 2021 Percent of Workforce
Less than \$20,000	2	0.0	0	0.0
\$20,000 - \$39,999	499	0.1	445	0.1
\$40,000 - \$59,999	2,761	0.7	2,854	0.7
\$60,000 - \$79,999	2,607	0.6	2,537	0.6
\$80,000 - \$99,999	5,592	1.3	5,704	1.3
\$100,000 - \$119,999	6,486	1.5	6,730	1.6
\$120,000 - \$139,999	5,300	1.3	5,582	1.3
\$140,000 - \$159,999	2,687	0.6	2,924	0.7
\$160,000 and Greater	11,182	2.6	11,824	2.7
Unspecified	45	0.0	185	0.0
<b>Total</b>	<b>37,161</b>	<b>8.8</b>	<b>38,785</b>	<b>9.0</b>

**Asian Salary Trends – Senior Executive Service**

<b>Salary Range</b>	<b>September 2020 Individuals</b>	<b>September 2020 Percent of Workforce</b>	<b>September 2021 Individuals</b>	<b>September 2021 Percent of Workforce</b>
<b>\$120,000 - \$139,999</b>	0	0.0	1	0.0
<b>\$140,000 - \$159,999</b>	2	0.0	6	0.1
<b>\$160,000 and Greater</b>	318	3.9	367	4.6
<b>Unspecified</b>	1	0.0	1	0.0
<b>Total</b>	<b>321</b>	<b>4.0</b>	<b>375</b>	<b>4.7</b>

# Asian Representation in Executive Departments

Asian Representation in Executive Departments – September 2021



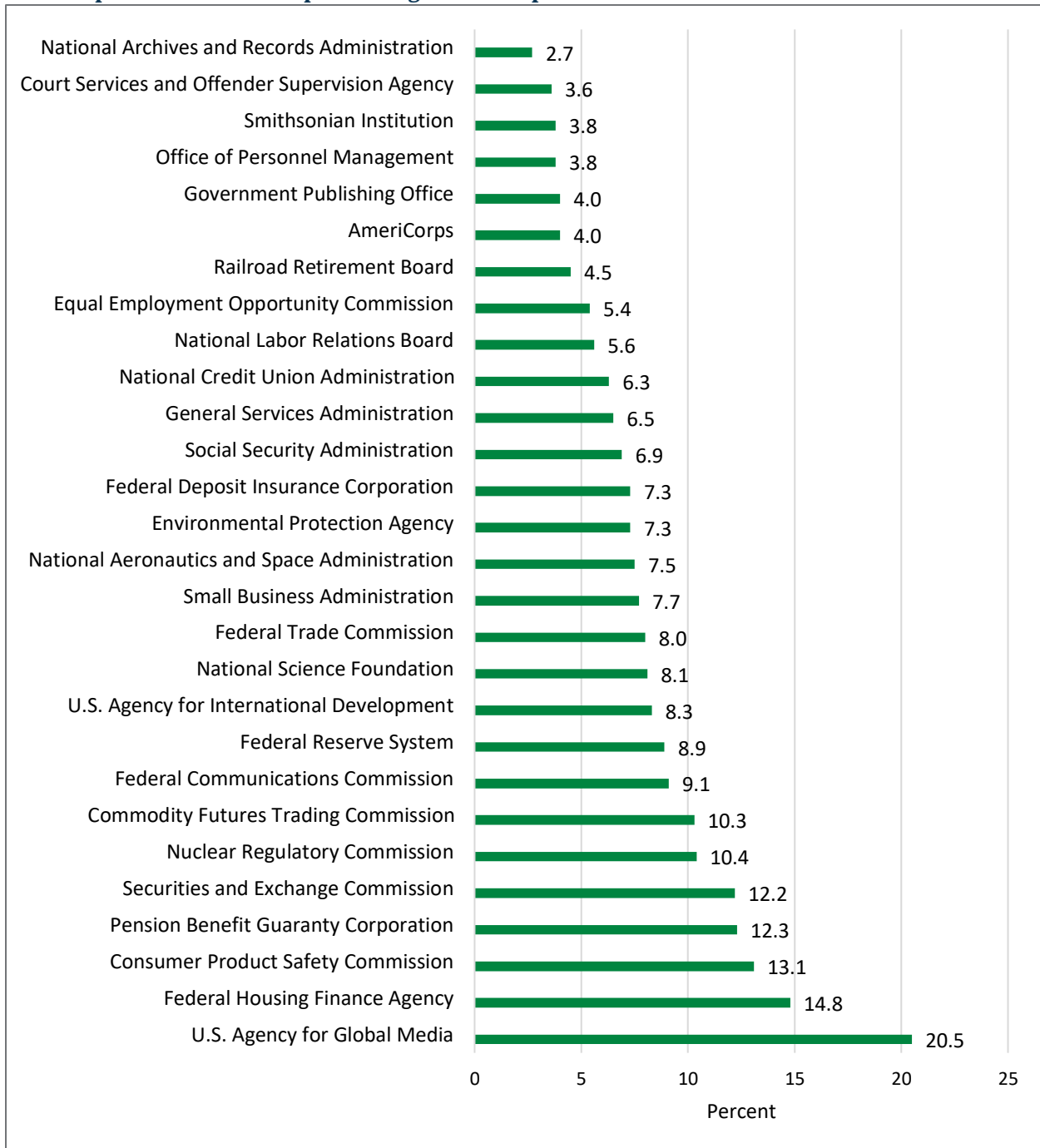


**Asian Representation in the Permanent Federal Workforce –  
Executive Departments, September 2020 and September 2021**

<b>Executive Department</b>	<b>2020 Percent of Workforce</b>	<b>2021 Percent of Workforce</b>
<b>Department of Agriculture</b>	3.1	3.2
<b>Department of the Air Force</b>	3.6	3.7
<b>Department of the Army</b>	3.9	3.9
<b>Department of Commerce</b>	13.4	13.5
<b>Department of Defense</b>	5.4	5.7
<b>Department of Education</b>	6.7	6.9
<b>Department of Energy</b>	5.6	5.7
<b>Department of Health and Human Services</b>	11.3	11.7
<b>Department of Homeland Security</b>	5.4	5.5
<b>Department of Housing and Urban Development</b>	6.5	6.7
<b>Department of the Interior</b>	2.4	2.4
<b>Department of Justice</b>	3.6	3.7
<b>Department of Labor</b>	6.9	7.1
<b>Department of the Navy</b>	9.3	9.3
<b>Department of State</b>	6.8	7.1
<b>Department of Transportation</b>	5.2	5.4
<b>Department of the Treasury</b>	6.3	6.6
<b>Department of Veterans Affairs</b>	8.0	8.3
<b>Government-wide</b>	<b>6.3</b>	<b>6.5</b>

# Asian Representation in Independent Agencies

Asian Representation in Independent Agencies – September 2021



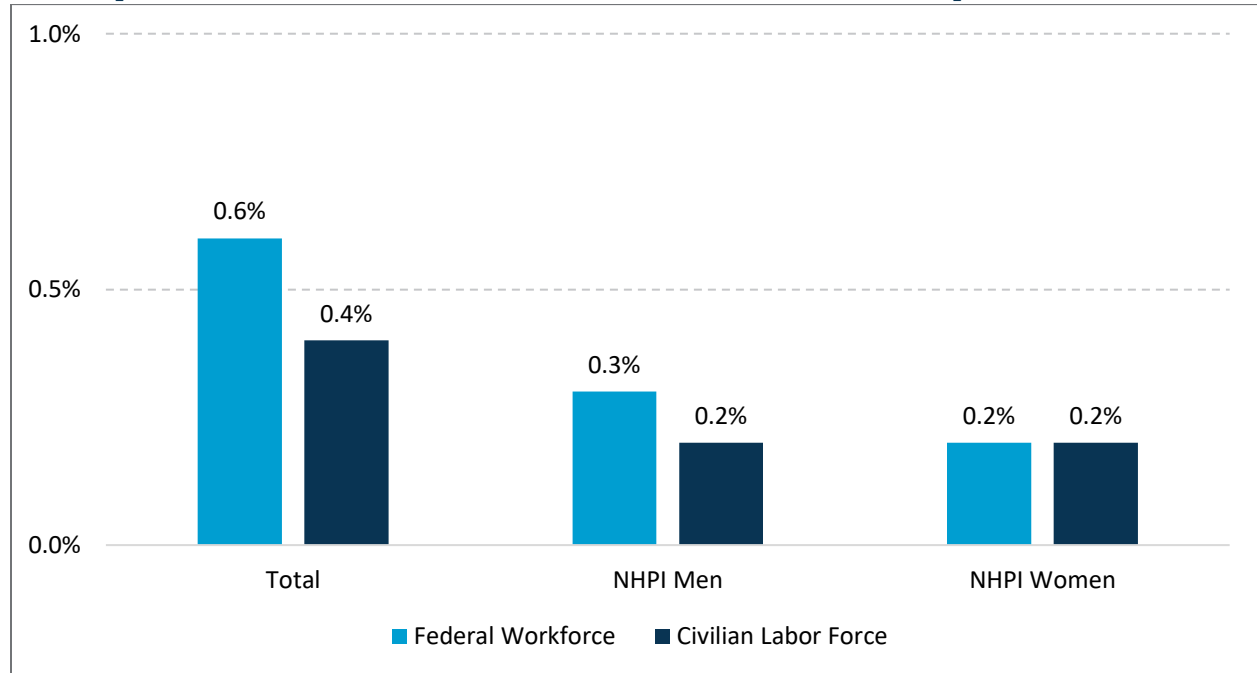
**Asian Representation in the Permanent Federal Workforce –  
Independent Agencies, September 2020 and September 2021**

<b>Independent Agency</b>	<b>2020 Percent of Workforce</b>	<b>2021 Percent of Workforce</b>
<b>AmeriCorps</b>	3.4	4.0
<b>Commodity Futures Trading Commission</b>	10.7	10.3
<b>Consumer Product Safety Commission</b>	12.9	13.1
<b>Court Services and Offender Supervision Agency</b>	3.4	3.6
<b>Environmental Protection Agency</b>	7.0	7.3
<b>Equal Employment Opportunity Commission</b>	5.0	5.4
<b>Federal Communications Commission</b>	8.5	9.1
<b>Federal Deposit Insurance Corporation</b>	6.6	7.3
<b>Federal Housing Finance Agency</b>	13.7	14.8
<b>Federal Reserve System</b>	8.4	8.9
<b>Federal Trade Commission</b>	8.2	8.0
<b>General Services Administration</b>	6.3	6.5
<b>Government Publishing Office</b>	3.9	4.0
<b>National Aeronautics and Space Administration</b>	7.4	7.5
<b>National Archives and Records Administration</b>	2.9	2.7
<b>National Credit Union Administration</b>	6.5	6.3
<b>National Labor Relations Board</b>	5.5	5.6
<b>National Science Foundation</b>	8.4	8.1
<b>Nuclear Regulatory Commission</b>	10.4	10.4
<b>Office of Personnel Management</b>	3.6	3.8
<b>Pension Benefit Guaranty Corporation</b>	12.0	12.3
<b>Railroad Retirement Board</b>	4.4	4.5
<b>Securities and Exchange Commission</b>	11.9	12.2
<b>Small Business Administration</b>	7.6	7.7
<b>Smithsonian Institution</b>	3.8	3.8
<b>Social Security Administration</b>	6.8	6.9
<b>U.S. Agency for Global Media</b>	19.9	20.5
<b>U.S. Agency for International Development</b>	8.1	8.3
<b>Government-wide</b>	<b>6.3</b>	<b>6.5</b>

# Native Hawaiian/Pacific Islander (NHPI) Employment in the Federal Workforce

## Native Hawaiian/Pacific Islander Employment

NHPI Representation in the Federal Workforce and Civilian Labor Force – September 2021



Native Hawaiian/Pacific Islander employees represent 0.6 percent (11,454) of the permanent Federal workforce in FY 2021, compared with 0.4 percent in the CLF, a difference of 0.2 percentage points.

Native Hawaiian/Pacific Islander men represent 0.3 percent (6,877) of the permanent Federal workforce in FY 2021, compared with 0.2 percent in the CLF, a difference of 0.1 percentage points.

Native Hawaiian/Pacific Islander women represent 0.2 percent (4,577) of the permanent Federal workforce in FY 2021, compared with 0.2 percent in the CLF, roughly the same percentage.

## Native Hawaiian/Pacific Islander Employment by Occupational Category

### Native Hawaiian/Pacific Islander Employment – 2021<sup>16</sup>

Occupational Category	Individuals	Percent
White-Collar	9,049	0.5
Blue-Collar	2,398	1.4
Unspecified	7	0.5
<b>Total</b>	<b>11,454</b>	<b>0.6</b>

Native Hawaiian/Pacific Islander employment in White-Collar occupations increased by 186 individuals to 9,049 in FY 2021, from 8,863 in FY 2020. Native Hawaiian/Pacific Islander employment represents 0.5 percent of all Federal employees in this occupational category in FY 2021, the same as in FY 2020.

Native Hawaiian/Pacific Islander employment in Blue-Collar occupations increased by 81 individuals to 2,398 in FY 2021, from 2,317 in FY 2020. Native Hawaiian/Pacific Islander employment represents 1.4 percent of all Federal employees in this occupational category in FY 2021, compared with 1.3 percent in FY 2020.

### Native Hawaiian/Pacific Islander White-Collar Employment - 2021<sup>17</sup>

White-Collar Occupational Category	Individuals	Percent
Professional	1,672	0.3
Administrative	3,825	0.5
Technical	2,197	0.7
Clerical	800	0.9
Other White-Collar	555	0.8
<b>Total</b>	<b>9,049</b>	<b>0.5</b>

Native Hawaiian/Pacific Islander employment in professional occupations increased by 41 individuals to 1,672 in FY 2021, from 1,631 in FY 2020. Native Hawaiian/Pacific Islander employment represents 0.3 percent of all Federal employees in this occupational category in FY 2021, the same as in FY 2020.

<sup>16</sup> Percentages based on all employment in each Occupational Category

<sup>17</sup> Percentages based on all employment in each Occupational Category

Native Hawaiian/Pacific Islander employment in administrative occupations increased by 140 individuals to 3,825 in FY 2021, from 3,685 in FY 2020. Native Hawaiian/Pacific Islander employment represents 0.5 percent of all Federal employees in this occupational category in FY 2021, the same as in FY 2020.

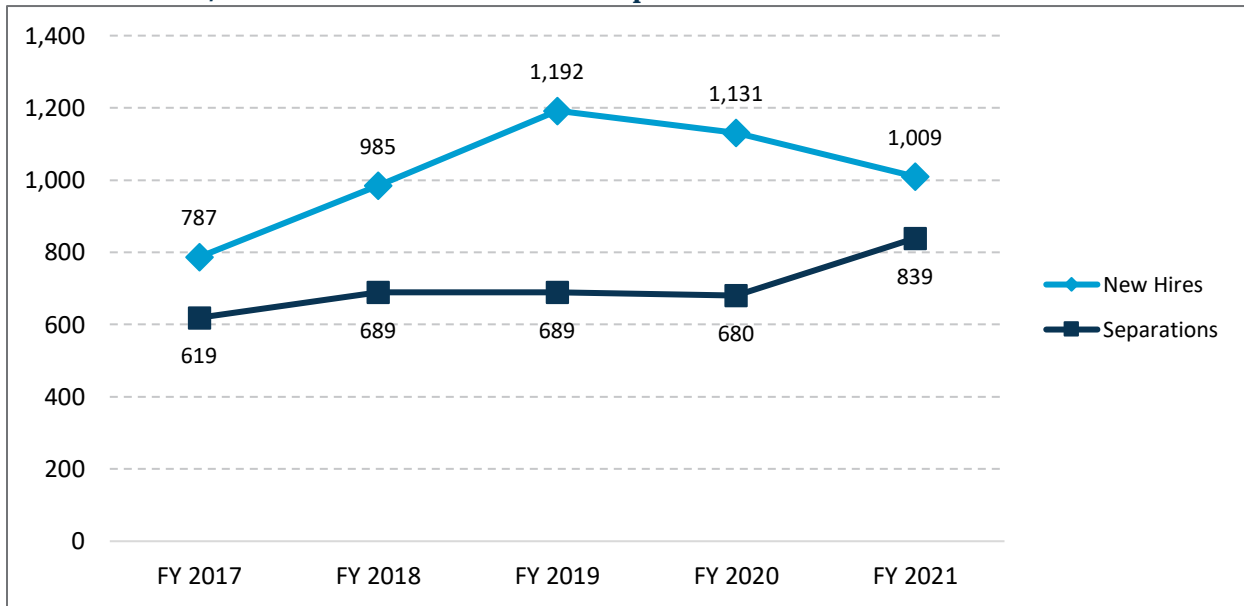
Native Hawaiian/Pacific Islander employment in technical occupations increased by 5 individuals to 2,197 in FY 2021, from 2,192 in FY 2020. Native Hawaiian/Pacific Islander employment represents 0.7 percent of all Federal employees in this occupational category in FY 2021, the same as in FY 2020.

Native Hawaiian/Pacific Islander employment in clerical occupations decreased by 16 individuals to 800 in FY 2021, from 816 in FY 2020. Native Hawaiian/Pacific Islander employment represents 0.9 percent of all Federal employees in this occupational category in FY 2021, compared with 0.8 percent in FY 2020.

Native Hawaiian/Pacific Islander employment in Other White-Collar occupations increased by 16 individuals to 555 in FY 2021, from 539 in FY 2020. Native Hawaiian/Pacific Islander employment represents 0.8 percent of all Federal employees in this occupational category in FY 2021, the same as in FY 2020.

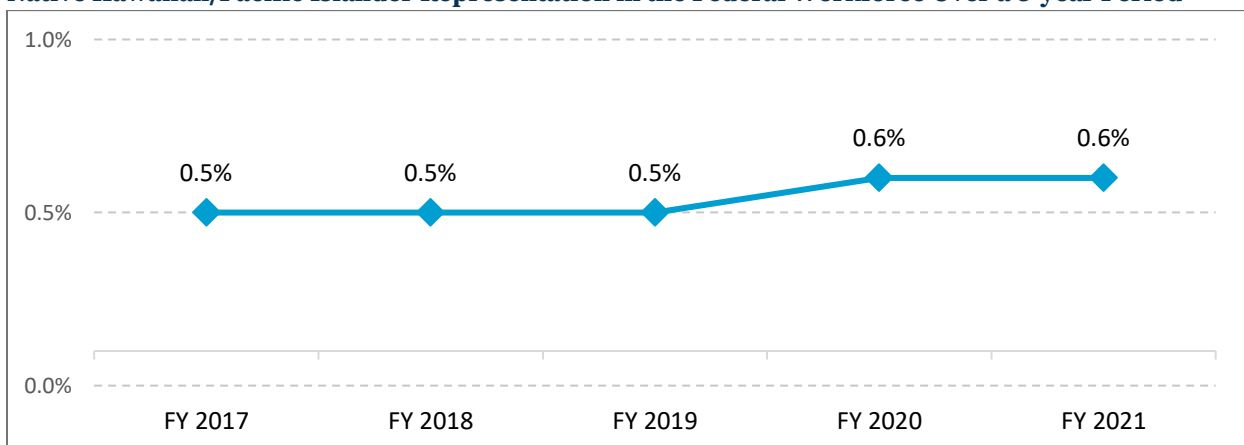
## Native Hawaiian/Pacific Islander Employment Trends

### Native Hawaiian/Pacific Islander New Hires and Separations



Employment Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
New Hires	787	985	1,192	1,131	1,009
Separations	619	689	689	680	839

### Native Hawaiian/Pacific Islander Representation in the Federal Workforce Over a 5-year Period



The overall trend of Native Hawaiian/Pacific Islander representation in the Federal workforce over the past five years is neutral/ slightly upward, ranging from 0.5 percent to 0.6 percent. Native Hawaiian/Pacific Islander representation stayed roughly the same from FY 2020 (11,187) to FY 2021 (11,454) at 0.6 percent, an increase of 267 individuals.

## Native Hawaiian/Pacific Islander White-Collar Employment Salary Trends

### Native Hawaiian/Pacific Islander Salary Trends – Pay Plans GS, GM, GL

Salary Range	September 2020 Individuals	September 2020 Percent of Workforce	September 2021 Individuals	September 2021 Percent of Workforce
Less than \$20,000	0	0.0	0	0.0
\$20,000 - \$39,999	524	0.0	442	0.0
\$40,000 - \$59,999	2,128	0.2	2,116	0.1
\$60,000 - \$79,999	1,594	0.1	1,625	0.1
\$80,000 - \$99,999	1,363	0.1	1,399	0.1
\$100,000 - \$119,999	879	0.1	927	0.1
\$120,000 - \$139,999	305	0.0	372	0.0
\$140,000 - \$159,999	120	0.0	143	0.0
\$160,000 and Greater	73	0.0	70	0.0
Unspecified	6	0.0	8	0.0
<b>Total</b>	<b>6,992</b>	<b>0.5</b>	<b>7,102</b>	<b>0.5</b>

### Native Hawaiian/Pacific Islander Salary Trends – Other White-Collar

Salary Range	September 2020 Individuals	September 2020 Percent of Workforce	September 2021 Individuals	September 2021 Percent of Workforce
Less than \$20,000	0	0.0	0	0.0
\$20,000 - \$39,999	135	0.0	89	0.0
\$40,000 - \$59,999	440	0.1	482	0.1
\$60,000 - \$79,999	245	0.1	215	0.0
\$80,000 - \$99,999	321	0.1	317	0.1
\$100,000 - \$119,999	279	0.1	330	0.1
\$120,000 - \$139,999	191	0.0	224	0.1
\$140,000 - \$159,999	73	0.0	86	0.0
\$160,000 and Greater	173	0.0	185	0.0
Unspecified	3	0.0	6	0.0
<b>Total</b>	<b>1,860</b>	<b>0.4</b>	<b>1,934</b>	<b>0.4</b>

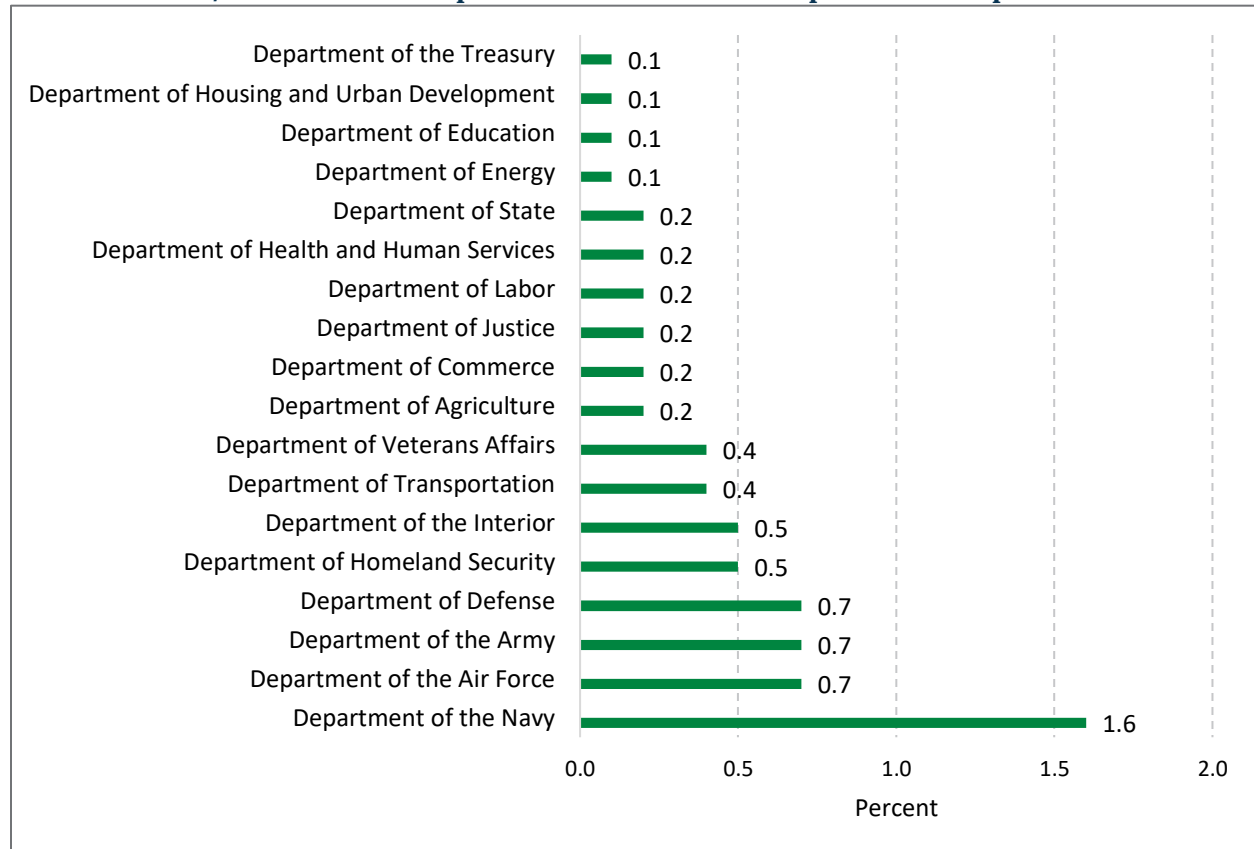


**Native Hawaiian/Pacific Islander Salary Trends – Senior Executive Service**

<b>Salary Range</b>	<b>September 2020 Individuals</b>	<b>September 2020 Percent of Workforce</b>	<b>September 2021 Individuals</b>	<b>September 2021 Percent of Workforce</b>
<b>\$120,000 - \$139,999</b>	0	0.0	0	0.0
<b>\$140,000 - \$159,999</b>	0	0.0	0	0.0
<b>\$160,000 and Greater</b>	11	0.1	13	0.2
<b>Unspecified</b>	0	0.0	0	0.0
<b>Total</b>	<b>11</b>	<b>0.1</b>	<b>13</b>	<b>0.2</b>

# Native Hawaiian/Pacific Islander Representation in Executive Departments

Native Hawaiian/Pacific Islander Representation in Executive Departments – September 2021

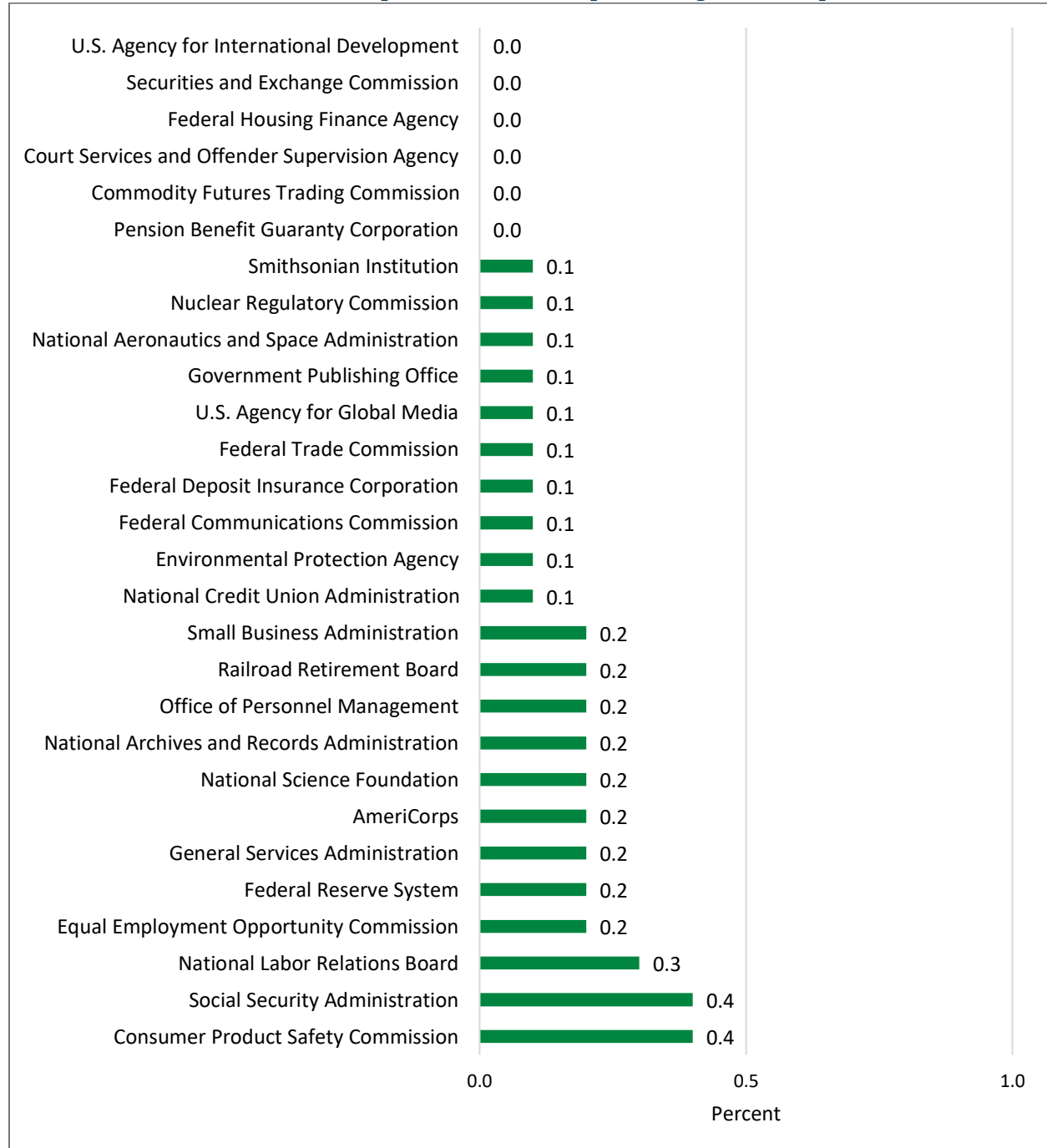


**Native Hawaiian/Pacific Islander Representation in the Permanent Federal Workforce –  
Executive Departments, September 2020 and September 2021**

<b>Executive Department</b>	<b>2020 Percent of Workforce</b>	<b>2021 Percent of Workforce</b>
<b>Department of Agriculture</b>	0.3	0.2
<b>Department of the Air Force</b>	0.6	0.7
<b>Department of the Army</b>	0.7	0.7
<b>Department of Commerce</b>	0.2	0.2
<b>Department of Defense</b>	0.7	0.7
<b>Department of Education</b>	0.1	0.1
<b>Department of Energy</b>	0.2	0.1
<b>Department of Health and Human Services</b>	0.2	0.2
<b>Department of Homeland Security</b>	0.5	0.5
<b>Department of Housing and Urban Development</b>	0.1	0.1
<b>Department of the Interior</b>	0.5	0.5
<b>Department of Justice</b>	0.2	0.2
<b>Department of Labor</b>	0.2	0.2
<b>Department of the Navy</b>	1.6	1.6
<b>Department of State</b>	0.2	0.2
<b>Department of Transportation</b>	0.4	0.4
<b>Department of the Treasury</b>	0.1	0.1
<b>Department of Veterans Affairs</b>	0.4	0.4
<b>Government-wide</b>	<b>0.6</b>	<b>0.6</b>

# Native Hawaiian/Pacific Islander Representation in Independent Agencies

## Native Hawaiian/Pacific Islander Representation in Independent Agencies – September 2021



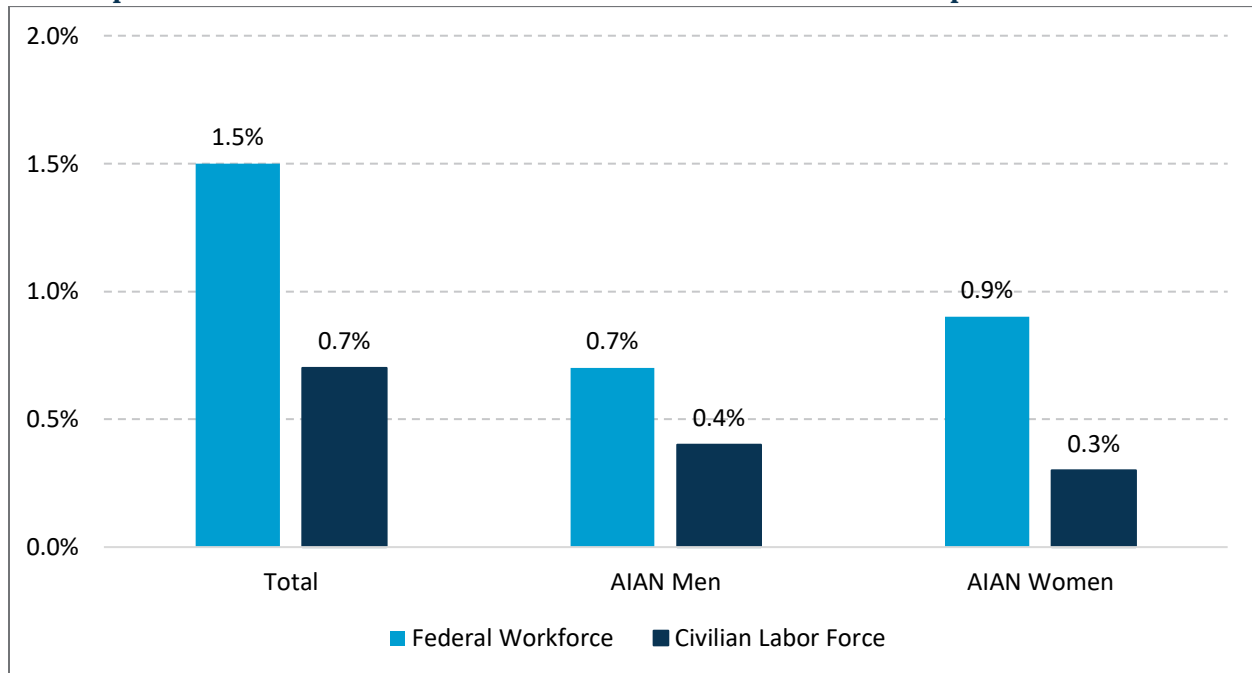
**Native Hawaiian/Pacific Islander Representation in the Permanent Federal Workforce –  
Independent Agencies, September 2020 and September 2021**

<b>Independent Agency</b>	<b>2020 Percent of Workforce</b>	<b>2021 Percent of Workforce</b>
<b>AmeriCorps</b>	0.2	0.2
<b>Commodity Futures Trading Commission</b>	0.0	0.0
<b>Consumer Product Safety Commission</b>	0.2	0.4
<b>Court Services and Offender Supervision Agency</b>	0.0	0.0
<b>Environmental Protection Agency</b>	0.1	0.1
<b>Equal Employment Opportunity Commission</b>	0.1	0.2
<b>Federal Communications Commission</b>	0.1	0.1
<b>Federal Deposit Insurance Corporation</b>	0.1	0.1
<b>Federal Housing Finance Agency</b>	0.0	0.0
<b>Federal Reserve System</b>	0.2	0.2
<b>Federal Trade Commission</b>	0.2	0.1
<b>General Services Administration</b>	0.2	0.2
<b>Government Publishing Office</b>	0.1	0.1
<b>National Aeronautics and Space Administration</b>	0.1	0.1
<b>National Archives and Records Administration</b>	0.2	0.2
<b>National Credit Union Administration</b>	0.1	0.1
<b>National Labor Relations Board</b>	0.2	0.3
<b>National Science Foundation</b>	0.1	0.2
<b>Nuclear Regulatory Commission</b>	0.1	0.1
<b>Office of Personnel Management</b>	0.2	0.2
<b>Pension Benefit Guaranty Corporation</b>	0.0	0.0
<b>Railroad Retirement Board</b>	0.2	0.2
<b>Securities and Exchange Commission</b>	0.0	0.0
<b>Small Business Administration</b>	0.2	0.2
<b>Smithsonian Institution</b>	0.1	0.1
<b>Social Security Administration</b>	0.4	0.4
<b>U.S. Agency for Global Media</b>	0.1	0.1
<b>U.S. Agency for International Development</b>	0.1	0.0
<b>Government-wide</b>	<b>0.6</b>	<b>0.6</b>

# American Indian/Alaska Native (AIAN) Employment in the Federal Workforce

## American Indian/Alaska Native Employment

AIAN Representation in the Federal Workforce and Civilian Labor Force – September 2021



American Indian/Alaska Native employees represent 1.5 percent (31,162) of the permanent Federal workforce in FY 2021, compared with 0.7 percent in the CLF, a difference of 0.8 percentage points.

American Indian/Alaska Native men represent 0.7 percent (13,556) of the permanent Federal workforce in FY 2021, compared with 0.4 percent in the CLF, a difference of 0.3 percentage points.

American Indian/Alaska Native women represent 0.9 percent (17,606) of the permanent Federal workforce in FY 2021, compared with 0.3 percent in the CLF, a difference of 0.6 percentage points.

## American Indian/Alaska Native Employment by Occupational Category

### American Indian/Alaska Native Employment – 2021<sup>18</sup>

Occupational Category	Individuals	Percent
White-Collar	27,299	1.5
Blue-Collar	3,843	2.2
Unspecified	20	1.5
<b>Total</b>	<b>31,162</b>	<b>1.5</b>

American Indian/Alaska Native employment in White-Collar occupations increased by 41 individuals to 27,299 in FY 2021, from 27,258 in FY 2020. American Indian/Alaska Native employment represents 1.5 percent of all Federal employees in this occupational category in FY 2021, the same as in FY 2020.

American Indian/Alaska Native employment in Blue-Collar occupations decreased by 87 individuals to 3,843 in FY 2021, from 3,930 in FY 2020. American Indian/Alaska Native employment represents 2.2 percent of all Federal employees in this occupational category in FY 2021, the same as in FY 2020.

### American Indian/Alaska Native White-Collar Employment – 2021<sup>19</sup>

White-Collar Occupational Category	Individuals	Percent
Professional	6,106	1.1
Administrative	9,140	1.1
Technical	8,283	2.5
Clerical	2,678	2.9
Other White-Collar	1,092	1.6
<b>Total</b>	<b>27,299</b>	<b>1.5</b>

American Indian/Alaska Native employment in professional occupations increased by 40 individuals to 6,106 in FY 2021, from 6,066 in FY 2020. American Indian/Alaska Native employment represents 1.1 percent of all Federal employees in this occupational category in FY 2021, the same as in FY 2020.

<sup>18</sup> Percentages based on all employment in each Occupational Category

<sup>19</sup> Percentages based on all employment in each Occupational Category

American Indian/Alaska Native employment in administrative occupations increased by 170 individuals to 9,140 in FY 2021, from 8,970 in FY 2020. American Indian/Alaska Native employment represents 1.1 percent of all Federal employees in this occupational category in FY 2021, the same as in FY 2020.

American Indian/Alaska Native employment in technical occupations decreased by 32 individuals to 8,283 in FY 2021, from 8,315 in FY 2020. American Indian/Alaska Native employment represents 2.5 percent of all Federal employees in this occupational category in FY 2021, the same as in FY 2020.

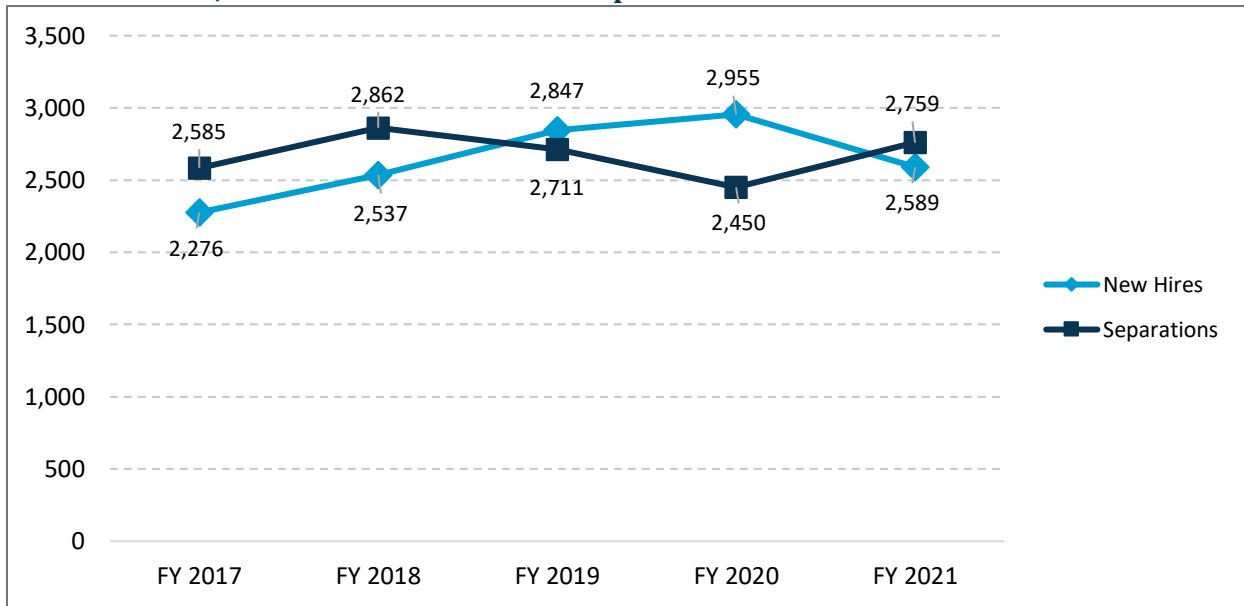
American Indian/Alaska Native employment in clerical occupations decreased by 118 individuals to 2,678 in FY 2021, from 2,796 in FY 2020. American Indian/Alaska Native employment represents 2.9 percent of all Federal employees in this occupational category in FY 2021, the same as in FY 2020.

American Indian/Alaska Native employment in Other White-Collar occupations decreased by 19 individuals to 1,092 in FY 2021, from 1,111 in FY 2020. American Indian/Alaska Native employment represents 1.6 percent of all Federal employees in this occupational category in FY 2021, the same as in FY 2020.



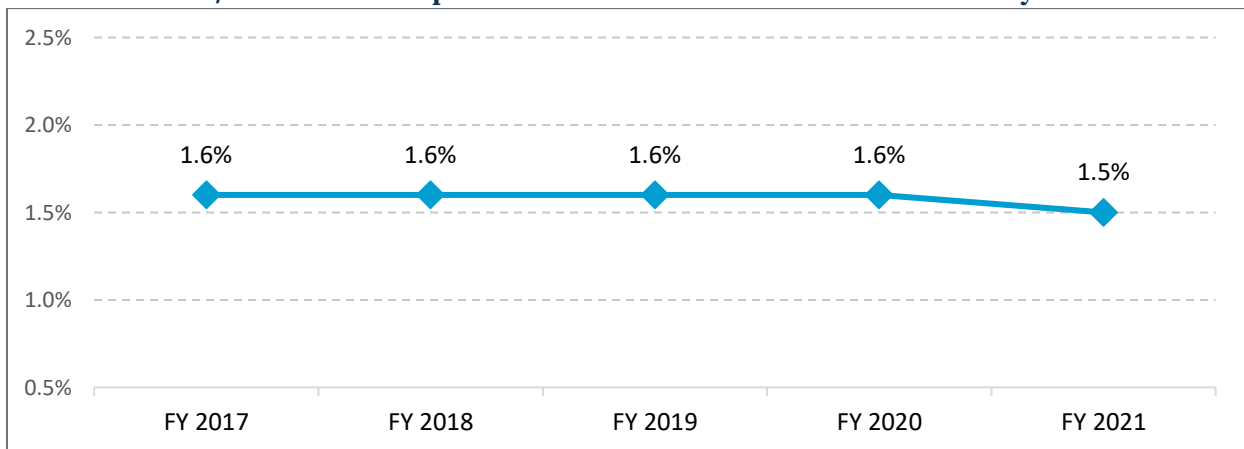
## American Indian/Alaska Native Employment Trends

### American Indian/Alaska Native New Hires and Separations



Employment Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
New Hires	2,276	2,537	2,847	2,955	2,589
Separations	2,585	2,862	2,711	2,450	2,759

### American Indian/Alaska Native Representation in the Federal Workforce Over a 5-year Period



The overall trend of American Indian/Alaska Native representation in the Federal workforce over the past five years is neutral/ slightly downward, ranging from 1.5 percent to 1.6 percent. American Indian/Alaska Native representation was 1.6 percent (31,206) in FY 2020, compared with 1.5 percent (31,162) in FY 2021, a decrease of 0.1 percentage points (44 individuals).

## American Indian/Alaska Native White-Collar Employment Salary Trends

### American Indian/Alaska Native Salary Trends – Pay Plans GS, GM, GL

Salary Range	September 2020 Individuals	September 2020 Percent of Workforce	September 2021 Individuals	September 2021 Percent of Workforce
Less than \$20,000	0	0.0	0	0.0
\$20,000 - \$39,999	2,751	0.2	2,427	0.2
\$40,000 - \$59,999	8,443	0.6	8,344	0.6
\$60,000 - \$79,999	5,082	0.4	5,059	0.4
\$80,000 - \$99,999	3,692	0.3	3,740	0.3
\$100,000 - \$119,999	2,187	0.2	2,379	0.2
\$120,000 - \$139,999	1,010	0.1	1,186	0.1
\$140,000 - \$159,999	488	0.0	532	0.0
\$160,000 and Greater	216	0.0	225	0.0
Unspecified	16	0.0	12	0.0
<b>Total</b>	<b>23,885</b>	<b>1.7</b>	<b>23,904</b>	<b>1.7</b>

### American Indian/Alaska Native Salary Trends – Other White-Collar

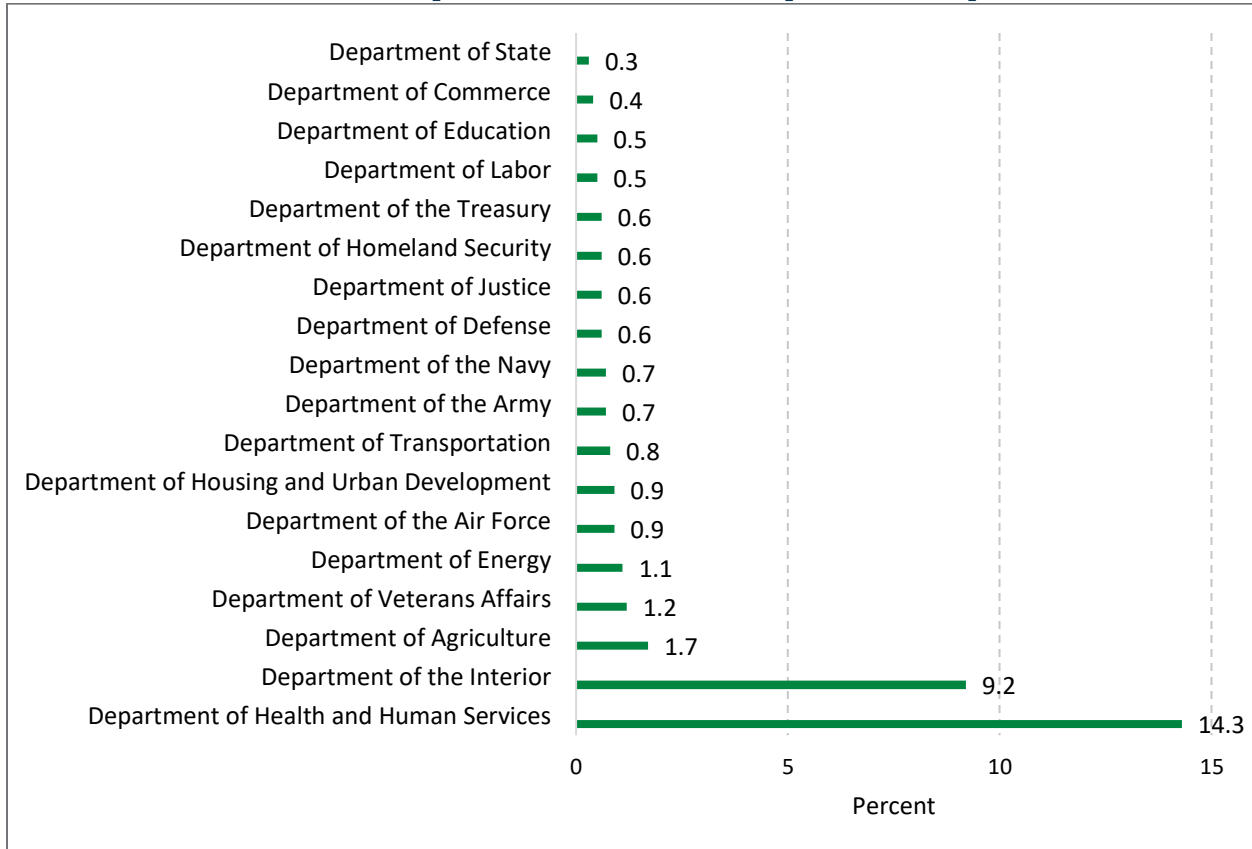
Salary Range	September 2020 Individuals	September 2020 Percent of Workforce	September 2021 Individuals	September 2021 Percent of Workforce
Less than \$20,000	1	0.0	0	0.0
\$20,000 - \$39,999	58	0.0	49	0.0
\$40,000 - \$59,999	316	0.1	322	0.1
\$60,000 - \$79,999	423	0.1	376	0.1
\$80,000 - \$99,999	666	0.2	673	0.2
\$100,000 - \$119,999	565	0.1	605	0.1
\$120,000 - \$139,999	349	0.1	338	0.1
\$140,000 - \$159,999	195	0.0	179	0.0
\$160,000 and Greater	706	0.2	729	0.2
Unspecified	6	0.0	24	0.0
<b>Total</b>	<b>3,285</b>	<b>0.8</b>	<b>3,295</b>	<b>0.8</b>

**American Indian/Alaska Native Salary Trends – Senior Executive Service**

<b>Salary Range</b>	<b>September 2020 Individuals</b>	<b>September 2020 Percent of Workforce</b>	<b>September 2021 Individuals</b>	<b>September 2021 Percent of Workforce</b>
<b>\$120,000 - \$139,999</b>	0	0.0	0	0.0
<b>\$140,000 - \$159,999</b>	8	0.1	5	0.1
<b>\$160,000 and Greater</b>	80	1.0	95	1.2
<b>Unspecified</b>	0	0.0	0	0.0
<b>Total</b>	<b>88</b>	<b>1.1</b>	<b>100</b>	<b>1.2</b>

# American Indian/Alaska Native Representation in Executive Departments

American Indian/Alaska Native Representation in Executive Departments – September 2021

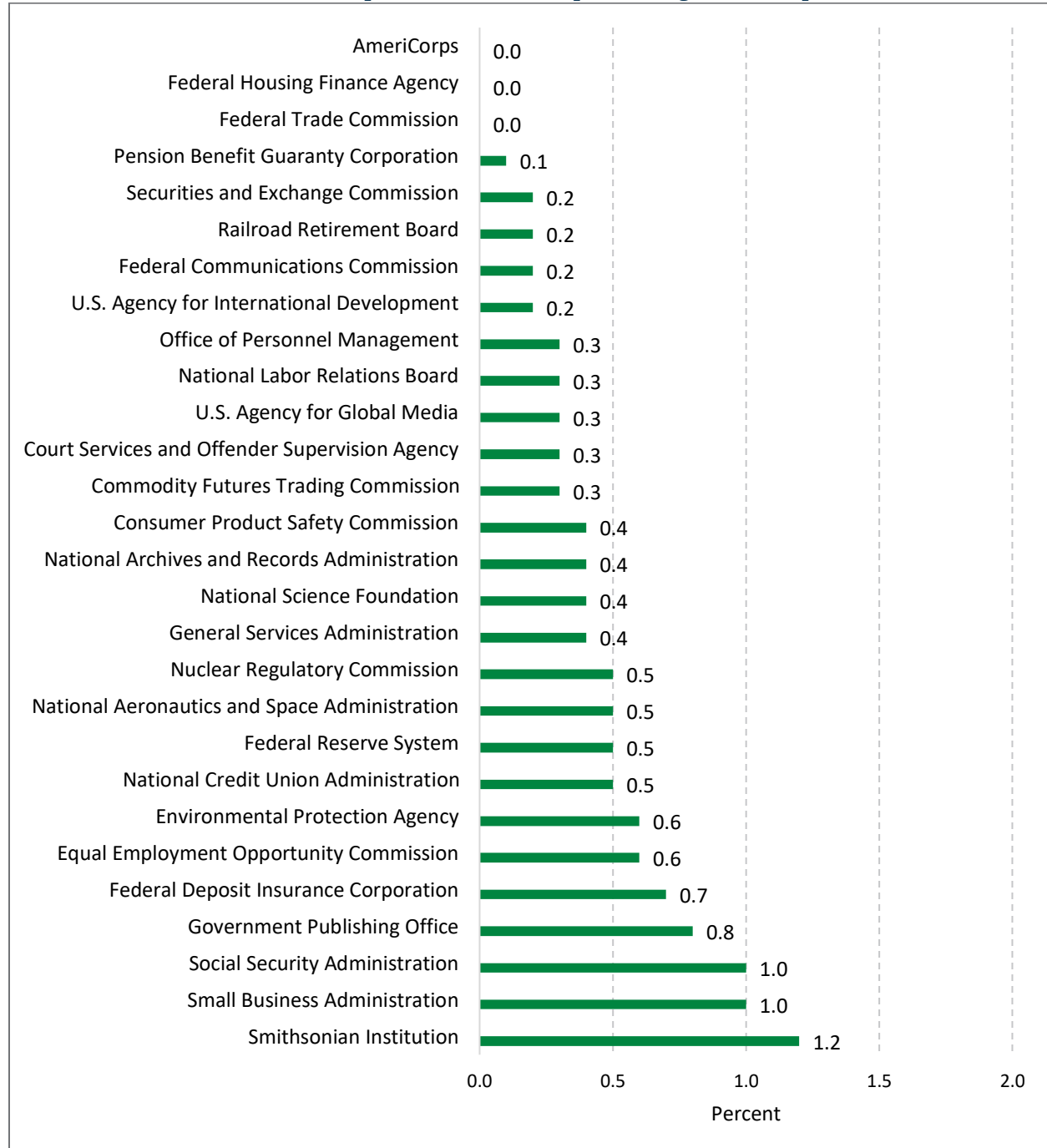


**American Indian/Alaska Native Representation in the Permanent Federal Workforce – Executive Departments, September 2020 and September 2021**

<b>Executive Department</b>	<b>2020 Percent of Workforce</b>	<b>2021 Percent of Workforce</b>
<b>Department of Agriculture</b>	1.7	1.7
<b>Department of the Air Force</b>	0.9	0.9
<b>Department of the Army</b>	0.7	0.7
<b>Department of Commerce</b>	0.4	0.4
<b>Department of Defense</b>	0.6	0.6
<b>Department of Education</b>	0.5	0.5
<b>Department of Energy</b>	1.1	1.1
<b>Department of Health and Human Services</b>	15.0	14.3
<b>Department of Homeland Security</b>	0.6	0.6
<b>Department of Housing and Urban Development</b>	0.9	0.9
<b>Department of the Interior</b>	9.2	9.2
<b>Department of Justice</b>	0.6	0.6
<b>Department of Labor</b>	0.5	0.5
<b>Department of the Navy</b>	0.7	0.7
<b>Department of State</b>	0.3	0.3
<b>Department of Transportation</b>	0.9	0.8
<b>Department of the Treasury</b>	0.6	0.6
<b>Department of Veterans Affairs</b>	1.2	1.2
<b>Government-wide</b>	<b>1.6</b>	<b>1.5</b>

# American Indian/Alaska Native Representation in Independent Agencies

American Indian/Alaska Native Representation in Independent Agencies – September 2021



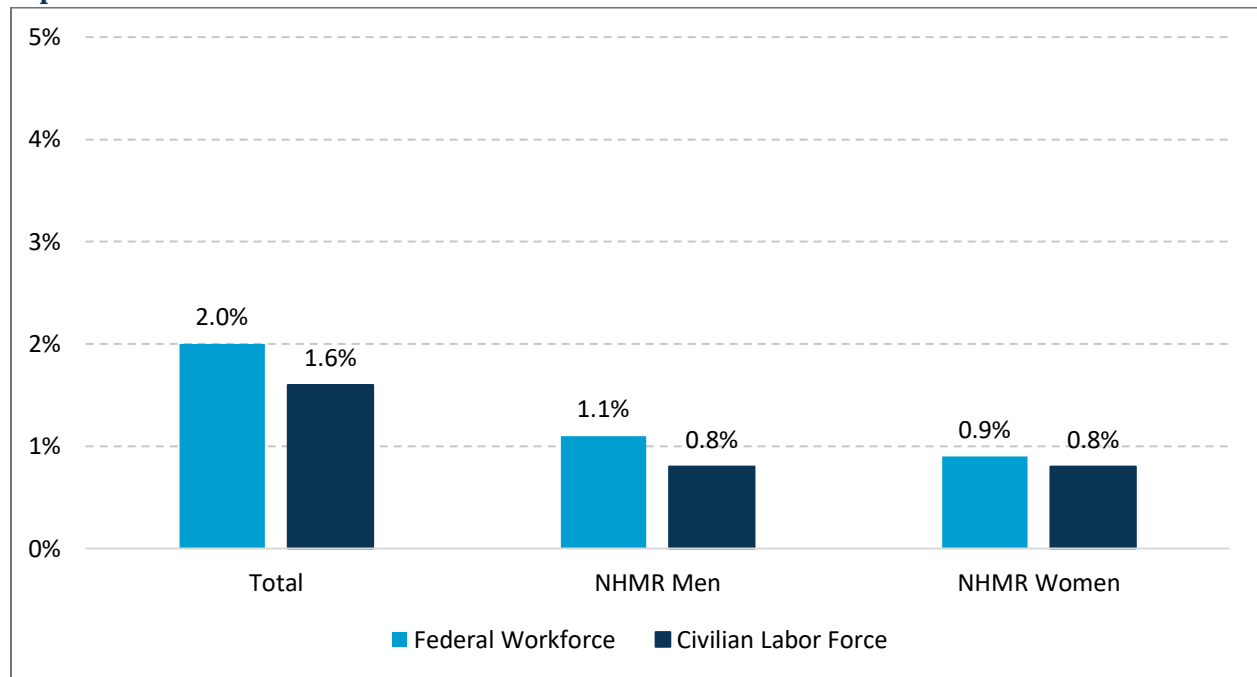
**American Indian/Alaska Native Representation in the Permanent Federal Workforce – Independent Agencies, September 2020 and September 2021**

<b>Independent Agency</b>	<b>2020 Percent of Workforce</b>	<b>2021 Percent of Workforce</b>
<b>AmeriCorps</b>	0.0	0.0
<b>Commodity Futures Trading Commission</b>	0.2	0.3
<b>Consumer Product Safety Commission</b>	0.4	0.4
<b>Court Services and Offender Supervision Agency</b>	0.3	0.3
<b>Environmental Protection Agency</b>	0.6	0.6
<b>Equal Employment Opportunity Commission</b>	0.5	0.6
<b>Federal Communications Commission</b>	0.3	0.2
<b>Federal Deposit Insurance Corporation</b>	0.6	0.7
<b>Federal Housing Finance Agency</b>	0.1	0.0
<b>Federal Reserve System</b>	0.4	0.5
<b>Federal Trade Commission</b>	0.0	0.0
<b>General Services Administration</b>	0.4	0.4
<b>Government Publishing Office</b>	0.9	0.8
<b>National Aeronautics and Space Administration</b>	0.5	0.5
<b>National Archives and Records Administration</b>	0.3	0.4
<b>National Credit Union Administration</b>	0.5	0.5
<b>National Labor Relations Board</b>	0.3	0.3
<b>National Science Foundation</b>	0.4	0.4
<b>Nuclear Regulatory Commission</b>	0.5	0.5
<b>Office of Personnel Management</b>	0.3	0.3
<b>Pension Benefit Guaranty Corporation</b>	0.1	0.1
<b>Railroad Retirement Board</b>	0.2	0.2
<b>Securities and Exchange Commission</b>	0.2	0.2
<b>Small Business Administration</b>	1.0	1.0.
<b>Smithsonian Institution</b>	1.3	1.2
<b>Social Security Administration</b>	1.0	1.0
<b>U.S. Agency for Global Media</b>	0.3	0.3
<b>U.S. Agency for International Development</b>	0.2	0.2
<b>Government-wide</b>	<b>1.6</b>	<b>1.5</b>

# Non-Hispanic Multiracial (NHMR) Employment in the Federal Workforce

## Non-Hispanic Multiracial Employment

Non-Hispanic Multiracial Representation in the Federal Workforce and Civilian Labor Force – September 2021



Non-Hispanic Multiracial employees represent 2.0 percent (40,691) of the permanent Federal workforce in FY 2021, compared with 1.6 percent in the CLF, a difference of 0.4 percentage points.

Non-Hispanic Multiracial men represent 1.1 percent (22,456) of the permanent Federal workforce in FY 2021, compared with 0.8 percent in the CLF, a difference of 0.3 percentage points.

Non-Hispanic Multiracial women represent 0.9 percent (18,235) of the permanent Federal workforce in FY 2021, compared with 0.8 percent in the CLF, a difference of 0.1 percentage points.



## Non-Hispanic Multiracial Employment by Occupational Category

### Non-Hispanic Multiracial Employment – 2021<sup>20</sup>

Occupational Category	Individuals	Percent
<b>White-Collar</b>	36,602	2.0
<b>Blue-Collar</b>	4,076	2.3
<b>Unspecified</b>	13	0.9
<b>Total</b>	<b>40,691</b>	<b>2.0</b>

Non-Hispanic Multiracial employment in White-Collar occupations increased by 2,389 individuals to 36,602 in FY 2021, from 34,213 in FY 2020. Non-Hispanic Multiracial employment represents 2.0 percent of all Federal employees in this occupational category in FY 2021, compared with 1.9 percent in FY 2020.

Non-Hispanic Multiracial employment in Blue-Collar occupations increased by 159 individuals to 4,076 in FY 2021, from 3,917 in FY 2020. Non-Hispanic Multiracial employment represents 2.3 percent of all Federal employees in this occupational category in FY 2021, compared with 2.2 percent in FY 2020.

### Non-Hispanic Multiracial White-Collar Employment - 2021<sup>21</sup>

White-Collar Occupational Category	Individuals	Percent
<b>Professional</b>	9,351	1.7
<b>Administrative</b>	17,506	2.2
<b>Technical</b>	6,464	2.0
<b>Clerical</b>	2,002	2.1
<b>Other White-Collar</b>	1,279	1.8
<b>Total</b>	<b>36,602</b>	<b>2.0</b>

Non-Hispanic Multiracial employment in professional occupations increased by 644 individuals to 9,351 in FY 2021, from 8,707 in FY 2020. Non-Hispanic Multiracial employment represents 1.7 percent of all Federal employees in this occupational category in FY 2021, compared with 1.6 percent in FY 2020.

<sup>20</sup> Percentages based on all employment in each Occupational Category

<sup>21</sup> Percentages based on all employment in each Occupational Category

Non-Hispanic Multiracial employment in administrative occupations increased by 1,314 individuals to 17,506 in FY 2021, from 16,192 in FY 2020. Non-Hispanic Multiracial employment represents 2.2 percent of all Federal employees in this occupational category in FY 2021, compared with 2.1 percent in FY 2020.

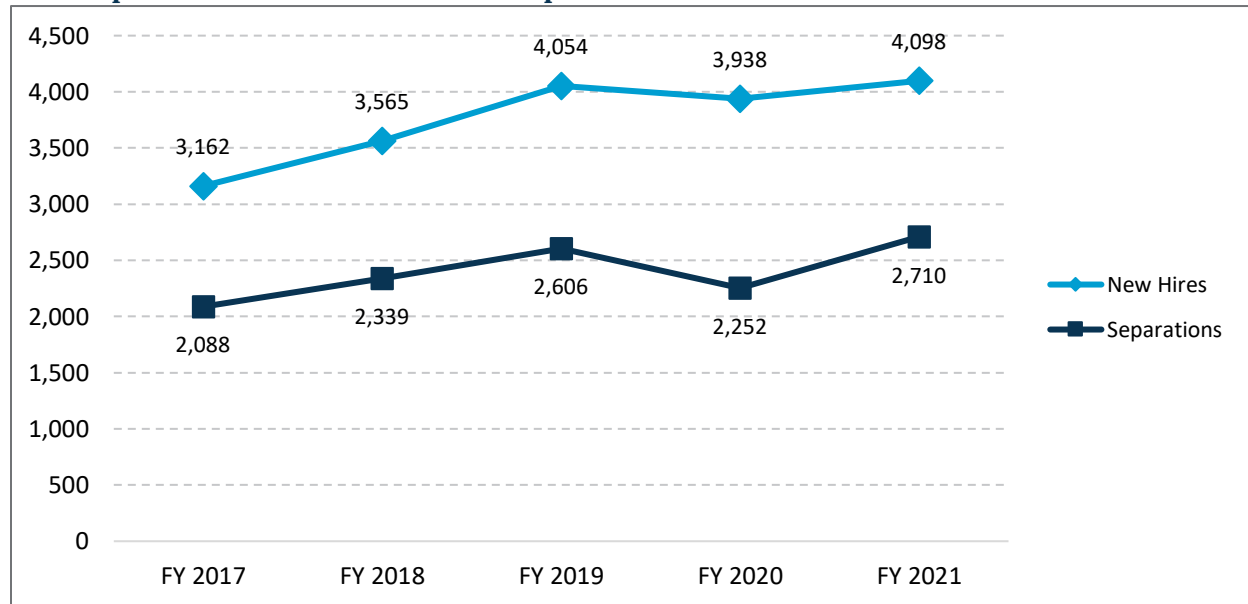
Non-Hispanic Multiracial employment in technical occupations increased by 391 individuals to 6,464 in FY 2021, from 6,073 in FY 2020. Non-Hispanic Multiracial employment represents 2.0 percent of all Federal employees in this occupational category in FY 2021, compared with 1.9 percent in FY 2020.

Non-Hispanic Multiracial employment in clerical occupations decreased by 29 individuals to 2,002 in FY 2021, from 2,031 in FY 2020. Non-Hispanic Multiracial employment represents 2.1 percent of all Federal employees in this occupational category in FY 2021, the same as in FY 2020.

Non-Hispanic Multiracial employment in Other White-Collar occupations increased by 69 individuals to 1,279 in FY 2021, from 1,210 in FY 2020. Non-Hispanic Multiracial employment represents 1.8 percent of all Federal employees in this occupational category in FY 2021, compared with 1.7 percent in FY 2020.

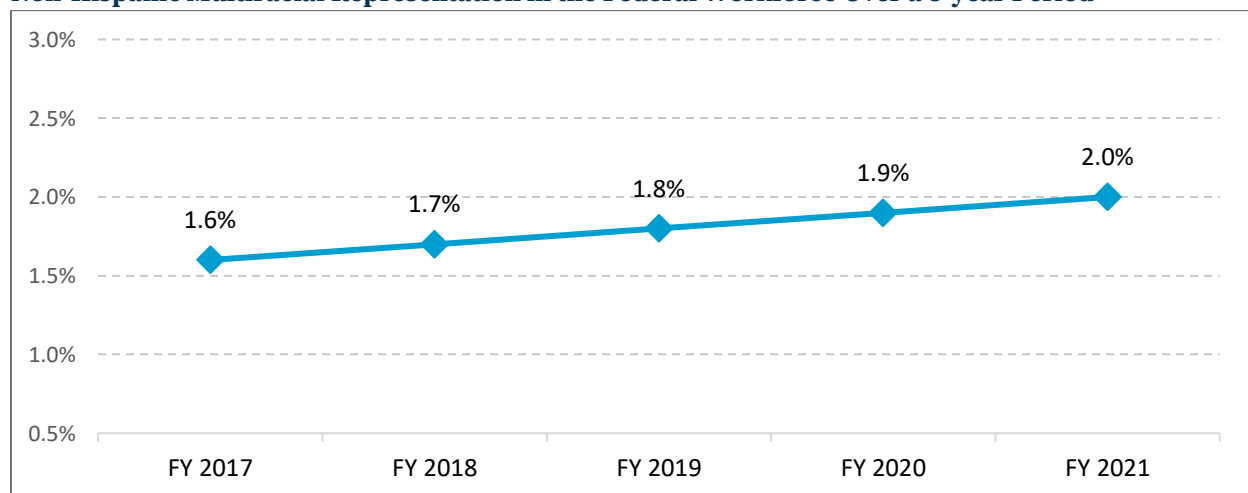
## Non-Hispanic Multiracial Employment Trends

**Non-Hispanic Multiracial New Hires and Separations**



Employment Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<b>New Hires</b>	3,162	3,565	4,054	3,938	4,098
<b>Separations</b>	2,088	2,339	2,606	2,252	2,710

**Non-Hispanic Multiracial Representation in the Federal Workforce Over a 5-year Period**



The overall trend of Non-Hispanic Multiracial representation in the Federal workforce over the past five years is upward, ranging from 1.6 percent to 2.0 percent. Non-Hispanic Multiracial representation increased from 1.9 percent (38,141) in FY 2020 to 2.0 percent (40,691) in FY 2021, an increase of 0.1 percentage points (2,550 individuals).

## Non-Hispanic Multiracial White-Collar Employment Salary Trends

### Non-Hispanic Multiracial Salary Trends – Pay Plans GS, GM, GL

Salary Range	September 2020 Individuals	September 2020 Percent of Workforce	September 2021 Individuals	September 2021 Percent of Workforce
Less than \$20,000	0	0.0	0	0.0
\$20,000 - \$39,999	1,474	0.1	1,418	0.1
\$40,000 - \$59,999	6,408	0.5	6,265	0.4
\$60,000 - \$79,999	5,832	0.4	6,100	0.4
\$80,000 - \$99,999	5,398	0.4	6,033	0.4
\$100,000 - \$119,999	4,062	0.3	4,435	0.3
\$120,000 - \$139,999	1,990	0.1	2,461	0.2
\$140,000 - \$159,999	1,028	0.1	1,128	0.1
\$160,000 and Greater	452	0.0	538	0.0
Unspecified	17	0.0	15	0.0
<b>Total</b>	<b>26,661</b>	<b>1.9</b>	<b>28,393</b>	<b>2.0</b>

### Non-Hispanic Multiracial Salary Trends – Other White-Collar

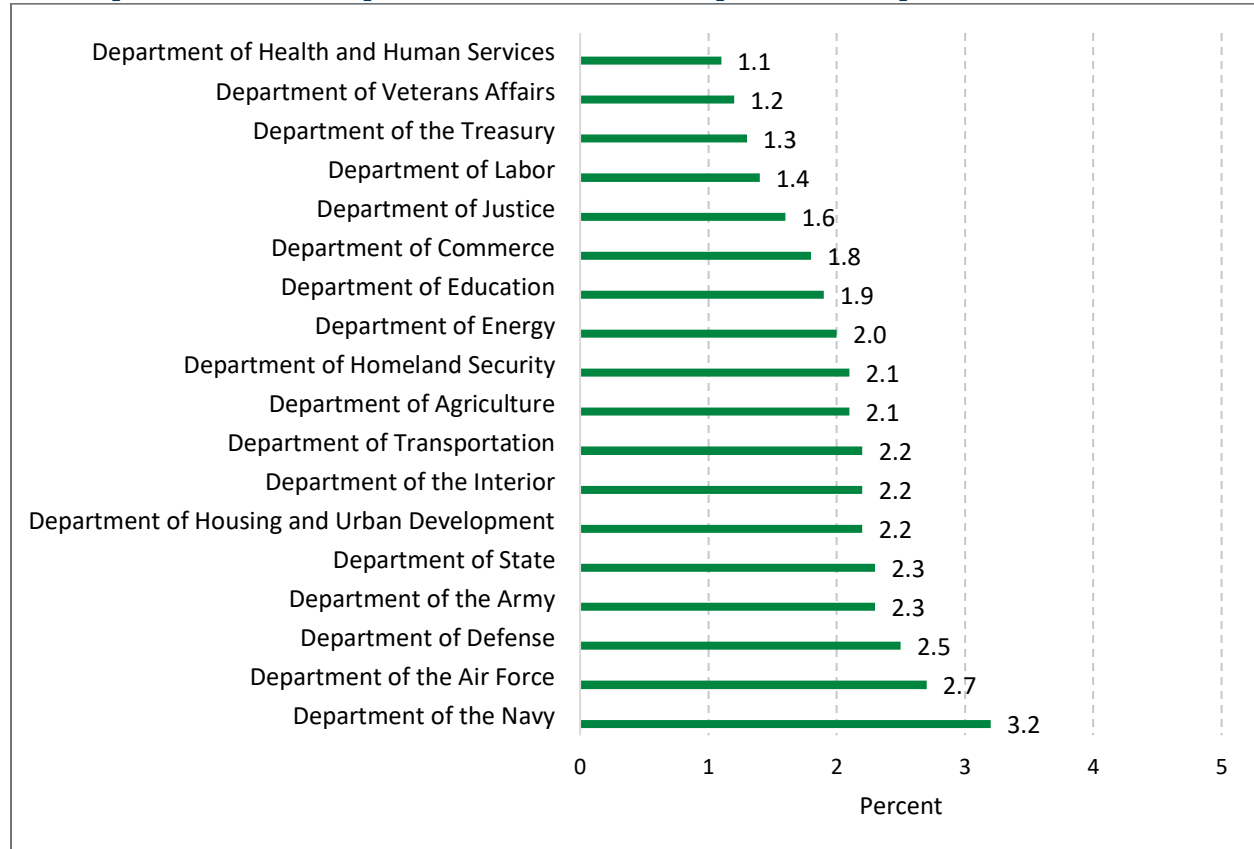
Salary Range	September 2020 Individuals	September 2020 Percent of Workforce	September 2021 Individuals	September 2021 Percent of Workforce
Less than \$20,000	0	0.0	0	0.0
\$20,000 - \$39,999	420	0.1	344	0.1
\$40,000 - \$59,999	1,103	0.3	1,221	0.3
\$60,000 - \$79,999	989	0.2	1,034	0.2
\$80,000 - \$99,999	1,403	0.3	1,538	0.4
\$100,000 - \$119,999	1,302	0.3	1,425	0.3
\$120,000 - \$139,999	896	0.2	1,004	0.2
\$140,000 - \$159,999	517	0.1	570	0.1
\$160,000 and Greater	820	0.2	926	0.2
Unspecified	16	0.0	39	0.0
<b>Total</b>	<b>7,466</b>	<b>1.8</b>	<b>8,101</b>	<b>1.9</b>

**Non-Hispanic Multiracial Salary Trends – Senior Executive Service**

<b>Salary Range</b>	<b>September 2020 Individuals</b>	<b>September 2020 Percent of Workforce</b>	<b>September 2021 Individuals</b>	<b>September 2021 Percent of Workforce</b>
<b>\$120,000 - \$139,999</b>	2	0.0	1	0.0
<b>\$140,000 - \$159,999</b>	3	0.0	3	0.0
<b>\$160,000 and Greater</b>	81	1.0	104	1.3
<b>Unspecified</b>	0	0.0	0	0.0
<b>Total</b>	<b>86</b>	<b>1.1</b>	<b>108</b>	<b>1.3</b>

## Non-Hispanic Multiracial Representation in Executive Departments

Non-Hispanic Multiracial Representation in Executive Departments – September 2021

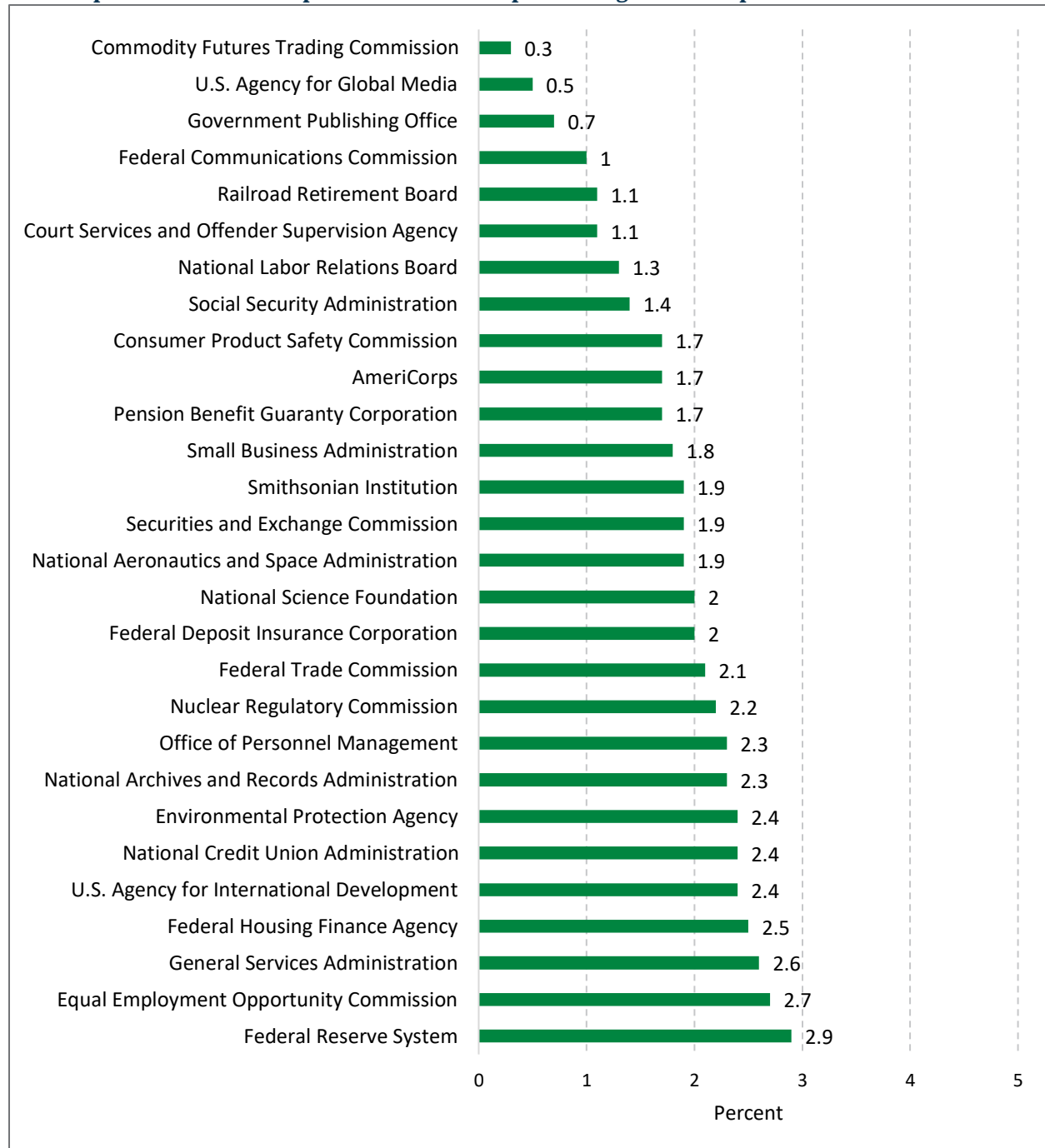


**Non-Hispanic Multiracial Representation in the Permanent Federal Workforce –  
Executive Departments, September 2020 and September 2021**

<b>Executive Department</b>	<b>2020 Percent of Workforce</b>	<b>2021 Percent of Workforce</b>
<b>Department of Agriculture</b>	1.9	2.1
<b>Department of the Air Force</b>	2.5	2.7
<b>Department of the Army</b>	2.2	2.3
<b>Department of Commerce</b>	1.6	1.8
<b>Department of Defense</b>	2.4	2.5
<b>Department of Education</b>	1.7	1.9
<b>Department of Energy</b>	1.9	2.0
<b>Department of Health and Human Services</b>	1.1	1.1
<b>Department of Homeland Security</b>	2.0	2.1
<b>Department of Housing and Urban Development</b>	1.8	2.2
<b>Department of the Interior</b>	2.0	2.2
<b>Department of Justice</b>	1.4	1.6
<b>Department of Labor</b>	1.2	1.4
<b>Department of the Navy</b>	2.9	3.2
<b>Department of State</b>	2.2	2.3
<b>Department of Transportation</b>	2.1	2.2
<b>Department of the Treasury</b>	1.1	1.3
<b>Department of Veterans Affairs</b>	1.2	1.2
<b>Government-wide</b>	<b>1.9</b>	<b>2.0</b>

# Non-Hispanic Multiracial Representation in Independent Agencies

Non-Hispanic Multiracial Representation in Independent Agencies – September 2021





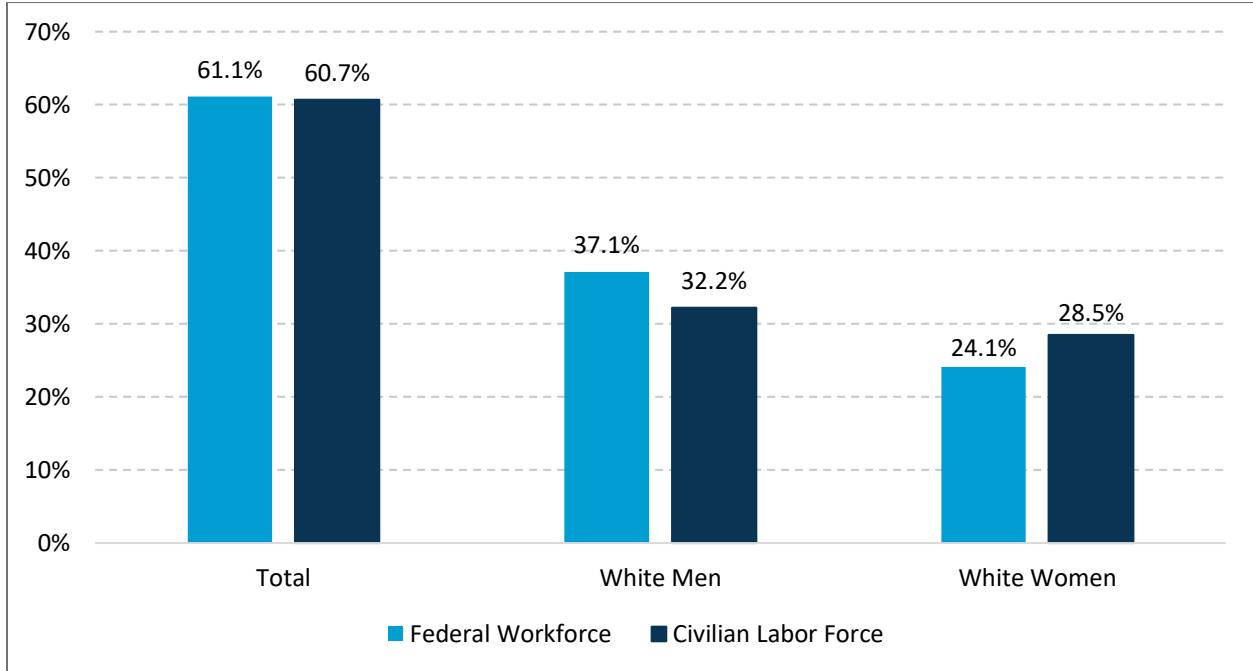
**Non-Hispanic Multiracial Representation in the Permanent Federal Workforce –  
Independent Agencies, September 2020 and September 2021**

<b>Independent Agency</b>	<b>2020 Percent of Workforce</b>	<b>2021 Percent of Workforce</b>
<b>AmeriCorps</b>	1.4	1.7
<b>Commodity Futures Trading Commission</b>	0.3	0.3
<b>Consumer Product Safety Commission</b>	1.6	1.7
<b>Court Services and Offender Supervision Agency</b>	1.1	1.1
<b>Environmental Protection Agency</b>	2.1	2.4
<b>Equal Employment Opportunity Commission</b>	2.9	2.7
<b>Federal Communications Commission</b>	1.0	1.0
<b>Federal Deposit Insurance Corporation</b>	1.8	2.0
<b>Federal Housing Finance Agency</b>	2.3	2.5
<b>Federal Reserve System</b>	2.8	2.9
<b>Federal Trade Commission</b>	1.9	2.1
<b>General Services Administration</b>	2.3	2.6
<b>Government Publishing Office</b>	0.6	0.7
<b>National Aeronautics and Space Administration</b>	1.8	1.9
<b>National Archives and Records Administration</b>	2.2	2.3
<b>National Credit Union Administration</b>	1.5	2.4
<b>National Labor Relations Board</b>	1.3	1.3
<b>National Science Foundation</b>	1.6	2.0
<b>Nuclear Regulatory Commission</b>	2.0	2.2
<b>Office of Personnel Management</b>	2.4	2.3
<b>Pension Benefit Guaranty Corporation</b>	1.8	1.7
<b>Railroad Retirement Board</b>	1.1	1.1
<b>Securities and Exchange Commission</b>	1.9	1.9
<b>Small Business Administration</b>	1.8	1.8
<b>Smithsonian Institution</b>	1.9	1.9
<b>Social Security Administration</b>	1.4	1.4
<b>U.S. Agency for Global Media</b>	0.7	0.5
<b>U.S. Agency for International Development</b>	2.2	2.4
<b>Government-wide</b>	<b>1.9</b>	<b>2.0</b>

# White Employment in the Federal Workforce

## White Employment

White Representation in the Federal Workforce and Civilian Labor Force – September 2021



White employees represent 61.1 percent (1,240,100) of the permanent Federal workforce in FY 2021, compared with 60.7 percent in the CLF, a difference of 0.4 percentage points.

White men represent 37.1 percent (751,732) of the permanent Federal workforce in FY 2021, compared with 32.2 percent in the CLF, a difference of 4.9 percentage points.

White women represent 24.1 percent (488,364) of the permanent Federal workforce in FY 2021, compared with 28.5 percent in the CLF, a difference of 4.4 percentage points.

## White Employment by Occupational Category

### White Employment – 2021<sup>22</sup>

Occupational Category	Individuals	Percent
<b>White-Collar</b>	1,129,568	61.0
<b>Blue-Collar</b>	109,542	62.3
<b>Unspecified</b>	990	72.2
<b>Total</b>	<b>1,240,100</b>	<b>61.1</b>

White employment in White-Collar occupations increased by 3,157 individuals to 1,129,568 in FY 2021, from 1,126,411 in FY 2020. White employment represents 61.0 percent of all Federal employees in this occupational category in FY 2021, compared with 61.4 percent in FY 2020.

White employment in Blue-Collar occupations decreased by 2,928 individuals to 109,542 in FY 2021, from 112,470 in FY 2020. White employment represents 62.3 percent of all Federal employees in this occupational category in FY 2021, compared with 62.6 percent in FY 2020.

### White White-Collar Employment - 2021<sup>23</sup>

White-Collar Occupational Category	Individuals	Percent
<b>Professional</b>	379,238	67.7
<b>Administrative</b>	491,509	61.6
<b>Technical</b>	172,843	52.4
<b>Clerical</b>	44,846	47.9
<b>Other White-Collar</b>	41,132	58.8
<b>Total</b>	<b>1,129,568</b>	<b>61.0</b>

White employment in professional occupations increased by 4,355 individuals to 379,238 in FY 2021, from 374,883 in FY 2020. White employment represents 67.7 percent of all Federal employees in this occupational category in FY 2021, compared with 68.1 percent in FY 2020.

<sup>22</sup> Percentages based on all employment in each Occupational Category

<sup>23</sup> Percentages based on all employment in each Occupational Category

White employment in administrative occupations increased by 2,627 individuals to 491,509 in FY 2021, from 488,882 in FY 2020. White employment represents 61.6 percent of all Federal employees in this occupational category in FY 2021, compared with 62.2 percent in FY 2020.

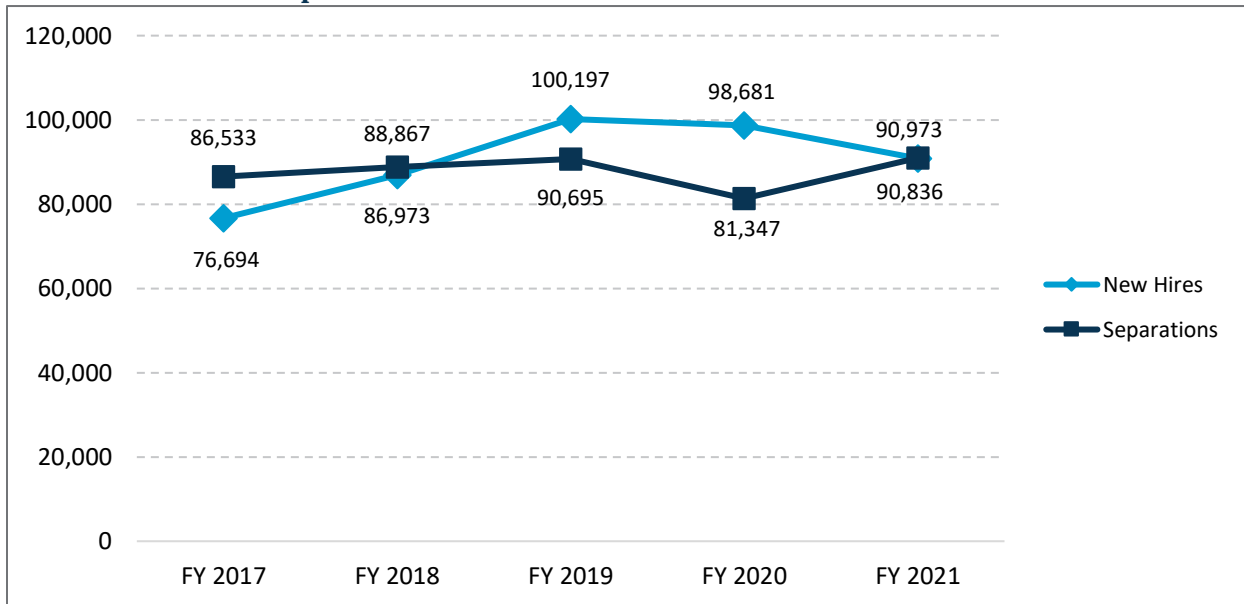
White employment in technical occupations decreased by 1,234 individuals to 172,843 in FY 2021, from 174,077 in FY 2020. White employment represents 52.4 percent of all Federal employees in this occupational category in FY 2021, compared with 53.1 percent in FY 2020.

White employment in clerical occupations decreased by 2,163 individuals to 44,846 in FY 2021, from 47,009 in FY 2020. White employment represents 47.9 percent of all Federal employees in this occupational category in FY 2021, compared with 48.3 percent in FY 2020.

White employment in Other White-Collar occupations decreased by 428 individuals to 41,132 in FY 2021, from 41,560 in FY 2020. White employment represents 58.8 percent of all Federal employees in this occupational category in FY 2021, the same as in FY 2020.

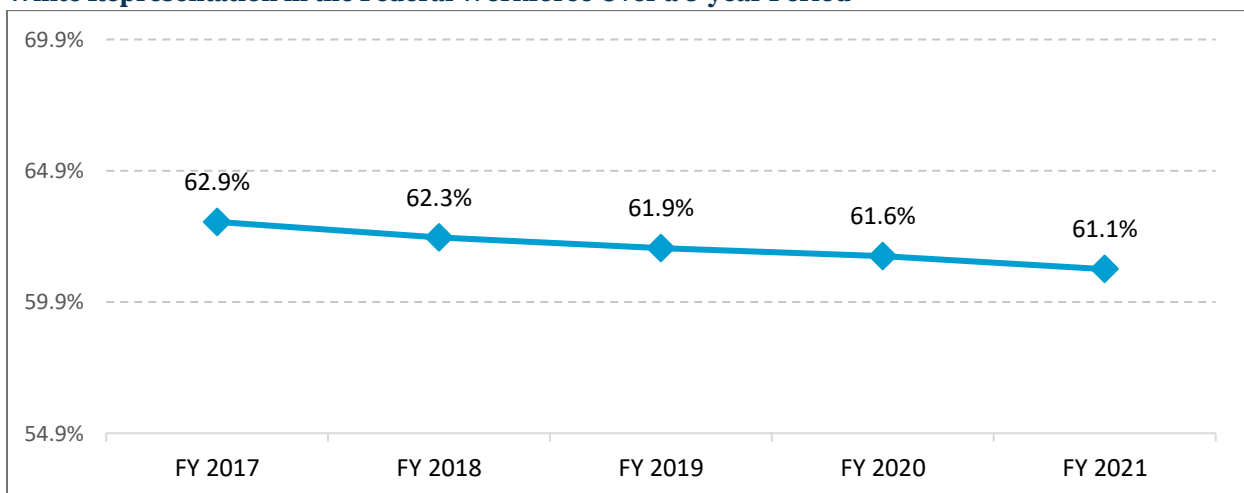
## White Employment Trends

### White New Hires and Separations



Employment Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
New Hires	76,694	86,973	100,197	98,681	90,836
Separations	86,533	88,867	90,695	81,347	90,973

### White Representation in the Federal Workforce Over a 5-year Period



The overall trend of White representation in the Federal workforce over the past five years is downward, ranging from 61.1 percent to 62.9 percent. White representation decreased from 61.6 percent (1,239,890) in FY 2020 to 61.1 percent (1,240,100) in FY 2021, a decrease of 0.5 percentage points (an increase of 210 individuals).

## White White-Collar Employment Salary Trends

### White Salary Trends – Pay Plans GS, GM, GL

Salary Range	September 2020 Individuals	September 2020 Percent of Workforce	September 2021 Individuals	September 2021 Percent of Workforce
Less than \$20,000	0	0.0	0	0.0
\$20,000 - \$39,999	34,944	2.5	31,823	2.3
\$40,000 - \$59,999	164,174	11.7	155,754	11.0
\$60,000 - \$79,999	166,190	11.9	162,952	11.5
\$80,000 - \$99,999	169,958	12.1	171,834	12.2
\$100,000 - \$119,999	145,047	10.3	146,647	10.4
\$120,000 - \$139,999	84,548	6.0	94,098	6.7
\$140,000 - \$159,999	49,022	3.5	51,068	3.6
\$160,000 and Greater	31,147	2.2	31,766	2.2
Unspecified	530	0.0	582	0.0
<b>Total</b>	<b>845,560</b>	<b>60.3</b>	<b>846,524</b>	<b>59.9</b>

### White Salary Trends – Other White-Collar

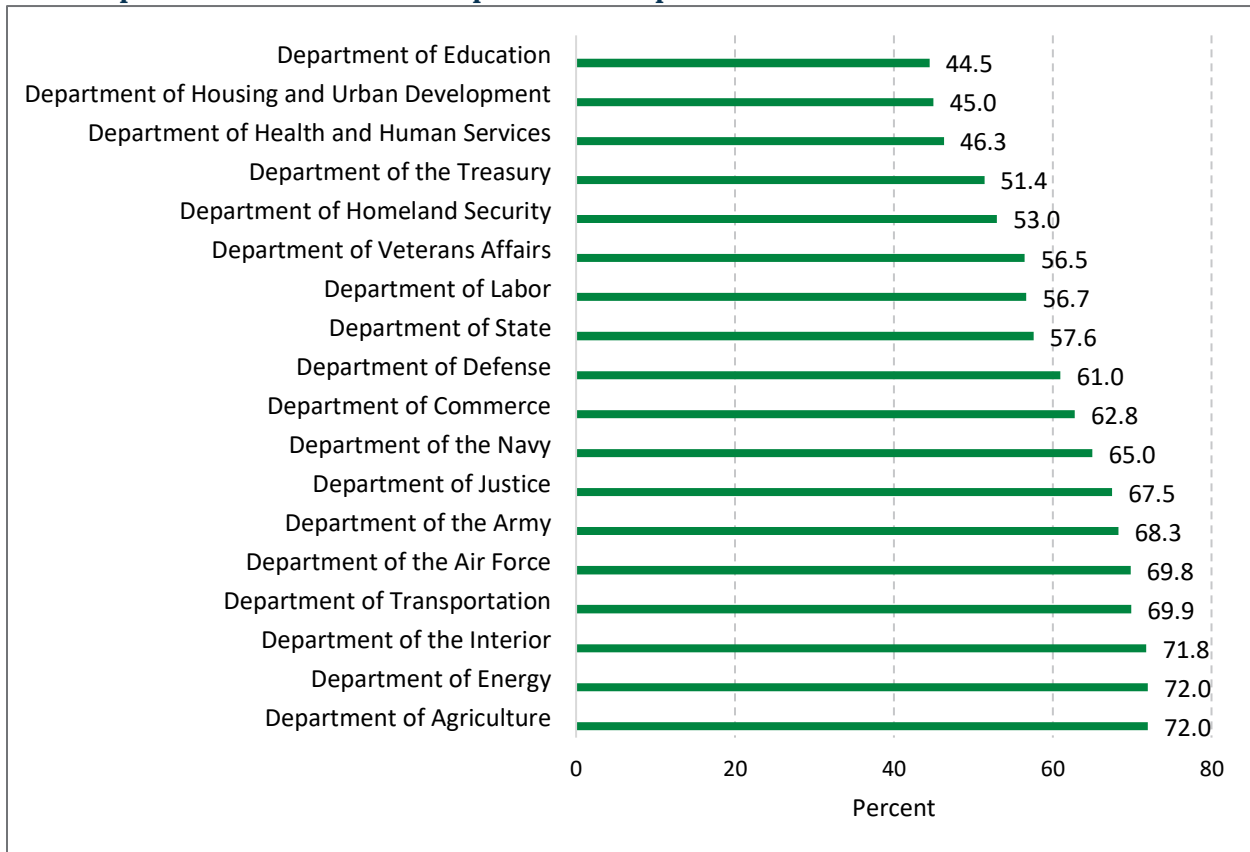
Salary Range	September 2020 Individuals	September 2020 Percent of Workforce	September 2021 Individuals	September 2021 Percent of Workforce
Less than \$20,000	29	0.0	22	0.0
\$20,000 - \$39,999	5,229	1.2	3,535	0.8
\$40,000 - \$59,999	20,219	4.8	20,356	4.7
\$60,000 - \$79,999	31,786	7.5	29,001	6.7
\$80,000 - \$99,999	49,659	11.7	50,839	11.8
\$100,000 - \$119,999	48,083	11.4	48,128	11.2
\$120,000 - \$139,999	37,411	8.8	39,316	9.1
\$140,000 - \$159,999	24,533	5.8	25,301	5.9
\$160,000 and Greater	56,692	13.4	58,573	13.6
Unspecified	878	0.2	1,882	0.4
<b>Total</b>	<b>274,519</b>	<b>64.9</b>	<b>276,953</b>	<b>64.3</b>

**White Salary Trends – Senior Executive Service**

<b>Salary Range</b>	<b>September 2020 Individuals</b>	<b>September 2020 Percent of Workforce</b>	<b>September 2021 Individuals</b>	<b>September 2021 Percent of Workforce</b>
<b>\$120,000 - \$139,999</b>	15	0.2	4	0.0
<b>\$140,000 - \$159,999</b>	135	1.7	56	0.7
<b>\$160,000 and Greater</b>	6,174	76.4	6,028	74.8
<b>Unspecified</b>	8	0.1	3	0.0
<b>Total</b>	<b>6,332</b>	<b>78.3</b>	<b>6,091</b>	<b>75.6</b>

## White Representation in Executive Departments

### White Representation in Executive Departments – September 2021





**White Representation in the Permanent Federal Workforce –  
Executive Departments, September 2020 and September 2021**

<b>Executive Department</b>	<b>2020 Percent of Workforce</b>	<b>2021 Percent of Workforce</b>
<b>Department of Agriculture</b>	72.8	72.0
<b>Department of the Air Force</b>	70.8	69.8
<b>Department of the Army</b>	68.2	68.3
<b>Department of Commerce</b>	63.2	62.8
<b>Department of Defense</b>	61.6	61.0
<b>Department of Education</b>	44.4	44.5
<b>Department of Energy</b>	72.5	72.0
<b>Department of Health and Human Services</b>	46.4	46.3
<b>Department of Homeland Security</b>	53.5	53.0
<b>Department of Housing and Urban Development</b>	45.2	45.0
<b>Department of the Interior</b>	72.5	71.8
<b>Department of Justice</b>	68.0	67.5
<b>Department of Labor</b>	57.7	56.7
<b>Department of the Navy</b>	65.6	65.0
<b>Department of State</b>	57.5	57.6
<b>Department of Transportation</b>	70.5	69.9
<b>Department of the Treasury</b>	52.5	51.4
<b>Department of Veterans Affairs</b>	56.6	56.5
<b>Government-wide</b>	<b>61.6</b>	<b>61.1</b>

## White Representation in Independent Agencies

White Representation in Independent Agencies – September 2021



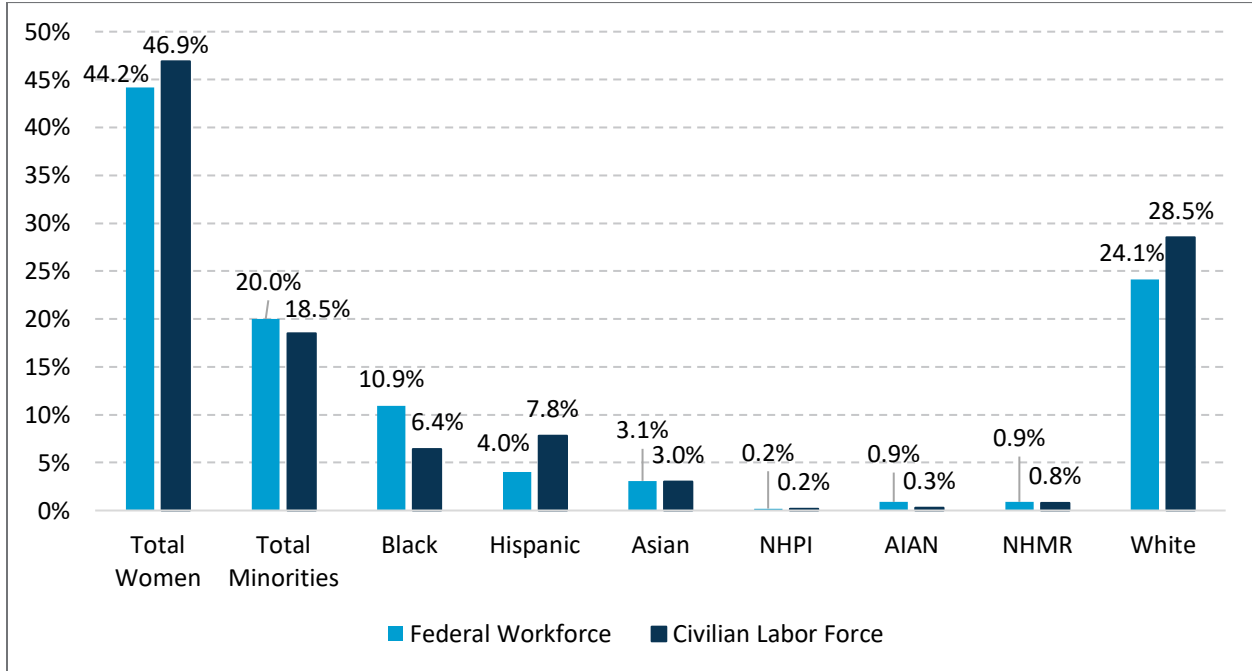
**White Representation in the Permanent Federal Workforce –  
Independent Agencies, September 2020 and September 2021**

<b>Independent Agency</b>	<b>2020 Percent of Workforce</b>	<b>2021 Percent of Workforce</b>
<b>AmeriCorps</b>	62.4	62.1
<b>Commodity Futures Trading Commission</b>	69.0	68.2
<b>Consumer Product Safety Commission</b>	59.6	60.0
<b>Court Services and Offender Supervision Agency</b>	11.5	10.4
<b>Environmental Protection Agency</b>	65.4	64.7
<b>Equal Employment Opportunity Commission</b>	37.9	37.7
<b>Federal Communications Commission</b>	60.1	59.7
<b>Federal Deposit Insurance Corporation</b>	68.6	67.3
<b>Federal Housing Finance Agency</b>	57.1	54.9
<b>Federal Reserve System</b>	58.9	56.7
<b>Federal Trade Commission</b>	67.8	68.1
<b>General Services Administration</b>	58.0	57.0
<b>Government Publishing Office</b>	43.4	43.3
<b>National Aeronautics and Space Administration</b>	70.7	70.2
<b>National Archives and Records Administration</b>	62.8	62.2
<b>National Credit Union Administration</b>	69.7	69.0
<b>National Labor Relations Board</b>	57.2	56.0
<b>National Science Foundation</b>	54.7	53.7
<b>Nuclear Regulatory Commission</b>	63.1	62.4
<b>Office of Personnel Management</b>	57.2	57.4
<b>Pension Benefit Guaranty Corporation</b>	40.9	40.5
<b>Railroad Retirement Board</b>	44.8	45.4
<b>Securities and Exchange Commission</b>	64.7	64.4
<b>Small Business Administration</b>	51.9	52.0
<b>Smithsonian Institution</b>	48.2	48.3
<b>Social Security Administration</b>	44.2	44.0
<b>U.S. Agency for Global Media</b>	47.2	46.4
<b>U.S. Agency for International Development</b>	61.3	60.2
<b>Government-wide</b>	<b>61.6</b>	<b>61.1</b>

# Women Employment in the Federal Workforce

## Women Employment

Women Representation in the Federal Workforce and Civilian Labor Force – September 2021



Women represent 44.2 percent (895,896) of the permanent Federal workforce in FY 2021, compared with 46.9 percent in the CLF, a difference of 2.7 percentage points.

Minority Women represent 20.0 percent (404,879) of the permanent Federal workforce in FY 2021, compared with 18.5 percent in the CLF, a difference of 1.5 percentage points.

Black or African American Women represent 10.9 percent (221,570) of the permanent Federal workforce in FY 2021, compared with 6.4 percent in the CLF, a difference of 4.5 percentage points.

Hispanic or Latino Women represent 4.0 percent (80,920) of the permanent Federal workforce in FY 2021, compared with 7.8 percent in the CLF, a difference of 3.8 percentage points.

Asian Women represent 3.1 percent (61,971) of the permanent Federal workforce in FY 2021, compared with 3.0 percent in the CLF, a difference of 0.1 percentage points.

Native Hawaiian/Pacific Islander (NHPI) Women represent 0.2 percent (4,577) of the permanent Federal workforce in FY 2021, compared with 0.2 percent in in the CLF, roughly the same percentage.

American Indian/Alaska Native (AIAN) Women represent 0.9 percent (17,606) of the permanent Federal workforce in FY 2021, compared with 0.3 percent in in the CLF, a difference of 0.6 percentage points.

Non-Hispanic Multiracial (NHMR) Women represent 0.9 percent (18,235) of the permanent Federal workforce in FY 2021, compared with 0.8 percent in in the CLF, a difference of 0.1 percentage points.

White Women represent 24.1 percent (488,364) of the permanent Federal workforce in FY 2021, compared with 28.5 percent in in the CLF, a difference of 4.4 percentage points.

## Women Employment by Occupational Category

### Women Employment – 2021<sup>24</sup>

Occupational Category	Individuals	Percent
<b>White-Collar</b>	875,219	47.3
<b>Blue-Collar</b>	19,990	11.4
<b>Unspecified</b>	687	50.1
<b>Total</b>	<b>895,896</b>	<b>44.2</b>

Women employment in White-Collar occupations increased by 13,094 individuals to 875,219 in FY 2021, from 862,125 in FY 2020. Women employment represents 47.3 percent of all Federal employees in this occupational category in FY 2021, compared with 47.0 percent in FY 2020.

Women employment in Blue-Collar occupations decreased by 124 individuals to 19,990 in FY 2021, from 20,114 in FY 2020. Women employment represents 11.4 percent of all Federal employees in this occupational category in FY 2021, compared with 11.2 percent in FY 2020.

### Women White-Collar Employment - 2021<sup>25</sup>

White-Collar Occupational Category	Individuals	Percent
<b>Professional</b>	278,480	49.7
<b>Administrative</b>	337,574	42.3
<b>Technical</b>	184,356	55.9
<b>Clerical</b>	66,657	71.2
<b>Other White-Collar</b>	8,152	11.6
<b>Total</b>	<b>875,219</b>	<b>47.3</b>

Women employment in professional occupations increased by 7,174 individuals to 278,480 in FY 2021, from 271,306 in FY 2020. Women employment represents 49.7 percent of all Federal employees in this occupational category in FY 2021, compared with 49.3 percent in FY 2020.

<sup>24</sup> Percentages based on all employment in each Occupational Category

<sup>25</sup> Percentages based on all employment in each Occupational Category

Women employment in administrative occupations increased by 6,678 individuals to 337,574 in FY 2021, from 330,896 in FY 2020. Women employment represents 42.3 percent of all Federal employees in this occupational category in FY 2021, compared with 42.1 percent in FY 2020.

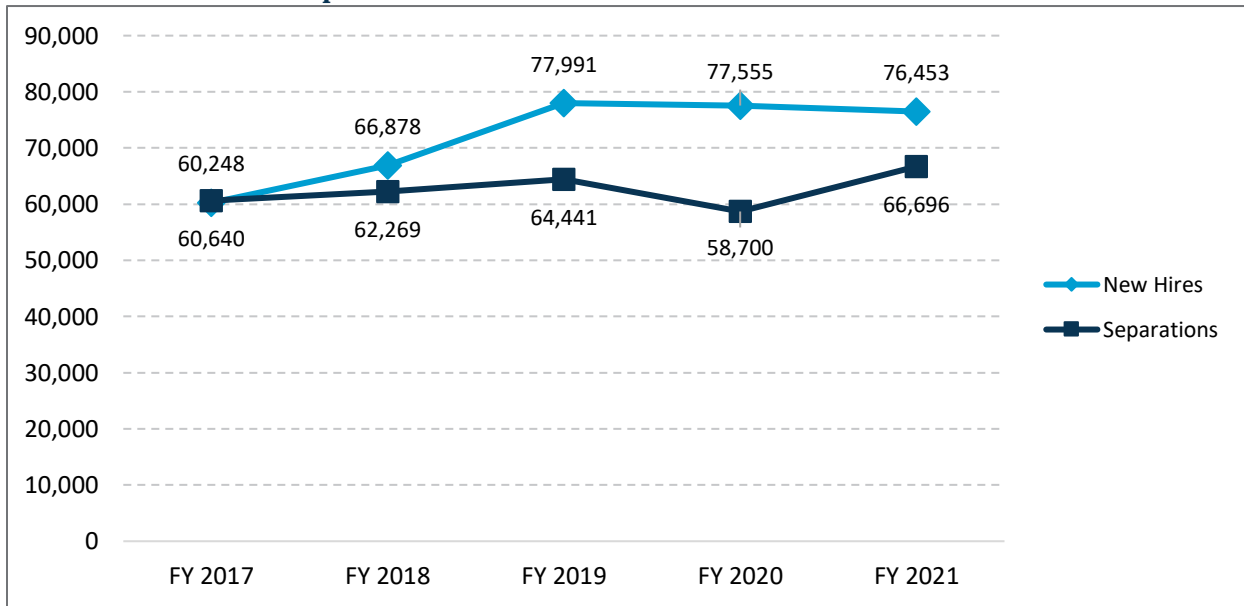
Women employment in technical occupations increased by 1,006 individuals to 184,356 in FY 2021, from 183,350 in FY 2020. Women employment represents 55.9 percent of all Federal employees in this occupational category in FY 2021, the same as in FY 2020.

Women employment in clerical occupations decreased by 1,805 individuals to 66,657 in FY 2021, from 68,462 in FY 2020. Women employment represents 71.2 percent of all Federal employees in this occupational category in FY 2021, compared with 70.3 percent in FY 2020.

Women employment in Other White-Collar occupations increased by 41 individuals to 8,152 in FY 2021, from 8,111 in FY 2020. Women employment represents 11.6 percent of all Federal employees in this occupational category in FY 2021, compared with 11.5 in FY 2020.

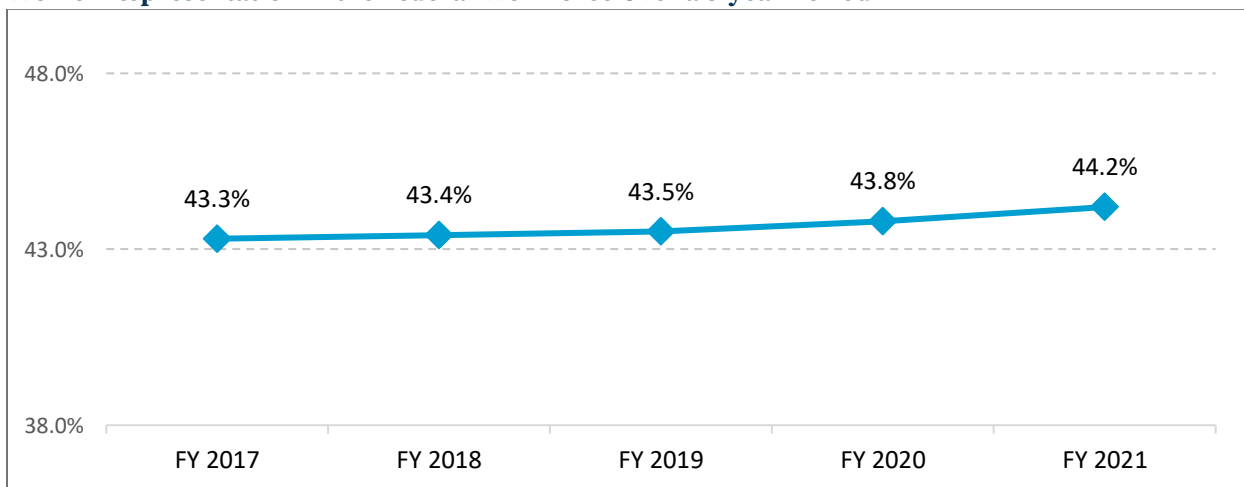
## Women Employment Trends

### Women New Hires and Separations



Employment Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
New Hires	60,248	66,878	77,991	77,555	76,453
Separations	60,640	62,269	64,441	58,700	66,696

### Women Representation in the Federal Workforce Over a 5-year Period



The overall trend of women representation in the Federal workforce over the past five years is upward, ranging from 43.3 percent to 44.2 percent. Women representation increased from 43.8 percent (882,946) in FY 2020 to 44.2 percent (895,896) in FY 2021, an increase of 0.4 percentage points (12,950 individuals).



## Women White-Collar Employment Salary Trends

### Women Salary Trends – Pay Plans GS, GM, GL

Salary Range	September 2020 Individuals	September 2020 Percent of Workforce	September 2021 Individuals	September 2021 Percent of Workforce
Less than \$20,000	0	0.0	0	0.0
\$20,000 - \$39,999	44,401	3.2	41,394	2.9
\$40,000 - \$59,999	178,163	12.7	174,101	12.3
\$60,000 - \$79,999	131,460	9.4	131,496	9.3
\$80,000 - \$99,999	116,459	8.3	120,123	8.5
\$100,000 - \$119,999	95,634	6.8	97,071	6.9
\$120,000 - \$139,999	56,840	4.1	64,399	4.6
\$140,000 - \$159,999	32,157	2.3	34,316	2.4
\$160,000 and Greater	17,149	1.2	17,959	1.3
Unspecified	496	0.0	535	0.0
<b>Total</b>	<b>672,759</b>	<b>48.0</b>	<b>681,394</b>	<b>48.2</b>

### Women Salary Trends – Other White-Collar

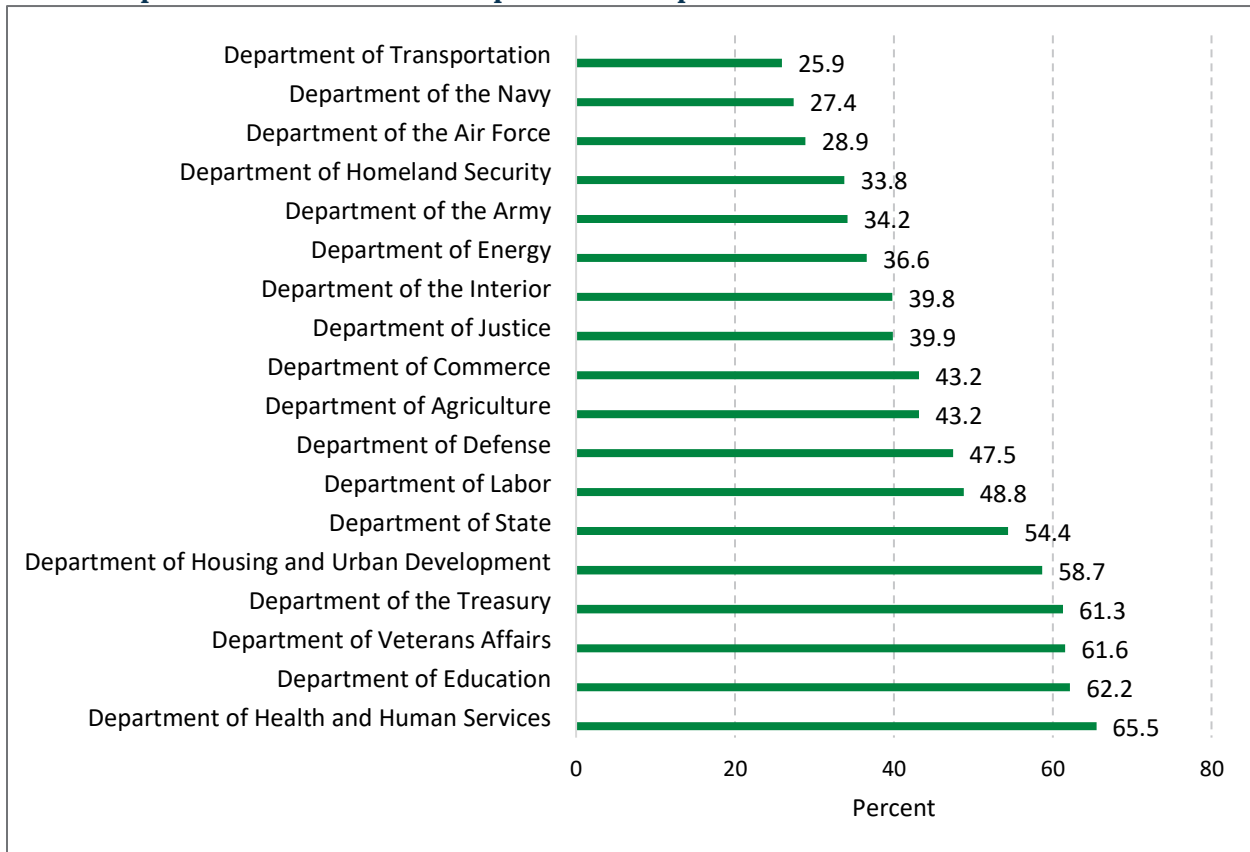
Salary Range	September 2020 Individuals	September 2020 Percent of Workforce	September 2021 Individuals	September 2021 Percent of Workforce
Less than \$20,000	35	0.0	16	0.0
\$20,000 - \$39,999	5,445	1.3	4,217	1.0
\$40,000 - \$59,999	22,203	5.2	22,290	5.2
\$60,000 - \$79,999	26,724	6.3	25,057	5.8
\$80,000 - \$99,999	40,242	9.5	41,231	9.6
\$100,000 - \$119,999	30,991	7.3	32,181	7.5
\$120,000 - \$139,999	20,569	4.9	22,068	5.1
\$140,000 - \$159,999	11,538	2.7	12,457	2.9
\$160,000 and Greater	28,233	6.7	29,841	6.9
Unspecified	598	0.1	1,420	0.3
<b>Total</b>	<b>186,578</b>	<b>44.1</b>	<b>190,778</b>	<b>44.3</b>

**Women Salary Trends – Senior Executive Service**

<b>Salary Range</b>	<b>September 2020 Individuals</b>	<b>September 2020 Percent of Workforce</b>	<b>September 2021 Individuals</b>	<b>September 2021 Percent of Workforce</b>
<b>\$120,000 - \$139,999</b>	4	0.0	3	0.0
<b>\$140,000 - \$159,999</b>	55	0.7	44	0.5
<b>\$160,000 and Greater</b>	2,726	33.7	2,999	37.2
<b>Unspecified</b>	3	0.0	1	0.0
<b>Total</b>	<b>2,788</b>	<b>34.5</b>	<b>3,047</b>	<b>37.8</b>

## Women Representation in Executive Departments

Women Representation in Executive Departments – September 2021



**Women Representation in the Permanent Federal Workforce –  
Executive Departments, September 2020 and September 2021**

<b>Executive Department</b>	<b>2020 Percent of Workforce</b>	<b>2021 Percent of Workforce</b>
<b>Department of Agriculture</b>	42.9	43.2
<b>Department of the Air Force</b>	28.6	28.9
<b>Department of the Army</b>	34.7	34.2
<b>Department of Commerce</b>	43.0	43.2
<b>Department of Defense</b>	46.6	47.5
<b>Department of Education</b>	62.3	62.2
<b>Department of Energy</b>	36.4	36.6
<b>Department of Health and Human Services</b>	65.3	65.5
<b>Department of Homeland Security</b>	33.7	33.8
<b>Department of Housing and Urban Development</b>	58.8	58.7
<b>Department of the Interior</b>	39.6	39.8
<b>Department of Justice</b>	39.3	39.9
<b>Department of Labor</b>	48.4	48.8
<b>Department of the Navy</b>	27.3	27.4
<b>Department of State</b>	54.4	54.4
<b>Department of Transportation</b>	25.6	25.9
<b>Department of the Treasury</b>	61.4	61.3
<b>Department of Veterans Affairs</b>	61.0	61.6
<b>Government-wide</b>	<b>43.8</b>	<b>44.2</b>

## Women Representation in Independent Agencies

### Women Representation in Independent Agencies – September 2021



**Women Representation in the Permanent Federal Workforce –  
Independent Agencies, September 2020 and September 2021**

<b>Independent Agency</b>	<b>2020 Percent of Workforce</b>	<b>2021 Percent of Workforce</b>
<b>AmeriCorps</b>	66.3	66.8
<b>Commodity Futures Trading Commission</b>	42.0	42.0
<b>Consumer Product Safety Commission</b>	47.5	46.9
<b>Court Services and Offender Supervision Agency</b>	64.4	64.5
<b>Environmental Protection Agency</b>	52.6	53.1
<b>Equal Employment Opportunity Commission</b>	61.6	62.1
<b>Federal Communications Commission</b>	49.5	49.2
<b>Federal Deposit Insurance Corporation</b>	44.5	44.3
<b>Federal Housing Finance Agency</b>	42.1	42.6
<b>Federal Reserve System</b>	50.2	50.2
<b>Federal Trade Commission</b>	47.6	47.9
<b>General Services Administration</b>	46.2	46.3
<b>Government Publishing Office</b>	40.8	40.3
<b>National Aeronautics and Space Administration</b>	34.5	34.7
<b>National Archives and Records Administration</b>	49.9	50.0
<b>National Credit Union Administration</b>	43.7	43.9
<b>National Labor Relations Board</b>	63.8	63.2
<b>National Science Foundation</b>	61.1	62.1
<b>Nuclear Regulatory Commission</b>	40.1	40.4
<b>Office of Personnel Management</b>	64.6	65.2
<b>Pension Benefit Guaranty Corporation</b>	56.6	56.3
<b>Railroad Retirement Board</b>	56.5	56.8
<b>Securities and Exchange Commission</b>	46.4	46.2
<b>Small Business Administration</b>	52.3	52.8
<b>Smithsonian Institution</b>	44.7	45.0
<b>Social Security Administration</b>	64.6	64.7
<b>U.S. Agency for Global Media</b>	40.6	40.8
<b>U.S. Agency for International Development</b>	54.5	55.0
<b>Government-wide</b>	<b>43.8</b>	<b>44.2</b>

## Agency Practices

Federal departments and agencies continue to develop and introduce innovative strategies to sustain workforce DEIA. Agencies conduct outreach activities with high schools, colleges, universities, affinity groups, and career service centers to encourage individuals to seek out internships as well as other opportunities with Federal agencies and to consider Federal service as a career. The following are practices that agencies are implementing to enhance their recruitment and retention efforts. Agencies provided the following information as a component of FY 2021 FEORP submissions.

### Executive Departments

#### Department of Agriculture (USDA)

##### Agricultural Marketing Service (AMS)

AMS conducted outreach at a DC-area bilingual education institution student career center mock interviews event. The institution has a predominantly Hispanic and African American student population. The mock interviews provided an opportunity for students to practice their interviewing skills in a simulated environment and get immediate feedback and tips for improvement for career development opportunities within USDA.

##### Food Safety and Inspection Service (FSIS)

FSIS, in collaboration with the Department of Labor and the Army Career Skills Program, established and implemented the first pre-apprenticeship program in the Federal Government for transitioning service members to work as FSIS food inspectors or consumer safety inspectors. This four-week program for service members transitioning out of the military is a prerequisite to FSIS's one-year apprenticeship program, which allows veterans to convert to full-time employment. These programs have created a pipeline of experienced talent for FSIS mission-critical occupations. During FY 2021, FSIS participated in virtual recruitment events at Joint Base Lewis-McChord (JBLM) to recruit transitioning service members for the pre-apprenticeship program. To date, FSIS has successfully converted one veteran to full-time employment; nine transitioning service members participated in the pre-apprenticeship program; and 14 veterans are in the one-year apprenticeship. FSIS receives 15-25 applicants per month and anticipates conversion of at least 10 service

members annually, which will help reduce its food inspector and consumer safety inspector mission-critical occupation vacancy rates.

### Forest Service (FS)

FS utilizes a Workforce Recruitment Program, Talent Acquisition Portal, Veteran Readiness and Employment coordinators, agency outreach database, and other state/private employment organizations to identify job applicants with disabilities, including persons with targeted disabilities (PWTD). Data and metrics are pulled on a recurring basis to monitor the number of candidates placed into permanent positions stemming from these relationships. FS conducts individual consultations with potential candidates to answer questions, review resumes, and increase their understanding of FS's hiring process and positions. As a result, FS saw an increase in the number of new hires and applicants referred to hiring managers via certificate lists.

### Office of Partnerships and Public Engagement (OPPE)

OPPE spearheaded a department-wide initiative to help its internal subcomponents increase outreach to, partnerships with, and investments in Minority-Serving Institutions (MSIs). Specifically, the purpose of the initiative was to build programs that 1) enable minority students to have access to curriculum, internships, and training that expand career opportunities in USDA-related fields; and 2) leverage MSIs' ability to provide technical assistance to help underserved and veteran farmers own and operate successful farms. As a result, USDA's research, education, and economics mission area generated over \$21.8 million to support research to build capacity for teaching, research and extension activities, and diverse student recruitment.

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

In FY 2021, Congress appropriated to the Economic Development Administration (EDA) an additional \$300 million in American Rescue Plan disaster supplemental funding. EDA continues to maintain well-coordinated oversight and administration of this supplemental funding through four established Disaster Supplemental Implementation (DSI) Teams. The mission of the Workforce and Employment Development Team (WED), formally known as the Hiring and Training (H&T) Team, is to assess regional and HQ workforce (hiring) and employee (training) needs in response to the priority given to specific disasters and types of events, and to design project teams/integrated service delivery teams/models. There is also an ongoing effort



to establish clear hiring and training guidelines to appoint, onboard, and train a professional, diverse, and collegial workforce group to execute disaster recovery and relief responsibilities.

### Census Bureau (Census)

In FY 2021, the Census hosted an extremely successful interagency Executive Women in Motion (EWIM) program. It was hosted by the Census Women Count Chapter of Federally Employed Women (FEW) with support from the Office of Equal Employment Opportunity, Diversity, and Inclusion (EEODI). The event was a virtual collaboration of the Census, Bureau of Economic Analysis (BEA), U.S. Department of Agriculture (USDA), U.S. Department of the Navy (DoN), and Federal Protective Service (FPS). A total of 158 people participated, 83% of registrants, and 37 SES mentors participated.

### National Institute of Standards and Technology (NIST)

NIST offers three leadership programs targeting employees at various stages in their careers that are announced to all NIST employees. The Foundations of Leadership Program (FLP) arms future leaders with the competencies and skills needed to navigate the leadership path at NIST. The New Leader Program (NLP) is designed to provide new leaders with the necessary knowledge and skills to be successful in leadership positions at NIST. The program is primarily intended for individuals who have served in a leadership position for two years or less and have had little leadership training. The Project Management and Leadership Program (PMLP) develops project management skills tailored to meet the specific needs of NIST project managers. Mentoring and coaching sessions are available to participants in the programs.

In addition, the DOC continued its long-standing partnerships with colleges, universities, committees, councils, and professional societies that target individuals in underrepresented communities, including Minority-Serving Institutions (MSIs), Operation Warfighter (OWF), and professional and educational organizations for women and people of color in the areas of computing, chemistry, engineering, and science.

### **Department of Defense (DOD)**

#### Defense Contract Management Agency (DCMA)

DCMA established the DCMA Cultivating an Atmosphere of Respect and Resilience through Education and Support (CARES) Council. They created a charter and selected members to represent various areas of DCMA to “eradicate the devastating impact that

racism, extremism, sexual assault/harassment, workplace violence, other destructive behaviors, and suicide have on all DCMA personnel in both their personal and professional lives.”

DCMA uses strategic hiring initiatives for people with disabilities (PWD) and veterans as well as outreach initiatives to create a diverse applicant pool. These efforts include the use of social media platforms and professional networking platforms, and outreach and recruiting events with external Veterans Service Organizations (VSOs).

Additionally, DCMA provided opportunities for training on the use of Schedule A and other special hiring authorities to all managers: “A Roadmap to Success: Hiring and Including People with Disabilities.” They developed job announcements and application processes (Schedule A and 30% or more) to encourage a diverse applicant pool. They leveraged the Workforce Recruitment Program (WRP) to hire PWDs. Measures, such as the percentage of positions filled with PWD and disabled veterans, were tracked with the outcome of ensuring that disabled veterans account for more than 20% of DCMA’s workforce.

The delivery of diversity training for 100% of the Senior Leadership Team (SLT) was a focus. Other trainings included diversity, inclusion, and unconscious bias training for all new supervisors across DCMA in the DLEAD program. Training on diversity and inclusion was made available for all employees through SkillSoft.

### Defense Intelligence Agency (DIA)

In FY 2021, DIA developed the Agency strategy, which addresses strategic issues impacting DIA’s intelligence and intelligence enabling activities. The era of strategic competition demands the inclusivity of a diverse workforce to outpace our global adversaries; it is DIA’s competitive advantage. While diversity is embedded through the Agency strategy, one of the four pillars of the strategy is an adaptive workforce focused on recruiting, developing, and retaining a diverse, inclusive, digital-ready, and mobile workforce postured for the global operating environment. Specific objectives emphasize efforts to empower diversity and inclusion (D&I); increase competition and speed in hiring; develop reskill and upskill strategies and programs; strengthen science, technology, engineering, and math (STEM) management programs; enhance the Public-Private Talent Exchange Program; increase use of subject matter experts in critical areas; create a digital workforce; and emphasize the officer development program.

The DIA Office of Human Resources (OHR) launched the Recruitment Ambassador program in November 2021. The goal was to leverage DIA officers to serve as recruitment ambassadors and assist with increasing awareness of DIA’s mission, utilize their diverse networks to attract and recruit in-demand skill sets, and serve as sponsors to new hires. OHR completed 45 diversity-focused recruitment and outreach opportunities at 20 college fairs and 25 recruitment events that included minority-focused colleges and professional organizations serving African American, women, Asian, and Latino/Hispanic candidates. These events focused on recruitment programs for veterans (7%), DIA’s Intelligence Community Center for Academic Excellence (ICCAE) Program (12%), STEM (42%), and minority (39%).

DIA continued to employ the unique capabilities of people with varying neurodiverse skills. The agency’s recruitment plan incorporated events with neurodiverse candidates. DIA’s Chief Information Office partnered with an external organization for persons with disabilities to develop neurodiverse education and awareness workshops for the workforce.

Additionally, DIA’s Diversity and Inclusion Group (DIG), composed of DIA officers from diverse backgrounds, grades, and positions, maintained engagement across the agency to highlight, serve as a resource, and discuss issues of concern to the workforce. In FY 2021, DIG members hosted a series of virtual discussions called Coffee and Conversations (C&C), one of which focused on neurodiversity in the workplace. On August 26, DIA’s chapter of Blacks in Government hosted panel discussions for Women’s Equality Day. The virtual event consisted of a keynote address on “Being the Only Woman in the Room: A Different Perspective” and two panel sessions, “Feedback Loop: Being Aware of Cognitive Bias & Assumptions for Accountability and Appraisals” and “Race, Culture, Ethnicity: How Not All Women are Treated the Same.”

DIA completed its first barrier analysis to address the Management Directive 715 trigger around lower female and minority representation at the SES level. The barrier exists at the interview and selection phase of the promotion process for both minorities and females from the GG13-SES. The Barrier Analysis Working Group (BAWG) was established with DIA officers from across the agency to conduct root cause analysis of triggers to identify solutions to barriers. The BAWG reviewed policies, procedures, demographic data, past studies, and career-broadening opportunities data to determine possible recommendations to present to agency leadership.

## Department of Defense Education Activity (DoDEA)

DoDEA updated its organizational strategic plan for school years 2018-19 through 2023-24, the Blueprint for Continuous Improvement. In the Blueprint, Goal #3 focused on talent excellence. As an agency, DoDEA will recruit, develop, empower, and retain a high-performing workforce that reflects the diversity of our students. DoDEA continued to emphasize targeted recruitment and hiring to ensure the employment of a diverse workforce using several recruiting methods.

To support the agency's talent acquisition process, DoDEA utilized an internally developed web-based system called the Employment Application System (EAS), which aided them in reaching their major occupation, educator, and hiring goals. The EAS system was designed to send emails directly to targeted groups, such as disabled educators and educators with specialized training, informing them of DoDEA-sponsored events. This was also an opportunity to brand the agency to prospective hires with whom they interacted during prior outreach events, ensuring that they consider DoDEA for future career opportunities. DoDEA also utilized USAJOBS, the complete Federal talent management system, for its support staff hires.

DoDEA continued to leverage print and online advertising to target diverse and special needs audiences. They advertised in diversity publications and in those targeting education professionals.

## Defense Information Systems Agency (DISA)

DISA's director set his foundation on Leading at the Speed of Trust. As an agency, they understand the importance of engaging their workforce, which is their most important asset, to address the concerns/issues that undermine trust internally and externally.

DISA analyzed the agency's demographics and feedback to develop and implement better outreach and recruitment practices and strategies to ensure that all segments of the United States are made aware of DISA as an employer of choice.

DISA inclusion strategic initiatives promoted inclusion in leadership development programs (Next Level Leaders Plan, Executive Leadership Program, Executive Potential Program, etc.). The agency monitored participation rates in leadership development programs by race, national origin, and sex. The Office of Equality, Diversity, and Inclusion (OEDI) analyzed applicant and selectee demographic data for DISA's leadership development programs. DISA's Special Emphasis Program Manager

(SEPM), along with the members of the OEDI Compliance Branch, prepared detailed demographic data and provided recommendations to various offices to enhance and increase diversity and inclusion. The SEPM coordinated several diversity awareness events throughout the year. DISA will continue to market and utilize the Special Emphasis Program (SEP) to cultivate a supportive, welcoming, and inclusive and fair work environment by supporting employees' participation in ERGs and providing such groups with access to agency senior leadership. OEDI has finalized the ERG policy, and senior leadership has assigned agency executives to champion seven of the growing ERGs: Lesbian, Gay, Bisexual, or Transgender; African American; American Indian; Women; Individuals with Disabilities; Hispanic; and Asian American.

### Defense Logistics Agency (DLA)

DLA leveraged hiring authorities and flexibilities and improved competency-based assessment methodologies to recruit and retain a diverse, highly skilled workforce.

DLA won the Secretary of Defense's Best Mid-Sized Component Award for Achievement in the Employment of Individuals with Disabilities (fifth time in a row for a total of 20 since the inception of the award) and the Award for Achievement in Ensuring Accessible Information and Communication Technology in the Workplace (first time) for 2021.

DLA land and maritime recruiters participated in a virtual recruitment event, "Taking Pentagon to the People," hosted by the Defense Civilian Personnel Advisory Service (DCPAS) and the Diversity Management Operations Center (DMOC). The intent was to share DLA's detailed career ladder employment opportunities with Historically Black Colleges and Universities (HBCU) students in Washington, DC; Virginia; West Virginia; North Carolina; and South Carolina in March and April 2021. A total of 68 students were contacted and provided with one-on-one sessions discussing the DLA mission, culture, benefits, summer internships, and Pathways to Career Excellence (PaCE) program.

All employees and supervisors received instructor-led training on the topics of equal employment opportunity (EEO), diversity and inclusion, prevention of sexual harassment/sexual assault, and reasonable accommodation every two years or when needed. The training provided practical tools designed to create a work environment that treats all employees with respect and dignity.

DLA is on the glide path to complete a Diversity and Inclusion (D&I) Charter—which includes a mission statement, authority, administrative actions, composition of

members, governance levels, correspondence, and documentation processes—prior to the establishment of a D&I committee in FY 2022. Once established, the committee will conduct a barrier analysis on women, Hispanics, other people of color, and people with disabilities.

### Defense Threat Reduction Agency (DTRA)

DTRA's Equity, Diversity, and Inclusion Office and HR Directorate attended 71 recruitment and outreach events with over 12,000 participants from a wide range of diverse backgrounds, including minorities (Hispanic), persons with disabilities, veterans, and women, with a focus on STEM occupations.

DTRA is developing strategic partnerships with academic institutions and associations to bolster well-established outreach relationships while building new relationships and partnerships for recruitment opportunities. DTRA already works with hundreds of identified schools/universities, targeting career services, faculty members, student organizations, and clubs, etc., to facilitate targeted recruiting and outreach efforts. Additionally, DTRA provides opportunities for students, career services staff, and faculty members to visit DTRA work sites to observe firsthand the exciting mission tasks being accomplished by the agency.

DTRA will continue its partnerships with Minority-Serving Institutions (MSIs), affinity groups, Wounded Warrior Transition Units, Transitioning Services Offices, and STEM organizations by engaging program offices, information sessions, STEM competitions, etc., to ensure the recruitment of a diverse workforce. DTRA currently engages with 37 primary MSIs, including partnership/collaboration with Pacific Northwest National Laboratory (PNNL) Program efforts at seven universities.

### Department of Education (ED)

ED made significant progress in its recruitment of and outreach to diverse talent pools. For FY 2021, ED improved its recruitment efforts, including connecting with numerous colleges and universities, engaging with social media and employment networking outlets, partnering with Minority-Serving Institutions, and engaging Employee and Affinity Resource Groups to saturate the employment market with ED vacancy announcements.

ED participated and collaborated in approximately 25 targeted events, training sessions, and forums for the ED community while promoting the efforts of the

Hispanic Employment Program (HEP). These events were available to all employees to create awareness of and help further ED's commitment to accomplishing our mission of educational excellence and equal access.

The Hispanic Employment Program manager (HEPM) is in the Office of Equal Employment Opportunity Services (OEEOS). The HEPM is a member of numerous Federal, state, and other community organizations. The HEPM leads and manages a diverse HEP committee and meets regularly with Employee and Affinity Resource Groups and other departmental stakeholders.

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

DOE continued to progress in FY 2021 with attracting, recruiting, and retaining a diverse workforce.

The Office of Economic Impact and Diversity (ED)—in collaboration with the Office of the Secretary and the Community for the Advancement of Latinos at DOE (CALDOE), DOE's Employee Resource Group (ERG) for Latino employees—sponsored the 2021 National Hispanic Heritage Month Program. The observance gave DOE the opportunity to recognize the significant service and contributions that Hispanic employees provide in support of DOE's mission and our nation.

During FY 2021, DOE also celebrated National Disability Employment Awareness Month (NDEAM), marking the nation's 75th annual observance, to recognize employees with disabilities and to educate individuals about the value of a workforce inclusive of the skills and talents of employees with disabilities. The theme, "Increasing Access and Opportunity," brought continuing awareness to disability employment matters and celebrated the many and varied contributions of employees with disabilities. In honor of NDEAM, the Office of Economic Impact and Diversity hosted training on the DOE Reasonable Accommodation (RA) Process for employees and supervisors so they could learn more about the RA process, departmental resources, and Personal Assistance Services (PAS).

The theme for the 2021 National Hispanic Heritage Month program, "Esperanza: A Celebration of Hispanic Heritage and Hope," symbolized the resiliency and hope that the Hispanic community embodies through the lens of past challenges and the optimism of continuing to build on their successes for future generations. DOE's Hispanic Heritage Month Program featured remarks from the Honorable Jennifer Granholm, Secretary of Energy, and the Honorable Nanette Diaz Barragán, U.S. House

of Representatives, Vice Chair of the Congressional Hispanic Caucus, as well as a roundtable highlighting employees of Hispanic heritage, who discussed what the theme meant to them and who shared their career trajectories with the DOE community. The event was viewed by over 550 employees.

## National Nuclear Security Administration (NNSA)

In FY 2021, NNSA enhanced its outreach and recruitment strategies through participation in two National Security Enterprise (NSE) days with two universities. NNSA created a new partnership with a local university and was invited to participate in the Washington, DC, career fair. Due to the COVID-19 pandemic, NNSA was unable to participate in person; however, the agency virtually/remotely participated in the event through the university's online job fair platform. NNSA also participated in a college diversity career fair that consisted of a network of job websites run in partnership with colleges and universities with diverse student bodies.

During FY 2021, NNSA's Minority Serving Institution Partnership Program (MSIPP) continued to work directly with MSIs to prepare NNSA's next-generation technical workforce. MSIPP aligns investments in university capacity and workforce development with DOE/NNSA mission areas to develop the needed skills and talent for DOE/NNSA's enduring technical workforce, and to enhance research and education capacity at MSIs. MSIPP started FY 2021 with 13 active consortia, and at the end of FY 2021 had 24 active consortia, including 46 university partners from Historically Black Colleges and Universities (HBCUs), Hispanic-Serving Institutions (HSIs), and Tribal Colleges and Universities (TCUs). Through a competitive funding opportunity announcement, 13 new consortia were awarded in FY 2021 with an effective date of October 1, 2021.

New HSI/TCU partnerships include nine colleges and universities across the country.

## Department of Health and Human Services (HHS)

### Centers for Disease Control and Prevention (CDC)

The CDC formed/continued CDC Diversity Councils, D&I Executive Steering Committees, and the EEO Advisory Committee. CDC leaders and employees participated in town halls, all-hands meetings, listening sessions, resiliency sessions, and other events. CDC provided opportunities for participants to voice concerns, suggest options, and collaborate concerning workplace challenges—such as adjustment to full-time telework, COVID-19 isolation, COVID-19 deployments, COVID-19



hesitation, numerous virus surges, and continued civil and social unrest—to improve workplace relationships and environments that facilitate functional adaptation and growth. CDC developed a preliminary set of metrics, employee engagement proposals, and a strategic plan outlining FY 2022-2024 priorities and actions, as well as a liaison model of communication that supports DEIA engagement.

### **Health Resources and Services Administration (HRSA)**

HRSA collaborated with Employee Resource Groups (ERGs) to host special observances to highlight, celebrate, and reflect upon the differences of various racial/ethnic and cultural groups and the contributions they have made and continue to make to the workforce and the nation. HRSA’s utilization of ERGs is a contributing factor to HRSA’s high engagement score. HRSA’s efforts ensured employee participation in the planning and execution of observances for National Hispanic Heritage Month, National Disability Employment Awareness Month, Veterans Day, Martin Luther King Jr. Day, Black History Month, Asian American Pacific Islander Heritage Month, and LGBTQ+ Pride Month. Collectively, 761 employees participated in these events.

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

The U.S. Secret Service (USSS) Employee Assistance Program (EAP), in partnership with DHS Headquarters, began a pilot training in mindfulness. Mindfulness is the Secret Service and DHS’s latest health promotion initiative designed to increase wellness and resilience in the workforce. Because of the inherent operational stressors in law enforcement, USSS personnel have benefited from these additional skills to help them mitigate the negative impacts of the job. This training may help guard against emotional exhaustion and stress, which can contribute to attrition.

Mindfulness is the psychological process of bringing one’s attention to experiences occurring in the moment. Mindfulness is also a person’s basic human ability to be fully present, to be aware of where they are and what they are doing, and to not be overly reactive or overwhelmed by what’s going on around oneself. Mindfulness is a skill that can be developed not only to help individuals “be” in the present moment without judgment but also to help them cultivate the ability to “let go,” and teach them to respond and self-regulate versus react to situations. Mindfulness is an evidence-based resilience and health performance intervention that has been found to promote increased wellness, performance, resilience, and readiness.

DHS Adelante is a DHS-recognized employee association consisting of employees from the department, with an emphasis on Latin/Hispanic matters. DHS Adelante aims to embed a culture of inclusion and foster mutual respect in a diverse workforce while maximizing its members' growth potential through professional development, networking, and community events, regardless of national origin, ethnicity, or culture. DHS Adelante hosts several events throughout the year to increase retention of Hispanic employees. DHS Adelante has over 600 members and has established two new DHS Component Chapters: (Federal Emergency Management Agency (FEMA) Adelante and United States Citizenship and Immigration Services (USCIS) Adelante. In addition, DHS Adelante hosted an in-person networking event, a virtual professional development event, an in-person community service event, and an event celebrating National Hispanic Heritage Month.

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

In compliance with Equal Employment Opportunity Commission (EEOC) recommendations, HUD conducted a comprehensive review of workforce demographic data to identify areas of low participation. This review included a barrier analysis of identified deficiencies in its Hispanic-Latino workforce and development and implementation of corrective actions to address and/or eliminate barriers to equal employment opportunity (EEO), diversity, inclusion, and accessibility.

The Office of Departmental Equal Employment Opportunity (ODEEO) Affirmative Employment Division (AED) continues the process of analyzing data for the Hispanic workforce at HUD. This ongoing analysis is being conducted to determine whether barriers exist in the recruitment or hiring process for Hispanic-Latino applicants. In FY 2021, HUD's total permanent workforce was 7,997, of which 672 (8.41%) were Hispanic employees, compared with 637 (8.41%) in FY 2020, which is below the 2014-2018 civilian labor force (CLF) participation rate of 12.98%.

### **Department of the Interior**

#### **Bureau of Land Management (BLM)**

BLM Colorado State Office (BLM-CO) continued "Perspectives," its initiative started in 2020. Perspectives is a bi-annual, weeklong orientation event with a holistic focus. The goal is to facilitate inclusion by connecting employees to the BLM-CO's mission, values, and evolving culture. New employees gain a sense of their place in the organization through understanding, collaboration, and problem-solving opportunities. Not only do

participants learn about the BLM-CO's mission, structure, and varied support programs, but they also develop relationships with key leaders such as field managers, district managers, deputy state directors, the associate state director, and the state director.

### **Bureau of Safety and Environmental Enforcement (BSEE)**

BSEE continued to execute hiring controls in FY 2021, operating well under authorized FTE. Regional Recruitment Teams usually conduct targeted recruitment to attract disabled and ethnic/racial diverse populations. Recruitment outreach and advertisement included universities in the gulf and midwestern regions of the country. Those recruitment efforts were severely limited in FY 2021 due to COVID-19. In addition to attending fairs at colleges/universities, BSEE attends association meetings and conventions. Their attendance at association meetings and conventions, such as minority and women engineer organizations, provides exposure of their critical positions to the desired applicants.

### **National Park Service (NPS)**

NPS is committed to identifying proactive strategies to better hire, welcome, promote, and retain staff from underserved communities, those having disabilities, people of color, and others who are undervalued or underrepresented in the NPS workforce. NPS has fostered the establishment of a national Diversity Recruitment Advisory Council (DRAC) to serve as leaders, advisers, and strategists for recruiting and retaining a diverse workforce. The DRAC is currently finalizing its implementation plan, which is focused on resolving identified issues related to recruitment challenges and establishing priorities while identifying areas of potential investment and partnership within NPS on an ongoing basis.

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

#### **Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF)**

In FY 2021, ATF's Human Resources and Professional Development Office established the Regional Recruitment Team (RRT) as a one-year pilot project. The RRT consists of a diverse group of 10 full-time trained ATF employees who work in the mission-critical occupations of special agent, industry operations investigator, and investigative analyst. Team members establish partnerships, attend career fairs, and educate college students about ATF's mission and career opportunities. To meet future hiring

projections in FY 2022, an investigative research specialist will be added to the team. ATF has extended this pilot project through FY 2023.

### Environment and Natural Resources Division (ENRD)

ENRD's Ambassador Program, which pairs career ENRD attorneys with American Bar Association-accredited U.S. law schools, continued to conduct employment outreach to law school faculty and affinity groups. ENRD ambassadors were assigned to 10 law schools with the highest percentage of students identifying as African American, Hispanic, Asian American, Native Hawaiian and Pacific Islander, and American Indian and Alaska Native. ENRD's Ambassador Program promotes public service and opportunities for candidates to apply for volunteer clerk positions, the Attorney General's Honors Attorney Program, and lateral attorney positions through the Division.

### Federal Bureau of Investigation (FBI)

The FBI developed the Beacon Project, an initiative that helps to diversify the FBI workforce by partnering with Minority-Serving Institutions—including Historically Black Colleges and Universities (HBCUs), Hispanic-Serving Institutions, and Tribal Colleges and Universities—to increase the pipeline of diverse candidates interested in employment with the FBI, and to reinforce the trust and connections between underserved communities and the FBI. In FY 2021, the FBI hosted its inaugural Beacon Conference with over 140 attendees from approximately 33 HBCUs, FBI Headquarters, and FBI field office leadership. As a result of the Beacon Project, the FBI was able to strengthen or establish relationships and partnerships with HBCUs and provide additional information on internship and employment opportunities for HBCU students.

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

Throughout FY 2021, DOL agencies engaged employees across the department in several different trainings to foster DEIA in the workplace, such as “Navigating Biases,” “Dealing with Difference,” “Dealing with Conflict in the Workplace,” and “Fostering Inclusion in the Workplace.” Also, the Employment and Training Administration (ETA) launched its FYs 2021-2022 agency-wide DEIA Training Program in September 2021, with the intent of introducing employees to DEIA concepts and helping them form a shared language around equity. In another example, the Office of Workers' Compensation Programs (OWCP) coordinated with the Division of Workforce

Development and Inclusion (DWDI) to host training on creating Individual Development Plans (IDPs). Management encouraged employees to focus on strategies to enhance their skills to be better positioned to perform successfully in their current jobs, and to be better positioned to apply for future jobs that align with their career goals.

Also, the department planned several virtual events under its Special Emphasis Programs. DOL commemorated and celebrated Martin Luther King Jr. Day; Black History Month; Women's History Month; Days of Remembrance of Victims of the Holocaust; Asian American, Native Hawaiian, and Pacific Islander Heritage Month; LGBTQ+ Pride Month; Women's Equality Day; National Hispanic Heritage Month; Disability Employment Awareness Month; and American Indian/Alaska Native Heritage Month with insightful and groundbreaking presentations, panel discussions, and other types of learning sessions. These sessions were voluntary for employees and promote diversity and cultural awareness in our workplace and in everyday personal interactions. The events were a resounding success because of the flexibility and adaptive skills of the DOL employees who helped plan and host them.

## **Department of Transportation (DOT)**

### **Federal Aviation Administration (FAA)**

FAA's Office of Civil Rights (ACR) and FAA's four Equal Employment Opportunity Action Committee (EAC) workgroups assist the agency in strategically planning and conducting outreach and hiring efforts for minority/underrepresented groups. The four EAC workgroups (Women, Hispanic, Persons with Disabilities, and Historically Black Colleges and Universities) met regularly to review and report on progress made in meeting their short- and long-term goals.

The FAA approved and signed the Federal Aviation Administration Diversity, Equity, Inclusion, and Accessibility Plan. They held a diversity, equity, inclusion, and accessibility listening session with the FAA administrator and deputy administrator, providing an opportunity for employees to express their concerns in an open forum. There were three sessions June 10 and 11, 2021: Session 1 had 321 participants, Session 2 had 202 participants, and Session 3 had 256 participants for a total of 779 participants. They also offered a diversity, equity, inclusion, and accessibility symposium, which provided two days of diversity training for FAA employees and one day of diversity

training specifically for FAA managers. Approximately 3,807 FAA employees participated in the symposium.

Additionally, the FAA conducted diversity training for FAA managers and leaders. In total, 13% of FAA managers (839 managers) received the Harmony and Respect Campaign: Civility Matters training.

### Federal Highway Administration (FHWA)

In FY 2021, 52 FHWA employees (27 males and 25 females) from across the organization were involved in the formal mentoring program, which supports efforts to improve FHWA as an organization. The six-month program aids in the development of a diverse workforce and helps to strengthen the skills of current and aspiring leaders.

The Diversity Management Committee (DMC) continued its work to cultivate and advance several initiatives designed to improve organizational inclusion and raise awareness of the importance of having a diverse workforce. The committee supported the Office of Human Resources with the development and updating of hiring and advancement policies and practices through Launch Point, Managers & Supervisors Forum, and other avenues. In addition, the group helped to identify resources and tips for diversity hiring. Furthermore, the committee collaborated with HR on the revamping of the corporate recruitment program. Individual DMC members also collaborated with the Office of Human Resources' Ambassadors program to serve as ambassadors, or corporate recruiters, at FHWA hiring events.

The DMC also continued its Women's Forum webinar series, which is designed to foster greater interaction among women employees at all levels of the agency. To maintain awareness of the importance of diversity and inclusion, the DMC implemented a monthly Diversity Awareness Newsletter that was distributed to all staff. To meet the specific virtual needs of FY 2021, FHWA encouraged staff to participate in the Take Our Daughters and Sons to Work® Foundation's virtual event. The DMC also continued to conduct diversity presentations of the agency's Discipline Support System Seminars at requesting program offices in the first and second quarter of FY 2021.

## Federal Motor Carrier Safety Administration (FMCSA)

FMCSA developed a Corporate Recruitment Program Plan and the Recruitment Technical Advisory Group (R-TAG). With the establishment of these two programs, FMCSA can capture the strengths within their agency, mitigate the weaknesses, and, perhaps most importantly, keep the recruiting and diversity initiative active. FMCSA planned to use the Human Capital Executive Steering Committee to discuss and develop programs that are inclusive of all employees at all grade levels. In addition to R-TAG, FMCSA now has a Workforce Plan, Corporate Recruitment Plan, Formal Mentoring Program, and enhanced Professional Development team. These resources assisted FMCSA in hiring and developing a diverse and highly skilled workforce.

## Federal Transit Administration (FTA)

FTA is proud to present its FY 2021 Federal Equal Opportunity Recruitment Program (FEORP) accomplishments as evidence of the agency's ongoing efforts to attract, manage, train, and retain a high-quality and diverse Federal workforce to meet future mission needs. These accomplishments are particularly notable because this agency—like most, if not all, Federal agencies—had to continually alter its operations in response to the national pandemic caused by COVID-19. The agency made noteworthy progress on the strategies identified in its plan to recruit and maintain a high-quality and diverse workforce, as detailed below.

In FY 2021, the FTA continued to offer employees competitive learning and development opportunities through its Nominated Training Program. Through this program, FTA selected 234 employees to address top training requests across the agency as well as provide career and leadership development for FTA employees. In addition, FTA conducted an annual Training Needs Assessment survey for all employees. The goal of the survey was to identify the skills that staff members possessed and the skills they needed to develop to effectively perform their jobs and meet the agency's needs. The results were used to develop more training and employee development opportunities for all FTA employees.

During this time, the Office of Talent and Organizational Development continued to offer ONEFTA, the agency's new employee orientations, to share information regarding the agency's resources and to enhance awareness and understanding of the benefits of equality in the workplace. Doing this at the beginning of employees' tenure aligns them with the FTA culture and helps them to better understand our mission and values. Fifty-three new employees participated in ONEFTA during FY 2021. Also in FY

2021, all members of the FTA SES and Executive Management Team underwent implicit bias training to acknowledge and understand implicit responses, and how it is critical to informed decision-making in a fair and just way.

### **Department of the Treasury (USDT)**

In FY 2021, USDT, in collaboration with the bureaus and ERGs, developed its first Diversity and Inclusion (DI) and Equal Employment Opportunity (EEO) Strategic Plan, FY 2021-2024.

The Office of Civil Rights and Diversity (OCRD) at USDT broadened its training opportunities, continuing to offer new topics and virtual access to all USDT employees. These efforts addressed systemic racism in our nation and workplaces, particularly the discrimination faced during COVID-19. OCRD staff continued engagement with virtual participation through USDT roadshows, new hire orientations, and other diversity outreach such as the events at Federal Training Institute (FTI) and in the community engaging diverse groups such as people of color in professional and higher education. Additionally, three Treasury employees served as executive board members in the Lesbian Gay Bisexual Transgender Queer Plus (LGBTQ+) organization, Pride in Federal Service, and two employees served on the executive board of an organization whose mission is to enhance the recruitment, development, and retention of Hispanics in the Federal workforce. USDT collaborated and partnered with Pride in Federal Service and the aforementioned organization by providing speakers, mentors, and virtual platforms targeting the LGBT community and Minority-Serving Institutions.

The USDT's best practices were shared through representation on working groups, including the Office of Personnel Management (OPM) DI Strategic Partners, Department of Homeland Security (DHS) Women in Law Enforcement Interagency Working Group (IWG), OPM's ERG Community of Practice, and the White House Initiative (WHI) on HBCU. Treasury's LGBTQ+ ERG (Prism) collaborated with OCRD to coordinate the Treasury LGBTQ Pride Month program and events, launching a virtual version of the LGBTQ cultural competency course. The Treasury Asian Pacific American (TAPA) ERG organized the Asian American, Native Hawaiian, and Pacific Islander (AANHPI) history program, Anti-AANHPI Discrimination with Introduction to Bystander Intervention Training, and AANHPI panel discussion on the increased discrimination against AAPI communities due to COVID-19.



## Independent Agencies

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

EPA used the U.S. Equal Employment Opportunity Commission's 12% persons with disabilities (PWD) and 2% persons with targeted disabilities (PWTD) benchmarks for the agency's hiring goals. The use of the Schedule A hiring authority for PWD was an agency-wide priority. The agency communicated these hiring goals to management and senior leadership.

In FY 2021, EPA completed a barrier analysis report on the use of the Schedule A (Disability) hiring authority to address the 12% PWD target. Based on multiple interviews with managers, they expressed openness to using the Schedule A hiring authority if managers had deeper knowledge on how the non-competitive hiring authority works along with accompanying resources to identify qualified candidates. More information about the goals and benefits is needed. To address barriers identified in the analysis, the agency developed recommendations for increasing the use of Schedule A. For example, the agency selected an SES executive champion to lead implementation of the recommendations. The agency rolled out an in-house repository to store resumes of Schedule A candidates for EPA managers to review and consider for open vacancies.

The agency continued to participate in a large virtual career expo, one of the nation's largest career fairs for people with disabilities. It drew private sector companies and government agencies looking to recruit new talent from a pool of applicants with disabilities.

The Office of Chemical Safety and Pollution Prevention (OCSPP) sponsored and funded a Virtual Room where OCSPP and EPA's National Disability Employment Program manager were able to speak directly with candidates and hiring managers. OHR specifically aided with the Schedule A hiring authority for PWD.

EPA was focused on building partnerships with professional organizations and Minority-Serving Institutions (MSIs) to raise awareness of its mission and to increase diversity in the applicant pool. During FY 2021, the agency increased the number of Memorandums of Understanding with MSIs to foster strong ties with diverse groups of students as part of its broad-based outreach efforts. Examples include new MOUs with an HBCU and a tribal college.

## **General Services Administration (GSA)**

The Office of Human Resources Management (OHRM) developed enterprise-wide workforce plans to help GSA deliver a mission-ready workforce and operating plan. The workforce plans include strategies to ensure the facilitation of various hiring flexibilities such as Vietnam Era' Veteran's Readjustment Assistance Act (VEVRAA); Veterans Employment Opportunity Act (VEOA); general Schedule A appointments for persons with disabilities; 30% or more disabled veterans; and Schedule A(u) appointments for persons with intellectual disabilities, severe physical disabilities, or psychiatric disabilities. OHRM continues to increase its recruitment flexibilities using the following student/intern programs: Pathways, Presidential Management Fellows (PMF), Federal Career Intern Program (FCIP), and the Workforce Recruitment Program (WRP) for Students or Recent Graduates with Disabilities.

GSA participated in the White House Initiative on Educational Excellence for Hispanics (Initiative). Through this initiative, the GSA's administrator appointed a senior leader to represent the agency on the Federal Interagency Working Group on Educational Excellence for Hispanics. The working group consisted of senior officials from nearly 30 Federal agencies to collaborate and strengthen the link between the Federal Government and the Hispanic community. The group's strategic plan highlighted priority areas such as multiple pathways in educational freedom and innovation; science, technology, engineering, and math (STEM); leadership and workforce development; financial literacy; apprenticeships; multiple pathways to success; and professional proficiency in languages.

GSA remained committed to addressing the underrepresentation of people with targeted disabilities in its workforce, including disabled veterans. GSA continued to strive for excellence by recruiting, training, and retaining employees from diverse backgrounds to ensure a strong, diverse, and optimized workforce. Managing diversity with the inclusion of persons with disabilities involves establishing a work environment that provides opportunities for employees to realize their full potential.

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

NASA leadership prioritized ongoing engagement with ERGs and including them in the development of DEIA policies and initiatives. NASA ERGs served as a critical resource to leadership for understanding workforce challenges and needs and promoting DEIA. NASA's ERGs acted as a sounding board for strategic DEIA objectives and helped promote a more inclusive and respectful workplace. They served as a collective voice

for leadership by sharing interests or concerns, surfacing issues, and providing advice, guidance, and recommendations, as well as assisting with outreach and recruitment. These ERGs played a vital role in retention and professional development by offering employees a sense of community and belonging and introducing new and current employees to the organizational culture. They also provided employees with assistance in their career advancement efforts, such as opportunities for showcasing their skills, and offered educational programs, mentoring and networking, and access to senior leadership that might not have existed otherwise.

NASA's Office of the Chief Human Capital Officer (OCHCO) began modernizing and strengthening its recruiting process by gaining stakeholder buy-in and improving coordination among the centers. This included formally capturing center leaders' requirements and benchmarking industry best practices. The result was a coordinated strategy that uses a standardized approach and leverages more efficient techniques and technologies for capturing the attention of prospective candidates.

OCHCO secured funding for a pilot to demonstrate how NASA could benefit from a digitized and centralized process targeting professionals with centers continuing to drive college recruiting. Using social media and professional networking platforms and receiving authorization from OPM to directly hire for term-limited roles, OCHCO quickly demonstrated how a modern approach to hiring could help NASA meet its goals for upcoming missions, such as Artemis.

After the successful pilot, OCHCO continued digitizing the process in an agile method, gathering feedback from center leadership while finding new ways to fill experienced hires, such as increasing online engagement with potential employees. With its new digitized process, OCHCO began gathering enterprise data to help DEIA initiatives and to aid in hiring for hard-to-fill positions.

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

As directed by the NSF director, the Foundation established the NSF Racial Equity Task Force (RETF), an employee-led effort to identify and address racial barriers and inequities that may exist within the agency. The RETF Steering Committee and working groups with subject matter experts were assigned, as applicable, to review the results of employee listening sessions, interviews with NSF resource offices, assessments, data collection, research, analysis, and subsequent reporting of the RETF working groups for appropriate next steps in this multiphase effort.

As part of overall efforts, NSF continues to encourage new hires to complete the SF 256 to self-identify their disabilities. Although the process is voluntary, it is encouraged both during the hiring process and during new employee orientation. Additionally, the agency sends out a request annually to remind individuals that they may update their disability status at any time. Numbers of new hires and internal employees completing these forms improved.

This year, the Division of Human Resource Management (HRM) updated several communication documents and templates to increase the knowledge of reasonable accommodation (RA) programs and options in coordination with the Office of Equity and Civil Rights (OECR). For example, HRM updated the “commitment letter” template to include information for new hires about requesting RA and/or assistance during the new employee orientation process. Additionally, the interview best practices were updated to include an RA option for interviewees. Their supervisory training courses were updated to include information about available RA options for the recruitment and hiring processes; and the external assessment process involved coordination with OECR to allow for RA for applicants to take the assessment.

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

The NRC is committed to maintaining a diverse workforce to achieve its mission. To demonstrate their commitment, the agency developed an Inclusive Diversity Strategic Plan (IDSP). Below are FY 2021 examples of best practices that support several plan goals.

The IDSP reports reflect that office directors/regional administrators, managers, and supervisors promoted the “Speed of Trust” principles, engaged in Speed of Trust huddles, and encouraged staff participation in Speed of Trust training activities. Managers and supervisors also supported diversity initiatives, cultural events, and lunch-and-learn seminars; served on safety culture teams; and engaged staff through team building, mentoring, and awards.

The NRC launched an Agency Desired Culture Initiative to align their culture with their transformation vision of being a modern, risk-informed regulator. Additionally, the executive director of operations (EDO) established an Agency Culture Improvement Team (Culture Team), on which the equal employment opportunity (EEO) director serves as the executive sponsor.

The NRC Diversity Management Inclusion Council (DMIC) provided oversight and leadership for the IDSP with support from the EEO office and the Office of the Chief Human Capital Officer (OCHCO). The DMIC consisted of 17 employees, of whom 13 (76%) are supervisors and non-supervisors, and four (24%) are senior leadership. Each regional office has a Diversity Management Advisory Committee that assisted the regional administrators in creating open and collaborative environments.

The NRC also had eight EEO Advisory Committees that helped achieve their EEO and diversity objectives. The NRC established an Executive Sponsor Program to help the EEO Advisory Committees operate efficiently and effectively. The DMIC focused on implementation of the IDSP with support from the EEO office and OCHCO. The EEO office and DMIC sponsored initiatives to promote diversity engagement. An example is the “DIALOGUE” program (Diversity Inclusion Awareness—Leading Organizational Growth, Understanding, and Engagement), which promoted appreciation for the value and positive impacts made by diverse groups. The NRC completed 13 cohorts since 2017. The EEO office also created a Civility, Awareness, Respect, and Engagement (iCARE) initiative to facilitate listening sessions and promote deeper understanding and appreciation for multicultural diversity, equity, and inclusion through group discussion. The EEO Advisory Committees prepared a joint statement for the 2021 public annual EEO Commission Briefing and sponsored lunch-and-learn seminars and roundtable discussions. The EmbraceNRC summer 2021 initiative consisted of a team of 12 volunteer employees and over 40 ambassadors, who formed an alliance to welcome summer interns and hosted events and experiential learning.

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

During FY 2021, OPM held listening sessions with all OPM Employee Resource Groups (ERGs), Affinity Groups, and Bargaining Unit Employees with Local 32 and Local 2450. Among the many suggestions that were provided to OPM management, the reinvigoration of the OPM Diversity and Inclusion Council was identified as a key priority. It was also suggested that OPM undertake the establishment of a new Diversity, Equity, Inclusion, and Accessibility Charter that takes into consideration the President’s Management Agenda and EO 14035.

In consultation with key agency stakeholders, OPM drafted the new OPM DEIA Charter and coordinated the approvals from the OPM Office of Human Resources; Office of Equal Employment Opportunity; Office of Diversity, Equity, Inclusion, and Accessibility; and Office of the General Counsel.

The OPM Diversity, Equity, Inclusion, and Accessibility (DEIA) Council (the Council) was established to advance OPM's commitment to building and maintaining a workforce that draws from all segments of society, provides for equal opportunity, and encourages connection and collaboration so that all employees are provided an opportunity to participate and contribute to their full potential. Council meetings occurred quarterly during FY 2021. The Council is a critical foundational element to executing the FY 2022-FY 2024 OPM DEIA Strategic Plan.

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

The SBA's Conflict Resolution Center (CRC) continued to be proactive in early intervention in workplace conflicts. This was achieved through continued outreach, training, and marketing of the CRC and the services offered. For FY 2021, the CRC focused on prevention through increased training for managers and SBA employees alike. The CRC provided training on topics such as difficult conversations, conflict coaching with live demonstrations, and an in-depth overview of CRC services. Through these efforts, the CRC increased the cases it handled by 35% (10% higher than target) and provided mandatory annual and bi-annual training for all SBA employees. Supervisor-specific training was provided to 155 supervisors through five trainings. Training included references to professionally endorsed guidance, tools, and coaching resources. Additionally, the CRC handled 76 conflict coaching cases, compared with 55 in FY 2020—a 38% increase. Finally, the CRC contacted 1,045 SBA employees through an aggressive outreach program, explaining the services offered and the benefits of proactive conflict resolution. Moreover, the CRC manager received Diversity, Equity, Inclusion, and Accessibility (DEIA) certification from a higher education institution to increase DEIA knowledge and awareness.

SBA's Special Emphasis Program Manager (SEPM) developed programs during the year to help foster an inclusive workplace. Not only were these programs inclusive of SBA employees, but they were also inclusive of businesses that utilize SBA's programs and resources and have made a difference within the community they serve. During FY 2021, a new practice was established of holding quarterly Employee Resource Group (ERG) leadership meetings with the Office of Diversity, Inclusion, and Civil Rights (ODICR) assistant administrator. The meetings had robust agendas, offering learning and development assistance, and proved to show substantial gains in terms of ERG knowledge and awareness.

SBA is a proud participant in an organization providing leadership development programs and educational services to students and young emerging Latino leaders. This organization offers a four-month internship opportunity. In FY 2019, SBA hosted one intern (fellow) in SBA's Office of Human Resources Solutions (OHRS). Her assignments included assisting with the creation of marketing and instructional communication materials to implement an agency-wide mentoring program. In subsequent fiscal years, SBA offered internship opportunities to the various other interns, and all of them decided to remain in their Hill internships.

SBA utilized various social media and professional networking platforms to support multiple recruitment and outreach needs. These mediums were essential to reaching target audiences that did not rely solely on traditional methods of obtaining data. SBA greatly benefited from sharing resources in the areas of recruitment, education, and public outreach. To increase engagement and awareness of SBA among Hispanics, SBA dedicated web space to Hispanic topics and includes bilingual areas. SBA also participated in local career days and job shadowing activities.

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

SSA established an Agency Equity Team to coordinate agency-wide DEIA efforts and to discuss opportunities to ensure equity among the various agency components and regions. The Agency Equity Team consists of agency senior leadership. To ensure diversity of thought, they established 12 workgroups consisting of more than 180 employees to evaluate agency practices for potential barriers, internally and externally. They also established the DEIA Implementation Workgroup to assess human capital practices for potential barriers. The creation of the Agency Equity Team resulted in increased oversight and accountability for our DEIA efforts.

As a capstone event, the Office of Civil Rights and Equal Opportunity (OCREO) hosted a 2021 virtual training summit on civil rights, equity, diversity, and inclusion, which focused on EO 14035 topics to increase employee knowledge of systemic and institutional racism and bias against underserved communities. They created the training to build employee skill sets to promote respectful and inclusive workplaces, increase knowledge of agency accessibility practices, and increase understanding of implicit and unconscious bias. Led by a professor from a well-respected higher education institution in the Northeast and a diverse group of guest speakers and subject matter experts, the summit addressed other issues of DEIA, including best practices for gender pronoun usage. This collaboration between OCREO and the

Agency Equity Team included panel discussions by Advisory Council (AC) members and chairs, who presented on topics associated with their specific communities. As a result, we had approximately 738 participants in attendance.

As a follow-up to the summit, the Agency Equity Team identified a need for unconscious bias training for all SSA employees. They began implementation of the agency-wide mandatory implicit bias training. This three-part training series included understanding unconscious bias, overcoming personal unconscious bias, and overcoming unconscious bias in the workplace. To facilitate agency-wide compliance, they made the training available online to all employees, supervisors, and executives using our Learning Management System (LMS). More than 57,000 employees, or 98.1%, completed this training.

### **U.S. Agency for International Development (USAID)**

USAID officially launched and signed the current Diversity, Equity, Inclusion, and Accessibility (DEIA) Strategic Plan for 2021-2024. The plan, signed by Administrator Power on her first day in office, provided a framework that outlined key areas of implementation and evaluation that will move USAID forward to DEIA outcomes. This strategy represented the collective efforts of USAID's global workforce from all hiring mechanisms. The Monitoring, Evaluation, and Learning Plan, paired with the Implementation Plan, was awaiting a full launch. Diverse agency-wide working groups worked to implement and provide guidance for decentralized implementation of all aspects of the DEIA strategy.

The agency made critical improvements in USAID's DEIA infrastructure, including establishing an Affirmative Employment Division in the Office of Civil Rights and Diversity (OCRD) to conduct an analysis of Federal workforce demographic data to identify areas of underrepresentation in USAID's Federal workforce for racial and ethnic minorities, women, and persons with disabilities. Other improvements included identifying barriers to equal employment opportunity faced by those groups in agency policies, programs, and practices and developing action plans for removing the barriers. OCRD created significant capacity building and support to bureaus, independent offices, and missions (B/IO/M), with a particular focus on missions, in establishing DEIA priorities, committees, and action plans. These efforts have been invaluable in helping to create an infrastructure for equity, inclusion, and accessibility. USAID submitted the FY 2020 MD 715 on time in FY 2021 and completed a comprehensive barrier analysis.



The OCRD/DEIA Division hosted weekly office hours to provide technical assistance and build capacity across the entire agency. Started in FY 2021, this effort was at scale, occurring weekly and having a worldwide reach. This platform supported transformation within B/IO/M, and among individuals across the agency.

In FY 2021, USAID launched a contemporary accessible training program through USAID University that included five unique “live” virtual training courses focused on DEIA. These sessions were available to all staff, providing foundational knowledge around key concepts such as inclusion, empathy, celebrating diversity, promoting equity, and ensuring equal access to all. Courses were made available to all hiring mechanisms and staff and have a session limit of about 35 participants each. Each training lasts 60 to 90 minutes, and courses were through a variety of time frames to accommodate staff serving worldwide.



## **U.S. Office of Personnel Management**

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