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US Department of State Executive Summary and Agency Action Plan

FROM: S/OCR – John M. Robinson

SUBJECT: White House Initiative on Asian Americans and Pacific Islanders

Executive Summary

The U.S. Department of State’s mission statement is to “create a more secure, democratic, and prosperous world for the benefit of the American people and the international community.” The Department of State conducts its diplomatic activities with a workforce comprised of Civil and Foreign Service employees. Overseas, Foreign Service employees represent the United States; analyze and report on political, economic, and social trends in the host country; and respond to the needs of American citizens abroad.

The United States maintains diplomatic relations with 189 countries and also maintains relations with many international organizations, adding up to a total of 269 posts around the world. In the United States, professional, technical, and administrative Civil Service employees work alongside Foreign Service employees serving a stateside tour, supporting overseas missions, consulting with and keeping the Congress informed about foreign policy initiatives and policies, communicating with the American public, formulating and overseeing financial operations, issuing passports and travel warnings, and more.

The Secretary of State is responsible for ensuring equal opportunity in the Department. The Secretary has delegated this authority to the Director of the Office of Civil Rights (S/OCR), who also serves as the Department’s Chief Diversity Officer. Operational responsibility for compliance with Department policies and programs lies with the Department’s line managers.

In FY 2009, the Department continued its aggressive recruitment and outreach program to achieve a diverse workforce. A major focus of the Department’s recruiting strategy is to continue to promote employment and internship opportunities for women, people with disabilities, veterans and minority groups (African Americans, Hispanics, Asian Americans and Pacific Islanders, and American Indians) in the Civil and Foreign Service.

Targeted outreach to Asian Americans remains a significant component of the Department of State’s Strategic Recruitment Plan. The Department’s goal is to attract an increasing number of qualified Asian American applicants to Foreign Service and Civil Service careers. The Department pursues this goal through part of a nationwide outreach strategy that includes attracting students and professionals of Asian American heritage. This

strategy consists of partnering with colleges and universities; participating in the career fairs, conferences and other events of select organizations that serve diverse professionals and students, including Asian Americans; employing recruitment programs such as the Diplomat in Residence (DIR) Program, the Pickering and Rangel Foreign Affairs Fellowship Programs, and student employment programs; and strategic marketing communications using online outreach through social media (Facebook, LinkedIn, and Twitter) and direct sourcing and advertising.

Department's outreach efforts to attract Asian Americans

In FY 2009, the Department of State focused outreach and strategic recruitment resources on attracting diverse students and professionals, including Asian Americans, to State Department careers and student programs. The Department of State's Asian American outreach and strategic recruitment focuses on developing institutional relationships with colleges and universities with significant Asian American enrollment; attracting Asian American candidates to the Pickering and Rangel fellowships; increasing personalized contact with candidates through career fairs, information sessions, conferences and direct counseling; and, increasingly, by effectively targeting both large and niche communities of diverse candidates, including Asian Americans, through the internet and social media.

The Department assigns 16 senior Foreign Service Officers, Diplomats in Residence (DIRs), to college campuses around the U.S. to recruit for our student programs and careers. The DIRs and the Department's Washington-based recruiters work together to offer national recruitment coverage, reaching colleges and universities from coast to coast as well as Hawaii and Alaska. DIRs are responsible for targeting a broad range of candidates, including Asian Americans, in their assigned geographic regions.

The Thomas R. Pickering Foreign Affairs and the Charles B. Rangel International Affairs Fellowships remain critical components of the Department of State's Asian American and diversity recruitment. Both programs were created to attract students from diverse racial, ethnic and social backgrounds who are interested in pursuing careers in Foreign Service in the U.S. Department of State and have been particularly successful in bringing diverse, talented new Foreign Service officers, including Asian Americans, to the State Department. The Pickering Program accepts 40 fellows a year, 20 undergraduate students and 20 graduate students. The Rangel Fellowship accepts 20 graduate fellows a year. Following graduation these candidates must fulfill a service commitment with the Department.

The Department hosted a series of Diversity Career Networking Events (DCNEs) to attract diverse professionals for Department of State careers and specifically highlighted deficit Foreign Service career tracks. In FY 2009, the Department DCNEs were hosted in Atlanta, Seattle, Phoenix, and Washington D.C. reaching over 1000 candidates including African Americans, Asian Americans, Hispanics, women, and critical language speakers. Additionally, the Foreign Service Generalist and Specialist selection processes offer incentive points to applicants with competence in certain "critical needs languages," most of

which are spoken in East Asia or South Asia and the Indian Subcontinent. These incentive points coupled with our general outreach efforts attract those persons of Asian American heritage who can come into the Foreign Service with an established competency in the language.

Foreign Service Generalist, Foreign Service Specialist and Civil Service intake numbers and percentages for Asian Americans

In FY 2009, 55 out of 598 (9.2%) Foreign Service Generalist hires identified themselves as Asian Americans.

In FY 2009, 39 out of 472 (8.3%) Foreign Service Specialist hires identified themselves as Asian Americans.

Targeted Colleges/Universities

In FY 2009, DIRs and recruiters continued to target outreach on campuses with high Asian American enrollment, including:

- Brown University, Providence, RI
- Columbia University, New York, New York
- Harvard University, Boston, MA
- Johns Hopkins University, Baltimore, MD
- Northwestern University, Evanston, IL
- Rutgers University, Newark, NJ
- Stanford University, Standord, CA
- Tufts University, Medford, MA
- University of California, Berkeley, Berkeley, CA
- University of California, Los Angeles, Los Angeles, CA
- University of California, San Diego, San Diego, CA
- University of Chicago, Chicago, IL
- University of Michigan, Ann Arbor, Ann Arbor, MI
- University of Pennsylvania, Philadelphia, PA
- University of Washington, Seattle, WA
- Wellesley College, Wellesley, MA
- Yale University, New Haven, CT

Full-time and volunteer State Department recruiters made frequent visits to these institutions. The visits involved a variety of recruitment activities: participation in career fairs and information sessions; classroom presentations and workshops on career opportunities; and meetings with students, faculty, administrators and alumni organizations.

Collaboration with Asian American professional organizations

During FY 2009, Department personnel also participated in several events targeting Asian Americans, exclusively or along with other groups, including:

- Asian Diversity Career Expo 2009
- Minority Professional Network (Department-sponsored diversity networking events)

The Department’s marketing efforts targeting Asian Americans

The Department’s marketing communications strategy strengthened our employment brand both externally, with potential candidates, and internally, with current employees. This brand is communicated through a variety of channels, including public relations/editorial, networking events, email marketing, peer-to-peer marketing, print and online advertising, (traditional and non-traditional), interactive media Web 2.0 technologies, and social media sites such as Facebook, LinkedIn, and Twitter.

Marketing materials were distributed to academic institutions with significant Asian American enrollment, targeted Asian American professional and minority organizations, and other recruitment partners. In FY 2009, \$9,612 was spent on Asian American online media portals (www.goldsea.com), and \$191,618 was spent on general diversity media and Department-specific diversity networking events focused on attracting Asian American candidates.

Student programs: Number of Asian American students employed, by student program*

Student Programs	Asian Americans	Total Percentage of Students
Interns	154 out of 2,132	7.2%
Cooperative Education	3 out of 169	1.8 %
Pickering Fellowship	11 out of 114	9.7 %
Presidential Management Fellows	6 out of 163	3.7%
Stay-in-School	7 out of 354	2.0 %
Student Disability Program	0 out of 1	0.0 %
Rangel Fellowship	7 out of 39	17.9%
Summer Clerical	7 out of 211	3.3%
Serrano Scholars	0 out of 21	0.0 %
Total	195 out of 3,204	6.1 %

* Note: 43 out of 195 Asian American students (22.1%) and 122 out of 3,204 students (3.8%) reported multiple racial/ethnic categories.

* Native Hawaiian or other Pacific Islanders have been included in this group.

Diplomat in Residence Programs for Asian Americans

In FY 2009, five out of 16 DIRs were based at universities with high Asian American populations:

- University of California, Los Angeles
- University of California, Berkeley
- University of Michigan, Ann Arbor
- Tufts University
- University of Houston

DIRs reach out to colleges and universities in their geographic areas of responsibility that have significant Asian American student populations.

FY 2010 Initiatives

In FY 2010, the Department of State has continued its efforts to encourage full representation of Asian Americans in the Department's workforce and has:

- Engaged with Department of State Affinity Groups for Asian Americans (Asian American Foreign Affairs Association and the recently created South Asian Employee Association) to identify volunteer recruiters and coordinate on outreach and recruitment opportunities targeting Asian Americans.
- Encouraged students from diverse backgrounds, including Asian Americans, to apply for paid internships aimed at increasing diversity and interest in the Foreign Service and promoting deficit career tracks.
- Increased and enhanced outreach using the internet and social media to identify Asian American candidates for Department of State careers and student programs.
- Attended the first annual Asian American and Pacific Islander career fair hosted by The Conference on Asian Pacific American Leadership.
- Conducted Diversity Career Networking Events, such as information sessions combined with networking receptions which target diverse professionals in key venues around the United States.

US Department of States' overall AAPI employment profile¹:

US Department of State Civil Service Workforce			
Grade	Asian Female	Asian Male	Department Grand Total
AD			10
EX		2	30
GS 01			2
GS 02			2
GS 03	2		9
GS 04			40
GS 05	6	3	95
GS 06	3		76
GS 07	21	4	443
GS 08	12	1	243
GS 09	39	12	846
GS 10	3		29
GS 11	81	44	1616
GS 12	42	32	1463
GS 13	63	58	2133
GS 14	31	52	1454
GS 15	21	15	925
SES		2	170
UNDEF	6	8	328
Grand Total	330	233	9914
US Department of State Foreign Service Workforce			
Grade	Asian Female	Asian Male	Department Grand Total
CM		2	30
MC	2	10	437
OC	8	10	516
FS 01	17	40	1444
FS 02	39	62	2332
FS 03	79	132	2906
FS 04	104	128	3171
FS 05	49	57	1271
FS 06	27	24	628
FS 07	10	1	124
Grand Total	335	466	12859

¹ These numbers are accurate as of 6/30/2010 and were provided by HR/RMA.

Agency Action Plan: U.S. Department of State

GOAL 1: Foster the recruitment, career development and advancement of AAPIs in the Department of State.

Objective 1.1: Continue to increase AAPI applicants to the DOS.

Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
1. Develop plan to increase applicant flow and pools for entry-level and mission critical positions.	Years 1-2	HR/REE Office number: 202-261-8888	a. Applicant flow data is collected and analyzed. b. Recruitment and hiring patterns/trends for AAPIs are monitored and analyzed. c. Recruitment activities are developed in coordination with the Office of Personnel Management and its Federal Equal Opportunity Recruitment Program (FEORP)
2. Continue media strategies directed at the recruitment of AAPI applicants.	Years 1-2	HR/REE Office number: 202-261-8888	a. Asses the use of social media and direct sourcing and advertising for reaching specifically the AAPI community. b. Pinpoint and implement measures for improvement.
3. Participate in national/regional job fairs designed to recruit AAPI candidates.	Years 1-2	HR/REE Office number: 202-261-8888	a. Participate in Asian Diversity Career Expo. b. Continue to utilize the Minority Professional Network. c. Identify additional Department opportunities for recruitment.
4. Conduct outreach with and develop partnerships with AA/NHPI community serving organizations (e.g. CAPAL, OCAPICA, CNHA) for advice and support	Years 1-2	HR/REE Office number: 202-261-8888 S/OCR Office number: 202-647-9295	a. List of AAPI community groups created. b. Outreach plan developed. c. List of partnerships generated.

Objective 1.2: Continue to promote applications of AAPIs in innovative internship, fellowship, and work-study programs.

Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
1. Continue Department's plan to encourage AAPIs interest in internship positions and promote participation in summer clerical and stay-in-school programs.	Years 1-2	HR/REE Office number: 202-261-8888	a. Evaluate participation rate of AAPIs in departmental internship, fellowship and work-study programs. b. Recruitment of AAPIs through the Presidential Management Fellowship program assessed. c. Bolster AAPI recruitment through the DIR Program. d. Assess challenges faced by AAPIs during the security clearance process. e. Plan developed to address identified concerns.
2. Expand paid internship and fellowship programs.	Years 1-2	HR/REE Office number: 202-261-8888	a. Paid internships and possibly Fellowships expanded by 2012.
3. Set aside one paid internship position in S/OCR that will allow the intern to specifically work on AAPI issues and assist with this agency plan.	Years 1-2	S/OCR Office number: 202-647-9295	a. Intern recruited and hired.

Objective 1.3: Address lack of AAPIs in Senior Executive Service (SES) and Senior Foreign Service (SFS).

Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
1. Promote leadership activities for AAPIs.	Years 1-2	S/OCR Office number: 202-647-9295	<ul style="list-style-type: none"> a. Conduct barrier analysis regarding the lack of SES and SFS AAPIs. b. Mid-Level Skills and Management Development Programs promoted. c. SES Candidate Development Program promoted d. Skills development opportunities/assignments for professional advancement provided. e. Agency-wide open mentoring program promoted. Specifically, make senior level mentors available to more employees, including AAPI employees, for ongoing mentoring opportunities.

Objective 1.4: Address retention of AAPI employees.

Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
1. Address AAPI retention.	Years 1-2	S/OCR Office number: 202-647-9295	<ul style="list-style-type: none"> a. Analyze AAPI attrition trends within the Department. b. Take steps to remedy any negative results that may be found.

Objective 1.5: Develop and include diversity measures as critical elements in executive and management performance plans.

Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
2. Hold management accountable for promoting diversity in the workforce.	Years 1-2	S/OCR Office number: 202-647-9295	<ul style="list-style-type: none"> c. Strong policy commitment and direction from the top leadership team attained. d. EEO, diversity, and inclusion inserted as critical performance elements in performance plans for all SES, managers and supervisors by the beginning of the next SES appraisal/evaluation cycle. e. EEO, diversity, and cultural competency training for SES, managers and supervisors required.
3. Enforce anti-discrimination and equal opportunity laws.	Years 1-2	S/OCR Office number: 202-647-9295	<ul style="list-style-type: none"> a. Management's track record of complaints from an EEO perspective required; b. Complaints filed by federal employees monitored and analyzed. c. Federal sector reports produced by the OPM, EEOC and the MSPB for general trends and patterns in the federal workforce monitor and analyzed.

GOAL 2: Increase the number of AAPIs with access to linguistically appropriate resources.

Objective 2.1: Increase the number of AAPIs with access to linguistically appropriate resources.

Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
1. Confer with Department of Justice Coordination and Review Section to evaluate status of agency plan related to Executive Order 13166.	Years 1-2	S/OCR Office number: 202-647-9295	a. Plan completed. b. Information made available in appropriate languages to populations with Limited English Proficiency in compliance with Executive Order 13166.
2. Identify agency materials that reach an AAPI audience and monitor to ensure that materials are culturally and linguistically appropriate.	Years 1-2	S/OCR Office number: 202-647-9295	a. Information is translated into appropriate AAPI languages b. Information is distributed to AAPI communities

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