

U.S. DEPARTMENT OF AGRICULTURE (USDA) DRAFT ACTION PLAN INITIATIVE ON ASIAN AMERICANS AND PACIFIC ISLANDERS (AAPI)

Goal 1: Healthy Communities

Improve overall health outcomes for AAPI’s by reducing health risks, improving access to quality health care, and promoting healthy living.

Objective 1.1 Nutrition: To improve AAPI access to USDA nutrition services and products, including culturally relevant foods

Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
1. Integrate information on culturally relevant foods in nutrition information provided by Food & Nutrition Service (FNS), the Center for Nutrition Policy & Promotion (CNPP), and National Institute of Food Agriculture (NIFA).	12 months	Food & Nutrition Service (FNS) - Wai-Ping Chan, FNS Civil Rights, 703-605-4324, wai-ping.chan2@usda.gov National Institute of Food & Agriculture (NIFA) - Saleia Afele Faamuli, National Program Leader, 202-720-0384, Sfaamuli@nifa.usda.gov Center for Nutrition Policy and Promotion (CNPP) – Contact TBD	Food nutrition information about ten culturally relevant foods is made available in mainstream agency nutrition information.
2. Increase AAPI participation in National Institute of Food and Agriculture programs including but not limited to: nutrition education programs (including Expanded Food and Nutrition Education Program), nutrition, food safety, food security, sustainable agriculture, farmers and ranchers program, community food projects, 4H	12 months	National Institute of Food & Agriculture (NIFA) - Saleia Afele Faamuli, National Program Leader, 202-720-0384, Sfaamuli@nifa.usda.gov	-Increase total percentage of AAPI adults and youth participating in program from current 2% to 4%.

Youth programs, etc.			
<p>3. Implement a targeted outreach program to increase participation of AAPI community in nutrition assistance programs</p> <p>-Determine five target areas in the U.S. with high pockets of food-insecure AAPI's, and assess their participation in USDA feeding programs (children through elderly).</p>	12-24 months	Food & Nutrition Service (FNS) - Wai-Ping Chan, FNS Civil Rights, 703-605-4324, wai-ping.chan2@usda.gov	Five target areas decided. Targeted outreach completed, with outcome of increased percentage of eligible AAPIs participating in USDA nutrition assistance programs
<p>4. Initiate partnerships with federal, state governments and non-government organizations and K-12 schools in the revival, implementation and promotion of science-based and locally-appropriate nutrition and physical activity interventions in the community for ages K-12.</p>	24 months	National Institute of Food & Agriculture (NIFA) - Saleia Afele Faamuli, National Program Leader, 202-720-0384, Sfaamuli@nifa.usda.gov	<p>-Increased participation of AAPI adults, youth and children in nutrition and physical activity programs from 10% to 30%.</p> <p>- Collaborate with Education and HHS in promoting and encouraging the re-instatement of Physical Education in K-12 schools that have replaced PE with other curricula for all students including AAPIs. Increase the revival of PE by 30-50%.</p>

Objective 1.2 On- and off-farm environmental quality: Improve environmental quality for AAPI communities engaged in farming and ranching

Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
<p>1. Begin aggressive outreach to AAPI farmers and ranchers with focus on greater participation in Natural Resource Conservation Service and Farm Service Agency programs (EQIP, CSP, WHIP, CRP, etc.)</p>	12-24 months	<p>Natural Resource Conservative Service (NRCS) - Rebekah DeWind, NRCS Michigan, 517-278-2725, Rebekah.dewind@usda.gov</p> <p>Farm Service Agency (FSA) – Mark Palmer, Washington DC, mark.palmer@wdc.usda.gov</p>	-25% increased participation by AAPI farmers and ranchers in Natural Resource Conservative Service (NRCS) and Farm Service Agency (FSA) programs.
<p>2. Send agroforestry, recreational development, and wildlife habitat restoration materials to 10 AAPI outreach groups.</p> <p>3. Incorporate those groups into outreach plans of NRCS and Forest Service.</p>	12 months	<p>Natural Resource Conservative Service (NRCS) - Rebekah DeWind, NRCS Michigan, 517-278-2725, Rebekah.dewind@usda.gov</p>	<p>-25% increased utilization of recreational development and wildlife habitat restorations by AAPI farmers and landholders.</p> <p>-25% increased utilization of agroforestry practices by AAPI landowners through participation in Forest Service programs.</p>

		Forest Service (FS); Contact TBD	
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Objective 1.3 Food Safety: Address the unique food safety needs of AAPI consumers, producers, and retailers by creating and disseminating linguistically and culturally appropriate materials

Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
-Create outreach plan for increasing utilization of food safety materials, including: <ol style="list-style-type: none"> Greater awareness among USDA Food Safety team about AAPI community specific needs. Promote and execute translations of key food safety collateral materials into urgently needed Asian and Pacific Islander languages. Create food safety materials specifically geared to growing halal slaughter market. 	6 months	Food Safety & Inspection Service (FSIS) - Manzoor Chaudry, 202-205-3873, Manzoor.chaudry@usda.gov	25% increase in AAPI utilization of USDA food safety materials.

Objective 1.4: Data Improvement: Promote collection and utilization of disaggregated data in USDA decision making related to healthy communities

Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
1. Solicit feedback from key stakeholder partners on critical leverage points where disaggregation of data would most benefit AAPI communities.	12-24 months	Economic Research Services (ERS) – Minh Wendt, Agricultural Economist, 202-694-5231, minh.wendt@usda.gov Agricultural Research Services (ARS); contact TBD, National Agricultural Statistics	-Implement feedback among key leadership of Research, Education and Economics Mission area on disaggregation of data issues. - Produce two new studies by Research, Education & Research (REE) agencies that include disaggregated AAPI data.

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		Services (NASS)—Thomas Jacob, 202-720-0489, Thomas.Jacob@nass.usda.gov	
2. Develop and produce user-friendly materials highlighting research findings on the diversity of AAPI communities for use and distribution among USDA agencies, including field offices.	24 months	Economic Research Services (ERS) – Minh Wendt, Agricultural Economist, 202-694-5231, minh.wendt@usda.gov	- The dissemination of USDA training materials that incorporate research findings with disaggregated data.
3. Promote data collection in the 2012 Census of Agriculture.	24 months	National Agricultural Statistics Services (NASS); contact TBD.	-Achieve sufficient coverage of AAPI agricultural producers and production in 2012 Census.

Goal 2: Sustainable Neighborhoods

Create strong, sustainable communities by connecting housing to jobs and helping to build a clean energy economy.

Sub-Goal: Complete studies to ascertain AAPI participation in USDA programs that will promote sustainable neighborhoods.

Objective 2.1: Identify where rural AAPIs are located, underserved, and measure how many have access to RD, NRCS, and FSA programs to establish a baseline for progress

Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
1. Gather census data on rural racial demographics to identify Asian American population trends.	12 months	USDA AAPI Implementation Team—Esther Lin, esther.lin@osec.usda.gov	- Data culled from Census. - Data arranged into a chart for distribution to agencies (particularly agency outreach coordinators).
2. Identify program usage by AAPI through RD/NRCS/FSA database reports on single and multi-family housing programs, farm loans, and NRCS reporting programs.	12 months	Rural Development (RD), Rhonda Brown, Rhonda.brown@wdc.usda.gov ; Natural Resource Conservative Service (NRCS), Frank Clearfield, frank.clearfield@wdc.usda.gov ; Farm Service Agency (FSA), Mark Palmer, mark.palmer2@usda.gov	- Data culled from existing RD/NRCS/FSA databases on specific programs. A summary created that compares census data to USDA databases.
3. Assess barriers to AAPI participation in applicable RD/NRCS/FSA programs.	12 months	USDA AAPI Sustainable Neighborhoods Pod, working with program administrators—Esther Lin, esther.lin@osec.usda.gov	- Informational interviews conducted with AAPI organizations. - Information from stakeholder outreach (see Objective 1.2) is assessed and recorded. - Report that identifies barriers and recommends action is written and distributed to RD, NRCS, and FSA program staff.
4. Create AAPI Rural Development Stakeholders List for sharing across	16 months	Rural Development (RD), Rhonda Brown,	-Common list for sustained communication with relevant groups focused on AAPI development in rural areas.

<p>Department (includes small business, academic, community development, and housing groups)</p>	<p>Rhonda.brown@wdc.usda.gov; Office of Advocacy and Outreach, Bobbi Jeanquart, bobbi.jeanquart@osec.usda.gov; USDA AAPI Sustainable Neighborhoods Pod, working with program administrators— Esther Lin, esther.lin@osec.usda.gov</p>	
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Objective 2.2: Increase USDA employees’ understanding of the AAPI community (particularly program delivery staff)

Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
<p>1. Work with White House Initiative to organize a roundtable discussion that brings in members of AAPI community leaders from across the US.</p>	<p>12 months</p>	<p>USDA AAPI Implementation Team, Esther Lin, esther.lin@osec.usda.gov; White House Initiative; Office of Advocacy and Outreach (OAO), Bobbi Jeanquart, bobbi.jeanquart@osec.usda.gov; with cooperation of participating USDA agencies’ outreach offices</p>	<p>- Roundtables completed, with 1 page of recommendations and feedback compiled for each roundtable.</p>
<p>2. Develop cultural literacy program for USDA employees regarding AAPI communities.</p>	<p>12 months</p>	<p>Office of Human Resource Management (OHRM), Lina Woo, lina.woo@dm.usda.gov; USDA AAPI Implementation Team, Esther Lin, esther.lin@osec.usda.gov</p>	<p>- Program materials completed in consultation with AAPI community input.</p>
<p>3. Institute multicultural training incorporating AAPI data for all USDA outreach coordinators.</p>	<p>12-24 months</p>	<p>Office of Human Resource Management (OHRM), Lina Woo, lina.woo@dm.usda.gov; USDA AAPI Implementation Team, Esther Lin, esther.lin@osec.usda.gov</p>	<p>- Cultural training completed. - Feedback solicited from training attendees to improve future training delivery, and total number of employees trained assessed.</p>
<p>4. Educate RD, NRCS, AND FSA</p>	<p>12-24 months</p>	<p>Rural Development (RD),</p>	<p>- Information collected and disseminated to program staff.</p>

<p>program employees on AAPI cultural needs and specialty/niche crops, through meetings/structured information interviews with AAPI organizations and staff of these three agencies.</p>		<p>Rhonda Brown, Rhonda.brown@wdc.usda.gov; Natural Resource Conservative Service (NRCS), Frank Clearfield, frank.clearfield@wdc.usda.gov; Farm Service Agency (FSA), Mark Palmer, mark.palmer2@usda.gov</p>	
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Sub-Goal: Increase AAPI Participation in existing USDA programs that will promote sustainable neighborhoods

Objective 2.3: Launch marketing campaign to AAPI community on RD housing and business development, and NRCS energy-efficiency programs, with goal of increasing participation by 10% in 2 years.

Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
<p>1. Create program materials modeled after RD public service announcement campaign to American Indian and Native Alaskan communities.</p>	<p>12-24 months</p>	<p>Rural Development (RD), Rhonda Brown, Rhonda.brown@wdc.usda.gov; Natural Resource Conservative Service (NRCS), Frank Clearfield, frank.clearfield@wdc.usda.gov</p>	<p>- Information sharing meeting with Rural Development (RD) staff. - Determination of programs that PSA will feature (at least one PSA announcement per applicable program). - Translate materials.</p>
<p>2. Establish working relationships with AAPI nonprofit organizations and media outlets.</p>	<p>12-24 months</p>	<p>Rural Development (RD), Rhonda Brown, Rhonda.brown@wdc.usda.gov; Natural Resource Conservative Service (NRCS), Frank Clearfield, frank.clearfield@wdc.usda.gov</p>	<p>- Marketing materials disseminated to RD field offices around country and to applicable media outlets and nonprofit organizations.</p>
<p>3. Identify four AAPI communities (spread across regions of US) to track success of PSA campaign.</p>	<p>12-24 months</p>	<p>Rural Development (RD), Rhonda Brown, Rhonda.brown@wdc.usda.gov; Natural Resource Conservative</p>	<p>- Analyze data collected from Goal 1 on initial participation in applicable programs. - Data collected on whether program participation has increased at the end of each year.</p>

		Service (NRCS), Frank Clearfield, frank.clearfield@wdc.usda.gov	
1. Prioritize RD Rural Micro-Entrepreneurs Assistance Program (RMAP) for outreach to AAPIs, by: a. Identify and promote three instances of successful micro-lending in AAPI community. b. Partner with AAPI community leaders to disseminate information about RMAP.	12-24 months	Rural Development (RD), Rhonda Brown, Rhonda.brown@wdc.usda.gov ; Natural Resource Conservative Service (NRCS), Frank Clearfield, frank.clearfield@wdc.usda.gov ; Farm Service Agency (FSA), Mark Palmer, mark.palmer2@usda.gov	- Three instances of micro-lending successes identified and success stories of three business ventures promoted on USDA website. - Information on RMAP disseminated through AAPI Rural Development Stakeholders List

Objective 2.4: Increase the economic viability of AAPI farms and ranches.

Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
1. Develop RD/NRCS/FSA value-added resources for improving farm economics, including niche crops.	12-24 months	Rural Development (RD), Rhonda Brown, Rhonda.brown@wdc.usda.gov ; Natural Resource Conservative Service (NRCS), Frank Clearfield, frank.clearfield@wdc.usda.gov ; Farm Service Agency (FSA), Mark Palmer, mark.palmer2@usda.gov	- Availability and unavailability of value-added resources relevant to AAPI farmers is determined. - Research and information on value-added resources developed. - Materials translated.
2. Assess and record current activities being conducted by Risk Management Agency (RMA) to reach AAPI farmers.	12 months	Risk Management Agency, William Buchanan, William.buchanan@usda.gov	-List of accomplishments and best practices of RMA outreach to AAPI farming communities.

Goal 3: Civil Rights

Ensure AAPI’s have equal access to government programs and services. Expand language access and increase enforcement efforts to combat discrimination.

Sub-Goal: Determine availability of and equal access to USDA programs and services.

Objective 3.1: Determine the number and issues related to civil rights program complaints that have been filed by AAPIs since FY 2007

Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
1. Obtain program complaint data involving AAPI’s.	1/15/2011	Office of the Assistant Secretary for Civil Rights (ASCR), Justin Rhee, 202-720-7410, justin.rhee@ascr.usda.gov	- Identify program areas, from 2007-present, where AAPI’s have had less than full access to program and service areas.

Objective 3.2 (specific to AAPIs): Evaluate Program Complaint Analysis to determine program access

Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
1. Complete complaint analysis with regards to AAPI’s.	2/15/2011	Office of the Assistant Secretary for Civil Rights (ASCR), Justin Rhee, 202-720-7410, justin.rhee@ascr.usda.gov	-Compile data into a report with a statistical analysis to determine which program areas (agencies) receive program complaints from 2007-present for Agency Heads, Civil Rights Directors and agency outreach coordinators.
2. Identify basis for program complaints involving AAPI’s.	2/15/2011	Office of the Assistant Secretary for Civil Rights (ASCR), Justin Rhee, 202-720-7410, justin.rhee@ascr.usda.gov	- Develop a list of contributing factors (e.g., barriers) of the program complaints from 2007-present.Submit list to Agency Heads, Civil Rights Directors and agency outreach coordinators with the objective of developing an action plan to address and neutralize the barriers during FY 2011.

Objective 3.3 (specific to AAPIs): Reach out to AAPI community for Best Program Practices

Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
1. Based on program complaint analysis and focus group discussions with USDA Agencies identify changing/improving program delivery practices that achieve best results.	9/15/2011	Office of the Assistant Secretary for Civil Rights (ASCR), Justin Rhee, 202-720-7410, justin.rhee@ascr.usda.gov ; Office of Advocacy and Outreach (OAO), Bobbi Jeanquart, bobbi.jeanquart@osec.usda.gov	- Develop a list of best practice by meeting with Agency program providers and Agency outreach coordinators. Provide a comprehensive listing of best practices with AAPI populations for all USDA agencies.
2. Organize focus group discussions with AAPI communities at regional locations to identify specific information to enhance access to USDA program and services relevant to AAPI populations.	9/15/2011	Office of the Assistant Secretary for Civil Rights (ASCR), Justin Rhee, 202-720-7410, justin.rhee@ascr.usda.gov ; Office of Advocacy and Outreach (OAO), Bobbi Jeanquart, bobbi.jeanquart@osec.usda.gov	- Develop a report that captures AAPI community discussions to share with agency heads who will then develop an action plan that addresses the relevant concerns and barriers that have been identified from the focus groups.

Sub-Goal: Expand Limited English Proficiency (LEP) Programs for AAPI’s to improve program delivery

Objective 3.4 (specific to AAPIs): Increase language proficiencies needed to communicate with AAPI’s

Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
1. Identify which languages are associated with AAPI community and the language proficiencies within USDA.	1/15/2011	Office of the Assistant Secretary for Civil Rights (ASCR), Justin Rhee, 202-720-7410, justin.rhee@ascr.usda.gov	- Establish a list of languages that are predominately used by the AAPI populations and provide the listing to all USDA agencies that promote programs and service to AAPI populations.
2. Identify program deficits in program delivery.	2/15/2011	Office of the Assistant Secretary for Civil Rights (ASCR), Justin Rhee, 202-720-7410, justin.rhee@ascr.usda.gov	- Determine where language gaps exists and develop a directory of languages that will enhance program delivery and services to AAPI populations and communities. Provide this directory to all USDA agencies.

Sub-Goal: Increase AAPI access to translated materials for programs, projects, and initiatives.

Objective 3.5 Evaluate multilingual outreach materials that are provided to AAPI's

Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
1. Identify program areas within each Agency that are distributing limited-English proficient (LEP) materials.	9/15/2011	Office of the Assistant Secretary for Civil Rights (ASCR), Justin Rhee, 202-720-7410, justin.rhee@ascr.usda.gov ; Office of Advocacy and Outreach (OAO), Bobbi Jeanquart, bobbi.jeanquart@osec.usda.gov	- Agency program providers will report to the White House Initiative their action plan in delivering LEP materials and the various methods of access to those materials with a benchmark of increasing these accessible materials by 5% annually.

Goal 4: Education and Economic Opportunity

Support AAPI access to federal educational and economic opportunities. Expand AAPI federal employment opportunities through recruitment, retention, and promotion efforts. Ensure AAPI workers rights are protected and upheld.

Sub-Goal: Expand AAPI federal employment opportunities through increased recruitment and retention efforts.

Objective 4.1: Work with and provide oversight to Agencies as they actively recruit AAPIs for application for employment in USDA, striving to meet or exceed the relevant Civilian Labor Force percentage for applicants.

Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
1. Work with agencies to increase the number of AAPI's applying for employment at USDA through hiring flexibilities provided through active targeted recruitment and internship/fellowship opportunities (i.e. Pathways Program: Interns, Recent Graduated Interns, and Presidential Management Fellows, etc.).	12 months	Office of Human Resources Management (OHRM) and USDA Agencies; Lina Woo 202-720-7797	- Increase application of AAPI career intern employment at USDA to meet or exceed the Civilian Labor Force benchmarks. -Measure the composition of intern conversion including AAPI's to permanent positions.
2. Increase accountability of Senior Level Managers to increase the recruitment of AAPI's.	12 months	Office of Human Resources Management (OHRM) William Milton 202-690-2139	-Ensure accountability through the use of the Performance Management System.

Sub-Goal: Foster the Recruitment, Career Development and Advancement of AAPI's.

Objective 4.2: Increase AAPI applicants to the federal government workforce

Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
1. Conduct outreach with and develop partnerships with Asian American and Native American Pacific Islander communities and organizations to design a strategic plan of action to recruit, develop, and advance AAPI's to/within USDA.	12 months	Office of Human Resources Management (OHRM) and USDA agencies Lina Woo 202-720-7797	-Directory of AAPI community groups and organizations created. -Outreach plan developed and implemented. -List of Agency-AANAPISI's partnerships generated. -Meet with key partners (i.e. Minority Serving Institutions Council of Partners Committee (MSI-COPC) and Asian Pacific Americans in Higher Education (APAHE) to build pipelines. -Meet with and establish an Agency-wide MOU with groups like Asian American Government Executives Network (AAGEN) to assist in partnerships. -Opportunities and funding levels identified for future -Track yield data from recruitment efforts.
2. Promote and market the benefits of working at USDA. Brand USDA as an employer of choice.	24 months	Office of Human Resources Management (OHRM) and USDA agencies Lina Woo 202-720-7797	-Design marketing collateral emphasizing the benefits of work/life balance through alternative work schedules/telework/job sharing/part-time employment. -Market USDA as a viable employer of choice working to ensure the 3 R's (Recruitment, Retention and Rewarding Employees) through outreach and inreach.

Objective 4.3: Increase the application rate of AAPI's in innovative internship and fellowship programs.

Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
1. Increase participation of AAPI's in departmental details, internships and fellowships.	18 months	OPM/ OMB/Office of Human Resources Management (OHRM)/ other agencies: Monshi R. Ramdass 202-720-0555	- Baseline data is collected through a prospective applicant tracking system to identify AAPI's participation rates in various internships and fellowships in Q2 and Q3 of FY 2011. For existing staff, data is collected to show patterns of participation for baseline comparisons from FY 2011 to FY 2012.
a. Obtain approval from Office of Personnel Management (OPM) and Office of Management and Budget (OMB) for data collection on applicant information.	2 months		
	18 months		

<p>2 Design an outreach and program plan to increase the representation of Pacific Islander applicants at agency levels utilizing internship and other opportunities. . (Background: Pacific Islanders as a whole have the lowest rate of high school graduation rates of all minority groups. To conduct effective outreach to this group, the educational component must begin with K-12 educational programs.)</p>	<p>18 – 24 months</p>	<p>Office of Human Resources Management (OHRM) and all agencies; Saleia Afele Faamuli 202-720-0384 Sfaamuli@nifa.usda.gov</p>	<ul style="list-style-type: none"> - Land grant institutions solicited participate in outreach plan to promote and increase Pacific Islander graduation rates in high school and college. The outreach efforts will specifically promote AAPI student interest in food studies and agricultural sciences. - A review and assessment is made of Pacific Islander representation or lack thereof at the Agency levels in internship positions or other positions.
<p>3. Recruitment and applicant pool data tracked from institutions identified as serving high numbers of AAPI's.</p>	<p>18 months</p>	<p>Office of Human Resources Management (OHRM) and all agencies Lina Woo 202-720-7797</p>	<ul style="list-style-type: none"> - A pilot program is implemented to track applicant data in Q2 of FY 2011. An assessment and evaluation of progress will be established to identify new approaches to increase participation rates of AAPI's in the applicant pool.

Objective 4.4: Provide training and development opportunities for AAPI staff

Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
<p>1. Assess levels of underrepresentation and causes of barriers. Provide opportunities for training and development.</p>	<p>12 months</p>	<p>All USDA Agencies Monshi R. Ramdass 202-720-5618</p>	<p>Barrier analysis conducted with findings noted for AAPI underrepresentation by Agency. Training and development opportunities offered will be distributed and agencies will be encouraged to actively work on mitigating the circumstances, whatever the barriers may be.</p>
<p>2. Work with agencies to devise a plan of action to show improvements in status in relation to the Civilian Labor Force data.</p>	<p>3 months</p>	<p>All USDA Agencies (Monshi R. Ramdass 202-720-5618</p>	<p>Agency action plan developed with detailed steps to show improvements in quarterly reports based on RNO data. Quarterly progress reports received no later than 10 days after a quarter ends.</p>
<p>3. Barriers identified and adverse impact analysis conducted.</p>	<p>12 months</p>	<p>All USDA Agencies Monshi R. Ramdass 202-720-5618</p>	<p>A review and analysis of barriers will be conducted and a briefing will be presented to identify strategic approaches to overcome deficiencies.</p>
<p>4. Analysis of underrepresentation for AAPI participation rates at the mid-level and SES levels conducted.</p>	<p>1 months</p>	<p>All USDA Agencies Monshi R. Ramdass 202-720-5618</p>	<p>A survey to assess the reasons for lack of AAPI participation in mid-level and SES levels will be undertaken and results will be evaluated, analyzed and shared with stakeholders which will enhance awareness of core issues.</p>
<p>5. Assess underrepresentation in major job occupations.</p>	<p>1 months</p>	<p>All USDA Agencies Monshi R. Ramdass 202-720-5618</p>	<p>Job occupations by agency will be analyzed by race and national origin (RNO) and results shared.</p>

6. Track promotion rate and patterns.	3 months	All USDA Agencies Monshi R. Ramdass 202-720-5618	Promotion of AAPI's will be tracked and patterns of behavior will be identified.
7. Conduct exit interviews for all departing AAPI's from USDA.	24 months	All USDA Agencies Lina Woo 202-720-7797	An exit interview will be granted to all departing AAPI's from USDA. Results will be tabulated and recommendations will be made for improving retention.

Objective 4.5: Develop and include diversity and affirmative employment measures as critical elements in executive and management performance plans.

Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
1. Hold management accountable for diversifying the workforce and Equal Employment Opportunities.	24 months	Office of Human Resources Management (OHRM) William Milton 202-690-2139	-Strong policy commitment and direction from top leadership team established. - Equal Employment Opportunities (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. -Succession plans and Individual Development Plans prepared and monitored. -Equal Employment Opportunities (EEO), diversity, and cultural competency training for SES, managers and supervisors required.

Total Population Served	Total AAPIs Served	Percent of Total and AAPIs Served	Funding
~ 105,112 USDA employees nationwide	3,024 UDA employees	2.87%	TBD
Total Population of Senior Executive Service (SES)	Total AAPIs Served	Percent of Total and AAPIs Served	Funding
~ 354	9	2.54%	TBD