



**Federal Equal Opportunity Recruitment  
Program Plan  
Fiscal Year 2012**



**NATIONAL ARCHIVES  
AND RECORDS ADMINISTRATION**

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# Executive Summary

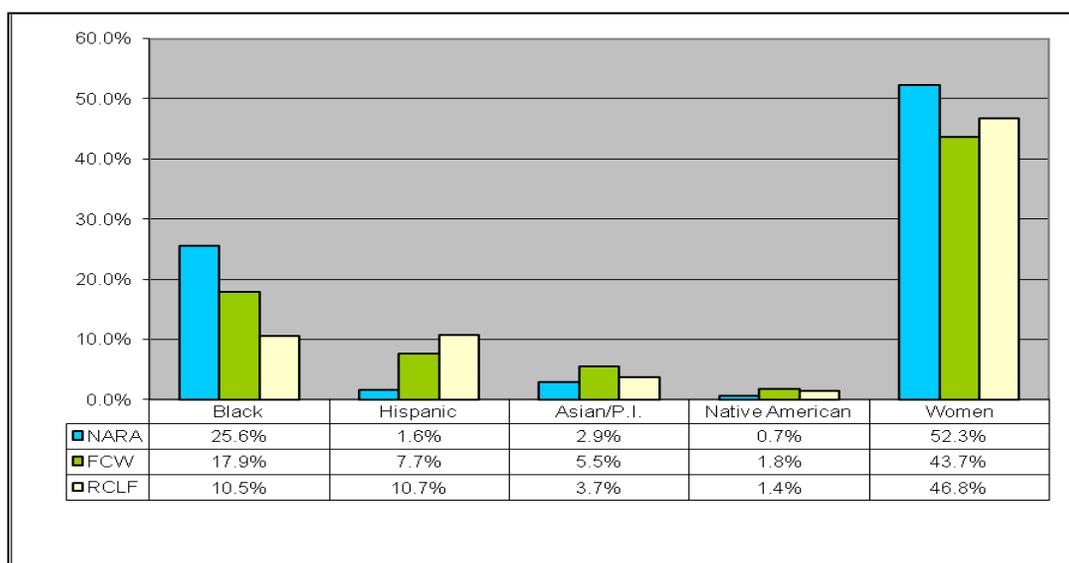
The National Archives and Records Administration (NARA) is committed to maintaining a diverse workforce at all levels. Having a diverse workforce contributes directly to the achievement of NARA’s mission by bringing a wide variety of perspectives and approaches to our work.

Moreover, we recognize diversity as a catalyst for new ideas and innovation, helping us to solve not only the problems of today but also the challenges of tomorrow.

This Federal Equal Opportunity Recruitment Program (FEORP) Plan is our roadmap for how to recruit and retain a highly qualified diverse workforce. It outlines the basic policy, legal authority, and responsibility for NARA’s FEORP Plan; provides data on our workforce and how it compares to both the Federal Civilian Workforce (FCW) and the Relevant Civilian Labor Force (RCLF); and identifies specific actions that NARA will undertake in the coming years to address areas where underrepresentation of women and minorities exist in our workforce.

As shown in Figure 1 below, representation for some groups – specifically, women and Blacks - compare favorably to both the FCW and the RCLF. However, with the exception of these two groups, all others are underrepresented at NARA when compared to the FCW. In particular, Hispanics are significantly underrepresented in NARA, comprising just 1.6 percent of the workforce as compared to the 7.7 percent of the FCW and 10.7 percent of the RCLF. Representation rates for Asian/Pacific Islanders and Native Americans are also below those in both the RCLF and the FCW.

**Figure 1**  
**NARA vs. Federal and Relevant Civilian Labor Workforce<sup>1</sup>**



<sup>1</sup> NARA data provided by NARA’s Performance Measurement and Reporting System (PMRS); covers full-time permanent employees as of October 27, 2011  
Federal Civilian Workforce (FCW); covers full and part-time permanent employees, data sourced from Fedscope, June 2011, Nationwide  
Relevant Civilian Labor Workforce (RCLF); covers full and part-time permanent employees, data sourced from Census EEO Tool, Nationwide

Relative to NARA's supervisory/non-supervisory and executive level workforce, minorities and women are most underrepresented within the supervisory and executive level positions. While minorities comprise 32 percent of our non-supervisory workforce, they comprise only 18 percent of supervisory positions and 6 percent of executive positions. Likewise, while women comprise 53 percent of our non-supervisory workforce, they comprise only 45 percent of supervisory positions and 23 percent of executive positions.

To address these challenges, NARA has identified three multi-year strategic goals that together form the foundation of our FEORP. These goals are:

- Ensure that FEORP goals are aligned with NARA's Strategic Plan and Strategic Human Capital Plan and integrated with workforce planning efforts;
- Expand the pipeline of women and minorities available for employment with NARA; and
- Enhance staff development opportunities that prepare staff for upper level positions.

In support of these goals, we have identified 14 specific strategies that NARA will undertake in Fiscal Year 2012 to enhance the representation of women and minorities at all levels. Our strategies focus on expanding partnerships with minority-serving universities, education associations, and professional organizations; attending and networking at minority conferences and job fairs; encouraging the use of developmental assignments that provide on-the-job training opportunities for women and minorities; and ensuring that our FEORP goals and strategies are fully aligned with NARA's Strategic Human Capital Plan and, by extension, NARA's Strategic Plan.

Progress against these goals and strategies will be assessed each year as part of our human capital accountability efforts and the U.S. Office of Personnel Management's (OPM) annual FEORP and Federal Hispanic Employment Plan (HEP) reporting requirements. In addition, this plan will be revised each year to reflect NARA's latest workforce demographics and updated strategies for addressing underrepresentation at NARA.

# Introduction

**T**he National Archives and Records Administration is our national record keeper. An independent agency created by statute in 1934, NARA safeguards the records of all three branches of the Federal Government.

Our job is to ensure continuing access to essential documentation and, in doing so, we serve a broad spectrum of American society. Genealogists and family historians; veterans and their authorized representatives; academics, scholars, historians, business and occupational researchers; publication and broadcast journalists; Congress, the Courts, the White House, and other public officials; Federal Government agencies and the individuals they serve; state and local government personnel; professional organizations and their members; students and teachers; and the general public – all seek answers from the records we preserve.

## Mission

*The National Archives and Records Administration serves American democracy by safeguarding and preserving the records of our Government, ensuring that the people can discover, use, and learn from this documentary heritage. We ensure continuing access to the essential documentation of the rights of American citizens and the actions of their government. We support democracy, promote civic education, and facilitate historical understanding of our national experience.*

## Vision

*As the nation's record keeper, it is our vision that all Americans will understand the vital role records play in a democracy, and their own personal stake in the National Archives. Our holdings and diverse programs will be available to more people than ever before through modern technology and dynamic partnerships. The stories of our nation and our people are told in the records and artifacts cared for in NARA facilities around the country. We want all Americans to be inspired to explore the records of their country.*

We carry out our mission through a national network of archives and records services facilities stretching from Washington, DC, to the West Coast, including Presidential libraries documenting administrations back to Herbert Hoover. Additionally, we publish the *Federal Register*, administer the Information Security Oversight Office (ISOO), and make grants for historical documentation through the National Historical Publications and Records Commission (NHPRC). We preserve and make available, in response to hundreds of thousands of requests, the records on which the entitlements of citizens, the credibility of Government, and the accuracy of history depend.

In order to accomplish our mission and effectively represent the many customers we serve, NARA recognizes the need to recruit, retain, reward, and promote a highly qualified diverse workforce. Demographic research suggests that the future workforce talent pool will be much more diverse, including individuals of different genders, ages, races, ethnicities, and lifestyles. By effectively leveraging this human capital, we can increase the variety of available skills and knowledge in our workforce, thereby achieving greater mission success. Specifically, diversity recruitment initiatives can help NARA reduce turnover, improve retention and employee morale, and increase innovation.

NARA's commitment to diversity is reflected in our 2006 – 2016 Strategic Plan ("*Preserving the Past to Protect the Future*"). The Strategic Plan incorporates two goals, specifically 6.1 and 6.2, aimed at enhancing the competencies and diversity of our workforce:

### **Strategic Goal 6**

***We will equip NARA to meet the changing needs of our customers.***

- **6.1 By 2016, 95 percent of employees possess the core competencies that were identified for their jobs.**
- **6.2 By 2016, the percentage of NARA employees in underrepresented groups match their respective availability levels in the Civilian Labor Force (CLF).**

This Federal Equal Opportunity Recruitment Program Plan further emphasizes our commitment to diversity. It identifies specific objectives and strategies for eliminating underrepresentation of women and minorities in NARA, and it provides a framework for aligning our strategic diversity recruitment and human capital goals with the vision and mission articulated in our Strategic Plan.

## PURPOSE AND SCOPE

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The purpose of this plan is to govern the administration of NARA's Federal Equal Opportunity Recruitment Program. . It outlines basic policy, legal authority and responsibilities. It further provides the necessary analyses for identifying and correcting areas in which underrepresentation of minorities and women exist.

The U.S. Office of Personnel Management (OPM) sets policy and provides guidance to Federal agencies on the development and administration of FEORP. OPM requires that agency FEORP plans cover the following underrepresented groups: White females, Black males and females, Hispanic males and females<sup>2</sup>, Asian/Pacific Islander males and females, and Native American males and females.

The FEORP applies to all positions in all pay plans, unless specifically exempt by statute.

This plan is reviewed and updated on an annual basis.

## LEGAL AUTHORITY

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As outlined in 5 U.S.C. 7201(b), "It is the policy of the United States to insure equal employment opportunities for employees without discrimination because of race, color, religion, sex, or national origin."

Further, as outlined in Executive Order 13171, "The head of each executive department and agency (agency) shall establish and maintain a program for the recruitment and career development of Hispanics/Latinos in Federal government."

OPM's implementing regulations for these provisions are contained at 5 CFR 720, Subpart B – Federal Equal Opportunity Recruitment Program. Specifically, 5 CFR 720.205 requires each agency to "have an up-to-date equal opportunity recruitment program plan covering recruitment of positions at various organizational levels and geographic locations within the agency."

Pursuant to this policy, 5 U.S.C. 7201(c) requires: "That each Executive agency conduct a continuing program for the recruitment of members of minorities for positions in the agency to carry out the [anti-discrimination] policy set forth in subsection (b) in a manner designed to eliminate underrepresentation of minorities in the various categories of civil service employment within the Federal service, with special efforts directed at recruiting in minority communities, in educational institutions, and from other sources from which minorities can be recruited...."

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<sup>2</sup> Until 2010, agencies were also required to submit a separate Hispanic Employment Plan to OPM. However, in September 2010, OPM released a memo, "Subject: Tenth Annual Report to the President on Hispanic Employment" which requests that Hispanic Employment information be submitted with the FEORP report in an effort to consolidate like reports. Complying with this request, NARA has integrated the analysis, goals and strategies Hispanic employment into our FEORP plan.

## DEFINITIONS

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Appendix A contains definitions of commonly-used terms throughout this plan.

## EQUAL EMPLOYMENT OPPORTUNITY (EEO) POLICY

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It is the policy of the National Archives and Records Administration to prohibit discrimination and to ensure equal employment opportunity for all applicants and employees without regard to race, color, religion, sex, sexual orientation and genetics, national origin, age or disability.

## DESIGNATION OF RESPONSIBILITY

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- A. The Chief Human Capital Officer (CHCO), is responsible for:
  - 1. Overseeing the planning and implementation of this plan;
  - 2. Communicating the FEORP plan to NARA's managers and employees;
  - 3. Certifying that the FEORP plan exists and is current; and
  - 4. Submitting the annual FEORP report to OPM.
  
- B. The Talent Management Division (HT) within the Office of Human Capital is responsible for:
  - 1. Annually developing and updating the FEORP plan;
  - 2. Implementing the recruitment strategies and programs identified within the plan; and
  - 3. Preparing FEORP reports and responding to inquiries about program activities.
  
- C. The Staffing and Recruitment Branch (HTS) within The Office of Human Capital is responsible for:
  - 1. Conducting recruitment and hiring practices that align with the FEORP plan and promote the advancement of women and minorities; and
  - 2. Providing advice and assistance to selecting officials when vacancies occur in underrepresented occupations.
  
- D. The Office of Diversity and Inclusion (HD) recommends changes to programs and procedures to eliminate practices that act as barriers to the hiring and advancement of women and minorities.
  
- E. The Learning and Development Division (HL) is responsible for providing developmental opportunities that will support the advancement of women and minorities.
  
- F. Hiring officials are responsible for conducting recruitment and hiring practices that align with this plan and promote the advancement of women and minorities.

# Underrepresentation Analysis

**T**otal employment for NARA at the end of Fiscal 2011 was 2,723<sup>3</sup>. Table 1 shows the race and national origin (RNO) and gender of our workforce as of October 7, 2011.

When evaluating the composition of our workforce to determine if underrepresentation exists, NARA measures itself against two groups: the Federal Civilian Workforce and the Relevant Civilian Labor Force. The Federal Civilian Workforce is defined by the OPM as full and part-time permanent non-military employees working in non-Postal Executive Branch agencies of the U.S. Government. Measuring ourselves against the FCW enables us to see how our workforce compares to other Federal agencies.

Relevant Civilian Labor Force is defined as those occupations in the Civilian Labor Force (non-institutionalized individuals 16 years of age or older, employed or unemployed, U.S. citizens and non-U.S. citizens) that are directly comparable or relevant to occupations at NARA. Appendix B contains a list of the 54 occupational groups that comprise NARA's RCLF, cross-walked to their corresponding OPM occupational series. Measuring ourselves against the RCLF enables us to compare ourselves against like occupations in the national labor market.

**Table 1**  
**Representation of Minorities and Women at NARA**

RNO AND GENDER	AGENCY WORKFORCE	
	#	percent
<b>Overall total (includes White non-Hispanics)</b>	<b>2,723</b>	<b>100</b>
Men	1,301	47.8
Women	1,422	52.2
<b>Total Blacks</b>	<b>697</b>	<b>25.6</b>
Men	262	37.5
Women	435	62.4
<b>Total Hispanics</b>	<b>43</b>	<b>1.6</b>
Men	22	51.2
Women	21	48.8
<b>Total Asian/Pacific Islanders</b>	<b>77</b>	<b>2.9</b>
Men	39	50.6
Women	38	49.3
<b>Total Native Americans</b>	<b>18</b>	<b>0.7</b>
Men	11	61.0
Women	7	39.0

<sup>3</sup> Total employment includes full-time permanent staff onboard as of October 7, 2011.

Table 2 compares NARA's workforce to the Relevant Civilian Labor Force. Groups that are underrepresented by comparison to the RCLF (the legal standard of comparison required by 5 CFR 720) are shown in red.

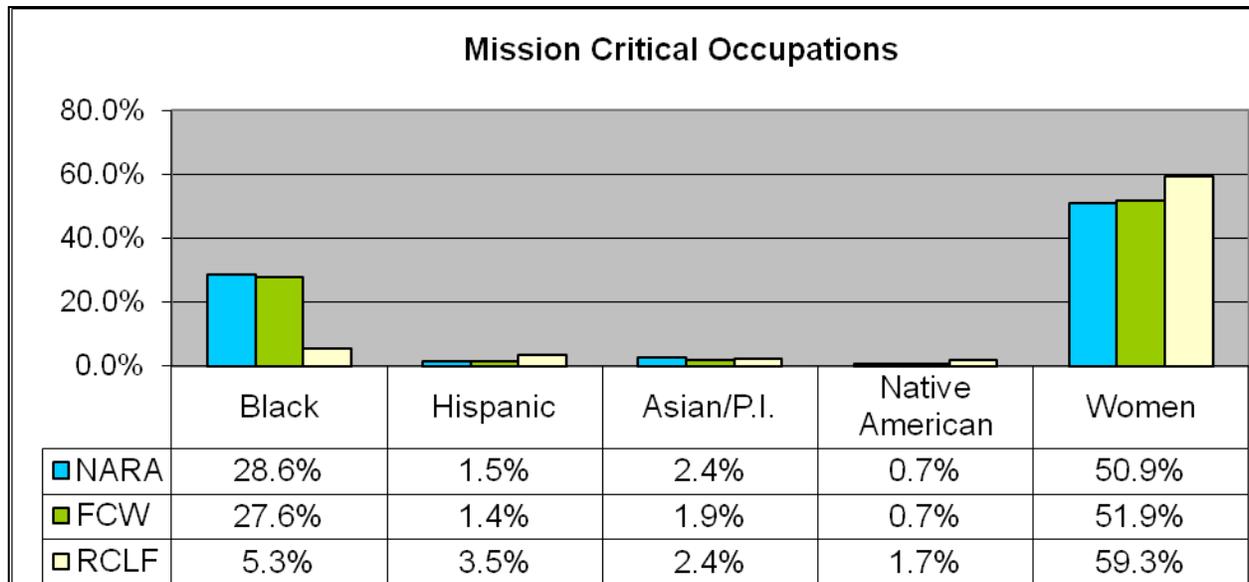
**Table 2**

<b>RNO AND GENDER</b>	<b>NARA percent</b>	<b>RCLF percent</b>
<b>Overall total (includes White non-Hispanics)</b>	<b>100</b>	<b>100</b>
Men	47.8	53.2
Women	52.2	46.8
<b>Total Blacks</b>	<b>25.6</b>	<b>10.5</b>
Men	9.6	4.8
Women	16.0	5.7
<b>Total Hispanics</b>	<b>1.6</b>	<b>10.7</b>
Men	.80	6.2
Women	.80	4.5
<b>Total Asian/Pacific Islanders</b>	<b>2.9</b>	<b>3.7</b>
Men	1.4	1.9
Women	1.5	1.7
<b>Total Native Americans</b>	<b>0.7</b>	<b>1.4</b>
Men	.40	.70
Women	.30	.70

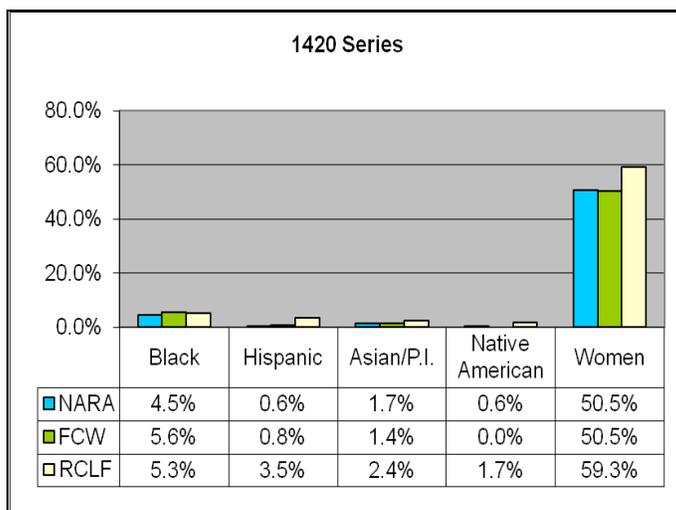
## RNO IN MISSION CRITICAL OCCUPATIONS

The majority of NARA's workforce (58.9 percent) holds one of three Mission Critical Occupations – Archivist in the GS-1420 occupational series, or Archives Specialist or Archives Technician in the GS-1421 occupational series. Figures 2, 3 and 4 show the RNO and gender of NARA's Mission Critical Occupations.

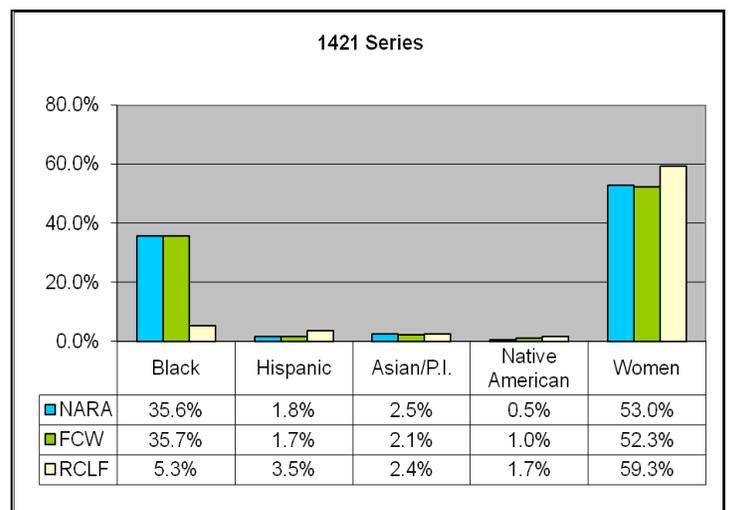
**Figure 2**



**Figure 3**

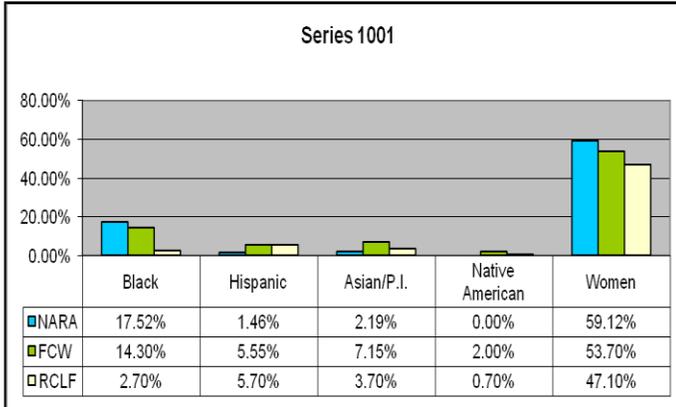


**Figure 4**

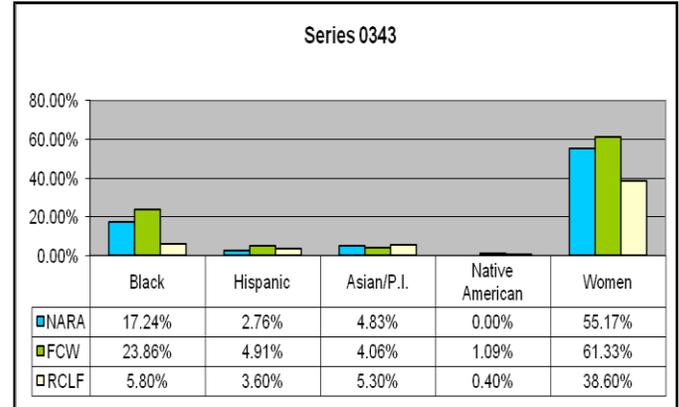


To provide a larger perspective on the composition of NARA's workforce, Figures 5, 6 and 7 show the RNO and gender of the next three largest occupational series within the agency: the GS-1001 General Arts and Information series, GS-0343 Management and Program Analyst series, and GS-2210 Information Technology Management series, respectively.

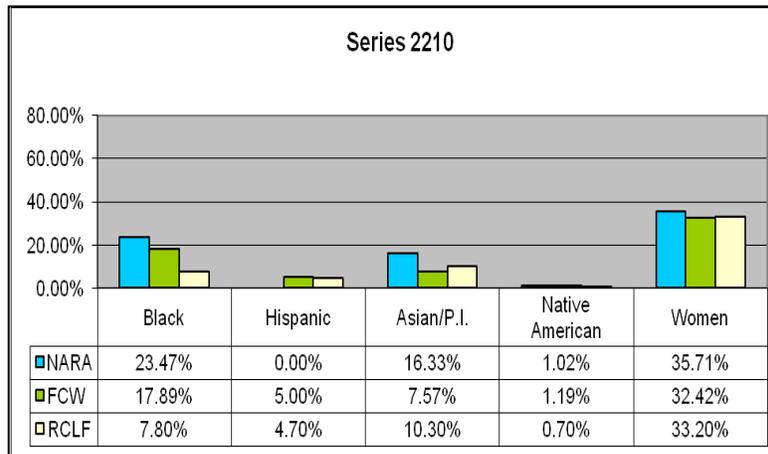
**Figure 5**



**Figure 6**



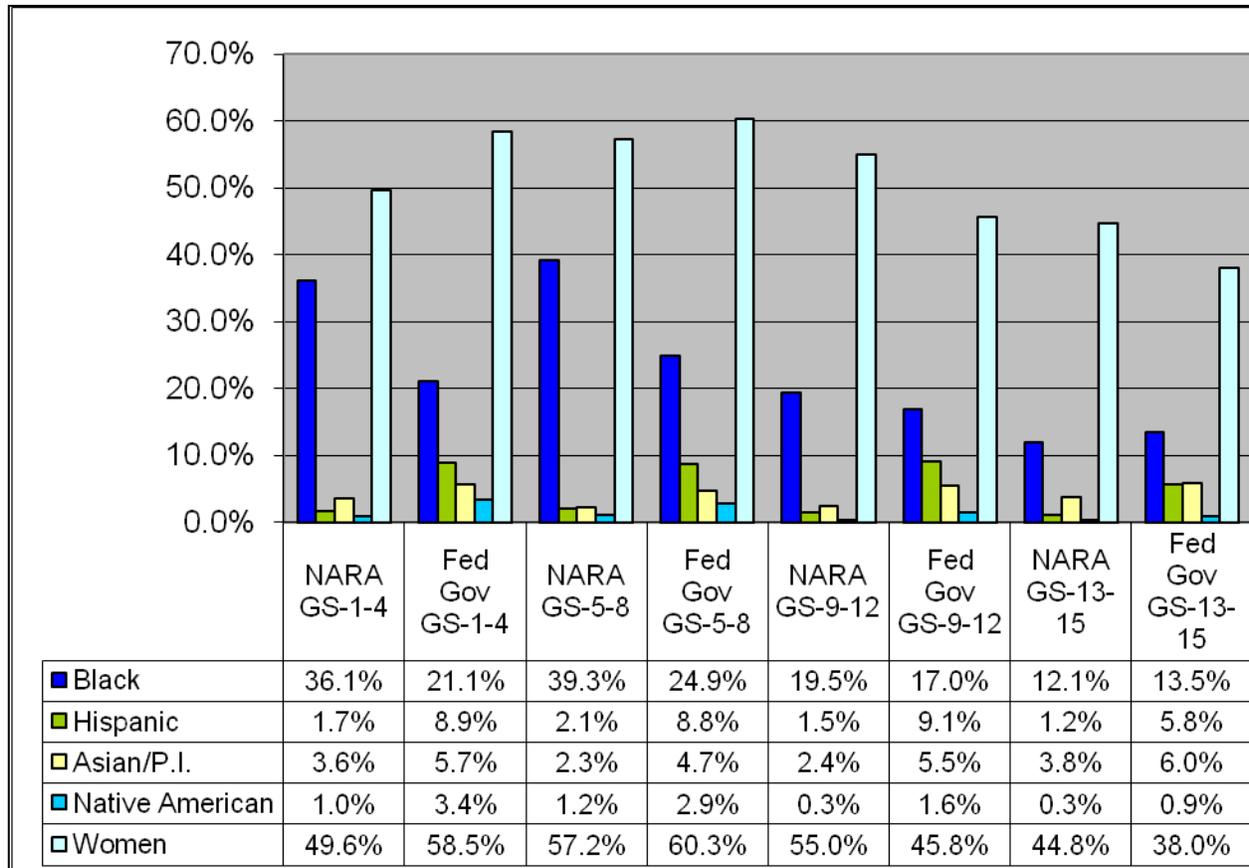
**Figure 7**



## GRADE CLUSTER INFORMATION

Figure 8 compares the RNO and gender of NARA's workforce, by grade cluster, to that of the Federal Civilian Workforce.

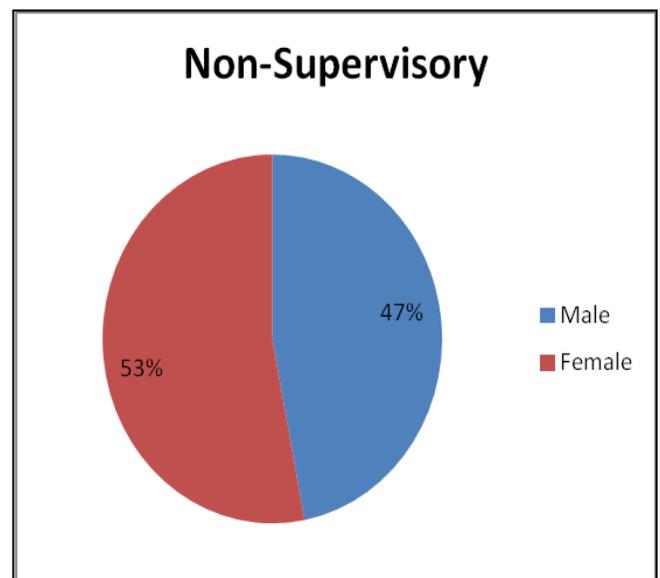
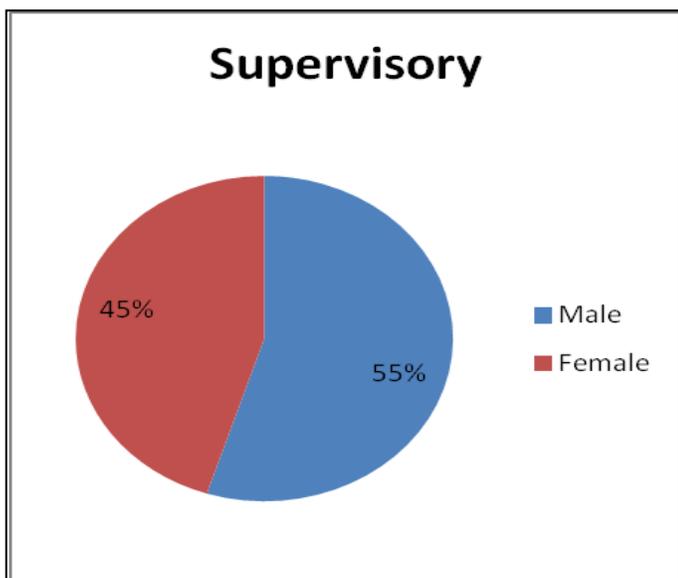
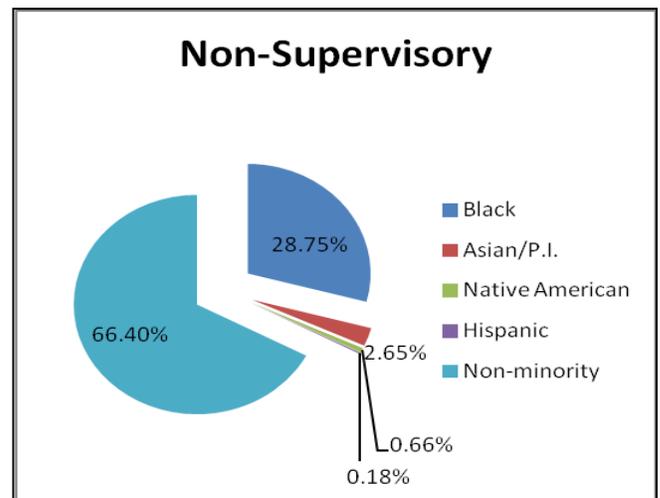
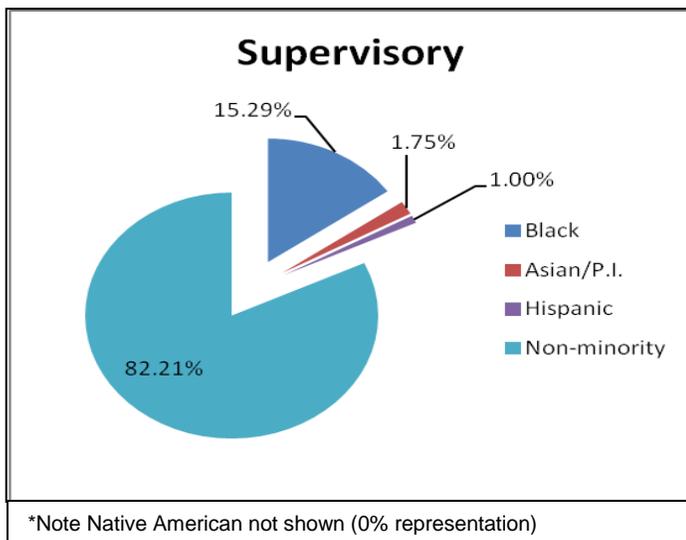
**Figure 8**  
**Grade Cluster Information**



## SUPERVISORY VS. NON-SUPERVISORY WORKFORCE

The following charts show the distribution of women and minorities in supervisory versus non-supervisory positions at NARA.

**Figure 9**  
Supervisory vs. Non-supervisory Workforce

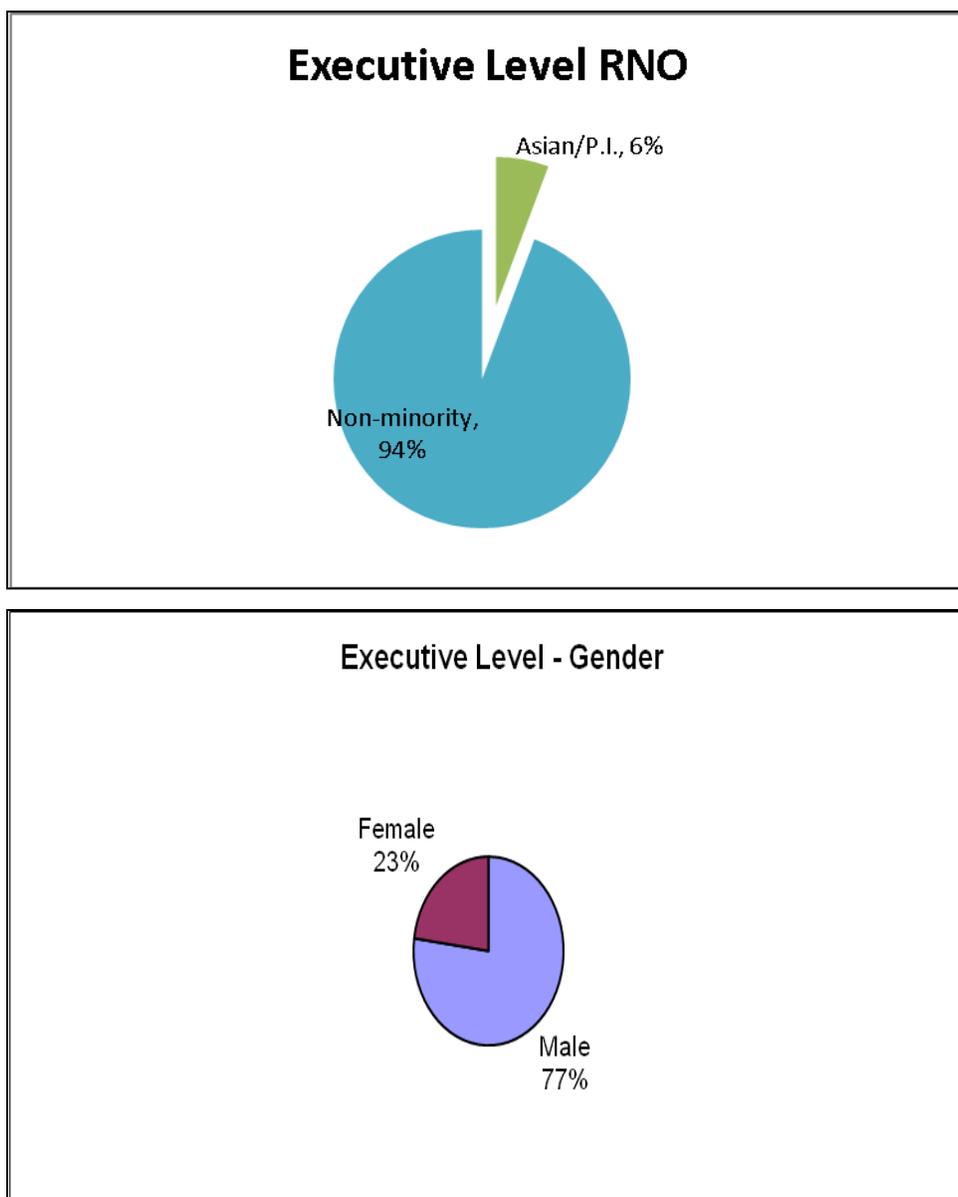


## DIVERSITY AT THE EXECUTIVE LEVEL

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Figure 10 shows the distribution of women and minorities in executive level positions at NARA. NARA defines executive level positions as positions classified under the Senior Level (SL), Senior Executive Service (SES), Administratively Determined (AD) or Executive (EX) pay schedule.

**Figure 10**  
Executive Level RNO and Gender



## Findings

Our analysis shows that while representation rates of Blacks and women compare favorably to both the FCW and the RCLF, Hispanics, Asian/Pacific Islanders and Native Americans are underrepresented in NARA's workforce. Underrepresentation is particularly acute among Hispanics, who comprise only 1.6 percent of NARA's workforce. Native Americans are likewise underrepresented at all grade levels and across four of NARA's five largest occupational series. Representation rates for Asian/Pacific Islanders vary. For example, Asian/Pacific Islanders comprise six percent of NARA's executive level positions; however, they are consistently underrepresented at all other grade levels.

Our analysis also shows that minorities and women are better represented in the non-supervisory workforce than in the supervisory workforce. Minorities comprise 32 percent of our non-supervisory workforce, and only 18 percent of our supervisory ranks; likewise, women comprise 53 percent of our non-supervisory workforce and 45 percent of supervisory positions.

Progress is needed in increasing the representation of women and minorities at the most senior levels of NARA. As illustrated in Figure 10, minorities comprise just 6 percent of NARA's executive level positions, and women comprise 23 percent of NARA's executive level positions.

Specific findings for each group are outlined below:

### BLACKS

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Blacks comprise 25.6 percent of NARA's total workforce, exceeding their representation in the FCW and RCLF by 7.7 percent and 15.1 percent respectively. Representation rates for Blacks exceed the FCW across all grade levels, except at the GS 13-15 levels where representation rates are somewhat lower than the FCW. Representation rates for Blacks declined in FY11 in three of NARA's five largest occupational series; GS-1421 (Archives Technician), GS-1001 (General Arts and Information) and the GS-2210 (Information Technology Management) series.

NARA's greatest challenges regarding the representation of Blacks are at the supervisory and executive levels. Blacks comprise 28.7 percent of NARA's non-supervisory workforce, but only 15.2 percent of supervisory positions. Moreover, Blacks are not represented at all among NARA's executive level positions. It is encouraging to note, however, that there was a 1.2 percent increase in representation (14 to 15.2 percent) of Blacks at the supervisory level from last year.

## HISPANICS

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Hispanics comprise 7.7 percent of the Federal workforce and 10.7 percent of the RCLF. However, Hispanics represent only 1.6 percent of NARA's total workforce, making them the most underrepresented group at the agency. Hispanics are underrepresented at all grade levels, with the most significant underrepresentation occurring at the GS 9-12 levels with a difference of 7.6 percent when compared to the FCW.

Hispanics are underrepresented across NARA's five largest occupational series when compared to the RCLF. However, when compared to FCW, Hispanics fare slightly better in the GS-1421 occupational series – exceeding the FCW by .1 percent.

Hispanics comprise .18 percent of NARA's non-supervisory workforce and are represented at a rate of 1 percent within NARA's supervisory positions. Hispanics are not represented at all among NARA's executive level positions.

NARA's greatest challenge in recruiting Hispanics continues to be the exceedingly small number of Hispanics studying in the fields of archives, history, library and information science, and social science – the areas of study from which the majority (58.9 percent) of NARA's workforce is based. Of the approximate 200,000 undergraduate and graduate degrees conferred in the areas of library and information science, social science or history in 2008 - 2009, only 0.86 percent was conferred to Hispanics<sup>4</sup>.

## ASIAN/PACIFIC ISLANDERS

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Asian/Pacific Islanders represent 2.5 percent of NARA's workforce, as compared to 5.5 percent of the Federal workforce and 3.7 percent of the RCLF. In comparison to FY10, representation of this group has increased by .4 percent. Representation rates vary across NARA's five largest occupational series. Within the GS-1421 occupational series, Asian/Pacific Islanders slightly exceed both the FCW and RECLF. Within the GS-1001 series, Asian/Pacific Islanders are only slightly underrepresented when compared to the RCLF, but significantly more underrepresented when compared to the FCW. Within the GS-0343 series, Asian/Pacific Islanders exceed the FCW representation by .77 percent but are underrepresented by .47 percent when compared to the RCLF. This however, is an improvement over FY10 when Asian/Pacific Islanders were not represented at all within this occupational series. Asian/Pacific Islanders also continue to exceed both the FCW and the RCLF within the GS-2210 series.

Although Asian/Pacific Islanders represent only 1.7 percent of supervisory positions at NARA, they are the only minority group represented within NARA's executive ranks – representing 6 percent of that workforce.

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<sup>4</sup> National Center for Education Statistics, 2008-2009, Tables 297 and 300. 2008 – 2009 is the most recent year for which data is available.

## NATIVE AMERICANS

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Native Americans comprise 0.7 percent of NARA's workforce (an increase of .10 percent over FY10), as compared to 1.8 percent of the FCW and 1.4 percent of the RCLF. They are underrepresented at all grade levels and across four of NARA's five largest occupational series. The exception is the GS-1420 series, where Native Americans comprise .60 percent of the workforce (an increase of .30 percent over FY10), exceeding the FCW by the same amount. Native Americans do not hold any supervisory or executive level positions at NARA.

As with Hispanics, one of the challenges NARA faces in recruiting Native Americans is the small number of Native Americans majoring in fields of study that are applicable to NARA's Mission Critical Occupations. Only .80 percent of all undergraduate and graduate degrees conferred in 2008 - 2009 were conferred to Native Americans majoring in library and information science, social science or history.<sup>5</sup>

## WOMEN

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Women represent 52.3 percent of NARA's workforce, exceeding their representation in the FCW and RCLF by 8.6 and 5.5 percent respectively.

Women comprise 50.9 percent of NARA's MCOs, an increase of 2.9 percent over FY10. However, women exceed the RCLF for NARA's three other largest occupational series – the GS-1001 series, GS-0343 series, and GS-2210 series, and the FCW in two of those series (GS-1001 and GS-2210).

NARA leads the FCW in female representation at the GS 9-12 and GS 13-15 levels. However, women are underrepresented at the GS 1-4 and GS 5-8 levels. This is an improvement over FY10 when the FCW led NARA in female representation at all but the GS 5-8 level. Women comprise 53 percent of the non-supervisory workforce and 45 percent of supervisory positions. Women comprise 23 percent of NARA's executive positions, a decrease of 3 percent when compared to FY10.

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<sup>5</sup> National Center for Education Statistics, 2008-2009, Tables 297 and 300. 2008 – 2009 is the most recent year for which data is available.

# Trend Analysis

This section provides a snapshot of our minority employment trends over the past three fiscal years (2009 – 2011). Specifically, we examined the composition of NARA’s overall workforce, RNO and gender of our Mission Critical Occupations (MCOs), RNO and gender of NARA’s next three largest occupational series (GS-1001 General Arts and Information series, GS-0343 Management and Program Analysts series, and GS-2210 Information Technology Management series), grade-cluster data, and the composition of our supervisory/non-supervisory workforce as well as our executive level positions.

These areas are discussed in detail below.

## NARA’s Workforce Composition

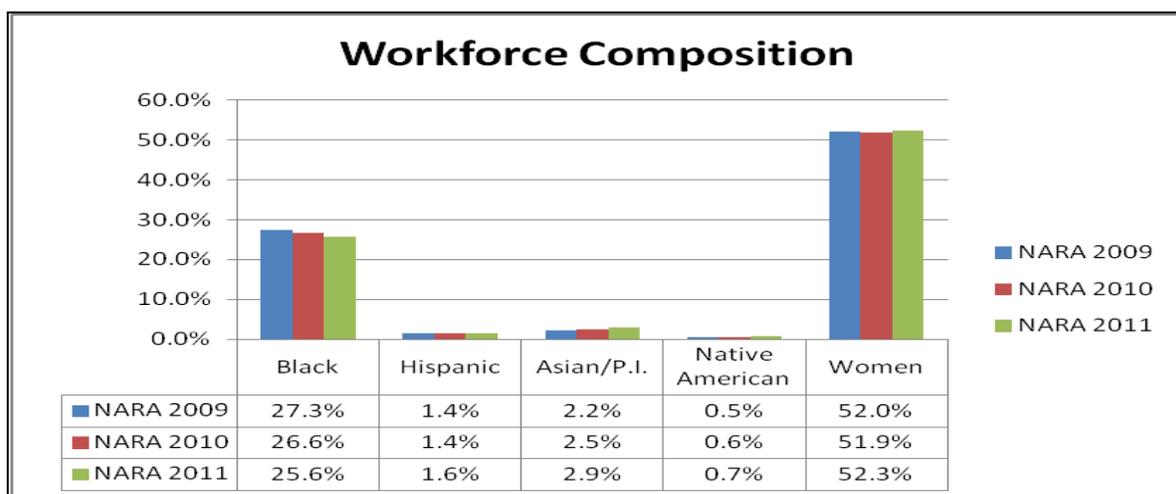
Overall minority representation has remained relatively stable over the three-year period, as shown in Figure 11 below.

Representation of Blacks within NARA’s workforce has declined slightly each year - down 1.7 compared to FY2009 and 1.0 percent compared to FY2010. Despite this decrease, Blacks continue to exceed both the FCW and RCLF over the three-year analysis period.

Hispanic representation had remained consistent at 1.4 percent for FY2009 and FY2010. In FY11 there was slight increase (up .2 percent) to 1.6 percent in FY11. Representation of Asian/Pacific Islanders has shown the greatest improvement, with slight increases each year over the three-year period.

Native American representation has increased slightly each year, for a net increase of .2 percent over the three-year analysis period.

**Figure 11**

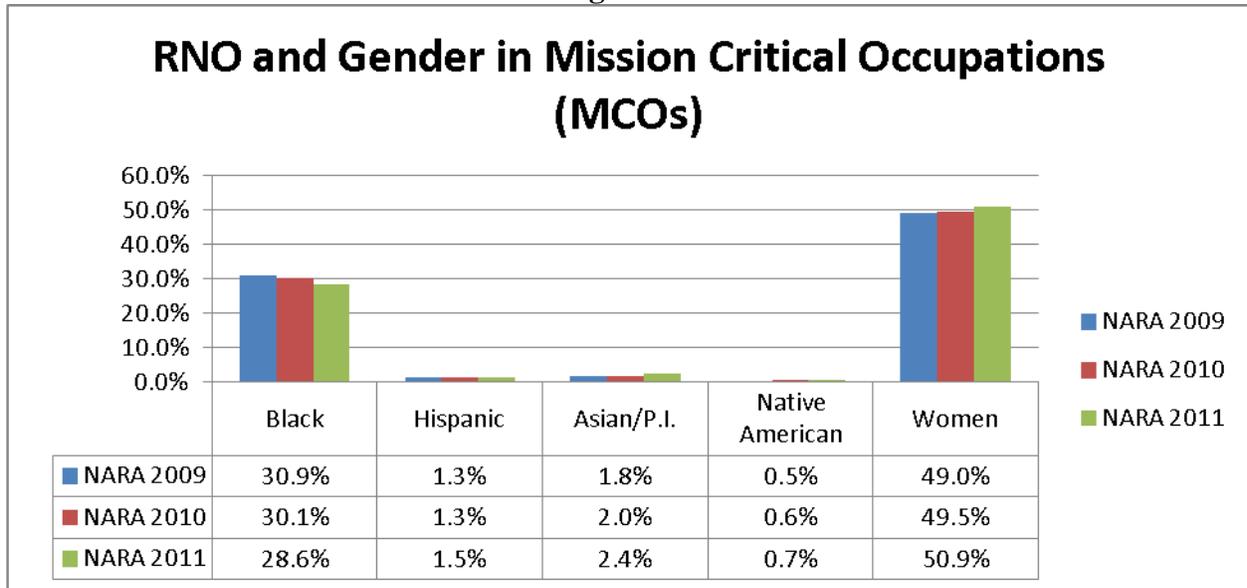


**Mission Critical Occupations (MCOs)**

With the majority of NARA’s workforce (58.9 percent) being employed in one of three MCOs, trend analysis in this area is especially critical. With the exception of Blacks, minority and female representation in MCOs have either remained the same or increased slightly each year.

As shown in Figure 12 below, representation of Blacks declined from 30.9% in 2009 to 30.1% in 2010 and 28.6% in 2011, while all other races and women either stayed the same or slightly increased at the end of the analysis period. While we are cognizant of the decline in Black representation levels, we also recognize that we continue to considerably exceed the representation of Blacks in these occupations when compared to the RCLF – by an average of 24.5 percent over the three year period.

**Figure 12**

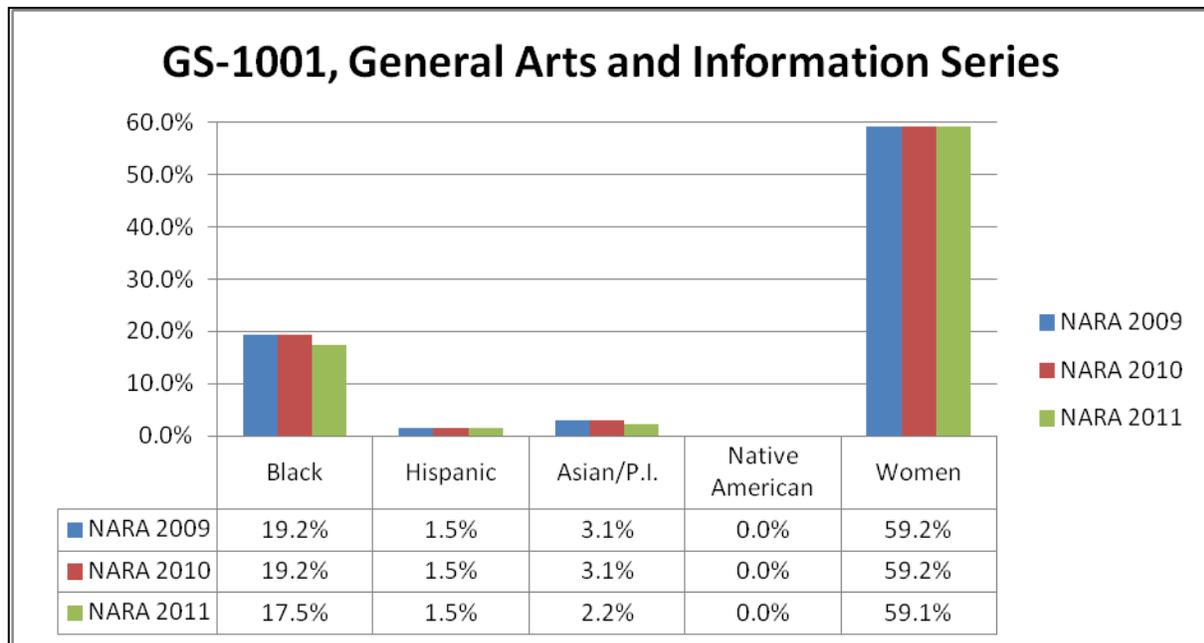


**Next Three Largest Occupational Series**

The next three largest occupational series at NARA consist of the GS-1001 General Arts and Information series, GS-0343 Management and Program Analyst series and the GS-2210 Information Technology Management series. Figures 13-15 provides an overview of the data.

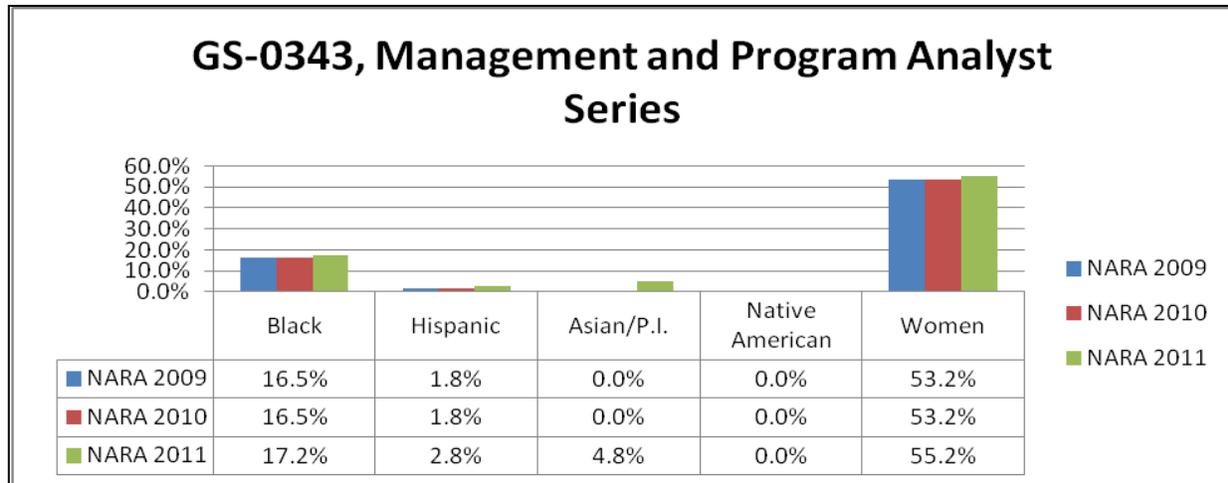
**GS-1001, General Arts and Information Series** – Representation of women, Hispanics, and Native Americans has not changed. Representation of Blacks and Asian /Pacific Islanders has declined slightly.

**Figure 13**



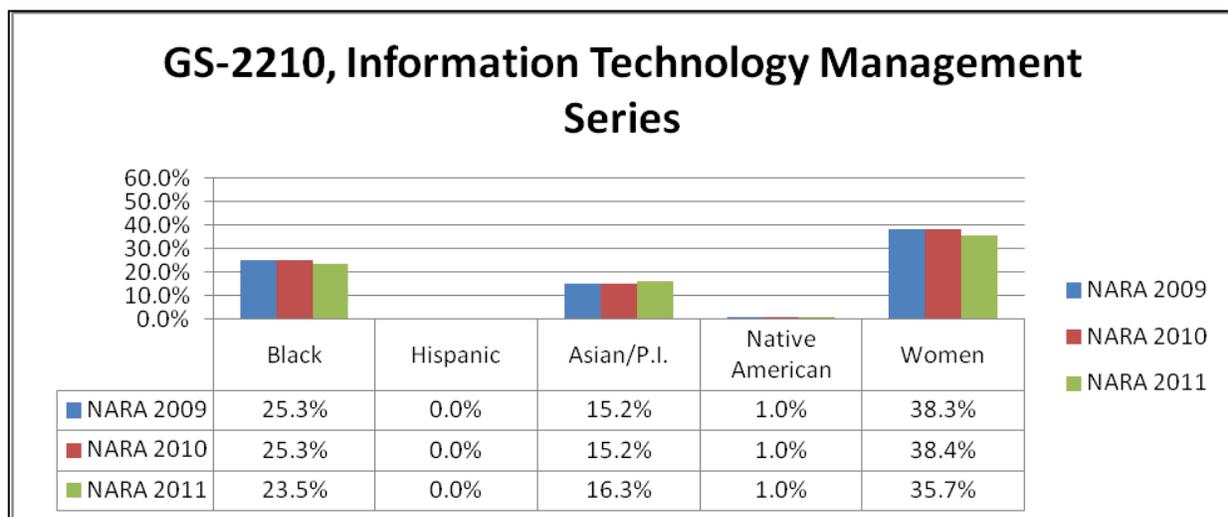
**GS-0343, Management and Program Analyst Series** - When comparing NARA's workforce in the Management and Program Analyst series (GS-0343), Native Americans are the most severely impacted with no representation during the three-year analysis period. Representations of all other groups have continued to increase, with the greatest growth reflected in representation of Asian/Pacific Islanders, who had no representation in FY09 and FY10 to a 4.8% increase in FY11.

Figure 14



**GS-2210, Information Technology Management Series** - Over the course of the three-year analysis period, Hispanics have had no representation in this occupational series. There has been a slight decrease in representation amongst Blacks and Women. Representation of Asian/Pacific Islanders, on the other hand, maintained representation from FY09 to FY10 at 15.2% and increased by 1.1 percent in FY11.

Figure 15



## NARA's Grade-Cluster Data

The following figures (16-19) compare the grade cluster data over the course of the three-year analysis period. Overall minority and female representation across the grade clusters has fluctuated slightly over the course of three years. Representation of Blacks in the GS 1-4 and GS 9-12 levels saw the most declines.

### Figures 16-19 Grade Cluster Information

Figure 16

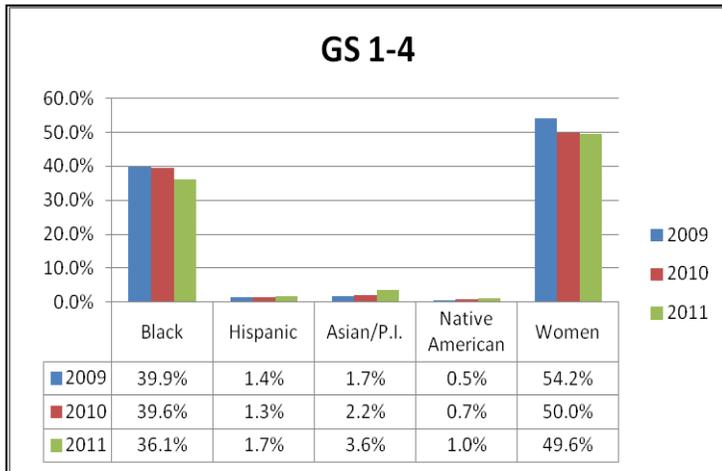


Figure 17

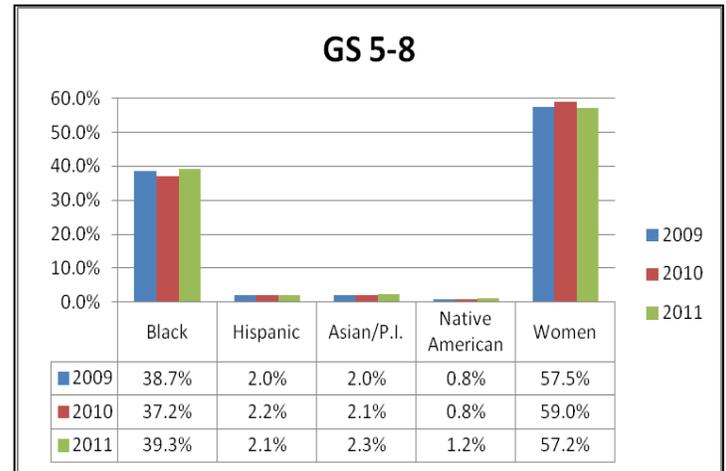


Figure 18

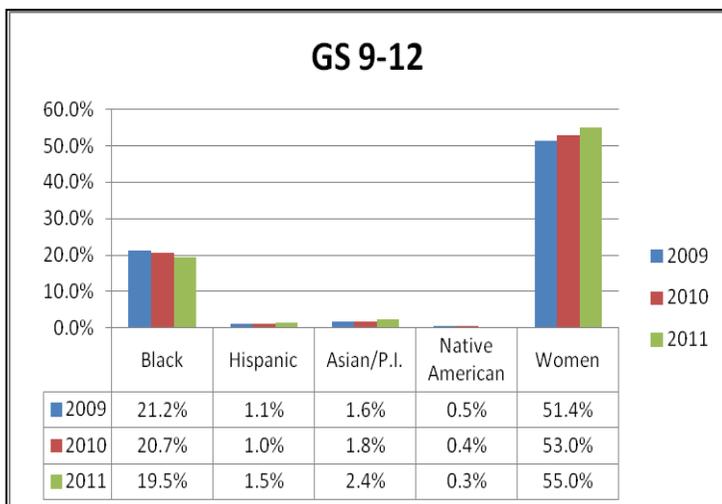
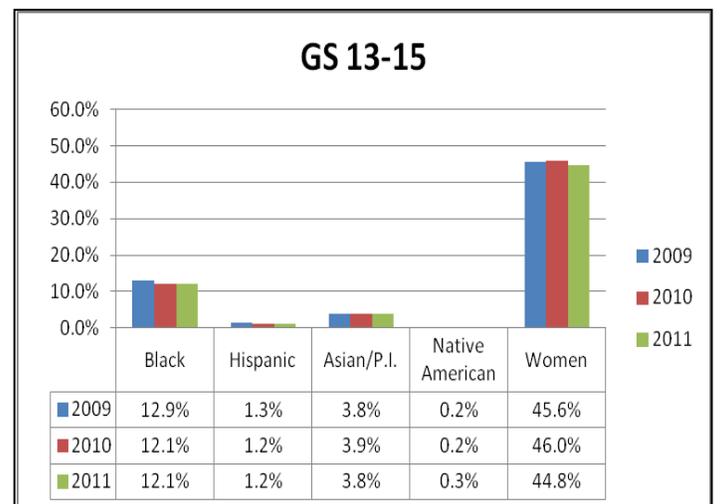


Figure 19



**NARA's Supervisory/Non-supervisory and Executive Level Workforce**

A review of the data relative to minority representation in supervisory positions and non-supervisory positions reveals mixed results, although Black representation increased and Asian/Pacific Islander representation decreased in both the supervisory and non-supervisory workforce (see Figures 20-22). As shown in Figure 22, there has been no representation of Blacks, Hispanics and Native Americans at the executive level over the three-year analysis period. The representation of Asian/Pacific Islanders has remained stable. Representation of women has fluctuated from 24.2 percent in 2009 to 26 percent in 2010 and 23 percent in 2011. While these increases are hopeful, there is still room for improvement. As we move forward it will important to communicate these trends and findings and develop strategies to increase representation of minorities across the board at executive levels.

**Figures 20 - 22**  
**Supervisory/Non-supervisory and Executive Level Workforce**

**Figure 20**

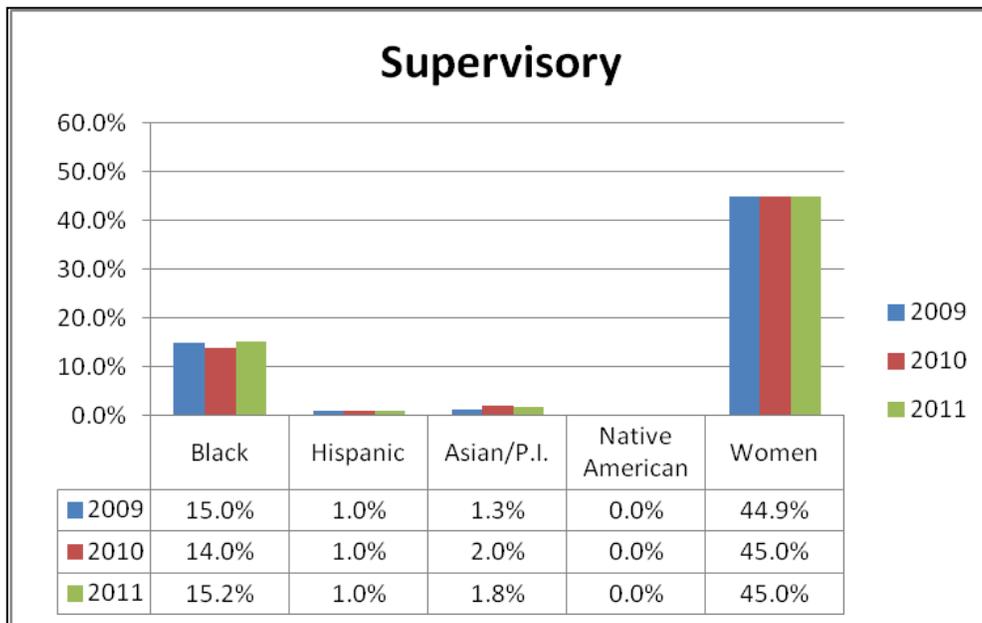


Figure 21

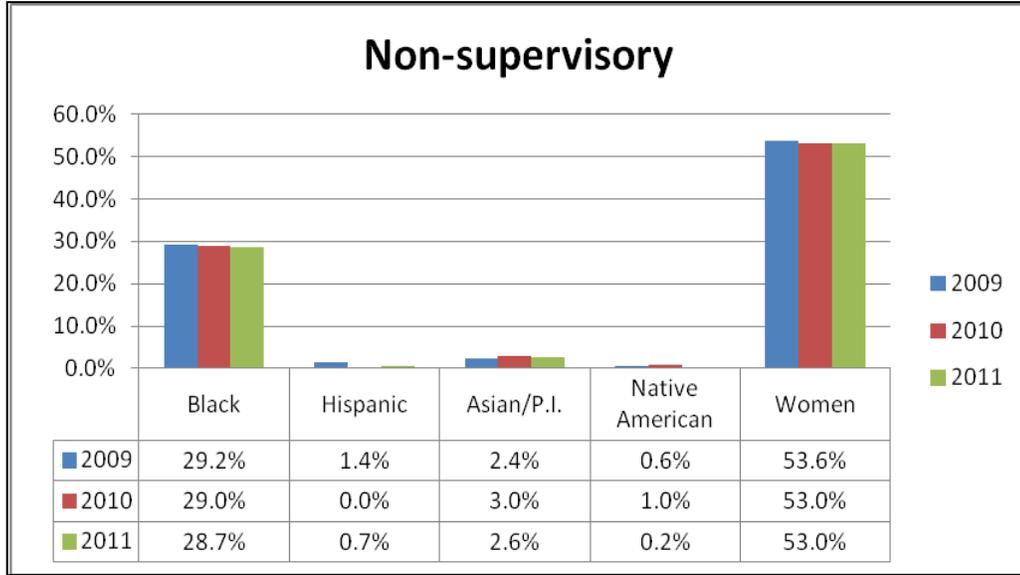
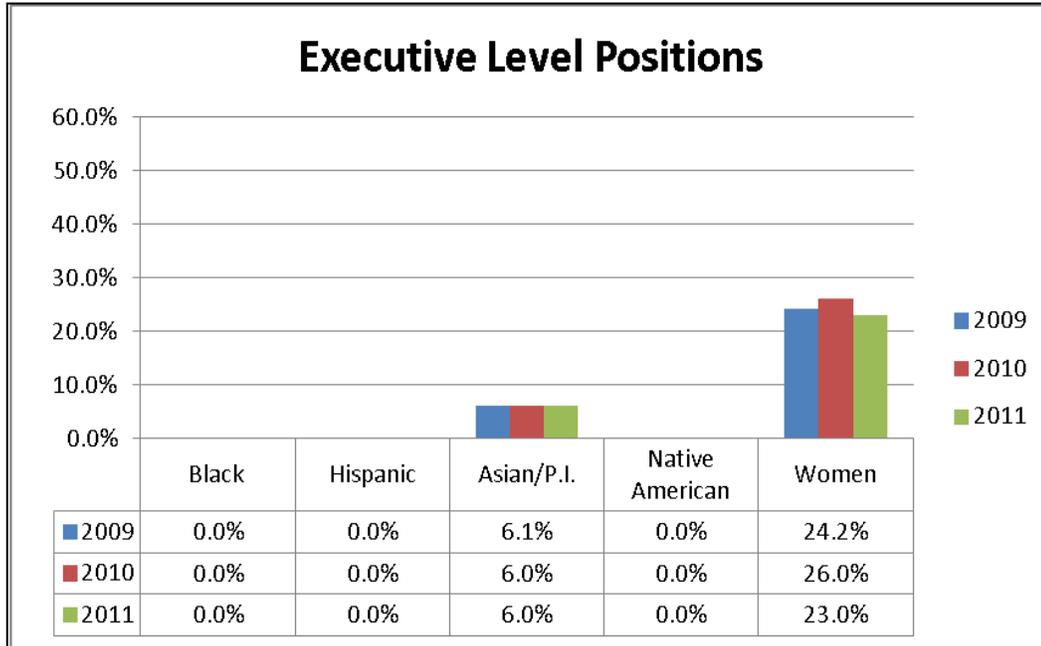


Figure 22



### **Trend Analysis Summary**

While the 2009-20110 data reveals that fluctuations of minorities and women within NARA's workforce over the past three years have occurred, overall progress has been negligible. To further analyze NARA's workforce, data was also reviewed for Fiscal Year 2008. This additional data also reinforces the notion that we have had minimal variation in minority representation throughout the analysis period.

While our strategies appear to be effective in maintaining the representation of minorities and women, the data suggests that new and/or additional strategies, including an in-depth analysis of barriers, may be needed in order to yield significant changes going forward. In addition, the lack of minority candidates majoring in the fields of study applicable to the majority of NARA's workforce continues to be a challenge.

## Goals & Strategies

**B**ased on the findings and trend analysis presented in the preceding sections of this plan, and in accordance with OPM's annual data call, NARA has identified three multi-year strategic goals that together form the foundation for improving our recruitment strategy for women and minorities:

- **Ensure that FEORP goals are aligned with NARA's Strategic Plan and Strategic Human Capital Plan and integrated with workforce planning efforts;**
- **Expand the pipeline of women and minorities available for employment with NARA; and**
- **Enhance staff development opportunities that prepare staff for upper level positions.**

In support of these goals, we have identified 14 specific strategies that NARA will undertake in Fiscal Year 2012 to enhance the representation of women and minorities at all levels. These strategies are discussed in detail on the following pages.

Several of these strategies are a continuation from previous years. However, as mentioned previously in this report, NARA recognizes the need to identify additional new strategies and further analyze barriers if we are to make significant improvements versus simply maintaining our current rates of minority representation.

Progress against our goals and strategies will be assessed each year as part of our human capital accountability efforts and OPM's annual FEORP reporting requirement. In addition, this plan will be revised each year to reflect our latest workforce demographics and the strategies will be updated as necessary to address any underrepresentation at NARA.

## GOAL 1

Ensure that FEORP goals are aligned with NARA's Strategic Plan and Strategic Human Capital Plan and integrated with workforce planning efforts.

In FY2011 NARA began work on a workforce planning infrastructure that will enable managers to better understand the composition of their workforce, anticipate retirements and other attrition, and plan for projected vacancies.

The purpose of this goal is to ensure that the recruitment goals outlined in NARA's FEORP plan are fully aligned with the goals of NARA's Strategic Human Capital Plan and, by extension, NARA's Strategic Plan. This alignment is critical to ensuring that diversity recruitment goals are met. Appendix C documents the linkage between NARA's FEORP, Strategic Human Capital Plan, and Strategic Plan. The following strategies support NARA's overall strategic plan and will ensure that we have the infrastructure in place to plan for and prioritize human capital needs in Fiscal Year 2012.

Through our strategic diversity planning efforts, we intend to remain focused on creating solutions that support an inclusive work environment, develop continual improvement in workforce representation, strengthen employee talent through diversity recruiting, hiring and retention, ensuring a diverse leadership pipeline through employee development and promoting and holding management accountability for diversity at all levels.

## STRATEGIES

- 1.1 Analyze and incorporate EEO data (e.g., workforce demographics, hiring statistics, and turnover statistics) as a formal component of NARA's workforce planning process.
- 1.2 Continue to work with program offices to identify the human capital required to meet organizational goals, analyze competency gaps in mission-critical occupations, develop strategies to address human capital needs and include the agency's diversity recruitment goals.
- 1.3 Develop and implement an agency-wide diversity strategic plan to provide a formulated approach to increasing minority, female and Veteran representation throughout NARA and in upper management positions and hold hiring managers, supervisors and upper management accountable for implementing strategies and reaching identified goals.
- 1.4 Continue to work with NARA's EEO office as they pursue assistance from the Equal Employment Opportunity Commission and USAStaffing to create a government-wide applicant flow data tool.

## **GOAL 2**

**Maintain a diverse high-performing workforce by effectively recruiting, hiring and retaining top talent.**

NARA places a particular emphasis on recruiting for our Mission Critical Occupations – Archivists, Archives Specialists, and Archives Technicians – since these occupations comprise the largest percentage (58.9 percent) of our permanent workforce and thus, the most opportunities to enhance diversity.

NARA targets its recruitment outreach efforts to organizations that represent highly qualified diverse applicants in the fields of archives, library and information science, and history. We utilize a variety of outreach methods and tools in an attempt to reach the broadest cross-section of applicants. These include: attending career fairs and professional networking events; posting recruitment advertisements on diversity websites; and attending resume workshops and related career events in partnership with universities and minority-serving organizations and hosting interns through our Summer Diversity Internship program.

Through our Summer Diversity Internship Program, NARA reaches out to minority-serving organizations to fund internship opportunities for talented minorities. In FY 2011, we sponsored 12 highly qualified diverse candidates through the Hispanic Association of Colleges and Universities (HACU) National Internship Program and ten students through The Washington Center (TWC) internship program.

Beyond the recruitment efforts in place, NARA recognizes the need to hire and retain a diverse workforce. Therefore, strategies will be implemented in FY12 that will provide the necessary training to supervisors and managers in understanding the benefit of hiring and retaining a diverse workforce. Having a diverse applicant pool alone will not increase minority representation at NARA; we must actually hire some of these diverse candidates and work to retain new and current minorities.

## **STRATEGIES**

- 2.1 Continue to utilize minority serving intern organizations in order to build a diverse talent pool.
- 2.2 Expand NARA's network of recruiters (referred to as Diversity Champions), including issuing guidance that emphasizes diversity as a recruitment factor.

2.3 Attend and network at the following minority conferences and career fairs in Fiscal Year 2012:

- Hispanic Association of Colleges and Universities (HACU) Annual Conference;
- Hispanic Career Advancement Summit;
- Association for the Study of African-American Life & History (ASALH) Annual Convention;
- Federal Asian/Pacific Islander Career Advancement Summit; and the
- American Legion Veterans Career Fair.

2.4 Strengthen relationships with Hispanic-Serving Institutions (HSIs), Historically Black Colleges and Universities (HBCUs), and Tribal Colleges and Universities (TCUs) through education of NARA's mission and promotion of internship and employment opportunities at NARA.

2.5 Continue to maximize the visibility of vacancy announcements by posting them on USAJobs.gov, NARA's career website and with universities/organizations with a high concentration of minorities and/or female students, alumni and/or members.

2.6 Conduct benchmarking efforts in order to better understand and implement strategies that have yielded other Federal agencies successes in the areas of minority recruitment, hiring and retention.

## **GOAL 3**

**Enhance staff development opportunities that prepare staff for upper level positions.**

NARA depends on leaders who possess the knowledge, skills, and abilities to effectively lead our workforce in support of NARA's mission. We are committed to developing our leadership capacity and to ensuring continuity in leadership even as key players retire or move to new responsibilities. To do this, we recognize that we must have systems and processes in place to bring forth new, highly competent, diverse leaders.

As NARA moves forward with the development of our workforce planning infrastructure, we will be systematically identifying our current and future leadership needs and the leadership competencies and talent sources available to meet those needs. We will also be using the results of that analysis to design and implement development opportunities that prepare staff for upper level positions, paying close attention to the need for diversity among our supervisory and executive ranks.

## **STRATEGIES**

- 3.1 Encourage supervisors/managers to consider the use of developmental assignments and/or detail opportunities as tools for resourcing special projects that, in turn, provide minority and/or female employees the opportunity to gain experience in higher graded occupations.
- 3.2 Increase awareness of the benefits of a diverse workforce at NARA's manager/supervisor training and encourage upward mobility of minorities and women.
- 3.3 Develop mentoring programs that will enable employees to broaden skill sets; exposing them to a wider scope of activities performed by NARA thereby expanding their visibility and personal networks throughout the agency.
- 3.4 Educate and promote awareness among employees about available opportunities to participate in a mentoring program, either as a mentor or mentee.

## Appendix A – Definitions

**Accountability:** A data-driven results-oriented planning system.

**Civilian Labor Force (CLF):** Non-institutionalized individuals 16 years of age or older, employed or unemployed, U.S. citizens and non-U.S. citizens.

**Competencies:** Underlying characteristics of an individual that contributes to job or role performance and to organizational success.

**Diversity or Workplace diversity:** Covers gender, age, disability, language, ethnicity, cultural background, sexual preference, religious belief and family responsibilities. Diversity also refers to the other ways in which people are different, such as educational level, life experience, work experience, socio-economic background, personality, marital status and abilities/disabilities. Workplace diversity involves recognizing the value of individual differences and managing them in the workplace.

**Federal Civilian Workforce (FCW):** Covers full and part-time permanent employees in non-Postal Executive Branch Agencies participating in Central Personnel Data File (CPDF). CPDF coverage is limited to Federal civilian employees.

**Federal Equal Opportunity Recruitment Program (FEORP):** A recruiting initiative designed to eliminate underrepresentation of minorities and women in the Federal service.

**Gaps:** Amount by which workforce needs (future state) exceed current resources. These resources should be essential for NARA to carry out its mission and accomplish its strategic goals.

**Minorities:** All categories of current and potential employees identified as non-white.

**Mission Critical Occupation:** An occupation that is so critical to NARA's mission, that if it ceased to exist NARA could not accomplish its statutory mission and related statutes, the vision articulated in NARA's Strategic Plan, and the mission articulated in NARA's Strategic Plan.

**Relevant Civilian Labor Force (RCLF):** Occupational groups that are directly comparable or relevant to occupational groups at NARA.

**Underrepresentation:** 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 that women or the minority group constitutes within the civilian labor force of the United States.

## Appendix B – Relevant Civilian Labor Force Crosswalk

<b>OPM CODE</b>	<b>OPM OCCUPATION TITLE</b>	<b>EEOC CODE</b>	<b>EEOC Occupational Group Name</b>
18	SAFETY & OCCUPATIONAL HEALTH MANAGEMENT	354	OTHER HEALTHCARE PRACTITIONERS & TECHNICAL OCCUPATIONS
80	SECURITY ADMINISTRATION	73	OTHER BUSINESS OPERATIONS SPECIALISTS
170	HISTORY	186	MISCELLANEOUS SOCIAL SCIENTISTS, INCLUDING SOCIOLOGISTS
201	HUMAN RESOURCES MANAGEMENT	62	HUMAN RESOURCES, TRAINING & LABOR RELATIONS SPECIALISTS
203	HUMAN RESOURCES CLERICAL & ASSISTANCE	536	TIMEKEEPING
260	EQUAL EMPLOYMENT OPPORTUNITY	56	COMPLIANCE OFFICERS
301	MISCELLANEOUS ADMINISTRATION & PROGRAM	73	OTHER BUSINESS OPERATIONS SPECIALISTS
303	MISCELLANEOUS CLERK & ASSISTANT	593	OFFICE & ADMINISTRATIVE SUPPORT WORKERS, ALL OTHER
305	MAIL & FILE	526	FILE CLERKS
318	SECRETARY	570	SECRETARIES & ADMINISTRATIVE ASSISTANTS
322	CLERK-TYPIST	582	WORD PROCESSORS & TYPISTS
326	OFFICE AUTOMATION CLERICAL AND ASSISTANCE	582	WORD PROCESSORS & TYPISTS
334	COMPUTER SPECIALIST	100	COMPUTER SCIENTISTS AND SYSTEMS ANALYST
335	COMPUTER CLERK & ASSISTANT	104	COMPUTER SUPPORT SPECIALISTS

340	PROGRAM MANAGEMENT	73	OTHER BUSINESS OPERATIONS SPECIALISTS
341	ADMINISTRATIVE OFFICER	73	OTHER BUSINESS OPERATIONS SPECIALISTS
342	SUPPORT SERVICES ADMINISTRATION	10	ADMINISTRATIVE SERVICES MANAGERS
343	MANAGEMENT PROGRAM ANALYSIS	71	MANAGEMENT ANALYSTS
344	MANAGEMENT & PROGRAM CLERICAL & ASSISTANCE	593	OFFICE & ADMINISTRATIVE SUPPORT WORKERS, ALL OTHER
346	LOGISTICS MANAGEMENT	70	LOGISTICIANS
350	EQUIPMENT OPERATOR	511	BILLING & POSTING CLERKS & MACHINE OPERATORS
356	DATA TRANSCRIBER	581	DATA ENTRY KEYERS
361	EQUAL OPPORTUNITY ASSISTANCE	593	OFFICE & ADMINISTRATIVE SUPPORT WORKERS, ALL OTHER
390	TELECOMMUNICATIONS PROCESSING	503	COMMUNICATIONS EQUIPMENT OPERATORS, ALL OTHERS
391	TELECOMMUNICATIONS	290	BROADCAST & SOUND ENGINEERING TECHNICIANS
501	FINANCIAL ADMINISTRATION & PROGRAM	95	FINANCIAL SPECIALISTS, ALL OTHER
503	FINANCIAL CLERICAL & TECHNICIAN	512	BOOKKEEPING, ACCOUNTING & AUDITING CLERKS
505	FINANCIAL MANAGEMENT	95	FINANCIAL SPECIALISTS, ALL OTHER
510	ACCOUNTING	80	ACCOUNTANTS & AUDITORS
511	AUDITING	80	ACCOUNTANTS & AUDITORS
525	ACCOUNTING TECHNICIAN	512	BOOKKEEPING, ACCOUNTING, & AUDITING CLERKS
530	CASH PROCESSING	472	CASHIERS

560	BUDGET ANALYSIS	82	BUDGET ANALYSTS
561	BUDGET CLERICAL & ASSISTANCE	512	BOOKKEEPING, ACCOUNTING, & AUDITING CLERKS
801	GENERAL ENGINEERING	153	MISCELLANEOUS ENGINEERS, INCLUDING AGRICULTURAL & BIOMEDICAL
808	ARCHITECTURE	130	ARCHITECTS
854	COMPUTER ENGINEERING	140	COMPUTER HARDWARE ENGINEERS
855	ELECTRONICS ENGINEERING	141	ELECTRICAL & ELECTRONIC ENGINEERS
904	LAW CLERK	215	MISC. LEGAL SUPPORT WORKERS
905	GENERAL ATTORNEY	210	LAWYERS
0	PARALEGAL SPECIALIST	214	PARALEGALS & LEGAL ASSISTANTS
1001	GENERAL ARTS & INFORMATION	260	ARTISTS & RELATED WORKERS
1010	EXHIBITS SPECIALIST	263	DESIGNERS
1015	MUSEUM CURATOR	240	ARCHIVISTS, CURATORS & MUSEUM TECHNICIANS
1016	MUSEUM SPECIALIST & TECHNICIAN	240	ARCHIVISTS, CURATORS & MUSEUM TECHNICIANS
1035	PUBLIC AFFAIRS	282	PUBLIC RELATIONS SPECIALISTS
1060	PHOTOGRAPHY	291	PHOTOGRAPHERS
1071	AUDIOVISUAL PRODUCTION	271	PRODUCERS & DIRECTORS
1082	WRITING & EDITING	285	WRITERS & AUTHORS
1083	TECHNICAL WRITING & EDITING	284	TECHNICAL WRITERS
1084	VISUAL INFORMATION	263	DESIGNERS
1101	GENERAL BUSINESS & INDUSTRY	73	OTHER BUSINESS OPERATIONS SPECIALISTS

1102	CONTRACTING	53	PURCHASING AGENTS, EXCEPT WHOLESALE, RETAIL & FARM PRODUCTS
1106	PROCUREMENT CLERICAL & ASSISTANCE	515	PROCUREMENT CLERKS
1310	PHYSICS	170	ASTRONOMERS & PHYSICISTS
1320	CHEMISTRY	172	CHEMISTS & MATERIALS SCIENTISTS
1410	LIBRARIAN	243	LIBRARIANS
1411	LIBRARY TECHNICIAN	244	LIBRARY TECHNICIANS
1412	TECHNICIAN INFORMATION SERVICES	244	LIBRARY TECHNICIANS
1420	ARCHIVIST	240	ARCHIVISTS, CURATORS & MUSEUM TECHNICIANS
1421	ARCHIVES TECHNICIAN	240	ARCHIVISTS, CURATORS & MUSEUM TECHNICIANS
1499	LIBRARY & ARCHIVES STUDENT TRAINEE	255	OTHER EDUCATION, TRAINING & LIBRARY WORKERS
1550	COMPUTER SCIENCE	100	COMPUTER SCIENTISTS & SYSTEMS ANALYSTS
1601	EQUIPMENT, FACILITIES, & SERVICES	73	OTHER BUSINESS OPERATIONS SPECIALISTS
1640	FACILITY OPERATIONS	22	CONSTRUCTION MANAGERS
1654	PRINTING MANAGEMENT	10	ADMINISTRATIVE SERVICES MANAGERS
1701	GENERAL EDUCATION & TRAINING	234	OTHER TEACHERS & INSTRUCTORS
1702	EDUCATION & TRAINING TECHNICIAN	255	OTHER EDUCATION, TRAINING & LIBRARY WORKERS
1712	TRAINING INSTRUCTION	234	OTHER TEACHERS & INSTRUCTORS
1750	INSTRUCTIONAL SYSTEMS	255	OTHER EDUCATION, TRAINING & LIBRARY WORKERS

1811	CRIMINAL INVESTIGATING	382	DETECTIVES & CRIMINAL INVESTIGATORS
1910	QUALITY ASSURANCE	73	OTHER BUSINESS OPERATIONS SPECIALISTS
2001	GENERAL SUPPLY	73	OTHER BUSINESS OPERATIONS SPECIALISTS
2010	INVENTORY MANAGEMENT	70	LOGISTICIANS
2091	SALES STORE CLERICAL	476	RETAIL SALESPERSONS
2210	INFORMATION TECHNOLOGY MANAGEMENT	100	COMPUTER SCIENTISTS & SYSTEMS ANALYSTS
3306	OPTICAL INSTRUMENT REPAIRING	743	PRECISION INSTRUMENT & EQUIPMENT REPAIRERS
3502	LABORING	962	LABORERS & FREIGHT, STOCK, & MATERIAL MOVERS, HAND
5301	MISC. INDUSTRIAL EQUIP. MAINTENANCE	NA	NA
5703	MOTOR VEHICLE OPERATING	915	MISCELLANEOUS MOTOR VEHICLE OPERATORS
6907	MATERIALS HANDLER	975	MISCELLANEOUS MATERIAL MOVING WORKERS

## Appendix C – Strategic Goals Crosswalk

Strategic Goals Crosswalk	Strategic Goal 6: NARA Strategic Goal 6: We will equip NARA to meet the changing needs of our customers		
	6.1: By 2016, 95 percent of employees possess the core competencies that were identified for their jobs	6.2: By 2016, the percentages of NARA employees underrepresented groups match their respective availability levels in the Civilian Labor Force (CLF)	
NARA FEORP Goals			
	1.0 Ensure that FEORP goals are aligned with NARA's Strategic Plan and Strategic Human Capital Plan and integrated with workforce planning efforts.	2.0 Expand the pipeline of women and minorities available for employment with NARA.	3.0 Enhance staff development opportunities that prepare staff for upper level positions.
Strategic Human Capital Goals			
<b>Strategic Alignment</b> – Ensure that NARA's Strategic Human Capital Plan is aligned with the Agency's Strategic Plan and integrated into workforce planning efforts	✓		✓
<b>Leadership and Knowledge Management</b> – Ensure that NARA supports a culture of leadership and continuous learning		✓	✓
<b>Results-Oriented Performance Culture</b> – Sustain a productive workforce and achieve results by valuing and recognizing performance in an environment in which all employees are encouraged to contribute		✓	✓
<b>Talent Management</b> – Maximize employee talent through recruitment, outreach, hiring and retention efforts		✓	✓
<b>Accountability</b> – Monitor and evaluate results of NARA's human capital management policies, practices, and programs	✓		