

A MESSAGE FROM THE ACTING DIRECTOR OF THE U.S. OFFICE OF PERSONNEL MANAGEMENT

In accordance with the requirements of title 5, United States Code, section 7201, I am pleased to submit the annual Federal Equal Opportunity Recruitment Program (FEORP) report for fiscal year (FY) 2008 to Congress. This report contains statistical data on employment in the Federal workforce, including the participation of women and minorities. The FEORP report also highlights human capital practices Federal agencies are using to recruit, develop, and retain an effective civilian workforce.

Federal agencies have taken major steps in strategic human capital management to build a high-performing, citizen-centered, and results-oriented workforce drawn from the strengths of America's diversity. The report shows the Federal government continues to be a leader in providing employment opportunities to minorities. Overall, minorities are represented in the Federal workforce (FW) in numbers that exceed the Civilian Labor Force (CLF). In 2008, the representation of minorities in the FW was 33.4 percent compared to 29.3 percent in the CLF.

Total permanent employment in FEORP-covered pay plans increased by 60,724 (3.6 percent) to 1,756,733, as of September 30, 2008, compared to 1,696,009 as of September 30, 2007. The number of employees who are under non-General Schedule and Related white-collar pay plans increased by 78,478 to 353,195 in 2008, from 274,717 in 2007.

The representation of women and minorities at the higher General Schedule and Related (GSR) grades and at Senior Pay levels increased in FY 2008. The number of women in grades GS-13 through GS-15 was 121,124 in 2008, compared to 120,605 in 2007. The representation of minorities at the same grade levels rose to 82,511 in 2008, from 80,925 in 2007. The report shows the number of women in Senior Pay levels increased by 417 to 5,930 in 2008 from 5,513 in 2007. Minority employees in the Senior Pay category rose by 220 to 3,461 in 2008, from 3,241 in 2007.

The FEORP report notes overall gains made by minorities and women in professional and administrative positions. Representation of minorities in these positions rose by 19,362 to 307,637 in 2008, from 288,275 in 2007. The number of women in professional and administrative positions increased by 23,061 to 472,790 in 2008, from 449,729 in 2007.

The U.S. Office of Personnel Management will continue to provide guidance and technical support to agencies on effective human capital practices, hiring programs and flexibilities to ensure the Federal government has an effective civilian workforce.

Kathie Ann Whipple
Acting Director

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EXECUTIVE SUMMARY

The Fiscal Year (FY) 2008 Federal Equal Opportunity Recruitment Program (FEORP) report to Congress is prepared in accordance with title 5, United States Code, section 7201. This report compares FY 2007 and FY 2008 Federal employment statistics derived from the U.S. Office of Personnel Management's (OPM) Central Personnel Data File (CPDF). In addition, this report includes human capital activities agencies reported as effective in attracting, recruiting and retaining a high-quality, citizen-centered, and results-oriented Federal workforce. The human capital initiatives fall into four categories: workforce planning, recruitment and outreach, mentoring, and career development opportunities.

Originally, the FEORP covered Federal Executive Branch employees in the General Schedule and Related (GSR) pay plans and Federal Wage Systems pay plans, representing almost 92 percent of total permanent, non-postal employees. However, the Federal government continues to experience a steady shift of white-collar employment out of the GSR pay plans and into new white-collar pay plans. The number of employees in non-GSR pay plans rose to 353,195 in 2008, from 274,717 in 2007. This represents a 28.6 percent increase.

To ensure the FEORP report provides Congress with a meaningful picture of the Federal workforce, this year's report includes for the first time a new category, Non-Hispanic Multiracial. This category is defined as non-Hispanic and of more than one race. Although this new category is not a minority group as determined under 5 U.S.C. § 7201, collection and representation of this data is consistent with the new Racial/National Origin structure required by the Office of Management and Budget. OPM guidance to agencies required use of the new codes for all accessions occurring on or after January 1, 2006. However, while agencies were not required to resurvey their workforce, they had the option to do so. As a result, the Federal civilian employees in this category do not reflect total numbers in the Federal workforce, and only those who completed the new Standard Form 181, Ethnicity and Race Identification (dated July 2005). The data for FY 2007 presented in this report differs from the data published in the FEORP Report FY 2007 due to the inclusion of this new category. The aggregate figures for FY 2007 contained in this report are consistent with those originally published, as they were previously included in larger sub-totals.

Major findings in the FY 2008 FEORP Report are:

- The total permanent Federal workforce (FW) covered by the FEORP report increased by 60,724 (3.6 percent) to 1,756,733 in FY 2008, from 1,696,009 in FY 2007.
- The Federal Government continues to be a leader in employing minorities. The number of minorities in the Federal workforce increased by 5.3 percent (to 586,272 in 2008, from 556,556 in 2007). The proportion of minorities in the total workforce rose to 33.4 in 2008 from 32.8 in 2007.
- Overall, minority groups are better represented in the FW than in the Civilian Labor Force (CLF) with the exception of Hispanics. Despite a trend of increasing Hispanic representation in the FW, Hispanics remain underrepresented compared to the CLF. Hispanics represent 7.9 percent of the Federal workforce compared to 13.2 percent of the CLF.

- The Federal Government lags behind the CLF in the overall employment of women. Women represent 44.2 percent of the FW compared to 45.6 percent of the CLF in 2008. Certain groups of women – Black, Asian/Pacific Islander, and Native American – exceeded their representation in the CLF in 2008.
- Despite a decrease in total employment in GSR grades 13 through 15 (from 333,268 in FY 2007, to 325,306 in 2008), the proportion of women and minorities in these grade levels increased by 0.4 percent and 2.0 percent, respectively.
- The representation of minorities and women at Senior Pay levels increased. The proportion of minorities at Senior Pay levels increased to 17.0 percent in 2008, from 16.6 percent in 2007. The number of women at Senior Pay levels increased by 417, from 5,513 in 2007, to 5,930 in 2008.

DATA COVERAGE AND DEFINITIONS

On-board Federal employment statistics used in this report are dated September 30, 2008. All data are produced from OPM's Central Personnel Data File (CPDF). The Federal workforce (FW) referred to in this report is not the entire FW, but rather only permanent employees in those non-postal Federal Executive Branch agencies participating in the CPDF. This report covers workers in all pay plans including General Schedule and Related (GSR) pay plans, Non-GSR pay plans, blue-collar pay plans, and employees at Senior Pay levels. In the 2006 survey, there were 865 employee records coded multiracial; these records were excluded from the 2006 report. There were 3,300 such records included in the larger minority sub-totals of the 2007 FEORP Report; when pro-rated to the several minority groups, the impact was minimal. Effective with the 2008 FEORP report, employee records coded as Non-Hispanic/Latino and Multiracial totaled 5,798 and are shown as a separate category.

All references made to the General Schedule pay plan in this report are to General Schedule and Related (GSR) pay plans.

Only those agencies with 500 or more permanent employees are displayed in this report.

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

Senior Pay level employment includes employees in the Senior Executive Service (SES), Senior Foreign Service, and other employees earning salaries above grade 15, step 10 of the General Schedule, but excludes those employees under the Executive Schedule (pay plan EX).

The **Civilian Labor Force (CLF)** percentages for each minority group presented in this report are derived from the Bureau of Labor Statistics' (BLS) Current Population Survey (CPS). The CPS data, which is a monthly survey of households that is conducted by the Bureau of the Census for BLS, cover non-institutionalized individuals 16 years of age or older, employed or unemployed, U.S. citizens and non-U.S. citizens. Regarding multi-racial persons, the BLS designation "Two or More Races, Both Sexes" provides the data source for the multi-racial CLF percent.

The **Relevant Civilian Labor Force (RCLF)** is the Civilian Labor Force (CLF) data that are directly comparable (or relevant) to the occupational population being considered in the FW. For example, we would compare Black engineers employed in the Federal workforce with Black engineers reported in the RCLF. In this report, the RCLF varies from agency to agency because of the differing occupational mix within each agency. The RCLF is the benchmark used to measure individual Federal agencies' minority representation relative to the CLF. The RCLF is unique to each agency because it includes civilian labor force employment only for the occupations found within each agency. Unlike the nationwide CLF percentages, which OPM estimates annually using the Bureau of Labor Statistics' Current Population Survey, the RCLF percentages use decennial Census data, the only source of occupation data by race and national origin. The FY 2008 FEORP report uses RCLF data derived from the 2000 Census.

Underrepresentation, as defined in 5 CFR, section 720.202, means a situation in which the number of women or members of a minority group within a category of civil service employment constitutes a lower percentage of the total number of employees within the employment

category than the percentage of women or the minority group constitutes within the civilian labor force of the United States.

Occupational categories discussed in this report are white collar and blue collar. The white collar category contains Professional, Administrative, Technical, Clerical or “Other” white collar occupations. Professional occupations typically require a baccalaureate or professional degree and, along with Administrative occupations, are the usual sources for selections to senior management and executive positions. Positions in Technical, Clerical, Other, and blue collar occupations usually are limited to lower grades, with limited opportunity for promotion to management levels. Advancement in these occupations often depends on individual attainment of further education or advanced skills. Employment data in this report are presented by occupational category and grade groups to provide a more informative profile.

NOTE: STATISTICS IN THIS REPORT MAY VARY FROM OTHER FEORP RELEASES BECAUSE OF DIFFERENCES IN COVERAGE (E.G., AGENCY, WORK SCHEDULE, TENURE, AND DATES). ALSO, PERCENTAGES SHOWN IN THIS REPORT MAY NOT ADD TO TOTALS OF 100 DUE TO INDEPENDENT ROUNDING.

FEDERAL WORKFORCE

TOTAL EMPLOYMENT

Total permanent employment in pay plans covered by the FEORP report increased by 60,724 to 1,756,733 as of September 30, 2008, compared to 1,696,009 as of September 30, 2007. Non-General Schedule and Related (GSR) white-collar pay plans account for 353,195 employees in this report. The representation of minorities in the Federal workforce (FW) increased 5.3 percent to 586,272 in 2008 from 556,556 in 2007.

Blacks represented 17.9 percent (313,899) of the FW in 2008 and 17.7 percent (300,104) of the FW in 2007. Black representation in the Civilian Labor Force (CLF) was 10.0 percent in 2008, the same as in 2007.

Hispanics represented 7.9 percent (139,470) of the FW in 2008, compared to 7.8 percent (131,640) in 2007. The representation of Hispanics in the CLF was 13.2 percent in 2008, compared to 13.3 percent in 2007.

Asian/Pacific Islanders represented 5.4 percent (94,198) of the FW in 2008, compared to 5.3 percent (89,431) in 2007.

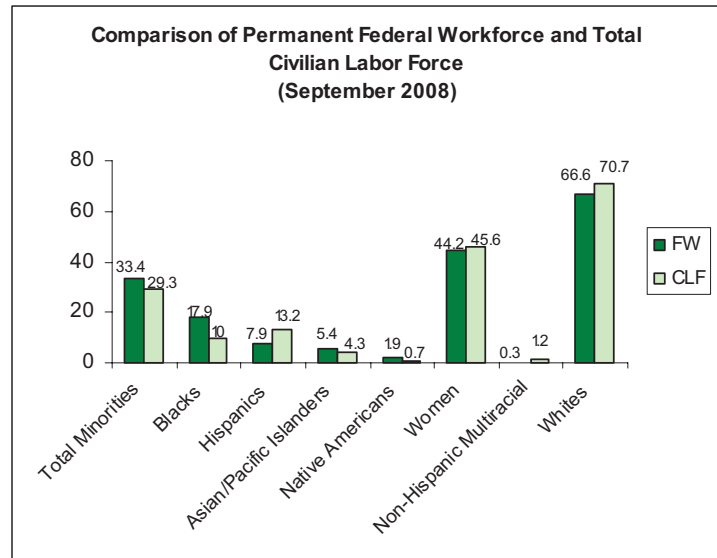
The representation of Asians/Pacific Islanders in the CLF was 4.3 percent in 2008, the same as in 2007.

Native Americans represented 1.9 percent (32,907) of the FW in 2008, the same as in 2007 (32,081). Native American representation in the CLF was 0.7 percent in 2008, the same as in 2007.

Women represented 44.2 percent (776,307) of the FW in 2008, compared to 43.9 percent (745,214) in 2007. The representation of women in the CLF was 45.6 percent in 2008, compared to 45.7 percent in 2007.

Non-Hispanic Multiracial employees represented 0.3 percent (5,798) of the FW in 2008. The representation of Non-Hispanic Multiracial employees in the CLF was 1.2 percent in 2008.

Whites represented 66.6 percent (1,170,461) of the FW in 2008, compared to 67.2 percent in 2007 (1,139,453). The representation of Whites in the CLF was 70.7 percent in 2008, compared to 71.8 percent in 2007.



Detail percentages may not add to total due to rounding.

EMPLOYMENT TOTALS BY RACE AND NATIONAL ORIGIN FOR MAJOR PAY DESIGNATIONS AS A PERCENT OF THE TOTAL FEDERAL WORKFORCE¹

Blacks represented 17.9 percent (313,899) of the permanent (1,756,733) Federal workforce (FW) in 2008, compared to 10.0 percent of the Civilian Labor Force (CLF). Blacks in General Schedule and Related (GSR) pay plans (222,629) were 12.7 percent of the FW. The number of Blacks in non-GSR pay plans (55,060) was 3.13 percent of the total workforce. The respective values for blue-collar jobs were 34,961 (2.0 percent), and for Senior Pay levels, 1,249 (0.07 percent).

Hispanics represented 7.9 percent (139,470) of the permanent (1,756,733) FW in 2008, compared to 13.2 percent in the CLF. Hispanics in GSR pay plans (98,440) were 5.6 percent of the FW. There were 25,937 Hispanics in non-GSR pay plans, which was 1.5 percent of the FW; 14,274 in blue-collar jobs, which was 0.8 percent of the FW; and 819 for Senior Pay levels, which was 0.05 percent of the FW.

Asian/Pacific Islanders represented 5.4 percent (94,198) of the permanent (1,756,733) FW in 2008, compared to 4.3 percent in the CLF. Asian/Pacific Islanders in GSR pay plans (61,785) were 3.5 percent of the FW. There were 21,092 Asian/Pacific Islanders in non-GSR pay plans, which was 1.2 percent of the FW; 10,149 in blue-collar positions, which was 0.6 percent; and 1,172 at Senior Pay levels, which was 0.07 percent of the FW.

Native Americans represented 1.9 percent (32,907) of the permanent (1,756,733) FW in 2008, compared to 0.7 percent in the CLF. Native Americans in GSR pay plans (24,898) were 1.4 percent of the FW. There were 3,449 Native Americans in non-GSR pay plans or 0.2 percent of the FW; 4,371 Native Americans were in blue-collar positions, or 0.25 percent; and 189 at Senior Pay levels, which was 0.01 percent of the FW.

Non-Hispanic Multiracial employment represented 0.3 percent (5,798) of the permanent (1,756,733) FW in 2008, compared to 1.2 percent in the CLF. Multiracial employees in GSR pay plans (3,522) were 0.2 percent of the FW. There were 1,705 Multiracial employees in non-GSR pay plans or 0.1 percent of the FW; 539 Multiracial employees were in blue-collar positions, or 0.03 percent; and 32 at Senior Pay levels, which was 0.002 percent of the FW.

Women represented 44.2 percent (776,307) of the permanent (1,756,733) FW in 2008, compared to 45.6 percent in the CLF. Women in GSR pay plans (592,993) were 33.8 percent of the FW. There were 158,535 women in non-GSR pay plans, which was 9.0 percent of the FW; 18,849 blue-collar, which was 1.1 percent; and 5,930 at Senior Pay levels, which was 0.34 percent of the FW.

¹ Detail percentages may not add to total due to rounding.

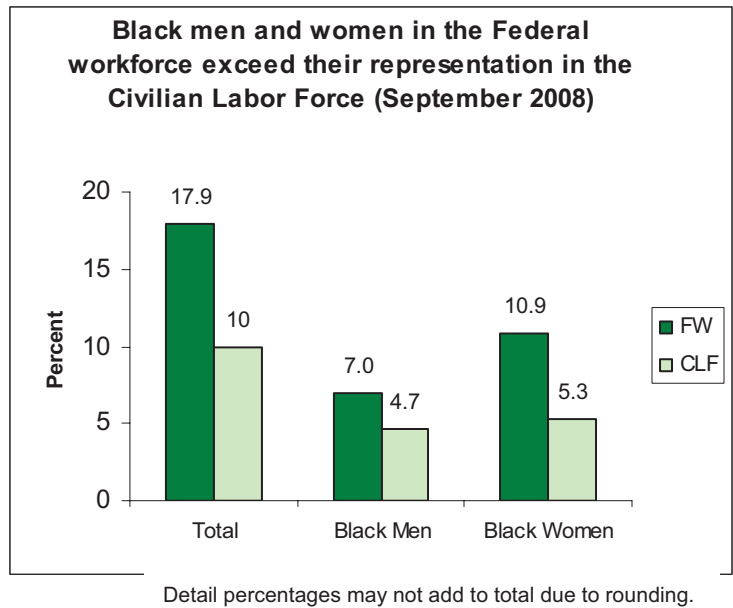
BLACKS IN THE FEDERAL WORKFORCE

BLACK EMPLOYMENT

Black employees represented 17.9 percent (313,899) of the permanent Federal Workforce (FW) as of September 30, 2008, compared to 10.0 percent in the Civilian Labor Force (CLF). The FW and CLF percentages in 2007 were 17.7 and 10.0, respectively.

Black men represented 7.0 percent of the FW, compared to 4.7 percent of the CLF in 2008. In 2007, these percentages were 6.9 and 4.7, respectively.

Black women represented 10.9 percent of the FW in 2008, compared to 5.3 percent of the CLF. In 2007, these percentages were 10.8 and 5.3, respectively.



BLACK EMPLOYMENT BY OCCUPATIONAL CATEGORY

Counts and Percentages of Blacks based on All Employees in Each Occupational Category (September 2008)

Black employment in professional occupations increased by 2,779, to 43,119 in 2008, from 40,340 in 2007. Blacks represented 10.2 percent of all Federal employees in this occupational category in 2008, compared to 9.9 percent in 2007.

Black employment in administrative occupations increased by 6,701 to 113,584 in 2008 from 106,883 in 2007. Blacks represented 17.8 percent of all Federal employees in this occupational category in 2008, compared to 17.5 percent in 2007.

Black employment in technical occupations increased by 3,774 to 76,485 in 2008 from 72,711 in 2007. Blacks represented 24.3 percent of all Federal employees in this occupational category in 2008, compared to 24.1 percent in 2007.

Black employment in clerical occupations decreased by 356 to 35,959 in 2008, from 36,315 in 2007. Blacks represented 27.6 percent of all Federal employees in clerical occupations in 2008, compared to 27.7 percent in 2007.

Black employment in "other" white-collar occupations increased by 212 to 9,791 in 2008, from 9,579 in 2007. Blacks represented 14.9 percent of all Federal employees in "other" occupations in 2008, compared to 15.5 percent in 2007.

Black employment in white-collar occupations increased by 13,110 to 278,938 in 2008, from 265,828 in 2007. Blacks represented 17.7 percent of all Federal employees in white-collar occupations in 2008, compared to 17.6 percent in 2007.

Black employment in blue-collar occupations increased by 685 to 34,961 in 2008, from 34,276 in 2007. Blacks represented 19 percent of all Federal employees in this occupational category in 2008, compared to 18.7 percent in 2007.

	<u>Black Employment</u>	<u>Percent of FW</u>
Professional	43,119	10.2
Administrative	113,584	17.8
Technical	76,485	24.3
Clerical	35,959	27.6
Other	9,791	14.9
White-Collar (WC)	278,938	17.7
Blue-Collar (BC)	34,961	19.0
Total (WC + BC)	313,899	17.9

BLACK EMPLOYMENT BY GENERAL SCHEDULE AND RELATED (GSR) GRADE GROUPS, NON-GSR PAY PLANS, AND SENIOR PAY LEVELS

Blacks represented 26.6 percent (12,228) of all employees in General Schedule and Related (GSR) grades 1 through 4 in 2008, including 3,309 Black men and 8,919 Black women.

Blacks represented 25.8 percent (86,147) of all employees in GSR grades 5 through 8 in 2008, including 24,345 Black men and 61,802 Black women.

Blacks represented 16.8 percent (82,985) of all employees in GSR grades 9 through 12 in 2008, including 28,132 Black men and 54,853 Black women.

Blacks represented 12.7 percent (41,269) of all employees in GSR grades 13 through 15 in 2008, including 15,868 Black men and 25,401 Black women.

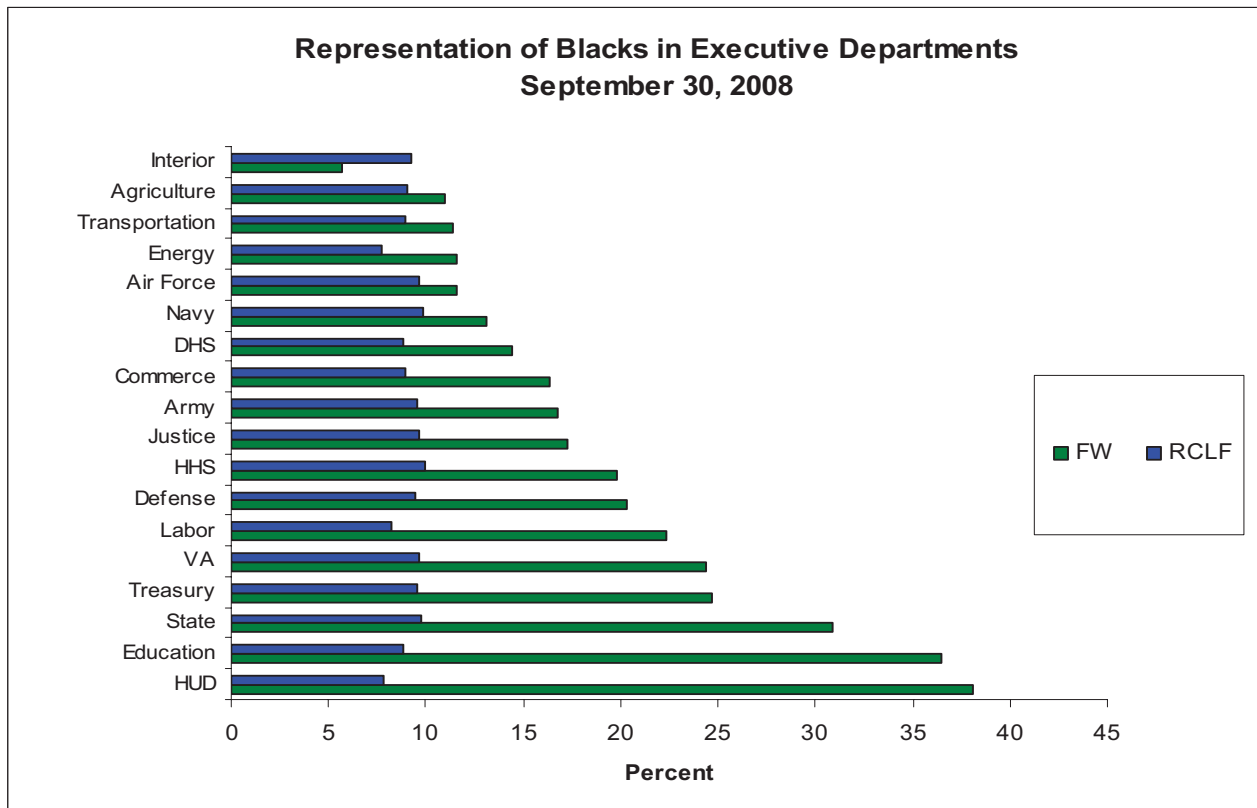
Blacks represented 15.6 percent (55,060) of all employees in non-GSR pay plans in 2008, including 22,280 Black men and 32,780 Black women.

Blacks represented 6.1 percent (1,249) of all employees at the Senior Pay levels in 2008, including 708 Black men and 541 Black women.

OCCUPATIONAL CATEGORY/ GRADE GROUPS	2008		2007		2007 TO 2008 DIFFERENCE
	#	%	#	%	
PROFESSIONAL					
GSR 5 - 8	1,384	0.3	1,234	0.3	150
GSR 9 - 12	15,414	3.6	15,872	3.9	-458
GSR 13 - 15	11,642	2.7	11,648	2.9	-6
NON-GSR	14,009	3.3	10,967	2.7	3,042
SENIOR PAY	670	0.2	619	0.2	51
TOTAL	43,119	10.2	40,340	9.9	2,779
ADMINISTRATIVE					
GSR 1 - 4	4	0	2	0	2
GSR 5 - 8	4,658	0.7	4,021	0.7	637
GSR 9 - 12	58,020	9.1	59,160	9.7	-1,140
GSR 13 - 15	29,419	4.6	28,630	4.7	789
NON-GSR	20,905	3.3	14,511	2.4	6,394
SENIOR PAY	578	0.1	559	0.1	19
TOTAL	113,584	17.8	106,883	17.5	6,701
TECHNICAL					
GSR 1 - 4	3,315	1.1	3,055	1	260
GSR 5 - 8	56,713	18	56,030	18.6	683
GSR 9 - 12	7,520	2.4	7,596	2.5	-76
GSR 13 - 15	179	0.1	189	0.1	-10
NON-GSR	8,757	2.8	5,840	1.9	2,917
SENIOR PAY	1	0	1	0	0
TOTAL	76,485	24.3	72,711	24.1	3,774
CLERICAL					
GSR 1 - 4	8,413	6.5	8,330	6.4	83
GSR 5 - 8	16,313	12.5	16,763	12.8	-450
GSR 9 - 12	1,062	0.8	1,168	0.9	-106
GSR 13 - 15	0	0	0	0	0
NON-GSR	10,171	7.8	10,054	7.7	117
SENIOR PAY	0	0	0	0	0
TOTAL	35,959	27.6	36,315	27.7	-356
OTHER					
GSR 1 - 4	496	0.8	462	0.7	34
GSR 5 - 8	7,079	10.8	7,089	11.5	-10
GSR 9 - 12	969	1.5	1,060	1.7	-91
GSR 13 - 15	29	0	29	0	0
NON-GSR	1,218	1.9	939	1.5	279
SENIOR PAY	0	0	0	0	0
TOTAL	9,791	14.9	9,579	15.5	212

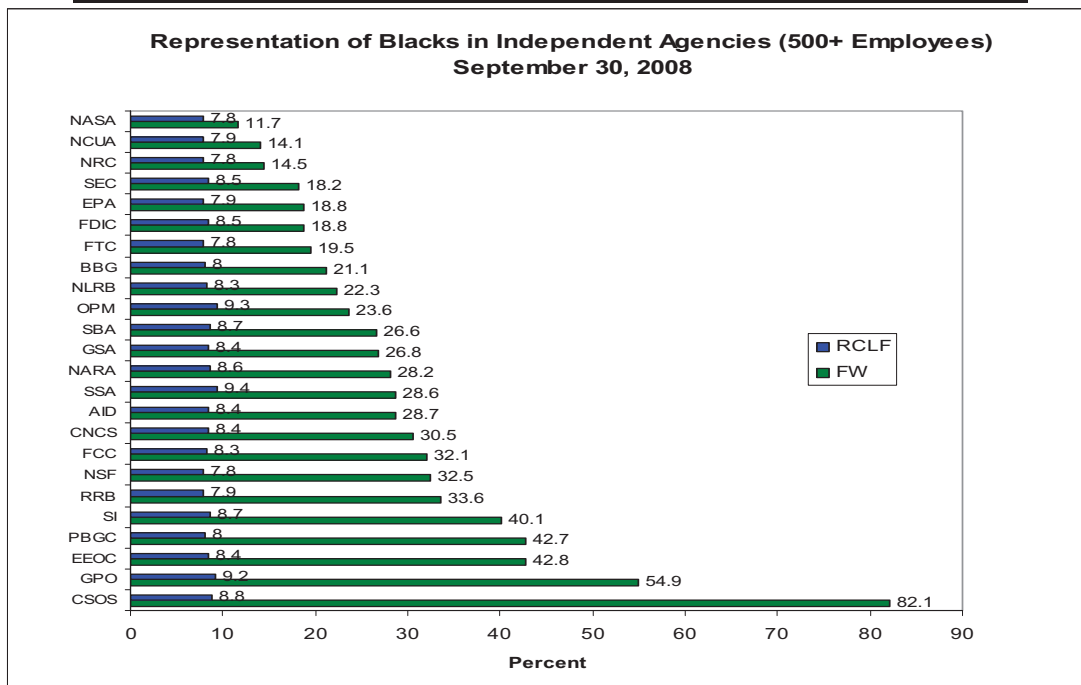
BLACKS EQUALED OR EXCEEDED THEIR RELEVANT CIVILIAN LABOR FORCE REPRESENTATION IN 17 OF 18 EXECUTIVE DEPARTMENTS

COMPARISON OF PERMANENT FEDERAL AND TOTAL CIVILIAN EMPLOYMENT BY OCCUPATION, NATIONWIDE, SEPTEMBER 30, 2008 (BLACKS)		
EXECUTIVE DEPARTMENTS	GROUP PCT.	CLF PCT.
DEPARTMENT OF THE AIR FORCE	11.6	9.6
DEPARTMENT OF AGRICULTURE	11.0	9.0
DEPARTMENT OF THE ARMY	16.8	9.5
DEPARTMENT OF COMMERCE	16.4	8.9
DEPARTMENT OF DEFENSE	20.3	9.4
DEPARTMENT OF JUSTICE	17.3	9.7
DEPARTMENT OF LABOR	22.3	8.2
DEPARTMENT OF ENERGY	11.6	7.7
DEPARTMENT OF EDUCATION	36.5	8.8
DEPARTMENT OF HEALTH AND HUMAN SERVICES	19.8	10.0
DEPARTMENT OF HOMELAND SECURITY	14.4	8.8
DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT	38.1	7.8
DEPARTMENT OF INTERIOR	5.7	9.2
DEPARTMENT OF THE NAVY	13.1	9.9
DEPARTMENT OF STATE	30.9	9.8
DEPARTMENT OF TRANSPORTATION	11.4	8.9
DEPARTMENT OF TREASURY	24.7	9.5
DEPARTMENT OF VETERANS AFFAIRS	24.4	9.7
GOVERNMENTWIDE	17.9	9.8



BLACKS EQUALED OR EXCEEDED THEIR RELEVANT CIVILIAN LABOR FORCE REPRESENTATION IN ALL 24 INDEPENDENT AGENCIES

COMPARISON OF PERMANENT FEDERAL AND TOTAL CIVILIAN EMPLOYMENT BY OCCUPATION, NATIONWIDE, SEPTEMBER 30, 2008 (BLACKS)		
INDEPENDENT AGENCIES	GROUP PCT.	CLF PCT.
AGENCY FOR INTERNATIONAL DEVELOPMENT	28.7	8.4
BROADCASTING BOARD OF GOVERNORS	21.1	8.0
CORPORATION FOR NATIONAL AND COMMUNITY SERVICE	30.5	8.4
COURT SERVICES AND OFFENDER SUPERVISION AGENCY	82.1	8.8
EQUAL EMPLOYMENT OPPORTUNITY COMMISSION	42.8	8.4
ENVIRONMENTAL PROTECTION AGENCY	18.8	7.9
FEDERAL COMMUNICATIONS COMMISSION	32.1	8.3
FEDERAL DEPOSIT INSURANCE CORPORATION	18.8	8.5
FEDERAL TRADE COMMISSION	19.5	7.8
GENERAL SERVICES ADMINISTRATION	26.8	8.4
GOVERNMENT PRINTING OFFICE	54.9	9.2
NATIONAL CREDIT UNION ADMINISTRATION	14.1	7.9
NATIONAL SCIENCE FOUNDATION	32.5	7.8
NATIONAL LABOR RELATIONS BOARD	22.3	8.3
NATIONAL AERONAUTICS AND SPACE ADMINISTRATION	11.7	7.8
NATIONAL ARCHIVES AND RECORDS ADMINISTRATION	28.2	8.6
NUCLEAR REGULATORY COMMISSION	14.5	7.8
OFFICE OF PERSONNEL MANAGEMENT	23.6	9.3
PENSION BENEFIT GUARANTY CORPORATION	42.7	8.0
RAILROAD RETIREMENT BOARD	33.6	7.9
SMALL BUSINESS ADMINISTRATION	26.6	8.7
SECURITIES AND EXCHANGE COMMISSION	18.2	8.5
SMITHSONIAN INSTITUTION	40.1	8.7
SOCIAL SECURITY ADMINISTRATION	28.6	9.4
GOVERNMENTWIDE	17.9	9.8



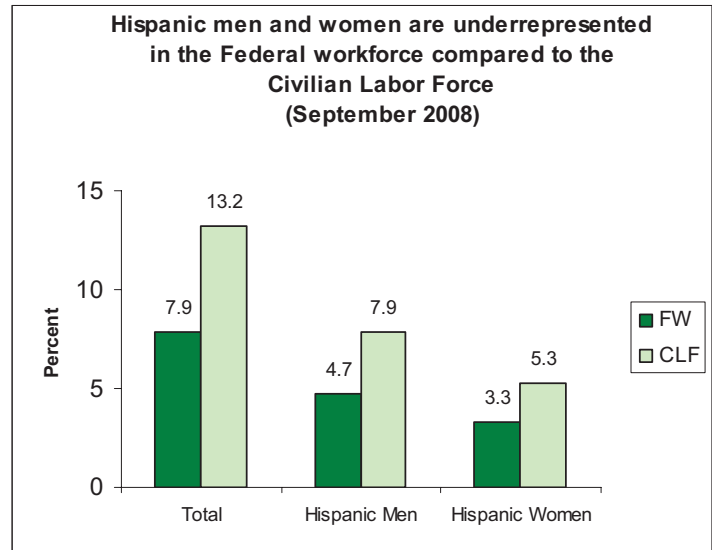
HISPANICS IN THE FEDERAL WORKFORCE

HISPANIC EMPLOYMENT

Hispanic employment represented 7.9 percent (139,470) of the permanent Federal Workforce (FW) as of September 30, 2008, compared to 13.2 percent in the Civilian Labor Force (CLF). The FW and CLF percentages in 2007 were 7.8 and 13.3, respectively.

Hispanic men represented 4.7 percent of the FW compared to 7.9 percent of the CLF in 2008. In 2007, these percentages were 4.6 and 7.9, respectively.

Hispanic women represented 3.3 percent of the FW compared to 5.3 percent of the CLF in 2008. In 2007, these percentages were 3.2 and 5.3, respectively.



Detail percentages may not add to total due to rounding.

HISPANIC EMPLOYMENT BY OCCUPATIONAL CATEGORY

Counts and Percentages of Hispanics based on All Employees in Each Occupational Category (September 2008)

Hispanic employment in professional occupations increased by 1,012, to 21,274 in 2008, from 20,262 in 2007. Hispanics represented 5 percent of all Federal employees in this occupational category in 2008 and 2007.

Hispanic employment in administrative occupations increased by 3,030 to 49,054 in 2008 from 46,024 in 2007. Hispanics represented 7.7 percent of all Federal employees in this occupational category in 2008, compared to 7.5 percent in 2007.

Hispanic employment in technical occupations increased by 1,894 to 27,348 in 2008 from 25,454 in 2007. Hispanics represented 8.7 percent of all Federal employees in this occupational category in 2008, compared to 8.4 percent in 2007.

Hispanic employment in clerical occupations increased by 700 to 13,482 in 2008, from 12,782 in 2007. Hispanics represented 10.4 percent of all Federal employees in clerical occupations in 2008, compared to 9.8 percent in 2007.

Hispanic employment in "other" white-collar occupations increased by 1,185 to 14,038 in 2008, from 12,853 in 2007. Hispanics represented 21.3 percent of all Federal employees in "other" occupations in 2008, compared to 20.8 percent in 2007.

Hispanic employment in white-collar occupations increased by 7,821 to 125,196 in 2008, from 117,375 in 2007. Hispanics represented 8 percent of all Federal employees in white-collar occupations in 2008, compared to 7.8 percent in 2007.

Hispanic employment in blue-collar occupations increased by 9 to 14,274 in 2008, from 14,265 in 2007. Hispanics represented 7.7 percent of all Federal employees in this occupational category in 2008, compared to 7.8 percent in 2007.

	<u>Hispanic Employment</u>	<u>Percent of FW</u>
Professional	21,274	5.0
Administrative	49,054	7.7
Technical	27,348	8.7
Clerical	13,482	10.4
Other	14,038	21.3
White-Collar (WC)	125,196	8.0
Blue-Collar (BC)	14,274	7.7
Total (WC + BC)	139,470	7.9

HISPANIC EMPLOYMENT BY GENERAL SCHEDULE AND RELATED (GSR) GRADE GROUPS, NON-GSR PAY PLANS, AND SENIOR PAY LEVELS

Hispanics represented 8.5 percent (3,909) of all employees in General Schedule and Related (GSR) grades 1 through 4 in 2008, including 1,399 Hispanic men and 2,510 Hispanic women.

Hispanics represented 9.9 percent (33,119) of all employees in GSR grades 5 through 8 in 2008, including 15,163 Hispanic men and 17,956 Hispanic women.

Hispanics represented 9 percent (44,398) of all employees in GSR grades 9 through 12 in 2008, including 26,318 Hispanic men and 18,080 Hispanic women.

Hispanics represented 5.2 percent (17,014) of all employees in GSR grades 13 through 15 in 2008, including 10,911 Hispanic men and 6,103 Hispanic women.

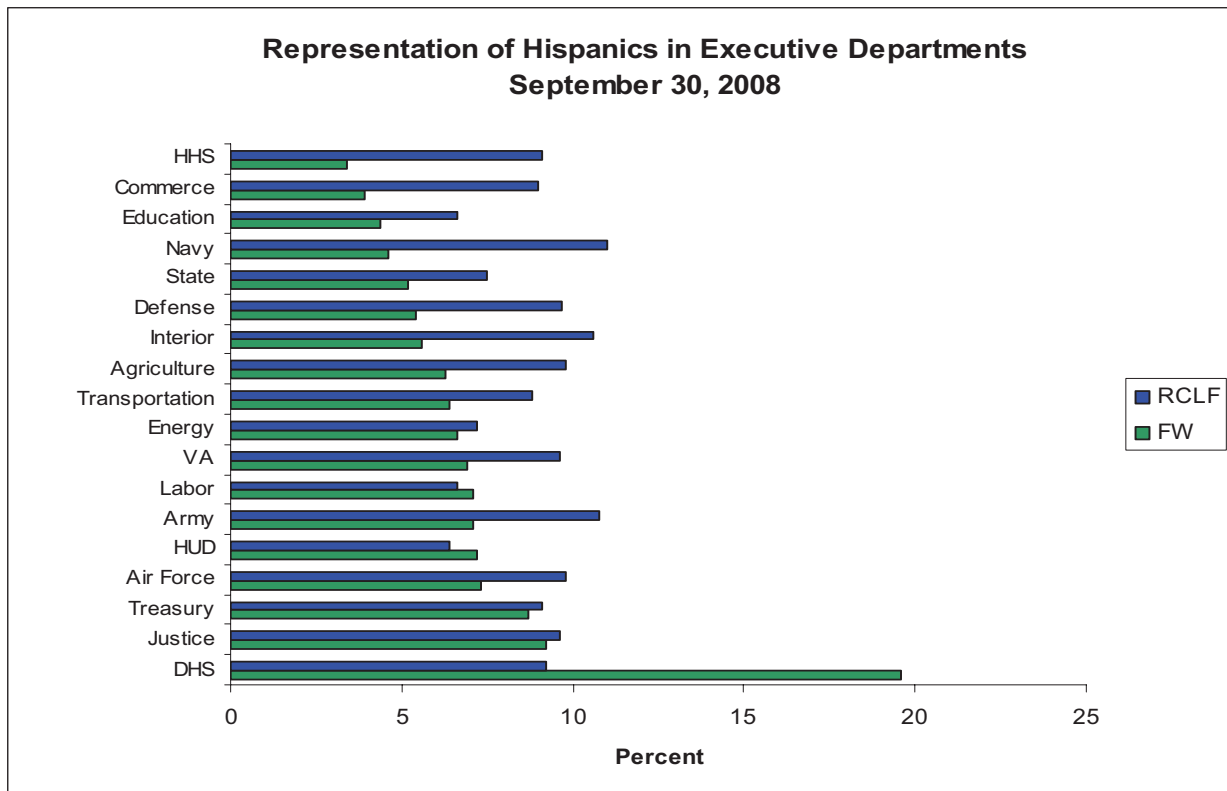
Hispanics represented 7.3 percent (25,937) of all employees in non-GSR pay plans in 2008, including 14,518 Hispanic men and 11,419 Hispanic women.

Hispanics represented 4 percent (819) of all employees at the Senior Pay levels in 2008, including 570 Hispanic men and 249 Hispanic women.

OCCUPATIONAL CATEGORY/ GRADE GROUPS	2008		2007		2007 TO 2008 DIFFERENCE
	#	%	#	%	
PROFESSIONAL					
GSR 5 - 8	546	0.1	529	0.1	17
GSR 9 - 12	7,196	1.7	7,449	1.8	-253
GSR 13 - 15	6,085	1.4	6,237	1.5	-152
NON-GSR	6,874	1.6	5,517	1.4	1,357
SENIOR PAY	573	0.1	530	0.1	43
TOTAL	21,274	5	20,262	5	1,012
ADMINISTRATIVE					
GSR 1 - 4	1	0	1	0	0
GSR 5 - 8	2,715	0.4	2,354	0.4	361
GSR 9 - 12	27,031	4.2	26,985	4.4	46
GSR 13 - 15	10,392	1.6	10,107	1.7	285
NON-GSR	8,674	1.4	6,338	1	2,336
SENIOR PAY	241	0	239	0	2
TOTAL	49,054	7.7	46,024	7.5	3,030
TECHNICAL					
GSR 1 - 4	854	0.3	790	0.3	64
GSR 5 - 8	19,256	6.1	18,531	6.1	725
GSR 9 - 12	3,272	1	3,308	1.1	-36
GSR 13 - 15	130	0	135	0	-5
NON-GSR	3,835	1.2	2,689	0.9	1,146
SENIOR PAY	1	0	1	0	0
TOTAL	27,348	8.7	25,454	8.4	1,894
CLERICAL					
GSR 1 - 4	2,763	2.1	2,616	2	147
GSR 5 - 8	4,492	3.5	4,518	3.4	-26
GSR 9 - 12	164	0.1	159	0.1	5
GSR 13 - 15	0	0	1	0	-1
NON-GSR	6,063	4.7	5,488	4.2	575
SENIOR PAY	0	0	0	0	0
TOTAL	13,482	10.4	12,782	9.8	700
OTHER					
GSR 1 - 4	291	0.4	330	0.5	-39
GSR 5 - 8	6,110	9.3	5,928	9.6	182
GSR 9 - 12	6,735	10.2	5,912	9.6	823
GSR 13 - 15	407	0.6	335	0.5	72
NON-GSR	491	0.7	345	0.6	146
SENIOR PAY	4	0	3	0	1
TOTAL	14,038	21.3	12,853	20.8	1,185

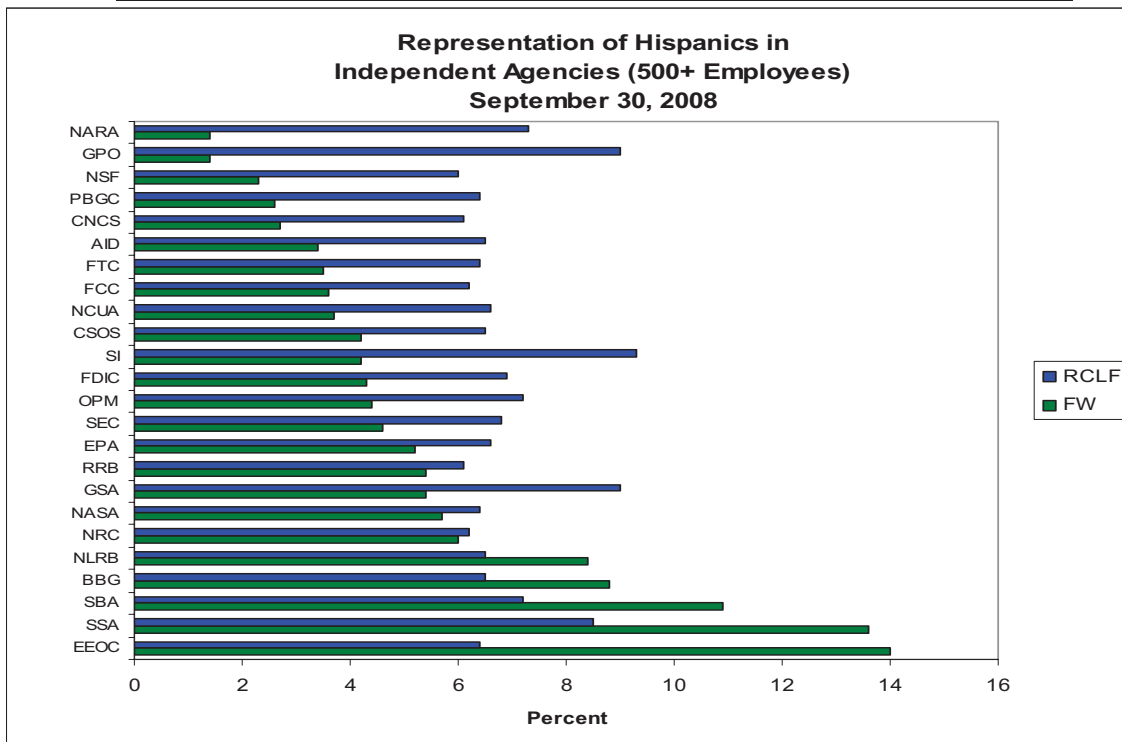
HISPANICS EQUALED OR EXCEEDED THEIR RELEVANT CIVILIAN LABOR FORCE REPRESENTATION IN 3 OF 18 EXECUTIVE DEPARTMENTS

COMPARISON OF PERMANENT FEDERAL AND TOTAL CIVILIAN EMPLOYMENT BY OCCUPATION, NATIONWIDE, SEPTEMBER 30, 2008 (HISPANICS)		
EXECUTIVE DEPARTMENTS	GROUP PCT.	CLF PCT.
DEPARTMENT OF THE AIR FORCE	7.3	9.8
DEPARTMENT OF AGRICULTURE	6.3	9.8
DEPARTMENT OF THE ARMY	7.1	10.8
DEPARTMENT OF COMMERCE	3.9	9.0
DEPARTMENT OF DEFENSE	5.4	9.7
DEPARTMENT OF JUSTICE	9.2	9.6
DEPARTMENT OF LABOR	7.1	6.6
DEPARTMENT OF ENERGY	6.6	7.2
DEPARTMENT OF EDUCATION	4.4	6.6
DEPARTMENT OF HEALTH AND HUMAN SERVICES	3.4	9.1
DEPARTMENT OF HOMELAND SECURITY	19.6	9.2
DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT	7.2	6.4
DEPARTMENT OF INTERIOR	5.6	10.6
DEPARTMENT OF THE NAVY	4.6	11.0
DEPARTMENT OF STATE	5.2	7.5
DEPARTMENT OF TRANSPORTATION	6.4	8.8
DEPARTMENT OF TREASURY	8.7	9.1
DEPARTMENT OF VETERANS AFFAIRS	6.9	9.6
GOVERNMENTWIDE	7.9	11.5



HISPANICS EQUALED OR EXCEEDED THEIR RELEVANT CIVILIAN LABOR FORCE REPRESENTATION IN 5 OF 24 INDEPENDENT AGENCIES

COMPARISON OF PERMANENT FEDERAL AND TOTAL CIVILIAN EMPLOYMENT BY OCCUPATION, NATIONWIDE, SEPTEMBER 30, 2008 (HISPANICS)		
INDEPENDENT AGENCIES	GROUP PCT.	CLF PCT.
AGENCY FOR INTERNATIONAL DEVELOPMENT	3.4	6.5
BROADCASTING BOARD OF GOVERNORS	8.8	6.5
CORPORATION FOR NATIONAL AND COMMUNITY SERVICE	2.7	6.1
COURT SERVICES AND OFFENDER SUPERVISION AGENCY	4.2	6.5
EQUAL EMPLOYMENT OPPORTUNITY COMMISSION	14.0	6.4
ENVIRONMENTAL PROTECTION AGENCY	5.2	6.6
FEDERAL COMMUNICATIONS COMMISSION	3.6	6.2
FEDERAL DEPOSIT INSURANCE CORPORATION	4.3	6.9
FEDERAL TRADE COMMISSION	3.5	6.4
GENERAL SERVICES ADMINISTRATION	5.4	9.0
GOVERNMENT PRINTING OFFICE	1.4	9.0
NATIONAL CREDIT UNION ADMINISTRATION	3.7	6.6
NATIONAL SCIENCE FOUNDATION	2.3	6.0
NATIONAL LABOR RELATIONS BOARD	8.4	6.5
NATIONAL AERONAUTICS AND SPACE ADMINISTRATION	5.7	6.4
NATIONAL ARCHIVES AND RECORDS ADMINISTRATION	1.4	7.3
NUCLEAR REGULATORY COMMISSION	6.0	6.2
OFFICE OF PERSONNEL MANAGEMENT	4.4	7.2
PENSION BENEFIT GUARANTY CORPORATION	2.6	6.4
RAILROAD RETIREMENT BOARD	5.4	6.1
SMALL BUSINESS ADMINISTRATION	10.9	7.2
SECURITIES AND EXCHANGE COMMISSION	4.6	6.8
SMITHSONIAN INSTITUTION	4.2	9.3
SOCIAL SECURITY ADMINISTRATION	13.6	8.5
GOVERNMENTWIDE	7.9	11.5



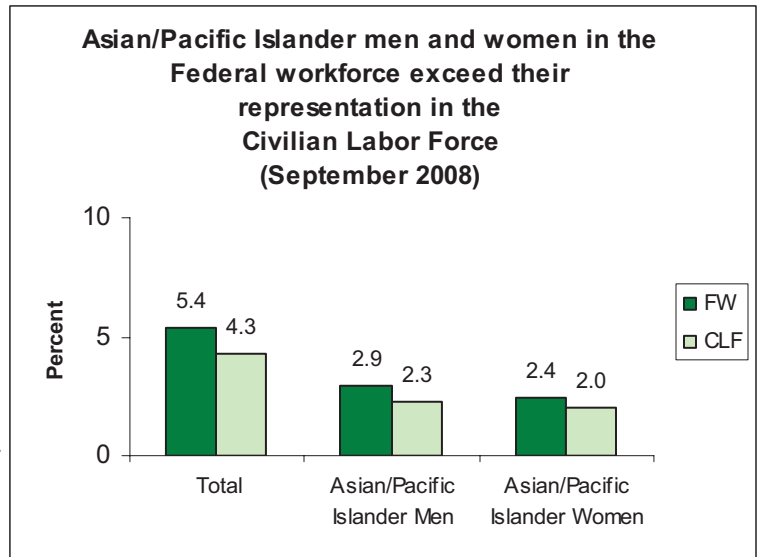
ASIAN/PACIFIC ISLANDERS IN THE FEDERAL WORKFORCE

ASIAN/PACIFIC ISLANDER EMPLOYMENT

Asian/Pacific Islander employees represented 5.4 percent (94,198) of the permanent Federal Workforce (FW) as of September 30, 2008, compared to 4.3 percent in the Civilian Labor Force (CLF). The FW and CLF percentages in 2007 were 5.3 and 4.3, respectively.

Asian/Pacific Islander men represented 2.9 percent of the FW, compared to 2.3 percent of the CLF in 2008. In 2007, these percentages were the same.

Asian/Pacific Islander women represented 2.4 percent of the FW compared to 2.0 percent of the CLF in 2008. In 2007, these percentages were 2.3 and 2.0, respectively.



Detail percentages may not add to total due to rounding.

ASIAN/PACIFIC ISLANDER EMPLOYMENT BY OCCUPATIONAL CATEGORY

Counts and Percentages of Asian/Pacific Islanders based on All Employees in Each Occupational Category (September 2008)

Asian/Pacific Islander employment in professional occupations increased by 1,827 to 36,870 in 2008 from 35,043 in 2007. Asian/Pacific Islanders represented 8.7 percent of all Federal employees in this occupational category in 2008, compared to 8.6 percent in 2007.

Asian/Pacific Islander employment in administrative occupations increased by 1,993 to 25,916 in 2008 from 23,923 in 2007. Asian/Pacific Islanders represented 4.1 percent of Federal employees in this occupational category in 2008, compared to 3.9 percent in 2007.

Asian/Pacific Islander employment in technical occupations increased by 811 to 13,242 in 2008 from 12,431 in 2007. Asian/Pacific Islanders represented 4.2 percent of all Federal employees in this occupational category in 2008, compared to 4.1 percent in 2007.

Asian/Pacific Islander employment in clerical occupations decreased by 142 to 6,271 in 2008 from 6,413 in 2007. Asian/Pacific Islanders represented 4.8 percent of all Federal employees in this occupational category in 2008, compared to 4.9 percent in 2007.

Asian/Pacific Islander employment in "other" white-collar occupations increased by 121 to 1,750 in 2008 from 1,629 in 2007. Asian/Pacific Islanders represented 2.7 percent of all Federal employees in this occupational category in 2008, compared to 2.6 percent in 2007.

Asian/Pacific Islander employment in white-collar occupations increased by 4,610 to 84,049 in 2008 from 79,439 in 2007. Asian/Pacific Islanders represented 5.3 percent of all Federal employees in this occupational category in 2008, the same as in 2007.

Asian/Pacific Islander employment in blue-collar occupations increased by 157 to 10,149 in 2008 from 9,992 in 2007. Asian/Pacific Islanders represented 5.5 percent of all Federal employees in this occupational category in 2008, compared to 5.4 in 2007.

	<u>Asian/Pacific Islander Employment</u>	<u>Percent of FW</u>
Professional	36,870	8.7
Administrative	25,916	4.1
Technical	13,242	4.2
Clerical	6,271	4.8
Other	1,750	2.7
White-Collar (WC)	84,049	5.3
Blue-Collar (BC)	10,149	5.5
Total (WC + BC)	94,198	5.4

ASIAN/PACIFIC ISLANDER EMPLOYMENT BY GENERAL SCHEDULE AND RELATED (GSR) GRADE GROUPS, NON-GSR PAY PLANS, AND SENIOR PAY LEVELS

Asian/Pacific Islanders represented 6.2 percent (2,857) of all employees in General Schedule and Related (GSR) grades 1 through 4 in 2008. There were 717 Asian/Pacific Islander men and 2,140 Asian/Pacific Islander women at these grades in 2008.

Asian/Pacific Islanders represented 4.2 percent (13,954) of all employees in GSR grades 5 through 8 in 2008. There were 5,512 Asian/Pacific Islander men and 8,442 Asian/Pacific Islander women at these grade levels in 2008.

Asian/Pacific Islanders represented 5 percent (24,650) of all employees in GSR grades 9 through 12 in 2008. There were 12,826 Asian/Pacific Islander men and 11,824 Asian/Pacific Islander women at these grades in 2008.

Asian/Pacific Islanders represented 6.2 percent (20,324) of all employees in GSR grades 13 through 15 in 2008. There were 12,512 Asian/Pacific Islander men and 7,812 Asian/Pacific Islander women at these grades in 2008.

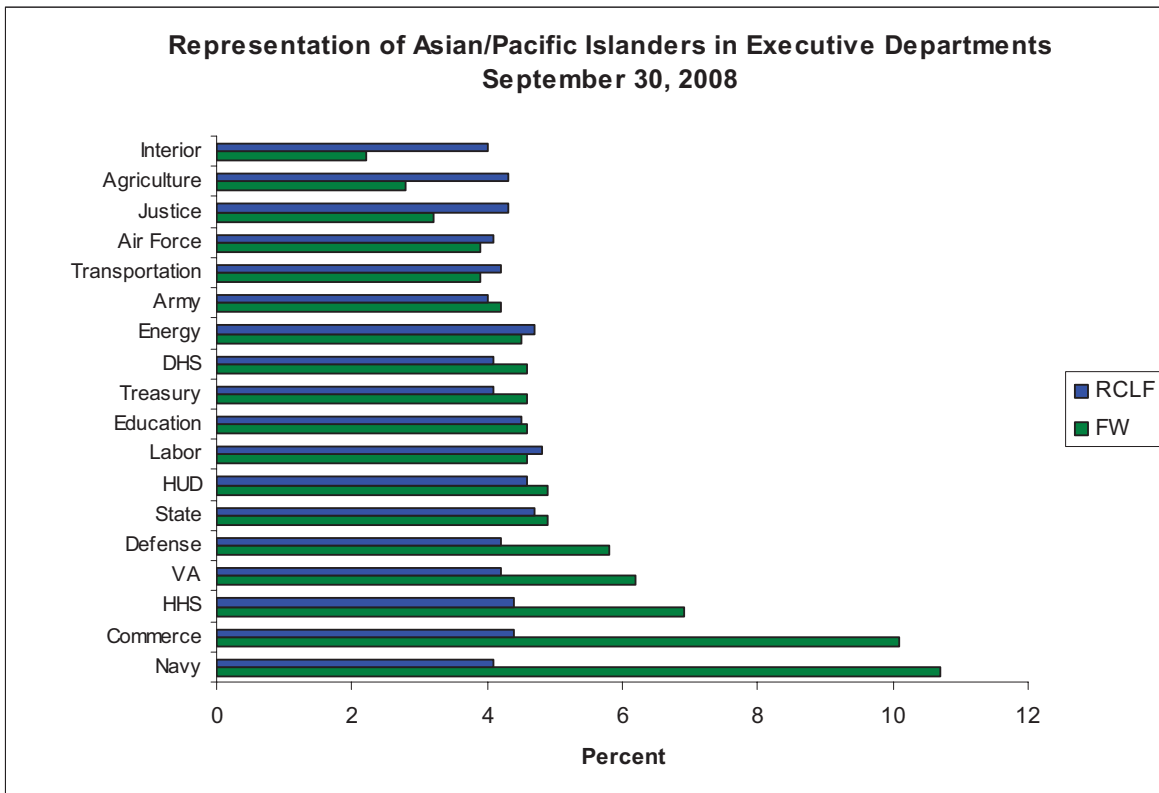
Asian/Pacific Islanders represented 6 percent (21,092) of all employees in non-GSR pay plans in 2008, including 10,291 men and 10,801 women.

Asian/Pacific Islanders represented 5.8 percent (1,172) of all employees at the Senior Pay levels. There were 723 Asian/Pacific Islander men and 449 Asian/Pacific Islander women at these pay levels in 2008.

OCCUPATIONAL CATEGORY/ GRADE GROUPS	2008		2007		2007 TO 2008 DIFFERENCE
	#	%	#	%	
PROFESSIONAL					
GSR 5 - 8	863	0.2	790	0.2	73
GSR 9 - 12	10,445	2.5	10,800	2.6	-355
GSR 13 - 15	13,724	3.2	13,467	3.3	257
NON-GSR	10,819	2.6	9,028	2.2	1,791
SENIOR PAY	1,019	0.2	958	0.2	61
TOTAL	36,870	8.7	35,043	8.6	1,827
ADMINISTRATIVE					
GSR 1 - 4	0	0	0	0	0
GSR 5 - 8	1,209	0.2	1,053	0.2	156
GSR 9 - 12	12,289	1.9	12,501	2	-212
GSR 13 - 15	6,540	1	6,325	1	215
NON-GSR	5,725	0.9	3,905	0.6	1,820
SENIOR PAY	153	0	139	0	14
TOTAL	25,916	4.1	23,923	3.9	1,993
TECHNICAL					
GSR 1 - 4	570	0.2	565	0.2	5
GSR 5 - 8	8,615	2.7	8,569	2.8	46
GSR 9 - 12	1,621	0.5	1,674	0.6	-53
GSR 13 - 15	49	0	60	0	-11
NON-GSR	2,387	0.8	1,563	0.5	824
SENIOR PAY	0	0	0	0	0
TOTAL	13,242	4.2	12,431	4.1	811
CLERICAL					
GSR 1 - 4	2,054	1.6	2,042	1.6	12
GSR 5 - 8	2,162	1.7	2,260	1.7	-98
GSR 9 - 12	79	0.1	67	0.1	12
GSR 13 - 15	0	0	0	0	0
NON-GSR	1,976	1.5	2,044	1.6	-68
SENIOR PAY	0	0	0	0	0
TOTAL	6,271	4.8	6,413	4.9	-142
OTHER					
GSR 1 - 4	233	0.4	203	0.3	30
GSR 5 - 8	1,105	1.7	1,064	1.7	41
GSR 9 - 12	216	0.3	228	0.4	-12
GSR 13 - 15	11	0	12	0	-1
NON-GSR	185	0.3	122	0.2	63
SENIOR PAY	0	0	0	0	0
TOTAL	1,750	2.7	1,629	2.6	121

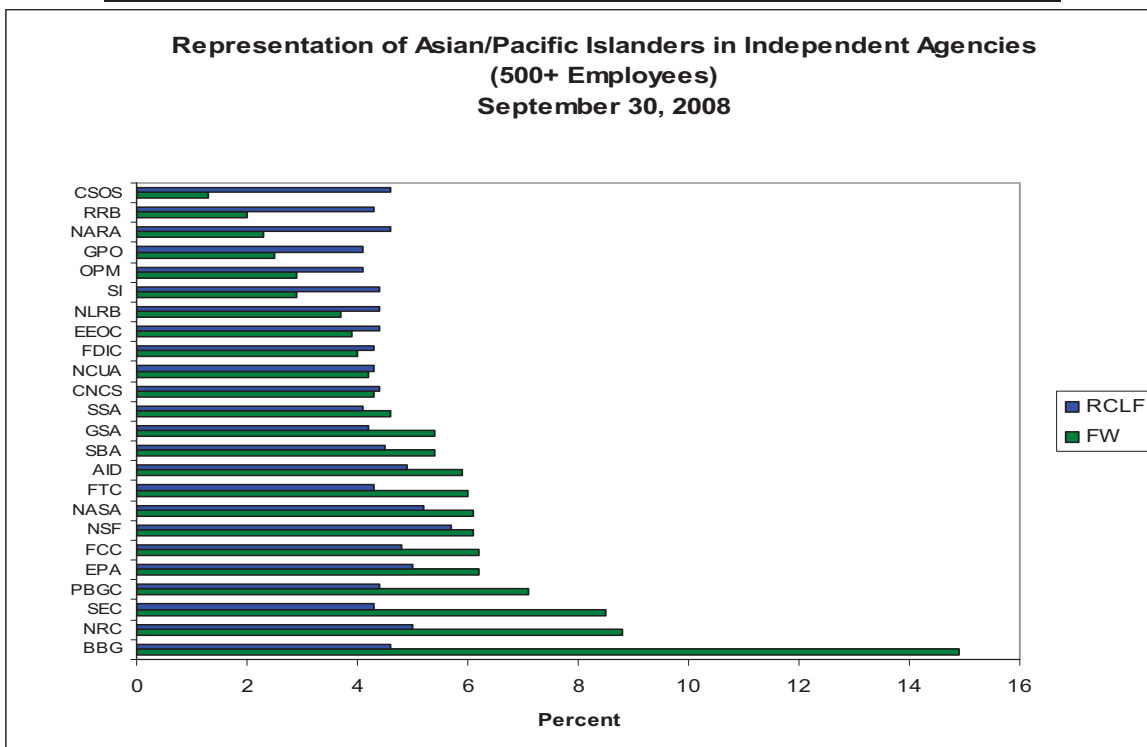
ASIAN/PACIFIC ISLANDERS EQUALED OR EXCEEDED THEIR RELEVANT CIVILIAN LABOR FORCE REPRESENTATION IN 11 OF 18 EXECUTIVE DEPARTMENTS

COMPARISON OF PERMANENT FEDERAL AND TOTAL CIVILIAN EMPLOYMENT BY OCCUPATION, NATIONWIDE, SEPTEMBER 30, 2008 (ASIAN-PACIFIC ISLANDERS)		
EXECUTIVE DEPARTMENTS	GROUP PCT.	CLF PCT
DEPARTMENT OF THE AIR FORCE	3.9	4.1
DEPARTMENT OF AGRICULTURE	2.8	4.3
DEPARTMENT OF THE ARMY	4.2	4.0
DEPARTMENT OF COMMERCE	10.1	4.4
DEPARTMENT OF DEFENSE	5.8	4.2
DEPARTMENT OF JUSTICE	3.2	4.3
DEPARTMENT OF LABOR	4.6	4.8
DEPARTMENT OF ENERGY	4.5	4.7
DEPARTMENT OF EDUCATION	4.6	4.5
DEPARTMENT OF HEALTH AND HUMAN SERVICES	6.9	4.4
DEPARTMENT OF HOMELAND SECURITY	4.6	4.1
DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT	4.9	4.6
DEPARTMENT OF INTERIOR	2.2	4.0
DEPARTMENT OF THE NAVY	10.7	4.1
DEPARTMENT OF STATE	4.9	4.7
DEPARTMENT OF TRANSPORTATION	3.9	4.2
DEPARTMENT OF TREASURY	4.6	4.1
DEPARTMENT OF VETERANS AFFAIRS	6.2	4.2
GOVERNMENTWIDE	5.4	4.0



ASIAN/PACIFIC ISLANDERS EQUALED OR EXCEEDED THEIR RELEVANT CIVILIAN LABOR FORCE REPRESENTATION IN 13 OF 24 INDEPENDENT AGENCIES

COMPARISON OF PERMANENT FEDERAL AND TOTAL CIVILIAN EMPLOYMENT BY OCCUPATION, NATIONWIDE, SEPTEMBER 30, 2008 (ASIAN/PACIFIC ISLANDERS)		
INDEPENDENT AGENCIES	GROUP PCT.	CLF PCT.
AGENCY FOR INTERNATIONAL DEVELOPMENT	5.9	4.9
BROADCASTING BOARD OF GOVERNORS	14.9	4.6
CORPORATION FOR NATIONAL AND COMMUNITY SERVICE	4.3	4.4
COURT SERVICES AND OFFENDER SUPERVISION AGENCY	1.3	4.6
EQUAL EMPLOYMENT OPPORTUNITY COMMISSION	3.9	4.4
ENVIRONMENTAL PROTECTION AGENCY	6.2	5.0
FEDERAL COMMUNICATIONS COMMISSION	6.2	4.8
FEDERAL DEPOSIT INSURANCE CORPORATION	4.0	4.3
FEDERAL TRADE COMMISSION	6.0	4.3
GENERAL SERVICES ADMINISTRATION	5.4	4.2
GOVERNMENT PRINTING OFFICE	2.5	4.1
NATIONAL CREDIT UNION ADMINISTRATION	4.2	4.3
NATIONAL SCIENCE FOUNDATION	6.1	5.7
NATIONAL LABOR RELATIONS BOARD	3.7	4.4
NATIONAL AERONAUTICS AND SPACE ADMINISTRATION	6.1	5.2
NATIONAL ARCHIVES AND RECORDS ADMINISTRATION	2.3	4.6
NUCLEAR REGULATORY COMMISSION	8.8	5.0
OFFICE OF PERSONNEL MANAGEMENT	2.9	4.1
PENSION BENEFIT GUARANTY CORPORATION	7.1	4.4
RAILROAD RETIREMENT BOARD	2.0	4.3
SMALL BUSINESS ADMINISTRATION	5.4	4.5
SECURITIES AND EXCHANGE COMMISSION	8.5	4.3
SMITHSONIAN INSTITUTION	2.9	4.4
SOCIAL SECURITY ADMINISTRATION	4.6	4.1
GOVERNMENTWIDE	5.4	4.0



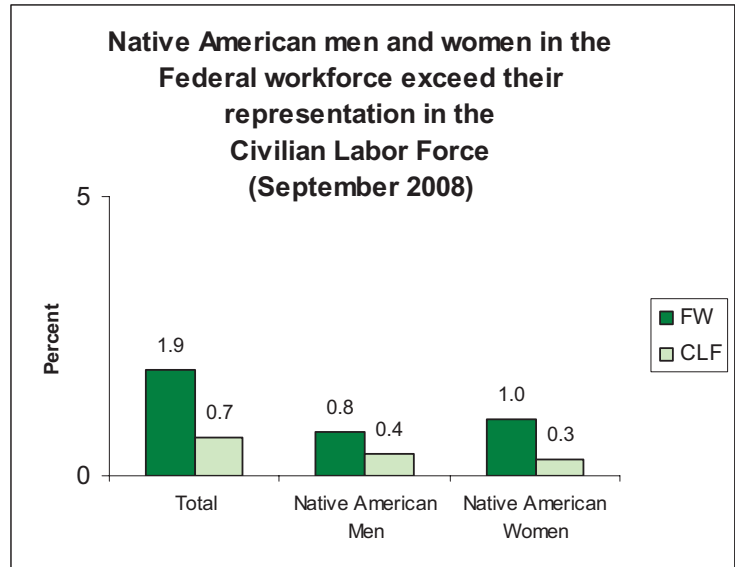
NATIVE AMERICANS IN THE FEDERAL WORKFORCE

NATIVE AMERICAN EMPLOYMENT

Native American employment represented 1.9 percent (32,907) of the permanent Federal Workforce (FW) as of September 30, 2008, compared to 0.7 percent of the Civilian Labor Force (CLF). The FW and CLF percentages in 2007 were the same.

Native American men represented 0.8 percent of the FW and 0.4 percent of the CLF in 2008. The FW and CLF percentages in 2007 were 0.9 and 0.4, respectively.

Native American women represented 1.0 percent of the FW and 0.3 percent of the CLF in 2008. The FW and CLF percentages in 2007 were the same.



Detail percentages may not add to total due to rounding.

NATIVE AMERICAN EMPLOYMENT BY OCCUPATIONAL CATEGORY

Counts and Percentages of Native Americans based on All Employees in Each Occupational Category (September 2008)

Native American employment in professional occupations increased by 285 to 5,404 in 2008, from 5,119 in 2007. Native Americans represented 1.3 percent of all Federal employees in this occupational category in 2008, and in 2007.

Native American employment in administrative occupations increased by 248 to 8,910 in 2008, from 8,662 in 2007. Native Americans represented 1.4 percent of all Federal employees in this occupational category in 2008 and 2007.

Native American employment in technical occupations increased by 284, to 9,363 in 2008, from 9,079 in 2007. Native Americans represented 3 percent of all Federal employees in this occupational category in 2008, and in 2007.

Native American employment in clerical occupations increased by 20 to 3,717 in 2008, from 3,697 in 2007. Native Americans represented 2.9 percent of all employees in this occupational category in 2008, compared to 2.8 percent in 2007.

Native American employment in "other" white-collar occupations decreased by 17 to 1,142 in 2008, from 1,125 in 2007. Native Americans represented 1.7 percent of this occupational category in 2008, compared to 1.8 in 2007.

Native American employment in white-collar occupations increased by 854 to 28,536 in 2008, from 27,682 in 2007. Native Americans represented 1.8 percent of this occupational category in 2008 and in 2007.

Native American employment in blue-collar occupations decreased by 28 to 4,371 in 2008, from 4,399 in 2007. Native Americans represented 2.4 percent of all Federal blue-collar employees in 2008, and in 2007.

	<u>Native American Employment</u>	<u>Percent of FW</u>
Professional	5,404	1.3
Administrative	8,910	1.4
Technical	9,363	3.0
Clerical	3,717	2.9
Other	1,142	1.7
White-Collar (WC)	28,536	1.8
Blue-Collar (BC)	4,371	2.4
Total (WC + BC)	32,907	1.9

NATIVE AMERICAN EMPLOYMENT BY GENERAL SCHEDULE AND RELATED (GSR) GRADE GROUPS, NON-GSR PAY PLANS, AND SENIOR PAY LEVELS

Native Americans represented 4.9 percent (2,253) of all employees in General Schedule and Related (GSR) grades 1 through 4, in 2008. There were 544 Native American men and 1,709 Native American women at these grades in 2008.

Native Americans represented 3.1 percent (10,267) of all employees in GSR grades 5 through 8 in 2008. There were 2,792 Native American men and 7,475 Native American women at these grades in 2008.

Native Americans represented 1.8 percent (9,060) of all employees in GSR grades 9 through 12 in 2008. There were 3,869 Native American men and 5,191 Native American women at these grades in 2008.

Native Americans represented 1.0 percent (3,318) of all employees in GSR grades 13 through 15 in 2008. There were 1,901 Native American men and 1,417 Native American women in this grade group in 2008.

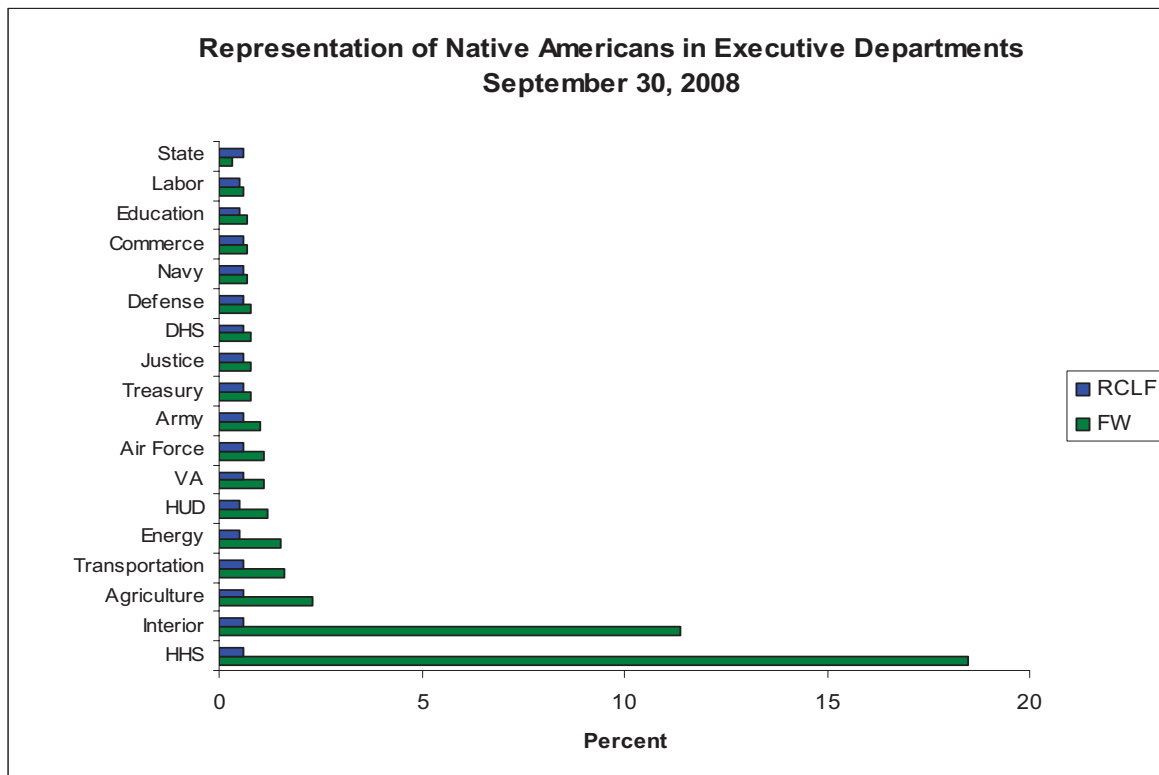
Native Americans represented 1 percent (3,449) of all employees in non-GSR pay plans in 2008, including 1,823 Native American men and 1,626 Native American women.

Native Americans represented 0.9 percent (189) of all employees at the Senior Pay levels in 2008. There were 120 Native American men and 69 Native American women at these pay levels in 2008.

OCCUPATIONAL CATEGORY/ GRADE GROUPS	2008		2007		2007 TO 2008 DIFFERENCE
	#	%	#	%	
PROFESSIONAL					
GSR 5 - 8	201	0	174	0	27
GSR 9 - 12	2,938	0.7	2,957	0.7	-19
GSR 13 - 15	1,186	0.3	1,174	0.3	12
NON-GSR	969	0.2	727	0.2	242
SENIOR PAY	110	0	87	0	23
TOTAL	5,404	1.3	5,119	1.3	285
ADMINISTRATIVE					
GSR 1 - 4	0	0	1	0	-1
GSR 5 - 8	461	0.1	434	0.1	27
GSR 9 - 12	4,808	0.8	4,872	0.8	-64
GSR 13 - 15	2,088	0.3	2,120	0.3	-32
NON-GSR	1,474	0.2	1,153	0.2	321
SENIOR PAY	79	0	82	0	-3
TOTAL	8,910	1.4	8,662	1.4	248
TECHNICAL					
GSR 1 - 4	1,032	0.3	988	0.3	44
GSR 5 - 8	6,723	2.1	6,570	2.2	153
GSR 9 - 12	1,135	0.4	1,149	0.4	-14
GSR 13 - 15	38	0	38	0	0
NON-GSR	435	0.1	334	0.1	101
SENIOR PAY	0	0	0	0	0
TOTAL	9,363	3	9,079	3	284
CLERICAL					
GSR 1 - 4	994	0.8	950	0.7	44
GSR 5 - 8	2,177	1.7	2,198	1.7	-21
GSR 9 - 12	35	0	36	0	-1
GSR 13 - 15	0	0	0	0	0
NON-GSR	511	0.4	513	0.4	-2
SENIOR PAY	0	0	0	0	0
TOTAL	3,717	2.9	3,697	2.8	20
OTHER					
GSR 1 - 4	227	0.3	219	0.4	8
GSR 5 - 8	705	1.1	696	1.1	9
GSR 9 - 12	144	0.2	169	0.3	-25
GSR 13 - 15	6	0	5	0	1
NON-GSR	60	0.1	36	0.1	24
SENIOR PAY	0	0	0	0	0
TOTAL	1,142	1.7	1,125	1.8	17

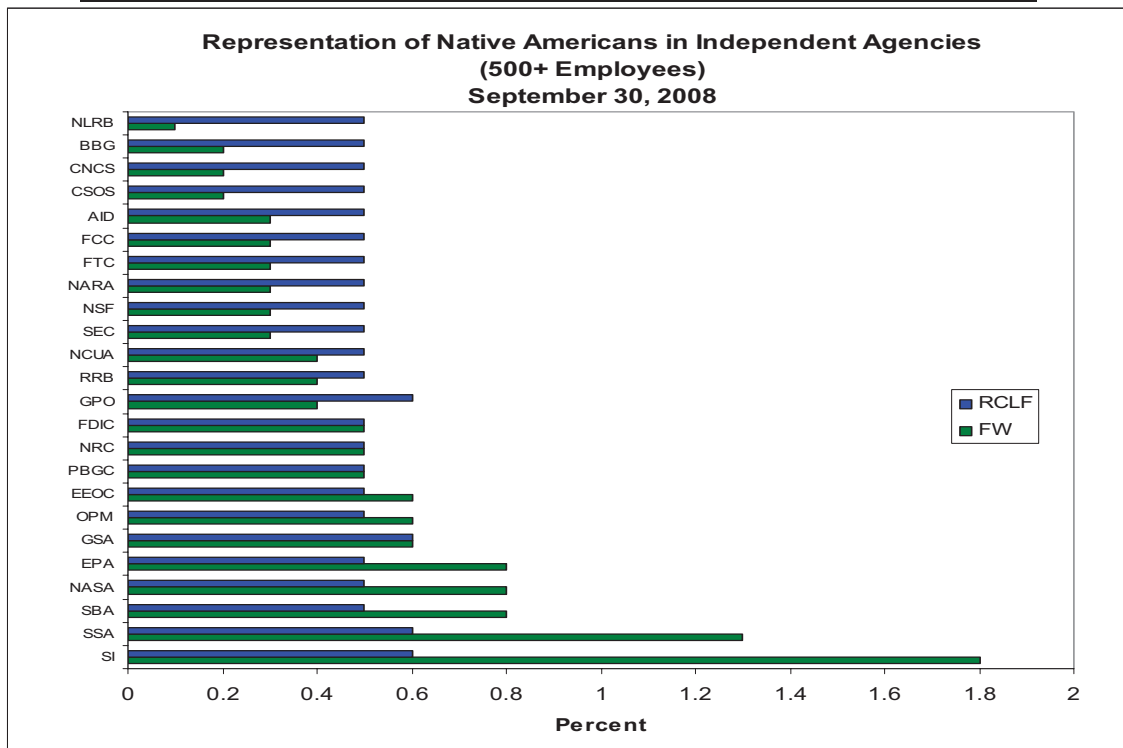
NATIVE AMERICANS EQUALED OR EXCEEDED THEIR RELEVANT CIVILIAN LABOR FORCE REPRESENTATION IN 17 OF 18 EXECUTIVE DEPARTMENTS

COMPARISON OF PERMANENT FEDERAL AND TOTAL CIVILIAN EMPLOYMENT BY OCCUPATION, NATIONWIDE, SEPTEMBER 30, 2008 (NATIVE AMERICANS)		
EXECUTIVE DEPARTMENTS	GROUP PCT.	CLF PCT.
DEPARTMENT OF THE AIR FORCE	1.1	0.6
DEPARTMENT OF AGRICULTURE	2.3	0.6
DEPARTMENT OF THE ARMY	1.0	0.6
DEPARTMENT OF COMMERCE	0.7	0.6
DEPARTMENT OF DEFENSE	0.8	0.6
DEPARTMENT OF JUSTICE	0.8	0.6
DEPARTMENT OF LABOR	0.6	0.5
DEPARTMENT OF ENERGY	1.5	0.5
DEPARTMENT OF EDUCATION	0.7	0.5
DEPARTMENT OF HEALTH AND HUMAN SERVICES	18.5	0.6
DEPARTMENT OF HOMELAND SECURITY	0.8	0.6
DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT	1.2	0.5
DEPARTMENT OF INTERIOR	11.4	0.6
DEPARTMENT OF THE NAVY	0.7	0.6
DEPARTMENT OF STATE	0.3	0.6
DEPARTMENT OF TRANSPORTATION	1.3	0.6
DEPARTMENT OF TREASURY	0.8	0.6
DEPARTMENT OF VETERANS AFFAIRS	1.1	0.6
GOVERNMENTWIDE	1.9	0.6



NATIVE AMERICANS EQUALED OR EXCEEDED THEIR RELEVANT CIVILIAN LABOR FORCE REPRESENTATION IN 11 OF 24 INDEPENDENT AGENCIES

COMPARISON OF PERMANENT FEDERAL AND TOTAL CIVILIAN EMPLOYMENT BY OCCUPATION, NATIONWIDE, SEPTEMBER 30, 2008 (NATIVE AMERICANS)		
INDEPENDENT AGENCIES	GROUP PCT.	CLF PCT.
AGENCY FOR INTERNATIONAL DEVELOPMENT	0.3	0.5
BROADCASTING BOARD OF GOVERNORS	0.2	0.5
CORPORATION FOR NATIONAL AND COMMUNITY SERVICE	0.2	0.5
COURT SERVICES AND OFFENDER SUPERVISION AGENCY	0.2	0.5
EQUAL EMPLOYMENT OPPORTUNITY COMMISSION	0.6	0.5
ENVIRONMENTAL PROTECTION AGENCY	0.8	0.5
FEDERAL COMMUNICATIONS COMMISSION	0.3	0.5
FEDERAL DEPOSIT INSURANCE CORPORATION	0.5	0.5
FEDERAL TRADE COMMISSION	0.3	0.5
GENERAL SERVICES ADMINISTRATION	0.6	0.6
GOVERNMENT PRINTING OFFICE	0.4	0.6
NATIONAL CREDIT UNION ADMINISTRATION	0.4	0.5
NATIONAL SCIENCE FOUNDATION	0.3	0.5
NATIONAL LABOR RELATIONS BOARD	0.1	0.5
NATIONAL AERONAUTICS AND SPACE ADMINISTRATION	0.8	0.5
NATIONAL ARCHIVES AND RECORDS ADMINISTRATION	0.3	0.5
NUCLEAR REGULATORY COMMISSION	0.5	0.5
OFFICE OF PERSONNEL MANAGEMENT	0.6	0.5
PENSION BENEFIT GUARANTY CORPORATION	0.5	0.5
RAILROAD RETIREMENT BOARD	0.4	0.5
SMALL BUSINESS ADMINISTRATION	0.8	0.5
SECURITIES AND EXCHANGE COMMISSION	0.3	0.5
SMITHSONIAN INSTITUTION	1.8	0.6
SOCIAL SECURITY ADMINISTRATION	1.3	0.6
GOVERNMENTWIDE	1.9	0.6



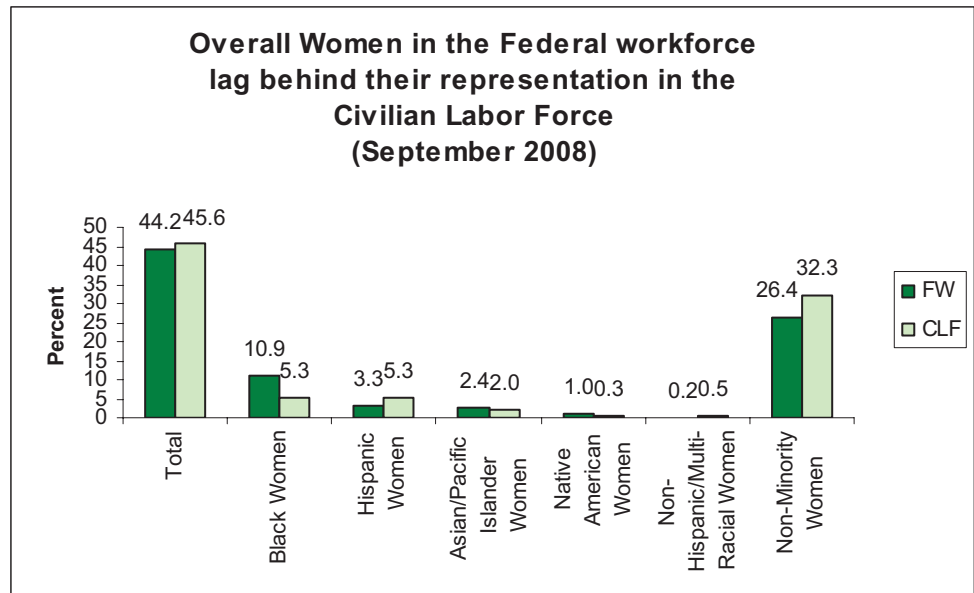
WOMEN IN THE FEDERAL WORKFORCE

EMPLOYMENT OF WOMEN

Overall women represented 44.2 percent (776, 307) of the permanent Federal workforce (FW) as of September 30, 2008, compared to 45.6 percent of the Civilian Labor Force (CLF) in 2008. The FW and CLF percentages in 2007 were 43.9 and 45.7 percent, respectively.

Black women represented 10.9 percent of the FW in 2008, and 10.8 in 2007. Black women represented 5.3 percent of the CLF in 2008 and 2007.

Hispanic women represented 3.3 percent of the FW in 2008 and 5.3 percent of the CLF in 2008. The FW and CLF percentages in 2007 were 3.2 and 5.3 percent, respectively.



Asian/Pacific Islander women represented 2.4 percent of the FW in 2008, compared to 2.3 percent in 2007. Asian/Pacific Islander women represented 2.0 percent of the CLF in 2008 and 2007.

Native American women represented 1.0 percent of the FW in 2008 and 2007. Native American women represented 0.3 percent of the CLF in 2008 and 2007.

Non-Hispanic Multiracial women represented 0.2 percent of the FW in 2008. Non-Hispanic Multiracial women represented 0.5 percent of the CLF in 2008.

Non-minority women represented 26.4 percent of the FW in 2008, compared to 26.5 percent in 2007. Non-minority women represented 32.3 percent of the CLF in 2008, compared to 32.8 percent in 2007.

WOMEN BY OCCUPATIONAL CATEGORY

**Counts and Percentages of Women based on
All Employees in Each Occupational Category
(September 2008)**

The number of women in professional occupations increased by 11,446 to 186,476 in 2008 from 175,030 in 2007. Women represented 44 percent of all professional Federal employees in 2008, compared to 42.9 percent in 2007.

The number of women in administrative occupations increased by 11,615 to 286,314 in 2008 from 274,699 in 2007. Women represented 44.9 percent of all Federal employees in this occupational category in 2008, compared to 45 percent in 2007.

The number of women in technical occupations increased by 7,541 to 187,504 in 2008 from 179,963 in 2007. Women represented 59.6 percent of all Federal employees in this occupational category in 2008, the same as in 2007.

The number of women in clerical occupations decreased by 394 to 88,945 in 2008 from 89,339 in 2007. Women represented 68.4 percent of all Federal employees in this occupational category in 2008, compared to 68.2 percent in 2007.

The number of women in "other" white-collar occupations increased by 664 to 8,219 in 2008 from 7,555 in 2007. Women represented 12.5 percent of all Federal employees in this occupational category in 2008, compared to 12.2 percent in 2007.

The number of women in white-collar occupations increased by 30,872 to 757,458 in 2008 from 726,586 in 2007. Women represented 48.2 percent of all Federal employees in this occupational category in 2008, compared to 48.0 percent in 2007.

The number of women in blue-collar occupations increased by 221 to 18,849 in 2008 from 18,628 in 2007. The representation of women in this occupational category was 10.2 percent in 2008, the same as in 2007.

	<u>Employment of Women</u>	<u>Percent of FW</u>
Professional	186,476	44.0
Administrative	286,314	44.9
Technical	187,504	59.6
Clerical	88,945	68.4
Other	8,219	12.5
White-Collar (WC)	757,458	48.2
Blue-Collar (BC)	18,849	10.2
Total (WC + BC)	776,307	44.2

EMPLOYMENT OF WOMEN BY GENERAL SCHEDULE AND RELATED (GSR) GRADE GROUPS, NON-GSR PAY PLANS, AND SENIOR PAY LEVELS

Women represented 68.0 percent (31,270) of all employees in General Schedule and Related (GSR) grades 1 through 4 in 2008.

Women represented 62.2 percent (207,398) of all employees in GSR grades 5 through 8.

Women represented 47.2 percent (233,201) of all employees in GSR grades 9 through 12.

Women represented 37.2 percent (121,124) of all employees in GSR grades 13 through 15.

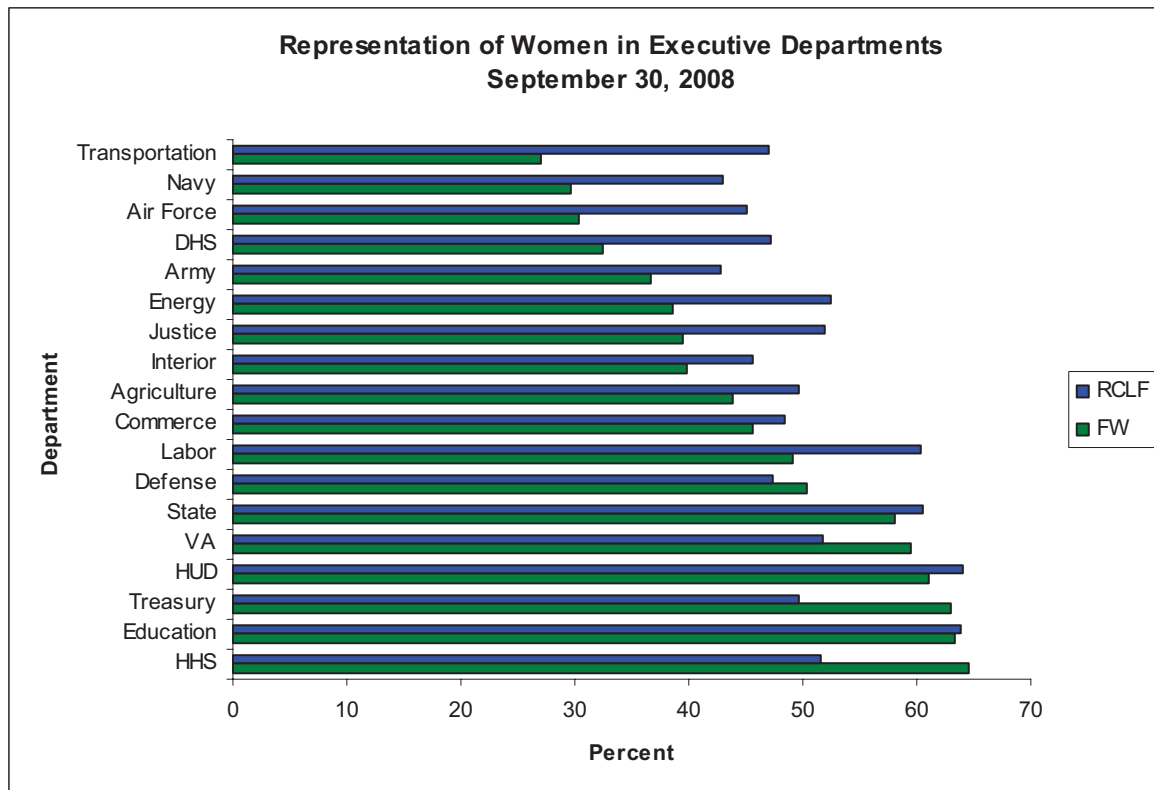
Women represented 44.9 percent (158,535) of all employees in non-GSR pay plans.

Women represented 29.1 percent (5,930) of all employees at the Senior Pay levels.

OCCUPATIONAL CATEGORY/ GRADE GROUPS	2008		2007		2007 TO 2008 DIFFERENCE
	#	%	#	%	
PROFESSIONAL					
GSR 5 - 8	3,990	.9	3,674	.9	316
GSR 9 - 12	63,552	15	64,818	15.9	-1,266
GSR 13 - 15	47,546	11.2	47,342	11.6	204
NON-GSR	67,341	15.9	55,475	13.6	11,866
SENIOR PAY	4,047	1	3,721	.9	326
TOTAL	186,476	44	175,030	42.9	11,446
ADMINISTRATIVE					
GSR 1 - 4	4	0	7	.0	-3
GSR 5 - 8	11,211	1.8	9,649	1.6	1,562
GSR 9 - 12	149,226	23.4	153,712	25.2	-4,486
GSR 13 - 15	73,147	11.5	72,842	11.9	305
NON-GSR	50,846	8	36,700	6.0	14,146
SENIOR PAY	1,880	.3	1,789	.3	91
TOTAL	286,314	44.9	274,699	45.0	11,615
TECHNICAL					
GSR 1 - 4	6,985	2.2	6,338	2.1	647
GSR 5 - 8	144,332	45.8	143,699	47.6	633
GSR 9 - 12	16,608	5.3	16,643	5.5	-35
GSR 13 - 15	356	.1	357	.1	-1
NON-GSR	19,220	6.1	12,924	4.3	6,296
SENIOR PAY	3	0	2	.0	1
TOTAL	187,504	59.6	179,963	59.6	7,541
CLERICAL					
GSR 1 - 4	22,912	17.6	22,627	17.3	285
GSR 5 - 8	43,200	33.2	45,454	34.7	-2,254
GSR 9 - 12	2,551	2	2,813	2.1	-262
GSR 13 - 15	2	0	4	.0	-2
NON-GSR	20,280	15.6	18,440	14.1	1,840
SENIOR PAY	0	0	1	.0	-1
TOTAL	88,945	68.4	89,339	68.2	-394
OTHER					
GSR 1 - 4	1,369	2.1	1,238	2.0	131
GSR 5 - 8	4,665	7.1	4,476	7.3	189
GSR 9 - 12	1,264	1.9	1,238	2.0	26
GSR 13 - 15	73	.1	60	.1	13
NON-GSR	848	1.3	543	.9	305
SENIOR PAY	0	0	0	0	0
TOTAL	8,219	12.5	7,555	12.2	664

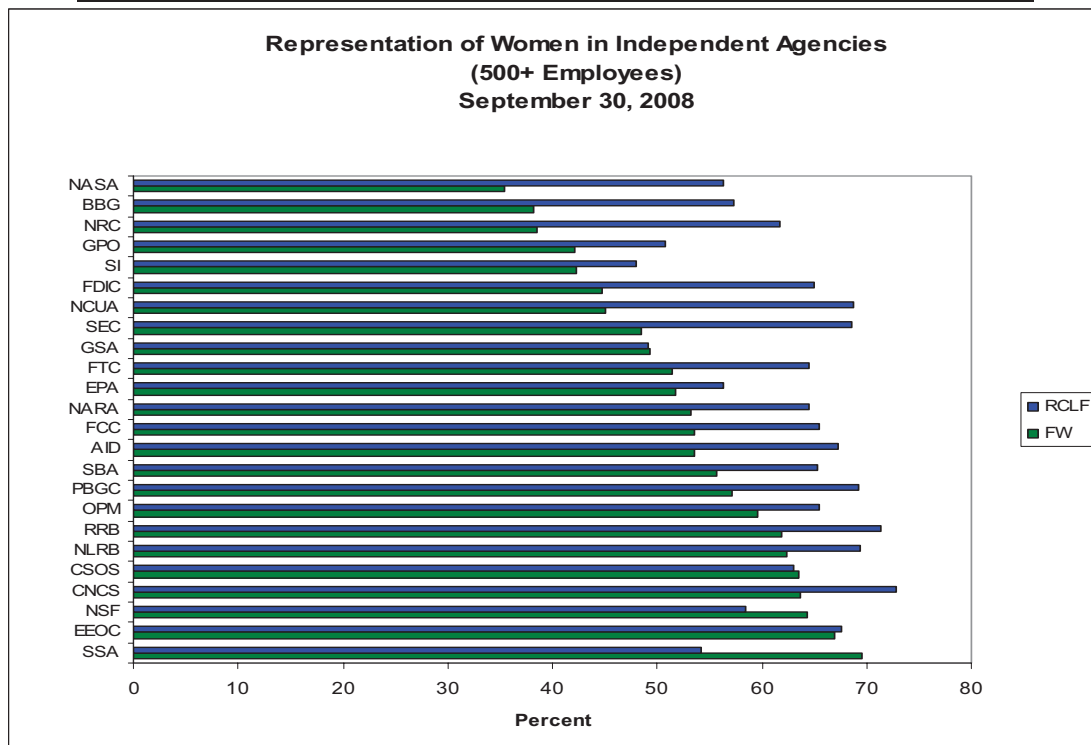
WOMEN EQUALED OR EXCEEDED THEIR RELEVANT CIVILIAN LABOR FORCE REPRESENTATION IN 4 OF 18 EXECUTIVE DEPARTMENTS

COMPARISON OF PERMANENT FEDERAL AND TOTAL CIVILIAN EMPLOYMENT BY OCCUPATION, NATIONWIDE, SEPTEMBER 30, 2008 (WOMEN)		
EXECUTIVE DEPARTMENTS	GROUP PCT.	CLF PCT
DEPARTMENT OF THE AIR FORCE	30.3	45.0
DEPARTMENT OF AGRICULTURE	43.8	49.6
DEPARTMENT OF THE ARMY	36.7	42.8
DEPARTMENT OF COMMERCE	45.6	48.5
DEPARTMENT OF DEFENSE	50.4	47.3
DEPARTMENT OF JUSTICE	39.4	52.0
DEPARTMENT OF LABOR	49.2	60.4
DEPARTMENT OF ENERGY	38.6	52.4
DEPARTMENT OF EDUCATION	63.4	63.8
DEPARTMENT OF HEALTH AND HUMAN SERVICES	64.6	51.6
DEPARTMENT OF HOMELAND SECURITY	32.5	47.2
DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT	61.1	64.0
DEPARTMENT OF INTERIOR	39.8	45.7
DEPARTMENT OF THE NAVY	29.7	42.9
DEPARTMENT OF STATE	58.1	60.5
DEPARTMENT OF TRANSPORTATION	27.0	47.0
DEPARTMENT OF TREASURY	62.9	49.7
DEPARTMENT OF VETERANS AFFAIRS	59.4	51.7
GOVERNMENTWIDE	44.2	43.1



WOMEN EQUALED OR EXCEEDED THEIR RELEVANT CIVILIAN LABOR FORCE REPRESENTATION IN 4 OF THE 24 INDEPENDENT AGENCIES

COMPARISON OF PERMANENT FEDERAL AND TOTAL CIVILIAN EMPLOYMENT BY OCCUPATION, NATIONWIDE, SEPTEMBER 30, 2008 (WOMEN)		
INDEPENDENT AGENCIES	GROUP PCT.	CLF PCT.
AGENCY FOR INTERNATIONAL DEVELOPMENT	53.6	67.2
BROADCASTING BOARD OF GOVERNORS	38.2	57.3
CORPORATION FOR NATIONAL AND COMMUNITY SERVICE	63.6	72.8
COURT SERVICES AND OFFENDER SUPERVISION AGENCY	63.5	63.0
EQUAL EMPLOYMENT OPPORTUNITY COMMISSION	66.9	67.6
ENVIRONMENTAL PROTECTION AGENCY	51.8	56.3
FEDERAL COMMUNICATIONS COMMISSION	53.6	65.4
FEDERAL DEPOSIT INSURANCE CORPORATION	44.8	65.0
FEDERAL TRADE COMMISSION	51.5	64.5
GENERAL SERVICES ADMINISTRATION	49.3	49.2
GOVERNMENT PRINTING OFFICE	42.2	50.7
NATIONAL CREDIT UNION ADMINISTRATION	45.0	68.7
NATIONAL SCIENCE FOUNDATION	64.3	58.4
NATIONAL LABOR RELATIONS BOARD	62.4	69.4
NATIONAL AERONAUTICS AND SPACE ADMINISTRATION	35.5	56.4
NATIONAL ARCHIVES AND RECORDS ADMINISTRATION	53.2	64.5
NUCLEAR REGULATORY COMMISSION	38.6	61.7
OFFICE OF PERSONNEL MANAGEMENT	59.6	65.4
PENSION BENEFIT GUARANTY CORPORATION	57.1	69.3
RAILROAD RETIREMENT BOARD	61.9	71.4
SMALL BUSINESS ADMINISTRATION	55.7	65.3
SECURITIES AND EXCHANGE COMMISSION	48.5	68.6
SMITHSONIAN INSTITUTION	42.3	48.0
SOCIAL SECURITY ADMINISTRATION	69.6	54.2
GOVERNMENTWIDE	44.2	43.1



NON-HISPANIC MULTIRACIAL EMPLOYMENT IN THE FEDERAL WORKFORCE

NON-HISPANIC MULTIRACIAL² BY OCCUPATIONAL CATEGORY

Counts and Percentages of Non-Hispanic Multiracial based on All Employees in Each Occupational Category (September 2008)

The number of Non-Hispanic Multiracial employees in professional occupations was 1,196 in 2008. Non-Hispanic Multiracial employees represented 0.3 percent of all Federal employees in this occupational category in 2008.

The number of Non-Hispanic Multiracial employees in administrative occupations was 2,310 in 2008. Non-Hispanic Multiracial employees represented 0.4 percent of all Federal employees in this occupational category in 2008.

The number of Non-Hispanic Multiracial employees in technical occupations was 1,087 in 2008. Non-Hispanic Multiracial employees represented 0.3 percent of all Federal employees in this occupational category in 2008.

The number of Non-Hispanic Multiracial employees in clerical occupations was 443 in 2008. Non-Hispanic Multiracial employees represented 0.3 percent of all Federal employees in clerical occupations in 2008.

The number of Non-Hispanic Multiracial employees in "other" white-collar occupations was 223 in 2008. Non-Hispanic Multiracial employees represented 0.3 percent of all Federal employees in "other" occupations in 2008.

The number of Non-Hispanic Multiracial employees in white-collar occupations was 5,259 in 2008. Non-Hispanic Multiracial employees represented 0.3 percent of all Federal employees in white-collar occupations in 2008.

The number of Non-Hispanic Multiracial employees in blue-collar occupations was 539 in 2008. Non-Hispanic Multiracial employees represented 0.3 percent of all Federal employees in this occupational category in 2008.

	<u>Non-Hispanic Multiracial Employment</u>	<u>Percent of FW</u>
Professional	1,196	0.3
Administrative	2,310	0.4
Technical	1,087	0.3
Clerical	443	0.3
Other	223	0.3
White-Collar (WC)	5,259	0.3
Blue-Collar (BC)	539	0.3
Total (WC + BC)	5,798	0.3

² Although this new category is not a minority group as determined under 5 U.S.C. § 7201, collection and representation of this data is consistent with the new Racial/National Origin structure required by the Office of Management and Budget. OPM guidance to agencies required use of the new codes for all accessions occurring on or after January 1, 2006. However, while agencies were not required to resurvey their workforce, they had the option to do so. As a result, the Federal civilian employees in this category do not reflect total numbers in the Federal workforce, and only those who completed the new Standard Form 181, Ethnicity and Race Identification (dated July 2005).

EMPLOYMENT OF NON-HISPANIC MULTIRACIAL BY GENERAL SCHEDULE AND RELATED (GSR) GRADE GROUPS, NON-GSR PAY PLANS, AND SENIOR PAY LEVELS

Non-Hispanic Multiracial employees represented 0.6 percent (271) of all employees in General Schedule and Related (GSR) grades 1 through 4 in 2008, including 94 Non-Hispanic Multiracial men and 177 Non-Hispanic Multiracial women.

Non-Hispanic Multiracial employees represented 0.4 percent (1,249) of all employees in GSR grades 5 through 8 in 2008, including 462 Non-Hispanic Multiracial men and 787 Non-Hispanic Multiracial women.

Non-Hispanic Multiracial employees represented 0.3 percent (1,416) of all employees in GSR grades 9 through 12 in 2008, including 705 Non-Hispanic Multiracial men and 711 Non-Hispanic Multiracial women.

Non-Hispanic Multiracial employees represented 0.2 percent (586) of all employees in GSR grades 13 through 15 in 2008, including 346 Non-Hispanic Multiracial men and 240 Non-Hispanic Multiracial women.

Non-Hispanic Multiracial employees represented 0.5 percent (1,705) of all employees in non-GSR pay plans in 2008, including 920 Non-Hispanic Multiracial men and 785 Non-Hispanic Multiracial women.

Non-Hispanic Multiracial employees represented 0.2 percent (32) of all employees at the Senior Pay levels in 2008, including 21 Non-Hispanic Multiracial men and 11 Non-Hispanic Multiracial women.

OCCUPATIONAL CATEGORY/ GRADE GROUPS	2008	
	#	%
PROFESSIONAL		
GSR 5 - 8	59	0
GSR 9 - 12	399	.1
GSR 13 - 15	223	.1
NON-GSR	497	.1
SENIOR PAY	18	0
TOTAL	1,196	.3
ADMINISTRATIVE		
GSR 1 - 4	0	0
GSR 5 - 8	166	0
GSR 9 - 12	882	.1
GSR 13 - 15	356	.1
NON-GSR	892	.1
SENIOR PAY	14	0
TOTAL	2,310	.4
TECHNICAL		
GSR 1 - 4	75	0
GSR 5 - 8	693	.2
GSR 9 - 12	112	0
GSR 13 - 15	7	0
NON-GSR	200	.1
SENIOR PAY	0	0
TOTAL	1,087	.3
CLERICAL		
GSR 1 - 4	142	.1
GSR 5 - 8	223	.2
GSR 9 - 12	12	0
GSR 13 - 15	0	0
NON-GSR	66	.1
SENIOR PAY	0	0
TOTAL	443	.3
OTHER		
GSR 1 - 4	54	.1
GSR 5 - 8	108	.2
GSR 9 - 12	11	0
GSR 13 - 15	0	0
NON-GSR	50	.1
SENIOR PAY	0	0
TOTAL	223	.3

AGENCY FEORP CURRENT PRACTICES

AGENCY FEORP CURRENT PRACTICES

In FY 2008, agencies continued their human resources (HR) initiatives in support of the Federal Equal Opportunity Recruitment Program (FEORP), as well as their overall human resources needs. The current practices in human capital management described in agency submissions serve as a resource for other agencies to use in developing their own programs. Initiatives fall into four categories: workforce planning, recruitment and outreach, mentoring, and career-development opportunities.

Workforce Planning

The **Department of Commerce (DOC)** conducted analysis of various survey results and workforce data to identify skill-gaps, especially for mission-critical occupations and to monitor diversity within the workforce. In addition, DOC established and utilized teams for succession planning and diversity management. For example, the National Institute of Standards and Technology Strategic Recruitment and Retention Team collaborated on the implementation of strategic approaches to improve outreach, hiring, and retention.

The **Department of Homeland Security (DHS)** launched a comprehensive strategic approach to workforce planning. The new approach takes the long-term view of the needs of the components, focusing on necessary competencies and/or skills and the changes in functions as a result of changing missions, new processes and environmental factors. The Department's efforts also include developing a manual that establishes a uniform process for providing a disciplined methodology for matching human resources with the anticipated needs of the Department and its components. DHS recently developed a Train-the-Trainer Workforce Planning Training Module for the components, expected to be deployed department-wide during Fiscal Year 2009.

The **Department of Justice** components participated in the Department's Workforce Planning Council, providing input on their Leadership Succession Planning Model. The Bureau of Alcohol, Firearms, and Explosives developed a preliminary workforce analysis model for special agents, industry operations investigators, and other occupations.

The **Department of Labor's** Office of Inspector General developed and implemented a comprehensive, integrated competency-based human resources management program. This program established an improved methodology for considering employees from the hiring process to the retirement stage of employment. This effort allows for more effective business management decisions and establishes a link of each human resources system/process to all human capital functions. The Bureau of Labor Statistics used recommendations from its Workforce and Succession Planning Team Report to analyze workforce trends and projections, determine skills gaps, and devise succession planning strategies.

The **Department of Transportation (DOT)** acquired access to the Workforce Analysis Support System and Civilian Forecasting System and trained DOT operating administrators on their use to answer questions about the workforce within it and to forecast future trends. In FY 2008, DOT issued its Workforce Planning Guide to complement their annual workforce plans. This Guide emphasizes a process for skills-gap analysis as the basis for identifying priority actions in implementing systems of the Human Capital Assessment and Accountability Framework. In addition, DOT devised a succession planning guide designed to ensure a continuous pipeline of internal and external talent for leadership positions at all levels.

The **Department of the Treasury** issued its Human Capital Strategic Plan for Fiscal Years 2008 – 2013. The Human Capital Strategic Plan sets the overall vision for a five-year period with long-term goals and strategies that are outcome-based and applicable across the entire Department. To meet the goals of the Human Capital Strategic Plan, a Human Capital Operating Plan (HCOP) was developed to identify FY08 goals and key initiatives to ensure steady progress towards the goals laid out in the Human Capital Strategic Plan. The Department and its bureaus worked collaboratively to develop and execute the annual operating plan, which contained innovative human capital initiatives that support each of the Human Capital Strategic Goals. Treasury bureaus provide annually a “state of the workforce” briefing to senior leaders to discuss retirement patterns; skill gap assessments; recruitment and hiring; training and career development; and leadership and management development.

The **National Archives and Records Administration** Workforce Strategy Services branch made great strides toward assessing, designing, and implementing human capital and workforce planning initiatives and recruitment strategies and programs, including participation on several internal work groups pertaining to methods for recruiting and supporting a diverse workforce.

Recruitment and Outreach

The **Department of Commerce** continued to participate in career outreach and entered into academic partnerships to create a pool of talent drawn from a variety of sources to fill current and future workforce needs. Some Bureaus attended job fairs and career awareness and shared job announcement opportunities with a broad range of organizations.

The **Department of Homeland Security (DHS)** Components distributed vacancy announcements on a regular basis to minority and women’s organizations as part of its overall recruitment process. Some components included radio and televised recruitment ads to their campaigns. DHS components participated in numerous outreach activities, career/job fairs, conferences, and workshops throughout the reporting year and shared employment information with students and faculty. DHS continues to utilize educational employment programs as a recruitment tool for entry-level positions. In FY 2008, DHS hired 4,444 students under various educational and internship programs, of which 37.1 percent were women and 40.7 percent were minorities. The DHS components also added recruitment and retention incentives to their human capital plans to enhance the value of their recruitment portfolio. In FY 2008, a combined total of 2,433 employees received recruitment and retention incentives, including 40.9 percent women and 38.2 percent minorities. In FY 2008, the Office for Civil Rights and Civil Liberties helped successfully launch the National Security Internship program in partnership with the Federal Bureau of Investigation (FBI). The National Security Internship Program is an intensive nine-week, full immersion summer program that combines Arabic language, Homeland Security, Intelligence and Area Studies, and On-the-Job-Training experience at DHS or FBI Headquarters. The National Security Internship is open to qualified applicants who are able to meet the requirements to be granted a top-secret clearance. The objective of this program is not to develop a cadre of translators, but rather to build a national security workforce of individuals who possess a higher degree of cultural competency.

The **Department of Justice** participated in outreach and recruitment activities to attract highly qualified applicants drawn from a variety of sources. The Federal Bureau of Prisons held on-site career fairs, participated in community job fairs, visited military installations, technical and trade schools, and contacted local union representatives. During FY 2008, the FBI placed ads using a number of media, including radio, magazines, college ads, classifieds, internet, and

banners. Of the 1,494 employees hired during FY 2008, 27.7 percent were minorities and 49.1 percent were women.

The **Department of the Treasury** utilized available hiring flexibilities such as the Federal Career Intern Program, student intern programs, seasonal hires, reemployed annuitants, recruitment bonuses, relocation reimbursement, and use of pay banding to compete with the private sector. Treasury implemented the Hispanic Serving Institutions National Internship Program (HSINIP) through a memorandum of understanding with the Hispanic Association of Colleges and Universities (HACU). In FY 2008, Treasury placed 60 interns under the HSINIP. The Treasury Department continued to support the recruitment of disabled veterans by partnering with the Department of Defense's Operation War Fighter Program. Operation War Fighter provides service members, who are undergoing treatment or rehabilitation at Walter Reed Army Medical Center, with a formal means of transitioning back into the workforce. The Department conducted on-site campus visits to minority serving institutions, in addition to periodic calls, emails, and mailings, providing mission-related information and/or vacancies announcements. Additionally, the Department attended minority professional organizations' career fairs, conferences, and conventions in order to recruit candidates for mid- to senior-level positions.

The **Federal Trade Commission (FTC)** conducted education and outreach activities throughout the United States, and many of these activities targeted students. For example, the FTC has a continuing partnership with the City University of New York (CUNY) to participate in classroom presentations at the CUNY campuses spread across the five Boroughs of New York. In addition, FTC partnered with eight schools in the Washington, DC, area to provide students with educational materials, information on careers with FTC, and consumer presentations.

The **Office of Personnel Management** conducted Federal employment information sessions with students at numerous colleges and universities, including Alabama State University in Montgomery, AL, and Tuskegee University in Tuskegee, AL.

The **Small Business Administration** implemented the Career Patterns Initiative, which is a new approach in bringing the next generation of employees into the agency. Career Patterns reviews recruiting methods and presents techniques for identifying opportunities and crafting action plans to ensure employment efforts are successful. By using this approach, SBA has increased its quality and has broadened applicant pools for various positions. This initiative focuses on students, new and mid-career professionals, and retirees.

Mentoring

The **Department of Agriculture** provides mentoring programs for its employees and also for students. For example, the Farm Service Agency and Rural Development Agency sponsored a formal mentoring program for inner-city school age children. The program was designed to help build important life skills such as oral communication and decision making.

The **Department of Commerce** supported informal employee mentoring, and administered formal employee mentoring programs. For example, the Bureau of the Census piloted a mentoring and knowledge sharing program of which 58 percent of mentees and 37 percent of mentors were minorities. Additionally, employees served as mentors to middle school, high school, and college students through the Maritime and Science Technology Internship Program, the Dade County School Volunteer Program, the Minorities in Natural Resources Committee Mentor Program, the American Fisheries Society Mentor Program, For Inspiration and Recognition of Science and Technology program, and many other programs.

The **Department of Education (ED)** has a mentoring program entitled “Mentoring at ED.” The mentoring program provides seasoned employees with an opportunity to share their knowledge, expertise, and experience with other employees interested in developing their skills and enhancing their careers. During FY 2008, 22 employees participated in this program. During this fiscal year, also ED conducted “Supervisory Mentoring at ED,” a supervisory mentoring partnership which supports ED’s succession planning efforts.

The **Department of Health and Human Services** expanded its mentoring program. During FY 2008, the Food and Drug Administration had over 100 employees utilizing the mentoring program. Former mentees are now serving as mentors. A Mentoring Committee was formed consisting of individuals involved in mentoring at several Centers/Offices.

The **Department of Homeland Security** components including the Office of the Inspector General, have established informal and/or formal mentoring programs for their employees. In FY 2008, a total of 4,491 employees participated in a mentoring program. The highest number of participants was found in the GS 5-8, or equivalent pay band -- with a total of 69 participants, of which 60.9 percent were women and 30.4 percent were minorities.

The **Department of the Treasury’s** bureaus established mentoring programs. For example, the Mint launched a mentoring program at its Denver facility and has plans to expand it throughout the bureau. This program uses an e-mentoring approach (mentor by e-mail). All employees have an opportunity to participate in this mentoring program to enhance their individual skills, and to support the agency’s goal of developing a highly skilled workforce. The Internal Revenue Service (IRS) administers a formal mentor program that is available to its business units and employee organizations. The IRS’s Human Capital Office maintains a central repository of mentoring information. In addition, several IRS career development programs (Front Line Readiness Program, Senior Manager Readiness Program, Executive Readiness Program, and Candidate Development Program) contain a mentoring component.

The **Farm Credit Administration (FCA)** has established mentoring programs for new employees, career interns, and summer interns to provide them with the support and training they need during their internships. FCA mentors are evaluated each fiscal year on their mentoring skills and performance.

The **Federal Trade Commission (FTC)** bureaus have established mentoring programs to provide opportunities for mentees to build and share organizational knowledge and expertise. For example, FTC’s Summer Law Clerk Mentoring Program provides second-year law clerks with an opportunity to learn the organizational culture and programs.

The **Office of Personnel Management (OPM)** offered a supervisory and leadership curriculum to current executives, managers, supervisors and team leaders. These multi-day courses include interpersonal communication skills, front-line leadership, operational leadership and strategic leadership. In addition, OPM offered a half-day course for supervisors, managers and team leaders on how to discuss career development opportunities with their employees.

Career Development Opportunities

The **Department of Commerce** sponsors three major leadership programs: the Aspiring Leader Development Program for employees at the GS-7-12 levels; the Executive Leadership Development Program for GS grades 13 and 14, targeting mission-critical occupations; and the Senior Executive Service Candidate Development Program for grades 14 and 15 to ensure availability of highly trained and qualified executive-level personnel. In addition,

employees are encouraged to seek further degrees and professional certificates to facilitate career development. For example, the National Institute of Standards and Technology and other bureaus provided tuition reimbursement packages to encourage employees to pursue higher education.

The **Department of Education (ED)** continued its “So You Want to Be a Supervisor” program developed to provide training to employees at the GS 11-13 grade levels interested in becoming future supervisors. Other career development programs include the “Aspiring Leader Program” for employees at the GS 5-7 levels aspiring to higher-level positions; the “New Leader Program” designed for employees at the GS 7-11 grade levels who have a high potential for leadership; and the “Executive Leadership Program,” a competency-based leadership program that builds on the Executive Core Qualifications.

The **Department of Health and Human Services (HHS)** used agency-wide career development to provide centralized recruitment and rotations within the Operating Divisions of HHS. The Emerging Leaders Program was designed to recruit high-potential employees and provide fast-track development highlighting leadership and business skills through experiential learning and training. The Program recruits for GS-9 level positions in the following career tracks: Administrative, Information Technology, Public Health, Scientific, and Social Science. However, not all career tracks recruit each year. The Center for Disease Control and Prevention utilizes Career Opportunities Training Agreements (COTA), a career development tool for fully utilizing employees to meet organizational and staffing needs. The purpose of COTA is to provide the training and experience required to enter a new occupational field from the trainee position. Through its use, employees may be selected and trained for careers in different occupations. COTAs may be used to retrain employees to carry out a new mandate or meet a new requirement. Trainees under COTA may be selected from employees who are in grades GS 1-15, GM 13 through 15, or wage grade equivalents; have competitive civil service status or are serving under certain specified excepted appointments without time limitation, (e.g., a person with a mental or physical disability); and demonstrate the aptitude for the new position.

The **Department of Homeland Security (DHS)** encouraged employees to participate in career development opportunities. A total of 1,374 DHS employees participated in agency career development programs during the reporting period, of which 31.8 percent were women and 25 percent were minorities. The highest number of participants (904) occupied the GS 13-15, or equivalent pay band, of which 29.3 percent were women and 24.1 percent were minorities. In addition, 1,792 DHS employees participated in Governmentwide career development programs, of which 22.5 percent were women and 36.1 percent were minorities. The GS 9-12, or equivalent pay band, showed the highest number of participants (999), of which 14.8 percent were women and 41.2 percent were minorities.

The **Department of Labor** agencies promoted participation of all employees in career development opportunities. For example, the Bureau of Labor Statistics (BLS) developed and implemented the BLS University New Managers Curriculum, a cluster of courses developed specifically for the needs of BLS managers and supervisors. The Occupational Safety and Health Administration encouraged professional development through the pursuit of professional certification and continuing education in the following: Certified Safety Specialist, Certified Industrial Hygienist, and Certified Hazard Control Management.

The **Department of the Treasury** implemented its corporate training module, the Treasury Learning Management System (TLMS), throughout the Department in FY 08. The TLMS provides a catalog of over 2,000 on-line courses, including diversity topics. Employees can

request external training, register for in-house courses, complete on-line courses, review content from previously completed training, and access their learning history, 24 hours a day, seven days a week. Treasury can also disseminate bureau-wide announcements of training, and assign mandatory training requirements. The TLMS provides another forum to provide training to all employees on relevant topics that can enhance their career and personal skills. Many of Treasury bureaus have established ongoing internal development programs, details, and rotational assignment programs for employees in mission-critical fields and at various employment levels (entry, mid, and senior) in order to expand skills and knowledge and assist in the upward mobility of their employees.