



**Diversity and Inclusion Strategic Plan**  
National Archives and Records Administration  
March 16, 2012



# A Message from the Archivist



It is with great pleasure that I present the National Archives and Records Administration's (NARA) first *Diversity and Inclusion Strategic Plan*. This Plan will serve as a road map to guide our efforts in making NARA a leader in creating and sustaining a high-performing workforce that embraces diversity and empowers all employees to achieve their full potential.

As the Archivist of the United States, I strongly recognize and embrace the diversity that our employees bring to NARA. I intend to foster a workplace where each employee is valued and everyone is encouraged to maximize their potential and their commitment to serve our customers. Our ability to serve people from all walks of life is enhanced by the positive and creative power that comes from our diversity.

To meet the challenges of the 21<sup>st</sup> century, we must continuously strive for a workforce that reflects America, and promote an environment that values individual respect, dignity and professional growth. Our ability to attract, develop, and retain a quality diverse workforce is the key to NARA's success.

All of us must make NARA a place where each individual is appreciated, honored, and rewarded on the basis of their professional achievement and contribution. This will require the personal commitment and support of every NARA employee.

Please join me in supporting NARA's diversity and inclusion efforts by treating everyone with respect, being open to the ideas and perspectives of others, and learning more about diversity. I look forward to working together to use the principles of diversity to achieve our mission.

DAVID S. FERRIERO  
Archivist of the United States

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# Executive Summary

The National Archives and Records Administration (NARA) employs approximately 3,000 employees. These talented and diverse men and women carry out our mission to serve American democracy by safeguarding and preserving the records of our Government, ensuring that the people can discover, use and learn from this documentary heritage. NARA recognizes that a commitment to equal opportunity, diversity, and inclusion is critical to accomplishing its mission.

On August 18, 2011, President Obama issued Executive Order 13583-- Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion (D&I) in the Federal Workforce, which calls for all federal agencies to develop and implement a strategic plan for Diversity and Inclusion. In the Executive Order, the President emphasizes his commitment to promoting the Federal workplace as a model of equal opportunity, diversity and inclusion. Specifically, he states "Our Nation derives strength from the diversity of its population and from its commitment to equal opportunity for all. We are at our best when we draw on the talents of all parts of our society, and our greatest accomplishments are achieved when diverse perspectives are brought to bear to overcome our greatest challenges." Therefore, NARA has an obligation to be a model employer and to comply with Executive Order 13583.

NARA's Diversity and Inclusion Strategic Plan establishes a foundation for addressing the workforce challenges and opportunities that face us today. The plan is based on guidance provided by the U.S. Office of Personnel Management (OPM) – guidance that defines "diversity" and "inclusion" and lays out a comprehensive, integrated, and strategic focus on diversity and inclusion.

This plan is a companion document to NARA's Strategic Human Capital Plan, Federal Equal Opportunity and Recruitment Plan (FEORP), Strategic Plan for the Recruitment, Hiring and Retention of Individuals with Disabilities and Veterans Operational Plan (VOP). Taken together, we are confident that these plans will enable NARA to make significant contributions toward achieving and maintaining a highly skilled and diverse workforce. Our Diversity and Inclusion Strategic Plan sets forth goals, strategies and action items to ensure NARA's ability to successfully recruit, hire, promote, educate and retain a more diverse workforce, and to create a culture that encourages collaboration, flexibility, and fairness to enable individuals to participate to their full potential.

## **PURPOSE AND SCOPE**

This plan outlines basic policy, legal authority, and responsibilities for the administration of NARA's Diversity and Inclusion Strategic Plan. It further provides goals and strategies to provide a shared direction for our workplace diversity and inclusion efforts.

The Diversity and Inclusion Strategic Plan applies to all positions in all pay plans, unless specifically exempt by statute.

## **APPROACH**

The U.S. Office of Personnel Management (OPM) sets policy and provides guidance to federal agencies on the development and administration of model strategies for diversity and inclusion in the workplace. Specifically, OPM has created the *Guidance for Agency-Specific Diversity and Inclusion Strategic Plans* which provides agencies with a format, including identifying goals, sample actions and practices, and measurements, to assist agencies in their adherence to Executive Order 13583 – *Establishing a Coordinated Government-Wide Initiative to Promote Diversity and Inclusion in the Federal Workforce*. NARA's Diversity and Inclusion Strategic Plan follows this format.

Pursuant to OPM's guidance, this plan identifies overarching goals, strategies and actions to help guide NARA's diversity and inclusion efforts. The plan will be reviewed annually to assess progress and incorporate revisions as necessary. Progress will be monitored as part of NARA's Human Capital Accountability System. On a five-year cycle, we will initiate a full update to the Diversity and Inclusion Strategic Plan to establish new or revise existing goals and strategies. See Appendix A for details on our process for developing, evaluating, and updating our Diversity and Inclusion Strategic Plan.

## **LEGAL AUTHORITY**

Pursuant to Executive Order 13583 – *Establishing a Coordinated Government-Wide Initiative to Promote Diversity and Inclusion in the Federal Workforce*, executive departments and agencies are directed "to develop and implement a more comprehensive, integrated, and strategic focus on diversity inclusion as a key component of their human resources strategies."<sup>1</sup>

## **EQUAL EMPLOYMENT OPPORTUNITY (EEO) POLICY**

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 genetic information, national origin, age or disability.

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<sup>1</sup> Derived from the Office of Personnel Management's (OPM) Government-Wide Diversity and Inclusion Strategic Plan (2011).

## **ROLES AND RESPONSIBILITIES**

- A. The Chief Human Capital Officer (CHCO) is responsible for:
  - 1. Overseeing the planning and implementation of this plan;
  - 2. Communicating the plan to NARA's managers and employees;
  - 3. Certifying that the plan exists and is current; and
  - 4. Submitting reports to OPM as necessary.
  
- B. The Diversity and Inclusion Division (HD) is responsible for:
  - 1. Annually developing and updating the plan;
  - 2. Recommending and implementing the strategies and programs identified within the plan;
  - 3. Implementing changes to programs and procedures to eliminate practices that act as barriers to a diverse and inclusive workplace; and
  - 4. Preparing reports and responding to inquiries about program activities.
  
- C. The Talent Management Division (HT) is responsible for:
  - 1. Conducting recruitment and hiring practices that aligns with the plan;
  - 2. Implementing strategies to increase recruitment, hiring and retention of diverse applicants; and
  - 3. Providing advice and assistance to selecting officials when vacancies occur in underrepresented occupations.
  
- D. The Learning and Development Division (HL) is responsible for establishing structures and strategies that enable supervisors and staff to pursue developmental opportunities that support a diverse and inclusive work environment.
  
- E. Supervisors and managers are responsible for complying with the objectives of this plan by fostering employee engagement, managing human capital effectively, managing the administrative aspects of the work unit and providing equal employment opportunity for all staff to promote workforce diversity and inclusion.
  
- F. Employees are responsible for practicing positive, constructive work habits in the workplace, working cooperatively with other staff members, recognizing and respecting others and their individualities, and working towards a more diverse and inclusive work culture by eliminating stereotypes and generalizations.

# Mission, Vision and Values Statements

NARA's diversity and inclusion (D&I) efforts are guided by the following vision, mission and agency values that emphasize workforce diversity, workplace inclusiveness and accountability.

## D&I Vision

NARA values all employees by embracing their diverse talents, perspectives, and experiences, and fostering inclusion that inspires innovation, encourages respect and promotes unlimited success.

## D&I Mission

To attract and sustain a diverse workforce by recruiting, hiring, developing and retaining high-performing employees who work collaboratively to carry out the mission of NARA.

## NARA Values

Our diversity and inclusion efforts support the following NARA values:

- We are a diverse staff unified by our strong commitment to protect records, help people use them, and support and open and responsive government.
- We want to do our personal best and make our agency the world's best archives.
- We believe in:
  - ❖ **An open, inclusive work environment** — built upon respect, communications, integrity, and collaborative team work.
  - ❖ **Encouraging creativity and investing in innovation** — to build our future
  - ❖ **Pursuit of excellence through continuous learning** — becoming smarter all the time about what we know and what we do in service to others.

# Current State

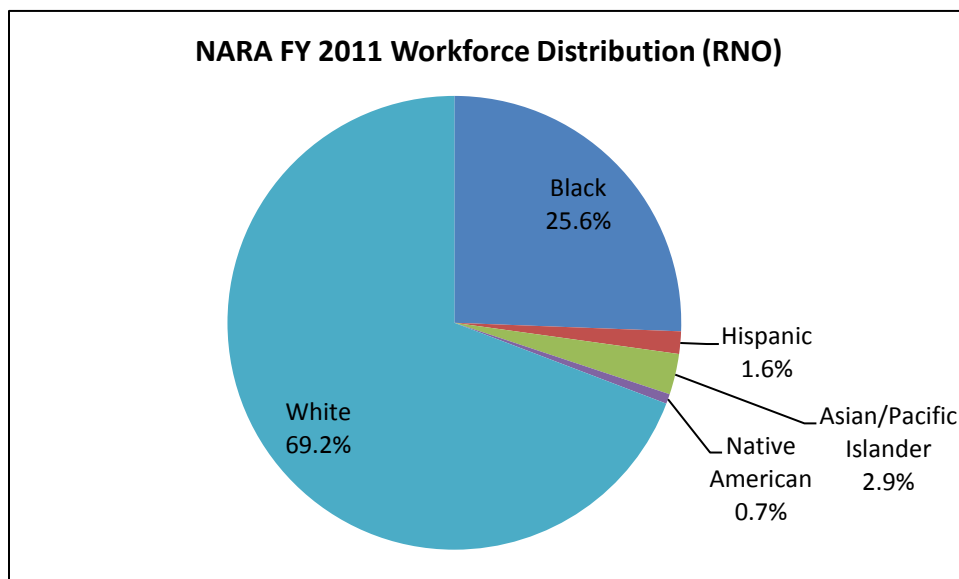
In an effort to identify appropriate actions for NARA that respond to OPM’s strategic goals for diversity and inclusion, it is important to first examine the strengths and weaknesses of the workforce representation for the Agency. In the following paragraphs, statistical data is presented regarding NARA’s workforce representation for minorities and women, veterans, disabled veterans, and persons with disabilities. This data highlights areas of focus to be used to develop policies and practices for attracting, developing, and retaining a talented and diverse workforce at NARA. More detailed workforce demographics and trend analysis is provided in Appendix B.

## Minorities and Women Representation

NARA’s Federal Equal Opportunity Recruitment Program (FEORP) plan provides data on the Agency’s workforce representation for minorities and women. The data for the charts and figures provided in this section is derived from NARA’s 2012 FEORP plan, which reports on Fiscal Year (FY) 2011 data, effective as of September 30, 2011.

In FY 2011, NARA’s full-time permanent (FTP) workforce representation by race and national origin (RNO) was 69.2 percent white, 25.6 percent Black, 2.9 percent Asian/Pacific Islander, 1.6 percent Hispanic and 0.7 percent Native American. (See Figure 1)

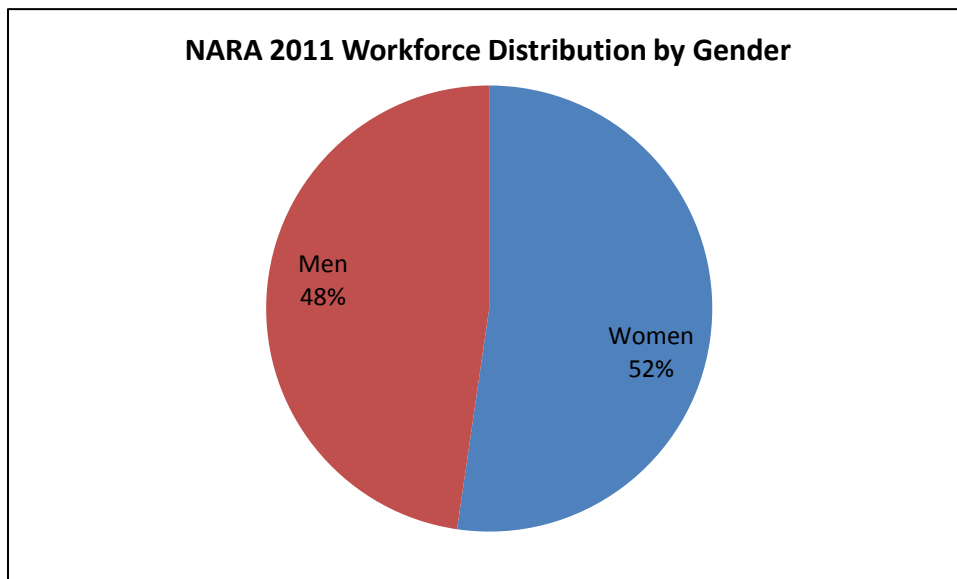
Figure 1 – NARA’s FY 2011 Workforce Distribution by Race and National Origin (RNO)





Women comprised 52.3 percent of NARA's FTP workforce in FY 2011. (See Figure 2)

Figure 2 – NARA's FY 2011 Workforce Distribution by Gender



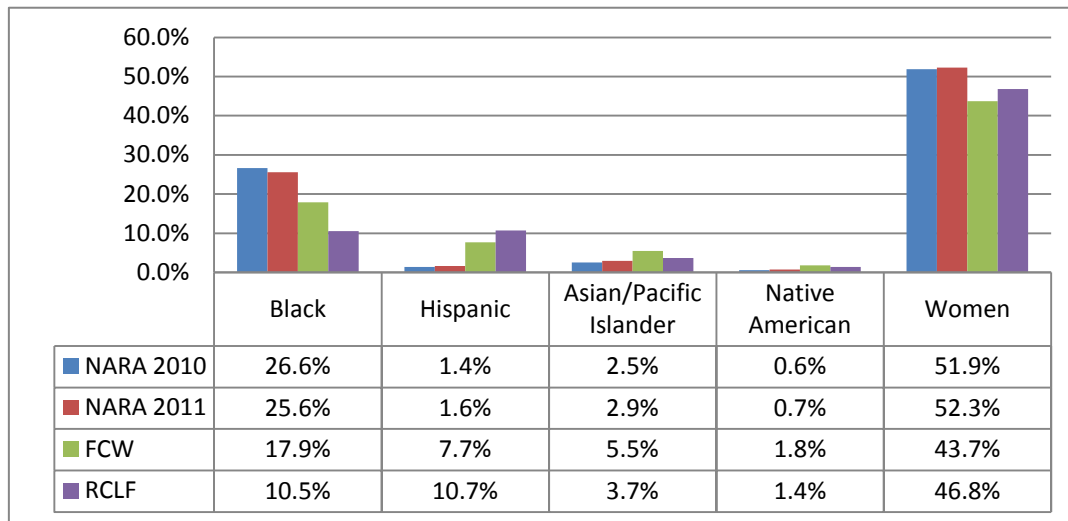
When evaluating the composition of NARA's workforce to determine underrepresentation of minorities and women against standard groups, NARA measures itself against the Federal Civilian Workforce<sup>2</sup> (FCW) and the Relative Civilian Labor Force<sup>3</sup> (RCLF). The FCW is defined by OPM as full and part-time permanent non-military employees working in non-Postal Executive Branch agencies of the U.S. Government. The RCLF 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 to occupations at NARA.

As shown in Figure 3 below, FY 2011 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.

<sup>2</sup> Federal Civilian Workforce (FCW) – Permanent employees from non-postal Federal Executive Branch agencies participating in the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF).

<sup>3</sup> Relative Civilian Labor Force (RCLF) – Data computed from the U.S. Census Bureau Equal Employment Opportunity (EEO) Data Tool that is filtered on relevant Census Occupational Codes

**Figure 3 – Graph of NARA’s FY 2010 & FY 2011 Workforce Distribution by Minorities and Women vs. Federal and Relevant Civilian Labor Workforce**

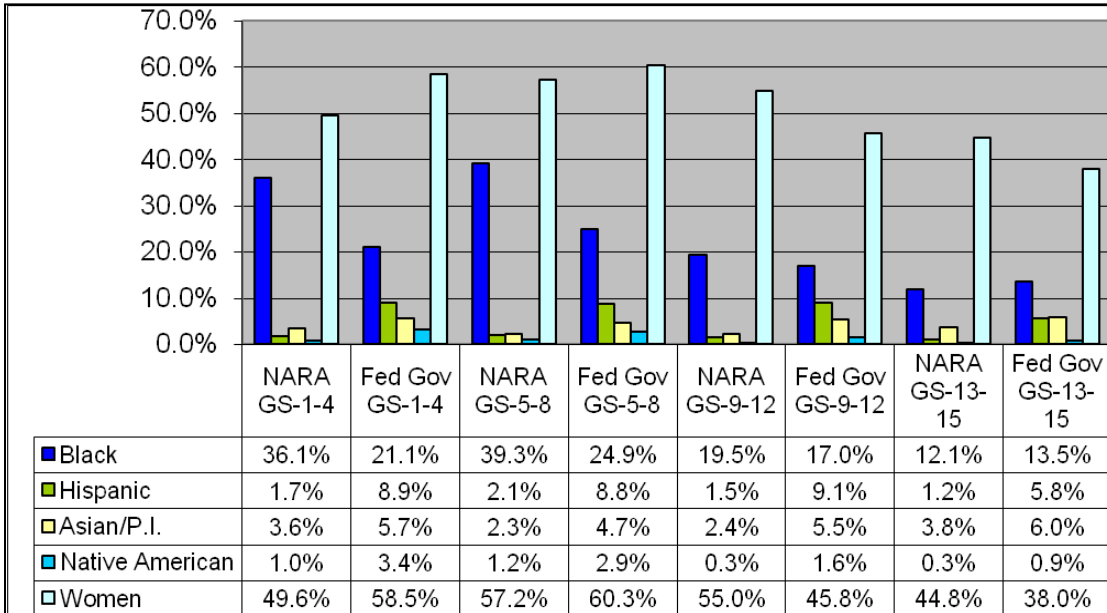


***Grade Cluster Information by RNO and Gender***

NARA’s FY 2011 workforce representation for minorities is on par with the Federal government for all grade clusters except for grades 13-15. Workforce representation of minorities in FY 2011 for grades 13-15 was 17.4 percent. There is an 8.8 point difference as compared to the Federal government with 26.2% for minorities in these grades. NARA’s FY 2011 workforce representation for women is on par with most grade levels when compared to the Federal government and exceeds the Federal government when compared to grades 9-12 and 13-15. In FY 2011, NARA’s representation of women in grades 9-12 was 55 percent as compared to the Federal government at 45.8 percent. And representation of women in grades 13-15 at NARA in FY 2011 was 44.8 percent as compared to the Federal government with 38 percent.

Figure 4 compares the RNO and gender distribution of NARA’s workforce by grade cluster to that of FCW percentages.

Figure 4 – NARA FY 2011 Grade Cluster Information (RNO and Women)



**Supervisory and Non-Supervisory Workforce by RNO and Gender**

Women and minorities comprise a smaller percentage of NARA’s supervisory workforce than they do of the non-supervisory workforce. While minorities comprise 32 percent of our non-supervisory workforce, they comprise only 18 percent of supervisory positions<sup>4</sup>. Likewise, while women comprise 53 percent of our non-supervisory workforce, they comprise only 45 percent of supervisory positions. (See Figures 5 & 6)

Figure 5 shows the distribution of minorities in supervisory versus non-supervisory positions at NARA.

<sup>4</sup> Native American not shown under Supervisory in Figure 5 (0% representation).

Figure 5 – NARA FY 2011 Supervisory vs. Non-supervisory Workforce (RNO)

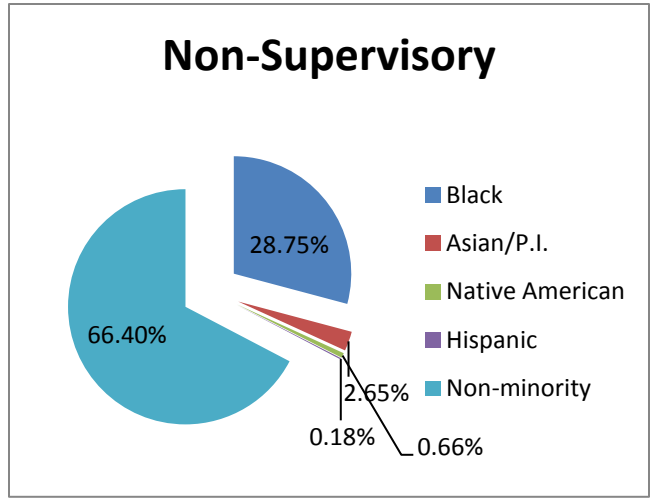
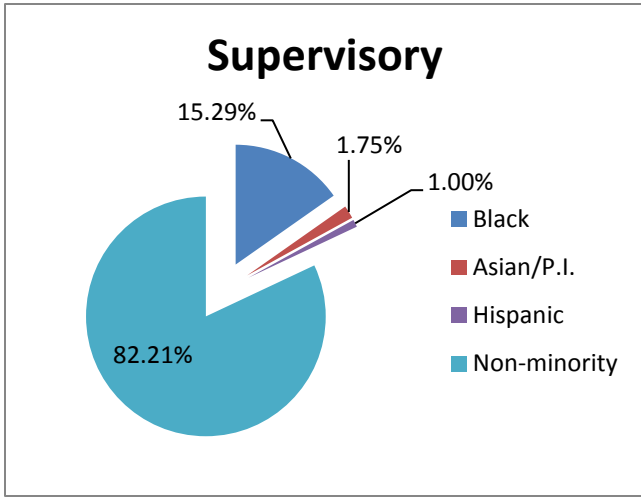
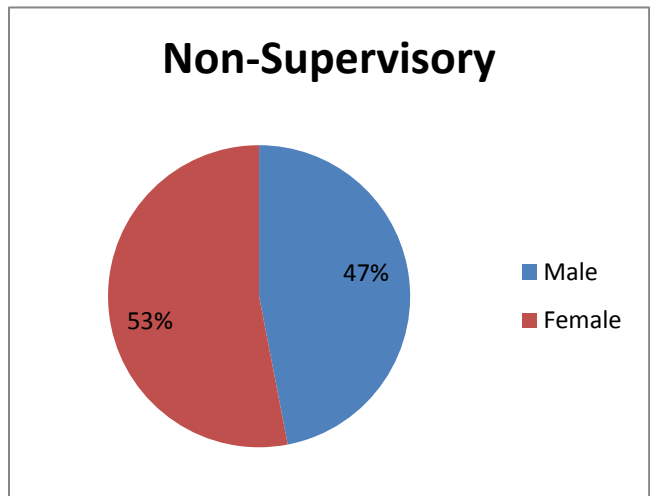
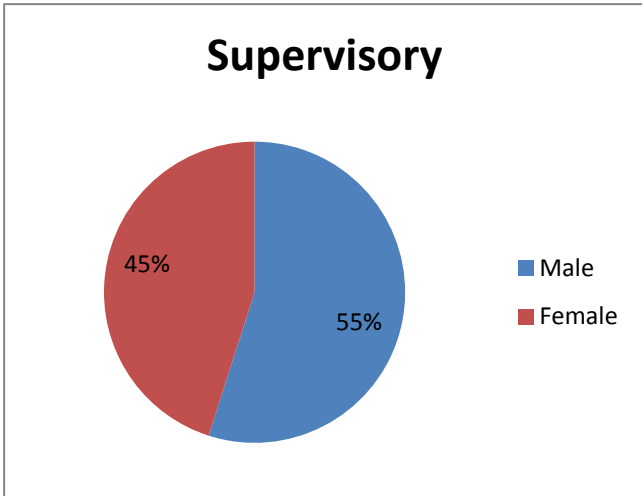


Figure 6 shows the distribution of women in supervisory versus non-supervisory positions at NARA.

Figure 6 – NARA FY 2011 Supervisory vs. Non-supervisory Workforce (Women)

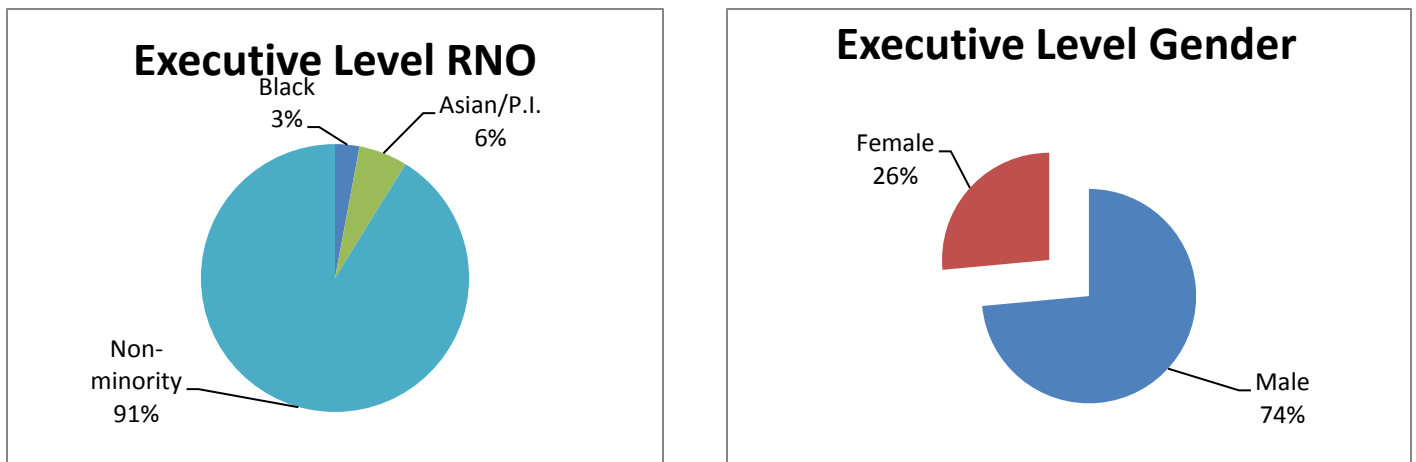


### **Executive Level Representation by RNO and Gender**

When compared to the rest of the Federal Government, minorities and women are underrepresented 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. Minorities comprise only 9 percent of executive positions and women comprise 26 percent of executive positions<sup>5</sup>. When compared to the Federal workforce (FW), NARA's percentages for minorities and women in executive positions fall below OPM's FY 2010 numbers<sup>6</sup>. Workforce representation of minorities at the senior pay levels for the FW was 18.1 percent in FY 2010. Women represented 31.2 percent of senior positions for the FW in FY 2010.

Figure 7 shows the distribution of women and minorities in executive level positions at NARA.

Figure 7 - Executive Level RNO and Gender



### **Mission Critical Occupational (MCO) Representation by RNO and Gender**

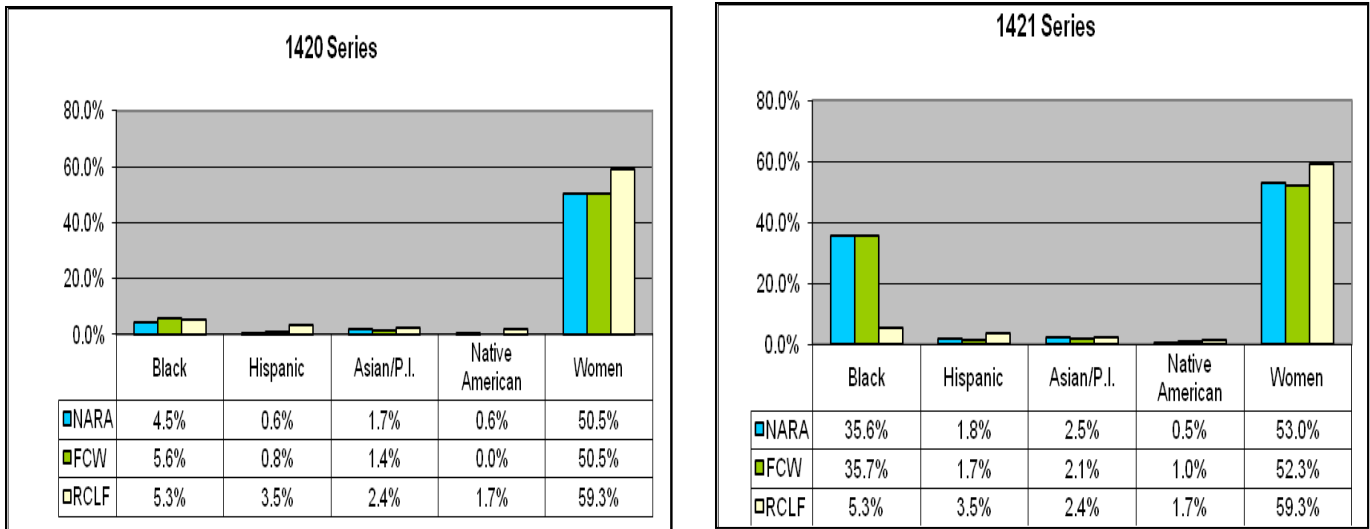
The majority of NARA's workforce (58.9 percent) holds one of three Mission Critical Occupations (MCOs), (i.e. 1420 Archivist, 1421 Archives Specialist and 1421 Archives Technician).

Figure 8 below shows the RNO and gender of NARA's mission critical occupations.

<sup>5</sup> Data extracted as of March 13, 2012 from NARA's Performance Measurement and Reporting System (PMRS)

<sup>6</sup> Source – OPM's FEORP Report for FY 2010. The FY 2010 Report is the most current published version.

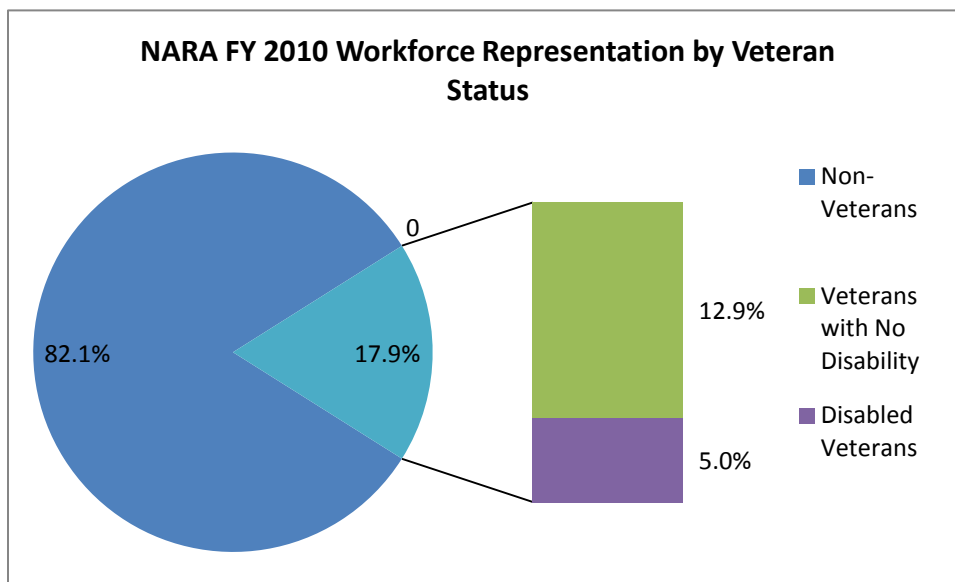
Figure 8 - NARA's FY 2011 MCO Representation by RNO and Gender<sup>7</sup>



### Distribution by Veteran Status

NARA's workforce representation for Veterans is strong and exceeds the rate for comparable Federal Agencies<sup>8</sup>. In FY 2010, NARA's workforce representation for FTP and documented Veterans was 484 employees (17.9%) and the number of disabled veterans employed at NARA was 136 (5.0%). (See Figure 9)

Figure 9 – NARA's FY 2010 Workforce Distribution by Veteran Status



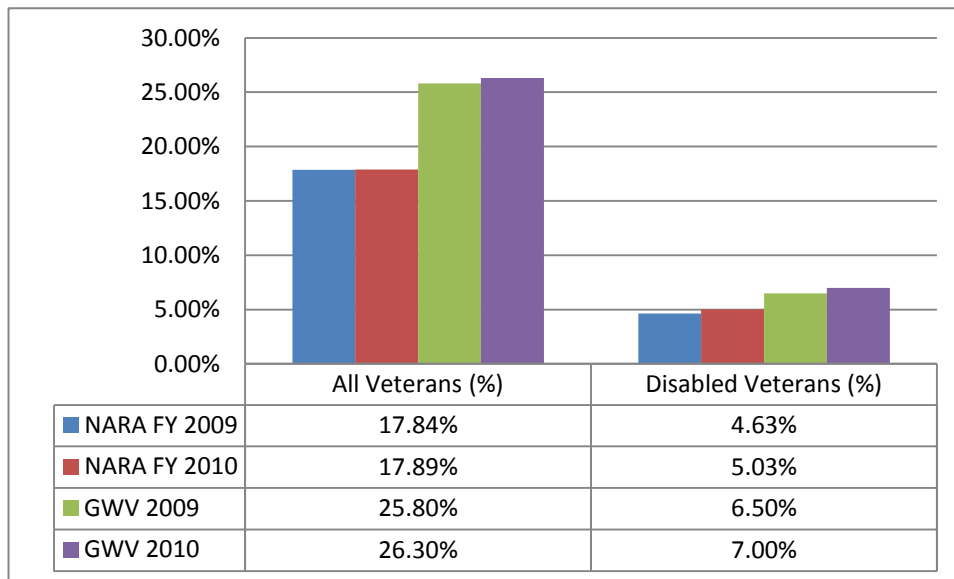
<sup>7</sup> The RCLF does not identify the 1420 and 1421 series separately.

<sup>8</sup> NARA FY 2010 Veteran data is the most recent published data available for this population.

NARA compares its Veterans workforce representation against two sources: Government-Wide Veterans (GWV) and Comparable Federal Agencies (CFA)<sup>9</sup>. GWV data is derived from OPM’s Enterprise Human Resources Integration – Statistical Data Mart system, (September 30, 2010). This data is drawn from approximately 123 Federal Executive Agencies, and includes agencies that have a Direct Hiring Authority for recruiting and hiring military Veterans, such as the Department of Defense (DoD), the Department of Homeland Security (DHS), the Department of Veterans Affairs (VA), and the Department of Transportation (DoT). CFA Veteran data is collected from the same source as GWV data; however, it excludes those Federal Executive agencies that have a Direct Hiring Authority to recruit and hire military Veterans.

NARA’s FY 2009 and 2010 workforce representation for Veterans fell below the GWV percentages. (See Figure 10)

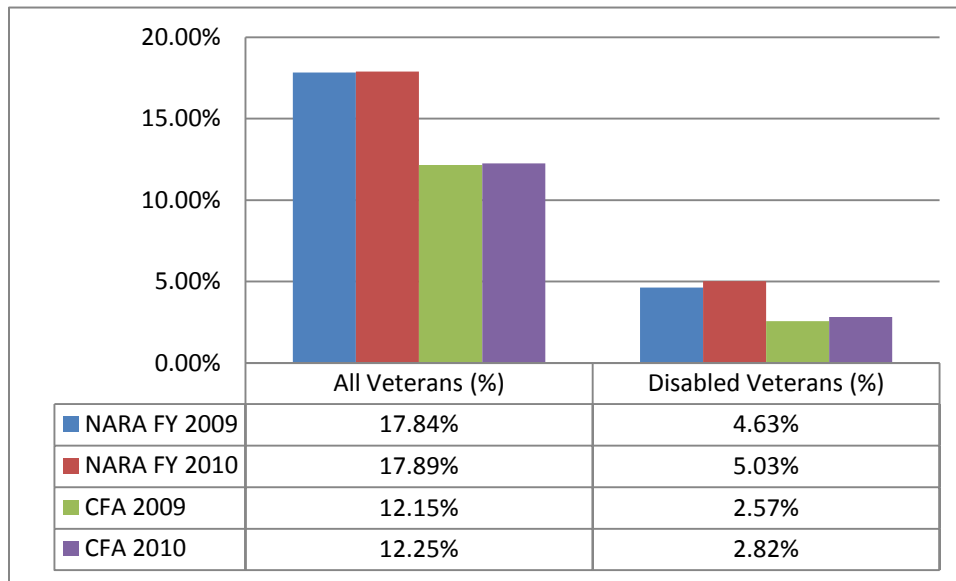
**Figure 10 - FY 2009 & FY 2010 Veteran Representation at NARA vs. Government-Wide Veterans (GWV)**



However, when compared to CFA, which excludes those Agencies that have a Direct Hiring Authority, NARA’s FY 2009 and 2010 percentages for FTP Veterans exceeded the CFA percentages. (See Figure 11)

<sup>9</sup> The most current published GWV and CFA Veterans data is from FY 2010.

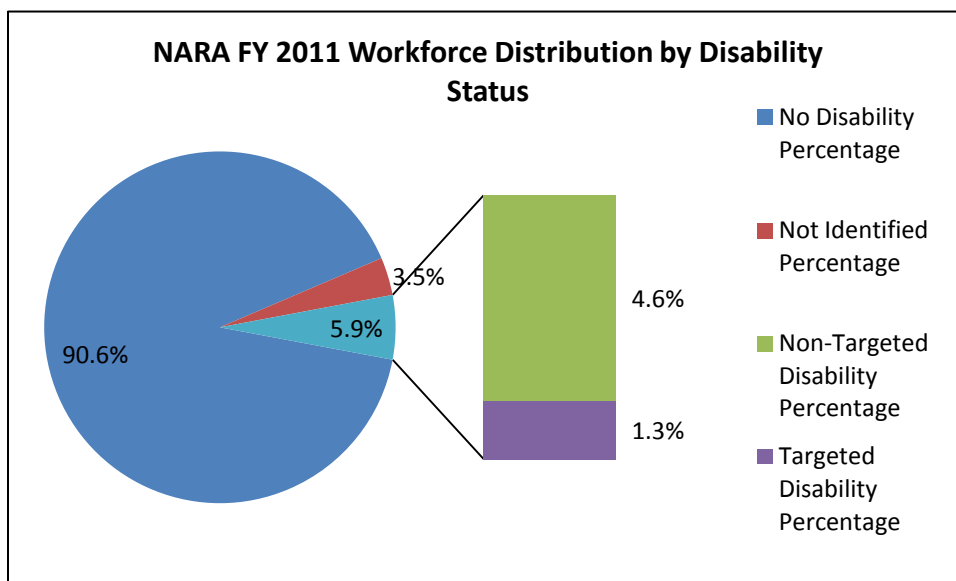
**Figure 11 - FY 2009 & FY 2010 Veteran Representation at NARA vs. Comparable Federal Agencies (CFA)**



**Distribution by Disability Status**

FTP employees with a self-reported disability comprised 5.9 percent of NARA’s workforce in FY 2011; FTP employees with a self-reported targeted disability comprised 1.3 percent of the workforce. (See Figure 12)

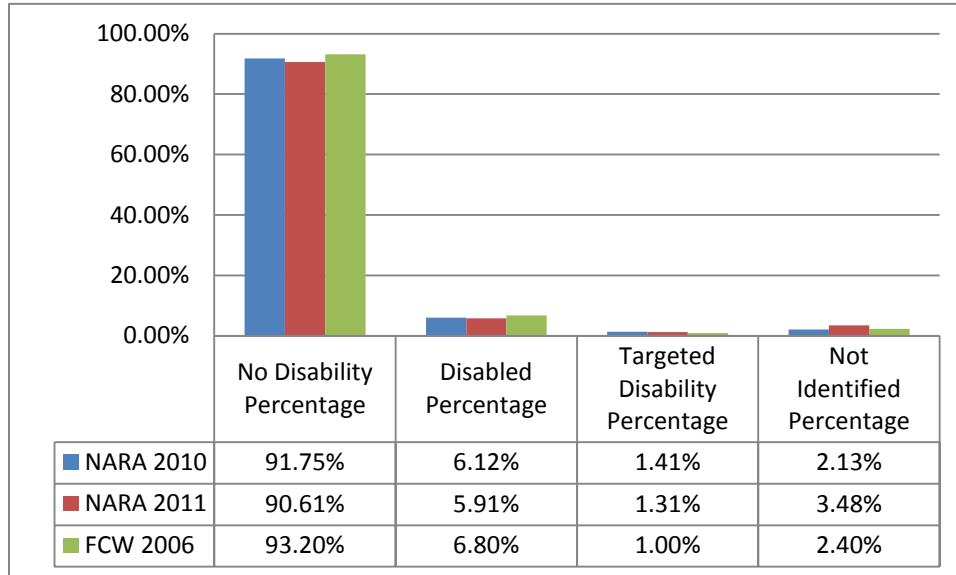
**Figure 12 – NARA's FY 2011 Workforce Distribution by Disability Status**





When compared to the FCW, NARA's percentage of FTP employees with a disability was below the FCW percentage of 6.80 percent<sup>10</sup>. However, the percentage of NARA employees with a targeted disability exceeded the FCW percentage of 1.00 percent. (See Figure 13)

**Figure 13 – NARA's FY 2010 & FY 2011 Workforce Distribution by Disability Status vs. Federal Civilian Workforce**



<sup>10</sup> The most recent published FCW data about persons with disabilities is from 2006.

# Challenges

NARA is currently ranked last among large agencies in the annual “Best Places to Work in the Federal Government” rankings. Despite our last place ranking, we are committed to transforming NARA into a great place to work. Indeed, “A Great Place to Work” is one of six transformational outcomes recently declared by NARA to bring about positive organizational change.

Through our analysis of Federal Employee Viewpoint Survey (EVS) data and follow-on input from employee focus groups, NARA has identified four primary challenge areas: Leadership, Communication, Training and Development, and Diversity. Specific to diversity and inclusion, our analysis of EVS findings tells us that NARA employees continually express dissatisfaction in the area of promoting diversity in the workplace<sup>11</sup>. Although over half of NARA’s respondents believe their supervisors and team leaders are committed to a workforce representative of all segments of society, positive responses for items related to promoting diversity in the workplace, (e.g. recruiting minorities and women, training in awareness of diversity issues, mentoring, etc.) lags behind the government-wide average by 13 percentage points. Additionally, responses to items that measured employee confidence in managers, supervisors, and team leader’s ability to work well with employee of different backgrounds, remained 10 percentage points lower than the government-wide average.

In focus group discussions held with managers and staff as part of developing this D&I plan, participants also reported problems in communication and collaboration across the Agency. In addition, employees expressed concern about a lack of structures and strategies in place to prepare and enable managers and supervisors to develop and manage diversity in the workplace. Details of the challenges that NARA faces with regards to diversity, inclusion, and sustainability are discussed in the paragraphs below.

- ***Recruiting and hiring quality employees who represent a diverse segment of society in the midst of severe budget cuts and hiring freeze.*** NARA’s Strategic Plan (Preserving the Past to Protect the Future) identifies a specific goal for the Agency to be able to recruit and develop a diverse workforce through innovative approaches. With the reality of budget cuts to NARA’s 2012 operating budget, uncertainty about future funding, and the implementation of a hiring freeze in November 2011, financial and budgetary constraints will have a major impact on NARA’s efforts to increase a diverse workforce solely through recruitment and new accessions. Instead, NARA will need to focus its strategies for diversity on developing and retaining current employees and creating a workplace culture that emphasizes fairness, respect, opportunity, equal access, communication and teamwork for all.

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<sup>11</sup> Human Capital (H) Office’s First Quarter Performance Report for FY 2012

- **Retaining high quality, high performing employees.** The impact of budget cuts, which create an additional strain on already stretched resources, may contribute to a variety of factors that lead to employee attrition at NARA. Employees have expressed concerns over growing workloads, low-graded jobs, lack of opportunities for development, and unclear paths for promotion or advancement. These perceptions may result in higher rates of attrition. Further, low representation of minorities in senior level (GS 13-15) positions and executive leadership positions may contribute to the notion that opportunity for minorities at these levels is limited. Creating opportunities to develop, promote, and advance a more diverse workforce at the executive level and higher graded positions (GS 13-15) is an important challenge to retaining quality and high performing minorities in the Agency. And finally, creating a work environment that is supportive to persons with disabilities is another challenge to retaining highly qualified employees with disabilities. One strategy identified in *NARA's Strategic Plan for the Recruitment, Hiring, and Retention of Individuals with Disabilities* is to educate managers and supervisors on effective tools for recruiting, hiring, and retaining employees with disabilities, such as the Schedule A special hiring authority. Another strategy is to ensure that managers and supervisors possess the necessary skills and resources to provide reasonable accommodations to employees and qualified job applicants.
- **Building a more diverse talent pool for NARA.** NARA is challenged to build a diverse talent pool of qualified candidates from varied backgrounds who have experience and education in areas that are related to NARA's mission critical occupations -- the 1420 (Archivist) and 1421 (Archives Specialist/Archives Technician) occupational series. The Department of Education reports that of the approximately 200,000 Bachelor's and Master's degrees in the fields of library science, social science and history conferred in 2008-2009, only 25 percent of those were granted to minorities<sup>12</sup>. NARA has been relatively successful in recruiting qualified students from diverse backgrounds for archival internships. However, the challenge lies in converting these student positions into full-time permanent positions. An additional challenge for NARA is to develop effective workforce planning strategies that aid in the transition of qualified students from interns to full-time permanent NARA employees.
- **Develop strategies for effective communication to enhance understanding and bridge differences up, down, and across the Agency.** Lack of effective communication is a common theme identified by many employees in general across the Agency. NARA is challenged to create open lines of communication that can travel up, down, and across the Agency and that value and respect the diversity of thoughts, ideas, and opinions of all its employees without fear of reprisal. Focus group participants acknowledged a reluctance of co-workers to openly engage in conversations related to diversity. Further, employee feedback indicates that many managers, supervisors, and employees possess a limited or vague definition of the term "diversity" or how diversity impacts their work units. Additionally, NARA is challenged to find effective modes of communication that provide information to a greater percentage of employees,

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<sup>12</sup> National Center for Education Statistics, 2008-2009, Tables 297 and 300. 2008 – 2009 is the most recent year for which data is available.

including those who work in regional offices and who do not have regular access to a computer or the Internet at work. On the other hand, there are employees who complain of information over-load and survey fatigue. As NARA works to expand and experiment with new communication strategies (particularly those that involve social media), a key challenge will be to ensure that information reaches all NARA employees throughout the Agency. Finally, there exists a perception that there is a communication divide between NARA's offices located in the Washington, DC area and those offices located "outside the beltway". Eliminating this division and creating effective bridges of communication across all of NARA nationwide is another challenge to be addressed.

- **Create a Positive Workplace Culture.** Creating a positive workplace culture at NARA aligns directly with NARA's transformational outcome to *create a great place to work*. When all groups at NARA feel welcomed and fully supported, then the positive outcome is that a great place to work is created for everyone -- employees and customers. A key challenge to creating a positive workplace culture is addressing the prevailing attitudes, thoughts and feelings that guide decisions at every level of the Agency on a daily basis. These decisions have the power to either promote or hinder the ability for all employees, including those of diverse backgrounds, to be recruited, hired, advanced and promoted and to work effectively within their units. The 2011 Partnership for Public Service (PPS) workplace analysis report on *Best Places to Work in the Federal Government* found that NARA was ranked at the bottom of other Federal agencies for supporting diversity with a score of 49.6%; down 2.6 points from the 2010 survey<sup>13</sup>. PPS marks *supporting diversity* as an area for improvement for the Agency.
- **Demonstrate agency commitment towards building diversity and inclusion at NARA and help lead NARA's workforce by example.** It is crucial for senior leadership to state, communicate, and document their support for diversity initiatives at NARA to employees at all levels. Involvement of upper management in the planning and conducting of diversity initiatives is central. Clear delineation of the roles and responsibilities of every employee towards carrying out diversity activities within the Agency is critical. And finally, assignment of adequate resources and budget to ensure that diversity activities are fully supported is essential.

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<sup>13</sup> The support for diversity category measures the extent to which employees believe that actions and policies of leadership and management promote and respect diversity.

# Goals, Strategies and Actions

The U.S. Office of Personnel Management (OPM) has established three diversity and inclusion strategic goals for the Federal Government, which are articulated in their *Guidance for Agency-Specific Diversity and Inclusion Strategic Plans*. The three goals are:

- **Workforce Diversity**: Recruit from a diverse, qualified group of potential applicants to secure a high-performing workforce drawn from all segments of American society;
- **Workplace Inclusion**: Cultivate a culture that encourages collaboration, flexibility, and fairness to enable individuals to contribute to their full potential and further retention; and
- **Sustainability**: Develop structures and strategies to equip leaders with the ability to manage diversity, be accountable, measure results, refine approaches on the basis of such data, and institutionalize a culture of inclusion.

In support of these goals, OPM has identified seven Government-wide strategies for enhancing diversity and inclusion. NARA's approach to each of the OPM goals and strategies is discussed in the following pages.

Specific tactical actions to address each goal and strategy are stated in this section as well. These include both Government-wide actions recommended by OPM (see Appendix C), and NARA-specific actions developed as a result of our own internal benchmarking, focus group, and survey activities. In addition, we have included actions already underway as part of NARA's Strategic Human Capital Plan, Federal Equal Opportunity and Recruitment Plan (FEORP), Strategic Plan for the Recruitment, Hiring, and Retention of Individuals with Disabilities, and Veterans Operational Plan (VOP). Appendix D provides a crosswalk of NARA's existing diversity plans and strategies and how those correlate to this plan.

## **Goal 1: Workforce Diversity**

Recruit from a diverse, qualified group of potential applicants to secure a high-performing workforce drawn from all segments of American society.

NARA has several existing diversity plans (i.e., Federal Equal Opportunity Recruitment Plan (FEORP), Veterans Operational Plan (VOP) and the Strategic Plan for the Recruitment, Hiring and Retention of Individuals with Disabilities (IWD)) that have individually guided our diversity recruitment and outreach efforts to date. The implementation of these plans has afforded NARA valuable gains in the areas of diversity outreach and recruitment. Highlights of our accomplishments include the following:

- Expansion of NARA's Summer Diversity Internship Program from one intern in 2007 to 22 interns in 2011. The Summer Diversity Internship Program is now a cornerstone of NARA's diversity outreach efforts. In 2011, interns hired through this program represented 37 percent of all intern hires for that year. Participants in the Summer Diversity Internship Program are fully funded by NARA.
- As a result of targeted recruitment efforts in FY 2011, NARA saw an increase of new hire representation among Hispanic/Latinos (1.24 percent over FY10) and Asians (2.96 percent over FY10);
- Continued use of the Department of Veterans Affairs (VA) Compensated Work Therapy Program (CWTP), which is used to purchase contract labor to assist in the accessioning, relocation, trans-shipment and disposal of records. In FY11, two additional Federal Records Centers utilized the CWTP and NARA was able to convert 9.7 percent of program participants to full-time, permanent employees;
- Publication of a Veterans Recruitment Guide for supervisors, hiring managers, and recruiters to educate them about the employment and advancement of veterans at NARA;
- Creation and distribution of a recruitment brochure targeted specifically to Veterans, which includes photos and quotes of veterans employed at NARA; and
- Creation of the Disability Resource Center website on NARA's intranet that shares relevant information regarding topics about disabilities to NARA managers, supervisors and employees.

The above mentioned plans will now work in conjunction with our D&I plan to further enhance our diversity recruitment and outreach efforts, as discussed below.

### **Recruitment and Outreach**

NARA places a particular emphasis on recruiting for our Mission Critical Occupations – Archivists and Archives Specialists/Archives Technicians. Together, these occupations comprise

the largest percentage (58.9 percent) of our permanent workforce and therefore provide the most opportunities to enhance diversity.

We utilize a variety of recruitment and outreach methods 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 partnering with colleges/universities and minority-serving organizations to host interns.

### **Student Internships and Partnerships**

Through our unpaid internship program, NARA has hosted approximately 160 highly qualified diverse interns through direct relationships with colleges/universities over the past five years and has continued to strengthen partnerships with intern organizations for our summer diversity internship program.

In addition to our internship programs, NARA also attends recruitment and networking events and partners with other Federal agencies with a specific focus on veterans and individuals with disabilities to most effectively enhance NARA's efforts in these areas. Such partnerships and events have included but are not limited to a nation-wide inter-agency agreement with the Department of Veterans Affairs Compensated Work Therapy Program and partnering with the Department of Health and Human Services to host a National Disability Employment Awareness Program to create awareness of issues affecting persons with disabilities in the workplace.

## **STRATEGIES & ACTIONS**

### **Strategy 1.1 Design and perform strategic outreach and recruitment to reach all segments of society.**

#### **Actions:**

- Attend networking and recruitment events at colleges and universities, including Historically Black Colleges and Universities (HBCUs), Hispanic Serving Institutes (HSIs) and Tribal Colleges and Universities (TCUs) to educate attendees on NARA's mission and to promote intern and employment opportunities
- Continue to partner with minority serving organizations to host interns through our annual Summer Diversity Internship Program
- Revamp NARA's network of recruiters referred to as Diversity Champions
- 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

- Make use of social media as a source of “Student Ambassadors” (e.g., creation of a NARA student/intern alumni *Facebook* page to enable former students/interns to share their experiences and connect with potential students/interns).

**Strategy 1.2 Use strategic hiring initiatives for people with disabilities and for veterans, conduct barrier analysis, and support Special Emphasis Programs (SEPs), to promote diversity within the workforce.**

**Actions:**

- Analyze and incorporate EEO data (e.g., workforce demographics, hiring statistics, and turnover statistics) as a formal component of NARA’s workforce planning process
- Review and analyze NARA workforce data in comparison to the Federal government-wide and Relevant Civilian Labor Force data to identify barriers and develop methods to eliminate barriers
- Continue use of Schedule A hiring authority for people with disabilities and Veteran hiring authorities to recruit and retain a diverse workforce
- 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, women, and individuals with disabilities and Veterans.



## Goal 2: Workplace Inclusion

Cultivate a culture that encourages collaboration, flexibility, and fairness to enable individuals to contribute to their full potential and further retention.

Research has demonstrated that, while organizations may have diversity in their midst, employees may not perceive that they are appreciated and included in the workplace. For this reason, building inclusive workplaces ensures that all employees feel included, connected, and engaged. NARA has several initiatives and programs in place that cultivate a supportive, welcoming, inclusive and fair work environment. However, as indicated in the Challenges section, NARA must begin to focus more efforts on improving workplace inclusiveness.

### Leadership Development

NARA currently provides several leadership development courses - *Introduction to Supervision, Advanced Supervision Concepts, and Team Leader Development*. Work is underway to enhance these courses, and add new courses to NARA's Leadership Development Curriculum. The goal is to expand NARA's leadership development offerings into a robust curriculum where individuals can target their leadership development needs to the leadership role they hold at NARA. Leaders will participate in courses as "mini-cohorts" and will extend their learning beyond the classroom by participating in structured activities both before and after attending their formal classroom training. Courses and content are being designed around NARA's core competencies, which have embedded principles of diversity and inclusion. NARA's Learning and Development staff work with presenters (NARA staff and/or contractors) to ensure their courses and content integrate these principles in meaningful and actionable ways, and also visually reflect the diversity of our staff, and the unique and challenging work they do. In addition, NARA is evaluating the potential for offering more formal Leadership Development Programs for new or emerging managers. These programs would offer a more prescribed approach to new and continuing management development at NARA.

In addition to the leadership curriculum that NARA has developed, NARA is developing an agency-wide Mentoring Network Program, which, once negotiated with union representatives and leadership, will be piloted with targeted groups.<sup>14</sup> The program goals include making the program available to interested employees to NARA employees at all levels and locations. The goal is to enable a diverse pool of trained mentors to engage in targeted, intentional, competency-based mentoring relationships unconstrained by organizational and geographical boundaries. The mentoring program will be configured so that there are intentional mentor "engagements" (e.g., discussions, activities, scenarios, reading assignments, job shadow opportunities, etc.) at specific milestones in the mentoring relationship. NARA will ensure that

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<sup>14</sup> FCIP ADP program participants currently have mentoring relationships as part of their requirements. Supervisor and Managers will be included in the pilot group of mentors.

principles and tenets of diversity and inclusion are embedded in each of these engagements – if not called out specifically – to provide further exposure and experience with the unique learning opportunities they create.

### **Workplace Flexibilities**

NARA recognizes that having flexible workplace policies that encourage engagement and empowerment can have many benefits such as increased productivity and employee retention rates. As such, NARA encourages employees to take advantage of flexible scheduling options (e.g., alternative work schedules) and telework to assist them in better balancing work and personal responsibilities. As of the first quarter of FY 2012, 26 percent of eligible employees participated in NARA's telework program, which exceeded NARA's own internal performance target of 12 percent. In addition, NARA has established a number of health and wellness programs to promote healthy lifestyles and enhance the quality of employee work life. Sample offerings include a 24-hour Employee Assistance Program available to all NARA employees; an innovative wellness program that offers eligible employees up to 24 hours of excused absence to establish a fitness regimen; on-site fitness facilities and Weight Watchers programs in some NARA locations; and lactation rooms and on-site daycare in some NARA locations.

### **Workplace Environment**

NARA strives to create a positive work environment for an employee's first day on the job. During new employee orientation, all employees view a welcome message from the Archivist, receive a tour of their facility and are given a notebook of information that acclimates them to NARA. NARA has also created a new employee resources website where they are able to view an introductory video on employee benefits and receive access to an interactive course that presents a comprehensive overview of the agency. In addition, NARA is implementing a new onboarding system (Entrance on Duty System - EODS) in December 2012 to help eliminate many paper-based processes associated with the in-processing of new employees.

Another way in which NARA has cultivated a supportive and equitable work environment is by maintaining a robust reasonable accommodation program to ensure that individuals with disabilities enjoy full access to equal employment opportunity at NARA. NARA's reasonable accommodation is guided by the policy directive NARA 303 – *Processing Reasonable Accommodation Requests for Employees and Applicants with Disabilities*. Over the past several years, NARA has enhanced its reasonable accommodation program by appointing an advisor to address all reasonable accommodation matters, providing ongoing training for supervisors and employees on the process, and utilizing the Department of Defense's Computer/Electronic Accommodations Program.

NARA recognizes the AFGE Council 260 as the exclusive representative of bargaining unit employees with respect to conditions of employment. The AFGE Council 260 leadership holds regular meetings with the Archivist to discuss various employment concerns on behalf of bargaining unit employees. In addition, NARA employees have formed three main affinity

groups – the Archives Assembly, the Afro-American History Society (AAHS) and National Archives Recreation Association (NARARA). Each of these groups also meet with the Archivist on a regular basis to discuss issues of a non-bargainable nature. The Archives Assembly is an organization of present and former NARA employees that provide a forum for employee communication on professional and program issues. The AAHS’s objectives are the promotion, study, dissemination, and collection of information and materials relating to the history and culture of African Americans. Lastly, NARARA provides an opportunity for NARA employees, retirees, contractors, and volunteers to work as a team to provide recreational, social, charitable, and educational opportunities.

## STRATEGIES AND ACTIONS

### **Strategy 2.1 Promote diversity and inclusion in leadership development programs.**

#### **Actions:**

- Mandatory participation for all NARA managers and supervisors in leadership development courses - *Introduction to Supervision, Advanced Supervision Concepts, and Team Leader Development*
- Expand current leadership curriculum to include courses and content that are designed around NARA’s core competencies
- Implement NARA's agency-wide Mentoring Network Program

### **Strategy 2.2 Cultivate a supportive, welcoming, inclusive and fair work environment.**

#### **Actions:**

- Encourage and expand employee use of wellness programs already in place
- Revise and re-issue NARA’s telework policy and provide updated guidance, training and tools to help expand the use of telework throughout NARA
- Expand new employee orientation process to provide for additional training, development, and networking opportunities
- Implement new automated onboarding system (Entrance on Duty System – EODS)
- Establish a centralized budget for all reasonable accommodations
- Provide training for all employees, managers and supervisors on the reasonable accommodation process
- Continue support of regular quarterly meetings between employee affinity groups and the Archivist

## **Goal 3: Sustainability**

Develop structures and strategies to equip leaders with the ability to manage diversity, be accountable, measure results, refine approaches on the basis of such data, and institutionalize a culture of inclusion.

Sustainability is largely about building accountability into NARA's management of diversity. This starts by embedding diversity into our mission and the way we work, and by establishing a sense of shared accountability among all NARA staff. NARA has taken steps to promote sustainability through integrating and aligning diversity and inclusion with our mission, identifying goals and values for diversity and inclusion, incorporating diversity and inclusion into our supervisory/managerial performance plans, and focusing on employee engagement to make NARA a great place to work.

### **Integration and Alignment with NARA's Mission**

Diversity and inclusion is integrated and aligned with NARA's Strategic Plan. Under the Government Performance and Results Act (GPRA) goals are set at several levels and aligned with NARA's strategic plan. Specifically, NARA strategic plan goal number 6, "We will equip NARA to meet the changing needs of our customers", is the basis for all human capital goals and measures. Each goal is supported by long range performance targets (LRPTs). Diversity and inclusion is reflected in LRPT 6.2, "By 2016, the percentages of NARA employees in underrepresented groups match that of the Civilian Labor Force". We further identify fiscal year target metrics and milestones, for fiscal year 2012 these are:

- Target Metric 6.2.1 - Increase the number of employees in underrepresented groups relative to their representation in the CLF.
- Target Metric 6.2.2 - Achieve 65 percent positive response rate for Annual Employee Survey questions referencing workforce diversity

### **Demonstrating Commitment to Diversity and Inclusion**

NARA is currently undertaking a 5-year Transformation effort. This effort has generated opportunities to integrate diversity and inclusion into our organizational culture. As part of the transformation, NARA identified six transformational outcomes. They are:

- One NARA, working as one NARA and not just as component parts.
- Out in front, embracing the primacy of electronic information in all facets of our work and positioning NARA to lead accordingly.
- An agency of leaders, fostering a culture of leadership, not just as a position but as the way we all conduct our work.

- A great place to work, transforming NARA into a great place to work that trusts and empowers all of our people, the agency’s most vital resource.
- A customer-focused organization, creating structures and processes to allow our staff to more effectively meet the needs of our customers.
- An open NARA, opening our organizational boundaries to learn from others

In addition, NARA has identified a set of shared values that support and will ultimately help us realize our transformational outcomes, collaboration, innovation and learning:

### **NARA Values**

- We are a diverse staff unified by our strong commitment to protect records, help people use them, and support and open and responsive government.
- We want to do our personal best and make our agency the world’s best archives.
- We believe in:
  - ❖ An open, inclusive work environment — built upon respect, communications, integrity, and collaborative team work.
  - ❖ Encouraging creativity and investing in innovation — to build our future
  - ❖ Pursuit of excellence through continuous learning — becoming smarter all the time about what we know and what we do in service to others.

### **Incorporating Diversity and Inclusion into our Supervisory/Managerial Performance Plans**

In an effort to instill greater accountability for diversity goals among NARA managers and supervisors, NARA developed and implemented two new critical elements for inclusion in all managerial and supervisory performance plans during fiscal year 2011. While the first critical element addresses supervisory responsibilities for fostering employee engagement, managing human capital and the administrative aspects of the work unit, the second critical element addresses supervisors’ responsibilities for promoting equal employment opportunity, diversity and inclusion in the workplace. All managers and supervisors received mandatory training on these new critical elements, and we began using them in fiscal year 2012 to formally hold managers and supervisors accountable for their performance in helping to promote and enhance diversity within NARA. We will continue to ensure that managers and supervisors are working towards fostering employee engagement and promoting equal employment opportunity, diversity and inclusion in the workplace.

## **Building a “Great Place to Work”**

For NARA, engaging employees means developing and maintaining a work environment and culture that stimulates all employees to go above and beyond to achieve organizational success. The critical conditions conducive for employee engagement include effective leadership, work that provides meaning to employees, and the opportunity for employees to learn/grow on the job. The Human Capital Office is focused on building tools and helping staff implement activities and programs that will have a long-term impact on employee engagement, increasing the number of employees who are motivated and willing to apply discretionary effort to accomplish tasks that are key to attaining NARA mission and goals. Part of this initiative includes evaluating options to create an online environment in which staff can participate and collaborate, feel trusted, empowered, and safe to offer their views on how to make NARA a great place to work.

There are several benefits in having a more favorable employee perception of workforce diversity and inclusion. Research shows that organizations with greater diversity tend to bring a richer set of ideas, perspectives and approaches to accomplishing work. The act of recognizing diversity also allows for those employees with these talents to feel needed and have a sense of belonging, which in turn increases their productivity, commitment to the organization and overall workplace satisfaction.

## **STRATEGIES AND ACTIONS**

**Strategy 3.1 Demonstrate leadership accountability, commitment, and involvement regarding diversity and inclusion in the workplace.**

**Actions:**

- Establish new Lead Diversity and Inclusion Program Manager (GS-14) position
- Integrate and align diversity and inclusion with NARA's Strategic Plan and Strategic Human Capital Plan
- Demonstrate commitment to diversity and inclusion through NARA's values
- Administer additional training to NARA managers and supervisors to support accountability for diversity and Inclusion critical elements in performance plans

**Strategy 3.2 Fully and timely comply with all Federal laws, regulations, Executive orders, management directives, and policies related to promoting diversity and inclusion in the Federal workforce.**

Actions:

- Submit timely reports related to promoting diversity and inclusion to OPM as required **Strategy 3.3 Involve employees as participants and responsible agents of diversity, mutual respect and inclusion.**

Actions:

- Evaluate options to create an online environment in which staff can participate and collaborate to share their ideas on how to make NARA a great place to work.
- Continue to conduct focus groups at NARA locations to collect feedback on issues regarding workplace diversity.

## Looking Towards the Future

We recognize that our goals are ambitious and that implementation of our first Diversity and Inclusion Strategic Plan may be met with communication and learning curve challenges, including how NARA defines diversity and inclusion. However, we are committed to achieving these goals. By taking a strategic approach to diversity and inclusion -- one that aligns two-way communication, outreach, hiring, retention, and creating a culture of inclusiveness with the agency's strategic goals and priorities -- NARA is confident that we will positively impact the success of our workforce in the long-term.

In order to achieve our goals, our next steps will involve assessing NARA's readiness through activities such as benchmarking from other Federal agencies and sponsoring focus groups, surveys and feedback opportunities with our internal stakeholders. The results of such activities will assist us in gathering best practices that NARA may be able to implement, as well as being able to better capture employee's experiences and feelings regarding the diversity and inclusion culture at NARA.

We will review our plan annually to assess progress and incorporate revisions as necessary. While a full update is planned for a five year cycle, NARA will continue to engage agency leaders, supervisor, managers, and staff in order to ensure that diversity and inclusion become a part of their daily decision making and thought processes, thereby becoming ingrained in NARA's culture.



# Appendices

## Appendix A. Process Used in Developing, Evaluating and Updating the Diversity and Inclusion Strategic Plan

To enhance diversity and inclusion at NARA, a new Diversity and Inclusion Division was created in the Office of Human Capital on October 9, 2011. One of the first priorities of the newly established office was to develop and implement a Diversity and Inclusion Strategic Plan for NARA. The plan development was in line with Executive Order 13583, issued by President Obama to establish a coordinated government-wide initiative to promote diversity and inclusion in the Federal workplace and in response to an identified action item on the Employee Viewpoint Survey Task Force agency-wide action plan to improve employee satisfaction with regards to diversity.

Analisa Archer, our Chief Human Capital Officer established a Diversity and Inclusion (D&I) Team with representatives from the Diversity and Inclusion Division (HD) and Human Capital Planning and Accountability (H-PA) to develop NARA's Diversity and Inclusion Strategic Plan. This team met over a series of eight planning sessions from December 2011 to March 2012.

The D&I Team identified NARA's diversity and inclusion mission, vision, and current environment. The group also reviewed the government-wide diversity and inclusion goals and strategies<sup>15</sup> and discussed what these mean for NARA.

In order to get a broad perspective from NARA's Management Team and staff on various diversity and inclusion challenges facing the agency, the work group consulted with the union and facilitated multiple focus groups, engaging participants in a discussion around the following questions.

- What do you feel are NARA's major challenges regarding diversity and inclusion?
- What do you think are the barriers to fully leveraging diversity in the workplace?
- What concrete steps would you like to see taken to improve the diversity climate at NARA?

Information generated from these discussions was incorporated into this Strategic Diversity and Inclusion Plan. The D&I team also invited feedback in response to a blog post, "Enhancing Diversity and Inclusion at NARA, January 11, 2012" and established a general e-mail box, [Diversity@nara.gov](mailto:Diversity@nara.gov), to solicit ideas and comments from staff.

The Diversity and Inclusion Strategic Plan will be reviewed annually to assess progress and incorporate revisions as necessary. Goals will be assessed by leveraging the metrics identified for each strategy to measure progress, create accountability, and make adjustments as needed.

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<sup>15</sup> Executive Order 13583 requires agencies to identify a strategic diversity plan for recruiting, hiring, training, developing, advancing, promoting and retaining a diverse workforce. The Office of Personnel Management (OPM) subsequently issued operational guidance that mapped out the required three government-wide goals and seven strategies to include in agency plans.

Monitoring progress against goals and strategies is embedded into NARA's Human Capital Accountability System<sup>16</sup>. As part of this continual assessment, HD will report quarterly to the CHCO on the overall status, identifying if items are on track, if there are significant accomplishments to share, and if there are barriers or pending decisions to resolve to make progress. This information then feeds into our Human Capital Management Report<sup>17</sup> – a required annual report to the Office of Personnel Management (OPM) on all NARA human capital activities.

On a five year cycle, we will initiate a full update to the Strategic Diversity and Inclusion Plan to establish or revise existing goals and strategies. This update will include consultation with stakeholders, including the Management Team, staff and the union. We will gather stakeholder input through targeted outreach including briefings, focus group meetings, surveys, NARA Notices, and other communication channels to solicit information regarding challenges, ongoing and planned initiatives, and resource requirements.

While the full update is planned for a five year cycle, HD will continue to engage agency leaders, managers, offices, and staff to keep the conversation going about diversity and inclusion, identifying ways to break through barriers, sharing success stories, and featuring best practices.

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<sup>16</sup> The human capital accountability system provides procedures and standards for assessing and monitoring agency performance in all aspects of human capital management. A robust human capital accountability system helps to ensure that NARA's human resources (HR) programs and operations are contributing effectively to the mission and strategic goals of the agency. The Office of Personnel Management (OPM) requires all federal agencies to have a human capital accountability system.

<sup>17</sup> The Human Capital Management Report (HCMR) focuses on organizational performance results and includes an assessment of our human resources programs, decisions, and actions in compliance with law, regulation, and the merit system principles. Also, it identifies specific improvement and corrective actions needed to address programmatic, operational, and compliance deficiencies.

## Appendix B. NARA's Workforce Trend Analysis for Minorities, Women, Veterans, Disabled Veterans, and Individuals with Disabilities

The following tables are provided as a source to show NARA's workforce trend analysis for minorities, women, veterans, disabled veterans and individuals with disabilities over the past two fiscal years as compared to the FCW and RCLF.

### Workforce Distribution for Minorities and Women

NARA experienced a decrease of a 1 point ratio change for Blacks during the period from 2010 to 2011. A slight increase occurred during this period for Hispanics (0.20%), Asian and Pacific Islanders (0.40%), Native Americans (0.10%), and Women (0.40%). Comparisons for NARA's 2011 workforce distribution were higher than the 2011 FCW and RCLF rates for Blacks and women. However, NARA's workforce distribution rates for Hispanics, Asian and Pacific Islanders, and Native Americans falls below the FCW and RCLF. (See Table 1)

**Table 1 – Comparison of NARA Workforce Distribution for Minorities and Women vs. Federal and Relevant Civilian Workforce Percentages**

	Black	Hispanic	Asian/Pacific Islander	Native American	Women
NARA 2010 <sup>18</sup>	26.6%	1.4%	2.5%	0.6%	51.9%
NARA 2011 <sup>19</sup>	25.6%	1.6%	2.9%	0.7%	52.3%
Ratio Change <sup>20</sup>	-1.00	0.20	0.40	0.10	0.40
FCW 2011 <sup>21</sup>	17.9%	7.7%	5.5%	1.8%	43.7%
RCLF 2000 <sup>22</sup>	10.5%	10.7%	3.7%	1.4%	46.8%

### Workforce Distribution by Veteran Status

A slight ratio increase was found for Veterans (0.05%) and disabled Veterans (0.40%) during the period from 2009 to 2010. These increases translated to a large percentage difference for Veterans (5.45%) and disabled Veterans (14.29%) in this period. When comparing NARA's workforce distribution for Veterans and disabled Veterans against Government-wide rates (GWV), the percentages fall below the GWV. (See Table 2)

<sup>18</sup> Data Source - NARA FEORP, FY 2011 - Table 1

<sup>19</sup> Data Source - NARA FEORP, FY 2012 - Table 1

<sup>20</sup> Formula: Ratio Change = NARA 2011 (%) – NARA 2010 (%)

<sup>21</sup> Data Source - NARA FEORP, FY 2012 - Figure 1

<sup>22</sup> Data Source - NARA FEORP, FY 2012 - Figure 1

**Table 2 - Veteran Representation at NARA vs. Federal Civilian Labor Force (FCLF)**

	All Veterans	All Veterans (%)	Disabled Veterans	Disabled Veterans (%)
<b>NARA FY 2009</b> <sup>23</sup>	459	17.84%	119	4.63%
<b>NARA FY 2010</b> <sup>24</sup>	484	17.89%	136	5.03%
<b>% Difference</b> <sup>25</sup> / <b>Ratio Change</b> <sup>26</sup>	5.45%	0.05	14.29%	0.40
<b>GWV 2009</b> <sup>27</sup>	512,240	25.80%	128,170	6.50%
<b>GWV 2010</b> <sup>28</sup>	542,641	26.30%	145,062	7.00%

However, when NARA compares its workforce representation for Veterans and disabled Veterans against Comparable Federal Agencies (CFA), those Federal Executive agencies that do not have a direct hiring authority to recruit and hire military veterans, then NARA’s percentages exceeds those of the CFA. (See Table 3)

**Table 3 - Veteran Representation at NARA vs. Comparable Federal Agencies (CFA) without Special Hiring Programs**

	All Veterans	All Veterans (%)	Disabled Veterans	Disabled Veterans (%)
<b>NARA FY 2009</b> <sup>29</sup>	459	17.84%	119	4.63%
<b>NARA FY 2010</b> <sup>30</sup>	484	17.89%	136	5.03%
<b>% Difference</b> <sup>31</sup> / <b>Ratio Change</b> <sup>32</sup>	5.45%	0.05	14.29%	0.40
<b>CFA 2009</b> <sup>33</sup>	88,140	12.15%	18,674	2.57%
<b>CFA 2010</b> <sup>34</sup>	91,438	12.25%	21,039	2.82%

### Workforce Distribution by Disability Status

NARA’s workforce distribution decreased by 0.21 points for persons with a disability and 0.10 points for persons with a targeted disability over the period from 2010 to 2011. The percentage of NARA employees with a disability falls below the FCW, but the rate for NARA employees with a targeted disability exceeds the FCW. (See Table 4)

<sup>23</sup> Data Source - Veterans Operational Plan FY2011 - FY2013, Table 1 (DRAFT)

<sup>24</sup> Data Source - Veterans Operational Plan FY2011 - FY2013, Table 1 (DRAFT)

<sup>25</sup> Formula: Percent Difference = (No. NARA FY2010 – No. NARA FY2009)/No. NARA FY2009 \* 100

<sup>26</sup> Formula: Ratio Change = NARA FY2010 (%) – NARA FY2009 (%)

<sup>27</sup> Data Source - Employment of Veterans in the Federal Executive Branch, FY 2010 - Table 1

<sup>28</sup> Data Source - Employment of Veterans in the Federal Executive Branch, FY 2010 - Table 1

<sup>29</sup> Veterans Operational Plan FY2011 - FY2013, Table 1 (DRAFT)

<sup>30</sup> Veterans Operational Plan FY2011 - FY2013, Table 1 (DRAFT)

<sup>31</sup> Formula: Percent Difference = (No. NARA FY2010 – No. NARA FY2009)/No. NARA FY2009 \* 100

<sup>32</sup> Formula: Ratio Change = NARA FY2010 (%) – NARA FY2009 (%)

<sup>33</sup> Employment of Veterans in the Federal Executive Branch, FY 2010 - Table 1C

<sup>34</sup> Employment of Veterans in the Federal Executive Branch, FY 2010 - Table 1C

**Table 4 - Representation of NARA employees with Disabilities vs. Federal Civilian Workforce (FCW)**

	No Disability	Disabled	Targeted Disability	Not Identified
<b>NARA 2010<sup>35</sup></b>	<b>91.75%</b>	<b>6.12%</b>	<b>1.41%</b>	<b>2.13%</b>
<b>NARA 2011<sup>36</sup></b>	<b>90.61%</b>	<b>5.91%</b>	<b>1.31%</b>	<b>3.48%</b>
<b>Ratio Change<sup>37</sup></b>	<b>-1.14</b>	<b>-0.21</b>	<b>-0.10</b>	<b>1.35</b>
<b>FCW 2006<sup>38</sup></b>	<b>93.20%</b>	<b>6.80%</b>	<b>1.00%</b>	<b>2.40%</b>

<sup>35</sup> MD-715, FY2011 - Table B1

<sup>36</sup> MD-715, FY2011 - Table B1

<sup>37</sup> Formula: Ratio Change = NARA FY2010 (%) – NARA FY2009 (%)

<sup>38</sup> OPM - Federal Civilian Employment Distribution By Disability Status Executive Branch Agencies, Worldwide, September 30, 2006 - Table 4

## Appendix C. Government-wide Action Plan

STRATEGIES	OPM RECOMMENDED ACTIONS	OPM RECOMMENDED RESULTS & MEASURES
<p><b>Goal #1: Workforce Diversity - Recruit from a diverse, qualified group of potential applicants to secure a high-performing workforce drawn from all segments of American society.</b></p>		
<p>1.1: Design and perform strategic outreach and recruitment to reach all segments of society.</p>	<ol style="list-style-type: none"> <li>1. Collect and analyze applicant flow data.</li> <li>2. Coordinate outreach and recruitment strategies to maximize ability to recruit from a diverse, broad spectrum of potential applicants, including a variety of geographic regions, academic sources, and professional disciplines.</li> <li>3. Ensure that outreach and recruitment strategies designed to draw from all segments of society, including those who are underrepresented, are employed when using staffing flexibilities and alternative hiring authorities.</li> <li>4. Develop strategic partnerships with a diverse range of colleges and universities, trade schools, apprentice programs, and affinity organizations from across the country.</li> <li>5. Involve managers and supervisors in recruitment activities and take appropriate action to ensure that outreach efforts are effective in addressing barriers.</li> <li>6. Review and ensure that student internship and fellowship programs have diverse pipelines to draw candidates from all segments of society.</li> </ol>	<ul style="list-style-type: none"> <li>- Review applicant flow data to determine whether outreach and recruitment efforts are effectively reaching all segments of society.</li> <li>- Measure percentage of qualified applicants from various hiring authorities used by the agency within the past 12 months by demographic group.</li> <li>- Enter into strategic partnerships and memorialize relationships with the following: colleges and universities, trade schools, apprentice programs, and affinity organizations from all parts of the country.</li> <li>- Measure applicant flow data to determine whether applicant pools are reflective of the relevant civilian labor force (RCLF).</li> <li>- Measure percentage of managers and supervisors involved in recruitment activities and outcomes of outreach efforts to all segments of society.</li> <li>- Review applicant flow data of agency internship program to determine whether applicant pools are reflective of the relevant civilian labor force (RCLF).</li> <li>- Review applicant flow data of agency Presidential Management Fellows to determine whether applicant pools are reflective of the relevant civilian labor force (RCLF).</li> <li>- Measure percentage of interns converted and/or hired for permanent employment.</li> </ul>
<p>1.2: Use strategic hiring initiatives for people with disabilities and for veterans, conduct barrier analysis, and support Special Emphasis Programs (SEPs), to promote diversity within the workforce.</p>	<ol style="list-style-type: none"> <li>1. Review results of barrier analyses required under MD 715, develop action plans to eliminate any identified barrier(s), and coordinate implementation of action plans.</li> <li>2. Use Schedule A hiring authority for people with disabilities and Veteran Hiring Authorities as part of strategy to recruit and retain a diverse workforce.</li> <li>3. Support SEPs and appoint SEP Managers as advisors on hiring, retaining and promoting a diverse workforce.</li> </ol>	<ul style="list-style-type: none"> <li>- Measure percentage of hires under the Schedule A hiring authority for people with disabilities.</li> <li>- Measure percentage of hires under Veteran Hiring Authorities within the past 12 months.</li> <li>- Evaluate outcomes of SEPs and the quality of engagement of SEP Managers in the recruitment outreach, retention, and promotion process in collaboration with human resources staff.</li> </ul>

**Goal #2: Workplace Inclusion - Cultivate a culture that encourages collaboration, flexibility, and fairness to enable individuals to contribute to their full potential and further retention.**

<p>2.1: Promote diversity and inclusion in leadership development programs.</p>	<ol style="list-style-type: none"> <li>1. Review leadership development programs, determine whether they draw from all segments of the workforce, and develop strategies to eliminate barrier(s) where they exist.</li> <li>2. Enhance mentoring programs within agencies for employees at all levels with an emphasis on aspiring Executive level employees.</li> <li>3. Develop and implement a succession planning system for mission-critical occupations that includes broad outreach to a wide variety of potential leaders.</li> </ol>	<ul style="list-style-type: none"> <li>- Measure the total percentage of GS-11 through GS-15 level employees (or equivalent) by demographic group and compare with the percent of each group that participated in leadership development programs in the past 12 months.</li> <li>- Analyze applicant pool data for all leadership development programs by demographic groups.</li> <li>- Measure percentage of agency employees engaged in mentoring relationships by all demographic categories.</li> <li>- Measure number of GS-11 through GS-15 level employees engaged in mentoring relationships by demographic categories.</li> <li>- Measure percentage of all demographic groups incorporated into agency succession planning system.</li> </ul>
<p>2.2: Cultivate a supportive, welcoming, inclusive and fair work environment.</p>	<ol style="list-style-type: none"> <li>1. Use flexible workplace policies that encourage employee engagement and empowerment, including, but not limited to, telework, flexiplace, wellness programs, and other work-life flexibilities and benefits.</li> <li>2. Support participation in employee affinity and resource groups and provide such groups with access to agency senior leadership.</li> <li>3. Administer a robust orientation process for new Federal employees and new members of the SES to introduce them to the agency culture and to provide networking opportunities.</li> </ol>	<ul style="list-style-type: none"> <li>- Measure percentage of workforce participating in 1) telework, 2) flexiplace and 3) Wellness programs.</li> <li>- Review Employee Viewpoint Survey (EVS) results each year.</li> <li>- Measure number of new initiatives implemented by employee affinity and/or resource groups.</li> <li>- Measure percentage of agency executives involved in employee affinity and/or resource groups.</li> <li>- Measure percentage of positive replies received on agency on-boarding (newcomers) process through survey feedback.</li> </ul>



**Goal #3: Sustainability - Develop structures and strategies to equip leaders with the ability to manage diversity, be accountable, measure results, refine approaches on the basis of such data, and institutionalize a culture of inclusion.**

<p>3.1: Demonstrate leadership accountability, commitment, and involvement regarding diversity and inclusion in the workplace.</p>	<ol style="list-style-type: none"> <li>1. Affirm the value of workforce diversity and inclusion in each agency's strategic plan and include them in workforce planning activities.</li> <li>2. Develop an agency-specific diversity and inclusion strategic plan, and implement that plan, through the collaboration and coordination of the Chief Human Capital Officer, the EEO Director, and the Director of Diversity (if any).</li> <li>3. Ensure that all SES members, managers, supervisors and employees throughout the agency have performance measures in place to ensure the proper execution of the agency's strategic plan, which includes diversity and inclusion, and that all are trained regarding relevant legal requirements.</li> <li>4. Develop and widely distribute a set of diversity and inclusion measures to track agency efforts and provide a mechanism for refining plans.</li> </ol>	<ul style="list-style-type: none"> <li>- Provide documentation verifying diversity and inclusion language has been inserted into agency planning documentation.</li> <li>- Issue annual diversity and inclusion policy statements by the agency head.</li> <li>- Develop and submit agency-specific Diversity and Inclusion Strategic Plan outlining agency strategy to ensure a diverse, inclusive, high performance workplace.</li> <li>- Submit percentage of SES members, managers, and supervisors, who have diversity and inclusion performance measures as a part of their performance evaluation.</li> <li>- Provide diversity and inclusion metrics to OPM with short narrative on how metrics are embedded in the agency culture.</li> </ul>
<p>3.2: Fully and timely comply with all Federal laws, regulations, Executive orders, management directives, and policies related to promoting diversity and inclusion in the Federal workforce.</p>	<ol style="list-style-type: none"> <li>1. Employ a diversity and inclusion dashboard with metrics as a tool for agency workforce planning and reporting.</li> <li>2. Timely submit to the U.S. Office of Personnel Management (OPM) reports required by Federal laws, regulations, Executive orders, management directives, and policies. Where an agency fails to do so, OPM will issue a Diversity and Inclusion Improvement Notice and notify the President's Management Council (PMC) of the deficiency.</li> </ol>	<ul style="list-style-type: none"> <li>- Provide agency metric diversity and inclusion information for posting on designated reporting system by due date to avoid Diversity and Inclusion Performance Notice.</li> </ul>
<p>3.3: Involve employees as participants and responsible agents of diversity, mutual respect and inclusion.</p>	<ol style="list-style-type: none"> <li>1. Create a formal diversity and inclusion council at each agency with visible leadership involvement.</li> <li>2. Participate in, and contribute to, OPM's Diversity and Inclusion Best Practice Program, pursuant to Executive Order 13583.</li> <li>3. Ensure all employees have access to diversity and inclusion training and education, including the proper implementation of the Agency-Specific Diversity and Inclusion Strategic Plan as well as relevant legal requirements</li> </ol>	<ul style="list-style-type: none"> <li>- Provide quarterly updates on progress of council/taskforce in achieving items listed in the Agency Specific Diversity and Inclusion Strategic Plan.</li> <li>- Provide two Best Practices to the OPM Best Practice Initiative annually.</li> <li>- Measure percentage of workforce (counting managers/supervisors separately) completing diversity and inclusion related training (both mandatory and elective).</li> </ul>

## Appendix D. Crosswalk of Additional Diversity Plans at NARA

The following table provides a crosswalk of the strategic goals and strategies for the Diversity and Inclusion Plan with those of the Strategic Human Capital Plan (SHCP), Federal Equal Opportunity Recruitment Program Plan (FEORP), Veterans Operational Plan (VOP), and the Strategic Plan for the Recruitment, Hiring and Retention of Individuals with Disabilities (IWD).

	FEORP	VOP	IWD	SHCP
<b>Goal 1: Workforce Diversity</b> Federal agencies shall recruit from a diverse, qualified group of potential applicants to secure a high-performing workforce drawn from all segments of American society.				
1.1 Design and perform strategic outreach and recruitment to reach all segments of society.	<b>Goal 2:</b> Maintain a diverse high-performing workforce by effectively recruiting, hiring and retaining top talent. (Strategies: 2.1, 2.2, 2.3, 2.4, 2.5 and 2.6)	<b>Goal 2:</b> Development and Employment – Align Veterans’ and transitioning service members’ skills and career aspirations to [NARA’s] employment opportunities. (Strategies: 2.1, 2.2, and 2.3)	<b>Goal 3:</b> Increase recruitment, hiring and retention to reach a workforce representation of 2% for persons with targeted disabilities and 8% for all persons with disabilities. (Strategies: A, B, C and D)	<b>Goal 4:</b> Talent Management – Maximize employee talent through recruitment, outreach, hiring and retention.
1.2 Use strategic hiring initiatives for people with disabilities and for veterans, conduct barrier analysis, and support Special Emphasis Programs (SEPs), to promote diversity within the workforce.	<b>Goal 2:</b> Maintain a diverse high-performing workforce by effectively recruiting, hiring and retaining top talent. (Strategies: 2.1, 2.2, 2.3, 2.4, 2.5 and 2.6)  <b>Management Directive (MD) 715</b> – Equal Employment Opportunity Programs and Barrier Analysis	<b>Goal 3:</b> Marketing Veterans’ Employment – Ensure [NARA] views Veterans’ skills and dedication as essential in meeting mission objectives. (Strategies: 3.1, 3.2, 3.3, 3.4, and 3.5)	<b>Goal 3:</b> Increase recruitment, hiring and retention to reach a workforce representation of 2% for persons with targeted disabilities and 8% for all persons with disabilities. (Strategies: A, B, C and D)	<b>Goal 1:</b> Talent Management – Maximize employee talent through recruitment, outreach, hiring and retention.
<b>Goal 2: Workplace Inclusion</b> Federal agencies shall cultivate a culture that encourages collaboration, flexibility, and fairness to enable individuals to contribute to their full potential and further retention.				
2.1 Promote diversity and inclusion in leadership development programs.	<b>Goal 3:</b> Enhance staff development opportunities that prepare staff for upper level positions. (Strategy: 3.1)	<b>Goal 4:</b> Information Gateway – Ensure Veterans, transitioning service members and their families, HR professionals, and hiring managers receive accurate and consistent information regarding Veterans’ employment.	<b>Goal 2:</b> Educate the NARA workforce on special programs for people with disabilities. (Strategy: A)	<b>Goal 2:</b> Leadership and Knowledge Management – Ensure NARA supports a culture of leadership and continuous learning.

	<b>FEORP</b>	<b>VOP</b>	<b>IWD</b>	<b>SHCP</b>
2.2 Cultivate a supportive, welcoming, inclusive and fair work environment.	<b>Goal 3:</b> Enhance staff development opportunities that prepare staff for upper level positions. <b>(Strategies:</b> 3.2, 3.3, and 3.4)	<b>Goal 4:</b> Information Gateway – Ensure Veterans, transitioning service members and their families, HR professionals, and hiring managers receive accurate and consistent information regarding Veterans’ employment.	<b>Goal 4:</b> Administer an effective reasonable accommodation program. <b>(Strategies:</b> A and B)	<b>Goal 3:</b> Results-Oriented Performance Culture –Sustain a productive workforce and achieve results by valuing and recognizing performance in an environment in which all employees are encouraged to contribute.
<b>Goal 3: Sustainability</b>				
Federal agencies shall develop structures and strategies to equip leaders with the ability to manage diversity, be accountable, measure results, refine approaches on the basis of such data, and engender a culture of inclusion.				
3.1 Demonstrate leadership accountability, commitment, and involvement regarding diversity and inclusion in the workplace.	<b>Goal 1:</b> Ensure that FEORP goals are aligned with NARA’s Strategic Plan and Strategic Human Capital Plan and integrated with workforce planning efforts. <b>(Strategy:</b> 1.3 )	<b>Goal 1:</b> Leadership Commitment – Ensure [NARA’s] leaders advocate the value and importance of hiring Veterans at [NARA]. <b>(Strategies:</b> 1.1, 1.3, 1.4)	<b>Goal 1:</b> Establish Agency Commitment. <b>(Strategy:</b> A)	<b>Goal 1:</b> Strategic Alignment – Ensure NARA’s strategic human capital plan is aligned with the Agency’s strategic plan and integrated into workforce planning.
3.2 Fully and timely comply with all Federal laws, regulations, Executive orders, management directives, and policies related to promoting diversity and inclusion in the Federal workforce.	<b>Goal 1:</b> Ensure that FEORP goals are aligned with NARA’s Strategic Plan and Strategic Human Capital Plan and integrated with workforce planning efforts. <b>(Strategies:</b> 1.1, 1.2, 1.4)  <b>Management Directive (MD) 715 – Equal Employment Opportunity Programs and Barrier Analysis</b>	<b>Goal 4:</b> Ensure Federal agencies view Veterans’ skills and dedication as essential in meeting mission objectives. <b>(Strategy:</b> 3.1, 3.2)	<b>Goal 1:</b> Establish Agency Commitment. <b>(Strategy:</b> A)  <b>Management Directive (MD) 715 – Equal Employment Opportunity Programs and Barrier Analysis</b>	<b>Goal 5:</b> Accountability – Monitor, evaluate and follow-up on results related to NARA’s [Human Capital] HC management policies, practices, and programs.
3.3 Involve employees as participants and responsible agents of diversity, mutual respect and inclusion.	<b>Goal 2:</b> Maintain a diverse high-performing workforce by effectively recruiting, hiring and retaining top talent. <b>(Strategy:</b> 2.2)	<b>Goal 1:</b> Leadership Commitment – Ensure [NARA’s] leaders advocate the value and importance of hiring Veterans at [NARA]. <b>(Strategy:</b> 1.2)	<b>Goal 1:</b> Establish Agency Commitment. <b>(Strategy:</b> B)	<b>Goal 3:</b> Results-Oriented Performance Culture –Sustain a productive workforce and achieve results by valuing and recognizing performance in an environment in which all employees are encouraged to contribute.

## Appendix E. Glossary

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

**Applicant Flow Data:** Information reflecting characteristics of the pool of individuals applying for an employment opportunity.

**Barrier:** An agency policy, principle, practice or condition that limits or tends to limit employment opportunities for members of a particular gender, race or ethnic background or for an individual (or individuals) based on disability status.

**Barrier Analysis:** An investigation of any triggers indicating that workplace policies, procedures, or practices are having a negative impact on one or more protected EEO groups, with an eye toward identifying the root causes of those anomalies so that they can be addressed and eliminated, if possible.

**Comparable Federal Agencies (CFA):** A data comparison of similar agencies.

**Disability:** For the purpose of statistics, recruitment, and targeted goals, the number of employees in the workforce who have indicated having a disability on a Office of Personnel Management Standard Form (SF) 256. For all other purposes, the definition contained in 29 C.F.R. § 1630.2 applies.

**Diversity (as defined by OPM):** A collection of individual attributes that together help pursue organizational objectives efficiently and effectively. These include, but are not limited to, characteristics such as national origin, language, race, color, disability, ethnicity, gender, age, religion, sexual orientation, gender identity, socioeconomic status, veteran status, and family structures. The concept also encompasses differences among people concerning where they are from and where they have lived and their differences in thought and life experiences.

**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.

**Government-wide Veterans (GWV):** The government-wide percentage of veterans from Federal agencies, including those with Direct Hiring Authority for recruiting and hiring of veterans.

**Inclusion (as defined by OPM):** A culture that connects each employee to the organization; encourages collaboration, flexibility, and fairness; and leverages diversity throughout the organization so that all individuals are able to participate and contribute to their full potential.

**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.

**Reasonable Accommodation:** Generally, any modification or adjustment to the work environment, or to the manner or circumstances under which work is customarily performed, that enables an individual with a disability to perform the essential functions of a position or enjoy equal benefits and privileges of employment as are enjoyed by similarly situated individuals without a disability.

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

**Targeted Disability:** Those disabilities (deafness, blindness, missing extremities, partial paralysis, complete paralysis, convulsive disorders, mental retardation, mental illness, and distortion of limbs and/or spine) identified by the Equal Employment Opportunity Commission for special emphasis in affirmative action planning.

**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.