

The U.S. Department of Labor
Elaine L. Chao, Secretary



2004 Asian Pacific American Federal Career Advancement Summit



EXECUTIVE SUMMARY

OPPORTUNITY TRAINING LEADERSHIP ADVANCEMENT OPPORTUNITY TRAINING LEADERSHIP ADVANCEMENT



LEADERSHIP ADVANCEMENT OPPORTUNITY TRAINING LEADERSHIP ADVANCEMENT OPPORTUNITY TRAINING

A Message from U.S. Secretary of Labor Elaine L. Chao



Dear Friends:

On May 10, 2004, I was pleased to co-host the third annual Asian Pacific American Federal Career Advancement Summit. The Summit was a tremendous success. More than 850 participants learned about management skills, job training and the many resources available to help Asian Pacific Americans achieve their maximum potential in the federal workforce of the 21st century.

This publication highlights the Summit and the initiatives we are taking to enhance the professional success of one of the fastest growing elements in the American workforce. The speeches, workshops, and breakout sessions were outstanding. I know that all those in attendance received valuable insights on leadership, communications and the skill sets necessary to prepare for and advance within federal government careers. Perhaps most of all, the Summit offered a clear picture of the professional fulfillment to be found in public service. For more detailed information, please visit www.apasummit.gov.

President George W. Bush and I are committed to ensuring that all Americans, including Asian Pacific Americans, have access to the wide spectrum of leadership opportunities our country has to offer. In his first term alone, the President has made more than 206 appointments of Asian Pacific Americans to federal positions, including a historic first of appointing two Asian Pacific Americans in the Cabinet. At the Department of Labor, I am pleased to have appointed 20 Asian Pacific Americans to leadership positions – the highest number for any federal agency.

I encourage all Asian Pacific Americans to consider launching and building careers in government, and hope this publication is helpful toward reaching that goal.

Sincerely,

A handwritten signature in black ink that reads "Elaine L. Chao". The signature is written in a cursive, flowing style.

Elaine L. Chao



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Secretary Elaine L. Chao unveils the "Asian Pacific American Career Guide" jointly published by the U.S. Department of Labor and U.S. Office of Personnel Management.

Hot Off The Presses New Asian Pacific American Federal Career Guide Released At Summit

Every attendee at the May 2004 Federal Career Advancement Summit received a copy of the newly-published *Asian Pacific American Federal Career Guide*. The *Guide*, jointly produced by the U.S. Department of Labor and the U.S. Office of Personnel Management, is an excellent resource designed to offer the most up-to-date information on federal employment practices and procedures, the skills required for federal jobs, and the resources available to pursue them.

The *Guide* addresses the needs of everyone from newly hired federal employees to senior-level employees looking for professional advancement. It also provides Web links directing readers to additional resources tailored to particular career paths in the government workforce. As Secretary Chao said, "Whether you are new to a career in the federal government or you want to move ahead within your current job, this *Guide* will provide you with helpful information on how to build a rewarding career in the federal government."

The U.S. government is dedicated to building a diverse workforce that reflects the diversity of America. It is vital that America continues to reach out to the outstanding talent in the Asian Pacific American community to help build the federal workforce of tomorrow. The *Guide* is one more way of ensuring that Asian Pacific Americans take their rightful place among the best and the brightest called to public service.

An online version of the *Guide* is available at www.dol.gov/dol/jobs/apa_fcg.pdf.

“Whether you are new to a career in the federal government or you want to move ahead within your current job, this Guide will provide you with helpful information on how to build a rewarding career in the federal government.”

- Secretary Elaine L. Chao

Secretary's Internship Program Welcomes Asian Pacific Americans

To foster a new generation of leaders and promote diversity in the workforce, each year, the Department of Labor welcomes students from across the nation to participate in the Secretary's student internship program. The program provides students with the opportunity to learn more about how federal government agencies operate and to interact with the leaders of various agencies within the Department.

Students participate in weekly brown bag lunch discussions, attend agency presentations, and work on projects assigned to them by their agency. Interns are given the opportunity to work in a variety of areas, including public affairs, speechwriting and outreach programs. They also receive general administrative duties and the chance to develop stronger writing and research skills.

"The U.S. Department of Labor's internship program is mentoring and cultivating a new generation of leaders," says Secretary Chao. "This program was started to pro-

vide young Americans with unique opportunities to serve their country and learn about the federal government. I believe it is an important effort to increase experience and skills for those who will soon be entering the American workforce."

More information on Department of Labor internships can be found online at www.dol.gov/internships.

“ The U.S. Department of Labor's internship program is mentoring and cultivating a new generation of leaders. ”

- Secretary Elaine L. Chao



U.S. Secretary of Labor Elaine L. Chao meets with students participating in the Secretary's Internship Program.



Department of Labor Co-Hosts Asian Pacific and Hispanic American Opportunity Conference

Addressing the unique needs of the Asian Pacific and Hispanic American communities, the Department of Labor and the U.S. Department of Housing and Urban Development partnered with federal agencies and non-profit organizations to host the first-ever Opportunity Conference on September 24-25, 2003. The conference was designed to strengthen the economic development of the Asian Pacific and the Hispanic American communities.

Conference sessions emphasized key components of economic development including minority homeownership, job training and understanding procurement opportunities. Workshops provided participants with information about small business development, accessing capital, doing business with the government, opportunities for faith-based and community organizations, assistance to workers with limited English proficiency, and job opportunities in high-growth professions. The conference drew over 1,200 attendees from around the country.

In her keynote address, Secretary Chao pointed out, "Together, Asian Pacific and Hispanic Americans make up the fastest growing share of entrepreneurs in our country, opening record numbers of small- and medium-size businesses, creating new jobs and generating billions of dollars in revenues every year. We all have a tremendous stake in ensuring that the Hispanic and Asian Pacific communities are vibrant, prosperous and become even more integral to the U.S. workforce."

The event was designed to help Asian American and Hispanic-owned small businesses, nonprofit organizations and community organizations play a leadership role in the American economy. The next Opportunity Conference is scheduled for October 12, 2004. For additional information on this event, contact www.opportunityconference.gov.

“ We all have a tremendous stake in ensuring that the Hispanic and Asian Pacific communities are vibrant, prosperous and become even more integral to the U.S. workforce. ”

- Secretary Elaine L. Chao



Reaching Out To Asian Pacific Americans In Their Own Language

More and more immigrants from Asia are working and establishing businesses in the United States. Accordingly, the Department of Labor's Wage and Hour Division (WHD) has increased its efforts to recruit and retain employees with non-English speaking language skills, including Asian Pacific American employees. WHD now has over 50 employees with Asian Pacific language skills, including Chinese-Cantonese, Chinese-Mandarin, Hindi, Hmong, Japanese, Korean, Laotian, Punjabi, Tagalog, Thai, Urdu, and Vietnamese.

As a result, many publications and a greater number of compliance assistance tools are being translated into non-English languages. For instance, the WHD's *Handy Reference Guide to the Fair Labor Standards Act* has been translated into Korean, and the Department of Labor financial literacy workshops include translated Federal Deposit Insurance Corporation materials such as *MoneySmart* in Chinese and Korean. The Department also issues translated

White House briefings for Korean American businesses, as well as nine of its key compliance assistance fact sheets. Additional materials in Chinese and Vietnamese have also been developed to help protect the physical and financial security of Asian Pacific Americans.

Written materials are not the only multilingual outreach of the Department to Asian Pacific Americans. In order to provide employers, workers, jobseekers and retirees with clear and easy-to-access information on federal employment laws, the Department of Labor has developed a toll-free participant and compliance assistance number in over 150 languages, including multiple Asian languages. This information can be accessed at 1-866-4-USA-DOL or visit the DOL Web site at www.dol.gov.

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Executive Coaching Sessions

Executive Coaching Sessions Make The Grade

2004 APA Summit Executive Coaches

Dr. Jasemine Choy Chambers,

Director of Technology Center 1600, Biotechnology, Pharmaceuticals and Organic Chemistry, U.S. Patent and Trademark Office, U.S. Department of Commerce

Shinae Chun,

Director, Women's Bureau, U.S. Department of Labor

Carolyn Hayashida,

Program Officer, Office of Management and Organization, Office of the Chief Financial Officer and Assistant Secretary for Administration, U.S. Department of Commerce

Helen Hsing,

Managing Director for Strategic Planning and External Liaison, U.S. General Accounting Office

Nancy Huang,

Chief Information Officer, NOAA Research, National Oceanic and Atmospheric Administration (NOAA), U.S. Department of Commerce

Dr. Yann King,

Deputy Director, Information Technology Center, Office of the Assistant Secretary for Administration and Management, U.S. Department of Labor

Allen Li,

Director, Acquisition and Sourcing Management, U.S. General Accounting Office

Dr. Sumiye Okubo,

Associate Director for Industry Economics, Bureau of Economic Analysis, U.S. Department of Commerce

Lois Orr,

Senior Executive (retired), U.S. Department of Labor

Daliza Salas,

Director of Human Resources, Office of the Assistant Secretary for Administration and Management, U.S. Department of Labor

A popular new addition for this year's APA Summit focused on the career advancement of participants seeking personal career coaching. Each session was led by seasoned federal senior managers and lasted approximately 20 minutes in length. The format of these small group coaching sessions consisted of one current or former senior federal employee and up to four Summit participants. Attendees were able to sign up for these career guidance sessions early in the day, and all slots filled quickly.

After reviewing biographies of the volunteer coaches, individuals were able to select the coach whom they believed would give the best professional and career advice tailored to their specific area of interest. Topics ranged from grade stagnation and managing the upward path to success, to dealing with different cultural approaches to promotions, teamwork, and project management. In addition, registrants could submit questions on career or professional subjects prior to the session

so the coach would address them in that particular session.

Feedback from participants who attended an Executive Coaching Session was overwhelmingly positive. "My session gave me new insight on where to go and how to get there. The coach took the time to really apply general principles to my particular career path," said one participant. Given this and other success stories, the Executive Coaching sessions will be an important feature of future Summits.





Interactive Workshop *The Unwritten Rules of Organizational Success*

In *The Unwritten Rules of Organizational Success*, consultant Harvey Coleman explored the social tools necessary to advance in today's workplace. These rules, Coleman states, apply equally well to both government and private sector organizations.

Mr. Coleman compared the workplace to a game which has rules that must be understood in order to succeed. A "game" is defined by Coleman as any event that involves a contest or a struggle. And, competition is crucial because the parties to the game must have an interest in winning. The goal is not to deny that there are games in life, but to learn the rules, maximize wins and minimize loss.

While the ingredients for success in a particular job are easy to measure, measuring success for career progression is more problematic. Generally, an employee who does a good job successfully completes assigned tasks. This, however, does not guarantee a successful career. To Mr. Coleman, career success defines

people whose job performance is considered a given and only constitutes about 10 percent of the game. Mr. Coleman maintained that image is 30 percent of the equation, noting that it is important to look and act the part before you get the part. Finally, exposure constitutes the remaining 60 percent, emphasizing the importance of who knows you and who you know. Mr. Coleman also noted that promotions are based on someone's perception of your potential, so it is important to have a sponsor who raises that profile and makes that potential apparent.

Mr. Coleman highlighted the people-skills that are key to career success, with communication being the most important. For example, nonverbal communication accounts for 70 percent of one's message, through eye contact, personal space, view of time, and so on. In addition lack of education can be a glass ceiling to advancement. Without appropriate education, moving up the career ladder becomes much more difficult.

Workshop Facilitator:
Harvey Coleman
*Coleman Management
Consultants (CMC), Inc.*

Finally, Mr. Coleman noted that each person is in charge of his or her own life. We all start with the same basic material, but based on individual choices, the journey takes a different path. By understanding the unwritten rules of the workplace, based primarily on interaction with coworkers, subordinates and supervisors, individuals gain greater control of their careers and greater chance for the success they seek.



Interactive Workshop *Managing Conflict in a Diverse Workplace*

This workshop offered attendees tools to assist managers and team leaders in conflict resolution. Mr. Vandergriff presented three categories to achieve this goal: high ground, middle ground, and “the swamp.”

High-ground tools are the most successful in resolving workplace conflict. These are: facts or statements of existence, communication that dissects facts; delineation of the scope of responsibilities; and communication of duties or job descriptions. High-ground tools increase the chances of resolving conflict by 80 percent, according to Vandergriff.

Middle-ground tools are less likely to be successful in resolving workplace conflict. These tools are: values, which are statements of worth and ability; and comments that refer to the individual’s level of competence. Mr. Vandergriff maintains that these tools give a manager a 50 percent likelihood of resolving conflict.

Finally, “the swamp” refers to tools with little ability to resolve conflict.

These are essentially verbal and nonverbal messages communicating superiority, inferiority, or morality. They are essentially name-calling. These tools, according to Mr. Vandergriff, substantially reduce the chance of resolving conflict.

For the high-ground tools to be successful, parties to a conflict must have the ability to reason, interpersonal skills to assert themselves, preparation for the discussion, access to all the parties to the dispute, and a genuine interest in successful resolution of the issue. If these prerequisites are met, parties can make progress in resolving the conflict. Each party should then define the issues involved and reasonably negotiate. If the parties reach an agreement, it should be specific and with some means of verification.

Each party must then take responsibility for complying with the agreement, recognizing that the ultimate goal is to build a working team that is productive and effective in achieving the goals of the organization.

Workshop Facilitator:

Michael Vandergriff
Vandergriff Group



Interactive Workshop Pathways to Success: Developing Leadership Skills for Career Advancement

Dr. Calvin highlighted the need for individuals to communicate and exercise effective and inspired leadership. He emphasized that the purpose of the workshop was to pursue leadership goals applicable in both your work and personal life, and he outlined various leadership styles, including directive, political and values-driven models. In illustrating the practice of these leadership styles, Dr. Calvin insisted on audience participation and set up hypothetical real-world leadership situations in the office and asked attendees to respond to various scenarios.

Dr. Calvin made extensive use of insights on leadership promulgated by successful leaders, including:

- “Leadership is the art of accomplishing more than the science of management says is possible,” Colin Powell, *My American Journey*;
- “Leadership over human beings is exercised when persons with certain motives and purposes mobilize, in competition or conflict with others, institutional,

political, psychological and other resources so as to arouse, engage and satisfy the motives of followers in order to realize goals mutually held by both leaders and followers,” James MacGregor Burns, *Leadership*; and

- “Leadership is the ability to decide what is to be done and then get others to want to do it,” Dwight D. Eisenhower, 34th President of the United States.

In conclusion, Dr. Calvin noted that effective leadership and effective management are the key operating domains for 21st century leader-managers. He emphasized the importance of recognizing personal leadership goals and desires; thinking about the steps, practice and processes necessary for successfully linking leadership to management goals; and modeling leadership behaviors that generate positive perceptions and interactions at work. As a leader, Dr. Calvin stressed the importance of providing the “sky in which others can soar,” and knowing when to get out of the way.

Workshop Facilitator:
James R. Calvin, Ph.D.
Johns Hopkins University

“Leadership is the ability to decide what is to be done and then get others to want to do it.”

- Dwight D. Eisenhower,
34th President of the
United States



Interactive Workshop

The Keys to Cross-Cultural Communications

Dr. Calvin explored the role of culture, assumptions, and stereotypes in organizations, and the impact of language, perceptions, attitudes, and behaviors when communicating with people of diverse backgrounds.

In the 21st century, the importance of cross-cultural communication and ability to communicate effectively is fundamental for success in any organization. It may even be essential for engaging in business practices and processes. Dr. Calvin believes that attitudes lead to behavior. Attitude is the way we meet, greet, and confront the world each day. This involves thinking, feeling, acting and reacting, which influences the character and quality of thinking and behavior. Attitude is based on our expectation and perception or, more simply, our definition of reality.

According to Dr. Calvin, the connection between behaviors and attitudes is the critical link. Behavior is observable because

others can see what we do. Our thoughts, however, are more hidden, meaning that we develop perceptions based on our interactions with others. Knowledge learned from interactions forms the basis of assumptions and conclusions regarding how we expect others to behave in certain situations. These conclusions are reflected in future interactions. So if our attitudes and perceptions about a person are positive, then our behavior will be the same. Conversely, the opposite is true if the attitudes and perceptions are negative.

Dr. Calvin emphasized that learning these concepts of cross-cultural communication will allow us to better recognize perceptions and limit misguided assumptions. Attendees were encouraged to think about attitudes and personal habits for successful cross-cultural communication and begin to model behaviors that generate more positive perceptions of people from diverse backgrounds.

Workshop Facilitator:

James R. Calvin, Ph.D.

Johns Hopkins University



Interactive Workshop

Marketing Your Skills: Take Charge of How Others See You and Your Work

In addressing the objectives of the workshop, Ms. Cook noted that it is impossible to have 100 percent control of how others view you, but you can increase the odds of a favorable impression by remembering that successful skills are a combination of the soft skills, or interpersonal qualities evident in a personality, and the hard skills or job-specific skills required to perform the job itself.

Ms. Cook emphasized that while both soft and hard skills are equally essential to success on the job, their relative importance may vary as careers progress. For example, soft skills often become more crucial as a career progresses higher in an organization, usually because an individual at that point is likely to be called on to manage others, thus placing more demands on interpersonal skills. As a manager, it is essential to be more aware of emotions in order to properly manage them and others. Ms. Cook called this “emotional intelligence,” or the capacity to understand, value and wisely control our emotions in relationship to ourselves and others. She cited business analysts who maintain that up to 80

percent of success in the workplace is due to emotional intelligence, and quoted insight from leaders on that point, including:

- “The most important ingredient in the formula of success is knowing how to get along with people,” Theodore Roosevelt, 26th President of the United States; and
- “People don’t care how much you know until they know how much you care,” John Maxwell, author, *Developing the Leader Within You*.

Ms. Cook strongly emphasized the importance of staying composed, avoiding a “shoot from the hip” response to workplace provocations, and developing the ability to view personality issues for what they often really are: performance issues. According to Ms. Cook, it is all about performance, because as we achieve greater awareness of our own emotional triggers, we become more sensitive to others, and thereby enhance the ability to listen, anticipate needs, create bonds, manage conflict and achieve the kind of teamwork that is the hallmark of career success.

Workshop Facilitator:

Lisa Cook

U.S. Department of Labor

“The most important ingredient in the formula of success is knowing how to get along with people.”

- Theodore Roosevelt,
26th President of the
United States



Interactive Workshop

Senior Executive Service: Executive Core Qualifications

This workshop explored the Executive Core Qualifications required for applicants to the Senior Executive Service (SES). Members of SES are selected for leadership skills, while technical ability is not stressed as strongly as in General Schedule positions. SES members direct an organizational unit of the government and are held accountable for one or more specific programs or projects. In this role, they monitor progress toward the organization's goals and periodically evaluate and adjust these goals. As executives, they supervise employees and exercise policymaking functions.

In order to find the best applicants for SES positions, the Office of Personnel Management created five Executive Core Qualifications. Every SES applicant must meet these five qualifications: leads change, leads people, is results-driven, possesses business acumen, builds coalitions and communicates. By leading change, SES members motivate managers under their supervision to use vision, strategic planning, and quality management. They design

and implement new or cutting-edge programs or processes, and display a high level of initiative. They should inspire, motivate, guide, and empower subordinates, fostering high ethical standards. To this end, SES supervisors provide performance expectations and regular feedback to those they lead.

SES members are results-driven, focusing on strategic plans, goals, and standards. They hold themselves and others accountable for timely and effective decisions which reflect quality and customer needs. Because they are responsible for taxpayer resources, SES members must administer these financial, material, information, and human resources in a manner that instills public trust and accomplishes the organization's mission.

Finally, SES members must be good communicators, able to build coalitions by negotiating with individuals and groups. They effectively represent and speak for their organization and express

Workshop Facilitator:

Carol Harvey and Hughes Turner
U.S. Office of Personnel Management

facts and ideas in a convincing manner.

Although the process of applying for an SES position can be a challenging one, it is no less challenging than serving in the SES. The leaders who make up the SES play key roles in the federal government, and SES positions offer exciting opportunities for APA federal employees.



Interactive Workshop

Competitive Federal Applications: Federal Resumes and KSAs

In this workshop, Dr. Sara Walser of the U.S. Department of Labor explored federal application procedures, discussed different application formats, focused on resume development, highlighted the importance of KSAs (Knowledge, Skills, and Abilities) which are used to evaluate and rank federal applications), and explained personal marketing strategies.

Dr. Walser outlined five steps essential for preparation of an application:

- research the job and the employer, perhaps utilizing government agency Web sites. There are several sources of information on federal jobs, including USAJobs.com, federal government columns in news papers, and the *Congressional Record*;
- determine the skills required, utilizing an agency mission statement, the occupation listed, the position description, or an organizational chart;
- gather personal information, such as reviews of past job descriptions, performance ratings,

volunteer experience, and basic interests, values, and abilities;

- identify accomplishments, including skills learned and results achieved in previous positions. Accomplishment statements should include specific, measurable actions taken, with two or three examples per position, as well as identification of situations that presented a challenge and the actions taken to address them; and
- tailor the application to the vacancy by focusing on KSAs and using the agency's terminology when providing examples of accomplishments.

Through these steps, applicants create a positive mental and visual picture for the evaluator, demonstrate potential value to the organization, and increase the chance of being hired.

Workshop Facilitator:

Dr. Sara Walser
U.S. Department of Labor



Morning Keynote Address

*The Honorable Dan G. Blair,
Deputy Director, U.S. Office of Personnel Management*



Thank you, Sam, for that kind introduction. I want to thank Secretary Chao for her invitation to be here today. Secretary Chao, you have been an outstanding leader and role model of success for the entire Asian Pacific American community.

I am honored to represent the U.S. Office of Personnel Management (OPM), and its Director, Kay Coles James, at the third annual Asian Pacific American Federal Career Advancement Summit. I am also delighted to witness, first-hand, the results of the unique partnership which OPM and the U.S. Department of Labor have formed, to focus on fully applying the outstanding talent found in the Asian Pacific American community to public service.

Over the course of the past few years, both Director James and I have had the chance to talk with public servants all over the country. We are struck by one common thread that runs through the federal family. That thread is the dedication to work, the level of commitment to mission and the overall pride and enthusiasm of being a part of America's team, part of America's civil service.

Working for America can be challenging, exhilarating, exciting, and, yes, exhausting. But your service to America is appreciated and recognized – especially now. We live in a new era where the work of the government, our ability to do our job and do it well, has never been more important. Public service today has taken on a whole new stature and a whole new meaning. Because what we do – whether it is securing our nation's borders, protecting against biological threats, or ensuring the smooth operation of the systems of our economy – goes to the heart of protecting our country.

To achieve this important mission, we need a strong civil service that Americans can rely on to do the job that is expected of us. We need to strengthen our civil service and the system under which it operates. We need the best and the brightest – workers like you.

Today, America finds strength in its diversity and we see our country becoming more diverse every day. President Bush is strongly committed to opening our federal workforce at every level to qualified Americans of all backgrounds. In this regard, President Bush has charged us at OPM with the tasks of

“Working for America can be challenging, exhilarating, exciting, and, yes, exhausting. But your service to America is appreciated and recognized – especially now. We live in a new era where the work of the government, our ability to do our job and do it well, has never been more important.”

- Dan G. Blair



encouraging people from all walks of life to consider careers in the federal government and ensure that federal employment is open to all qualified Americans. This is why this Summit is so important. I would like to share with you some of our efforts to further diversify the federal workforce, but before I do let me share some modest, but encouraging, numbers.

Generally, representation of Asian Pacific Americans in the federal workforce mirrors that of the workforce at large. As of last September, approximately 4.6 percent of the permanent federal workforce was comprised of Americans of Asian or Pacific descent, compared to 4.5 percent in the U.S. civilian labor force. The number of Asian Pacific Americans in professional and administrative occupations increased from 2002 to 2003 to a little over 5 percent. On the other hand, the number of Asian Pacific Americans in the technical, clerical, and blue-collar occupations decreased during this period.

Now for the hard part, which is addressing the under-representation in the more senior ranks. Our statistics show that Asian Pacific Americans represented 2.5 percent of all employees at senior pay levels as of September 2003 – including 286 men and 98 women, an increase of 32 since 2002. Those figures show that we must do a better job of outreach. While some agencies have been more creative and successful than others in recruiting and hiring Asian Pacific Americans, the bottom line is that more needs to be done.

So where are the areas of opportunity? It is no secret that over 41 percent of the SES in the Federal government is eligible to retire right now. Within this potential crisis resides the potential to further diversify the upper ranks of the General Schedule. It could be said that the sound you hear now is the sound of opportunity knocking! We understand that recruiting and hiring good candidates for federal careers, and retaining them to achieve and maintain a diverse government workforce, is a huge challenge. We cannot be successful without your help. Summits like this one can do much to share the opportunities available in the federal government and help guide and prepare Asian Pacific Americans for success.

OPM has provided managers throughout the federal government with very clear direction on recruitment. We have told them to find out when their agency recruiting teams are going to visit college campuses; to make sure that they know of new hiring flexibilities and are prepared to use them; and when they get back, to follow up to see who they have hired. We have also instructed managers to go after outstanding scholars.

The human capital demands placed on agencies today require a fresh approach that meets President Bush's vision of a civil service that is citizen-centered, results-oriented, and market-based. One potential pipeline for improving diversity in our managerial ranks includes the Presidential Management Fellows Program (PMF). This program has been redesigned to create a flexible, customer-focused method for the recruitment and retention of top talent into the federal civil service.

PMF participants are highly sought after for entry into the federal government's leadership ranks, and today many of the program's approximately 6,000 alumni can be found at all levels and branches of the federal government. As such, com-



We are committed to expanding our efforts to encourage more talented people from under-represented groups to pursue careers in government.

As you well know, improving diversity is not the sole province of the human resources offices. It takes teamwork and leadership across the government. The executives, the managers, and the supervisors must be accountable because they are the ones who make the hiring and training and promotion decisions. At OPM, we are working to streamline the hiring processes and modernize the government's compensation system so that the federal government is positioned to compete with the private sector for highly skilled and qualified individuals. We are taking these steps in the context of our commitment – our sacred trust – to preserve diversity and fairness through a system of true merit. The merit system ensures that all employees and applicants will be treated fairly, and ensures employees that there is no glass ceiling and no discriminatory impediment to career advancement.

If you are seriously interested in senior leadership and management positions in the federal government, start preparing now because we are going to need you. That is one of the goals of this Summit. The federal government has long been a leader in creating career opportunities for women, young people and minorities. Together, through events such as this very successful Summit, we will make sure that the federal government takes advantage of the full array of talent in this room and, indeed, in the entire Asian Pacific American community.

I wish you success in all your future endeavors. And I hope you can take advantage of all the learning opportunities available at this week's Summit. Thank you.

Thank you so much for having me again this year.



“ Together, through events such as this very successful Summit, we will make sure that the federal government takes advantage of the full array of talent in this room and, indeed, in the entire Asian Pacific American community. ”

- Dan G. Blair



Keynote Remarks

The Honorable Edmund Moy, Special Assistant to the President and Assistant Director of Presidential Personnel, The White House

Lest you think too highly of me, let me tell you a secret about Washington. How powerful a person is is indirectly relational to how short their title is. The most powerful person in Washington is the President. At the Department of Labor the most powerful person is the Secretary. My title is Special Assistant to the President and Assistant Director of Presidential Personnel. So you can figure out how important I am.

I am delighted to be here with my friend Dan Blair. It is also good to see Angie Tang and Sam Mok. There are a number of people here whose faces I recognize, because this is the fourth conference I have attended. I remember one of the conferences I went to in the Department of Labor's auditorium, and it probably fit about 250 people. I am so impressed with the growth and interest of so many of you to participate in this conference. I wish you all the best.

I also bring personal greetings from my boss, the President of the United States, George W. Bush, who sends his greetings not only to you individuals, but his best wishes for a successful conference here today.

I did not want to take up too much of your time, but I wanted to let you know that while you are seeing the full force of the Cabinet, departments, and agencies behind this effort, you should also know that you have the full force of the White House behind this effort. They are very interested in increasing the quality and the diversity of our federal workforce. The President thinks that Asian Americans can make a tremendous contribution in that area.

I know from working with him so closely, he is a man who is very focused on results. When we went through the presidential appointments process, the end results were measured. There are some very very impressive results that I want to share with you because efforts like this, in order to be successful, have to come from the top. The President has led the way as far as getting more Asians to participate in all levels of government, especially with the political appointments, over which he has almost complete control.

I am here to tell you that 204 Asians now serve in appointed positions in this government. The President has made an historic first-term record with this number of Asian appointees.



To give you a perspective, during George H.W. Bush's Administration, there was a total of about 100 Asian appointments. We have almost doubled that record. Under Bill Clinton's eight years, he got up to about 200, maybe 210, total, and we are very close to breaking that for the first time. So, it took Clinton two terms to get there, while we will probably get there in one term.

Another area by which we measure ourselves is the number of people in the most senior positions, because those are the most visible, the most important, and very management-oriented. In this Administration I am proud to tell you that this President has appointed 23 Asians to serve in Senate-confirmed, either Cabinet or sub-Cabinet, positions.

Let me give you a little perspective on that. Two of those are Cabinet officers. To Bill Clinton's credit, during his Administration he appointed Norm Mineta, who was the first Asian American to serve in a Cabinet position. Bill Clinton did this during his last term and the last year, so Norm Mineta served pretty much the last year of the Clinton Administration. Right off the bat, George W. Bush appointed two Asians: Elaine Chao, the head of the Department of Labor, and Norm Mineta, the head of the Department of Transportation. There have never been two Asians serving in the Cabinet. Besides these, you still have 21 other Senate-confirmed appointees.

Let me give you a little perspective on sub-Cabinet level appointments. Under George H.W. Bush, there were probably two sub-Cabinet level appointments made during his Administration. Under Bill Clinton's first term, he made none. President George W. Bush, including the two Cabinet officers, has appointed 23. So the President has really worked hard to lead the way and be results-oriented. He expects this to set the example for the rest of government.

So, there is much opportunity, and that is what you have heard from Dan Blair. Forty-odd percent of the Senior Executive Service appointees are eligible for retirement today. There are a number of GS-13,-14 and-15s here in this room, and the purpose of this conference is to prepare you to compete for that.

I am very confident in my Asian brothers and sisters, given our propensity for hard work and education. You will take advantage of this opportunity and honor your families by continuing to move up in responsibility in the federal government. In turn, I believe that will benefit the American people.

I would finally like to say I am very proud of Secretary Chao and Director James for the sponsorship of this conference, and again I am impressed with the huge turnout. I look forward to spending more time with you at this conference. Every time I come I meet new friends, and those friends have continued to last year to year. Thank you again for having me, and best wishes for your conference.





Panel Discussion

Achieving Success: APA Leaders Share Their Stories



CHAIR: Daliza Salas, Director of Human Resources, Office of the Assistant Secretary for Administration and Management, U.S. Department of Labor

Dr. Jasmine Choy Chambers, Director of Technology Center 1600, Biotechnology, Pharmaceuticals and Organic Chemistry, U.S. Patent and Trademark Office, U.S. Department of Commerce

Helen Hsing, Managing Director for Strategic Planning and External Liaison, U.S. General Accounting Office

Nancy Huang, Chief Information Officer, NOAA Research, National Oceanic and Atmospheric Administration, U.S. Department of Commerce

Dr. Yann King, Deputy Director, Information Technology Center, Office of the Assistant Secretary for Administration and Management, U.S. Department of Labor

SALAS: Good morning. I am very pleased to be here with such a distinguished panel this morning.

We will have a series of questions, and each of our panelists will have an opportunity to respond to two of them. After that, we would like to open it up to the audience for questions.

I will start with you, Yann. Do you have a particular career challenge that you overcame during your early career? Was it a turning point for you? Did it significantly alter your career path? What did you learn from that?

KING: Yes, good morning everyone. I want to say it is a great pleasure to share this moment with you.

Concerning the question about my career challenge, I would say my challenge is to scale-up communications. My experience may not affect all of you, but I would say if you were not born here, if you were not educated here or you do not use English as a native language, you probably would echo what I have experienced.

In my early days, I was scared to give public presentations because my English was not that good. To give you an example, I was walking down the



Panelists include (left to right): Dr. Jasemine Choy Chambers, Helen Hsing, Nancy Huang, Dr. Yann King, and Daliza Salas.

street one day when I bumped into a tall man. He looked upset, so I ran to the other side of the street. When my friend asked me what happened, I told him how I bumped into a man walking in the street. I explained it was my fault and I could not understand what he was saying. I continued to explain to my friend how I thought he was from Florida, because he kept talking a lot about the “sun” and the “beach.”

[LAUGHTER]

In college, one of my professors helped me, instructing me, “Yann, improve your English.” He taught me a lot about public presentations. He said use eye contact, use hand gestures, and body language. I told him, these are all good, but when I go up to speak I go blank and forget everything. He said, “When you go up there, do not say anything, just tell a story or tell a joke. It will build your confidence and in return relax you.” I tried it and it worked for me.

Once when I had a job interview, I went and told a story. The panelist members were so interested in my story they kept talking to me about it. Turns out they did not have much time to give me their top questions. When the bell rang, I had a good interview under my belt and no job. That kind of story I can share with you later.

Another communication skill is writing. I am not going to say anything about it, but I want to tell you how important it is to write a good application that will stand out from the others.

And the other question: Did it change my career path? You bet it changed it. It was a learning process for me. I would say both communication and writing skills are learnable and teachable. You may not get them 100 percent perfect, but you can get them to the point that they are a career promoter, not a career hinderer.

Thank you.

SALAS: Ms. Hsing, can you please comment on the same questions?

HSING: I think that Yann has done very well overcoming his communications issue.

I wanted to share with you an incident that occurred early in my career. It has powerfully affected my perspective, and I thought it was something really worthwhile to share with you all today. I think that a lot of you have experienced, or will likely experience, a similar challenge within your own careers, that you will find there is a period that you think you are doing quite well. You are getting your promotions in a timely manner or perhaps ahead of others and all of a sudden something happens. You are not quite sure what it is, but something has occurred to give you a sense that perhaps not all is well.

I would like to share a little background with you. This occurred very early in my career when I was vying for a GS-11. At the time I was a field auditor in the Washington field office of the U.S. General Accounting Office. I loved the job. I worked very hard. Because I was young and energetic at that time, I was able to take classes at the Catholic University

“If you think something has happened to you that is unjust and unfair, do not be afraid to go into the lion’s den, because done right you can emerge quite victorious and that is exactly what happened.”

- Helen Hsing

street one day when I bumped into a tall man. He looked upset, so I ran to the other side of the street. When my friend asked me what happened, I told him how I bumped into a man walking in the street. I explained it was my fault and I could not understand what he was saying. I continued to explain to my friend how I thought he was from Florida, because he kept talking a lot about the “sun” and the “beach.”

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I was able to negotiate a pledge from him that if I did really, really well on my next assignment, he would not try to obstruct my promotion and advancement in any way. I emerged from that lion's den quite victorious.

It taught me a really powerful lesson. A rating and a ranking are two quite different things, and while people and agencies continue to strive for the perfect performance management system, it is subject to human frailty. It has to be recognized that a lot happens beyond the ratings. It is always worthwhile to get your boss' views, your peers' views and your subordinates' views. Often, what I have learned is that it is not your technical proficiency, but a quality called emotional intelligence that can be very critical to advancement, and a lesson I am glad to have learned very early on.

SALAS: Thank you. Now I would like to direct the next question to Nancy Huang. Nancy, what skill sets were valuable to help you to go where you wanted to with your career?

HUANG: I have been thinking about how fortunate I was to take a class called assertiveness training early in my career. Before that I was a very shy female, afraid to make waves. I never spoke my mind. I was just one of those typical females that people expect to see in the workplace. I was afraid to be perceived as aggressive.

After I took the training, I realized that there is a real difference between being assertive and being aggressive. Being aggressive is being someone who is very inconsiderate, who does not care about other people's rights, who is very dominating and does whatever he or she wants to do, whatever his or her own interests are. However, being assertive is someone who really speaks up his or her mind very calmly, just as Yann did in his story.

Someone who is looking for facts, someone who is participating in everything that other people do in a meeting, and who can really make contributions with their own ideas, but at the same time respects other people's ideas. In fact, the training taught me that this is an obligation. We should be assertive to the fact that we are in an open process in the workplace.

That particular training really turned me around. I thought I should really participate. Maybe my ideas are not the best, but I should speak up. Ever since, I have been able to speak up in meetings and participate actively. Consequently, I was looked at as someone who was really making contributions to major projects and so on and so forth, and that also helped me to increase my self-confidence. I would suggest to everyone, if you have a chance to take assertiveness training classes, please do take them. It may just be a few hours of your time, but it really helps. Even with my children, there is the perception that being assertive could be perceived as being aggressive, and that is something we ought to distinguish between.

Later on, I learned another very powerful lesson from a book by Steven Covey. How many of you have read the book, *Seven Habits of Highly Effective People*? I recommend you read it and apply the principles it has to offer, because since I read that book and went to the training, I have found myself to be very proactive and take on the responsibility of my own destiny. I do not blame other people for what I cannot get done.

“I try to take on special assignments. I try to go out of my comfort zone. I may not know the job or the assignment, but I volunteer so that I may learn about it. I go out of the comfort zone, go out of my own expertise, and take some risks. I try to update my resume every six months.”

- Dr. Jasmine Joy Chambers

I really work on myself. I learned the process of what is called the “inside out approach,” which is to really learn about yourself. Not to just look at yourself by yourself, but to really get 360 degrees from your peers, your supervisors, and those who work for you. You identify your weaknesses and you learn how to go forward. You learn how to listen with empathy. By putting yourself in other people’s shoes, it helps you negotiate, once you know where they are coming from. Finding out the facts and understanding where others stand is the best way to approach the problem. It is a bad thing to have something bad happen to you, but once you understand how it happened and why it happened, you can really come up with good problem-solving skills that can help you create a win-win situation. I hope you will all take that lesson. I have given books to all the graduates I know, and at my daughter’s wedding, my other daughter told my son-in-law, if you want my mother to be happy with you, just take that book and let her see that you are reading it. So that is my recommendation to everyone.

SALAS: Ms. Chambers, same question. Tell us about the skill sets that you found valuable.

CHAMBERS: Good morning everyone. I have been listening to my distinguished colleagues talking about their experiences, and I am certain a couple of things this morning will be very similar as far as skill sets that I have found valuable to help get me where I wanted to go. There are five things. I will list them for you and then elaborate: first, self-knowledge; second, strategic vision; third, pursuit of excellence; fourth, communication; and last but not least, not to be afraid of failure or rejection.

When I talk about self-knowledge, I mean, know yourself. Know where your strengths are, know your weaknesses, your limitations. I periodically ask myself what value I am to my organization or agency. I need to do that because by asking that question I want to take steps to make myself valuable to the organization. I continue to acquire new skills or expertise to make myself outstanding. That means stand out among others, stand out among peers, be marketable, competitive and make myself more valuable to the organization each day. If you do not grow, you are not going to advance. You need to equip yourself, train yourself.

I try to take on special assignments. I try to go out of my comfort zone. I may not know the job or the assignment, but I volunteer so that I may learn about it. I go out of the comfort zone, go out of my own expertise, and take some risks. I try to update my resume every six months. By doing that, I know what things I have accomplished in the past six months. Have I done anything differently? Have I done anything new? Have I acquired new knowledge, or skills, or education, or training?

The second thing I want to emphasize is strategic vision. You need to look far ahead and set goals. I have set my long-term and short-term goals. Then I prepare a course and stay on-task to reach that course. Often there will be obstacles that make me shift course a little bit, adjust it. I try to stay on course, and not get off-track and go in a different direction. It is really important for me to focus and not lose sight. Do not be short-sighted: You may come upon obstacles, but



once again, you need to adjust and then you will be able to manage. I try to plant my seed early, meaning I build a foundation early because it takes a long time to get that harvest. It is the long-term goal, long-term course.

Third, the pursuit of excellence. I work hard. I persevere and avoid being short-sighted, and I try to do everything I can to become the best-qualified candidate for any job. I work hard I do not give up. It may take extra training, but I need to keep myself the most qualified candidate for any job.

Fourth, communication. You heard from Nancy and Yann on how they built their communication skills. I want to emphasize that communication is a two-way process. I try to express my visions and opinions, but at the same time be open and receptive so I can hear what other people say, to get their feedback, and also learn from others.

Finally, do not be afraid of rejection or failure. We all make mistakes. We are not perfect. I try not to be afraid of that. It took me three times in two years before I got my first management job, but I did not give up. The second time I did not get the job it was given to another Asian Pacific American female who was more experienced and qualified than I was at the time. But I did not give up. I kept on trying. I set my long-term goal and stayed on course. Thank you.

SALAS: I think we have time for one more question from the panel, and then we would like to open it to all of you. Can you tell me, because we are talking about skill sets, Nancy, were the skill sets that you started your career with the same ones you need today? Did you need to adjust or redirect your skills?

HUANG: The skills that I got before were always very useful to me. As you heard from other people, you need to continue to improve, but you become even more important when you are a leader. I am a firm believer in leading by example. If you want people to follow, if you want people to be inspired by you, you have to set really high standards and be a leader that walks the walk, and not just talks the talk.

In addition, I think that Jasmine has put down a lot of the skills that we need to perform. When I was by myself, all I cared about was improving myself. To become a leader, you are no longer doing things yourself. You are expecting others to achieve things for you. You really are getting things done through others, so people become the most important asset in your organization. At that point your focus should be on your people. Help to develop them, help inspire them, make sure they have a chance to develop their potential.

You want to align them within the organization as well. Right now I have 350 people working with me. In addition, communication becomes more than ever, because we are always collaborating with several agencies in our projects, establishing important partnerships, making talks, and promoting the projects we are doing. We are trying to clarify expectations through our users. Communication skills become something that you need to improve all the time.

You have to have a strategic view of the organization and be more in tune with planning, as Jasmine talked about. You are in tune with performance development and looking at how other people are performing. You need to think about

“ I am a firm believer in leading by example. If you want people to follow, if you want people to be inspired by you, you have to set really high standards and be a leader that walks the walk, and not just talks the talk. ”

- Nancy Huang

how you can be accountable. This is why developing other people becomes one of the most important things for one person who is now a leader. Those are the skills I really think you need to acquire.

SALAS: Thank you very much, Nancy. One more question, because I think it is very important, and I think many of you may have questions. Each of our panelists are experts in their own field. I am interested in knowing how they were able to transition from the technical and professional track, and move into their current manager or executive position. Huang, can you address that for us please?

HUANG: Sure. In 1993, I was with the Department of Agriculture. I was the Chief of the Computer Center Operations Branch, which had very technical responsibilities. That branch had a total of about 25 staff members. I was very comfortable leading that branch. One day my boss came to me and told me he was going to create another box on the small chart called IT Policy Planning and Budget, with only four members. So he asked, “Huang, do you want to move to this smaller box?” Based on my common sense and imagination, I would not be interested in switching from a 25-member branch to a four-member branch. But to my surprise, I thought about it and decided to make the switch. Of course, I did not tell my boss this. I went to him and said, “If you give me more funding, I would consider switching.” In the end I made a deal with him and made the switch.

Looking back, I can see that was a good decision. The switch made me become more involved with management. If you know about IT, remember that in 1996 we had a Clinger-Cohen Act push for stronger IT management. Then we had the 2000 turn-over challenge, and now we have this big push for e-government. All of these have strengthened my portfolio in management expertise, so that was a good switch for me. If you plan to make that switch, or if you are in a very technical field, we recommend you make the switch. It is long-term planning and sometimes it is very difficult, but you have to make that switch in order to go up. Thank you.

SALAS: Thank you very much. And now we would like to hear from the audience. Does anyone have any questions for our distinguished panel?

QUESTION: Thank you all for your very useful insights. I am with the GAO, and I am curious to know, and this is open to any or all panelists, if you have had mentors in your career. How do you find these mentors or how did the mentors find you?

HUANG: Yes, I have had mentors during my career. I have had informal mentors most of the time. The way to find a mentor is by networking and meeting people. Sometimes it does not have to be something formal. When I put my application together for a job, I would ask a couple of people, take a look at this and give me some feedback. Earlier, when I was in the Patent and Trademark Office, a very nice gentleman appointed himself as my mentor. He joked that he was my self-appointed mentor.



I went to him before I applied for the position and I asked him about the interview process. He explained it to me and I learned from it. I would encourage you to find a mentor, even if there is no official program in your agency or in any kind of professional organization you are a part of. Making friends or meeting people who have more experience in your field will help you. Of course, a lot of people can build a career without having mentors, but it certainly does not hurt.

SALAS: Thank you very much. Any other questions?

QUESTION: I am a new employee with the federal government and I am very happy to be here and listen to all these experiences. How much time is devoted to your own projects like IT, and how much of your time is spent dealing with politics in the office like reporting to your supervisor or managing your people? When I am promoted to a manager, will I enjoy managing these people, since I am a minority in the office? Will I feel comfortable managing other people? Maybe I would rather stay where I am currently. I would be a senior analyst. Do I still have higher grade opportunity or is GS-13 the highest I could get?

SALAS: Excellent question. Helen, can you help us out with that?

HSING: I will take a crack at this one, because I think I have some prospective to share. First of all, with respect to career advancement, you might decide management is not for you. I assisted Controller David Walker with his last human capital incentive. We were able to get a number of slots that would allow people to be paid at a senior executive pay rate with the same benefits. They did not have to go into a managerial track, so it is something a number of agencies are pursuing.

Jasmine's comment on self-knowledge is very relevant here, because not everyone is made to be a manager and an executive. My brother is the Director of Research at Lawrence Livermore Laboratories in California. They wanted him to be a managing director. After much soul-searching, he concluded that it was not for him. This is a case where Lawrence Livermore really does need Asian Pacific Americans who are managers and executives, but you have to know yourself. I thought your comment about researching people was interesting, because I give Samuel Mok credit for planting the seed. Recently at GAO, I organized a seminar on the art of managing up that was very well received. As you are rising in the ranks, you realize how critical it is that you learn how to manage up, but there is very little literature on this. I am very pleased that we organized this. At the opening it was taped, and I gave Sam credit for planting that seed. It did take several years to bore through, but it was a very worthwhile panel we organized that provided a very different prospective.

SALAS: Thank you very much, Helen. That is all the time we have this morning. Thank your very much and have a wonderful day.





Photo courtesy of Smart Meetings, Inc.

Luncheon Keynote Address *The Honorable Elaine L. Chao, U.S. Secretary of Labor*

Thank you, Ambassador Bloch. Thanks for being with us today.

Welcome everyone, to the Third Annual Asian Pacific American Federal Career Advancement Summit.

When we started this Summit three years ago, we filled the auditorium at the Department of Labor. Every year this event grows larger. There are almost 900 participants here today! I am pleased to announce that the Departments of Justice, Agriculture, Treasury and Housing & Urban Development are among the federal government partners of the Summit this year. We also have more exhibitors than ever before.

As you may have heard, President Bush has appointed more APA non-career appointees to this Administration than in any previous Administration. Let me take a moment to recognize some of the Asian Pacific American appointees who are with us today: David Chu, Under Secretary of Defense for Personnel and Readiness; Ed Moy, Special Assistant to the President and the White House Associate Director of Presidential Personnel; Susan Ralston, Office of the Senior Advisor to the President; Sichan Siv, Ambassador to the United Nations Economic and Social Council; Ben Wu, Deputy Undersecretary of Commerce for Technology Administration; Sam Mok, Chief Financial Officer, Department of Labor; Shinae Chun, Director of the Department of Labor's Women's Bureau; Paul Jhin, Director of the Office of Planning, Policy and Analysis, the Peace Corps; Chiling Tong, Associate Director of the Office of Legislation, Education and Intergovernmental Affairs, U.S. Department of Commerce; Angie Tang, Regional Representative in the New York area for the Department of Labor; and Anna Hui, Special Assistant in the Office of Public Liaison, Department of Labor.

I would also like to thank Karen Czarnecki, Director of the Office of the 21st Century Workforce at the Labor Department, her team and everyone on the planning committee. They have worked very hard to make this Summit a good experience for you. And let's not forget the more than 30 volunteers working today. Thank you! This Summit would not run as smoothly without your help!

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- Secretary Elaine L. Chao

“ There is no one path to advancement. That is the brilliance of this country. Everyone can blaze their own paths, custom design their careers in a reflection of their interests and wishes. ”

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Last week, the Department of Labor held our own departmental celebration of Asian Pacific American Heritage Month. We had a wonderful keynote speaker, Dr. Yann King, Deputy Director, Information Technology Center, who spoke in a humorous and touching way about his first days in America, the transition process and the miscommunications. We also announced the formation of the Department of Labor’s Asian Pacific American Council, which was officially recognized by the Federal Asian Pacific American Council in January of this year. The seedling for this idea arose 12 years ago and I want to take this opportunity to note the efforts of the following people who deserve the credit for making this volunteer organization a reality within the Department of Labor: Surender Ahir, Sandra Dillon, Anna Hui, Lynn Kim and Karin Weng.

This idea for this Summit was launched three years ago by the Department of Labor to help Asian Pacific American federal employees access the training they wanted to advance to leadership positions within the federal government. As many of you know, a record number of senior government managers will retire in the next few years. That means many new job opportunities will become available. That is what these Summits are all about!

To make these Summits more responsive and valuable to participants, we have solicited feedback after every Summit. Responding to requests and recommendations, this year’s Summit will have many interesting workshops to help attendees plan career development. We are especially excited about the Executive Coaching sessions, a new feature on the program. At these coaching sessions, small groups of participants will be teamed with a senior manager who will be available to answer specific questions about advancement and career development based on their own experiences.

There are workshops in organizational success, managing conflict, cross-cultural communication, leadership skills and how to market yourself. There are also workshops on very practical skills like preparing competitive federal applications, knowing the executive core qualifications, and learning more about the federal budget process. The program allows you to customize your day to fit your own special needs.

Today, I am also pleased to announce the release of a first-time ever, newly published *Federal Career Guide*. It has been compiled by the Department of Labor to help people, particularly Asian Pacific Americans, who want to enter and advance within federal government service. This guide is also a roadmap for those just starting out in federal service. The guide explains the structure of the federal government. It explains the qualifications and skills required for certain jobs and the professional training available to further advance in one’s career. I hope you will have time to peruse this and share it with others who may be interested as well. Of course, this *Federal Career Guide* will be also be available on our Web site, www.dol.gov. I hope all these initiatives will help you craft your own career path in the federal government.

As you have heard, I have worked in the public, private and nonprofit sectors and I believe there are some common skill sets that are helpful to advancement. First, possessing strong communications skills is helpful to one’s career advancement and becoming a leader. Our workforce comes from so many different backgrounds. Many in our workforce come

The Honorable Julia Chang Bloch, President of the U.S.-China Education Trust and former U.S. Ambassador to the Kingdom of Nepal, introduced Secretary Chao prior to her keynote address. Ambassador Bloch is shown here with Department of Labor Chief Financial Officer Samuel T. Mok.



from different cultures, different heritage backgrounds and different traditions. This is the true reflection of America's diversity. As manager or leader of a 21st century workforce, one needs to develop the ability to understand these differences, to be tolerant of them and to help facilitate their interchange. That is why effective communication skills are so important.

Many Asian Pacific Americans, because we come from a culture that emphasizes attention to others, may sometimes think other people know or can anticipate what we think. We who live in such a sensitive culture that places such importance on anticipating the needs of others, watching their body language and reading their true feelings sometimes need to be reminded that most people in Western culture do not think that way. This is the culture that says: I've got to be me; let me make my own mistakes; tell me what you want. It is important to communicate clearly what you want, what you expect and what outcome is desired.

Second, let me say a few words about teamwork. Teamwork is how most groups work these days in a large organization. That calls into focus the need to communicate clearly and possess strong interpersonal skills. Teamwork requires working with others who may think very differently. This means learning how to express contrary opinions in a non-threatening way so others are not afraid to speak up. It also means learning how to lead and motivate a diverse group of people, peers, subordinates and managers. To be an effective team leader, it is important to make clear the goals of the group's project, take time to check on periodic progress and not micromanage. Part of teamwork is also about expressing appreciation to team members. A few words of kindness and appreciation will go a long way.

Third, let me say that with today's workforce and workplace changing so rapidly, it is important that continuous learning be a hallmark of your career development. For one's own career development, it is important to continually learn and keep up to date with the latest developments in your field. This is especially important for government employees who serve the public. We cannot serve the public effectively if we do not know what the issues and challenges are in non-governmental workplaces.

Outside of attending training sessions, there are other ways to hone these skills on a daily basis. One, do not be afraid or shy to speak up. Everyone else does, so try to practice every day; try to push beyond your own comfort zone in terms of active engagement in meetings. Two, try to push yourself to face new situations and challenges. Three, participate in a volunteer organization or activity. Participating in a volunteer activity is an effective, yet low-risk way to learn about mainstream culture. This setting also offers opportunities to practice communication and leadership skills.

Finally, let me say that there is no one path to advancement. That is the brilliance of this country. Everyone can blaze their own paths, custom design their careers in a reflection of their interests and wishes. I hope what this Summit offers today will give you the ideas and tools with which to craft your own career path.

“You are all so fortunate because you are serving our country and serving our people. How many others can claim this special mission? I am dedicated to helping to ensure that your journey in public service is a fulfilling and successful one.”

- Secretary Elaine L. Chao

In the meantime, do not be afraid to make a mistake. Most mistakes in this country are not fatal. We are a tolerant and indulgent country. We appreciate good intentions and earnestness. Persistence and perseverance go a long way. When I started out in the private sector almost 25 years ago, there were not many Asian Pacific Americans. I remember going to my first interview dressed in what I thought was my very best polyester outfit and the fashionable clunky shoes of that day. I didn't get the job. There were lots of reasons. What is important is that other opportunities opened up.

I remember what a challenge it was for me to adapt to the boisterous displays at United Way. The rallies were loud, boisterous. It was all for a good cause to raise money. But I was brought up to be reserved and dignified, and found it difficult at first to adapt.

One of the greatest strengths of the human spirit is our ability to learn and adapt. As we do, I also want to stress that as Asian Pacific Americans, we are the beneficiaries of a culture that represents some of the most valuable core assets for advancement and happiness: strong families, an appreciation for higher education and a dedicated work ethic. We should be very proud of these qualities and share them with others in mainstream America. These qualities are a strong foundation upon which to build a career path in the federal government or anywhere else.

Lastly, we should also be grateful for the freedom, opportunities and blessings that America offers. You are all so fortunate because you are serving our country and serving our people. How many others can claim this special mission? I am dedicated to helping to ensure that your journey in public service is a fulfilling and successful one.

So, enjoy your lunch and have a terrific day! Thank you.





Remarks

The Honorable Susan Ralston, Executive Assistant to the Senior Advisor, The White House

Thank you for that introduction, and welcome everyone. I want to thank Secretary Chao and the DOL staff for putting on such a fantastic Summit. It is great to see such a large number of Asian Americans interested in federal careers.

As a child, I never could have imagined that I would one day work in the West Wing for the President of the United States. It is such an honor to work for President Bush at the White House. There are definitely times when I have to pinch myself to make sure this fairy tale is real.

I joined the Bush Administration in February 2001, just after the Inauguration. I work for Karl Rove, who is arguably one of the most brilliant and influential presidential advisors in modern history. For all his talent, he is also one of the most humble and down-to-earth men I know. Next to the President, he is one of the men I most admire. To work at his side these past three years has been the most incredible experience and a true honor.

I have a very unique position at the White House. As Karl's deputy, I have the opportunity to be involved in almost everything that goes on at the White House. It is like being at the center of the Bush universe. When I am in these big strategy meetings with Karl, or the Chief of Staff or the Vice President or the President, I wonder, how in the heck did I get here?

My office is a tiny space in the West Wing, which is pretty cramped, not at all luxurious or what you would imagine, but the lack of space is certainly made up for by the excitement of the day.

It is such an incredible place to work, and not just because I am involved in so much that happens. The White House is just a magical place. So many things remind you daily of how special it is. Like the three security check-points you have to go through just to make it into the building, the bomb-sniffing dogs, and the Secret Service agents with really big guns. You walk to the gate and there are tourists taking pictures, peering through the bars and staring at that building where I work. This is a place where people who visit take the cocktail napkins because of the Presidential Seal, or the George W. Bush post-it notes right off my desk.

“As a child, I never could have imagined that I would one day work in the West Wing for the President of the United States. It is such an honor to work for President Bush at the White House.”

- Susan Ralston



Sometimes I do get caught up in work and do not think about the significance of where I am at the moment. My 14- or 15-hour days can best be described as drinking from a fire hose. The sheer volume of everything coming at you can be overwhelming. That is why I love those quiet moments around 6:00 a.m. or 9:00 p.m. when few people are around. I walk through the building looking at the beautiful artwork, looking at the Roosevelt Room or the Cabinet Room or the Oval Office, and say, I am in the White House – the White House! I realize what a privilege and honor it is to serve my country and represent the Filipino and Asian communities at such a historic time.

Last August, I traveled to Vietnam on a bipartisan delegation from the U.S. with other young political leaders. It was my first visit to Vietnam, and I traveled to Hanoi, Ha Long Bay, Hue, Da Nang and Ho Chi Minh City. I got to meet government officials, party leaders, American embassy officials and both American and Vietnamese business owners during my visit. It was a valuable learning experience for me in so many respects, and I hope some of the insight I gained will help in our outreach efforts to the community.

I had the wonderful opportunity to travel to Manila to advance the President's state visit there last October. It was the first time I had been back to the Philippines since I was a small child, and I was able to see relatives who still live there in Quezon City, and visit with young cousins I had never met before. I was overcome by the incredible hospitality of the Filipinos who I met and worked with on the President's state visit. I was also overjoyed, as was the President, by the exuberance of the Filipino people and the welcome they gave him in Manila. I saw the crème de la crème of Manila society completely lose all dignity, acting like crazed teenagers around a rock star. I am honored to serve a President I admire so greatly. Not every one of you will get the opportunity to serve in the White House, but the fact that you are either serving in government or interested in government is a noble cause.

As Secretary Chao noted in her remarks, there are Asian values that help us in our careers. For example, it is important for Karl to have a poised and diplomatic person running his office. He and the people I deal with on a daily basis appreciate my cheerful personality. I think he would call me the calm in the midst of the storm. There are also times that I have to exhibit traits that are outside of my comfort zone. For example, it is difficult for me to be the heavy, to deliver bad news or to reprimand staff. I hate that, but I have to do it and do it in a professional manner.

You should all realize that you are ambassadors not only for your office, but in the end, an ambassador for the President. Not everyone will come in contact with the White House staff, but you represent this Administration to the outside world, and I hope that you will represent the President well.

Let's face it, working for the government or in politics is not always easy. Politics can be a blood sport. People in D.C. can play rough and they play for keeps. At the same time, I have been deeply impressed with the people I have worked with. The majority of people I know enter government service for the right reasons. They want to do good and they want to advance causes they deeply believe in. They are hard-working, committed, and honorable individuals.

“ You should all realize that you are ambassadors not only for your office, but in the end, an ambassador for the President. Not everyone will come in contact with the White House staff, but you represent this Administration to the outside world, and I hope that you will represent the President well.”

- Susan Ralston

The Scottish author John Buchan wrote these words: “Public life is regarded as the crown of a career, and to young men it is the worthiest ambition. Politics is still the greatest and the most honorable adventure.” I have been involved in politics for a short while — almost six years — and I fully concur with John Buchan’s judgment. Politics is an honorable adventure. You are making a worthwhile contribution to your country.

Again, I am proud to serve our President and country and represent the Asian American community. I have had the thrill of a lifetime these past three years serving the President of the United States. I hope that there will be more Asian Americans who want to follow in my footsteps.

Thank you for taking the time to listen to me.





Afternoon Keynote Address

The Honorable David S. C. Chu, Under Secretary (Personnel & Readiness), U.S. Department of Defense

Thanks to Ambassador Julia Chang Bloch for the introduction. Ambassador Bloch, Ms. Ralston, Mr. Revanna, distinguished guests, ladies and gentlemen, it is a pleasure to be with you and to participate in this Asian Pacific American Federal Career Advancement Summit.

It is a distinct honor for me to serve as a panelist for this closing session. You have gathered here today to network and explore the realm of federal-sector career opportunities. I hope that you have learned much and are enthused about the career opportunities that lie ahead. Before you leave this afternoon, however, I encourage you to pause and reflect upon the sacrifices and service rendered by earlier generations of Asian Pacific Islanders to our national identity and its defense.

Members of the armed forces, including Asian Pacific Americans, are engaged in very real, valuable, and dangerous service in Afghanistan and Iraq to combat terrorism and protect a new, fragile Iraqi transition to democracy. All of us here this afternoon need to pause and reflect on that service, and then congratulate our military personnel for their efforts. Although I did not come here specifically to applaud those accomplishments, the quality of their contributions should not go unnoticed or unappreciated.

Career summits like this are important. Even with the Internet, it is not possible for one person to become perfectly informed about all of the career opportunities and training programs that exist. At events like this, persons can share the results of their efforts with others and draw encouragement from others as well. I noticed from your agenda, however, that one category of federal careers was omitted: the military. Many of you may not know it, but late last year an Asian Pacific American four-star general retired from active military service.

Eric Shinseki, born in Hawaii of Japanese ancestry, was nominated by Senator Daniel Inouye, a veteran of the 442nd Regimental Combat Team of World War II, to attend West Point in 1961. Graduating in 1965, Shinseki earned a master's degree from Duke University and then went to Vietnam, where he

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served as an artillery forward observer. Returning to Vietnam for a second tour in 1970, Captain Shinseki served as the commanding officer of Troop A, 3rd Squadron, 5th Cavalry Regiment. While on an operation only two months after assuming command, Shinseki's right foot was nearly blown off by a landmine.

For his valor in Vietnam, Shinseki received two Purple Hearts and four Bronze Stars. Refusing a medical discharge, Shinseki underwent rigorous rehabilitative therapy and was able to resume his military career. Promoted to Brigadier General in 1990, Shinseki advanced to command the 1st Cavalry Division. In 1996 he became the first Asian Pacific Islander to be promoted to four-star rank, where he served as Commander-in-Chief, U.S. Army-Europe and later as Army Chief of Staff. He retired in 2003. In March 2004, he was honored by the Army Museum of Hawaii, when the Shinseki Gallery was opened to the public. Where is the next Eric Shinseki? Or the one after that? Due to the sacrifices of earlier generations, Asian Pacific Americans need to remember that the military is an honorable form of Federal service and one at which we can succeed.

We in DoD are especially proud of the service currently given by Asian Pacific Americans during Operation Iraqi Freedom. In particular, I would like to take a moment to recognize a few of those Americans of Asian Pacific heritage who made the ultimate sacrifice to preserve our national unity and freedom.

U.S. Army Specialist Roger G. Ling, Company C, 1st Battalion, 34th Armored Regiment, 1st Infantry Division, a Chinese immigrant and veteran of the U.S. Army was born in the Queens section of New York City. Like many New Yorkers, he relied solely upon public transportation to move around the city and never learned to drive. Ling joined the Army at age 20 in March 2002. Trained as an armor crewman, Ling was surprised to learn that his first assignment after joining his unit at Fort Riley in May would be as a vehicle driver.

His platoon commander took Ling to get his first civilian driver's license and loaned Ling his car in order to take the driving portion of the test. Ling's unit was deployed to Iraq in September 2003, and his platoon was assigned the task of ensuring that roads around the town of Habbaniyah were open and free of obstacles and hidden demolitions. In October, Ling and his platoon leader were riding in a truck when a bomb exploded nearby. Ling was unhurt and provided initial medical care for his wounded platoon until the medics arrived.

Ling's driving skills improved significantly, and he was performing well, according to his platoon leader, even maintaining his calm and driving through an explosion when a roadside bomb went off in front of his vehicle. On February 19, 2004, Specialist Ling was driving a vehicle in a convoy near the town of Khalidiyah when guerrillas set off an improvised roadway bomb and attacked the vehicles with small arms fire. He was killed during the ensuing firefight.

Ling was buried in Arlington Cemetery in March. With his former platoon leader watching, Ling's parents received his posthumously awarded Bronze Star for valor and Purple Heart.



Staff Sergeant Nino D. Livaudais, 3rd Battalion, 75th Ranger Regiment, was born in Olongapo, Philippines in 1979 and moved with his family to Syracuse, Utah when he was quite young. He attended Syracuse Junior High and Clearfield High School where he met his wife-to-be Jennifer. He graduated in 1997. Livaudais volunteered for the Army's delayed-entry program. He and his family moved to Fort Mitchell, Alabama, and he underwent infantry training at Fort Benning, Georgia.

He then entered and graduated from the Airborne School in June 1998. He was assigned to the 75th Ranger Regiment and earned his Ranger tab in 1999. Sergeant Livaudais was a devoted father, as well as a professional soldier. He was also enrolled at Troy State University, taking classes in his spare time. He served in Afghanistan in support of Operation Enduring Freedom from October 2001 until January 2002, earning the rank of staff sergeant in only four years.

Staff Sergeant Livaudais was killed on April 10, 2004 in an apparent suicide attack when a car exploded at a checkpoint near the Haditha Dam, northwest of Baghdad and approximately 80 miles from the Syrian border. Two other soldiers, a pregnant woman, and the car's driver were also killed. Livaudais was posthumously awarded the Bronze Star Medal for valor and the Purple Heart. He is survived by his wife Jackie, sons Carson and Destre, a yet-to-be-born third child, his mother, grandmother, four brothers, and three sisters. He was buried in Arlington National Cemetery.

Born in the Philippines, U.S. Marine Corps Gunnery Sergeant Joseph Menusa, 1st Combat Engineer Battalion, 1st Marine Division, moved with his family to San Jose, California when he was 10 and grew up in the area, graduating from high school in 1989. Menusa joined the Marine Corps soon after graduation from high school and served in the Persian Gulf in 1991. Trained as an engineer, Menusa had been stationed in California, Hawaii, Okinawa, Japan, and Guantanamo Bay, Cuba. Before departing for Iraq, Gunnery Sergeant Menusa had been serving as a recruiter in the San Francisco Bay area. Parents of young men he recruited remember how he encouraged recruits to build self-confidence by getting good grades in school and also by seeing the world beyond their own.

While serving on active duty, Gunnery Sergeant Menusa attempted to obtain his citizenship, but his military duties kept him from completing the process. Working with the American Coalition for Filipino Veterans, Congresswoman Lois Capps intervened to ensure that Gunnery Sergeant Menusa was posthumously awarded American citizenship prior to his burial in Santa Maria, California on April 11. Gunnery Sergeant Menusa is survived by his wife Stacy, their three-year-old son Joshua, his mother and stepfather, and two brothers, one of whom is a Marine Corps drill instructor at San Diego, California.

An amphibious vehicle operator, Corporal Kemaphoom A. Chanawongse, 1st Battalion, 2nd Marine Regiment, 2nd Marine Expeditionary Brigade, was killed during an intense firefight with Iraqi forces while his unit was attempting to secure a bridge over the Euphrates River near the town of Nasiriyah. He was initially reported as missing, but his status changed to killed-in-action when his remains were recovered some time after the battle. Called Ahn by his family, he was a native of Thailand and moved to Waterford, Connecticut with his mother when he was about eight.

“ Building a better future for all men and women, regardless of race, color, or creed is the only appropriate way to honor the sacrifices of the true Asian Pacific American heroes whom I have mentioned here today. ”

- David S.C. Chu

He grew up in a single-story house near the Niantic River, attending Clark Lane Middle School and Waterford High School, where he was an honors student before graduating in 1999. The same year he became a citizen, he enlisted in the Marine Corps. He was known to be easygoing and generous. He liked to draw and play the drums and helped out at his mother's Thai restaurant. He was buried at Arlington National Cemetery. His grandfather, a veteran of the Thai Air Force, attended.

The tragedy which befell these individuals and their families reminds all of us of our personal vulnerabilities. They are a reminder also that the expense of our people for freedom and democracy is not light, however necessary. Those who gave their lives deserve our utmost thanks and perpetual memory of their deeds.

As we look at the difficulty of the problems before us, including hatred and terrorism, we would do well to bear in mind the American legacy of acceptance and tolerance. Building a better future for all men and women, regardless of race, color, or creed is the only appropriate way to honor the sacrifices of the true Asian Pacific American heroes whom I have mentioned here today.

In closing, Asian Pacific Americans' salute to liberty was no more evident than when a young man, just elected to Congress from a brand new state, walked into the well of the House and faced the Speaker. The House was very still. It was about to witness the swearing in, not only of the first Congressman from Hawaii, but the first American of Japanese descent to serve in either House of Congress. "Raise your right hand and repeat after me," intoned the Speaker. The hush deepened as the young Congressman raised not his right hand but his left, and repeated the oath of office. There was no right hand. It had been lost in combat by that young American soldier in World War II. Senator Dan Inouye, Medal of Honor recipient, stated: "I wanted very much to demonstrate that we were prepared to defend America's ideals."

Thank you for inviting me.





Afternoon Remarks

Krupakar Revanna, President, Federal Asian Pacific American Council

Good afternoon. I congratulate the Department of Labor and the Office of Personnel Management for another highly successful Asian Pacific American Career Advancement Summit. Secretary Elaine L. Chao has demonstrated very well in recent years that the government respects our nation's diversity. Secretary Chao is a leader who has herself succeeded and is willing to show the path to others.

So also with the other distinguished guests who have spoken here today, including, as you just heard, Dr. David Chu of the Department of Defense. The Federal Asian Pacific American Council thanks Dr. Chu for supporting qualified Asian Pacific Americans. He ensures that Asian Pacific Americans have equal opportunities in the military. Dr. Chu is an active supporter of the Federal Asian Pacific American Council's goals, and we appreciate his encouragement.

For those of you who are not familiar with the Federal Asian Pacific American Council, I would like to tell you briefly about our organization. The Federal Asian Pacific American Council was established in 1985. Next year will be our 20th Anniversary. The Federal Asian Pacific American Council is an education-based Internal Revenue Code 501(c)(3) organization. It partners with federal agencies and others to produce top-quality leadership training for Asian Pacific Americans in government. The Federal Asian Pacific American Council is operated entirely by volunteers. I commend all our members for their dedication to this cause.

The Federal Asian Pacific American Council is a group that works together to make sure that Asian Pacific Americans, and other minorities and women, have access to opportunities and have the leadership skills they need to compete for those opportunities. The Federal Asian Pacific American Council's goal is to promote diversity and the full participation of Asian Pacific Americans in the management and operation of government.

Many major federal agencies are partnering with the Federal Asian Pacific American Council to produce the 19th annual National Leadership Training in San Francisco next week. For example, the Department of Labor's Chief

“The Federal Asian Pacific American Council's goal is to promote diversity and the full participation of Asian Pacific Americans in the management and operation of government.”

- Krupakar Revanna

Financial Officer, Sam Mok, is representing Secretary Chao and is giving the keynote address on leadership. Several Department of Labor staff, including Jane Pak and Lynn Kim, are assisting with the event.

The Department of Defense Under Secretary David Chu is hosting the Asian Pacific American Military Awards Luncheon and Celebration of Asian Pacific American Heritage Month event during the Leadership Training, next week. The Department of Agriculture, the Department of Justice, and others are fully engaged in the Asian Pacific American Leadership Training.

Thanks again to the Office of Personnel Management and the Department of Labor for taking the lead on staging today's very inspiring Asian Pacific American Career Advancement Summit in Washington. This Summit has become one of the highlights of the year for the federal Asian Pacific American community.

Our Vice President, Jim Wang, and Senior Vice President, Charles Fan, represented the Federal Asian Pacific American Council in some of the planning of this Summit. The Federal Asian Pacific American Council is proud to be a partner with the Office of Personnel Management and the Department of Labor in this effort, and we look forward to another successful Asian Pacific American Career Development Summit like this one next year.

For all of you who are attending today's Summit, I wish you success and satisfaction in your careers. We hope you benefit greatly from today's event.







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