



Federal Asian Pacific American Council

FAPAC

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Federal Asian Pacific American Council (FAPAC)

STRATEGIC PLAN

FY 2023 – FY 2028

President's Message



I am very pleased to release the Federal Asian Pacific American Council's (FAPAC's) second five-year Strategic Plan for October 1, 2023, through September 30, 2028. This Plan shall serve as a blueprint to implement improvements and ensure the continued progression of the organization. The National Board of Directors (NBOD) and the FAPAC Leadership shall utilize this Strategic Plan as a guiding document to ensure FAPAC's objectives are clearly defined in furtherance of accomplishing the identified goals for the organization.

The Federal and the District of Columbia (DC) governments are committed to building and developing a diverse, highly skilled, and well-trained workforce to meet the Diversity, Equity, Inclusion, and Accessibility (DEIA) initiatives. FAPAC strives to support these initiatives and programs by overcoming barriers that may hinder equal employment opportunities within the workplace. As part of FAPAC's mission, we will continue to provide professional development opportunities to the Asian American, Native Hawaiian, and Pacific Islander (AANHPI) employees in public service. The FAPAC leadership will continue to leverage strategic and value-based leadership and promote equal opportunity and cultural diversity for the AANHPIs within the Federal and DC governments.

This Strategic Plan institutionalized all facets of FAPAC's day-to-day operations according to its constitution and bylaws. Through this plan, we seek not only to reaffirm our excellent working relationships with our partners, but also to renew our commitment in supporting the Federal and DC governments' visions in promoting a dynamic 21st century workforce. There is an ever-present need for our organization to become more agile, which will continue to empower us to lead organizational change. Our plan calls for strengthening of FAPAC's leadership capability in a collaborative and cohesive manner to leverage opportunities within the interagency in the four critical areas as follows:

- Equitable Participation;
- Career Development;
- Advocacy for Diversity, Equity, Inclusion, and Accessibility; and
- Recognition and Membership

Through the implementation of our strategic plan, FAPAC will continue to lead change and contribute to making a noteworthy difference in supporting the communities it serves nationwide. Commitment and dedication are the heart and soul of our leadership. I am confident that with the support of our members and partners, and through collaboration, FAPAC will be able to meet its mission with excellence.

Fahmida Chhipa
President, FAPAC

Who We Are

The Federal Asian Pacific American Council (FAPAC) is a nonprofit, nonpartisan organization founded in 1985. It is one of the oldest and largest organizations representing civilian and uniformed services Asian American, Native Hawaiian, and Pacific Islander (AANHPI) employees in the Federal and District of Columbia (DC) governments. FAPAC's valuable leadership training programs are designed for all Grade levels from GS-5 to SES in support of fostering an emphasis on the continued professional development of its members.

FAPAC is organized exclusively for educational purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code. The primary purpose of FAPAC is to serve as an interagency association within the Federal and District of Columbia Governments, providing a focus on over thirty ethnically distinct groups originating from Asian and Pacific regions as recognized by the United States Census Bureau.

Our Mission

FAPAC is an organization that promotes equal opportunity and cultural diversity for AANHPIs within the Federal and DC governments. FAPAC encourages the participation and advancement of AANHPIs in the Government workforce.

Our Vision

FAPAC will be a nationally recognized organization that serves as a conduit through which the interests, issues, and representation of AANHPIs in the Federal and District of Columbia governments are addressed. It will also promote partnerships with the public and private sectors in the community it serves.

Core Values

FAPAC's core values of Commitment, Trust, Integrity, Ethical Conduct, and Growth are vital in accomplishing the organization's mission and solidifying its vision within the interagency.

Guiding Principles

- **Accountability:** We embrace total accountability through our character, courage, and commitment.
- **Excellence:** We foster a culture of competence, expertise, and professionalism.
- **Transparency:** We promote open, effective, timely, and consistent communication.
- **Respect:** We cultivate a culture of inclusion that values people and their diverse perspectives.
- **Teamwork:** We strive for an environment of trust and collaboration to achieve our mission.
- **Innovation:** We constantly embrace new ideas to promote and lead organizational growth.

Strategic Goals

- **Ensure Equitable Participation:** Facilitate effective programs and activities that will strengthen AANHPIs engagement and advancement in all occupations that increase representation in leadership and Senior Executive Service (SES) positions;
- **Promote Career Development:** Enhance organizational efforts in expanding training and professional development opportunities through FAPAC programs such as the National Leadership Training Program, mentoring, executive professional development, and career development programs, which ultimately enhance leadership skills and technical competencies;
- **Advocate a Culture of Diversity, Equity, Inclusion, and Accessibility (DEIA):** Effectively promote awareness and communicate issues and concerns impacting AANHPIs across all sectors of the Federal and DC governments, and support organizational strategies that advance the goals of DEIA initiatives throughout the interagency; and
- **Enhance Recognition and Increase Membership:** Develop the organizational branding and recognition programs that will promote membership benefits, and ensure the achievement of FAPAC's vision of being represented nationally and honorably recognized.

Expected Results

- Establish and/or reaffirm at least five long-term relationships with other established AANHPI organizations and advocacy groups throughout the public service sector each year.
- Share successful best practices regarding career development that help achieve the Federal government's goal of increasing the AANHPI applicant pool for Federal job vacancies by conducting at least six training activities or presentations each year.
- Conduct annual reviews to identify root causes for the low representation rates of AANHPIs in SES and leadership positions; and provide recommendations to stakeholders addressing the challenges of breaking through the "bamboo" ceiling to increase AANHPI SES and leadership representation by at least 1% each year in the Federal government.
- Launch a career development and training program that meets the individual needs of our stakeholders and constituents by implementing an annual survey.
- Increase FAPAC memberships with at least 10% new FAPAC members per year by leveraging networking opportunities and membership events as well as marketing through social media and other platforms.

Action: A Nine (9)-Point Plan

1. **Promote career development:** Initiate innovative career development programs focused on mentoring, coaching, public speaking, and leadership training that will empower agencies to invest in their employees' professional development and capitalize upon the experiences of successful AANHPI leaders in the government.
2. **Initiate college outreach:** Actively form partnerships with Minority-Serving Institutions that produce a significant number of AANHPI undergraduate and graduate students as well as recent graduates who may qualify for Outstanding Scholar opportunities and appointments for vacancies in Federal departments and agencies.
3. **Promote a culture of DEIA:** Initiate round table forums and crucial dialogues regarding individual differences, cultural awareness, and foster long-term working relationships with AANHPI organizations and advocacy groups who embrace and support the goals and objectives of DEIA.
4. **Enhance training and educational opportunities:** Develop seminal program activities for the purpose of training and education that will benefit our constituents and member organizations in their pursuit for successful career development and advancement.
5. **Foster affirmative employment initiatives:** Collaborate with Federal agencies to examine possible root causes of the low participation rates of AANHPI in leadership and SES positions and develop effective job referral strategies that help provide a pipeline of qualified AANHPI candidates for senior-level and supervisory positions. Establish a job referral system by serving as a clearing house in disseminating job announcements and information within the AANHPI community.
6. **Increase FAPAC Branding:** Develop marketing strategies and leverage available technology to promote FAPAC as a national organization while increasing membership levels and expanding social media outreach initiatives.
7. **Empower organizational effectiveness:** Bolster organizational and administrative processes by facilitating the sharing of best practices and lessons learned within the interagency while encouraging succession planning and continued leadership development to prepare the next generation of leaders in public service.
8. **Expand community partnerships:** Establish partnership agreements with Federal agencies and invite the community and advocacy groups for their support of FAPAC's mission, goals, and objectives.
9. **Support FAPAC chapter development:** Provide adequate resources, guidance, and support for continued FAPAC chapter development and growth while increasing leadership development opportunities for chapters around the nation, regardless of geographical locations.

Take Action and Keep Track of Progress

1. **How do we achieve our goals and objectives?**
 - a. *Members of the National Board of Operations (NBOO), Standing Committees, and Ad Hoc Committee Chairs will be assigned specific roles and responsibilities with deadlines to ensure successful implementation of the “9-point plan” and to track and monitor progress.*
 - b. *The NBOD will take an active role in implementing the “9-point plan”.*

2. **How do we measure our success?**
 - a. *Actively monitor and track progress on a monthly and/or quarterly basis.*
 - b. *Members of the NBOO will be required to submit their Quarterly Progress Report to the Vice President of Operations (VPOO); who will then present the report to the NBOD.*
 - c. *On an “as needed basis”, the VPOO will assign Members of the NBOO special assignments to implement the “9-point plan” action and track progress.*
 - d. *Members of the NBOD will take active roles in tracking and monitoring progress that is presented during the monthly NBOD meetings.*

3. **What are the proposed corrective actions?**
 - a. *Initiate corrective action plans when needed.*
 - b. *Adapt and overcome as a national organization and as the environment changes.*