



Report on the Hispanic Employment Challenge in the Federal Government

The Federal
Hispanic Work Group



General Areas of Concern

- Recruitment (Non-selection)
- Hiring (Non-selection)
- Retention (Terms and Conditions of Employment; Harassment)
- Leadership Development (Promotion/Terms and Conditions of Employment/Reprisal)
- ACCOUNTABILITY (Harassment; Reprisal)



Recruitment

- Develop a Media Outreach Strategy, i.e, brand your agency.
- Coordinate with OPM to increase the visibility of federal service at HSIs.
- Develop targeted recruitment campaigns at HSIs and Hispanic organizations at colleges and universities, and utilize the Presidential Management Fellows Program.



Recruitment (con't)

- Hold Hispanic Outreach Advisory Forums where Agency interfaces with external Hispanic organizations and the community to obtain feedback and recruit.
- **STEM Fields:** Establish a consortium of federal agencies whose mission-critical occupations include science, technology, engineering, and mathematics to coordinate recruitment efforts and work with private sector and not-for-profit organizations to develop better recruitment strategies.



Hiring

- Create a system of pay incentives where language requirements exist for mission-critical positions.
- Better utilize intern programs.
- Re-advertise positions when the Best Qualified list lacks diversity.
- Hire individuals with targeted disabilities through Schedule A and veterans preference.
- **STEM Fields:** Create research grants, develop students with exhibited interest, and hire these students for permanent positions.



Retention

- Determine whether a pattern exists for voluntary and involuntary separations and require exit interviews of all employees.
- Increase focus on developing well-qualified candidate pools, use broad-based initiatives, and make them part of your succession planning.
- Create advisory councils that provide feedback regarding the work environment for employees.
- Conduct employee opinion (EEO climate) surveys and 360-degree evaluations AND Recognize supervisors and managers who are successful with strategic EEO.



Leadership Development

- Create a mentoring program.
- Increase the number of Hispanics selected for agency leadership and management training, as well as detail assignments, to prepare them for career advancement.
- Examine the employment information of employees at regular intervals to determine promotion potential for mission-critical occupations as part of succession planning.
- Include Hispanics and/or EEO practitioners on the selection panels for GS-14, GS-15, and SES positions.



Accountability

- Establish periodic meetings between agency heads and top management officials where EEO goals and accomplishments are discussed and emphasized as required by MD-715.
- Include EEO/diversity requirements as a critical element in the performance plans of all managers & supervisors.
- Involve EEO/Civil Rights officials in reviewing/concurring in the EEO element for hiring officials.
- Include EEO/Civil Rights officials or designees in reviewing best qualified or qualified cert prior to issuance.
- Provide a process whereby EEO/Civil Rights Offices are involved in drafting strategic plans, workforce plans, and succession plans.



AGENCY PRACTICE TIPS



Recruitment/Hiring

- Collect and review current internal advertising and recruitment strategies and procedures utilized by agency when filling vacant positions.
- Document any variances in strategies and procedures among the field organizations.
- Develop a mentoring program.
- Develop a career development program.



Recruitment/Hiring(con't)

- Develop and issue guidance on selection procedures.
- Conduct two-year trend analysis of demographic data on recruitment sources & strategies, applicants, and selections and issue report to the head of the agency.
- Identify additional recruitment sources.
- Establish relationships with affinity groups to assist in retention and targeted recruitment.



Internship and Scholarship Programs

- Schedule A;
- Emerging Leaders Program;
- Federal Career Intern Program (FCIP);
- Veterans' Readjustment Act (VRA);
- Workforce Recruitment Program (WRP);
- Always a Soldier Program;
- Disabled Veterans Enrolled in a Veterans Administration Training Program;
- Thirty Percent or More Disabled Veterans;
- Student Educational Employment Program (SEEP); and
- Presidential Management Fellows (PMF) Program.



Retention

- Offer training and educational opportunities, as well as the opportunity transfer to other regions for advancement.
- Routinely offer temporary detail assignments to help upgrade employees' skills and to improve their visibility, and widely advertise such assignments.
- Offer student loan repayment and make it available for any employee's accredited off-duty schooling.
- Devote sufficient resources to the recognition, advancement, transfer and promotion of all federal employees.



Leadership Development

- Open leadership development courses not only to GS-14 and GS-15 employees, but also to employees who have held GS-14 positions in the past.
- Provide automatic, guaranteed pay raises for those who are accepted into leadership training programs.
- Use a career executive service, which provides extensive training, executive simulations, targeted Individual Development Plans, and places candidates on succession planning lists (USPS partnered with Duke University).
- Offer a catalog of Leadership Development courses and detail assignments.



Leadership Development (con't)

- Offer two-week training on leadership as a mandatory prerequisite for new managers, and assign leadership coaches for new managers.
- Inform employees of educational, diversity, and health opportunities within the workforce, and incorporate these opportunities into employees' Individuals Development Plans (IDPs).
- E-mail information about leadership training to all employees.



Leadership Development (con't)

- Promote employees quickly once they have completed leadership programs.
- Rotate supervisory responsibilities to allow multiple employees the opportunity to develop their skills.
- Offer leadership shadowing programs, rotational assignment programs and internship programs that are at least two years long.
- Create formal mentoring programs.



WHERE TO FIND THE REPORT:

<http://www.eeoc.gov/federal/report/hwg.html>