

**SIXTH ANNUAL REPORT TO THE PRESIDENT  
ON  
HISPANIC EMPLOYMENT  
IN THE  
FEDERAL GOVERNMENT**

*Working for America*



**UNITED STATES OFFICE OF PERSONNEL MANAGEMENT  
DECEMBER 2006**



UNITED STATES OFFICE OF PERSONNEL MANAGEMENT  
Washington, DC 20415

The Director

December 19, 2006

The Honorable George W. Bush  
The White House  
Washington, DC 20500

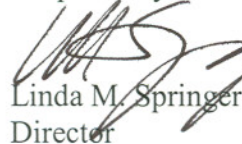
Dear Mr. President:

I am pleased to submit the U.S. Office of Personnel Management (OPM) *Sixth Annual Report on Hispanic Employment in the Federal Government*. In accordance with the requirements of Executive Order No. 13171, this report provides data on Hispanic representation in the Federal workforce and certain specified programs, and presents selected human capital practices Federal agencies use to attract and recruit a diverse workforce.

The percentage of Hispanics in the permanent Federal workforce increased from 7.4 percent on June 30, 2005 to 7.5 percent on June 30, 2006. The most current data show increases in Hispanic representation in the majority of the largest Federal departments' and agencies' workforces. For some of the large agencies, the percentage of Hispanic new hires into permanent positions increased for the period July 1, 2005 to June 30, 2006, over the similar period from 2004 to 2005.

OPM's mission is to ensure the Federal Government has an effective civilian workforce. The potential wave of Federal retirements over the next 10 years makes our job more critical. One way we can accomplish our mission is to make more of our fellow citizens aware of the career opportunities available in the Federal sector. We must also be prepared for a new pool of prospective employees who are looking for flexible, engaging employers. We are committed to building a Federal workforce that draws from America's diverse population and will continue to develop innovative means of reaching out to diverse communities, including the Hispanic community, in order to attract talented citizens to public service.

Respectfully submitted,



Linda M. Springer  
Director

Enclosure

## **Executive Summary**

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In accordance with Executive Order No. 13171, the U.S. Office of Personnel Management (OPM) asked Federal agencies to provide effective human capital practices related to the Hispanic Employment Nine-Point Plan. The *Sixth Annual Report on Hispanic Employment in the Federal Government* provides current statistical data on Hispanic employment in the Federal Government and highlights exemplary human capital practices used in the Federal sector to recruit and retain a diverse workforce. These practices are placed in the following major categories: community outreach, recruitment, career development, and accountability.

Although the permanent Federal workforce declined from 1,692,905 (as of June 30, 2005) to 1,682,108 (as of June 30, 2006), the number of Hispanics increased from 125,638 to 126,909. The representation of Hispanics in the Federal permanent workforce was 7.5 percent as of June 30, 2006, compared to 7.4 percent as of June 30, 2005. Hispanic representation in the civilian labor force was 12.6 percent in September 2005. The most current data show increases in Hispanic representation in the majority of the largest Federal departments' and agencies' workforces. The Department of Homeland Security, the Department of Justice, the Department of the Treasury, the National Aeronautics and Space Administration, and the Social Security Administration have the largest percentage of Hispanics among their permanent new hires.

Agencies that were highly successful in recruiting Hispanics have established effective relationships with Hispanic communities across the nation and partnered with the Hispanic Association of Colleges and Universities (HACU), Hispanic-Serving Institutions (HSIs), Hispanic professional organizations, and competent advocacy groups in order to broaden the reach of their recruiting of high quality candidates. Federal agencies continued to use flexible hiring programs, especially the Student Career Experience Program (SCEP) and the FCIP, to recruit new talent, including Hispanics. Many agencies reported having career development and leadership programs for employees at all levels.

Federal agencies are fully committed to achieving a workforce drawn from diverse backgrounds and reported successful recruitment and retention practices in implementing the Hispanic Employment Initiative's Nine-Point Plan. Some best practices include:

- Establishing effective relationships with a broad range of representatives of the Hispanic community
- Recruiting at colleges and universities with diverse populations, including Hispanics
- Partnering with HSIs, HACU, and Hispanic professional organizations
- Using hiring flexibilities, such as the FCIP and SCEP, as part of an overall agency recruiting strategy
- Investing in career development and leadership programs for all employees at all levels
- Providing mentoring opportunities for employees

OPM is proactively engaged with Federal agencies to help make them more competitive when recruiting talent to the Federal Government. Some of OPM's initiatives in fiscal year 2006 included:

- Launching a national media campaign to raise public awareness about job opportunities with the Federal Government
- Promoting the Career Patterns initiative which helps agencies create environments to appeal to broad sets of potential workers
- Promoting student employment programs (e.g., SCEP, FCIP)
- Providing a web-based *Hiring Toolkit* to educate Federal managers on ways to improve the hiring process
- Launching the Federal Government Leadership Development Program (FedLDP) web-based catalog
- Participating in job fairs and professional conferences throughout the country
- Streamlining vacancy announcements for the USAJOBS website

In support of the President's Management Agenda, OPM will continue to reach out to all segments of society and promote human capital practices that are effective in attracting and recruiting diverse candidates, including Hispanics, to the Federal Government.

## **Introduction**

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In compliance with Executive Order No. 13171, the U.S. Office of Personnel Management's (OPM's) *Sixth Annual Report to the President on Hispanic Employment in the Federal Government* provides statistical data on Hispanic representation in the permanent Federal workforce, as well as agencies' human capital strategies to recruit a diverse workforce, including Hispanics.

In accordance with the President's Management Agenda, OPM continues to promote effective human capital practices in attracting and recruiting talented candidates, including Hispanics, to the Federal Government. The representation of Hispanics in the Federal permanent workforce climbed to 7.5 percent as of June 30, 2006, compared with 7.4 percent as of June 30, 2005.

### **Specific Agency Strategies**

This report also presents examples of human capital practices agencies identified as effective in recruiting talented employees, including Hispanics. Successful practices include:

- Educate managers and supervisors on various hiring programs and flexibilities available to them to recruit a high quality, citizen-centered, results-oriented, and diverse workforce
- Market careers and employment opportunities to diverse community groups, including the Hispanic community
- Standardize outreach efforts to the Hispanic community and Hispanic professional organizations to recruit highly qualified candidates for entry level, mid-level, and executive positions
- Recruit at Hispanic-Serving Institutions
- Maximize use of student employment programs such as the Student Career Experience Program (SCEP) and Federal Career Intern Program (FCIP)
- Use resources of key partner organizations to prepare employees, including Hispanics, to be more competitive for senior executive positions



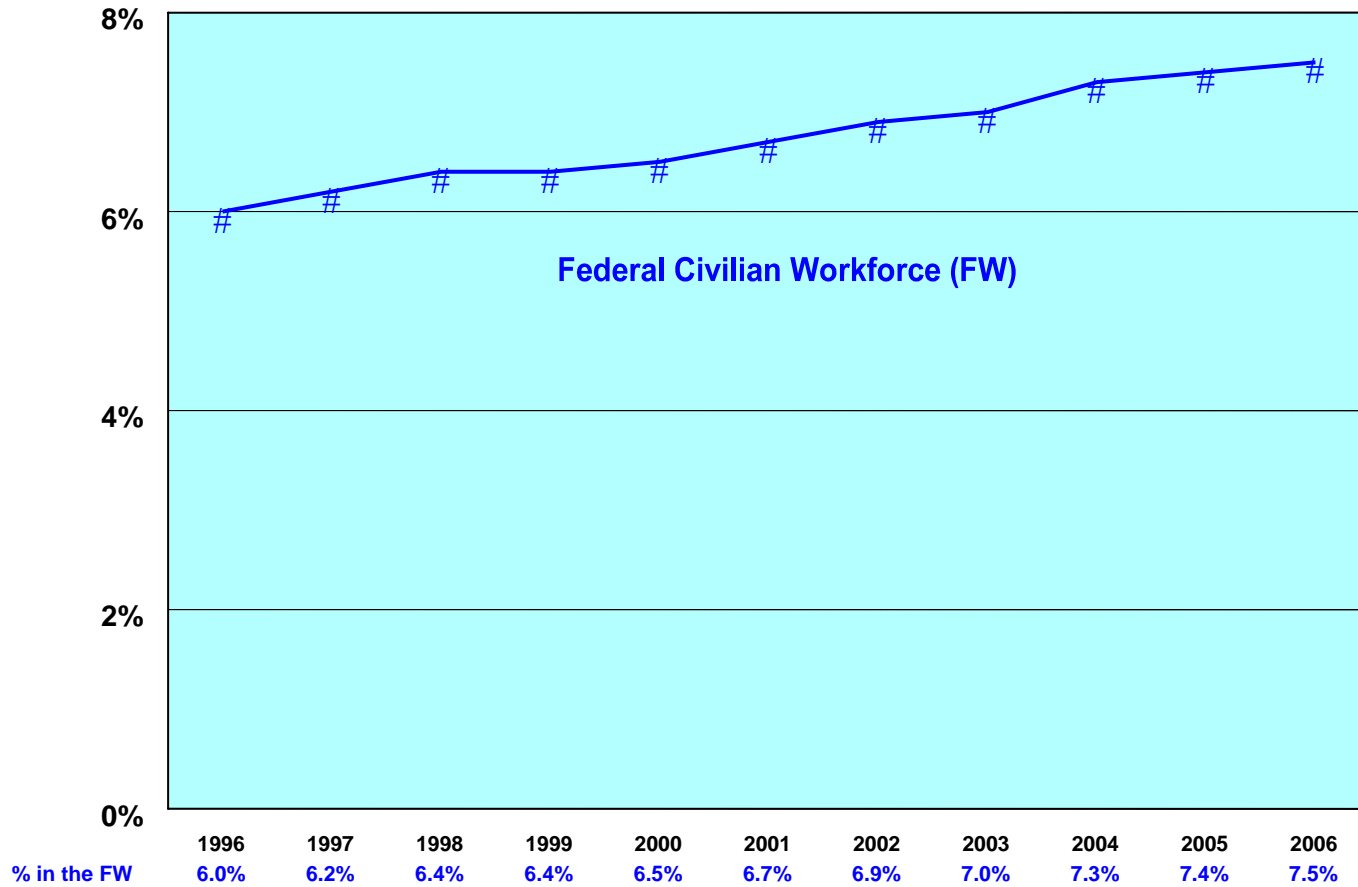
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# **Governmentwide Hispanic Employment Data**

## Agency Abbreviations

AID	Agency for International Development
USDA	Agriculture, Department of
DOC	Commerce, Department of
CPDF	Central Personnel Data File
ED	Education, Department of
DOE	Energy, Department of
EPA	Environmental Protection Agency
EEOC	Equal Employment Opportunity Commission
FCC	Federal Communications Commission
FDIC	Federal Deposit Insurance Corporation
GSA	General Services Administration
HHS	Health and Human Services, Department of
DHS	Homeland Security, Department of
HUD	Housing and Urban Development, Department of
DOI	Interior, Department of the
DOJ	Justice, Department of
DOL	Labor, Department of
NASA	National Aeronautics and Space Administration
OPM	Office of Personnel Management
SSA	Social Security Administration
DOT	Transportation, Department of
TREAS	Treasury, Department of the
VA	Veterans Affairs, Department of

### Hispanic Representation in the Permanent Federal Civilian Workforce 1996-2006



Data Sources: Federal - U.S. Office of Personnel Management's Central Personnel Data File as of September of each year from 1996 - 2004, and June 2005-2006.



**Table 1. Hispanic Representation in the Permanent Federal Workforce  
(as of June 30, 2006)**

Agency	Hispanics On-Board June 30, 2005		Hispanics On-Board June 30, 2006		
	#	%	#	%	
<b>Homeland Security</b>	24,880	18.4	25,154	<b>18.6</b>	▲
<b>EEOC</b>	295	12.8	278	<b>12.9</b>	▲
<b>Social Security Administration</b>	8,110	12.5	7,996	<b>12.7</b>	▲
<b>Justice</b>	8,772	8.7	9,024	<b>8.8</b>	▲
<b>Treasury</b>	8,765	8.0	8,698	<b>8.1</b>	▲
<b>Air Force</b>	10,840	7.4	10,991	<b>7.3</b>	▼
<b>Housing &amp; Urban Development</b>	696	7.1	678	<b>7.3</b>	▲
<b>Army</b>	14,521	6.8	15,138	<b>6.9</b>	▲
<b>Labor</b>	1,060	7.0	1,026	<b>6.9</b>	▼
<b>Veterans Affairs</b>	14,491	6.8	15,013	<b>6.9</b>	▲
<b>Energy</b>	897	6.1	917	<b>6.3</b>	▲
<b>Department of Defense (Total)</b>	37,359	6.1	38,128	<b>6.2</b>	▲
<b>Agriculture</b>	5,183	5.8	5,211	<b>5.9</b>	▲
<b>Transportation</b>	3,138	5.8	3,078	<b>5.9</b>	▲
<b>Defense Activities</b>	4,646	5.5	4,474	<b>5.7</b>	▲
<b>NASA</b>	953	5.3	934	<b>5.4</b>	▲
<b>General Services Administration</b>	651	5.3	645	<b>5.3</b>	■
<b>Interior</b>	3,023	5.0	2,971	<b>5.1</b>	▲
<b>EPA</b>	878	5.1	854	<b>5.0</b>	▼
<b>All Other Agencies</b>	2,073	4.7	2,103	<b>4.8</b>	▲
<b>Navy</b>	7,349	4.3	7,525	<b>4.5</b>	▲
<b>State*</b>	854	4.6	326	<b>4.3</b>	▼
<b>OPM</b>	205	4.1	211	<b>4.2</b>	▲
<b>Education</b>	173	4.2	160	<b>4.1</b>	▼
<b>Commerce</b>	1,317	3.6	1,559	<b>4.0</b>	▲
<b>Health &amp; Human Services</b>	1,868	3.6	1,945	<b>3.6</b>	■
<b>Governmentwide</b>	<b>125,638</b>	<b>7.4</b>	<b>126,909</b>	<b>7.5</b>	▲

\*State Department stopped reporting Foreign Service employees to CPDF between 2005 and 2006.

**Legend:** ▲ = Increase      ▼ = Decrease      ■ = No change

**Table 2. Hispanic Permanent New Hires by Numbers and Percentages in Major Agencies**

Agency	Hispanic Hires July 1, 2004 to June 30, 2005		Hispanic Hires July 1, 2005 to June 30, 2006		
	#	%	#	%	
SSA	847	16.4	271	15.7	▼
Homeland Security	1,984	13.1	1,795	15.1	▲
NASA	38	9.6	34	12.1	▲
Justice	439	12.2	442	11.8	▼
Treasury	641	10.3	654	10.1	▼
Agriculture	257	7.1	286	8.6	▲
Energy	45	7.0	58	8.2	▲
EEOC	3	15.8	2	8.0	▼
Army	1,323	7.6	1,212	7.0	▼
Veterans Affairs	950	7.0	998	6.9	▼
Labor	51	6.5	55	6.3	▼
Air Force	585	6.3	676	6.2	▼
Defense- Total	2,563	6.4	2,618	6.0	▼
EPA	28	5.8	20	6.0	▲
HUD	13	6.4	11	6.0	▼
All Other Agencies	128	5.3	146	5.9	▲
Transportation	69	5.7	90	5.8	▲
State	49	5.2	48	5.6	▲
Navy	395	4.6	500	4.8	▲
Interior	88	4.4	80	4.4	■
Defense – Other	260	6.0	230	4.3	▼
OPM	20	5.1	20	4.3	▼
Commerce	131	4.6	174	4.2	▼
Education	9	3.9	6	4.0	▲
HHS	134	4.3	96	3.7	▼
GSA	57	8.6	16	3.1	▼
Governmentwide	8,544	8.2	7,920	7.7	▼

Legend: ▲ = Increase ▼ = Decrease ■ = No change

**Table 3. Hispanic Representation among Permanent New Hires, by Pay Plan**

Pay Group	Number of Permanent New Hires		Number of Hispanic Permanent New Hires		Percentage of Hispanic Permanent New Hires*	
	7/1/2004 to 6/30/2005	7/1/2005 to 6/30/2006	7/1/2004 to 6/30/2005	7/1/2005 to 6/30/2006	7/1/2004 to 6/30/2005	7/1/2005 to 6/30/2006
<b>GSR 1-4</b>	11,403	11,821	1,001	1,008	8.8	8.6
<b>GSR 5-8</b>	34,373	35,888	3,493	3,607	10.2	10.2
<b>GSR 9-12</b>	21,698	22,686	1,180	1,121	5.4	5.0
<b>GSR 13</b>	4,533	4,578	176	160	3.9	3.6
<b>GSR 14</b>	1,898	2,036	65	57	3.4	2.9
<b>GSR 15</b>	1,641	1,565	74	65	4.5	4.3
<b>Senior Pay</b>	491	467	20	19	4.1	4.2
<b>Blue-Collar</b>	12,306	13,954	925	985	7.5	7.1
<b>Other White-Collar</b>	15,797	11,008	1,610	898	10.2	8.3
<b>Total</b>	<b>104,140</b>	<b>104,003</b>	<b>8,544</b>	<b>7,920</b>	<b>8.2</b>	<b>7.7</b>

*\*Note: The total number of Federal new hires shown in this table includes all permanent Federal new hires. However, the total number of permanent Federal new hires used to calculate the percentage of Hispanic new hires does not include individuals designated as "Unspecified Race and National Origin." Therefore, the percentage of Hispanic new hires is not a direct calculation from total new hires displayed in this table.*

Table 3 compares Governmentwide Hispanic hiring for July 1, 2004 through June 30, 2005, with July 1, 2005 through June 30, 2006, by grade groups within General Schedule and Related (GSR) pay plans and other pay systems. GSR pay plans cover most white-collar occupations. The Senior Pay designation covers Senior Executive Service and Senior Level positions. The Blue-Collar category covers trades and labor occupations under the Federal Wage System. The category designated Other White-Collar includes alternative and agency-determined pay plans, such as those established by the Federal Aviation Administration, the Transportation Security Administration, and the U.S. Securities and Exchange Commission, which are not GSR pay plans.

**Table 4. Governmentwide Hispanic Permanent On-Board Workforce  
by Pay Group (as of June 30, 2006)**

Pay Group	Total		Hispanic Permanent On-Board Total		Hispanic Permanent On-Board Percentage	
	6/30/2005	6/30/2006	6/30/2005	6/30/2006	6/30/2005	6/30/2006
<b>GSR 1-4</b>	49,988	49,610	4,367	4,226	8.7	8.5
<b>GSR 5-8</b>	352,462	344,033	31,604	31,245	9.0	9.1
<b>GSR 9-12</b>	557,975	549,931	44,408	45,215	8.0	8.2
<b>GSR 13</b>	201,535	200,926	10,221	10,507	5.1	5.2
<b>GSR 14</b>	99,453	97,380	4,204	4,204	4.2	4.3
<b>GSR 15</b>	61,924	62,190	2,275	2,401	3.7	3.9
<b>Senior Pay</b>	15,865	15,711	576	584	3.6	3.7
<b>Blue-Collar</b>	185,757	186,269	14,148	14,325	7.6	7.7
<b>Other White-Collar</b>	167,946	176,058	13,835	14,202	8.2	8.1
<b>Total</b>	<b>1,692,905</b>	<b>1,682,108</b>	<b>125,638</b>	<b>126,909</b>	<b>7.4</b>	<b>7.5</b>

**Table 5. Hispanic Hiring into Professional and Administrative Occupations**

Occupational Group	Governmentwide Total		Hispanic #		Hispanic %*	
	7/1/2004 to 6/30/2005	7/1/2005 to 6/30/2006	7/1/2004 to 6/30/2005	7/1/2005 to 6/30/2006	7/1/2004 to 6/30/2005	7/1/2005 to 6/30/2006
<b>Professional Occupations</b>	20,092	20,833	967	934	4.8	4.6
<b>Administrative Occupations</b>	24,761	23,652	1,789	1,339	7.2	5.8
<b>Total</b>	<b>44,853</b>	<b>44,485</b>	<b>2,756</b>	<b>2,273</b>	<b>6.1</b>	<b>5.2</b>

*\*Note: The Governmentwide total includes all new hires into professional and administrative occupations. However, the total Governmentwide number used to calculate the percentage of Hispanic new hires into these occupations does not include individuals designated as "Unspecified Race and National Origin." Therefore, the percentage of Hispanics is not a direct calculation from the Governmentwide total displayed in this table.*

**Table 6. Hispanic Hiring Into the Top Ten Professional Occupations**

July 1, 2005 to June 30, 2006			
Occupational Group and Series	Governmentwide Total	Hispanic #	Hispanic %*
<b>All Professional Occupations</b>	<b>20,833</b>	<b>934</b>	<b>4.6</b>
Nurse (GS-0610)	2,531	109	4.3
Contracting (GS-1102)	1,438	57	4.0
Medical Officer (GS-0602)	1,329	67	5.1
General Attorney (GS-0905)	1,270	36	2.9
Internal Revenue Agent (GS-0512)	1,216	56	4.6
Patent Examiner (GS-1224)	1,011	46	4.5
Biological Sciences (GS-0401)	800	46	5.9
Auditing (GS-0511)	717	20	3.0
Electronics Engineering (GS-0855)	682	36	5.4
Mechanical Engineering (GS-0830)	553	19	3.5

*\*Note: The Governmentwide total includes all new hires into professional occupations. However, the total Governmentwide number used to calculate the percentage of Hispanic new hires into these occupations does not include individuals designated as "Unspecified Race and National Origin." Therefore, the percentage of Hispanics is not a direct calculation from the governmentwide total displayed in this table.*

**Table 7. Hispanic Hiring Into the Top Ten Administrative Occupations**

<b>July 1, 2005 to June 30, 2006</b>			
<b>Occupational Group and Series</b>	<b>Governmentwide Total</b>	<b>Hispanic #</b>	<b>Hispanic %*</b>
<b>All Administrative Occupations</b>	<b>23,652</b>	<b>1,339</b>	<b>5.8</b>
Miscellaneous Administration and Program (GS-0301)	3,055	141	4.7
Information Technology Specialist (GS-2210)	2,833	117	4.2
Management and Program Analysis (GS-0343)	1,809	66	3.8
Customs and Border Patrol Officer (GS-1895)	1,009	128	12.7
General Inspection, Investigation and Compliance (GS-1801)	994	103	10.4
Human Resources Management (GS-0201)	832	53	6.5
Veterans Claims Examining (GS-0996)	745	35	4.7
Intelligence (GS-0132)	719	39	5.5
Security Administration (GS-0080)	644	22	3.4
Logistic Management (GS-0346)	643	32	5.0
<p><i>*Note: The Governmentwide total includes all new hires into administrative occupations. However, the total Governmentwide number used to calculate the percentage of Hispanic new hires into these occupations does not include individuals designated as "Unspecified Race and National Origin." Therefore, the percentage of Hispanics is not a direct calculation from the Governmentwide total displayed in this table.</i></p>			

### Hispanic Hiring under the Student Career Experience Program

The Student Career Experience Program (SCEP) allows agencies to appoint students to Federal positions in their major field of study. Once SCEP participants successfully complete specific work requirements and complete all degree coursework, they may be eligible for non-competitive conversion to term, career, or career-conditional appointments. Recently, OPM revised the SCEP regulations to give agencies more flexibility in recruiting students. Agencies can credit up to 320 hours of job-related experience gained from similar work-study programs or in active duty military service toward SCEP work requirements. Additionally, the revised regulations allow agencies to waive up to one-half of the required work experience for students who have demonstrated exceptional performance and outstanding academic achievement.

**Table 8. Hispanic Permanent New Hires under the SCEP**

Agency	7/1/2004 to 6/30/2005			7/1/2005 to 6/30/2006		
	All Hires #	Hispanics #	Hispanics %*	All Hires #	Hispanics #	Hispanics %*
<b>OPM</b>	9	0	0	14	3	<b>21.4</b>
<b>DOJ</b>	57	13	22.8	63	13	<b>20.6</b>
<b>HUD</b>	8	1	12.5	5	1	<b>20.0</b>
<b>USDA</b>	483	68	14.1	606	113	<b>18.6</b>
<b>NASA</b>	177	12	6.8	141	19	<b>15.3</b>
<b>ARMY</b>	475	39	8.2	426	52	<b>12.2</b>
<b>FCC</b>	26	6	23.1	18	2	<b>11.1</b>
<b>TREAS</b>	133	17	12.8	113	12	<b>10.6</b>
<b>DOE</b>	51	4	7.8	42	4	<b>10.0</b>
<b>DOT</b>	61	6	9.8	53	4	<b>9.8</b>
<b>DOI</b>	208	17	8.2	199	16	<b>8.6</b>
<b>FDIC</b>	29	3	10.3	26	2	<b>7.7</b>
<b>Other Agencies</b>	2,972	169	5.7	2,836	96	<b>3.4</b>
<b>Total</b>	<b>4,689</b>	<b>355</b>	<b>7.6</b>	<b>4,542</b>	<b>337</b>	<b>7.6</b>

*\*Note: The number of all hires includes all new hires under the SCEP. However, the number of hires used to calculate the percentage of Hispanic new hires under the SCEP does not include individuals designated as “Unspecified Race and National Origin.” Therefore, the percentage of Hispanics is not a direct calculation from the Governmentwide total displayed in this table.*

### Hispanic Hiring under the Bilingual/Bicultural Program

On November 19, 1981, the United States District Court for the District of Columbia resolved a class-action suit that was filed in 1979. The suit alleged that the Professional and Administrative Career Exam (PACE), which the government used to fill approximately 110 occupations at the GS-5 and GS-7 levels, had an adverse impact on the selection of African Americans and Hispanics. The resolution of the suit ended the PACE examination and required the use of alternative assessments.

The resolution established two other hiring programs to use as supplements to (not substitutes for) the competitive examining process in situations where adverse impact continues. The Bilingual/Bicultural hiring authority allows agencies to hire applicants with Spanish-language proficiency and/or knowledge of Hispanic culture when the job is one in which interaction with the public or job performance is enhanced by the possession of bilingual and/or bicultural skills. The merit principle that: "Recruitment should be from qualified individuals from appropriate sources in an endeavor to achieve a work force from all segments of society, and selection and advancement should be determined solely on the basis of relative ability, knowledge, and skills..." still applies. See 5 U.S.C. § 2301(b)(1).

**Table 9. Hispanic Permanent New Hires under the Bilingual/Bicultural Program**

Agency	7/1/2004 to 6/30/2005			7/1/2005 to 6/30/2006		
	All Hires #	Hispanics #	Hispanics %	All Hires #	Hispanics #	Hispanics %
<b>TREAS</b>	2	2	100.0	1	1	<b>100.0</b>
<b>OPM</b>	2	1	50.0	1	1	<b>100.0</b>
<b>DOJ</b>	1	1	100.0	6	5	<b>83.3</b>
<b>SSA</b>	157	113	72.0	5	4	<b>80.0</b>
<b>DHS</b>	4	2	50.0	3	2	<b>66.7</b>
<b>DOL</b>	3	3	100.0	3	2	<b>66.7</b>
<b>Other Agencies</b>	6	5	83.3	6	1	<b>16.7</b>
<b>Total</b>	<b>175</b>	<b>127</b>	<b>72.6</b>	<b>25</b>	<b>16</b>	<b>64</b>

*\*Note: The number of all hires includes all new hires under the Bilingual/Bicultural program. However, the number of hires used to calculate the percentage of Hispanic new hires under the Bilingual/Bicultural program does not include individuals designated as "Unspecified Race and National Origin." Therefore, the percentage of Hispanics is not a direct calculation from the Governmentwide total displayed in this table.*





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# **Effective Practices and Next Steps**

## **Effective Practices**

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In compliance with Executive Order No. 13171, OPM asked Federal agencies to identify human capital practices they found most effective in attracting and recruiting a diverse workforce, including Hispanics. Information provided by the agencies in implementing the Hispanic Employment Initiative's Nine-Point Plan was placed into the following major categories: community outreach, recruitment, career development, and accountability. This report highlights the strategies and practices agencies found most effective in attracting, recruiting, and retaining a diverse workforce.

## Community Outreach

Agencies report that establishing effective, long-lasting relationships with Hispanic community groups provided them with an important source of talented Hispanic candidates to fill mission-critical occupations.

A large number of agencies reported participating in annual conferences sponsored by Hispanic organizations, such as the American GI Forum (AGIF), Hispanic College Fund, League of United Latin American Citizens (LULAC), National Council of La Raza, National Image, and the Hispanic Association of Colleges and Universities (HACU).

### Effective Community Outreach Practices

Agency	Effective Practice
<b>Department of Homeland Security (DHS)</b>	<p>Attended community and school job fairs to talk to students about DHS' mission and the importance of education.</p> <p>Participated in interviews with Hispanic broadcasters such as Telemundo, Univision, and with regional Hispanic newspapers, to discuss employment opportunities with DHS.</p> <p>Partnered with local communities to educate the public about DHS' mission. For example, the Customs and Border Protection <i>Explorer Outreach Program</i> provided opportunities for young people to participate in Federal enforcement-related activities. In FY 2006, 405 students participated in the "Explorers Program."</p>
<b>Department of Justice (DOJ)</b>	<p>Provided grant funding to several HSIs for justice-related programs.</p> <p>Met with the National Society of Hispanic MBAs and the Hispanic National Bar Association to discuss possible partnership activities to support the recruitment, retention and development of Hispanic employees at all levels.</p> <p>Supported national and local community initiatives. For example, DOJ sponsored the Greater Washington Hispanic Youth Symposium, an event that provided information on college preparation, leadership development and careers in the Federal Government to Hispanic high school students in the Washington, D.C. metropolitan area.</p>
<b>Department of State</b>	<p>Maintained a substantial advertising presence in the Hispanic market. Materials were distributed to academic institutions with significant Hispanic enrollment, targeted professional organizations, and other recruitment partners. In FY 2006, \$65,000 was spent on advertising in Hispanic print and electronic media. An additional \$110,000 was spent on advertising in general.</p>
<b>Department of the Navy</b>	<p>Conducted workshops on "Careers in Government" for</p>

Agency	Effective Practice
	Hispanic community organizations, colleges, universities and churches with large Hispanic populations.
<b>Department of the Treasury</b>	<p>Extended partnerships with the Hispanic College Fund of Greater Washington and the Maryland Youth Symposiums. These events were targeted for Hispanic high school students who were entering college.</p> <p>Participated in various “Career Days” held at Bell Multicultural High School and George Mason University. Members of the Hispanic Employment Advisory Committee talked about Treasury’s mission and shared their experiences as Hispanics working for the Federal Government.</p>
<b>Department of Transportation (DOT)</b>	<p>Linked outreach activities to the DOT’s Human Capital Plan. For example, a team of DOT recruiters continually reach out to HSIs to raise awareness of career opportunities and increase the number of Hispanic applicants for student and career intern programs.</p> <p>Developed and published the first bilingual booklet on aviation careers. The Federal Aviation Administration’s “<i>Skywords: English-Spanish Aviation Terms</i>” will be distributed to middle and high schools throughout the country.</p>
<b>Department of Veterans Affairs (VA)</b>	Organized in 2006, the first Hispanic American Veterans Summit, in collaboration with LULAC and AGIF. This was a veteran-focused outreach event that included a job fair to help agencies recruit candidates.
<b>Federal Trade Commission (FTC)</b>	Participated in the Partnership in Education Program to recruit minority high school students and provide opportunities for learning in a professional work environment. In FY 2006, Anacostia, Calvin Coolidge, and Woodson High Schools - located in Washington, D.C. - participated in the program.
<b>National Aeronautics and Space Administration (NASA)</b>	<p>Provided workshops to minority institutions and Hispanic-Serving Institutions (HSIs) administrators and faculty on NASA education programs and the grants application process.</p> <p>Supported community outreach programs for K-12 and university-level students in the Greater Houston/Galveston metropolitan area, South Texas and other areas across the state. These efforts were aimed at providing students and educators with exposure to science, technology, engineering and math fields. Created an informational brochure on NASA educational programs for Spanish-speaking parents.</p>
<b>Social Security Administration (SSA)</b>	Provided employment information to students, faculty, and members of the Hispanic community through local offices, personnel offices, and the SSA Hispanic Affairs Advisory Council. Developed recruitment materials, including brochures and posters for the Hispanic community.

## Recruitment

Many agencies reported expanding and improving outreach efforts to Hispanic-Serving Institutions (HSIs) and other colleges and universities with diverse student populations in order to recruit highly qualified candidates. Student employment programs continue to play an important role in preparing the next generation of Federal employees. For example, the majority of the agencies identified the Student Career Experience Program (SCEP) and the Federal Career Intern Program (FCIP) as cornerstones of their recruitment programs.

To facilitate agencies' efforts in attracting talent to Federal service, OPM launched the marketing campaign "*What Did You Do At Your Job Today?*" in different markets throughout the United States. These advertisements are targeted to attract candidates who have the qualifications, skills, and experience the Federal Government is looking for in its workforce.

### Effective Recruitment Practices

Agency	Effective Practice
<b>Department of Energy</b>	<p>Participated in nearly 20 outreach and recruitment activities that targeted the Hispanic community and other minorities.</p> <p>Made presentations to more than 250 HACU interns on "<i>How to identify and secure a Federal job.</i>" The two-day presentation included information on how to find a Federal job, what is on a Federal vacancy announcement, resume writing and how to address knowledge, skills and abilities (KSAs) requirements.</p>
<b>Department of Homeland Security (DHS)</b>	<p>Used multiple strategies to increase awareness in the Hispanic community of employment opportunities in DHS. Components distributed vacancy announcements to Hispanic organizations on a regular basis. Others advertised in newspapers and periodicals.</p> <p>Utilized student employment programs as a recruitment tool for entry-level positions. For example, Customs and Border Protection reported a total of 1,701 participants in their Student Temporary Employment Program (STEP) and SCEP.</p> <p>Placed print and radio advertisements to promote employment opportunities. For example, the Coast Guard placed ads in local Latino newspapers in California, Virginia, Texas, Florida, and North Carolina. The Secret Service launched an advertising campaign in Richmond, VA, San Antonio, TX, Albuquerque, NM, and Washington, D.C. which included ads displayed on billboards and bus shelters.</p>
<b>Department of Justice (DOJ)</b>	<p>Partnered with the HACU National Internship Program to recruit students who attended HSIs to participate in the Federal Bureau of Investigation's "<i>Honors Internship Program.</i>" A total of 14 students successfully completed the background process and entered</p>

Agency	Effective Practice
	<p>on duty in June 2006. These new hires graduated from the following universities: University of Texas, Arizona State University, San Francisco State University, University of Arkansas, University of Puerto Rico-Río Piedras, University of Turabo (Puerto Rico), University of Puerto Rico-Aguadilla, Universidad del Este-Puerto Rico, University of Texas at San Antonio, University of Texas at Austin, and St. Edwards University, Austin.</p>
<b>Department of State</b>	<p>Visited over 14 HACU member schools and HSIs. Each trip included a mixture of participation in career fairs, information sessions, workshops on career opportunities and meetings with students, faculty and administrators.</p>
<b>Department of the Treasury</b>	<p>Used external internship programs such as the HACU Internship Program to grow new talent and expand the pool of potential candidates for mission critical jobs. In FY 2006, Treasury hired 79 HACU students.</p> <p>Posted vacancy announcements on high profile websites in order to reach diverse populations. In addition to posting vacancy announcements on USAJOBS, the Internal Revenue Service used Monstertrak, HireDiversity, Career Builder, IMDiversity, CollegeRecruiter, Hotjobs, and JobsOnline to market their jobs.</p>
<b>Department of Transportation (DOT)</b>	<p>Established a partnership with the César Chávez School for Public Policy in Washington, D.C. The “<i>Ambassador to Ambassador Program</i>” was designed for both the mentor and the protégé to serve as an ambassador and promote DOT as “Employer of Choice.”</p> <p>Included HSIs in training programs. For example, eight HSIs participated in the Federal Aviation Administration (FAA) <i>Collegiate Training Initiative for Electronic Technicians</i> and four HSIs on the <i>Collegiate Training Initiative for Air Traffic Controllers</i>. These programs prepare individuals for specific entry-level positions within the FAA.</p>
<b>National Aeronautics and Space Administration (NASA)</b>	<p>Conducted agencywide recruitment at the Georgia Institute of Technology, Penn State University, Massachusetts Institute of Technology and at the University of Puerto Rico at Mayagüez. At these institutions, NASA conducted additional outreach to local chapters of professional organizations, including the Society of Hispanic Professional Engineers.</p> <p>Made presentations to various student clubs to promote internship programs.</p>
<b>Office of Personnel Management (OPM)</b>	<p>Supported partnerships with the National Association of Hispanic Federal Employees, National Image and HACU.</p>

## Career Development

An effective strategy to retain high-quality employees is to offer a variety of career development opportunities. Most agencies reported promoting developmental opportunities, training, and other resources to employees at all levels.

To assist Federal employees interested in developing their leadership skills, OPM created an electronically searchable catalog of Federal Government leadership development opportunities. The Federal Leadership Development Program (FedLDP), available on the OPM website, provides a list of leadership development and training opportunities agencies offer their employees in order to enhance their leadership competencies.

### Effective Career Development Practices

Agency	Effective Practice
<b>Department of Homeland Security (DHS)</b>	Encouraged employees, including Hispanics, to participate in career developmental programs. DHS components actively promoted their developmental programs to all employees. For example, Immigration and Customs Enforcement actively participated in the Management Development Program, Aspiring Leaders Program, Tuition Assistance Program, Executive Leadership Program, and New Leader Programs.
<b>Department of State</b>	Supported the Serrano Scholars Program, designed to prepare non-traditional college students for leadership roles in foreign affairs and national defense. The Serrano Scholars Program is administered through a partnership with Hostos Community College, City University of New York, and Columbia University's School of General Studies (GS) and School of International and Public Affairs (SIPA). This program provides students with a scholarship that includes tuition and fees, plus a stipend, for full-time study for six years - two each at Hostos Community College, GS, and SIPA. In FY 2006, there were 27 Serrano Scholars.
<b>Department of the Treasury</b>	Provided training to employees, managers, supervisors and senior leaders on recruitment, hiring flexibilities, student employment programs, leadership skills, and diversity management.
<b>National Aeronautics and Space Administration (NASA)</b>	Improved diversity in its Senior Executive Service (SES) ranks, in part, through the use of its Candidate Development Program.
<b>National Credit Union Administration (NCUA)</b>	Encouraged employees to apply for management development programs. NCUA has two career development programs – the Management Development Program and the Executive Development Program. In 2006, eight candidates were selected for these programs.

<b>Agency</b>	<b>Effective Practice</b>
<b>Small Business Administration (SBA)</b>	Developed a new leadership program -“Leadership Effective through Active Development (LEAD). This program focuses on providing training that will enhance skills in the following areas: leadership, financial management, legal issues, communication and management. SBA also launched a Career Development Program that provides training to all employees.
<b>Social Security Administration (SSA)</b>	Encouraged broad participation from all employees in SSA developmental and training programs.



## Accountability

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Agencies that are successful in building a diverse workforce have a strong commitment to diversity that is articulated and led by their senior executives and managers. The majority of the agencies that submitted reports to OPM reported having an element in their performance plans for executives and managers related to managing a diverse workforce. In addition, managers and supervisors received training on topics such as managing diversity, equal employment opportunity regulations, special emphasis programs, Notification and Federal Employee Anti-Discrimination and Retaliation (No FEAR) Act of 2002, and reasonable accommodations.

### Effective Accountability Practices

Agency	Effective Practice
<b>Department of Homeland Security (DHS)</b>	Ensured Senior Executives and managers are held accountable in their performance evaluations by requiring a commitment to building a high quality and diverse workforce.
<b>Department of the Air Force</b>	Senior leadership reaffirmed their commitment to diversity. In 2006, the Secretary of the Air Force and Chief of Staff issued a letter to airmen: <i>Diversity and the United States Air Force</i> .
<b>Department of the Treasury</b>	Ensured managers and supervisors were appropriately evaluated on their diversity efforts.  Used the Treasury Diversity Council to advise leaders on diversity issues and developing initiatives to improve Treasury's capacity to recruit and retain a high-quality, diverse workforce.
<b>Department of Transportation (DOT)</b>	Established diversity councils to assist senior leaders with diversity management. For example, the ONEDOT Hispanic Leadership Council, DOT Diversity Council, and Disability Advisory Council were established to provide information and ideas on diversity efforts.
<b>National Geospatial-Intelligence Agency (NGA)</b>	Conducted the Third Annual NGA Diversity Summit that included the NGA Director, NGA Executives, Special Emphasis Program Chairs, and Diversity Management staff members
<b>Social Security Administration (SSA)</b>	Developed and implemented a National Diversity Training Plan which included training every employee.  Held a Diversity Training Conference for employees and managers in Atlanta, Georgia in July 2006.

## Next Steps

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The agencies that are building a diverse, citizen-centered and high-performing workforce have shown many innovative outreach and recruitment practices. Some of these strategies were highlighted in this report. At OPM, we will continue to support agencies by providing leadership, technical support, policy guidance, and practical resources such as the Hiring Flexibility Resource Center and Hiring Toolkit.

With regard to the Hispanic employment initiative, OPM will continue to:

- Use the Interagency Task Force, chaired by OPM's Director and composed of senior officials, to review best practices in strategic human resources and assess overall Executive branch progress in complying with the requirements of Executive Order No. 13171.
- Promote agencies' efforts to recruit a high quality, citizen-centered, results-oriented, and diverse workforce, including Hispanics.
- Strengthen partnerships with HSIs, professional organizations and a broad range of representatives of the Hispanic community.



**United States Office of  
Personnel Management**  
1900 E Street, NW  
Washington, DC 20415

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