

Seventh Annual Report to the President on Hispanic Employment in the Federal Government

Working for America



UNITED STATES OFFICE OF PERSONNEL MANAGEMENT
DECEMBER 2007



UNITED STATES OFFICE OF PERSONNEL MANAGEMENT
Washington, DC 20415

The Director

December 18, 2007

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

Dear Mr. President:

In accordance with the requirements of Executive Order 13171, I am pleased to submit the U.S. Office of Personnel Management's (OPM) *Seventh Annual Report to the President on Hispanic Employment in the Federal Government*. This report provides data on Hispanic representation in the Federal workforce and Hispanic hiring under special programs. It also provides information on human capital practices Federal agencies use to attract and recruit a diverse, high-quality, results-oriented workforce, including Hispanics.

Over the course of your Administration, there has been a clear upward trend in Hispanic representation in the permanent Federal workforce. This year's data shows increases in Hispanic representation in 58 percent of agencies' workforces. From June 30, 2006 to June 30, 2007, the number of Hispanic employees increased by more than 3000 – an increase of 7.5 percent to 7.7 percent. During this period, Hispanics represented 8.6 percent of all Federal hires, as opposed to 7.7 percent for the previous period, and the representation of Hispanics at the mid-level of the Federal service also increased.

OPM's mission is to ensure the Federal Government has an effective civilian workforce. OPM will continue leading and educating agencies on succession planning and human capital practices, programs, and flexibilities to meet the demands of the future for a high-quality, citizen-centered, results-oriented workforce that is drawn from the strengths of America's diversity.

Respectfully submitted,

A handwritten signature in dark ink, appearing to read "LMS", written over a horizontal line.

Linda M. Springer
Director

Enclosure

Executive Summary

In accordance with Executive Order (E.O.) 13171, the U.S. Office of Personnel Management (OPM) asked Federal agencies to identify effective human capital practices related to the Hispanic Employment Nine-Point Plan. The *Seventh Annual Report to the President on Hispanic Employment in the Federal Government* provides current statistical data on Hispanic employment in the Federal Government and highlights some of the exemplary human capital practices agencies used to recruit a diverse workforce.

Over the last six years, Hispanic representation in the Federal workforces has steadily grown (Figure 1). As of June 30, 2007, the representation of Hispanics in the Federal permanent workforce stood at 7.7 percent, compared with 7.5 percent on June 30, 2006, accounting for more than 3,000 new jobs. Current data shows increases in Hispanic representation in 58 percent of the largest Federal departments' and agencies' workforces.

Governmentwide, the percentage of Hispanic permanent new hires climbed from 7.5 percent to 8.6 percent (Table 2). The Department of Defense, the Department of Homeland Security, the Department of the Interior, the Department of State, the Department of the Treasury, and the Equal Employment Opportunity Commission all saw increases in the percentage of Hispanics among their permanent new hires (Table 2) for the period July 1, 2006, through June 30, 2007.

Fifty agencies and departments submitted reports to OPM. This report presents a sampling of the agencies' current practices in four areas: community outreach, recruitment, career development, and accountability.

Community Outreach

Agencies are responsible for building an effective Federal workforce that draws on the strengths of America's diversity. Agencies reported a variety of ways of establishing and maintaining relationships across the Hispanic community. These include disseminating information to diverse markets through Hispanic media, ensuring agency branding and outreach messages are inclusive and meaningful to all U.S. citizens, attending community events sponsored by Hispanic organizations, sponsoring scholarships for students and stay-in-school programs, and speaking about Federal careers at regional and local community meetings.

Recruitment

The Federal Government's presence on campus influences young talent to consider careers in the public sector. Agencies that were highly successful in recruiting have established effective relationships and partnerships with organizations such as the Hispanic Association of Colleges and Universities (HACU), Hispanic-Serving Institutions (HSIs), Hispanic professional organizations, and advocacy groups to recruit

high-quality candidates for their positions. The Student Career Experience Program (SCEP) and the Federal Career Intern Program (FCIP) continue to be popular programs in recruiting new talent to the Federal workforce. This type of student program is designed to promote an agency's mission and careers to students.

Many agencies have developed and maintained effective partnerships with academic institutions and professional associations, and some have signed partnership agreements with Hispanic organizations and HSIs. In 2007, OPM conducted several such job fairs and campus visits, as well as participated in various conferences involving Hispanic-serving institutions. These types of events were also designed to promote agencies' missions and careers to students. A simple but very effective strategy in attracting and recruiting top talent at all levels is following up with applicants on the status of their applications in a timely fashion. Current technologies allow agencies to communicate faster and more efficiently with applicants.

Agencies should consider expanding outreach and recruiting efforts to professional organizations as part of their efforts to recruit highly-qualified candidates for executive positions. Effective recruiting strategies for senior-level positions include: partnering with organizations to help prepare mid-level employees to become more competitive for Senior Executive Service (SES) positions, expanding outreach efforts for SES vacancies by recruiting outside the Federal Government, and providing mentoring programs for employees.

Career Development

After recruiting high-quality candidates, agencies must provide employees with training, career development programs, and mentoring opportunities. A large number of agencies reported promoting participation of their employees, including Hispanics, in career development programs. However, only a few agencies have established formal mentoring programs, which are extremely important to developing the next generation of Federal leaders.

Accountability

Leadership involvement is always at the top of every successful human capital endeavor. The Interagency Task Force on Hispanic Employment in the Federal Government, chaired by the OPM Director, is accountable for meeting certain requirements of E.O. 13171. At its semiannual meetings, the Task Force convenes to discuss important statistical information and share best practices among agencies about Governmentwide and agency-specific recruiting.

Effective management accountability practices agencies reported include: periodic training for managers and supervisors in managing and maintaining a diverse workforce, senior-leadership involvement in developing their agencies' strategic human capital plan, management participation in mentoring and career development programs, and monitoring recruitment strategies. The majority of the agencies submitting reports to OPM said they had performance plans for senior executives, managers, and supervisors

that include an element for supporting workforce diversity. Some agencies specifically reported requesting Diversity Advisory Council and Hispanic Employment Program managers' input on recruitment, development and retention strategies.

OPM continues to aim to provide employment information to all our nation's citizens, including Hispanics. Over the past year, OPM has further improved the USAJOBS website and job seeking experience through improved functionality and new job information resources. OPM also continues to develop and add new commercials to its innovative "*What Did You Do At Your Job Today?*" prime time television and Internet series featuring actual Federal employees.

OPM proactively partners with Federal agencies and other organizations to provide Federal employment information through multiple venues. Such venues include reaching potential applicants by sponsoring recruitment fairs around the country, providing information to students and diverse communities to encourage people to apply for Federal jobs, reaching Federal employers by creating on-line tools for supervisors on hiring programs, as well as providing guidance to agencies on human capital issues.

Introduction

In accordance with Executive Order 13171, this report provides statistical data on Hispanic representation in the permanent Federal workforce¹, as well as agencies' human capital strategies to recruit a diverse workforce, including Hispanics. This report provides the most recent statistical information². Data for this report is derived from OPM's Central Personnel Data File (CPDF). Data is presented Governmentwide, in addition to being broken down by agency and pay plan.

Continuing an upward trend of Hispanic representation in the permanent Federal workforce, Hispanic³ representation rose to 7.7 percent as of June 30, 2007, compared with 7.5 percent on June 30, 2006 (Figure 1).

Having a high-quality and diverse workforce is vitally important in order for agencies to remain competitive in this labor market, and the Federal Government is a leader in providing employment opportunities to minorities. In this regard, the Department of Homeland Security is the largest employer of Hispanics, who comprise 19.2 percent of its total workforce. Hispanic representation within the Equal Employment Opportunity Commission and the Social Security Administration stand at 13.5 and 13 percent, respectively, of those agencies' workforces.

¹ The permanent Federal workforce is defined as the total number of career and career conditional employees, regardless of work schedule, on Federal agency employment rolls as of a particular date. It does not include employees in temporary positions.

² Fiscal Year data were not available at the time this report was prepared so this report includes the latest data.

³ *Hispanics* refers to all persons who identify themselves as of Mexican, Puerto Rican (living on the mainland), Cuban, Central or South American, or other Hispanic origin or descent.

⁴ Federal Equal Opportunity Recruitment Program Annual Report to the Congress, January 2006.



Governmentwide Hispanic Employment Data

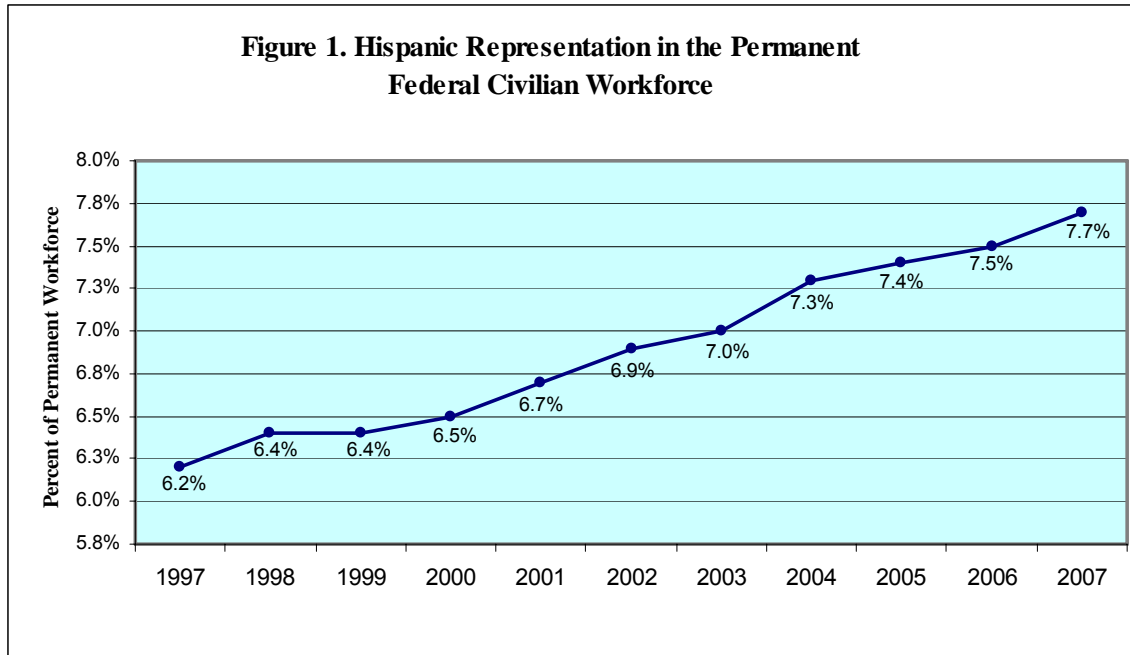
List of agencies referred to in Table 1, Table 2, and Tables 8 -10

Acronym	Agency
AID	Agency for International Development
USDA	Agriculture, Department of
DOC	Commerce, Department of
DOD	Defense, Department of
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
STATE	State, Department of
DOT	Transportation, Department of
TREAS	Treasury, Department of the
VA	Veterans Affairs, Department of

Defense “Other” includes:

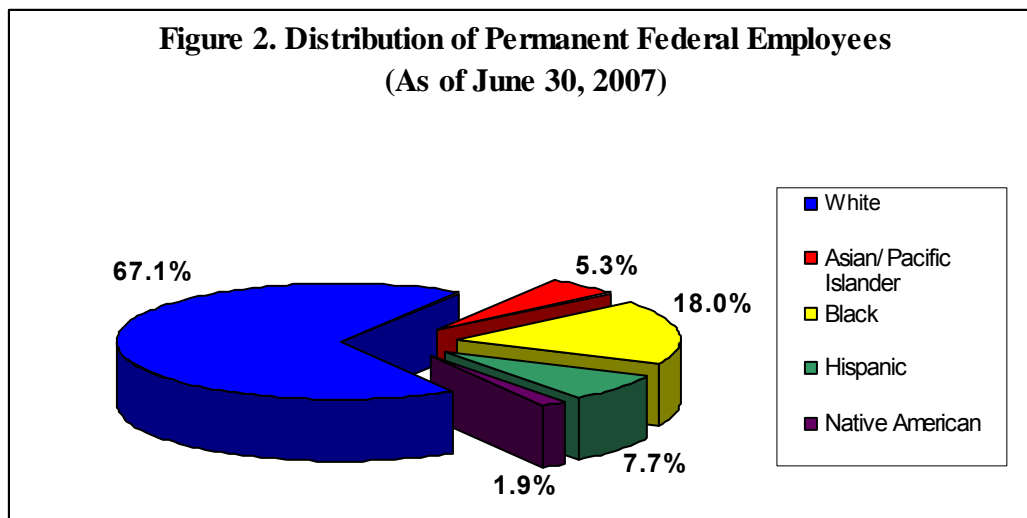
- American Forces Information Service
- Business Transformation Agency
- Defense Advanced Research Projects Agency
- Defense Commissary Agency
- Defense Contract Audit Agency
- Defense Contract Management Agency
- Defense Finance and Accounting Service
- Defense Human Resources Activity
- Defense Information Systems Agency
- Defense Legal Services Agency
- Defense Logistics Agency
- Department of Defense Education Activity
- Department of Defense Test Resource Management Center
- Defense POW/Missing Personnel Office
- Defense Security Cooperation Agency
- Defense Technical Information Center

- Defense Technology Security Administration
- Defense Threat Reduction Agency
- Defense Security Service
- Joint Staff
- Missile Defense Agency
- National Defense University
- Office of Economic Adjustment
- Office of the Inspector General
- Office of the Secretary of Defense
- Pentagon Force Protection Agency
- Tricare Management Activity
- U.S. Court Appeals Armed Forces
- Washington Headquarters Services



Data Source: U.S. Office of Personnel Management CPDF as of September of each year from 1997-2004, and June 2005-2007

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**Table 1. Hispanic Representation in the Permanent Federal Workforce
(as of June 30, 2007)**

Agency	Hispanics on-Board June 30, 2006		Hispanics on-Board June 30, 2007		
	Number	Percentage	Number	Percentage	
Homeland Security	25,154	18.6	27,535	19.2	▲
EEOC	278	12.9	287	13.5	▲
Social Security Administration	7,996	12.7	7,878	13.0	▲
Justice	9,024	8.8	9,203	8.9	▲
Treasury	8,698	8.1	8,903	8.3	▲
Air Force	10,991	7.3	10,837	7.3	■
Housing & Urban Development	678	7.3	667	7.2	▼
Army	15,138	6.9	15,204	7.0	▲
Labor	1,026	6.9	1,025	6.9	■
Veterans Affairs	15,013	6.9	15,519	6.9	■
Energy	917	6.3	922	6.4	▲
Transportation	3,078	5.9	3,208	6.2	▲
Agriculture	5,211	5.9	5,211	6.1	▲
Department of Defense (Total)	38,128	6.2	38,012	6.0	▼
Defense-Other	4,474	5.7	4,431	5.6	▼
NASA	934	5.4	949	5.6	▲
Interior	2,971	5.1	3,144	5.5	▲
General Services Administration	645	5.3	637	5.4	▲
Environmental Protection Agency	854	5.0	865	5.1	▲
All Other Agencies	2,103	4.8	2,108	4.8	■
Navy	7,525	4.5	7,540	4.5	■
State	326	4.3	351	4.4	▲
Education	160	4.1	153	4.0	▼
Office of Personnel Management	211	4.2	224	4.0	▼
Commerce	1,559	4.0	1,522	3.9	▼
Health & Human Services	1,945	3.6	1,901	3.6	■
Governmentwide	126,909	7.5	130,224	7.7	▲

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

Current data show increases in Hispanic representation in the largest departments' and agencies' workforces (Table 1). Some of the agencies with high representation of Hispanics in their workforces are also at the top of the list of *"The Best Places to Work in the Federal Government"*⁴.

As shown in Table 1, the permanent Federal workforce included 130,224 Hispanics as of June 30, 2007, compared with 126,909 as of June 2006.

⁴ *"The Best Places to Work in the Federal Government"* 2007 Rankings, Partnership for Public Service.

Table 2. Hispanic Permanent New Hires in Major Agencies

Agency	Hispanics Hires July 1, 2005 to June 30, 2006		Hispanics Hires July 1, 2006 to June 30, 2007		
	Number	Percentage	Number	Percentage	
Homeland Security	1,795	15.1	4,244	20.5	▲
EEOC	2	8.0	15	12.9	▲
Treasury	654	10.1	1,197	12.3	▲
SSA	271	15.7	232	11.5	▼
Justice	442	11.8	556	11.2	▼
Energy	58	8.2	55	7.4	▼
State	48	5.6	35	6.8	▲
NASA	34	12.1	22	6.0	▼
Agriculture	286	8.6	166	5.7	▼
Veterans Affairs	998	6.9	1,088	5.7	▼
Labor	55	6.3	56	5.5	▼
Army	1,212	7.0	724	5.4	▼
Air Force	676	6.2	450	5.0	▼
Defense - Other	230	4.3	304	4.9	▲
Dept of Defense (Total)	2,618	6.0	1,854	4.7	▼
All Other Agencies	146	5.9	113	4.5	▼
Interior	80	4.4	89	4.5	▲
OPM	20	4.3	33	4.1	▼
Education	6	4.0	7	3.9	▼
HUD	11	6.0	13	3.7	▼
EPA	20	6.0	12	3.5	▼
Navy	500	4.8	376	3.4	▼
Transportation	90	5.8	83	3.4	▼
Commerce	174	4.2	105	3.0	▼
GSA	16	3.1	15	2.9	▼
HHS	96	3.7	80	2.7	▼
Governmentwide	9,862	7.5	10,070	8.6	▲

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

The percentage of Hispanic new hires to permanent positions increased significantly at several large departments and agencies for the period July 1, 2006, through June 30, 2007, over the similar period from 2005 to 2006. The Department of Defense (Other), the Department of Homeland Security, the Department of the Interior, the Department of State, the Department of the Treasury, and the Equal Employment Opportunity Commission registered the largest percentages of Hispanics among their permanent new hires (Table 2). These six agencies hired 58 percent of the new Hispanic hires for July 1, 2006, through June 30, 2007.

Current data shows the Governmentwide percentage of Hispanic new hires increased from 7.5 percent to 8.6 percent during this reporting period.

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*	
	7/1/2005 to 6/30/2006	7/1/2006 to 6/30/2007	7/1/2005 to 6/30/2006	7/1/2006 to 6/30/2007	7/1/2005 to 6/30/2006	7/1/2006 to 6/30/2007
GSR 1-4	11,821	13,347	1,008	1,348	8.6	10.1
GSR 5-8	35,888	40,444	3,607	4,925	10.2	12.2
GSR 9-12	22,686	22,055	1,121	872	5.0	4.0
GSR 13	4,578	4,408	160	101	3.6	2.3
GSR 14	2,036	1,976	57	40	2.9	2.0
GSR 15	1,565	1,904	65	77	4.3	4.1
SES	154	160	9	5	5.8	3.2
Senior Pay⁵	313	325	10	7	3.2	2.2
Blue-Collar	13,954	13,181	985	860	7.1	6.5
Other White-Collar	11,008	19,708	898	1,835	8.3	9.3
Total	104,003	117,508	7,920	10,070	7.7	8.6

**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 Ethnicity and Race". 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, 2005, through June 30, 2006, with July 1, 2006, through June 30, 2007, by grade groups within General Schedule and Related (GSR) pay plans and other pay systems. GSR pay plans cover most white-collar occupations. 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.

As shown in Table 3, Hispanic hiring increases in GSR levels 1-4 and GSR levels 5-8 exceeded the decreases reported at GSR levels 9-12 and higher levels.

The percentage of Hispanic employees newly hired into Senior Executive Service (SES) positions decreased from 5.8 percent to 3.2 percent. Senior Pay new hires also decreased from 3.2 percent to 2.2 percent.

The number of Hispanics in the Other White-Collar category increased from 8.3 to 9.3 percent during the periods July 1, 2005, through June 30, 2006 and July 1, 2006, through June 30, 2007. The overall number of new hires in Blue-Collar positions decreased from 13,954 to 13,181. The number of Hispanic employees in Blue-Collar occupations decreased from 7.1 percent to 6.5 percent.

⁵The senior-level (SL) pay system includes high-level positions without executive responsibilities, as well as positions the law or the President excludes from the SES. Agency heads may set the pay of an SL employee at any rate within a range fixed by statute. Some Schedule C employees are under the SL pay system.

**Table 4. Hispanic Permanent On-Board Workforce by Pay Group
(as of June 30, 2007)**

Pay Group	Governmentwide Permanent On-Board Total		Hispanic Permanent On-Board Total		Hispanic Permanent On-Board Percentage	
	6/30/2006	6/30/2007	6/30/2006	6/30/2007	6/30/2006	6/30/2007
GSR 1-4	49,610	46,878	4,226	3,953	8.5	8.4
GSR 5-8	344,033	331,761	31,245	31,531	9.1	9.5
GSR 9-12	549,931	508,604	45,215	43,438	8.2	8.5
GSR 13	200,926	182,441	10,507	10,046	5.2	5.5
GSR 14	97,380	89,749	4,204	4,114	4.3	4.6
GSR 15	62,190	57,219	2,401	2,373	3.9	4.1
Senior Pay	8,815	12,183	327	506	3.7	4.2
SES	6,896	7,114	257	257	3.7	3.6
Blue Collar	186,269	183,329	14,325	14,195	7.7	7.7
Other White- Collar	176,058	267,847	14,202	19,811	8.1	7.4
Total	1,682,108	1,687,125	126,909	130,224	7.5	7.7

As Table 4 indicates, the percentage of on-board Hispanic permanent employees (as of June 30, 2007) increased in most categories, including GSR 5-8, GSR 9-12, GSR 13, GSR 14 and GSR 15.

Table 4 shows the total number of on-board Hispanic permanent employees increased from 126,909 (as of June 30, 2006) to 130,224 (as of June 30, 2007). The percentage of Hispanic employees in the permanent Federal workforce also increased from 7.5 percent to 7.7 percent during the same time period.

Data also shows the number of on-board Hispanic permanent employees in the Other White Collar pay group increased significantly, by 5,609, from June 2006 to June 2007.

Table 5. Hispanic Hiring into Professional and Administrative Occupations

Occupational Group	Governmentwide Total		Hispanic Number		Hispanic Percentage*	
	7/1/2005 to 6/30/2006	7/1/2006 to 6/30/2007	7/1/2005 to 6/30/2006	7/1/2006 to 6/30/2007	7/1/2005 to 6/30/2006	7/1/2006 to 6/30/2007
Professional Occupations	20,833	22,344	934	816	4.6	3.7
Administrative Occupations	23,652	25,755	1,339	1,466	5.8	5.7
Total	44,485	48,099	2,273	2,282	5.2	4.8

**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 Ethnicity". Therefore, the percentage of Hispanics is not a direct calculation from the Governmentwide total displayed in this table.*

Table 5 shows the percentage of Hispanic new hires into professional occupations decreased from 4.6 percent (July 1, 2005, through June 30, 2006) to 3.7 percent (July 1, 2006, through June 30, 2007). The percentage of Hispanic new hires into administrative occupations decreased from 5.8 percent to 5.7 percent. The overall representation of Hispanics among new hires into professional and administrative occupations decreased from 5.2 percent to 4.8 percent.

Hispanic Hiring in Professional and Administrative Occupations

This report provides data on professional and administrative occupational groups that lead to higher-graded and management positions. The overall percentage of Hispanic new hires into professional and administrative occupations decreased from 5.2 percent (July 1, 2005, through June 30, 2006) to 4.8 percent (July 1, 2006, through June 30, 2007).

Table 6 shows the top 15 professional occupations with the most new hires Governmentwide. While the largest number of Hispanic new hires was into the nursing profession (113), the greatest percentage (7.6%) of new hires that were Hispanic was in the medical technologist occupation. The number of new hires in these 15 professional occupations (15,201) represents 68 percent of all new hires in professional occupations (22,344) for July 1, 2006, through June 30, 2007.

The ten administrative occupations with the most new hires Governmentwide are shown in Table 7. The largest number of Hispanic new hires was in customs and border protection (295) while the greatest percentage of Hispanic new hires was in passport and visa examining (23.1%). The number of new hires in these 12 administrative occupations (14,540) represents 56.5 percent of all new hires in administrative occupations (25,755) for July 1, 2006, through June 30, 2007.

Table 6. Hispanic Hiring Into the Top Professional Occupations

July 1, 2006 to June 30, 2007			
Occupation (Series)	Governmentwide Total	Hispanic Number	Hispanic Percentage*
All Professional Occupations	22,344	816	3.7
Medical Technologist (0644)	289	22	7.6
Biological Sciences (0401)	746	55	7.4
Internal Revenue Agent (0512)	363	20	5.5
General Engineering (0801)	655	33	5.0
Medical Officer (0602)	1,771	86	4.9
Social Science (0101)	511	23	4.5
General Health Science (0601)	467	21	4.5
Electronics Engineering (0855)	656	28	4.3
Contracting (1102)	1,657	69	4.2
Social Work (0185)	790	32	4.1
Auditing (0511)	878	31	3.5
Nurse (0610)	3,370	113	3.4
Accounting (0510)	590	18	3.1
General Attorney (0905)	1,270	37	2.9
Patent Examiner (1224)	1,188	25	2.1

**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 Ethnicity". 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 Administrative Occupations

July 1, 2006 to June 30, 2007			
Occupation (Series)	Governmentwide Total	Hispanic Number	Hispanic Percentage*
All Administrative Occupations	25,755	1,466	5.7
Passport and Visa Examining (0967)	202	28	23.1
Customs and Border Protection (1895)	1,528	295	19.3
General Inspection, Investigation and Compliance (1801)	1,389	249	17.9
Social Insurance Administration (0105)	394	40	10.2
Criminal Investigating (1811)	693	57	8.2
General Investigating (1810)	403	30	7.5
Air Traffic Control (2152)	631	32	5.1
Human Resources Management (0201)	834	38	4.6
Miscellaneous Administration and Program (0301)	2,947	107	3.6
Intelligence (0132)	794	27	3.4
Information Technology Management (2210)	2,712	84	3.1
Management & Program Analysis (0343)	2,013	54	2.7

**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 Ethnicity". Therefore, the percentage of Hispanics is not a direct calculation from the Governmentwide total displayed in this table.*

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. Agencies can credit up to 320 hours of job-related experience gained in active-duty military service or from similar work-study programs toward SCEP work requirements. Additionally, agencies can waive up to one-half of the required work experience for students who have demonstrated exceptional performance and outstanding academic achievement.

Table 8 shows the percentage of Hispanics hired using SCEP decreased from 7.6 percent (July 1, 2005, through June 30, 2006) to 5.4 percent (July 1, 2006, through June 30, 2007). The Social Security Administration, the Department of the Energy, the Department of the Treasury, the Federal Deposit Insurance Corporation and the Department of Agriculture have the largest percentages of Hispanic new hires under the program.

Table 8. Hispanic Permanent New Hires under the SCEP

Agency	7/1/2005 to 6/30/2006			7/1/2006 to 6/30/2007		
	All Hires Number	Hispanics Number	Hispanics Percentage*	All Hires Number	Hispanics Number	Hispanics Percentage*
SSA	5	1	20.0	4	1	25.0
Energy	42	4	10.0	57	11	19.3
Treasury	113	12	10.6	102	12	11.8
FDIC	26	2	7.7	60	7	11.7
USDA	606	113	18.6	276	32	11.6
EPA	47	1	2.9	31	3	9.7
Other Agencies	2,836	96	3.4	31	3	9.7
NASA	141	19	15.3	158	14	8.9
DOL	94	3	3.2	84	7	8.3
DOT	53	4	9.8	56	4	7.1
VA	257	9	3.5	319	21	6.6
DHS	61	2	3.3	64	4	6.3
DOJ	63	13	20.6	81	5	6.2
Total	4,542	337	7.6	3,895	212	5.4

**Note: The number of all hires includes 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 Ethnicity and Race". Therefore, the percentage of Hispanics is not a direct calculation from the Governmentwide total displayed in this table.*



Effective Practices and Next Steps

Effective Practices

In compliance with Executive Order 13171, OPM asked Federal agencies to identify human capital practices they found effective in attracting and recruiting a diverse workforce, including Hispanics. This report highlights some of the strategies and practices agencies reported as effective in attracting, recruiting, and retaining a diverse workforce. Information is placed into the following major categories: community outreach, recruitment, career development, and accountability.

Community Outreach

Agencies report that establishing effective and long-lasting relationships with various communities provided them with a source of talented candidates, including Hispanics to fill mission-critical occupations.

In addition to helping attract and recruit new talent to the civilian workforce, media outreach activities showcase the impressive variety of services Federal employees perform for the American people. In 2007, OPM expanded its “*What Did You Do At Your Job Today?*” prime time television ad campaign designed to raise public awareness about career opportunities in the Federal Government. The advertisements, featuring a diverse array of actual Federal employees from a variety of agencies and professions, are available online and have run in markets such as Raleigh-Durham, North Carolina, Kansas City, and Rochester, New York, and Albuquerque, New Mexico.

Most agencies reported having outreach programs and initiatives in place to attract highly qualified applicants. Agencies that were successful in recruiting Hispanics have strong relationships with Hispanic communities, Hispanic-Serving Institutions, Hispanic advocacy groups and professional organizations. To further enhance their abilities to recruit qualified candidates, some agencies with mission-critical occupations in the fields of science, mathematics, and engineering have established programs to help increase the educational attainment of minority students, including Hispanics.

Some effective community outreach practices include:

- Promoting the agency’s mission and employment opportunities to diverse communities at all times, not just when filling jobs
- Developing an agency brand that speaks to diverse groups
- Developing targeted outreach strategies for specific regions and job descriptions, as needed, instead of using a one-size-fits-all approach to attract and recruit applicants
- Partnering with community, professional and Hispanic-serving organizations to develop innovative ways to recruit diverse candidates, including Hispanics
- Visiting local high schools, middle schools and community colleges to educate students about agency missions and careers
- Seeking a more personal approach with potential applicants, including offering educational and recruitment materials designed for parents, community leaders and the Hispanic community

- Expanding outreach efforts to Hispanic professional organizations to identify highly-qualified candidates for mid-level and executive positions
- Placing Public Service Announcements on Hispanic-serving radio and television stations and distributing press releases and other information to Hispanic organizations and news media to increase awareness of agency missions and opportunities.
- Involving employees in agency efforts to reach out to the Hispanic community.

Community Outreach Practices

Agency	Current Practice(s)
Department of Agriculture (USDA)	USDA/LULAC Memorandum of Understanding (MOU), known as “Juntos Podemos” (Together We Can), helped strengthen USDA’s relationships and outreach activities with educational institutions and professional and community-based organizations. It also provided resources for the career development of the Hispanic community.
Department of Education (ED)	Partnered with the Hispanic Alliance for Career Enhancement (HACE) to provide recommendations on improving diversity recruitment efforts, including among Hispanics.
Department of Energy (DOE)	<p>Partnered with public schools and universities to provide educational enrichment programs for high school and college students. DOE has established programs in Albuquerque, Fresno, and Chicago.</p> <p>DOE’s Sandia National Laboratory’s Hispanic Leadership and Outreach Committee partnered with Albuquerque public schools, the University of New Mexico, and the New Mexico Hispanic Medical Association to sponsor the “Manos” (Hands-On) Science and Engineering Program for Hispanic middle school students. This program is designed to introduce math, science, and engineering concepts to middle school students and motivate them to pursue careers in science and engineering. In 2007, nearly 300 students participated in this program.</p> <p>Provided a Hispanic-Serving Institution (HSI) with over \$1 million in grants and financial assistance to expand scientific research and curriculum development. One of the goals of this initiative is to prepare students in the scientific, engineering and mathematical fields.</p>
Department of Homeland Security (DHS)	The U.S. Customs and Border Protection has established programs in predominately Hispanic communities including the Parent Resources for Information, Development, and Education (PRIDE), San Ysidro Day Casa Familiar and Dia

Agency	Current Practice(s)
	de los Niños, Neighborhood Partnership Program, Youth of the Month, Explorer Program, and Red Ribbon Week.
Department of the Interior (DOI)	<p>DOI entered into a MOU with LULAC to attract and recruit Hispanics and support LULAC's initiatives related to education.</p> <p>In 2007, DOI renewed its MOU with HACU to promote the agency's careers and provide information on Federal employment to HSIs. In addition, DOI continued its partnership with the National Hispanic Environmental Council.</p> <p>The Bureau of Reclamation provided academic and vocational training to 222 Hispanic students through its six Job Corps Centers located in six western states. Hispanic students represented 17 percent of all students trained in fiscal year (FY) 2007.</p>
Department of Justice (DOJ)	<p>The Justice Department continued to serve on the Advisory Committee for the LULAC Federal Training Institute.</p> <p>Provided mentoring opportunities to high school and college students. The Federal Bureau of Investigation (FBI) Junior Special Agent Program is a 10-16 week structured program to motivate students to stay in school and pursue careers. In 2007, the FBI adopted two elementary schools in Washington, D.C., with diverse enrollments.</p>
Department of Transportation (DOT)	Used research and development (R&D) grants as a means to gain access to colleges/universities and other institutions of higher learning for their research capabilities and state-of-the-art products. For example, the Federal Aviation Administration partners with many of these institutions' R&D grants programs. One recipient is a Hispanic-Serving Institution.
Department of the Treasury (TREAS)	Sponsored the Hispanic College Fund's Greater Washington Youth Symposium to reach out to Hispanic high school students. Treasury also participated in Career Days at the Bell Multicultural High School in Washington, D.C. The Financial Management Services Hispanic Employment Advisory Committee talked to students about the agency, careers in the Federal Government, and their experiences as Hispanics in the Federal workforce.
Department of State (STATE)	Maintained a strong advertising presence in the Hispanic market. Marketing materials were distributed to academic institutions with significant Hispanic enrollment and targeted professional organizations.

Agency	Current Practice(s)
Department of Veterans Affairs (VA)	Expanded the veteran business enterprise and outreach phase of the Community Prosperity Partnership. The 2007 LULAC Veterans Summit was held in Orlando, Florida.
National Aeronautics and Space Administration (NASA)	Established innovative programs designed to motivate students to pursue higher levels of education. For example, Motivating Undergraduates in Science and Technology (MUST) was designed for students majoring in NASA-related disciplines with attention to attracting applicants from diverse groups. A total of 100 students, of which 50 were Hispanic, were awarded scholarships for Academic Year 2006-2007.
Social Security Administration (SSA)	Collaborated with the Hispanic College Fund providing information to students on Federal employment. SSA participated in the Hispanic Youth Symposium held at the University of Maryland and the California Bay Area. SSA headquarters and regional Hispanic advisory committees in New York, Chicago, Dallas, and San Francisco have active mentoring programs with Hispanic students in their areas.

Recruitment

Recruiting and retaining high-quality talent is critical for the success of the Federal Government. The job market remains very competitive, and agencies must step up their recruiting efforts to attract and retain qualified candidates. Posting job announcements in USAJOBS is the essential first step for ensuring the broadest possible access to potential applicants and effectively providing important job, agency, and application information.

A recent survey⁶ found employers plan to hire 16 percent more college graduates in 2007-2008 than the previous year. It is important for agencies to have a presence in targeted colleges and universities even during times of shrinking budgets and limited hiring. Agencies should continue to build and strengthen relationships with deans, faculty, and especially with career placement officers and educate them on the Federal hiring process, special hiring programs and other incentives the Federal Government has to attract the best talent.

According to a survey⁷ conducted by the National Association of Colleges and Employers, 52 percent of students reported getting full-time jobs using their school's career center. Those agencies with successful and innovative recruiting programs have a permanent presence at targeted colleges and universities that support Federal employment opportunities for their students and alumni. In addition, agencies reported investing resources in colleges and universities offering curricula in the agencies' mission-critical occupations⁸.

Many agencies reported using the Student Career Experience Program (SCEP), Student Temporary Employment Program (STEP), and the Federal Career Intern Program (FCIP) to introduce students and new recent graduates to Federal service and create a pool of high-quality candidates. Strong student programs are effective in helping managers identify talented students who may become their employees in the future. Additionally, internships can help the agency's college-hiring efforts. Internships provide students with an opportunity to try a career in the Federal sector.

In June 2007, OPM and the Partnership for Public Service (PPS) launched a Virtual National Career Services Conference on the Internet reaching a broad audience throughout the nation. The conference was targeted to 600 colleges and universities around the country participating in OPM's and the PPS's *Call to Serve Recruitment Initiative*. Five percent of the colleges and universities included in this initiative are Hispanic-Serving Institutions (HSI). The conference materials remain available online at <http://www.opm.gov/vncsc/Index.asp>.

⁶ *Job Outlook 2008 Fall Preview*, National Association of Colleges and Employers, September 2007.

⁷ NACE's 2007 Graduating Student Survey, May 2007

⁸ Mission-critical occupations are occupations identified by agencies as making critical contributions to accomplish a program's mission.

OPM sponsored Federal Career Days at Louisiana State University, New Mexico State University, Las Cruces; University of New Mexico, Albuquerque; Duquesne University in Pittsburgh; and Ohio State University in Columbus.

OPM encourages Federal agencies to integrate succession planning with recruiting and development of employees at all career levels. Agencies are further encouraged to take proactive steps to develop recruiting and outreach strategies for specific job categories and to collaborate with other agencies to leverage their outreach and recruiting efforts. Agencies should also consider using open announcements to hire experienced professionals from external sources. Using open announcements allows the agency to reach the broadest pool of potential applicants from all sources.

Some effective recruitment strategies include:

- Involving senior-level managers in the recruiting and hiring process, including development of strategic recruitment plans
- Establishing relationships with Hispanic-Serving Institutions, community colleges and universities to increase interest in careers with the Federal Government
- Including non-traditional markets in recruitment strategies to reach the broadest possible pool of potential applicants
- Identifying effective recruiting strategies to reach out to students attending community colleges and vocational schools
- Developing effective relationships with university career placement offices, faculty, and student and alumni organizations, and keeping them informed of agency internship, fellowship, and employment opportunities
- Designating an individual and/or committee to work with the dean and career placement offices in planning and implementing recruitment strategies
- Educating applicants on how to apply for Federal jobs and how to address executive core qualifications when applying for senior-level positions
- Posting all vacancy announcements on USAJOBS
- Posting all internships, temporary assignments, and other entry level positions on StudentJobs.gov and utilizing e-Scholar for applicable student opportunities
- Training recruiters and using only an agency's best recruiters, including recent hires, in the agency's on-campus recruiting

- Working with faculty from Hispanic-Serving Institutions and other colleges to conduct curriculum reviews and identify necessary coursework for mission-critical occupations
- Developing strategies to encourage Hispanics and other highly-qualified candidates to relocate to regions where agencies have vacancies (for example, using internship programs and mentoring programs to give students an opportunity to try another location)
- Improving job announcements and streamlining agency automated application systems to ensure the process is clear and understandable to applicants
- Broadening the area of consideration to all sources (i.e., open to external candidates) to attract and recruit diverse candidates, including Hispanics
- Providing information to applicants on the status of their applications and making timely job offers
- Using special appointing authorities such as the Student Educational Career Experience Program (SCEP), Federal Career Intern Program (FCIP), Student Educational Employment Program (SEEP), 30-Percent Disabled Veterans, Schedule A for Individuals with Disabilities, and Direct-Hire authority to recruit talented individuals and address future workforce needs
- Analyzing use of the SCEP, FCIP, and other recruiting programs and appointees' conversion rates to permanent employment, as part of the agency's strategic workforce planning
- Sponsoring recruiters' and staff members' participation in professional associations and conferences where they are likely to meet qualified candidates
- Using professional association websites, commercial websites, journals and other publications reaching a diverse audience to advertise agency opportunities
- Marketing very competitive Federal employee benefits and programs to attract a new generation of Federal employees
- Using recruitment incentives to attract high-quality candidates

Recruitment Practices

Agency	Current Practice(s)
Department of Agriculture (USDA)	USDA sponsored 100 HACU interns, adding to the over 800 HACU interns USDA has sponsored since 2000. USDA reported that the conversion rate of HACU interns to USDA's permanent positions keeps increasing every year. Former USDA HACU interns promoted internship opportunities and employment opportunities with USDA to fellow students.
Defense Intelligence Agency (DIA)	Hosted two events for students from colleges receiving grants and assistance to develop curricula that will help meet future Intelligence Community employment needs.
Department of Defense Washington Headquarters Services (DOD WHS)	<p>Provided guidance to HSIs on the federal application process.</p> <p>Made employment information available to applicants on HACU's website.</p> <p>Created and implemented the Student Training and Academic Recruitment (STAR) Program at the University of Puerto Rico at Mayaguez. This program provides a permanent marketing presence on campus to increase awareness of DoD career opportunities.</p> <p>DoD coordinated the 2nd Career Extravaganza in Puerto Rico to recruit candidates to fill mission-critical occupations. Interviews were held the day after the career fair.</p> <p>Provided DoD recruiters with training on "Best Practices in College Recruiting, Diversity Recruitment Strategies and Heritage Language Recruitment Skills."</p>
Department of Energy (DOE)	<p>Developed a "Workforce Pipeline System" to integrate internships and entry-level programs. In FY 2007, 14 percent of all participants in student programs were Hispanic.</p> <p>Used special hiring authorities such as the Federal Career Intern Program (FCIP) to recruit applicants and promote Federal service. In FY 2007, approximately 10 percent of the hires for the FCIP were Hispanic.</p>

Agency	Current Practice(s)
Department of Homeland Security (DHS)	<p>Held 1st DHS Recruitment Summit in March 2007 to assist DHS in developing recruitment strategies for its senior leadership positions.</p> <p>Some of the participating Hispanic organizations included the American GI Forum, National IMAGE, Hispanic American Police Command Officers Association and HACU.</p> <p>Developed a new recruitment video showcasing DHS professionals of all ages and levels of experience.</p> <p>Established a Corporate Recruitment Sub-Council, comprised of recruitment officers from all components and headquarters, to assist DHS in meeting its Human Capital Strategic goals.</p> <p>Held the 1st Expo Career Job Fair. The Expo included workshops and veteran and student outreach stations, and provided an opportunity for the public to obtain information on DHS occupations.</p>
Department of Justice (DOJ)	<p>Revised vacancy announcements to better communicate with applicants and modified the automated hiring system to allow direct outreach to colleges and universities.</p> <p>Monitored recruitment efforts quarterly to ensure their effectiveness.</p> <p>Used Hispanic Employment Program Managers (HEPM) to identify any barriers to effective recruitment and retention of Hispanics. For example, the Bureau of Prisons considers HEPMs part of the agency's management team.</p> <p>Their role includes identifying any barriers to recruitment, hiring, advancement and retention of employees, developing recruitment strategies, coordinating special emphasis events, and advising management of staff concerns.</p>

Agency	Current Practice(s)
Department of Transportation (DOT)	Used a Diversity Workgroup, consisting of employees at all grade levels from headquarters and field, to participate in outreach and recruitment initiatives.
Department of the Interior (DOI)	Developed targeted recruitment plans for SES positions.
Department of the Treasury (TREAS)	<p>Designated recruiters to target HSIs and cities with large diverse populations such as El Paso, Miami, New York, Chicago, San Juan, Los Angeles, Houston, and Dallas. The Federal Bureau of Investigations (FBI) Recruiters and Applicant Coordinators ensured students were educated about FBI careers and the application process for FBI positions.</p> <p>Partnered with the HACU National Internship Office to recruit students who attended HSIs to participate in the 2007 FBI Honors Internship Program. A total of 14 Hispanic students completed the background process and entered on duty in June 2007.</p> <p>The IRS developed a Field Assistance Recruitment Strategy Initiative to identify areas where bilingual customer services representatives were needed. The strategy included written guidance to management on ways to recruit bilingual employees for these positions.</p> <p>The Office of the Comptroller of the Currency supported the Hispanic Organization for Leadership and Advancement (HOLA) which assisted in developing recruitment strategies, and identifying best practices for outreach and retention of Hispanics.</p>
Department of State (STATE)	<p>Hired a full-time Hispanic Recruitment Coordinator to spearhead Hispanic outreach activities.</p> <p>Visited Hispanic-Serving Institutions and HACU member schools. Each trip included a mix of career fairs, information sessions on career opportunities, and meetings with faculty and career counselors. In FY 2007, 14 of 58 targeted schools were HSIs and/or HACU members.</p> <p>Used the flexibilities of the Student Educational Employment Program to bring students from diverse backgrounds into the agency. In FY 2007, 2,068</p>

	students participated in student programs. Of this number, 137 (6.6%) were Hispanic.
National Aeronautics and Space Administration (NASA)	Used the Student Educational Employment Program to recruit candidates for entry-level positions. Most of NASA's agencies reported using SCEP, STEP and other internship programs to bring new talent to their organizations. NASA Goddard Space Flight Center offered summer internships to approximately 240 students. In FY 2007, 27 students were accepted into a program.
National Science Foundation (NSF)	Established a program titled "My NSF" where interested parties can sign up to receive vacancy announcements. NSF reported having 60,416 subscribers receiving NSF vacancy announcements.
Office of Personnel Management	Opened vacancy announcements to all U.S. citizens, including vacancies for SES positions and posted them on USAJOBS, to solicit the broadest applicant pool.
Social Security Administration (SSA)	Established effective recruitment programs to ensure Federal employment opportunities are extended to a broad array of sources. SSA has continued an aggressive recruitment program to reach out to diverse groups. As of September 30, 2007, Hispanics represented 12.7 percent of all permanent hires.

OPM continued an aggressive Governmentwide recruiting effort which included:

- Implementing the Career Patterns Initiative - a 21st century approach to recruiting talent
- Placing televised Federal advertisements featuring Federal civil servants in ten media markets across the country
- Promoting both mainstream and Hispanic media coverage of Federal employment opportunities in diverse markets, including Los Angeles, Houston, Tampa and Denver, as well as a nationally-televised segment on Spanish-language television (Univision's *Despierta América*).
- Promoting and participating in a number of conferences held by Federal employee groups, community interest groups, and educational associations and institutions.
- Sponsoring Federal Career Days at five colleges and universities to showcase the Federal Government as an employer of choice including New Mexico State University, Las Cruces, and the University of New Mexico, Albuquerque

- Educating agencies on various hiring programs and human resources flexibilities available to them
- Developing strategies to increase awareness of career opportunities
- Enhancing USAJOBS to make job announcements and the on-line application process more user-friendly
- Working with the Chief Human Capital Officers (CHCO) Council to simplify the Federal hiring process.

Career Development

The demographics of the Federal workforce are changing, with roughly 40 percent of the workforce expected to be eligible for retirement within the next decade. OPM projects that, by 2016, 37.3 percent of current full-time, permanent Federal employees will retire⁹. Retirement projections for the Senior Executive Service (SES) indicate 63.5 percent of current SES will retire in the next ten years. This situation presents an opportunity for agencies to reshape the future Federal workforce. Agencies need to implement strategic approaches to succession planning, especially in management and senior-level positions.

While some agencies reported establishing career development programs designed to provide employees with opportunities to influence the direction of their careers, employees possessing critical competencies and institutional knowledge continue to retire in large numbers. It is imperative for agencies to support the development of all employees and ensure managers have the competencies necessary to help their staffs grow professionally.

Too often, agencies invest in attracting and recruiting high-quality candidates but forget retention strategies are just as important as recruitment. Mentors can be the key to career success by providing advice and networking opportunities and orienting new employees to the agency's organizational culture. Some Federal agencies reported having effective mentoring programs. The best programs have senior-level employees serving as mentors.

A key concern for agencies is replenishing management ranks with candidates who possess not only technical competencies but leadership skills. Some agencies reported establishing Candidate Development Programs to ensure a pool of highly-qualified and candidates for SES positions.

Effective career development strategies include:

- Ensuring all employees, including Hispanics, are informed of competitive career developmental programs, especially at the GS-13 through GS-15 levels or equivalent, to diversify management ranks
- Providing employees with opportunities for rotational assignments, details, Intergovernmental Personnel Act (IPA) Mobility Program agreements, and other supervisory experience in grades below GS-15 or equivalent that could make them more competitive for management and executive positions
- Developing succession planning programs to groom future leaders

⁹ OPM Retirement Projections- Fiscal Year 2007 through 2016 for supervisors and non-supervisors Governmentwide, on-board as of October 1, 2006.

- Instituting mentoring programs that offer opportunities for interaction with SES and high-level officials as a way to network and evaluating these programs to see if employees are benefiting from them
- Requiring all employees to have up-to-date Individual Developmental Plans
- Designing, implementing and monitoring programs to enhance the leadership competencies of mid-and senior-level Federal employees.

Career Development Practices

Agency	Current Practice(s)
Department of Agriculture (USDA)	USDA employees served as members of the LULAC Federal Training Institute (FTI) committee, responsible for building the curriculum for the conference. USDA encouraged employees to participate in the FTI which is targeted to Federal employees who wish to advance their careers in Federal service. The training focuses on the five Executive Core Qualifications: leading change, leading people, results-driven, business acumen, and building coalitions/communications.
Defense Intelligence Agency (DIA)	Made formal mentoring opportunities available to all employees. In fiscal year (FY) 2007 the program included 382 employees.
Department of Energy (DOE)	<p>Establish corporate developmental programs to develop the next generation of managers and senior leaders. DOE has programs such as the Leadership Development Program and Emerging Leaders Program to ensure the agency has a pool of highly-qualified candidates for managerial positions.</p> <p>The National Nuclear Security Administration 2007 Mid-level Leadership Development Program was designed to provide leadership training and development opportunities to non-supervisory employees in grades 12-14 or equivalent. Forty percent of the participants were Hispanic.</p>
Department of Homeland Security (DHS)	Established a mentoring program for their employees. In FY 2007, a total of 113 employees (in three DHS components) participated in mentoring programs, and 15.9 percent were Hispanic. The highest level of representation was at the GS-5-8 or equivalent, where 14.5 percent were Hispanic.
Department of the Interior (DOI)	Implemented mentoring programs for new employees. The U.S. Geological Survey established a formal mentoring program focusing on employees with less than five years in the agency. The FY 2007 program included two Hispanic employees (5 % of the total participants).

Agency	Current Practice(s)
Department of the Navy (DON)	<p>DON's Advisory Council on Hispanic Employment and the Deputy Assistant Secretary of the Navy (Civilian Human Resources) sponsored an executive seminar for employees at the GS-14-15 or equivalent.</p> <p>The seminar was designed to provide training and opportunities for participant discussions on topics such as career development strategies, training options, and addressing workforce challenges.</p>
Department of Transportation (DOT)	<p>Created the Collegiate Training Initiatives for electronic technicians, and air traffic controllers. The training is designed to prepare participants who graduated from this program for entry-level positions. Of the 98 schools participating in this initiative, 11 are HSIs.</p> <p>Hosted a structured mentoring program to prepare participating employees for career opportunities in the agency. "Building a Foundation for Visionary Leadership" was another program for employees at the GS-12-14 level to establish mentoring relationships.</p>
Department of Justice (DOJ)	<p>The Bureau of Prisons offered Core Skills Management Training to new department heads to enhance their managerial skills. Of the 210 participants who completed this training, 21 were Hispanic. Hispanics represented 9.6 percent of the employees who participated in Management Development Courses. Another program for supervisors was the Leadership Enhancement and Development Program. Ten percent of the program's participants were Hispanic. The U.S. Marshal implemented the Criminal Investigator Conversion Program and Deputy Development Program Accelerated Track, as well as two career development modules for Deputy U.S. Marshal positions which assist and prepare employees for career advancement from Deputy U.S. Marshal to Criminal Investigators.</p>
Department of State (State)	<p>Expanded a Department-wide Civil Service Mentoring Program to develop personal and professional skills. This program is open to all civil service employees, including students.</p>

Agency	Current Practice(s)
Small Business Administration (SBA)	<p>Launched the SBA University Initiative, offering a series of instructor-led training in five disciplines.</p> <p>Offered the Sharing Helps Achieve Results for Excellence (SHARE) Mentoring Program for employees up to the GS-12 grade level.</p>
Social Security Administration (SSA)	<p>Encouraged employee participation in training and developmental programs. In FY 2007, 14 percent of participants in SSA's management and leadership programs were Hispanic.</p>

Accountability

The ultimate responsibility for achieving an effective workforce rests with agency leaders. In looking at effective practices for accountability, the most important aspect is the commitment to plans that include supporting diversity by senior leaders.

Most of the largest agencies and departments reported training their management on diversity and equal employment opportunity issues. Areas of emphasis include the importance of leadership commitment to supporting diversity.

The Director of OPM chairs the Interagency Task Force on Hispanic Employment in the Federal Government, which fosters improved communication, education and agency collaboration under E.O. 13171. The Task Force Members meet to discuss the latest statistical information and share best practices among agencies about Governmentwide and agency-specific recruiting.

The following are some effective practices agencies utilize to create a workforce that draws on the strength of America's diversity:

- Reviewing internal policies to avoid barriers to effective recruitment and ensuring broadest consideration of applicants
- Evaluating recruitment initiatives and retention strategies to identify effective practices
- Collecting and analyzing data on attrition to develop succession planning strategies to ensure the agency has an effective workforce
- Identifying and removing any existing barriers to recruiting, developing, and retaining talent, including Hispanics
- Reviewing results from the Federal Human Capital Survey for areas needing improvement
- Involving employees at every level to create an organization committed to diversity and inclusion
- Requiring diversity-related training for managers and supervisors
- Using tools such as the Human Capital scorecard
- Recognizing special emphasis events such as Hispanic Heritage Month, Black History Month, Asian-Pacific American History Month, Native-American Month, etc., to support an environment of inclusion

- Conducting and monitoring measurable employee exit surveys to identify barriers to retention.

Accountability Practices

Agency	Current Practice(s)
Department of Defense (DOD)	Washington Headquarters Services held a Diversity Summit attended by senior-level officials.
Department of Education (ED)	Hired a Hispanic Special Emphasis Program manager to work with the Recruiter and Outreach Coordinator. The Hispanic Program Manager is responsible for conducting barrier analysis of the Department of Education's workforce and developing recruitment strategies for recruiting Hispanics.
Department of Energy (DOE)	<p>DOE created the Human Capital Coalition, an interagency strategic planning group comprised of senior-level officials responsible for addressing diversity issues.</p> <p>DOE's Office of Management has developed a FY 2007 strategic goal to increase efforts to attract and recruit diverse candidates, including Hispanics, for senior leadership positions.</p>
Department of Health and Human Services (HHS)	Implemented a requirement for SES vacancies to include a specific plan for expanding recruitment and advertising to target Hispanics.
Department of the Interior (DOI)	Incorporated diversity initiatives in the agency's strategic plan. DOI reports on diversity in the Department's Annual Performance Accountability Report. DOI has a policy requiring all supervisors and managers to receive four hours of EEO/diversity training annually.
Department of Labor (DOL)	The Bureau of Labor Statistics instituted a "Diversity Honor Award" to recognize any employee or group of employees who contributed to ensuring the Bureau has a diverse workforce.
Department of the Treasury (TREAS)	<p>Senior leadership involvement in EEO and diversity policies. In 2007, IRS and Treasury leaders participated in the Equal Employment Opportunity Summit to identify EEO program strengths and areas of improvement.</p> <p>The Office of the Comptroller of the Currency hosted a "Diversity Dialogue" session to provide discussions with managers and employees on diversity issues.</p> <p>Established diversity committees to advise management. For example, IRS established a National Office of Diversity</p>

Agency	Current Practice(s)
	and Equal Opportunity Advisory Committee and a Field Advisory Committee to identify and provide information to management on issues related to recruitment, diversity and EEO. The Financial Management Service also established a Diversity Advisory Council to recommend effective methods to address recruitment, career advancement opportunities, retention and workplace issues for minorities, women, and persons with disabilities.
Department of Homeland Security (DHS)	Established “Diversity Management Programs” to build a high quality and diverse workforce. For example, the U.S. Secret Service’s Diversity Management Program sponsored courses on cultural diversity and inclusion. The Transportation Security Administration created a Diversity Action Plan which identifies management responsibilities, including direct involvement in recruiting efforts.
Department of Transportation (DOT)	The DOT Hispanic Leadership Council was created to advise the Secretary of Transportation on human capital strategies to attract a diverse workforce, including Hispanics.
Office of Personnel Management (OPM)	Ensured accountability for senior executive performance elements through OPM’s SES Performance Review Board process. This process requires executive performance ratings consistent with the level of accomplishment for specific performance elements.
Social Security Administration (SSA)	The Deputy Commissioner for Human Resources and the Associate Commissioner for the Office of Civil Rights and Equal Opportunity meet with Deputy Commissioner level executives. In 2007, the Hispanic College Fund recognized SSA with the <i>Legacy</i> award for Federal leadership in the area of diversity.

Next Steps

OPM is committed to helping and supporting agencies in attracting and recruiting talented candidates. In 2007, OPM released version 2.0 of the OPM Hiring Toolkit (<https://www.opm.gov/hiringtoolkit/>). The Hiring/Recruitment Video library features four new human resources flexibilities web-streaming videos: Category Rating, Veterans' Appointing Authorities, Direct-Hire, and Excepted Service. In addition, information on developing assessment strategies is available on <https://apps.opm.gov/adt>.

With regard to E.O. 13171, OPM will continue to provide guidance to agencies on effective human capital practices and take the lead in promoting the Federal Government as employer of choice.

OPM will:

- Use the Interagency Task Force on Hispanic Employment in the Federal Government, chaired by OPM's Director and composed of Deputy Secretary or equivalent level officials, to identify and eliminate barriers to improved recruitment, review best practices in strategic human resources, and review overall executive branch data
- Explore any existing or potential barriers to effective recruitment from all segments of society for the Senior Executive Service ranks and other senior pay level positions
- Promote agencies' efforts to recruit a diverse workforce, including Hispanics, through the Chief Human Capital Officers' Council Subcommittee on Hiring
- Explore ways to attract and recruit diverse candidates, including Hispanics, to SES positions
- Continue to sponsor job fairs targeted by learning institution and profession
- Strengthen partnerships with HSIs, professional organizations and the Hispanic community as a whole
- Explore ways in which agencies can share resources for recruitment initiatives
- Educate the public on Federal workforce contributions through ad campaigns and proactive media outreach
- Create additional tools to assist agencies in improving hiring practices.

OPM strongly encourages agencies to keep reaching out to more communities so all American citizens interested in public service have access to job opportunities with the Federal Government.



Appendices

Appendix I - List of colleges and universities Federal agencies reported visiting in 2007 in relation to the Hispanic Employment Program

- Alabama A& M University
- Alliant International University – California
- Ana G. Mendez University - Florida
- Arizona State University - Phoenix
- Barry University-Florida
- Boricua College-New York
- California Christian College
- California State Polytechnic University – Pomona
- California State University – Bakersfield
- California State University – Chico
- California State University – Dominguez Hills
- California State University – Fresno
- California State University – Fullerton
- California State University – Los Angeles
- California State University – Long Beach
- California State University – Monterey Bay
- California State University – Northridge
- California State University – San Bernardino
- California State University – Stanislaus
- Carlos Albizu University – Florida
- Catholic University – Washington DC
- City College of New York
- Central State University – Ohio
- Doña Ana Community College – New Mexico
- Del Mar College-Texas
- El Paso Community College
- Florida International University
- Gallaudet University
- City University of New York (John Jay College of Crime Justice)
- City University of New York (Lehman College)
- Hampton University-Virginia
- Imperial Valley College – California
- InterAmerican University – Puerto Rico
- Lehman College
- New Jersey City University
- New Mexico Highlands University
- New Mexico State University
- Northeastern Illinois University
- Northern Arizona University
- NOVA Southeastern University- Florida
- Mount San Antonio College - California
- Morehouse College - Georgia

Appendix I - List of colleges and universities Federal agencies reported visiting in 2007 in relation to the Hispanic Employment Program (continued)

- Our Lady of the Lake University –Texas
- Occidental College- California
- Palo Alto College-Texas
- Pace University-Texas
- Pima Community College-Arizona
- Pontifical Catholic University of Puerto Rico
- Polytechnic University of Puerto Rico
- Prairie View A &M University, Texas
- Reedley College
- Rutgers University
- San Francisco State University
- Santa Ana College
- Savannah State University – Georgia
- Southwest Texas Junior College
- Southwestern University
- St. Joaquin College of Law
- St. Mary’s University – San Antonio, Texas
- St. Peter’s College- New Jersey
- St. Edward's University
- St. Thomas University
- Sul Ross State University - Texas
- Sussex County Community College
- Union County College-New Jersey
- University of Arizona
- University of California - Davis
- University of Houston – Downtown
- University of Texas – Austin
- University of Texas – Arlington
- University of Texas - El Paso
- University of Texas – Pan American
- University of Texas – Permian Basin
- University of Texas – San Antonio
- University of Texas - Tyler
- University of Miami
- University of New Mexico
- University of North Carolina – Chapel Hill
- University of Puerto Rico – Mayaguez
- University of Puerto Rico – Rio Piedras
- Whittier College
- Xavier University – New Orleans
- Yeshiva University (Cardoza School of Law) – New York



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