

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

*Working for America*



**UNITED STATES OFFICE OF PERSONNEL MANAGEMENT  
DECEMBER 2008**

December 19, 2008

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's (OPM) *Eighth Annual Report on Hispanic Employment in the Federal Government* pursuant to Executive Order 13171. This report provides data on Hispanic representation in the Federal workforce and highlights effective human capital practices Federal agencies use to recruit, develop, and retain talented citizens, including Hispanics, for their workforces.

Over the course of your Administration, Hispanic representation in the Federal Government increased from 6.7 percent (107,267) in 2001, to 8 percent (137,767) in 2008. The majority of the largest Federal departments and agencies saw an increase in Hispanic representation in their workforces. Across the Federal Government Hispanic hiring has increased especially as a percentage of new employees. Hispanics comprised 9.2 percent of permanent new hires for the period July 1, 2007, to June 30, 2008, up from 8.6 percent from the previous reporting period.

As part of your Management Agenda, Federal agencies have taken major steps in strategic human capital management to build a high-quality, citizen-centered, and results-oriented Federal workforce. OPM has continued to market career opportunities available in the Federal Government to talented citizens from diverse communities, assisted agencies in their recruitment efforts, and promoted human capital practices that are effective in attracting and recruiting the next generation of Federal employees.

Respectfully submitted,  
/s/  
Michael W. Hager  
Acting Director

Enclosure

## Executive Summary

The U.S. Office of Personnel Management (OPM) submits the *Eighth Annual Report on Hispanic Employment in the Federal Government* pursuant to Executive Order (E.O.) 13171. This report includes a sample of effective human capital practices Federal agencies reported they use to attract, recruit, and retain a diverse workforce, including Hispanics. In addition, the report presents current data on Hispanic employment in the Federal Government. OPM received 51 reports from Federal agencies and departments.

Hispanic representation in the Federal Government experienced a modest increase. Over the course of this Administration, the representation of Hispanics in the Federal Government increased from 6.7 percent (107,267) in 2001, to 8 percent (137,767) in 2008 (Figure 1). As of June 30, 2008, the permanent Federal workforce included 137,767 Hispanics compared to 130,224 for the previous period (June 30, 2007), an increase of 7,543 Hispanic employees. Of the 25 largest Federal departments and agencies, 17 saw increases in their representation of Hispanics in their workforces (Table 1).

Hispanics represented 9.2 percent of all permanent new hires (July 1, 2007, to June 30, 2008), with Federal hiring from the Hispanic community increasing 40 percent from the previous period (Table 2). Hispanics continue to be employed primarily in the lower grade levels. Hispanic hiring among newly hired permanent employees increased in the lower grades (GS 1-4); mid-level grades (GS 9-12), and at the GS-14 level (Table 3). Hispanic representation among permanent new hires at the GS-15 and in Senior Executive Service (SES) positions decreased. Despite a 22 percent increase in the number of Hispanic permanent new hires at the GS-15 level, the percentage of Hispanic permanent new hires among all new hires at the GS-15 level decreased from 4.1 percent during the period between July 1, 2006, and June 30, 2007, to 3.2 percent between July 1, 2007, and June 30, 2008 (Table 3).

The majority of the large departments and agencies reported developing outreach plans and strategies to reach out to Hispanic communities through media outlets nationwide, participating in conferences of Hispanic organizations, and aggressively marketing career opportunities. Recognizing the importance of attracting America's young students to public service early in their educational development, some agencies are supporting scholarships, youth programs, and innovative education projects providing students from elementary school through high school with unique learning experiences and encouraging them to pursue higher levels of study in science, technology, engineering, and mathematics.

To compete for top talent in an increasingly tough job market, agencies are recruiting at colleges and universities, including Hispanic-serving institutions, and are using student employment and career intern programs to bring in new talent for entry-level positions (Appendix A). Federal senior-level officials are more involved in agency recruitment

efforts and are working closer with Hispanic professional associations and educational institutions to develop innovative approaches to recruitment and retention.

A large number of agencies reported using career development and mentoring programs to develop highly-qualified employees at all levels. More agencies are developing specific strategies to prepare highly-qualified employees, including minorities and women, to become more competitive for management and senior-level positions.

Based on their input to this report, agencies have established accountability measures for efforts towards building a workforce that draws on the strengths of America's diversity. Senior executives and managers are accountable for their efforts in all phases of recruitment and for maintaining a work environment that supports a diverse staff via their performance management system. Agencies indicated their managers and supervisors receive periodic diversity training to effectively carry out their responsibilities.

OPM initiatives in support of E.O. 13171 included media campaigns to attract talented citizens to Federal careers, sponsoring job fairs, providing information on Federal employment opportunities to students, faculty, and diverse communities, and creating additional tools to assist agencies in improving hiring practices. The Interagency Task Force on Hispanic Employment in the Federal Government, chaired by OPM's Director, held semiannual meetings to discuss statistical information and share effective human capital practices in the Federal and private sectors.

In fiscal year 2008, OPM partnered with the Chief Human Capital Officers (CHCO) Council Subcommittee for Hiring and Succession Planning in the creation of the "End-to-End Hiring Roadmap." This new Roadmap integrated five components of the hiring process: workforce planning, recruitment, hiring, security and suitability, and orientation. In addition, this year the CHCO Council issued the first *Collection of Human Capital Practices* containing innovative human capital practices from across the Federal Government. The purpose of this report was to provide a reference guide for human resources practitioners to use when developing human capital strategies.

Another successful OPM initiative is the development and implementation of streamlined, easy-to-understand, standardized job announcements that agencies can use to help attract a broader pool of qualified applicants for mission critical occupations, including contract specialist, secretary, accounting, accounting technician, management/program analyst, general investigator, and criminal investigator positions. OPM believes such standardization will help reduce applicant frustration with lengthy, jargon-filled job announcements and improve the Federal hiring process.

Through these efforts, OPM continues to assist agencies in implementing effective human capital strategies.

## Introduction

In compliance with Executive Order (E.O.) 13171, this report provides the most recent statistical data<sup>1</sup> on Hispanic representation in the permanent Federal workforce<sup>2</sup>, as well as agencies' human capital strategies to recruit a diverse workforce, including Hispanics. Data are presented Governmentwide, in addition to being broken down by agency, pay plan, and occupation.

As of June 30, 2008, Hispanic<sup>3</sup> representation in the permanent Federal workforce increased to 8 percent, compared to 7.7 percent as of June 30, 2007, and 6.7 percent in 2001 (Figure 1). Among the 25 large agencies' and departments' workforces, 17 increased their percentage of Hispanics on-board as of June 30, 2008; two posted declines; and six remained unchanged from the last reporting period (Table 1). The Department of Homeland Security employed the largest percentage of Hispanics with 19.7 percent of its total workforce, followed by the Equal Employment Opportunity Commission (14.1 percent), the Social Security Administration (13.6 percent), the Department of Justice (9.2 percent), and the Department of the Treasury (8.8 percent).

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<sup>1</sup> Fiscal Year data were not available at the time this report was prepared. Data for this report are derived from OPM's Central Personnel Data File (CPDF).

<sup>2</sup> 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.

<sup>3</sup> *Hispanics* refers to all persons who identify themselves as of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.



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# **Governmentwide Hispanic Employment Data**



## List of agencies referred to in Table 1, Table 2, and Table 8

<b>Acronym</b>	<b>Agency</b>
USDA	Agriculture, Department of
DOC	Commerce, Department of
ED	Education, Department of
DOE	Energy, Department of
EPA	Environmental Protection Agency
EEOC	Equal Employment Opportunity Commission
FCC	Federal Communications Commission
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

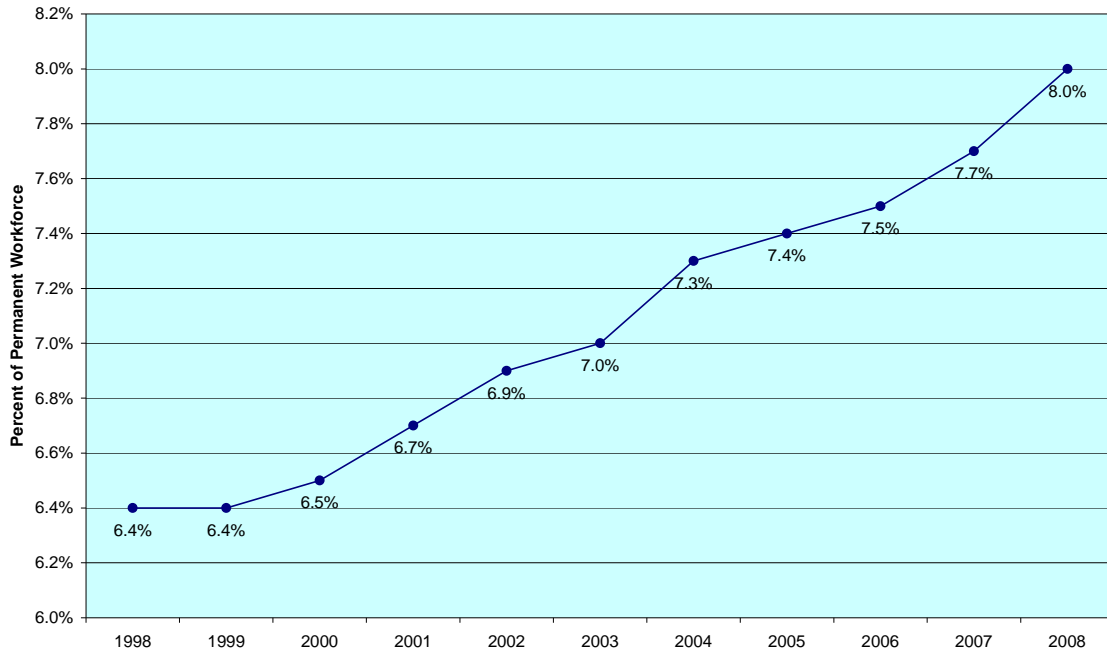
Defense “Other” includes:

- 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 Service

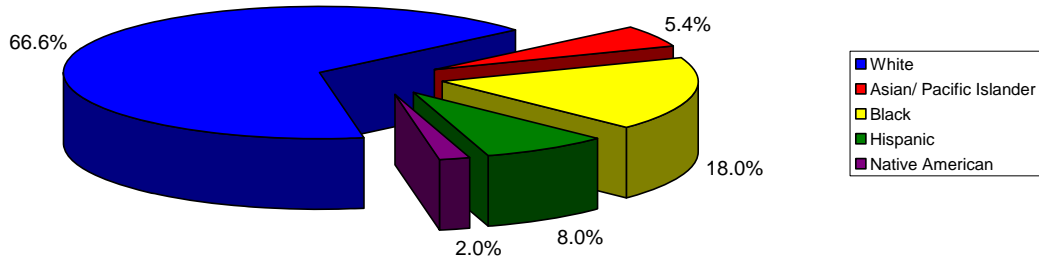


**Figure 1. Hispanic Representation in the Permanent Federal Civilian Workforce**



Data Source: U.S. Office of Personnel Management CPDF as of September of each year from 1998-2004, and June 2005-2008

**Figure 2. Distribution of Permanent Federal Employees (As of June 30, 2008)**



**Table 1. Hispanic Representation in the Permanent Federal Workforce  
(as of June 30, 2008)**

Agency	Hispanics on-Board June 30, 2007		Hispanics on-Board June 30, 2008		Trend
	Number	Percentage	Number	Percentage	
<b>Homeland Security</b>	27,535	19.2	31,003	<b>19.7</b>	↑
<b>EEOC</b>	287	13.5	309	<b>14.1</b>	↑
<b>Social Security Administration</b>	7,878	13.0	8,394	<b>13.6</b>	↑
<b>Justice</b>	9,203	8.9	9,541	<b>9.2</b>	↑
<b>Treasury</b>	8,903	8.3	9,363	<b>8.8</b>	↑
<b>Air Force</b>	10,837	7.3	10,463	<b>7.3</b>	→
<b>Housing &amp; Urban Development</b>	667	7.2	669	<b>7.2</b>	→
<b>Army</b>	15,204	7.0	15,822	<b>7.0</b>	→
<b>Labor</b>	1,025	6.9	1,038	<b>7.0</b>	↑
<b>Veterans Affairs</b>	15,519	6.9	16,944	<b>6.9</b>	→
<b>Energy</b>	922	6.4	962	<b>6.6</b>	↑
<b>Transportation</b>	3,208	6.2	3,416	<b>6.4</b>	↑
<b>Agriculture</b>	5,211	6.1	5,305	<b>6.3</b>	↑
<b>Department of Defense (Total)</b>	38,012	6.0	38,769	<b>6.2</b>	↑
<b>NASA</b>	949	5.6	987	<b>5.8</b>	↑
<b>Defense-Other</b>	4,431	5.6	4,524	<b>5.6</b>	→
<b>Interior</b>	3,144	5.5	3,140	<b>5.6</b>	↑
<b>General Services Administration</b>	637	5.4	626	<b>5.3</b>	↓
<b>Environmental Protection Agency</b>	865	5.1	865	<b>5.2</b>	↑
<b>State</b>	351	4.4	420	<b>4.9</b>	↑
<b>All Other Agencies</b>	2,108	4.8	2,163	<b>4.9</b>	↑
<b>Navy</b>	7,540	4.5	7,960	<b>4.6</b>	↑
<b>Education</b>	153	4.0	170	<b>4.4</b>	↑
<b>Office of Personnel Management</b>	224	4.0	244	<b>4.3</b>	↑
<b>Commerce</b>	1,522	3.9	1,564	<b>3.9</b>	→
<b>Health &amp; Human Services</b>	1,901	3.6	1,875	<b>3.5</b>	↓
<b>Governmentwide</b>	<b>130,224</b>	<b>7.7</b>	<b>137,767</b>	<b>8.0</b>	↑

As shown in Table 1, Hispanic representation increased in the workforces of 17 of the 25 largest departments and agencies. The permanent Federal workforce included 137,767 Hispanics as of June 30, 2008, compared to 130,224 as of June 2007, an increase of 7,543 employees. The representation of Hispanics in the Federal workforce increased from 7.7 percent as of June 30, 2007 to 8.0 percent as of June 30, 2008.

**Table 2. Hispanic Permanent New Hires in Major Agencies**

Agency	Hispanics Hires		Hispanics Hires		Trend
	July 1, 2006 to June 30, 2007		July 1, 2007 to June 30, 2008		
	Number	Percentage	Number	Percentage	
<b>Homeland Security</b>	4,244	20.5	5,985	<b>21.9</b>	↑
<b>Treasury</b>	1,197	12.3	1,724	<b>16.7</b>	↑
<b>EEOC</b>	15	12.9	27	<b>15.9</b>	↑
<b>SSA</b>	232	11.5	798	<b>15.3</b>	↑
<b>State</b>	35	6.8	87	<b>11.3</b>	↑
<b>Justice</b>	556	11.2	537	<b>10.3</b>	↓
<b>NASA</b>	22	6.0	34	<b>8.0</b>	↑
<b>Energy</b>	55	7.4	76	<b>7.2</b>	↓
<b>Transportation</b>	83	3.4	199	<b>6.1</b>	↑
<b>Agriculture</b>	166	5.7	205	<b>5.8</b>	↑
<b>OPM</b>	33	4.1	33	<b>5.5</b>	↑
<b>HUD</b>	13	3.7	24	<b>5.4</b>	↑
<b>Veterans Affairs</b>	1,088	5.7	1,543	<b>5.4</b>	↓
<b>Army</b>	724	5.4	1,059	<b>5.1</b>	↓
<b>Education</b>	7	3.9	13	<b>5.1</b>	↑
<b>Labor</b>	56	5.5	47	<b>4.8</b>	↓
<b>Air Force</b>	450	5.0	390	<b>4.7</b>	↓
<b>Dept. of Defense (Total)</b>	1,854	4.7	2,379	<b>4.7</b>	↑
<b>GSA</b>	15	2.9	24	<b>4.6</b>	↑
<b>Interior</b>	89	4.5	113	<b>4.4</b>	↓
<b>Navy</b>	376	3.4	622	<b>4.4</b>	↑
<b>EPA</b>	12	3.5	21	<b>4.0</b>	↑
<b>Defense - Other</b>	304	4.9	308	<b>3.9</b>	↓
<b>All Other Agencies</b>	113	4.5	114	<b>3.3</b>	↓
<b>Commerce</b>	105	3.0	87	<b>2.4</b>	↓
<b>HHS</b>	80	2.7	72	<b>1.8</b>	↓
<b>Governmentwide</b>	<b>10,070</b>	<b>8.6</b>	<b>14,142</b>	<b>9.2</b>	↑

The Governmentwide percentage of Hispanic permanent new hires increased from 8.6 percent to 9.2 percent during this reporting period. The Department of Homeland Security, the Department of the Treasury, the Equal Employment Opportunity Commission, the Social Security Administration, and the Department of State had the largest percentage of Hispanics among their permanent new hires. These five agencies hired 61 percent of the Hispanic new hires for July 1, 2007, through June 30, 2008.

The Department of Transportation, the Department of State, and the Social Security Administration doubled their number of Hispanic permanent new hires compared to the reporting period from 2006 to 2007. Additionally, the Department of Housing and Urban Development and the Department of Education nearly doubled their hiring of Hispanics to permanent new positions over the 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*	
	7/1/2006 to 6/30/2007	7/1/2007 to 6/30/2008	7/1/2006 to 6/30/2007	7/1/2007 to 6/30/2008	7/1/2006 to 6/30/2007	7/1/2007 to 6/30/2008
<b>GSR 1-4</b>	13,347	15,994	1,348	1,786	10.1	11.2
<b>GSR 5-8</b>	40,444	51,822	4,925	6,136	12.2	11.9
<b>GSR 9-12</b>	22,055	27,614	872	1,137	4.0	4.1
<b>GSR 13</b>	4,408	5,205	101	115	2.3	2.2
<b>GSR 14</b>	1,976	2,116	40	47	2.0	2.2
<b>GSR 15</b>	1,904	2,314	77	73	4.1	3.2
<b>SES</b>	325	294	7	6	2.2	2.0
<b>Senior Pay<sup>4</sup></b>	160	981	5	20	3.2	2.1
<b>Blue-Collar</b>	13,181	16,101	860	1,034	6.5	6.4
<b>Other White-Collar</b>	19,708	32,163	1,835	3,788	9.3	11.8
<b>Total</b>	<b>117,508</b>	<b>154,604</b>	<b>10,070</b>	<b>14,142</b>	<b>8.6</b>	<b>9.2</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 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 to permanent positions for July 1, 2006, through June 30, 2007, with July 1, 2007, through June 30, 2008, 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, Federal agencies hired 14,142 Hispanics or 9.2 percent of all employees hired into the Federal permanent workforce from July 1, 2007, through June 30, 2008. Federal agencies hired 4,072 more Hispanics over the current reporting period than the previous reporting period, a 40 percent increase. The percentage of Hispanic new hires increased in GSR levels 1-4, GSR levels 9-12, and at the GSR-14 level. The number of Hispanic permanent employees newly hired into Senior Pay positions increased by 15. The percentage of Hispanic permanent new hires decreased in GSR levels 5-8 as well as in the higher grades levels, GSR-13 and GSR-15.

The number of Hispanic new hires in the Other White-Collar category more than doubled from the previous reporting period, from 1,835 (July 1, 2006, through June 30, 2007) to 3,788 (July 1, 2007, through June 30, 2008).

<sup>4</sup> The 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 a 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, 2008)**

Pay Group	Governmentwide Permanent On-Board Total		Hispanic Permanent On-Board Total		Hispanic Permanent On-Board Percentage	
	6/30/2007	6/30/2008	6/30/2007	6/30/2008	6/30/2007	6/30/2008
<b>GSR 1-4</b>	46,878	47,986	3,953	4,287	8.4	8.9
<b>GSR 5-8</b>	331,761	330,411	31,531	32,678	9.5	9.9
<b>GSR 9-12</b>	508,604	486,967	43,438	43,594	8.5	9.0
<b>GSR 13</b>	182,441	174,604	10,046	10,070	5.5	5.8
<b>GSR 14</b>	89,749	87,453	4,114	4,111	4.6	4.7
<b>GSR 15</b>	57,219	58,115	2,373	2,448	4.1	4.2
<b>SES</b>	7,114	7,400	257	263	3.6	3.6
<b>Senior Pay</b>	12,183	12,523	506	524	4.2	4.2
<b>Blue Collar</b>	183,329	183,592	14,195	14,156	7.7	7.7
<b>Other White-Collar</b>	267,847	343,560	19,811	25,636	7.4	7.5
<b>Total</b>	<b>1,687,125</b>	<b>1,732,611</b>	<b>130,224</b>	<b>137,767</b>	<b>7.7</b>	<b>8.0</b>

As Table 4 indicates, the percentage of on-board Hispanic permanent employees (as of June 30, 2008) increased or remained the same in all categories. As of June 30, 2008, 55 percent of Hispanic employees in the permanent Federal workforce are in GSR 5 through 12 levels.

## 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 remained at 4.8 percent for the reporting period.

Table 5 shows the percentage of Hispanic new hires into professional occupations decreased from 3.7 percent (July 1, 2006, through June 30, 2007) to 3.5 percent (July 1, 2007, through June 30, 2008). However, the percentage of Hispanic new hires into administrative occupations slightly increased from 5.7 percent to 5.9 percent.

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

Occupational Group	Governmentwide Total		Hispanic Number		Hispanic Percentage*	
	7/1/2006 to 6/30/2007	7/1/2007 to 6/30/2008	7/1/2006 to 6/30/2007	7/1/2007 to 6/30/2008	7/1/2006 to 6/30/2007	7/1/2007 to 6/30/2008
<b>Professional Occupations</b>	22,344	29,165	816	1,025	3.7	3.5
<b>Administrative Occupations</b>	25,755	36,577	1,466	2,141	5.7	5.9
<b>Total</b>	<b>48,099</b>	<b>65,742</b>	<b>2,282</b>	<b>3,166</b>	<b>4.8</b>	<b>4.8</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 Ethnicity". 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 Professional Occupations**

July 1, 2007 to June 30, 2008			
Occupation and Series	Governmentwide Total	Hispanic Number	Hispanic Percentage*
<b>All Professional Occupations</b>	<b>29,165</b>	<b>1,025</b>	<b>3.5</b>
Civil Engineering (0810)	532	42	<b>7.9</b>
Biological Sciences (0401)	840	64	<b>7.6</b>
Medical Technologist (0644)	397	24	<b>6.1</b>
Psychology (0180)	481	24	<b>5.0</b>
Internal Revenue Agent (0512)	774	34	<b>4.4</b>
Social Science (0101)	716	30	<b>4.2</b>
Auditing (0511)	902	36	<b>4.0</b>
General Engineering (0801)	864	34	<b>3.9</b>
Nurse (0610)	5,085	194	<b>3.8</b>
Social Work (0185)	1,333	49	<b>3.7</b>
Mechanical Engineering (0830)	709	26	<b>3.7</b>
Pharmacist (0660)	681	23	<b>3.4</b>
General Health Science (0601)	543	18	<b>3.3</b>
Electronics Engineering (0855)	795	24	<b>3.0</b>
Contracting (1102)	1,862	55	<b>3.0</b>
Medical Officer (0602)	2,362	67	<b>2.9</b>
General Attorney (0905)	1,528	43	<b>2.8</b>
Computer Science (1550)	376	9	<b>2.4</b>
Accounting (0510)	874	17	<b>2.0</b>
Patent Examining (1224)	1,130	15	<b>1.3</b>

*\*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 6 shows the 20 professional occupations with the most new hires Governmentwide. While the largest number of Hispanic new hires was into the nursing profession (194), the greatest percentage (7.9 percent) of Hispanic new hires was in the civil engineering occupation. The number of new hires in these 20 professional occupations represents 78 percent of all new hires in professional occupations between July 1, 2007, and June 30, 2008.



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

<b>July 1, 2007 to June 30, 2008</b>			
<b>Occupation and Series</b>	<b>Governmentwide Total</b>	<b>Hispanic Number</b>	<b>Hispanic Percentage*</b>
<b>All Administrative Occupations</b>	<b>36,577</b>	<b>2,141</b>	<b>5.9</b>
Customs and Border Protection (1895)	2,152	437	<b>20.4</b>
Social Insurance Administration (0105)	1,438	209	<b>14.5</b>
Inspection, Investigation, and Compliance (1801)	2,002	223	<b>11.1</b>
Criminal Investigating (1811)	1,388	115	<b>8.3</b>
Air Traffic Control (2152)	784	61	<b>7.8</b>
General Legal (0901)	836	58	<b>6.9</b>
Human Resources Management (0201)	1,245	54	<b>4.3</b>
Logistics Management (0346)	906	36	<b>4.0</b>
Security Administration (0080)	723	26	<b>3.6</b>
Veterans Claims Examining (0996)	2,044	67	<b>3.3</b>
Information Technology Management (2210)	3,682	115	<b>3.1</b>
Miscellaneous Administration and Program (0301)	3,987	112	<b>2.8</b>
Management and Program Analysis (0343)	2,661	72	<b>2.7</b>
Intelligence (0132)	1,108	26	<b>2.4</b>
Financial Administration and Program (0501)	837	20	<b>2.4</b>

*\*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.*

Table 7 shows the 15 administrative occupations with the most new hires Governmentwide. The largest percentage (20.4 percent) and number (437) of Hispanic new hires to permanent positions was in customs and border protection. The number of new hires in these 15 administrative occupations represents 71 percent of all new hires in administrative occupations for July 1, 2006, through June 30, 2007.

## 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 non-Federal 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.

As shown in Table 8, SCEP usage Governmentwide increased 20 percent. The number of Hispanic new hires under SCEP increased from 212 (July 1, 2006, through June 30, 2007) to 238 (July 1, 2007, through June 30, 2008). However, the percentage of Hispanics hired under SCEP decreased from 5.4 percent to 5.1 percent for the reporting period.

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

Agency	7/1/2006 to 6/30/2007			7/1/2007 to 6/30/2008		
	All Hires Number	Hispanics Number	Hispanics Percentage*	All Hires Number	Hispanics Number	Hispanics Percentage*
<b>FCC</b>	0	0	0.0	9	2	<b>22.2</b>
<b>Energy</b>	57	11	19.3	43	8	<b>18.6</b>
<b>DOT</b>	56	4	7.1	86	12	<b>14.0</b>
<b>NASA</b>	158	14	8.9	157	19	<b>12.1</b>
<b>SSA</b>	4	1	25.0	48	5	<b>10.4</b>
<b>Interior</b>	224	12	5.4	244	24	<b>9.8</b>
<b>DHS</b>	64	4	6.3	72	7	<b>9.7</b>
<b>DOJ</b>	81	5	6.2	80	7	<b>8.8</b>
<b>USDA</b>	276	32	11.6	319	23	<b>7.2</b>
<b>Treasury</b>	102	12	11.8	113	8	<b>7.1</b>
<b>State</b>	24	1	4.5	45	3	<b>7.0</b>
<b>DOL</b>	84	7	8.3	49	3	<b>6.1</b>
<b>Other Agencies</b>	2,765	109	3.9	3,404	117	<b>3.4</b>
<b>Total</b>	<b>3,895</b>	<b>212</b>	<b>5.4</b>	<b>4,669</b>	<b>238</b>	<b>5.1</b>

*\*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.*



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# **Effective Practices and Next Steps**

## **Effective Practices**

In compliance with E.O. 13171, OPM asked Federal agencies to identify human capital practices they found effective in attracting and recruiting a diverse workforce, including Hispanics. Information is placed into the following major categories: community outreach, recruitment, career development, and accountability.

## Community Outreach

In an effort to reach out to various communities throughout the United States, including the Hispanic community, Federal agencies continued to build, cultivate, and expand partnerships with Hispanic-Serving Institutions, colleges and universities with high enrollment of minority students, student organizations, non-profit organizations, professional organizations, and advocacy groups. Most agencies reported providing employment information to students, faculty, and the general public at various career fairs, minority serving conferences, outreach events, and as part of college recruitment activities.

### Community Outreach Practices

Agency	Current Practices
<b>Department of Agriculture (USDA)</b>	<p>Used its Hispanic-Serving Institutions (HSI) National Program (HSINP) Office to facilitate unique cross-cutting and Department-wide efforts through its USDA HSI Liaisons, located in four regions of the United States, including Puerto Rico. The HSINP also enables USDA agencies to carry out special programs with the Hispanic Association of Colleges and Universities (HACU).</p> <p>Expanded Hispanic outreach beyond the Southwest and California to include Hispanic populations in Illinois, Missouri, Kentucky, North Carolina, and Indiana. One of USDA's agencies implemented a new outreach tool – a Spanish-language podcast.</p>
<b>Department of Commerce</b>	<p>Visited over 70 elementary and high schools with large Hispanic populations to conduct presentations, hold exhibits, and participate in activities for educational enrichment.</p> <p>Participated in the Adopt-A-School Program which provided students with career information, classroom presentations, and assistance with science projects. The National Oceanic and Atmospheric Administration (NOAA) adopted two schools – Maritime and Science Technology High School (MAST Academy) and Richmond Middle School.</p> <p>Collaborated with organizations in providing extracurricular education for students and teachers. The National Institute of Standards and Technology taught middle school teachers how to use low-cost laboratory software in the classroom during summer sessions, which counted towards continuing education credits for regional public school teachers.</p> <p style="text-align: right;"><i>(continued)</i></p>

	<p>NOAA worked with the National Hispanic Environmental Council to assist with the Southern California Minority Youth Environmental Training Institute, a six-day program that primarily serves Hispanic teens. NOAA also partnered with 27 schools and academic institutions, nonprofit organizations, government agencies, and local and national foundations to provide bilingual (English and Spanish) marine education experiences and materials to local students.</p>
<b>Department of Education</b>	<p>Participated in the Hispanic Alliance for Career Enhancement (HACE) Conference in New York City to showcase employment opportunities to a diverse group of professionals ranging from students to mid-level professionals. In addition, Education has partnered with HACE in the development of outreach strategies and posts job vacancies on HACE's website. In 2008, Education participated in the Public Service Career Showcase and job fairs at the League of United Latin American Citizens (LULAC), the National Council of La Raza and the National Image conferences.</p>
<b>Department of Health and Human Services (HHS)</b>	<p>Expanded outreach efforts with the Inter-American College of Physicians and Surgeons through the National Hispanic Youth Initiative designed to encourage young Hispanics to pursue college education in mathematics, science, and health-related fields of study.</p> <p>Developed a memorandum of understanding (MOU) with the University of Puerto Rico to facilitate student-faculty exchanges, professional development, and recruitment opportunities to enhance diversity in the workforce.</p>
<b>Department of Homeland Security (DHS)</b>	<p>Participated in volunteer outreach programs at local schools. The Federal Law Enforcement Training Center sponsored Burroughs-Mollete elementary school and supported mentoring programs for students at Glynn Middle School and Needwood Middle School, located in Glynn County, Georgia. Customs and Border Protection supported the <i>Explorer Program</i>, a nonprofit program chartered by the Boys Scouts of America which provides young men and women ages 15 through 20 with career-oriented experience and knowledge in law enforcement that may help them pursue these careers.</p> <p>Immigration and Customs Enforcement created the Student Mentoring Pilot Program designed to attract students from a wide variety of academic institutions, including Hispanic Serving Institutions, interested in Federal law enforcement careers.</p>

<p><b>Department of the Interior (DOI)</b></p>	<p>Fostered partnership with the National Conference of LULAC to cooperate and collaborate on a number of initiatives for outreach and recruitment of Hispanics, as well as support the organization and its education initiatives.</p> <p>Continued its MOU with the National Hispanic Coalition, a consortium of nonprofit national Hispanic organizations that represent a large segment of the Hispanic working population. The purpose of the MOU is to foster cooperative action on issues involving Hispanic recruitment, employment, advancement, career development, retention, and community outreach. DOI and Coalition members work together to develop strategies to increase employment opportunities for Hispanics, other minorities, women, and people with disabilities.</p>
<p><b>Department of Justice (DOJ)</b></p>	<p>Awarded grants to Hispanic Serving Institutions. The Office of Justice Programs awarded two grants to the Inter-American University of Puerto Rico to support anti-gang enforcement and prevention efforts, as well as a grant to the University of New Mexico to develop statistical programs that will assist the State of New Mexico in addressing criminal justice issues through data collection and analysis.</p> <p>Sponsored youth outreach initiatives for elementary, middle or high school students. The Federal Bureau of Investigations (FBI) field divisions across the U.S. sponsored outreach initiatives to diverse groups, including Hispanic students living in impoverished and high-crime areas. The goal of these initiatives is to promote the FBI as a viable employer and to assist children in making the correct choices when faced with conflicts and potentially harmful situations.</p>
<p><b>Department of Labor (DOL)</b></p>	<p>Prepared presentations to assist community on mission-related issues. DOL's Occupational Safety and Health Administration (OSHA) in partnership with <i>La Fuerza Comunitaria</i> presented a program to assist non-English speaking immigrants with issues regarding work or matters with Government agencies. OSHA worked with Mexican Consulates and Hispanic-serving labor organizations to strategize and develop a training plan for Hispanic workers. The plan's primary goal is to equip Spanish-speaking workers with the tools needed to work safely and to promote health within the Hispanic workforce.</p> <p style="text-align: right;"><i>(continued)</i></p>



	DOL's Employment Standards Administration continued the Hispanic Employment Low-Wage Program providing compliance assistance and other services to the Hispanic employment community, advocate organizations, social service agencies, and government/non-government agencies that provide services to the Hispanic community.
<b>Department of Transportation (DOT)</b>	Promoted agency's mission and employment opportunities to diverse communities. The Federal Aviation Administration (FAA) developed an assortment of FAA-specific recruitment materials, including flyers and brochures outlining the agency's major occupations, some translated in Spanish. FAA also developed a recruitment CD, which spotlights FAA employees' testimonials about their working experiences at the agency. To further publicize career opportunities at FAA, especially hard-to-fill and mission critical occupations, the agency posts ads in magazines, newspapers, and on recruitment websites.
<b>Department of the Treasury</b>	Sponsored the Hispanic College Fund's Greater Washington Youth Symposium at Trinity University in Washington, DC. The symposium supports Treasury's human capital strategic goal to recruit and hire a highly skilled and diverse workforce. This event provided Treasury with the opportunity to reach out to Hispanic high school seniors and position itself as an employer of choice, with exciting careers and internship opportunities.
<b>Department of State</b>	<p>Continued to develop strong relationships with Hispanic professional associations and affinity groups and attended their events, including annual conferences, professional, educational and networking events, and career fairs.</p> <p>Maintained a strong advertising presence in the Hispanic media market. In FY 2008, State Department spent approximately \$70,000 on advertising in Hispanic electronic media. An additional \$125,000 was spent on advertising in general minority media.</p> <p>Communicated via e-mail information about civil service employment and student program opportunities to Hispanic Employment Program Managers of other agencies, prospective applicants, Hispanic organizations, and career centers of universities with high enrollment of minority students.</p>

<b>Environmental Protection Agency (EPA)</b>	<p>Partnered with the LULAC through a MOU. The primary focus has been to reach out, on a national scale, to the largest and fastest growing community, through numerous programs such as youth and veterans programs.</p> <p>Conducted Hispanic Stakeholders Forums called: “<i>Beyond Translation</i>” in San Antonio, Texas. The forum increased dialogue among Hispanic community leaders and explored ways to better understand environmental issues of greatest concern to Hispanics; improved communication and involvement with the community; and identified additional ways of sharing information about funding and employment opportunities within EPA. Over 100 Hispanic leaders from nonprofit organizations, local governments, civic groups, businesses, institutions of higher education, and other segments of the community participated in this initiative.</p> <p>Launched a “Spanish Access to Science” initiative to communicate important environmental issues to the Hispanic community. Through this initiative, EPA encourages Hispanic youth to apply for EPA research grants and fellowship opportunities at the undergraduate, graduate, and post-doctoral levels, with quality environmental education experience and training.</p>
<b>National Aeronautics and Space Administration (NASA)</b>	<p>Awarded NASA Space Grant programs. A total of 31 fellowships were given, of which 21 were Hispanic recipients. To increase the pool of future science graduate students, NASA promoted a vigorous undergraduate research program. A total of 81 Hispanic undergraduate research students participated.</p>
<b>National Science Foundation (NSF)</b>	<p>Established a program called “NSF Updates,” which allows interested parties to enroll to receive automatic electronic notification of vacancy announcements and other information. More than 41,000 enrollees received announcements and information on job opportunities.</p>
<b>Social Security Administration (SSA)</b>	<p>Supported Hispanic Youth Symposiums in Washington, DC, Maryland, Virginia, New Mexico, Arizona and California. The purpose of the symposium is to encourage students to pursue college education.</p>

## Recruitment

Many Federal agencies use student programs and career internships as a mechanism to recruit talented candidates for entry-level positions. Through workforce planning efforts, agencies have learned that internships are useful to building a “pipeline” for a highly trained and diverse pool of candidates to fill future jobs. These programs include the Student Career Experience Program, the Presidential Management Fellows Program, and the Federal Career Intern Program. Most agencies continued to foster partnerships with Hispanic-Serving Institutions (HSIs) and colleges and universities with large Hispanic enrollment (see Appendix A).

Several agencies developed marketing and communications strategies to build and strengthen their employment brand both externally (with potential applicants), and internally (with employees). Their brands are communicated through a variety of channels, including networking events, email, Internet, peer-to-peer marketing, advertising (traditional and non-traditional), interactive media, and targeted public relations efforts.

In 2008, OPM and the Partnership for Public Service continued the “*Call to Serve*” initiative to educate a new generation of students about the importance of the civil service, encourage them to apply for Federal jobs, and foster partnerships between Federal agencies and colleges and universities. The “*Call to Serve*” network consists of over 600 schools and more than 75 Federal agencies. As part of its continuing effort to attract talented candidates to Federal service, OPM sponsored Federal Career Days at the following schools: Johns Hopkins University (Baltimore, MD), Massachusetts Institute of Technology (Boston, MA), University of Pittsburgh (Pittsburgh, PA), Rutgers University (New Brunswick, NJ), and University of New Mexico (Albuquerque, NM). These selected schools have strong curricula in many of the Federal Government’s mission-critical occupations.

### Recruitment Practices

Agency	Current Practices
<b>Department of Agriculture (USDA)</b>	<p>Hosted the Summer 2008 HACU internship fair which provided students information about student programs and career opportunities with the Federal Government.</p> <p>Sent out vacancy announcements to numerous organizations, including Federal Hispanic Employment Program Managers, USDA/1890 Programs, and the Hispanic Association of Colleges and Universities. In January 2008, the USDA Office of Human Capital Management hosted its first agency-wide job fair, which included many Hispanic college students and Hispanic organization participants.</p> <p style="text-align: right;"><i>(continued)</i></p>

	<p>In September 2008, USDA invited Hispanic-Serving Institutions Liaisons to do a presentation at the Human Resources Leadership Council. The presentation offered information for increasing Hispanic recruitment channels and follow-up provided an opportunity for further networking.</p> <p>Participated in the OPM-sponsored Public Service Career Showcases at New Mexico State University (NMSU) and the University of New Mexico (UNM). The U.S. Forest Service workshop participation highlighted “Navigating the Federal Job Application Process” and “Jobs &amp; Internships in the Federal Government.”</p>
<p><b>Department of Commerce</b></p>	<p>Leveraged fellowships and research opportunities to establish a pipeline of diverse talent. For example, the National Institute of Standards and Technology (NIST) collaborated with the National Science Foundation to conduct the Summer Undergraduate Research Fellowship program (8 percent Hispanic participants), which awarded undergraduate students a \$4,000 stipend and local lodging to participate in research projects alongside NIST scientists for 11 weeks; partnered with the National Research Council (NRC) to conduct the NIST/NRC Postdoctoral Research Associates program, upon completion of which 10 percent remain as full-time permanent employees and 40 percent remain as contractors or facility users; hosted three Hispanic students through the Professional Research Experience Program, which provided laboratory experience and financial assistance to undergraduate, graduate, and postgraduate students. The Bureau of the Census offered two-year temporary research opportunities through the Postdoctoral Research Program and administered the Joint Program in Survey Methodology to undergraduate and graduate survey methodology candidates. The National Oceanic and Atmospheric Administration managed the Coastal Management Fellowship, a two-year program that matched postgraduate students with state coastal zone programs to train them in coastal resource management.</p>

<b>Department of Education</b>	Sends vacancy announcements to the Hispanic Association of Colleges and Universities to disseminate information to students on job opportunities and internships.
<b>Department of Health and Human Services (HHS)</b>	Visited the University of New Mexico School of Medicine and the University of Puerto Rico Medical Science Campus to promote career opportunities.
<b>Department of Homeland Security (DHS)</b>	<p>Provide applicants with information on recruitment events. The U.S. Coast Guard launched a new civilian website providing information to applicants and showcasing employee testimonials and career path information.</p> <p>Marketed career opportunities in the radio, television, newspapers, and magazines targeting the Hispanic community.</p> <p>Customs and Border Protection supported a student volunteer program which offered unpaid training opportunities to high-school and college students who earn academic training for their internship. The Immigration and Customs Enforcement created the Student Mentoring Pilot Program to provide information to students interested in a career in Federal law enforcement.</p>
<b>Department of Justice</b>	<p>Partnered with John Jay College of Criminal Justice in an effort to reach large numbers of professionally trained students, including Hispanics, in New York. The Drug Enforcement Administration's Minority College Relations Program Manager met with the President and administrative staff from John Jay College of Criminal Justice to sign the first Memorandum of Intent and Purpose.</p> <p>Through the use of its recruiters and applicant coordinators, the FBI targeted Hispanic Association of Colleges and Universities (HACU) educational institutions in cities with large Hispanic populations such as El Paso, Miami, New York, Chicago, San Antonio, San Juan, Los Angeles, Houston, and Dallas to ensure Hispanic students and the Hispanic population were educated about FBI careers, and afforded an opportunity to apply to programs, as well as positions within the Bureau.</p> <p style="text-align: right;"><i>(continued)</i></p>

	<p>The FBI was recognized as one of the Top 25 Entry Level Employers in the Nation, and as one of the Top 200 Intern Employers in the country. FBI recruiters maintained contact with Hispanic-serving educational institutions which resulted in a 50 percent increase from last year in the number of Hispanic students for the FBI's 2008 Honors Internship Program. A total of 21 Hispanic students (9 males and 12 females) successfully completed the background process enabling their entrance on duty this year. The FBI continued their involvement in a collegiate marketing program designed to specifically partner with targeted universities whose students are pursuing careers in marketing/advertising and can earn credits. The program helped increase awareness about the FBI within diverse communities thereby generating goodwill and positive perceptions about the Bureau.</p>
<p><b>Department of Navy (DON)</b></p>	<p>Marketed competitive compensation packages and opened entry-level engineering positions to the GS-5 level and recruited at the University of Puerto Rico in conjunction with DoD's Job Extravaganza. Entry-level engineers were also recruited at several other colleges and universities with significant Hispanic enrollment.</p> <p>Participated in events like the Hispanic Engineering &amp; Scientific Organization (HESO) conference at the University of New Mexico, the Advancing Minorities Interest Engineering (AMIE) conference held at Tennessee State University, and the University of Washington Diversity Fair. As a result of these efforts, a total of four Hispanic new hires joined the Engineering &amp; Planning and Nuclear Engineering Departments. Naval Supply Systems Command (NAVSUP) senior executives and managers continue to have direct involvement in recruitment and retention of a highly diverse workforce. NAVSUP has trained a cadre of Enterprise Recruiters whose responsibility is to target Command recruitment efforts at local minority serving institutions, including Hispanic Serving Institutions.</p> <p style="text-align: right;"><i>(continued)</i></p>

	In addition to the cadre of recruiters, NAVSUP has appointed a NAVSUP Recruitment Program Manager, whose charter is to consolidated recruitment strategies and recognize best practices for adoption throughout the enterprise.
<b>Department of Transportation (DOT)</b>	ONEDOT Corporate Recruitment team leverages staff and recruitment resources across DOT by increasing the involvement of field staff, HR specialists, subject-matter experts, alumni, and managers to stretch its national reach into diverse communities. ONEDOT recruitment events must meet at least four of the following criteria: diversity; mission-critical occupations/skills; geographic area; nationally recognized organizations; entry- or mid-level; return on investment; and key partners. In FY 2008, DOT recruitment staff, subject matter experts, alumni, and managers participated at recruiting venues, including national conferences hosted by the Hispanic Engineer National Achievement Awards Corporation (HENAAC); Society of Hispanic Professional Engineers (SHPE); and Society of Mexican American Engineers and Scientists (MAES).
<b>Department of the Interior</b>	The U.S. Geological Survey maintains a Memorandum of Understanding (MOU) with the University of Puerto Rico (UPR) intended to expand the areas of scientific and educational collaboration and to increase the opportunities for student internships and research cooperation.
<b>Department of State</b>	<p>The Department's Recruitment and Outreach Division (REE/REC) has ten full-time recruiters. State Department aggressively focuses its recruitment activities on 59 targeted schools, selected for their level of diversity, academic strength, and degree of interest in Foreign Service and other State Department careers. Fourteen targeted schools are either Hispanic Serving Institutions (HSI) or members of the Hispanic Association of Colleges and Universities (HACU).</p> <p>Diplomats in Residence (DIR) visited most of the top 25 schools for Hispanics, from New England to the Southwest of the U.S. In FY 2008, seven out of 15 DIR assignments were at HSIs and schools with high enrollment of minorities, including Hispanics.</p> <p style="text-align: right;"><i>(continued)</i></p>



	<p>The Foreign Policy and National Security Initiative Program (also known as the Serrano Scholars Program) is designed to prepare and encourage non-traditional college students and those of diverse backgrounds to pursue advanced degrees and careers in security and international affairs. It is administered through a partnership with Hostos Community College and Columbia University's School of General Studies and School of International and Public Affairs, providing students with a scholarship covering tuition and fees, plus a living stipend, for full-time study from associate through graduate degrees. Of the 22 Serrano Scholars currently enrolled at Hostos and Columbia, 12 are Hispanic.</p> <p>In 2008, the Department signed a new contract to place outstanding students including those with diverse backgrounds into internships with the Department of State. This yielded twenty participants for the summer 2008. Ten interns selected were of Hispanic descent, and 8 participated. Total funding for these interns for summer 2008 was \$95,500.</p>
<p><b>National Science Foundation (NSF)</b></p>	<p>Sponsored a 10-week Summer Scholars Internship Program (SSIP) for undergraduate and graduate students. The mission of SSIP is to develop undergraduate and graduate student potential through exposure to relevant science and engineering policy, research and education issues and programs; and to encourage students to earn graduate degrees and pursue careers in science, technology, engineering, and mathematics fields.</p>
<p><b>Social Security Administration (SSA)</b></p>	<p>Developed recruitment materials that incorporate diversity.</p>

## Career Development

Most agencies offer career developmental and leadership programs in support of their Human Capital Strategic Plan and Succession Plan. These programs include a developmental program for General Schedule (GS) grades 7 through 12 or equivalent, leadership development programs for GS grades 13 and 14 or equivalent, and the Senior Executive Service Candidate Development Program for GS grades 14 and 15, or equivalent.

A concern for many agencies is ensuring the Federal Government has highly qualified executive-level candidates to meet the challenges of being in leadership positions in mission-critical occupations. In October 2008, the First Annual Federal Hispanic Career Advancement Summit was held in Arlington, Virginia. The Summit was open to all Federal employees and focused on providing management insights, competency training, and other career opportunities to help employees at all levels maximize their potential. The Department of Labor, the Department of Homeland Security, and the Social Security Administration jointly steered the planning of this event. More than 600 Federal employees from 37 Federal agencies and from 15 States attended this event which offered 12 workshops on developing leadership competencies in the following areas: building leadership skills, leading change and leading people, building coalitions, and executive coaching.

### Career Development Practices

Agency	Current Practices
<b>Department of Commerce</b>	Encouraged employees to seek higher level degrees and accreditations that facilitate career development. Commerce provided employees of all backgrounds with incentives and assistance to pursue further education. For example, the National Institute of Standards and Technology, among other components, provided tuition reimbursement packages to encourage employees to pursue higher education. The Bureau of the Census offered a Leadership Management Certificate through the Census Corporate University in partnership with the University of Maryland University College and offered a Project Management Certificate through ESI International and the George Washington University.
<b>Department of Education</b>	Implemented a mentoring program entitled “Mentoring at ED”.
<b>Department of Homeland Security (DHS)</b>	Several DHS components have established formal and informal mentoring programs for their employees. In FY 2008, 4,080 civilian employees participated in a mentoring program from which 257 were Hispanic. A total of 1,027 DHS employees participated in career development programs, including 125 Hispanics.

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	<p>The highest number of participants (699) was at GS-13-15 level or equivalent pay band, of which 72 were Hispanic.</p>
<b>Department of the Navy (DON)</b>	<p>Identified development and mentoring as a key readiness and diversity issue.</p> <p>The Commander, U.S. Pacific Fleet Headquarters Diversity Team launched a Total Force Mentoring Program pilot to establish an inclusive process for building a mentoring culture. All employees at the Naval Education and Training Command are afforded an opportunity to participate in career development programs that are listed annually to encourage workforce participation. The following is a sample of the programs offered: Civilian Leadership Program, Aspiring Leader Program, New Leader Program, Executive Potential Program, and Defense Leadership and Management Program.</p>
<b>Department of Transportation</b>	<p>The Department's leadership initiatives provide career development and mentoring programs to enhance the advancement of all employees. DOT's "So You Want to Be a Leader" is designed for GS-11/12 employees who are considering a move into the supervisory and management arena. The goal of the program is to provide an overview of the roles and responsibilities of supervision. "Leaders for Tomorrow" is a mid-level mentoring program that provides workforce development for emerging leaders occupying GS 13-14 positions. This corporate mentoring program establishes a pipeline of trained professionals who are prepared to handle organizational challenges and equipped to meet future goals of the Department.</p>
<b>Department of Justice</b>	<p>Implemented technical assistance workshops for component Hispanic Employment Program Managers (HEPMs) aimed to further enhance program activities in the areas of report writing, recruitment and outreach.</p> <p>The U.S. Marshals Service (USMS) promoted career development through the Supervisory Leadership Development training at the Federal Law Enforcement Training Center in Glynco, Georgia. GS-14 and GS-15 Program Managers and Chief Deputy U.S. Marshals are encouraged to attend the Center for Creative Leadership's Leadership Development Program. Operational employees also attended the LULAC convention, Hispanic American Police Officers Association and the National Latino Police Officers Association training conferences where career development courses were offered.</p> <p style="text-align: right;"><i>(continued)</i></p>

	<p>The conferences served as annual meetings for Hispanic employees, the Director and EEO Officer to discuss areas of concern and possible solutions. The USMS implemented the Criminal Investigator Conversion Program and Deputy Development Program Accelerated Track. This is a strong catalyst for preparing employees for future leadership opportunities and reaching the top of the professional career ladder as Criminal Investigators.</p>
<b>Department of State</b>	<p>Promoted Civil Service mentoring within the Department available for all employees. Any employee can join as a “Civil Service Mentee” to be mentored by domestic Civil Service or Foreign Service personnel. The mentor and mentee attend orientations, create an on-line action plan that includes setting goals for the year and participate in quarterly group forums. Mentees' supervisors are also asked to evaluate the impact of the program twice a year.</p>
<b>Environmental Protection Agency (EPA)</b>	<p>Conducted National Special Emphasis and Diversity Program Managers Training Conferences. EPA’s Office of Civil Rights conducted a one-day National Special Emphasis and Diversity Program Managers Training Conference in Washington, D.C. in conjunction with the League of United Latin American Citizens 79<sup>th</sup> Annual National Conference. The program focused on Hispanic Employment Program Initiatives as well as training on diversity-related issues and topics. The training focused on providing collateral-duty HEPMs with the knowledge to advise and assist management in addressing outreach and recruitment efforts geared towards the Hispanic community.</p>
<b>Federal Election Commission</b>	<p>Conducted a career training seminar for employees at the GS-7 through GS-11 grade levels that focused on improving efficiency and an all-day Leadership Development Workshop targeting employees at the GS-11 through GS-15 levels focused on the evolving role of women in leadership.</p>
<b>National Science Foundation (NSF)</b>	<p>Provided continuous learning opportunities through a variety of educational venues in support of NSF’s mission. The NSF Academy is committed to ensuring the highest level of achievement for all NSF staff. Examples include: the Program Management Seminar, which is an orientation for new program officers, and the Career Planning Showcase, which helps employees understand the steps in the career planning process. It gives employees tools and techniques to identify skills and interests, clarify key values, weigh career options, and develop career goals and action plans.</p>

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	<p>The After Hours Program is a competitive program that helps participating NSF employees develop skills for career goals targeted towards possible NSF positions. Program participants receive tuition assistance for courses taken on non-duty hours in Government or non-Government facilities.</p>
<p><b>Office of Personnel Management (OPM)</b></p>	<p>Implemented the Professional Assignments for Career Enrichment Program. This program was advertised to all OPM employees and offered 57 temporary assignments in various occupational series and grades across the agency. It also contains a formal mentoring component.</p>
<p><b>Social Security Administration</b></p>	<p>Encouraged and achieved broad participation from employees in developmental and training opportunities, including Hispanics.</p>

## Accountability

One important aspect of managing diversity involves attracting a broad pool of diverse talent and providing ways in which employees can reach their full potential.

Agencies reported that senior executives and managers are held accountable in their performance plans on leadership competencies and diversity elements. Most large departments and agencies are ensuring their managers and supervisors participate in diversity classes and receive EEO training as part of the leadership core competencies.

Many agencies supported special emphasis program managers, Hispanic employment program managers, and various employee groups with a focus on diversity. Some of these advisory groups were involved in formulating strategies to support diversity in their workforces.

### Accountability Practices

Agency	Current Practices
<b>Department of Commerce</b>	<p>Created and implemented diversity management plans at the Department, bureau, and sometimes office level. For example the National Institute of Standards and Technology used its diversity management plans to clarify diversity strategies for mid-level managers and line staff and included measures for maintaining and increasing diversity. These plans were implemented in each business unit to address recruitment, retention, internal awareness, and external outreach activities.</p> <p>Commended individuals for accomplishments in diversity. For example, the Bureau of the Census awarded two employees Diversity Champion and Leadership Awards for contributions and/or outstanding performance in the area of managing workplace diversity.</p>
<b>Department of Justice</b>	<p>Enhanced partnerships between Departmental and component HEPMs. This included collaboration on various programs/initiatives such as targeted outreach and recruitment at professional conferences and meetings attended by minorities (including Hispanics), women, and persons with disabilities as part of an overall recruiting strategy.</p>
<b>Department of the Interior (DOI)</b>	<p>Required managers and supervisors to have a minimum of four hours of EEO/Diversity training each year.</p>
<b>Department of State</b>	<p>Senior-level officials play a critical role in supporting outreach and recruitment of minorities, including Hispanics, for Department of State careers.</p> <p style="text-align: right;"><i>(continued)</i></p>

	<p>Senior Department officials regularly participate in speaking events across the country, including at colleges and universities, organizations, and areas with significant Hispanic populations. In addition, in FY 2008, senior State Department officials also participated in a number of diversity-focused recruitment events, including the National Hispanic Association of Colleges and Universities (HACU) Annual Conference in Chicago.</p> <p>The Hispanic Affinity Group, Hispanic Employees Council of Foreign Affairs Agencies (HECFAA) is one of nine affinity groups at the Department. HECFAA works closely with the Office of Civil Rights and the assigned Leadership Liaison.</p>
<p><b>Department of Homeland Security (DHS)</b></p>	<p>Established agency diversity advisory councils. DHS components have established Diversity Advisory Councils, Human Capital Management Advisory Boards, and Corporate Recruitment Council.</p> <p>DHS components have a Special Emphasis Program Manager at their headquarters level as well as collateral duty HEPMs.</p> <p>The U.S. Coast Guard Commandant initiated a program for senior executives to partner with an HSI, Tribal College and University and/or Historically Black College and Universities in providing outreach opportunities to diverse communities.</p>
<p><b>Environmental Protection Agency (EPA)</b></p>	<p>The National Hispanic Employment Program Manager (HEPM), in concert with collateral-duty HEPMs throughout the agency, was actively involved in all aspects of personnel management, including outreach, recruitment, hiring and retention issues. A Council of SEPM Chairs, including the HEPM, are adjunct members of the Human Resources Council that meets semi-annually to discuss important policies and programs relative to personnel matters. The HEPMs meet regularly and have monthly conference calls to discuss the Hispanic program throughout the Headquarters, Regional Offices and Laboratories. The NHEPM designs, plans, and implements programs to emphasize Hispanic employment annually and assists regional HEPM in carrying out their work.</p>



<b>National Science Foundation (NSF)</b>	<p>In February 2008, the Foundation's Director appointed a Senior Advisor to coordinate "<i>efforts in broadening participation from underrepresented groups and diverse institutions across all geographic regions in all NSF activities.</i>" As a result, this Advisor and her Broadening Participation Working Group published a report, "<i>A Framework for Action,</i>" outlining specific action items which are now in the process of being implemented.</p>
<b>Office of Personnel Management (OPM)</b>	<p>Ensured accountability for senior executive performance elements through OPM's SES Performance Review Board process which requires executive performance ratings consistent with the level of accomplishment for specific performance elements.</p>
<b>Social Security Administration (SSA)</b>	<p>Partnered with the Equal Employment Opportunity Commission to identify issues pertaining to Hispanics in the Federal workforce.</p>

## Next Steps

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.

In support of E.O. 13171 in the Federal workforce, OPM will:

- Use the Interagency Task Force, chaired by OPM's Director and composed of senior officials, to identify and eliminate barriers to improved recruitment, review best practices in strategic human resources, and assess overall executive branch progress in complying with the requirements of Executive Order 13171
- Promote agencies' efforts to recruit a highly qualified workforce drawn from all segments of society through the Chief Human Capital Officers' Council Subcommittee on Hiring
- Explore ways to attract and recruit highly qualified candidates from all segments of society to Senior Executive Service positions
- Continue to sponsor job fairs targeted by learning institution and profession
- Strengthen partnerships with HSIs, professional organizations and the Hispanic community
- Create additional tools to assist agencies in improving hiring practices and on how to take full advantage of available hiring flexibilities



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# Appendix

## **Appendix A - List of Colleges and Universities Federal Agencies Reported Visiting during 2008 in Their Reports to OPM**

- Alabama A& M University
- Alliant International University – California
- Ana G. Mendez University - Florida
- Arizona State University – Phoenix
- Azusa Pacific University
- Barry University-Florida
- Boricua College-New York
- Brigham Young University - Idaho
- California Baptist University
- California Christian College
- California State Polytechnic University – Pomona
- California State University – Bakersfield
- California State University – Channel Islands
- California State University – Chico
- California State University – Dominguez Hills
- California State University – East Bay (Hayward)
- California State University – Fresno
- California State University – Fullerton
- California State University – Irvine
- California State University – Los Angeles
- California State University – Long Beach
- California State University – Monterey Bay
- California State University – Northridge
- California State University – Riverside
- California State University – San Bernardino
- California State University – San Marcos
- California State University – Stanislaus
- Carlos Albizu University – Florida
- Carnegie Mellon University
- Catholic University – Washington DC
- Central Missouri State University
- Central State University – Ohio
- Chapman University
- City College of New York
- City University of New York (John Jay College of Crime Justice)
- City University of New York (Lehman College)
- Claremont University
- Clarion University-PA
- Colgate University – Hamilton, NY
- Doña Ana Community College – New Mexico
- Del Mar College-Texas
- El Paso Community College
- Embry Riddle University

## **Appendix A - List of Colleges and Universities Federal Agencies Reported Visiting during 2008 in Their Reports to OPM (Continued)**

- Florida Atlantic University
- Florida International University
- Gallaudet University
- Gateway Community College-Arizona
- Hampton University-Virginia
- Imperial Valley College – California
- InterAmerican University – Puerto Rico
- Jackson State University
- New Jersey City University
- New Mexico Highlands University
- New Mexico State University- Las Cruces
- Northeastern Illinois University
- Northern Arizona University
- NOVA Southeastern University- Florida
- Miami-Dade Community College
- Mount San Antonio College – California
- Mount St. Mary’s College
- Morehouse College - Georgia
- 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
- Phoenix College-Arizona
- Prairie View A &M University, Texas
- Reedley College
- Rutgers University
- San Diego State University
- San Francisco State University
- San Jose State University
- Santa Ana College
- Santa Barbara City College
- Santa Clara University
- Savannah State University – Georgia
- South Mountain Community College-Arizona
- Southwest Texas Junior College
- Southwestern University
- St. Augustine College
- St. Joaquin College of Law
- St. Mary’s University – San Antonio, Texas

**Appendix A - List of Colleges and Universities Federal Agencies Reported Visiting during 2008 in Their Reports to OPM (Continued)**

- St. Peter's College - New Jersey
- St. Edward's University
- St. Thomas University
- Stanford University
- Sul Ross State University - Texas
- Sussex County Community College
- Texas A & M University-Corpus Christi
- Texas A & M University-Kingsville
- Thomas Nelson University
- Union County College-New Jersey
- University of Alabama
- University of Arizona
- University of California - Davis
- University of Houston – Downtown
- University of La Verne
- University of Louisiana- Lafayette
- University of Miami
- University of Nevada
- University of New Mexico - Albuquerque
- University of North Carolina – Chapel Hill
- University of Puerto Rico - Aguadilla
- University of Puerto Rico – Mayaguez
- University of Puerto Rico – Ponce
- University of Puerto Rico – Rio Piedras
- University of Puerto Rico – Turabo
- University of Redlands
- University of Southern Mississippi
- University of Texas – Austin
- University of Texas – Arlington
- University of Texas – Brownsville
- University of Texas - El Paso
- University of Texas – Pan American
- University of Texas – Permian Basin
- University of Texas – San Antonio
- University of Texas - Tyler
- Whittier College
- Xavier University – New Orleans
- Yale University
- Yeshiva University (Cardoza School of Law) – New York



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