



**U.S. Department of Housing and Urban Development
Office of Departmental Equal Employment Opportunity**

Annual Report on Hispanic Employment in the Federal Government

**Serving as the Nation's model employer by leveraging diversity and fostering inclusion and engagement to
deliver the best public service possible**

A large, abstract, three-dimensional geometric graphic composed of several overlapping, semi-transparent blue and grey polyhedral shapes, resembling a modern architectural structure or a stylized map, occupies the lower half of the page.

FY 2018

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By law, the Federal Government's recruitment policies should "endeavor to achieve a workforce from all segments of society," while avoiding discrimination for or against any employee or applicant on the basis of race, color, religion, sex (including pregnancy or gender identity), national origin, age, disability, sexual orientation or any other prohibited basis. (5 U.S.C. 2301(b)(1), 2302(b)). As the Nation's largest employer, the Federal Government has an obligation to lead by example. Seeking to attain a diverse, qualified workforce is a cornerstone of the merit-based civil service.

Executive Summary

In compliance with Executive Order 13171, this report provides the most recent statistical data on Hispanic representation in the U.S. Department of Housing and Urban Development (HUD) workforce. As with the U.S. Office of Personnel Management (OPM), HUD continues its efforts in moving forward to fulfill the People and Culture pillar of the President's Management Agenda which affords Federal agencies assistance in addressing any barriers that might inhibit recruiting and hiring new talent. While we are proud of the progress that we've made thus far, we are not yet satisfied, and will continue to press on and improve on drawing from the talents and energies of our Nation's Hispanic (Latino) citizens from all segments of society in strengthening its recruitment and outreach, hiring, professional development and advancement, and retention practices.

As of September 30, 2018, HUD employed 597 (8.1%) permanent Hispanic-Latino employees in its workforce which is well below the government-wide participation rate of 8.5% and significantly below the civilian labor force (CLF) participation rate of 9.96%. In addition, the participation rate for the permanent Hispanics-Latino workforce decreased by 47 employees from 644 (8.11%) in FY 2017 to 597 (8.1%) in FY 2018. In addition, HUD hired a total of 191 permanent employees in FY 2018 of which 19 (9.95%) represented the permanent new hires of Hispanic-Latino employees and is higher than the government-wide Hispanic-Latino new hires rate of 7.5% in FY 2017. Lastly, of the 568 total separations of HUD permanent employees, 52 (9.16%) were that of permanent Hispanic-Latino employees thus resulting in just a slightly lower rate compared to the Hispanic-Latino new hires rate of 9.95% during the same reporting period. Separations of permanent Hispanic-Latino employees were 43 (6.72%) in FY 2017.

Continued Focus

In compliance with the President's Executive Order 13583 on "Establishing a Coordinated Government-Wide Initiative to Promote Diversity and Inclusion in the Federal Workforce" HUD is now well into the second year of implementation of the *"Inclusive Diversity Strategic Plan for Fiscal Years (FY) 2018-2021."* In addition, HUD has submitted and made public, the *2017 Annual EEOC Management Directive (MD) 715 Report*. HUD programs and initiatives continue to establish a much better framework for addressing the under-representation and under-utilization of Hispanics-Latinos in the workplace, thus, rolling out a comprehensive plan for resolving triggers that could potentially lead to barriers in EEO and diversity and inclusion.

Low representation of Hispanics-Latinos continues to be an overall government-wide workforce issue. In an earnest effort to fully comply with recommendations of OPM and EEOC, HUD has included into its reporting requirements the need to conduct a comprehensive root cause barrier analysis of its Hispanics-Latino workforce. At a minimum, this barrier analysis, which will be conducted in collaboration with HUD's Office of the Assistant Secretary for Administration (OASA), Office of the Chief Human Capital Officer (OCHCO) and the Office of Departmental

Equal Employment Opportunity (ODEEO), will identify and implement of corrective actions to address and/or eradicate all barriers and prohibited practices of EEO, diversity and

inclusion, and engagement involving Hispanic-Latino employees of HUD at all grade levels but more specifically at the GS-12 through Senior Executive Service (SES) levels or equivalent.

HUD's mission critical occupations (MCOs) by which all employees are hired are as follows:

- Economist Series - 0110
- Human Resources Management Series - 0201
- Miscellaneous Administration and Program Series - 0301
- Equal Opportunity Compliance Series - 0360
- Auditing Series - 0511
- General Business and Industry Series - 1101
- Contracting Series - 1102
- Information Technology Management Series - 2210

Under HUD's Diversity Council and specifically in support of all Hispanic-Latino employees, the "Latino Network" and "HUD National Image Chapter" serve as two vital affinity groups (i.e., employee resource groups) assisting senior leadership in developing and maintaining an effective workforce by 1) serving as a change agent to promote an inclusive work environment that furthers HUD's vision for diversity; 2) identifying specific goals to achieve HUD's diversity and inclusion, and engagement vision; 3) conducting an organizational assessment, using multiple measures, which will provide baseline research to assist HUD in better understanding the organizational climate, and to be used to further strategic diversity management goals; and 4) providing policy recommendations to the Secretary, Deputy Secretary, and HUD leadership as well as an annual report documenting the progress of strategic planning efforts.

The Latino Network - serves as a professional and social network, which embraces collaboration to promote inclusiveness, cultural and information exchange while working progressively towards good will for federal employees.

HUD's National Image Chapter – a chapter of the National Image, Inc. (National Hispanic Organization) empowers Hispanics through leadership development, by advocating for employment, education and civil rights.

In support of HUD's Strategic Plan 2018-2022, Employee Engagement Strategy and Action Plan, Human Capital Operating Plan 2018-2022, Strategic Workforce Plan 2018-2022, Human Capital Succession Planning 2018-2022, and the Departmental Corporate Learning Plan 2018, here are some noteworthy accomplishments HUD is achieving towards operational excellence of its human capital management objectives:

- ODEEO and the Department's Hispanic Employment Program Manager (HEPM) are regular participants at the HUD Diversity Counsel quarterly meetings; representing the concerns of and initiatives of Hispanic-Latino employees at HUD.
- The Department's HEPM established working relationships with Hispanic-Latino employees and the President of the HUD National Image Chapter through frequent informal and strategic meetings, as well as regular communications on HUD's social media platform "Yammer" to discuss needs of the Hispanic-Latino workforce and make plans for future collaborations, as well as keep Hispanic-Latino employees informed about relevant news, programs, and opportunities. As part of our increased partnership efforts, the HEPM joined the National Council of Hispanic Employment Program Managers (NCHEPM) as an active partner and representative of HUD; continued established working relationships (from previous engagement) with the Chair, Vice-Chair and the past Chair of the NCHEPM; participating in monthly meetings and utilizing the NCHEPM for HUD initiatives.
- ODEEO and the HEPM were formally invited by the National President of Image, Inc. to participate in the 2018 National Training Program to serve as a Plenary Keynote Speaker and Diversity panelist with other federal and private sector diversity practitioners to discuss our agency's support of employee resource groups (ERGs) supporting Hispanic-Latino employees.
- In furthering our commitment to recruitment/outreach and partnerships efforts with Hispanic/Latino organizations, ODEEO (HEPM) attended the [League of United Latin American Citizens](#) (LULAC) 2018 Federal Training Institute Partnership Forum held in Washington, DC. This provided an excellent opportunity to network with vital partners and establish new relationships. Some of the courses attended were Leading Ethically: Make it your Leadership Signature; How to Grow Your Inner Circle Success, So You Have Outer Circle Success; Mentoring and Intergenerational Relationships; and Empowering Yourself: Mastering the Competitive Edge. ODEEO also partnered with the National Council of Hispanic Employment Program Managers (NCHEPM) with engaging HUD's senior executives (SES) to serve as mentors for the Executive Leadership Mentoring Program during the LULAC Training Institute.
- ODEEO, in partnership with HUD's National Image Chapter, chaired the 2018 HUD Hispanic Heritage Month Observance Planning Committee and invited the entire Department to join in celebrating National Hispanic Heritage Month 2018, "Hispanics: One Endless Voice to Enhance our Traditions." The program honored and reflected on Hispanic American's tradition, history, and culture, by noting the unique characteristics that shapes, cultivates, and enhances Hispanic and Latinos as a community. The theme invited employees to reflect on Hispanic American traditions, history and culture. This very educational and entertaining program included Latin music, distinguished guest speakers included Anna Maria Farías, HUD Assistant Secretary for Fair Housing and Equal Opportunity; Judith Pérez-Caro, Ph.D., Director of Equity and Inclusion at the Georgetown University Law Center; and Vice Chair of the NCHEPM, Heidi Ortiz. The audience was treated to two sets performed by Corazó, Folklórico DC Latin folk dancers followed by folk dance lesson and a Salsa contest to get employees involved in active

learning about the culture. The Program created a multi-cultural moment where our employees were reminded of our commitment in coming “together as one”. Our purpose in becoming a more inclusive and engaging workforce was defined again by the values and experiences that were testified from the speaker’s backgrounds (distinctive ideas), perspectives, insights and talents. Webcast was available to all employees.

- ODEEO, in an ongoing effort to stay abreast of the workforce and look out for any shifts in participation, analyzes and evaluates the impact of human resource management policies and practices on the Hispanic-Latino community and this data was also used for the formulation of the MD-715 barrier reporting. This analysis consisted of analyzing and evaluating statistical reports of the workforce, identifying potential gaps, barriers, or areas for improvement to also be used in the formulation of HUD’ Hispanic-Latino Affirmative Action Plan for 2018.
- In an effort to create more equal access, one stop easy to navigate and engaging information and resource services, ODEEO led the reconstruction efforts of its website and respective webpages for the Federal Women’s Program, Hispanic Employment Program and Disability Employment Program. Part of the reconstruction will be easy access Info Graphics (visual representations of information, allowing us to present information quickly and clearly) for the ODEEO website; providing demographical information in a visually engaging way in order to attract the respective audiences and anyone interested in the data.
- ODEEO promotes the education, awareness, and discussions of EEO and diversity and inclusion by focusing on issues that impact today’s workplace through the facilitation of “Civility Matters to the HUD Workforce”, a flagship training program designed to address behavioral and attitudinal barriers in the HUD workplace.
- ODEEO sponsored a government-wide EEO & Diversity in the Workplace Conference entitled “Our Differences Make Us Stronger” where members from HUD’s National Image Chapter the “Latino Network”, and other affinity groups came together to present an interactive training conference that covered a variety of topics of interest which included: Emotional Intelligence; Authentic Leadership; LGBTQ 101; Transitioning from Military to the Civilian Workforce; Show Up Great: A Blueprint For Success; Understanding, Harnessing, and Leveraging the Power of the Unconscious Mind; and an Action Discussion: Addressing Generational Differences.

As in previous years, this training conference has been recognized as an excellent opportunity for participants to obtain informative and productive resources that could support their professional and organizational development and network with colleagues representing a variety of interests who are from diverse organizations and experiences. ODEEO also partnered with NCHEPM to present the second day of Leadership Speed Mentoring. This successful component of the conference invited SES and GS-15 leaders from various Federal agencies to mentor employees GS-9 to GS-15.

Goals, Objectives, and Strategic Activities for FY 2019

In FY 2019, HUD identifies some strategic activities that it will take to address the underrepresentation, recruitment/outreach, hiring, professional development and advancement, and retention of Hispanics-Latinos in the agency. The goals, objectives, and strategic activities are aligned with HUD's Inclusive Diversity Strategic Plan (IDSP), as well as the Federal Equal Employment Opportunity (EEO) Reports and Plans, and the Federal Workforce Executive Orders.

Goals:

- Build a diverse, high-performing workforce that is reflective of all segments of society, including the Hispanic-Latino community.
- Cultivate a work environment that is inclusive of Hispanics-Latinos, as evidenced by increased retention, professional development and advancement of Hispanics-Latinos in the HUD workforce, in keeping with merit principles.
- Facilitate outstanding, culturally competent public service and Hispanic-Latino stakeholder relations through effective leadership and accountability.

Strategies:

- Collaborate with the Office of the Assistant Secretary for Administration (OASA), Office of the Chief Human Capital Officer (OCHCO) to ensure that human capital and workforce succession plans contain strategies that address HUD's low Hispanic-Latino participation rates. Note: The plans should identify HUD's mission critical occupations that have low Hispanic-Latino participation rates, to inform and guide recruitment/outreach efforts.
- Establish a pipeline for students/graduates to begin their careers with HUD by targeting the locations (cities) that have high concentrations of Hispanics-Latinos.
- Establish a multi-media, national corporate communication and outreach marketing campaign to ensure the Hispanic-Latino community receives real-time information about HUD Hiring Events, HUD job vacancies, webinars, SES candidate programs, SES job opportunities, press releases and any other employment-related communications. Internal partnerships between the Office of the Assistant Secretary for Administration (OASA), Office of the Chief Human Capital Officer (OCHCO), Office of Diversity and Inclusion (ODI), the Office of Departmental Equal Employment Opportunity (ODEEO), the Office of Public Affairs and others will need to be established to deploy this initiative.
- Establish a corporate recruitment/outreach committee that will strategically coordinate HUD's presence at events targeted to diverse communities, including the Hispanic-Latino community, and continue to work with organizations such as the League of United Latin American Citizens (LULAC), National IMAGE Inc., the U.S Hispanic Leadership Institute, the National Organization for Mexican American Rights, and others to market

HUD as a model employer and to deliver employment and career information to ERG constituents and the general public.

- Conduct more extensive barrier analysis and develop corrective strategies, as appropriate, in the Equal Employment Opportunity Commission's (EEOC) Management Directive 715 (MD 715), by pay grades, major occupations, separations, promotions, hiring actions, and career and leadership development.
- Create facility partnerships/teams to facilitate information-sharing on diversity challenges and best practices in addressing those challenges. HUD regional/field installations having successful employment, recruitment/outreach and retention practices will be teamed with an installation which is challenged in these areas.
- Conduct Technical Assistance Reviews to capture and share best practices in Hispanic-Latino employment, recruitment/outreach and retention. Offices such as Office of the Assistant Secretary for Administration (OASA), Office of the Chief Human Capital Officer (OCHCO), Office of Diversity and Inclusion (ODI), the Office of Departmental Equal Employment Opportunity (ODEEO), will create strategic partnerships to leverage resources where key issues/equal employment opportunity concerns need to be addressed.
- Review HEP policy and HEPM roles and responsibilities, on national, regional and field office levels, to ensure alignment with strategic efforts. Assess who and/or whether it will be more programmatically advantageous to have each respective representative report to OASA, OCHCO/ODI, and/or ODEEO.

Conclusion

While we are always proud of the progress that we make, we are also cognizant of the work that still needs to be done and therefore must continue to press on and improve on drawing from the talents and energies of our Nation's Hispanic-Latino citizens from all segments of society in strengthening its recruitment and outreach, hiring, professional development and advancement, and retention practices, consistent with the merit syst

Workforce Analysis

Hispanic Representation

Data Source: U.S. Department of Treasury, Workforce Analytics (September 30, 2018)

Hispanic-Latino representation in HUD's permanent workforce has remained relatively steady from FY 2015 through FY 2018 at a rate of 8.06% to 8.10% respectively. Overall, HUD's 8.1% representation of Hispanic-Latino employees continues to lag slightly below the CLF at 9.96%. Furthermore, at 4.64% in FY 2018, Hispanic Males within HUD are 0.53 percent below the CLF of 5.17%. In contrast, Hispanic Females are nearly at parity within their CLF of 4.79% with a HUD participation rate of 4.64%

FY 2018 Distribution of all Permanent HUD Employees

Data Source: U.S. Department of Treasury, Workforce Analytics (September 30, 2018)

HUD's total workforce distribution by race/ethnicity and gender of all permanent employees: Hispanics represented 8.10%; Whites represented 45.23%; Blacks or African Americans represented 38.41%; Asians represented 6.28%; Native Hawaiians/Pacific Islanders represented 0.16%; American Indians and Alaska Natives represented 1.23% and Two or More Races represented 0.59%. As in the past several fiscal years, HUD's total workforce distribution by race/ethnicity and gender of all permanent employees has remained relatively stable when parted by gender of males representing 40.87% and females representing 59.13%.

New Hires

FY 2018 represents the third consecutive year in which HUD outsourced a large portion of its human resource functions to BFS including most hiring. Workforce data reflects HUD's global hiring for the last two fiscal years. During this period, HUD's overall hiring number varied between 506 (in FY 2017) and 239 (in FY 2018). In FY 2018, 11 Hispanic Males were hired, representing 3.59% of all new hires; while 11 Hispanic Females were hired representing 1.80% of all new hires.

In FY 2018, 9.95% (19 of 191) of new permanent hires were Hispanic/Latino; 4.71% (9 of 95) were male and 5.24% (10 of 96) were female; (9) new hires in the 301 miscellaneous administrative occupational series. Under the 1101 series, Hispanic employees were hired as: management and program analysts (3); general business and industry (2); EO compliance (2); budget analyst (1); general engineer (1); appraiser (1); in the field of EEO (1); administrative officer (1); and economist (1).

HUD has eight (8) reportable Mission Critical Occupational (MCOs) series which consist of 0110, 0201, 0301, 0360, 0511, 1101, 1102, and 2210. Over the past four-year period, 855 employees were hired into the Department's mission critical occupational series with 242 belonging to job series 0301 and 371 to job series 1101. Of HUD'S 855 mission critical occupational series new hires, 120 were Hispanic (or 14%). Gender wise, HUD's Hispanic representation was divided along the following line with 53 (or 6.19%) being males and 67 (or 7.83%) being females. It is important to note that at HUD, job series 0301 is generally labeled Miscellaneous Administration and Program Specialist but also include job titles such as CPD Representative. To complicate matters further, HUD's most populated job series (1101) is also mired by having multiple position titles associated with it, including Multi-Family Housing Project Manager, Single Family Specialist and Public Housing Revitalization Specialist/Portfolio Manager. In FY 2018, under the 1101 series, (3) Hispanic employees were hired in: 343 management and program analysis; (2) 1101 general business and industry; (2) 360 EO compliance; (1) 560 budget analyst; (1) 801 general engineer; (1) 1171 appraiser; (1) 260 EEO; (1) 341 administrative officer; and (1) 110 economist.

2018 Hispanic Rates of Participation

by Mission Critical Occupational Series

In FY 2018 HUD had 7,373 permanent employees on duty. Of the 7,373 employees, 4,327 (or 58.69%) were distributed amongst the Department's mission critical occupational series. Hispanic Males accounted for 167 (or 2.14%) and Hispanic Females accounted for 228 (or 2.92%). In sum, Hispanics represented 372 (or 8.60%) of all participants in the Department's major occupational series. A closer look at the workforce data reveals statistically that Hispanics exceeded their corresponding occupational CLF's for both genders in the 0360-job series only. Even though Hispanic Males are generally underrepresented overall when compared to the CLF, they exceed the occupational CLF in five of the Department's eight mission critical occupational series which include 0360, 0110, 0301, 1101, and 0511. Hispanic females are either at or above parity in job series 0360 and job series 2210.

A total of 568 employees separated (543 involuntary, 25 voluntary) from HUD with Hispanics accounting for 52 (or 9.15%). In contrast, FY 2017 reflected a total of 631 employees (29 involuntary and 602 voluntary) separated from HUD while Hispanics accounted for 42 (or 6.66%). There has been a relatively consistent trend line with Hispanic employees separating HUD at an average of 26 over a 5-year period. In FY 2018 the rate of separation for Hispanic males was 3.35%, which is essentially a statistical tie when compared to the overall participation rate of permanent Hispanic male employees in the HUD workforce which was at 3.46%. In efforts to improve the Department's rate of participation for Hispanic employees HUD hired a full-time Hispanic Employment Program Manager (HEPM) in FY 2018. The HEPM has been conducting a thorough examination of Departmental policies and procedures and working with HUD affinity groups The Latino Network and HUD National Image to develop a plan to increase Hispanic recruitment, hiring, promotion and retention.

An analysis of data discloses HUD's top three types of separations: retirements, transfers and resignations; both the actual number and percentage of permanent Hispanic employees who transferred agencies or separated from Federal service via retirement or resignation in FY 2018. Hispanics represent 8.01% of permanent employees who resigned from Federal service which is a fraction of a percent less than their Rate of Participation at HUD of 8.06% and CLF of 9.96%. In FY 2018, Hispanics accounted for 9.45% of all retirement separations at HUD.



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