



# FY 2019 Annual Report on Hispanic Employment

Office of Departmental Equal Employment Opportunity  
Affirmative Employment Division

## Executive Summary

**Executive Order 13171** affirms the need to improve the representation of Hispanics in Federal employment. This order directs agencies to establish and maintain a program for the recruitment and career development of Hispanics in Federal employment. 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)).

In FY 2019, HUD entered the second year of implementation of the "Inclusive Diversity Strategic Plan for Fiscal Years (FY) 2018-2021." In addition, HUD has submitted, for Departmental coordination and Secretarial approval, the FY 2019 Annual EEOC Management Directive (MD) 715 Report. HUD programs and initiatives continue to work toward providing a framework for addressing the under-representation and creating a stronger pipeline of Hispanics-Latinos in the HUD workplace. HUD is making strides toward resolving triggers that could potentially lead to barriers in EEO and diversity and inclusion. This report identifies accomplishment, challenges, and plans to further achieve set goals.

In FY 2019, HUD employed 446 (6.55%) permanent Hispanic employees in its workforce, compared to 515 (7.53%) in FY 2018, which is slightly 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 workforce decreased by 69 employees in FY 2019 compared to 47 employees in FY 2018.

## Identified Barrier

HUD has not fully formalized organizational recruitment and succession planning strategies to increase targeted recruitment and outreach efforts specifically for Hispanics (Latinos) in mission critical related occupations.

Low representation of Hispanics-Latinos continues to be an overall government-wide workforce issue. In compliance with recommendations of the Office of Personnel Management (OPM) and EEOC, HUD included in its reporting requirements the need to conduct a comprehensive review of data to identify deficiencies and plan to conduct barrier analysis or discover the root cause of the identified deficiencies in its Hispanic-Latino workforce. Initiated in FY 2019, it is anticipated that the barrier analysis will be concluded in 2022 in collaboration with HUD Office of the Chief Human Capital Officer (OCHCO) and the Office of Departmental Equal Employment Opportunity (ODEEO), to identify and recommend corrective actions to address and/or eliminate barriers any prohibited practices of EEO, diversity and inclusion and recommend broader recruitment strategies.

A review of the FY 2019 workforce data tables revealed that HUD was experiencing lower than expected Hispanic (Latino) participation rates in several of the government-wide mission critical occupations: Economist Series (0110); Human Resources Management Series (0201); Miscellaneous Administration and Program Series (0301); Auditing Series (0511); Contracting Series (1102); and Information Technology Management Series (2210).

## Objective

Formalize organizational recruitment and succession planning strategies to increase targeted recruitment and outreach efforts for Hispanics in mission critical occupations. In addition, identify specific goals to achieve HUD's diversity vision, conduct an organizational assessment to provide a baseline to assist HUD in understanding the organizational climate and further strategic diversity management goals, and provide policy recommendations and an annual report documenting the progress of any established strategic planning efforts to the Secretary.

## Planned Activities

In FY 2019, HUD identified strategic activities necessary to address the underrepresentation, recruitment/outreach, hiring, professional development and advancement, and retention of Hispanics-Latinos. The goals, objectives, and strategic activities are aligned with HUD's Inclusive Diversity Strategic Plan (IDSP), Management Directive 715, and Federal Workforce Executive Orders to take proactive steps to identify and eliminate barriers that hamper the advancement of *any* racial or ethnic group and ensure equal employment opportunity for employees and applicants.

- HUD will conduct an extensive multi-phase Hispanic workforce barrier analysis, utilizing the established Hispanic Employment working group, to identify low participation gaps and determine a strategy for increasing participation from data collected by pay grades, major occupations, separations, promotions, hiring actions, and career and leadership development.
- In an effort to create more access for anyone to see workforce data, HUD will create an easy to navigate informative resource website which includes Info Graphics (to present information quickly and clearly using visual representations of information) of demographical information, useful resources, and an employee suggestion component.
- Review HUD's Hispanic Employment Program roles and responsibilities to ensure alignment with strategic efforts and enhance effectiveness.
- Identify Minority Serving Institutions or other potential partner organizations to establish a pipeline for employment and address the low participation rate of Hispanics.

- Hispanic/Latino college students and interns will be invited to the agency to attend a career fair to build our pipeline of future Latino HUD employees, to create opportunities for them to learn about careers at HUD. In addition, participants will be presented a thorough overview of how to navigate the process of applying for a Federal government job on USAjobs.com. Students will also participate in Executive Speed Mentoring in which HUD SES will share valuable tips and guidance on public service and leadership development.
- Continue to utilize HUD's Diversity Council, and specifically the Latino Network and HUD National Image Chapter, to assist with departmental efforts to increase participation rates of Hispanics in mission critical occupations.

In support of HUD's Hispanic-Latino employees, the "Latino Network" and "HUD National Image Chapter" serve as two employee resource groups established to assist senior leadership in developing and maintaining an effective workforce by 1) serving as change agents 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, to 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 HUD leadership as well as an annual report documenting the progress of strategic planning efforts.

**The Latino Network** - a professional and social network, was established to collaborate and promote inclusiveness, as well as serve as a cultural and information exchange for HUD Latino employees. Unfortunately, the Latino Network provided no data to support their successes or accomplishments.

**HUD's National Image Chapter** – a local chapter of National Image, Inc. (National Hispanic Organization) was established and chartered as a resource to empower Hispanics through leadership development, by advocating for employment, education, and civil rights. HUD's National Image, Inc. President is diligent in promoting opportunities, sharing relevant information, and participating in the planning and implementation of programs that elevate and educate HUD employees. Unfortunately, the National Image, Inc. provided no data to support their successes or accomplishments.

## 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

- Recommend collaboration with the OASA, OCHCO, to ensure that human capital and workforce succession plans contain strategies that address HUD's low Hispanic-Latino participation rates in mission critical occupations.
- Establish a pipeline for students/graduates to begin their careers with HUD by targeting the locations (cities) and academic institutions with high participation rates of Hispanics-Latinos.
- Recommend HUD 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 OASA, OCHCO, Office of Diversity and Inclusion (ODI), Office of Departmental Equal Employment Opportunity (ODEEO), the Office of Public Affairs (OPA) and others will need to be established to deploy this initiative.
- Recommend HUD 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.
- Review Hispanic Employment Program (HEP) policy and HEPM roles and responsibilities, on national, regional, and field office levels to ensure alignment with strategic efforts.

## Accomplishments

While HUD is always proud of the progress it makes, it is also aware of the work that still needs to be done to incorporate and appreciate the talents and diverse contributions of our Nation's Hispanic-Latino citizens.

- The primary responsibility of HUD's Hispanic Employment Program Manager (HEPM) is to represent the concerns and implement initiatives in the interest of HUD's Hispanic-

Latino employees. The HEMP is a regular participant at the National Council of Hispanic Employment Program Managers (NCHEMP) monthly meetings, as well as an engaged partner in employee development initiatives such as speed mentoring, training and program development and implementation. HUD's HEMP also established working relationships with Hispanic employees and formed a working group to plan initiatives that address the needs of HUD's Hispanic workforce. Has continued a partnership with the President of the HUD National Image, Inc. chapter and informs Hispanic employees of relevant news, programs, and opportunities through regular communication utilizing ODEEO's webpage, email, HUD@Work intranet announcements and HUD's internal social media platform, Yammer.

- HUD initial phase of the EEO barrier analysis evaluated statistical reports of the workforce, identifying participation gaps, employment barriers, and/or areas for improvement. Findings were as follows:
  - Of those 446 Hispanic-Latino HUD employees (6.78%) employees were at the GS 15 and (4.21%) were at the Senior Executive Service level. In HUD mission critical occupations (MCOs) by which all employees are hired, Hispanic-Latinos were the third largest participants in MCOs, where White employees are the largest participants, followed by Black employees.
  - Of the 537 total separations of HUD permanent employees, 43 (7.53%) were permanent Hispanic-Latino employees, which represents almost the same rate (slightly higher) of employees leaving compared to 38 new hires of Hispanic-Latino employees (rate of 7.34%) during the same reporting period. However, the separation rate of permanent Hispanic-Latino employees in FY 2019 decreased from in FY 2018 when 52 Hispanic-Latino employees (8.9%) separated.

As it pertains to the FY 2019 Affirmative Employment Plans for Hispanics/Latinos, the following are the accomplishments for HUD:

**Goals 1)** Build a diverse, high-performing workforce that is reflective of all segments of society, including the Hispanic-Latino community.

- Review and analyze workforce data to identify gaps or shifts in the participation of Hispanics.
- ODEEO and the Hispanic Workgroup met multiple times with the U.S. Department of Education, Excellence in Education for Hispanics, during FY 2019 to discuss plans to utilize their direct access to the next generation of Hispanic employees and leaders at HUD. The group developed plans for regular interaction with Hispanic students, beginning with Executive Leadership Mentoring, and continuing with a comprehensive overview of applying for jobs through USAJobs.gov. Other engagement includes involvement with college professors and plans to expand Hispanic Heritage Month efforts to field offices.

**Goal 2)** 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. Efforts toward achieving these goals included:

- As part of HUD's increased partnership efforts, the HEPM is a member of the National Counsel of Hispanic Employment Program Managers (NCHEPM) as an active partner and HUD representative. NCHEPM consists of an executive membership from multiple Federal agencies and other organizations from across the United States.
- Execution of agency-wide HUD Hispanic Heritage Month (HHM) Activities to include two events; an agency-wide event to kick off the month with Latino Senior Executive as the keynote speaker; and a Latino Employee Spotlight proudly highlighting on Yammer some of HUD's brightest and most committed staff across the country, including the response team that selflessly volunteered to provide disaster relief for Hurricane Maria. The HHM committee is made up of the agency Hispanic Employment Program Manager (HEPM), ODEEO staff, and Hispanic/Latino employees from different program offices at Headquarters and the regions. The inclusion of non-EEO practitioners strengthens the engagement and self-investment of employees and provides a voice for how their agency celebrates their heritage and accomplishments. The committee has recommended expanding their engagement beyond annual participation After the 2019 HHM program, other Latino employees have reached out to inquire how they can join the committee, which is a good start to re-establishing trust in the Hispanic community.

**Goal 3)** Facilitate outstanding, culturally competent public service and Hispanic-Latino stakeholder relations through effective leadership and accountability.

- In FY 2019, the Hispanic Heritage Month planning committee recognized a selfless group of HUD employees that served as emergency responders during one of the most catastrophic weather events in Puerto Rican history. Puerto Rico was one of the hardest hit areas in the Caribbean with a direct hit from Hurricane Maria, a category 5 hurricane. Maria slammed into Puerto Rico leaving behind a trail of devastation that impacted hundreds of thousands of individuals and families. A group of HUD employees, all volunteers from across the US, were sent to PR to assist and provide help to those impacted. The volunteers set up Disaster Recovery Resource Fairs throughout the island to provide those impacted with guidance, assistance, and other services in one location, directly assisting over 6000 individuals and families helping them find housing, assistance with FEMA programs, guidance etc. In addition, the group of HUD volunteers who worked on the disasters received the "Gears of Government" award from the White House.