



FY 2020 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-Latinos in Federal employment. This order directs agencies to establish and maintain a program for the recruitment and career development of Hispanics-Latinos 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 2020, HUD's total workforce consisted of 7,853 employees: 7,575 permanent and 278 temporary employees. The number of permanent employees increased by 112 from 7,463, in FY 2019. The permanent workforce consisted of 41.24% male and 58.76% female. The female participation rate (58.76%), while significantly higher than the Civilian Labor Force (CLF) benchmark (48.16%), has decreased by 0.17% from 58.93% in FY 2019.

HUD employed 671 (8.54%) permanent Hispanic-Latino employees in FY 2020, compared to 446 (6.55%) in FY 2019 which is above the Government-wide participation rate of 8.50% but still below the CLF of 9.96%. Although the participation rate for the permanent Hispanic-Latino workforce increased in FY 2020, the participation in the identified government-wide MCOs did not (see *Identified Barrier* below). In FY 2020, 66 (8.22%) of New Hires and 43 (7.56%) of Separations were Hispanic-Latino indicating that employees were leaving the agency almost at the same rate they were being hired.

Of the total permanent workforce, 64 (7.23%) Hispanic-Latino employees were at the GS 15 level and 6 (5.50%) Hispanic-Latino employees were SES. In the government-wide mission critical occupations (MCOs), Hispanics-Latinos were the third largest participants in those government-wide MCOs, where White employees are the largest participants, followed by Black employees; however, the barrier identification below describes in detail, the low participation in certain mission critical occupations.

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.

HUD initial phase of EEO barrier analysis evaluated statistical reports of the workforce, identifying participation gaps, employment barriers, and/or areas for improvement. The Office of Departmental Equal Employment (ODEEO), Affirmative Employment Division (AED) initiated the process of analyzing data for the Hispanic-Latino workforce at HUD. The purpose of the analysis is to determine if a barrier exists in the recruitment or hiring process for Hispanic-Latino applicants.

A review of the FY 2020 workforce data tables also 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). AED is continuing its review and barrier analysis of this trigger and recommends working in partnership with OCHCO to determine recruitment strategies, identify outreach sources, provide management training, and ensure a fair and equitable recruitment and hiring process.

Objective

Formalize a strategic partnership with OCHCO for organizational recruitment and succession planning in an effort to increase targeted outreach efforts for Hispanics-Latinos to fill the gaps in government-wide mission critical occupations.

Activities

In FY 2020, HUD continued with planning and execution of 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 step-by-step approach 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 initiated a multi-phase Hispanic-Latino workforce barrier analysis**, utilizing the ODEEO Affirmative Employment Division and a Hispanic-Latino 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.

Planned Activities: Further efforts will include HUD's Latino Network and National Image, Inc. employee resource groups (ERGs), as well as program office Discrimination Case Managers (DCMs) after they join the ODEEO Staff in formal MD 715 and Barrier Analysis Training from the Equal Employment Opportunity Commission (8/2021). The HUD Barrier Analysis Team will identify and determine the cause of low participation rates and create strategies to increase participation from data collected by pay grades, MCOs, separations, promotions,

Identify Minority Serving Institutions or other potential partner organizations to establish a pipeline for employment and address the low participation rate of Hispanics-Latinos. As HUD continued the tradition of honoring the accomplishments of the past, the need to increase our outreach efforts to broaden the pipeline for Latino

participation in careers at HUD was recognized and deemed a priority for the month's recognition. During Hispanic Heritage Month, the HUD Office of Departmental Equal Employment Opportunity, Affirmative Employment Division, Hispanic Employment Program (ODEEO/AED/HEP) hosted a virtual career training event for federal interns attending Hispanic Serving Institutions across the United States. HUD partnered with the National Council of Hispanic Employment Program Managers (NCHEPM) and the Hispanic Association of Colleges and Universities (HACU) to conduct an afternoon of workshop which included, *Secrets of a Federal Government Hiring Manager, Resume Writing Tips, Navigating USAJobs, and a mock presentation of Interview Skills*, giving students a closer look at Federal Government service as a career option and making them aware of the program offices and choices at HUD.

This effort was in accordance with the Department's efforts to address deficiencies reported to the Equal Employment Opportunity Commission in the annual FY 2019 Management Directive 715 Report. Latino hiring managers and leaders from HUD and NCHEPM and HACU assisted in facilitation of the workshops and provided access to mentors for the HACU network of Fall interns. A mock interview and mentoring-style Q&A was also conducted. In addition, representatives from HUD Program Offices gave an overview of their mission, the major occupations within their programs and what academic backgrounds are best suited for careers at HUD.

Planned Activities: Continue partnering with the NCHEPM and HACU. HUD also plans to establish a partnership with League of United Latin American Citizens (LULAC) to broaden outreach resources and create a network to expand the pipeline of eligible candidates for careers at HUD.

- In support of Hispanic-Latino employees, the HUD Latino Network reestablished engagement in FY 2020 and hosted a Leadership conversation with 4 of HUD's leaders for Hispanic Heritage Month. A total of 100+ people attended the session via TEAMS, furthering the promotion of an inclusive work environment.

Planned Activities: Continue to utilize HUD's ERGs, Latino Network and HUD chapter of National Image, Inc., to assist with departmental efforts to increase participation rates of Hispanics-Latinos in mission critical occupations.

Program Goals

- Be a resource to 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

- 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.
- 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.
- 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.

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 HEPM has continued a partnership with the

Chairs of the HUD National Image, Inc. chapter and Latino Network and informs Hispanic-Latino 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.

- The ODEEO prepared and distributed the annual communication to all HUD employees in recognition of National Hispanic Heritage Month (HHM). The 2020 National theme is *"Hispanics: Be Proud of Your Past and Embrace the Future."* While HUD honored the accomplishments of the Latino community, we also recognized the need to increase our outreach efforts and broaden the pipeline for Latino participation in careers at HUD.
- HUD's 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.
- Distribution of agency-wide HUD Hispanic Heritage Month (HHM) commemorative statement.
- Latino Network hosted a Leadership conversation with four of HUD's leaders for Hispanic Heritage Month. A total of 100+ people attended the session via TEAMS.
- Identified goals and expectations and met with OCHCO to discuss forging a partnership to achieve hiring goals. Resources and commitment to increase outreach were offered and plans for continued efforts were discussed.