

**U.S. Department of Housing and Urban Development (HUD)
FY-2020 FEORP Plan Accomplishments and Successful/Promising Practices**

Through our Office of Diversity and Inclusion (ODI), HUD continues to provide resources and support to overcome its cognitive, motivational, and structural barriers that inhibit our inclusive diversity efforts. As an example, we launched the second phase of our mandatory diversity and inclusion (D&I) training model entitled: The New Inclusion Quotient (IQ). This training began cultivating an environment throughout HUD that fosters innovation and inspires creative solutions to our D&I challenges. More importantly, implementation of this department-wide D&I training strategy reaffirms our commitment to include and engage everyone in the workplace, and this is the second goal in our Inclusive Diversity Strategic Plan (IDSP). Further, ODI moved to an on-line training platform in lieu of the original face-to face training to adapt to post COVID-19 pandemic protocols. Unfortunately, our efforts were suspended due to Executive Order (EO)13950. However, we will commence and complete this D&I training module in Fiscal Year (FY)2021, as it aligns with the new EO 13985.

Subsequently, HUD has completed 95 percent of the goals and objectives outlined in our 2017-2021 IDSP in four years. Given these accomplishments, we have begun to strategize and develop a new strategic plan that will thrust HUD into a model for inclusive diversity. Moving forward, HUD will progress from just compliance-based D&I initiatives to a fully integrated program that reflects D&I in all aspects of HUD's business. The D&I framework will ensure a holistic approach is taken in achieving the vision and goals toward a more diverse and inclusive workplace and will create greater sustainability as HUD recognizes D&I as a mission accelerator. Our framework will focus on data driven efforts across HUD addressing our people, our culture, and our mission.

ODI continues to reevaluate our organizational structures to promote teamwork, collaboration, cross-functional operations, and transparency. It serves as the subject matter expert and technical advisor to HUD leadership on all D&I matters, providing guidance and advisement to HUD's leadership on cross cutting and precedence setting initiatives and strategies from across the federal and private sector. ODI will provide recommendations for enhancing D&I operations by reviewing and assessing existing and proposed workforce and inclusion strategic initiatives leveraging internal organizational resources and facilitating collaboration with our external stakeholders while providing oversight for the departmental Diversity Council (Council).

The Council is an independent executive level think-tank that provides advice and recommendations to the Secretary related to D&I. The Council is comprised of senior executive representatives from each of the Department's Program Offices, employee resource/affinity group leaders, and representatives from both HUD Unions. HUD continues to engage our stakeholders and revitalize our partnerships through the Council by surveying our members in preparation for revamping and revising a new Charter, which will align with our new strategic goals. As such, we look forward to reporting our successful efforts in the upcoming FY.

Additionally, and on an annual basis, HUD reviews and analyzes the results of the Federal Employee Viewpoint Survey (FEVS) as indicated by the Employee Engagement Index (EEI) and

the New IQ responses to update our employee engagement action plans. Due to the pandemic, FY-2020 FEVS data results have been delayed until FY-2021. HUD's FY-2019 scores on OPM's indices of Employee Engagement (68%), New IQ (62%), and Global Satisfaction (66%) increased since FY-2018, placing HUD's index scores for Employee Engagement and New IQ in line with the governmentwide average. Global Satisfaction is one percentage point above the governmentwide average. HUD is currently ranked 19th place on the Global Satisfaction Index, an improvement of eight places from the previous year. HUD was also ranked 23rd place on the Employee Engagement Index, an improvement of two places from the previous year. Each quarter, we monitor progress against our action plans to remain engaged with our employees. In addition to these efforts, all Program Offices have been actively encouraging participation in the Federal Employee Viewpoint Survey, Public Service recognition Week, and the Secretary's Award Ceremony, which recognized outstanding contributions of our employees. We highly recommend the following best practices for continuous engagement:

1. Utilize performance management dashboards to track performance on a regular basis.
2. Continue to host activities like the Secretary's Awards Ceremony as often as practicable to recognize the outstanding achievements of individuals and groups.
3. Utilize peer-to-peer recognition, which in turn, will help to increase employee motivation and recognition.

At the request of the Secretary, HUD's Office of Departmental Equal Employment Opportunity (ODEEO) developed and implemented Harmony & Respect at HUD: Civility Matters training. This initiative was designed to raise awareness of workplace behaviors inconsistent with HUD policy and standards and employee and supervisor roles and responsibilities and provide tools to resolve workplace concerns. ODEEO piloted the training with a group of HUD's senior leaders. After which, ODEEO conducted a mandatory overview session of the training for all HUD employees. The Secretary provided opening remarks, an expert facilitator led the training, and the Acting Deputy Secretary provided closing remarks. Now, this training is conducted for small groups of HUD employees and supervisors.

Finally, HUD observes special days, weeks, and months organized through ODEEO and/or through the Department's Affinity/Employee Resource Groups. Observances are held annually in compliance with EO 11478, 29 CFR Part 1614.102(b)(4), joint Congressional Resolutions, Presidential Proclamations, and the Department's D&I goals, as articulated in the IDSP. These observances are designed for the purpose of providing cultural awareness to the Department. Commemorative activities are both educational and employment related.

**U.S. Department of Housing and Urban Development (HUD)
Diversity and Inclusion Strategic Plan Strategies**

Goal 1. Diversify the Federal Workforce Through Active Engagement of Leadership:			
Owner	Action	Measurement	Status
Office of the Secretary/ Office of Chief Human Capital Officer (OCHCO)	HUD will engage senior leadership through collaboration, consultation, and communication on diversity and inclusion issues impacting the Department through HUD's Diversity Council.	Diversity Council Meetings.	HUD will continue to host Diversity Council Meetings in FY-2021 to address HUD's diversity and inclusion initiatives on behalf of the Secretary.
Goal 2. Include and Engage Everyone in the Workplace:			
Owner	Action	Measurement	Status
Office of Diversity & Inclusion (ODI)	To reaffirm this commitment, HUD will provide 4-hours of instructor-led D&I training to our entire workforce, utilizing the New Inclusion Quotient (New IQ) module to comply with our multi-year IDSP.	HUD's Learning Management System (LMS).	HUD scheduled D&I training for all field locations. However, due to COVID-19, switched to an online delivery platform. Prior to full implementation and compliance, efforts were halted due to EO 13950. However, HUD will reconvene the New IQ Training for our field employees in FY-2021, in accordance with EO 13985.
Goal 3. Optimize Inclusive Diversity Efforts Using Data-Driven Approaches:			
Owner	Action	Measurement	Status
Office of Departmental Equal Employment Opportunity (ODEEO)	Using the HUD workforce analytics system and tools, conduct workforce analyses (consistent with MD 715 instructions) to identify areas of low	Human Capital Dashboard (HR Dashboard), HUD Workforce Analytics System, and the EEOC Management Directive (MD) -715 Report.	ODEEO continues to partner with OCHCO in reviewing and accessing barriers to achieving parity in HUD's workforce. In FY-2021 stakeholders will

	representation against the CLF benchmarks at all grade levels and in all occupations, with emphasis on positions in the SES, managerial and supervisory ranks, and mission critical occupations. This initial assessment will be the baseline data against which future progress is measured.		continue to recruit from diverse applicant pools to increase HUD's diversity in under-represented demographics.
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Strategic Activities Related to Hispanic Employment

1. *Activity:* In compliance with Equal Employment Opportunity Commission (EEOC) recommendations, HUD's Office of Departmental Equal Employment Opportunity (ODEEO) Affirmative Employment Division (AED) initiated the process of analyzing data for the Hispanic workforce at HUD. Analysis is being conducted to determine if barriers exist in the recruitment and/or hiring process for Hispanic-Latino applicants.

Measure: In FY 2020, HUD's total workforce was 7,853, of which 671 (8.54%) were Hispanic employees, compared to 642 (8.36%) of 7,680 employees in FY 2019, which is below the civilian labor force (CLF) participation rate of 9.96% but an increase from the previous year. Additionally, the participation rate in five of the HUD mission critical occupations (MCOs) also fell below the CLF participation rate.

Outcome: AED is continuing its review and barrier analysis of this trigger and will work in partnership with OCHCO to determine recruitment strategies, identify outreach sources, provide management training, and ensure a fair and equitable recruitment and hiring process.

2. *Activity:* The ODEEO prepared and distributed the annual communication to all HUD employees in recognition of National Hispanic Heritage Month (HHM). The 2020 National theme was "*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.

Outcome: With this in mind, we focused our commemorative activities on cultivating interest, educating, and providing potential employees with the tools they need to successfully compete for federal jobs, specifically at HUD.

3. *Activity:* HUD recognizes that Special Emphasis groups are an integral part of the Equal Employment Opportunity program for the purpose of educating, acknowledging accomplishments, and ensuring equal opportunity for minorities, women, persons with disabilities, and other underrepresented populations.

Measure: Agency-wide promotion of special emphasis events, specifically HHM events to promote diversity and inclusion in the workplace.

Outcome: HHM events were disseminated on the HUD@work website and HUD social media platform Yammer encouraging employees to participate in virtual programs, career development activities, and panel discussions. In support of Hispanic-Latino employees, the HUD Latino Network reestablished engagement by hosting a Leadership conversation with four 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.

4. *Activity:* ODEEO will partner with OCHCO to encourage participation in virtual Hispanic recruitment and exhibitor opportunities at the Hispanic Association of Colleges and Universities (HACU) 34th Annual Conference – Championing Hispanic Higher Education Success: Fostering Excellence and Social Justice.

Measure: Increasing the Hispanic applicant pool through enhanced networking and outreach efforts. The conference is an invaluable resource for increasing the Hispanic applicant pool, as approximately 2,000 individuals from across the U.S., Puerto Rico, and Latin America regularly participate in the conference to include administrators, faculty, staff, college students, federal and state government, and private industry.

Outcome: Development of post-conference mutually beneficial engagements and networking with conference facilitators, speakers, and participants that have resulted in their voluntary partnering and availability for other HUD programs. As well, it is our intention to continue engagement with the student participants to cultivate interest in careers Mission Critical Occupations (MCOs) at HUD.

5. *Activity:* During Hispanic Heritage Month, the HUD Office of Departmental 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.

Measure: This effort was in accordance with the Department’s efforts to address deficiencies reported to the Equal Employment Opportunity Commission in the annual 2019 Management Directive 715 Report.

Outcome: Development of post-conference mutually beneficial engagements and networking with conference facilitators, speakers, and participants. HUD partnered with the National Council of Hispanic Employment Program Managers (NCHEPM) and the HACU to conduct a workshop entitled “*Secrets of a Federal Government Hiring Manager.*” 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.

Strategic Activities Related to the Employment of People with Disabilities

In FY2020, HUD shifted the approach to veterans' recruitment to streamline services to establish a 'one stop shop' for our managers and applicants. This approach included the transition from the Veteran's Employment Program Manager (VEPM), being the single point of contact for all veterans' recruitment for the Department to the expanded role of multiple Human Resources Business Partners (HRBP) coordinating and executing veterans' recruitment for their respective customer assignments in tandem with the VEPM. This transition resulted in the following streamlined processes:

- Streamlined recruitment strategies – the HRPB works with Program Office leadership to determine workforce needs and provides recruitment strategies to accomplish the hiring objectives of the respective office. Previously, if a manager were interested in veterans' recruitment, the HRBP would need to refer them to the VEPM for assistance. Now that the HRBP is fully involved in all aspects of hiring, they proactively recommend veterans recruitment and facilitate the process with the Shared Service Provider, thereby expanding the marketing of the various hiring flexibilities as well as streamlining the hiring process by eliminating the need for multiple HR Specialists to provide advice, guidance, and eligible applicants for selection.
- Establishment of a central email account (Vetshire@HUD.gov), which streamlined communications to disabled veterans and their spouses. This central source is monitored by the VEPM, allowing for quicker response times and mitigation of risks inherent in communication processes.
- Establishment of a central repository of applicants. Once a disabled veteran or their spouse emails their applicant materials and supporting documentation, their information is reviewed by the VEPM and logged into our repository. Initial eligibility and qualification determinations are made at that time as well to enable search capabilities as positions become available for recruitment. If it is found that supporting documentation is not provided, HUD will reach out to the applicant to obtain this data. This repository is currently used for searching for potentially qualified applicants for positions as they become vacant and as hiring managers express interest in recruitment using veterans' authorities.
- Transition of transactional services for veterans' hiring to the Shared Service Provider, Treasury's Bureau of Fiscal Services (BFS). Cradle-to-grave recruitment and personnel actions processing for veterans' accessions was previously completed within HUD. This past fiscal year, HUD transitioned the transactional portion of Veterans' hiring (e.g., qualifications analysis, posting of vacancy announcements (when applicable), entry on duty, and processing) to the Shared Service Provider. This affords the VEPM and the HRBPs more opportunities to focus on strategic recruitment and outreach efforts, as well as providing education to HUD managers.

HUD's FY20 outreach efforts were purposeful even with the restraints due to COVID-19. HUD maintained established relationships with Morgan State University's Office of Student Veterans

Affairs, American University's Office of Veterans and Military Affairs, and continued relationships with organizations such as Operations War Fighter and Wounded Warriors in the Washington, D.C., metropolitan area. HUD continues to maintain effective working relationships with the Department of Labor's Veterans Service and various veterans service organizations. HUD attended at least one virtual outreach event per quarter targeted towards disabled veterans, especially those that were 30% or more disabled. While attending these events, participants, including 30% or more disabled veterans, were encouraged to contact HUD's Veterans Employment Program Manager (VEPM) and to email the central email account (Vetshire@HUD.gov) to address any questions or concerns about the Federal employment process.

In FY20, an average of 400 emails were answered regarding veterans' employment, a 25% increase from FY19. HUD was able to communicate effectively and timely with the many disabled veterans who were not aware of the Non-Paid Work Experience Program, specifically, the value in gaining additional skills to qualify for future employment opportunities as well as enhancing their current skills set. During FY20, HUD was able to hire 85, 30% or more disabled veteran applicants, which was almost 30% more than FY19. These additional hires increased HUD's overall FY20 veteran population to 17% and a population of 10.1% for disabled veterans.

To ensure our veterans are aware they can be considered for job opportunity announcements (JOAs) and HUD attracts their interest, all vacancy announcements include a noncompetitive appointment eligibility statement specifically defining 30% disabled veterans, Veterans' Recruitment Appointment (VRA), and Schedule A appointing authorities. In addition, veterans continue to be considered under the Veterans' Employment Opportunities Act when HUD expands JOAs externally.

As a practice, HUD advertises all vacancies with the opportunity for internal candidates to apply, including veterans and veterans with 30% or more disabilities. As a result, approximately 24% of promotions were for veterans.

HUD utilized multiple communication methods to provide information on the workplace, training, and job opportunities for veterans and disabled veterans. The communication methods used were HUD Happenings (Departmentwide email communication disseminated weekly), HUDUp (Departmentwide email communication focused on training, jobs and other human capital topics disseminated weekly), and the Veterans Affinity Group (VAG)--HUD's veterans' group dedicated to the wellbeing of all veterans Departmentwide.

Hiring managers and officials became more knowledgeable about hiring authorities for veterans and disabled veterans. In collaboration with HUD's VEPM, the HR Business Partners/ Business Advisors conducted one-on-one sessions with hiring officials and provided consultative services regarding veteran hiring authorities. These discussions encouraged managers and supervisors to consider identifying vacancies as trainee/developmental positions for veterans and disabled veterans. HUD not only drove to complete the annual hiring goal but exceeded the goal by hiring 1,628 new hires. Of those hires, 567 were 30% disabled veterans, 85 more 30% disabled veterans than FY19, and 743 were disabled veterans with less than 30% disability.

**ANNUAL FEORP PLAN CERTIFICATION
FOR THE FISCAL YEAR (FY) 2020**

A. Name and Address of Agency:

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B. Name and Title of Designated FEORP Official (*Include email address, telephone, and fax number. In addition, please include address*):

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C. Name and Title of Contact Person (*Include email address, telephone, and fax number. In addition, please include address*):

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CERTIFICATION

I certify the above agency: 1) Has a current Federal Equal Opportunity Recruitment Program (FEORP) plan and the program is being implemented as required by Public Law 95-454 and subsequent regulations and guidance issued by the U.S. Office of Personnel Management; 2) All field offices or installations with fewer than 500 employees are covered by a FEORP plan; 3) All field offices or installations with 500 or more employees are covered either by this plan or by a local plan; and 4) Such plans are available on request from field offices or installations.

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