

**U.S. Department of Housing and Urban Development (HUD)
Fiscal Year (FY) 2017 Federal Equal Opportunity Recruitment Program (FEORP)
Accomplishments and Promising Practices**

Accomplishments

In FY 2017, HUD provided resources and support to begin overcoming cognitive, motivational, and structural barriers that inhibited our inclusive diversity efforts. Through its Office of Diversity and Inclusion (ODI) in the Office of the Chief Human Capital Officer (OCHCO), HUD engaged leaders on the importance of an inclusive and diverse workforce by motivating and effectively communicating with employees through various D&I training initiatives throughout the fiscal year (FY), reaching almost 10% of our total population. Through the FEORP tracker, HUD documented its progress and leaders are learning to effectively eliminate barriers and utilize tools that demonstrate their support for this initiative. ODI established diversity metrics for each program office in addition to partnering with our D&I vendors and the Office of Departmental Equal Employment Opportunity (ODEEO) to train on specific D&I initiatives.

Consistent with Federal Executive Orders, policies and regulations HUD continues to evaluate its policies, programs, systems, and techniques to ensure that they support diversity, inclusion and engagement. In addition, a D&I performance standard for Senior Executives was included in the Leading People performance element. In addition, there is specific reference to D&I under the Personal Investment performance element for all HUD Managers. The ODI Director and staff have specific performance elements in their plans, as well as an ODI operations plan to ensure the measurable delivery of D&I services. Lastly, we continue to provide all HUD employees with access to robust mentoring, coaching, and D&I training initiatives.

OCHCO continues to develop and implement broad outreach strategies to attract leaders from diverse sources which are consistent with merit system principles. HUD analyzed Program Offices' hiring plans and diverse qualified candidates were referred to selecting officials. Qualified candidates were extracted from external sources and HUD collaborated with the U.S. Department of Interior's SESCDP to recruit and hire diverse leaders.

We continue to foster a culture of inclusion and engagement by developing strategies and programs that institutionalize a focus of valuing diversity in the workforce, working collaboratively with Program Officials to cultivate an environment that fosters innovation and inspires creative solutions to D&I challenges. We continue to ensure that all employees have access to D&I information and education through our ODI webpage. Currently, we are redesigning and reengineering our organizational structures to promote teamwork, collaboration, cross functional operations and transparency to deconstruct siloes that lead to exclusion and flawed decision-making. Our progress is documented through participation of employee affinity groups and their involvement on the Diversity Council, as well as the participation rate and outcome of the Opportunity Expo and other OCHCO sponsored events, to include D&I trainings that are developed and deployed. Also, we identified and implemented enhancements to our employee onboarding to help ensure new employees feel welcomed and acclimated to the agency, all while ensuring demographic data is readily available to all employees (leaders, managers, supervisors, labor organizations and the workforce).

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Through our Shared Service Provider, we have designed a fair and effective recruitment strategy for competitive examining and, through our Executive Resources Office, we recruit for the career SES, casting the broadest net possible and applying merit principles. We continue to utilize various special hiring authorities as supplements to competitive hiring processes as we partner with diverse organizations and institutions to help recruitment from all segments of society, to generate cognitive diversity, and to enable us to conduct a review of potential implicit biases within the organization. Through our HUD LEARN office, we leverage the agency's mentoring program, and find ways to create informal mentoring opportunities by documenting the number and percentage of employees participating in career development opportunities.

Promising Practices

1. Diversify HUD's workforce through active engagement of leadership:

Using a Power Business Intelligence (BI) Tool, along with workforce analytics data, the OCHCO conducted workforce analysis consistent with the Equal Employment Opportunity Commission (EEOC) Management Directive (MD) 715 instructions and when compared against the Civilian Labor Force (CLF), identified areas of low representation in our total workforce. The results were shared with all 17 program office heads, as well as, with the Office of Departmental Equal Employment Opportunity (ODEEO). In turn, ODEEO analyzed data findings at all grade levels, in all occupations and with emphasis on positions in the SES, managerial and supervisory ranks; including mission critical occupations. The initial assessment serves as the baseline data against which future progress will be measured. We continue to engage with the appropriate diverse recruitment resources when filling senior level positions (SES, 13-15 or equivalent) through public posting and outreach. Our positions are open for a sufficient length of time to ensure broad distribution of the announcements to diverse sources, as well as, maximizing on the use of student internship and fellowship programs that have diverse pipelines to draw candidates. Our Program Offices have begun to utilize additional sources like Linked-In and various newspapers to post positions. Finally, we continue to collect applicant-flow data from all external advertised vacancy announcements to analyze and determine what our barriers are to the recruitment and/or selection of individuals from diverse backgrounds. Barriers are annotated in the departmental MD-715 and Barrier Analysis Reports that are submitted to the EEOC for further monitoring and compliance.

2. Including and engaging everyone in HUD's Workplace:

We maintain open dialogue with managers, supervisors, and employees through various internal communication platforms, newsletters, email blasts, etc., as well as our Departmental Diversity Council, which is facilitated through the OCHCO/ODI. The Council is intended to identify workplace issues and/or enhancements to support retention of diverse employees. Through the Council we continue to support participation in employee affinity groups and provide access to senior leadership as the affinity group leaders hold a permanent seat on the Council. Additionally, we review and analyze the results of the FEVS, to remain engaged with our employees as indicated by the intelligence quotation (IQ) responses, and we are re-examining exit interview survey data, as well as the process itself to aid in identifying reasons employees choose to leave the Department. The collective data is used to enhance working conditions,

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promote retention, and foster a more inclusive work environment. Finally, we improved the transparency of developmental opportunities by supporting employees seeking such by ensuring that Rotational Assignment Program (RAP) announcements were widely posted and made accessible to all employees.

3. Optimizing inclusive diversity efforts using data-driven approaches:

HUD made D&I reporting more actionable through data collection and presented our findings to each program office head through a OCHCO SharePoint site, as well as through individual ODI Program Office briefings. Through the review of D&I data, we made recommendations to hiring officials regarding Federal requirements and our retention goals, all while strongly encouraging full participation. Currently, our annual performance goals compile with Federal regulations and further promotes D&I throughout the Department. Our Veteran population represents 18% of our Federal workforce, 10% of our workforce reflects persons with disabilities (PWD) and 2.88% of our workforce is comprised of persons with targeted disabilities (PWTD). We are proud to be the forerunners in a mid-size agency who have exceeded the 2% goal.

Another priority in the agency's Inclusive Diversity Strategic Plan is to educate our workforce on what D&I is and what it is not. To achieve this goal, we have launched an aggressive D&I training initiative through our ODI. We are educating our workforce with various D&I components. The hallmark of our training initiative came when we published our first D&I Policy Statement, signed by the HUD Secretary on March 17, 2017, involving all employees as participants and responsible agents of diversity, mutual respect and inclusion." The agency has adapted this policy and is moving aggressively to educate and hold our employees accountable.

Annual FEORP Plan for Fiscal Year 2018

1. Diversify the Federal Workforce Through Active Engagement of Leadership

- HUD will use the results of workforce analysis and workforce and succession planning to implement a comprehensive recruitment plan designed to show progress toward closing identified gaps. HUD will review recruitment plans and determine if there are areas where we can consolidate recruitment efforts or ensure collaboration among each program office.

2. Include and Engage Everyone in the Workplace

- In establishing an Inclusive Diversity Dashboard, HUD will add the results of the specific Inclusion Quotient (IQ) questions from the annual Federal EVS and the HUD exit surveys to the dashboard to assess the climate and overall sense of employee engagement.

3. Optimize Inclusive Diversity Efforts Using Data-Driven Approaches

- HUD will engage senior leadership through collaboration, consultation and communication on diversity and inclusion issues impacting the Department through the OCHCO and Diversity Council.

FY- 2017 Hispanic Report (FEORP)

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 June 30, 2017, HUD employed 629 (8.06%) permanent Hispanic employees in its workforce 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 24 employees from 653 (8.02%) in FY 2016 to 629 (8.06%) in FY 2017. In addition, HUD hired a total of 334 permanent employees in FY 2017 of which 18 (5.39%) represented the permanent new hires of Hispanic employees and is lower than the government-wide Hispanic new hires rate of 7.5% in FY 2016. Lastly, of the 487 total separations of HUD permanent employees, 36 (7.39%) were that of permanent Hispanic employees thus resulting in a much higher rate compared to the Hispanic new hires rate of 6.56% during the same reporting period. Separations of permanent Hispanic employees were 51 (6.37%) in FY 2016.

HUD continues to have a much better framework for establishing special projects and initiatives derived from efforts currently underway to address the under-representation and under-utilization of Hispanics in the workplace thus offering a more cohesive and comprehensive plan in resolving these disparities.

HUD has fully complied with recommendations of OPM and the U.S. Equal Employment Opportunity Commission (EEOC) by including in its reporting requirements the need to conduct a comprehensive barrier analysis of its Hispanics workforce. At a minimum, this barrier analysis, will identify and implement corrective actions to address and/or eradicate all potential barriers to EEO, diversity and inclusion, and engagement, involving Hispanic employees of HUD at the GS-12 through Senior Executive Service (SES) levels or equivalent.

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 Principal Senior Staff as well as an annual report documenting the progress of strategic planning efforts.

FY- 2017 Hispanic Report (FEORP)

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, 2014 – 2018, Human Capital Strategic Plan (HCSP) for 2015 – 2018, Human Capital Succession Planning for 2015-2018, and Strategic Workforce Planning for 2015-2018, here's just a few noteworthy accomplishments in achieving operational excellence of its human capital management objectives:

HUD's Office of Departmental Equal Employment Opportunity (ODEEO) sponsored a government-wide EEO Workplace Conference entitled "Building an Inclusive Workplace Together" where members from HUD's National Image Chapter, the "Latino Network", and other affinity groups came together to present an interactive training conference that included a variety of topics of interest to include Micro-inequities/Micro-triggers, a Panel Discussion on EEO and inclusion best practices featuring HUD Leadership, Preventing Harassment in the Workplace, Affirmative Action for People with Disabilities in Federal Employment, and other thought-provoking presentations. In addition, this training conference provided participants with an opportunity to obtain informative and resources to support their professional development and network with colleagues from various organizations.

ODEEO through its webpage and in partnership with HUD's National Image Chapter and the Latino Network invited the entire Department to join in celebrating National Hispanic Heritage Month 2017 by honoring and reflecting on Hispanic and Latino American's vitality and meaningful legacy in our Nation's cultural framework. This year's theme entitled "Shaping the Bright Future of America", embodies the ideal that Hispanic and Latino Americans shape the bright future of America through their contributions to all aspects of America's daily life and national endeavors. Whether it be defending our Nation or exploring the universe, conducting scientific research and studies or providing services, in the law or in the arts, in community leadership, finance, sports, or in any other activity, Hispanic and Latino Americans enrich the fabric of America to make it brighter, more just and stronger.

HUD employees fully supported and participated by attending the National Image Conference 2017 in Albuquerque, NM, where several HUD employees serve as their National Officers. In addition, the ODEEO Director addressed participants in a HUD pre-conference on the initiatives of the Department's Hispanic Employment Program.

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, consistent with the merit system

Disability Report (FEORP)

Special Employment Program (SEP) Activities for Persons with a Targeted Disabilities (PWTD) and Veterans Hiring in Fiscal Year (FY) 2017

In FY 2017, HUD's Office of the Chief Human Capital Officer (OCHCO), Office of Human Capital Services, Special Employment Programs (SEP) Division, participated in 10 recruitment events, providing information on the Schedule A and Veterans program to attract well-qualified candidates. SEP partnered with the Department of Transportation (DOT), to provide a cross-hiring event for Persons with Disabilities (PWD), hosting hiring tables and providing information on current and future positions within the Department. SEP informed potential candidates about the Department's mission and job opportunities, conducted mini interviews, and provided their resumes to prospective hiring managers.

The Selective Placement Program Coordinator (SPPC) met with the Division of Rehabilitative Services and the Department for the Blind and Vision Impaired. This new partnership will position HUD in filling future hires of Persons with Targeted Disabilities (PWTD).

The SPPC provided quarterly training to all program hiring managers on all qualified hiring authorities and practices available with the goal of increasing HUD's usage of the Schedule A hiring authority and Veteran recruitment programs.

HUD attended seven career fairs promoting Veterans and PWD authorities to attract well-qualified candidates. The Department visited colleges and universities explaining the programs and the benefits of employment with HUD to a variety of individuals. HUD also pushed ambitious hiring initiatives utilizing other recruitment resources such as the Pathways and Peace Corps programs. As a result, HUD collected over 100,000 job applications by the end of the fiscal year.

The Department continued its practice of having representatives from its own Affinity Groups attend new employee orientations. Due to the FY 2017 budget and collaboration with other Federal agencies and implementation of a new hiring approach, HUD revamped its hiring objective of increasing its workforce including PWD. To meet this objective, we increased our disabled candidate applicant pool. OCHCO reports over 9,100 disabled candidates applied for positions through USAJobs and 76 were hired through competitive procedures. Currently, 2.88 percent of our workforce is comprised of PWTD and 10 percent of our population is a PWD; which aligns with the Federal mandate.

The Department continued its strategy of analyzing HUD's Program Offices' hiring plans and creating non-competitive certificates to include PWTD. Candidates were referred to selecting officials for review prior to initiating a competitive announcement. Qualified candidates were extracted from sources that included the Department of Labor Workforce Recruitment Database, an internal database of applicants submitting their applications for consideration for employment opportunities within HUD, and contractors that were currently working in various program offices seeking permanent positions in the Federal Government. The Department also analyzed its current workforce of 30 percent or more disabled Veterans and participants in the Pathways Program. HUD hired 76 Veterans in FY 2017.

Disability Report (FEORP)

Special Employment Program (SEP) Activities for Persons with a Targeted Disabilities (PWTD) and Veterans Hiring in Fiscal Year (FY) 2017

HUD's Agency SPPC and Veterans Manager continue to analyze its hiring plans to ensure that HUD is using the best methods to attract and retain PWTD/Veterans.

FY 2017 FEORP Progress Tracker

U.S. Department of Housing and Urban Development (HUD)

Mentoring

Mentoring	Qualitative Questions (Text)	If "No" or "Other", please use this section to provide a detailed explanation.
Agency has a Formal Mentoring Program	Response Yes	The Agency has a program and the Mentoring Policy is in the Departmental Clearance process.
Mentoring Training provided	Response Yes	
Program is evaluated	Response Yes	
Frequency of Program Evaluation (e.g. annual, semiannual, quarterly, other)	Response Annual	
Feedback is provided	Response Yes	
Program is announced to all qualified individuals	Response Yes	
Agency collects demographic data of mentoring participants (Race, National Origin, Veteran, People with Disabilities, etc.)	Response No	HUD collects this data; however, our contracted software does not currently request or store this data.

Mentoring	Quantitative Questions (# or %)	
Percent of employees involved with mentoring in FY 2017	Response 1.46%	
Percent of SES involved with mentoring in FY 2017	Response 0.06%	
Percent of managers involved with mentoring in FY 2017	Response 0.20%	
Percent of supervisors involved with mentoring in FY 2017	Response 0.20%	
Count of employees involved with mentoring in FY 2017	Response 115	
Count of SES involved with mentoring in FY 2017	Response 5	
Count of managers involved with mentoring in FY 2017	Response 16	
Count of supervisors involved with mentoring in FY 2017	Response 16	
Total number of employees eligible to participate in FY 2017	Response 7285	

Diversity and Inclusion Training

Diversity and Inclusion Training	Qualitative Questions (Text)	If "No" or "Other", please use this section to provide a detailed explanation.
Formal Diversity and Inclusion Training provided	Response Yes	

Frequency of Diversity and Inclusion Training per year (e.g. annual, semiannual, quarterly, other)	Response	Currently the ODI is creating a Training Schedule for our 17 departmental programs. However, an annual D&I training was held this FY for HUD headquarters Managers and Supervisors.
	Other	
Training on Unconscious Bias provided	Response	
	Yes	
All employees briefed on agency's Diversity and Inclusion Policies	Response	HUD Secretary issued 1st ever D&I Policy Statement which was signed and distributed HUD-wide on May 17, 2017. Also, housed on HUD website and reiterated during all D&I training sessions.
	Yes	
Diversity and Inclusion Training Quantitative Questions (# or %)		
Percent of employees who have participated in formal Diversity and Inclusion Training in FY 2017	Response	
	9.00%	
Percent of Senior Leadership that have participated in formal Diversity and Inclusion Training in FY 2017	Response	
	43.00%	
Count of employees who have participated in formal Diversity and Inclusion Training in FY 2017	Response	
	620	
Count of Senior Leadership that have participated in formal Diversity and Inclusion Training in FY 2017	Response	
	45	
Total number of employees eligible to participate (this should not be equal to the total count that has participated unless 100% of workforce has participated) in FY 2017	Response	
	7285	
Diversity and Inclusion Council		
Diversity and Inclusion Council	Qualitative Questions (Text)	If "No" or "Other", please use this section to provide a detailed explanation.
Agency has a Diversity and Inclusion Council	Response	
	Yes	
Diversity and Inclusion Council has a charter	Response	
	Yes	
Council members have received training	Response	
	Yes	
Council's mission aligns to agency mission	Response	
	Yes	
Frequency of council meetings (e.g. annual, semiannual, quarterly, other)	Response	
	Quarterly	
Diversity and Inclusion Council Quantitative Questions (# or %)		
Percent of employees on council	Response	
	37.00%	
Percent of Senior Leadership on council	Response	
	63.00%	
Count of employees on council	Response	
	13	
Count of Senior Leadership on council	Response	
	22	
Total number of people on council	Response	
	35	
Development Programs		
Development Programs	Qualitative Questions (Yes or No)	If "No" or "Other", please use this section to provide a detailed explanation.
Agency has a SES Candidate Development Program that is	Response	Collaborated with the US Department of Interior's SESCOIP.

Agency has a SES Candidate Development Program that is announced to all qualified individuals

Yes

The SES Candidate Development Program is evaluated regularly	Response	
	Yes	
Agency has a Career Development Program that is announced to all qualified individuals (this is a CDP that is different from the SES CDP program and geared towards the lower grade levels)	Response	
	Yes	
The Career Development Program is evaluated regularly	Response	
	Yes	
Agency collects demographic data of development program participants (Race, National Origin, Veteran, People with Disabilities, etc.)	Response	HUD collects this data through SF-182 registrations in the Learning Management System (LMS) and verifies it using the employees pay record from National Finance Center; however, our contracted LMS software does not currently produce or store RSNOD data to be instantly requested.
	Yes	
Development Program Quantitative Questions (# or %)		
Percent of employees who participated in the SES Candidate Development Program in FY 2017	Response	5 Graduated the SES-CDP program in FY-17, one left the program. No new program was started in FY-17
	0.00%	
Percent of employees who participated in a Career Development Program in FY 2017	Response	
	0.05%	
Count of employees who participated in the SES Candidate Development Program in FY 2017	Response	
	6	
Count of employees who participated in a Career Development Program in FY 2017 (Coaching 70 & RAP 30)	Response	
	106 (total)	
Performance Plans		
Does your agency have a Diversity and Inclusion (D&I) element in the following groups' performance plans (this may also be incorporated in the leading people element)?		
D&I Element in SES performance plans		Use this section to provide additional response or explanation as it relates to a D&I element in performance plans (required for "No" responses)
Yes or No	Percentage	Count
Yes	100.00%	105
		There is reference to Diversity and Inclusion under the Leading People element for SES. HUD's Core Values speaks directly to diversity and inclusion.
D&I Element in Management/Supervisor performance plans		Use this section to provide additional response or explanation as it relates to a D&I element in performance plans (required for "No" responses)
Yes or No	Percentage	Count
Yes	100.00%	1259
		The ODI Director has specific D&I elements in her performance plan; however, there is reference to D&I under the Personal Investment for HUD Managers and part of our Core Values speak direct to D&I.
D&I Element in employee performance plans		Use this section to provide additional response or explanation as it relates to a D&I element in performance plans (required for "No" responses)
Yes or No	Percentage	Count
Yes	0.00%	1
		The ODI staff employee has a specific D&I element in her performance plan and although not specifically outlined in the employees performance plans, part of HUD's Core Values, speak to D&I.

Yes	Annual
No	Semiannual
	Quarterly
	Other

PW=ODI

**ANNUAL FEORP PLAN CERTIFICATION
FOR THE FISCAL YEAR 2018**

A. Name and Address of Agency:

U.S. Department of Housing and Urban Development
451 7th Street, Southwest
Washington, DC 20410

B. Name and Title of Designated FEORP Official (if address is different from Section A, include e-mail address and telephone and fax numbers):

Towanda A. Brooks
Chief Human Capital Officer
202-708-0940 - phone
202-401-4433 - fax
Towanda.A.Brooks@hud.gov

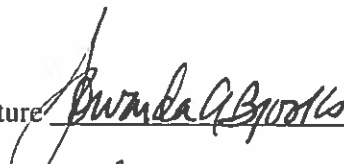
C. Name and Title of Contact Person (if address is different from Section A, include e-mail address and telephone and fax numbers):

Michelle A. Cottom
Director, Office of Diversity and Inclusion
202-402-5627 - phone
202-401-0680 - fax
Michelle.A.Cottom@hud.gov

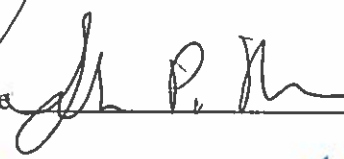
CERTIFICATION

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.

Print Name Towanda A. Brooks
Chief Human Capital Officer

Signature  Date 11/15/17

Print Name J. P. B.
Director, Equal Employment Opportunity

Signature  Date 12/11/17

Print Name Michelle A. Cottom
Director, Office of Diversity and Inclusion

Signature  Date 10/24/17