

The Honorable George W. Bush
The White House
Washington, DC 20500

Dear Mr. President:

I am pleased to submit the U.S. Office of Personnel Management's fourth annual report on *Hispanic Employment in the Federal Government*. This report provides data on Hispanic representation in the Federal Government and highlights successful human capital strategies and practices used by agencies to recruit Hispanics to the Federal workforce. The information compiled for this report shows increases in the representation of Hispanics in the agencies' workforces. In fact, over the past three years, there has been a steady increase in Hispanic representation in the Federal Government, particularly in higher grades.

Under your leadership, Federal agencies are committed to achieving a Federal workforce that draws on the diversity of America. In this regard, our report presents a sampling of exemplary human capital practices in four areas that are critical to addressing the underrepresentation of Hispanics in the Federal workforce: community outreach; strategic recruitment; career development; and accountability for efforts.

In accordance with the goals set forth in your Management Agenda, I have led and encouraged agencies to build a Federal workforce that draws on the strengths of America's diversity. More Hispanics are answering your call to public service and we are reaching out to highly qualified students, veterans, and executives.

Respectfully submitted,

Kay Coles James
Director

Enclosure

Executive Summary

In compliance with Executive Order 13171, the U.S. Office of Personnel Management (OPM) Director Kay Coles James asked Federal agencies to identify human capital practices that were effective in the recruitment of Hispanics. This report highlights their efforts in four areas critical to addressing the underrepresentation of Hispanics in the Federal Government: community outreach, recruitment, career development and accountability. Additionally, this report provides the most recent statistics on Hispanic representation in the Federal workforce.

Community Outreach

Federal agencies continue to aggressively market their missions and careers to the Hispanic community. To foster and promote the interest of Hispanics in the Federal Government, a number of agencies have developed Spanish-language recruitment materials and websites with employment information in Spanish. Agencies that were successful in recruiting Hispanics have established strong ties with Hispanic communities and expanded recruitment outreach with Hispanic-Serving Institutions (HSIs) as well as with professional organizations and Hispanic advocacy groups.

Recruitment

Agencies that were highly successful in recruiting Hispanics have active relationships with Hispanic organizations and reached out to the Hispanic community with effective recruitment messages. A large number of agencies are partnering with HSIs and other colleges and universities to recruit high-quality candidates. In 2004, OPM Director Kay Coles James initiated several job fairs in cities with a high representation of Hispanics. These job fairs were all well attended and resulted in the recruitment of Hispanic candidates for a number of full-time positions. Agencies also continued to use the Student Educational Employment Program and other hiring flexibilities to recruit students and college graduates.

Career Development

Hispanics and other minorities are taking advantage of career development opportunities designed to attract highly qualified candidates to leadership roles in the Federal Government. Some agencies have implemented their own career development programs for mid- and senior-level positions. OPM Director Kay Coles James initiated the new Senior Executive Service Federal Candidate Development Program, which is open to applicants from inside and outside the Federal workforce.

Accountability

Our commitment to increasing diversity within the Federal workplace has never been stronger. Senior executives have emphasized their commitment to diversity by

establishing and supporting training, mentoring, and recruitment initiatives and through personal involvement.

The human capital practices and recruitment efforts described in this report are effective. The representation of Hispanics in the Federal workforce is increasing. While this increase demonstrates the effectiveness of recruitment, we will continue to do more. Hispanics remain underrepresented in the Federal Government as compared to the civilian labor force. This report identifies some of OPM's next steps to recruit Hispanics into the Federal Government. OPM will provide additional policy guidance to agencies so they can tap into the full array of Hispanic talent; identify barriers to the effective recruitment of Hispanics; share agencies' best practices for recruiting Hispanics; and develop models for measuring efforts.

Introduction

This report provides statistical data on Hispanic representation in the Federal Government, as well as agencies' human capital strategies to recruit Hispanics. In accordance with Executive Order 13171, the Office of Personnel Management (OPM) issues annual and semi-annual statistical reports to measure ongoing status of Hispanic representation in the Federal Government. This report provides statistical information comparing results from the preceding fiscal year to those of the current fiscal year. The results are presented in terms of overall Governmentwide statistics, in addition to being broken down by agency and pay plan.

OPM Director Kay Coles James has clearly communicated our commitment to eliminating barriers and reaching out and recruiting Hispanics to the Federal workforce. Agencies have taken specific steps to examine practices and develop recruitment strategies to recruit Hispanics to their workforces. The number of Hispanics in the Federal workforce has increased by 12,014 individuals since FY 2000. This represents an 11.6 percent increase. Since 2000, there has been an 18.1 percent increase in the number of Hispanics who occupy mid- to senior-level positions in the Federal workforce.

Although these trends are encouraging, the percentage of Federal Hispanic employees remains below their representation in the civilian labor force. By that measure, Hispanics continue to be the most underrepresented minority group in the Federal Government. Agencies are expected to build diverse and high quality workforces. OPM publishes reports, best practices, and policy on new programs and flexibilities that agencies may avail themselves to effectively recruit Hispanics in their efforts to build a diverse, high quality, citizen-centered, results-oriented, and market-based workforce.

Specific Agency Strategies and Results

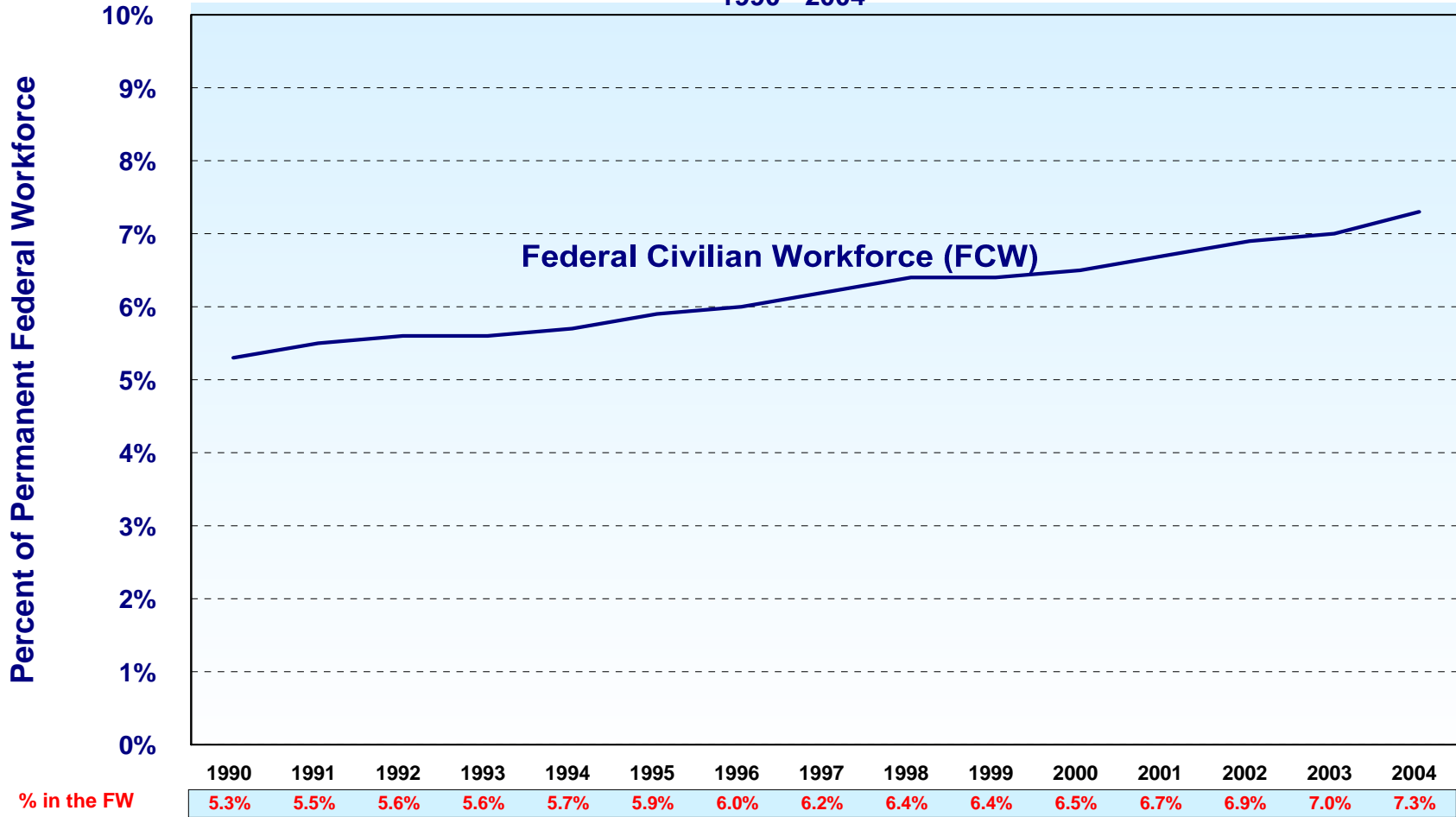
In addition to the most recent statistical data, this report presents agencies' activities and efforts in four key areas: community outreach, recruitment (including student internships), career development and accountability.



Governmentwide Data on Hispanic Employment

Hispanic Representation in the Permanent Federal Civilian Workforce

1990 - 2004



Data Source - U.S. Office of Personnel Management's Central Personnel Data File as of September of each year from 1990 - 2003, and June in 2004.

**Table 2. Governmentwide Hispanic Permanent On-Board Workforce,
by General Schedule and Related (GSR) and Other White-Collar Groups
(as of June 30, 2004)**

GROUP	TOTAL		Hispanic Total		Hispanic Percentage		Difference in Hispanic Employment	
	6/30/03	6/30/04	6/30/03	6/30/04	6/30/03	6/30/04	#	%
GSR 1-4	55,904	52,656	4,575	4,560	8.2	8.7	-15	-0.3
GSR 5-8	364,165	360,391	33,012	32,621	9.1	9.1	-391	-1.2
GSR 9-12	546,717	552,167	39,500	41,964	7.2	7.6	2,464	6.2
GSR 13	195,468	199,719	9,194	9,842	4.7	4.9	648	7.0
GSR 14	93,161	96,511	3,697	3,989	4.0	4.1	292	7.9
GSR 15	56,807	59,093	1,987	2,113	3.5	3.6	126	6.3
Senior Pay	15,338	15,640	524	542	3.4	3.5	18	3.4
Blue Collar	184,273	186,152	13,730	14,116	7.5	7.6	386	2.8
Other White Collar	140,838	167,690	9,832	13,385	7.0	8.0	3,553	36.1
Total	1,652,671	1,690,019	116,051	123,132	7.0	7.3	7,081	6.1

Table 3. Hispanic Permanent New Hires by Numbers and Percentages in Major Agencies

Agency	Hispanic Hires Total			Hispanic Hires Percentage		
	7/1/02 thru 6/30/03	7/1/03 thru 6/30/04		7/1/02 thru 6/30/03	7/1/03 thru 6/30/04	
Social Security Adm.	666	698	▲	20.7	19.0	▼
Homeland Security	945	1,691	▲	27.4	17.0	▼
Treasury	1,310	875	▼	13.0	14.8	▲
Justice	1,662	493	▼	23.5	13.2	▼
HUD	48	21	▼	6.8	9.5	▲
Agriculture	339	395	▼	7.3	9.2	▲
NASA	53	58	▲	9.2	9.0	▲
EPA	38	47	▲	7.2	9.0	▲
EEOC	0	1	▲	0	8.3	▲
Labor	42	55	▲	5.5	8.1	▲
Army	950	1,132	▲	7.3	7.7	▲
Veterans Affairs	844	1,153	▲	6.1	7.6	▲
GSA	45	35	▼	7.7	7.4	▼
Air Force	642	523	▼	7.2	6.5	▼
Defense- Total	2,236	2,278	▲	6.4	6.5	▲
All Other Agencies	180	171	▼	7.1	6.1	▲
Energy	38	30	▼	7.0	5.7	▼
Transportation	4,017	72	▼	10.9	5.2	▼
Defense – Other	179	220	▲	5.4	5.1	▼
Navy	465	403	▼	4.7	5.1	▲
Interior	122	111	▼	4.7	4.6	▼
OPM	15	13	▼	5.7	4.6	▼
Education	7	7	■	5.5	4.2	▼
State	27	16	▼	5.6	4.0	▼
Commerce	60	60	■	3.7	3.8	▲
HHS	114	70	▼	4.0	3.4	▼
Governmentwide	12,808	8,350	▼	10.0	9.1	▼

Legend: ▲ = Increase ▼ = Decrease ■ = No change



Effective Practices and Next Steps

Community Outreach

Successful Hispanic recruitment depends, in large part, on the agency's articulating a commitment to diversity and communicating that commitment to the Hispanic community, among others.

Most Federal agencies have established strong relationships with Hispanic organizations and are actively participating in conferences, forums and community activities. For example, a large number of agencies participated in annual conferences held by Hispanic organizations including National Image Inc., the League of Latin American Citizens (LULAC), the National Council of La Raza, the National Association of Hispanic Federal Executives (NAHFE), American GI Forum, the National Hispanic Business Association, and the Hispanic Association of Colleges and Universities (HACU). Many agencies have established formal partnership agreements with these organizations to develop effective outreach strategies for recruiting Hispanics to their workforces.

The dissemination of employment information in Spanish to students, faculty and the Hispanic community is a very effective strategy in attracting Hispanic candidates. By advertising employment opportunities in Spanish, agencies are spreading a message of diversity and inclusiveness – one that clearly says the Federal Government welcomes Hispanics. OPM has established an aggressive outreach strategy to the Hispanic community at large which includes participation in nationwide job fairs and local events. At these events, OPM distributes information about USAJOBS in English and Spanish, as well as e-Scholar pamphlets. OPM's e-Scholar website provides information to students, parents and career counselors on educational opportunities offered by Federal agencies and partnering organizations. A number of agencies are developing bilingual videos/DVDs, brochures, and other recruitment materials to attract Hispanic applicants.



We must value and leverage the internal and external resources of the Hispanic community. Some agencies have reshaped their outreach programs to keep up with the changes of a dynamic job market. In 2000, one third of Hispanics were 18 years old or younger.¹ In the upcoming competition for talent, it is never too early to start marketing the Federal Government as the employer of choice. More agencies are now visiting high schools that have a high representation of Hispanic students to promote career opportunities in public service and to reiterate the importance of pursuing a college education. To gain credibility with the Hispanic community, some agencies have identified Hispanic spokespeople and/or Spanish speaking recruiters to reach out to Hispanics and to establish relationships with minority organizations and institutions of higher learning.

¹ *The Hispanic Population in the United States: March 2000*, Current Population Reports, P20-535, U.S. Census Bureau, Washington, DC

Exemplary Community Outreach Practices

Agency	Effective Practice
Department of Homeland Security (DHS)	<ul style="list-style-type: none"> • Utilized outreach programs to provide information about career opportunities in the Federal Government. <p>The U.S. Customs and Border Protection (CBP) Pride, Respect, Integrity, Dependency Free of Drugs, Education (PRIDE) Program provided briefings on their agency’s mission and careers in Federal law enforcement. This outreach program reached 68,057 students through 188 community events. The Border Patrol Explorers Program was designed to encourage Senior Border Patrol Agents to serve as mentors to local high school students. The students are encouraged to pursue a college education. Recruiters from the Immigration and Customs Enforcement and the Citizenship and Immigration Services met with students in Arizona, New Jersey and Washington, D.C. to market career opportunities with their agencies.</p>
Environmental Protection Agency (EPA)	<ul style="list-style-type: none"> • Sponsored the 2004 Greater Washington, D.C. Hispanic Youth Symposium. <p>More than 75 high school students selected from various schools in the Washington, D.C. area participated in a variety of events including college preparation, financial workshops, leadership skills and career options in business and Government. EPA awarded 12 scholarships for a total of \$15,000.</p>
National Science Foundation (NSF)	<ul style="list-style-type: none"> • Sponsored “Hispanics in Engineering National Conference” in San Juan, Puerto Rico. <p>NSF partnered with the Polytechnic University of Puerto Rico to sponsor this conference. The purpose of the event was to establish stronger partnerships with Hispanic engineering colleges, expand recruitment at HSIs and showcase successful programs of engagement with the Hispanic community.</p>
Department of Labor (DOL)	<ul style="list-style-type: none"> • Partnered with LULAC and chaired the Youth and Collegiate Federal Career Exploration Forum. <p>This conference promoted the Federal Government as an employer of choice and provided attendees with information on career opportunities in DOL. Approximately 700 students and 35 teachers and career counselors attended this event.</p>

Recruitment

Today's job market remains very competitive. Federal agencies must aggressively reach potential candidates with targeted messages and efficient hiring systems. As head of the central human resources agency for the Federal Government, OPM Director Kay Coles James has taken the lead in developing and implementing Governmentwide initiatives to make the Federal Government a more attractive employer.

“Employers expect to hire 13.1 percent more new college graduates in 2004-05 than in 2003-04.”

Source: September 2004
National Association of Colleges
and Employers Survey Job Outlook
2005

In 2004, in addition to its general recruitment efforts, OPM conducted five job fairs in cities with large Hispanic populations including New York City, Miami and San Diego. These job fairs featured more than 20 separate Federal agencies and thousands of career opportunities nationwide. OPM has asked each participating agency to track resulting offers and new hires.

The Federal Government's recruiting website, USAJOBS, contains a prominently placed Spanish language link to Federal employment information on various topics, including the Hispanic initiative. To attract and hire new talent, most large Federal agencies are increasing the use of automated systems to improve their hiring processes. According to a recent U.S. Merit Systems Protection Board's report, automated hiring systems have proven to be beneficial to both agencies and applicants.² However, only a handful of agencies are educating career professionals and students of Hispanic-Serving Institutions (HSIs) and Hispanic organizations about their automated hiring systems.

More agencies are now using the hiring flexibilities available to them to hire students and recent college graduates into their workforces. Among agencies surveyed, the Student Career Experience Program (SCEP) and the Federal Career Intern Program (FCIP) were the most used programs for bringing students to the Federal Government. Targeted marketing and outreach efforts have attracted more Hispanics to apply to these programs. For example, the Farm Credit Administration used the FCIP to establish the Examiner Career Intern and Policy Analyst Career Intern programs to recruit and develop a cadre of professional trainees. Of all the interns hired, 27 percent were Hispanic. Some agencies used the Presidential Management Fellows (PMF) Program to recruit Hispanics obtaining graduate degrees to develop the next generation of Federal leaders.

To recruit the best Hispanic talent, Federal agencies strengthened partnerships with HSIs and organizations such as the HACU. Federal agencies have a long history of being strong supporters of HACU's National Internship Program. In 2004, 565 HACU interns worked in 22 agencies in the Washington, D.C. area and field locations throughout the

80 percent of HACU interns responded that they would consider working for the Federal Government.

Source: 2004 HACU National
Internship Program Survey

² U.S. Merit Systems Protection Board, "Identifying Talent through Technology: Automated Hiring Systems in Federal Agencies," Washington, DC, August 2004

country. Many of these HACU interns were later hired into permanent positions in the Federal Government. This year HACU established a Cooperative Education Program which allows students to accrue enough on-the-job hours to make them eligible for noncompetitive placement in certain Federal positions. Partnerships such as these are crucial in addressing the underrepresentation of Hispanics in the Federal workforce. Many Hispanic organizations recognize those Federal agencies that are exemplary in their efforts to recruit Hispanics. For example, the Department of Agriculture was honored with HACU's 2004 Outstanding Public Sector Partner Award for promoting education and employment opportunities for Hispanics.

Exemplary Recruitment Practices

Agency	Effective Practice
<p>Department of Homeland Security (DHS)</p>	<ul style="list-style-type: none"> • Maximized the use of the Student Career Experience Program (SCEP) and the Presidential Management Fellows Program. <p>The U.S. Customs and Border Protection hired 119 interns of which 17 percent were Hispanic. Fifty-four SCEP students completed the program and received career –conditional appointments. Hispanics comprised 19 percent of the program's appointments. Twelve students participated in the National Intern Program – 66 percent were Hispanic who attended HSIs. Two Hispanics were recruited using the Presidential Management Fellows Program.</p> <ul style="list-style-type: none"> • Conducted an extensive outreach effort with colleges and universities with high enrollment of Hispanics, including HSIs to attract large numbers of applicants for available positions. <p>Recruiters from CBP contacted 73 HSIs, including HSIs from Puerto Rico, for a total of 132 visits.</p> <ul style="list-style-type: none"> • Established a corporate recruitment workgroup to develop Department-wide recruitment strategies and activities for cross-cutting occupations.
<p>Department of Veterans Affairs (VA)</p>	<ul style="list-style-type: none"> • Participated in the HACU National Internship Program. <p>Hired 55 Hispanic interns. VA commits more than one million dollars annually to sponsor partnerships with minority serving institutions such as HACU and HSIs.</p>
<p>National Geospatial-Intelligence Agency</p>	<ul style="list-style-type: none"> • Attended military job fairs with military bases that have a high percentage of Hispanic service members such as, Fort Huachuca and Fort Bragg. <p style="text-align: right;"><i>(Continued...)</i></p>

Agency	Effective Practice
Department of Energy (DOE)	<ul style="list-style-type: none"> • Sponsored the “Providing a Successful Outcome Program” (PASO). <p>In 2004, PASO hired 15 Hispanic college students to work at the Idaho National Engineering and Environmental Laboratory. This program offered students valuable work experience and mentoring opportunities.</p>
Environmental Protection Agency (EPA)	<ul style="list-style-type: none"> • Partnered with professional organizations to market job opportunities and locate candidates. <p>EPA attended more than 15 Hispanic conferences at the local, regional and national level to relay employment information. EPA attended conferences sponsored by the National Hispanic Environmental Council, the Society for Hispanic Professional Engineers, and the Society for Advancement of Chicanos and Native Americans in Science.</p>
Department of the Treasury	<ul style="list-style-type: none"> • Created a partnership with HACU and Gallaudet College to recruit Hispanic students with disabilities into mission critical positions. • Maximized the HACU internships program. Converted 35 percent of the HACU interns to permanent positions within the agency. • Created a new partnership with Minorities in Science and Engineering Consortium (MSEC) to recruit Hispanics and other minorities. • Used Hispanic Employment Advisory Committee to develop strategies to improve Hispanic recruitment and retention.
Department of Labor (DOL)	<ul style="list-style-type: none"> • Conducted workshops at conferences and universities on the Federal hiring process. <p>These workshops provided specific guidance for Hispanic and other minority students in their search for Federal employment such as tips on preparing effective resumes or applications.</p>
Department of the Navy	<ul style="list-style-type: none"> • Utilized specialized recruitment units to target Hispanic recruitment events and establish relationships with HSIs and advocacy groups. <p>The NAVAIR Professional Recruitment Office scheduled 56 Hispanic events as part of its overall recruitment efforts.</p> <p style="text-align: right;"><i>(Continued...)</i></p>

Agency	Effective Practice
Social Security Administration (SSA)	<ul style="list-style-type: none"> Utilized the flexibilities of the Student Employment Program to recruit Hispanic students into shortage category occupations. <p>In FY 2004, SSA used the flexibilities to hire 108 Hispanic students.</p>
Department of State	<ul style="list-style-type: none"> Promoted programs designed to prepare non-traditional college students for leadership roles in foreign affairs and national defense. <p>The Foreign Policy and National Security Program, also known as the Serrano Scholars Program, is administered through a partnership with Hostos Community College, CUNY, and Columbia University's School of General Studies (GS) and School of International and Public Affairs (SIPA). The Serrano Scholars Program provides students with a scholarship that includes tuition and fees, plus a stipend, for full-time study for six years – two at Hostos Community College, two at GS, two at SIPA. There are 16 Serrano Scholars for FY 04.</p> <p>Another successful program is the Pickering Foreign Affairs Program. This program prepares undergraduate and graduate students for foreign affairs careers. The program pays for tuition, a living stipend, mandatory fees, and reimbursement for books. Of the total number of participants, 15.6 percent were Hispanics.</p>
Department of the Interior	<ul style="list-style-type: none"> Partnered with HSIs to develop curricula focused on specialized areas. <p>The U.S. Geological Survey initiated a five-year joint academic program with the University of Puerto Rico-Mayaguez in Spatial and Computational Research.</p> <p>The Bureau of Reclamation established educational partnerships with two Hispanic-serving universities: California State at San Bernardino and New Mexico Highlands at Las Vegas, New Mexico. The partnerships have resulted in financial and technical assistance for developing natural resources curricula focused on water resources management.</p>
Department of Energy (DOE)	<ul style="list-style-type: none"> Utilized the Presidential Management Fellows (PMF) to recruit outstanding Hispanic candidates. <p>Ten percent of the Department of Energy hires were Hispanics.</p>
National Aeronautics and Space Administration (NASA)	<ul style="list-style-type: none"> Implemented a Corporate College Recruiting Strategy designed to address staffing needs in ten critical occupations. <p>Fifteen HSIs were identified as part of this initiative. A total of 96 candidates were hired, 29.2 percent of whom were Hispanics.</p>

Career Development

Investing in career development programs for new recruits and career employees is effective succession planning and an effective way to increase Hispanic representation at all grade levels. Agencies must ensure that information about developmental opportunities, training and other career resources are available to all employees, including Hispanics, so they can be in charge of their careers and have greater opportunities for success. Among the agencies surveyed, those agencies with higher representation of Hispanics at the mid- and senior-levels ensured that the full range of developmental opportunities were available to their employees.

We need to build a Federal senior level workforce that draws on the strengths of American diversity. For example, in FY 2004, only 3.6 percent of Federal employees at the GS-15 level and only 3.0 percent at the Senior Executive Service (SES) level were Hispanic. Agencies are becoming more proactive in finding ways to increase the number of Hispanics in the SES selection pool. For example, OPM is working with agencies and Hispanic organizations to help potential applicants become better prepared to compete for SES opportunities. The National Association of Hispanic Federal Executives (NAHFE), as well as other Hispanic professional organizations are working with agencies to facilitate this effort.

A large number of agencies are addressing their succession planning needs with mid-level development programs. While open to all employees, minority employees are using these programs to advance to senior levels.

Exemplary Career Development Practices

Agency	Effective Practice
Office of Personnel Management (OPM)	<ul style="list-style-type: none"> • Launched the new Senior Executive Service (SES) Federal Candidate Development Program. <p>This government-wide program is open to current Federal employees, and applicants from outside the Federal Government. OPM has advertised this program throughout the Federal Government and in Hispanic and other minority publications and organizations.</p>
Department of Housing and Urban Development (HUD)	<ul style="list-style-type: none"> • Established the “Emerging Leaders Program.” <p>This is a formal competitive program to develop employees for mid-level technical and supervisory positions.</p> <p style="text-align: right;"><i>(Continued...)</i></p>

Agency	Effective Practice
Department of Homeland Security (DHS)	<ul style="list-style-type: none"> • Established career development programs and promoted participation of Hispanic employees. <p>The U.S. Customs and Border Protection has a Customs Tuition Program that provides continuing education to those employees who are committed to their careers and want to make contributions to their agencies. Three Hispanics were selected to attend Executive Leadership Programs. Twenty-two employees participated in career development programs at Immigration and Customs Enforcement; 18 percent were Hispanic.</p>
Department of Justice (DOJ)	<ul style="list-style-type: none"> • Developed agency-specific development programs for students. <p>The Federal Bureau of Investigation’s (FBI) Honors Internship Program is designed to expose interns to FBI operations and provides them with an opportunity to explore the many career opportunities within the Bureau. The Class of 2004 had six Hispanic students.</p>
Department of Labor (DOL)	<ul style="list-style-type: none"> • Promoted participation of Hispanics in developmental programs. <p>Ten percent of the participants in DOL’s SES Candidate Development Program were Hispanic. The Management Development Program is a mid-level development program intended to address succession planning needs. Hispanics comprised 15.7 percent of the total number of participants in the Management Development Program. The MBA Fellows Program is another program designed to recruit candidates with business management skills. Seven percent of the participants in the MBA Fellows Program were Hispanics.</p>
Department of Energy (DOE)	<ul style="list-style-type: none"> • Established a summit for Hispanic executives and managers. <p>Sandia National Laboratory initiated this summit in conjunction with the Hispanic Engineer National Achievement Awards Conference. The purpose of this summit was to address the professional development of Hispanics to fill management positions within the Sandia and Lockheed Martin complex. Three DOE employees were recognized as being among the “50 Most Important Hispanics in Technology and Business.” Two DOE employees received the “Hispanic Engineer National Achievement Award.”</p>

Accountability

Agencies that were most successful in hiring Hispanics have two things in common: (1) direct involvement by senior executives and managers in all phases of recruiting; and (2) clear accountability for efforts. The Interagency Task Force on Hispanic Employment in the Federal Government, chaired by OPM Director Kay Coles James is an example of executives becoming directly involved in recruitment initiatives. This Task Force meets periodically to share information on Hispanic Recruitment Initiatives, discuss human capital strategies and evaluate current agencies' efforts recruiting Hispanics to their workforces.

A key component of the President's Management Agenda is that agencies are accountable for establishing processes for recruiting and retaining a diverse, high-quality workforce. Diversity in mission critical occupations and diversity in leadership positions is especially important. Some agencies issued diversity policy statements to emphasize the benefits of and their commitment to a diverse workforce. A few agencies have established Hispanic initiative taskforces to address employment and advancement barriers. With regard to accountability, the vast majority of agencies surveyed, linked outreach and other efforts to achieve or maintain diversity to the performance of managers and supervisors. Performance plans for managers and supervisors contain a critical element that supports diversity and equal employment opportunities. In addition, managers and supervisors are receiving training in a variety of diversity topics, including managing and maintaining a diverse workforce.

Exemplary Accountability Practices

Agency	Effective Practice
General Services Administration (GSA)	<ul style="list-style-type: none"> Developed a "Diversity in Leadership Plan" to address the issue of underrepresentation of women and minorities in leadership positions.
Federal Energy Regulatory Commission	<ul style="list-style-type: none"> Provided quarterly reports outlining progress in recruiting minorities, including Hispanics. <p>The Chairman and the Executive Director discussed these reports periodically and monitored progress towards specific goals.</p>
Department of Veterans Affairs (VA)	<ul style="list-style-type: none"> Formed the Executive Steering Committee on Hispanic Employment. <p>This Committee identified program initiatives and recruitment activities and monitored progress.</p>
Department of the Treasury	<ul style="list-style-type: none"> Established a Diversity Council to advise the Secretary on high-level initiatives that address the underrepresentation of minorities, including Hispanics. <p style="text-align: right;"><i>(Continued...)</i></p>

Agency	Effective Practice
Department of Energy (DOE)	<ul style="list-style-type: none"> • Established an agency-wide Hispanic Employment Plan (HEP). <p>This Plan was adopted by 40 DOE agencies and required each organization to design and implement HEP action plans for their sites and to measure efforts.</p>
Department of the Interior (DOI)	<ul style="list-style-type: none"> • Disseminated an agency-wide Diversity Strategic Plan. <p>The Plan covers the removal of employment and advancement barriers, increasing promotional opportunities and utilizing hiring authorities.</p>

Next Steps

President George W. Bush has made addressing Hispanic underrepresentation at all levels a priority. Although reports from agencies show great promise, we must continue to develop innovative ways to recruit Hispanics and improve diversity in the Federal Government. The Federal Government best serves and represents all of the American people when it has a highly qualified workforce drawn from the strengths of America's diversity.

At OPM, we will continue to provide guidance and proactively support agencies with developing new recruitment strategies and promoting the agencies' best practices for outreach and recruitment of Hispanics. Furthermore, we will challenge stakeholder organizations to work with us in marketing career opportunities within the Federal Government.

It is imperative that we continue to work together to develop and implement sound strategies that will ultimately lead to a more diverse Federal workforce. To achieve this, OPM pledges to:

- Lead in improving employment outreach with HSIs, professional organizations, and many others, to partner with them to find high-quality Hispanic candidates;
- Explore ways to address underrepresentation at the senior management level;
- Provide agencies with additional technical and consulting assistance;
- Establish forums to showcase and share best practices for recruiting Hispanics in Federal agencies as well as in the private sector;
- Expand briefings on all available hiring programs and flexibilities to include Federal managers and supervisors; and
- Continue to track and publicize the results of these and other agency efforts to recruit Hispanics, as part of our statistical report on Hispanic employment in the Federal Government.

OPM is committed to continuing to help Federal agencies develop a diverse high-quality workforce that is citizen-centered, market-based, and results-oriented. Together, we will succeed.