



**Hispanic Council on Federal Employment  
Seventeenth Public Meeting  
April 25, 2014**

On April 25, 2014, the Hispanic Council on Federal Employment (HCFE) held its seventeenth public meeting at the U.S. Office of Personnel Management (OPM) in Washington, D.C. Katherine Archuleta, Director, OPM and Hector Sanchez, Chair, National Hispanic Leadership Agenda (NHLA) co-chaired the meeting. Participants included:

<b>Name</b>	<b>Title and Organization</b>
Nancy Bosque (teleconference)	Director, Office of Civil Rights and Equal Opportunity, Center for Cultural Diversity, Social Security Administration (SSA)
Kimberly Castillo	Chairperson, National Council of Hispanic Employment Program Managers (NCHEPM)
Sylvia Chavez-Metoyer	CEO, Chair, National Image, Inc. (Image)
Georgia Coffey	Deputy Assistant Secretary for Diversity and Inclusion (D&I), Department of Veterans Affairs (VA)
Iliana Estevez	Federal Programs Manager, Hispanic Scholarship Fund (HSF)
Al Gallegos	President, National Association of Hispanic Federal Executives (NAHFE)
William Gil	Vice President of Programs, Congressional Hispanic Caucus Institute (CHCI)
Alicia Diaz	Director, Government Affairs, CNC
Paige Hinkle-Bowles	Chief Human Capital Officer (CHCO) and Principal Deputy Assistant Secretary of Defense Civilian Personnel Policy, Department of Defense (DOD)
Maria Holleran Rivera (via teleconference)	Hispanic National Bar Association (HNBA)
William Milton	CHCO, Office of Human Resources Management (OHRM), Office of the Assistant Secretary for Administration, U.S. Department of Agriculture (USDA)
Jose Rodriguez	DC Chapter, President, Image
Gilbert Sandate (via teleconference)	Chair, Coalition for Fairness for Hispanics in Government
Dan Solis	President & CEO, National Organization for Mexican American Rights, Inc. (NOMAR)
Zina Sutch, Ph.D. (alternate for William Milton, Jr.)	Director, Diversity, Recruitment, and Work/Life Division, U.S. Department of Agriculture (USDA)

Brent Wilkes	National Executive Director, League of United Latin American Citizens (LULAC)
David Wilson, Ph.D.	Director of American Indian Affairs & Policy, Society for Advancement of Hispanics, Chicanos and Native Americans in Science (SANAS)

Lorena Molina-Irizarry NCHEPM also participated via teleconference. OPM employees in attendance included: Sergio Gonzales, Deputy Chief of Staff; Veronica Villalobos, Director, Office of Diversity and Inclusion; Mauro Morales, Assistant Director and Counsel, Office of Public Engagement and Steve Shih, Deputy Associate Director, Senior Executive Service, Employee Services.

**Welcome**

*Katherine Archuleta, Director, OPM and Council Co-chair*

*Hector Sanchez, President, NHLA and Council Co-chair*

In opening remarks, Director Archuleta introduced her new communications team. Jackie Koszczuk, OPM’s new Director of the Office of Communications, has 30 years of experience in journalism. Nathaly Arriola is the new Deputy Director and Press Secretary in the Office of Communications. Ms. Arriola came to OPM directly from a permanent role in the communications office at the White House. Ms. Arriola was a Press Secretary for Media for a Senator and later for the Obama Campaign. Marc Anthony Dingbaum is the new OPM Director of Social Media. He joined OPM from Change.org, a technology industry. MC Price is stationed in Maycon, GA. She runs the human resources (HR) tools and technologies and hosts and maintains USAJOBS, USA Staffing and other HR systems. Ms. Price is interested in what Hispanics think about USAJOBS, USA Staffing, recruitment and hiring. She is in charge of people who develop software for USAJOBS.

Mr. Sanchez opened by saying that he thinks the HCFE is ready to start working in a more strategic direction around recruitment, retention, promotion and underrepresentation of Latinos in the Senior Executive Service (SES). Director Archuleta said this is the second HCFE meeting in 2014. There have been conversations on recruitment in diversity and inclusion in OPM. Director Archuleta and Mr. Sanchez would like to focus on the SES process, including the candidate development and recruitment, throughout the rest of the year. Those will be recurring agenda items as OPM digs deeper into them and asks for the HCFE’s help on how to improve processes at OPM and throughout government.

Director Archuleta has met with Latinos across the country. It has been eye-opening. She focused on Minority-Serving Institutions (MSIs), particularly Hispanic-Serving institutions (HSIs). She spent time in Denver at her Alma Mater. During the week of the HCFE meeting, she spent time with them in D.C. and the University of Colorado. She met with college students in San Antonio, Charlottesville and Atlanta. In two weeks, Director Archuleta will give a commencement address at the University of Texas at Brownsville. Then, she will go to San Francisco, Colorado Springs and Albuquerque to conduct outreach to Latinos on college campuses.

Director Archuleta said that it is important for her to hear HCFE members’ observations about how they can improve the recruitment processes for Latinos to join the government. She expressed hope that in the months to come, they will focus on their development and

training. OPM wants to look at the continuum of aspects related to recruitment, so Director Archuleta asked Ms. Price to join OPM. She said OPM has been working with LULAC to assist with GS 14 and 15 employees. OPM has been mentoring with NAHFE and working to share SES career paths with women, with a focus on women of color. Mr. Sanchez and Director Archuleta agreed that in 2014, the most important pieces to focus on are recruitment and SES development. Director Archuleta said the meeting is an opportunity for HCFE members to hear what they are doing, add to, take away, and give advice on how to make situations better or what to do differently. Mr. Sanchez said it is critical to discuss how they can assist infrastructures in being more strategic and helpful with recruitment.

## **Recruitment**

### **Discussion on outreach efforts to increase a diverse applicant pool and how OPM/ES/RH/RPO is attracting and recruiting Hispanics**

*Carmen Andujar, Director, Recruiting, Policy and Outreach (RPO), OPM*

Since Director Archuleta's arrival, RPO has been working with the Office of Engagement and the Director's Office on identifying colleges and universities across the country with an emphasis on diversity, looking for talent in government-wide skills gaps, such as economists, cyber security and Science, Technology, Engineering and Mathematics (STEM). They reviewed 75 to 100 schools that met the criterion of diverse enrollment, strong STEM programs, high enrollment of women in STEM, as well as schools that provided RPO the ability to reach out for the Presidential Management Fellows (PMF) Program, and to other groups, such as veterans, Asian Americans and Pacific Islanders and people with disabilities. Since there is limited funding and staff, it is important to get more "bang for the buck" in terms of their outreach. They target schools that cover many government-wide initiatives.

In the spring of 2014, RPO visited 34 schools, including some Director Archuleta mentioned with 30 percent of those schools being HSIs. They conducted in-person workshops and training for students, career counselors and faculty on how to navigate USAJOBS, the federal hiring process and opportunities in STEM and in the government. They provided tools to career counselors in order to inform and educate their students about the process of applying for a federal job. They also talked to student organizations.

RPO receives substantive feedback from the schools. Outside of the DC metro area, many students are unaware of USAJOBS, or know about the federal hiring process or consider the government as an employer of choice. RPO does a lot of outreach and education and brings information back to the USAJOBS team. The OPM leadership and the HCFE work together for future initiatives. Some schools are centers of academic excellence for cyber security. Ms. Andujar welcomed the HCFE's recommendations for the fall semester. RPO does a lot of virtual outreach that is important for people in the Millennial Generation. There is a lot of participation in those interactive, virtual workshops. RPO wants to increase their social media presence. They have a chat feature to use with students.

They are partnering with the veterans office in San Antonio to reach veterans. Many veterans are Hispanics and are attending school. They are also working with Federal Executive Boards (FEBs), especially the very active one in Chicago. They look forward to collaborating with many other FEBs.

Additionally, RPO is working on other presidential recruiting initiatives, including expanding national service and creating a pipeline for national service volunteers. RPO is partnering with the Corporation for National and Community Service, Peace Corps and AmeriCorps. In February, they had a symposium. They are hosting a webcast for the national service participants, many of whom are Hispanic. RPO wants to ensure they know about federal opportunities, as well as how to apply and highlight their volunteer experience. Many of them do not have resume writing skills and do not know what to look for in a Job Opportunity Announcement (JOA). RPO and partners are reaching out to 500 volunteers.

The second initiative is STEM recruitment. RPO is paying particular attention to women in STEM. RPO is partnering with the White House Office of Science and Technology Policy on recruiting policies, hiring flexibilities and outreach efforts. RPO and DHS have been participating in cyber security competitions across the country and giving them tools so they can provide information on Pathways to young students before they are in college because if they wait, they will probably lose out on potential good talent.

Next is the Equal Pay Initiative. RPO is working with other OPM offices to attract and recruit women for professional occupations, management positions and SES. They intend to provide guidance to agencies and welcome the HCFE's feedback on how to improve attracting and recruiting women.

Another initiative is the long-term unemployed and people who are facing financial difficulties through no fault of their own which includes many people from different backgrounds. All of this information is on OPM's Chief Human Capital Officers website under transmittals. OPM seeks the HCFE's recommendations on best practices in attracting volunteers, women, women in STEM, the long-term unemployed and others.

RPO provides information for job seekers. RPO, with the help of the Office of Communications, is creating in-house short videos for job seekers on the hiring process. The videos are less than five minutes. They provide information on what Schedule A is, how to apply for federal jobs and qualifications. Other videos can be found at the USAJOBS Resource Center.

Ms. Andujar said that during the last Fiscal Year RPO trained over 1,000 HR Specialists on how to recruit. RPO offers recruitment boot camp training that is free to agencies. Many agencies took advantage of that last year. Sometimes it is a weeklong training. Other times it is a couple of days. RPO customizes it based on agency needs. They talk to recruiters, special emphasis program managers (SEPMs) and hiring officials on how to source for talent, write better JOAs and brand the agency to attract the right talent.

RPO is also providing outreach training to agencies. They provide outreach training to the people responsible for providing that function. RPO is working with the State Department. RPO teaches how to do the find and apply presentation and how to help people with their resumes. Ms. Andujar offered this training to HCFE member agencies.

Next, Ms. Andujar discussed opportunities for collaboration. RPO worked with the National Institute of Standards and Technology (NIST) and others on big recruiting initiatives. RPO supported LULAC, LULAC's youth symposium and schools LULAC invites to the symposium. This year it is in New York City. Ms. Andujar invited HCFE member organizations to tell her about their outreach programs. Ms. Andujar invited the HCFE

Hispanic organizations to provide feedback to agencies, including HCFE member agencies, about how to do better with their outreach efforts.

Ms. Andujar said RPO could do better with the Presidential Management Fellows Program (PMF). Each year, they do more to increase representation of Hispanics. Ms. Andujar suggested that RPO provide a briefing at a later meeting. She welcomed members to tell RPO about speakers that cover topics she mentioned for upcoming symposiums. RPO is putting together an event in June.

HCFE members asked about the statistics for non-seasonal, full-time, permanent positions on USAJOBS. In Fiscal Year 2013, agencies filled 120,000 jobs. Ms. Villalobos said that includes full-time equivalents (FTEs), counting transfers, and all other external hires. External hires comprised 33 percent. Internal hires made up 67 percent of hires. The top 20 occupations included the Information Technology (IT) field, correctional officers, nurses, contracting, management and program analysis (301s) and mission critical occupations such as border patrol, health aide and technician and patent examining.

RPO also did trend analysis for the top occupations for external hires for 2009 to 2013 which included nurses, medical support assistants, correctional officers, medical officers, attorneys and other professional occupations. RPO is interested in getting Hispanics and women to apply for these positions. Mr. Sanchez asked for the numbers by race and ethnicity. Ms. Andujar will try to get that information for him.

Mr. Sanchez recommended that it would be more practical if the group focuses on Latinos in the future. Recruitment will be one of the top priorities. Ms. Andujar said 30 percent of their schools were HSIs. On average, they have 50 students when they visit in person. Virtually, they reach out to more Hispanics. RPO would love to expand their outreach to Hispanics. They welcome the HCFE's recommendations. Ms. Andujar's e-mail address is [Carmen.Andujar@opm.gov](mailto:Carmen.Andujar@opm.gov). All of the initiatives she mentioned are also for Hispanics. Everything OPM does is for all segments of society, including Hispanics. Building on what Mr. Sanchez said, Director Archuleta recommended they build on reviewing each of the pieces that Ms. Andujar pointed out. For example, Ms. Andujar mentioned OPM is working with HSIs, focused on STEM professions, women, veterans, as well as tools they use for recruitment to reach the people Ms. Andujar previously discussed, that relates to programs that entice Hispanic applicants to enter government, i.e. internships and the Pathways Program. Consider how they can use those tools to help at HSIs, women and veterans' groups, STEM and cyber security students. There are other tools that they will want to explore, i.e., social media. Director Archuleta raised the question of how should they use the tools they have to reach the people Ms. Andujar mentioned.

Director Archuleta said it is not enough for her to visit and speak to schools. They have to figure out what the connection continuum is there and how to continue the dialogue, i.e. with STEM women at the University of Texas in Brownsville through social media because they will not go on OPM's website to continue conversations. Director Archuleta must figure out how she will initiate and keep them engaged in conversations with OPM as they explore their work options. Director Archuleta would like to (with Mr. Sanchez's concurrence) think about each piece, i.e. strategies they use to work with HSIs. They have to expand what they do so people know the government is recruiting. Now, the government has to chase and consider how to compete to recruit young Hispanics. The competition is between the public and private sectors. Government has to compete in a savvy way. Going forward, Director

Archuleta would like for the HCFE to possibly take a couple of these items and drill deep into each one. For example, list the actual HSI's they will go to. Then, discuss what they should be doing at that HSI, i.e. talking to a class or meeting with young people or career counselors. Then consider the question of "So What?" How do they measure a successful visit to HSI's? Are they successful if they just visited? Not so much. Are they successful if they visited and they continued the relationships? That could be an indicator. Are they successful if they have continued a relationship and have five or six people who expressed interest in coming into government? That is a better indicator. They need to be able to say what their measure of success is, when they recruit on campuses. That is when they hold themselves accountable to OPM and the HCFE. In the end, they need to move the needle beyond 8.2 percent.

CNC said Director Archuleta is right to worry what happens when she leaves campus. CNC hopes the HCFE could borrow the State Department's (State) simple strategy of Diplomats in Residence and modify it to extend the relationship presence. Diplomats are Foreign Service Officers across the United States who spends entire rotations at colleges and universities. They develop a core group and ensure that some in the core group apply for the Foreign Service. The HCFE could do something similar to "Carmen Andujars in Residence." Director Archuleta said she visits FEBs in the college communities that she goes to. FEB employees are enthusiastic in what they do in the communities. This could be a way to engage them so they are on the ground, like at Metropolitan State University of Denver or University of North Carolina. CNC said for students, talking to a diplomat is exciting. For example, Diaz knows one whose last rotation was in Afghanistan and is now at Duke University and at Spellman. It is here at Spellman, and then, in a year and a half from now, it will be in Columbia. Director Archuleta liked that and suggested they think about that.

NAHFE said in terms of how OPM talks about all groups and following Mr. Sanchez's comment about staying with Latinos, NAHFE would be interested in eventually finding out how Ms. Andujar's group distributes human capital and financial resources to the groups and how they measure how equitably they distribute the resources. Sometimes groups are louder and get more resources. Director Archuleta raised the question of how OPM serves all people and still meets priorities. She said they must do the baseline well and reach out across the board. They must recruit for all young people in STEM studies because they need young people from those areas. They win when they bring in someone from STEM studies and win twice when they bring in a STEM person who is of color. The overarching goal is not in conflict with reaching underrepresented people.

Michelle Arias, the Deputy Office Director for Recruitment with State, suggested that she set up a meeting with OPM on how State conducts their Diplomats in Residence in their recruitment, as well as to share best practices.

NHEC requested Ms. Andujar's list of the colleges and universities OPM goes to, broken down by HSI's. She agreed to provide that. NHEC said there would be adequate time to distribute the roster of the schedule of universities to HCFE members before the visits so they can reach out to their contacts on campuses, i.e. students, teachers and deans who can e-mail their members and help drive attendance to the OPM meetings on campuses. Director Archuleta would like to focus on that in the next meeting and do that in a coordinated way. When young students hear real life examples of people in government, it brings it home.

NHEC asked if they do events in the fall. Ms. Andujar said the fall is complicated because of funding, but she will look into what the status is this fiscal year. Director Archuleta said they will do more through webinars and other technology.

LULAC suggested that in order to sustain relationships after visits and to have the presence felt throughout the year, it would be helpful to ensure that Hispanic organization chapters on college campuses are aware that people will visit. Hispanic organizations often bring local FEBs in as speakers to the chapter meetings and talk about their career opportunities.

HSF commented about HSI outreach and recruitment. Under the One Stop Shopping Initiative (OSSI) grant, HSF manages HSI outreach for the National Aeronautics and Space Administration (NASA). It is important to provide students with resources and training on how to manage the application process on USAJOBS or any other application platform. They struggle getting students to complete applications. For OSSI, HSF provides a lot of online webinar training, one-on-one workshops, as well as NASA—one day conferences where they learn how to navigate the process and meet NASA astronauts, experts and engineers and learn about career paths they can take in NASA. Many students at HSIs are from under-resourced communities with limited access to technology. This year, they got the highest number of applicants for HSIs to that program and there is more than double the number of people who did not complete the application who are qualified, meet all other requirements and did not get to the “submit” button.

At the end of the recruitment season, HSF will conduct a survey about why the people did not complete applications and will be able to provide findings. Director Archuleta would like to connect Ms. Estevez, with HSF, with MC Price. If the website cannot grab attention within 20 seconds, it will not happen. Director Archuleta would like Ms. Price to find out what is causing it and what would make a different experience. Ms. Price said they do not have a method to save race national origin (RNO) data of people who abandon applications before they hit “submit.”

Esteban Morales, with NASA, clarified that NASA has an overarching contract. They are called broker facilitators. NASA has affinity groups that reach out to HSIs, HBCUs and others. They are contracted to recruit for NASA Goddard’s Office of Education Internship Program, similar to a third-party vendor like the Hispanic Association of Colleges and Universities (HACU). To an extent, their Pathways Program is through USAJOBS. OSSI is through a separate application system. Pathways requirements are GPA, year of graduation and major. NASA has not seen issues with the people completing those applications. The OSSI system is a bit longer and includes essays and letters of recommendation.

Beatrice, with the Department of Education, said that regarding metrics and what success looks like, it is important to bring awareness about what opportunities exist; that is level one. To expand the pool, would mean people have gone through the process after awareness and then submitted necessary information to enter the pool. She suggested gaining metrics about whether awareness leads to expansion of the pool, and then the number of people who are eligible and who are highly qualified. Director Archuleta said for example, they could have 100 applicants, but moving them to the next step, where they are qualified, is another piece. Ms. Beatrice raised the question of what tools they could provide to ensure they have the knowledge to complete the resumes and to get to the highly qualified portion. Director Archuleta said they would have to talk with Ms. Price to see if they can capture that data. Ms. Price said through the back-end systems, they can track if people were eligible, qualified,

got referred and/or got selected, as well as when they dropped out and aggregate RNO data. The VA is doing that with OPM's USA Staffing and they said their outreach was doing well and had high representation of Hispanics at the beginning stage. They were dropping out at the best qualified, most qualified and interview stages, which informed the VA that they should devote resources to training candidates and hiring managers. The VA thinks barriers were being maintained in the selection process and they redirected resources to the selection phase.

A member of the public said USAJOBS' key fault is that a person applies but the problem is whether the person meets the qualification criterion. The person may address all of the job requirements, but that does not mean the person will meet the requirements to be considered highly qualified. There is an issue in the system. There must be an interim when a person applies. Sometimes HR Specialists send responses saying applicants did not meet minimum qualifications and applicants think everything was in their applications. Ms. Price said the data will show what happens at each point. It could be something as easy as applicants uploaded resumes and transcripts but forgot to upload their Standard Form (SF) 50s and the HR staff disqualifies them and does not tell them to load their SF 50. It is important for the HR staff or a banner on the web page to tell them that. When they get the notification saying they were not qualified, it is too late. Another example is the JOA. Applicants call and ask Ms. Price how they know if they are qualified. Ms. Price asks them what they do and then looks at the JOA and cannot tell if they are qualified for the jobs or not. Agencies need to make JOA's understandable, in plain language, not government language. Then, agencies will get people who are eligible, applying for positions and there will be less discouraged applicants.

LULAC asked what the decision was on the request for a demographic breakdown of USAJOBS data on the process. For example, how many Hispanics applied, how many made it to step 2 and etc. Director Archuleta said they are trying to figure out the applicant flow data. Then, OPM's task force is trying to review the application number and step 1, step 2, step 3 and how many get to the HR manager. If they say that 100 people applied and 10 were Hispanics, and then at step 2 only 2 were Hispanics, then they have to look at each step from the beginning and determine what is causing Hispanic applicant flow to decrease and once it gets to the HR manager, what the HR manager is trained to do. Director Archuleta said something is happening from the point when underrepresented groups apply to when they get to the HR manager. That process is not long, but is complicated.

The Coalition for Fairness for Hispanics in Government said that for the last two years, culminating in the discussions late last Fall, they discussed a dashboard, going agency by agency to give a pinpoint view of the barriers that might exist. He asked what happened to the dashboard initiative. Ms. Villalobos said that at the meeting before last, they shared the applicant flow data. On the sampling, qualified Hispanics were 17 percent. They were referred at 15 percent and selected at a 15 percent rate government-wide. Each time they get fresh data, they can do the analysis. Note that 67 percent of vacancies are being filled internally. That leaves 33 percent for outside sources. They can see why they are not getting a greater increase. The Coalition for Fairness for Hispanics in Government asked if the results will be published. Ms. Villalobos said on OPM.gov under policy and D&I, they have the federal workforce at-a-glance that shows the entire federal workforce, each agency and demographic data for the agency. Behind those tables, there are hiring numbers, attrition numbers, General Schedule (GS) levels, SES rates and inclusion scores by agency. Ms.

Villalobos suggested that ODI show it, and the planned phases for it, to the HCFE at an upcoming meeting.

**Discussion on use of social media to reach the Hispanic community**

*Esteban Morales, Recruitment & Outreach Manager, Goddard Space and Flight Center, NASA*

Mr. Morales said that 11 months ago he departed DOL and joined NASA. He acknowledged Tiffany Schuffert; NASA's headquarters lead recruitment manager who works with NASA's nine centers, and Erik Torres, a Pathways intern, who assists Mr. Morales with recruitment in the Pathways office. Each NASA center has a specific outreach and recruitment strategy because their skill sets and missions are different. His competition is private industries, not agencies. When Mr. Morales goes to Massachusetts Institute of Technology (MIT) or the University of Texas at El Paso, he is next to Google and Facebook. Other times they are at a huge ship conference and see Lockheed Martin with a 60 by 60 and they are at a 20 by 20. He discussed events he coordinated and participated in the past 11 months; how they are tracking metric-driven social media communications, social media best practices that Goddard is using to approach a new way forward and how resources impact their Pathways Intern Program, which is their pipeline. He also covered contractor based recruitment through broker facilitators who focus on MSIs. The HSF has been assigned as an umbrella to recruit for OSSI programs and Office of Education Internship Programs for NASA centers.

Mr. Morales discussed accomplishments in the last 11 months that include over 6 webinars and 11 teleconferences. In total 10 of the 36 events were focused on HSIs or affinity groups.

Goddard Space and Flight Center has a social media team that controls over 60 Twitter accounts. They also have a main Goddard account on Twitter, Facebook and Instagram. Mr. Morales tweeted during the HCFE meeting. They are also pursuing maintenance through listservs and are hitting about 3,000.

They are tracking engagement activities, such as the HCFE meeting, as well as social media metrics. He tracks inquiries by constituency group. In February there was a big uptick because they actively recruited through Pathways. That gives him and his senior management information about where to focus.

With regards to social media best practices, each NASA center has a social media team led by headquarters' social media team. They have chain tweets to promote each other. If they have a launch and an astronaut is doing a Google Hangout, every Twitter follower is supposed to retweet. If there is not a job announcement, Mr. Morales retweets what his Twitter followers are doing to keep the feed active. From headquarters, someone leads a team of 9 centers and provides guidance and best practices.

NASA's social media teams work with social media representatives at Facebook, Twitter and YouTube on a collaborative effort, at no cost to the agency. NASA has monthly meetings with them on how to uptick likes, get more Twitter followers and etc. NASA made a lot of parodies before sequestration. They made a Gangnam Style parody called Johnson Style that received over 5 million hits worldwide. The NASA Wallops employees did a Harlem Shake video which received half a million views. Mr. Morales said he just needs to send it to the right followers. NASA and Goddard officials went to the USA STEM Expo where they

encouraged youth and middle school students to consider STEM programs and live tweeted. He encouraged members to consider actively pursuing those types of activities.

There is continuous content. Mr. Morales looks at agencies' tweets and retweets them. The headquarters senior social media team has access to centers' passwords and knows centers' cell phone numbers. Headquarters can tweet and tell centers to retweet.

They mostly connect to STEM networks. Before they go to career fairs and conferences, they do pre-recruiting with Hispanic affinity groups and Hispanic Advisory committees. Officials at Goddard ask them to reach out to Hispanic student organizations before NASA centers go visit. Goddard tweets before, during and after the event. There is a great Goddard presence on social media. Most centers have the same average numbers as Goddard. Sometimes the other centers are Goddard's competition.

Goddard beat the New Jersey Governor out of winning the 2013 Shorty Award, the government academy award.

They re-aligned Pathways announcements on a 2 term cycle so that it would not be confusing for managers or applicants. They know announcements will be in February and October. They posted 4 vacancy announcements for 28 slots. The announcements were only open eight days. The incomplete applications that his colleague referenced were for the OSSI system, not the USAJOBS system. The center does not have access to see who finished the OSSI system that is run through their Office of Education. Goddard officials have access to what USAJOBS tells them. They run Pathways through their HR system. They used Twitter, e-mail blasts and Facebook right before the vacancy opened and during the announcement.

Mr. Morales said government hires are at a slow drip. The government is not at 2003 levels. In FY 2010, 2011 and 2012, Goddard averaged about 125 to 150 slots. NASA hires 1,000. Since then, due to the impacts of sequestration, they are getting the budget but not the FTEs. Now, Goddard is at about 50 slots. Another trend he has seen is that applications are surging. It is highly competitive right now. Managers select applicants at the end of the day. Since Mr. Morales' arrival, they have increased the amount of veterans.

Mr. Morales learned at DOL about webinars, teleconferences and e-mail blasts and brought them to Goddard. They are doing the traditional approach, but also adding new approaches too. NASA's competition is the private industry, not government agencies.

"GoddardEmploy" is Goddard's Twitter account. Goddard's LinkedIn and Facebook names are "Goddard Employment Opportunities." Ms. Villalobos said OPM will send the presentation and social media contact information to the HCFE by e-mail.

Mr. Sanchez said it is important to embrace new social media options for recruitment. He raised the question of how the 14 to 16 organizations at the table, which have big social media presences, can utilize their accounts to advertise openings. Latinos, who are 10 years younger, now have access to new technology. Mr. Sanchez asked what Mr. Morales' experience was using social media with Latinos. Mr. Morales said when he attended the University of Arizona and Arizona State in February, most students were Hispanic. The population of Hispanics was quite large. Several people said the engineering office retweeted Goddard's post. They are actively using and tracking social media. This is Goddard's

approach, with resource constraints, to get the message out. Other agencies are not as flexible. It is highly restrictive at other agencies with regards to what can be done through social media. Currently, people represent their organization professionally as well as personally. Mr. Morales encourages HEPMs to work with their social media teams. The new people in the Millennial Generation think differently than people in Generation X. Their approaches to attaining employment is one, how much, two, what will they be doing and three, what is there to do around the area. When they recruit for Wallops Island, VA, a remote location, they focus on those three pieces. Goddard promotes how exciting, innovative and amazing their organization is. It is an extremely competitive time to get into government. Mr. Morales' personal perspective is that for agencies that have had issues recruiting Hispanics in this environment, it will be difficult to get out of that hole. There is more work with less. Resources are very limited.

Mr. Morales said agencies must think outside of the box of the traditional career fairs. Students are not at the career fairs. Agencies must do innovative external pieces. They have to give them something to listen to, i.e. the Harlem Shake. They must get them tuned in to attract them.

Mr. Sanchez said competition is very important. Nepotism in the government is also an issue. Latinos are at the highest level of qualifications but do not get hired. He said NHLA had a conversation about social media. Mr. Sanchez said there are organizations that have half a million followers to five million followers. Focusing on Latino organizations, they need to ensure that if this is the new way forward, and if recruitment is one of the biggest challenges, they need to be aggressive, disseminating information on social media. That is the only way they can make accomplishments. There is also a structural piece. Managers are not giving real chances to Latinos; that is the advocacy side.

NHEC welcomed back Mr. Morales with his keen interest in data. NHEC said the HCFE will look forward to Mr. Morales' report on how many of the 28 Pathways appointees were Latino. Second, with regard to the applicant flow data and getting a sense of demographics and ethnicity, specifically of Latinos, NHEC asked Mr. Morales, regarding the almost 2,000 applications received, if there has been analysis of applicant flow in terms of Latino demographics. Mr. Morales said Goddard is still gaining that data. Most of that data is run outside of Goddard. Goddard is working with headquarters to see if they can access that data. Mr. Morales said in the Goddard office, two people are of Hispanic descent, himself and Erik Torres. They lead the recruitment in Pathways. Sharon Wong set up the D&I Office at Goddard. Goddard has 10 constituencies, i.e. African Americans, Asian Americans and Pacific Islanders, veterans, people with disabilities, tribal colleges and universities and others. It is a balance for Mr. Morales. With Pathways, Goddard works with headquarters to analyze who goes to Historically Black Colleges and Universities (HBCUs) and HSIs and etc. NHEC asked what Mr. Morales' sense is of the extensive social media campaign and how it is working with Hispanics. He said they are at 12 percent. Keith Lowe, his counterpart at headquarters, did a presentation that was made on Thursday, June 27. They did not think Pathways would impact them with their Hispanic employment because two NASA centers are in Houston and Florida. They have remained steady at 12 percent of hires. The average is 8.2 percent and Goddard is exceeding that percentage primarily because of their locations. During a time of economic slowdown, Hispanics live closer to home. Mr. Morales represents Goddard. All of his other locations are in the Northeast. They heavily rely on space centers in Houston and California.

Director Archuleta said one piece that struck her about the presentation, combined with Ms. Andujar's presentation, was that they must look at social media as a tool, not an end. Applicant flow data shows that the largest number of jobs, 33 percent, will be in IT, nursing, medicine and contractors and other areas. That is the target. All of those jobs are distributed across all IT departments. That is where their greatest opportunities are. Ms. Andujar is recruiting in STEM. Director Archuleta raised the question about whether they need to look at all HSIs or HSIs where there is a school of medicine. They need to look at applicant flow data that drives a surgical approach on recruitment. Director Archuleta may direct Ms. Andujar to have a greater emphasis on those fields and then to think about what tools to use to recruit those people. That is where they can make a difference.

A member of the public said they must look at where they want to get the bang for the buck and who the agencies are. Director Archuleta said they must look at where the jobs are, i.e. if they are looking for 100 data analysts where those data analysts will be.

LULAC asked if agencies are able to use social media ads. Mr. Wilkes said they can target a specific audience for specific events. He asked if NASA can target a specific demographic for certain job opportunities. Mr. Morales said they are restricted in using funding for those ads, so that is why they work with Facebook and Twitter representatives to change the algorithm that is headed by NASA's headquarters social media team. Mr. Morales encouraged Director Archuleta to have her social media team contact Facebook and Twitter directly. Jose Rivera, with the State Department, said they have a marketing budget committed to an HR team that works on Facebook and LinkedIn ads. Mr. Sanchez got 1,000 extra likes when they did those ads. LULAC said the more someone focuses on a target audience, the cheaper it gets.

Director Archuleta said Mr. Gonzales and Ms. Villalobos are leading a team to look at D&I and how to focus on underrepresented groups in recruitment and hiring. The HCFE's suggestions are timely. By the next HCFE meeting, OPM will have more information on the next steps forward. OPM would like to dig deeper with the HCFE on recruitment with a crossover on applicant flow data. Director Archuleta said she thinks the need to start with the applicant flow data. Director Archuleta spoke with Mr. Sanchez about getting specific actions that they will take which they can measure. Director Archuleta said if they can focus on where the jobs are based on applicant flow data, and where they think the applicants are, and what the strategies are to reach them and how they should measure that. Director Archuleta said there are not that many jobs left. If they are going to increase numbers among Hispanic employees, they must be targeted and surgical.

A member of the public said a second piece regards the selection process and how information is being crunched in USAJOBS. Director Archuleta agreed. The discussion is up to the HR manager piece, which is another piece Mr. Sanchez is interested in.

At the next meeting, Steve Shih, Deputy Associate Director, SES, Employee Services, OPM, will present about the SES process, Candidate Development Programs and agency recruitment plans. Recruitment will also be a topic at the next meeting. These will be the basic themes going forward and the HCFE will go more in depth with them.

## **New Business**

Director Archuleta said there is no longer a need for work groups. Looking at who is participating, they need to add universities and colleges. Looking at the attendance, a number of people continue not to attend many meetings. OPM will gently ask them if they want to continue. Attendance should be required. If a person will not be able to attend, Director Archuleta asked them to tell her. The advisory committee really only works if they are all there. She said they will add some people and ask people, if they wish to continue, to let OPM know. If people have not been at HCFE meetings 6 to 7 times, OPM has sort of got the message and will deal with that.

CNC asked what Director Archuleta's and Mr. Sanchez's preferred ways of communicating with the HCFE are. Director Archuleta suggested communicating through Ms. Villalobos or directly to herself or Mr. Sanchez, but said that Ms. Villalobos would probably respond much more quickly.

Gil Sandate requested for people located in other parts of the country, who still wish to participate in the HCFE, to get an agenda and background materials the day before the meeting. Director Archuleta said we must do better and give them materials at least a week ahead of time so they can prepare.

Director Archuleta said OPM is trying to get on Google chat to upgrade the ability to see members.

### **Acknowledgement and Receipt of Public Remarks**

Maria Goldberg, with USDA's HSIs national program, volunteered Louis Maldonado with HACU. They welcomed the opportunity to present on a model partnership, which blends the suggestions mentioned at the meeting that has been successful in recruiting everyone from a PhD in biotechnology to kindergarteners in their Future Scientists Program.

Kimberly Castillo, the Chair of the NCHEPM, said NCHEPM is an interagency council with Hispanic employment program managers and other SEPMS. Mr. Morales recruited Ms. Castillo from college. She was a HACU intern in 2006 and has been working in agencies' civil rights offices ever since. An opportunity to reach out to students is through educational partnerships. Many students have to do internships before graduating. For students who applied for Pathways but were not selected, another opportunity to offer them hands on experience is through partnerships with educational institutions, i.e. HSI's with government grants where the agency would provide interns at no cost to the agency. The school, in exchange for college credit or a stipend, can offer the student the opportunity to get the grade and experience. She suggested they think about which of those HSI's in STEM areas they reach out to. They could ask agencies to identify positions dedicated for non-paid internships.

Second, regarding tools as an applicant through social media, it would be helpful if there were centralized websites for job applicants and then a curriculum page with short, 10 minute video tutorials, such as introduction to government jobs (What is it? What are the benefits? Discuss the occupations.), how to create your federal resume and the difference between that and a resume for the private sector), interviewing techniques and a mock interview. There could be one on how to read a vacancy announcement (What is a GS and what do those numbers mean? What would you qualify for?), and how to navigate USAJOBS. Many videos exist. Ms. Castillo suggested organizing them and referring applicants to that website with all videos that will walk them through each process. In addition, there could be a

Frequently Asked Questions (FAQ) section. For every question they get back, maybe a video could be a good way to respond.

Another key is having people look similar to the people who they reach out to and who can provide testimonies saying “I started as an intern and wow what a great decision that was. This is where I am now.” Another idea is when Ms. Castillo was at the FAA and went to career fairs, they used to have sign-in sheets people could sign to leave their e-mails to identify their areas of interest, related to vacancy announcements they would like to remain abreast of. It helped when FAA sent out vacancy announcements. Those e-mails also had surveys about their experiences at the career fairs and whether they were likely to apply. They also followed up with a questionnaire that asked if they did apply. Ms. Villalobos said she would connect with Ms. Castillo after the meeting to ensure OPM got all of her comments in writing.

Veronica Vasquez, with Image, recommended that the HCFE consider reaching out to STEM organizations such as the Society of Hispanic Professional Engineers and American Indian Society which have developed many programs where they start at junior chapters at the high school level. Then, they transition to junior colleges and then to engineering colleges and universities. Image has been very successful working with them. About 80 percent of the local ship members in Ms. Vasquez’s county are federal Navy employees. She suggested having a subcommittee consider the possibility to create a partnership to use tools they have available and utilize markets within government.

Rafaela Schwan, with the National Society of Hispanic (NSH) MBAs, shared educational programs they have at the conference. She sent a presentation that talks about the Ignite Program which is an undergraduate night program for people in STEM, finance and business. They also have a competition where graduate and undergraduate students compete on a business case. Students, who submit all of the paperwork and are selected, go to the conference and NSH MBA covers all of their expenses via conference scholarships. Ms. Schwan encouraged people to share that information. Ms. Schwan said the conference will be in Philadelphia from September 25 to 27 (the presentation said September 24 to 27). Two activities they are bringing to the conference involve a simulation competition where students will compete with each other. They get a company that is not doing well and figure out how to change it to make it successful again. NSH MBA will bring 50 students to compete in that competition at the conference. Second, NSH MBA is working with Dr. Calvin Mackie to bring a pre-college high school program to the conference. That is an engineering competition that students will do at the conference. Ms. Villalobos said she would share information from Ms. Schwan with all HCFE members and any interested parties in the room.

On April 5, 2014 Jean Public e-mailed OPM the following comments to be included in the public record: “I cannot attend this meeting but find it totally discriminatory. Where is the council to hire Hungarian people? Where is the council to hire Romanian people? Where is the council to hire Moroccan people? This is a totally discriminatory policy and I make a complaint herewith on the discriminatory behavior of this government agency. Please make sure the civil rights people see this complaint on this discriminatory behavior toward one apparently ‘special’ race. This comment is for the public record. Please repeat.”

## **Adjournment**

Director Archuleta adjourned the meeting.

**Certification**

A handwritten signature in blue ink, appearing to read "Veronica Villalobos". The signature is fluid and cursive, written over a faint horizontal line.

Veronica Villalobos  
Executive Director,  
Hispanic Council on Federal Employment