



**Hispanic Council on Federal Employment  
Twenty-First Public Meeting  
December 19, 2014**

On December 19, 2014, the Hispanic Council on Federal Employment (HCFE) held its twenty-first public meeting at the U.S. Office of Personnel Management (OPM) in Washington, D.C. Participants included:

<b>Name</b>	<b>Title and Organization</b>
Katherine Archuleta	Director, OPM and HCFE Co-chair
Nancy Bosque (alternate for Dr. Reginald Wells) via teleconference	Director, Center for Cultural Diversity, Office of Civil Rights and Equal Opportunity, Social Security Administration SSA
Kimberly Castillo via teleconference	Chairperson, National Council of Hispanic Employment Program Managers (NCHEPM)
Alicia Diaz	Executive Director of Legislative Affairs, Hispanic Association of Colleges and Universities (HACU)
Iliana Estevez	Federal Programs Director, 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)
Maria Holeran Rivera	Former President, Hispanic National Bar Association (HNBA)
Luis Maldonado	Chief Advocacy Officer, Hispanic Association of Colleges and Universities (HACU)
Jacqueline Padron (alternate for William Milton Jr.)	Diversity and Inclusion Program Manager, Diversity, Recruitment, and Work/Life Division, Office of Human Resources Management, and U.S. Department of Agriculture (USDA)
Nimesh Patel (alternate for Catherine Emerson)	Executive Director, Diversity and Inclusion, U.S. Department of Homeland Security (DHS)
Roger Rivera	President, National Hispanic Environmental Council (NHEC)
Dr. David Rude (alternate for Paige Hinkle-Bowles)	Chief Learning Officer, Department of Defense (DOD)
Jose Rodriguez, MBA, CDFM (alternate for Sylvia Chavez-Metoyer) via teleconference	Chair, CEO, National Image, Inc. (Image)

Gilbert Sandate via teleconference	Chair, Coalition for Fairness for Hispanics in Government
Wilfredo Sauri	Director, Data Analysis and Reporting, Office of Human Resources and Director, Diversity and Inclusion Division, U.S. Department of Health and Human Services (HHS)
Dan Solis via teleconference	CEO, President, National Organization for Mexican American Rights (NOMAR)
Roland Umipeg (alternate for Paige Hinkle-Bowles)	Supervisor, Human Resources Specialist (Recruitment), Defense Civilian Personnel Advisory Service, Department of Defense (DOD)

OPM employees in attendance included: Michelle Gilder Earley, USAJOBS Program Manager; Sergio Gonzales, Deputy Chief of Staff; Kimya Lee, Manager, Survey Analysis, Policy and Planning Analysis; Michael Murray, Acting Deputy Director, and Veronica Villalobos, Director Office of Diversity and Inclusion (ODI). An additional attendee was Francisco Carrillo, Department of the Interior. One member of the press attended the meeting.

### **Welcome from Co-Chair**

*Katherine Archuleta, Director, OPM (start time: 2:14 PM)*

- At the next meeting, in January, OPM will roll out the complete Recruitment, Engagement, Diversity, and Inclusion (REDI) Plan with the National Hispanic Leadership Agenda (NHLA) at the NHLA location. Director Archuleta is looking at the final draft of the Plan.
- The Council discussed OPM’s strategies for utilizing the tools to strengthen employment for Hispanics in Federal service.
- The USAJOBS Dashboard Prototype is the result of much feedback about making it agile and user-friendly. Director Archuleta went to 16 universities, most of which were Hispanic-Serving Institutions (HSIs) and tribal universities. There were also regional campuses and Historically Black Colleges and Universities (HBCUs). In the past few months, OPM looked at touch points for users. OPM will begin to unroll improvements over the next year, two months at a time.
- Increasing Hispanic representation in the Federal workforce is very important to Director Archuleta. She believes they can fulfill their mission to better serve the American people if the workforce draws on the wisdom and experience of people from all communities. It is also vitally important that every Federal employee feels valued, part of the team, and engaged in the work they do.
- Director Archuleta hosted an event where the President spoke to the Senior Executive Service (SES) and other senior leaders last Tuesday. The President talked about how important the Federal workforce is to the country's well-being and success, and challenged leaders to work to include and engage their workforce.
- These efforts are a key part of the President's Management Agenda because he really cares about the workforce. OPM is leading this effort. OPM has expressed interest in the

Council continuing to provide important feedback on how to improve recruitment, inclusion, and engagement efforts.

### **USAJOBS Dashboard Prototype**

*Michelle Gilder Earley, USAJOBS Program Manager, OPM*

- The Council discussed work that has been done on USAJOBS and how it meets the needs of diverse job seekers and agencies.
- Ms. Earley conducted a live demonstration of the USAJOBS prototype dashboard. She thanked Solis for his help scheduling focus groups in Mexico. Over the last three months, they conducted one-on-one interviews and collected over 5,000 data points. In January and February, they will analyze user experience data. By February, they will have a roadmap. New information will be released quarterly. A little over a year ago, her staff discussed how to leverage data while the steering committee requested resume mining. Both are in pilot phases. The resume mining pilot launched in September.
- They started by understanding how job seekers and agencies use USAJOBS. They wanted to create interactive, engaging dashboards. They track their customer satisfaction score and gain information about where to target areas of changes. They also track traffic and trends, i.e. how sequestration and furloughs affect the job seeking process. On average, there are 22 million visitors to USAJOBS per month.
- Each month, between 1.6 and 2 million completed applications are submitted for roughly 40,000 open jobs. Targeted recruitment may change the ratio. There is a lot of confusion involving people applying for the wrong jobs. People who do not finish applications are not included in the 2 million. They are setting up web analytics to see how many people are abandoning the application process. Ms. Earley raised these questions: What can we learn about the common characteristics of people who abandon? How many are Hispanic? She said there is an “abandoner” survey, but she did not have the total number. She said she would have that in the next month or so. They would like to look at demographics of the traffic.
- Director Archuleta said OPM is working with Ms. Lee and Ms. Earley to use internal analytics tools. Also, OPM is looking at how to track the effectiveness of recruiting. If, for example, an agency spends 10 dollars recruiting at HSIs, is the agency getting the 10 dollars back? OPM is going to try to figure out how to tag applications and cannot tell specifically about Latinos or women.
- HACU asked if a successful recruitment effort is a person getting a job. Director Archuleta said OPM wants to be sure that the application process is not preventing the government from improving numbers of people entering the Federal workforce. When OPM rolls out REDI, OPM will discuss how it has analyzed each step (recruitment, hiring of underrepresented groups and retention efforts). Ms. Earley said people already use the resume mining tool. Those are the baby steps regarding collecting data. It is important to create a dashboard about the job opportunity announcement (JOA). Ms. Earley’s group is also using social media and analyzing its impact. They have four to five tool sets.
- By February, they hope to have a new prototype to demonstrate what the data looks like in data visualization. Ms. Earley raised this question: As a recruiter, what dashboards help ensure we travel to the right places and reach the right people?

- Ms. Earley demonstrated how the agency portal tells the total number of job seekers in the U.S. by male and female, as well as, Hispanic and non-Hispanic users who have accounts. She is brainstorming how to make more people inclined to provide data. They can also pull the data in a table format. They have data about where the applicants and account holders are visually on a map. Only 10 percent are logging in and actively looking for jobs.
- A participant asked about Hispanics who completed applications. Ms. Earley said they are working on a prototype for that. Director Archuleta wants to know where applicants come from. At the next meeting, OPM will show members a heat map. Most applicants come from the East Coast. It radiates from D.C. Then, moving west across the U.S., there are many applicants from Texas (TX), California (CA), and Washington. Latinos are in the West. The map does not show a high number of applicants from New Mexico, Colorado, or the Midwest. That is a gold mine. Director Archuleta said she does not need to recruit more in CA, TX, Florida, and along the East coast. There is incredible opportunity in the Southwest, New West, and Midwest. Director Archuleta needs to determine what skills the government is recruiting for and where the colleges and universities with those skills are. Heat maps inform recruitment strategies.
- Ms. Earley said the map started when people took FedScope data and then overlaid that with where the applicants come from. She raised these questions: Then, what is the competition between the Federal and public sectors? How do universities tie in? The more layers of data they add, the better recruitment investment dollars they can spend.
- Ms. Earley said USA Staffing has 80 percent of the jobs. They look at how to streamline between USAJOBS and USA Staffing. There are many factors. To get one status back is very difficult. It is important to go back to USA Staffing and get a more accurate picture.
- Director Archuleta said the Council discussed how an applicant gets through the process, meets minimum standards in JOAs, and then goes through the screening process by USA Staffing and gets on the certification list (cert list). She is concerned with the screening process. Many applications coming through USA Staffing are from veterans. Since people do not write JOAs the way they should, more people are getting through. When they get to the cert lists, they do not provide the candidates or the users need. They are now doing early application assessments. They have to start with the JOAs and ensure there is enough detail without overburdening the HR specialist. OPM is going to try to ensure that people getting through are more qualified. The biggest complaint is that no one told the applicant that he or she is not on the list. OPM is trying to figure out what the log jams are between USA Jobs, USA Staffing, and the cert list. Director Archuleta advises students to look at many departments.
- The HNBA said the JOA usually is written so that someone who has not been in government does not understand. The job description, and what a person actually does, is very different and the job description informs the JOA. Director Archuleta said a huge piece is how to create the standards for the JOAs so the applicants can understand what agencies mean.
- Director Archuleta said one of the biggest complaints veterans had in a focus group is that there is no translation between their experience in the military and Federal jobs. Ms. Earley said that is through FedHireVets. Her group is working on helping to bring veterans and managers together when they do not use the same language. The tool will

help with the language and could indicate to a job seeker that a new, emerging place fits with what he or she is looking for.

- The HACU said a frustrating aspect of USAJOBS is when a person goes through the application for a job that is a perfect fit and finds that on the next to last page, there is a very specific question so that only the incumbent qualifies. HACU said that happens a lot with the Department of State and DHS. HACU suggested that applicants should be able to see such questions before they begin applications. Director Archuleta said OPM is considering putting those questions upfront so that applicants do not have to go further, i.e. where Customs and Border Protection requests bilingual Spanish/English applicants with visa experience. Also, it is important for JOAs to note who may apply, i.e., people inside or outside government. A lot of jobs are only limited to Federal applicants.
- Ms. Earley invited members to reach out to her at any time.

### **Federal Employee Viewpoint Survey (FEVS) 2014 Results**

*Kimya Lee, Manager, Survey Analysis, Planning and Policy Analysis, OPM*

- Ms. Lee discussed OPM's findings from the 2014 FEVS with respect to respondents who self-selected that they were Hispanic and a millennial. People tell Ms. Lee that only those who are satisfied or dissatisfied respond to the survey, while others say that it does not represent their groups. This month, OPM released a paper in the December 2014 edition of the *Journal of Official Statistics* which states that OPM sees that dissatisfied people respond early. Ms. Lee will provide [the link](#) to Ms. Villalobos to give to members. Minorities are early responders. Members of the SES are late responders. OPM considers this information with regards to how long to leave the survey out. People tell Ms. Lee that the survey is out too long, but if it is not, OPM may not get responses from everyone. In 2014, OPM solicited responses from over 800,000 employees and 392,000 people completed the survey across 87 agencies and over 20,000 offices, receiving 76 million data points.
- Ms. Lee said people discuss the FEVS at the government or agency level, but that does not address individual communities. She covered employee engagement trends by demographic groups between 2010 and 2014 and the government-wide number. This demonstrates the importance of not just reviewing the government-wide numbers because they may hide what is happening in individual communities.
- Ms. Lee also presented the trends for global satisfaction. One item she would like to keep on the surveys is the question about whether a person would recommend their organization as a good place to work. There is also a question that asks if individuals intend to leave their agencies.
- The DOD expressed interests that news feeds are satisfied and millennials have a high intent to leave. Ms. Lee said a lot of new federal employees are not new millennials; a lot are veterans. Director Archuleta said many studies show that even though millennials are very happy, they are looking for other jobs. Their job cycle is usually three to four years. The Hispanic community is responding very similar to the non-Hispanic community. The next step is to ask additional questions. Ms. Lee asked if they took the global satisfaction index, what the key driver is, i.e., the supervisor. Looking at 2013 data, pay was not a key driver of intent to leave.

- A second question Ms. Lee would like to also keep on the survey is about whether a person believes the results of this survey will be used to make their agency a better place to work. Ms. Lee suggested focusing on the different communities and asking questions related to them.
- In 2014, an online reporting tool gave individuals the ability to cut data by different demographics. Ms. Lee's team has not looked at if there are certain agencies where their Hispanic employees are rating them higher, but they hope agencies start doing that. Ms. Lee's group also releases a public use data file. They will put out a trend data file from 2004-2014 for all agencies and demographics. OPM is putting data out so the wide variety of communities can look at it. Director Archuleta said there is no way OPM can do all of the analysis for all agencies and departments. The President talked with the SES and made this tool available to them so they have the data. The departments and agency heads are encouraging and sometimes requiring people to look at the data. The White House is taking similar actions. OPM is looking at engagement data. Cabinet members have to report on engagement data to the President. CHCOs are using the data more than anyone.
- Director Archuleta and Ms. Lee said the survey is a snapshot of one day. With the EVS, on this one day, when they took the survey, this is how they were feeling. OPM is encouraging managers to do pulse surveys, using the tools so they have more data. Agencies need to look at as much data as possible to see how employees are feeling and evaluate their efforts. OPM is giving supervisors and managers many tools. OPM and many agencies and managers are using pulse surveys. Some do it on a monthly basis. That is getting a bigger picture. Next month, the HCFE will discuss REDI. Ms. Lee said the EVS is one tool in the toolbox. What is most important is digging down deeper into the data. Ms. Villalobos requested Ms. Lee's slides. Ms. Lee will give Ms. Villalobos the slides. Ms. Villalobos will share the slides.
- A participant asked how a person could get the data to analyze it. Different cuts of the data and reports for the general public are available at <http://www.fedview.opm.gov/>. OPM also includes public use data in Excel. It includes the code book. A lot of researchers and universities use the data. Any organization or person can download the vast information available.
- The HACU asked if Ms. Lee has a way to ensure managers use the data. Ms. Lee said they do not have that data specifically at the manager level. Looking at research, employees will stop providing feedback if they are not getting any feedback in return. OPM creates a two-pager of agency and component reports. OPM tells managers to send that to their employees. Unfortunately, agencies are not using it in that way. Ms. Villalobos said OPM has various engagement efforts. Under the President's Management Agenda, OPM is working with certain pilots and looking at improving engagement scores. In OPM's Strategic Plan Goal 6, OPM has brought together many agencies to figure out how to help leaders lead. Under REDI, part 2 is about engagement. OPM is addressing it in multiple ways. Talking to other SES and how they feel on the hook for this and their subordinates are being held responsible for this, as well.
- The HNBA asked if there is a survey for managers. Ms. Lee said there currently is not a manager survey government-wide. A government-wide SES survey was conducted two years ago.

- The NOMAR asked Ms. Earley if there was something unique about Hispanics that provided input. Ms. Earley said she did not attend those two focus groups, but there is a vast majority of common ground in the eleven focus groups. In February, there will be greater insights that she would be happy to share or share through Ms. Villalobos. Ms. Earley will hand out a synopsis of the dashboards.
- Ms. Earley said the timeframe to get data about registered people and applicants is less than a year. They want to provide a space to provide the open data and are working on logistics of that right now. She can push things to agencies through their portal. Ms. Villalobos asked if Ms. Earley will have a webinar to discuss progress made. Ms. Earley and Ms. Lee are open to that.
- A member asked for the presentations to be sent before the meetings, when available. Ms. Villalobos said OPM is providing items to people things as OPM is doing the items. Members will get the REDI plan maybe even the week before.

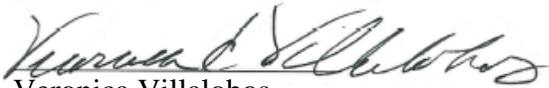
### **Acknowledgement and Receipt of Public Remarks**

- Dr. Mary Ann Kaplan stated that she has a background in education. She asked if recruiters are avidly viewing outside job seekers. She expressed concern, asking whether about 70 percent of jobs go to federal employees. She asked how that compares to the private sector. Ms. Earley said for people to get to the next promotion, they have to apply for other jobs. Recruiters are excited to see that OPM has collected this data and provide it in visualization. Not having full access to USAJOBS data is a key piece and hopefully in the next year people will see advantages of having access to this data.

### **Adjournment**

- OPM will be hosting a meeting with the National Hispanic Leadership Agenda in the later part of January 2015 (Jan. 29<sup>th</sup> or 30<sup>th</sup> depending on members' schedules). Director Archuleta adjourned the meeting.

### **Certification**



Veronica Villalobos  
Executive Director,  
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