



**Hispanic Council on Federal Employment
Eighteenth Public Meeting
July 15, 2014**

On July 15, 2014, the Hispanic Council on Federal Employment (HCFE) held its eighteenth public meeting at the U.S. Office of Personnel Management (OPM) in Washington, D.C. Participants included:

Name	Title and Organization
Katherine Archuleta	Director, OPM and HCFE Co-chair
Lynne Baldrighi (alternate for Paige Hinkle-Bowles)	Director, HR Strategic Programs and Advisory Services, Defense Civilian Personnel Advisory Services, Office of the Under Secretary of Defense (Personnel and Readiness), U.S. Department of Defense
Kimberly Castillo	Chairperson, National Council of Hispanic Employment Program Managers (NCHEPM)
Georgia Coffey	Deputy Assistant Secretary for Diversity and Inclusion, U.S. Department of Veterans Affairs (VA)
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)
Bertha Guerrero	Director of National Advocacy, Hispanic Federation
Maria Holleran Rivera	Hispanic National Bar Association (HNBA)
Luis Maldonado	Chief Advocacy Officer, Hispanic Association of Colleges and Universities (HACU)
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)
Hector Sanchez	President, National Hispanic Leadership Agenda (NHLA) and HCFE Co-chair
Wilfredo Sauri	Director, Data Analysis and Reporting, Office of Human Resources (HR) and; Director, Diversity and Inclusion Division, U.S. Department of Health and Human Services (HHS)
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. (alternate via teleconference)

Director of American Indian Affairs and Policy, Society for Advancement of Hispanics/Chicanos and Native Americans in Science (SACNAS)

Teleconference participants:

- Veronica Vasquez, National Image, Inc. (Image);
- Sandra Rivera, MBA, Special Assistant, Hispanic Employment Program Manager (HEPM) Council Chair, Environmental Protection Agency (EPA).

OPM employees in attendance:

- Jon Foley, Director, Planning and Policy Analysis (PPA);
- Michelle Gilder Earley, USAJOBS Program Manager;
- Sergio Gonzales, Deputy Chief of Staff;
- Kim Holden, Deputy Associate Director, Recruitment and Hiring, Employee Services (ES); Joseph Kennedy, Associate Director, Human Resource Solutions (HRS);
- Mark Reinhold, Associate Director, Employee Services;
- Steve Shih, Deputy Associate Director, Executive Resources and Employee Development; and
- Veronica Villalobos, Director, Office of Diversity and Inclusion (ODI).

Cristina Bartolomei, Vice Chair, NCHEPM and HCFE alternate, also attended the meeting.

Welcome from Co-Chair

Hector Sanchez, President, NHLA and Council Co-chair (start time: 2:14 PM)

- That morning, Director Archuleta had a congressional hearing on correcting issues with the merit system civil service, and setting a foundation to recruit the best employees.
- A large portion of time had been spent looking at diversity and Latinos in the workforce.
- Ms. Villalobos: next meeting on August 21, 2014 at 2:14 PM.

Recruitment and Retention for a Diverse and Inclusive Workforce (RRDI)

Sergio Gonzales, Deputy Chief of Staff

Jon Foley, Director, PPA

Kim Holden, Deputy Associate Director, Recruitment and Hiring, ES

Joseph Kennedy, Associate Director, HRS

Mark Reinhold, Associate Director, ES

Veronica Villalobos, Director, ODI

- Mr. Gonzales: Kennedy looked at retention as a way of achieving diversity. ES works with agencies on the hiring process and recruitment. Mr. Reinhold and Ms. Villalobos have led this effort.
- Ms. Holden has analyzed the hiring process: After a hiring manager visits a university and finds an applicant, the issue relates to how to hire the person.
- There are statutory, regulatory, and training issues in understanding the flexibilities a hiring manager has related to assessment of qualifications, job descriptions, and pay flexibilities when bringing someone onboard (i.e. a cyber-security field).

- Data driven decisions based on identifying where jobs are, what the demographics are of people filling jobs, what the projections are in vacancies, attrition (especially in the first two years), and what these factors look like for Latinos and Millennials.
- OPM has been working with intergovernmental stakeholders, piloting with and seeking feedback from agencies.
- Director Archuleta met with the Congressional Hispanic Caucus, LULAC, and the National Council of La Raza where they are doing a workshop on Federal Government opportunities. Visited CSU Fullerton (has a high Latino population).
- Mr. Gonzales: increasing the number of recruited Latinos into the federal government is the highest priority of the RRDI working group.
- Ms. Villalobos: presentation on recruitment and strategies (focus on Pathways & SES).
- Social Media: important for reaching and hiring Latinos. Director Archuleta hired a social media director. OPM wants to generate a social media strategy for agencies.
- Mr. Gonzales: Director Archuleta, Co-Chair of the Veterans Council, wants to focus on employment opportunities for women veterans and veterans of color.
- Mr. Reinhold: (On USAJOBS) Director Archuleta is committed to ensuring that USAJOBS is user-friendly and a model for people to find and apply for jobs.
- Focus groups with entry-level Millennials, through mid-generation, through Boomers, about what they are looking for.
- Ms. Holden: responsibility falls under hiring and overlaps with the President's Management Agenda. There will be a focus on education for hiring managers and HR staff. It is important to align RRDI efforts under the President's Management Agenda.
- Agencies may be creating more steps by focusing too much in certain areas. Recruitment and Hiring helps reduce redundancies. They have identified four projects to partner with a few agencies to untie knots.
- Ms. Villalobos: there are many pieces geared toward HR and diversity and inclusion. Overlay the work in the Hispanic Council and wherever there is underrepresentation.
- Mr. Gonzales: there is a leadership commitment to increase diversity, but if hiring managers do not understand their roles, that commitment cannot be realized.
- Mr. Reinhold is analyzing USAJOBS to see if something in the process is inhibiting underrepresented groups from coming in. Mr. Kennedy is reviewing USA Staffing to see if something in the automation is pushing people out, such as the resume portion.
- Mr. Kennedy: discussed retention with a focus on people under 30. Feds are losing the ability to attract and retain individuals who have ideas and innovations.
- There is a 35 percent gap between an individual who wants to stay and who wants to leave. 8 of the top 10 are the same between people under 30 and Hispanics.
- Mr. Kennedy discussed opportunities to partner, including with the Hispanic Council, Chief Human Capital Officers (CHCO) Council, specific agencies with high separation rates and Good for Government Groups.
- Mr. Foley (on inclusion and engagement): discussed a tool developed for agency leadership, "Unlocking Federal Talent" which was released that day.
- Tool gives senior leadership and mid-managers information on how to best manage their employees; tailored so that each agency sees its own data.
- Tool shows OPM's overall engagement score over last 3 years, where OPM ranks, demographics, and a map showing how and where OPM employees are located.

- Would like to create a community of practice so managers can share what is working, borrow from others and exchange different strategies that work in different circumstances.
- NCHEPM: asked if there is an opportunity for the Hispanic Council to support in the initiatives, or to share best practices. Director Archuleta said OPM will take them up on that.
- Mr. Gil (with CHCI; on recruitment): An internship with the Federal Government increases interest (from 40 percent to 90 percent post-internship; based on HACU data).
- CHCI: gave Director Archuleta ideas about creating a community of practice to foster lifetime engagement with interns, and how this needs to be prioritized.
- NAHFE: asked how to tie all of the concepts in the presentations together and whether there are people tying all of the groups to create a holistic view.
- Director Archuleta: said all of the issues are tied to the strategic plan that discusses what they are trying to accomplish.
- HNBA: asked if there have been efforts to focus on managers. Director Archuleta said Mr. Shih will talk about the SES.
- As follow up to Mr. Foley's presentation and the engagement index, DHS asked whether there will be something similar for the Inclusion Index. Mr. Foley said they are looking at this as a phased project.
- HACU has an alumni association of over 11,000 people. That is an opportunity OPM can consider in terms of interns. HACU said Pathways has impacted the ability of interns to enter the Federal Government and that people do not like Pathways regarding its ability to convert interns into permanent staff.
- Mr. Sanchez: the Coalition (NHLA) is interested in focusing on agencies that have low representation of Latinos; i.e., HHS, the Department of Commerce, etc.
- USDA Secretary Vilsack and NHLA signed an agreement. Organizations such as Commerce or HHS are stepping up to become parts of pilot programs in terms of employee engagement.
- People who work with HR professionals hear a lot regarding internal challenges, specific and broad-- Pathways, retention, etc. NHEC asked what HR professionals are saying in OPM's surveys with regards to what they consider to be the top 3 big challenges.
- Director Archuleta: the number one challenge is lack of resources. Training is another big piece. It involves all of that and more, so OPM is taking a comprehensive approach.
- NHEC asked if there is an annual survey that OPM or agencies use to survey HR professionals and identify baselines regarding the top five key issues. Mr. Reinhold said he does not think there is one survey to cover that.
- Mr. Kennedy said OPM has a "Plan, Do, Check" strategy. There is a compliance organization that analyzes the human capital framework and determines how well organizations are performing. That informs what Mr. Reinhold does in terms of policy. Agencies have their own accountability systems as well; there is no one formal survey on an annual basis.
- NHEC asked if such a survey would be helpful. The agencies internally are conducting compliance audits and assessments. For HCFE members who are responsible for providing advice, it would be helpful to get information from agencies' HR professionals regarding the biggest issues (i.e. systemic or budget), what is doable, what is fixable, and what OPM can do. NHEC suggested putting

together a tool, taking data from it, assessing it, and determining where it can implement strategies.

Senior Executive Service (SES)

Steve Shih, Deputy Associate Director, Executive Resources and Employee Development

- Mr. Shih: conducted a briefing on the SES process, Candidate Development Programs (CDPs) and agency recruitment plans.
- Provided an overview of the Civil Service Reform Act of 1978.
Two major results:
 1. Created OPM, which is responsible for providing leadership in federal human capital management and also supporting merit system principles.
 2. Created the SES, intended to be a government-wide cadre of senior leaders, primarily comprised of career employees, selected because of executive leadership qualifications and capability of being deployed across government.
- At a minimum, recruitment for initial career appointment to the SES must be from all groups of qualified individuals within the Civil Service and can be expanded to consider qualified applicants outside of the Civil Service. The regulations require agencies to post announcements for each SES position on USAJOBS for a minimum of 14 days. Agencies may also conduct additional recruitment strategies, including targeted recruitment.
- The agency determines which candidates are best qualified. Then, the ERB provides a written recommendation to the agency head who determines the selection for each SES position. If that person is not a current or former member of the SES, the agency must refer the applicant to OPM for review by the Qualifications Review Board (QRB) that determines if applicants have demonstrated ECQs and are able to join the SES.
- Once a person is appointed to the SES, the agency is responsible for retention and development of the SES member, as well as SES CDPs.
- This is an area where diversity can be improved upon. SES CDPs prepare high-potential aspiring individuals for the SES. They can be open to GS-13 and 14. Typically they are open to GS-15s.
- The SES CDPs must also provide a documented developmental plan and a way to develop a multi-agency perspective. The programs must provide a multi-sector training process addressing ECQs. These are typically rotational assignments that provide exposure to SES level work, allowing them to expand their networks. The CDPs must also involve a developmental assignment of at least 4 months.
- In regards to suggestions to ensure our recruitment, hiring, and development programs support diversity, there must be a focus on diversity before the SES level. They must make sure the workforce before the SES is representative of all segments of society.
- With respect to the value of expanding networks, Mr. Shih believed they must do a better job of connecting future leaders with people who can help, guide, and open doors for them.
- Mr. Sanchez said this connects to Director Archuleta's long-term strategy. In terms of the SES, they need to look also at the short-term strategy. Mr. Sanchez said the SES has horrible underrepresentation of Latinos and they need to focus on a short-term strategy.

- Government, OPM, and the HCFE can build on the rich tools they have already. They are engaged in the process of the QRBs. HCFE members can train Latinos and discuss what the Latino community can do to take advantage of the skill sets available.
- Director Archuleta said that in the Latino community, there must be a champion who promotes government and advocacy groups to take in 14s and 15s. Their feeder line is not as strong as it needs to be.
- She challenged LULAC to develop something that looks like a candidate development program for their members and provide mentors to help position them into VA's CDP. As soon as the VA gets their certification, they will test to see if they get members of AAFFEA and AAGEN into their CDP.
- Mr. Coffey said there needs to be that bridge from the affinity organization to position people that get into CDPs.
- Mr. Sanchez said it is important to look at the process. In many spaces of underrepresentation of Latinos, there are strong cases of bias, nepotism and exclusion of groups.
- Sandra Rivera, EPA, said that due to the generational gap, many people will take a long time because promotional opportunities are not available to help them be qualified to be apart of the SES. Also, nominees are brought in from the White House to take over leadership opportunities, rather than people who have worked with agencies for a long time.
- Mr. Shih said OPM is running the President's Management Council (PMC) interagency rotational program. It is sponsored by the PMC, and allows interagency rotations of people at GS-13 to 15 levels for 6 months. OPM is working to expand it to people in the field.
- The Coalition for Fairness for Hispanics in Government said that for people in other parts of the country who must rely on teleconference, they probably heard about half of the conversation. He suggested improving the quality of conversations for the August meeting. Director Archuleta said OPM's system went down recently.
- IMAGE asked if people on the phone can get the presentations. Ms. Villalobos said they will send that along. OPM is also looking at how to do that on Google chats and will ensure that works better next time.

Acknowledgement and Receipt of Public Remarks

Adjournment

Director Archuleta adjourned the meeting at 4:11 PM.

The next HCFE meeting will take place on August 21, 2014 from 2:00 to 4:00 PM.

Certification



Veronica Villalobos
Executive Director,
Hispanic Council on Federal Employment