



**Hispanic Council on Federal Employment
Twentieth Public Meeting
October 28, 2014**

On October 28, 2014, the Hispanic Council on Federal Employment (HCFE) held its twentieth 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
Karen Basnight (alternate for Georgia Coffey)	Department of Veterans Affairs (VA)
Nancy Bosque (alternate for Dr. Reginald Wells)	Director, Center for Cultural Diversity, Office of Civil Rights and Equal Opportunity (SSA)
Sara Clemente (alternate for Brent Wilkes)	Director of Federal Affairs, League of United Latin American Citizens (LULAC)
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 Goldberg (alternate for William Milton, Jr.)	U.S. Department of Agriculture (USDA)
Maria Holeran Rivera	Hispanic National Bar Association (HNBA)
Luis Maldonado	Chief Advocacy Officer, Hispanic Association of Colleges and Universities (HACU)
Carin Otero (alternate for Paige Hinkle Bowles)	Department of Defense (DOD)
Nimesh Patel (alternate for Catherine Emerson)	Executive Director, Diversity and Inclusion, U.S. Department of Homeland Security (DHS)
Hector Sanchez	President, National Hispanic Leadership Agenda (NHLEA) and HCFE Co-Chair
Zina Sutch, Ph.D. (alternate for William Milton Jr.)	Director, Diversity, Recruitment, and Work/Life Division (USDA)

Teleconference participants included the following:

- Kimberly Castillo, Chairperson, National Council of Hispanic Employment Program Managers (NCHEPM);
- Roberto Falkenstein, National Image, Inc.;
- Gil Sandate, Chair, Coalition for Fairness for Hispanics in Government;
- Dan Solis, CEO, President, National Organization for Mexican American Rights, Inc. (NOMAR)

OPM employees in attendance:

- Sergio Gonzales, Deputy Chief of Staff;
- Mark Reinhold, Associate Director, Employee Services;
- Steve Shih, Deputy Associate Director, Executive Resources and Employee Development;
- Veronica Villalobos, Director, Office of Diversity and Inclusion (ODI).

Welcome from Co-Chairs

Director Katherine Archuleta and Hector Sanchez (Start Time: 2:14 PM)

- Director Archuleta hoped managers would use the Federal Employee Viewpoint Survey (FEVS) to increase employee engagement. The FEVS gives a snapshot about if people are thinking their work is important, putting in extra work, and looking for ways to improve their jobs. Since 2012, more employees feel their managers are committed to diversity and inclusion. This year, OPM is digging deep into FEVS data. First, OPM released a Millennials Report showing that young people like the work they do and who they work for. Young people represent 15 percent of the Federal workforce who are in science, technology, engineering, and math fields. Ten percent of the federal millennial workforce is Latino. The government can hire Latino Millennials at a rate that is higher than simply hiring Latinos in the Federal workforce.
- Engagement relates to what makes people stay and put in extra effort, as well as, employees feeling included and providing opportunities for mentoring, development, and training to help them move up in the career ladders.

OPM Engagement under Recruitment, Engagement, Diversity, and Inclusion (REDI)

Sergio Gonzales, Deputy Chief of Staff

- Mr. Gonzales said REDI is progressing in terms of using data to drive recruitment. He encouraged people to use Communities of Practice to better target recruitment and work with colleges and other groups to recruit together. By the next meeting, OPM will have finalized the strategic plan. OPM is ensuring when agencies hire people, they stay and agencies grow the talent they have.

Leadership Development, Workplace Culture, and Agency Accountability

Discussion Leaders:

Mark Reinhold, Associate Director, Employee Services

Steve Shih, Deputy Associate Director, Executive Resources, Employee Services
Veronica Villalobos, Director, Diversity & Inclusion

- The HCFE discussed engagement strategies and activities developed within REDI.
- Mr. Reinhold discussed engagement and connecting with employees. The three priority areas are (1) making leadership development a priority; (2) ensuring support for inclusive workplace cultures and; (3) partnering with agencies to ensure they engage employees.
- Mr. Shih said leaders have a responsibility to focus on engagement, recruitment, and D&I and preparing future and current leaders so they focus on improving engagement.
- In the President's Management Agenda (PMA), there is a people and culture pillar, as well as an engagement pillar. In the PMA, there is an idea to hold senior executives accountable for engagement. In FY 2015, OPM will design performance elements to hold senior executives accountable for engagement. LULAC asked about accountability. Mr. Shih expressed the need to do this in partnership with Federal partners and stakeholders. Director Archuleta is a member of the President's Management Council with individuals implementing the people and culture pillar. She said it is very clear that there is an expectation of accountability on engagement.
- Mr. Shih said the President issued a memo, dated June 23rd, on workplace flexibilities that emphasized the commitment for managers and employees to understand how workplace flexibilities can improve engagement.
- There is an Interagency Rotation Program available to people at the General Schedule (GS) 13-15 levels. They participate in detail opportunities to expand their leadership development and expertise that fosters D&I. Director Archuleta said OPM is working to ensure D&I in the program to build flexibility in managers. The SES corps was designed to create people who could rotate in the government, as needed. The development of the SES corps was created for executives to have leadership and management crosscutting skills that can assist in every agency. OPM is trying to balance the expertise issue with the monetary issue. Agencies can be reluctant to allow SES rotation because of the salary.
- CHCI asked the Latino percentage rate within the program. Mr. Shih will provide that. CHCI asked if Mr. Shih is working with NAHFE. Mr. Shih said he is happy to discuss the process with stakeholders and engage them. He asked CHCI to share the availability. Mr. Gallegos with NAHFE will provide assistance. Latino representation in SES is low.
- Mr. Shih said agencies must prepare the future workforce and managers on leadership. They must have people ready to be leaders. Leadership requires a broad perspective.
- Agencies need to focus on diversity in the SES recruitment, engagement and preparation for leadership positions.
- NAHFE said an extreme gap in the SES is that current management at all levels does not communicate enough to employees about existing opportunities. Mr. Shih said that as part of REDI, OPM would work with agencies to provide opportunities, market them, and work with stakeholders to encourage people to apply. Mr. Shih said agencies must also have succession planning to fill leadership positions and focus on infrastructure. There was mention of the promotion of technical people versus leaders.
- Director Archuleta referred to the LULAC and leadership training as a feeder pool and mentioned collaboration between agencies. NAHFE suggested having continuous efforts on leadership training (i.e. once a month). Mr. Shih said that is a central theme of engagement. He said it is in the best interest of the organization to have alignment between readiness of the

current workforce, as well as recruitment and retention at the top. He suggested assisting people with preparing to be successful at the next level.

- Junish Arora raised a question about making programs mandatory. Mr. Shih said this relates to supporting discretion of agencies regarding their priorities. Director Archuleta said under the people and culture pillar, there is relevance on how to get the most use of the SES corps. For the intelligence community, it is different because certain rotation programs make sense for the intelligence community.
- A VA employee asked Director Archuleta what feeder pools she sees for the SES for Hispanics within VA. Director Archuleta said OPM would work with pilot agencies focused on diversity on the continuum of GS to SES and look at how to increase diversity. Pilot agencies include the VA, Department of Housing and Urban Development (HUD), Department of Health and Human Services (HHS), United States Department of Agriculture (USD), and the Department of Commerce (DOC). OPM is going with Chief Human Capital Officers (CHCOs) and staff assigned to help with the pilot to look at agencies diversity efforts and how and what they are doing at the GS-9, GS-12 and SES levels, and saying what to focus on to increase diversity. Choosing five agencies because they have committed leadership is important. Director Archuleta said the Administration commits for agencies to increase diversity. Director Archuleta said OPM would help agencies with a toolbox of ways to increase diversity. A member of the public asked about increasing representation. Director Archuleta said OPM would like to look at its role assisting with recruitment. OPM would also like to look at the current workforce, using the EVS to analyze employee attitude and determine the cause of that. OPM would like to also look at training and development, regarding who participates, whether the process causes only certain groups to be in certain tracks, managers making decisions, and what training managers have to make decisions to promote and develop employees, looking at where strongest commitment lies (if leadership is not committed, it will not happen). Work closely with undersecretaries to identify low-hanging fruit to build on success. People must set a timeline of when change will happen and identify priorities. Director Archuleta said OPM would look at agencies' data from the EVS.
- Mr. Sanchez said the SES represents an opportunity to reflect on structural problems related to inclusion of Latinos at all levels. He suggested the HCFE having more analysis about why there is low representation of Latinos in the SES. He recommended that when people present, it would be helpful if members could always include the numbers of Latinos. Director Archuleta agreed to that. Mr. Shih said Director Archuleta has been focused on getting customers to "yes." She ensures equal employment opportunity. Mr. Shih said certain groups are not represented and they can focus on systems changes and improvements to processes. In addition, there must be a commitment to D&I with people in organizations. The Interagency Rotation Program connects future SES with people who make future selections. There needs to be champions and sponsors to increase familiarity and support so a diverse applicant pool has access to the next level. This summer, OPM expanded the program to field locations. In FY15, OPM will pilot the program at the SES level.
- Mr. Gonzales said the issue of processes is important. OPM is looking at how individuals apply, including resume-based applications versus long application processes. It could be a barrier when processes are not resume-based. OPM is focused on driving attention to commitment and accountability. OPM has strong partnership with the White House on this, so agencies are asking OPM what they can do. Director Archuleta said this is coming from the

highest levels. She talked with a cabinet level member and said the President will ask about what her diversity numbers are and what she will do to change that.

- HNBA said managers making these decisions must feel comfortable that their selection processes comply with the law. Many are afraid that if they select a minority, then they are not complying with legal requirements. Training and development must include a solid training on what they can and cannot do when hiring, developing, and promoting. Director Archuleta agreed. OPM is focused on training current managers who are making decisions and are on selection committees regarding what they should look for, and guard against.
- Mr. Shih said in organizations where OPM talked about D&I and tried to change processes, it did not happen. Where OPM developed familiarity through engagement, it worked. There is appreciation and confidence in people who are hired. Regarding connecting with people, OPM launched a situational mentoring program in FY 14 where SES shared advice about challenges and fostered a diverse network.
- Within the Federal Coaching Network that launched in FY 2014, leaders coach employees at all levels to develop their careers.
- As part of the PMA, OPM is piloting a new SES on-boarding program that OPM developed in 2011. OPM is enhancing it with D&I and employee engagement by asking agencies to provide new SES with data on their EVS scores so they can better understand the morale. Director Archuleta suggested that the HCFE (Mr. Sanchez and Ms. Clemente), consider situational mentorships as being valuable in the Latino community. For example, regularly scheduled meetings enable young aspiring Latinos to meet with more experienced Latinos within the government or have weekly phone calls that provide time for questions, advice, and reflections. If there are ways to help Latinos in government, mentoring relationships enable people to succeed going up the professional career ladder. NAHFE said they already do that, and would like to work with LULAC and OPM. LULAC said they would develop a program that will include a mentorship and mimic a candidate development program. Director Archuleta said to think about whether they could create this as a pilot. She said to figure out if they could do it with HCFE organizations. OPM already does it with AAGEN. Director Archuleta said to see if they can set up these mentoring programs. LULAC said they plan to start theirs in July 2015.
- Mr. Shih said the “Maximizing Employee Engagement” course, which takes 20 to 30 minutes, is online on HR University. It will also be able to be taught by an instructor. “Leading Across Generations” will be an online course about leading and engaging a multi-generational workforce. In FY 15, courses will be available to all agencies regarding a supervisory training framework in guidance (first quarter), as well as resources to aspiring leaders and newly appointed managers (including D&I). They collaborated with academia, agencies and Fortune 500 companies, and others to develop a guide about how to prepare and develop executives. For more information, go to opm.gov/SES. Look at the navigation on the left and click “training and development.” OPM will issue a leadership development matrix with research on leadership and executive development and employee engagement. It provides recommendations on leadership development resources and training.
- Mr. Reinhold said the third priority is to collaborate with agencies on engagement. The EVS can help agencies identify areas of challenge. OPM issued an unprecedented number of breakouts (over 20,000) related to the EVS which help managers take a close look. Unlocktalent.gov is another tool OPM created to support agencies to drill down on numbers. Agencies have access to a tool called Data Explore to enable them to drill down into numbers

and demographics regarding EVS responses. OPM will continue to work with agencies to provide tools and assist with planning.

- Ms. Villalobos discussed workplace culture and inclusion. OPM launched a pilot phase of speed mentoring through the Baltimore and D.C. Federal Executive Boards (FEBs) to ensure people can see what it is like to be at the SES level. ODI worked with Mr. Reinhold, had someone speak about experiences, and broke people into groups. Participants learned there is no one way to do things. ODI would like to spread that message so people see themselves in it and that it is achievable. Next, ODI will work with the Atlanta FEB.
- Ms. Villalobos said ODI is working on a New IQ app. She demonstrated the NEW IQ video on OPM's YouTube channel.
- Ms. Clemente asked about tools to consider employees' attitudes. Ms. Villalobos said she will send Ms. Clemente the FEVS results and she will see the New IQ front and center.
- Ms. Villalobos said 78 percent of OPM managers and supervisors have gone through the four hour New IQ training. By early next month, ODI will have finished with them and will move on to employees. After people take the training, they said it was fabulous and valuable. It gets at the idea of ensuring they know what they can do.
- ODI has been conducting New IQ Master Game-Changer courses with one week in person and an online portion. About 37 agencies have participated. There are 20-25 people per class and a couple agencies. ODI will double check participation numbers.
- OPM would like to work with employee resource groups, affinity groups, and non-profits. For the New IQ and cultural piece, they meet regularly to hear ideas. That is also a part of REDI. OPM would like to constantly go to organizations and ask, "Is this working? What are you hearing? How can we tweak it?"
- LULAC is interested in this because they work with employees and corporate America. If they have a formal platform, they could present it to corporate America.
- Mr. Arora asked if the New IQ is related to habit formation. Ms. Villalobos referenced exercise apps and said the New IQ app will help increase habits. ODI is looking at building gamification into it. They also have EVS scores to see how they are doing. ODI works with some agencies to give the 20 questions to their employees.
- Director Archuleta said they are trying to take training in small sound bites, such as 5-8 minutes. OPM is trying to provide short trainings people could do over a course of a few days, in order to be more user friendly.

USDA/HACU Leadership Group

Maria Goldberg, USDA

Luis Maldonado, HACU

- Mr. Maldonado said the USDA/HACU Leadership Group benefits students, agencies, and institutions. HACU has over 450 institutions, including Hispanic-Serving Institutions (HSIs) in Kansas, Indiana, and Connecticut.
- Ms. Goldberg said OPM originally led this in 1988. In 1989, USDA and HACU started working together. In 1994, the partnership dropped off. In 1996, they revived it.
- Mr. Maldonado said a key lesson is identifying the right people who are committed to the process and the opportunity this commitment brings to look at what is possible.

- A member of the public said it moved along mission focus and then started looking at organizational opportunities, but never caught ahold until William Gil with CHCI looked at Executive Order 11223 when they started looking at conversion.
- Ms. Goldberg discussed the partnership model and assessments after each step.
- Mr. Maldonado and Ms. Goldberg discussed what HACU does with universities, i.e. the USDA-HSI Grants Program and the Farm Bill. They range between 12-26 universities represented and people compete for the programs. They have a Junior Agricultural Ambassadors Program that encourages young people to develop confidence. They train faculty fellows to understand how their words and engagement influences how students will/will not continue studies. The group meets twice a year.
- Next, interns are sent overseas. They start with the fellows program and then intern. The Department of State and USAID are interested in taking advantage of it.
- Ms. Goldberg said Latinos are seriously underrepresented in service overseas.
- USDA has senior executives who started out as HACU interns. At USDA, they see that they have a network and former HACU interns are bringing people in. Networking and mentoring have begun. A big challenge is that they have amazing interns and they want leadership challenges that do not always exist and retention is an issue. CHCI said there is no tracking or long-term engagement. A study showed they could convert 20 percent of interns – those are results. Director Archuleta said retention of interns and full-time employees is critical. The government is recruiting and because there are so few Latinos, the sense of isolation is huge. They are high performers and are being plucked off. The government has to build on retention programs. Second, they must create an environment where going to the private sector is a difficult choice.
- CHCI asked if the tracking mechanism is for all interns in government.
- Mr. Maldonado said one area of investment is the six regional directors embedded in HSIs. It helps connect interns with agencies, and graduating Latinos with positions in the government.
- A member of the public asked about conversion of HACU interns. Ms. Goldberg said that when agencies request interns, it is with the intent to create an entry-level position. Training and travel are targeted to bring the student into the agency. It is about the intent of the manager. Ms. Goldberg’s office manages the process to ensure the assignment is compatible to make sure students stay. Her office educates USDA managers and works with them to work with human resources to convert students. Sometimes, HACU interns stay for three rotations and then they use Pathways.
- About 40 percent of HACU interns are employed with the government today.
- NAHFE talked with HACU about collaborating to formalize a process to track interns up to the SES.
- Mr. Sanchez suggested the HCFE ask why more agencies are not looking into opportunities like this to target their issues. He raised the question, of which ones have the biggest issues, i.e., HHS is targeting structural issues. Consider how to help and go after ones that have Latino underrepresentation, i.e., 3 percent.
- SSA said they announced jobs under Pathways. Pathways involves many Veterans. How did USDA get over that “hurdle”? Ms. Goldberg said HACU interns are present. Agencies will tell them. Students can have resumes ready to apply quickly.
- DOD said at Commerce, it involved creating housing and transportation to get to interns. They looked at barriers to getting Hispanic students. HACU was brought in as a low-cost

way to introduce hiring managers to HSIs. That was the first step to create the pipeline. There is a barrier for third party interns that must have a vehicle. Some agencies were in a Memorandum of Understanding with Commerce. Agencies must think of creative ways to get interns, create a pipeline for an opportunity and remove a barrier so the intern can get into the agency. Once interns are introduced to a hiring manager, the interest is very high. Then, post an announcement for a couple of days and get people to apply. There will be veterans on the certificate, but the interns will be competitive.

- A member of the public said Pathways has influenced the utilization of HACU in that agencies no longer support HACU in the numbers they used to. How are agencies supporting HACU internships today versus 5 years ago? Ms. Villalobos said this topic should be covered at the next meeting. All internship opportunities have gone because of severe budget issues and sequestration. People can earn credit through third-party internships. Ms. Villalobos said OPM would provide the data.

Acknowledgement and Receipt of Public Remarks

- Josue Barrera, a State employee, spoke on behalf of the Hispanic Employees Council of Foreign Affairs. An issue of concern is that they have three people placed for confirmation to be ambassadors and one for State's CHCO. They still need confirmation and hope for support when the Senate is back in session. Mr. Sanchez said NHLA is putting pressure with regard to these issues, and will discuss that with Mr. Barrera.
- Ms. Villalobos said DOI has a vacancy they want to send to the HCFE. ODI will send the vacancy and other links to HCFE members.
- Ms. Villalobos said there would be one more HCE meeting this year, in December.

Adjournment

- Director Archuleta adjourned the meeting at 3:55 PM.

Certification



Veronica Villalobos
Executive Director,
Hispanic Council on Federal Employment