



**Hispanic Council on Federal Employment
Nineteenth Public Meeting
September 30, 2014**

On September 30, 2014, the Hispanic Council on Federal Employment (HCFE) held its nineteenth 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, Human Resources (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 (DOD)
Georgia Coffey	Deputy Assistant Secretary for Diversity and Inclusion, U.S. Department of Veterans Affairs (VA)
Al Gallegos	President, National Association of Hispanic Federal Executives (NAHFE)
Luis Maldonado	Chief Advocacy Officer, Hispanic Association of Colleges and Universities (HACU)
Jacqueline Padron (alternate for William Milton, Jr.)	Diversity and Inclusion Program Manager, U.S. Department of Agriculture (USDA)
Nimesh Patel (alternate for Catherine Emerson)	Executive Director, Diversity and Inclusion, U.S. Department of Homeland Security (DHS)
Elena Rios MD, MSPH	Chief Executive Officer (CEO) and President, National Hispanic Medical Association (NHMA)
Roger Rivera	President, National Hispanic Environmental Council (NHEC)
Jose Rodriguez	DC Chapter, President, National Image, Inc. (Image)
Hector Sanchez	President, National Hispanic Leadership Agenda (NHLA) and HCFE Co-chair
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)

OPM employees in attendance:

- Mark Anthony Dingbaum, Social Media Director, Communications and Public Liaison;
- Michelle Gilder Earley, USAJOBS Program Manager;
- Tom Formby, HR Specialist, Recruitment Policy and Outreach (RPO), Recruitment and Hiring (RH), Employee Services (ES);
- Sergio Gonzales, Deputy Chief of Staff;
- Kim Holden, Deputy Associate Director, RH, ES;
- Ray Parr, Personnel Psychologist, Office of Diversity and Inclusion (ODI);
- Mark Reinhold, Associate Director, ES;
- Veronica Villalobos, Director, ODI.

Veronica Vasquez, National Image, Inc. (Image) participated by teleconference. Dexter Brooks, Equal Employment Opportunity Commission, and Sandra Rivera, Environmental Protection Agency (EPA), also attended.

Welcome from Co-Chairs

Director Katherine Archuleta and Hector Sanchez (Start Time: 2:20)

- Director Archuleta recognized Hispanic Heritage Month. She covered OPM's Recruitment, Engagement and Diversity and Inclusion (REDI) Roadmap and the HCFE's work.
- Mr. Sanchez said Latino representation has been getting a lot of attention.
- Director Archuleta said over the last several months, she asked staff to consider what OPM is doing for and with the Latino community regarding REDI. Her strategy going forward takes into account discussions with members. Input from the HCFE would be helpful. She is considering the need to make changes in recruitment, hiring, the application process, USAJOBS, how to work with agencies, and ensuring hiring managers and HR are up to date on training.
- The Director asked members to think about how to improve OPM's plan moving forward. Regarding the efforts to increase the number of Latinos in government, she noted that the numbers of incoming and current employees are unlikely to go up much in two and a half years. She noted that numbers would go up, but not to GS15 or GS17 levels. She promised to put infrastructure in place to make this a reality, looking at them as a whole picture, and wondering what OPM and government can do to make diversity numbers different. Leaders include Ms. Villalobos, Mr. Reinhold, Mr. Gonzales, and several others.

REDI Working Group Status and Discussion

Discussion leads: Veronica Villalobos and Mark Reinhold

- Ms. Villalobos encouraged members to consider how to collaborate and add to the plan. A key component of the HCFE is how to leverage community groups more smartly. OPM is using Applicant Flow Data (AFD). Much of this is related to the HCFE's efforts to get policy through and software updates. Social media is a component; six months ago, groups said they would like to use social media more. Overall, OPM will focus on students, the Pathways Program, and the Senior Executive Service (SES). Those will be overlaid over all topics. Director Archuleta said to think about recruitment strategies and SES.

- Mr. Reinhold presented about ensuring everything people do is data driven, i.e., through the Employee Viewpoint Survey and customer satisfaction surveys from USAJOBS. This will help them stay focused on the right areas. He discussed untying knots, USAJOBS, and social media, as they relate to strategic recruitment. He also discussed engagement, including social media, unlocktalent.gov and OPM Strategic Plan Goal 6. The first two dials lead to success, a high-performing, engaged workforce from all segments of society.

“Lightning Talks”

Strategic Recruitment – Tom Formby

Data Driven Decision Making – Ray Parr

Social Media – Mark Anthony Dingbaum

USAJOBS – Michelle Gilder Earley

Untying the Knots – Kim Holden

- Mr. Formby said they give agencies guidance and training (i.e. about how to recruit). They also teach job seekers how to use USAJOBS and write resumes for federal jobs. He raised questions about where to reach underrepresented groups that OPM needs, what tools exist to reach them, and how to teach people to use tools such as social media. He discussed advertising brands, getting people engaged, and being able to find the perfect spot for them in government. RH also looks at USAJOBS data and improvements. RPO launched a Recruitment Policy Studio on HRU.gov, including a recruiting survival kit.
- RH trained over 2,000 Federal employees on the core, strategic recruitment. It is more than posting on USAJOBS. Regarding diversity and inclusion (D&I), post and hope is not the strategy. They must find and engage people, create talent pools, and bring them into the pipeline. Outreach to other areas of the country must improve.
- Director Archuleta said OPM uses data to show where to go and who to talk with. Regarding engagement, OPM is forming partnerships with agencies, and has an interagency forum on solving real problems. OPM is reaching out to centers of influence, including each HCFE organization. A diverse and inclusive workforce is a direct result of effective recruitment. That is a data point to look at. If it is not diverse and inclusive, it is because they are not recruiting at a strategic level.
- Mr. Parr, a former HACU intern presented on REDI data. He said data is beautiful, and agencies must ask the right questions. He discussed data being pulled, using data to make informed decisions, and being data driven. Three months ago, Ms. Villalobos and Mr. Gonzales told Director Archuleta what data they have been analyzing. The group has been looking at the data points that Mr. Parr discussed. The question is how to make sense of the data. He discussed what the right questions for agencies to ask are, as well as, data related to where the jobs are, in job opportunity announcements (JOAs) open to external candidates as of March 10, 2014.
- Mr. Parr covered numbers of applicants according to location for science, technology, engineering, and math (STEM) JOAs, for the Office of Science and Technology Policy White House event called ‘STEM Datapalooza’. Applicants are in California (CA), Texas (TX) and Virginia (VA). Director Archuleta said this informs the HCFE of the states with the highest number of STEM students and the highest numbers of Latino students. That aligns with what OPM is doing at California State University, Fullerton, D.C., and Colorado (CO). NHEC asked for STEM CA and numbers – 101,936 and 85,911.
- HACU said the problem they are having with the National Science Foundation (NSF) is that Hispanic-Serving Institutions (HSIs) do not have a dedicated funding stream. They are not accessing STEM programs. HACU helps bring resources to institutions that are

ready and able to compete for NSF. HACU is trying to elevate everyone to that standard. Director Archuleta said to the extent that OPM can give HACU info, it will.

- Mr. Rivera asked for Datapalooza dates. Ms. Villalobos said ODI would pull the dates and send HCFE members the information. Ms. Holden said there is a panel and information regarding the New IQ.
- Mr. Rivera, with EPA, said it does not include Puerto Rico. Mr. Parr discussed current software and utilizing new methods to develop a course of action. OPM is looking at census and occupational data in certain areas. Getting the whole picture and looking at multiple data sets helps them have better strategies.
- Mr. Parr covered using data visualization regarding counties, jobs, Enterprise Human Resources Integration, and gender. NHMA said they have to consider where people come from when working in D.C.
- Director Archuleta said 85 percent of federal jobs are not in D.C.; the issue is about how to get people into federal positions everywhere but D.C. NHMA raised the question of what will it take for people to move. Director Archuleta said OPM is using strategies that recognize cultural aspects and willingness to move and considering opportunities, i.e., in TX that make more sense for a young or mid-career person. Mr. Parr said that with data visualization, a person could place two million records and make charts with hot spots on a U.S. map.
- Mr. Dingbaum, OPM's first Social Media Director, covered how social media is more than a tool and how it could be used effectively. It is new for the government, and OPM has been testing it through LinkedIn and Twitter using images and humor.
- There is a massive government social community involved in outreach. They did a call for people to join OPM in building tools to improve digital recruitment and hiring. The response was overwhelming, including more than 100 responses for the digital recruitment and hiring working groups alone. They will be able to look at case studies, establish baselines, and learn from agencies that have succeeded. They will build a digital hiring toolkit after they collect information from digital leaders to show the best in government. Emphasis will be placed on targeting underrepresented groups, such as Latinos, women, and veterans.
- Director Archuleta is active on LinkedIn. Job seekers on LinkedIn are both passive and active. People have been eager to engage with the Director. Mr. Dingbaum is working on establishing Director Archuleta as a leading recruiter through social media. She can quickly tap large audiences interested in Federal jobs through LinkedIn.
- For Hispanic Heritage Month, Mr. Dingbaum is looking at infographics to reach specific groups and working with Ms. Villalobos to profile Hispanic employees throughout the month. He encouraged members to share the profiles.
- The REDI social media team is figuring out ways to make USAJOBS more social media friendly, i.e., the ability to share postings, as well as coding related to how the posting looks on Twitter. Does it use plain language and make a person want to click the job postings?
- OPM is building a Pathways social media presence and rebranding it and using language young people use and imagery that resonates with them.
- The government-wide working group and what others have found to work and not work will support this. Director Archuleta said Mr. Dingbaum created a working group of Social Media Directors. There will be a lot of storytelling about individual employees.
- Director Archuleta was on a panel that morning discussing doing this in government and in the community. Social media really works; a person is not waiting for a piece of paper. OPM would like to ensure people have access to information anytime they need it.

- Ms. Earley presented on enhancing USAJOBS. Connect the right talent to the right jobs. Save time for job seekers and agencies. USAJOBS has a lot of data. They have been looking through data regarding what people are doing on the website and using web analytics, survey data, qualitative data, and HelpDesk information. It is important to take a user-centric approach via usability testing. Through research, they have created three impactful objectives.
 1. Provide a customized, visible experience with job matching and interactive searches. This proactive approach tells users about the best job matches based on profiles, resumes, and identified preferences. They are providing jobseekers with data visualizations about where jobs are.
 2. Improve clarity through dynamic, data-driven, user-rated content. Help agencies employ plain language. They would like to put the most relevant information from the Resource Center prominently whenever a person is on the page, to provide assistance.
 3. Use strategic recruitment by offering new ways to connect and contribute. Bridge the gap between job seekers and agencies. There is a job feed of all vacancies available. LinkedIn is exploring the use of it. Google is using it. It can expand OPM's network. USAJOBS has a Facebook and Twitter account and is working on creating a LinkedIn and Google Plus account. They have been looking at how long it takes to create a profile and do a search. They held several one-on-one interviews. In October, they will launch focus groups to find opinions on what works well.

- Ms. Earley asked the HCFE if she could hold a focus group with this community. She said Ms. Villalobos probably would help get something scheduled. Ms. Villalobos said the number of volunteers would likely overwhelm her.
- Director Archuleta said they would have the ability for people to see content in the Spanish language on USAJOBS.
- Ms. Holden said she is responsible for helping agencies untie knots they have gotten themselves into. The overall goal is to help agencies pinpoint goals to ensure they can find high quality hires from all segments of society.
 1. With respect to Veterans' assessments, agencies may not be getting a list of the most highly qualified candidates from which managers can choose. They can use many assessment tools. OPM's Human Resources Solutions has a tool called USA Hire. OPM is ensuring HR can advise managers regarding tools and that managers know they can ask for tools. An assessment newsletter will be issued before the end of October.
 2. OPM is helping agencies have plain language, clear, concise JOAs.
 3. OPM is educating HR and hiring managers and ensuring that HR can advise managers on filling positions (i.e. drafting JOAs and doing assessments). OPM makes sure they are aware of the hiring authorities that are available, (i.e. veterans, people with disabilities, etc.).
 4. OPM is issuing myth busters on a monthly basis, on topics such as at what point a manager can use subject matter experts.

- Director Archuleta connected the heat map to what Ms. Holden discussed. Data on the heat map tells where there are a large number of applicants. For example, CA has a strong applicant pool. When people can associate with that race and ethnicity, they see it in FL and TX. They do not see that in New Mexico (NM). This tells Director Archuleta where they are not getting applicants. For recruiters, what is happening in NM? Why are they not getting more applicants from NM? Do they not want to move from NM? Explore that

and combine it with the heat map and applicant pool in more depth. What are the demographics in NM in terms of women and Latinos? Where there are large applicant pools, what does that look like?

- Mr. Parr showed information on all applicants. HACU asked about matching that to young professionals. 65 percent of college students go to the university nearest to their home. Matching institutions to the heat map can help. Director Archuleta raised the question of how, if there is a large applicant pool out of CA, what is in CA? Most of the places with the highest number of Federal jobs match places with the highest numbers of applicants. OPM can gather a lot from heat maps and be strategic regarding recruitment. Director Archuleta talked about working with Mr. Maldonado and HACU and matching that to STEM universities and where to find the most Latinos in STEM studies.
- NHEC asked if the jurisdictional metric of the map is by county. Mr. Parr said yes. Ms. Earley said they can also go global or by congressional districts. NHEC asked if it is possible to display by HSIs. Director Archuleta said OPM has to do an overlay. NHEC asked if that overlay is underway. Director Archuleta said it is not. She said Mr. Maldonado's data about where STEM universities are, would be helpful. HACU also tracks emerging STEMs. There are 277 emerging HSIs. Director Archuleta said OPM needs to connect Luis Maldonado and Michelle Earley so OPM can use his data.
- Ms. Villalobos said Carmen Andujar and her group are going by states and counties to fit by occupational levels and they are going to HSIs. Once ODI has that, they can share it. Director Archuleta said OPM could give this information to agencies. For example, if an agency is looking for certain types of students, OPM can tell the agency areas where it will have the most success. OPM focuses on the strategic/targeted piece. OPM will identify the targeted areas and use social media to target everyone. Use multi-strategies to broadly reach out.
- A participant from DOD asked if they would see an overlay where the talent is. Director Archuleta said yes.
- NHMA said for STEM, they are meeting with the Hispanic Caucus. In addition, they had a STEM summit with NSF and NIH present. If they gave more funding to HSIs, they would now have a STEM program. NHMA suggested extending it to the medical school. Director Archuleta said that medicine (doctors and nurses) are in the top five. NHMA said they are hoping to see this advocated for so they have a larger applicant pool. Health professionals are needed at DOD, VA, and the Department of Health and Human Services (HHS). Alumni need to be utilized.
- Use university alumni groups and match Federal employees as Hispanic career champions to new, entry-level students/applicants. Mr. Gonzales has been thinking about how Director Archuleta is not the spokesperson for federal positions anymore and that young people will recruit other young people.
- Young people refer to their peers and colleagues for input on an organization, while older employees may be more interested in the personalities or people that lead agencies, and trust input from higher positions of authority than colleagues.
- Have young people say why they have chosen federal service. It would be helpful for Millennials to talk to other Millennials. OPM will visit universities and colleges in D.C. and have students explain why they chose the federal government. Mr. Dingbaum said young people are most active in social media channels.
- NOMAR asked Ms. Earley what she is looking for the focus group. Ms. Early said they are looking at 10 to 12 participants, with possibly more than one focus group. OPM would like to know the backgrounds (i.e. if they have ever applied on USAJOBS versus mid-career in government). It will be a two-hour event. They will discuss hiring and

continue from there. Participants might have a usability test, if they have never used USAJOBS. Dan Solis with NOMAR volunteered.

- Mr. Rivera, with EPA, said a lot of feedback relates to the hiring of new people. She said OPM is forgetting retention. Director Archuleta said OPM is not forgetting retention at all. Mr. Rivera said many in government are not close to retiring. There need to be higher-grade level opportunities. In EPA, regional offices have a smaller scale of new hires. Mr. Rivera asked if there is data about retention. Director Archuleta said this was specifically about recruitment, looking at the path into the SES. She said they could discuss that at the next HCFE meeting, as OPM is very focused on this.
- Director Archuleta said if she does not change numbers in leadership and pathways to leadership, she could not change situations. It only happens if leaders are committed and pay attention to it. They must ensure they create leadership and bring new hires in.
- Ms. Villalobos said they just talked about the strategic recruitment dial. There is also an engagement dial. So what? How does this all fit into D&I? First, OPM is trying to reach employees that have never considered the public sector. Second, use people in government to reach out. Lastly, make sure agencies are making commitments to this effort. Certain agencies (VA; HHS; HUD; Commerce; Interior; and USDA) are working with OPM to focus on strategic recruitment across government. Others informally stated an interest but have not finalized.
- Director Archuleta said another group would focus on leadership development. The HCFE will discuss this at the next meeting. Mr. Gonzales said part of this is a capacity issue. These are new and innovative tools with a good number of agencies for phase one. OPM is working with some in Pathways to have people stay and be hired fulltime. OPM's goal is to expand to communities of practice.
- NAHFE said certain pieces are in interagency agreements, like expectations for performance of agencies and OPM. Ms. Villalobos said they would discuss agencies' recruitment needs. It will be tailored to each agency, such as how to assist with social media or data. Determining how to align efforts together helps increase efficiency in outreach. Director Archuleta said they do not have to sign an agreement; OPM invites people to participate. Agencies see OPM as committed to helping. OPM has individual plans for each agency, and is creating crosscutting communities of practice. NAHFE asked about enforcement. Director Archuleta said she does not want to enforce/force. The next dial relates to accountability, something built into the President's Management Agenda.
- NAHFE asked what would encourage agencies to step forward. Director Archuleta said data and the fact that their leadership is focused on it. As agencies see new dashboards on engagement and demographic numbers, they realize changes are necessary. OPM is providing more tools and data. Director Archuleta said agencies see OPM as a customer service agency supporting their efforts, but cannot make recommendations until it receives data.
- VA suggested tracking metrics, AFD, and selections. VA asked if they would identify the impact of veterans' preference. VA has concerns that they are raising expectations, but at the end of the day, there may be some barriers in final selections. Director Archuleta said they must institutionalize the practice. Movement takes time. If they can institutionalize this, make decisions based on data, support agencies in untying knots, then they will see the percentage go up.
- Three items prevent numbers of underrepresented groups from going up.
 - 1) OPM's own "stuff." OPM is looking at how it can better serve. OPM has career and political staff.

- 2) There are myths—i.e. veterans’ preference. People must know how to use veterans’ preference. At a Chief Human Capital Officers (CHCO) meeting, someone said if it was not for veterans’ preference, they could hire whomever they want. Someone else said veterans’ preference is helping the person hire the people they want. The person worked with OPM to use veterans’ preference to hire who they want. Untying the knots is important.
 - 3) There are laws and regulations that must be followed. People do not always understand what they are, such as veterans’ preference. It is not preventing hiring managers from hiring, if they know how to use it right. Director Archuleta said that if she can institutionalize it, that will make a difference.
- VA said to be credible, they must acknowledge veterans’ preference. A report by the U.S. Merit Systems Protection Board will be coming out about the impact of veterans’ preference on the hiring of women. They can overcome some obstacles after they first acknowledge them, especially for Latina veterans. Director Archuleta said OPM is working with VA and the Veterans Employment Council to focus on Latina veterans. That focuses on two priorities for VA and the whole government.
 - NAHFE said institutionalizing processes is the way to go. NAHFE asked how OPM would do that, such as better-written policies. Director Archuleta said first, OPM would make data the driver. People need to make decisions based on data, not how they feel emotionally. Data tells all of the people Director Archuleta works with what the truth is. OPM hears people say they cannot find Hispanics. Look at the heat map showing the number of students available to talk. Second, OPM can make sure to improve USAJOBS. The number one issue people ask Director Archuleta about is when she will improve USAJOBS. OPM will start to upload USAJOBS 2.0. People will begin to see it in the spring. Third, OPM will change how it reaches out. There is a Social Media Director now, who will stay when Director Archuleta leaves.
 - Director Archuleta is doing this across government with the Diversity Council, STEM council, and others who are as equally excited as Director Archuleta.
 - NOMAR asked about the heat map for TX and specific cities, such as Dallas. Ms. Villalobos said some of it is a factor of where the Federal jobs are. NOMAR expressed curiosity about what percentage is Hispanic. Ms. Villalobos mentioned OPM’s big data effort, as well as looking at the county level in terms of representation. That is a huge data pull and a long-term goal. What OPM showed at the present meeting related to goals for the next 12 months.
 - HACU, building on what VA said, expressed interest in having the knowledge about Hispanics by openings. How many start and then complete an application? Are they being interviewed? Lastly, what is the rate of acceptance? Director Archuleta said OPM is breaking that down further. OPM is looking at who is applying, and is beginning to identify who is completing applications.
 - OPM is also looking at the staffing. Of the 1,000 applications for a staff assistant position, what is happening in the sort? There is a match up to the JOA. Director Archuleta would like to know who is falling off the list, why they are not matching, and what they can learn. Of the people who come out of USA Staffing and get on the certified list, what do those look like? How many Hispanics? How many Women? Then, with hiring managers, how many are being selected? They must look at the whole continuum. What if they do everything right and the hiring manager does not? What if for all applications in TX, Hispanics are falling off in that? There is no one single answer. Director Archuleta must look at each of those. Mr. Reinhold is looking at those pieces and the whole continuum. There are many reasons Hispanics are not making it through the selection process.

- Mr. Rivera, with EPA, said there is a human side to all of the data. She asked if there are plans to deal with that. Someone can say they met requirements, were qualified, and were not hired. Then, if they ask the hiring manager and they do not get a response or only get a template response, you must engage the human side. Director Archuleta said right now, the feedback loop is probably not very strong. A person waits a long time to be notified. Mr. Reinhold and Ms. Earley are looking at the feedback loop. What is the feedback loop? If you did not make it at the end, what is the feedback loop? People tell Director Archuleta that people call her back two years after applying.

Acknowledgement and Receipt of Public Remarks

- The next Council meeting will be on October 28, 2014 from 2 PM to 4 PM.
- Mr. Sanchez said it would be helpful to have data by race and ethnicity with a focus on Latinos. They had a meeting with the Secretary of HHS. NHMA will be at the meeting on Thursday.
- Director Archuleta thanked the staff at OPM. They have done a tremendous job getting people this far in 10 months.

Dan Solis's Presentation of an Award to Director Archuleta

Dan Solis presented an award to Director Archuleta in recognition of how OPM and Ms. Villalobos have supported NOMAR's conferences and training. Director Archuleta thanked Ms. Villalobos.

Adjournment

Director Archuleta adjourned the meeting at 3:58 PM.

Certification



Veronica Villalobos
Executive Director,
Hispanic Council on Federal Employment