



OFFICE OF THE DIRECTOR

October 12, 2002

The President
The White House
Washington, DC 20500

Dear Mr. President:

I am pleased to transmit the second annual report on Hispanic Employment in the Federal Government pursuant to Executive Order 13171. This report summarizes current agency practices intended to improve Hispanic representation. While agencies reported a variety of activities, we need to conduct further analysis to help agencies identify and adopt the most effective strategies.

After many years of efforts to address the underrepresentation of Hispanics in the Federal workforce, I can see some progress, but it is not enough. While Latinos make up about 13 percent of the Nation's population and about 11.9 percent of its Civilian Labor Force, they comprised only 6.8 percent of the Federal workforce as of June 30, 2002. Furthermore, while the Hispanic presence in Federal ranks has been growing at a rate of approximately one tenth of one percent per year, or one full percentage point per decade, their presence in our Nation has more than doubled each decade.

Your leadership by example has been invaluable in promoting awareness of the contributions that Hispanics can make to government service. You have appointed more Latinos to top positions in government than any other administration. Over the past year, you have reaffirmed your commitment to Hispanic inclusion through speeches and through your weekly radio address in English and Spanish. At your direction, Federal departments and agencies have taken their first steps toward strategic management of their human capital resources. These departments and agencies also have begun to forge partnerships and working relationships through communication with Hispanic associations and participation in conferences and forums. Your unwavering commitment to efforts to access the untapped wealth of America's diverse workforce has given the Office of Personnel Management a clear vision for change.

As your Director of Personnel Management, I am vigorously pursuing efforts to realize that vision. I convened the first three meetings of the Interagency Task Force on Hispanic Employment in the Federal Government on October 4, 2001, April 30, 2002,

and July 19, 2002. We will continue to use the task force to identify effective models for enhancing the recruitment and professional development of Hispanics at the agency level.

I have already taken several proactive steps to reach the Hispanic community. These include:

- Consulting with nearly two dozen Hispanic organizations to identify barriers to the full employment of Hispanics, as well as to help spread information about career opportunities in Federal public service.
- Actively participating in the annual conferences of several Hispanic organizations—including the League of Latin American Citizens (LULAC), National Image, Inc., the National Association of Hispanic Federal Executives (NAHFE), and the Hispanic Association of Colleges and Universities (HACU).
- Spanish-language Public Service Announcements and job information fact sheets in Spanish are examples of planned enhancements to our USAJOB web site. We also are reaching out to Hispanic media outlets nationwide.

Meeting the challenges that we face as a Nation requires selecting the very best people for public service. I will continue to lead an aggressive effort to reach out to the Hispanic community for talented and skilled citizens with a willingness to serve. I am personally committed to meeting your objective of a workforce that is truly citizen-centered and representative of the great diversity of our Nation.

Respectfully submitted,

Kay Coles James
Director

“Throughout our history, Hispanic Americans have enriched the American way of life, and we recognize the millions of Hispanic Americans whose love of family, hard work, and community have helped unite us as a people and sustain us as a Nation. As entrepreneurs and public servants, scholars and artists, Hispanic Americans have provided wisdom, energy, and leadership to our communities, and to our country.”

President George W. Bush
Proclamation of National Hispanic Heritage Month
September 13, 2002

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EXECUTIVE SUMMARY

The Office of Personnel Management (OPM) issued the first Report to the President on Hispanic Employment in the Federal Government on October 12, 2001. The report was issued in response to Executive Order 13171, which requires the OPM Director to make an annual report to the President on progress made by Federal agencies toward increasing Hispanic representation in their workforce. The Executive Order also requires recommendations on possible Governmentwide actions to facilitate increased Hispanic representation.

Both the Executive Order and the October 2001 report focus on the continued underrepresentation of Hispanics in the Federal workforce. Although significant progress has occurred within some agencies, efforts have been inadequate or superficial within other agencies. The Administration has made a clear and unwavering commitment to recruit and hire highly qualified Hispanics. It is incumbent upon Agency leaders to use the most efficient, effective, and aggressive methods available to correct a continued condition of chronic underrepresentation of Hispanics in the overall Federal workforce.

In accordance with the provisions of the Executive Order, this is the second Report to the President on Hispanic Employment in the Federal Government.

Hispanics are Still Underrepresented

The Federal Government has been making efforts to improve the representation of Hispanics in its workforce during the last 3 decades. Although there has been some progress, Hispanics today remain the most underrepresented minority group in the Federal workforce. According to the most recent census survey, Hispanics represent nearly 13 percent of the Nation's population and 11.9 percent of the Civilian Labor Force (CLF). As of June 30, 2002, only 6.8 percent of permanent Federal employees were Hispanic, and the gap between Hispanic representation in the Federal workforce and the CLF continues to grow.

Federal public service must present an image that is inclusive and provides opportunity to all citizens. Not only is this the right thing to do, it makes good business sense. Added to the expected wave of retirements and last year's events, the federal workforce now finds itself in a rapidly changing environment that requires all of the talents of the American people. Bringing talented and qualified Hispanic employees into the Federal workforce is not just a priority, it is a necessity.

Actions under Executive Order 13171

In accordance with the Executive Order's requirements, OPM established an Interagency Task Force on Hispanic Employment to help carry out its objectives. The Task Force is composed of senior-level agency officials who are predominantly political appointees. While the Executive Order requires the Interagency Task Force to meet twice a year, it

actually met three times during FY 2002: October 4, 2001, April 30, 2002, and July 19, 2002. At each meeting, members discussed Hispanic workforce underrepresentation, barriers to full representation, and possible models to eliminate the barriers. At its meetings in April and July of 2002, the Interagency Task Force heard presentations from the Social Security Administration and the Department of Veterans Affairs, respectively, regarding their successful efforts to address identified barriers. These discussions included recommendations about how to improve accountability, how to make more effective use of existing hiring programs, and how to conduct outreach efforts within the Hispanic community.

As promised in the first report, we exceeded the requirement of the Executive Order by analyzing hiring activity by individual agency. In June 2002, we also issued the first Semiannual Statistical Report to the President about agency activities and results of efforts to improve Hispanic employment. This report provided comparative data by category and grade, and highlighted the successful use of existing tools such as the student employment and Bilingual/Bicultural hiring authority.

This year, OPM asked Federal departments and agencies to identify specific practices that they have used to improve the representation of Hispanics in their workforce. The survey asked agencies to identify top practices in three areas: (1) accountability of managers and executives to produce results in hiring decisions; (2) innovative outreach, recruitment and retention strategies; and (3) the effective use of existing tools such as the Hispanic Employment Program, diversity training, policy statements, the Student Educational Employment Program, and the Bilingual/Bicultural hiring authority. Agencies also were asked to report on how these activities aligned with their agency's Annual Performance Plan under the Government Performance and Results Act (GPRA).

Agency Progress and Activities

Agency reports indicated varying degrees of progress in the three survey areas:

- **Accountability of managers and executives** – Several agencies included measurable accomplishments in diversity and equal employment opportunity as an aspect of their performance measures for executives, managers, and supervisors. Other agencies established broad monitoring, accountability and reward systems. Some agencies required direct involvement by executives and managers in all phases of recruiting and retaining a diverse staff. This ranged from evaluating the use of workforce planning as a basis for targeted recruitment strategies to conducting outreach and recruitment to mentoring new hires. One agency has established a clear accountability system to show specific accomplishments in hiring employees from underrepresented groups. We recommend that other agencies adopt this model.
- **Innovative outreach, recruitment, and retention strategies** – A number of agencies have correctly based their strategies on workforce planning by devising targeted recruitment plans and activities. A few agencies have established

working relationships or formal partnerships with non-governmental organizations to plan and carry out special activities to increase the number of Hispanic candidates for positions at all levels. However, the reports demonstrate that new and innovative approaches to outreach, recruitment, and retention are still sorely needed.

- **Effective use of existing tools** – Examples include Hispanic Employment Program (HEP) Managers and HEP Advisory Councils, diversity training for managers and supervisors, agency-wide policy statements, the Student Educational Employment Program, and the Bilingual/Bicultural hiring authority.

Many agencies reported using most, if not all, of the above tools. While several mentioned either the appointment of a HEP Manager and/or a HEP advisory council, very few mentioned using the Bilingual/Bicultural hiring authority. A handful of agencies developed and widely disseminated statements from their leadership about the Hispanic employment initiative. A few agencies developed entire diversity plans.

In accordance with the Executive Order, we asked agencies to explain how their top practices in strategic human resources and planning align with their Annual Performance Plan under GPRA. Unfortunately, only one reported such a relationship. The remaining reports failed to relate their human resources or planning activities to their agency's strategic plan and to its mission.

Conclusion

Many of the reports showed timidity on the part of Federal agencies to do things differently. Most showed a continuation of conventional, everyday human resource management practices, without any new or innovative methods to address diversity issues or the underrepresentation of Hispanics. Senior leadership must increase accountability to bring an end to an unproductive status quo situation.

While we applaud and actively encourage Federal agency participation in national conferences of Hispanic organizations, that participation is a means to an end, not an end in itself. Many of the agencies that reported having participated in the conferences did not describe any actions taken to recruit, network, or formalize relationships with organizations to create pipelines of qualified Hispanic applicants.

We strongly feel that the Federal Government's management of its human capital must reflect the Administration's commitment to full employment of Hispanics. If this objective is to be accomplished, Federal departments and agencies must exercise strong leadership and become model employers. This will involve several steps, including (but not limited to) the following:

- First, agency senior leadership must demonstrate their unequivocal commitment to bringing about change.
- Second, senior leaders must help design plans and activities for obtaining and retaining a diverse workforce as part of their agency's GPRA strategic plan and succession plan. These plans must apply to both the entry and senior pay levels.
- Third, accountability systems that use metrics must be designed and widely adopted to help agencies monitor progress, identify results and provide rewards and incentives
- Fourth, tools such as diversity training, the Hispanic Employment Program, and existing recruitment and hiring programs must be used effectively to dramatically increase the available pool of qualified Hispanic candidates and the retention rates of Hispanic employees. This is especially true for the use of the Bilingual/Bicultural hiring authority.

This second report to the President should be read in conjunction with the statistical report issued in June 2002 that showed evidence of significant progress in Hispanic representation for those agencies that utilized recruitment tools such as the Bilingual/Bicultural hiring authority and the Student Educational Employment Program.

As the Federal Government's human resources agency, OPM will continue to: (1) provide guidance to agencies to ensure that they are taking full advantage of existing managerial flexibilities and programs, (2) showcase innovative agency outreach, recruitment, hiring, career development, and retention efforts, and (3) submit semi-annual reports to the President about individual agency efforts and progress toward meeting the Administration's objectives.

BACKGROUND

According to the latest census, Hispanics represent nearly 13 percent of the general population. They also represent 11.9 percent of the National Civilian Labor Force (CLF), the measure used to determine whether groups are adequately represented in the Federal ranks. However, only 6.8 percent of permanent Federal employees¹ were Hispanic as of June 30, 2002. They are the only underrepresented minority group in the Federal workforce. Reports from several Federal agencies, including OPM, the General Accounting Office, the Equal Employment Opportunity Commission, and the Merit Systems Protection Board, all express concerns about Hispanic underrepresentation.

Executive Order 13171 affirms ongoing policies and establishes additional ones to improve Hispanic representation in the Federal service. The Executive Order assigns major responsibilities to Federal agencies as well as to OPM.

Each Federal agency is required to take steps to establish and maintain a program for the recruitment and career development of Hispanics in Federal employment. These agency programs must reflect a continuing priority for eliminating Hispanic underrepresentation in the Federal workforce and must incorporate actions under the Order as strategies for achieving workforce diversity goals in the agency's Government Performance and Results Act (GPRA) Annual Performance Plan. Furthermore, agency activities in this regard must be related to the human capital element in the President's Management Agenda.

OPM's responsibilities under the Executive Order are twofold:

1. Establish and chair an Interagency Task Force with representation at the level of Deputy Secretary or an equivalent level to carry out the various goals and responsibilities outlined in the Order, and
2. Issue an annual report to the President beginning on October 12, 2001, with findings and recommendations on the progress made by agencies on matters related to this Order.

Under the leadership of OPM Director Kay Coles James, the Interagency Task Force was established and convened on October 4, 2001. However, OPM went beyond the Executive Order's requirements. While the Executive Order calls for the Task Force to meet twice a year, the Task Force met three times during FY 2002: October 4, 2001, April 30, 2002, and July 19, 2002.

OPM also increased its reporting responsibilities beyond those established in the Executive Order. While this is the second annual report to the President, as prescribed by

¹ This is based on OPM's Central Personnel Data File (CPDF), which collects information from most Executive Branch agencies (except the Postal Service, the Postal Rate Commission, and the intelligence agencies) and a few Legislative Branch agencies.

the Order, OPM's first report to the President indicated the agency would issue semiannual statistical reports regarding agency performance in Hispanic employment. OPM issued the first semiannual statistical report in June 2002.

For the second time in two years, OPM asked all Federal agencies to report on their actions to meet the requirements of the Executive Order. Specifically, agencies were asked to describe the top practices in strategic human resources management and planning that have helped them the most in improving the recruitment, retention, and promotion of Hispanics, and to explain how those practices align with the agency's annual performance plan under GPRA. OPM asked agencies to describe their top practices in three major areas:

1. Accountability of managers and executives to produce results in hiring decisions. This could include the development of performance plans for senior executives, managers, and supervisors that include specific measurable accomplishments, as well as monitoring, accountability, and reward systems.
2. Innovative outreach, recruitment, and retention strategies. This could include workforce planning, targeted recruitment strategies and programs, partnerships with organizations outside the government, and special activities to increase the number of Hispanic candidates for positions at all grade levels.
3. Effective use of available tools such as the Hispanic Employment Program (HEP) Managers and HEP Councils, diversity training for managers and supervisors, agency-wide policy statements, the Student Educational Employment Program, and the Bilingual/Bicultural hiring authority.

As of September 18, 2002, a total of 33 departments and agencies had submitted their reports. This total includes 14 of the 17 executive departments and 19 independent agencies. With a few exceptions, the reports demonstrated that agencies have continued the same ineffective practices that they have had in place for the past several years. Furthermore, few of those practices truly address diversity issues, much less Hispanic employment.

LEADERSHIP RESPONSIBILITIES AND PRACTICES

1. Accountability of managers and executives to produce results in hiring decisions

Throughout the years, the issue of management accountability has been an important element of almost every recommendation on the issue of Hispanic underrepresentation. To begin with, Executive Order 13171 charges agencies with ensuring that performance plans for executives and managers specifically address accomplishments in diversity recruitment and career development, and requires that accountability be predicated on these plans. The Executive Order also charges agencies with ensuring that managers and supervisors receive periodic training in managing and maintaining a diverse workforce. Furthermore, agencies must make the elimination of Hispanic underrepresentation in the Federal workforce a continuing priority and incorporate actions that are tied to the human capital element in the President's Management Agenda.

The Hispanic Nine-Point Plan, which is embedded in the order, requires Federal agencies to report on their progress and successes in recruiting, employing, and training Hispanics in their annual Federal Equal Opportunity Recruitment Program (FEORP) report. OPM's diversity guide, *Building and Maintaining a Diverse, High-Quality Workforce: A Guide for Federal Agencies*, recommends that agency heads hold their executives, managers, and supervisors accountable for achieving results. The guide recommends that agencies build accountability for hiring, retaining, and developing a diverse, high-quality workforce into performance management systems for managers and supervisors. Furthermore, the guide recommends that agencies ensure that candidates for the Senior Executive Service demonstrate skill in "leveraging diversity," among other leadership competencies.

Accountability also includes identifying and celebrating success. The OPM diversity guide recommends that agencies recognize success; identify and reward champions of diversity; consider nominating senior executives for Presidential Rank Awards to recognize their accomplishments in building and maintaining a diverse, high-quality workforce; and consider establishing agency-wide diversity awards.

2. Innovative Outreach, Recruitment, and Retention Strategies

The purpose of innovative outreach and recruitment strategies is to improve the Government's capacity to attract strong candidates who are prepared both to meet the agency's strategic goals and priorities and to work in the agency's environment. The Executive Order charges agencies with providing plans for recruiting Hispanics that will create a fully diverse workforce for each agency in the 21st century. OPM has provided agencies with information about such innovative strategies over the past several years. The Hispanic Nine-Point Plan asks agencies to support and implement the White House Initiative on Educational Excellence for Hispanic Americans; provide employment information to students, faculty, and the Hispanic community; participate in the Hispanic Association of Colleges and Universities (HACU) National Internship Program, and

develop mentoring programs to motivate young people to pursue higher education and Federal careers.

In addition to the strategies set forth in the Nine-Point Plan, the Report to the President's Management Council on Hispanic Employment in the Federal Government of March 1999 includes recommendations and concrete information on successful agency practices—providing practical assistance for achieving excellence throughout the Government. For senior-level positions, it proposes developing specific recruitment strategies and activities to increase the number of Hispanics in the Senior Executive Service (SES) selection pool, helping prepare Hispanics to become more competitive for SES opportunities, and improving outreach efforts for SES vacancies to people and groups outside the agency. For entry-level positions, strategies include partnering with other Federal departments and agencies, disseminating information in Spanish to Hispanic media, using the flexibilities of the Student Educational Employment Program to bring Hispanic students into an agency, and appointing and supporting full-time Hispanic Employment Program (HEP) managers.

OPM's diversity guide also makes several recommendations. They include: ensuring that recruiters and selecting officials work closely with the agency's human resources and civil rights/diversity staff during the recruiting process, having knowledge of other employers who are competing for job candidates and their recruiting methods, and ensuring that the agency's message can be found throughout the communities. The *Guide* also recommends that agencies clearly state their mission and goals to enable candidates to match their personal goals to those of the agency; design a long-term recruitment plan with input from managers, supervisors, and employees; and develop and maintain partnerships with academic and professional associations. Furthermore, the *Guide* recommends that agencies select and thoroughly train a diverse cadre of recruiters that includes representatives from program areas as well as staff areas. Finally, the *Guide* recommends that agencies follow up with candidates.

3. Effective Use of Available Tools

Federal agencies have at their disposal many tools to help them discharge their responsibilities in conducting outreach, recruiting, and hiring to achieve and retain a diverse workforce. One of these tools, available for about 3 decades, is the Hispanic Employment Program (HEP). Under the HEP, agency management appoints either full-time or collateral-duty HEP Managers, as well as HEP Advisory Councils, to help identify barriers, develop plans, and carry out activities to eliminate the barriers.

Another tool is the Bilingual/Bicultural hiring authority, under which agencies can hire applicants with Spanish-language proficiency and/or knowledge of the Hispanic culture, where these competencies enhance service to the public. Agencies make a determination of which entry-level jobs are a good fit for this hiring authority. Applicants hired to fill these jobs may later be converted to positions in the competitive civil service.

Still another tool is the Student Educational Employment Program which allows agencies to expose students to public service careers and, through the Student Career Experience Program, convert them to permanent Federal positions once they have met graduation and program requirements.

Finally, agencies can offer diversity training at all levels, placing particular emphasis on managers and supervisors. Federal leaders can also set the tone for their agencies by issuing policy statements and agencywide initiatives that are both designed and sanctioned by senior management, and widely disseminated.

AGENCY REPORTS

Accountability of Managers and Executives to Produce Results in Hiring Decisions

Many departments and agencies reported that they have incorporated a critical performance element into the performance standards for managers and supervisors that covers equal employment opportunity and diversity issues. Some agencies have incorporated a reward and recognition system, while others take steps to ensure that their leadership is aware of the agency's concerns and commitment.

The Social Security Administration has led the way by establishing a metrics-based system to provide continuous and timely monitoring and evaluation of agency leadership. The Director of OPM invited SSA senior officials to make a presentation on their successful use of their accountability strategy. The foundation of the SSA system is the prominent and sustained demonstration of support for program objectives by the agency's leadership. Heads of major SSA components are held directly accountable by the Commissioner for the success of the agency's initiatives.

Department of Agriculture	Agriculture requires that every supervisor have a critical performance element in civil rights. In addition, the Office of Civil Rights and the Office of Human Resources jointly prepare a detailed performance standard for individual agency heads. At the end of the rating period, the Assistant Secretary for Administration prepares a rating on the civil rights element based on data compiled by the Office of Civil Rights.
Department of Air Force	The Air Force Performance Measures Reporting System includes a metric assessment based on government and industry best practices in performance measures and human capital management. The civilian personnel performance measures include (among other elements) civilian minority group representation. Air Force executives undergo quarterly briefings on diversity as well as twice-yearly diversity training.
Department of Army	Army includes an EEO and Organizational Management objective as part of its Total Army Performance Evaluation System. One or both of these objectives must be exceeded in order for the rated employee to receive an exceptional performance evaluation.

Department of Commerce	Commerce expects its SES members to take an active role in outreach and to recruit underrepresented groups. Many employees undergo training as recruiters, and most have a critical element in their performance plan and undergo diversity training.
Department of Energy	Energy established a critical element in the performance plan of senior executives that stresses the importance of building and maintaining a diverse workforce, including eliminating Hispanic underrepresentation.
Department of Health and Human Services	HHS is developing performance-based contracts for its leadership that will provide the means to all agency leadership accountable for meeting the department's diversity objectives, including increasing the representation of Hispanics at all levels. All managers have a critical equal employment opportunity/human resources management element in their performance management plans. The HHS Program Support Center has developed a tracking system to monitor diversity accomplishments and provide recurring reports to senior agency management.
Department of Labor	Labor's performance plans contain an element that requires managers to collaborate in achieving the agency's EEO goals through recruitment, training, promoting diversity, and recognizing staff.
Department of the Navy	The Secretary of the Navy issued a new instruction with objectives designed to meet the requirements of Executive Order 13171. While the major responsibilities are assigned to top leadership, the systems commands are responsible for implementing the instruction at their command and field activities, ensuring that the performance plans of SES executives and managers include accomplishments in recruitment and career development of Hispanic employees, and issuing implementing directives to eliminate the underrepresentation of Hispanics.
Environmental Protection Agency	EPA's SES members and managers have at least one critical job element covering their EEO and diversity responsibilities. They are also required to attend EEO/Diversity training. At least one EPA regional

Environmental Protection Agency (cont.)	office solicits input from the Diversity/EEO and human resource offices for SES performance reviews and discussions. The same office offers a management award in the area of EEO and diversity.
Farm Credit Administration	FCA implemented a mandatory critical element that holds managers and supervisors accountable for being proactive in applying and promoting the principles of EEO, affirmative employment, and diversity in all human resources practices, administrative actions, and management decisions.
Federal Energy Regulatory Commission	FERC has recently adopted SES performance standards containing a specific element on workforce planning and the recruitment and retention of a diverse workforce. This element assigns accountability for a diverse workforce to senior managers and includes the results of a comprehensive survey of employee perceptions of managers' performance in this area (360°).
Merit Systems Protection Board	The MSPB expects all managers to bear responsibility for the recruitment, retention, and promotion of Hispanics.
Office of Personnel Management	OPM holds its top managers to the "Standard for Executive Excellence" which includes a specific performance element relating to Hispanic employment and provides for executives to be rated based on the degree to which they have increased opportunities for employment and career development of Hispanics within their organization in accordance with Agency-wide recruitment plans and strategies.

Social Security Administration	<p>SSA developed a report used by the Commissioner to review the progress of recruiting initiatives with her direct reports once a month. Since implementing this system, the representation rate of Hispanics among new hires went from 8.6 percent in 1998 to 11.0 percent through August 2002.</p> <p>SSA also monitors promotions training, awards, separations, and adverse actions.</p> <p>All SES members have a critical element in their performance plan to support the agency's strategic initiatives, including diversity and equal opportunity objectives.</p>
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Innovative Outreach, Recruitment, and Retention Strategies

Many agencies have developed multiple approaches. These include establishing partnership agreements with organizations such as the Hispanic Association of Colleges and Universities (HACU) and its National Internship Program, developing innovative marketing programs, developing outreach to Latino organizations, and conducting targeted recruitment at Hispanic-Serving Institutions (HSIs).

The Department of Veterans Affairs showcased an innovative outreach and recruitment effort at the invitation of OPM Director Kay Coles James. The VA Youth Initiative is establishing programs in public schools across the country. Activities at some locations have been funded through both state and private sources.

<p>Department of Air Force</p>	<p>Air Force senior leaders, including the Secretary, Assistant Secretaries, and other military and civilian members have made presentations at several Hispanic conferences, including the League of United Latin American Citizens and the National Image Training Conference. Their presentations informed and encouraged attendees to consider opportunities in military service and civilian employment and expressed the agency’s commitment to the Hispanic population.</p> <p>Several Air Force installations have partnered with local high schools and universities and established programs that provided Hispanic students with mentoring opportunities, vocational education, and scholarship and employment information. Examples of such programs include the “Grow Your Own” program, “Project Uplift,” the Business Partnership Program in Civil Engineering, and the Math, Engineering and Science Association program. Through the “Grow Your Own” program, alumni were eligible to compete for civilian employment; as a result, 154 of the 205 individuals who accepted job offers were Hispanic.</p>
<p>Department of Commerce</p>	<p>Commerce developed several marketing and recruitment tools (in English and Spanish), including brochures, videos, and CD-ROMs, that specifically target Hispanics.</p> <p>The agency also developed the Job Fair Resume Database that currently houses 1,383 resumes, many of which were gathered at Hispanic organizations and/or job fairs.</p>

<p>Department of Commerce (cont.)</p>	<p>The Department maintains partnerships with community agencies, schools, advisory groups, and Hispanic organizations. Through these partnerships, Commerce provides: financial support via grants, scholarships, and sponsorships; agency representation and recruitment at job fairs; and support as trainers, tutors, mentors, and lecturers.</p>
<p>Department of Defense</p>	<p>Within DOD, the Defense Intelligence Agency (DIA) contracted the services of a public relations firm to inform students at Hispanic Serving Institutions and other educational institutions about the agency and its employment opportunities. In addition, DIA participated in targeted recruitment events at such conferences as the National Council of la Raza, the Society of Hispanic Professional Engineers, and the Society of the Advancement of Chicanos and Native Americans. The agency continues to provide temporary employment to Hispanic students through their Hispanic Association of Colleges and Universities affiliation and their internal Summer Intern Program.</p> <p>Also within DOD, the Defense Logistics Agency (DLA) hired a professional corporate recruitment analyst who guides, coordinates, and oversees the Hispanic recruitment initiative. The recruiter has developed corporate marketing materials and recruiting brochures, and is building and training a cadre of recruiters for Hispanic organizations.</p> <p>DLA initiated an intense recruiting effort in Puerto Rico, including the use of creative marketing via public service announcements and newspapers as well as a screening process using a panel of agency representatives. As a result, 21 Hispanic interns were hired into the agency's Corporate Intern Program.</p> <p>DLA has sponsored and funded the annual enrollment of Hispanic women in a Program for Developing Managers, an intensive 4-week program designed to prepare participants for management.</p> <p>DOD uses the Recruitment on Campus (ROC) campaign to recruit undergraduate and graduate students and encourage them to consider DOD for civilian or military employment. The ROC campaign links to "A Call to</p>

Department of Defense (cont.)	Serve,” a Presidential initiative that led to a joint project between the Partnership for Public Service and the Office of Personnel Management. This project allows DOD to market the agency and showcase public service to students at Hispanic Serving Institutions.
Department of Education	Education developed and disseminated a list of colleges and contacts at Hispanic Serving Institutions and other diversity resources to all departmental offices for use in their recruitment efforts.
Department of Health and Human Services	<p>HHS recruited at least 3 Hispanic participants for its 2002 Emerging Leaders Program. The class has a total of 62 participants.</p> <p>HHS hired a total of 198 Hispanic interns through the Hispanic Association of Colleges and Universities (HACU) Hispanic National Internship Program.</p> <p>Eleven percent of the new Food and Drug Administration employees hired as part of its Counter-Terrorism Hiring Initiative were Hispanic.</p> <p>The Director of Equal Opportunity and Diversity Management created the position of Assistant Director of Corporate Outreach and Recruitment to coordinate Hispanic and other targeted minority outreach and recruitment efforts.</p>
Department of Interior	<p>DOI and its Bureaus entered into Memorandum of Understanding agreements with the HACU, the National Hispanic Coalition, the National Association of Hispanic Federal Executives, the National Hispanic Environmental Council and the National Association of Hispanic Firefighters to encourage the outreach, education and employment of Hispanics.</p> <p>The Bureau of Reclamation developed an Educational Partnership Agreement with California State University (Cal-State) San Bernardino to develop and implement a Master’s Degree program in Public Administration with a Water Resources Management Specialization. In addition, the Bureau has recruited and hired 1 Hispanic graduate from Cal-State, and recruitment efforts are</p>

<p>Department of Interior (cont.)</p>	<p>ongoing.</p> <p>DOI and its bureaus supported or co-sponsored the 2002 National Image, 15th Annual HACU, Society of Hispanic Professional Engineers, National Association of Hispanic Firefighters, National Hispanic Sustainable Energy and Environmental, and Adelante Mujer Latina conferences and job fairs.</p> <p>The Office of Surface Mining recruited a Hispanic civil engineer through the Society of Hispanic Professional Engineers conference and made a summer hire through a contact with the Hispanic Association of Colleges and Universities.</p>
<p>Department of Navy</p>	<p>Navy participated in several Hispanic job fairs and conferences such as Society of Hispanic Professional Engineers (SHPE), National Image, and the Society of Mexican American Engineers and Scientists. The agency provided support to the conferences through career booths, participation in workshops and panels, and financial sponsorship of Hispanic students to the conferences.</p> <p>Navy became a member of the SHPE Industrial Partnership Council (IPC) and has participated in numerous IPC activities to increase its involvement in the Hispanic community.</p> <p>Navy established a vocational opportunity partnership with two San Diego, CA high schools where students are provided the opportunity to receive 6 weeks of summer training aboard tankers. This opportunity introduces the students to potential future hiring as entry-level mariners.</p>
<p>Department of the Treasury</p>	<p>Treasury implemented the “Treasury Human Capital Strategic Plan for the 21st Century.” Two of the goals included in this plan directly impact the Hispanic community by ensuring that recruitment, retention, training and development of Hispanics receives the same level of attention as do other mission critical activities.</p> <p>The Department also launched a five-year Strategic Plan for Active Recruitment, Retention, and Career Development to address issues of representation,</p>

<p>Department of Treasury (cont.)</p>	<p>work/life balance, career management, and professional development. This plan will help Treasury to create an organizational environment that fosters the development of Hispanic employees and provides motivation to remain with the organization.</p> <p>Many Treasury bureaus have conducted or established outreach initiatives/partnerships in the Hispanic community, including sponsorship of organizations and local schools. Treasury established College Recruitment Coordinators to enhance the Department’s visibility and job opportunities at colleges and universities with large Hispanic populations. For assistance in the recruitment of Hispanics, one bureau within Treasury developed a mentoring program with a local high school whose student population is 75% Hispanic.</p>
<p>Department of Transportation</p>	<p>Federal Aviation Administration (FAA) and HireDiversity.Com established the first national FAA Multicultural Recruitment website to help staff offices undertake an aggressive internal and external recruitment outreach to the Hispanic community for FAA career opportunities.</p> <p>The Federal Highway Administration partnered with the Georgia State Employment Service to place Hispanics in vacant worker trainee positions in the Southern Resource Center.</p> <p>The Office of the Inspector General (OIG) placed recruitment advertisements for senior level OIG positions, including SES positions, in the <i>Hispanic Weekly Publication</i> and the <i>Hispanic National Law Enforcement Association</i>.</p> <p>The Maritime Administration accepted five Hispanics into the U.S. Merchant Marine Academy’s Recruitment Program.</p> <p>The Transportation Security Administration placed recruitment advertisements in publications geared towards the Hispanic community in Hartford, CT; Ft. Lauderdale, FL; Chicago, IL; Boston, MA; Las Vegas, NV; New York, NY; Newark, NJ; Philadelphia, PA; El Paso, TX; Dallas, TX; McAllen, TX; Harrington, TX; Houston, TX and Washington, D.C.</p>

<p>Department of Veterans Affairs</p>	<p>The VA has originated an innovative program aimed at Hispanic youth that will help them build a pipeline of qualified applicants.</p> <p>The VA is also conducting professional outreach activities through professional organizations such as the National Hispanic Medical Association.</p>
<p>Environmental Protection Agency</p>	<p>National recruitment staff attended or provided resources for other offices to attend at least eight recruitment/career fairs for the purpose of recruiting of Hispanic employees.</p> <p>A Hispanic Special Emphasis Program Manager and a senior executive manager at a regional office developed learning sessions to encourage Hispanic employees' participation in career development programs that would increase their competitiveness for promotional opportunities.</p> <p>EPA implemented a Federal Career Intern Program, which has the potential to enhance targeted recruitment efforts.</p> <p>One EPA regional office began a program in which EPA employees serve as mentors to High School students. One goal of the program is to increase the percentage of Hispanic students who go on to college and graduate in professional areas for which EPA would have a future hiring need.</p> <p>Another EPA regional office co-sponsored a college campus workshop with the Director of Hispanic Student Services on "How to Apply for Federal Employment."</p>
<p>Farm Credit Administration</p>	<p>FCA signed a formal partnership agreement with the Hispanic Association of Colleges and Universities (HACU) and employed seven students through the HACU internship program.</p>
<p>Federal Communications Commission</p>	<p>FCC instituted and utilized the Engineer-in-Training Program (EIT) to recruit entry level engineers from colleges and universities with a large Hispanic enrollment. FCC recruitment for the EIT program resulted in the hiring of two Hispanics.</p>

<p>National Aeronautics and Space Administration</p>	<p>NASA’s national recruitment initiative has contracted with an internet recruitment source to publicize NASA as an employer of choice to the Hispanic community.</p> <p>NASA is developing a digital video disc for use in on-site recruitment that will be available in Spanish as well as English.</p> <p>The agency’s recruitment website showcases internet recruitment sources that serve the Hispanic community.</p>
<p>National Labor Relations Board</p>	<p>NLRB participated in recruitment activities at events likely to attract Hispanic job applicants, such as the Hispanic National Bar Association Convention and Job Fair, the National Image Convention, the Southwest Texas Multi-Cultural Expo, and college recruiting events at the South Texas College of Law, Southwest Texas State University, and the University of Nevada-Las Vegas.</p> <p>The Board redesigned recruitment materials to reflect an interest in diversity.</p> <p>Personnel attended a Hispanic Executive Leadership meeting to obtain information on recruitment, job fairs and diversity programs.</p> <p>NLRB hired 22 Hispanics for attorney, field examiner, technical and clerical positions throughout the agency.</p> <p>NLRB also enrolled 6 Hispanics in the NLRB Cooperative Education Program and 5 Hispanics in the Executive Development Seminar, Federal Executive Institute and Management Development Program.</p> <p>The agency contacted HACU to request names of students interested in an internship; succeeded in hiring a Hispanic student referred by the Association.</p>
<p>National Security Agency</p>	<p>NSA attended recruitment-centered and Hispanic-focused events at numerous colleges and universities with large Hispanic populations and at several Hispanic sponsoring organizations. NSA conducts information sessions, resume reviews and mock interview sessions on college campuses in an effort to heighten awareness of</p>

	careers at NSA and help students with job search skills.
Nuclear Regulatory Commission	<p>NRC developed and utilized the NRC Nuclear Safety Intern Program (NSIP) to recruit recent Hispanic graduates with superior academic standing and high potential for achievement.</p> <p>As a result of NRC recruitment efforts at California State, San Diego State University, and the University of Puerto Rico at Mayaguez, 42 of the current 111 NSIP participants are Hispanic.</p> <p>NRC also adopted the Student Loan Repayment Program as a recruitment incentive for positions that are difficult to fill.</p>
Office of Personnel Management	OPM continued to use the <i>10-Point Plan to Improve the Recruitment and Development of Hispanics in the OPM Workforce</i> to develop applicant pools that include qualified Hispanic candidates for all positions, including those in the Senior Executive Service.
Overseas Private Investment Corporation	<p>OPIC corresponded with HACU regarding internship opportunities.</p> <p>The Corporation sent three different recruitment bulletins (one for each academic semester) to Hispanic serving institutions.</p> <p>OPIC placed a display ad in the Cinco de Mayo issue of Hispanic Network magazine.</p>
Small Business Administration	<p>SBA used paid advertising in Hispanic magazines to target recruitment of Hispanics for the District Director Candidate Development Program. This program is used in the selection and development of high potential candidates for GS-15 level District Director positions throughout the agency.</p> <p>SBA has established a Recruitment Officer (who is bilingual in English and Spanish) to serve as a resource to high school and college students and faculty members in an effort to improve Hispanic recruitment.</p>
Social Security Administration	SSA continues to implement their comprehensive recruitment plan which includes: (1) advertising in key

Social Security Administration (cont.)	publications; (2) using internet-based services and web-based recruitment clearing houses; (3) maintaining relationships with college and universities; and (4) targeting companies in private industry that are downsizing and targeting displaced Federal employees. Since the plan was implemented, Hispanic representation has increased from 8.6% to 11%. SSA uses the Advanced Leadership Program to prepare Hispanic employees at the GS-13 and GS-14 levels for advancement to senior-level positions. Seventy-four employees participated in the program, of which nine were Hispanic.

Effective Use of Existing Tools, such as the Hispanic Employment Program, Diversity Training, Policy Statements, Student Educational Employment Program, and Bilingual/Bicultural hiring authority.

The reporting agencies support and use the Governmentwide Student Educational Employment Program and special authorities to circumvent hiring barriers. These organizations sponsor targeted recruitment activities and partnerships with non-governmental organizations in an effort to take a proactive role in the recruitment of Hispanics. Many agencies have begun using the Federal Career Intern Program. In addition, many agencies have appointed Hispanic Employment Program (HEP) Managers to assist with the recruitment and hiring of Hispanics and to advise management of the concerns and issues relevant to Hispanic employees and applicants.

While many agencies provided substantive information and worthwhile ideas, most fell far short in their reporting. Of special concern were those reports that indicated that an agency did not have any activities in place for any of the areas OPM surveyed.

As part of its Youth Initiative, the Department of Veterans Affairs is making effective use the HACU National Internship Program and they are using it to inspire the next generation of public servants.

<p>Department of Air Force</p>	<p>Air Force appointed key senior personnel as members of the Defense Advisory Council on Hispanic Issues, established to assist the Department of Defense improve the representation of Hispanics in both military and civilian occupations.</p> <p>Various departmental components use the Student Temporary Employment Program extensively. At one particular location, the HEP committee designed a mentoring program for temporary employees.</p> <p>Executive Order 13171 is briefed at Air Force training seminars and is accessible electronically by Air Force employees via the internal web site.</p>
<p>Department of Commerce</p>	<p>Commerce hired a new Departmental EEO Manager with responsibility for the Hispanic Program, as well as a Hispanic Program Manager at the agency level.</p> <p>Commerce also developed the Federal Career Internship Program to attract talented graduates to explore employment at the Department.</p>

<p>Department of Defense</p>	<p>Within DOD, the Defense Intelligence Agency (DIA) HEP Council actively participated in 1) informational and recruitment activities at high schools and universities; 2) national Hispanic conferences; 3) Federal government employment fairs; and 4) the DIA Ambassador Program, a corporate strategy to increase awareness and communication at all levels of the Agency.</p> <p>Also within DOD, the Defense Logistics Agency developed and presented diversity training throughout the agency, to include a 4-hour module for new supervisors, 7 on-line modules available on the agency’s Intranet, and a 4-hour internet-based learning program on diversity entitled “<i>Building Community.</i>”</p> <p>DLA continued to enforce its Hispanic hiring plan <i>REAL</i>, which stands for Recruitment, Employment and Advancement for Latinos.</p>
<p>Department of Education</p>	<p>Education appointed a Special Programs Recruiter to promulgate the Department’s Hispanic recruitment initiative and reach out to the Hispanic community.</p>
<p>Department of Energy</p>	<p>Energy launched the Federal Career Intern Program which provides participants with specialized training and an opportunity for noncompetitive conversion.</p>
<p>Department of Health and Human Services</p>	<p>At HHS, all employees receive ongoing diversity training throughout all the major components.</p> <p>HHS continues to support the <i>Interamerican College of Physicians and Surgeons’ Hispanic Youth Initiative</i>, designed to encourage and motivate Hispanic youth to consider careers in health professions.</p> <p>The Substance Abuse and Mental Health Services Administration hired two HACU interns through the Student Career Employment Program. One intern was selected for the Presidential Management Intern Program, and another one was selected for the newly developed Emerging Leaders Program.</p>
<p>Department of Interior</p>	<p>The National Park Service (NPS) increased the number of Hispanics employed in the Student Temporary</p>

<p>Department of Interior (cont.)</p>	<p>Employment Program from 37 in 1998 to 86 in 2002. In addition, NPS increased the representation of Hispanics employed under the Student Career Experience Program hiring authority from 6 percent in September, 1998 to 14 percent in September 2002.</p> <p>The Office of Surface Mining’s Denver Financial Management Center hired and converted three Hispanic Student Career Experience Program students.</p> <p>The United States International Trade Commission’s EEO Director appointed a Hispanic Employment Program Manager.</p>
<p>Department of Labor</p>	<p>Labor continues to actively participate in the HACU National Intern program.</p>
<p>Department of Navy</p>	<p>Navy issued a new agency instruction that establishes the Department of Navy civilian Hispanic Employment Program (HEP) with objectives designed to meet the requirements of Executive Order 13171.</p> <p>The Department appointed HEP Managers in either collateral duty or full time capacity, as well as Advisory Council on Hispanic Employment members.</p> <p>Navy successfully utilized Student Career Experience and Student Temporary Employment Programs to hire Hispanic students.</p>
<p>Department of Transportation</p>	<p>Transportation developed diversity training for senior officials and program managers.</p> <p>The department sponsors the <i>Professional Development Program</i> that provides students with professional experience and possible employment after graduation.</p> <p>Transportation also developed a pilot scholarship and cooperative education program – <i>Next Generation of Public Service Scholarship and Cooperative Education Program</i>, in partnership with the Hispanic Scholarship Fund Institute, to attract Hispanic students. Further, it uses its Student Post-Secondary Intern, Federal Career Intern, Student Career Experience, Student Temporary</p>

Department of Transportation (cont.)	Employment, and Summer Transportation Internship Programs to hire Hispanic students.
Department of Treasury	<p>The Department established College Recruitment Coordinators to enhance the Department’s visibility and job opportunities at colleges and universities with large Hispanic populations.</p> <p>Many of the Treasury’s bureaus use the Student Career Experience, Student Temporary Employment Program, and Student Volunteer Service Programs extensively in order to maximize their ability to identify diverse potential candidate pools.</p>
Department of Veterans Affairs	<p>Veterans Affairs established the <i>Youth Initiative Program</i> to address many concerns. The program supports the White House Initiative on Educational Excellence for Hispanic Americans and addresses the problems of Hispanic underrepresentation and succession planning. In addition, the program helps market government service to minority youth and exposes minority students to role models and mentors who can inspire them to pursue a postsecondary education. VA established this program in an innovative partnership with a state government and non-profit organizations.</p> <p>VA made a formal presentation about its program to the Interagency Task Force on Hispanic Employment.</p> <p>The Department consistently partners and participates in various internship programs throughout the year, ranking among the top Federal partners.</p>
Environmental Protection Agency	<p>EPA implemented the Federal Career Intern Program as its preferred vehicle for targeted recruitment.</p> <p>The Agency developed mandatory civil rights/employment opportunity issues training for Agency managers.</p>

<p>Farm Credit Administration</p>	<p>FCA established the <i>Examiner and Policy Analyst Career Intern Programs</i> to recruit and develop professional trainees into a variety of occupations.</p> <p>The Administration sponsored an agency-wide Diversity Day celebration that consisted of several training courses, including “<i>How to Avoid Stereotyping</i>” and “<i>Communication Techniques.</i>”</p>
<p>Federal Communications Commission</p>	<p>The FCC appointed employees specifically for their ability to speak and write Spanish via the Bilingual/Bicultural hiring authority.</p> <p>The Commission emphasized the importance of diversity in the selection, advancement, and training of employees via mandatory supervisory training programs.</p> <p>The FCC hired Hispanic students under the Student Temporary Employment and Student Career Experience Programs.</p>
<p>Federal Maritime Commission</p>	<p>At FMC, managers and supervisors attend annual mandatory EEO and diversity training.</p> <p>The Commission utilized the Presidential Management Intern Program and the HACU National Internship program to provide entry-level positions for qualified applicants.</p>
<p>Holocaust Memorial Museum</p>	<p>The Museum issued a Hispanic Employment Program Policy Statement and Plan to all senior executives, managers, and supervisors outlining their role and encouraging their participation in the effort to increase the underrepresentation of Hispanics in the workforce.</p> <p>The Museum provided Diversity training to supervisors, human resources specialists, and administrative officers.</p>
<p>International Trade Commission</p>	<p>The ITC appointed a Hispanic Employment Program Manager. It provided periodic EEO training, including diversity training, to supervisors and managers.</p>

<p>International Trade Commission (cont.)</p>	<p>In addition, the ITC utilized Student Career Experience Program to hire and convert international trade analysts at both the entry and mid-level.</p>
<p>National Aeronautics and Space Administration</p>	<p>At NASA, the Student Temporary Experience Program is a fundamental part of the Hispanic recruitment efforts.</p> <p>NASA created a new student scholarship program with the Society of Mexican American Engineers and Scientists and the Hispanic Scholarship Fund.</p>
<p>National Endowment for the Humanities</p>	<p>The NEH uses its Summer Fellows Program to expose college students to the Endowment’s mission as they consider the federal government as a potential employer.</p>
<p>National Security Agency</p>	<p>NSA uses their Student Career Experience, Summer Employment and Undergraduate Training Programs as feeders into their full-time hiring program.</p> <p>NSA established relationships with Hispanic schools, associations, and organizations in order to identify talent among the Hispanic student population.</p>
<p>Nuclear Regulatory Commission</p>	<p>NRC developed the <i>Nuclear Safety Intern Program</i> as a strategy to achieve notable progress in recruiting highly qualified Hispanic candidates with bachelors, masters or doctoral degrees that have both superior academic standing and a high potential for achievement.</p> <p>The Executive Director for Operations semiannually discusses agency-wide policy on implementing the President’s strategic human capital management program regarding Hispanics and other minorities. NRC implemented the <i>Undergraduate Scholarship Program</i> which offers financial support for outstanding Student Career Experience Program students in return for a commitment by the student to accept a position with the agency.</p>

Office of Government Ethics	The OGE used the Outstanding Scholar program as a recruitment tool to targeted minority groups, including Hispanics.
Office of Personnel Management	OPM continued to actively support the HACU National Internship Program by sponsoring 24 interns.
Office of Special Counsel	The OSC uses the Federal Career Intern Program to recruit students from various colleges and universities.
Small Business Administration	<p>The SBA appointed a Hispanic female as its Equal Employment Opportunity Director, and also recruited a Collateral-duty Hispanic Employment Program Manager.</p> <p>SBA was successful in hiring individuals under the Student Temporary Experience Program and the Outstanding Scholar hiring authority.</p>
Social Security Administration	<p>SSA utilizes the Student Educational Employment Program as one of the pipelines for entry-level positions, particularly the Outstanding Scholar Provision and the Bilingual/Bicultural hiring authorities.</p> <p>SSA employs Hispanic Employment Program managers as critical members of the management team.</p> <p>SSA provides annual diversity training is provided to all employees via classroom training, interactive video broadcasts, internal and external conferences, and as part of management meetings.</p>

CONCLUSION

The President has set a strong example for Federal departments and agencies by recruiting and appointing highly qualified Hispanics to work at the highest levels within this Administration. By this example, the Administration clearly demonstrates that it expects that Federal career opportunities will be open to all citizens.

Although there have been consistent gains in the employment of Hispanics, the Federal workforce is not keeping pace with the Civilian Labor Force (CLF). The difference in under-representation between Hispanics in the Federal workforce and in the CLF is growing, even as more Hispanics enter the Nation's workforce. In addition, our statistics indicate that once Hispanics enter the Federal workforce, they do not progress at the same rate as their counterparts. Hispanics are employed primarily in the lower grades, and their average grade level is below the average GS grade for all Federal employees. The situation of underrepresentation is even more severe in the Senior Pay ranks, which include the SES.

Federal activities and operations must reflect the commitment of the President to equal opportunity for Hispanics. Strong departmental and agency leadership is essential to the successful accomplishment of this objective. Because Hispanics remain the most severely underrepresented minority group in the Federal workforce, agencies must ensure that their recruitment resources are effectively deployed to take advantage of the full range of opportunities available to recruit Hispanics. Agencies must assure that Hispanics who come on board are given the full range of development and promotion opportunities that are available to others.

As the Director of the Office of Personnel Management, I am personally committed to this effort and to ensuring that the steps designed to guarantee equal opportunity are successful. We will do everything within our power to insure that your vision of a workforce that is citizen centered and representative of the great diversity of our nation becomes a reality.